

Annual Report

Annual Report to Bondholders
For the year ended December 31, 2024



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Definitions and Terminology



Definitions and Terminology

Except where the context otherwise requires or where otherwise indicated, all references to “Ardagh,” “Ardagh Group,” “Group,” “AGSA,” the “Company,” “we,” “us” and “our” refer to Ardagh Group S.A. and its consolidated subsidiaries. Ardagh’s operations have the following operating businesses: “Ardagh Metal Packaging” and “Ardagh Glass Packaging”.

References to legislation are, except where otherwise stated, references to the legislation of the United States of America.

In addition, unless otherwise indicated, or the context otherwise requires, references in this annual report to:

- “2017 IPO” are to the Company’s initial public offering, which closed on March 20, 2017;
- “AIHS” are to Ardagh Investments Holdings Sarl;
- “AMPSA” are to Ardagh Metal Packaging S.A. and its consolidated subsidiaries, except where the context requires otherwise;
- “AMP Business” are to the business of developing, manufacturing, printing, marketing and selling metal beverage cans and ends and related technical and customer services as engaged by AMPSA;
- “AMP Transfer” are to a series of transactions pursuant to the Transfer Agreement in connection with the Business Combination effected by AGSA on April 1, 2021 that resulted in (a) the equity interests of Ardagh Packaging Holdings Limited, an Irish subsidiary of AGSA, and certain other subsidiaries of AGSA engaged in the metal beverage can business being directly or indirectly owned by AMPSA (all such entities collectively, the “AMP Entities”) and (b) any assets and liabilities relating to the business of AGSA (other than the AMP Business) that are held by the AMP Entities being transferred to subsidiaries of AGSA that are not AMP Entities, and assets and liabilities relating to the AMP Business that are held by subsidiaries of AGSA (other than the AMP Entities) being transferred to the AMP Entities;
- “Articles” are to the Company’s articles of association;
- “Business Combination” are to the transactions contemplated by the Business Combination Agreement;
- “Business Combination Agreement” are to the business combination agreement dated as of February 22, 2021, as amended from time to time, by and among GHV, AMPSA, AGSA and MergeCo;
- “GHV” are to Gores Holdings V, Inc., a Delaware corporation which, following the Merger, was renamed “Ardagh MP USA Inc” and has since been dissolved;
- “GHV Sponsor” are to Gores Sponsor V LLC, a Delaware limited liability company;
- “MergeCo” are to Ardagh MP MergeCo Inc;
- “Merger” are to the merger of MergeCo with and into GHV, with GHV surviving the Merger as a wholly-owned subsidiary of AMPSA, which occurred on August 4, 2021;
- “NYSE” are to the New York Stock Exchange;
- “Parent Company” are to ARD Holdings S.A. and/or, where relevant, one or more of its subsidiaries;
- “Paris Agreement” are to the Paris Agreement of 2015 adopted by 196 countries, under which governments mutually pledged to limiting global warming to well-below 2°C, preferably to 1.5°C, compared to pre-industrial levels;
- “SBTi” or Science-Based Targets initiative, are to the initiative to drive climate action in the private sector by enabling companies to set science-based emissions reduction targets;



- “Scope 1 emissions” are to greenhouse gas emissions that an organization makes directly from activities;
- “Scope 2 emissions” are to indirect greenhouse gas emissions that an organization makes that are associated with the purchase and use of electricity;
- “Scope 3 emissions” are to all indirect greenhouse gas emissions that occur in the value chain of the reporting company, including both upstream and downstream emissions;
- “Services Agreement” are to the services agreement dated as of August 4, 2021, by and between AGSA and AMPSA, related to the provision of certain corporate and business-unit services by AGSA and certain of its subsidiaries to AMPSA and by AMPSA to AGSA and certain of its subsidiaries;
- “Shareholder Agreement” are to the shareholder agreement dated March 20, 2017, entered into between AGSA and the Parent Company;
- “Toggle Notes” are to the Parent Company’s Dollar Toggle Notes due 2027 and Euro Toggle Notes due 2027 as referred to in *Major Shareholders and Related Party Transactions*;
- “Transfer Agreement” are to the transfer agreement, dated as of February 22, 2021, by and between AGSA and AMPSA; and
- “Trivium” are to Trivium Packaging B.V. and/or, where relevant, its consolidated subsidiaries.



General Information



General Information

Ardagh Group S.A. was incorporated under the laws of Luxembourg on May 6, 2011 and is a subsidiary of ARD Holdings S.A. The Company's registered office is 56, rue Charles Martel, L-2134 Luxembourg, Luxembourg. The Company is registered with the Luxembourg Register of Commerce and Companies (*Registre de Commerce et des Sociétés de Luxembourg*) under number B 160804.

The Company has direct ownership of 100% of the issued share capital of a holding company which holds all of the finance and operating subsidiaries of Ardagh Glass Packaging. Ardagh indirectly holds approximately 76% of the ordinary shares and 100% of the preferred shares of AMPSA. AMPSA has direct and indirect ownership of 100% of the issued share capital of holding companies which hold all of the principal finance and operating subsidiaries of Ardagh Metal Packaging. Ardagh holds approximately 42% of the ordinary shares of Trivium, a leading supplier of metal packaging in the form of cans and aerosol containers, serving a broad range of end-use categories, principally including food, seafood, pet food and nutrition, as well as beauty and personal care.

We are a leading supplier of sustainable, innovative, value added rigid packaging solutions. Our products include metal beverage cans and glass containers primarily for beverage and food markets, which are characterized by stable, consumer driven demand. Our end-use categories include beer, food, wine, spirits, carbonated soft drinks, energy drinks, sparkling waters, juices and hard seltzers, as well as pharmaceuticals. Our customers include a wide variety of leading consumer product companies which value our packaging products for their features, convenience and quality, as well as the end user appeal they offer through design, innovation, functionality, premium association and brand promotion. With our significant invested capital base, supported by consistent levels of re-investment, our extensive technological capabilities and manufacturing know how, we believe we are well positioned to continue to meet the dynamic needs of our customers. We have mainly built our Company through strategic acquisitions and other corporate transactions, supplemented by organic investments and have established leadership positions in large, attractive markets in beverage cans and glass containers.

We serve over 1,500 customers across approximately 100 countries, comprised of multi-national companies, large national and regional companies and numerous local businesses. In our target regions of Europe, Africa, North America and Brazil, our customers include a wide variety of consumer packaged goods companies, which own some of the best known brands in the world. We have a stable customer base with long-standing relationships and approximately three quarters of our sales are generated under multi-year supply contracts, with the remainder largely subject to annual arrangements. A significant portion of our sales volumes are supplied under contracts which include input cost pass through provisions, which help us deliver generally consistent absolute margins.

As at December 31, 2024, we operated 60 production facilities in 16 countries and employed approximately 20,000 personnel. Our production network included 23 metal packaging production facilities and 37 glass packaging production facilities. Our production facilities are generally located to serve our customers' filling locations. Certain production facilities may also be dedicated to specific end use categories, enhancing product specific expertise and generating benefits of scale and production efficiency. Significant capital has been invested in our extensive network of long-lived production facilities, which, together with our skilled workforce and related manufacturing process know-how, supports our competitive positions.

We are committed to market-leading innovation and product development and maintain dedicated innovation, development and engineering centers in the United States and Europe to support these efforts. These facilities focus on three main areas: (i) innovations that provide enhanced product design, differentiation and user experience for our customers and end use consumers; (ii) innovations that reduce input costs to generate cost savings for both our customers and us (lightweighting); and (iii) developments to meet evolving product safety standards and other regulations.

Group Consolidated Financial Statements – Basis of Preparation

The consolidated financial statements of the Group have been prepared in accordance with, and are in compliance with, IFRS® Accounting Standards and related interpretations as issued by the International Accounting Standards Board ("IASB"). IFRS Accounting Standards are comprised of standards and interpretations approved by the IASB, and standards and interpretations approved by the predecessor International Accounting Standards Committee that have been subsequently approved by the IASB and remain in effect. References to IFRS Accounting Standards hereafter should be construed as references to IFRS Accounting Standards as issued by the IASB.



The consolidated financial statements are presented in U.S. dollar, rounded to the nearest million and have been prepared under the historical cost convention, except for the following:

- Private and Public Warrants are stated at fair value (see Note 21 – Provisions and other liabilities to the audited consolidated financial statements included in this annual report);
- derivative financial instruments are stated at fair value; and
- employee benefit obligations are measured at the present value of the future estimated cash flows related to benefits earned and pension assets valued at fair value.

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires the use of critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and income and expenses. It also requires management to exercise judgment in the process of applying Group accounting policies. These estimates, assumptions and judgments are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances and are subject to continual re-evaluation. However, actual outcomes may differ from these estimates. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are discussed in the critical accounting estimates, assumptions and judgments in Note 2 – Summary of significant accounting policies of the consolidated financial statements included in this annual report.

The consolidated financial statements for the Group were authorized for issue by the board of directors of Ardagh Group S.A. (the “Board”) on February 26, 2025.

Forward-Looking Statements

Forward-looking statements are not historical facts and are inherently subject to known and unknown risks and uncertainties, many of which may be beyond our control. Forward-looking statements are not a guarantee of future performance and actual results or developments may differ materially from expectations. The words “believe,” “expect,” “anticipate,” “will,” “could,” “would,” “should,” “may,” “plan,” “estimate,” “intend,” “predict,” “potential,” “continue,” and the negatives of these words and other similar expressions generally identify forward-looking statements. Any forward-looking statements in this annual report are based on certain assumptions and analyses made by us in light of our experience and perception of historical trends, current conditions, expected future developments, and other factors we believe are appropriate in the circumstances.

It is possible actual events could differ materially from those made in or suggested by the forward-looking statements in this annual report from our current expectations and projections about future events at the time due to a variety of factors including, but not limited to, the following:

- our capital structure, including our substantial debt profile, ability to raise new financing or refinance existing financing, and ability to comply with the covenants in our financing agreements;
- increases in metal beverage can and/or glass container manufacturing capacity, without corresponding increases in demand;
- competition from other metal packaging and glass packaging producers and alternative forms of packaging;
- concentration of our customers or changes in our customers’ strategic choices, such as whether to prioritize price or volume requirements;
- a significant write-down of goodwill or other assets;
- varied seasonal demands for our products and unseasonable weather conditions;
- changes in demand for our products arising from changes in consumer lifestyle, nutritional preferences, health-related concerns and warnings, health-related drug developments, social media influence and consumer taxation;
- further consolidation of our existing customer base;



- high levels of maintenance capital expenditure;
- carrying value of Trivium equity accounted joint venture;
- indemnification obligations relating to our divestments;
- availability and any increase in the costs of raw materials, including as a result of changes in tariffs and duties and our inability to fully pass through input costs;
- stability of energy supply and increase in energy prices, including in Europe as a result of the ongoing Russia-Ukraine war;
- reliance on our suppliers and their ability to make timely deliveries due to factors such as supply chain disruption;
- changes in the political, credit, financial and/or economic environment in which we operate, which could have a material adverse effect on our business, such as reducing demand for our products;
- currency, interest rate and commodity price fluctuations;
- any pandemics or disease outbreaks that have had, and in the future may have, adverse impacts on worldwide activity and our business;
- operations in emerging and other less developed markets;
- interruption in the operations of our production facilities, including through infrastructure failure caused by physical damage;
- future acquisitions, including with respect to their successful integration;
- organized strikes or work stoppages by our unionized employees;
- dependence on our executive and senior management, and other highly skilled personnel;
- costs and future funding obligations associated with post-retirement benefits provided to our employees;
- data protection, data breaches, cyberattacks on our IT systems and network disruptions, including the costs and reputational harm associated with such events;
- impact of climate change, both physical and transitional, as well as those associated with the failure to meet our sustainability targets;
- environmental, health and safety concerns, as well as legal, regulatory or other measures to address such concerns and associated costs to us;
- legislation and regulation, including costs of compliance and changes to laws and regulations governing our business;
- workplace injury and illness claims at our production facilities;
- failure of our control measures and systems that result in faulty or contaminated products and potential related reputational risks;
- litigation, arbitration and other proceedings;
- non-existent, insufficient or prohibitively expensive insurance coverage; and
- other risks and uncertainties described herein, including those under “*Risk Factors.*”

In addition, new risk factors and uncertainties emerge from time to time, and it is not possible for us to predict all risk factors and uncertainties, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual events to differ materially from those contained in any forward-looking statements. Therefore, you are cautioned not to place undue reliance on these forward-looking statements. While we continually review trends and uncertainties affecting our results of operations and financial condition, we do not assume any obligation to update or supplement any particular forward-looking statements contained in this annual report.



Selected Financial Information



Selected Financial Information

The financial data of Ardagh Group S.A. as of and for the years ended December 31, 2024 and 2023 is derived from the audited consolidated financial statements included in this annual report.

The summary historical financial data set forth below should be read in conjunction with, and is qualified in its entirety by, reference to the audited consolidated financial statements included in this annual report and the related notes thereto. The following financial data should also be read in conjunction with the “Operating and Financial Review” also included in this annual report.

Some of the measures used in this report are not measurements of financial performance under IFRS Accounting Standards and should not be considered an alternative to cash flow from operating activities as a measure of liquidity or an alternative to operating profit/(loss) or profit/(loss) for the year as indicators of our operating performance or any other measures of performance derived in accordance with IFRS Accounting Standards.

The following table sets forth summary consolidated financial information for the Group.

	Year ended December 31,	
	2024	2023
	(in \$ millions except percentages)	
Income Statement Data		
Revenue	9,140	9,402
Adjusted EBITDA ⁽¹⁾	1,274	1,299
Depreciation and amortization	(901)	(848)
Exceptional operating items ⁽³⁾	(308)	(347)
Net finance expense ⁽⁴⁾	(585)	(516)
Share of post-tax loss in equity accounted joint venture ⁽⁵⁾	(29)	(47)
Loss before tax	(549)	(459)
Income tax charge	(48)	(36)
Loss for the year	(597)	(495)
Other Data		
Adjusted EBITDA margin ⁽¹⁾	13.9%	13.8%
Net finance expense before exceptional items ⁽⁶⁾	585	522
Maintenance capital expenditure ⁽⁷⁾	359	459
Growth investment capital expenditure ⁽⁷⁾	95	454
Balance Sheet Data		
	As at December 31,	
	2024	2023
	(in \$ millions except ratios)	
Cash, cash equivalents and restricted cash ⁽⁸⁾	1,079	730
Working capital ⁽⁹⁾	337	340
Total assets	10,722	11,514
Total equity	(2,967)	(2,233)
Net borrowings ⁽¹⁰⁾	10,488	10,143
Net debt ⁽¹¹⁾	9,440	9,497
AGSA ratio of net debt to LTM Adjusted EBITDA ^(1,11,12)	7.4x	7.3x
Supplemental Information		
ARGID Restricted Group leverage ratio ^(2,11,13)	7.6x	6.8x

All footnotes are on page 20 and 21 of this document.



Operating and Financial Review



Operating and Financial Review

Business Drivers

The main factors affecting our results of operations for Ardagh Metal Packaging and Ardagh Glass Packaging are: (i) global economic trends, end-consumer demand for our products and production capacity of our manufacturing facilities; (ii) prices of energy and raw materials used in our business, primarily aluminum, cullet, soda ash, sand and coatings, and our ability to pass through these and other cost increases to our customers, through contractual pass through mechanisms under multi-year contracts, or through renegotiation in the case of short-term contracts or through levying surcharges in respect of shorter-term cost increases; (iii) movements in operating costs, as well as our efforts to limit or offset increases; (iv) acquisitions; and (v) foreign exchange rate fluctuations and currency translation risks arising from various currency exposures, primarily with respect to the euro, U.S. dollar, British pound, Swedish krona, Polish zloty, Danish krone, South African rand and Brazilian real.

Ardagh Metal Packaging

Ardagh Metal Packaging generates its revenue from supplying metal can packaging to the beverage end-use category. Revenue is primarily dependent on sales volumes and sales prices.

Sales volumes are influenced by a number of factors, including factors driving customer demand, seasonality and the capacity of our metal packaging production facilities. Demand for our metal cans may be influenced by trends in the consumption of beverages, industry trends in packaging, including customer marketing and pricing conditions, and the impact of environmental regulations and shifts in consumer sentiment towards a greater awareness of sustainability. The demand for our products is strongest during spells of warm weather and therefore demand typically, based on historical trends, peaks during the summer months, as well as in the period leading up to the holidays in December. Accordingly, we generally build inventories in the first and fourth quarters, in anticipation of seasonal demands in our metal packaging business.

AMPSA's Adjusted EBITDA is based on revenue derived from selling our metal cans and is affected by a number of factors, including cost of sales, and sales, marketing and administrative expenses. The elements of AMPSA's cost of sales include (i) variable costs, such as energy, raw materials (including the cost of aluminum), packaging materials, decoration and freight and other distribution costs, and (ii) fixed costs, such as labor and other production facility-related costs including depreciation and maintenance. Sales contracts generally provide for the pass through of metal and energy price fluctuations as well as a mechanism for the recovery of other input cost inflation. AMPSA's variable costs have typically constituted approximately 75% and fixed costs approximately 25% of the total cost of sales for its business.

Ardagh Glass Packaging

Ardagh Glass Packaging generates its revenue principally from selling glass containers. Ardagh Glass Packaging's revenue is primarily dependent on sales volumes and sales prices. Ardagh Glass Packaging includes our glass engineering business, Heye International.

Sales volumes are affected by a number of factors, including factors impacting customer demand, seasonality and the capacity of Ardagh Glass Packaging's production facilities. Demand for glass containers may be influenced by trends in the consumption of beverages, fruit and vegetable harvests, industry trends in packaging, including marketing decisions, and the impact of environmental and health regulations and pronouncements, as well as changes in consumer sentiment including social media influences and a greater awareness of sustainability issues.

Beverage and food end market sales within our glass packaging business are seasonal in nature, with strongest demand for beverage sales during the summer and during periods of warm weather, as well as the period leading up to the holidays in December. Accordingly, Ardagh Glass Packaging's shipment volumes of glass containers is typically lower in the first quarter. Ardagh Glass Packaging builds inventory in the first quarter in anticipation of these seasonal demands. In addition, Ardagh Glass Packaging generally schedules shutdowns of its production facilities for furnace rebuilding and repairs of machinery in the first quarter (for Europe and North America) and in the second quarter (for Africa). These shutdowns and seasonal sales patterns adversely affect profitability in Ardagh Glass Packaging's glass manufacturing operations during the first quarter of the year. The timing and extent of production facility shutdowns may also affect the comparability of results from period to period. Ardagh Glass Packaging's working capital requirements are typically greatest at the end of the first quarter of the year.



Ardagh Glass Packaging's Adjusted EBITDA is based on revenue derived from selling glass containers and glass engineering products and services and is affected by a number of factors, primarily cost of sales. The elements of Ardagh Glass Packaging's cost of sales for its glass container manufacturing business include (i) variable costs, such as natural gas and electricity, raw materials (including the cost of cullet), packaging materials, decoration and freight and other distribution costs, and (ii) fixed costs, such as labor and other production facility-related costs including depreciation and maintenance. In addition, sales, marketing and administrative costs also impact Adjusted EBITDA. Ardagh Glass Packaging's variable costs have typically constituted approximately 50% and fixed costs approximately 50% of the total cost of sales for our glass container manufacturing business.

Supplemental Management's Discussion and Analysis

Key operating measures

Adjusted EBITDA consists of profit/(loss) for the year before income tax charge/(credit), net finance expense, depreciation and amortization, exceptional operating items and share of profit or loss in equity accounted joint venture. We use Adjusted EBITDA to evaluate and assess our segment performance. Adjusted EBITDA is presented because we believe that it is frequently used by securities analysts, investors and other interested parties in evaluating companies in the packaging industry. However, other companies may calculate Adjusted EBITDA in a manner different from ours. Adjusted EBITDA is not a measure of financial performance under IFRS Accounting Standards and should not be considered an alternative to profit/(loss) as indicators of operating performance or any other measures of performance derived in accordance with IFRS Accounting Standards.

For a reconciliation of the loss for the year to Adjusted EBITDA see Note 3 – Segment analysis to the audited consolidated financial statements included in this annual report.

Financial Performance Review

Group Adjusted EBITDA in the three months ended December 31, 2024 increased by \$32 million, or 13%, to \$275 million, compared with \$243 million in the three months ended December 31, 2023.

Group Adjusted EBITDA in the year ended December 31, 2024 decreased by \$25 million, or 2%, to \$1,274 million, compared with \$1,299 million in the year ended December 31, 2023.

Three months ended December 31, 2024 compared with three months ended December 31, 2023

Segment results for the three months ended December 31, 2024 and 2023 are:

	Ardagh Metal Packaging Europe	Ardagh Metal Packaging Americas	Ardagh Glass Packaging Europe & Africa	Ardagh Glass Packaging North America	Group
	\$'m	\$'m	\$'m	\$'m	\$'m
Revenue 2023	427	705	718	364	2,214
Movement	99	(52)	(37)	(24)	(14)
FX translation	16	—	15	—	31
Revenue 2024	542	653	696	340	2,231



Adjusted EBITDA	Ardagh Metal Packaging Europe	Ardagh Metal Packaging Americas	Ardagh Glass Packaging Europe & Africa	Ardagh Glass Packaging North America	Group
	\$'m	\$'m	\$'m	\$'m	\$'m
Adjusted EBITDA 2023	31	117	75	20	243
Movement	23	(9)	12	5	31
FX translation	2	—	(1)	—	1
Adjusted EBITDA 2024	56	108	86	25	275
2024 margin %	10.3%	16.5%	12.4%	7.4%	12.3%
2023 margin %	7.3%	16.6%	10.4%	5.5%	11.0%

Revenue

Ardagh Metal Packaging Europe. Revenue increased by \$115 million, or 27%, to \$542 million in the three months ended December 31, 2024, compared with \$427 million in the same period last year. The increase in revenue was principally due to favorable volume/mix effects (impact of IFRS 15 contract asset), the pass through of higher input costs to customers and favorable foreign currency translation effects.

Ardagh Metal Packaging Americas. Revenue decreased by \$52 million, or 7%, to \$653 million in the three months ended December 31, 2024, compared with \$705 million in the same period last year, principally reflecting unfavorable volume/mix effects, partly offset by the pass through of higher input costs to customers.

Ardagh Glass Packaging Europe & Africa. Revenue decreased by \$22 million, or 3%, to \$696 million in the three months ended December 31, 2024, compared with \$718 million in the same period last year. Excluding favorable foreign currency translation effects of \$15 million, revenue decreased by \$37 million, or 5%, principally driven by the pass through of lower input costs to customers, notably energy in Europe, partly offset by favorable volume/mix effects.

Ardagh Glass Packaging North America. Revenue decreased by \$24 million, or 7%, to \$340 million in the three months ended December 31, 2024, compared with \$364 million in the same period last year. The decrease in revenue reflected unfavorable volume/mix effects.

Adjusted EBITDA

Ardagh Metal Packaging Europe. Adjusted EBITDA increased by \$25 million, or 81%, to \$56 million in the three months ended December 31, 2024, compared with \$31 million in the same period last year. The increase in Adjusted EBITDA was principally due to favorable volume/mix effects and higher input cost recovery.

Ardagh Metal Packaging Americas. Adjusted EBITDA decreased by \$9 million, or 8%, to \$108 million in the three months ended December 31, 2024, compared with \$117 million in the same period last year. The decrease was primarily due to unfavorable volume/mix effects, partly offset by lower operating costs.

Ardagh Glass Packaging Europe & Africa. Adjusted EBITDA increased by \$11 million, or 15%, to \$86 million in the three months ended December 31, 2024, compared with \$75 million in the same period last year. The increase in Adjusted EBITDA was primarily due to lower input costs, principally energy, compared with the same period last year, partly offset by unfavorable operating costs.

Ardagh Glass Packaging North America. Adjusted EBITDA increased by \$5 million, or 25%, to \$25 million in the three months ended December 31, 2024, compared with \$20 million in the same period last year. The increase in Adjusted EBITDA was principally driven by increased selling prices, partly offset by unfavorable volume/mix effects.



Year ended December 31, 2024 compared with year ended December 31, 2023

Revenue	Ardagh Metal Packaging Europe	Ardagh Metal Packaging Americas	Ardagh Glass Packaging Europe & Africa	Ardagh Glass Packaging North America	Group
	\$'m	\$'m	\$'m	\$'m	\$'m
Revenue 2023	2,030	2,782	2,959	1,631	9,402
Movement	91	(35)	(233)	(137)	(314)
FX translation	40	—	12	—	52
Revenue 2024	2,161	2,747	2,738	1,494	9,140

Adjusted EBITDA	Ardagh Metal Packaging Europe	Ardagh Metal Packaging Americas	Ardagh Glass Packaging Europe & Africa	Ardagh Glass Packaging North America	Group
	\$'m	\$'m	\$'m	\$'m	\$'m
Adjusted EBITDA 2023	211	389	543	156	1,299
Movement	42	26	(95)	2	(25)
FX translation	4	—	(4)	—	—
Adjusted EBITDA 2024	257	415	444	158	1,274
2024 margin %	11.9%	15.1%	16.2%	10.6%	13.9%
2023 margin %	10.4%	14.0%	18.3%	9.6%	13.8%

Revenue

Ardagh Metal Packaging Europe. Revenue increased by \$131 million, or 6%, to \$2,161 million in the year ended December 31, 2024, compared with \$2,030 million in the year ended December 31, 2023. The increase in revenue, excluding favorable foreign currency translation effects of \$40 million, was principally due to favorable volume/mix effects.

Ardagh Metal Packaging Americas. Revenue decreased by \$35 million, or 1%, to \$2,747 million in the year ended December 31, 2024, compared with \$2,782 million in the year ended December 31, 2023. The decrease in revenue was primarily driven by the pass through of lower input costs to customers, partly offset by favorable volume/mix effects.

Ardagh Glass Packaging Europe & Africa. Revenue decreased by \$221 million, or 7%, to \$2,738 million in the year ended December 31, 2024, compared with \$2,959 million in the year ended December 31, 2023. Excluding favorable foreign currency translation effects of \$12 million, revenue decreased by \$233 million, or 8%, principally due to the pass through of lower input costs to customers, notably energy in Europe, partly offset by favorable volume/mix effects.

Ardagh Glass Packaging North America. Revenue decreased by \$137 million, or 8%, to \$1,494 million in the year ended December 31, 2024, compared with \$1,631 million in the year ended December 31, 2023. The decrease in revenue principally reflected unfavorable volume/mix effects, partly offset by the pass through of higher input costs to customers.

Adjusted EBITDA

Ardagh Metal Packaging Europe. Adjusted EBITDA increased by \$46 million, or 22%, to \$257 million in the year ended December 31, 2024, compared with \$211 million in the year ended December 31, 2023. The increase in Adjusted EBITDA was principally due favorable volume/mix effects and higher input cost recovery, partly offset by higher operating costs.



Ardagh Metal Packaging Americas. Adjusted EBITDA increased by \$26 million, or 7%, to \$415 million in the year ended December 31, 2024, compared with \$389 million in the year ended December 31, 2023. The increase was primarily driven by lower operating costs and favorable volume/mix effects.

Ardagh Glass Packaging Europe & Africa. Adjusted EBITDA decreased by \$99 million, or 18%, to \$444 million in the year ended December 31, 2024, compared with \$543 million in the year ended December 31, 2023. Excluding unfavorable foreign currency translation effects of \$4 million, Adjusted EBITDA decreased by \$95 million, or 17%, principally due to continued production downtime and lower input cost recovery, compared with the same period last year, partly offset by favorable volume/mix effects.

Ardagh Glass Packaging North America. Adjusted EBITDA increased by \$2 million, or 1%, to \$158 million in the year ended December 31, 2024, compared with \$156 million in the year ended December 31, 2023. The increase in Adjusted EBITDA was principally driven by increased selling prices, partly offset by unfavorable volume/mix effects and increased operating costs.



Liquidity and Capital Resources

Cash Requirements Related to Operations

Our principal sources of cash are cash generated from operations and external financings, including borrowings and other credit facilities. Our principal funding arrangements include borrowings available under the Group's Global Asset Based Loan Facilities.

The following table outlines our principal financing arrangements as of December 31, 2024.

Facility	Currency	Maximum amount drawable	Final maturity date	Facility type	Amount drawn			Undrawn amount
					ARGID Group*	Unrestricted Group **	Total Group	
		Local Currency m			\$'m	\$'m	\$'m	\$'m
4.125% Senior Secured Notes	USD	1,215	15-Aug-26	Bullet	1,215	–	1,215	–
2.125% Senior Secured Notes	EUR	439	15-Aug-26	Bullet	456	–	456	–
2.125% Senior Secured Notes	EUR	790	15-Aug-26	Bullet	821	–	821	–
Senior Secured Term Loan - AIHS unrestricted subsidiary	EUR	790	13-Jun-29	Bullet	821	–	821	–
4.750% Senior Notes	GBP	400	15-Jul-27	Bullet	501	–	501	–
5.250% Senior Notes	USD	800	15-Aug-27	Bullet	800	–	800	–
5.250% Senior Notes	USD	1,000	15-Aug-27	Bullet	1,000	–	1,000	–
South African Senior Facilities	ZAR	8,500	01-Mar-28	Bullet	429	–	429	21
Global Asset Based Loan Facility - ARGID Group	USD	257	30-Mar-27	Revolving	198	–	198	59
Lease obligations	Various	–	Various	Amortizing	320	374	694	–
Other borrowings/credit lines	Various	–	Rolling	Amortizing	69	42	111	10
6.000% Senior Secured Green Notes	USD	600	15-Jun-27	Bullet	–	600	600	–
3.250% Senior Secured Green Notes	USD	600	01-Sep-28	Bullet	–	600	600	–
2.000% Senior Secured Green Notes	EUR	450	01-Sep-28	Bullet	–	468	468	–
3.000% Senior Green Notes	EUR	500	01-Sep-29	Bullet	–	519	519	–
4.000% Senior Green Notes	USD	1,050	01-Sep-29	Bullet	–	1,050	1,050	–
Senior Secured Term Loan	EUR	269	24-Sep-29	Bullet	–	280	280	–
Global Asset Based Loan Facility - Unrestricted Group	USD	272	06-Aug-26	Revolving	–	–	–	272
Bradesco Facility	BRL	500	30-Sep-28	Bullet	–	–	–	81
Total borrowings / undrawn facilities					6,630	3,933	10,563	443
Deferred debt issue costs and bond discounts					(44)	(31)	(75)	–
Net borrowings / undrawn facilities					6,586	3,902	10,488	443
Cash, cash equivalents and restricted cash					(469)	(610)	(1,079)	1,079
Derivative financial instruments used to hedge foreign currency and interest rate risk					18	13	31	–
Net debt / available liquidity					6,135	3,305	9,440	1,522

*Borrowings listed under “ARGID Group” above refers to bonds issued by subsidiaries of Ardagh Group S.A., being Ardagh Packaging Finance plc and Ardagh Holdings USA Inc. (together the “Existing Issuers”), as well as leases and other borrowings held within other restricted subsidiaries of Ardagh Group S.A.. Additionally, it refers to a Senior Secured Term Loan of €790 million issued to Ardagh Investments Holdings Sarl (“AIHS”), an unrestricted subsidiary of Ardagh Group S.A. and restricted cash in an amount sufficient to fund a debt service reserve account at AIHS, access to which is limited to AIHS.

**Unrestricted Group refers to AMPSA and its subsidiaries as referred to in Note 1 – General information of the audited consolidated financial statements included in this annual report.



Financing activity

On April 15, 2024, AIHS, an unrestricted subsidiary of Ardagh Group S.A. executed definitive documentation for a new senior secured credit facility with certain investment funds and other entities managed by affiliates of Apollo Capital Management, L.P.. The new facility consists of: (i) an initial €790 million senior secured term loan (“Initial Term Loan”); (ii) a \$250 million (equivalent) senior secured exchange term loan (the “Exchange Loan”); and additional senior secured term loans in an amount sufficient to fund a debt service reserve account at AIHS (collectively, the “Facilities”). The Facilities are secured on all material assets of AIHS, including a pledge on the equity interests of AIHS, and its subsidiaries, in AMPSA. The Facilities will mature in 2029.

On June 13, 2024, AIHS drew down the Initial Term Loan and on-lent approximately €755 million of the proceeds to the Existing Issuers by subscribing to new Senior Secured Notes due 2029 (the “Proceeds Notes”) issued by the Existing Issuers. The Proceeds Notes were used to redeem in full, the \$700 million Senior Secured Notes due 2025 issued by the Existing Issuers. AIHS has not utilized the Exchange Loan, which is an uncommitted facility.

The Facilities and the Proceeds Notes are each on customary terms for third-party indebtedness and preserve the flexibility for Ardagh in the currently outstanding debt of the Existing Issuers, including the ability to make investments and to incur debt, other than restricting Ardagh's ability to pay dividends and other distributions, which prevent ARD Finance S.A. from paying cash interest on the Toggle Notes.

On September 24, 2024, Ardagh Metal Packaging S.A. and certain of its subsidiaries entered into an agreement for a new €269 million (\$300 million equivalent) senior secured term loan facility (the “Term Loan”) with certain investment funds and other entities managed by affiliates of Apollo Capital Management, L.P.. The Term Loan matures in September 2029 and is secured on a pari passu basis alongside the Senior Secured Green Notes maturing in 2027 and 2028.

On October 7, 2024, AMPSA entered into a new credit facility with Banco Bradesco S.A. in Brazil (the “Bradesco Facility”) for BRL500 million (approximately \$90 million). Until September 30, 2025, the Bradesco Facility can be drawn for a period of three years and when drawn, partial security would be provided over the equity interests of certain AMPSA subsidiaries.

Lease obligations at December 31, 2024 of \$694 million (December 31, 2023: \$795 million), primarily reflects \$135 million of new lease liabilities and foreign currency movements, offset by \$210 million of repayments and \$26 million disposals of lease assets during the year ended December 31, 2024.

At December 31, 2024, the Group had \$331 million available under the Global Asset Based Loan Facilities (2023: \$750 million).

The following table outlines the minimum repayments the Group is obliged to make in the twelve months ending December 31, 2025, assuming that other credit lines will be renewed or replaced with similar facilities as they mature.

<u>Facility</u>	<u>Currency</u>	<u>Local Currency (in millions)</u>	<u>Final Maturity Date</u>	<u>Facility Type</u>	<u>Minimum net repayment for the twelve months ending December 31, 2025 (in \$ millions)</u>
Global Asset Based Loan Facility - ARGID Group	USD	257	30-Mar-27	Revolving	198
Global Asset Based Loan Facility - Unrestricted Group	USD	272	06-Aug-26	Revolving	—
Lease obligations	Various	—	Various	Amortizing	186
Other borrowings/credit lines	Various	—	Rolling	Amortizing	84
					468

The Group generates substantial cash flow from its operations and had \$1,079 million in cash, cash equivalents and restricted cash as at December 31, 2024, as well as available but undrawn liquidity of \$443 million under its credit facilities.



We believe that our cash balances and future cash flow from operating activities, as well as our credit facilities, will provide sufficient liquidity to fund our purchases of property, plant and equipment, interest payments on our notes and other borrowings for at least the next twelve months.

The Group's long-term liquidity needs primarily relate to the service of our debt obligations. We expect to satisfy our future long-term liquidity needs through a combination of cash flow generated from operations and we continue to evaluate our capital structure, the trading prices of our indebtedness and the financing markets generally to determine when best to address our maturities. We or our affiliates may also, from time to time, seek to refinance, repurchase or extend the maturity of our outstanding debt through open market purchases, tender offers, exchange offers, privately negotiated transactions or otherwise. Such transactions and the terms thereof will depend on market conditions, our liquidity requirements, contractual restrictions and other factors.



Footnotes to the Selected Financial Information

- (1) Adjusted EBITDA consists of profit/(loss) for the year before income tax expense/(credit), net finance expense, depreciation and amortization, exceptional operating items and share of profit or loss in equity accounted joint venture. Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by revenue. Adjusted EBITDA and Adjusted EBITDA margin are presented because we believe that they are frequently used by securities analysts, investors and other interested parties in evaluating companies in the packaging industry. However, other companies may calculate Adjusted EBITDA and Adjusted EBITDA margin in a manner different from ours. Adjusted EBITDA and Adjusted EBITDA margin are not measurements of financial performance under IFRS Accounting Standards and should not be considered an alternative to profit/(loss) as indicators of operating performance or any other measures of performance derived in accordance with IFRS Accounting Standards.
- (2) ARGID Restricted Group leverage ratio has been presented as supplemental information to reflect the impact of the dividends declared and paid by AMPSA to the ARGID Restricted Group⁽¹³⁾. The ARGID Restricted Group includes bonds issued by the Existing Issuers.
- (3) Exceptional operating items are shown on a number of different lines in the Consolidated Income Statement as referred to in Note 4 – Exceptional items of the audited consolidated financial statements.
- (4) Includes exceptional finance income and expense.
- (5) Includes exceptional share of post-tax loss in equity accounted joint venture.
- (6) Net finance expense before exceptional items is as set out in Note 5 – Net finance expense of the audited consolidated financial statements.
- (7) Capital expenditure is the sum of purchase of property, plant and equipment and software and other intangibles, net of proceeds from disposal of property, plant and equipment, as per the consolidated Statement of Cash Flows.
- (8) Cash, cash equivalents and restricted cash include short term bank deposits and restricted cash as per the note disclosures to the audited consolidated financial statements included in this annual report.
- (9) Working capital is comprised of inventories, trade and other receivables, related party receivables, current intangible assets, contract assets, current income tax receivable, trade and other payables, current income tax payable and current provisions. Management revisited the calculation of working capital during the year and deemed it appropriate to include current income tax payable in order to align with the inclusion of current income tax receivable, and therefore revised the prior year comparative to reflect this. Other companies may calculate working capital in a manner different to ours.
- (10) Net borrowings comprise non-current and current borrowings net of deferred debt issue costs.
- (11) Net debt is comprised of net borrowings and derivative financial instruments used to hedge foreign currency and interest rate risk, net of cash and cash equivalents and restricted cash.
- (12) Net debt to LTM Adjusted EBITDA ratio at December 31, 2024 of 7.4x, is based on net debt at December 31, 2024 of \$9,440 million and reported Adjusted EBITDA for the last twelve months ("LTM") to December 31, 2024 of \$1,274 million.



