



BALL CORPORATION
2016 Sustainability Report



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EXTERNAL ASSESSMENTS

Ball's sustainability management and performance have again been recognized by external experts.



ABOUT OUR REPORTING

This is Ball Corporation's fifth biennial sustainability report, covering calendar years 2014 and 2015. It complements our financial reporting and covers the sustainability topics identified by Ball and our stakeholders as most material to our company. Customers, investors, employees and suppliers are the primary audience for our reporting.

Note that all data in this report is for the calendar years 2014 and 2015, and we report information on our business prior to the acquisition of Rexam PLC that closed on June 30, 2016, and the required divestitures related to the acquisition. Some of the information we provide in this report, such as the Ball Overview on Pages 2-3, is related to decisions and events that have occurred in 2016, so that readers have more up-to-date information about Ball post-close of the acquisition.

Unless otherwise stated, we are reporting global information from manufacturing facilities, major administrative offices, and research and development facilities where Ball Corporation has operational control. An external assurance statement by PricewaterhouseCoopers and further details on reporting principles, boundaries and data normalization are available on our website.

Our reporting was developed in accordance with the Core level of the Global Reporting Initiative (GRI) G4 guidelines. A detailed GRI Content Index appears online.

CONTACT

We welcome your comments and questions on our sustainability efforts. Please direct them to sustainability@ball.com.

More details on our sustainability performance, best practices and updates on our progress are available at www.ball.com/sustainability.

www.ball.com/sustainability

Throughout the online version of this report, click this symbol ⊕ for additional web content.

CEO PERSPECTIVE



At Ball Corporation, we believe in our people, our culture and our ability to deliver value to all of our stakeholders. Like uncompromising integrity and customer focus, being sustainable is part of our Drive for 10 vision, which leverages Ball's strengths to achieve continued long-term success.

The environment in which we operate remains extremely competitive and is constantly changing. Therefore, we continue to focus on controlling the things in our control and positioning our company for enduring success. The acquisition of Rexam PLC will be truly transformational for our company and our industry. We will be able to apply key learnings from both companies and leverage our scale to be more efficient, more cost effective and to set new standards in sustainable growth. We also will have greater opportunities to ensure the beverage can is the most sustainable package in the beverage supply chain.

Additionally, as the largest canmaker in the world, we will have a unique opportunity to address the fundamental challenges in our business and in our value chain. Our sustainability activities align well with the United Nations' Sustainable Development Goals, ratified last September. As you'll see throughout this report, we continue to set a high bar for ourselves, our suppliers and our partners. A few examples of this commitment and highlights from the reporting period include:

- Reduced our Total Recordable Incident Rate by 27 percent.
- Collaborated with our customers to develop and launch game-changing, lighter-weight metal beverage and aerosol packaging innovations.
- Reduced the carbon footprint of our most common beverage can formats by 10 percent since 2010,

putting us on pace to meet our global Cut/4 CARboN target of 25 percent by 2020.

- Donated more than \$4 million to charitable organizations in Ball communities through The Ball Foundation, employee donations and the corporate match.
- Achieved a 77 percent participation rate and 78 percent engagement level in our 2014 employee engagement survey, coming in well above many benchmarks while striving to reach global high-performing status in some areas.

This is an exciting time at Ball. With Drive for 10 and its levers, including sustainability, as our guide, we look forward to a brighter, stronger future for our organization.

John A. Hayes

John A. Hayes
Chairman, President & Chief Executive Officer

WE KNOW WHO WE ARE.

Proud of our rich history, we recognize the whole of our company is greater than the sum of its parts. Most importantly, we believe in our people, our culture and our ability to deliver value to all our stakeholders. Though we encourage and embrace our diversity of thought, business, location and language, we are “One Ball,” valuing:

- Uncompromising Integrity
- Being Close to Our Customers
- Focusing on Attention to Detail
- Behaving Like Owners
- Being Innovative

WE KNOW WHERE WE ARE GOING.

We want to be the best at everything we do, and will continually strive for perfection at Ball as we pursue our strategy of:

MAXIMIZING value in our existing businesses

EXPANDING into new products and capabilities

ALIGNING ourselves with the right customers and markets

BROADENING our geographic reach

LEVERAGING our know-how and technological expertise to provide a competitive advantage

WE KNOW WHAT IS IMPORTANT.

In order to reach our goals, we must excel in these areas:

CUSTOMER FOCUS We must be viewed as a strategic partner with each of our key customers.

OPERATIONAL EXCELLENCE We must be the most competitive in terms of cost, quality and service in all the markets in which we compete by continually driving for efficiencies in all our processes.

INNOVATION AND BUSINESS DEVELOPMENT We must identify and drive profitable growth.

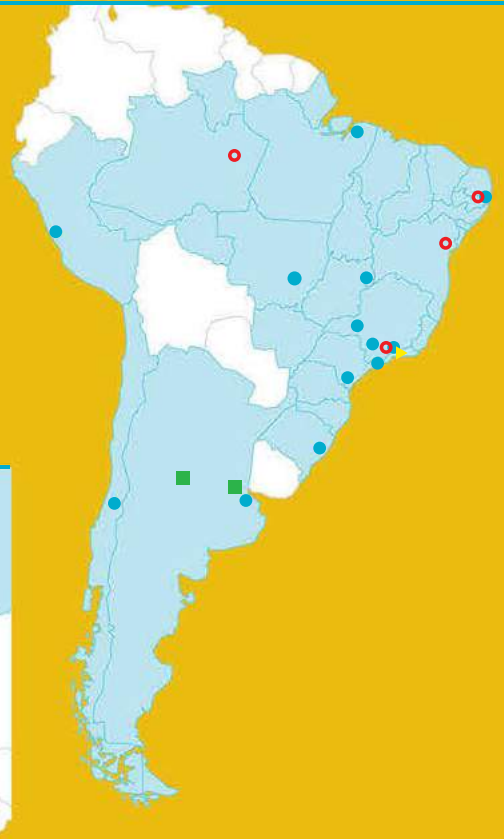
PEOPLE AND CULTURE FOCUS We must have the best people, providing them with the right support, rewards and growth opportunities to thrive.

SUSTAINABILITY We must balance our economic, environmental and social impacts for greater long-term success.

NORTH AMERICA



SOUTH AMERICA



EUROPE



AFRICA, MIDDLE EAST & ASIA (AMEA)



BUSINESSES

Headquarters

Metal Beverage Packaging

Metal Beverage Ends

Metal Food & Household Products Packaging

Extruded Aluminum Packaging

Aerospace

Regional Office

Technology & Innovation Center

EMPLOYEES

North America
9,150

South America
2,560

Europe
5,270

AMEA
1,720

Total
18,700

BALL CORPORATION

Since its founding in 1880, Ball Corporation has evolved and expanded from its humble beginnings as a manufacturer of wood-jacketed tin cans into the global manufacturing leader it is today. From the development of innovative metal packaging to the beverage, food, and consumer goods markets to delivering proven instruments, sensors and spacecraft to the aerospace and defense industries, Ball's unmatched expertise and global reach ensure that no matter our customers' mission, we are there to help them achieve it.

Ball's **beverage packaging** delivers more than just a cold drink. We take pride in creating metal beverage cans and bottles that are smart, practical, sustainable and eye-catching. From our aluminum beverage cans ranging in excess of 20 different sizes to the versatile, reclosable Alumi-Tek® bottle to the Dynamark® variable printing technology that allows us to print up to 24 design variations per production run, we work closely with our customers to deliver a unique packaging experience to consumers.

Since the **aerosol can** revolutionized consumer products in the 1940s, Ball has refined and improved the technology to suit today's needs. We recently developed a new metal alloy that reduces the weight of our aluminum aerosol cans by as much as 15 percent. We also breathed new air into aerosol technology with the introduction of our next generation

of tinline aerosol packaging, which is helping us meet and exceed our customers' growing expectations (Page 19).

Metal food packaging has set the standard for freshness and preservation for well over a century, and we continue to push boundaries and innovate in this sector. What excites us most is the sustainability advantages that metal packaging provides. It is one of the most environmentally friendly and economical forms of packaging.

Since the dawn of the space age, **Ball Aerospace** has been involved with some of our nation's most critical missions—unlocking the mysteries of the universe, shaping new solutions in national security, and advancing bold innovations in Earth science. Whether capturing the first high-resolution views of Pluto or developing life-saving and game-changing defense solutions onboard multiple land, air, sea and space platforms—Ball brings innovation, integrity, agility and performance to help our customers succeed.

With the help of our 18,700 talented employees around the world, Ball will continue to revolutionize our industries, serve our customers, and put the right people, processes and partners in place to help us achieve our vision and create long-term value for all of our stakeholders.

SUSTAINABILITY MANAGEMENT

At Ball Corporation, we believe in our people, our culture and our ability to deliver value to our stakeholders. Like uncompromising integrity and customer focus, being sustainable is part of our Drive for 10 vision, which leverages Ball's strengths to achieve continued long-term success.

Our triple bottom-line approach to sustainability has evolved since it was formalized in 2006 and, today, is supported by several global policies, position statements, and tools for performance monitoring, continuous improvement and best-practice sharing. We also have embedded sustainability into our strategic planning and build sustainability goals from the bottom up. Individual plants are ultimately accountable for their sustainability performance, which is tied to each plant manager's performance appraisal. We strive to put the right people, processes and partners in place to help us create long-term shared value and achieve our sustainability vision.

COMBINING THE BEST OF BOTH WORLDS

Over the past decade, Ball and Rexam developed proven sustainability frameworks. Once we started the integration

process, we evaluated strengths and weaknesses of each organization's approach and began combining the most effective management tools to serve as the foundation for our continued success.

As a first step, we analyzed Ball's and Rexam's sustainability materiality surveys in which each company identified its most relevant sustainability issues. Inspired by our customers and other stakeholders, we combined our sustainability priorities into a set of four and defined how actions in each priority will contribute to bottom-line growth and our Drive for 10 strategic vision.

SUSTAINABLE DEVELOPMENT GOALS

In September 2015, governments around the world officially adopted the United Nations Sustainable Development Goals (SDGs)—global goals to end poverty, protect the planet and ensure prosperity for all by 2030. ⊕

Ball is committed to helping make the SDGs a reality. All of our four sustainability priorities and associated goals are

aligned with and contribute to 10 of the 17 SDGs (Page 6). Our main contribution will derive from our operations and our value chain. Ball will focus on shared value creation—through jobs, investments and economic growth, environmental protection, research and development, and the high sustainability standards to which we hold ourselves and our suppliers accountable.

