

Ardagh Metal Packaging

Investor Presentation

November 2025

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Today's Agenda

- 1 Business Overview**

- 2 Key Investment Highlights**

- 3 Historical Financials**

- 4 Appendix**



Executive Summary

Background

- Ardagh Metal Packaging (“AMP” or the “Company”) is a **leading global producer of sustainable beverage cans**, operating 23 production facilities across 9 countries and holding a **#2⁽¹⁾ market position in Europe⁽²⁾ and #3⁽¹⁾ in North America and Brazil**
 - The Company has a **well-invested global and agile platform, located close to customers’ plants** – between 2021 and 2024, AMP has **invested \$1.8bn⁽³⁾ in growth investment, focusing on expanding capacity**, reinforcing its position as a key partner to major beverage brands worldwide
- AMP operates in the **large, growing and resilient beverage can market**, which is **characterized by stable demand, customer stickiness and growing emphasis on sustainability**. The beverage can industry also benefits from **long-term structural growth drivers such as share gain from other substrates** and beverage innovation
- The Company has a **strong financial profile**, reporting **~\$5.3bn in revenue and \$737m in Adjusted EBITDA for LTM Sep-25**, with robust **cash conversion of ~83%⁽⁴⁾**
 - This performance has been supported by the Company’s **strong market positions, a resilient revenue exposure to non-cyclical end markets, operating cost discipline and contractually agreed input cost pass-through mechanisms**

(1) Company estimates.

(2) Excluding Russia, where AMP has no presence.

(3) Includes growth investment lease additions.

(4) Cash conversion defined as (Adjusted EBITDA – Maintenance Capex) / Adjusted EBITDA.



1. Business Overview

Ardagh Metal Packaging (AMP) is a Leading Global Beverage Can Producer

Leading Beverage Can Producer...



Top 2 / 3 **market leadership** position in Europe⁽¹⁾, North America and Brazil



Sustainability advantages support growth, with **highly recyclable products**, validated by an **EcoVadis Platinum⁽²⁾** rating



Resilient sector with strong secular tailwinds and consistent volume growth



High share of specialty can as % of total volume



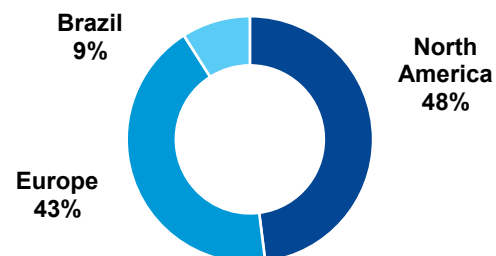
Multi-year contracts with embedded input cost pass-through mechanisms



Well-invested and agile platform

...With Global Presence and Focus on Specialty...

Revenue by Region⁽³⁾



Volume by Product⁽⁴⁾



Product Overview



...And a Compelling Financial Profile



\$5.3bn
LTM Q3 2025 Revenue



\$737m
LTM Q3 2025 Adjusted EBITDA



3%
LTM Q3 2025 Volume Growth (YoY)