(13) ARGID Restricted Group net debt at December 31, 2024 of \$6,135 million is defined as ARGID Group net debt at December 31, 2024 (see Note 19 to the audited consolidated financial statements included in this annual report – Financial assets and liabilities) excluding the Senior Secured Term Loan (\$821 million) issued to AIHS, excluding restricted cash at AIHS (\$37 million), plus proceeds on-lent from AIHS (\$784 million) to the Existing Issuers as set out in Liquidity and Capital Resources at page 17.

ARGID Restricted Group leverage ratio at December 31, 2024 of 7.6x, is based on ARGID Restricted Group net debt at December 31, 2024 as defined above of \$6,135 million divided by the total AGSA LTM Adjusted EBITDA of \$1,274 million (See Footnote 12 above) less the LTM Adjusted EBITDA for the Ardagh Metal Packaging reportable segments of \$672 million and including the LTM AMPSA ordinary dividend attributable to AGSA for the twelve months ended December 31, 2024 of \$183 million and the LTM AMPSA 9% Preferred Shares dividend attributable to AGSA for the twelve months ended December 31, 2024 of \$24 million.

See Notes 3, 19, and 25 of the audited consolidated financial statements included in this annual report for information regarding the Ardagh Metal Packaging reportable segments, net debt, and dividends declared and paid by AMPSA respectively.



Risk Factors



Risk Factors

Our business is subject to a number of risks and uncertainties that may adversely affect our business, results of operations, financial condition, cash flows or prospects and are described below. In addition, you should consider the interrelationship and compounding effects of two or more risks occurring simultaneously.

Risks Relating to Our Business, Products and Industry

An increase in metal beverage can or glass container manufacturing capacity, including that of our competitors, without a corresponding increase in demand for metal beverage can packaging or glass packaging could cause prices to decline or result in the curtailment or closure of our operations, which could have a material adverse effect on our business.

The profitability of metal packaging or glass packaging companies is heavily influenced by the supply of, and demand for, metal or glass packaging. We, and certain of our major competitors, have recently undertaken significant and long-term metal beverage can capacity expansions in the United States, Europe and Brazil. We have also expanded our glass container manufacturing capacity in South Africa. Such expansions may produce, and have produced in certain localities, excess supply where the demand is weaker than anticipated, and the prices we receive for our products could decline or result in the curtailment or closure of certain of our operations, which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We cannot assure you that metal beverage can or glass container manufacturing capacity in any of our markets, including the capacity of our competitors, will not increase further in the future, nor can we assure you that demand for metal beverage packaging or glass packaging will meet or exceed supply.

We face competition from other metal and glass packaging producers, as well as from manufacturers of alternative forms of packaging.

Ardagh Metal Packaging

The sectors in which Ardagh Metal Packaging operates are relatively mature and competitive. Prices for the products manufactured by our metal packaging business are primarily driven by raw material costs. Competition in the market is based on price, as well as on innovation, sustainability, design, quality and service. Increases in productivity, combined with potential surplus capacity from recent or planned new investment in the industry, could result in pricing pressures in the future. Our principal competitors include Ball Corporation, Crown Holdings and CANPACK and some of our competitors may have greater financial, technical or marketing resources, or may have more desirably located, newly installed or excess capacity. See “—*An increase in metal beverage can or glass container manufacturing capacity, including that of our competitors, without a corresponding increase in demand for metal beverage can packaging or glass packaging could cause prices to decline or result in the curtailment or closure of certain of our operations, which could have a material adverse effect on our business*” for a further discussion on the impact of excess capacity in our market. To the extent that any one or more of our competitors becomes more successful with respect to any key competitive factor, our ability to attract and retain customers could be materially and adversely affected. Moreover, changes in the global economic environment could result in reductions in demand for our products in certain instances, which could increase competitive pressures. The occurrence of any of the aforementioned events, among others, could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. See “—*Risks relating to Economic, Market and Political Matters — Changes to the economic, political, credit, and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products*” for a further discussion on the impact of the global economic environment on our business.

In addition, Ardagh Metal Packaging is subject to substantial competition from producers of packaging made from plastic, glass, carton and composites, for example, PET bottles for carbonated soft drinks. Changes in consumer preferences in terms of packaging materials, style and product presentation or a decrease in the costs of alternative packaging products can significantly influence sales, and there can be no assurance that our products will successfully compete against alternative packaging products. An increase in consumer demand for alternative packaging could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.



Ardagh Glass Packaging

Ardagh Glass Packaging is subject to intense competition from other glass packaging producers, as well as from producers of other forms of rigid and non-rigid packaging, against whom we compete on the basis of price, product characteristics, quality, customer service, reliability of delivery and the overall attractiveness of our offering. Advantages or disadvantages in any of these competitive factors may be sufficient to cause customers to consider changing suppliers or to use an alternative form of packaging. In some instances, we also face the threat of vertical integration by our customers into the manufacture of their own packaging materials.

Our principal competitors in glass packaging include Anchor Glass and O-I Glass in North America, O-I Glass, Verallia and Vidrala in Europe, and iSanti Glass in South Africa. Additionally, we face competition from firms that carry out specific export operations at low prices when their domestic markets are at overcapacity, or when foreign exchange rates or economic conditions (particularly transport costs) allow this, such as has been seen with the importation of glass containers into the United States from lower cost countries. Despite the generally regional nature of glass packaging markets, these export operations could have a material negative impact on our business, results of operations, financial condition, cash flows or prospects.

In addition to competing with other large, well-established manufacturers in the glass packaging industry, we also compete with manufacturers of other forms of rigid packaging, principally plastic packaging and aluminum cans, on the basis of quality, price, service and consumer preference. We also compete with manufacturers of non-rigid packaging alternatives, including flexible pouches and aseptic cartons, particularly in serving the packaging needs of non-alcoholic beverage customers, including juice customers and food customers. We believe that the use of glass packaging for alcoholic and non-alcoholic beverages is subject to consumer preference. In addition, the association of glass packaging with premium items in certain product categories exposes glass packaging to economic variations. Therefore, if economic conditions are poor, we believe that consumers may be less likely to prefer glass packaging over other forms of packaging. We cannot ensure that our products will continue to be preferred by end consumers and that consumer preference will not shift from glass packaging to alternative packaging. A material shift in consumer preference away from glass packaging, or competitive pressures from our various competitors, could result in a decline in sales volume, or pricing pressure, that could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Furthermore, new threats from container and production innovations in all forms of packaging could disadvantage our existing business. If we are unable to respond to competitive technological advances, our future performance could be materially adversely affected.

Self-Manufacturing by Customers

Certain of our customers meet some of their metal packaging and glass packaging requirements through self-manufacturing, which reduces their external purchases of packaging. For example, in metal packaging, AB InBev manufactures metal packaging through its affiliate, Metal Container Corporation in North America, as well as directly in Brazil; Molson Coors manufactures metal beverage packaging through their joint arrangement, Rocky Mountain Metal Container Corporation in the United States, which they operate with Ball Corporation, a competitor of AMPSA. In glass packaging, companies which satisfy some of their requirements through self-manufacture include Gallo, which manufactures glass packaging in the United States, and AB InBev and Constellation Brands, which produce glass packaging in Mexico. Potential further vertical integration of our customers could introduce new production capacity in the market, which may create an imbalance between metal packaging and glass packaging supply and demand and could have a material adverse effect on our future performance.

As our customers are concentrated, our business could be materially adversely affected if we were unable to maintain relationships with our largest customers.

For the year ended December 31, 2024, Ardagh Metal Packaging's and Ardagh Glass Packaging's ten largest customers accounted for approximately 57% and 47% of their revenues, respectively. Our ten largest customers accounted for approximately 46% of our revenues for the year ended December 31, 2024. While we believe that we have good relationships with these customers, there can be no assurance that we will be able to maintain these relationships. Approximately three quarters of our revenue for the year ended December 31, 2024 was backed by multi-year supply agreements, ranging from two to seven years in duration. Although these arrangements have provided, and we expect they will continue to provide, the basis for long-term partnerships with our customers, there can be no assurance that our



customers will not cease to purchase our products. These arrangements, unless they are renewed, expire in accordance with their respective terms and may be terminated under certain circumstances, such as our failure to meet quality, volume or other contractual commitments. In addition, if our customers unexpectedly reduce the amount of glass packaging and/or metal packaging they purchase from us, cease purchasing our glass packaging and/or metal packaging altogether, or if there are any changes in their strategic choices, such as whether to prioritize price or volume requirements, our revenues could decrease and our inventory levels could increase, both of which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Further, customer concentration could expose us to increased credit risk if our large customers are unable to fulfill their payment obligations to us.

In addition, there can be no assurance that such arrangements will be renewed upon their expiration or that the terms of any renewal will be as favorable to us as the terms of the current arrangements, and there is also the risk that our customers may shift their filling operations to locations in which we do not operate. The loss of one or more of these customers, a significant reduction in sales to these customers, or a significant change in the commercial terms of our relationships with these customers could have a material adverse effect on our business.

A significant write down of goodwill could have a material adverse effect on our financial condition and results of operations.

Our goodwill as of December 31, 2024 was \$1.3 billion. We evaluate goodwill annually or whenever indicators suggest that impairment may have occurred. The determination of the recoverable amounts of goodwill requires the use of a market approach, which includes estimates and assumptions which are based on comparable companies' equity valuations. The resulting accounting estimates will, by definition, seldom equal the related actual results. As described further in the audited consolidated financial statements included in this annual report, we use the fair value less costs of disposal ("FVLCD") model for the purposes of our annual goodwill impairment testing. However, if an impairment indicator exists for a cash generating unit ("CGU"), we also use the value in use ("VIU") model in order to establish the recoverable amount being the higher of the FVLCD model and the VIU model when compared to the carrying value of the CGU. Sensitivity analysis is also performed reflecting potential variations in assumptions. Future changes in the estimates and assumptions used in the FVLCD or VIU models, general market conditions, or other factors may cause our goodwill to be impaired, resulting in a non-cash charge against results of operations to write-down goodwill for the amount of the impairment. If a significant write-down is required, the charge could have a material adverse effect on our business, financial condition, results of operations or prospects.

Demand for our products is seasonal. Unseasonable weather conditions, including as a result of climate change, could lead to unpredictable demand and materially adversely affect our business.

Demand for Ardagh Metal Packaging's and Ardagh Glass Packaging's products is seasonal. Demand for our metal packaging products is strongest during spring and summer, which means that Ardagh Metal Packaging's sales in North America and Europe are, typically, based on historical trends, greater in the second and third quarters of the year and generally lower in the first and fourth quarters. In Brazil, sales are typically strongest in the first and fourth quarters and generally lower in the second and third quarters. However demand for our products during the quarters with historically greater sales could be reduced if there is unseasonably cool weather in any of these regions.

Demand for our glass packaging products is typically, based on historical trends, strongest during the summer months and in the period prior to the holidays in December because of the seasonal nature of the consumption of beer and other beverages. Unseasonably cool weather during the summer months can reduce demand for certain beverages packaged in our glass packaging. Similarly, weather conditions can reduce crop yields and adversely affect customer demand for glass packaging for fruit and vegetable end-use categories, which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We generally schedule shutdowns of our furnaces for rebuilding and repairs of machinery in the first quarter in Europe, around the first quarter in North America, and around the end of the second quarter in Africa. If demand for glass packaging should unexpectedly rise during such a shutdown, we would not have the ability to fulfill such demand and may lose potential revenues. These shutdowns and seasonal sales patterns could have a material adverse effect on profitability during the first quarter.

Unseasonal weather could become a more frequent occurrence as a result of climate change, which could have an adverse effect on demand for our products. The occurrence of any such events leading to unpredictable demand could



have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. See “—*Climate change may adversely affect our ability to conduct our business, including the availability and cost of resources required for our production processes*” for a more detailed discussion of the ability of extreme weather events to potentially adversely impact our business.

Changes in consumer lifestyle, nutritional preferences, health-related concerns, health-related drug development, social media influence and consumer taxation could have a material adverse effect on our business.

Changes in consumer preferences and tastes, including as a result of social media influences, can have an impact on demand for our customers’ products, which in turn can lead to reduced demand for our products. In the United States, for example, the growth in consumption of imported beer and in newer beverage categories such as hard seltzers and ready to drink cocktails has led to reduced demand for domestically-produced mass beer brands in recent years, resulting in reduced demand for glass packaging for this end-use category. Social media influence can also impact consumer preferences. Certain consumer products represent a significant proportion of our packaging market. Our ability to develop new product offerings for a diverse group of global customers with differing preferences, while maintaining functionality and spurring innovation, is critical to our success. This requires a thorough understanding of our existing and potential customers and end users on a global basis, particularly in developing or emerging markets. Failure to adapt and deliver quality products that meet our customers’ or end-users’ needs, through research and development or licensing of new technology, ahead of our competitors, could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

In addition, public health and government officials have become increasingly concerned about the health consequences associated with over-consumption of certain types of beverages, such as alcoholic and sugar-sweetened beverages, including those produced by certain of our customers. For example, the U.S. Surgeon General has recently released an advisory statement in respect of alcoholic beverages and preventable cancer risks, calling attention to this as a public health issue, which could result in a decrease in demand for those end-products that our customers produce. Furthermore, France and the United Kingdom have introduced taxes on drinks with added sugar and artificial sweeteners that companies produce or import. France has also imposed taxes on energy drinks using certain amounts of taurine and caffeine. As a result of such taxes, demand may have been impacted in these countries, and the publication of similar public health warnings or imposition of similar health-related taxes in the future on end-products in other countries may lower the demand for certain alcoholic beverages and soft drinks that our customers produce, which may as a result cause our customers to reduce their purchases of our products. In addition, the development of appetite suppressant drugs or weight loss medication may change the demand for certain types of beverages. Any decline in the popularity of any end-products due to lifestyle, nutrition or health considerations, or our inability to adapt to customer needs, could have a significant impact on our customers and could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Further consolidation of our customer base may intensify pricing pressures or result in the loss of customers, either of which could have a material adverse effect on our business, financial condition and results of operations.

Some of our largest customers have acquired companies with similar or complementary product lines in recent years. For example, in January 2025, Carlsberg acquired Britvic and in 2023 Monster Beverage acquired Bang Energy and Heineken acquired Distell in South Africa. Prior customer consolidations include the acquisition of Brasil Kirin by Heineken in 2017, AB Inbev acquired SABMiller in 2016 and Kraft Foods Group merged with H.J. Heinz Holding Corporation in 2015. Such consolidation activities resulted in an increase in the concentration of our sales with our largest customers and if similar consolidations should occur in the future, it could potentially be accompanied by pressure for lower prices. Increased pricing pressures from these customers may have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. In addition, any consolidation of our customers may lead to their reliance on a reduced number of suppliers. If, following the combination of one of our customers with another company, a competitor was to be the main supplier to the newly consolidated company, this could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.



Our glass packaging business requires relatively high levels of maintenance capital expenditures, which we may be unable to fund.

Our glass packaging business requires relatively high levels of maintenance capital expenditures. We may not be able to make such capital expenditures if we do not generate sufficient cash flow from operations, or if we do not have funds available for borrowing under our existing credit facilities to cover these capital expenditure requirements or if we were restricted from incurring additional debt to cover such expenditures or as a result of a combination of these factors. See “—Risks Relating to Our Capital Structure— We may not be able to raise additional capital or only be able to raise additional capital at significantly increased costs” for more detail. If we are unable to meet our capital expenditure plans, we may not be able to maintain our manufacturing capacity, which may negatively impact our competitive position and ultimately, our revenues and profitability. If we are unable to meet our maintenance capital expenditures, our manufacturing capacity may decrease, which may have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Our investment in Trivium is accounted for as a joint venture using the equity method, which may result in a reduction in the accounting carrying value of the Group’s investment should Trivium incur post-tax losses.

We hold approximately 42% of the ordinary shares of Trivium. As we jointly control both the financial and operating policy decisions of Trivium, this investment is accounted for as a joint venture under the equity method. The carrying amount of our interest under the equity method, which at December 31, 2024 totaled \$0.2 billion, will change as a result of the requirements of the equity method. The equity method results in us accounting for our share of the post-tax profit or loss and share of the other comprehensive income of Trivium. As Trivium has a substantial amount of debt and significant debt service obligations, and may incur post tax and other comprehensive losses, the accounting carrying value of our interest may reduce as a result of the application of equity accounting.

We have potential indemnification obligations relating to divestments.

We have previously divested a number of businesses, including, in 2019, our Food & Specialty metal packaging business. Pursuant to these agreements, we may be required to provide indemnification to the acquirers for damages resulting from a breach of any representation, warranty or covenants contained therein. To the extent that we are required to make any significant payments under these indemnification provisions, these payments could adversely impact our business, results of operations, financial condition, cash flows or prospects.

Risks Relating to Our Supply Chain

Our profitability could be adversely affected by the availability and increase in the costs of raw and other input materials, including as a result of changes in tariffs and duties.

The raw materials that we use have historically been available in adequate quantities from multiple sources of supply. For certain raw materials, however, there may be temporary shortages due to transportation, production delays impacting supplier plant output, pandemic outbreaks, or other factors. In such an event, no assurance can be given that we would be able to secure our raw materials from sources other than our current suppliers on terms as favorable as our current terms, or at all. Any such shortages, as well as significant increases in the cost of any of the principal raw materials that we use, including such shortages or material increases resulting from the introduction of tariffs, could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Further tariffs, sanctions, duties, other trade actions or increases in our transportation costs, could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Furthermore, the relative price of oil and its by-products may impact our business, by affecting transport, coatings, lacquer and ink costs. Additionally, certain energy sources are vital to our operations, and future increases in energy costs could result in a significant increase in our operating costs, which could, if we are not able to recover these costs, have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Although a significant number of our sales contracts with customers include provisions enabling us to pass through increases and reductions in certain input costs, such as aluminum and coatings, we may not be able to pass on all or substantially all raw material and other input cost increases or increase our prices to offset increases in raw and other input material costs without suffering reductions in unit volume, revenue and operating income. The perceived certainty



of supply at our competitors may also put us at a competitive disadvantage regarding pricing and product volumes. In addition, we may not be able to hedge successfully against raw material cost increases. See “—*Risks Relating to Economic, Market and Political Matters—Currency, interest rate and commodity price fluctuations may have a material impact on our business*” for a more detailed description on hedging risks associated with commodity prices. Any of the above factors could have a material adverse effect on our business, financial condition and results of operations.

Ardagh Metal Packaging

Ardagh Metal Packaging uses various raw and other input materials, such as aluminum in our production. The availability of various raw and other input materials and their prices depend on global and local supply and demand forces, governmental regulations, level of production, resource availability, transportation and other factors. No assurance can be given that we would be able to secure our raw and other input materials from sources other than our current suppliers on terms as favorable as our current terms, or at all. The cost of any of the principal raw or input materials that we use may also significantly increase as a result of any tariff increases, sanctions, duties, transportation disruptions or delays, or other trade actions. Any such shortages, transportation disruptions or increases in cost could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

The primary raw material that Ardagh Metal Packaging uses is aluminum, which is, in turn, rolled into coils of sheet aluminum by their suppliers for use in their production process. The business is exposed to both the availability of aluminum and the volatility of aluminum prices, including associated premia. Aluminum is traded daily as a commodity on the London Metal Exchange, which has historically been subject to significant price volatility. Because aluminum is priced in U.S. dollars, fluctuations in the U.S. dollar/euro rate also affect the euro cost of aluminum. See “—*Risks Relating to Economic, Market and Political Matters—Currency, interest rate and commodity price fluctuations may have a material impact on our business*” for a detailed description on the currency risks associated with the price volatility of aluminum. While in the past sufficient quantities of aluminum have been generally available for purchase, these quantities may not be available in the future, and, even if available, may not be able to continue to be purchased at current prices and or other comparable terms. In addition, any increase in the level of investment in metal beverage can capacity expansion by Ardagh Metal Packaging and their competitors will require a significant increase in can sheet production by the aluminum suppliers, which will in turn require them to make significant investment and capital expenditures. Failure by the suppliers to increase capacity could cause supply shortages and significant increases in the cost of aluminum.

While raw materials are generally available from a range of suppliers, they are subject to fluctuations in price and availability based on a number of factors, including general economic conditions, commodity price fluctuations (such as with respect to aluminum on the London Metal Exchange), the demand by other industries, such as automotive, aerospace and construction, for the same raw materials and the availability of complementary and substitute materials. Furthermore, adverse political, economic or financial changes, industrial disputes, financial distress, pandemic-related, weather-related or energy-related supply disruptions could impact their suppliers, thereby causing supply shortages or increasing costs for the business. Their raw materials suppliers also operate in relatively concentrated industries, and this concentration can impact raw material costs. Over the last ten years, the number of major aluminum suppliers has decreased and there is a possibility of further consolidation. Further consolidation could hinder the ability to obtain adequate supplies of these raw materials and could lead to higher prices for aluminum. In addition, the relative price of oil and its by-products could also impact the business, by affecting other input materials costs, such as coatings, lacquer and ink. Accordingly, the ongoing Russia-Ukraine war and the related economic sanctions, and political tension and conflicts in the Middle East could have a material adverse effect on operating costs, and in turn, our business, results of operations, financial condition, cash flows or prospects. See “—*Risks Relating to Economic, Market and Political Matters—Changes to the economic, political, credit, and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products*” for more details.

Ardagh Glass Packaging

Ardagh Glass Packaging consumes significant amounts of raw materials in the manufacturing process, in particular, silica sand, limestone and soda ash (natural or synthetic). Cullet is also a key raw material that is used in varying percentages, depending on the type of glass manufactured and the availability of cullet in a particular market. The combination of higher energy prices and a tight supply market has resulted in a historic increase in price for soda ash. Further increases in demand without a corresponding increase in supply may put pressure not only on soda ash, but also on some other raw materials.



The price, quality and availability of cullet varies widely from one region to another and is dependent on a number of factors, including glass collection and its effectiveness and the distance of our production sites to population centers where the waste glass is collected and processed. The demand for secondary materials in general is increasing due to more ambitious greenhouse gases (“GHGs”) emissions legislation and customers, consumers and legislators seeking higher levels of recycled content to meet consumer aspirations and therefore cullet is becoming more scarce. Any significant increase in the price of the raw materials we use to manufacture glass could have a material negative impact on our business, results of operations, financial condition, cash flows or prospects.

We are dependent on a reliable and affordable supply of energy, and any shortage of energy supplies to our production facilities or increased energy prices could have a material adverse effect on our business.

We require access to reliable sources of affordable energy as certain energy sources are vital to our operations, such as natural gas, electrical power, oil, oxygen and in limited circumstances, liquified petroleum gas. We rely on a continuous power supply to effectively conduct our business. The ongoing Russia-Ukraine war and related sanctions have led to a significant increase in our energy and other input costs, and there may be further adverse impacts on energy supplies and prices, particularly in Europe, as a result of uncertainty with regard to Russia’s production and export of oil and natural gas, or from political tension and conflicts in the Middle East. See “—*Risks Relating to Economic, Market and Political Matters—Changes to the economic, political, credit, and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products*” for more details.

In the event of energy shortages, we may not be able to meet our energy needs. See “—*We have operations in emerging and other less developed markets, which are subject to greater risks than developed markets and could adversely affect our business*” for a discussion of the energy market in South Africa. This could lead to production stoppages, shutdowns, a decline in output, and decreased sales. In the event of a prolonged shortfall of adequate energy supplies, we could experience financial distress. In addition, any future increases or fluctuations in energy costs could result in a significant increase in our operating costs, and if we are not able to recover these costs from our customers, or through fixed-price procurement contracts, index tracking procurement contracts and hedging there could be a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We are reliant on the performance of our suppliers, who may not be able to meet our demands due to supply chain disruption.

We are reliant on our suppliers for the timely delivery of raw materials, such as aluminum for the production of our metal beverage cans and cullet and soda ash for the production of our glass containers. We also engage third parties for the supply of various services, including, among others, logistics services for the transport of our metal beverage cans and glass containers, and IT services. If one or more of our suppliers is unable or unwilling to fulfill delivery obligations, for example due to shortages of necessary raw materials, elevated energy prices or energy shortages, external conflicts, labor shortages or strikes, capacity allocation to other customers, financial distress, insolvency, government regulations, currency rate fluctuations, natural disasters and adverse weather conditions that are exacerbated by climate change, or other unforeseen circumstances, we could be at risk of production downtime, inventory backlogs and delays in deliveries to customers. The risk of financial distress for our suppliers could become more acute if energy prices increase or remain elevated, or if energy supplies are threatened. As a result, we may need to bear increased costs for such services or to find alternative providers, which may not be available on comparable or suitable terms, or at all. In addition, such suppliers could provide services that do not meet our requirements or fail to provide services in a timely manner, which could cause us to experience disruptions, delays, or product quality issues. If any of the foregoing risks were to materialize, it could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Risks Relating to Economic, Market and Political Matters

Changes to the economic, political, credit, and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products.

Demand for our packaging depends on demand for the products that use our packaging, which is primarily consumer driven and dependent on general economic conditions. Such macroeconomic conditions can be strongly



influenced by geo-political events such as war, insurrection and other such conflicts between nations and state actors, which can arise with little warning. Deteriorating general economic conditions may adversely impact consumer confidence resulting in reduced spending on our customers' products and, thereby, reduced or postponed demand for our products. Any adverse economic conditions may also lead to a limited availability of credit, which could have an adverse effect on the financial condition, particularly on the purchasing ability of some of our customers and distributors. This may result in requests for extended payment terms, credit losses, finished goods obsolescence, insolvencies and diminished available sales channels. Deteriorating general economic conditions could also have an adverse impact on our suppliers, causing them to experience financial distress or insolvency, and jeopardizing their ability to provide timely deliveries of raw materials and other essentials to us, which could in turn have material adverse effects on our business, results of operations, financial condition, cash flows or prospects. Furthermore such changes in general economic conditions as described above, among others, may reduce our ability to forecast developments in our industry and plan our operations and costs accordingly, resulting in operational inefficiencies.

Recent events that have had a significant impact on macroeconomic conditions around the world include the Russia-Ukraine war, political tension and conflicts in the Middle East, the COVID-19 pandemic and the resulting disruption to the global supply chain and the cost-of-living crises in countries around the world. The ongoing Russia-Ukraine war and the sanctions and export-control measures instituted by the United States, the European Union, and the United Kingdom, among others, against Russian and Belarussian persons and entities in response have contributed to heightened inflationary pressures (including increased prices for oil and natural gas), market volatility and economic uncertainty, particularly in Europe, which have affected our business. Government measures to contain the COVID-19 pandemic resulted in significant decline in business activity around the world. Inflation rates began rising significantly in the European Union, the United States, the United Kingdom and Brazil in late 2021, remained at high levels through 2022 and 2023, and while inflation has declined during 2024, rates continue to be monitored very closely for volatility. Sustained high prices and actions taken by central banks and other state actors to combat rising inflation rates could further undermine economic growth, contribute to regional or global economic recessions, cause declines in consumer spending and confidence and increase borrowing costs, among other effects, each of which could materially adversely impact our business, results of operations, financial condition, cash flows or prospects. See “—Risks Relating to Our Capital Structure—Our substantial debt could adversely affect our financial health and our ability to effectively manage and grow our business” for a detailed discussion on the impact of changes in global economic conditions on our ability to raise new financing or refinance our existing borrowings. The slowdown of the global economy could lead to volatility in exchange rates that could increase the costs of our products. See “—Risks Relating to Economic, Market and Political Matters—Currency, interest rate and commodity price fluctuations may have a material impact on our business” for a further discussion on how this volatility could have a material adverse effect on our business.

Any economic downturn or recession, lower than expected growth, rising inflation or an otherwise uncertain economic outlook either globally or in the markets in which we operate could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Currency, interest rate and commodity price fluctuations may have a material impact on our business.

Our functional currency is the euro and we present our financial information in U.S. dollars. Insofar as possible, we actively manage currency exposures through the deployment of assets and liabilities throughout the Group. Our policy is, where practical, to match net investments in foreign currencies with borrowings and swaps in the same currency. When necessary and economically justified, we enter into currency hedging arrangements to manage our exposure to currency fluctuations by hedging against exchange rate changes. However, we may not be successful in limiting such exposure, which could materially adversely affect our business, results of operations, financial condition, cash flows or prospects. In addition, our presented results may be impacted because of fluctuations in the U.S. dollar exchange rate versus the euro.

We have production facilities in 16 different countries worldwide and sell products to, and obtain raw materials from, entities located in these and different regions and countries globally. As a result, a significant portion of our consolidated revenue, costs, assets and liabilities are denominated in currencies other than the euro, in particular the U.S. dollar, the British pound, the Brazilian real, Swedish krona, Danish krone, Polish zloty and South African rand. For the year ended December 31, 2024, 75% of our revenues were from countries with currencies other than the euro. The exchange rates between the currencies which we are exposed to have fluctuated significantly in the past and may continue to do so in the future, which could have a material adverse effect on our results of operations. Volatility in exchange rates could increase the costs of our products such that we may not be able to pass on the cost to our customers or could impair



the purchasing power of our customers in different markets. Such events could result in significant competitive benefit to certain of our competitors that incur a material part of their costs in different currencies than we do, hamper our pricing, increase our hedging costs and limit our ability to hedge our exchange rate exposure. Furthermore, we are exposed to currency transaction risks, where changes in exchange rates affect our ability to purchase equipment and raw materials and sell products at profitable prices, reduce the value of our assets and revenues and increase liabilities and costs.

We are also exposed to interest rate risk, where fluctuations in interest rates may affect our interest expense on existing debt, the cost of new financing or refinancing existing debt. While we use fixed rate debt and cross currency interest rate swaps to manage this type of risk, sustained increases in interest rates could nevertheless materially adversely affect our business, results of operations, financial condition, cash flows or prospects. See “—*Risks Relating to Our Capital Structure—Our substantial debt could adversely affect our financial health and our ability to effectively manage and grow our business*” for a further discussion on how increases in interest rates could affect our ability to service our indebtedness.

We are also subject to commodity price risk, mainly as a result of fluctuations in the price and availability of raw materials and energy, such as aluminum, natural gas, electricity and diesel. We use fixed price supply and derivative agreements to manage some of the material commodity cost risk. Aluminum has historically been subject to significant price volatility, and as aluminum is priced in U.S. dollars, fluctuations in the U.S. dollar/euro rate also affect the euro cost of aluminum. Where we are unable to pass through increases in certain input costs to our customers, we operate hedging programs to manage the price and foreign currency risk on our aluminum purchases, but increased prices for aluminum could affect customer demand. See “—*Risks Relating to Our Supply Chain—Our profitability could be adversely affected by the availability and increase in the costs of raw and other input materials, including as a result of changes in tariffs and duties*” for more information on the availability and cost of aluminum.

We have an active hedging strategy to fix a significant proportion of our energy costs through contractual arrangements directly with our suppliers. Our policy is to purchase natural gas and electricity by entering into forward price-fixing arrangements with suppliers for the majority of our anticipated requirements for the year ahead and for further diminishing portions of our anticipated requirements for subsequent years. Such contracts are used exclusively to obtain delivery of our anticipated energy supplies. We do not trade nor look to profit from such activities. We avail ourselves of the own use exemption and, therefore, these contracts are treated as executory contracts. We also occasionally hedge portions of our natural gas, electricity and diesel price risk by entering into derivatives with banks where it is deemed favorable versus hedging with suppliers. Any natural gas, electricity and diesel that is not purchased under forward fixed price arrangements or hedged with banks is purchased under index tracking contracts or at spot prices.

However, there can be no assurance that our strategies will prove effective, given that there are certain circumstances that are beyond our control, such as increased market volatility as a result of the ongoing Russia-Ukraine war, or political tension and conflicts in the Middle East. See “—*Risks Relating to Economic, Market and Political Matters - Changes to the economic, political, credit, and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products*” for further details. Our costs could be adversely impacted to the extent we are unable to counteract the effects of the aforementioned risks effectively. For a further discussion of these matters and the measures we have taken to seek to protect our business against these risks, see “*Operating and Financial Review*.”

Pandemics or disease outbreaks, as well as governmental mandates and restrictions attributable thereto, have had, and in the future may have, an adverse impact on worldwide economic activity and our business.

Pandemics or disease outbreaks, as well as measures enacted to prevent their spread, including restrictions on travel, imposition of quarantines and prolonged closures of workplaces and other businesses, including hospitality, leisure and entertainment outlets, and the related cancellation of events, have impacted and may impact our business in the future in several ways. For example, the various governmental lockdown mandates and other restrictive measures in response to the COVID-19 pandemic between 2020 and 2022 reduced global economic activity, which resulted in lower demand for certain of our customers’ products and, therefore, the products we manufacture, although demand for “at-home” consumption increased and therefore demand for many of our customers’ products increased. As a result, the sales of our products proved to be resilient during the COVID-19 pandemic. However, the COVID-19 pandemic had an adverse effect on our operations, including disruptions to our supply chain and workforce and the incurrence of increased costs. Post-pandemic and the easing of supply chain bottlenecks, many consumer packaged goods customers in 2023 and 2024 reduced



inventories they had built up when faced with uncertainty regarding the availability of packaging and significant levels of price inflation. The impact of any pandemic or disease outbreaks on capital markets could also increase our cost of borrowing. In addition, our customers, distribution partners, service providers or suppliers may experience financial distress, file for bankruptcy protection, go out of business, or suffer disruptions in their businesses due to any future pandemic or disease outbreaks, which could have a material adverse effect on our business. There can be no assurance that any future pandemics or disease outbreaks will not have a material adverse effect on global economic activity and on our business, results of operations, financial condition, cash flows or prospects.

We have operations in emerging and other less developed markets, which are subject to greater risks than developed markets and could adversely affect our business.

In April 2022, we completed our acquisition of Consol Holdings Proprietary Limited, which added production facilities located in South Africa, Nigeria, Kenya and Ethiopia to our operations. These markets have less developed economies and infrastructure compared to developed markets. As a result, they are often more vulnerable to economic and geo-political challenges and may experience significant fluctuations in gross domestic product, interest rates and currency exchange rates, as well as civil conflicts or disturbances, government instability, nationalization and expropriation of private assets and the imposition of taxes or other charges by government authorities. For example, in November 2021, the production facility in Ethiopia was temporarily shut down for three months due to safety and supply chain concerns as a result of the armed conflict in the region. In addition, local currencies may be unstable, be subject to significant depreciation, not be freely convertible or be subject to the imposition of other monetary or fiscal controls and restrictions. The occurrence of any of the above factors could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Successfully managing our operations in Africa is dependent on operational competency in energy management, as the stability of grid power and the reliability of supply of liquid fuels present significant challenges to managing our production facilities. The energy sectors of emerging and less developed markets may suffer from numerous problems, such as limited access to infrastructure, low connection rates, inadequate power generation capacity, lack of capital for investment, insufficient transmission and distribution facilities, high technical losses and vandalism. We have had to rely on alternative electricity, liquid fuel and water supplies, and have installed our own back-up systems to ensure a continuous supply of energy to our production facilities, which has added to overall business costs and in certain cases reduced output. In South Africa, the national electricity grid has been under significant pressure over the last decade to meet growing demand given insufficient generation capacity. This has resulted in periodic periods of load shedding, where planned supply interruptions take place and are rotated across South Africa to reduce pressure on the electricity grid. New initiatives have been implemented by the government in a bid to address the nation's failing electricity supply, but despite these initiatives and ongoing investment from the government into power generation and transmission, load shedding may continue to occur in the future, which in turn, may have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Furthermore, emerging and less developed markets may also suffer from deteriorating road networks, congested ports and obsolete rail infrastructure, thereby increasing the time it takes to deliver goods, supplies or equipment, which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Risks Relating to Our Employees and Operations

Any interruption in the operations of our production facilities, including infrastructure failure from physical damage, may adversely affect our business.

All of our manufacturing activities take place at production facilities that we own or lease under long-term leases. Our manufacturing processes include cutting, coating and shaping metal into containers, as well as heating raw materials to extremely high temperatures to make glass, which we then form into glass containers. These processes, which are conducted at high speeds and involve operating heavy machinery and equipment, entail risks and hazards, including industrial accidents, leaks and ruptures, explosions, fires, mechanical failures and environmental hazards, such as spills, storage tank leaks, discharges or releases of hot glass or toxic or hazardous substances and gases. Furthermore, certain of our production facilities are located in geographically vulnerable areas, including in some parts of the United States, and the risk of the occurrence of these hazards is exacerbated by the increasing frequency of extreme weather related events, such as floods, windstorms and wildfires as well as natural disasters, such as earthquakes. Such hazards could directly, as well as indirectly, impact our production facilities, for example, by affecting the availability of national infrastructure,



such as road networks and electrical power grids, that we are reliant upon. These hazards may cause unplanned business interruptions, unscheduled downtime, transportation interruptions, personal injury and loss of life, severe damage to or the destruction of property and equipment, environmental contamination and other environmental damage, civil, criminal and administrative sanctions and liabilities, and third-party claims, which may have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

In addition, it may be increasingly difficult to obtain, renew or maintain permits and authorizations issued by governmental authorities necessary to operate our production facilities, due to the increasing urbanization of the sites where some of them are located. Urbanization could lead to more stringent operating conditions for obtaining or renewing the necessary authorizations, the refusal to grant or renew these authorizations, or expropriations of these sites for urban planning projects, any of which could result in the incurrence of significant costs, with no assurance of partial or full compensation from the governmental authorities.

Even though we conduct regular maintenance on our operating equipment, due to the extreme operating conditions inherent in some of our manufacturing processes, we cannot assure you that we will not incur unplanned business interruptions due to furnace or other equipment breakdowns, or similar manufacturing problems. We could also experience disruption to our IT systems and other automated manufacturing processes, including through cybersecurity attacks, which could halt or severely reduce production. See “—Risks Relating to our Information Technology Systems— Our heavy reliance on technology and automated systems to operate our business could mean that any significant failure or disruption of these systems, including as a result of cybersecurity attacks, could have a material adverse effect on our business and reputation” for a further discussion on the impact of a cybersecurity attack on our business. There can be no assurance that alternative production capacity would be readily available in the event of an interruption.

