

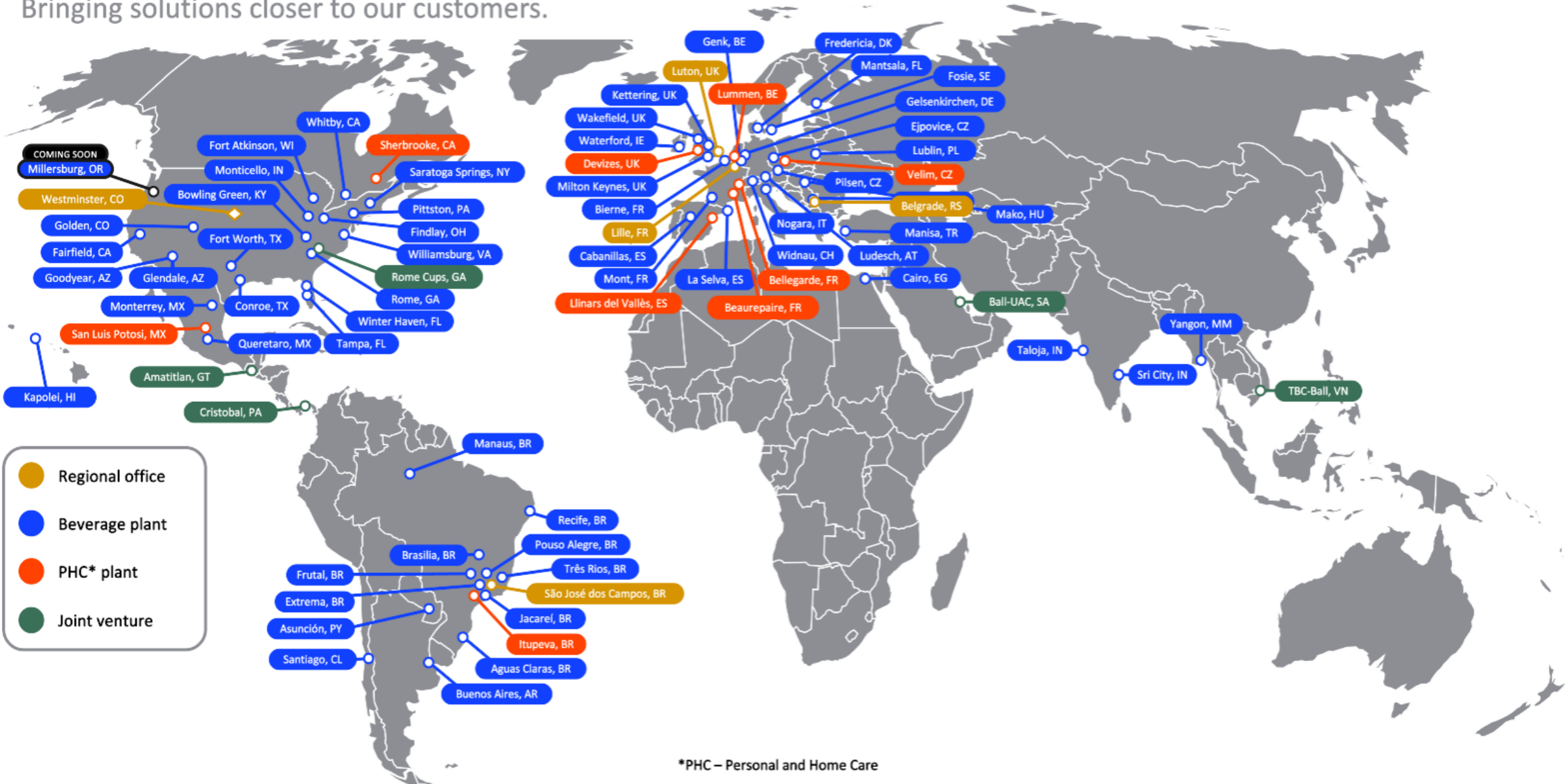
Gene Bocis

VP, Global Ball Operational Excellence



Our global network.

Bringing solutions closer to our customers.



*PHC – Personal and Home Care

Our customers around the globe.

Partnering with the world's leading brands



*Represents a sampling of our customers around the world. Logos may be registered trademarks of their respective owners.

Our Purpose. Our Promise.

Our Purpose.

We exist to unlock the infinite potential of aluminum to advance a world free from waste.

Our Vision.

To advance sustainability through aluminum packaging.

Our Strategy.

We simplify sustainability for our customers by delivering scalable solutions that enable us to win together.

Our Values.

We Care.

So we can lead with integrity.

We Work.

To create an enduring impact.

We Win.

Through our customer focus.