83%
LTM Q3 2025 Cash Conversion⁽⁵⁾



~\$1.8bn
Growth Investment⁽⁶⁾ between 2021 and 2024



23 Production Facilities
in **9** Countries

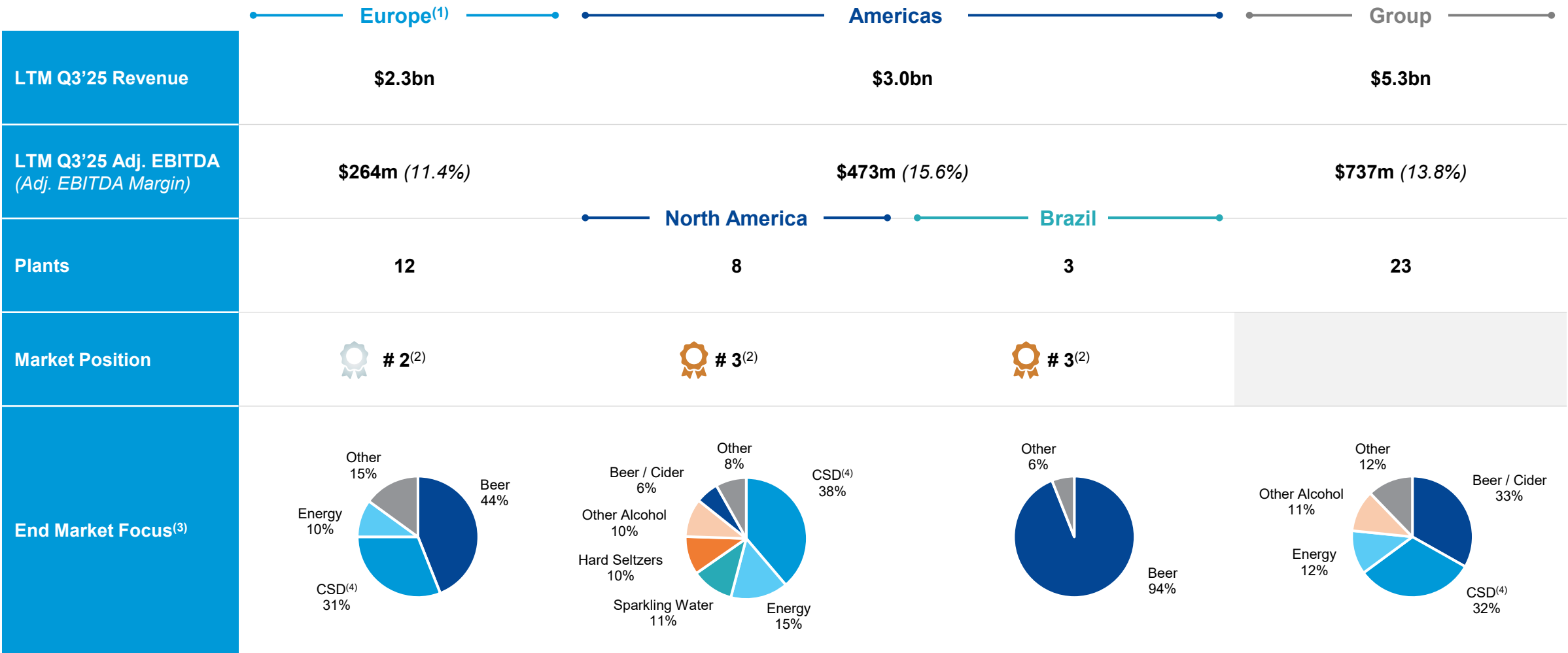


~50bn
Beverage Can Capacity⁽⁷⁾

(1) Excluding Russia, where AMP has no presence. (2) Ardagh Group EcoVadis rating. (3) LTM Q3 2025. (4) As of YTD Q3 2025. AMP defines specialty cans as all cans other than 12-ounce 211 diameter cans in the Americas, and all cans other than 330ml and 500ml 211 diameter cans in Europe. Specialty mix considering industry definition, i.e. including 500ml cans in Europe. Excluding 500ml cans, specialty mix was 51%. (5) Cash conversion defined as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA. (6) Includes growth investment lease additions. (7) Nominal capacity as of September 2025.

Source: Company information.

#2 Supplier of Aluminium Beverage Cans in Europe⁽¹⁾ and #3 in North America and Brazil



2. Key Investment Highlights



AMP Presents a Compelling Story

- 1** Leading pure-play beverage can player with well-established market positions
- 2** Resilient beverage can sector serving stable end markets, benefitting from structural tailwinds
- 3** Leadership in sustainability, securing the future with infinitely recyclable products
- 4** Long-term partner to blue-chip customers and globally renowned brands under multi-year cost pass-through contracts
- 5** Leading design and innovation capabilities, positioned at the forefront of evolving market dynamics
- 6** Well invested platform through significant growth investments over the last several years, creating competitive moats and paving the way for organic growth
- 7** Attractive financial profile and robust cash flow generation
- 8** Highly experienced management team with a strong track record of operational excellence

1 Leading Pure-play Beverage Can Player with Well-established Market Positions

AMP is a Leading Player in a Large and Consolidated Market with Strong Market Positioning