If any of the aforementioned failures or disruptions affect any of our major operating lines or production facilities, it may result in a disruption of our ability to supply customers and a consequent loss of revenues. The potential impact of any disruption would depend on the nature and extent of the damage caused to such facility. For example, the metal packaging industry’s business model typically involves a metal beverage can-ends production facility supplying multiple metal beverage can production facilities. A failure or disruption in an ends production facility could therefore impact their ability to supply multiple customers with ends and any inability to source ends from another location could result in a material loss of sales.

To the extent that we experience production disruptions as a result of any of the aforementioned factors, we may also be required to make unplanned capital expenditures even though we may not have available resources at such time, which would result in significant costs and expenses. As a result, our liquidity may be adversely affected, which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We may not be able to integrate acquisitions effectively.

We consider acquisition to be one of our business drivers. There is no certainty that any acquired business will be effectively integrated. If we cannot successfully integrate acquired businesses within a reasonable time frame, we may not be able to realize the cost savings, synergies and revenue enhancements that we anticipate either in the anticipated amount or time frame, and the costs of achieving these benefits may be higher than, and the timing may differ from, what we expected. Our ability to realize anticipated cost savings and synergies may be affected by a number of factors, including the use of more cash or other financial resources on integration and implementation activities than we expect, such as restructuring and other exit costs, unanticipated conditions imposed in connection with obtaining required regulatory approvals, and increases in expected acquisition costs and expenses, which may offset the cost savings and other synergies realized from such acquisitions. To the extent we pursue an acquisition that causes us to incur unexpected costs or that fails to generate expected returns, or fail to successfully integrate such businesses, the diversion of management attention and other resources from our existing operations could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Organized strikes or work stoppages by unionized employees could have a material adverse effect on our business.

Many of our operating companies are party to collective bargaining agreements with trade unions, which cover the majority of our employees. A prolonged work stoppage or strike at any facility with union employees could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. In addition, we



cannot ensure that, upon the expiration of our existing collective bargaining agreements, new agreements will be reached without union action or that our operating companies will be able to negotiate acceptable new contracts with trade unions, which could result in strikes by the affected employees and increased operating costs as a result of higher wages or benefits paid to unionized employees. If unionized employees at our operating companies or at our customers or suppliers were to engage in a strike or other work stoppage, we could experience a significant disruption of operations, higher ongoing labor costs and reputational harm, which may have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We depend on our executive and senior management as well as other highly skilled personnel, and our operations may be disrupted if we are unable to retain or motivate such personnel.

We depend on our experienced executive team, who are identified under “*Directors, Senior Management and Employees*,” members of senior management, and other key and skilled personnel. These individuals possess manufacturing, sales, marketing, technical, financial and other specialized skills that are critical to the operation of our business. The loss of services of one or more of the members of our executive team, members of senior management or other key and skilled personnel, or the failure to provide adequate succession plans for such personnel could adversely affect our operations, decision-making processes, core values and organizational behavior, and competitiveness until suitable replacements can be found. Moreover, the hiring of qualified individuals in our industry is highly competitive and there may be a limited number of persons with the requisite skills and experience to serve in these positions, for example, where recruiting for replacements with similar expertise in can-making may not always be possible for our production facility-based roles. Our business may also suffer from various disruptions if we experience high levels of staff turnover across our business, or if our personnel do not adapt effectively to any adjustments or changes that we might make to our operating model. There can be no assurance that we would be able to locate, employ or retain required qualified personnel on terms acceptable to us, or at all, which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We face costs and future funding obligations associated with post-retirement benefits provided to employees, which could have a material adverse effect on our financial condition.

As of December 31, 2024, our accumulated post-retirement benefit obligation, net of employee benefit assets, was approximately \$358 million, covering our employees in multiple jurisdictions. The costs associated with these and other benefits to employees could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We operate and contribute to pension and other post-retirement benefit schemes (including both single-employer and multiple-employer schemes) funded by a range of assets that include property, derivatives, equities and/or bonds. The value of these assets is heavily dependent on the performance of markets, which are subject to volatility. The liability structure of the obligations to provide such benefits is also subject to market volatility in relation to its accounting valuation and management. Additional significant funding of our pension and other post-retirement benefit obligations may be required if market underperformance is severe. Furthermore, for certain of our pension schemes in the United States, under the United States Employee Retirement Income Security Act of 1974, as amended, the U.S. Pension Benefit Guaranty Corporation (“PBGC”) has the authority to terminate pension plans regulated by the PBGC if certain funding requirements are not met; any such termination would further accelerate the cash obligations related to such a pension plan. In addition, we may have to make significant cash payments to some or all of these plans, including under guarantee agreements, in the future to provide additional funding, which would reduce the cash available for our business.

Risks Relating to our Information Technology and Operational Technology Systems

Our heavy reliance on technology and automated systems to operate our business could mean that any significant failure or disruption of these systems, including as a result of cybersecurity attacks, could have a material adverse effect on our business and reputation.

We depend on automated systems, including cloud-based service providers, and technology to operate our business, including manufacturing, production planning, logistics, accounting, telecommunication and information technology systems. There can be no assurance that these systems will not fail or suffer from substantial or repeated disruptions due to various events, some of which are beyond our control, such as natural disasters, power failures, terrorist



attacks, equipment or software failures, user errors or computer viruses. Any such disruptions could severely interrupt the operation of our production facilities for an extended period of time, which could have an adverse effect on the supply of our products and result in a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Increased global cybersecurity threats and more sophisticated and targeted computer crime, including through the use of artificial-intelligence enabled attacks, also pose a potentially significant risk to the security of our systems and networks and the confidentiality, availability and integrity of our data, as well as the confidential data of our employees, customers, suppliers and other third parties that we may hold. As the cyber-threat landscape evolves, these attacks are growing in frequency, sophistication and intensity, including as a result of the use of artificial intelligence by threat actors. Due to the nature of some of these attacks, there is also a risk that they may remain undetected for a period of time. We have previously been the target of cyberattacks and expect such attempts to continue. In 2021, we experienced a cybersecurity incident, the response to which included temporarily shutting down certain IT systems and applications. There can be no assurance that our cybersecurity program will protect us from such threats and prevent disruptions or breaches to our or our third-party providers' databases or systems that could materially adversely affect our business.

Substantial or repeated systems failures or disruptions, including as a result of not effectively remediating system failures, cybersecurity incidents and other disruptions could result in the unauthorized release of confidential or otherwise protected information, improper use of our systems and networks, defective products, harm to individuals or property, contractual or regulatory actions and fines, penalties and potential liabilities, production downtime and operational disruptions and loss or compromise of important or sensitive data. For example, the loss, disclosure, misappropriation of or access to our employees' or business partners' information or our failure to meet increasing data privacy, security and incident disclosure obligations could result in lost revenue, increased costs, future legal claims or proceedings, including class actions, liability or regulatory actions or penalties, including, for instance, under the EU General Data Protection Regulation, the U.K. GDPR or the California Consumer Privacy Act. The adoption of artificial intelligence technologies could aggravate these risks by increasing the risk that information is inadvertently or maliciously compromised. Any of the aforementioned risks could result in increased costs, lost revenue, reputational harm and decreased competitiveness, which could materially adversely affect our business, results of operations, financial condition, cash flows or prospects, and increased global cybersecurity threats and more sophisticated and targeted computer crime may further increase this risk

Risks Relating to Legal and Regulatory Matters

Climate change may adversely affect our ability to conduct our business, including the availability and cost of resources required for our production processes.

The impact of climate change, arising from the rising level of carbon dioxide and other GHGs in the atmosphere presents immediate and long-term risks to us and the markets in which we operate, which are expected to increase over time. Climate risks consist of physical risks and transition risks, either of which may materially adversely affect our ability to conduct our business. Our operations could be exposed to physical risks resulting from chronic and acute climate change and more frequent extreme weather-related events, such as heatwaves, drought, heavy rainfall, wildfires, windstorms including hurricanes and tornadoes, or floods, which may directly damage our physical assets (such as facilities and materials) or otherwise impact their value or productivity, cause raw material shortages (including energy supply) and supply chain disruptions (including delivery) and increase production cost and health and safety risks, among other risks. See “—Risks Relating to Our Employees and Operations — Any interruption in the operations of our production facilities, including infrastructure failure from physical damage, may adversely affect our business” for a further discussion on the impact such damage to our physical assets could have on our business. In addition, unseasonal extreme weather can reduce demand for certain beverages, or can adversely impact fruit and vegetable crop harvests and, as a result, our products. See “—Risks Relating to Our Business, Products and Industry—Demand for our products is seasonal. Unseasonal weather conditions, including as a result of climate change, could lead to unpredictability of demand and materially adversely affect our business” for a more detailed discussion on the impact of unseasonable weather on demand for our products. We are not able to accurately predict the materiality of any potential losses or costs associated with the effects of climate change, and the impact of climate change may also vary by geographic location and other circumstances, including weather patterns.



We could also be exposed to transition risks resulting from changes in policy, technology and market preference to address climate change, such as carbon pricing policies, including increased prices for certain fuels, including natural gas and the introduction of a carbon tax, and power generation shifts from fossil fuels to renewable energy, which may lead to changes in the value of assets. In addition, measures to address climate change through laws and regulations, for example by requiring reductions in emissions of GHGs or introducing compliance schemes, could create economic risks and uncertainties for our businesses, by increasing GHG-related costs, such as the cost of abatement equipment to reduce emissions to comply with legal requirements on GHG emissions or required technological standards, or reducing demand for our products, any of which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. We also monitor rules and regulations related to environmental, social and corporate governance (“ESG”) disclosure obligations, which may expose us to increased costs associated with such additional reporting obligations and risks associated with any non-compliance. For example, the European Union adopted the Corporate Sustainability Reporting Directive, which sets forth ESG-related information that companies are required to report in accordance with European Sustainability Reporting Standards. See “*We are subject to various environmental and other legal requirements and may be subject to additional requirements that could impose substantial costs upon us*” for a more detailed discussion on the risks to our business associated with the introduction of new laws and regulations by governments to combat climate change. In 2022, we received approval from the SBTi for our GHG emission reduction targets to reduce Scope 1 and 2 emissions by 42% and to reduce absolute Scope 3 emissions by 12% by 2030. Our glass production process generates significant CO₂ emissions, while the vast majority of our Scope 3 emissions principally arise in the various stages of the manufacturing of the aluminum coils that we purchase to produce our products, which depend on various factors that can be difficult to predict and are often outside of our control. Our ability to meet our sustainability targets also depends on market or competitive conditions that are outside our control, as well as expectations and assumptions that are necessarily uncertain. Failure to meet our SBTi targets and reduce our emissions, or failure to meet any of our other sustainability targets, could result in increased costs for us in the form of carbon taxes, and could have a material adverse effect our reputation, customer and investor relationships, or ability to access capital on favorable terms, particularly given investors’ focus on ESG matters. Failure to transition to low carbon manufacturing in the future could result in dedicated action by climate activists which could cause reputational damage or business interruption.

We are subject to various environmental and other legal requirements and may be subject to additional requirements that could impose substantial costs on us.

Our operations and properties are subject to extensive laws, ordinances, regulations and other legal requirements relating to the protection of people and the environment. The laws and regulations which may affect our operations include requirements regarding remediation of contaminated soil, groundwater and buildings, water supply and use, natural resources, water discharges, air emissions, waste management, noise pollution, asbestos and other deleterious materials, the generation, storage, handling, transportation and disposal of regulated materials, product safety, food safety, workplace health and safety. See “*We are subject to extensive, complex and evolving legal and regulatory frameworks and changes in laws and government regulations and their enforcement may have a material impact on our operations*” for a discussion of the product and food safety regulations that are applicable to us and “*Risks Relating to Our Employees and Operations—Any interruption in the operations of our production facilities, including infrastructure failure from physical damage, may adversely affect our business*” for a discussion of the risks related to workplace health and safety. These laws and regulations are also subject to constant review by lawmakers and regulators which may result in further, including more stringent, environmental or health and safety legal requirements.

We have incurred, and expect to continue to incur, costs to comply with such legal requirements, and these costs may increase in the future. Demands for more stringent pollution control devices could also result in the need for further capital upgrades to our furnaces and production facilities. For example, under the EU Industrial Emissions Directive (Directive 2010/75/EU) (“EU IED”), permitted pollutant emissions levels from our production facilities are substantially reduced on a periodic basis. EU member states may continue to introduce lower permitted pollutant emissions levels into national legislation and impose stricter limits in the future. The United States has enacted federal Environmental Justice legislation and all states are continuing to establish lower permitted pollutant emissions levels, which may require us to incur potentially significant compliance costs. California, in particular, has set ambitious GHG reduction goals, which may result in higher offset purchase prices in the future. Additionally, some municipalities in California are considering further regulations to reduce or potentially eliminate natural gas usage. Additional pollutant or GHG emissions control schemes may be introduced in any jurisdiction on a national and/or local level, which may require additional measures. Further, in order to comply with air emission restriction, significant capital investments may be necessary at some sites.



We also require a variety of permits to conduct our operations, including operating permits such as those required under various U.S. laws, including the federal Clean Air Act, and the EU IED water and trade effluent discharge permits, water abstraction permits and waste permits. We are in the process of applying for, or renewing, permits at a number of our sites. Failure to obtain and maintain the relevant permits, as well as non-compliance with such permits, could result in criminal, civil and administrative sanctions and liabilities, including substantial fines and orders, or a partial or total shutdown of our operations, as well as litigation, any of which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. For example, in 2017 we settled alleged violations of hazardous waste regulations governing the reuse of electrostatic precipitator dust at our Madera plant in the United States, which occurred in the period prior to the acquisition in 2014 of Verallia North America. We cannot assure you that our reuse of electrostatic precipitator dust at our other glass production facilities will not result in regulatory inquiries or enforcement relating to compliance with hazardous waste regulations. We have also, in the past, received notices of violation from the U.S. Environmental Protection Agency (the “EPA”) for alleged violations under the Clean Air Act’s Prevention of Significant Deterioration, New Source Performance Standards and Title V provisions stemming from past furnace-related projects at other glass production facilities unrelated to our acquisition of Verallia North America, including furnace-related projects conducted by third parties who owned the production facilities before us. The EPA has sent information requests to a number of our glass manufacturing facilities concerning furnace-related projects, as well as our air pollutant emissions more generally, which could culminate in notices of violation or other enforcement. In order to comply with air emission restrictions, significant capital investments may be necessary at some sites.

Furthermore, changes to the laws and regulations governing the materials that are used in our production facilities may impact the price of such materials or result in such materials no longer being available. For example, the European Union Registration, Evaluation, Authorization and Restriction of Chemicals (“REACH”) regulations impose stringent obligations on the manufacturers, importers and users of chemical substances. Certain substances that we use in our manufacturing process may be required to be removed from the market under REACH’s authorization and restriction provisions or substituted for alternative substances. Any of the foregoing could adversely impact our operations and result in a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

In addition, our sites often have a long history of industrial activities and may be, or have been in the past, engaged in activities involving the use of materials and processes that could give rise to contamination and result in potential liability to investigate or remediate, as well as claims for alleged damage to persons, property or natural resources. These legal requirements may apply to contamination at sites that we currently or formerly owned, occupied or operated, or that were formerly, owned, occupied or operated by companies we acquired or at sites where we have sent waste to third-party sites for treatment or disposal. There can be no assurance that our due diligence investigations identified or accurately quantified all material environmental matters related to the facilities that we acquired and liability for remediation of any third-party sites may be established without regard to whether the party disposing of the waste was at fault or the disposal activity was legal at the time it was conducted. If we are designated as a potentially responsible party for the clean-up and remediation of any sites, including any “Superfund” sites in the United States, this could impose significant costs on us and result in reputational damage, which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

We are subject to extensive, complex and evolving legal and regulatory frameworks and changes in laws and government regulations and their enforcement may have a material impact on our operations.

Our business operates in multiple jurisdictions and is subject to complex legal and regulatory frameworks, including in relation to product requirement, environmental, anti-trust, economic sanctions, anti-corruption and anti-money laundering matters. For a detailed discussion on the various environmental requirements that we are subject to, please see “—We are subject to various environmental and other legal requirements and may be subject to additional requirements that could impose substantial costs on us.” Laws and regulations in these areas are complex and constantly evolving, and enforcement continues to increase. As a result, we may become subject to increasing limitations on our business activities and risks of fines or other sanctions for non-compliance. Additionally, we may become subject to governmental investigations and lawsuits by private parties. Compliance costs associated with current and proposed laws and potential regulations could be substantial, and any failure or alleged failure to comply with these laws or regulations could lead to litigation or government action, all of which could materially adversely affect our business, results of operations, financial condition, cash flows or prospects.



For example, changes in laws and regulations relating to deposits on, requirements for re-use, and any limits or restrictions to the recycling of, glass or metal packaging could adversely affect our business if implemented on a large scale in the major markets in which we operate. We anticipate continuing efforts to reform or adopt such laws and regulations in the future. Additionally, the effectiveness of new standards, such as the ones related to recycling or deposits on different packaging materials, could result in excess costs, demand disruption or logistical constraints for some of our customers, who could choose to reduce their consumption and limit the use of glass or metal packaging for their products. We could thus be forced to reduce, suspend or even stop the production of certain types of products. These regulatory changes could also affect our prices, margins, investments and activities, particularly if these changes resulted in significant or structural changes in the market for food and beverage packaging that might affect the market shares for glass or metal packaging, the volumes produced or production costs. For example, in the United States, some state regulations set the concentration of certain heavy metals in glass packaging at 100 parts per million (“ppm”) and provide for an exception to this rule in the event of additions of recycled packaging. However, this exemption has expired in certain states, and as a result, bottles manufactured from recycled glass that have a heavy metals concentration higher than 100 ppm could be considered non-compliant, which could have an adverse effect on our reputation, business, results of operations, financial condition, cash flows or prospects. We have had regulatory inquiries about our compliance with this regulation, and may face additional inquiries or enforcement in the future.

Changes in laws and regulations imposing restrictions on, and conditions for use of, food and beverage contact materials or on the use of materials and agents in the production of our products could likewise adversely affect our business, such as epoxy-based coatings. Changes in regulatory agency statements, adverse information concerning bisphenol A or rulings made in certain jurisdictions may result in restrictions, for example, on bisphenol A in epoxy-based internal liners for some of our products. Such restrictions have required us, together with our respective suppliers and customers, to develop substitutes for relevant products to meet legal and customer requirements. In addition, changes to health and food safety regulations could increase costs and may also have a material adverse effect on revenues if the public attitude toward end-products, for which we provide packaging, were substantially affected as a result.

Environmental, sustainability, food and beverage health and safety, political and ethical concerns could lead government authorities to implement and strictly enforce other regulations that are likely to impose restrictions on us and could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Given the complexity of our supply chains, we may face reputational challenges if we are unable to sufficiently verify the origins of all materials used in the products that we sell or properly address the environmental and human rights impacts of our supply chain. Furthermore, there is significant variation, among countries where we sell our products, in the limitation on certain constituents in packaging, which can have the effect of restricting the types of raw materials or amount of recycled glass we use. In turn, these restrictions can increase our operating costs by requiring increased energy consumption or greater environmental controls.

We could incur significant costs in relation to workplace injury and illness claims at our production facilities arising from our manufacturing processes.

We may face liability claims arising from our manufacturing processes, including alleged personal injury due to workplace injuries and illness at our production facilities. Both the operational profile of our production facilities with its reliance upon machinery as well as the type of activities performed by our employees during the manufacturing process carry an increased risk of accidents. There can be no assurance that the health and safety measures and programs we have implemented will prevent accidents occurring or employees contracting illnesses due to prolonged exposure to workplace hazards, such as hazardous substances, noise, vibrations and stress at our production facilities and injuries from transportation.

As is the case in a number of other industrial processes that deal with high temperatures, asbestos was once present in the glass-making industry, primarily in safety equipment, until measures were taken to substitute this material for other materials made possible through technological advances. Since the 1990s, items made of asbestos have gradually been removed at our sites in Western Europe and the United States. Because of the age of some of our sites, however, asbestos cement may have been used in construction and may still be present at these sites. When these buildings are modernized or repaired, the cost of upgrades is higher because of the restrictions associated with removing asbestos-containing materials. We are exposed to claims alleging injury or illness associated with asbestos and related compensation over and above the support that may be offered through various existing social security systems in countries where we operate.



Claims associated with our glass manufacturing operations exist and may arise for reasons associated with the work environment unrelated to the presence of asbestos. For example, claims have arisen associated with the acoustic environment generated by forming machines, the use of glass sand in making glass and products likely to contain heavy metals or solvents for decoration. We may also face the risk of work-related health claims owing to materials present or used at our production sites such as silicosis, and, under certain conditions, Legionnaires' disease. The U.S. Occupational Safety and Health Administration has implemented a requirement that reduced by 50% the permissible exposure limit to crystalline silica and requires engineering controls or personal protective equipment to safeguard employees from such exposure. The European Union has also set stricter exposure limit values for respirable crystalline silica in work processes under the Carcinogens and Mutagens Directive. This substance is a common mineral found in sand, which is a significant raw material component for glass manufacturing and is also contained in refractories, or bricks, used in glass manufacturing operations. Our costs to meet these reduced limits could be substantial, particularly if it becomes necessary for us to implement broad engineering controls across many of our glass manufacturing plants. If an individual successfully brings a claim against us, we may not have adequate insurance to cover such claims or may face increased insurance premiums. See “—Our existing insurance coverage may be insufficient and future coverage may be difficult or prohibitively expensive to obtain” for more details on our insurance coverage. Failure to accurately assess potential risks or assure implementation of effective safety measures may result in increases in the relative frequency or severity of workplace injuries at our production facilities, which may result in increased workers' compensation claims expense. If our employees or customers perceive us having a poor safety record, it could materially impact our ability to attract and retain new employees and our reputation could suffer. Any substantial increase in such liability claims and related reputational harm could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Failure of our control measures and systems that result in faulty or contaminated products could have a material adverse effect on our business.

We have strict control measures and systems in place to ensure that the maximum safety and quality of our products is maintained. The consequences of a product not meeting these rigorous standards, due to, among other things, accidental or malicious raw materials contamination or due to supply chain contamination caused by human error or equipment fault, could be severe. Such consequences might include adverse effects on consumer health and our reputation, an increase in our litigation exposure and financial costs, and loss of market share and revenues.

If our products fail to meet rigorous standards or warranties that we provide in certain contracts in respect of our products and their conformity to the specific use defined by the customer, we may be required to incur substantial costs in taking appropriate corrective action (up to and including recalling products from consumers) and to reimburse customers and/or end-users for losses that they suffer as a result of this failure. Customers and end-users may seek to recover these losses through litigation and, under applicable legal rules, may succeed in any such claim, despite there being no negligence or other fault on our part. In addition, if our packaging fails to preserve the integrity of its contents, it is possible that the manufacturer of the product may allege that our packaging is the cause of the fault or contamination, even if the packaging complies with contractual specifications. This could result in liability to our customers and to third parties for bodily injury or other tangible or intangible damages suffered as a result. If any of these claims are successful, there could be a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Furthermore, placing an unsafe product on the market, failing to notify the regulatory authorities of a safety issue, failing to take appropriate corrective action and failing to meet other regulatory requirements relating to product safety could lead to regulatory investigation, enforcement action and/or prosecution. Any product quality or safety issue may also result in adverse publicity, which may damage our reputation. This could in turn have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. Although we have not had a regular history of significant or material claims for damages for defective products in the past, and have not conducted any substantial product recalls or other material corrective action, there can be no assurance that these events will not occur in the future.

We may be subject to litigation, arbitration and other proceedings that could have an adverse effect on us.

We are currently involved in various litigation matters, and we anticipate that we will continue to be involved in litigation matters from time to time in the future. The risks inherent in our business expose us to litigation, including personal injury, environmental litigation, contractual litigation with customers and suppliers, intellectual property litigation, cybersecurity related litigation, tax or securities litigation, and product liability lawsuits. We cannot predict with



certainty the outcome or effect of any claim, regulatory investigation, or other litigation matter, or a combination of these. Any such litigation, arbitration or other proceedings, current or future, whether with or without merit, could be expensive and time consuming, and could divert the attention of senior management, and any adverse outcome in these or other proceedings, could harm our reputation and have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. For more information on our contingencies for legal proceedings see Note 28 – Contingencies to the audited consolidated financial statements included in this annual report.

Our existing insurance coverage may be insufficient and future coverage may be difficult or prohibitively expensive to obtain.

Our insurance arrangements are subject to the limitations of certain market capacities and the economics of certain types of cover, and may typically exclude certain risks and are subject to certain thresholds and limits. We cannot assure you that the coverage available will be sufficient to protect us from all possible loss or damage resulting from unforeseen events. As a result, our insurance coverage may prove to be inadequate for events that may cause significant disruption to our operations, which may have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects. In addition, we may also suffer indirect losses, such as the disruption of our business or third-party claims of damages, as a result of an insured risk event. While we carry business interruption coverage and general liability coverage, such coverage is subject to certain limitations, thresholds and limits, and may not fully cover all indirect losses.

We renew our insurance arrangements on an annual basis and the cost of coverage may increase to an extent that we may choose to reduce our coverage limits or agree to certain exclusions from our coverage. Among other factors, adverse political developments, limited insurance market capacity, security concerns and natural disasters in any country in which we operate may adversely affect available insurance coverage and result in increased premiums for, and additional exclusions from, available coverage.

Risks Relating to Our Capital Structure

Our substantial debt could adversely affect our financial health and our ability to effectively manage and grow our business.

We have a substantial amount of debt and significant debt service obligations. As of December 31, 2024, we had total borrowings and net debt of \$10.6 billion and \$9.4 billion, respectively. Some of the agreements under which we borrow funds contain covenants or provisions that impose certain restrictions on us, such as debt ratios and may prevent us from incurring additional debt. For more information, see the description of our debt facilities and the table outlining our principal financing arrangements in “*Operating and Financial Review*”.

Our substantial debt could have adverse consequences for us and for our shareholders. For example, our substantial debt could:

- require us to dedicate a large portion of our cash flow from operations to service debt and fund repayments on our debt, thereby reducing the availability of our cash flow to fund working capital, capital expenditures and other general corporate purposes;
- increase our vulnerability to adverse general economic or industry conditions;
- limit our flexibility in planning for, or reacting to, changes in our business or industry;
- limit our ability to refinance existing debt, raise additional debt or raise equity capital in the future;
- negatively impact the terms of our supply agreements and place increased demands on our working capital;
- restrict us from making strategic acquisitions or exploiting business opportunities; and
- place us at a competitive disadvantage compared to competitors that have less debt.

Further, notwithstanding our current indebtedness levels and restrictive covenants, we may still be able to incur substantial additional debt or make certain restricted payments, which could exacerbate the risks described above.



Adverse developments in our business, results of operations, financial condition, cash flows or prospects due to deteriorating global economic conditions, increased interest rates or other factors have caused, and could in the future cause ratings agencies to lower the credit ratings, or ratings outlook, of our short- and long-term debt, and, consequently, impair the credit insurance coverage available to our suppliers, impacting our supplier terms, and potentially our ability to raise new financing or refinance our current borrowings and increase our costs of issuing any new debt instruments. See “—Risks Relating to Economic, Market and Political Matters—Currency, interest rate and commodity price fluctuations may have a material impact on our business” for a further discussion on interest rate risk and the potential increase to our cost of borrowing. Additionally, a significant weakening of our financial position or operating results due to changes in global economic conditions or other factors could result in non-compliance with our restrictive covenants in our financing arrangements and reduced cash flow from our operations, which, in turn, could materially adversely affect our business. See “—Risks Relating to Economic, Market and Political Matters—Changes to the economic, political, credit, and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products” for further details.

We may not be able to raise additional capital or only be able to raise additional capital at significantly increased costs.

We may require additional cash resources due to changed business conditions or other future developments, including any investments or acquisitions we may decide to pursue. If our current resources are insufficient to satisfy our cash requirements, we may seek to sell additional debt securities or incur debt under credit facilities we may put in place. The incurrence of the Senior Secured Term Loan by AIHS, an unrestricted subsidiary, in 2024 restricted the ability of the Group to pay dividends, while further indebtedness could also limit our ability to pay dividends or require us to seek consents for the payment of dividends or take certain actions and increase our vulnerability to adverse economic and industry conditions and limit our ability to pursue our business strategies. See “— Our substantial debt could adversely affect our financial health and our ability to effectively manage and grow our business” for a further discussion on how the incurrence of indebtedness could reduce the availability of our cash flow, which could materially adversely affect our business.

Furthermore, we cannot assure you that financing will be available in amounts or on terms acceptable to us, if at all. For example, deteriorating economic conditions, such as an increase in interest rates or disruptions in global capital markets, could make it more difficult for us to secure financings. See “—Risks Relating to Economic, Market and Political Matters—Changes to the economic, political, credit and/or financial environment in which we operate could have a material adverse effect on our business, such as affecting consumer demand for beverage products, which could impact our customers and as a result, reduce the demand for our products” for further detail on deteriorating economic conditions. If we are unable to raise additional capital, or if the cost of raising additional capital significantly increases, as is the case when central banks raise benchmark interest rates, we may be unable to make necessary or desired capital expenditures, take advantage of investment opportunities, refinance existing indebtedness or meet unexpected financial requirements. This could cause us to default on our indebtedness, delay or abandon anticipated expenditures and investments, or otherwise limit our operations, all of which could have a material adverse effect on our business, results of operations, financial condition, cash flows or prospects.

Risks Related to Our Class A Common Shares

We voluntarily delisted from the NYSE and are no longer an SEC reporting company, and as such we are no longer required to comply with certain corporate governance and reporting requirements that we were previously held to and that are applicable to listed reporting companies.

On October 6, 2021, the Company filed a Form 25 with the U.S. Securities and Exchange Commission (the “SEC”) to voluntarily delist our Class A common shares from the NYSE and our Class A common shares were suspended from trading on the NYSE on October 6, 2021. Following delisting of the Class A common shares, on October 18, 2021, the Company filed a Form 15 with the SEC to terminate the registration of our Class A common shares under Section 12(g) of the Exchange Act, resulting in the automatic suspension of the Company’s reporting obligations under Sections 13(a) and 15(d) of the Exchange Act. As a result, we are also no longer required to comply with certain corporate governance requirements of the NYSE and SEC reporting requirements that we were previously held to and that are applicable to listed reporting companies. For example, we are no longer required to file Form 20-Fs or Form 6-Ks and we are not subject to any corporate governance standards of the NYSE. We are also no longer subject to reporting requirements



under the Sarbanes-Oxley Act, such as the requirement for the principal executive officer and principal financial officer of a listed company to certify the effectiveness of its disclosure controls and procedures and its internal controls over financial reporting. Accordingly, our shareholders no longer have the same protections afforded to shareholders of listed companies that are subject to these requirements.

The delisting of our Class A common shares from the NYSE limits the ability of shareholders to trade their Class A common shares and subjects the Company to additional trading restrictions.

As a result of the delisting of our Class A common shares from the NYSE, we and our shareholders have faced a less liquid trading market for our Class A common shares and could face additional significant material adverse consequences with respect to such shares, including:

- more limited research coverage by stock analysts;
- impact on the Company's reputation;
- more difficult and more expensive equity financings in the future; and
- decreased ability to issue additional securities or obtain additional funding in the future.

The National Securities Markets Improvement Act of 1996, which is a U.S. federal statute, prevents or preempts the states from regulating the sale of certain securities, which are referred to as "covered securities." As a result of our Class A common shares no longer being listed on the NYSE, such shares are no longer "covered securities," as and such, the Company is subject to regulation in each U.S. state in which the Company offers our Class A common shares.

The dual class structure of our common shares has the effect of concentrating voting control with our Parent Company or its shareholders and limiting our other shareholders' ability to influence corporate matters.

Our Class B common shares, with a nominal value of €0.10 each, have 10 votes per share, and our Class A common shares, with a nominal value of €0.01 each, have one vote per share. Our Parent Company owns indirectly all Class B common shares, which represent approximately 99.94% of the total voting power of our issued and outstanding share capital. Our Parent Company has the ability to control the outcome of most matters requiring shareholder approval, including:

- the election of our Board and, through our Board, decision making with respect to our business direction and policies, including the appointment and removal of our officers;
- mergers and demergers;
- changes to our Articles; and
- our capital structure.

This voting control and influence may discourage transactions involving a change of control of the Company, including transactions in which holders of our Class A common shares might otherwise receive a premium for their shares.

In addition, our Parent Company may continue to be able to control the outcome of most matters submitted to our shareholders for approval even if their shareholdings represent less than 50% of all issued shares. Due to the 10 to 1 voting ratio between our Class B and Class A common shares, our Parent Company will continue to control a majority of the combined voting power of our issued and outstanding share capital even when Class B common shares represent substantially less than 50% of all issued and outstanding common shares. This concentrated control will limit the ability of holders of our Class A common shares to influence corporate matters for the foreseeable future, and, as a result, the market price of our Class A common shares could be adversely affected.

The Company has agreed with the Parent Company to take such actions as are necessary to implement a reorganization of the Parent Company so that shareholders of the Parent Company become proportionate direct holders of our common shares, provided that the aggregate number of Class B common shares received by such shareholders in such event shall be substantially the same as, or fewer than (adjusting for fractional shares), the number of the Class B common shares owned by the Parent Company immediately prior to the date of such event. If such a reorganization were to occur, we anticipate that such holders who are Qualified Holders (as defined in our Articles) will be entitled to elect to receive either Class A common shares or Class B common shares in the reorganization and that following the reorganization,



holders of Class B common shares may continue to collectively have voting power that would allow them to control the outcome of most matters requiring shareholder approval. The pre-IPO shareholders of the Parent Company are also permitted, in our Articles, to transfer Class B common shares among themselves and to certain family members and permitted entities.

In addition, the Toggle Notes issued by the Parent Company are secured by all of our outstanding Class B common shares. Enforcement of the pledges in an event of default under the Toggle Notes could impact corporate control and might trigger change of control provisions under the indentures.

In the future, we may issue options, restricted shares and other forms of share-based compensation, which have the potential to dilute shareholder value and cause the price of our Class A common shares to decline.

We may offer share options, restricted shares and other forms of share-based compensation to our directors, officers and employees in the future. If any options that we issue are exercised, or any restricted shares that we may issue vest, and those shares are sold into the public market, the market price of our Class A common shares may decline. In addition, the availability of Class A common shares for award under any equity incentive plan we may introduce, or the grant of share options, restricted shares or other forms of share-based compensation, may adversely affect the market price of our Class A common shares.

Risks Relating to Being a Luxembourg Company

U.S. investors may have difficulty enforcing civil liabilities against us and our directors and officers.

We are organized under the laws of the Grand Duchy of Luxembourg. In addition, a substantial amount of our assets are located outside the United States, and many of our directors and officers reside outside the United States and will continue to reside outside the United States. As a result, investors may not be able to effect service of process within the United States upon us or these persons or enforce judgments obtained against us or these persons in U.S. courts, including judgments in actions predicated upon the civil liability provisions of the U.S. federal securities laws. Likewise, it also may be difficult for an investor to enforce in U.S. courts judgments obtained against us or these persons in courts located in jurisdictions outside the United States, including judgments predicated upon the civil liability provisions of the U.S. federal securities laws. Awards of punitive damages in actions brought in the United States or elsewhere are generally not enforceable in Luxembourg.

Any judgments obtained in any U.S. federal or state court against us may have to be enforced in the courts of Luxembourg or other EU member states. As there is no treaty in force on the reciprocal recognition and enforcement of judgments in civil and commercial matters between the United States and Luxembourg, courts in Luxembourg will not automatically recognize and enforce a final judgment rendered by a U.S. court. A valid judgment obtained from a court of competent jurisdiction in the United States may be entered and enforced through a court of competent jurisdiction in Luxembourg, subject to compliance with the enforcement procedures (*exequatur*). The enforceability in Luxembourg courts of judgments rendered by U.S. courts will be subject, prior to any enforcement in Luxembourg, to the procedure and the conditions set forth in the Luxembourg procedural code, which conditions may include the following (which may change):

- the judgment of the U.S. court is final and enforceable (*exécutoire*) in the United States and has not been enforced in the United States;
- the U.S. court had jurisdiction over the subject matter leading to the judgment (that is, its jurisdiction was in compliance both with Luxembourg private international law and local law rules and with the applicable domestic U.S. federal or state jurisdictional rules);
- the judgment was granted following proceedings where the counterparty had the opportunity to appear, and if it appeared, to present a defense and other conditions for a fair trial have been complied with taking into account all facts and circumstances whether occurring before, during or after trial or issue and delivery of the judgment, and the judgment has not been obtained by reason of fraud;
- the U.S. court applied the substantive laws as designated by the Luxembourg conflict of law rules;



- the U.S. judgment does not contravene international public policy (*ordre public*) or order, both substantive and procedural, as understood under the laws of Luxembourg or has been given in proceedings of a criminal nature; and
- the absence of contradiction between such judgment and an already issued judgment of a Luxembourg court.

In addition, actions brought in a Luxembourg court against us, the members of our Board or our officers to enforce liabilities based on U.S. federal securities laws may be subject to certain restrictions. In particular, Luxembourg courts generally do not award punitive damages. Litigation in Luxembourg also is subject to rules of procedure that differ from the U.S. rules, including, with respect to the taking and admissibility of evidence, the conduct of the proceedings and the allocation of costs. Proceedings in Luxembourg would have to be conducted in the French or German language, and all documents submitted to the court would, in principle, have to be translated into French or German. For these reasons, it may be difficult for a U.S. investor to bring an action in a Luxembourg court predicated upon the civil liability provisions of the U.S. federal securities laws against us, the members of our Board or our officers. In addition, even if a judgment against us, the members of our Board or our officers based on the civil liability provisions of the U.S. federal securities laws is obtained, a U.S. investor may not be able to enforce it in U.S. or Luxembourg courts.

