



Sustainability at Ball

A Sustainable Enterprise for 132 Years

“Sustainability is absolutely critical to Ball’s longevity. Economic vitality, reducing our environmental footprint, recycling, safety – key elements that make up the triple bottom line – have been, and will continue to be, daily life for us.”



John A. Hayes
President and CEO
Ball Corporation



Reporting and Recognition

Sustainability Reporting

- 3rd report published in May 2012
- Focus on six corporate and six operational sustainability priorities
- Details about our approach, performance and future goals
- Visit ball.com for latest updates

Recognition

- Member [FTSE4Good](#) since March 2009
- [SAM](#) 2012 Bronze Class Sustainability Leader
- Included in [maplecroft's](#) 2012 100 Climate Innovation Index Leaders
- Included in [Calvert](#) Social Index in 2011
- Included in [CRO Magazine's](#) 2011 Top 100 Corporate Citizens List



FTSE4Good



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Drive for 10 & Sustainability



We know who we are.

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

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



We know where we are going.

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

- > Maximizing value in our existing businesses
- > Expanding into new products and capabilities
- > Aligning ourselves with the right customers and markets
- > Broadening our geographic reach
- > Leveraging our know-how and technological expertise to provide a competitive advantage



We know what is important.

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

Customer Focus

We must be viewed as a strategic partner at each of our key customers.

Operational Excellence

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

Innovation &

Business Development

We must identify and drive profitable growth.

People and Culture Focus

We must have the best people, providing them the right support, rewards and growth opportunities to thrive.

Sustainability

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



Ball's Sustainability Vision

By balancing economic, environmental and social impacts in our decision making and activities, we will create long-term, shared value for our stakeholders and for Ball Corporation.

Ball's Sustainability Priorities

Corporate
Priorities



Innovation



Operations



Talent
Management



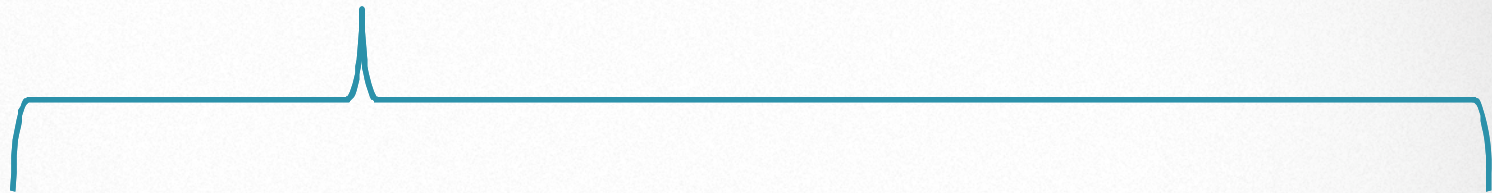
Recycling



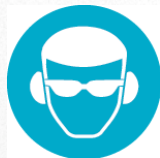
Supply Chain



Community



Operational
Priorities
(„Big 6“)



Safety



Electricity



Gas



Water



Waste



VOCs



Corporate Priorities (excl. Operations)



Innovation

[Drive for 10 Link](#)

By introducing product innovations and embracing new technologies, we create new value opportunities for our customers and ourselves. This drives profitable growth and reduces the environmental footprint of our products.

[2012-2013 Goals](#)

- Market launch of ReAI™ slugs and cans in major markets
- Reduce aluminum use by about 6,800 metric tons in North American beverage operations (assuming stable production volumes)
- Launch of the “Operational Land Imager” satellite



Talent Management

[Drive for 10 Link](#)

By developing and inspiring great talent at Ball, we create tremendous long-term success for our employees, our company and other stakeholders. This, in turn, enables us to acquire, assess, develop and engage the best talent to help us grow.

[2012-2013 Goals](#)

- Conduct first global employee engagement survey
- Enhance overall employee engagement index
- Evaluate employees’ perceptions on our diversity
- Complete roll out of global HR information system
- Fully deploy integrated succession planning process



Recycling

[Drive for 10 Link](#)

By developing and supporting innovative, effective recycling programs and educational campaigns, we substantially reduce the environmental footprint of our products. This ensures that metal packaging remains the sustainable solution and positively influences its image.

[2012-2013 Goals](#)

- Work with industry partners to increase the U.S. beverage can recycling rate to 75 percent by 2015
- Expand the geographic reach of “every can counts” programs
- Extend “metalmatters” to approximately 2 million households in the U.K.