2026 Strategic Goals

Ball Profit +

Delivering in our core business

Capitalizing on an evolving market

1

Executing exceptionally in our existing business

2

Staying close to our customers and maximizing our network

3

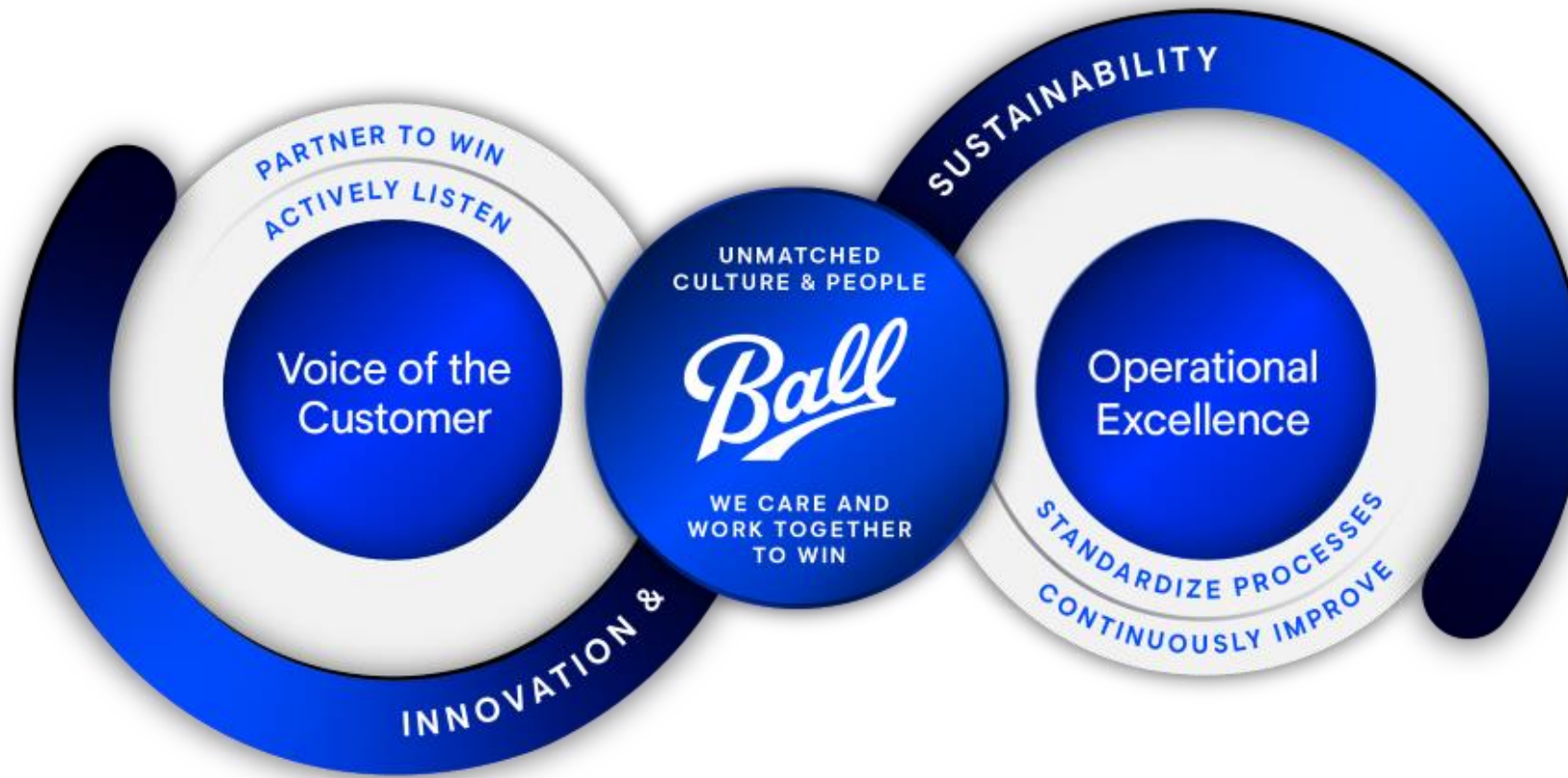
Accelerating substrate shift and category expansion

4

Managing complexity to our advantage

Ball Business System

Powered by Ball Operational Excellence



BOE- Manufacturing Structure

To become a High Performing Global Cross Functional Management System, unified under standards driven operating model that aligns **people, processes, data, and governance across all functions and regions** to ensure consistent execution, rapid decision making, customer centric performance, and continuous improvement in a complex manufacturing environment.



Ball Operational Excellence

July 2022

NCA BOE Business Mgt. Pillar Launched in Mfg.

Q4 2024

BOE Mfg. goes GLOBAL!

Business Management Pillar Launched in Mfg.

Q1 2025

Global **BOE Mfg. - Phase 1** in Quality, EHS and Maintenance

BOE Supply Chain – Global / Regional Business Mgt. Pillar Launched

Planning & Logistics Pillar development

Q1/Q2 2026

Global BOE Mfg. - **Phase 2** in Quality, EHS and Maintenance

Global BOE Mfg. - **People & Technical Training** Pillar Launch

BOE Supply Chain - **SIOP**

Q3 - Global BOE Mfg. – Delivery Pillar to be Launched

Q4 – BOE Global Procurement Global Logistics Pillar

2027 - Beyond

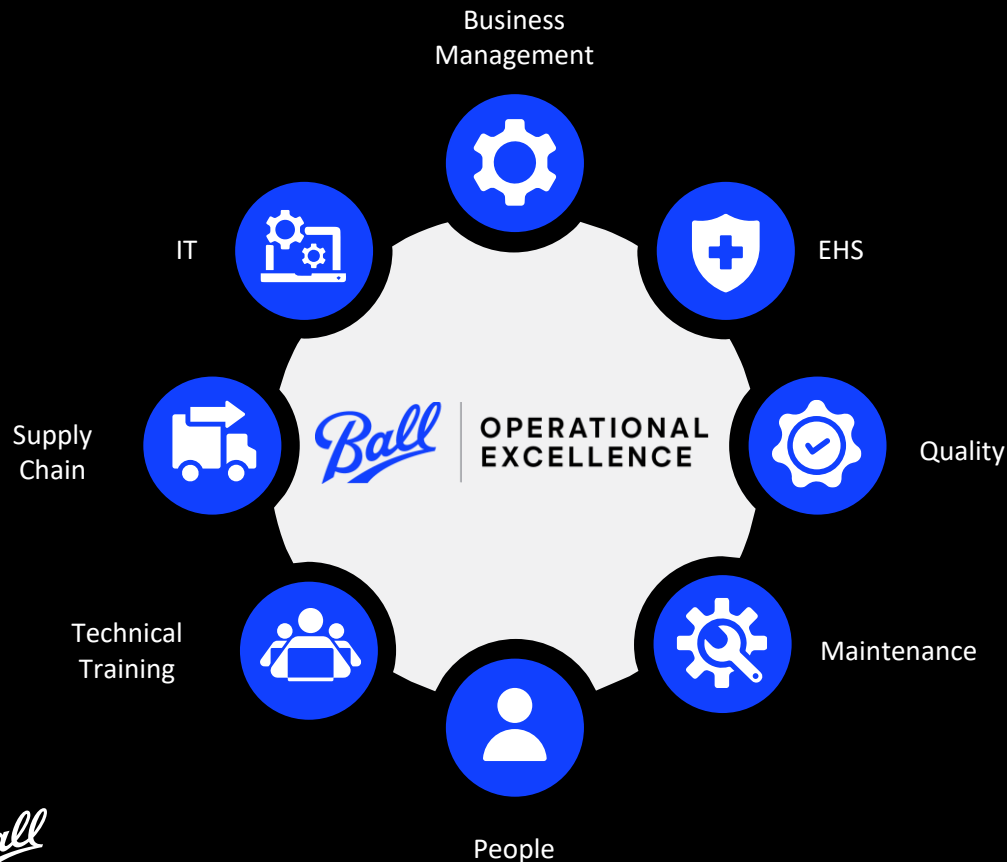
Supply Chain Global Graphics

BOE Regional Procurement

BOE Mfg. Continuous BOE Evolution

Ball Operational Excellence (BOE)

Ball's strategic approach to follow World Class Manufacturing principles.