When working toward the global goals, our employees and their community engagement are valuable resources. This is why Ball joined IMPACT 2030, the only business-led effort designed to harness the power of corporate volunteers to address the SDGs (Page 34), in 2015. IMPACT 2030 believes that a commitment to corporate volunteering—when used in concert with the UN, peer companies, government, academia and civil society—is a powerful tool to accelerate the use of sustainable development principles and inspire the private sector to take positive action. ⊕

“ At the end of the day, Ball must be more viable and provide the most effective and sustainable packaging solutions to our customers—whether for global brands or our local craft beer customers. Our evolving organization can help them achieve their own business and sustainability targets. ”



ERIK BOUTS
Senior Vice President, Ball Corporation;
Chief Operating Officer, Global Beverage Packaging

Full statement available online [+](#)

BALL'S SUSTAINABILITY VISION

By **BALANCING ECONOMIC, ENVIRONMENTAL and SOCIAL IMPACTS** ✓

We evaluate the financial implications of our actions and strive to put them into perspective by understanding our impacts on the environment and society.

in our **DECISION MAKING and ACTIVITIES** ✓

We empower our talented employees to make the right decisions and support them with resources that enable them to grow their talent and our success.

we will create long-term **SHARED VALUE** ✓

We aim to achieve earnings per share and free cash flow growth over time while also delivering value to society.

for our **STAKEHOLDERS** ✓

We create win-win situations for Ball, our employees, customers, shareholders, suppliers and communities where we operate.

and for **BALL CORPORATION**



BALL'S 2020 SUSTAINABILITY GOALS

PRODUCT STEWARDSHIP



- Cut the carbon footprint of our beverage cans by 25% (considering goals on multiple product stewardship issues, including weight optimization, energy in can making and metal production, recycling rates) (baseline 2010)
- Achieve industry recycling rate targets for metal packaging products in developed markets, and work toward measurement and improvement of metal packaging recycling in emerging markets
- Deliver three major aerospace programs that will provide significant benefits in areas such as climate change, weather, drought, pollution and biodiversity measurements

OPERATIONAL EXCELLENCE



- Reduce three-year rolling average Total Recordable Incident Rate by 25 percent (2015)
- By year-end 2016, determine baseline for electricity, natural gas, water, waste and VOCs for our company post-close of the Rexam acquisition and commit to bottom-up normalized targets for our global beverage can business by mid-2017 (2015)
- Determine a science-based greenhouse gas emission reduction target by mid-2018 (2015)

TALENT MANAGEMENT



- Enhance overall employee engagement and talent retention by assessing and continuously improving the processes that support the way we acquire, onboard, develop and move talent at Ball
- Roll out diversity and inclusion tools globally, expand our Ball Resource Groups company-wide, and meet the criteria required to secure a place on the Diversity, Inc. Top 50 Companies for Diversity

COMMUNITY AMBASSADORS



- Global roll out of Community Ambassadors program
- Establish 2030 global volunteer goal that is aligned with the UN Sustainable Development Goals

2020 GOALS

Ball achieved two-thirds of the 22 sustainability goals we committed to for 2014-2015. For five of the goals, we achieved reasonable progress, but did not reach the goal. For two of our goals, our performance showed negative trends. ⊕ Ball developed 10 new ambitious goals to achieve by 2020. The goals are backed by detailed, shorter-term goals in each business, region and at the plant-level.

ONGOING STAKEHOLDER DIALOGUE

Engaging our stakeholders is essential to how we do business. By listening to their ideas and needs, we better understand their expectations and can identify emerging opportunities and challenges in our markets. In turn, stakeholders can deepen their understanding of Ball and how we can work together to create shared value.

We regularly engage various stakeholders such as customers, employees, investors, suppliers, trade associations, governmental representatives, regulatory authorities and nongovernmental organizations. Dialogue with stakeholders along our value chain—from material suppliers to recycling organizations—is particularly important to Ball. Because many of the sustainability challenges we encounter, such as water scarcity and packaging recycling, are too complex for one organization to tackle alone, we participate in several multi-stakeholder partnerships that allow us and others to bundle resources and expertise to develop effective solutions (Page 10).

A detailed list of our stakeholder groups and their key interests, as well as our latest formal sustainability materiality matrix, are available online. ⊕

“ We understand that we must combine our actions with those of our partners to create transformational change. It is this type of change that is being addressed by the 17 UN Sustainable Development Goals. ”



KATHLEEN PITRE

Vice President, Communications & Corporate Relations;
Executive Director, The Ball Foundation

Full statement available online ⊕

To better understand ongoing, developing and new material issues and to align our resources, reporting and stakeholder engagement, we intend to refresh our materiality assessment for our evolving company in 2017.

OVERSIGHT

Accountability for our sustainability performance is monitored at various levels of the organization. It is overseen by the Nominating/Corporate Governance Committee, a committee of Ball Corporation’s board of directors chaired by a non-executive board director of Ball.

Since 2009, Ball’s Sustainability Steering Committee (SSC) ensures that sustainability is fully aligned with and integrated into our strategies, as well as balanced with stakeholder expectations. The SSC, composed of corporate and operations senior executives responsible for implementing our sustainability strategy, meets at least twice a year.

Our regional businesses utilize our global data monitoring system to assess their monthly sustainability performance against their own goals at business and plant level. This transparency informs decision-making, helps prioritize projects and makes it relevant for employees at all levels of the organization. ⊕

RISK MANAGEMENT

We systematically identify and assess risks in all of our businesses so we can develop management plans that encompass major risks, including supply chain, commodity and currency volatility, human capital, financial risk and legislative action. Sustainability issues addressed within this framework include risks related to natural resources, climate change, human rights and regulations related to packaging and packaging waste.

AND THE
HOOVER SUSTAINABILITY
AWARD GOES TO
VIETNAM

Engaging our workforce is key to achieving exceptional results. In 2010, Ball established the Hoover Sustainability Award in honor of the company’s former chairman, president and CEO, who was a key driver in developing Ball’s formal sustainability program. Each plant’s sustainability performance is evaluated annually across nine categories, including our Big 6 operational priorities, local support of packaging collection and recycling, charitable contributions and volunteerism, and its ‘One Ball’ team player spirit. In each division, the plant with the greatest year-over-year improvement receives the award.

In 2015, our joint venture plant in Ho Chi Minh, Vietnam, won the award in Beverage Packaging Asia Pacific. Since the plant joined the Ball family in 2012, employees have put a strong emphasis on operating the facility in a highly sustainable way. They embraced Ball’s sustainability approach, quickly started monitoring their sustainability metrics and implemented various best practices from other Ball plants to lessen their environmental impact and strengthen their positive social impacts.

While the plant exhibited strong results in all nine award categories, their year-over-year operational eco-efficiency gains were outstanding. In particular, the plant achieved double-digit improvements on natural gas and water efficiency, as well as decreased total waste generation. At the same time, the total recordable incident rate (TRIR) was reduced by 54 percent, leading to a better performance than the corporate average TRIR.





PRODUCT STEWARDSHIP

By enhancing the unique sustainability credentials of our products along their life cycle, we position them as the most sustainable choice and help our customers grow their business.

Ball manufactures billions of metal packaging products and a handful of highly specialized aerospace systems each year. While the products are very different, we aim to be the best stewards throughout their life cycle. From research and development through product design, manufacturing and end-of-life, we ensure that our products create value for our stakeholders while minimizing environmental and social impacts. Sustainable products and innovations are what our customers seek from their supply chain. And our customers' mission is critical to us.

Partnerships

We work individually and collaboratively with our value chain partners to decouple economic growth from environmental and social impacts of our products along their life cycles. These partnerships range from individual organizations, such as a customer, to a consortium of private and public partners, and address a single, regional sustainability issue or broader sustainable development themes. For example, we engage with The Recycling

Partnership to improve packaging recycling in the U.S. (Page 14) and we support the Aluminum Stewardship Initiative, a multi-stakeholder partnership that shares expertise and financial resources to develop a global system for responsibly sourced aluminum (Page 11).

Working with some of our 10,000-plus suppliers is an important aspect of product stewardship. The long-lasting partnerships we have developed as part of our strategic sourcing process enable us to discuss our sustainability-related expectations with suppliers, and to collaborate successfully on new manufacturing technologies, product innovations, recycling programs and transparency. For example, we report details of our due diligence determining the origins of the tin used by our steel suppliers, one of the Dodd Frank Act-listed conflict minerals. A detailed description of Ball's overall responsible sourcing framework is available online. [+](#)

AEROSPACE

Since 1956, Ball's history of innovation has continued to make a difference in our world and in our understanding of the universe. Our first-class instruments, spacecraft, data exploitation solutions and technologies for civil, commercial and national security applications go beyond expectations to provide customers with the best possible data and intelligence.

Ball supports environmental monitoring and forecasting programs, including weather, climate change, precipitation, drought, pollution, vegetation and biodiversity measurements. The data captured through Ball-built instruments and satellites enables an enhanced understanding of the Earth's ecosystem and the ozone layer, supports weather forecasting, storm tracking and rescue operations, and supports effective management of natural resources, including helping experts make routine drought assessments and fire prevention plans. [+](#)

FUELING NEXT-GENERATION

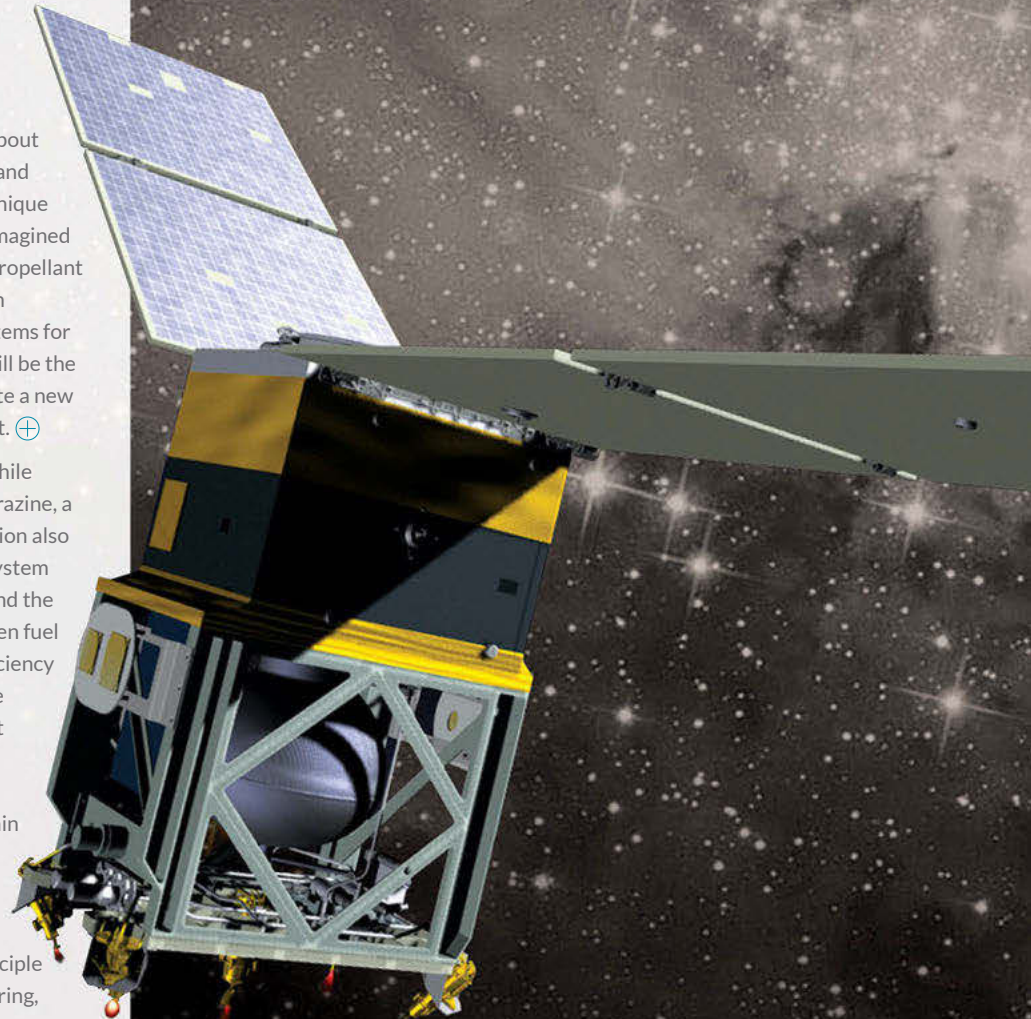
SPACECRAFT

Product stewardship for Ball Aerospace is not just about exciting missions that help us see farther, stay safer and preserve our planet. It is also about leveraging our unique expertise to pioneer solutions that no one else has imagined before. For example, we are leading NASA's Green Propellant Infusion Mission (GPIM), which is developing a green alternative to conventional chemical propulsion systems for next-generation launch vehicles and spacecraft. It will be the first time the U.S. will use a spacecraft to demonstrate a new high-performance, non-toxic propulsion fuel on orbit. ⊕

Ball seeks to improve overall propellant efficiency while reducing the handling concerns associated with hydrazine, a highly toxic fuel. The space technology infusion mission also strives to optimize performance in new hardware, system and power solutions while ensuring the best value and the safest space missions possible. Because the new green fuel provides improved performance and volumetric efficiency compared to hydrazine, propellant tanks of the same volume can store more of it, resulting in a 50 percent increase in spacecraft maneuvering capability for a given volume. It also has a lower freezing point than hydrazine, requiring less spacecraft power to maintain the propellant temperature. These characteristics make it ideal for a wide range of emerging small, deep-space satellite missions.