Our directors and officers have entered into indemnification agreements with us as permitted under our Articles. Under such agreements, our directors and officers are entitled to indemnification from us to the fullest extent permitted by Luxembourg law against liability and expenses reasonably incurred or paid by them in connection with claims, actions, suits or proceedings in which they become involved as a party or otherwise by virtue of performing or having performed as a director or officer, and against amounts paid or incurred by them in the settlement of such claims, actions, suits or proceedings. Luxembourg law and our Articles permit us to keep directors indemnified against any expenses, judgments, fines and amounts paid in connection with liability of a director towards us or a third party for management errors, i.e., for wrongful acts committed during the execution of the mandate (*mandat*) granted to the director by us, except in connection with criminal offenses, gross negligence, fraud or dishonesty. The rights to and obligations of indemnification among or between us and any of our current or former directors and officers are generally governed by the laws of Luxembourg and subject to the jurisdiction of the Luxembourg courts, unless such rights or obligations do not relate to or arise out of such persons' capacities listed above. Although there is doubt as to whether U.S. courts would enforce this indemnification provision in an action brought in the United States under U.S. federal or state securities laws, this provision could make it more difficult to obtain judgments outside Luxembourg or from non-Luxembourg jurisdictions that would apply Luxembourg law against our assets in Luxembourg.

We are a holding company and depend on dividends and other distributions from subsidiaries in order to pay dividends.

As we are a holding company, our ability to pay dividends on our shares may be limited by restrictions on our ability to obtain sufficient funds through dividends from subsidiaries, including restrictions under the terms of the agreements governing the current indebtedness of us and our subsidiaries or future indebtedness that we or our subsidiaries may incur.

Subject to any limitations referred to above, or as prescribed by Luxembourg law, the declaration of future dividends, if any, will depend upon our future operations and earnings, capital expenditure requirements, general financial conditions, legal and contractual restrictions and other factors. In addition, under the indenture governing the Toggle Notes, the Parent Company is required to cause us to take all actions necessary or appropriate to permit the making of the maximum amount of dividends or other distributions that would be lawfully permitted to be declared and paid in order for it to meet its cash interest payment obligations. In certain circumstances, we may be required to declare a special dividend to holders of our Class A Common shares and to the Parent Company in order to comply with these obligations. In relation to the foregoing, the incurrence of the Senior Secured Term Loan in 2024 by AIHS, an unrestricted subsidiary of the Group, restricted the ability of the Group to pay dividends to its shareholders, for so long as this Senior Secured Term Loan remains outstanding. As a consequence, our Parent Company is prevented from making cash interest payments on the Toggle Notes.



The rights of our shareholders may differ from the rights they would have as shareholders of a U.S. corporation and consequently our shareholders may have more difficulty protecting their interests.

Our corporate affairs are governed by our Articles and Luxembourg law, including the Luxembourg law of 10 August 1915 on commercial companies, as amended. The rights of our shareholders and the responsibilities of our directors and officers under Luxembourg law are different from those applicable to a corporation incorporated in the United States.

In the performance of its duties, our Board is required to act as a collegiate body in the interest of the Company. It is possible that the Company may have interests that are different from interests of the shareholders. If any member of our Board has a direct or indirect financial interest in a matter which has to be considered by the Board that conflicts with the interests of the Company, Luxembourg law provides that such director will not be entitled to participate in deliberations on and exercise his vote with respect to the approval of such transaction. If the interest of such a member of the Board does not conflict with the interests of the Company, then the applicable director with such interest may participate in deliberations on, and vote on the approval of, that transaction.

Further, under Luxembourg law, there may be less publicly available information about the Company than is regularly published by or about U.S. domestic issuers. In addition, Luxembourg law governing the securities of Luxembourg companies may not be as extensive as those in effect in the United States, and Luxembourg law and regulations in respect of corporate governance matters might not be as protective of minority shareholders as state corporation laws in the United States. Therefore, our shareholders may have more difficulty in protecting their interests in connection with actions taken by its directors and officers or its principal shareholders than they would as shareholders of a corporation incorporated in the United States.

Neither our Articles nor Luxembourg law provides for appraisal rights for dissenting shareholders in certain extraordinary corporate transactions that may otherwise be available to shareholders under certain U.S. state laws. As a result of these differences, our shareholders may have more difficulty protecting their interests than they would as shareholders of a U.S. domestic issuer.

Our Articles include compulsory share transfer provisions that may not provide our minority shareholders with the same benefits as they would have in a transaction subject to Delaware law.

Our Articles include provisions that give the holder of 75% of the number of our outstanding common shares (which would include the Parent Company for so long as it holds the requisite number of our common shares) the right to acquire our outstanding shares held by all other holders at such time for a purchase price payable in cash that is equal to the fair market value of such shares, as determined by an independent investment banking firm of international reputation in accordance with the procedures contained in our Articles. These procedures include a dispute resolution provision permitting holders of at least 10% of the shares of the Company held by our minority shareholders at that time to dispute the purchase price proposed by the acquiring shareholder. It is uncertain whether our minority shareholders will be able to coordinate with each other in a manner that will enable them to take full advantage of these provisions. There can be no assurance that these provisions would result in a price as favorable to our minority shareholders as they would receive in a transaction subject to Delaware law and appraisal rights.

The super voting rights of our Class B common shares and other anti-takeover provisions in our Articles might discourage or delay attempts to acquire us.

In addition to the super voting rights of our Class B common shares, our Articles contain provisions that may make the acquisition of our Company more difficult, including the following:

- ***Control by Class B common shareholders.*** Our Articles provide for a dual class share structure, which, for so long as Class B common shares are issued and outstanding, will allow our Parent Company to control the outcome of most matters requiring shareholder approval, even if it owns Class B common shares representing significantly less than a majority of the Company's issued and outstanding common shares. As a result, the holders of our Class B common shares could delay or prevent the approval of a change of control transaction that may otherwise be approved by the holders of the issued and outstanding Class A common shares.
- ***Classified Board.*** Our Board is classified into three classes of directors that are, as nearly as possible, of equal size. Each class of directors will be elected for a three-year term of office, but the terms are staggered so that



the term of only one class of directors expires at each annual general meeting. The existence of a classified board could impede a proxy contest or delay a successful tender offeror from obtaining majority control of the Board, and the prospect of that delay might deter a potential offeror.

- *Notice Requirements for Shareholder Proposals.* Luxembourg law and our Articles provide that one or more shareholders together holding at least the 10% threshold may request the addition of one or more items to the agenda of any general meeting. The request must be sent to the registered office by registered mail, at least five clear days before the meeting is held. Our Articles also specify certain requirements regarding the form and content of a shareholder's notice. These requirements may make it difficult for our shareholders to bring matters before a general meeting.
- *Special Resolutions.* Our Articles require special resolutions adopted at an extraordinary general meeting for any of the following matters, among other things: (a) an increase or decrease of the authorized or issued capital, (b) an amendment to our Articles and (c) dissolving the Company. Pursuant to our Articles, for any special resolutions to be considered at an extraordinary general meeting the quorum is at least one-half (1/2) of the share capital in issue present in person or by proxy, taking into account the par value of each Class A common share (€0.01) and the par value of each Class B common share (€0.10) (in effect one-half (1/2) of the voting rights), unless otherwise mandatorily required by Luxembourg law. Any special resolution may be adopted at an extraordinary general meeting at which a quorum is present (except as otherwise provided by mandatory law) by the affirmative votes of at least two-thirds (2/3) of the votes validly cast on such resolution by shareholders entitled to vote.

These anti-takeover provisions could discourage, delay or prevent a transaction involving a change in control of our Company, even if such transaction would benefit our shareholders.

Holders generally will be subject to a 15% withholding tax on payment of dividends made on the Class A common shares under current Luxembourg tax law.

Under current Luxembourg tax law, payments of dividends made on the Class A common shares generally are subject to a 15% Luxembourg withholding tax. Certain exemptions or reductions in the withholding tax may apply, but it will be up to the holders to claim any available refunds from the Luxembourg tax authority.



Sustainability



Sustainability

Sustainability is a core part of our business, and our sustainability strategy is built upon three pillars – Emissions, Ecology and Social, focusing on reducing our GHG emissions and ecological impact, while supporting our people and the communities where we do business. Our focus on sustainability has been recognized by various external organizations. In 2024, we were awarded a gold rating from EcoVadis. In addition, Ardagh Metal Packaging and Ardagh Glass Packaging received management ratings of B for water management and B for climate change from CDP (formerly the Carbon Disclosure Project).

Emissions

The Emissions pillar of our sustainability strategy aligns to the SBTi and aims to minimize our GHG emissions and other potential emissions to air. We are targeting to reduce our Scope 1, 2 and 3 emissions by 2030 from a 2020 baseline, in line with the Paris Agreement, under which select governments pledged to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels. These targets were approved by the SBTi in 2022. We have launched a wide range of initiatives to work towards achieving these targets, including procuring electricity from renewable sources.

We also take a holistic approach across our operations and supply chains working in close collaboration with our industry associations to increase recycled content and reduce emissions from our materials and operations. Recycling rates for aluminum beverage cans are relatively high in the geographies in which we operate, estimated at 43% in the United States, 76% in Europe and an average of 99% in Brazil from 2020 to 2023. The use of recycled aluminum reduces energy consumption by over 90% compared with the alternative of producing aluminum cans from its virgin source. In addition, we have identified several strategic activities to support emissions reductions, including using less material, lightweighting the aluminum we use in our products without sacrificing quality and optimizing logistics to reduce fuel usage.

Ecology

The Ecology pillar of our sustainability strategy is focused on reducing water consumption and waste to minimize our impact on the environment. Water is used in many steps of our manufacturing processes, including forming, washing, rinsing and cooling of beverage cans. We recognize that water scarcity affects an increasing number of regions worldwide as well as the strategic significance of water as a finite and essential resource and have set targets to reduce water usage across our global operations. We also recognize the negative impact that waste being sent to landfills is having on our environment and strive to reduce the amount of waste that we generate and prevent such waste from going into landfills either through reuse or recycling. When this is not possible, we apply controls and treatment technologies to help prevent human health effects and minimize the environmental impacts of disposal.

Social

The Social pillar of our sustainability strategy embodies our commitment to build a safe, diverse, equal and inclusive workforce focused on customer satisfaction and improving the communities we do business in. We believe in fostering environments where diverse ideas help us solve our most pressing challenges and that our unique backgrounds and perspectives drive innovation. We aim to ensure a safe and healthy workplace for all our employees by embedding a culture of safety awareness. Broad principles are supported by detailed policies and procedures to minimize accidents and injuries through continuous training and education. We are committed to promoting a culture of integrity and respect in the workplace, and continue to believe a fair, open and inclusive work environment can enhance both the performance of the Group and the well-being and experience of our employees.



Directors, Senior Management and Employees



Directors, Senior Management and Employees

Directors and Officers

Set forth below is information concerning our directors and officers as of the date of this annual report including their names, ages, positions, current directorship terms (which expire on the date of the relevant year’s annual general meeting of shareholders) and assessment of independence in accordance with the corporate governance standards of the New York Stock Exchange. There are no family relationships among the executive officers or between any executive officer and any independent director. Our executive officers are appointed by the Board to serve in their roles. Each executive officer is appointed for such term as may be prescribed by the Board or until a successor has been chosen and qualified or until such officer’s death, resignation or removal. Unless otherwise indicated, the business address of all of our executive officers and directors is 56, rue Charles Martel, L-2134 Luxembourg, Luxembourg.

<u>Name</u>	<u>Age</u>	<u>Position</u>	<u>Expiration of current directorship term</u>	<u>Independent</u>
Herman Troskie	54	Chair	2027	
John Sheehan	59	Chief Financial Officer, Ardagh Group and Director	2026	
Michael Dick	56	Chief Executive Officer, Ardagh Glass Packaging and Director	2025	
Gerald Moloney	67	Executive Director	2025	
Gavin Coulson	26	Director	2027	
Paul Coulson	72	Director	2026	
Paul Copley	49	Non-Executive Director	2025	<input checked="" type="checkbox"/>
Jame Donath	50	Non-Executive Director	2025	<input checked="" type="checkbox"/>
Damien O’Brien	69	Non-Executive Director	2027	<input checked="" type="checkbox"/>

Backgrounds of Our Directors and Officers

Herman Troskie

Herman Troskie is the Chair of the board of directors of Ardagh Group S.A. and has been a director of the Ardagh Group since 2009. He was previously the CEO of Corporate, Legal and Tax Advisory at Stonehage Fleming, the international family office. He has extensive experience in the areas of international corporate structuring, cross-border financing and capital markets. Mr. Troskie is also a director of other private and public companies. He qualified as a South African Attorney in 1997, and as a Solicitor of the Senior Courts of England and Wales in 2001. Mr. Troskie is chair of the Compensation Committee, the Finance Committee and the Nominating and Governance Committee. He is based in Luxembourg and is a citizen of the Netherlands and South Africa.

John Sheehan

John Sheehan was appointed Chief Financial Officer and Director of Ardagh Group in 2021, having previously been Director of Corporate Development and Investor Relations. Prior to joining Ardagh in 2012, Mr. Sheehan spent twelve years in the equity capital markets with Investec, RBS and NCB, covering a range of industry sectors, including packaging. Mr. Sheehan qualified as a Chartered Accountant with PriceWaterhouseCoopers. He is a member of the Finance Committee and the Sustainability Committee. He is a citizen of the Republic of Ireland.



Michael Dick

Michael Dick was appointed Chief Executive Officer of Ardagh Glass Packaging in 2022, in addition to his role of Group Chief Commercial Officer. He has previously held the positions of Chief Commercial Officer – Glass Packaging Europe and Business Development Manager – Metal Packaging, within the organization. Prior to joining Ardagh in 2010, Michael held a number of senior management positions in General Electric and US Can. Michael has a BSc (Hons) degree in Applied Polymer Chemistry from Edinburgh Napier University. He is a member of the Finance Committee and is the chair of the Sustainability Committee. Mr. Dick is a British citizen.

Gerald Moloney

Gerald Moloney has been a director of the Group since 2016, having served for many years on the boards of Yeoman International Group Limited and Yeoman Capital S.A. He has been an executive with the Group since 2018. He holds a law degree from University College Cork and qualified as a solicitor in 1981. He worked for a period in European law in Brussels and has many years' experience working in the areas of commercial law and commercial litigation. He is a founding partner of the commercial and litigation law firm, G.J. Moloney, with offices in Dublin and Cork, Ireland. Mr. Moloney is a member of the Nominating and Governance Committee. He is a citizen of the Republic of Ireland.

Gavin Coulson

Gavin Coulson has been Director of Innovation for the Group since 2021. He co-founded and is a director of Terpsi Capital, a venture capital firm that specializes with investments in the food & beverage sector. Mr. Coulson currently serves on the board of Yeoman Capital S.A.. Prior to joining Ardagh in 2021, Mr. Coulson worked at Citigroup, in their leveraged finance division in New York. He has a Bachelor's (BA) degree in Philosophy, Politics & Economics from The University of Pennsylvania. Mr. Coulson is a citizen of the Republic of Ireland.

Paul Coulson

Paul Coulson graduated from Trinity College Dublin with a business degree in 1973. He spent five years with Price Waterhouse in London and Dublin and qualified as a Chartered Accountant in 1978. He then established his own accounting firm before setting up Yeoman International in 1980 and developing it into a significant leasing and structured finance business. From 1998 to 2023, he was Chairman of Ardagh and initiated the transformation of Ardagh from a small, single plant operation into a leading global packaging company. Over the last 40 years he has been involved in the creation and development of a number of businesses apart from Yeoman and Ardagh. These include Fanad Fisheries, a leading Irish salmon farming company, and Sterile Technologies. Prior to its sale to Stericycle, Inc. in 2006, Sterile Technologies had been developed into the leading medical waste management company in the United Kingdom and Ireland. He is a member of the Compensation Committee and the Nominating and Governance Committee. Mr. Coulson is a citizen of the Republic of Ireland.

Paul Copley

Paul Copley is a UK chartered accountant. He spent 20 years at PwC UK, where he was a partner in the restructuring practice. Most notably during that time, he was appointed Joint Administrator of Lehman Brothers International (Europe). Mr. Copley left PwC in 2016 to become CEO of Kaupthing, a former Icelandic bank, based in Reykjavik, Iceland, where he worked until 2023 when Kaupthing was dissolved. He has also served on a number of boards and committees and undertaken advisory mandates. He currently sits as a non-executive director of Steinhoff, a retail holding company, Adler Group, a real estate investor in Germany, Artemis Bidco, an investor in UK holiday parks and FTX, the former cryptocurrency exchange. Mr. Copley also takes formal insolvency appointments and he is Concurrent Administrator of Phones 4U Limited. He also joins governance committees from time to time. Mr. Copley is an independent director and a member of the Audit Committee. He is a British citizen.

Jame Donath

Jame Donath is President of Magnolia Road Advisors LLC and is based in New York. He is a seasoned investor, advisor, and corporate director experienced in helping pre- and post-reorganization companies address financing, M&A,



and other strategic initiatives. He spent more than 20 years as an investor in corporate credit opportunities where he regularly led complex restructurings across the United States, Europe, and Asia Pacific. Mr. Donath was the founder and managing partner of Magnolia Road Capital, a global event-driven credit fund, and a managing director at Davidson Kempner Capital Management in New York and London, where he launched and oversaw the firm's European credit business. He started his career in the investment banking division of Goldman, Sachs & Co. in New York. Mr. Donath is an independent director and is a member of the Audit Committee. He is a citizen of the United States of America.

Damien O'Brien

Damien O'Brien has served as CEO of Egon Zehnder from 2008 to 2014 and as its chairman from 2010 to 2018. Mr. O'Brien joined Egon Zehnder in 1988 and since then he has been based in Australia, Asia and Europe. He is also a member of the board of St. Vincents Health Australia. He was formerly on the board of IMD Business School in Lausanne, Switzerland. He earned a B.A. in Economics from the University of New South Wales and a M.B.A. from Columbia University. Mr. O'Brien is an independent director and is the chair of the Audit Committee and a member of the Compensation Committee. Mr. O'Brien is a citizen of Australia and the Republic of Ireland.

Committees of the Board

Our Board has five standing committees: an audit committee (the "Audit Committee"), a compensation committee (the "Compensation Committee"), a nominating and governance committee (the "Nominating and Governance Committee"), a sustainability committee (the "Sustainability Committee"), and a finance committee (the "Finance Committee"). The members of each committee are appointed by the Board and serve until their successors are elected and qualified, unless they are earlier removed or they resign. Each committee reports to the Board as it deems appropriate, and as the Board may request. The composition, duties and responsibilities of the five standing committees are set forth below. In the future, our Board may establish other committees, as it deems appropriate, to assist it with its responsibilities.

Audit Committee

In 2024, six meetings of the Audit Committee were held, with an attendance rate of 100%. Our Audit Committee currently consists of Damien O'Brien, Paul Copley and Jame Donath, with Damien O'Brien serving as the chair of the Audit Committee. In connection with Edward White's retirement from his role as a director of the Company in May 2024, he also resigned as chair of the Audit Committee. In connection with Abigail Blunt's, Yves Elsen's and The Rt. Hon. the Lord Hammond of Runnymede's resignations from their roles as directors of the Company in December 2024, they also resigned from the Audit Committee. Our Audit Committee, among other matters, oversees (1) our financial reporting, auditing and internal control activities; (2) the integrity and audits of our financial statements; (3) our compliance with legal and regulatory requirements; (4) the qualifications and independence of our independent auditors; (5) the performance of our internal audit function and independent auditors; and (6) our overall risk exposure and management. Duties of the Audit Committee include the following:

- annually review and assess the adequacy of the Audit Committee charter and the performance of the Audit Committee;
- be responsible for recommending the appointment, retention and termination of our independent auditors and determine the compensation of our independent auditors;
- review the plans and results of the audit engagement with the independent auditors;
- evaluate the qualifications, performance and independence of our independent auditors;
- have authority to approve in advance all audit and non-audit services by our independent auditors, the scope and terms thereof and the fees therefor;
- review the adequacy of our internal accounting controls;



- ensure the Company maintains a robust risk management function, including in respect of information technology and cybersecurity risk management; and
- meet at least quarterly with our executive officers, internal audit staff and our independent auditors in separate executive sessions.

The Audit Committee has the power to investigate any matter brought to its attention within the scope of its duties and to retain counsel for this purpose where appropriate. Our Board has adopted a written charter for the Audit Committee, which is available on our corporate website at ir.ardaghgroup.com/corporate-governance/governance-documents. The contents of the website are not incorporated by reference into this annual report.

Compensation Committee

In 2024, six meetings of the Compensation Committee were held, with an attendance rate of 100%. Our Compensation Committee currently consists of Herman Troskie, Paul Coulson and Damien O'Brien, with Herman Troskie serving as the chair of the Compensation Committee. In connection with Brendan Dowling's retirement from his role as a director of the Company in May 2024, he also resigned from the Compensation Committee.

The Compensation Committee has the sole authority to retain, and terminate, any compensation consultant to assist in the evaluation of employee compensation and to approve the consultant's fees and the other terms and conditions of the consultant's retention. The Compensation Committee, among other matters:

- at the request of our Board, reviews and makes recommendations to our Board relating to management succession planning;
- administers, reviews and makes recommendations to our Board regarding our compensation plans;
- reviews and approves our corporate goals and objectives with respect to compensation for executive officers and, evaluates each executive officer's performance in light of such goals and objectives to set his or her annual compensation, including salary, bonus and equity and non-equity incentive compensation, subject to approval by our Board; and
- provides oversight of management's decisions regarding the performance, evaluation and compensation of other officers.

Our Board has adopted a written charter for the Compensation Committee, which is available on our corporate website at ir.ardaghgroup.com. The contents of the website are not incorporated by reference into this annual report.

Nominating and Governance Committee

In 2024, five meetings of the Nominating and Governance Committee were held, with an attendance rate of 100%. Our Nominating and Governance Committee currently consists of Herman Troskie, Paul Coulson and Gerald Moloney, with Herman Troskie serving as the chair of the Nominating and Governance Committee. In connection with Brendan Dowling's and Houghton Fry's retirement from their roles as directors of the Company in May 2024, they also resigned from the Nominating and Governance Committee. The Nominating and Governance Committee, among other matters:

- selects and recommends to the Board nominees for election by the shareholders or appointment by the Board;
- annually reviews with the Board the composition of the Board with regards to characteristics such as independence, knowledge, skills, experience and diversity of the members of the Board;
- makes recommendations on the frequency and structure of meetings of the Board and to monitor the functioning of the committees of the Board;



- develops and recommends to our Board a set of corporate governance guidelines applicable to us and, periodically reviews such guidelines and recommends changes to our Board for approval as necessary; and
- oversees the annual self-evaluation of our Board.

Our Board has adopted a written charter for the Nominating and Governance Committee, which is available on our corporate website at ir.ardaghgroup.com/corporate-governance/governance-documents. The contents of the website are not incorporated by reference into this annual report.

Sustainability Committee

In 2024, five meetings of the Sustainability Committee were held, with an attendance rate of 88%. The Sustainability Committee currently consists of Michael Dick, John Sheehan and Alex Winters, with Michael Dick serving as the chair of the Sustainability Committee. In connection with Abigail Blunt's and Oliver Graham's resignations from their roles as directors of the Company in December 2024, they also resigned from the Sustainability Committee. The Sustainability Committee, among other matters:

- assists the Board in fulfilling its oversight responsibility for the Company's environmental and social sustainability objectives;
- makes recommendations to the Board relating to environmental and social sustainability matters;
- develops and oversees the implementation of a sustainability strategy; and
- advises the Board periodically with regard to current and emerging environmental and social sustainability developments.

Our Board has adopted a written charter for the Sustainability Committee, which is available on our corporate website at ir.ardaghgroup.com. The contents of the website are not incorporated by reference into this annual report.

Finance Committee

Our Finance Committee currently consists of Herman Troskie, Michael Dick, Cormac Maguire and John Sheehan, with Herman Troskie serving as the chair of the Finance Committee. In connection with Brendan Dowling's retirement from his role as a director of the Company in May 2024, he also resigned from the Finance Committee. The Finance Committee, among other matters:

- reviews and monitors the capital structure, financial policies and treasury function of the Company and makes recommendations to the Board in relation thereto; and
- reviews and recommends to the Board whether to approve financing agreements or arrangements, including plans to issue, incur, amend, repurchase, redeem or repay, as applicable, indebtedness.

Our Board has adopted a written charter for the Finance Committee, which is available on our corporate website at ir.ardaghgroup.com/corporate-governance/governance-documents. The contents of the website are not incorporated by reference into this annual report.

Code of Conduct

Our Board has adopted a code of conduct (the "Code of Conduct") that establishes the standards of ethical conduct applicable to all of our directors, officers and employees. We also expect that all our business partners adhere to the principles and values set out in our Code of Conduct. The Code of Conduct addresses, among other things, competition and fair dealing, conflicts of interest, accurate financial reporting, compliance with applicable laws, rules and regulations, handling of company funds and assets, confidentiality and the process for reporting violations of the Code of Conduct, employee misconduct, or other violations. Any waiver of the Code of Conduct with respect to any director or executive officer will be promptly disclosed and posted on our website. Amendments to the Code of Conduct must be approved by our Board and will be promptly disclosed and posted on our website.



The Code of Conduct is publicly available on our website at ir.ardaghgroup.com/corporate-governance/governance-documents and in print to any shareholder who requests a copy. The contents of the website are not incorporated by reference into this annual report.

Corporate Governance Guidelines

Our Board has adopted corporate governance guidelines that serve as a framework within which our Board and its committees operate. These guidelines cover a number of areas including the composition of the board, board membership criteria and director qualifications, director responsibilities, board agenda, roles of the chair of the Board and the chief executive officer, meetings of independent directors, board member access to management and independent advisors, director communications with third parties, director compensation, director orientation and continuing education, evaluation of senior management and management succession planning. Our Nominating and Governance Committee reviews our corporate governance guidelines periodically and, if necessary, recommends changes to our Board.

Enterprise Risk Management

We have implemented an enterprise risk management framework with processes to identify, assess, treat and monitor risks. These processes build part of our corporate governance structure and are overseen by an Enterprise Risk Management Committee which reports into the Audit Committee of the Board.



Major Shareholders and Related Party Transactions



Major Shareholders and Related Party Transactions

Major shareholders

We have two classes of common shares: Class A common shares and Class B common shares. The rights of the holders of our Class A common shares and Class B common shares are identical except for par value, voting and conversion rights. Each Class A common share is entitled to one vote per share. Each Class B common share is entitled to ten votes per share. Each Class B common share is convertible at any time, at the option of the holder, into one Class A common share, and subject to certain exceptions, is converted into one Class A common share upon transfer to a third party.

The following table sets forth information with respect to the beneficial ownership of our outstanding shares as of December 31, 2024:

Name of Beneficial Owner	Shares Beneficially Owned			
	Class A common shares ⁽ⁱ⁾	Class B common shares	% of Total Number of Shares	% of Total Voting Power
	Shares	Shares		
ARD Finance S.A. ⁽ⁱⁱ⁾	1,664,704	174,745,025	79.96%	80.24%
ARD Group Finance Holdings S.A. ⁽ⁱⁱⁱ⁾	—	42,950,975	19.47%	19.70%
Other	1,252,105	—	0.57%	0.06%

- (i) Class A common shares represent 1.3% of the Company's outstanding shares.
- (ii) ARD Finance S.A. is a 100% subsidiary of the Parent Company.
- (iii) ARD Group Finance Holdings S.A. is a 100% subsidiary of the Parent Company.

The Parent Company may be deemed to be the ultimate beneficial owner of the Class A and Class B common shares held by ARD Finance S.A. and ARD Group Finance Holdings S.A.. As of December 31, 2024, the Parent Company had 436 record shareholders and a board of directors consisting of four directors. Paul Coulson controls the Parent Company as a result of his 18.83% stake in the Parent Company and his 52.44% stake in Yeoman Capital S.A., which in turn owns 33.88% of the equity interests in the Parent Company.

Related Party Information

Relationship with our Parent Company

Our Class A and Class B common shares held by ARD Finance S.A. and ARD Group Finance Holdings S.A. are owned indirectly by our Parent Company. Our Parent Company continues to exercise control over the composition of our Board and any other action requiring the approval of our shareholders.

Shareholder Agreement

In connection with our 2017 IPO, we entered into the Shareholder Agreement. The Shareholder Agreement addresses, among other things:

- (i) Matters relating to the assumption, indemnification and allocation of benefits and responsibilities and mutual release of liabilities in connection with arrangements and other obligations with respect to our business that were entered into by our Parent Company prior to our 2017 IPO;
- (ii) Our obligation to co-operate in providing information to our Parent Company and taking such other actions reasonably requested to facilitate the Parent Company's ability to manage its investment in the Company and comply with governmental or contractual obligations, including reporting obligations under the 6.625%/7.125% Senior Secured Toggle Notes due 2023 (collectively, the "2023 Toggle Notes") or any replacement notes thereof, the defense of litigation, the preparation of tax returns, financial statements or



documents required to be filed with the SEC or any regulatory authority (including any stock exchange), or the management of any tax audits. The 2023 Toggle Notes, which were issued in 2016, were redeemed in November 2019 and replaced with the Toggle Notes (as defined in “—*Toggle Notes*”);

- (iii) Our acknowledgement that there is anticipated at a future date a Reorganization Event (defined as an event in which the shareholders of the Parent Company and/or its subsidiaries will receive direct ownership in a number of our common shares (in proportion to their respective ownership interest in the Parent Company and/or its subsidiaries), whether by dividend, distribution, exchange offer or other means; provided that the aggregate number of Class B common shares received by such shareholders in such event shall be substantially the same as or fewer than (adjusting for fractional shares) the number of the Class B common shares owned by the Parent Company and/or its subsidiaries immediately prior to the date of such event) and our agreement to take such actions as are necessary to implement the Reorganization Event at our cost;
- (iv) Our intention to pay dividends to all shareholders in amounts that will, at a minimum, be sufficient to enable the Parent Company to satisfy the cash interest payment obligations under the Toggle Notes in accordance with applicable laws, contractual obligations and our Articles; and
- (v) Our agreement, so long as the Toggle Notes are outstanding, not to, and not to permit our subsidiaries to, agree to restrictions on the payment of dividends that are materially more restrictive than the restrictions in place under any contract or agreement existing on the closing date of our 2017 IPO, unless such restriction would not have a material adverse effect on our ability to pay dividends as described in the preceding clause (such determination to be made at the time such restrictions are entered into). The incurrence of the Senior Secured Term Loan in 2024 by AIHS, an unrestricted subsidiary of the Group, restricted the ability of the Group to pay dividends to its shareholders, for so long as this Senior Secured Term Loan remains outstanding. As a consequence, our Parent Company is prevented from making cash interest payments on the Toggle Notes.
- (vi) We and the Parent Company may amend the Shareholder Agreement at our discretion, and the agreement provides that no persons are third party beneficiaries of this agreement.

Relationship with AMPSA

We indirectly hold approximately 76% of the ordinary shares and 100% of the preferred shares of AMPSA through our wholly-owned subsidiary Ardagh Investments Sarl. We continue to exercise control over the composition of the board of directors of AMPSA and any other action requiring the approval of its shareholders.

Business Combination Agreement

On February 22, 2021, GHV, AMPSA, AGSA and MergeCo entered into the Business Combination Agreement pursuant to which the Business Combination was consummated and, following the Merger of GHV with and into MergeCo, GHV became a direct wholly-owned subsidiary of AMPSA.

In connection with the consummation of the Business Combination, AGSA (i) retained an approximate 81.85% interest in AMPSA, (ii) received aggregate cash consideration of \$2,315 million, paid upon the consummation of the AMP Transfer in cash and in equivalent U.S. dollars or euros (or a combination thereof) and \$997 million, paid in cash at the closing of the Merger, and (iii) has the right to receive, during the five-year period commencing 180 days after the closing of the Merger, up to 60,730,000 additional AMPSA ordinary shares in five equal installments if the price of AMPSA ordinary shares maintains for a certain period of time a volume weighted average price greater than or equal to \$13.00, \$15.00, \$16.50, \$18.00 and \$19.50, as applicable.

The Business Combination Agreement contains customary representations and warranties, covenants, closing conditions, termination provisions and other terms relating to the transactions contemplated thereby.



Transfer Agreement

On February 22, 2021, AGSA and AMPSA entered into a Transfer Agreement, pursuant to which AGSA agreed to effect the AMP Transfer through a series of transactions that resulted in, among other things, AMPSA owning the AMP Business prior to April 1, 2021. The AMP Transfer was consummated on April 1, 2021.

The Transfer Agreement requires AMPSA to indemnify AGSA and its affiliates for losses arising from AMPSA's business (including employee liabilities) and requires AGSA to indemnify AMPSA for losses arising from Ardagh Group's business (including employee liabilities).

In addition, the Transfer Agreement contains non-competition and employee non-solicitation obligations of both AMPSA and AGSA. For a period commencing at April 1, 2021 and ending on the earlier of (i) April 1, 2026 or (ii) the date on which AGSA no longer is the beneficial owner of more than 50% of the voting stock of AMPSA, AGSA and its subsidiaries (other than the AMP Entities) will not engage in AMPSA's business as conducted on the date of the Transfer Agreement with the exception of services provided under the Services Agreement, and AMPSA and its subsidiaries will not engage in Ardagh Group's businesses as conducted on the date of the Transfer Agreement with the exception of services provided under the Services Agreement.

Services Agreement

In connection with the AMP Transfer, AGSA and AMPSA entered into a Services Agreement, pursuant to which AGSA, either directly or indirectly through its affiliates, provides certain corporate and business-unit services to AMPSA and its subsidiaries, and AMPSA, either directly or indirectly through its affiliates, provides certain corporate and business-unit services to AGSA and its affiliates (other than the AMP Entities). The services provided pursuant to the Services Agreement include typical corporate functional support areas in order to complement the activities in areas which exist within the AMPSA Group (as defined in the Services Agreement). For each calendar year from 2021 through 2024, as consideration for the corporate services provided by AGSA to AMPSA, AMPSA has provided corporate services to AGSA and has incurred an expense from AGSA of \$33 million for the calendar year 2021 (prorated to reflect the timing of the completion of the AMP Transfer), \$38 million for calendar year 2022 and \$39 million for calendar years 2023 and 2024. The fees for services pursuant to the Services Agreement are subject to adjustment for third party costs and variations for certain volume-based services. As of December 31, 2024, the Services Agreement automatically renewed for an additional one-year term, with the fees for the services provided computed based on the fully allocated cost of such services. The Services Agreement will renew automatically on an annual basis until terminated. All or any part of the Services Agreement may be terminated by either party providing nine months prior written notice to the other party, or by mutual consent of both parties in writing at any time.

Shareholders Agreement

In connection with the completion of the Merger, AGSA and AMPSA entered into the Shareholders Agreement, pursuant to which, among other things, AGSA has the right to nominate nine directors, including the chair, to AMPSA's board of directors, of whom at least three shall satisfy the independence requirements of NYSE. Two independent directors were appointed upon proposal for nomination by the GHV Sponsor as Class I directors pursuant to the terms of the Business Combination Agreement. In addition, for so long as AGSA holds at least 20% of the outstanding AMPSA ordinary shares, AGSA will also have the right to: (A) nominate a number of directors to AMPSA's board of directors at least proportional to the number of outstanding ordinary shares owned by AGSA; (B) designate the chairperson of the board of directors of AMPSA (who need not be a nominee of AGSA); and (C) appoint a number of representatives to each committee of AMPSA's board of directors that is at least proportional to the number of outstanding AMPSA ordinary shares owned by AGSA. In addition, for so long as AGSA holds at least 40% of the outstanding AMPSA ordinary shares, the following actions may not be taken (or agreed to be taken) by AMPSA without the prior written consent of AGSA: (a) the sale of greater than 40% of the assets or voting securities of AMPSA (with certain exceptions); (b) voluntary liquidation or dissolution of AMPSA; (c) any amendment of AMPSA's articles of association that materially and adversely affects AGSA in its capacity as a shareholder; (d) relocation of AMPSA's corporate headquarters; (e) change to AMPSA's corporate name; or (f) any corporate action that would materially adversely affect any of the foregoing approval rights.



Registration Rights and Lock-Up Agreement

In connection with the closing of the Merger, AMPSA, AGSA, GHV Sponsor, Gores Pipe, LLC and GHV's independent directors (such directors, together with GHV Sponsor and Gores Pipe, LLC, the "Initial Stockholders") entered into the Registration Rights and Lock-Up Agreement, which provides customary demand and piggyback registration rights. Pursuant to the Registration Rights and Lock-Up Agreement, AMPSA agreed that, as soon as practicable, and in any event within 30 days after the closing of the Merger, which occurred on August 4, 2021, it would file with the SEC (at AMPSA's sole cost and expense) a registration statement registering the resale of any outstanding AMPSA ordinary shares or any other equity security held by a party to the Registration Rights and Lock-Up Agreement and any other equity security of AMPSA issued or issuable with respect to any such AMPSA ordinary share by way of a dividend or stock split in connection with a combination of shares, recapitalization, merger, consolidation or other reorganization or otherwise, and AMPSA will use its reasonable efforts to have the registration statement declared effective as soon as practicable after the filing thereof, but no later than the 60th day (or the 90th day if the registration statement is reviewed by, and received comments from, the SEC) following the filing deadline. Such registration statement was declared effective by the SEC on August 23, 2021 and subsequently amended by a post-effective amendment No. 1, filed on March 4, 2022 and declared effective by the SEC on March 11, 2022, and a post-effective amendment No. 2 on Form F-3, filed on August 8, 2022 and declared effective by the SEC on August 11, 2022.

Subject to certain exemptions, including in connection with certain exchanges involving AGSA shareholders, AGSA was not permitted to transfer any AMPSA ordinary shares beneficially owned or owned of record by it and the Initial Stockholders were not permitted to transfer AMPSA ordinary share or AMPSA warrants beneficially owned or owned of record by such Initial Stockholder during certain lock-up periods, which have expired.

Toggle Notes

In November 2019, the Parent Company issued (i) \$1,130 million aggregate principal amount of 6.500% / 7.250% Senior Secured Toggle Notes due 2027 (the "Dollar Toggle Notes"), and (ii) €1,000 million aggregate principal amount of 5.000% / 5.750% Senior Secured Toggle Notes due 2027 (the "Euro Toggle Notes"), collectively, the "Toggle Notes". The Toggle Notes, which were used, among other things, to redeem the 2023 Toggle Notes, are senior obligations of the Parent Company and are not obligations of ours or of our subsidiaries. However, we expect the Parent Company to direct our affairs so as to comply with the customary covenants and events of default of the Toggle Notes which include restrictions on the Parent Company's ability to incur debt, grant liens and make investments.