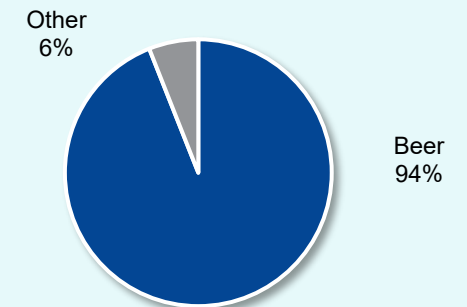
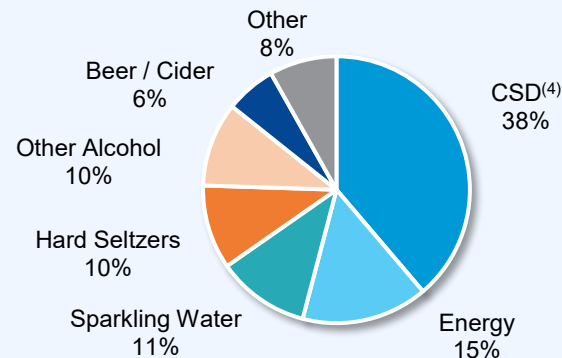
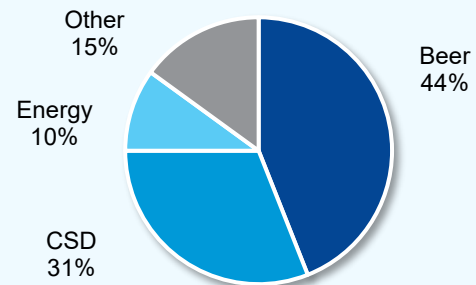
x% Share of LTM Q3 2025 revenue



AMP's Market Position⁽²⁾



AMP's End Market Exposure⁽³⁾



(1) Excluding Russia, where AMP has no presence. (2) Company estimates.

(3) Based on YTD Q3 2025 volumes. (4) Carbonated Soft Drinks.

Source: Company information, Management estimates.

Resilient Beverage Can Sector Serving Stable End Markets, Benefitting From

2 Structural Tailwinds

Large, Growing and Resilient Beverage Can Market

x% Share of LTM Q3 2025 revenue



Long-term Market CAGR⁽²⁾

LSD / MSD%



LSD%



MSD%

Growth Drivers for AMP

- ✓ **Market shift** from glass and PET to **aluminum beverage cans** driven by **sustainability** and beverage can's **cost competitiveness**
- ✓ **Low can penetration rate** in Europe
- ✓ Further **investment in existing plant footprint**

- ✓ **Market shift** from glass and PET to **aluminum beverage cans** driven by **sustainability** and beverage can's **cost competitiveness**
- ✓ **High rate of innovation** being launched in beverage cans
- ✓ Higher exposure to **fast growing categories**

- ✓ **Market shift** from two-way glass packaging to **one-way packaging**, especially aluminum beverage cans
- ✓ **Good mix** of **global** and **regional customers**
- ✓ **Higher specialty mix**
- ✓ **Growth into existing footprint**

(1) Excluding Russia, where AMP has no presence.

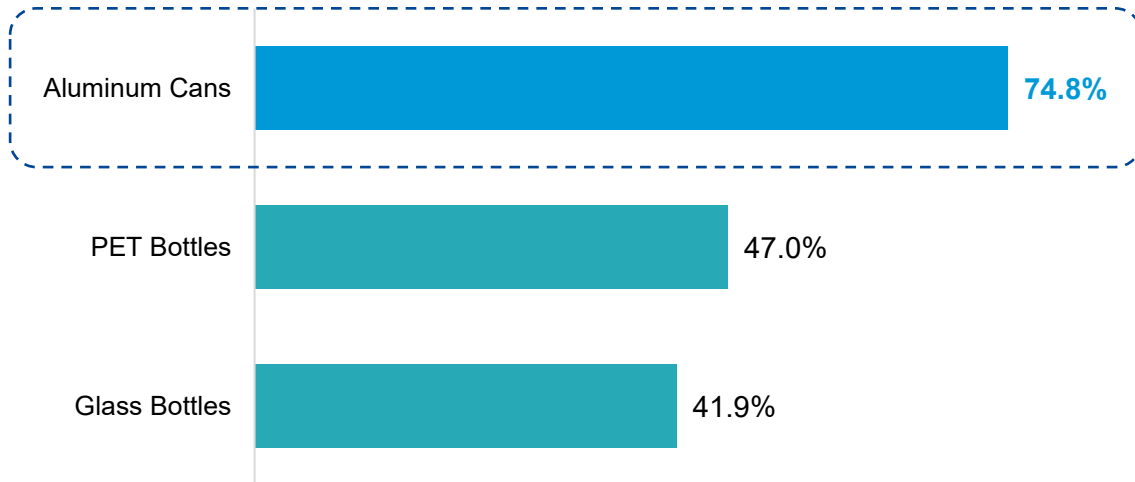
(2) Company estimates.

Source: Company information, Management estimates.

③ Leadership in Sustainability, Securing the Future with Infinitely Recyclable Products

Beverage Cans Have the Highest Recycling Rate...