As GPIM's prime contractor, Ball has the role of Principle Investigator and is charged with all systems engineering, flight thruster performance verification, ground and flight data review, the small compact satellite, assembly, integration and test, and launch and flight support. Once on-orbit, our team will characterize the green fuel's performance using Ball-developed software.

The capabilities of the non-toxic propellant will be tested during a 13-month space flight experiment, scheduled to launch in 2017.



Ball pioneered the development of the commercial remote sensing market, producing imaging systems and spacecraft to help spawn a new market-driven demand for imagery. For example, Ball helped create what is today DigitalGlobe, and built four of their satellites, offering the best commercially available high-resolution imagery data-gathering capability. This imagery is used for civil government mapping, land-use planning, disaster relief, exploration, defense and intelligence, visualization and simulation environments, and navigation technology such as Google Maps. The WorldView-3 satellite launched in August 2014 and is the world's first multi-spectral, high-resolution commercial earth-imaging satellite. Locked in orbit 400 miles above Earth, it takes unique images of our planet, some of which were released in 2015. ⊕

METAL PACKAGING

Ball is a global leader in metal packaging for beverage, food and aerosol products. We look at metal packaging with passion and purpose. The unique sustainability profile of metal packaging is one of its many advantages when compared with other packaging materials.

Unlike plastic and paper, for example, metals never lose their intrinsic properties and are completely and infinitely recyclable. They can circulate endlessly, or as the now popular circular economy concept puts it: with metals, we can keep the molecules in play.

Life Cycle Thinking

While the environmental and social impacts of our operations are relevant, those of our supply chain are significantly larger. For example, manufacturing makes up approximately one-fourth of an aluminum beverage can's overall energy consumption throughout its life. Most energy consumption and associated greenhouse gas emissions occur during metal production, which our suppliers strive to make

more efficient. The energy needed to produce a single metric ton of aluminum, for instance, declined 26 percent in the U.S. and Canada between 1995 and 2010.

Life cycle thinking also means that packaging must always be considered in conjunction with the product it protects. Though packaging is not the only answer to the fundamental problem of food loss and waste, it is one part of a multifaceted solution. Metal packaging, in particular, prevents physical damage, protects the contents from the effects of oxygen and contaminants and maintains the nutritional value (Page 18).

Overall, packaging protects far more resources than it uses. The Industry Council for Packaging and the Environment (INCPEN) estimates that of all the energy used for one person's weekly food consumption, only 6.5 percent is attributable to primary packaging and 51 percent to food supply. ⊕

Dedicated To Innovation

In every step—from concept, design, manufacturing and filling to delivery of the final product to the consumer—innovation helps us identify and drive profitable growth. We work closely with our customers to understand their businesses and consumer demand, as well as the challenges and trends they encounter so we can develop industry-leading packaging solutions and graphics to help them grow their businesses.

Often invisible to the outside world, many of Ball's successful product and process innovations—such as weight optimization of our cans or increasing manufacturing speeds—provide significant environmental and economic benefits to the company, our customers and consumers. We evaluate innovations through a variety of lenses, including consumer benefits, carbon footprints, costs and the impact of new products on the recycling process.

Our intent is to make the lightest metal containers possible while meeting the performance requirements of our customers. Even small weight optimizations save significant amounts of metal when multiplied by the billions of containers that Ball produces each year (Page 17).

Food Contact Materials

Nearly all aluminum and steel beverage and food cans made today use epoxy-based resin coatings as a barrier between the metal and the products in the can, extending the shelf life of the canned product.

The epoxy resin that gives these coatings their durability may include trace amounts of bisphenol A (BPA). Regulatory agencies from around the world have conducted extensive research on epoxy-based can coatings containing BPA and have consistently found them to be safe. Nevertheless, Ball recognizes the interest in non-epoxy-based coatings and is committed to responding to customer needs. We will continue to work proactively with our suppliers and customers to evaluate next-generation coatings.

Why Every Can Counts

Aluminum and iron represent the third and fourth most abundant elements on Earth. Transforming bauxite and iron ore into aluminum and steel is an energy-intensive process. However, because it does not require mining, refining and especially smelting processes, recycling reduces the energy needed for primary metal production by 74 percent for steel and up to 95 percent for aluminum, and reduces GHG emissions accordingly. No matter the application for which recycled metal is used, recycling a metal product reduces the need for an equal amount of more energy-intensive virgin metal, also saving resources and landfill space.

ALUMINIUM

STEWARDSHIP INITIATIVE

Ball converted more than 1 million metric tons of aluminum in 2015, primarily in beverage, aerosol and food can manufacturing. While aluminum offers many outstanding sustainability advantages, it also causes some negative environmental and social impacts. To



encourage and recognize responsible production, sourcing and stewardship of aluminum, Ball is an active member of the Aluminium Stewardship Initiative (ASI). ⊕

Based on industry-specific sustainability challenges, opportunities and needs, ASI is working with a broad range of stakeholders to develop a global independent third-party certification program for the aluminum value chain, which is expected to launch in late 2017. The ASI Performance Standard, launched in December 2014, addresses critical environmental, social and governance impacts, including material stewardship, energy and greenhouse gas emissions, biodiversity and labor rights. With our partners, we established ASI's multi-stakeholder governance and continue to develop a credible assurance framework, including a chain-of-custody standard.

ASI members include organizations from different sectors, including production and transformation, industrial users and civil society. For example, some of our suppliers and customers, as well as the World Wide Fund for Nature (WWF) and the International Union for Conservation of Nature (IUCN), were ASI members in early 2016.



VALUE CHAIN MAP

> RAW MATERIAL



A ton of aluminum produced in the U.S. causes 19% less GHG emissions compared to 15 years ago

> BALL



Ball used 8% less energy in 2015 to produce a can compared to 2010

FILLINGS <



VS



One kilogram of aluminum makes 75 12-ounce beverage cans—one kilogram of glass makes four 12-ounce bottles



Our customers are seeking sustainable innovations, lighter containers with a lower carbon footprint

DISTRIBUTION & RETAIL



With their high cubic efficiency and light weight, cans are cost-efficient to transport

> CONSUMER USE



Cans are unbreakable and keep air and light out, assuring fresh, safe and delicious foods and beverages

With the longest shelf life of any package, cans help minimize food waste

END-OF-LIFE <



Nearly 75% of all aluminum and more than 80% of all steel ever produced is still in use today

In just 60 days, cans can be recycled and returned to a store shelf as a new can



The high scrap value of metal cans subsidizes the recovery of other materials

Recycling metals saves up to 95% of the energy required for virgin material



A 12-ounce beverage can today weighs about 40% less than it did in the 1970s

Whether or not a packaging material will be recycled into a new product (rather than collected and then landfilled or incinerated) depends on various factors such as the use of composite materials, how the package behaves in a material recovery facility and the existence of a viable end-market. According to research by the Ellen MacArthur Foundation, for example, only 14 percent of plastic packaging globally is collected for recycling. Due to additional value losses in sorting and reprocessing, 8 percent is recycled into lower-value applications and only 2 percent of plastic packaging is actually recycled to its equivalent value.

Metal cans, however, are easily separated from other materials, either through magnets or through “eddy current” technology that efficiently captures aluminum. In addition, empty cans have the highest economic value of all packaging materials and demand for secondary metal far exceeds the supply. Overall, cans represent a perfect example of truly recyclable packaging and a product that fits a circular economy model very well.

That is why metal cans are the most recycled containers in the world. In several countries, such as Brazil, China, Germany and Switzerland, aluminum beverage can and steel packaging recycling rates are at or above 90 percent. However, collection programs in some other countries are less effective and that is where we focus our support.

All stakeholders involved in packaging collection and recycling, including material and packaging suppliers, consumer brands, local governments, waste haulers and recyclers, have a specific interest and, therefore, a role in helping improve recycling rates. That is why we utilize multi-stakeholder partnerships to enhance packaging collection and recycling:

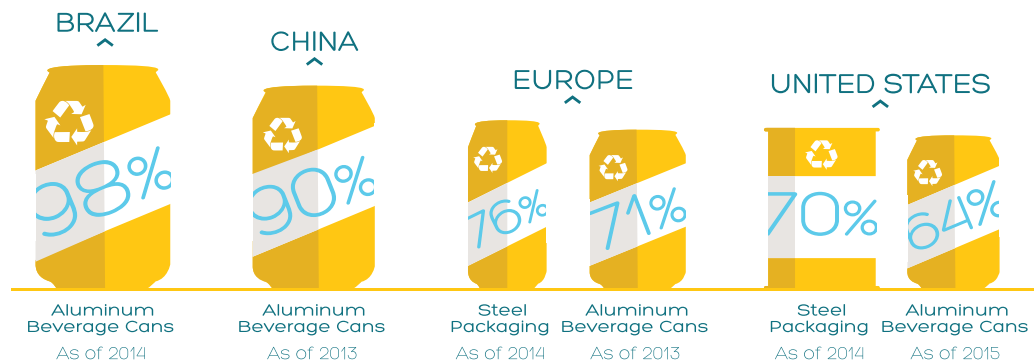
— Ball has been an active supporter of **The Recycling Partnership (TRP)**, formerly the Curbside Value Partnership, since its founding in 2003. TRP’s mission is to educate, inspire and empower stakeholders to strategically strengthen recycling in the U.S. TRP’s broad spectrum of allied partners and grantees focus on driving quantity and quality in the recycled materials stream. 2015 was the first full year TRP was active and progress has been bold: TRP reached 1.2 million households in 71 communities, delivered 165,000 carts and captures 25,000 additional tons of recyclable materials per year. This equates to avoiding 56,800 metric tons of GHG emissions annually, while adding jobs in the respective regions and building a pipeline of recovered materials for various industries. ⊕

— **Every Can Counts (ECC)** encourages consumers to recycle cans when away from home—whether at work, college or other “on-the-go” locations like festivals, shopping centers and tourist attractions. To drive behavior change, ECC provides eye-catching recycling bins accompanied by creative posters and other promotional tools. The launch of “Cada Lata Cuenta” in Spain in July 2015 brings the number of ECC programs operating in Europe to 10. In the U.K., 2,300 organizations with more than 5,500 sites signed up for ECC by the end of 2015, creating more than 13,300 collection points. In France, 1,450 participating sites nationwide, active programs in 137 cities and promotional activities at 500 events contributed to Chaque Canette Compte’s success in reaching 7 million people and collecting 30 million cans that were consumed away from home. ⊕

— **MetalMatters** is the largest industry-funded recycling campaign in the U.K., and helps local authorities educate residents about the value and benefits of metal packaging recycling, motivating them to get involved and recycle more at home. While 97 percent of municipalities provide curbside metal collection, only about 40 percent of the available metal was captured. Ball and its partners initiated a project to better understand why participation lagged. The findings were surprising—people wanted reassurance that their recycling efforts really made a difference. To alleviate those engagement barriers, Ball and its partners crafted an innovative communication campaign. Between 2012 and 2015, MetalMatters campaigns have run in 55 local authorities, directly targeting more than 3.5 million households. Communities engaged in the program noted an average 18 percent increase in metal packaging recycling after one year. With reduced waste disposal costs and the additional metal packaging collected, each campaign delivers an excellent return on investment by paying for itself within a matter of months and making it a desirable opportunity for cash-strapped local authorities. ⊕

— Ball established two foundations focused on environmental education and both celebrated their jubilees in 2015. **The RECAL Foundation** in Poland celebrated its 20th and the **recan fund** in Serbia its 10th anniversary. At festive conferences attended by Ball’s customers, suppliers, government representatives and other stakeholders, attendees looked back at past successes and plans for the future to further increase recycling rates of metal packaging in these countries. Both organizations expanded their outreach in 2015. RECAL held more than 1,000 recycling workshops for children and youth, among various other programs, with 38,000 participants. ⊕ The recan fund also continued its consumer-oriented campaigns,

METAL PACKAGING RECYCLING RATES
around the world



PARTNERS MAKE METAL MATTER

IN WREXHAM

In 2015, Ball operated a beverage can plant in Wrexham, U.K., and the city became the 50th local authority to partner with MetalMatters. A creative communication campaign informs citizens about what and how to recycle, and what happens to metal packaging during and after the recycling process.