BOE deployment calendar

Timeline for each plant

All sites to achieve deployment & means score targets by end of 2026



On-site deployment

Standardized Work

Structured agenda with pre-work and on-site support for deployment and ongoing assessment



Detailed action log

Gap and Action Log

Every plant has detailed action plan to close gaps with standard routines to review and validate completed actions

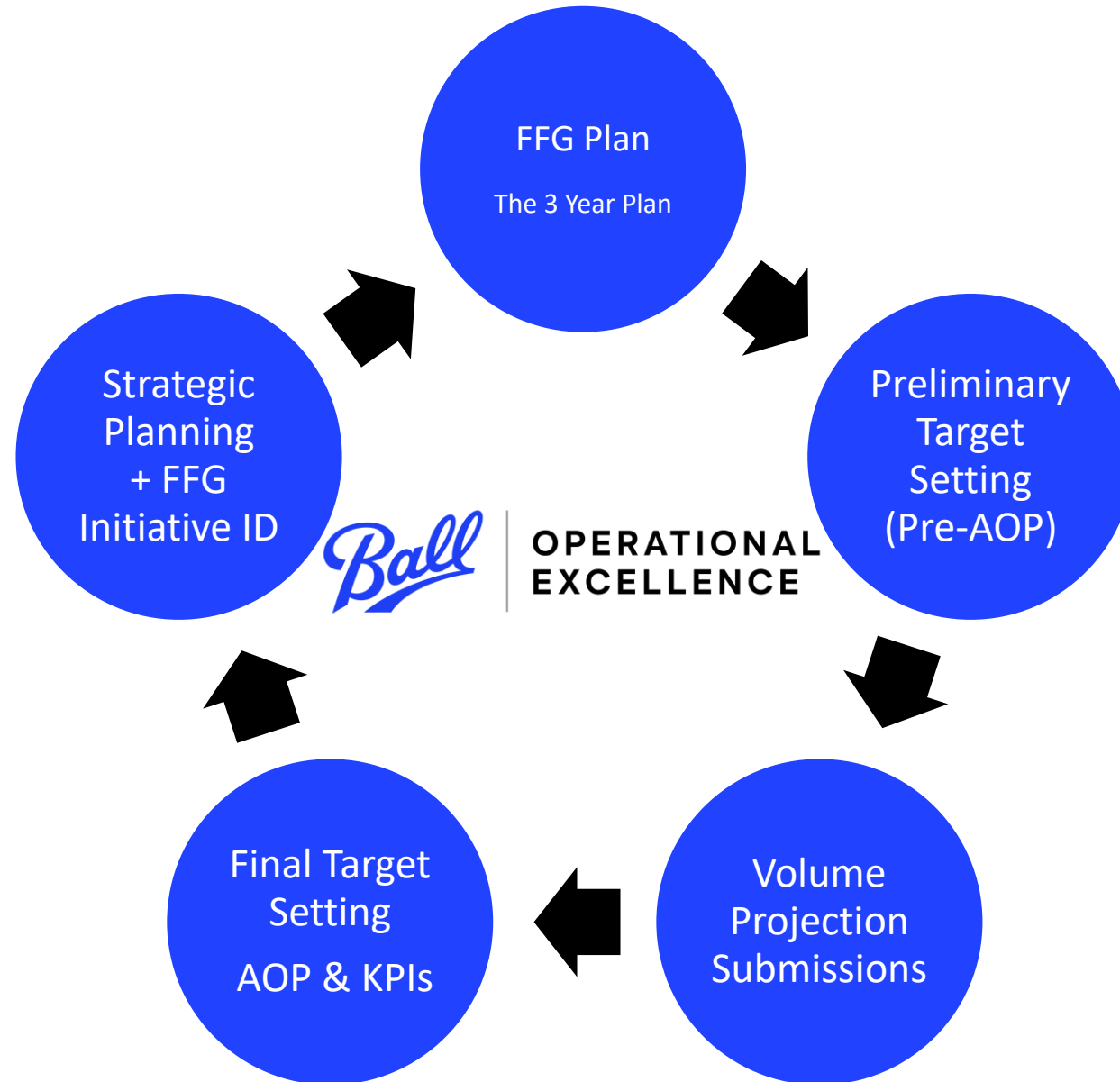


Score improvement

Means Assessment and improvement milestones

Monthly, quarterly, annual goals by plant/region.
Independent means scoring

BOE Annual Cycle



BOE Program Structure

Pillars are the foundational focus areas of the BOE program, addressing key aspects of business operations like management, safety, quality, and maintenance. These pillars serve as the structural framework for driving operational excellence.

Elements are the specific guidelines or criteria within each pillar that define what is required for success in that area.

Sub-elements break down the elements into detailed tasks or processes that make up each element.