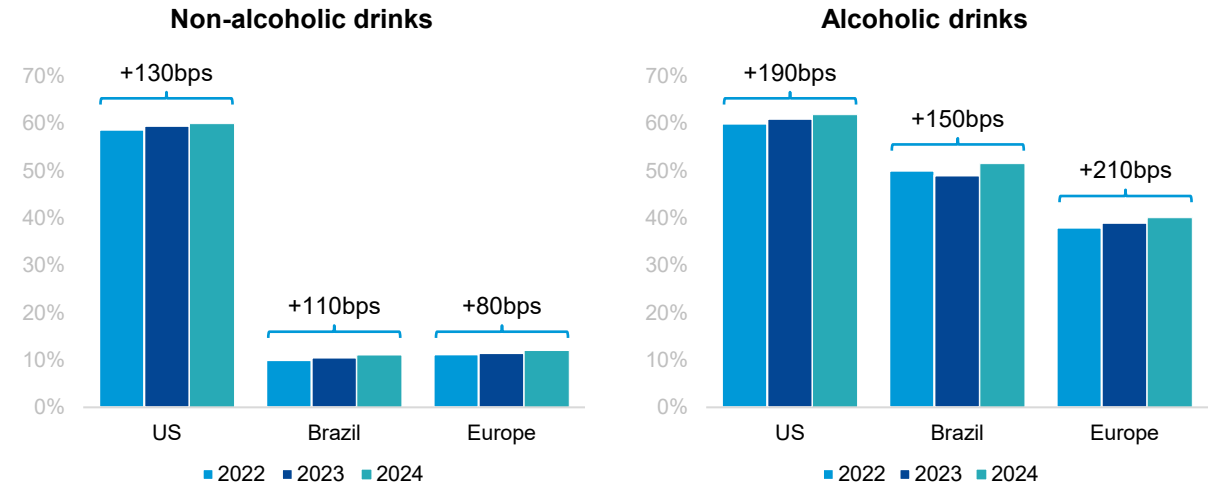
Global recycling rates, as of 2025⁽¹⁾



- ✓ Aluminum beverage cans have the highest global recycling rate
- ✓ Customers are committed to environmental targets and decarbonization

...and Are Gaining Market Share...

Beverage cans as an overall % of beverage packaging market⁽²⁾



...with AMP's Sustainability Leadership, Well Recognized



Awarded a Platinum rating⁽³⁾ by EcoVadis for Sustainability



B ratings for Climate Change and Water Management, and an A rating for Supplier Engagement from global not-for-profit CDP

Increased use of beverage cans enables AMP's customers to achieve their decarbonization targets, supporting market resilience

(1) Eunomia 2025 market study.

(2) Based on NielsenIQ data.

(3) Ardagh Group EcoVadis rating.

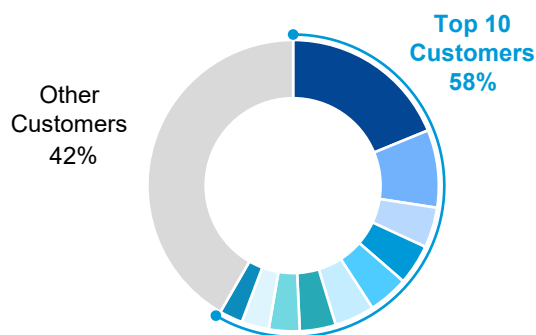
Source: Company information, Eunomia Global Beverage Recycling market report, Nielsen IQ.

Long-term Partner to Blue-chip Customers and Globally Renowned Brands Under

4 Multi-year Cost Pass-through Contracts

Attractive and Diverse Customer Base

(Share of 2024 global volumes)



More than **two decades** of **entrenched relationship** with AMP's **#1 customer**

Several customers in Top 10 with **>10 year-relationships**, indicating **high customer stickiness** and **continuous renewals**

>80% of revenue backed by multi-year supply agreements, ranging from **2 to 7 years in duration** and generally providing for **pass-through of metal price fluctuations** as well as a mechanism for the recovery of non-metal input cost inflation

Key Attributes

- ✓ Attractive **mix of long-term relationships** and **new customers and brands**
- ✓ **Strong contractual relationships**, typically 3-4 years, with **high renewal rates**
- ✓ **Embedded cost pass-through** protects from fluctuations in input prices
- ✓ Ability to provide **standard and numerous specialty formats**
- ✓ **Close to fillers** – able to serve **global, regional and emerging brands** in key geographies
- ✓ **Well invested operational capabilities** to meet client supply requirements
- ✓ Leading **design and innovation** capabilities

AMP's long-term contractual customer relationships, supported by leading operational capabilities and embedded cost pass-through, drive resilient profitability

Leading Design and Innovation Capabilities, Positioned at the Forefront of Evolving Market Dynamics

Quality Beverage Can Solutions⁽¹⁾ ...