Launched in early 2015, the campaign reaches 62,000 households through two direct household leaflet distributions, online advertising, social media posts, posters in public buildings and information roadshows at local grocery stores.

During the first six months, MetalMatters was successful in Wrexham. While actual results will be publicized when the campaign has run for a full year, we have already seen a significant increase in aluminum beverage can collection rates.

To celebrate the launch of the 50th MetalMatters campaign, Ball invited Wrexham councilors and students from a local primary school to its plant to experience the aluminum can manufacturing process first-hand. The Wrexham plant produces around 7 million cans per week, and each one can be recycled and back on the shelf as a new can in eight weeks.

In early 2016, Wrexham also implemented a new on-street can recycling program at key public and leisure locations. Provided by Every Can Counts (Page 14), the bright green can-shaped bins were designed to make it easier for residents and visitors to recycle on-the-go, aiming to reduce cross-contamination and costs to the municipality.



ALUMINUM BOTTLE

REVOLUTION

What if you could get the portability, recyclability and freshness of a can, but you didn't have to give up the reclosability benefits of a bottle? Ball manufactures the lightest 16-ounce aluminum beverage bottles on the market and we successfully converted several customers to Alumi-Tek® from other available bottle technologies.

When compared to these alternatives, our bottles use approximately 50 percent less aluminum, resulting in a significantly reduced environmental footprint. Building on the knowledge we gained in over a decade of aluminum bottle manufacturing, we began manufacturing The Coca-Cola Company's contour-shaped aluminum beverage bottle in the U.S. in 2015. A result of close customer collaboration, and the dedication of our innovation and operations teams, this new bottle is a standout on premise and in retail locations.

The shaped bottle weighs approximately 15 percent less than the competitive product, which was on the market in 2015, and has an estimated 11 percent lower carbon footprint. With that, it provides a valuable contribution to Coca-Cola's ambitious goal of reducing the carbon footprint of "the drink in your hand" by 25 percent by 2020.



“ Our strategic partnership with Ball Corporation truly exemplifies value chain collaboration in order to deliver against our sustainability goals. ”



KIM MAROTTA

Director Sustainability, MillerCoors

Full statement available online [+](#)

including the Recycling Theatre, Can-by-Can and its support of the Belgrade Beer Festival. In 10 years, recan collected 3.5 million cans, reached 2.5 million people and educated 20,000 children and youths about the environmental benefits of can recycling. [+](#)

- In partnership with Brazilian nongovernmental organization **ONG Evoluir**, Ball developed and launched an environmental education campaign called “It’s Time to Recycle” in 2015. The goal is to engage teachers and educate children about the importance of recycling. Classes were held in all four communities where Ball operates plants and 84 participating teachers brought the program’s content to their schools. Around 11,000 books about the “It’s Time to Recycle” heroes, sustainable development and recycling were distributed, and a new ultra-large board game allowed kids to learn about recycling in a creative and fun way.

Additional examples of how Ball helps drive recycling rates in its major markets can be found online. [+](#)

BEVERAGE CANS

Ball takes pride in creating beverage packaging that is smart, practical, eye-catching and sustainable. We are convinced that only one beverage container delivers unrivaled benefits—the beverage can.

Tackling Climate Change Together

In addition to metal packaging’s unique sustainability credentials, such as infinite recyclability and versatility, a multitude of factors influence the product environmental footprint of a beverage can. To simplify complex interdependencies of sustainability aspects in the can’s life cycle, Ball developed and was the first can maker to publicly commit to an ambitious product carbon footprint reduction

target. Cut/4 CARboN is yet another example of how we prove that our customer’s mission is critical to us (Page 18). They want to know how we contribute to the achievement of their own ambitious carbon footprint targets.

Next to carbon dioxide, we measure other relevant parameters such as water and waste. Carbon, however, is a top priority to our stakeholders and where standards for accounting and reporting exist. All calculations related to Cut/4 CARboN were extensively reviewed and are based on ISO 14044 compliant LCA models, the international standard for LCA, as well as the GHG Protocol Product Life Cycle Accounting and Reporting Standard.

Less Weight, Smaller Footprint

Lightweighting is a major contributor to our 2020 beverage can carbon footprint reduction target. Success stories from the reporting period include:

- Through lightweighting, we reduced aluminum use in our Global Metal Beverage Packaging business by more than 30,000 metric tons, which equates to saving more than 100,000 metric tons of carbon dioxide emissions, or the emissions of 21,000 U.S. passenger vehicles per year.
- Ball introduced an ultra-light can in Europe. A step change in can manufacturing, this first-ever 33-centiliter aluminum can body weighs less than 10 grams. Compared to its predecessor, this ultralight can saves approximately 5 percent metal.
- In Asia, we continued to convert to a smaller diameter can end, resulting in an end that is approximately 25 percent lighter.

BY 2020, we expect to reduce the carbon footprint of our beverage cans by 25%.

Ball is committed to achieving a 10% reduction through efforts that are in our control such as...



AND

Combined with actions of industry partners, including suppliers and customers, Ball is...



to achieve an overall 25% carbon footprint reduction compared to 2010.

FOOD AND AEROSOL PACKAGING

Ball manufactures two- and three-piece steel food cans, general line cans, two- and three-piece steel and impact extruded aluminum aerosol cans, as well as aluminum slugs (disks that are extruded into aerosol cans and beverage bottles). Beyond the sustainability benefits of metal packaging described on Page 10, food and aerosol cans offer unique sustainability features.

Love Food, Hate Waste

When agricultural products do not survive the journey from farm to table, significant resources are wasted. Worldwide, an estimated 1.3 billion metric tons of food are wasted each year. In the U.S., where Ball produces all of its food cans, food supply makes up about 10 percent of the total energy use, 50 percent of land use and 80 percent of all freshwater consumed. Forty percent of that food, worth \$165 billion, is never eaten. Uneaten food represents the single largest component of municipal solid waste and accounts for about 25 percent of U.S. methane emissions, a more potent greenhouse gas than carbon dioxide.

Appropriate packaging, and cans in particular, help prevent food loss and waste along the entire supply chain, contributing to food security and safety. Thus, cans are one aspect of a holistic solution to the U.N.'s Sustainable Development Goal No. 2 to end hunger, achieve food security and improved nutrition.

Food And Aerosol Cans On A Diet

Steel food cans have become 33 percent lighter over the past quarter-century, and we continue to work with suppliers and customers to take even more metal out of our containers while keeping their integrity and functionality intact. We recently reduced the weight of ends used with millions of our two-piece food cans in North America by 15 percent, saving more than 210 metric tons of steel annually, equivalent to the amount of steel used in 250 cars.

Aerosol can manufacturing technology had not changed for several decades, but this changed in 2010 when Ball started working on ReAl®, a revolutionary new aerosol technology that offers multiple economic and environmental advantages (Page 19).

Aerosol Recycling

Aluminum and steel aerosol cans are recyclable, just like any other metal container. Ball worked with customers and other partners for the last decade to promote the collection of empty aerosol cans. While challenges remain with gathering accurate data on recycling rates and consumer access to recycling in some regions, we have made significant progress. For example, in the U.K., MetalMatters (Page 14) was instrumental in doubling the number of local authorities that accept aerosols in their recycling schemes, achieving a 96 percent acceptance rate in 2015 (up from only 7 percent in 2001).

“ Since 2014, the collaboration between Henkel Beauty Care and Ball Corporation on ReAl fit right into our sustainability strategy. ”



DR. THOMAS FÖRSTER

Corporate Vice President R&D Beauty Care, Henkel AG & Co. KGaA

Full statement available online [+](#)

BREATHING NEW AIR INTO ALUMINUM AEROSOL TECHNOLOGY

ReAl® In 2010, Ball started working on its revolutionary aluminum aerosol technology, ReAl®. ReAl is composed of a metal alloy that exhibits increased strength and allows weight reduction of the container without affecting package integrity. The original ReAl, which replaced the standard aluminum aerosol can and hit store shelves in 2013, included 25 percent recycled material to yield an 11 percent lighter package.

In 2015, Ball continued its aluminum aerosol lightweighting journey with the introduction of an even lighter iteration of ReAl in collaboration with our customer Henkel. This newest iteration is 15 percent lighter than the standard aluminum aerosol can, and—despite the increased alloy strength—Ball successfully developed a container with a deep shape to produce

a can with a distinctive shelf presence. These cans were named World Aluminum Aerosol Can by AEROBAL and won Gold at The Canmaker Magazine Cans of the Year Award 2015.

Ball estimates that the 15 percent lighter can reduces the product carbon footprint by 10 percent. When considering the volumes of ReAl cans supplied in 2015, this reduces greenhouse gas emissions equal to the amount a passenger vehicle would cause when traveling around the Earth more than 8,000 times.

Our engineering and innovation teams continue to work on lightweighting opportunities that are compatible with Ball's existing aerosol can lines. [+](#)



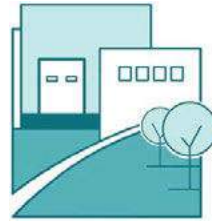
NEXT FRONTIER IN STEEL AEROSOL PACKAGING

Ball's newest two-piece aerosol can was developed over five years and is a testament to Ball's commitment to innovation. G3-HD, produced at our Chestnut Hill, Tennessee, plant, is the next generation of tinplate aerosol packaging. G3's integrated dome design, a result of our high-speed, coil-to-can manufacturing process, features high-definition graphics that exceed customers' growing expectations. Moving beyond traditional three-piece aerosol manufacturing, G3 is designed to control sidewall thickness to accommodate various specifications. G3 is available in multiple sizes and utilizes Ball's

advanced technology to provide a brighter and whiter canvas for outstanding customer graphics, promoting superior, eight-color, high-definition artwork.