Interest on the Toggle Notes is payable entirely in cash, except as set forth below:

If the Cash Available for Debt Service (as defined below) for an interest period:

- (i) is equal to or exceeds 75%, but is less than 100% of the aggregate amount of cash interest payable, then the Parent Company may, at its option, elect to pay interest on up to 25% of the then outstanding principal amount of the Toggle Notes by increasing the principal amount of the outstanding Toggle Notes or by issuing additional Toggle Notes in a principal amount equal to such interest ("Parent PIK Interest");
- (ii) is equal to or exceeds 50%, but is less than 75%, of the aggregate amount of cash interest payable, then the Parent Company may, at its option, elect to pay interest on up to 50% of the then-outstanding principal amount of the Toggle Notes as Parent PIK Interest;
- (iii) is equal to or exceeds 25%, but is less than 50%, of the aggregate amount of cash interest payable, then the Parent Company may, at its option, elect to pay interest on up to 75% of the then outstanding principal amount of the Toggle Notes as Parent PIK Interest; or
- (iv) is less than 25% of the aggregate amount of cash interest payable, then the Parent Company may, at its option, elect to pay interest on up to 100% of the then-outstanding principal amount of the Toggle Notes as Parent PIK Interest.

"Cash Available for Debt Service" is defined as the amount equal to the sum (without duplication) of (i) all cash and cash equivalents held at the Parent Company, subject to certain exceptions and (ii) the maximum amount of all



dividends and other distributions that would be lawfully permitted to be paid to the Parent Company, if any, for the purpose of paying cash interest by all of the Parent Company's restricted subsidiaries after giving effect to all corporate, shareholder or other comparable actions (including fiduciary and other directors' duties) required in order to make such payment, requirements under applicable law and all restrictions or limitations on the ability to make such dividends or distributions that are otherwise permitted by certain restrictive covenants and provisions in financing or other contractual arrangements of our subsidiaries.

For the interest period from (and including) June 30, 2024 until (but excluding) December 30, 2024, the Parent Company paid interest on the Toggle Notes as Parent PIK Interest.

To facilitate making certain transactions in compliance with covenants of the Toggle Notes, the Parent Company may from time-to-time deposit amounts into an escrow account. These amounts will be applied to fund offers to purchase and redemptions of the Toggle Notes. On January 19, 2022, the Parent Company applied all funds in the escrow account, amounting to \$485,242,536 (equivalent) to repurchase \$234,666,108 of the Dollar Toggle Notes and €204,115,973 of the Euro Toggle Notes at a purchase price equal to 104% of the principal amount of the Toggle Notes being repurchased, plus accrued and unpaid interest to the purchase date.

The Toggle Notes are currently redeemable at par plus accrued and unpaid interest, if any, to the redemption date (excluded).

The incurrence of the Senior Secured Term Loan in 2024 by AIHS, an unrestricted subsidiary of the Group, restricted the ability of the group to pay dividends to its shareholders, for so long as this Senior Secured Term Loan remains outstanding. As a consequence, our Parent Company is prevented from making cash interest payments on the Toggle Notes.

In an event treated as a change of control, the Parent Company must make an offer to purchase all outstanding Toggle Notes at a redemption price of 101% of the principal amount thereof, plus accrued and unpaid interest, if any, to the date of purchase.

In addition, our Parent Company is required to beneficially own, directly or indirectly, at least 80% of the total voting power and 67% of the economic rights, in our common shares.

The Toggle Notes issued by the Parent Company are secured by pledge on all our issued qualified Class B common shares.

Other Related Party Transactions

For additional information, see "Note 26 – Related Party transactions and information" to the audited consolidated financial statements included elsewhere in this annual report. There have been no material related party transactions in the period since the date of approval of the financial statements included elsewhere in this annual report.



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Ardagh Group S.A.

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Report of Independent Registered Public Accounting Firm

To the Board of Directors of Ardagh Group S.A.

Opinion on the Financial Statements

We have audited the accompanying consolidated statement of financial position of Ardagh Group S.A. and its subsidiaries (the “Company”) as of 31 December 2024 and 2023, and the related consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the years then ended, including the related notes (collectively referred to as the “non-statutory consolidated financial statements”).

In our opinion, the non-statutory consolidated financial statements present fairly, in all material respects, the financial position of the Company as of 31 December 2024 and 2023, and the results of its operations and its cash flows for the years then ended in conformity with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Substantial Doubt about the Company’s Ability to Continue as a Going Concern

The accompanying non-statutory consolidated financial statements have been prepared assuming that the Company will continue as a going concern. As discussed in Note 2 to the non-statutory consolidated financial statements, the Directors have identified conditions and events relating to the ability to satisfactorily conclude the capital structure review in advance of upcoming debt maturities, which may include restructuring, renegotiating terms or maturities or otherwise refinancing maturing loans, that raise substantial doubt on the Company’s ability to continue as a going concern. The Directors’ evaluation of the events and conditions and the Directors’ plans in regard to these matters are also described in Note 2. The non-statutory consolidated financial statements do not include any adjustments that might result from the outcome of this uncertainty.

This matter is also described in the “Critical Audit Matters” section of our report.

Basis for Opinion

These non-statutory consolidated financial statements are the responsibility of the Company’s Directors. Our responsibility is to express an opinion on the Company’s non-statutory consolidated financial statements based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the relevant ethical requirements relating to our audit, which include the Code of Ethics issued by Chartered Accountants Ireland (“CAI”).

We conducted our audits of these non-statutory consolidated financial statements in accordance with the standards of the PCAOB and in accordance with the ethical requirements of the Code of Ethics issued by CAI. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the non-statutory consolidated financial statements are free of material misstatement, whether due to error or fraud.

Our audits included performing procedures to assess the risks of material misstatement of the non-statutory consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the non-statutory consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by the Directors, as well as evaluating the overall presentation of the non-statutory consolidated financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matters

The critical audit matters communicated below are matters arising from the current period audit of the non-statutory consolidated financial statements that were communicated or required to be communicated to the audit committee and that (i) relate to accounts or disclosures that are material to the non-statutory consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the non-statutory consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

Impairment Test for the Ardagh Glass Packaging North America Cash Generating Unit

As described in Note 3 and Note 9, total assets of the Ardagh Glass Packaging North America Cash Generating Unit (“CGU”) were \$1,275 million as of December 31, 2024. The Group tests whether long-lived assets for the Ardagh Glass Packaging North America CGU have suffered any impairment in accordance with IAS 36. The Directors considered the continued operational challenges experienced and reduced demand through 2024 that resulted in reported Adjusted EBITDA for the year December 31, 2024 of \$158 million, to represent an impairment indicator and performed an impairment test. Management determined the recoverable amount of the Ardagh Glass Packaging North America CGU by assessing the Fair Value less Costs to Dispose (“FVLCD”) using a market approach, on the basis that this gave a higher recoverable amount than an assessment based on Value in Use. The key assumptions applied in the FVLCD calculation for the Ardagh Glass Packaging North America CGU are subjective and include risk adjustments to forecasted full year 2025 Adjusted EBITDA and the valuation multiple. A multiple of 5.50x was then applied to the market participant projected Adjusted EBITDA, based on comparable companies’ observable, traded multiples, which was further adjusted for selling costs. This did not result in any impairment.

The principal considerations for our determination, that performing procedures relating to the impairment test for the Ardagh Glass Packaging North America CGU is a critical audit matter are (i) the significant judgment by management when determining the recoverable amount of the CGU, including determination of significant assumptions of the FVLCD calculation; (ii) a high degree of auditor judgment, subjectivity, and effort in performing procedures and evaluating the Company’s significant assumptions including the risk adjustments and the EBITDA multiple; and (iii) the audit effort involved the use of professionals with specialized skill and knowledge.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the non-statutory consolidated financial statements. These procedures also included, among others, (i) testing the Company’s process for determining the recoverable amount of the Ardagh Glass Packaging North America CGU; (ii) evaluating the appropriateness of the FVLCD model used by management; (iii) testing the completeness and accuracy of underlying data used in the FVLCD model; (iv) evaluating the significant assumptions used by management, including the risk adjustments as part of estimating the projected adjusted EBITDA and the EBITDA multiple applied; (v) developing an independent range for projected Adjusted EBITDA; and (vi) assessing related disclosure in the Company’s non-statutory consolidated financial statements. Evaluating the Company’s significant assumptions involved (i) performing a retrospective comparison of forecasted results to actual past performance, (ii) comparing significant assumptions to external market and industry data where appropriate and possible, and (iii) assessing whether these assumptions were consistent with evidence obtained in other areas of the audit. Professionals with specialized skill and knowledge were used to assist in the evaluation of the EBITDA multiple.

Substantial Doubt about the Company’s Ability to Continue as a Going Concern

As described above, the non-statutory consolidated financial statements have been prepared assuming that the Company will continue as a going concern. However, the Directors have identified conditions and events that raise substantial doubt about the Company’s ability to continue as a going concern. The key judgements exercised by the Directors in determining whether it was appropriate to prepare the financial statements on a going concern basis are set out in Note 2 to the non-statutory consolidated financial statements and include

details of how the Directors' assessed the Company's current and projected liquidity to fund its cash outflows for a period of at least twelve months from the financial statement issuance date, which they determined as covering the period to March 31, 2026 ("forecast period") and the Directors plans with regard to debt maturities arising beyond the forecast period.

The principal considerations for our determination that performing procedures relating to the going concern assessment is a critical audit matter are (i) the significant judgement by the Directors when assessing the Company's current and projected liquidity over the forecast period and in the planned actions with regard to the debt maturities arising beyond the forecast period; and (ii) a high degree of auditor judgement, subjectivity, and effort in performing procedures and evaluating audit evidence related to the matter.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the non-statutory consolidated financial statements. These procedures included, among others:

- i) Agreeing underlying cash flow projections to Board approved forecasts and assessing how these cash flow projections were compiled.
- ii) Evaluating the significant assumptions within the cashflow projections.
- iii) Reading and understanding the terms of financing agreements to determine that the maturity profile of the debt included in the going concern assessment is accurate.
- iv) Obtaining information about the planned actions to mitigate the identified conditions and events and considering whether such plans can be effectively implemented.
- v) Reading relevant minutes of Board meetings and available correspondence between the Company, its advisors, and advisors to noteholders.
- vi) Evaluating the adequacy of the disclosures included in the non-statutory consolidated financial statements.

Use of this report

This report, including the opinion, has been prepared for and only for the Company's directors as a body in accordance with our engagement letter and for no other purpose.

We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come, including without limitation under any contractual obligations of the Company, save where expressly agreed by our prior consent in writing.

The audit was neither planned nor conducted in contemplation of reliance by any specific third party or with respect to any specific transaction, including but not limited to the holders of the Loan Notes, Lenders or any other party in relation to or in connection with the Company's current or future financing arrangements.

Accordingly, to the fullest extent permitted by law, PricewaterhouseCoopers does not accept any duty or responsibility to any third party.

/s/PricewaterhouseCoopers
Dublin, Ireland
February 27, 2025

We have served as the Company's auditor since at least 1968. We have not been able to determine the specific year we began serving as auditor of the Company or its predecessors.



ARDAGH GROUP S.A.
CONSOLIDATED INCOME STATEMENT

	Year ended December 31, 2024			Year ended December 31, 2023			
	Note	Before exceptional items \$'m	Exceptional items \$'m Note 4	Total \$'m	Before exceptional items \$'m	Exceptional items \$'m Note 4	Total \$'m
Revenue	3	9,140	–	9,140	9,402	–	9,402
Cost of sales		(8,038)	(273)	(8,311)	(8,277)	(292)	(8,569)
Gross profit		1,102	(273)	829	1,125	(292)	833
Sales, general and administration expenses		(553)	(35)	(588)	(497)	(55)	(552)
Intangible amortization	8	(176)	–	(176)	(177)	–	(177)
Operating profit		373	(308)	65	451	(347)	104
Net finance expense	5	(585)	–	(585)	(522)	6	(516)
Share of post-tax loss in equity accounted joint venture	11	(11)	(18)	(29)	(22)	(25)	(47)
Loss before tax		(223)	(326)	(549)	(93)	(366)	(459)
Income tax charge	6	(65)	17	(48)	(34)	(2)	(36)
Loss for the year		(288)	(309)	(597)	(127)	(368)	(495)
Loss attributable to:							
Equity holders				(596)			(483)
Non-controlling interests	24			(1)			(12)
Loss for the year				(597)			(495)

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.



ARDAGH GROUP S.A.
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Note	Year ended December 31,	
		2024	2023
		\$'m	\$'m
Loss for the year		(597)	(495)
Other comprehensive income/(expense):			
<i>Items that may subsequently be reclassified to income statement</i>			
<i>Foreign currency translation adjustments:</i>			
— Arising in the year		8	(47)
		8	(47)
Share of foreign currency translation adjustments in equity accounted joint venture	11	(9)	7
<i>Effective portion of changes in fair value of cash flow hedges:</i>			
— New fair value adjustments into reserve		68	(187)
— Movement out of reserve to income statement		(52)	39
— Movement in deferred tax		(6)	17
		10	(131)
Share of changes in fair value of cash flow hedges in equity accounted joint venture	11	(1)	(5)
<i>(Loss)/profit recognized on cost of hedging:</i>			
— New fair value adjustments into reserve		(1)	4
— Movement out of reserve		(1)	(1)
		(2)	3
<i>Items that will not be reclassified to income statement</i>			
— Remeasurement of employee benefit obligations	20	(9)	(21)
— Deferred tax movement on employee benefit obligations		2	6
		(7)	(15)
Share of items that will not be reclassified to income statement in equity accounted joint venture	11	3	(5)
Total other comprehensive income/(expense) for the year		2	(193)
Total comprehensive expense for the year		(595)	(688)
<i>Attributable to:</i>			
Equity holders		(596)	(663)
Non-controlling interests	24	1	(25)
Total comprehensive expense for the year		(595)	(688)

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.



ARDAGH GROUP S.A.
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Note	At December 31,	
		2024 \$'m	2023 \$'m
Non-current assets			
Intangible assets	8	1,927	2,146
Property, plant and equipment	9	4,737	5,279
Derivative financial instruments	19	3	3
Deferred tax assets	12	154	159
Investment in equity accounted joint venture	11	198	250
Employee benefit assets	20	10	22
Other non-current assets	10	86	101
		7,115	7,960
Current assets			
Inventories	13	1,356	1,526
Intangible assets*	8	21	4
Trade and other receivables*	14	779	869
Contract assets	15	251	259
Income tax receivable*		82	103
Derivative financial instruments	19	35	13
Cash, cash equivalents and restricted cash	16	1,079	730
Related party receivables	26	4	50
		3,607	3,554
TOTAL ASSETS		10,722	11,514
Equity attributable to owners of the parent			
Equity share capital	17	23	23
Share premium		1,292	1,292
Capital contribution		485	485
Other reserves		89	59
Retained earnings		(4,759)	(4,051)
		(2,870)	(2,192)
Non-controlling interests	24	(97)	(41)
TOTAL EQUITY		(2,967)	(2,233)
Non-current liabilities			
Borrowings	19	9,512	9,297
Lease obligations	19	508	632
Employee benefit obligations	20	368	394
Derivative financial instruments	19	55	162
Deferred tax liabilities	12	368	355
Provisions and other liabilities	21	110	116
		10,921	10,956
Current liabilities			
Borrowings	19	282	51
Lease obligations	19	186	163
Interest payable		71	52
Derivative financial instruments	19	73	54
Trade and other payables	22	1,976	2,276
Income tax payable		80	93
Provisions	21	100	102
		2,768	2,791
TOTAL LIABILITIES		13,689	13,747
TOTAL EQUITY and LIABILITIES		10,722	11,514

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

*Prior period amounts which had been included in Trade and other receivables previously have been reclassified to conform to the current period presentation.



ARDAGH GROUP S.A.
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to the owners of the parent										
	Share capital	Share premium	Capital contribution	Foreign currency translation reserve	Cash flow hedge reserve	Cost of hedging reserve	Other reserves	Retained earnings	Total	Non-controlling interests	Total equity
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
At January 1, 2023	23	1,292	485	18	36	3	137	(3,419)	(1,425)	30	(1,395)
Loss for the year	–	–	–	–	–	–	–	(483)	(483)	(12)	(495)
Other comprehensive (expense)/income	–	–	–	(44)	(122)	3	–	(17)	(180)	(13)	(193)
Hedging losses transferred to cost of inventory	–	–	–	–	50	–	–	–	50	7	57
Transactions with owners in their capacity as owners											
NOMOQ acquisition (Note 9)	–	–	–	–	–	–	(5)	–	(5)	4	(1)
Share-based payment reserve	–	–	–	–	–	–	(17)	–	(17)	–	(17)
Dividends (Note 25)	–	–	–	–	–	–	–	(132)	(132)	(57)	(189)
At December 31, 2023	23	1,292	485	(26)	(36)	6	115	(4,051)	(2,192)	(41)	(2,233)
At January 1, 2024	23	1,292	485	(26)	(36)	6	115	(4,051)	(2,192)	(41)	(2,233)
Loss for the year	–	–	–	–	–	–	–	(596)	(596)	(1)	(597)
Other comprehensive income/(expense)	–	–	–	–	6	(2)	–	(4)	–	2	2
Hedging losses transferred to cost of inventory	–	–	–	–	24	–	–	–	24	–	24
Transactions with owners in their capacity as owners											
NOMOQ put and call liability (Note 21)	–	–	–	–	–	–	2	–	2	–	2
Dividends (Note 25)	–	–	–	–	–	–	–	(108)	(108)	(57)	(165)
At December 31, 2024	23	1,292	485	(26)	(6)	4	117	(4,759)	(2,870)	(97)	(2,967)

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.



ARDAGH GROUP S.A.
CONSOLIDATED STATEMENT OF CASH FLOWS

	<u>Note</u>	<u>Year ended December 31,</u>	
		<u>2024</u>	<u>2023</u>
		<u>\$'m</u>	<u>\$'m</u>
Cash flows from operating activities			
Cash generated from operations	23	1,109	1,228
Net interest paid		(515)	(468)
Settlement of foreign currency derivative financial instruments		14	(23)
Income tax paid		(52)	(43)
Net cash from operating activities		556	694
Cash flows used in investing activities			
Purchase of property, plant and equipment		(461)	(900)
Purchase of intangible assets		(30)	(17)
Proceeds from disposal of property, plant and equipment		37	4
Repayment of loan by immediate parent company	26	46	105
Loan to immediate parent company	26	—	(77)
Other investing cash flows		(8)	(4)
Net cash used in investing activities		(416)	(889)
Cash flows from/(used in) financing activities			
Proceeds from borrowings	19	1,850	567
Repayment of borrowings	19	(1,177)	(407)
Deferred debt issue costs paid		(46)	(7)
Lease repayments	19	(210)	(171)
Dividends paid	25	(165)	(189)
Consideration (paid)/received on termination/maturity of derivative financial instruments	19	(6)	10
Net cash inflow/(outflow) from financing activities		246	(197)
Net increase/(decrease) in cash and cash equivalents and restricted cash		386	(392)
Cash, cash equivalents and restricted cash at the beginning of the year	16	730	1,131
Exchange losses on cash, cash equivalents and restricted cash		(37)	(9)
Cash, cash equivalents and restricted cash at the end of the year	16	1,079	730

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.



ARDAGH GROUP S.A.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. General information

Ardagh Group S.A. (the “Company”) was incorporated in Luxembourg on May 6, 2011. The Company’s registered office is 56, rue Charles Martel, L-2134 Luxembourg, Luxembourg.

Ardagh Group S.A. and its subsidiaries (together the “Group” or “Ardagh”) are a leading supplier of sustainable innovative, value-added rigid packaging solutions. The Group’s products include metal beverage cans and glass containers, primarily for beverage and food markets, which are characterized by stable, consumer-driven demand. End-use categories include beer, food, wine, spirits, carbonated soft drinks, energy drinks, sparkling waters, juices and hard seltzers, as well as pharmaceuticals. As at December 31, 2024, the Group operated 60 production facilities globally, located in the Americas, Europe and Africa.

The Company, indirectly through its wholly-owned subsidiary, Ardagh Investments Sarl, owns approximately 76% of the ordinary shares and 100% of the preferred shares of Ardagh Metal Packaging S.A. (“AMP SA”). AMP SA is a leading supplier of metal beverage cans globally, with a particular focus on the Americas and Europe. This business supplies sustainable and infinitely recyclable metal packaging to a diversified customer base of leading global, regional and national beverage producers. As at December 31, 2024, the Group’s metal packaging business operated 23 production facilities in Europe and the Americas, employed approximately 6,300 people and recorded revenues of \$4.9 billion in 2024.

The Company also holds an approximate 42% stake in the ordinary shares of Trivium, a leading supplier of metal packaging in the form of cans and aerosol containers, serving a broad range of end-use categories, including food, seafood, pet food and nutrition, as well as beauty and personal care. Trivium recorded revenues of \$2.9 billion in 2024.

The Group does not have any operations within Russia or Ukraine and continues to monitor and comply with the various sanctions administered by the U.S. Department of the Treasury’s Office of Foreign Assets Control, the European Union, the United Kingdom and the United Nations Security Committee that have been imposed on the Russian government and certain Russian entities and individuals.

These consolidated financial statements reflect the consolidation of the legal entities forming the Group for the periods presented. The principal operating subsidiaries forming the Group are listed in Note 26 – Related party transactions and information.

The principal accounting policies that have been applied to the consolidated financial statements are described in Note 2 – Summary of material accounting policies.

2. Summary of material accounting policies

Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with, and are in compliance with, IFRS® Accounting Standards and related interpretations as issued by the International Accounting Standards Board (“IASB”). IFRS Accounting Standards are comprised of standards and interpretations approved by the IASB, and standards and interpretations approved by the predecessor International Accounting Standards Committee that have been subsequently approved by the IASB and remain in effect. References to IFRS Accounting Standards and related interpretations hereafter should be construed as references to IFRS Accounting Standards as issued by the IASB.

The consolidated financial statements are presented in U.S. dollar, rounded to the nearest million and have been prepared under the historical cost convention except for the following:

- Private and Public Warrants are stated at fair value (see Note 21 – Provisions and other liabilities);
- derivative financial instruments are stated at fair value; and



- employee benefit obligations are measured at the present value of the future estimated cash flows related to benefits earned and pension assets valued at fair value.

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires the use of critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and income and expenses. It also requires management to exercise judgment in the process of applying Group accounting policies. These estimates, assumptions and judgments are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances and are subject to continual re-evaluation. However, actual outcomes may differ from these estimates. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are discussed under “Critical accounting estimates, assumptions and judgments,” in this note.

The consolidated financial statements for the Group were authorized for issue by the board of directors of Ardagh Group S.A. (the “Board”) on February 26, 2025.

Going concern

In determining the appropriateness of the preparation of the consolidated financial statements on a going concern basis, the Directors performed a detailed review of the Group’s current and projected financial position, covering the period to March 31, 2026 (“the forecast period”). Consideration has also been given to the Group’s capital structure and the Senior Secured Notes maturing in August 2026.

Note 19 – Financial assets and liabilities sets out the details of the Group’s capital structure, including debt maturities, and cash and available liquidity at December 31, 2024.

The Group had cash and available liquidity at December 31, 2024 comprising \$1.0 billion in its Ardagh Metal Packaging S.A. subsidiary (the “Unrestricted Group”). The remaining ARGID Group, a separate capital structure principally comprising the Group’s Glass Packaging businesses, had cash and available liquidity at December 31, 2024 of \$0.5 billion. At the date of signing these financial statements, cash and available liquidity for the Group is in line with expectations and follows the normal first quarter seasonal pattern.

Given the lower level of cash and available liquidity at the ARGID Group, where 2023-2024 trading has been weaker than expected, and the profile of its debt maturities, the Directors’ review was primarily focused on the ARGID Group and its impact on the Group’s going concern assessment.

The Directors performed a detailed quantitative analysis of the current and projected liquidity position of the Group, assessing both a base case, derived from the Group’s 2025 budget for the forecast period, and an adverse case, incorporating sensitivity to significant liquidity assumptions applied to the ARGID Group, including market demand, input costs, working capital and capital expenditure requirements, in addition to the debt service requirements of the Group.

The 2025 budget reflects weaker than expected financial performance in the Group’s Glass Packaging businesses in 2023-2024. The Glass Packaging Europe & Africa operating segment financial performance in 2023 and 2024 was impacted by weaker than expected industry-wide demand in Europe, principally arising from (i) price increases to recover significantly higher energy input costs following the Russian invasion of Ukraine in 2022, (ii) post-pandemic de-stocking by brand owners and (iii) the impact of multi-decade highs in inflation and interest rates on end-consumers and, in turn, on the Group’s customers. In the Glass Packaging North America segment, shipments were adversely impacted by (i) weak demand, including specific market disruption to a leading brand in 2023, and (ii) de-stocking by both customers and end consumers. Lower than expected industry-wide demand necessitated capacity management actions throughout 2023 and 2024 across the Group’s Glass Packaging businesses, in particular Europe and North America, including significant production downtime, short-time working and permanent capacity closures. Weaker demand for glass packaging, and the resulting adjustments to capacity leading to the under-absorption of fixed overheads, led to Adjusted EBITDA for the Group’s Glass Packaging businesses of \$699 million in 2023 and \$602 million in 2024.



In the context of the ARGID Group's debt maturity profile, this financial underperformance versus expectations, coupled with the June 2024 execution of a new €790 million term loan agreement to refinance the senior secured notes due 2025, as well as a related \$250 million (equivalent) exchange facility (as set out in Note 19 – Financial assets and liabilities), resulted in credit rating downgrades of the ARGID Group and its debt securities, and contributed to a reduction in the availability of credit insurance and increased demands on the Group's working capital. The ARGID Group has managed its liquidity requirements during this period through pursuing additional sources of liquidity.

In assessing the liquidity position of the ARGID Group over the forecast period, the Directors have considered a base case and an adverse case. The base case assumes a continued gradual recovery in glass packaging shipments in Europe, following growth of 2% in 2024, though remaining meaningfully below 2022 and historic levels. Glass packaging shipments in North America are projected to decline in 2025 compared with 2024, as a result of permanent capacity closures undertaken in 2024 and early-2025 to match supply with demand. Input costs, which are less volatile than in 2023, are assumed to be passed on to customers, resulting in forecast growth in full year Adjusted EBITDA in 2025 compared with 2024. Working capital is estimated to represent a modest use of cash flow in 2025, while capital expenditure will remain constrained in view of projected demand and available capacity. Dividends received by the ARGID Group on the Group's shareholding in AMPSA are modelled to remain at levels consistent with 2024.

In the adverse case, the Directors modelled relatively unchanged Glass Packaging shipments in Europe and operating performance falling short of budgeted levels in North America. Working capital is also modelled as a more significant use of cash in this case, partly offset by curtailment in capital expenditure.

In both the base and adverse cases, the assessment indicates a level of cash and available liquidity in the ARGID Group which enables it to meet its financial commitments and required investment in its operations over the forecast period. However, liquidity is sensitive to reasonably possible changes in the significant assumptions and unfavorable macroeconomic developments, should they arise. Based on the measures above, and further supported by the quantitative analysis prepared, the Board believes that ongoing liquidity is sufficient to enable the ARGID Group to meet its financial commitments and required investment in its operations over the forecast period.

In addition, given the ARGID Group capital structure, as part of the Directors' assessment in determining the appropriateness of the preparation of the consolidated financial statements on a going concern basis, they have also considered the profile, timing and impact of debt maturities arising beyond the forecast period.

At December 31, 2024, the ARGID Group had net debt of \$6,135 million, comprising both secured and unsecured borrowings, net of cash. Approximately 90% of these borrowings are at fixed rates of interest and, in the case of the ARGID Group's senior secured notes and senior notes, are not subject to maintenance covenants. The ARGID Group's Global Asset Based Loan Facility and the borrowing facilities in Africa both require certain maintenance covenants as set out in Note 19 – Financial assets and liabilities.

In response to the weaker than expected financial performance in its Glass Packaging operations in 2023, and in the context of significant debt maturities arising in 2025-2027, the Group initiated a review of its capital structure. The objective of this review, which is ongoing, is to put in place a capital structure with leverage and debt service obligations that are appropriate, taking account of reasonably-projected business performance and expected interest rates.

As noted above, in June 2024, the ARGID Group entered into a new €790 million term loan agreement with Apollo Capital Management, principally to repay its \$700 million senior secured notes which were due in 2025. The new term loan agreement matures in 2029. This term loan was secured on the Group's 76% ordinary and 100% preferred shareholding in AMPSA, indirectly held by the Group's AIHS unrestricted subsidiary. A condition of this financing restricted any further dividends from the Group to ARD Finance S.A..

The ARGID Group's next debt maturity is \$2,492 million of senior secured notes due for repayment in August 2026. The Global Asset Based Loan Facility matures in March 2027, however, if the senior secured notes remain outstanding the maturity will be in May 2026 (91 calendar days prior to the earliest debt maturity). The Group continues to evaluate how best to address this and other maturities and is engaged in discussions with noteholders.



No actions have been determined in pursuit of the objective to put a sustainable capital structure in place, which could include refinancings, repurchases or extensions to the maturity of our outstanding debt through open market purchases, tender offers, exchange offers, privately-negotiated transactions or otherwise, as well as the introduction of new capital and asset disposals. Any such transactions and the terms thereof will depend on market conditions, our liquidity requirements, contractual restrictions and other factors. Furthermore, no adjustments arising from any potential actions have been made in connection with the liquidity assessment.

The timing and outcome of this ongoing review and any potential actions arising from discussions remain subject to significant uncertainty.

Conclusion

The Group and its advisors continue to engage with noteholders in a constructive manner, seeking to achieve a long-term sustainable capital structure. The Directors have concluded that the ability to satisfactorily conclude the capital structure review in advance of the upcoming debt maturities, which may include restructuring, renegotiating terms or maturities or otherwise refinancing maturing loans, represents a material uncertainty that could raise substantial doubt on the Group's ability to continue as a going concern. However, having undertaken the liquidity assessment described above, and the ongoing capital structure review, the Directors consider that it is appropriate to continue to prepare the financial statements on a going concern basis. Accordingly, no adjustments have been made to the financial statements that would result if the Group were unable to continue as a going concern.

Recently adopted accounting standards and changes in accounting policies

The Group adopted the new disclosure requirements introduced by Amendments to IAS 7 and IFRS 7 – Supplier Finance Arrangements, effective for the annual reporting period beginning on or after January 1, 2024. Please refer to Note 18 – Financial risk factors and Note 22 – Trade and other payables for further details.

The Group also updated Note 3 to address the recently issued IFRIC Interpretations Committee Agenda Decision – Disclosures of Revenues and Expenses for Reportable Segments (IFRS 8 Operating Segments).

The impact of other new standards, amendments to existing standards and interpretations issued and effective for annual periods beginning on or after January 1, 2024 have been assessed by the Board as not having had a material impact on the Group.

Recent changes in accounting pronouncements

The Board's assessment of the impact of new standards, including the recently issued IFRS 18 "Presentation and Disclosure in Financial Statements" and Amendments to IFRS 9 and IFRS 7 – Contracts Referencing Nature – dependent Electricity which are not yet effective and which have not been early adopted by the Group, on the consolidated interim financial statements is on-going.

Basis of consolidation

(i) Subsidiaries

Subsidiaries are fully consolidated from the date on which control is transferred to the Group and are de-consolidated from the date on which control ceases. Subsidiaries are all entities over which the Group has control. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group. The cost of an acquisition is the consideration given in exchange for control of the identifiable assets, liabilities and contingent



liabilities of the acquired legal entities. Acquisition-related costs are expensed and included as exceptional items within sales, general and administration expenses. The acquired net assets are initially measured at fair value. The excess of the cost of acquisition over the fair value of the identifiable net assets acquired is recorded as goodwill. Any goodwill and fair value adjustments are recorded as assets and liabilities of the acquired legal entity in its functional currency. If the cost of acquisition is less than the fair value of the Group's share of the net assets of the legal entity acquired, the difference is recognized directly in the consolidated income statement. The Group considers obligations of the acquiree in a business combination that arise as a result of the change in control, to be cash flows arising from obtaining control of the controlled entity, and classifies these obligations as investing activities in the consolidated statement of cash flows.

(ii) Non-controlling interests

Non-controlling interests represent the portion of the equity of a subsidiary which is not attributable to the Group. Non-controlling interests are presented separately in the consolidated financial statements. Changes in ownership of a subsidiary which do not result in a change in control are treated as equity transactions. For further details please refer to Note 24 – Non-controlling interests.

(iii) Transactions eliminated on consolidation

Transactions, balances and gains or losses on transactions between Group companies are eliminated on consolidation. Subsidiaries' accounting policies have been changed where necessary to ensure consistency with the policies adopted by the Group.

Foreign currency

(i) Functional and presentation currency

The functional currency of the Company is euro. The consolidated financial statements are presented in U.S. dollar which is the Group's presentation currency.

(ii) Foreign currency transactions

Items included in the consolidated financial statements of each of the Group's entities are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into the functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognized in the consolidated income statement, except: (i) differences on foreign currency borrowings that provide an effective hedge against a net investment in a foreign operation ("net investment hedges"), which are taken to other comprehensive income until the disposal of the net investment, at which time they are recognized in the consolidated income statement; and (ii) differences on certain derivative financial instruments discussed under "Derivative financial instruments" below.

(iii) Financial statements of foreign operations

The assets and liabilities of foreign operations are translated into euro at foreign exchange rates ruling at the reporting date. The revenues and expenses of foreign operations are translated to euro at average exchange rates for the year (except for entities in hyperinflationary economies that are translated at the foreign exchange rate ruling at the reporting date). Foreign Exchange differences arising on retranslation and settlement of such transactions are recognized in other comprehensive income. Gains or losses accumulated in other comprehensive income are recycled to the consolidated income statement when the foreign operation is disposed of.

Non-monetary items measured at fair value in foreign currency are translated using the exchange rates as at the date when the fair value is determined.



(iv) Hyperinflationary economies

When the economy of a country in which the Group operates is deemed hyperinflationary and the functional currency of a Group entity is the currency of that hyperinflationary economy, the financial statements of such Group entities are adjusted so that they are stated in terms of the measuring unit currency at the end of the reporting period. This is the case for the Group's subsidiary in Ethiopia. Revenue and expenses are restated to reflect changes in the general price index from the start of the reporting period, and non-monetary items are restated in the Statement of Financial Position to reflect current purchasing power as at the period end using a general price index from the date when they were first recognized. The gain or loss on the net monetary position for the year is presented in net finance income/expense. Comparative amounts are not adjusted. The restated income, expenses and Statement of Financial Position are translated to U.S. dollar at the closing rate at the end of the reporting period. Differences arising on translation to U.S. dollar are recognized in other comprehensive income.

Business combinations and goodwill

All business combinations are accounted for by applying the acquisition method of accounting. This involves measuring the cost of the business combination and allocating, at the acquisition date, the cost of the business combination to the assets acquired and liabilities assumed. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in sales, general and administration expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

Any contingent consideration is recognized at fair value at the acquisition date.

Goodwill represents the excess of the cost of an acquisition over the fair value of the identifiable net assets of the acquired subsidiary at the date of acquisition.

Goodwill is stated at cost less any accumulated impairment losses. Goodwill is allocated to those groups of cash-generating units ("CGUs") that are expected to benefit from the business combination in which the goodwill arose for the purpose of assessing impairment. Goodwill is tested annually for impairment or whenever indicators suggest that impairment may have occurred.

Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

Joint arrangements

(i) Joint ventures

The Group participates in a number of joint ventures where control is shared with one or more other parties. The Group's investment and share of results of joint ventures are shown within single line items in the consolidated statement of financial position and consolidated income statement respectively. The Group uses the equity method of accounting to account for its joint ventures. See Note 11 – Investment in equity accounted joint venture, of the consolidated financial statements.



Intangible assets

Intangible assets are initially recognized at cost.

Intangible assets acquired as part of a business combination are capitalized separately from goodwill if the intangible asset is separable or arises from contractual or other legal rights. They are initially recognized at cost which, for intangible assets arising in a business combination, is their fair value at the date of acquisition.

Subsequent to initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. The carrying values of intangible assets with finite useful lives are reviewed for indicators of impairment at each reporting date and are subject to impairment testing when events or changes in circumstances indicate that the carrying values may not be recoverable.

The amortization of intangible assets is calculated to write-off the book value of finite lived intangible assets over their useful lives on a straight-line basis on the assumption of zero residual value. Management estimates the useful lives within the following ranges:

Computer software	2 - 7 years
Customer relationships	5 - 15 years
Technology	5 - 15 years

(i) Computer software

Computer software development costs are recognized as assets. Costs associated with maintaining computer software programs are recognized as an expense as incurred.

(ii) Customer relationships

Customer relationships acquired in a business combination are recognized at fair value at the acquisition date. Customer relationships have a finite useful economic life and are carried at cost less accumulated amortization.

(iii) Technology

Technology-based intangibles acquired in a business combination are recognized at fair value at the acquisition date and reflect the Group's ability to add value through accumulated technological expertise surrounding product and process development.

(iv) Research and development costs

Research costs are expensed as incurred. Development costs relating to new products are capitalized if the new product is technically and commercially feasible. All other development costs are expensed as incurred.

Property, plant and equipment

(i) Owned assets

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, except for land which is shown at cost less impairment. Spare parts which form an integral part of plant and machinery and which have an estimated useful economic life greater than one year are capitalized. Spare parts which do not form an integral part of plant and machinery and which have an estimated useful economic life less than one year are included as consumables within inventory and expensed when utilized.



Where components of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

(ii) Leased assets

At the lease commencement date or the effective date of a lease modification, the Group recognizes a lease liability as the present value of expected future lease payments, discounted at the Group's incremental borrowing rate unless the rate implicit in the lease is readily determinable, excluding any amounts which are variable based on the usage of the underlying asset and a right-of-use asset generally at the same amount plus any directly attributable costs. The incremental borrowing rate is the discount rate the Group would have to pay to borrow, over a similar term and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The Group combines lease and non-lease components and accounts for them as a single lease component with the exception of the dunnage asset class. Extension options or periods after termination options are considered by management if it is reasonably certain that the lease will be extended or not terminated.