Pillars

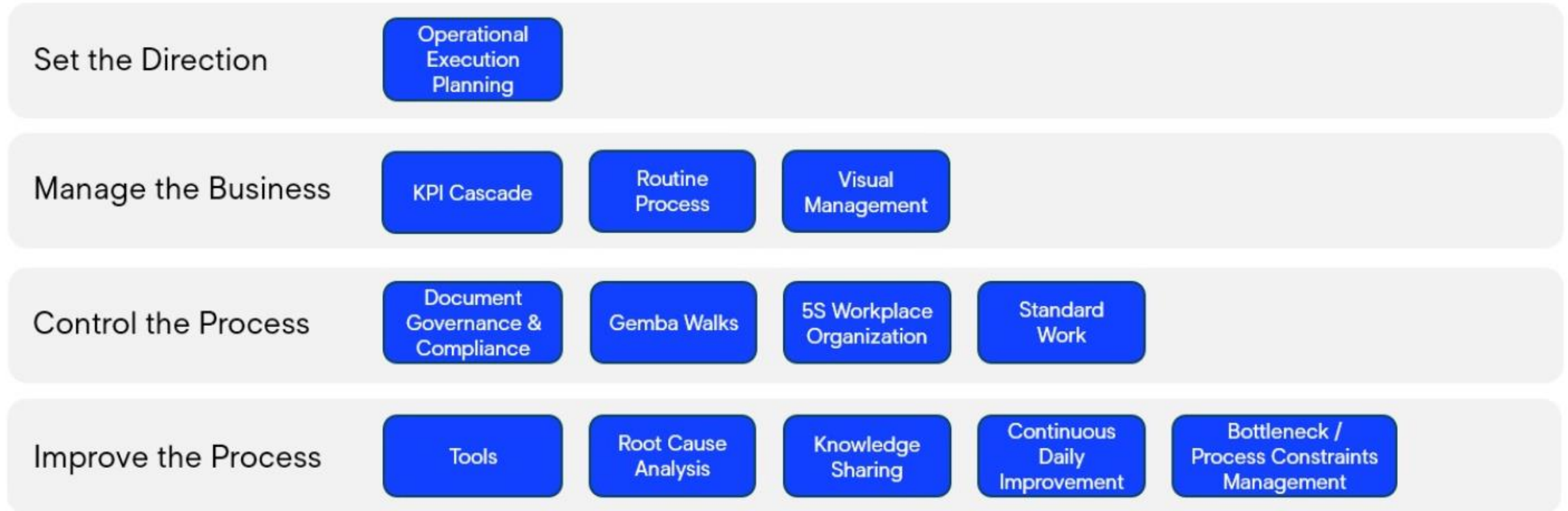
Elements

Sub-Elements

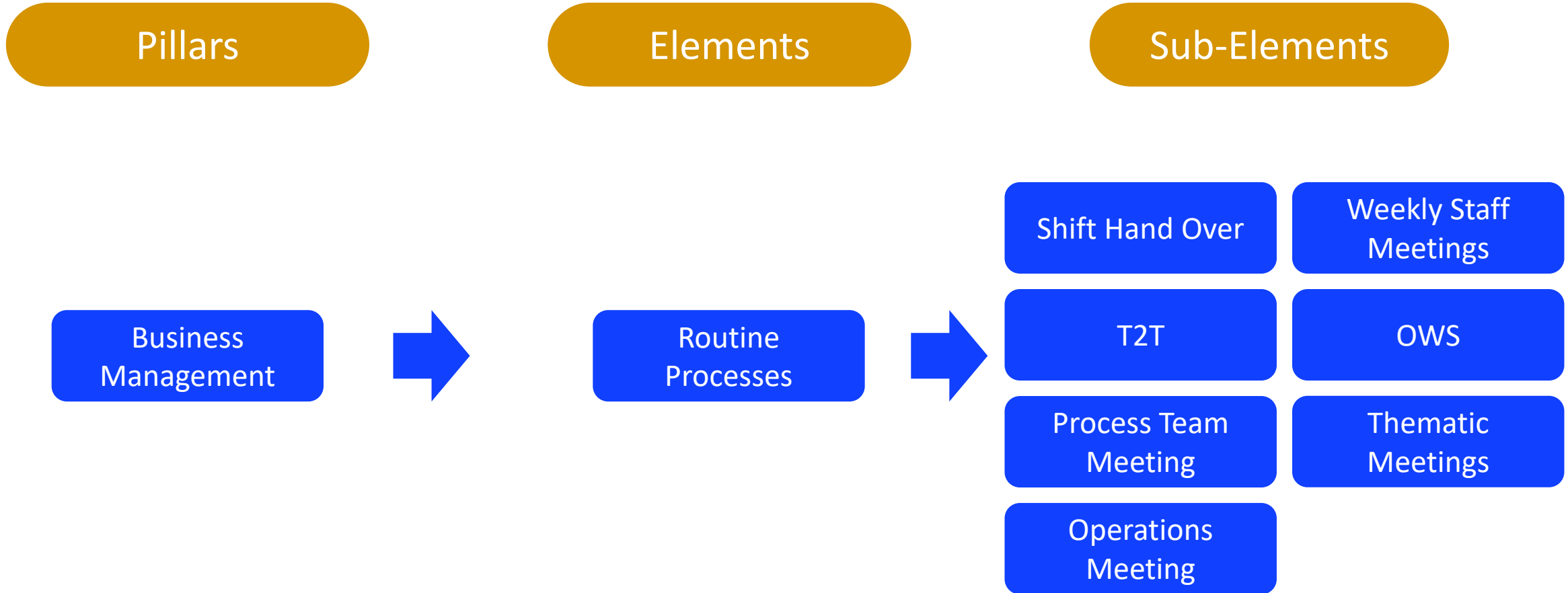
Assessments Each element will be assessed on a 0–5 scale.

- 0 – No evidence in place
- 1 – Foundational
- 2 – Building
- 3 – Established
- 4 – Maturing
- 5 – Transformative