The first G3 commercially available cans (650 milliliter) are 11 percent lighter when compared to a traditional three-piece aerosol can. The associated metal savings for 100 million cans equal greenhouse gas emission savings of approximately 1,750 metric tons—equivalent to the emissions caused by the annual energy use of 160 U.S. homes. [+](#)





OPERATIONAL EXCELLENCE

By measuring, managing and continuously improving the safety and environmental performance of our operations, we increase efficiencies, reduce costs and minimize risks.

Sustainability is embedded in our manufacturing operations and is a lever of operational excellence. We recognize the impact our operations have on the environment and the local communities where we operate and are committed to continuous efficiency improvements. We introduce innovative processes and technologies that improve our safety track record, reduce energy and water consumption, cut greenhouse gas emissions and divert more waste to beneficial use.

Employee engagement and commitment to sustainability are key to our operational success. To make sustainability more tangible for our employees, we introduced the “Big 6” concept in 2008 to focus the attention of Ball employees on the six most significant sustainability metrics in our operations. ⊕

Across the world, each Ball plant is accountable for these metrics and commits to annual goals as part of our strategic planning process. At each plant, goal progress is tracked and evaluated monthly and reported to divisional management, as well as quarterly to Ball’s Sustainability

Steering Committee. To drive accountability and continuous improvement, progress is also built into performance appraisals for plant management and operations leadership.



It is exhilarating to see employees embrace the company’s culture and strive for continuous improvement. Within a few short months after the acquisition, production numbers began to increase and quality improved.



SHARON VANACKER

Manager, Plant Human Resources in Canton, Ohio

[Full statement available online](#) ⊕

All of our plants have formal safety and environmental management systems in place. Since 1995, these systems have improved our safety and environmental performance

by allowing us to monitor and manage our impacts and proactively implement corresponding compliance strategies. By the end of 2015, about 30 percent of our plants were certified according to ISO 14001 and OHSAS 18001.

Mastering Change

A significant aspect of our Drive for 10 vision includes expanding into new and emerging markets. In 2015, we invested more than \$350 million in growth capital projects that included building new greenfield plants in Ahmedabad, India, and Monterrey, Mexico. Ensuring we capitalize on the sustainability best practices we have implemented in facilities around the world is key to these expansion projects. Integrating sustainability into the initial facility design and employee onboarding allows us to minimize the cost impact of these new plants, as well as engage new employees on our sustainability journey—accelerating operational excellence.

As we continue to optimize our footprint and respond to demand shifts for our products, we continue to face

	UNIT	2010	2011	2012	2013	2014	2015	Change vs 2010	
								absolute	per EVA \$
EVA™ Dollars ¹	\$ in millions	109.5	142.3	161.4	149.3	190.7	180.6	65 %	-
Energy consumption	000 MWh	3,455	3,592	3,632	3,475	3,452	3,515	2 %	-38 %
- Direct energy ²	000 MWh	1,666	1,849	1,876	1,788	1,784	1,805	8 %	-34 %
- Indirect energy ³	000 MWh	1,789	1,744	1,756	1,687	1,668	1,709	-4 %	-42 %
Greenhouse gas emissions	000 tons ⁴	1,344	1,334	1,322	1,264	1,237	1,233	-8 %	-44 %
- Scope 1	000 tons	371	365	377	361	358	370	0 %	-40 %
- Scope 2	000 tons	973	970	945	904	879	863	-11 %	-46 %
Water Consumption	000 m3	6,310	6,771	7,104	6,552	6,866	6,958	10 %	-33 %
Waste Generation	000 tons	36.4	45.0	42.5	41.9	40.2	45.3	24 %	-25 %
- Waste recycled/reused	000 tons	16.1	24.2	24.7	28.2	27.8	32.0	99 %	21 %
VOC emissions	000 tons	5.4	5.9	5.9	5.6	5.8	6.2	15 %	-30 %
Total recordable Incident rate	incidents/ 200,000 hrs worked	2.25	1.72	1.70	1.70	1.60	1.24	-45 %	-

¹ Economic Value Added returns above 9% after tax on the average invested capital employed in our businesses

² natural gas, propane, diesel ³ electricity, hot water, steam ⁴ all tons refer to metric tons

challenges in our operations that negatively impact the efficiency of our production lines. Trends such as substantial increases in can sizes, shapes and label changes, as well as new line startups and curtailments, threaten to offset progress toward our sustainability goals because they decrease efficiencies.

ENERGY & GREENHOUSE GAS EMISSIONS

By using energy more efficiently, we reduce our operating costs and our carbon footprint. Every Ball plant commits to annual energy goals supported by detailed action plans.

Real-time energy information systems provide higher visibility into our operations at the equipment level so we can better understand, manage, report on and benchmark the performance of energy-consuming processes. Eighty-nine percent of Ball plants have energy management systems in place and 14 are certified according to the ISO 50001 energy management standard.

Our Global Beverage Packaging and Tinplate businesses accounted for 88 percent of our total energy consumption in 2015. We increased the energy efficiency in these

businesses (measured per unit of production) by 3 percent since 2012. ⊕

Partnerships with external energy experts provide tools, resources and technical assistance to enhance our efforts and allow us to learn from other organizations. For example, Ball joined the U.S. Department of Energy's "Better Buildings, Better Plants" program in 2010 to learn about energy management best practices and benchmark our operations with those of other manufacturing companies.

OPENING THE CAN ON

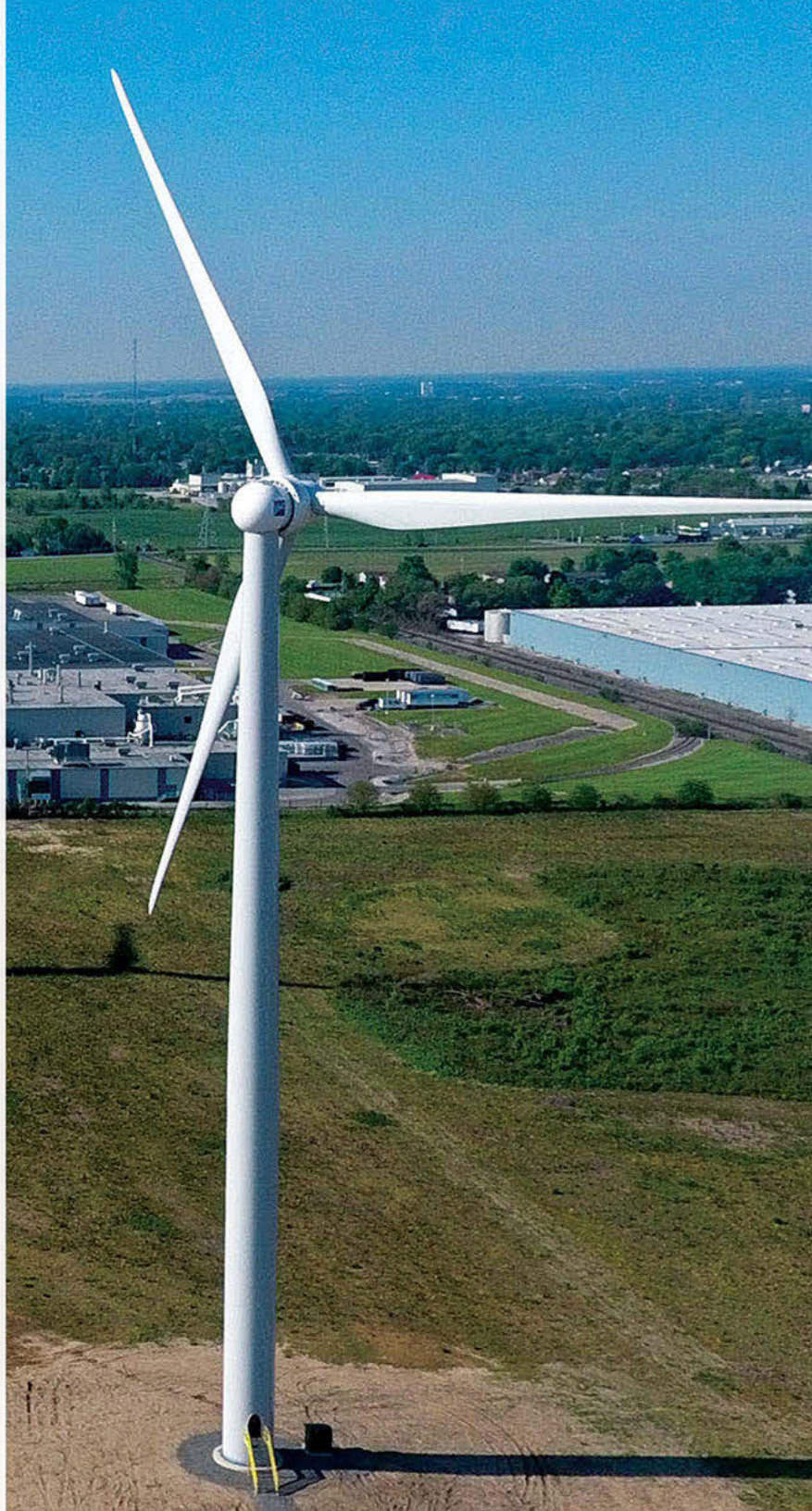
RENEWABLE ENERGY IN FINDLAY

For the first time in its 135-year history, Ball entered the world of renewable energy in 2015, adding another layer to our efforts to address climate change. Our highly engaged workforce in Findlay, Ohio, teamed up with a local renewable energy service provider to harness the power of the wind.

One Energy invested \$18 million to install five 1.5 megawatt wind turbines on land next to our Findlay metal beverage and food packaging manufacturing plant. Ball committed to a 20-year fixed electric rate for power supplied by three turbines, which will generate 13 million kilowatt hours per year, representing 20 percent of the plant's electricity needs. With this first step to a low carbon energy supply future, we are avoiding approximately 8,200 metric tons of greenhouse gas (GHG) emissions per year, equivalent to the annual emissions of 1,800 passenger vehicles.

Beyond the environmental advantages, this project drives employee engagement and benefits the local community. The project partners also established three \$5,000 annual scholarships for local high school students pursuing a STEM (science, technology, engineering and math) degree in higher education.

We continue to look for additional renewable energy opportunities at all of our locations and signed the first power purchase agreement for solar energy at our Fairfield, California, plant in early 2016. The panels will produce approximately 1.8 million kilowatt hours of electricity per year.



A Strategic Approach To Increase Efficiency

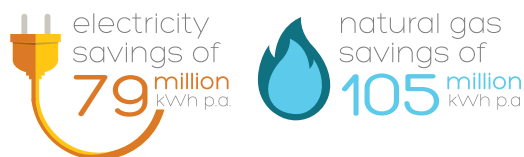
We focus on six energy efficiency areas: employee engagement, machinery and equipment, heating and cooling, heat recovery, lighting and energy management. The majority of our energy consumption is attributed to air compressors and ovens within our plants. In an aluminum beverage can manufacturing plant, air compressors consume the bulk of the electricity (between 20 and 30 percent). We conduct as-needed audits of our compressed air systems and optimize performance by reducing system pressure, minimizing wasteful air use and leaks, and decreasing manufacturing equipment demand. We continued to install more efficient compressors and connected additional equipment to low-pressure systems during the reporting period. At the end of 2015, 38 percent of our plants operated dual-air systems that supply equipment with either high- or low-pressure air. Compared to traditional systems that rely only on high pressure, dual-air systems reduce the energy needed to supply the total air pressure needed.

Within our operations, ovens are used for further processing cans after they have been washed, coated and inked. These ovens account for up to 75 percent of a beverage can plant's natural gas usage and up to 20 percent of its electricity usage. Through oven audits, low-cost optimization projects and increased employee awareness of oven energy use and associated costs, we have realized natural gas efficiency gains in our can businesses of 15 percent since we started the audits in 2011.