(iii) Subsequent costs

The Group recognizes in the carrying amount of an item of property, plant and equipment, the cost of replacing the component of such an item when that cost is incurred, if it is probable that the future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. When a component is replaced the old component is de-recognized in the period. All other costs are recognized in the consolidated income statement as an expense as incurred. When a major overhaul is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria above are met.

(iv) Depreciation

Depreciation of owned assets is charged to the consolidated income statement on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Land is not depreciated. The estimated useful lives are as follows:

Buildings	20 - 40 years
Plant and machinery including molds	2 - 40 years
Office equipment, vehicles and other including other dunnage	3 - 25 years

Right-of-use assets are depreciated on a straight-line basis over the shorter of its useful life and the lease term. Where the lease contains a transfer of ownership or a purchase option which is reasonably certain to be exercised, the right-of-use asset is depreciated over the useful life of the underlying asset.

Assets' useful lives and residual values are adjusted if appropriate, at each reporting date.

Impairment of non-financial assets

Assets that have an indefinite useful economic life are not subject to amortization and are tested annually for impairment or whenever indicators suggest that impairment may have occurred. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount.

For the purposes of assessing impairment, assets excluding goodwill and long-lived intangible assets, are grouped at the lowest levels at which cash flows are separately identifiable. Goodwill and long-lived intangible assets are allocated to groups of CGUs. The groupings represent the lowest level at which the related assets are monitored for internal management purposes.



Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

The recoverable amount of other assets is the greater of their fair value less costs to dispose and value in use. In assessing fair value less costs to dispose, management uses a market approach, applying a multiple to Adjusted EBITDA for the year ended December 31, 2024. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs.

Inventories

Inventories are measured at the lower of cost and net realizable value. The cost of inventories is based on the first-in, first-out basis and includes expenditure incurred in acquiring the inventories and bringing them to their current location and condition. In the case of finished goods and work-in-progress, cost includes direct materials, direct labor and attributable overheads based on normal operating capacity.

Net realizable value is the estimated proceeds of sale less all further costs to completion, and less all costs to be incurred in marketing, selling and distribution.

Spare parts which are deemed to be of a consumable nature, are included within inventories and expensed when utilized.

Non-derivative financial instruments

Non-derivative financial instruments comprise trade and other receivables, cash, cash equivalents and restricted cash, borrowings, trade and other payables and the Private and Public Warrants (as defined in Note 21 – Provisions and other liabilities). Non-derivative financial instruments are recognized initially at fair value plus any directly attributable transaction costs, except as described below. Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

(i) Trade and other receivables

Trade and other receivables are recognized initially at fair value, which equals the transaction price unless a significant financing component is included, and thereafter are measured at amortized cost using the effective interest rate method less any provision for impairment, in accordance with the Group's held to collect business model. The Group uses estimates based on expected credit losses and current information in determining the level of debts for which a specific allowance for impairment is required. For all other trade receivables, the Group uses an allowance matrix to measure the expected credit loss, based on historical actual credit loss experiences, adjusted for forward-looking information.

(ii) Securitized assets

The Group has entered into securitization transactions involving certain of its trade receivables. The securitized assets are recognized on the consolidated statement of financial position, until all of the rights to the cash flows from those assets have expired or have been fully transferred outside the Group, or until substantially all of the related risks, rewards and control of the related assets have been transferred to a third party.

The Group has also entered into a Global Asset Based Loan Facility ("ABL") involving certain of its trade receivables and inventory. The lenders under the ABL have security over those receivables, inventory and the bank accounts where the associated cash flows are received. The risks, rewards and control of these assets are still retained by the Group and are, therefore, recognized on the consolidated statement of financial position.



(iii) Contract assets

Contract assets represent revenue required to be accelerated or recognized over time based on production completed in accordance with the Group's revenue recognition policy (as set out below). A provision for impairment of a contract asset will be recognized using an allowance matrix to measure the expected credit loss, based on historical actual credit loss experiences, adjusted for forward-looking information.

(iv) Cash, cash equivalents and restricted cash

Cash, cash equivalents and restricted cash include cash on hand and call deposits held with banks and restricted cash. Cash, cash equivalents and restricted cash are carried at amortized cost.

Short term bank deposits of greater than three months' maturity which do not meet the definition of cash, cash equivalents and restricted cash are classified as financial assets within current assets and stated at amortized cost.

Restricted cash comprises cash held by the Group which is ring-fenced or used as security for specific financing arrangements, and to which the Group does not have unfettered access. Restricted cash is measured at amortized cost.

(v) Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortized cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the Group's consolidated income statement over the period of the borrowings using the effective interest rate method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

(vi) Trade and other payables

Trade and other payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate method.

Derivative financial instruments

Derivatives are initially recognized at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at each reporting date. The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The fair values of various derivative instruments used for hedging purposes are disclosed in Note 19 – Financial assets and liabilities. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

(i) Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognized in other comprehensive income, allocated between cash flow hedge gains or losses and cost of hedging gains or losses. For cash flow hedges which subsequently result in the recognition of a non-financial asset, the amounts accumulated in the cash flow hedge reserve are transferred to the asset in order to adjust its carrying value. Amounts accumulated in the cash flow hedge reserve and cost of hedging reserve, or as adjustments to carrying value of



non-financial assets, are recycled to the consolidated income statement in the periods when the hedged item will affect profit or loss.

The gain or loss relating to the ineffective portion is recognized immediately in the consolidated income statement. When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing at that time remains in equity and is recognized in the consolidated income statement when the forecast cash flow arises. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately recycled to the consolidated income statement.

(ii) Net investment hedges

Derivative financial instruments are classified as net investment hedges when they hedge changes in the Group's net investments in its subsidiaries due to exposure to foreign currency. Net investment hedges are accounted for in a similar manner to cash flow hedges. The gain or loss relating to the ineffective portion of a net investment hedge is recognized immediately in the consolidated income statement within finance income or expense.

(iii) Fair value hedges

Derivative financial instruments are classified as fair value hedges when they hedge the Group's exposure to changes in the fair value of a recognized asset or liability. Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the Group's consolidated income statement, together with any changes in the fair value of the hedged item that is attributable to the hedged risk. Changes in the fair value of derivatives relating to the cost of hedging are recognized in other comprehensive income.

The gain or loss relating to the effective portion of derivatives with fair value hedge accounting is recognized in the consolidated income statement within "net finance expense". The gain or loss relating to the ineffective portion is also recognized in the consolidated income statement within "net finance expense". If a hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest rate method is used is amortized to profit or loss over the period to maturity.

When a hedging instrument expires or is sold, or when a fair value hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing at that time remains in equity and is recognized in the consolidated income statement when the forecast cash flow arises. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the consolidated income statement.

Fair value measurement

The Group measures financial instruments such as derivatives and pension assets at fair value at each Statement of Financial Position date. Fair value related disclosures for financial instruments and pension assets and liabilities that are measured at fair value or where fair values are disclosed, are summarized in the following notes:

- Disclosures of valuation methods, significant estimates and assumptions (Note 19 – Financial assets and liabilities and Note 20 – Employee benefit obligations)
- Quantitative disclosures of fair value measurement hierarchy (Note 19 – Financial assets and liabilities)
- Financial instruments (including those carried at amortized cost) (Note 19 – Financial assets and liabilities)
- Private and Public Warrants (Note 21 – Provisions and other liabilities)



Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability; or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

Employee benefits

(i) Defined benefit pension plans

Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The asset or liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the net of the present value of the defined benefit obligation and the fair value of plan assets at the reporting date. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. Past service costs and past service credits are recognized immediately in the consolidated income statement.

(ii) Other long-term employee benefits

The Group's obligations in respect of other long-term employee benefit plans represents the amount of future benefit that employees have earned in return for service in the current and prior periods for post-retirement medical schemes, partial retirement contracts and long service awards. These are included in the category of employee benefit obligations on the consolidated statement of financial position. The obligation is computed on the basis of the projected unit credit method and is discounted to present value using a discount rate equating to the market yield at the reporting date on high quality corporate bonds of a currency and term consistent with the currency and estimated term of the obligations. Actuarial gains and losses are recognized in full in the consolidated statement of comprehensive income in the period in which they arise.



(iii) Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The contributions are recognized as employee benefit expenses when they are due.

Provisions

Provisions are recognized when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and the amount can be reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

Revenue recognition

Our products include metal beverage cans and glass containers primarily for beverage and food markets, where demand is consumer-driven. In addition to metal beverage cans, within the Ardagh Metal Packaging Europe and Ardagh Metal Packaging Americas reportable segments, the Group manufactures and supplies a wide range of can ends. Containers and ends are usually distinct items and can be sold separately from each other. A significant portion of our sales volumes are supplied under contracts which include input cost pass through provisions.

The Group usually enters into framework agreements with its customers, which establish the terms and conditions for subsequent individual purchase orders for our goods and services. In the context of the revenue recognition standard IFRS 15, an enforceable contract identifies each party's enforceable rights regarding the goods or services to be transferred. The Group has concluded that under this accounting standard only individual purchase orders meet such definition of a contract. The individual purchase orders have, in general, a duration of one year or less and, as such, the Group does not disclose any information about remaining performance obligations under these contracts. The payment terms of the Group are in line with customary business practice, which can vary by customer and region. The Group has availed of the practical expedient from considering the existence of a significant financing component as, based on past experience, we expect that, at contract inception, the period between when a promised good is transferred to the customer and when the customer pays for that good will be one year or less.

Revenue is recognized when control of a good or service has transferred to the customer. For certain contracts in the Ardagh Metal Packaging Europe and Ardagh Metal Packaging Americas reportable segments, the Group manufactures products for customers that have no alternative use and for which the Group has an enforceable right to payment for production completed to date. The Group has concluded that it has such enforceable right to payment plus a reasonable margin once it receives an individual purchase order. Therefore, for such products that have no alternative use and where an enforceable right to payment exists, the Group will recognize revenue over time based on the units produced output method such that a portion of revenue, net of any related estimated rebates and cash discounts, excluding sales or value added tax, will be recognized prior to the dispatch of goods as the Group satisfies the contractual performance obligations for those contracts. For all other contracts, the Group will continue to recognize revenue primarily on dispatch of the goods, net of any related customer rebates and cash discounts, excluding sales and value added taxes.

The Group often sells products with rebates and cash discounts based on cumulative sales over a period. Such rebate and cash discount consideration is only recognized when it is highly probable that it will not be subsequently reversed and is recognized using the most likely amount depending on the individual contractual terms.

Exceptional items

The Group's consolidated income statement, consolidated statement of cash flows and segmental analysis separately identify results before specific items. Specific items are those that, in management's judgment, need to be



disclosed by virtue of their size, nature or incidence to provide additional information. Such items include, where significant, restructuring, redundancy and other costs relating to permanent capacity realignment or footprint reorganization, directly attributable acquisition costs and acquisition integration costs, and other transaction-related costs, profit or loss on disposal or termination of operations, start-up costs incurred in relation to, and associated with, plant builds, significant new line investments or furnaces, major litigation costs and settlements and impairments of non-current assets. In this regard the determination of “significant” as included in our definition uses qualitative and quantitative factors. Judgment is used by the Group in assessing the specific items, which by virtue of their scale and nature, are disclosed in the Group’s consolidated income statement, and related notes as exceptional items. Management considers columnar presentation to be appropriate in the consolidated income statement as it provides useful additional information and is consistent with the way that financial performance is measured by management and presented to the Board. Exceptional restructuring costs are classified as restructuring provisions and all other exceptional costs, when outstanding at the reporting date, are classified as exceptional items payable.

Net finance expense

Finance income comprises interest income on funds invested, gains on disposal of financial assets, ineffective portions of derivative instruments designated as hedging instruments and gains on derivative instruments that are not designated as hedging instruments and are recognized in profit or loss.

Finance expense comprises interest expense on borrowings (including amortization of deferred debt issuance costs), related party borrowings, interest cost on leases, certain net foreign currency translation gains or losses related to financing, net interest cost on net pension plan liabilities, losses on extinguishment of borrowings and derecognition of financial assets, ineffective portions of derivative instruments designated as hedging instruments, losses on derivative instruments that are not designated as hedging instruments and are recognized in profit or loss, and other finance expense.

The Group capitalizes borrowing costs directly attributable to the acquisition, construction or production of manufacturing plants that require a substantial period of time to build that would have been avoided if the expenditure on the qualifying asset had not been made.

Costs related to the issuance of new debt are deferred and amortized within finance expense over the expected terms of the related debt agreements using the effective interest rate method.

Income tax

Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognized in the consolidated income statement, except to the extent that it relates to items recognized in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred income tax is recognized, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are generally not recognized if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss, unless the transaction gives rise to equal and offsetting temporary differences, in which case a corresponding deferred tax asset and liability is recognized. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized. Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred income tax liability where the timing



of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Segment reporting

The Board has been identified as the Chief Operating Decision Maker (“CODM”) for the Group.

Operating segments are identified on the basis of the internal reporting regularly provided to the Board in order to allocate resources to the segment and assess its performance.

Critical accounting estimates, assumptions and judgments

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(i) Carrying value of construction in progress

The Group recorded an impairment charge in respect of construction in progress within the Ardagh Glass Packaging operating business as outlined in Note 4 – Exceptional items. The determination of the recoverable amounts requires the use of estimates and judgments around the potential use of such assets in the future.

(ii) Estimated impairment of other long-lived assets for the Ardagh Glass Packaging North America CGU

In accordance with IAS 36 “Impairment of assets,” the Group tests whether other long-lived assets for the Ardagh Glass Packaging North America CGU have suffered any impairment in accordance with the accounting policies stated. The Group’s judgments relating to the impairment of other long-lived assets is included in Note 9 – Property, plant and equipment.

(iii) Income taxes

The Group is subject to income taxes in numerous jurisdictions and judgment is therefore required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where uncertain tax treatments exist, the Group assesses whether it is probable that a tax authority will accept the uncertain tax treatment applied or proposed to be applied in its income tax filings. The Group assesses for each uncertain tax treatment whether it should be considered independently or whether some tax treatments should be considered together based on what the Group believes provides a better prediction of the resolution of the uncertainty. The Group considers whether it is probable that the relevant authority will accept each uncertain tax treatment, or group of uncertain tax treatments, assuming that the taxation authority with the right to examine any amounts reported to it will examine those amounts and will have full knowledge of all relevant information when doing so.

The Group measures tax uncertainties using its best estimate of likely outcomes. This estimate relies on estimates and assumptions and may involve judgments about future events.

Corporate activity including acquisitions, disposals and reorganizations often create tax uncertainties. The Group has determined, with the benefit of opinions from external tax advisors and legal counsel, where appropriate, that it has provided for all taxation liabilities that are probable to arise from such activities.



New information may become available that causes the Group to change its judgment regarding the adequacy of existing tax liabilities. Such changes could result in incremental tax liabilities which could have a material effect on cash flows, financial condition and results of operations.

Where the final tax outcome of these matters is different from the amounts that were originally estimated such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(iv) Measurement of employee benefit obligations

The Group follows guidance of IAS 19 “Employee Benefits” to determine the present value of its obligations to current and past employees in respect of defined benefit pension obligations, other long-term employee benefits, and other end of service employee benefits which are subject to similar fluctuations in value in the long-term. The Group values its liabilities, with the assistance of professional actuaries, to ensure consistency in the quality of the key assumptions underlying the valuations. The critical assumptions and estimates applied are discussed in detail in Note 20 – Employee benefit obligations.

(v) Exceptional items

The consolidated income statement and segment analysis separately identify results before exceptional items. Exceptional items are those that in management’s judgment need to be disclosed by virtue of their size, nature or incidence.

The determination of “significant” as included in management’s definition uses qualitative and quantitative factors which remain consistent from period to period. Management uses judgment in assessing the particular items, which by virtue of their scale and nature, are disclosed in the consolidated income statement and related notes as exceptional items. Management considers the consolidated income statement presentation of exceptional items to be appropriate as it provides useful additional information and is consistent with the way that financial information is measured by management and presented to the Board. In that regard, management believes it to be consistent with paragraph 85 of IAS 1 “Presentation of Financial Statements,” which permits the inclusion of line items and subtotals that improve the understanding of performance.

(vi) Business combinations, goodwill, non-controlling interest and similar transactions

For each transaction the Group will assess the accounting acquirer and acquiree and whether those parties meet the definition of a business under IFRS 3 “Business Combinations,” which could involve significant judgments depending on the structure of the transaction.

Goodwill only arises in business combinations, where both parties meet the definition of a business. The amount of goodwill initially recognized is dependent on the allocation of the purchase price to the fair value of the identifiable assets acquired and the liabilities assumed. The determination of the fair value of the assets and liabilities is based, to a considerable extent, on management’s judgment, with the assistance of third-party experts. Allocation of the purchase price affects the results of the Group as finite-lived intangible assets are amortized, whereas indefinite-lived intangible assets, including goodwill, are not amortized and could result in differing amortization charges based on the allocation to indefinite-lived and finite-lived intangible assets.

A transaction where the accounting acquiree does not meet the definition of a business is not a business combination under IFRS 3 “Business Combinations,” but could be an asset acquisition or a share-based payment transaction under IFRS 2 “Share-based Payment”. In the latter case, the difference in the fair value of consideration given by the acquirer over the fair value of identifiable net assets of the acquiree represents a service and is accounted for as a share-based payment expense. In order to estimate such fair values management might need to apply a significant amount of judgment in respect of key assumptions underlying such calculations, as outlined in more detail in Note 21 – Provisions and other liabilities, with regard to private warrants.

Transactions that result in the creation of a non-controlling interest but do not result in a change in control are treated as equity transactions. The Group will apply judgment in electing whether such non-controlling interest should be



measured at fair value or at the proportionate share of identifiable net assets. For further details please refer to Note 24 – Non-controlling interests.

The Company indirectly holds a stake of approximately 76% in AMPSA, through its wholly-owned subsidiary, Ardagh Investments Sarl, with the remaining approximately 24% held by external shareholders recognized as non-controlling interest separately within equity.

The Group’s consolidated financial statements separately disclose the non-controlling interest from the parent’s interest.

(vii) The conclusion to prepare financial statements on a going concern basis, as outlined in detail in the Going concern section above, is a critical assumption concerning the future of the Group.

3. Segment analysis

During 2024, the composition of the Group’s operating segments was reassessed. This reflected the basis on which the Group’s performance is reviewed by management and presented to the Board, which has been identified as the CODM for the Group. This amendment did not result in any change to the reportable segments of the Group.

The following are the Group’s four reportable segments:

- Ardagh Metal Packaging Europe
- Ardagh Metal Packaging Americas
- Ardagh Glass Packaging Europe & Africa
- Ardagh Glass Packaging North America

Performance of the Group is assessed based on Adjusted EBITDA. Adjusted EBITDA is the loss or profit for the period before income tax charge or credit, net finance expense or income, depreciation and amortization and exceptional operating items and share of profit or loss in equity accounted joint ventures. Sales contracts generally provide for the pass through of price fluctuations for metal, energy and in certain cases for other specific items as well as a mechanism for the recovery of other input cost inflation, while certain contracts have tolling arrangements whereby customers arrange for the procurement of metal themselves. Consequently, the CODM evaluates the financial effects of the business activities of reporting segments based on Adjusted EBITDA, which includes the net impact of the pass through pricing model operated by the business.

Other items are not allocated to segments, as these are reviewed by the CODM on a group-wide basis. Segmental revenues are derived from sales to external customers. Inter-segment revenue with joint ventures is not material.

Reconciliation of loss for the year to Adjusted EBITDA

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Loss for the year	(597)	(495)
Income tax charge (Note 6)	48	36
Net finance expense (Note 5)	585	516
Depreciation and amortization (Notes 8 and 9)	901	848
Exceptional operating items (Note 4)	308	347
Share of post-tax loss in equity accounted joint venture (Note 11)	29	47
Adjusted EBITDA	1,274	1,299



Segment results for the year ended December 31, 2024 are:

	Ardagh Metal Packaging Europe \$'m	Ardagh Metal Packaging Americas \$'m	Ardagh Glass Packaging Europe & Africa \$'m	Ardagh Glass Packaging North America \$'m	Group \$'m
Revenue	2,161	2,747	2,738	1,494	9,140
Adjusted EBITDA	257	415	444	158	1,274
Capital expenditure	76	103	173	102	454
Segment assets (excluding Investment in equity accounted joint venture)	2,589	2,873	3,787	1,275	10,524

Segment results for the year ended December 31, 2023 are:

	Ardagh Metal Packaging Europe \$'m	Ardagh Metal Packaging Americas \$'m	Ardagh Glass Packaging Europe & Africa \$'m	Ardagh Glass Packaging North America \$'m	Group \$'m
Revenue	2,030	2,782	2,959	1,631	9,402
Adjusted EBITDA	211	389	543	156	1,299
Capital expenditure	155	223	395	140	913
Segment assets (excluding Investment in equity accounted joint venture)	2,648	3,021	4,080	1,515	11,264

One customer accounted for greater than 10% of total revenue of the Group in 2024 (2023: one).

Capital expenditure is the sum of purchases of property, plant and equipment and intangible assets, net of proceeds from disposal of property, plant and equipment, as per the consolidated statement of cash flows.

Segment assets consist of intangible assets, property, plant and equipment, derivative financial instrument assets, deferred tax assets, employee benefit assets, other non-current assets, income tax receivable, inventories, trade and other receivables, contract assets, cash, cash equivalents, restricted cash and related party receivables. The accounting policies of the segments are the same as those in the consolidated financial statements of the Group as set out in Note 2 – Summary of material accounting policies.

Total revenue of the Group in countries which account for more than 10% of total revenue, in the current or prior years presented, are as follows:

	Year ended December 31,	
	2024 \$'m	2023 \$'m
Revenue		
United States	3,554	3,878
United Kingdom	1,087	1,171

The revenue above is attributed to countries on a destination basis.

Non-current assets, excluding derivative financial instruments, taxes, employee benefit assets, investment in equity accounted joint venture and goodwill arising on acquisitions in countries which account for more than 10% of non-current assets are the United States 38% (2023: 37%), South Africa 13% (2023: 12%) and Germany 13% (2023: 12%).



The Company is domiciled in Luxembourg. During the year the Group had revenues of \$2 million (2023: \$1 million) with customers in Luxembourg. Non-current assets located in Luxembourg were \$nil (2023: \$nil).

Within each reportable segment our products have similar production processes and classes of customers. Further, they have similar economic characteristics, as evidenced by similar long-term profit margins, similar degrees of risk and similar opportunities for growth. Based on the foregoing, we do not consider that they constitute separate product lines and, therefore, additional disclosures relating to product lines are not necessary.

The following illustrates the disaggregation of revenue by destination for the year ended December 31, 2024:

	Europe	North	Rest of the	Total
	\$'m	America	world	\$'m
	\$'m	\$'m	\$'m	\$'m
Ardagh Metal Packaging Europe	2,134	3	24	2,161
Ardagh Metal Packaging Americas	–	2,295	452	2,747
Ardagh Glass Packaging Europe & Africa	1,947	44	747	2,738
Ardagh Glass Packaging North America	–	1,494	–	1,494
Group	4,081	3,836	1,223	9,140

The following illustrates the disaggregation of revenue by destination for the year ended December 31, 2023:

	Europe	North	Rest of the	Total
	\$'m	America	world	\$'m
	\$'m	\$'m	\$'m	\$'m
Ardagh Metal Packaging Europe	2,010	7	13	2,030
Ardagh Metal Packaging Americas	–	2,311	471	2,782
Ardagh Glass Packaging Europe & Africa	2,186	28	745	2,959
Ardagh Glass Packaging North America	–	1,631	–	1,631
Group	4,196	3,977	1,229	9,402

The following illustrates the disaggregation of revenue based on the timing of transfer of goods and services:

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Over time	3,876	3,831
Point in time	5,264	5,571
Group	9,140	9,402



4. Exceptional items

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Start-up related and other costs	33	67
Gain on disposal of non-current assets	(6)	—
Restructuring and other costs	64	111
Impairment - property, plant and equipment	182	106
Capacity realignment costs	—	8
Exceptional items - cost of sales	273	292
IT, transformational and other costs	35	55
Exceptional items - SGA expenses	35	55
Gains on derivative financial instruments and other	—	(6)
Exceptional items - finance income	—	(6)
Share of exceptional items in equity accounted joint venture	18	25
Exceptional items	326	366
Exceptional income tax (credit)/charge	(17)	2
Total exceptional charge, net of tax	309	368

Exceptional items are those that in management's judgment need to be disclosed by virtue of their size, nature or incidence.

2024

Exceptional items of \$309 million have been recognized for the year ended December 31, 2024, primarily:

- \$33 million start-up related and other costs, of which \$15 million arose in Ardagh Metal Packaging Americas and \$9 million arose in Ardagh Metal Packaging Europe, primarily relating to the Group's investment programs, \$5 million of costs in Ardagh Glass Packaging North America related to fire and storm damage during the year and \$4 million of other costs in Ardagh Glass Packaging Europe & Africa.
- \$6 million gain in Ardagh Glass Packaging North America related to the disposal of a former production facility.
- \$246 million impairment, restructuring and other costs, with \$188 million primarily relating to the closure of both the Houston (Texas) and Seattle (Washington) production facilities, alongside \$32 million in costs related to the impairment of property, plant and equipment in the Dolton (Illinois) production facility in Ardagh Glass Packaging North America. Additionally, the Ardagh Glass Packaging operating business incurred \$34 million in costs primarily relating to the impairment of construction in progress. These costs were partly offset by an \$8 million credit recognized in Ardagh Metal Packaging America, primarily related to the part reversal of impairment and restructuring charges in respect of the closure of the Whitehouse (Ohio) production facility.
- \$35 million of transaction-related and other costs, including \$13 million relating to IT, restructuring and other transformation initiatives across the Group, \$10 million in Ardagh Glass Packaging North America primarily in respect of legal matters, \$7 million in Ardagh Glass Packaging Europe & Africa related to integration and other transaction costs and \$5 million of professional advisory fees, restructuring and other costs, primarily in relation to transformation initiatives in Ardagh Metal Packaging.
- \$18 million being the Group's share of exceptional items in Trivium.
- \$17 million tax credits relating to the above items.



2023

Exceptional items of \$368 million have been recognized for the year ended December 31, 2023, comprising:

- \$67 million start-up related and other costs primarily in Ardagh Metal Packaging Americas (\$20 million) and Ardagh Metal Packaging Europe (\$16 million), primarily relating to the Group's investment programs. \$18 million in Ardagh Glass Packaging Europe & Africa primarily relating to start-up costs for the Group's next generation hybrid electric furnace project and a further \$13 million other costs in Ardagh Glass Packaging North America, as a result of furnace start-up costs.
- \$111 million of restructuring and other costs comprised of \$61 million incurred in Ardagh Glass Packaging North America, including related to the closure of the Ruston (Louisiana) and Wilson (North Carolina) production facilities, \$20 million in Ardagh Metal Packaging Americas relating to the closure of the Whitehouse (Ohio) production facility, \$18 million in Ardagh Metal Packaging Europe relating to the decision to close the Group's remaining steel lines in the Weissenthurm production facility in Germany, completing the conversion to an aluminum only facility and \$12 million in Ardagh Glass Packaging Europe & Africa primarily due to the closure of certain furnaces.
- \$106 million related to the impairment of property, plant and equipment across the Group, including \$54 million due to capacity adjustments in Ardagh Glass Packaging North America, primarily resulting from the closure of the Ruston and Wilson production facilities and other costs of \$34 million in the Ardagh Glass Packaging operating business primarily relating to the impairment of construction in progress. \$9 million in Ardagh Metal Packaging Europe following the decision to close the remaining steel lines in the Weissenthurm production facility in Germany and \$9 million in Ardagh Metal Packaging Americas relating to the closure of the Whitehouse facility (Ohio).
- \$8 million of capacity realignment costs in Ardagh Glass Packaging North America, relating to the closure of the Ruston and Wilson production facilities, and production downtime associated with these closures.
- \$55 million relating transaction related and other costs, including \$17 million relating to IT and other transformation initiatives in Ardagh Glass Packaging Europe & Africa, \$14 million of costs in Ardagh Metal Packaging comprised of a \$6 million legal settlement in respect of a contract manufacturing agreement arising from the Group's acquisition of the beverage can business in 2016 and \$8 million of professional advisory fees and other costs primarily in relation to transformation initiatives. \$10 million of costs arose in Ardagh Glass Packaging North America, primarily related to a Pension Annuity Risk Transfer ("PART") transaction executed during the period. See Note 20 - Employee Benefit Obligations for further details. \$14 million of costs related to acquisition, other transaction costs, including professional fees, and other costs in Ardagh Glass Packaging Europe & Africa.
- \$6 million credit primarily related to fair value and foreign currency gains on Public and Private Warrants.
- \$25 million from the Group's share of exceptional items arising in Trivium.
- Tax charges of \$2 million have been incurred relating to the above items.



5. Net finance expense

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Bond and Senior Facilities interest expense*	462	421
Lease interest expense	51	50
Related party interest income	(1)	(2)
Net pension interest cost	15	15
Foreign currency translation losses	4	5
Losses on derivative financial instruments	1	4
Net monetary gain - hyperinflation	(4)	(11)
Other finance expense	74	59
Other finance income	(17)	(19)
Net finance expense before exceptional items	585	522
Net exceptional finance income (Note 4)	—	(6)
Net finance expense	585	516

*Includes interest related to Senior Secured Notes, Senior Secured Green Notes, Senior Secured Term Loans, Senior Notes, Senior Green Notes, and South African Senior Facilities.

During the year ended December 31, 2024, the Group recognized \$51 million (2023: \$50 million) of interest paid related to lease liabilities in cash used in operating activities in the consolidated statement of cash flows. Other finance expense is primarily comprised of fees incurred on the Group's receivables financing arrangements.

6. Income tax

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Current tax:		
Current tax for the year	44	77
Adjustments in respect of prior years	(8)	(39)
Total current tax	36	38
Deferred tax:		
Deferred tax for the year	5	(4)
Adjustments in respect of prior years	7	2
Total deferred tax	12	(2)
Income tax charge	48	36

Reconciliation of income tax charge and the loss before tax multiplied by the Group's domestic tax rate for 2024 and 2023 is as follows:

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Loss before tax	(549)	(459)
Loss before tax multiplied by the standard rate of Luxembourg corporation tax: 24.94% (2023: 24.94%)	(137)	(114)
Tax losses for which no deferred income tax asset was recognized	108	81
Adjustment in respect of prior years	(1)	(37)
Income subject to state and other local income taxes	8	14
Income taxed at rates other than standard tax rates	3	17
Non-deductible and other items	67	75
Income tax charge	48	36



The total income tax charge outlined above for each year includes a tax credit of \$17 million in 2024 (2023: \$2 million charge) in respect of exceptional items, being the tax effect of the items set out in Note 4 - Exceptional items.

Tax losses for which no deferred income tax asset was recognized relates to net operating losses and the carry-forward of interest expense in certain jurisdictions for the year ended December 31, 2024. Non-deductible items principally relates to interest expense in Ireland and Luxembourg.

Adjustment in respect of prior years in the year ended December 31, 2023 includes tax credits arising from a favorable Superior Court of Justice ruling in Brazil. Income taxed at non standard rates takes account of foreign tax rate differences (versus the Luxembourg standard 24.94% rate on earnings).

The Group is within the scope of the OECD Pillar Two model rules. Pillar Two legislation was enacted in Luxembourg, the jurisdiction in which Ardagh Group S.A. is incorporated, and has come into effect on January 1, 2024. The Group applies the mandatory exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023. As the Group is expected to qualify for Pillar Two transitional safe harbor exemptions in all jurisdictions in which the Group operates, no current tax expense related to Pillar Two top-up tax has been accrued in the financial year ended December 31, 2024. The Group is continuing to assess any future exposure to the Pillar Two legislation.

7. Employee costs

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Wages and salaries	1,559	1,537
Social security costs	208	199
Defined benefit pension plan costs (Note 20)	23	24
Defined contribution plan pension costs (Note 20)	60	58
Group employee costs	1,850	1,818

	Year ended December 31,	
	2024	2023
Employees		
Ardagh Metal Packaging Europe	3,472	3,497
Ardagh Metal Packaging Americas	2,858	2,940
Ardagh Glass Packaging Europe & Africa	9,476	9,361
Ardagh Glass Packaging North America	3,962	4,470
Group	19,768	20,268



8. Intangible assets

	Goodwill \$'m	Customer relationships \$'m	Technology and other \$'m	Software \$'m	Total \$'m
Year ended December 31, 2023					
Net book value at January 1, 2023	1,367	835	—	38	2,240
Additions	—	—	21	3	24
Acquisitions	4	—	2	—	6
Amortization charge	—	(161)	(3)	(13)	(177)
Transfers	—	—	(21)	21	—
Exchange ⁽ⁱ⁾	36	14	3	—	53
At December 31, 2023	1,407	688	2	49	2,146
At December 31, 2023					
Cost or deemed cost ⁽ⁱⁱ⁾	2,153	1,833	173	146	4,305
Accumulated amortization and impairment losses	(746)	(1,145)	(171)	(97)	(2,159)
Net book value amount	1,407	688	2	49	2,146
Year ended December 31, 2024					
Net book value at January 1, 2024	1,407	688	2	49	2,146
Additions	—	—	28	5	33
Disposals	—	—	—	(2)	(2)
Amortization charge	—	(156)	(3)	(17)	(176)
Transfers	—	—	(17)	17	—
Exchange ⁽ⁱ⁾	(58)	(16)	(1)	1	(74)
At December 31, 2024	1,349	516	9	53	1,927
At December 31, 2024					
Cost or deemed cost	2,095	1,777	181	161	4,214
Accumulated amortization and impairment losses	(746)	(1,261)	(172)	(108)	(2,287)
Net book value amount	1,349	516	9	53	1,927

(i) The prior period amount has been reclassified to conform to the current year presentation.

(ii) Historical impairment charges of \$833 million have been reclassified from cost or deemed cost to accumulated amortization and impairment losses with no changes in the resulting net book value.

In addition to the above, \$21 million relating to carbon credits are included within current intangible assets (December 31, 2023: \$4 million).

Impairment

The Group has considered the carrying value of the Group's intangible assets (excluding goodwill) and assessed for indicators of impairment as at December 31, 2024 in accordance with IAS 36 "Impairment of assets". No such indicators of impairment were identified.

The Group has concluded that the potential impact of climate change does not have a significant impact on the carrying value or remaining useful lives of the intangible assets of the Group as of December 31, 2024.



Goodwill

Acquisition of goodwill

In February 2023, the Group completed the acquisition of a majority share in NOMOQ AG (“NOMOQ”), a start-up digital can printer based in Zurich, Switzerland. Goodwill of \$4 million was recognized in respect of this acquisition. See Note 9 – Property, plant and equipment for further details.

Allocation of goodwill

Goodwill has been allocated to groups of CGUs for the purpose of impairment testing. The groupings represent the lowest level at which the related goodwill is monitored for internal management purposes. Goodwill acquired through business combination activity is allocated to CGUs that are expected to benefit from synergies arising from that combination.

The lowest level within the Group at which the goodwill is monitored for internal management purposes, and consequently the groups of CGUs to which goodwill is allocated, is set out below.

On this basis, the Group’s identified CGUs and allocation of goodwill are as follows:

	At December 31,	
	2024	2023
	\$'m	\$'m
Ardagh Metal Packaging Europe	527	560
Ardagh Metal Packaging Americas	439	439
Ardagh Glass Packaging Europe	57	60
Ardagh Glass Packaging Africa	326	348
Total Goodwill	1,349	1,407

Impairment tests for goodwill

The Group performs its impairment test of goodwill annually following approval of the annual budget or whenever indicators suggest that impairment may have occurred.

Recoverable amount and carrying amount

The Group uses the fair value less costs of disposal (“FVLCD”) model for the purposes of its annual goodwill impairment test.

In assessing FVLCD, management uses a market approach, which includes, as a key assumption, a multiple to Adjusted EBITDA for the year ended December 31, 2024. The multiple used is based on comparable companies and market valuations and was further adjusted for disposal costs. The valuation is considered to be Level 2 in the fair value hierarchy (for details of the fair value hierarchy, see Note 19 – Financial assets and liabilities).

A sensitivity analysis was performed reflecting reasonably possible potential variations in the applied Adjusted EBITDA multiple. If the multiple which was applied to the Adjusted EBITDA for the years ended December 31, 2024, was reduced by 0.25x, the recoverable amounts calculated for all CGUs are still in excess of their carrying values. As a result of the excess of recoverable amount, management consider that completing the calculation of the recoverable amount for all CGUs using a value in use (“VIU”) model or providing additional disclosures under IAS 36 are not required.



9. Property, plant and equipment

	Land and buildings \$'m	Plant and machinery \$'m	Office equipment, vehicles and other \$'m	Total \$'m
2023				
Net book value at January 1, 2023	1,144	3,514	167	4,825
Additions	250	843	78	1,171
Acquisitions	—	4	—	4
Disposals ⁽ⁱ⁾	(2)	(12)	(2)	(16)
Impairment	(4)	(102)	—	(106)
Depreciation charge	(146)	(458)	(67)	(671)
Hyperinflation adjustment ⁽ⁱ⁾	5	5	—	10
Exchange ⁽ⁱ⁾	17	43	2	62
At December 31, 2023	1,264	3,837	178	5,279
At December 31, 2023				
Cost or deemed cost ⁽ⁱⁱ⁾	1,923	6,092	344	8,359
Accumulated depreciation and impairment losses	(659)	(2,255)	(166)	(3,080)
Net book value	1,264	3,837	178	5,279
2024				
Net book value at January 1, 2024	1,264	3,837	178	5,279
Additions	130	379	57	566
Acquisitions	1	4	—	5
Disposals ⁽ⁱ⁾	(6)	(28)	(24)	(58)
Impairment	(47)	(135)	—	(182)
Depreciation charge	(168)	(487)	(72)	(727)
Hyperinflation adjustment ⁽ⁱ⁾	2	3	—	5
Transfers ⁽ⁱⁱⁱ⁾	45	(48)	3	—
Exchange ⁽ⁱ⁾	(42)	(108)	(1)	(151)
At December 31, 2024	1,179	3,417	141	4,737
At December 31, 2024				
Cost or deemed cost	2,003	6,044	354	8,401
Accumulated depreciation and impairment losses	(824)	(2,627)	(213)	(3,664)
Net book value	1,179	3,417	141	4,737

- (i) The prior period amount has been reclassified to conform to the current year presentation.
- (ii) Historical impairment charges of \$182 million have been reclassified from cost or deemed cost to accumulated depreciation and impairment losses with no changes in the resulting net book value.
- (iii) Transfers during the year relate to the final categorization of assets which were under construction in relation to certain business growth projects in Ardagh Metal Packaging Americas.