Business Management Pillar - Elements



Business Management Pillar – Elements – Sub Elements



Business Management Pillar – Elements – Sub Elements

Pillars

Elements

Sub-Elements

Business
Management



Standard Work

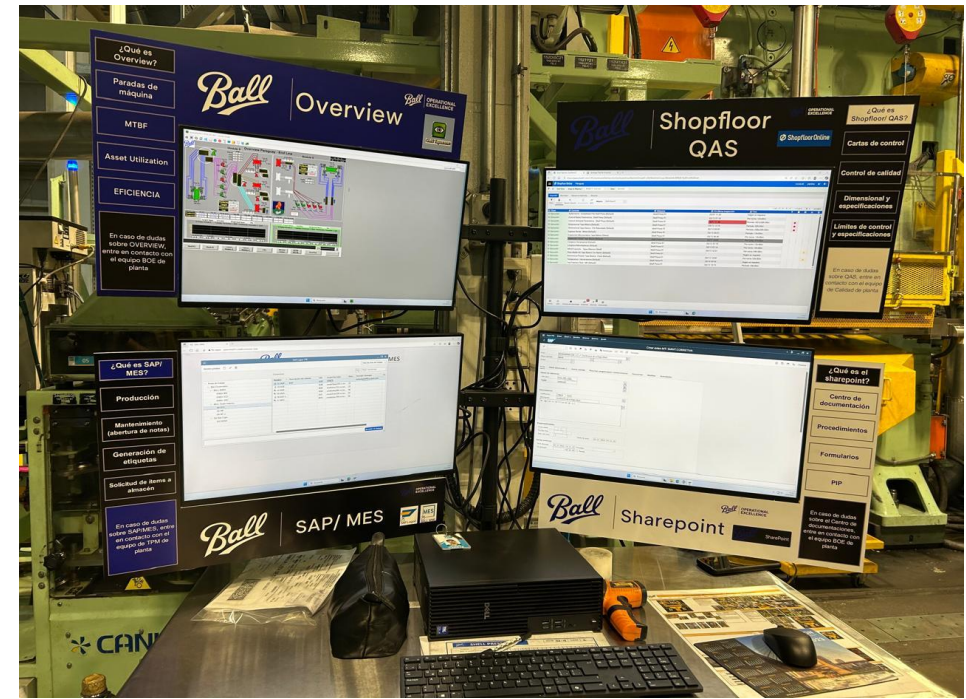


Operator
Standard Work

Leader Standard
Work

Standard Work – OWS & Operator Standard Work

Does your team have what they need – The right information available at the right time?



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Global KPIs

SAFETY	TRIR
QUALITY	CTQ CPK >1 CTQ OOS Alarm Rate CTQ PPK >1 Mfg - Customer Complaints (PBU)
OPERATIONS	Efficiency Total Spoilage
SUSTAINABILITY	Electricity Intensity Gas Intensity Water Intensity
COST	Financial Operational Performance
MAINTENAINCE	PM Compliance - Long Term
PEOPLE	Voluntary Turnover YE
TECHNICAL TRAINING	Training Hours Utilization



Measuring overall operational excellence execution

Promotes stability, engagement, improved performance, alignment

2024 BME SCORECARD						BPEMEA																														
#	PILLAR	KPI	Unit	Pts Can	Pts End	FOSC	FRED	KETT	MANT	MKEY	WAKE	EJPO	GELS	PILS	LUDE	WIDN	BIER	CABA	NOGR	SELV	BELG C	EGYP	TURK	SRIC	TALO	DAMC	YANG	BELG E	DAME E	LUBL	MONT	WATE				
1	EHS	TRIR	Rate	70	70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
2	Quality	NOC Severity	pbu	55	55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
3	Quality	NOC Quantity	pbu	55	55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
4	Business Management	Efficiency	%	50	50	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
5	Business Management	Total Spoilage	%	50	50	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
6	Business Management	Operational Cost	\$ Var to AOP	50	50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
7	Maintenance	PM Compliance	%	20	20	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
8	Maintenance	SpareParts	Net \$ Value	30	30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
9	Sustainability	Total Gas	kWh/1000	30		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
10	Sustainability	Total Water	Lts/1000	30		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
11	Sustainability	Total Electric	kWh/1000	30	30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12	People	Motivation / Engagement	Voluntary Turnover	30	30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
13	Quality	Quality Rate	% Cpk > 1		30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
14	Direct Materials	Compound Usage	mg/000		30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Total Results Points						500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	
Total Assessment Results						500	500	500	500	500	500	500	500	470	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500
Total Overall Score						500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500

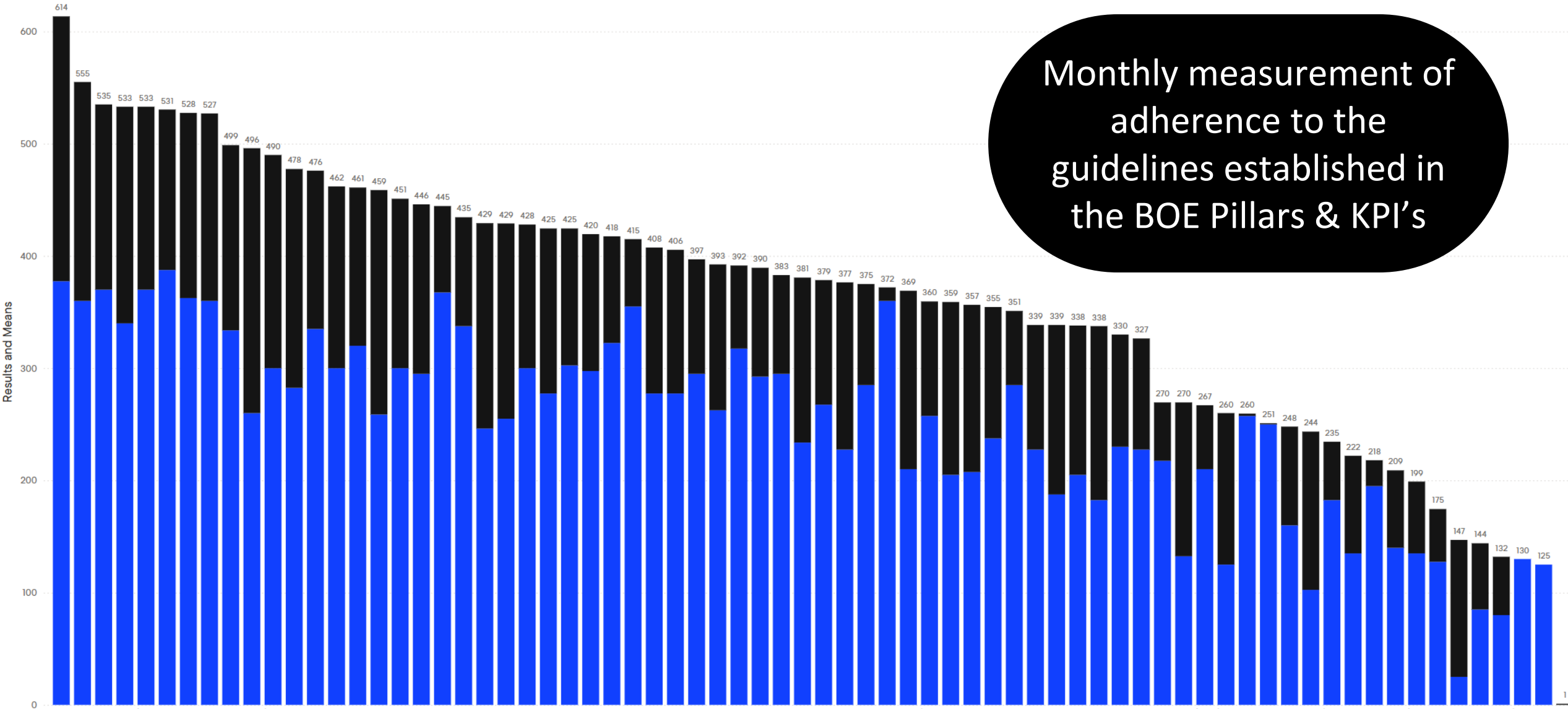
KPI Matrix showing each plant's achievement vs target for all KPIs