During the reporting period, lighting was a priority for our energy engineers. While it is crucial to provide adequate lighting to keep our employees safe and so they can execute their jobs effectively, lights do not need to be continually at

INVESTED

\$32 million in energy-saving projects in 2014 and 2015 generating



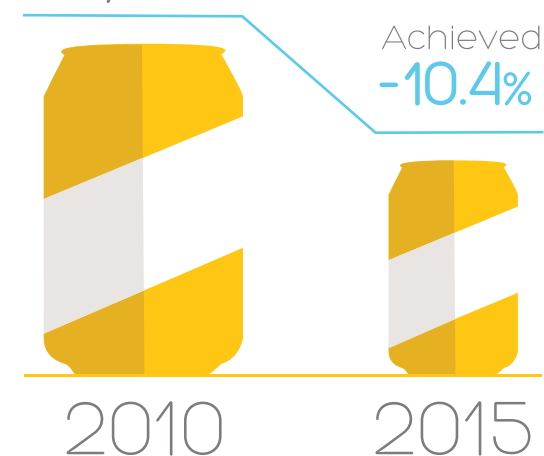
full power. Between 2014 and 2015, more than half of our plants began LED conversion projects, with 10 percent of our plants undergoing complete conversions to LED lighting. One-third include adaptive lighting control options to further increase efficiency by matching the light levels to occupancy and daylight availability. Compared to conventional lighting, a completely converted LED plant with both lights and respective controls saves about 75 percent lighting electricity, with 55 percent of this savings from the LED and 45 percent from the controls. In addition to LED lighting, we are seeking opportunities to better utilize daylight in our facilities by installing skylights.

Line control optimization also remains an opportunity for improvement. When production lines stand still for short periods of time, not all equipment needs full power. By installing variable frequency drives (VFDs), we slow or shut down certain systems to realize energy savings. For instance, once VFDs were installed in the process ovens at our Fairfield, California, facility in 2015, electricity and natural gas savings totaled more than 1 million kilowatt hours a year for a complete return on investment in less than 18 months.

2015 GHG Target Achieved

By 2018, we will launch a science-based greenhouse gas (GHG) emissions reduction target consistent with the level of decarbonization required to limit global warming to less than 2 degrees Celsius compared to pre-industrial temperatures. Before we announce a target, we want to ensure we fully understand the GHG impacts of our evolving organization. Until our science-based GHG reduction target is released, we will continue to invest in, implement and report on our GHG emission reduction efforts.

Committed to
a 10% reduction
in 5 years



WATER

Some of the regions where we operate may experience significant water supply constraints as a result of a growing global population with greater demands for water-intensive food and energy, combined with increasing water needs and severe pollution of water resources in emerging economies.

Water scarcity, quality and discharge are operational and reputational risks for Ball and our value chain partners. In 2015, Ball used 7 million cubic meters of water primarily for washing cans and cooling energy-intensive equipment. Our can businesses accounted for 93 percent of that total. As part of our global commitment to be good water stewards, we aim to use as little water as possible in our operations. Because water is used in many steps along the packaging value chain—whether in mining and metal manufacturing or electricity generation—we maintain an open dialogue with our suppliers, customers and the communities where we operate. ⊕

A Deeper Understanding Of Our Water Risks

Since 2013, we have utilized tools developed by the World Business Council for Sustainable Development and the World Resources Institute to map our facilities against watershed stress areas. Based on 2025 projections, 95 percent of our production facilities, as of year-end 2015, are located in areas with sufficient water supply—where the amount of water available meets the demand. We continue to focus on reducing water usage in plants where water scarcity will be high, and use these insights when planning new sites or introducing more water-intensive products at existing ones.

As our company transforms, we will continue to evaluate our resource and operational footprint and the associated risk factors to establish a Global Water Framework. This framework will formalize our global water stewardship efforts and outline a clear strategy for further engagement and conservation in our operations and along our value chain.

Increased Transparency

Due to the location-specific nature of water risks, we track usage at both the plant and equipment level so we can better implement initiatives to reduce, reuse and recycle water in high-risk regions and for high-usage equipment. Because washers in our beverage packaging plants represent 80 percent of our water consumption, we have equipped the majority of our washers with sub-meters to monitor use

in real time. By the end of 2015, eight beverage packaging facilities in North America and all European facilities had installed automated systems to track and compare water usage. This equipment monitoring technology allows facilities to benchmark their washer water data, identify areas of high water use and prioritize measures to increase water efficiency based on regional risk and cost. This new level of transparency is also a driver of employee awareness and engagement in water conservation measures.

We continue to invest in wastewater treatment technologies and evaluate advanced treatment options for effluents to enable water reuse. Additionally, we build partnerships with external resources such as universities to further evaluate innovative technologies that may allow us to significantly reduce the amount of fresh water required in our operations.

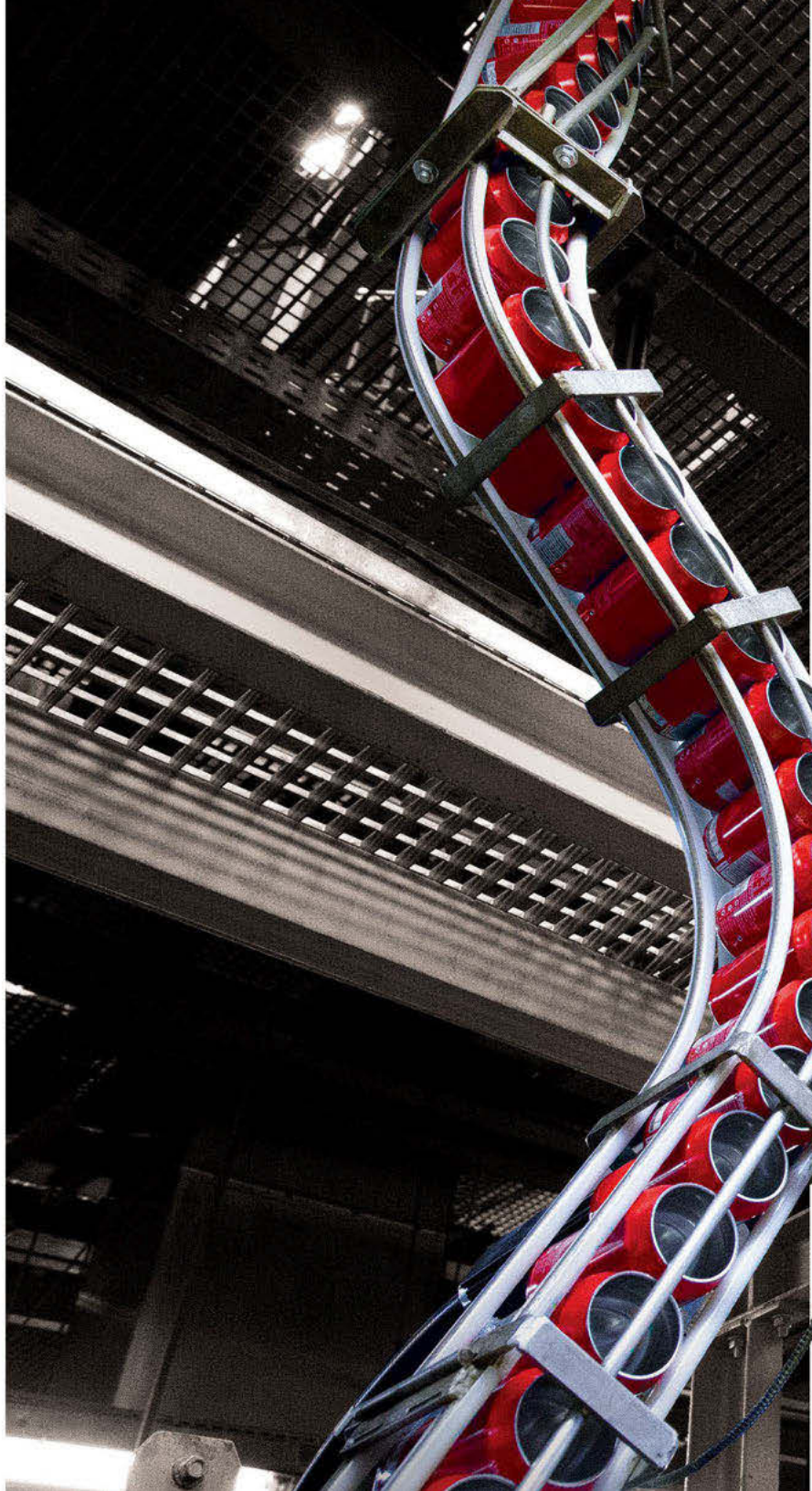
“ *Ball Corporation proactively manages sustainability risks and opportunities. Our view is that the management team’s incentives should help the company focus on delivering long-term sustainable growth.* ”



SEEMA SUCHAK

ESG Analyst Schroder Investment Management
(London, UK)

Full statement available online ⊕



SUCCESS IN TAKING THE HEAT

Our Saratoga Springs, New York, beverage can plant has a multi-year track record of improving energy efficiency. In 2014, employees engineered a method to recover heat from the plant's closed-loop cooling water system and reuse it for incoming process water.

When water circulates through air compressors, coolers, air dryers, vacuum pumps, decorator inkers and various other process equipment, it removes heat created during the manufacturing processes. Before the heated water reaches the cooling tower, it now travels through a heat exchanger that transfers the heat to incoming makeup water, which is then used in the can-washing process. The water is then transferred to the cooling tower at a lower temperature, reducing the load on the cooling tower, which utilizes energy to cool the water. During periods of high humidity, the system previously experienced heat pump failures, compressor inefficiencies and air dryer faulting due to high temperatures.

Reducing the cooling tower's load benefits the plant by improving performance during hot summer days and reducing operating costs throughout the year. The plant noted a heat reduction of about 22 percent of the cooling tower capacity, with an additional 20 percent reduction in cooling tower fan speed—both extending the life of the tower.

To date, the project has recorded water savings of at least 2,000 gallons per day from water typically lost in the cooling tower due to evaporation, as well as natural gas savings of 90 kilowatt hours per day, equal to \$18,000 per year.

The direct savings from gas, electricity, water and improved efficiency of the compressors will cover the project cost in less than a year.



MAKING WAVES IN

WATER RECLAMATION

While water reclamation is not a new idea in our business, it can be cost-prohibitive. Since regional regulation in India dictates that the only discharge method—even for treated water—is evaporation, the financial case was obvious for our greenfield plant in Ahmedabad, India. Because the impact extrusion process requires significant amounts of water, our engineering teams brainstormed ideas to install a full treatment system to reclaim as much water as possible.

The plant partnered with a local company to design an onsite system to recycle the water, eliminating discharge costs and highlighting our commitment to water stewardship in the local community. The collaboration of third-party expertise with our water reclamation experience was successful. The new treatment system recycles water in two steps. In the flocculation step, process water is brought to a neutral pH during primary treatment, then is slowly and gently mixed so particles can group together into flocs. After this occurs, gravity removes suspended solids from the water through sedimentation. Then the sediment is processed into filter cakes—much like other plants generate through waste water treatment. All filter cake generated through this process is diverted to local companies for beneficial use. During secondary treatment, the water is cooled and filtered, and goes through two phases of reverse osmosis to further eliminate contaminants in the water so it can be reused in the manufacturing processes.

Though the plant only began producing cans in the second half of 2015, the project already has achieved significant results, reclaiming 95 percent of the plant's water with only 5 percent lost through evaporation, during reverse osmosis, and in the filter cake. Like many best practices within our operations, this successful new process has been shared with other Ball engineers.