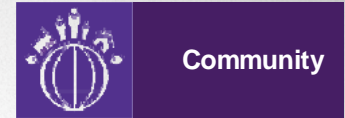
Supply Chain

[Drive for 10 Link](#)

By better understanding environmental and social risks and opportunities in our diverse supply chain, we can balance commercial imperatives and sustainability efforts. This enhances our long-term competitiveness and our ability to create shared value for all of our stakeholders.

[2012-2013 Goals](#)

- Implement robust supply chain sustainability program, including metrics and goals
- Global alignment of our sustainability related standards for all key suppliers
- Expand and further enhance collaboration with stakeholders in our supply chain



Community

[Drive for 10 Link](#)

A healthy business depends on thriving communities. Through corporate giving and volunteerism we invest in the future of the communities that sustain us all.

[2012-2013 Goals](#)

- Measure community impact achieved through Ball Foundation grants
- Drive global community engagement strategy
- Enhance employee matching gift, giving and volunteer programs



Operational Priorities



[Drive for 10 Link](#)

[2012-2013 Goals](#)



Safety

A safe work environment has the highest priority at Ball. Through the commitment of all our employees and the use of varied safety tools, we continue to improve our safety performance, also leading to improved productivity.

- Reduce total recordable incident rate by 15 percent each year
- Initiate safety culture change process in at least six more manufacturing plants



Energy

By implementing energy management systems and leveraging our know-how and technological expertise, we continue to increase energy efficiency in our processes. This maximizes the value of our operations and reduces our corporate carbon footprint.

- Improve energy efficiency by 5.1 percent in our can businesses, by 1.3 percent in our slug business and maintain growth below 2.3 percent in our aerospace business
- Reduce global greenhouse gas emissions by 10 percent by 2015 (2010 baseline)



Water

By measuring and better understanding water use in our operations, we drive efficiencies in our processes and protect the environment. This minimizes risks related to water-stressed situations that could affect business continuity for Ball and partners in our supply chain.

- Improve water efficiency by 7.2 percent in our can businesses, by 6.1 percent in our slug business, by 11.1 percent in our extruded aluminum packaging business and maintain 0 percent growth in our aerospace business



Waste

By managing our waste streams effectively and sharing best practices, we reduce the amount of waste we generate and increase the percentage of recycling. As a result, we make best use of all incoming materials and maximize value creation.

- Reduce waste to landfill by another 10 percentage points, increase recycling by 10 percentage points and add 10 more facilities to our zero waste to landfill list in North America
- Reduce total waste generated per unit of production in our European beverage can business by 10 percent



VOCs

By reducing our VOC emissions through new technologies and optimization of our processes, we continue to reduce air emissions and increase efficiencies in our facilities.

- Keep the amount of released VOC emissions on a per unit of production basis in our can businesses on the 2011 level



Corporate Sustainability Management

Sustainability Steering Committee

- To ensure sustainability is aligned and integrated with Ball's long-term business strategy (Drive for 10), we created an executive level sustainability steering committee in 2009.

Sustainability Data Collection

- To ensure that we continuously improve our sustainability performance, we implemented a global data collection system in 2009 that supports accurate, consistent and timely data collection.

Sustainability Goals

- To ensure measurable progress and to hold ourselves accountable, each Ball division commits to two-year sustainability goals that are aggregated to corporate goals.

External Sustainability Initiatives

- To ensure that we exchange ideas with other stakeholders, we are a member of initiatives such as the Sustainable Packaging Coalition and Department of Energy's Save Energy Now program.



Metal Packaging

- Metal cans are the **most recycled** container in the world
- All metal containers are **100% recyclable** and can be recycled infinitely with no loss of quality
- Metal recycling infrastructure has been well established for decades and is environmentally effective and **economically efficient**
- Metal packaging is a highly **efficient and economic** package to produce, fill and distribute
- Metal packaging is **lightweight, convenient, unbreakable** and provides superior product protection



Reducing the Environmental Footprint



There are two key parameters influencing the environmental footprint of metal packaging:

1. Packaging Weight

Lighter container

=

Lower environmental footprint



2. Recycling Rate

Higher recycling rate

=

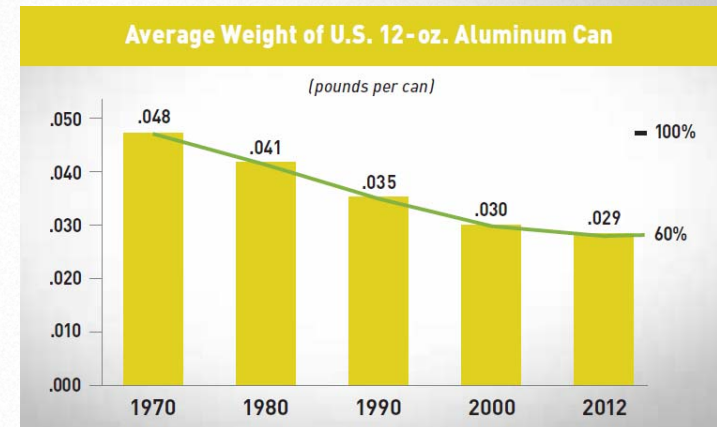
Lower environmental footprint



Innovation



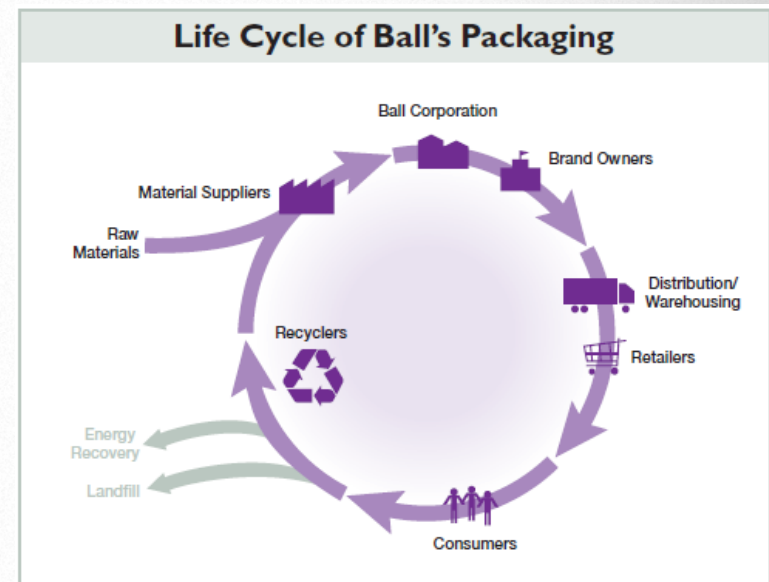
- Since 1970, the weight of Ball's 12oz can and end package has been reduced by approximately **40%** in the U.S.
- Steel food cans are **33%** lighter than 25 years ago
- In 2011, we completed a **lighter-weight can end** project in the U.S. (saving 10,076 tons of aluminum annually – equivalent to removing 26,500 cars from the road)
- Ball's **ReAl™** technology breakthrough will allow the company to lightweight its extruded aluminum aerosol packaging by as much as 10 percent, with further lightweighting expected in the future



Life Cycle Thinking



- Ball is part of a much larger **supply chain**
- It is vital that we **work together** with suppliers, customers and others to improve our packaging
- We must avoid solving one problem only to create a new one at another stage of the **life cycle**
- Lightweighting, for example, benefits the environment as long as food and beverage spoilage do not increase during transport
- Together with industry partners, we have conducted **life cycle assessments** for our products in our major markets



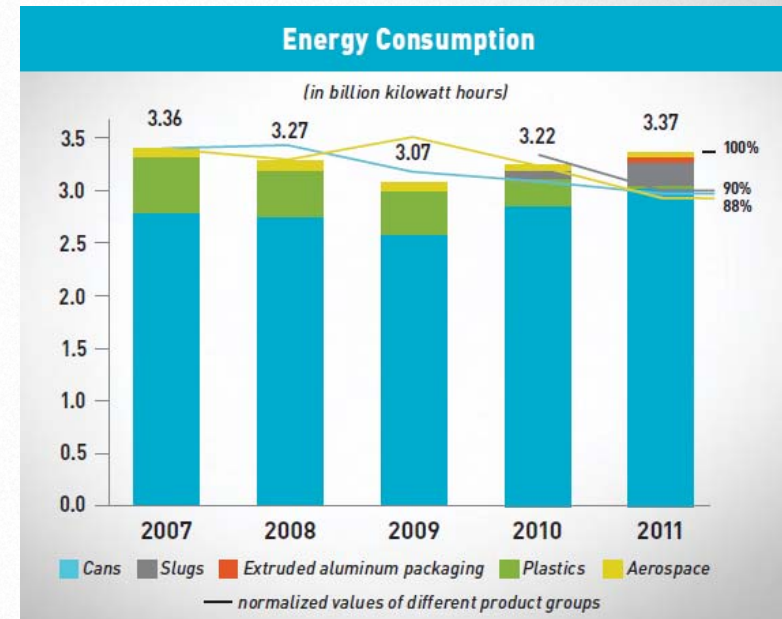
Energy



- Improved energy efficiency during 2010/2011 by
 - 6.2% in can businesses
 - 10% in slug business
 - 16.3% in aerospace business
- Exceeded our 10-year greenhouse gas emissions reduction goal by achieving 18% by 2010 (2002 baseline)
- By 2015, we aim to reduce our normalized GHG emissions by another 10% (2010 baseline)