Depreciation expense of \$703 million (2023: \$637 million), net of \$2 million (2023: nil) amortization of government grants, included within deferred income, has been recognized in cost of sales and \$22 million (2023: \$34 million) has been recognized in sales, general and administration expenses.

Construction in progress at December 31, 2024 was \$379 million (2023: \$662 million) included within plant and machinery.

Included in property, plant and equipment is an amount for land of \$244 million (2023: \$226 million).



Substantially all of the Group's property, plant and equipment is pledged as security under the terms and conditions of the Group's financing arrangements. Interest capitalized in the year was \$2 million (2023: \$3 million).

Acquisition

In February 2023, the Group completed the acquisition of a majority share in NOMOQ AG ("NOMOQ"), a startup digital can printer based in Zurich, Switzerland, for an initial consideration of €15 million. Net of €15 million cash acquired; the transaction did not result in a cash outflow for the Group. These consolidated financial statements include management's completed allocation of the fair values of assets acquired and liabilities assumed.

Impairment

The Group has considered the carrying value of the Group's property, plant and equipment and assessed the indicators of impairment at December 31, 2024 and 2023, in accordance with IAS 36 "Impairment of assets". As a result of specific footprint actions an impairment charge of \$182 million (2023: \$106 million) has been recognized in the year ended December 31, 2024, which primarily relates to the impairment of plant and machinery and land and buildings in Ardagh Glass Packaging North America, principally arising from the closure of the Houston, Seattle and Dolton production facilities and the impairment of construction in progress assets in Ardagh Glass Packaging Europe & Africa. In addition, AMPSA recognized a part reversal of a previous impairment charge on plant and machinery assets in the Americas. Please refer to Note 4 – Exceptional items.

The Group has concluded that the potential impact of climate change does not have a significant impact on the carrying value or remaining useful lives of the property, plant and equipment of the Group as of December 31, 2024.

Impairment test for Ardagh Glass Packaging North America

Arising from the continued operational challenges experienced in the North American glass market and reduced demand through 2024 that resulted in reported Adjusted EBITDA for the year December 31, 2024 of \$158 million, management judged this represented an impairment indicator and performed an impairment test on the carrying amount of the CGU.

Management has determined the recoverable amount by assessing the FVLCD of the CGU using a market approach. The valuation is considered to be Level 2 in the fair value hierarchy, due to observable inputs used in the valuation.

The key assumptions applied in the FVLCD calculation for the Ardagh Glass Packaging North America CGU are, by their nature, subjective and include risk adjustments to forecasted full year 2025 Adjusted EBITDA, as part of estimating the projected Adjusted EBITDA from a market participant's perspective and the valuation multiple which a market participant would apply to projected risk-Adjusted EBITDA. A multiple of 5.50x (2023: 5.75x) was then applied to the market participant projected Adjusted EBITDA, based on comparable companies' observable, traded multiples. This was then further adjusted for selling costs. The recoverable amount was then compared to the carrying value of the Glass Packaging North America CGU.

This did not result in any impairment at December 31, 2024.

The impairment test has identified, however, that the Glass Packaging North America CGU is sensitive to reasonably possible changes in the significant assumptions. A sensitivity analysis was performed on the FVLCD calculation by increasing and decreasing the projected Adjusted EBITDA from a market participant's perspective by 5% and decreasing the multiple which was applied to the projected Adjusted EBITDA from a market participant's perspective by 25 basis points. If the projected Adjusted EBITDA from a market participant's perspective was 5% lower than management's estimates at December 31, 2024, the Group would have had to recognize an impairment charge on assets of \$26 million and if the multiple which was applied to the projected Adjusted EBITDA from a market participant's perspective decreased by 25 basis points, the Group would have had to recognize an impairment charge on assets of \$23 million.



Right-of-Use assets – Net Book Value, depreciation and variable lease expense

The following right-of-use assets were included in property, plant and equipment:

	Land and buildings \$'m	Plant and machinery \$'m	Office equipment, vehicles and other \$'m	Total \$'m
Net book value				
At December 31, 2024	237	361	52	650
At December 31, 2023	322	385	63	770

The decrease in the net book value amount of the right-of-use assets at December 31, 2024 is primarily the result of total additions to the right-of-use assets of \$149 million, offset by an impairment charge of \$30 million, a negative exchange effect of \$10 million, depreciation of \$203 million (Land and buildings: \$123 million, Plant and machinery: \$59 million, Office equipment, vehicles and other: \$21 million) and disposals of \$26 million.

During 2024, the Group incurred variable lease expenses of \$97 million (2023: \$103 million), primarily related to warehouse leases.

Capital commitments

The Group had contracted capital commitments in relation to property, plant and equipment for the year ended December 31, 2024, of \$129 million (2023: \$200 million).

10. Other non-current assets

	Year ended December 31,	
	2024 \$'m	2023 \$'m
Customer receivables	36	29
Indirect tax assets	17	41
Investment in other joint ventures	8	8
Other	25	23
	86	101

During the year ended December 31, 2023, a customer of AMPSA in Brazil, Grupo Petrópolis, filed for a court-supervised reorganization. This process concluded in October 2023 and as a result of the terms and conditions negotiated between the parties and subsequently ratified by the Brazilian court, the Group has de-recognized the amount receivable from Grupo Petrópolis previously held in trade and other receivables and recognized a non-current customer receivable, initially measured at fair value in accordance with IFRS 9 'Financial Instruments'. Non-current customer receivables include amounts recognized during the year in respect of other contractual arrangements.

In addition, other non-current assets includes non-current indirect tax credits, principally arising in the Americas, which are expected to be utilized after more than one year from the reporting date.

11. Investment in equity accounted joint venture

Investment in equity accounted joint venture is comprised of the Company's approximate 42% stake in Trivium incorporated in the Netherlands, with corporate offices in Amsterdam. The remaining approximate 58% is held by Ontario Teachers' Pension Plan Board. As the Company jointly controls both the financial and operating policy decisions of Trivium, the investment is accounted for under the equity method. The shareholders of Trivium have entered into a



shareholder agreement, dated October 31, 2019, which governs their relationship as owners, including in respect of the governance of Trivium and its subsidiaries, their ability to transfer their shares and other customary matters.

The following tables provide summarized financial information for Trivium as it relates to the amounts recognized by Ardagh in the consolidated income statement, consolidated statement of comprehensive income and consolidated statement of financial position.

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Investment in equity accounted joint venture	198	250
Share of loss for the year*	(31)	(47)
Other comprehensive expense	(7)	(3)
Total comprehensive expense	(38)	(50)

*In addition to the above, the share of profit in other joint ventures was \$2 million (2023: nil) and the share of other comprehensive income in other joint ventures was nil (2023: nil).

The reconciliation of summarized financial information presented to the carrying amount of the Group's interest in Trivium is set out below.

	2024	2023
	\$'m	\$'m
Group's interest in net assets of equity accounted joint venture at January 1	250	292
Share of total comprehensive expense	(38)	(50)
Foreign exchange (loss)/gain	(14)	8
Carrying amount of interest in equity accounted joint venture at December 31	198	250

In respect of the Group's equity accounted investment in Trivium, management has considered the carrying amount of the investment and concluded that it is fully recoverable as at December 31, 2024.

At December 31, 2024, and December 31, 2023, the Group had no significant related party balances outstanding with Trivium.

12. Deferred tax

The movement in deferred tax assets and liabilities during the year was as follows:

	Assets	Liabilities	Total
	\$'m	\$'m	\$'m
At January 1, 2023	522	(744)	(222)
Credited/(charged) to the income statement (Note 6)	31	(29)	2
Credited to other comprehensive income	18	5	23
Exchange	6	(5)	1
At December 31, 2023	577	(773)	(196)
(Charged)/credited to the income statement (Note 6)	(37)	25	(12)
Charged to other comprehensive income	(2)	(2)	(4)
Exchange	(17)	15	(2)
At December 31, 2024	521	(735)	(214)



The components of deferred income tax assets and liabilities are as follows:

	At December 31,	
	2024	2023
	\$'m	\$'m
Tax losses	81	70
Employee benefit obligations	68	75
Depreciation timing differences (including leases)	215	252
Provisions	69	84
Other	88	96
	521	577
Available for offset	(367)	(418)
Deferred tax assets	154	159
Intangible assets	(169)	(195)
Accelerated depreciation and other fair value adjustments (including leases)	(527)	(547)
Other	(39)	(31)
	(735)	(773)
Available for offset	367	418
Deferred tax liabilities	(368)	(355)

The tax (charge)/credit recognized in the consolidated income statement is analyzed as follows:

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Tax losses	15	(9)
Employee benefit obligations	(4)	7
Depreciation timing differences (including leases)	(32)	35
Provisions	(14)	(10)
Other deferred tax assets	(2)	8
Intangible assets	22	8
Accelerated depreciation and other fair value adjustments (including leases)	10	(38)
Other deferred tax liabilities	(7)	1
	(12)	2

Deferred tax assets are only recognized on tax loss carry forwards to the extent that the realization of the related tax benefit through future taxable profits is probable based on management's forecasts. Included within deferred tax assets are assets of \$25 million (2023: \$4 million) recognized in respect of tax losses in Switzerland and assets of \$8 million (2023: \$nil) recognized in respect of tax losses in Ireland. These assets have been recognized as a result of the Group forecasting sufficient taxable profits over the foreseeable future against which these assets will be realized.

The Group did not recognize deferred tax assets of \$2,380 million (2023: \$580 million) in respect of tax losses arising in certain of the Group's subsidiary entities of \$9,985 million (2023: \$2,443 million) that can be carried forward against future taxable income due to uncertainty regarding their utilization. These losses include \$706 million of losses which do not expire, \$15 million of which expire between 2027 and 2028, \$82 million of which expire between 2029 and 2031, and \$9,182 million of which expire between 2037 and 2041 under current tax legislation.

No provision has been made for temporary differences applicable to investments in subsidiaries as the Group is in a position to control the timing of reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Given that exemptions and tax credits would be available in the context of the



Group's investments in subsidiaries in the majority of jurisdictions in which it operates, the aggregate amount of temporary differences in respect of which deferred tax liabilities have not been recognized would not be material.

13. Inventories

	Year ended December 31,	
	2024 \$'m	2023 \$'m
Raw materials and consumables	485	567
Mold parts	58	61
Work-in-progress	37	31
Finished goods	776	867
	1,356	1,526

Certain inventories held by the Group have been pledged as security under the Group's Global Asset Based Loan Facilities (Note 19 – Financial assets and liabilities).

The amount recognized as a write down in inventories in the year ended December 31, 2024 is \$6 million (2023: \$4 million).

At December 31, 2024, the hedging loss included in the carrying value of inventories, which will be recognized in the income statement when the related finished goods have been sold is \$nil (2023: loss of \$2 million).

14. Trade and other receivables

The fair values of trade and other receivables approximate the amounts shown below.

	Year ended December 31,	
	2024 \$'m	2023 \$'m
Trade receivables	591	700
Other receivables and prepayments*	188	169
	779	869

*Prior period income tax receivable and current intangible assets which had been included in other receivables and prepayments previously have been reclassified on the consolidated statement of financial position to conform to the current year presentation.

Other receivables and prepayments include value added tax of \$54 million (2023: \$52 million).

Movements on the provision for impairment of trade receivables are as follows:

	2024 \$'m	2023 \$'m
At January 1,	8	8
Provision for receivables impairment	8	10
Receivables written off during the year as uncollectible	(1)	(10)
Exchange	(2)	—
At December 31,	13	8

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable set out above.



Provisions against specific balances

Significant balances are assessed for evidence of increased credit risk. Examples of factors considered are high probability of bankruptcy, breaches of contract or major concession being sought by the customer. Instances of significant single customer bad debts are rare.

Providing against the remaining population of customers

The Group monitors actual historical credit losses and adjusts for forward-looking information to measure the level of expected losses. Adverse changes in the payment status of customers of the Group, or national or local economic conditions that correlate with defaults on receivables owing to the Group, may also provide a basis for an increase in the level of provision above historic loss experience.

As of December 31, 2024, trade receivables of \$47 million (2023: \$70 million) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The aging analysis of these trade receivables is as follows:

	Year ended December 31,	
	2024 \$'m	2023 \$'m
Up to three months past due	44	57
Three to six months past due	1	7
Over six months past due	2	6
	47	70

Receivables Factoring and Related Programs

The Group participates in several uncommitted accounts receivable factoring and related programs with various financial institutions for certain receivables. Such programs are accounted for as true sales of receivables, as they are either without recourse to the Group or transfer substantially all the risk and rewards to the financial institutions. Receivables of \$920 million were sold under these programs at December 31, 2024 (December 31, 2023: \$924 million).

15. Contract assets

The following table provides information about significant changes in contract assets:

	2024 \$'m	2023 \$'m
At January 1,	259	239
Transfers from contract assets recognized at beginning of year to receivables	(254)	(234)
Increases as a result of new contract assets recognized during the year	256	249
Other (including exchange)	(10)	5
At December 31,	251	259

16. Cash, cash equivalents and restricted cash

	Year ended December 31,	
	2024 \$'m	2023 \$'m
Cash at bank and in hand	451	544
Short term bank deposits	580	173
Restricted cash	48	13
	1,079	730



17. Equity share capital

Issued and fully paid shares:

	Class A common shares (par value €0.01) (million)	Class B common shares (par value €0.10) (million)	Total shares (million)	Total \$'m
At December 31, 2023	2.9	217.7	220.6	23
At December 31, 2024	2.9	217.7	220.6	23

The authorized share capital of the Company is set at fifty-five million euro and zero cents. (EUR 55,000,000), divided into one billion (1,000,000,000) Class A common shares, with a par value of EUR 0.01 each, and four hundred and fifty million (450,000,000) Class B common shares, with a par value of EUR 0.10 per share.

There were no material share transactions in the year ended December 31, 2024.

18. Financial risk factors

The Group's activities expose it to a variety of financial risks: capital risk, interest rate risk, currency exchange risk, commodity price risk, credit risk, and liquidity risk.

The Group's overall treasury objectives are to ensure sufficient funds are available for the Group to carry out its strategy and to manage certain financial risks to which the Group is exposed, details of which are provided below. The finance committee of the Board (the "Finance Committee") reviews and monitors the capital structure, financial policies and treasury function, in addition to advising the Board on whether to approve financing agreements or arrangements.

Financial risks are managed on the advice of Group Treasury and senior management in conjunction with the Finance Committee. The Group does not permit the use of treasury instruments for speculative purposes, under any circumstances. Group Treasury regularly reviews the level of cash and debt facilities required to fund the Group's activities, plans for repayment and refinancing of debt, and identifies an appropriate amount of headroom to provide a reserve against unexpected funding requirements.

Additionally, financial instruments, including derivative financial instruments, are used to hedge exposure to interest rate, currency exchange risk and commodity price risk.

Capital structure and risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and provide returns to its shareholders. The Group funds its operations by sourcing capital, primarily from: borrowings, cash flow and shareholders' capital. The Group aims to achieve a capital structure that results in an appropriate cost of capital to accommodate material investments or acquisitions, while providing flexibility in short and medium-term funding. The Group also aims to maintain a strong statement of financial position and to provide continuity of financing by having a range of maturities and borrowings from a variety of sources.

One of the Group's key metrics has been the ratio of consolidated external net debt as a multiple of Adjusted EBITDA (See Note 3 – Segment analysis). As at December 31, 2024 the ratio was 7.4x (2023: 7.3x).

In the context of a more challenging than expected 2023-2024 trading environment and the likely significant upward repricing of coupons on its 2026-2027 notes maturities, the Group continues to evaluate its capital structure. The objective of this evaluation is to ensure the Group's capital structure is appropriately set to reflect expected trading, cash generation and future financing costs. The Group is considering various options including seeking to reduce its debt through open market purchases, tender offers, exchange offers, privately negotiated transactions or otherwise. Such transactions and the terms thereof will depend upon market conditions, liquidity requirements, contractual restrictions and other factors.



Interest rate risk

At December 31, 2024, the Group's external borrowings were 90% (2023: 95%) fixed, with a weighted average interest rate of 4.5% (2023: 4.1%). The weighted average interest rate for the Group's external total borrowings for the year ended December 31, 2024 was 4.9% (2023: 4.5%).

Holding all other variables constant, including levels of the Group's external indebtedness, at December 31, 2024 a one percentage point increase in variable interest rates would increase interest payable by approximately \$10 million (2023: \$5 million).

Due to the underlying market movement of interest rates and credit spreads since notes were originally issued, the Group expects to incur significantly higher interest rates as notes mature and in the context of the capital structure review outlined above.

Currency exchange risk

The Group presents its consolidated financial statements in U.S. dollar. The functional currency of the Company is the euro.

At December 31, 2024, the Group operated in 16 countries, across four continents and its main currency exposure in the year then ended, from the euro functional currency, was in relation to the U.S. dollar, British pound, Swedish krona, Polish zloty, Danish krone, Brazilian real, South African rand and Ethiopian birr. Currency exchange risk arises from future commercial transactions, recognized assets and liabilities, and net investments in foreign operations.

As a result of the consolidated financial statements being presented in U.S. dollar, the Group's results are also impacted by fluctuations in the U.S. dollar exchange rate versus the euro.

The Group has a limited level of transactional currency exposure arising from sales or purchases by operating units in currencies other than their functional currencies.

The Group has certain investments in foreign operations, whose net assets are exposed to foreign currency translation risk. Currency exposure arising from the net assets of the Group's foreign operations is managed primarily through borrowings and swaps denominated in the Group's principal foreign currencies.

Fluctuations in the value of these currencies with respect to the euro functional currency may have a significant impact on the Group's financial condition and results of operations. The Group believes that a strengthening of the euro exchange rate (the functional currency) by 1% against all other foreign currencies from the December 31, 2024 rate would decrease shareholders' equity by approximately \$2 million (2023: \$5 million decrease).

Commodity price risk

The Group is exposed to changes in prices of energy and other raw materials. Production costs in the Group, especially for Ardagh Glass Packaging, are sensitive to the price of energy. Production costs in Ardagh Metal Packaging are sensitive to the prices of aluminum. Aluminum is traded daily as a commodity on the London Metal Exchange, which has historically been subject to significant price volatility. Because aluminum is priced in U.S. dollar, fluctuations in the U.S. dollar/euro rate could also affect the euro cost of aluminum. Furthermore, the relative price of oil and its by-products may impact the businesses, affecting our transport, lacquer and ink costs.

The Group's main energy exposure is to the cost of natural gas and electricity. These energy costs have experienced significant volatility in recent years, driven initially by events in Ukraine, leading to a corresponding effect on our production costs. While energy prices, in Europe in particular, have declined supply sharply since 2022 peaks, they remain significantly elevated when compared with historic averages.



Where pass through contracts do not exist, the Group has an active risk management strategy by entering into forward fixed price arrangements with suppliers for the majority of the Group's anticipated requirements for the year ahead and for further diminishing portions of the Group's anticipated requirements for subsequent years. Such arrangements are used exclusively to obtain certainty of our anticipated energy supplies and are accounted for as executory contracts. The Group typically builds up these contractual positions in tranches. Any natural gas and electricity which is not purchased under forward price fixing arrangements is purchased under index tracking contracts or at spot prices. Where entering forward fixed price arrangements with suppliers is not practical, the Group may use derivative contracts with counterparty banks to cover the risk.

The Group has sought to diversify its energy sources, accelerating investments in renewable energy and adapting parts of its production footprint to have the option to use light fuel oil.

Where Ardagh Metal Packaging does not have pass through contracts in relation to the underlying raw material cost, the Group uses derivative contracts to manage this price and foreign currency risk on the raw material purchases in Europe and in the Americas. The Group depends on an active liquid market and available credit lines with counterparty banks to cover this risk. The use of derivative contracts to manage our risk is dependent on robust hedging procedures. Increasing raw material costs over time has the potential, if customers are unable to pass on price increases, to reduce sales volume and could therefore have a significant impact on our business. The Group is also exposed to possible interruptions of supply of aluminum or other raw materials and any inability to purchase raw materials could negatively impact our operations.

Credit risk

Credit risk arises from derivative contracts, cash and deposits held with banks and financial institutions, as well as credit exposures to customers of the Group, including outstanding receivables. The policy of the Group is to invest excess liquidity, only with recognized and reputable financial institutions. For banks and financial institutions, only independently rated parties with a minimum rating of "BBB+" from at least two credit rating agencies are accepted, where possible. The credit ratings of banks and financial institutions are monitored to ensure compliance with Group policy. Risk of default is controlled within a policy framework of dealing with high quality institutions and by limiting the amount of credit exposure to any one bank or institution.

The Group's policy is to extend credit to customers of good credit standing. Credit risk is managed on an ongoing basis, by experienced people within the Group. The Group's policy for the management of credit risk in relation to trade receivables involves periodically assessing the financial reliability of customers, taking into account their financial position, past experience and other factors. Provisions are made, where deemed necessary and the utilization of credit limits is regularly monitored. Management does not expect any significant counterparty to fail to meet its obligations. The maximum exposure to credit risk is represented by the carrying amount of each asset. For the year ended December 31, 2024, the ten largest customers of the Group accounted for approximately 46% of total revenues (2023: 45%). There is no recent history of default with these customers.

Surplus cash held by the operating entities over and above the amounts required for appropriate working capital management are transferred to Group Treasury, where possible. Group Treasury invests surplus cash in interest-bearing current accounts, money market funds and bank time deposits with appropriate maturities to provide sufficient headroom as determined by the below-mentioned forecasts.

Liquidity risk

The Group is exposed to liquidity risk which arises primarily from the maturing of short-term and long-term debt obligations and from the normal liquidity cycle of the business throughout the course of a year. The Group's policy is to ensure that sufficient resources are available either from cash balances, cash flows or undrawn committed bank facilities, to ensure all obligations can be met as they fall due.

To effectively manage liquidity risk, the Group:

- has committed borrowing facilities that it can access to meet liquidity needs;
- maintains cash balances and liquid investments with highly-rated counterparties;



- limits the maturity of cash balances;
- borrows the bulk of its debt needs under long-term fixed rate debt securities; and
- has internal control processes to manage liquidity risk.

Medium term cashflow forecasting is performed by the group as part of the budgeting cycle aimed at projecting future performance and capital needs. Group Treasury monitors rolling short-term forecasts of the Group's liquidity requirements to ensure it has sufficient cash to meet operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities.

The Group has assessed the liquidity risk through March 31, 2026 and considers it has appropriate liquidity to prepare the financial statements on a going concern basis.



19. Financial assets and liabilities

At December 31, 2024, the Group's net debt and available liquidity was as follows:

Facility	Currency	Maximum amount drawable	Final maturity date	Facility type	Amount drawn			Undrawn amount
					ARGID Group*	Unrestricted Group **	Total Group	
		Local Currency m			\$'m	\$'m	\$'m	\$'m
4.125% Senior Secured Notes	USD	1,215	15-Aug-26	Bullet	1,215	–	1,215	–
2.125% Senior Secured Notes	EUR	439	15-Aug-26	Bullet	456	–	456	–
2.125% Senior Secured Notes	EUR	790	15-Aug-26	Bullet	821	–	821	–
Senior Secured Term Loan - AIHS unrestricted subsidiary	EUR	790	13-Jun-29	Bullet	821	–	821	–
4.750% Senior Notes	GBP	400	15-Jul-27	Bullet	501	–	501	–
5.250% Senior Notes	USD	800	15-Aug-27	Bullet	800	–	800	–
5.250% Senior Notes	USD	1,000	15-Aug-27	Bullet	1,000	–	1,000	–
South African Senior Facilities	ZAR	8,500	01-Mar-28	Bullet	429	–	429	21
Global Asset Based Loan Facility - ARGID Group	USD	257	30-Mar-27	Revolving	198	–	198	59
Lease obligations	Various	–	Various	Amortizing	320	374	694	–
Other borrowings/credit lines	Various	–	Rolling	Amortizing	69	42	111	10
6.000% Senior Secured Green Notes	USD	600	15-Jun-27	Bullet	–	600	600	–
3.250% Senior Secured Green Notes	USD	600	01-Sep-28	Bullet	–	600	600	–
2.000% Senior Secured Green Notes	EUR	450	01-Sep-28	Bullet	–	468	468	–
3.000% Senior Green Notes	EUR	500	01-Sep-29	Bullet	–	519	519	–
4.000% Senior Green Notes	USD	1,050	01-Sep-29	Bullet	–	1,050	1,050	–
Senior Secured Term Loan	EUR	269	24-Sep-29	Bullet	–	280	280	–
Global Asset Based Loan Facility - Unrestricted Group	USD	272	06-Aug-26	Revolving	–	–	–	272
Bradesco Facility	BRL	500	30-Sep-28	Bullet	–	–	–	81
Total borrowings / undrawn facilities					6,630	3,933	10,563	443
Deferred debt issue costs and bond discounts					(44)	(31)	(75)	–
Net borrowings / undrawn facilities					6,586	3,902	10,488	443
Cash, cash equivalents and restricted cash					(469)	(610)	(1,079)	1,079
Derivative financial instruments used to hedge foreign currency and interest rate risk					18	13	31	–
Net debt / available liquidity					6,135	3,305	9,440	1,522

*Borrowings listed under “ARGID Group” above refers to bonds issued by subsidiaries of Ardagh Group S.A., being Ardagh Packaging Finance plc and Ardagh Holdings USA Inc. (together the “Existing Issuers”), as well as leases and other borrowings held within other restricted subsidiaries of Ardagh Group S.A.. Additionally, it refers to a Senior Secured Term Loan of €790 million issued to Ardagh Investments Holdings Sarl (“AIHS”), an unrestricted subsidiary of Ardagh Group S.A. and restricted cash in an amount sufficient to fund a debt service reserve account at AIHS, access to which is limited to AIHS.

**Unrestricted Group refers to AMPSA and its subsidiaries as referred to in Note 1 - General information.

The Group's net borrowings of \$10,488 million (2023: \$10,143 million) are classified as non-current liabilities of \$10,020 million (2023: \$9,929 million) and current liabilities of \$468 million (2023: \$214 million) in the consolidated statement of financial position at December 31, 2024.

Net debt includes the fair value of derivative financial instruments that are used to hedge foreign exchange and interest rate risks relating to Group borrowings.



A number of the Group's borrowing agreements contain covenants that restrict the Group's flexibility in certain areas such as incurrence of additional indebtedness (primarily maximum secured borrowings to Adjusted EBITDA and a minimum Adjusted EBITDA to interest expense), payment of dividends and incurrence of liens.

The Global Asset Based Loan Facilities are subject to a fixed charge coverage ratio covenant if 90% or more of the facility is drawn. The facilities also include cash dominion, representations, warranties, events of default and other covenants that are generally of a customary nature for such facilities. Borrowing facilities in Africa also contain customary maintenance covenants, primarily net debt to EBITDA and interest coverage tests.

At December 31, 2023, the Group's net debt and available liquidity was as follows:

Facility	Currency	Maximum amount drawable	Final maturity date	Facility type	Amount drawn			Undrawn amount
					ARGID Group	Unrestricted Group	Total Group	
		Local Currency			\$'m	\$'m	\$'m	\$'m
5.250% Senior Secured Notes	USD	700	30-Apr-25	Bullet	700	–	700	–
4.125% Senior Secured Notes	USD	1,215	15-Aug-26	Bullet	1,215	–	1,215	–
2.125% Senior Secured Notes	EUR	439	15-Aug-26	Bullet	485	–	485	–
2.125% Senior Secured Notes	EUR	790	15-Aug-26	Bullet	873	–	873	–
4.750% Senior Notes	GBP	400	15-Jul-27	Bullet	509	–	509	–
5.250% Senior Notes	USD	800	15-Aug-27	Bullet	800	–	800	–
5.250% Senior Notes	USD	1,000	15-Aug-27	Bullet	1,000	–	1,000	–
South African Senior Facilities	ZAR	8,500	01-Mar-28	Bullet	440	–	440	22
Global Asset Based Loan Facility - ARGID Group	USD	381	30-Mar-27	Revolving	–	–	–	381
Lease obligations	Various	–	Various	Amortizing	387	408	795	–
Other borrowings/credit lines	Various	–	Rolling	Amortizing	36	54	90	12
6.000% Senior Secured Green Notes	USD	600	15-Jun-27	Bullet	–	600	600	–
2.000% Senior Secured Green Notes	EUR	450	01-Sep-28	Bullet	–	497	497	–
3.250% Senior Secured Green Notes	USD	600	01-Sep-28	Bullet	–	600	600	–
3.000% Senior Green Notes	EUR	500	01-Sep-29	Bullet	–	553	553	–
4.000% Senior Green Notes	USD	1,050	01-Sep-29	Bullet	–	1,050	1,050	–
Global Asset Based Loan Facility - Unrestricted Group	USD	369	06-Aug-26	Revolving	–	–	–	369
Total borrowings / undrawn facilities					6,445	3,762	10,207	784
Deferred debt issue costs and bond discounts/bond premium					(36)	(28)	(64)	–
Net borrowings / undrawn facilities					6,409	3,734	10,143	784
Cash, cash equivalents and restricted cash					(287)	(443)	(730)	730
Derivative financial instruments used to hedge foreign currency and interest rate risk					63	21	84	–
Net debt / available liquidity					6,185	3,312	9,497	1,514

The following table summarizes movement in the Group's net debt:

	2024	2023
	\$'m	\$'m
Net (increase)/decrease in cash, cash equivalents and restricted cash	(349)	401
Increase in net borrowings and derivative financial instruments	292	484
(Decrease)/increase in net debt	(57)	885
Net debt at January 1,	9,497	8,612
Net debt at December 31,	9,440	9,497



The decrease in net debt primarily includes proceeds from borrowings of \$1.8 billion (2023: \$0.6 billion), which is partly offset by repayments of borrowings of \$1.2 billion (2023: \$0.4 billion), an increase in cash, cash equivalents and restricted cash of \$0.3 billion (2023: decrease of \$0.4 billion), foreign exchange gain on borrowings of \$0.2 billion (2023: \$0.1 billion loss), a decrease in leases of \$0.1 billion (2023: increase of \$0.1 billion) and a fair value gain on derivative financial instruments of \$0.1 billion (2023: loss of \$0.1 billion).

Maturity Profile

The maturity profile of the Group's total borrowings is as follows:

	At December 31,	
	2024 \$'m	2023 \$'m
Within one year or on demand	363	120
Between one and three years	4,887	3,383
Between three and five years	1,310	2,822
Greater than five years	70	120
ARGID Group total borrowings	6,630	6,445
Within one year or on demand	105	94
Between one and three years	755	175
Between three and five years	3,017	1,791
Greater than five years	56	1,702
Unrestricted Group total borrowings	3,933	3,762
Total borrowings	10,563	10,207
Deferred debt issue costs and bond discounts/bond premium	(75)	(64)
Net borrowings	10,488	10,143

The maturity profile of the contractual undiscounted cash flows related to the Group's lease liabilities is as follows:

	2024 \$'m	2023 \$'m
Not later than one year	227	210
Later than one year and not later than five years	546	522
Later than five years	165	271
	938	1,003

The table below analyzes the Group's financial liabilities (including interest payable) into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table relating to borrowings and trade and other payables are the contracted undiscounted cash flows.

	Borrowings \$'m	Derivative financial instruments \$'m	Trade and other payables \$'m
At December 31, 2024			
Within one year or on demand	963	73	1,865
Between one and three years	6,432	50	—
Between three and five years	4,703	2	—
Greater than five years	166	3	—



	Borrowings \$'m	Derivative financial instruments \$'m	Trade and other payables \$'m
At December 31, 2023			
Within one year or on demand	670	54	2,159
Between one and three years	4,349	134	—
Between three and five years	4,965	28	—
Greater than five years	1,922	—	—

The carrying amount and fair value of the Group's borrowings, excluding lease obligations, are as follows:

	Carrying value			Fair value \$'m
	Amount drawn \$'m	Deferred debt issue costs and premium \$'m	Total \$'m	
At December 31, 2024				
ARGID Group Senior Facilities*	5,614	(40)	5,574	4,310
Unrestricted Group Senior Facilities*	3,517	(28)	3,489	3,173
South African Senior Facilities	429	(2)	427	429
Other borrowings	309	(5)	304	309
	9,869	(75)	9,794	8,221

	Carrying value			Fair value \$'m
	Amount drawn \$'m	Deferred debt issue costs and premium \$'m	Total \$'m	
At December 31, 2023				
ARGID Group Senior Facilities*	5,582	(31)	5,551	4,745
Unrestricted Group Senior Facilities*	3,300	(23)	3,277	2,885
South African Senior Facilities	440	(3)	437	440
Other borrowings	90	(7)	83	90
	9,412	(64)	9,348	8,160

*ARGID Group and Unrestricted Group Senior Facilities above include Senior Secured Notes, Senior Secured Green Notes, Senior Secured Term Loans, Senior Notes and Senior Green Notes.

Warrants

Refer to Note 21 – Other liabilities and provisions for further details about the recognition and measurement of the Public and Private Warrants.

Financing activity

2024

On April 15, 2024, AIHS, an unrestricted subsidiary of Ardagh Group S.A. executed definitive documentation for a new senior secured credit facility with certain investment funds and other entities managed by affiliates of Apollo Capital Management, L.P.. The new facility consists of: (i) an initial €790 million senior secured term loan (“Initial Term Loan”); (ii) a \$250 million (equivalent) senior secured exchange term loan (the “Exchange Loan”); and additional senior secured term loans in an amount sufficient to fund a debt service reserve account at AIHS (collectively, the “Facilities”). The Facilities are secured on all material assets of AIHS, including a pledge on equity interests of AIHS, and its subsidiaries, in Ardagh Metal Packaging S.A. The Facilities will mature in 2029.



On June 13, 2024, AIHS drew down the Initial Term Loan and on-lent approximately €755 million of the proceeds to the Existing Issuers by subscribing to new Senior Secured Notes due 2029 (the “Proceeds Notes”) issued by the Existing Issuers. The Proceeds Notes were used to redeem in full, the \$700 million Senior Secured Notes due 2025 issued by the Existing Issuers. AIHS has not utilized the Exchange Loan, which is an uncommitted facility.

The Facilities and the Proceeds Notes are each on customary terms for third-party indebtedness and preserve the flexibility for Ardagh in the currently outstanding debt of the Existing Issuers, including the ability to make investments and to incur debt, other than restricting Ardagh's ability to pay dividends and other distributions, which prevent ARD Finance S.A. from paying cash interest on the Toggle Notes.

On September 24, 2024, Ardagh Metal Packaging S.A. and certain of its subsidiaries entered into an agreement for a new €269 million (\$300 million equivalent) senior secured term loan facility (the “Term Loan”) with certain investment funds and other entities managed by affiliates of Apollo Capital Management, L.P.. The Term Loan matures in September 2029 and is secured on a pari passu basis alongside the Senior Secured Green Notes maturing in 2027 and 2028.

On October 7, 2024, AMPSA entered into a new credit facility with Banco Bradesco S.A. in Brazil (the “Bradesco Facility”) for BRL500 million (approximately \$90 million). Until September 30, 2025, the Bradesco Facility can be drawn for a period of three years and when drawn, partial security would be provided over the equity interests of certain AMPSA subsidiaries.

Lease obligations at December 31, 2024 of \$694 million (December 31, 2023: \$795 million), primarily reflects \$135 million of new lease liabilities and foreign currency movements, offset by \$210 million of repayments and \$26 million disposals of lease assets during the year ended December 31, 2024.

At December 31, 2024 the Group had cash drawings of \$198 million on the Global Asset Based Loan facilities. The facilities limits of \$915 million were reduced to \$739 million due to their working capital collateral value and other restrictions. The available undrawn facilities was \$331 million (2023: \$750 million) at December 31, 2024.

2023

The refinancing of the Group’s South African Rand (“ZAR”) debt facilities was completed on February 20, 2023. This extended the maturity of the current debt facilities from 2024 to 2028 and increased the maximum amount drawable under the facilities by ZAR2.9 billion (\$163 million), from ZAR6.3 billion to ZAR9.2 billion.