WASTE

As our business continues to evolve and production volumes grow, our waste strategy remains the same—focus on systematically reducing the amount of waste generated, eliminating waste sent to landfills and increasing recycling rates.

Accurate Reporting Increases Employee Commitment

Because waste classifications and disposal methods vary from country to country, based on legal requirements and local infrastructure, reporting accurate waste data in a timely and consistent way throughout our global operations is a complex task. In cooperation with waste management contractors around the world, we have utilized a standardized waste data collection process globally since 2008. Each manufacturing facility tracks generated waste and material diversion monthly using seven categories. This categorized monitoring provides insight on where the biggest opportunities exist to reduce waste and divert it from less beneficial streams like landfill and waste-to-energy.

We continue to educate our employees about the benefits of recycling, provide a convenient recycling infrastructure in our facilities and cultivate a conservation mindset. Operations leaders and facility management support plant efforts and provide assistance.

Since 2010, we have increased the amount of waste that is recycled and reused from 44 to 71 percent. Diverting waste from landfills is a challenge in some regions, especially when landfill costs are low or when waste must be shipped over long distances for alternative treatment options. We strive to minimize waste sent to landfill when it is environmentally sound and economically feasible. ⊕

SAFETY

Because our people are our most valuable resource, maintaining a safe and healthy work environment is and will remain a top priority at Ball. Through employee commitment and the use of various safety tools, we continue to improve our safety performance and strive to reach our long-term vision of zero work-related incidents.

The health and safety of employees is everyone's responsibility. Because management commitment and active employee engagement play a vital role in achieving our safety goal—to reduce our three-year rolling average Total Recordable Incident Rate by 25 percent—safety performance is communicated monthly to senior-level leadership and quarterly to executive management to track our progress and ensure accountability.

Our health and safety efforts are focused on continuous improvement and we regularly check the effectiveness of plant programs through internal audits. To support our safety culture, elements of our health and safety management system include policies, planning, implementation and operation, checking and corrective action, and management review.

More Than Just Numbers

For us, our safety metrics represent more than just numbers. They exemplify the health and well-being of our employees. While we reduced our Total Recordable Incident Rate (TRIR, recordable incidents per 200,000 hours worked) by 22 percent in 2015, we did not achieve our past goal of reducing our TRIR by 10 percent year-over-year in 2014. Ball strives to be a leader among can manufacturers and in the manufacturing industry as a whole. We continue

to report incident rates consistently lower than the manufacturing (4.0) and metal can manufacturing (2.5) industry as reported by the U.S. Bureau of Labor Statistics for 2014. We attribute this success to our continued focus on machine guarding, near-miss reporting, behavior-based safety and targeted projects at facilities. Going forward, we will expand our safety focus to further prioritize hearing loss and lacerations.

Making Safe Strides To Culture Change

Safety culture change addresses the hidden beliefs, norms and assumptions that govern behavior with the goal of changing norms that undermine safe behaviors. Through a long-term safety culture change process, we continue enabling employees to take ownership of their safety and the safety of their colleagues.

- In 2015, 15 of our 62 packaging manufacturing locations worldwide reported zero recordable accidents.
- Our North American slug manufacturing business reduced their TRIR by 47 percent in 2014-2015. This positive change was driven by continuous improvement of employee engagement programs, results of long-term safety culture change and structured projects that included behavior-based safety and standardization of work procedures.

When our greenfield plants were built in Mexico and India, Environmental Health and Safety professionals from around Ball provided their expertise and training to new employees to ensure they understood the importance of our safety culture, and establish a foundation of safe practices by proactively empowering, supporting and engaging employees from day one.



TALENT MANAGEMENT

By acquiring, developing, engaging and retaining the best talent, we create long-term success for our employees, our company and our external stakeholders.

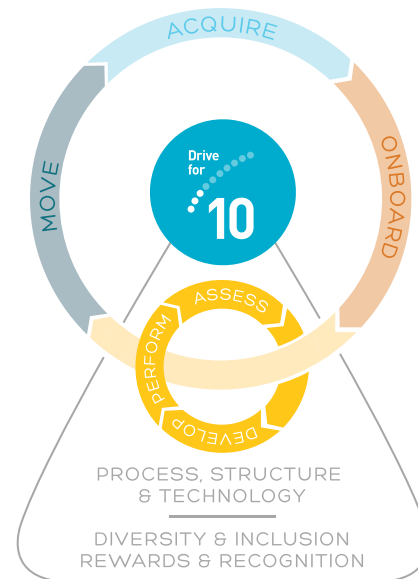
Our Talent Management practices continue to evolve in support of our Drive for 10 vision. Because our more than 18,700 employees worldwide are instrumental to the success of our organization, we must strategically select, develop, retain and engage our workforce, and provide them with opportunities to thrive.

INTEGRATED GLOBAL TALENT MANAGEMENT

Over the last few years, Ball's Talent Management programs and processes have evolved in response to the increasingly global scope of our organization, and the need for integrated, unbiased and fully inclusive practices to best support a sustainable workforce. ⊕

During the reporting period, Ball launched Leadership Excellence through Awareness and Practice (LEAP), a global, cross-divisional leadership development program for mid-career leaders. The five-month program provides participants with practical tools that can be put into practice immediately, and allows for continued learning

BALL EMPLOYEE JOURNEY



and peer-to-peer discussions regarding real-life situations and application.

Succession Management

To best support a sustainable workforce and ensure business continuity through organizational changes, we developed a globally harmonized approach to succession management. These efforts have enabled Ball leadership to place internal talent into key roles. In 2015, for example, an internal candidate was promoted to the role of senior vice president, Ball Corporation, and chief operating officer, Global Metal Food & Aerosol Packaging Division.

Global Human Resource Information System

In 2015, Ball completed the rollout of its Global People System (GPS), which holds all core workforce information. Access to consolidated workforce data affords Ball the opportunity to effectively and accurately report on, analyze and leverage workforce-related information. We continue to assess opportunities to leverage technology in support of workforce initiatives.

LEAP

INTO EUROPE

The creation and delivery of Ball's Leadership Excellence through Awareness and Practice (LEAP) in 2014 was a global effort in which 12 leaders participated. The program's initial success led to the facilitation of an additional LEAP session, including cross-business participants from across the globe.

Given the announcement of the Rexam acquisition, LEAP came at a pivotal moment for the participants in our European beverage packaging division. Purposeful adjustments were made to the program's content to address cultural nuances and maximize relevance of leadership tools. Twelve business leaders from Germany, The Netherlands and Switzerland spent a week together deepening their relationships, sharing experiences and identifying tools required to guide their teams through organizational change.

Ongoing group coaching provided program participants with the opportunity to share their leadership challenges and successes with one another in the proceeding months. Leaders appreciated the follow-up coaching and evaluated the training as very effective, particularly because it was easy for them to incorporate learned principles, skills and knowledge into their jobs. They changed their leadership style in a positive way.



EMPLOYEE ENGAGEMENT

An engaged workforce is critical to Ball's success. Ball launched its first global employee engagement survey in 2012 and subsequently conducted a second survey in 2014, soliciting feedback in areas such as empowerment, leadership, sustainability, diversity and inclusion, and customer focus. The 2014 survey showed an increase in participation, with more than 10,800 employee responses. Employee engagement remains high, and our results demonstrate higher levels of engagement versus manufacturing and aerospace industry benchmarks. The survey revealed a strong correlation between Ball's sustainability actions and employee engagement, underlining that sustainability is an important driver for talent attraction and retention, and also contributes to high employee performance.

ORGANIZATIONAL TRANSFORMATION

In 2016 and 2017, we will implement significant integration efforts to support the acquisition of several thousand employees. This organizational transformation provides Ball the opportunity to design and implement a combined future-state organizational structure, to prioritize and execute on cultural alignment efforts and to ensure leaders are well-equipped to support their teams through significant change.

DIVERSITY & INCLUSION

Our focus on our people and culture, as well as diversity and inclusion (D&I), will be instrumental to our long-term success. In 2015, Ball created the role of Vice President,

Diversity & Inclusion to drive this effort. Also in support of this opportunity, every business unit has established annual D&I goals, and all executives, vice president-level and above, were tasked with creating individual D&I goals, which are tied to their individual performance appraisals.

By 2020, we plan to have organization-wide D&I tools for employees and managers, expand our Ball Resource Groups globally and meet the criteria required to secure a place on the Diversity, Inc. Top 50 Companies for Diversity.

Diversity & Inclusion Council

Ball's D&I Council serves as a decision-making body, as well as an advisory board to our CEO and his executive council. The council's makeup is intended to reflect our company's diversity to help ensure its focus on issues and opportunities relevant to the organization and its employees. The D&I Council also includes external experts who help the council lead, advocate for, coordinate, inform and monitor the strategic D&I process.

Ball Resource Groups

Ball Corporation supports our Ball Resource Groups (BRGs) as value-added organizations that help promote an inclusive and diverse workforce. Our BRG members participate in a number of activities focused on career development, company culture, community outreach and commercial activities. BRGs work with Ball leadership to address matters of interest to their members and each group welcomes all employees.

“With different perspectives come different solutions to help our customers win in the marketplace.”



MANETTE SNOW

Vice President, Diversity & Inclusion

Full statement available online [+](#)



COMMUNITY AMBASSADORS

By focusing and enhancing corporate giving and volunteerism, we invest in the future of the communities where we operate, and help them and us thrive.

A healthy business depends on thriving communities. Ball's commitment to the communities where we live and operate has been an integral part of our corporate culture ever since the five Ball brothers founded the company in 1880. We support organizations, programs and civic initiatives that advance sustainable livelihoods.

For us, community engagement is how our company and our employees enrich the places where we live and work beyond providing jobs, benefits and paying local taxes. Through the Ball Foundation, corporate giving, employee giving and volunteerism, we invest in the future of the communities that sustain us.

THE BALL FOUNDATION

The Ball Foundation is the philanthropic arm of Ball Corporation. ⊕ Grants are awarded to nonprofit organizations to fund programs that create a positive, measurable impact in four key areas linked to Ball's business and strategy: education, packaging recycling, disaster relief and food security. Specifically, grants are

awarded in the communities in which we operate in the United States. The Foundation awarded \$2.5 million in grants during the reporting period.

STEM Education: The Ball Foundation focuses its education funding on science, technology, engineering, math (STEM) for K-12 and higher education programs geared toward encouraging and preparing students for careers in engineering. Programs include supporting diversity by providing opportunities for educational achievement and diverse thought regardless of racial and ethnic background, gender or economic status.

With the help of the Ball Foundation, more than 300 students participated in STEM-focused camps hosted by Regis University and the National Society of Black Engineers in 2015. This investment included mentoring, hands-on learning opportunities and educational materials for students. More than 40 mentors, consisting of diverse college students majoring in STEM fields, visited Ball for career night, where they networked with Ball employees who work in STEM positions. They also met recruiters and

learned about Ball's internship program. Events like this are a great opportunity to position Ball as an employer of choice and to highlight career paths at Ball in STEM fields.

Packaging Recycling: Recycling is critical to the future of our business, society and planet. The Ball Foundation supports programs that increase metal packaging recycling rates, improve collection processes and provide education about the benefits of recycling. In 2014 and 2015, the foundation supported The Recycling Partnership, reaching 1.2 million U.S. households to increase recovery of recyclable materials at the curb (Page 14).