Measuring overall operational excellence execution

Promotes stability, engagement, improved performance, alignment

Results Means



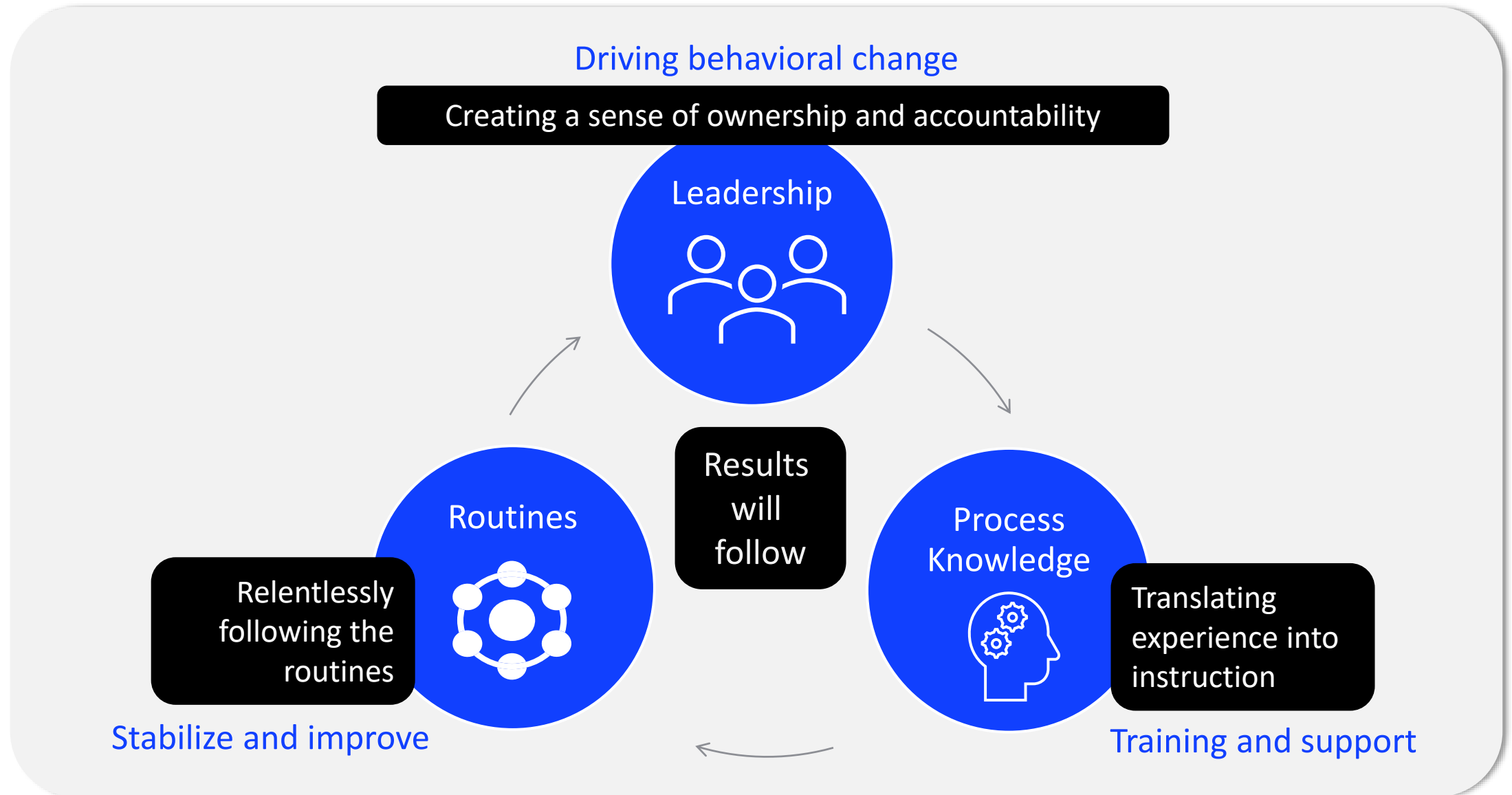
EHS

Hazard Identification & Risk Reduction	Risk Management		Engagement & Leadership		EHS Training		Incident Management		EHS Compliance		Workplace Transport		Contractor Management		Mobile Working		Control of Hazardous Energy		
	Regulatory Requirements	Operational Risk	Key Personnel	Key Processes	Training Topics	Competency	Investigation	Reporting	Standards	Inspections	Permitting	Vehicle Safety	Contractor Safety	Mobile Work	Energy Isolation	Lockout/Tagout	Energy Release	Control Measures	
 OPERATIONAL EXCELLENCE																			
Routine Process				Document & Compliance				Standard Work				RCA				TQM			
Management				Knowledge Improvement				Operational Plan				Key Performance Indicators				Business Process			

People	Technical Training
Employee Engagement & High Performing Culture	Technical Knowledge & Skills Development
Capability & Performance Acceleration	Technical Documentation Management
Building the Workforce of the Future	Pathway Model Execution
People Development	Operational Documentation Lifecycle
Managing Performance	Verification
Workforce Strategy	OCU
Production Workload Development	Pathway Preparation
Culture & Engagement	Side Assessment & Derivation
Rewards & Recognition	Operational Documentation Lifecycle
Proactive Problem Solving	Cost