Effective interest rates

The effective interest rates of borrowings at the reporting date are as follows:

	2024				2023			
	USD	EUR	GBP	ZAR	USD	EUR	GBP	ZAR
ARGID Group								
5.250% Senior Secured Notes due 2025	—	—	—	—	5.86 %	—	—	—
4.125% Senior Secured Notes due 2026	4.31 %	—	—	—	4.31 %	—	—	—
2.125% Senior Secured Notes due 2026 (€439 million)	—	2.33 %	—	—	—	2.33 %	—	—
2.125% Senior Secured Notes due 2026 (€790 million)	—	3.28 %	—	—	—	3.28 %	—	—
Senior Secured Term Loan	—	10.67 %	—	—	—	—	—	—
4.750% Senior Notes due 2027	—	—	4.99 %	—	—	—	4.99 %	—
5.250% Senior Notes due 2027 (\$800 million)	5.50 %	—	—	—	5.50 %	—	—	—
5.250% Senior Notes due 2027 (\$1,000 million)	6.42 %	—	—	—	6.42 %	—	—	—
South African Rand Senior Facilities due 2028	—	—	—	9.93 %	—	—	—	10.65 %
Unrestricted Group								
6.000% Senior Secured Green Notes due 2027	6.72 %	—	—	—	6.72 %	—	—	—
2.000% Senior Secured Green Notes due 2028	—	2.27 %	—	—	—	2.27 %	—	—
3.250% Senior Secured Green Notes due 2028	3.52 %	—	—	—	3.52 %	—	—	—
3.000% Senior Green Notes due 2029	—	3.25 %	—	—	—	3.25 %	—	—
4.000% Senior Green Notes due 2029	4.26 %	—	—	—	4.26 %	—	—	—
Senior Secured Term Loan	—	10.12 %	—	—	—	—	—	—
Various Currencies								
Lease obligations	6.81%			6.83%				

The carrying amounts of the Group's net borrowings are denominated in the following currencies:

	At December 31,	
	2024 \$'m	2023 \$'m
Euro	3,437	2,500
U.S. dollar	5,944	6,491
British pound	567	590
South African rand	497	511
Other	43	51
	10,488	10,143

The Group has the following undrawn borrowing facilities:

	Year end December 31,	
	2024 \$'m	2023 \$'m
Expiring within one year	4	3
Expiring beyond one year	439	781
	443	784



Fair value methodology

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments:

- Level 1 Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices); and
- Level 3 Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair values are calculated as follows:

- (i) Senior Secured Green Notes, Senior Secured Notes, Senior Secured Term Loans, Senior Notes and Senior Green Notes - the fair value of debt securities in issue is based on valuation techniques in which all significant inputs are based on observable market data and represent Level 2 inputs.
- (ii) Global Asset Based Loan facilities and other borrowings - the fair values of the borrowings in issue is based on valuation techniques in which all significant inputs are based on observable market data and represent Level 2 inputs.
- (iii) Cross currency interest rate swaps (“CCIRS”) - the fair values of the CCIRS are based on quoted market prices and represent Level 2 inputs.
- (iv) Commodity and foreign exchange derivatives - the fair value of these derivatives are based on quoted market prices and represent Level 2 inputs.
- (v) Private and Public Warrants - the fair value of the Private Warrants is based on a valuation technique using an unobservable volatility assumption which represents a Level 3 input, whereas the fair value of the Public Warrants is based on an observable market price and represents Level 1 input.
- (vi) Virtual power purchase agreement – the fair value of the embedded derivative (floor price) in the virtual power purchase agreement is based on a valuation technique using an unobservable volatility assumption which represents a Level 3 input.

Derivative financial instruments

	<u>Assets</u>	<u>Liabilities</u>	<u>Total</u>
	<u>Fair values</u>	<u>Fair values</u>	<u>Contractual</u>
	<u>\$'m</u>	<u>\$'m</u>	<u>or notional</u>
			<u>amounts</u>
			<u>\$'m</u>
<i>Fair value derivatives</i>			
Commodity contracts	16	77	439
Cross currency interest rate swaps	11	42	1,297
Forward foreign exchange contracts	11	9	1,037
At December 31, 2024	38	128	2,773

	<u>Assets</u>	<u>Liabilities</u>	<u>Total</u>
	<u>Fair values</u>	<u>Fair values</u>	<u>Contractual</u>
	<u>\$'m</u>	<u>\$'m</u>	<u>or notional</u>
			<u>amounts</u>
			<u>\$'m</u>
<i>Fair value derivatives</i>			
Commodity contracts	13	118	619
Cross currency interest rate swaps	—	84	1,609
Forward foreign exchange contracts	3	14	1,159
At December 31, 2023	16	216	3,387

With the exception of interest on the CCIRS, all cash payments in relation to derivative instruments are paid or received when they mature. Bi-annual interest cash payments and receipts are made and received in relation to the CCIRS.



The Group mitigates the counterparty risk for derivatives by contracting with major financial institutions which have high credit ratings.

Cross currency interest rate swaps

2024

The Group hedges certain of its external borrowings and interest payable thereon using CCIRS, with a net liability position at December 31, 2024 of \$31 million (December 31, 2023: \$84 million).

During the year ended December 31, 2024, the Group terminated a number of CCIRS. The total fair value of these swaps at termination was a \$8 million liability and the cash paid on these swaps was \$6 million.

2023

During the year ended December 31, 2023, the Group entered into a series of new CCIRS, swapping \$800 million into synthetic GBP and EUR debt. These CCIRS were designated as hedge accounting arrangements.

Net investment hedge in foreign operations

The Group has certain investments in foreign operations, whose net assets are exposed to foreign currency translation risk. Currency exposure arising from the net assets of the Group's foreign operations is managed primarily through borrowings denominated in the relevant foreign currencies.

Hedges of net investments in foreign operations are accounted for whereby any gain or loss on the hedging instruments relating to the effective portion of the hedge is recognized in other comprehensive income. The gain or loss relating to an ineffective portion is recognized immediately in the consolidated income statement within finance income or expense respectively. Gains and losses accumulated in other comprehensive income are recycled to the consolidated income statement when the foreign operation is disposed of. A loss of \$68 million (2023: gain of \$38 million) was recognized in relation to net investments in the consolidated statement of comprehensive income. The amount that has been recognized in the consolidated income statement due to ineffectiveness is \$1 million (2023: \$1 million).

Commodity forward contracts

The Group hedges a portion of its anticipated metal and energy purchases. Excluding conversion and freight costs, the physical metal and energy deliveries are priced based on the applicable indices agreed with the suppliers for the relevant month. Certain forward contracts are designated as cash flow hedges and the Group has determined the existence of an economic relationship between the hedged item and the hedging instrument based on common indices used. Ineffectiveness may arise if there are changes in the forecasted transaction pricing terms, timing or quantities, or if there are changes in the credit risk of the Group or the counterparty. The Group applies a hedge ratio of 1:1.

The fair values are based on Level 2 valuation techniques and observable inputs. The fair value of these contracts when initiated is \$nil; no premium is paid or received.

Forward foreign exchange contracts

The Group operates in a number of currencies and, accordingly, hedges a portion of its currency transaction risk. Certain forward contracts are designated as cash flow hedges and are set to closely match the critical terms of the underlying cash flows. In hedges of forecasted foreign currency sales and purchases ineffectiveness may arise for similar reasons as outlined for commodity forward contracts.

The fair values are based on Level 2 valuation techniques and observable inputs including the contract prices. The fair value of these contracts when initiated is \$nil; no premium is paid or received.



Virtual Power Purchase Agreement

As part of our strategy to achieve our climate sustainability targets, the Group entered into three virtual power purchase agreements (“vPPAs”) in June 2023, July and August 2024, respectively. The renewable energy generation facility underlying these agreements are managed by various facility operators. The Group has no rights of determination or control over the use of the facilities. The benefits accruing from the vPPAs come in the form of two components: a monthly financial flow from the Group to the facility developer only if the respective spot electricity price falls below an agreed floor price, and certificates that the Group receives as proof of origin for electricity from renewable energies.

The Group accounts for all vPPAs at fair value within non-current derivative financial instruments. The floor price option valuations apply a Black Scholes model, using key data input for the risk-free rate (2.1%), with estimates for volatility (46%, 31% and 10% respectively). The combined estimated fair market value at December 31, 2024 for all vPPAs was a net \$2 million liability (December 31, 2023: \$2 million asset). Changes in the valuation of the vPPAs of \$4 million have been reflected within net finance expense for the year ended December 31, 2024 (December 31, 2023: \$1 million). An increase or decrease in respective estimates for volatility of 5% would result in an increase or decrease in the combined fair market value as at December 31, 2024, of approximately \$2 million.

20. Employee benefit obligations

The Group operates defined benefit or defined contribution pension schemes in most of its countries of operation and the assets are held in separately administered funds. The principal funded defined benefit schemes, which are funded by contributions to separately administered funds, are in the United States and the United Kingdom.

Other defined benefit schemes are unfunded, and the provision is recognized in the consolidated statement of financial position. The principal unfunded schemes are in Germany.

The contribution rates to the funded plans are agreed with the Trustee boards, plan actuaries and the local pension regulators periodically. The contributions paid in 2024 were those recommended by the actuaries.

During the year ended December 31, 2023, Ardagh Glass Packaging North America completed a Pension Annuity Risk Transfer (PART) transaction, which involved transferring the financial risk associated with a group of pension plan participants to an insurance company. Under the terms of this transaction, the Group transferred pension assets of \$382 million to the insurer, who assumed responsibility for making future benefit payments to the affected plan participants. As a result of the transaction, the Group's defined benefit obligation decreased by \$375 million, reflecting the reduction in future pension obligations resulting from the transfer. The transaction resulted in an exceptional charge to the consolidated income statement of \$7 million, as outlined in Note 4 – Exceptional items.

In addition, the Group has other employee benefit obligations in certain territories.

Total employee benefit obligations, net of employee benefit assets included within non-current assets, recognized in the consolidated statement of financial position of \$358 million (2023: \$372 million) includes other employee benefit obligations of \$84 million (2023: \$89 million).



The amounts recognized in the consolidated income statement are:

	Year ended December 31,	
	2024 \$'m	2023 \$'m
<i>Current service cost and administration costs:</i>		
Cost of sales - current service cost (Note 7)	(16)	(17)
Cost of sales - past service cost (Note 7)	(4)	(4)
SGA - current service cost (Note 7)	(3)	(3)
	(23)	(24)
Cost of sales - exceptional past service costs	—	(4)
SGA - exceptional loss on PART Transaction (Note 4)	—	(7)
	(23)	(35)
Finance expense (Note 5)	(15)	(15)
	(38)	(50)

The amounts recognized in the consolidated statement of comprehensive income are:

	Year ended December 31,	
	2024 \$'m	2023 \$'m
<i>Remeasurement of defined benefit obligation:</i>		
Actuarial gain/(loss) arising from changes in demographic assumptions	8	(2)
Actuarial gain/(loss) arising from changes in financial assumptions	69	(34)
Actuarial loss arising from changes in experience	(26)	(6)
	51	(42)
<i>Remeasurement of plan assets:</i>		
Actual return less expected return on plan assets	(66)	26
Actuarial loss for the year on defined benefit pension schemes	(15)	(16)
Actuarial gain/(loss) on other long-term and end of service employee benefits	6	(5)
	(9)	(21)

The actual return on plan assets was a loss of \$18 million in 2024 (2023: \$81 million gain).

The employee obligations and assets of the defined benefit schemes included in the consolidated statement of financial position are analyzed below:

	United States		Germany		United Kingdom*		Other		Total	
	2024 \$'m	2023 \$'m	2024 \$'m	2023 \$'m	2024 \$'m	2023 \$'m	2024 \$'m	2023 \$'m	2024 \$'m	2023 \$'m
Obligations	(605)	(631)	(130)	(139)	(435)	(467)	(29)	(30)	(1,199)	(1,267)
Assets	557	569	—	—	353	397	16	18	926	984
Net obligations	(48)	(62)	(130)	(139)	(82)	(70)	(13)	(12)	(273)	(283)

*The net employee benefit asset in the United Kingdom metal packaging scheme as at December 31, 2024 and 2023 is included within non-current assets in the consolidated statement of financial position.



Movement in the present value of defined benefit obligations and fair value of plan assets:

	At December 31,			
	Obligations		Assets	
	2024 \$'m	2023 \$'m	2024 \$'m	2023 \$'m
At January 1,	(1,267)	(1,580)	984	1,325
Acquisition	—	(1)	—	—
Disposal	—	—	—	1
Interest income	—	—	48	55
Current service cost	(13)	(14)	—	—
Past service costs	(4)	(4)	—	—
Exceptional loss on PART Transaction (Note 4)	—	(7)	—	—
Exceptional past service charge (Note 4)	—	(3)	—	—
Interest cost	(59)	(66)	—	—
Administration expenses paid from plan assets	—	—	(1)	(1)
Remeasurements	51	(42)	(66)	26
Obligations/(assets) extinguished	—	398	—	(398)
Employer contributions	—	—	42	38
Employee contributions	(1)	(1)	1	—
Benefits paid	76	83	(76)	(83)
Exchange	18	(30)	(6)	21
At December 31,	(1,199)	(1,267)	926	984

The defined benefit obligations above include \$134 million (2023: \$142 million) of unfunded obligations. Interest income and interest cost above does not include net interest cost of \$4 million (2023: \$4 million) relating to other employee benefit obligations. Service costs above do not include current service costs of \$6 million (2023: \$6 million) and exceptional past service costs of \$nil (2023: \$1 million) relating to other employee benefit obligations.

An analysis of the assets held by the plans is as follows:

	At December 31,			
	2024 \$'m	2024 %	2023 \$'m	2023 %
	Equities/multi-strategy	384	41	472
Target return funds	117	13	123	12
Bonds	263	28	224	23
Cash/other	162	18	165	17
	926	100	984	100

The plan assets do not include any of the Company's ordinary shares, securities or other Group assets.

Investment strategy

The choice of investments takes account of the expected maturity of the future benefit payments. The plans invest in diversified portfolios consisting of an array of asset classes that attempt to maximize returns while minimizing volatility. The asset classes include equities, fixed income government and non-government securities and real estate, as well as cash.

Characteristics and associated risks

The Ardagh Glass Packaging North America pension plan covers both hourly and salaried employees. The plan benefits are determined using a formula which reflects an employee's years of service and either their final average salary or a dollar per month benefit level. The plan is governed by a Fiduciary Benefits Committee (the "Committee") which is appointed by the Company and contains only employees of Ardagh. The Committee is responsible for the investment of



the plan's assets, which are held in a trust for the benefit of employees, retirees and their beneficiaries, and which can only be used to pay plan benefits and expenses. The Committee is advised by independent actuaries and pension consultants and assets are managed externally by independent investment managers.

The defined benefit pension plan is subject to Internal Revenue Service ("IRS") funding requirements with actuaries calculating the minimum and maximum allowable contributions each year. The defined benefit pension plan currently has no cash contribution requirement due to the existence of a credit balance following a contribution of approximately \$200 million made in 2014. The Pension Benefit Guaranty Corporation ("PBGC") protects the pension benefits of employees and retirees when a plan sponsor becomes insolvent and can no longer meet its obligation. All plan sponsors pay annual PBGC premiums that have two components: a fixed rate based on participant count and a variable rate which is determined based on the amount by which the plan is underfunded.

Effective as of the end of the day on December 31, 2021, assets and liabilities for employees and former employees of Ardagh Metal Packaging Americas were transferred to a new plan, the Ardagh Metal Defined Benefit Plan. The Ardagh Metal Packaging Americas plan sponsors a defined benefit pension plan as a single employer scheme which is subject to Federal law ("ERISA"), reflecting regulations issued by the IRS and the U.S. Department of Labor. The Ardagh Metal Packaging Americas plan covers hourly employees only. Plan benefits are determined using a formula which reflects the employees' years of service.

The Group operates a number of defined benefit pension schemes in Germany. The pension plans in Germany operate under the framework of German Company Pension Law (BetrAVG) and general regulations based on German labor law. The entitlements of the plan members depend on years of service and final salary. Furthermore, the plans provide lifelong pensions. The plans are unfunded defined benefit plans. During the years ended December 31, 2021 and 2019, the Group elected to re-design its pension schemes in Germany, moving to a contribution oriented scheme.

The United Kingdom pension plans are trust-based funded final salary defined benefit schemes providing pensions and lump sum benefits to members and dependents. There is one United Kingdom pension plan in place relating to Ardagh Metal Packaging Europe. It is closed to new entrants and was closed to future accrual effective December 31, 2018. For this plan, pensions are calculated based on service to retirement, with members' benefits based on final career earnings. There are two United Kingdom pension plans in place in Ardagh Glass Packaging Europe. The United Kingdom pension plans relating to Ardagh Glass Packaging Europe have been closed to future accrual from March 31, 2013 and September 30, 2015 respectively. The pension plans are each governed by a board of trustees, which includes members who are independent of the Company. The trustees are responsible for managing the operation, funding and investment strategy. The pension plans are subject to the United Kingdom regulatory framework, the requirements of The Pensions Regulator and are subject to a statutory funding objective.

In June 2023, the U.K. High Court (Virgin Media Limited v NTL Pension Trustees II Limited) ruled that certain historical amendments, made between April 6, 1997 and April 5, 2016 (inclusive), for contracted-out defined benefit pension plans were invalid if they were not accompanied by the correct actuarial confirmation. The judgment was appealed and in July 2024, the U.K. Court of Appeal upheld the High Court decision.

This ruling could impact two of the Group's defined benefit schemes in the U.K.. In Ardagh Metal Packaging Europe, the scheme that closed to future accrual effective December 31, 2018, was contracted-out on a salary-related basis from its inception in 1979 until 2016. In Ardagh Glass Packaging Europe, the scheme that closed to future accrual effective March 31, 2013, was contracted-out on a salary-related basis from its inception in 1999 until March 31, 2013. The Group and trustees will continue to keep this matter. No adjustment has been made in the consolidated financial statements for the year ended December 31, 2024.



Assumptions and sensitivities

The principal pension assumptions used in the preparation of the consolidated financial statements take account of the different economic circumstances in the countries of operation and the different characteristics of the respective plans, including the duration of the obligations. The ranges of the principal assumptions applied in estimating defined benefit obligations were:

	United States		Germany		United Kingdom	
	2024	2023	2024	2023	2024	2023
	%	%	%	%	%	%
Rates of inflation	2.20 *	2.20 *	2.00	2.00	2.99	2.94
Rates of increase in salaries	2.50	3.00	3.00	3.20	2.65	2.55
Discount rates	5.75 - 5.87	5.34 - 5.37	3.32 - 3.57	3.37 - 3.45	5.55	4.80

* US assumptions listed under rates of inflation relate to Ardagh Metal Packaging pension schemes only.

Assumptions regarding future mortality experience are based on actuarial advice in accordance with published statistics and experience.

These assumptions translate into the following average life expectancy in years for a pensioner retiring at age 65 for the countries with the most significant defined benefit plans:

	United States		Germany		United Kingdom	
	2024	2023	2024	2023	2024	2023
	Years	Years	Years	Years	Years	Years
Life expectancy, current pensioners	22	22	23	22	21	21
Life expectancy, future pensioners	23	23	25	25	22	23

If the discount rate were to decrease by 50 basis points from management estimates, the carrying amount of the pension obligations would increase by an estimated \$69 million (2023: \$80 million). If the discount rate were to increase by 50 basis points, the carrying amount of the pension obligations would decrease by an estimated \$64 million (2023: \$74 million).

If the inflation rate were to decrease by 50 basis points from management estimates, the carrying amount of the pension obligations would decrease by an estimated \$27 million (2023: \$31 million). If the inflation rate were to increase by 50 basis points, the carrying amount of the pension obligations would increase by an estimated \$27 million (2023: \$31 million).

If the salary increase rate were to decrease by 50 basis points from management estimates, the carrying amount of the pension obligations would decrease by an estimated \$27 million (2023: \$33 million). If the salary increase rate were to increase by 50 basis points, the carrying amount of the pension obligations would increase by an estimated \$28 million (2023: \$32 million).

The impact of increasing the life expectancy by one year would result in an increase in the Group's liability of \$27 million at December 31, 2024 (2023: \$27 million), holding all other assumptions constant.

The Group's best estimate of contributions expected to be paid to defined benefit plans in 2025 is \$34 million (2024: \$33 million).



The principal defined benefit schemes are described briefly below as of December 31:

Nature of the schemes	Ardagh Metal Packaging			Ardagh Glass Packaging		
	United Kingdom*	Germany	North America	United Kingdom*	Germany	North America
	Funded	Unfunded	Funded	Funded	Unfunded	Funded
2024						
Active members	—	643	656	—	728	927
Deferred members	491	298	129	893	622	1,508
Pensioners including dependents	573	202	153	988	698	1,616
Weighted average duration (years)	12	15	14	13	4	10
2023						
Active members	—	723	699	—	764	1,171
Deferred members	589	244	113	1,092	642	1,584
Pensioners including dependents	531	181	135	885	730	1,424
Weighted average duration (years)	13	16	14	15	10	11

* Census data is updated every 3 years as part of the full valuation for purpose of the United Kingdom pension regulator.

The expected total benefit payments over the next five years are:

	2025	2026	2027	2028	2029	Subsequent five years
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Benefits	89	84	87	88	90	469

The contribution expense associated with the Group's defined contribution plans for 2024 was \$60 million (2023: \$58 million). The Group's best estimate of the contributions expected to be paid to these plans in 2025 is \$59 million (2024: \$59 million).

Other employee benefits

	At December 31,	
	2024	2023
	\$'m	\$'m
End of service employee benefits	2	3
Post-employment benefits	82	86
	84	89

End of service employee benefits principally comprise amounts due to be paid to employees leaving the Group's service in Poland and Italy.

Post-employment benefit obligations comprise amounts due to be paid under post-retirement medical schemes in Ardagh Glass Packaging North America, Ardagh Glass Packaging Africa and Ardagh Metal Packaging Americas, partial retirement contracts in Germany and other obligations to pay benefits primarily related to long-service awards.



21. Provisions and other liabilities

	At December 31,	
	2024	2023
	\$'m	\$'m
<i>Provisions</i>		
Current	100	102
Non-current	102	106
<i>Other liabilities</i>		
Non-current	8	10
	210	218

Provisions

	Restructuring	Other provisions	Total provisions
	\$'m	\$'m	\$'m
At January 1, 2023	1	172	173
Disposals	—	(1)	(1)
Provided	106	68	174
Released	(5)	(24)	(29)
Paid	(69)	(41)	(110)
Exchange	—	1	1
At December 31, 2023	33	175	208
Acquisition	—	2	2
Provided	59	65	124
Released	(6)	(24)	(30)
Paid	(64)	(32)	(96)
Exchange	(1)	(5)	(6)
At December 31, 2024	21	181	202

Provisions primarily relate to customer quality claims, legal, workers compensation and probable environmental claims of \$91 million (2023: \$86 million), and restructuring cost provisions of \$21 million (2023: \$33 million). In addition to the aforementioned, provisions include non-current amounts in respect of annual, long-term (three-year), cash bonus incentive programs for senior management of the Group, of approximately \$37 million (2023: \$23 million).

The restructuring provision relates to redundancy and other restructuring costs. Other provisions relate to probable environmental claims, customer quality claims, and specifically in Ardagh Glass Packaging North America, workers' compensation provisions.

The provisions classified as current are expected to be paid in the next twelve months. The remaining balance represents longer term provisions for which the timing of the related payments is subject to uncertainty.

Other Liabilities

AMPSA warrants are exercisable for the purchase of ordinary shares in AMPSA at an exercise price of \$11.50 over a five-year period. In accordance with IAS 32, those warrants have been recognized as a financial liability measured at fair value in the consolidated financial statements. For certain warrants issued to the former sponsors of Gores Holdings V, Inc. ("Private Warrants") a valuation was performed for the purpose of determining the financial liability. The valuation applied a Black Scholes model, using a key data input for the risk-free rate (4%) (December 31, 2023: risk-free rate 4%), with estimates for volatility (59%) (December 31, 2023: volatility 49%) and dividend yield. All other outstanding warrants



(“Public Warrants”) were valued using the traded closing prices of the AMPSA warrants. The estimated valuations of the liability at December 31, 2024, and December 31, 2023, were \$1 million and \$2 million, respectively. Changes in the valuation of the Public and Private Warrants of \$1 million have been reflected as exceptional finance income within net finance expense for the year ended December 31, 2024 (December 31, 2023: \$5 million). Any increase or decrease in volatility of 5% would not result in a significant change in the fair value of the Private Warrants at December 31, 2024 (December 31, 2023: \$nil).

In conjunction with the NOMOQ acquisition (Note 8 – Intangible assets), the Group has entered into put and call option arrangements for the acquisition of the outstanding non-controlling interest (“NCI”), part of which are treated as a compensation arrangement for accounting purposes, and could result in future payments to the holders of such NCI, depending on the future performance of NOMOQ. The Group has recognized the fair value of the obligation at December 31, 2024 of \$7 million (December 31, 2023: \$8 million) within other liabilities and provisions.

22. Trade and other payables

	At December 31,	
	2024 \$'m	2023 \$'m
Trade payables	1,567	1,818
Other payables and accruals	274	314
Other tax and social security payable	111	117
Payables and accruals for exceptional items	24	27
	1,976	2,276

The fair values of trade and other payables approximate the amounts shown above.

Other payables and accruals mainly comprise accruals for operating expenses. Value added tax payable of \$66 million (2023: \$66 million) is included in other tax and social security payable.

Trade Payables Processing

Certain of the Group’s suppliers have access to independent third-party payable processors. The processors allow suppliers, if they choose, to sell their receivables to financial institutions at the sole discretion of both the supplier and the financial institution. The Group does not direct or have any involvement in the sale of these receivables and availing of these arrangements is at the discretion of the supplier. As the original liability to our suppliers remains, including amounts due and scheduled payment dates, and is neither legally extinguished nor substantially modified, the Group continues to present such obligations within trade payables and includes payments to the processors within cash from operations.

The amount presented within trade payables at December 31, 2024* is \$111 million of which suppliers have received payments from the processors of \$111 million, with such payments being considered non-cash transactions for the Group. There were no significant non-cash changes in the carrying amount of trade payables subject to trade payables processing.

The range of payment due dates for trade payables that are part of the processing at December 31, 2024* are 60 – 150 days after the invoice date, with comparable trade payables that are not part of the processing being due 55 – 120 days after the invoice date. Within such ranges payments terms vary by jurisdiction and procurement category.

*The Group applied transitional relief available under Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7 and has not provided comparative information in the first year of adoption.



23. Cash generated from operating activities

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Loss from operations	(597)	(495)
Income tax charge	48	36
Net finance expense	585	516
Depreciation and amortization	901	848
Exceptional operating items	308	347
Share of post-tax loss in equity accounted joint venture	29	47
Movement in working capital	(25)	118
Transaction-related, start-up and other exceptional costs paid	(140)	(189)
Cash generated from operations	1,109	1,228

24. Non-controlling interests

Non-controlling interests represent approximately 24% of the total equity in the Group's subsidiary AMPSA as at December 31, 2024 (December 31, 2023: 24%) in addition to non-controlling interests related to the acquisition of NOMOQ as discussed further in Note 9 – Property, plant and equipment. The total equity attributable to non-controlling interests at December 31, 2024 is a deficit of \$97 million (December 31, 2023: deficit of \$41 million). Dividends of \$57 million have been paid to non-controlling interests during the year ended December 31, 2024 (December 31, 2023: \$57 million).

Summarized financial information, as of the date these consolidated financial statements were authorized for issue, for AMPSA for the year ended and as at December 31, 2024 is set out below:

	Year ended December 31,	
	2024 ⁽ⁱ⁾	2023 ⁽ⁱⁱ⁾
	\$'m	\$'m
Revenue	4,908	4,812
Expenses	(4,706)	(4,736)
Operating profit	202	76
Net finance expense	(192)	(147)
Profit/(loss) before tax	10	(71)
Income tax (charge)/credit	(13)	21
Loss after tax	(3)	(50)

- (i) The income statement for the year ended December 31, 2024 includes exceptional expense of \$16 million, in accordance with Ardagh accounting policy, primarily comprising of \$16 million in relation to restructuring, impairment, start-up and other costs, partly offset by \$13 million in respect of exceptional finance income relating to a gain on movements in the fair market values on the earnout shares, Public Warrants and Private Warrants. Also included is \$205 million of non-exceptional finance expense and \$449 million of depreciation and amortization.
- (ii) The income statement for the year ended December 31, 2023 includes exceptional expense of \$34 million, primarily comprising of \$92 million in relation to restructuring, impairment, start-up and other costs, partly offset by \$58 million in respect of exceptional finance income relating to a gain on movements in the fair market values on the earnout shares, Public Warrants and Private Warrants. Also included is \$205 million of non-exceptional finance expense and \$418 million of depreciation and amortization.



	At December 31,	
	2024	2023
	\$'m	\$'m
Non-current assets	3,832	4,164
Current assets ⁽ⁱⁱⁱ⁾	1,630	1,505
Total assets	5,462	5,669
Total equity	(136)	106
Non-current liabilities ^(iv)	4,150	4,041
Current liabilities ^(v)	1,448	1,522
Total liabilities	5,598	5,563
Total equity and liabilities	5,462	5,669

(iii) Includes cash, cash equivalents and restricted cash of \$0.6 billion (2023: \$0.4 billion).

(iv) Includes non-current financial liabilities (excluding other payables and provisions) of \$4.1 billion (2023: \$4.0 billion).

(v) Includes current financial liabilities (excluding trade and other payables and provisions) of \$0.2 billion. (2023: \$0.2 billion).

As at December 31, 2024, AMPSA had net debt of \$3.3 billion (2023: \$3.3 billion). There were no material share transactions in AMPSA during the year (2023: no material share transactions).

25. Dividends

	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Cash dividends on ordinary shares declared and paid by AMPSA:		
Interim dividends to NCI: \$0.10 per share	(57)	(57)
Cash dividends on ordinary shares declared and paid:		
Interim dividend	(108)	(132)
	(165)	(189)

The 2024 dividends approved and paid by AMPSA resulted in a cash outflow of \$57 million from the Group to non-controlling interests for the year ended December 31, 2024 (2023: \$57 million).

Dividends approved in 2024

On February 20, 2024, the board of directors of AMPSA (the “AMPSA Board”) approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on March 27, 2024 to shareholders of record on March 13, 2024.

On April 9, 2024, the Board approved a special dividend of \$0.49 per common share. The special dividend of \$108 million was paid on April 30, 2024 to shareholders of record on April 20, 2024.

On April 23, 2024, the AMPSA Board approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on June 26, 2024 to shareholders of record on June 12, 2024.



On July 23, 2024, the AMPSA Board approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on September 26, 2024 to shareholders of record on September 12, 2024.

On October 22, 2024, the AMPSA Board approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on December 19, 2024 to shareholders of record on December 5, 2024.

Dividends approved in 2023

On February 21, 2023, the AMPSA Board approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on March 28, 2023 to shareholders of record on March 14, 2023.

On April 25, 2023, the AMPSA Board approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$59 million was paid on June 28, 2023 to shareholders of record on June 14, 2023.

On April 26, 2023, the Board approved an interim dividend of \$0.60 per common share. The interim dividend of \$132 million was paid on June 28, 2023 to shareholders of record on June 14, 2023.

On July 25, 2023, the AMPSA Board approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on September 28, 2023 to shareholders of record on September 14, 2023.

On October 24, 2023, the board of directors of AMPSA (the “AMPSA Board”) approved an interim dividend of \$0.10 per ordinary share. The interim dividend of \$60 million was paid on December 20, 2023 to shareholders of record on December 6, 2023.

26. Related party transactions and information

(i) Interests of Paul Coulson

At December 31, 2024, ARD Holdings S.A., the ultimate parent of the Company, is controlled by Paul Coulson as a result of his 18.83% stake in ARD Holdings S.A. and his 52.44% stake in Yeoman Capital S.A., which in turn owns 33.88% of the equity interests in ARD Holdings S.A..

(ii) Common directorships

Gavin Coulson, Paul Coulson and Gerald Moloney are members of the board of directors of both Ardagh Group S.A. and ARD Holdings S.A. and they also serve as directors in the Yeoman group of companies.

(iii) Yeoman Capital S.A.

At December 31, 2024, Yeoman Capital S.A. owned 33.88% of the ordinary shares of ARD Holdings S.A..

(iv) Joint ventures

The joint ventures in which the Group holds interests are related parties and these are set out in further detail in Note 10 – Other non-current assets and Note 11 – Investment in equity accounted joint venture. There were no material transactions with joint ventures during the year ended December 31, 2024 (2023: no material transactions).

(v) Key management compensation

Key management are those persons who have the authority and responsibility for planning, directing and controlling the activities of the Group. Key management is comprised of the members who served on the Board and the Group’s executive leadership team during the reporting period. The amount outstanding at year end was \$8 million (2023: \$2 million).



	Year ended December 31,	
	2024	2023
	\$'m	\$'m
Salaries and other short-term employee benefits	13	11
Post-employment and other benefits	5	1
	18	12

In the event that certain performance-related targets are achieved in the period to December 31, 2026, which are not guaranteed and remain uncertain, a further \$5 million (2023: \$nil) could become payable under the Group's post-employment and other benefit arrangements.

(vi) Pension schemes

The Group's pension schemes are related parties. For details of all transactions during the year, please see Note 20 – Employee benefit obligations.

(vii) Related party balances

At December 31, 2024, the Group had a related party loan receivable balance of \$nil with ARD Finance S.A. (2023: \$43 million), \$3 million with ARD Holdings S.A. (2023: \$4 million) and \$1 million owing from related party joint ventures (2023: \$3 million). With the exception of this, and the balances outlined in (i) to (vi) above, there were no individual material balances outstanding with related parties at December 31, 2024.

(viii) Other related party transactions

At December 31, 2024, the Group had a \$5 million (December 31, 2023: \$4 million) investment in a venture capital fund (the "Fund") established to invest in high-growth beverage and food brands, where a director of the Company owns a significant interest in the Fund's general partner and investment manager.

(ix) Toggle Notes

In November 2019, ARD Finance S.A. issued (i) \$1,130 million aggregate principal amount of 6.500% / 7.250% Senior Secured Toggle Notes due 2027 (the "Dollar Toggle Notes"), and (ii) €1,000 million aggregate principal amount of 5.000% / 5.750% Senior Secured Toggle Notes due 2027 (the "Euro Toggle Notes," and together with the Dollar Toggle Notes, the "Toggle Notes"). A director of the Company holds certain of the Toggle Notes.



(x) Subsidiaries

The following table provides information relating to our principal operating subsidiaries, all of which are wholly-owned, at December 31, 2024:

Company	Country of incorporation	Activity
Ardagh Metal Packaging Manufacturing Austria GmbH	Austria	Metal Packaging
Ardagh Metal Packaging Trading Austria GmbH	Austria	Metal Packaging
Ardagh Metal Packaging Brasil Ltda.	Brazil	Metal Packaging
Ardagh Indústria de Embalagens Metálicas do Brasil Ltda.	Brazil	Metal Packaging
Ardagh Glass Holmegaard A/S	Denmark	Glass Packaging
Ardagh Glass Packaging Ethiopia Share Company	Ethiopia	Glass Packaging
Ardagh Metal Packaging Trading France SAS	France	Metal Packaging
Ardagh Metal Packaging France SAS	France	Metal Packaging
Ardagh Glass GmbH	Germany	Glass Packaging
Heye International GmbH	Germany	Glass Engineering
Ardagh Metal Packaging Trading Germany GmbH	Germany	Metal Packaging
Ardagh Metal Packaging Germany GmbH	Germany	Metal Packaging
Ardagh Glass Sales Limited	Ireland	Glass Packaging
Ardagh Glass Italy S.r.l.	Italy	Glass Packaging
Ardagh Glass Packaging Kenya Limited	Kenya	Glass Packaging
Ardagh Glass Dongen B.V.	Netherlands	Glass Packaging
Ardagh Glass Moerdijk B.V.	Netherlands	Glass Packaging
Ardagh Metal Packaging Trading Netherlands B.V.	Netherlands	Metal Packaging
Ardagh Metal Packaging Netherlands B.V.	Netherlands	Metal Packaging
Ardagh Glass Packaging Nigeria Limited	Nigeria	Glass Packaging
Ardagh Glass Poland Sp. z o.o	Poland	Glass Packaging
Ardagh Metal Packaging Trading Poland Sp. z o.o	Poland	Metal Packaging
Ardagh Metal Packaging Poland Sp. z o.o	Poland	Metal Packaging
Ardagh Glass Packaging South Africa (Pty) Limited	South Africa	Glass Packaging
Ardagh Metal Packaging Trading Spain SLU	Spain	Metal Packaging
Ardagh Metal Packaging Spain SLU	Spain	Metal Packaging
Ardagh Glass Limmared AB	Sweden	Glass Packaging
Ardagh Metal Packaging Europe GmbH	Switzerland	Metal Packaging
Ardagh Glass Limited	United Kingdom	Glass Packaging
Ardagh Metal Packaging Trading UK Limited	United Kingdom	Metal Packaging
Ardagh Metal Packaging UK Limited	United Kingdom	Metal Packaging
Ardagh Metal Packaging USA Corp.	United States	Metal Packaging
Ardagh Glass Inc.	United States	Glass Packaging
Ardagh Glass Packaging Inc.	United States	Glass Packaging



27. Principal Accountant Audit Fees and Services

PricewaterhouseCoopers have acted as our principal accountant for the years ended December 31, 2023 and December 31, 2024.

The following table summarizes the total amounts charged for professional fees rendered in those periods:

	Year ended December 31,	
	2024	2023
	(in \$ millions)	
Audit services fees	10	10
Audit-related and tax services fees	1	1
Total	11	11

28. Contingencies

Environmental issues

The Group is regulated under various national and local environmental, occupational health and safety and other governmental laws and regulations relating to:

- the operation of installations for manufacturing container glass;
- the operation of installations for manufacturing of metal packaging and surface treatment using solvents;
- the generation, storage, handling, use and transportation of hazardous materials;
- the emission of substances and physical agents into the environment;
- the discharge of waste water and disposal of waste;
- the remediation of contamination;
- the design, characteristics, collection and recycling of its packaging products; and
- the manufacturing, sale and servicing of machinery and equipment for the container glass and metal packaging industries.

The Group believes, based on current information, that it is in substantial compliance with applicable environmental laws and regulations and permit requirements. It does not believe it will be required, under existing or anticipated future environmental laws and regulations, to expend amounts, over and above the amounts accrued, which will have a material effect on its business, financial condition or results of operations or cash flows. In addition, no material proceedings against the Group arising under environmental laws are pending. Finally, the Group believes that the potential impact of climate change, including permit compliance, property damage and business disruption, on the Group has not resulted in a contingent obligation as of December 31, 2024.

Legal matters

The Group is involved in certain legal proceedings arising in the normal course of its business. The Group believes that none of these proceedings, either individually or in aggregate, will have a material adverse effect on its business, financial condition, results of operations or cash flows.



29. Events after the reporting period

On January 10, 2025, Ardagh Glass Packaging Europe & Africa announced the permanent closure of its idled Drebkau glass production facility in Germany in response to market conditions, with demand being serviced from the Group's other production facilities.

On February 4, 2025, in response to market conditions, Ardagh Glass Packaging North America announced that it will permanently close its Dolton (Illinois) glass production facility in May 2025. Customers impacted by this closure will continue to be supplied from Ardagh's remaining U.S. production network.

On February 25, 2025, the board of directors of AMPSA approved an interim dividend of \$0.10 per ordinary share. The interim dividend will be paid on March 27, 2025, to shareholders of record on March 13, 2025.