Standard



Specialty



...With Leading Design and Innovation Capabilities...

Major Innovation Projects

Matte Impact

Visual and sensory enhancement
drawing customer's eye at point of sale

Thermo Impact

Enhances design opportunities and facilitates interaction with consumers at point of sale

Nitro Beverage Can

Unique tab-opening **sound**, distinctive, cascading **pour**, creamy **foam** and enhanced **texture** and **mouth feel**

Embossed Feel

Highlights key details in overall design allowing product to stand out at point of sale

Digital Printing

Ink-to-can printing technique eliminates need for wasteful plastic stickers with **no minimum order quantities**

Variable Print

Allows brands to easily **adapt to time-sensitive events** and enabling **unique collectable programs**

...Positioned For Latest Trends



Product premiumization



Customization capability



Recloseable ends



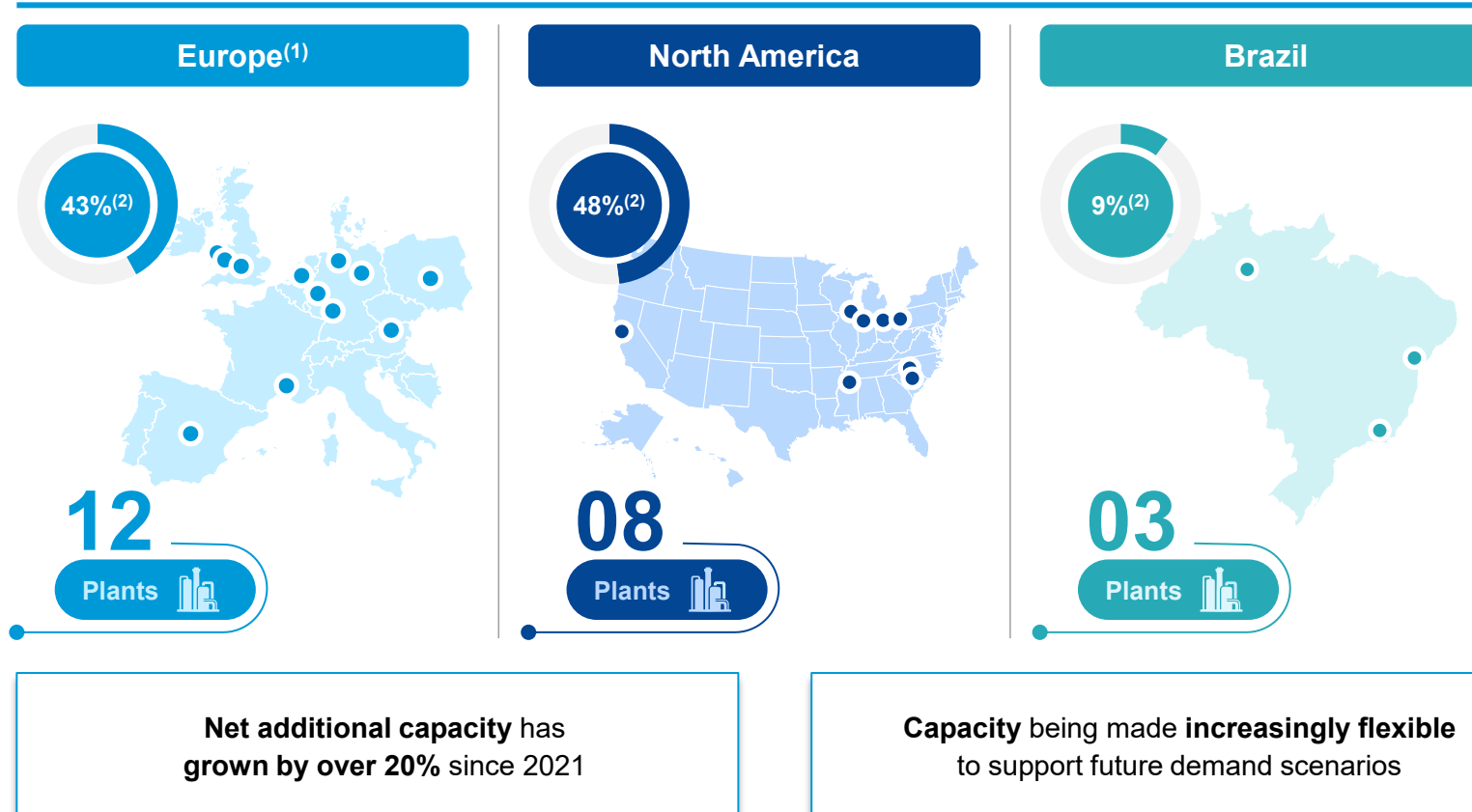
High growth segments

Ideally positioned to benefit from premiumization and customization trends while catering to high growth categories

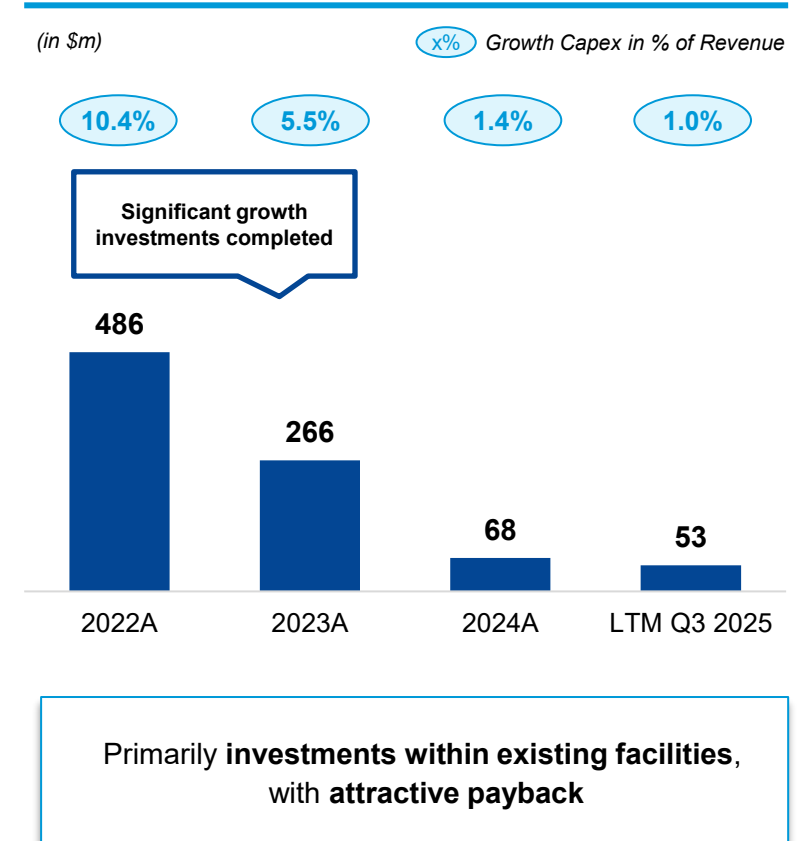
⁽¹⁾ Information presented based on AMP's product portfolio. This is not a comprehensive view of all sizes in the market.
Source: Company information.

Well Invested Platform through Significant Growth Investments over the last Several Years, Creating Competitive Moats and Paving the Way for Organic Growth