Sustainability	Cost	Sterilization & Spare parts	Plant Wellness	Autonomous Maintenance	Maintenance Scheduling	Preventive Maintenance	Quality									
							Quality Culture	Compliant Handling	Supplier Quality & Material Qualification	Non-Conformance	Food Packaging Regulations & Safety	Quality Methods	Technical Specifications			

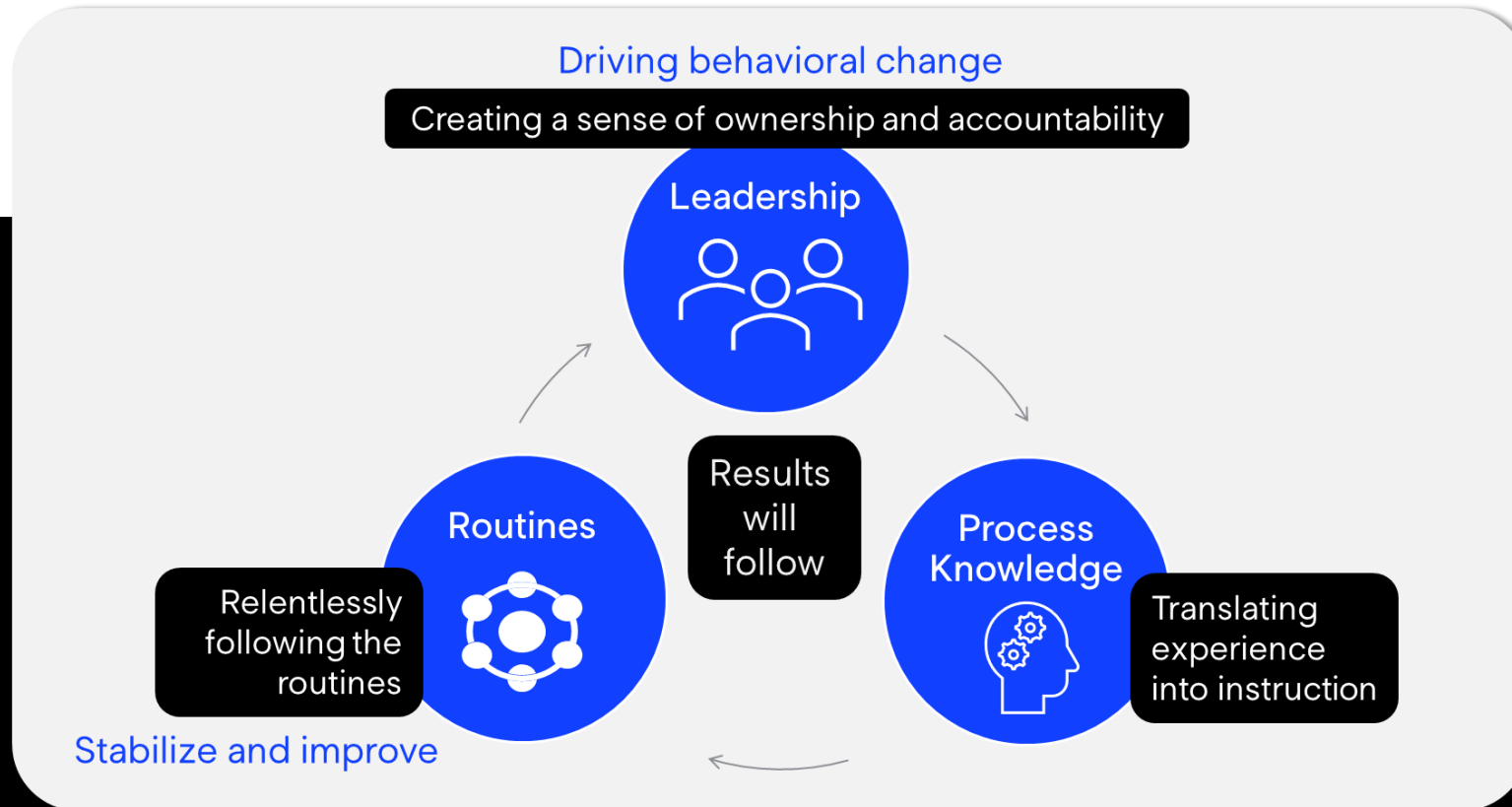
Creating stability through standards.



Why stability and standards are important.