**\$ INVESTED GLOBALLY
IN ENERGY EFFICIENCY
MEASURES IN
2010/2011:**

\$12M

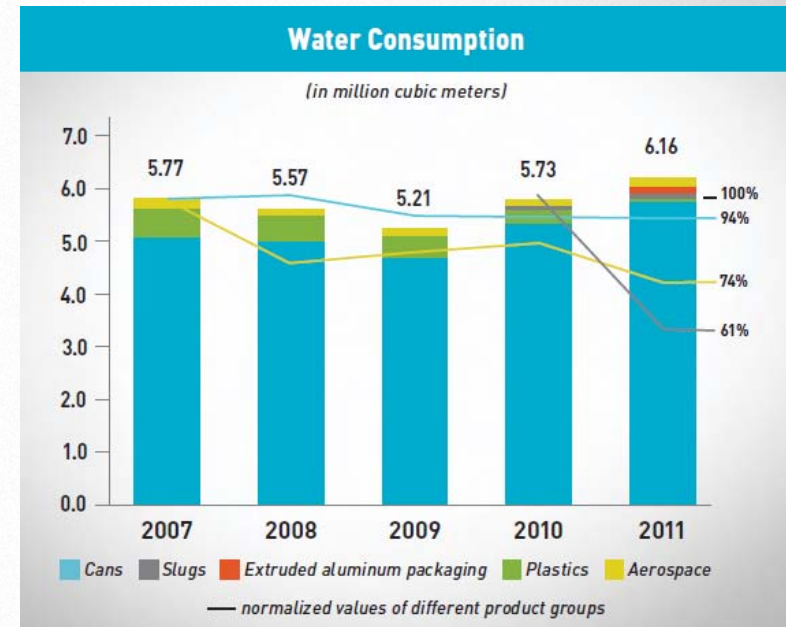


Water



- Improved water efficiency during 2010/2011 by
 - 0.8% in can businesses
 - 39% in slug business
 - 12% in aerospace business
- Installed **electronic water meters** at main consuming equipment in our North American beverage can operations, allowing for continuous monitoring and improvements

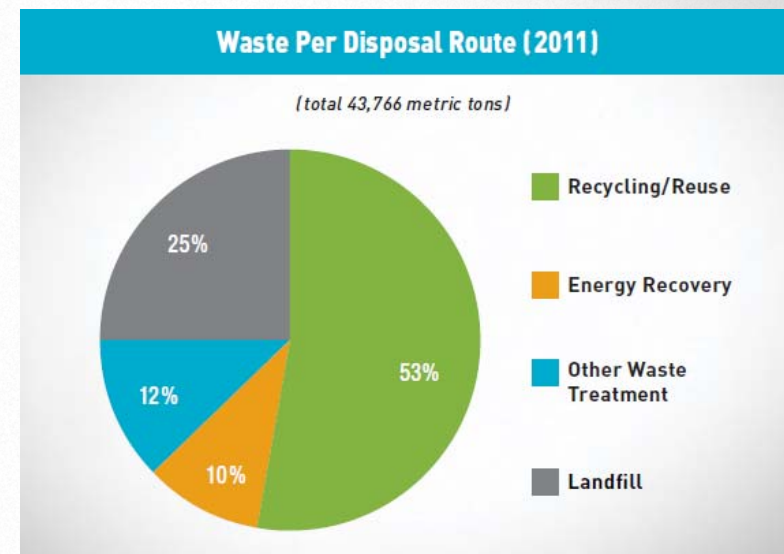
7 PLANTS IMPROVED
WATER USE EFFICIENCY
IN 2011 BY MORE
THAN:
10% 



Waste



- Generated **43,766 metric tons** of waste in 2011 (excluding production scrap which is 100% recycled)
- During 2010/2011, we
 - reduced waste to landfill in North America by **18%**
 - reduced waste to landfill in Europe by **58%**, now sending only **1.6%** of our total waste to landfill



PLANTS THAT SENT ZERO WASTE TO LANDFILL IN 2011:

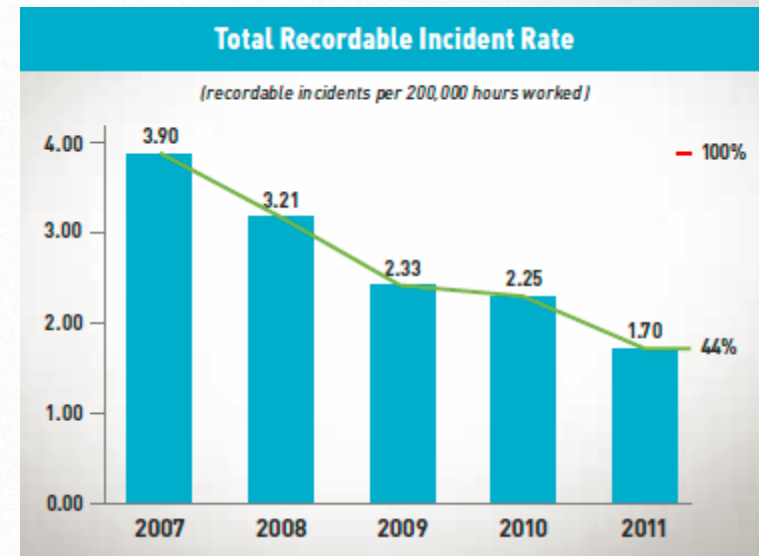
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Safety



- Reduced our **total recordable incident rate** (recordable incidents per 200,000 hours worked) during 2010/2011 by **27%**
- Ball utilizes **behavior-based-safety**, which enlists employees at all levels to monitor behaviors and use checklists to document actions
- We started implementing a long-term **safety culture change** process to address the hidden beliefs, norms and assumptions that govern behavior



GLOBAL MANUFACTURING
OPERATIONS THAT
REPORTED ZERO
RECORDABLE
INCIDENTS IN 2011:

10



Metal Recycling



- The production of secondary metals requires only a fraction of the energy used for virgin metals
- Recycling metals saves
 - up to **74%** of the energy required to produce virgin steel
 - up to **95%** of the energy used for virgin aluminium
- The main benefits of recycling are saving **primary resources** and **energy**
- Once recycled, the environmental benefits are the same, no matter what the new product is
- Empty steel aerosol and paint cans are recyclable



Recycling Rates



- Recycling rates vary broadly from region to region
- In several countries we have rigid metal packaging recycling rates **above 90%**
- Metal cans are the **most valuable containers** in the recycling stream
- Metal cans often subsidize the recycling of other packages with little or no value
- An efficient **recycling infrastructure** has been installed in most regions
- In several countries the **challenge** is to collect used packaging
- Nearly **75%** of all aluminum and more than **80%** of all steel ever produced is still in use today

Region	Aluminum Beverage Can	Steel Packaging
Argentina	91% (2009)	*
Brazil	98% (2009)	49% (2007)
China	99.5%** (2009)	75% (2007)
Europe	64% (2009)	71% (2010)
North America	58% (2010)	67% (2010)



Ball's Support of Recycling



Partners with U.S. communities to improve participation in curbside recycling (results: 23% increase in volume, 18% in participation)



Ball launched foundations in Poland (1995), Serbia (2004) and China (2008) to promote environmental education and recycling of beverage cans



(everycancounts.co.uk)

Program started in the United Kingdom, France, Austria, Hungary and Romania with other countries pending; high profile “branded” campaign to increase out-of-home collection rates



Program started in the United Kingdom to overcome barriers to recycle at home



Talent Management



- During 2010/2011, we
 - created a global talent management function to develop and **harmonize best practices** from across all operating divisions
 - began roll out of a global human resource information system that provides **consistent tools** utilized throughout our operations
 - deployed global talent performance **appraisal process** to identify our best talent around the world and develop plans for their growth



Supply Chain



- During 2010/2011, Ball's **Supplier Guiding Principles** were accepted by all major suppliers
- Our total spend with **minority and women-owned businesses** was \$45 million in 2011 in North America (~1.5% of total spend)
- Ball became the first "**SmartWay** Transport Partner" within the packaging industry in 2009, helping to significantly increase fuel efficiencies of our carriers



PERCENTAGE OF OUR
GLOBAL SOURCING
VOLUME FROM
COUNTRIES WITHIN
THE OECD:

~90%



Community



- In 2010, we formed the [Ball Foundation](#) and developed a global community investment strategy
- We contributed more than [\\$6.5 million](#) to our communities around the world during 2010/2011
- The global, reported employee [volunteer hours](#) increased nearly 30 percent during these two years



**Questions?
Feedback?
Suggestions?**
sustainability@ball.com

© Ball Corporation | 10 Longs Peak Drive | Broomfield, Colorado 80021 | 303-469-3131 | www.ball.com