AMP's Global Footprint



Historical Growth Capex⁽³⁾

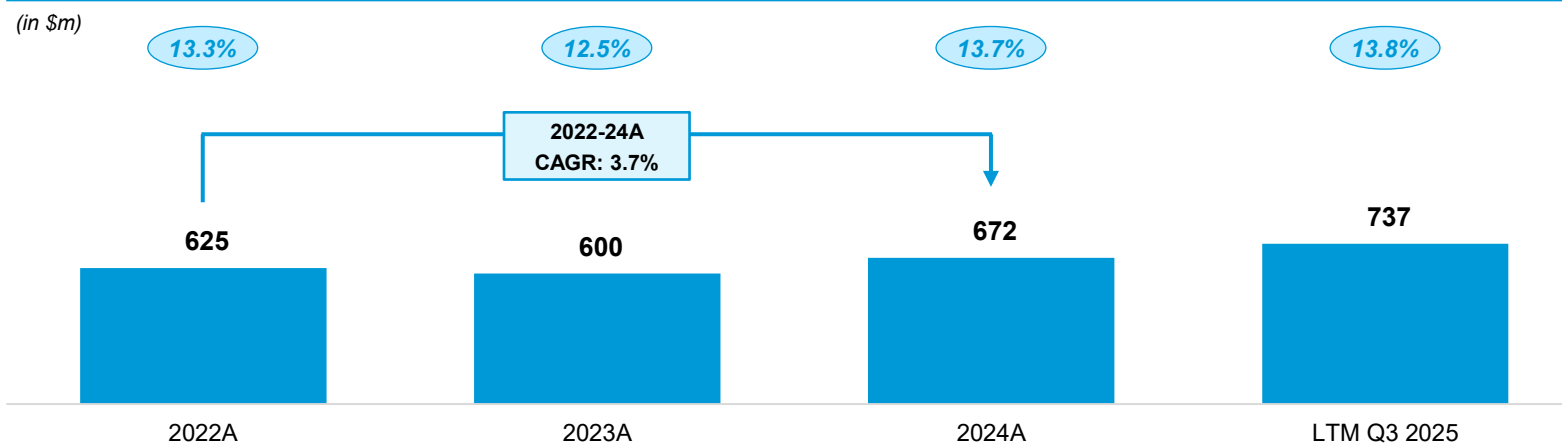


Agile manufacturing footprint with well invested facilities and proximity to customers filling lines

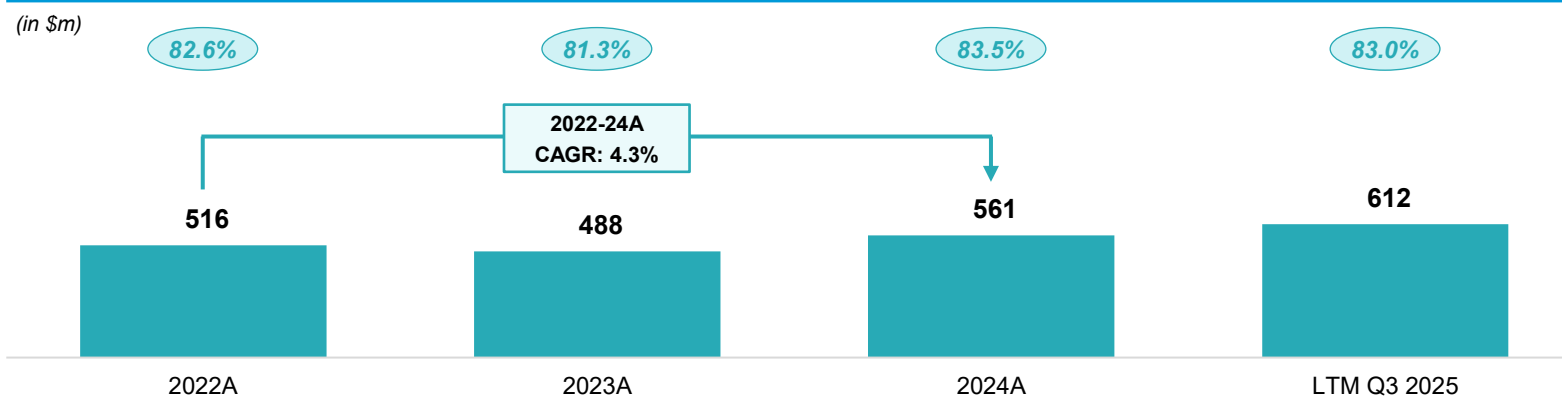
(1) Excluding Russia, where AMP has no presence.
(2) Share of revenue as of LTM Q3 2025.
(3) Excluding 2021A and growth investment lease additions.
Source: Company information.

7 Attractive Financial Profile and Robust Cash Flow Generation

Adjusted EBITDA



Adjusted EBITDA – Maintenance Capex



Robust Cash Flow Generation



Strong volume growth,
driven by **high-growth end markets**



Attractive product mix driving **high operating leverage** and **margin accretion**



Limited near-term investment
required leading to continued
robust cash generation

(1) Cash conversion defined as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA.
Source: Company information.