Also during the reporting period, the Ball Foundation partnered with Eco-Cycle's Green Star Schools program targeting zero waste in Boulder, Colorado, schools. Up to two-thirds of the discards from each of the Green Star Schools is kept out of landfills. Currently, there are 43 schools enrolled in the program teaching more than 18,000 students and their families the value of zero waste to landfill. ⊕

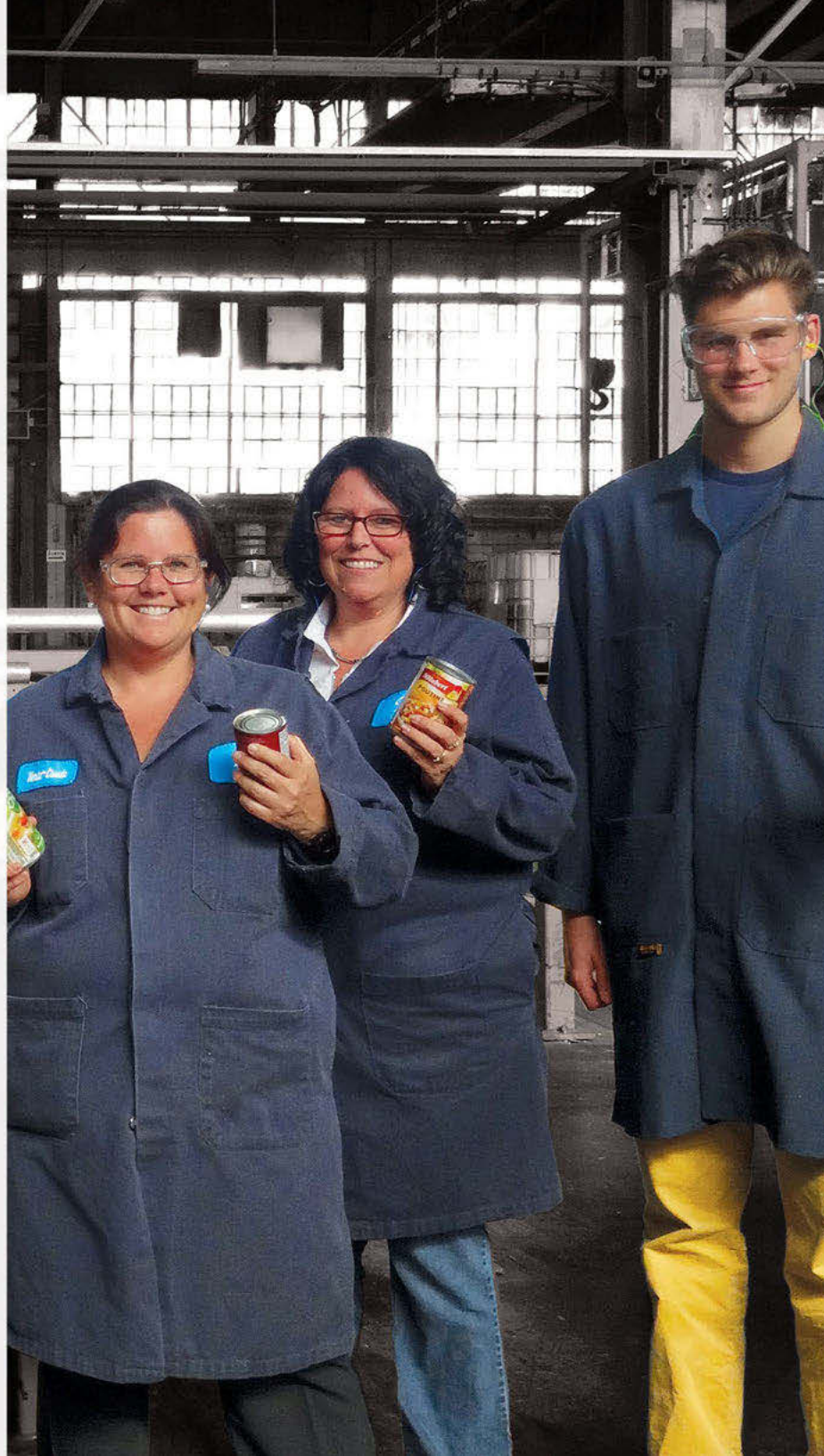
LET'S CAN

HUNGER

Food security is a key focus area for Ball's community engagement efforts because it is closely tied to our North American food can business. In 2014, one in seven Americans lived in food-insecure households, including 32.8 million adults and 15.3 million children. Because the nutritional value is sealed inside, canned food provides safe, nutritious meals to those who need it. Canned foods also help minimize food waste and are easy to prepare.

Ball and its employees are committed to helping ensure that everyone in their communities has access to nutritious food. In 2015, Ball's annual "Let's Can Hunger" food drive expanded across all North American locations. Events in the U.S., Canada and Mexico were held to unite employees and collect donations. In two weeks, employees donated more than 170,000 pounds of canned food and raised more than \$215,000 in monetary contributions, which provided approximately 700,000 meals to individuals in 37 communities where Ball operates.

The food collected, combined with employee donations and the money unlocked through Ball's matching gifts program, helped nonprofit organizations provide and improve local access to sufficient food resources for individuals and families in need. During the reporting period, Ball employees also volunteered more than 1,200 hours alone in food- and nutrition-related causes serving nonprofit organizations.



In addition, the Ball Foundation supports Oskar Blues' CAN'd Aid Foundation, in particular their beverage can recycling program, "Crush it Crusade." With the goal of recycling 1 million cans, this program provides assistance to communities and local nonprofit organizations to get away-from-home recycling programs off the ground. ⊕

Disaster Relief: Being a good neighbor, corporate citizen and employer of choice in communities where we have a presence is important to Ball and the Ball Foundation. During the reporting period, the Ball Foundation partnered with the American Red Cross Disaster Responder Program, helping the Red Cross deliver vital relief to people affected by disasters, big and small, across the U.S. and around the world.

Ball and Oskar Blues' CAN'd Aid Foundation coordinated efforts for disaster relief during 2015, and provided 150,000 cans of drinking water to victims of the South Carolina flooding and northern Texas tornado, as well as residents in Flint, Michigan, who were dealing with toxic lead contamination in their drinking water. Because aluminum beverage cans are transport-efficient, unbreakable, infinitely recyclable and maintain the high quality of the product inside, cans filled with drinking water are a perfect option to help people affected by disasters.

During the reporting period, the Ball Foundation awarded grants to fund Habitat for Humanity's critical home repair programs for people who were displaced by the Colorado floods of 2013. Thanks to the funding and volunteer support of Ball employees, we contributed to the completion of 21 home repair projects and one home replacement.

EMPLOYEE VOLUNTEERING

Supporting and empowering employees to make a difference in their communities is part of Ball's culture and a foundational component of Ball's corporate citizenship program. Employees are encouraged to share their time and expertise across the world with many nonprofit organizations. In 2015, for example, our employees logged over 32,000 hours of community service.

In fostering a culture of volunteerism, employees in the U.S. and Canada can track their volunteer hours and earn \$20 per hour to be donated to the charity of their choice. A website is available for employees to find volunteer opportunities, create their own projects and track their volunteer hours. While employees can support any nonprofit, many support Ball's key strategic initiatives in support of disaster relief, STEM education, recycling and food security. Collectively, Ball employees' contributions make a great impact in local communities, contribute to individual development and drive overall employee engagement.

Ball Community Ambassadors Program: As part of Ball's culture of volunteerism, the Ball Community Ambassadors program encourages employees in the U.S. and Canada to support causes that matter most to them. Ball employees also have the potential to engage colleagues in volunteerism and to play a key role in enhancing partnerships in the communities where they live and work. In addition to financial support of volunteer hours, Ball matches up to \$5,000 per employee per calendar year for qualifying nonprofit organizations.

THE BALL FOUNDATION GRANTS 2014-2015



Total: \$2.5 million

“ *Ball is simultaneously providing a private-sector role model for their peers and a respected global voice to help champion a vision to help solve some of the world’s more challenging problems through collaboration and partnership.* ”



CHRIS JARVIS

Co-Founder, Senior Partner, Realized Worth

[Full statement available online](#) ⊕

Altogether, employee donations and the company match grew to more than \$2.5 million in 2015 (up from \$2.1 million in 2014). Employees also logged more than 32,000 hours of volunteer service in 2015 (up from nearly 18,000 hours in 2014).

Plant Participation in Community Programs:

Our plants and employees around the world contribute to their communities financially and through volunteering their time. Total plant giving totaled nearly \$800,000 in 2014–2015. Ball’s plants also donated their time to local causes such as community clean-up events (e.g., employees in Bellegarde, France, cleaned five miles of the Valsérine river banks) and education (e.g., employees at our Velim, Czech Republic, plant supported a local environmental education fair in collaboration with the environmental agency). Our Hubbard, Ohio, plant donated \$10,000 to

the Hubbard High School STEM program and welcomed students to the plant to demonstrate the feasibility of a robot built for can manufacturing.

Ball Aerospace has supported programs such as **FIRST Robotics** (For Inspiration and Recognition in Science and Technology) through donations and employee volunteering annually since 2001. The program gives student teams the opportunity to design and build complex robots working side by side with Ball’s high-tech professionals. In addition to acquiring hands-on engineering skills, students gain self-confidence along with leadership and teamwork abilities. ⊕

IMPACT 2030: Since 2015, Ball Corporation has partnered with IMPACT 2030, a business-led effort with the goal to enhance the United Nations Sustainable Development Goals (SDGs) through corporate employee volunteerism. Three of the 17 SDGs (zero hunger, quality

education, responsible consumption and production) are directly tied to Ball’s key focus areas and Ball employee volunteering programs. By partnering with other community-minded businesses, civil society, academia and philanthropic organizations, **IMPACT 2030** will provide Ball with advanced tools to engage global employees in volunteer work and better measure the impact of volunteer efforts. ⊕

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You can download this report along with additional sustainability information at www.ball.com/sustainability

FORWARD-LOOKING STATEMENTS

This release contains “forward-looking” statements concerning future events and financial performance. Words such as “expects,” “anticipates,” “estimates” and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties, which could cause actual results to differ materially from those expressed or implied. The company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Key risks and uncertainties are summarized in filings with the Securities and Exchange Commission, including Exhibit 99 in our Form 10-K, which are available on our website and at www.sec.gov. Factors that might affect, but are not limited to: a) our packaging segments include product demand fluctuations; availability/cost of raw materials; competitive packaging, pricing and substitution; changes in climate and weather; crop yields; competitive activity; failure to achieve productivity improvements or cost reductions; mandatory deposit or other restrictive packaging laws; customer and supplier consolidation, power and supply chain influence; changes in major customer or supplier contracts or loss of a major customer or supplier; political instability and sanctions; and changes in foreign exchange or tax rates; b) our aerospace segment include funding,

authorization, availability and returns of government and commercial contracts; and delays, extensions and technical uncertainties affecting segment contracts; c) the company as a whole include those listed plus: changes in senior management; regulatory action or issues including tax, environmental, health and workplace safety, including U.S. FDA and other actions or public concerns affecting products filled in our containers, or chemicals or substances used in raw materials or in the manufacturing process; technological developments and innovations; litigation; strikes; labor cost changes; rates of return on assets of the company’s defined benefit retirement plans; pension changes; uncertainties surrounding the U.S. government budget, sequestration and debt limit; reduced cash flow; ability to achieve cost-out initiatives; interest rates affecting our debt; and successful or unsuccessful acquisitions and divestitures, including with respect to the Rexam PLC acquisition; the effect of the acquisition on our business relationships, operating results and business generally; the outcome of any legal proceedings that may be instituted against us related to the acquisition of Rexam PLC.





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