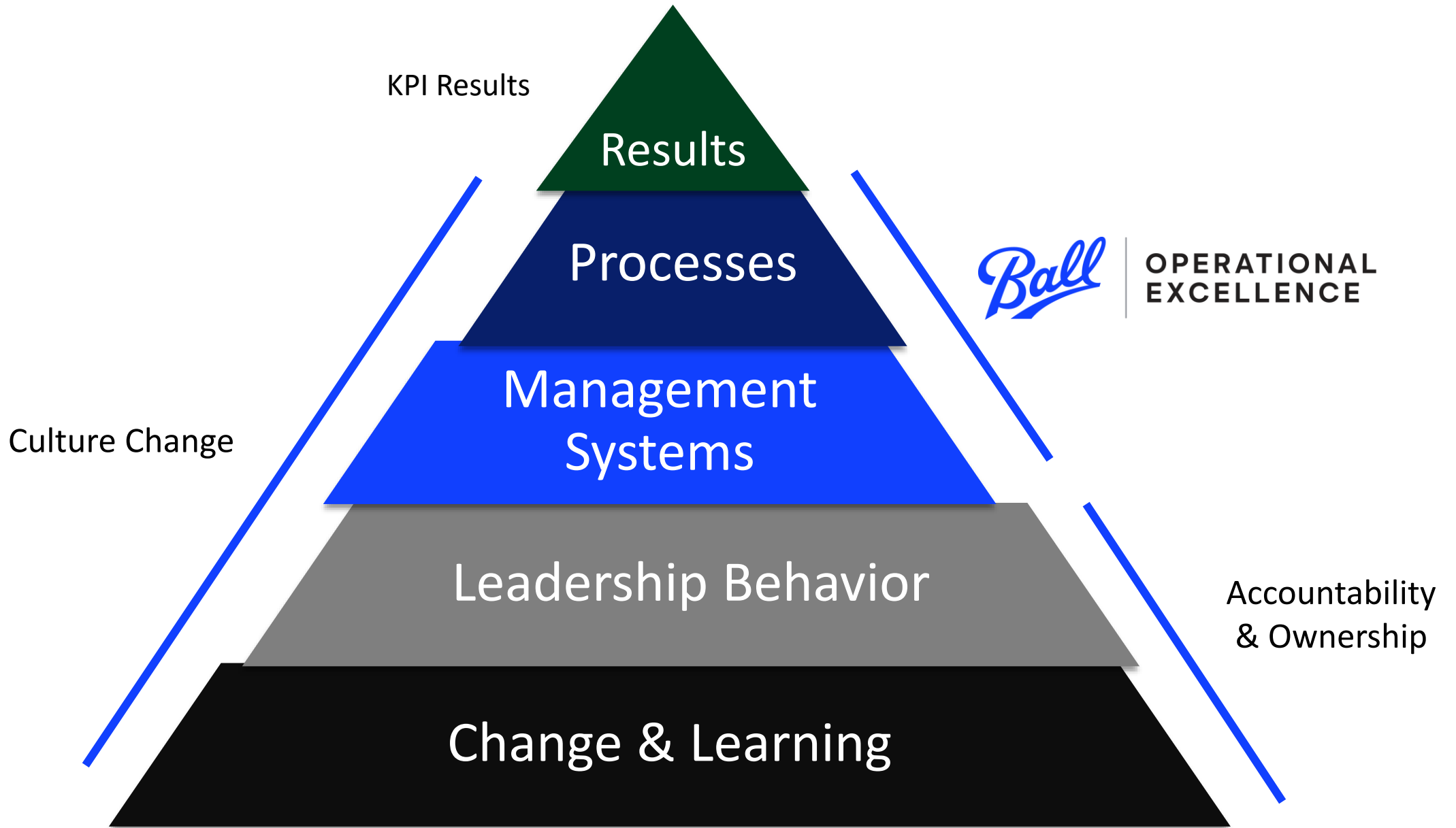
85% of our employees
are team members

75% of the time,
team members are working
autonomously

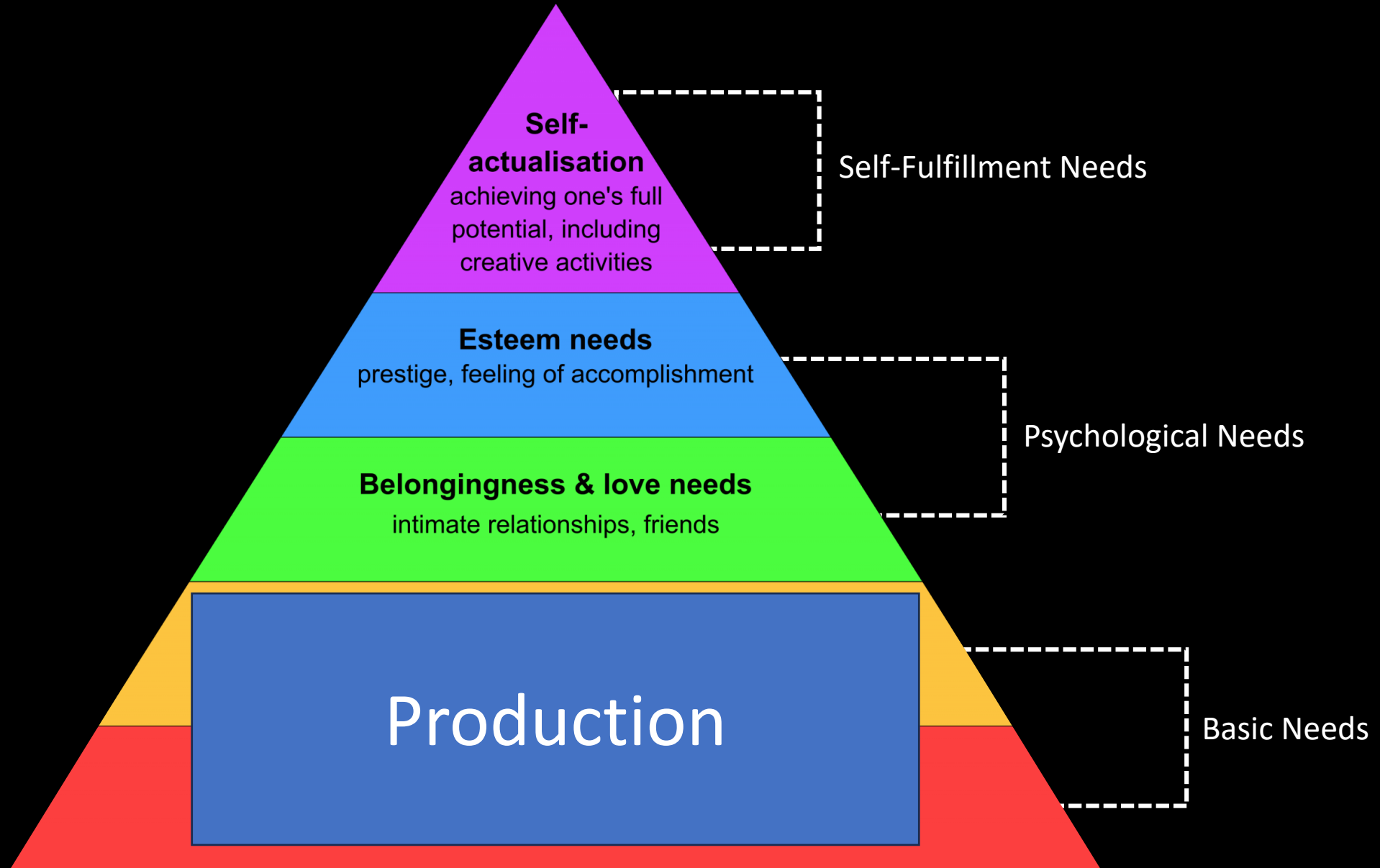


LEADERSHIP

Cultural Transformation Fuels Performance



Maslow's Hierarchy of Needs



Thank you!