Highly Experienced Management Team with a Strong Track Record of Operational Excellence

Best-in-class and Experienced Management Team

 Oliver Graham CEO 18+  REXAM BCG	 Stefan Schellinger CFO 7+  CONTOURGLOBAL ESSENTIA  J.P.Morgan	 Vincent Lefèvre CEO – Europe 25+  TRIVIUM PACKAGING	 Jens Irion CEO – North America 10+  TRIVIUM PACKAGING REXAM BCG	 Jorge Bannitz CEO – Brazil 30+  Latapack-Ball
 Liam Cairns Chief Operations Officer 30+  REXAM Ball 	 Willie Frick Chief Procurement Officer 25+  DANONE Unilever  ABInBev	 Til Ruhnke Chief Sustainability, Strategy & Transformation Officer 13+ ArdaghMetalPackaging 	 Alex Obel Chief Information Officer 20+ ArdaghMetalPackaging 	 Heike Sroka Chief HR Officer 14+  Ball

Proven Track Record of Achievements

Resilient financial performance in a challenging environment

Recent investments to expand capacity and support future demand

Increased focus on operational excellence and cost efficiency

Successful in winning blue-chip and high-growth customers

Continuous commitment to innovation and sustainability

Note: Company logos represent previous experience.
Source: Company information.

 Years of industry experience

ArdaghMetalPackaging

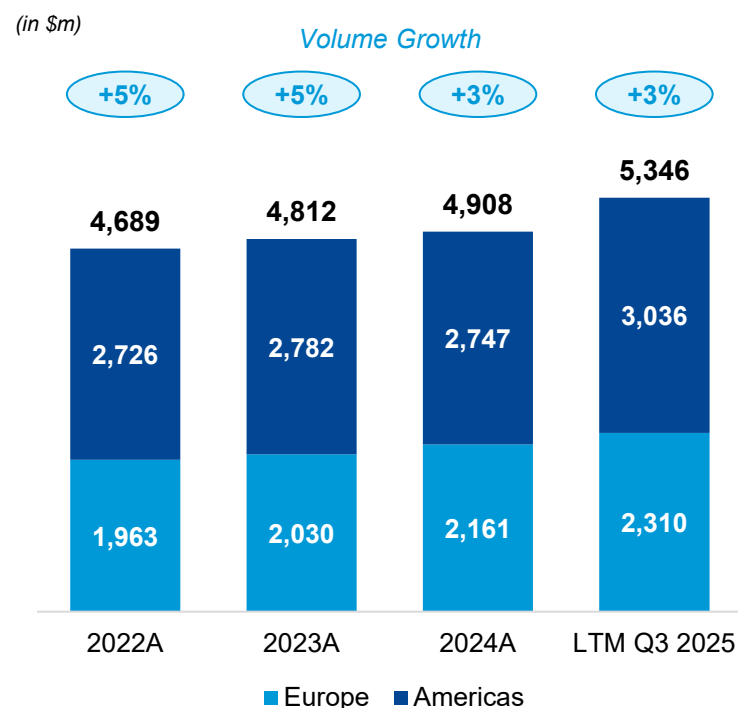


3. Historical Financials



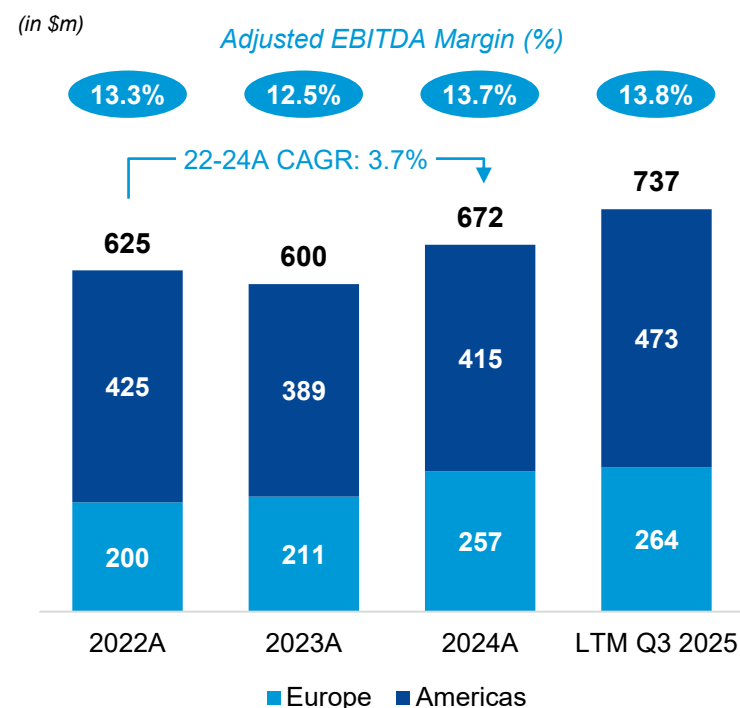
Historical Financials

Revenue



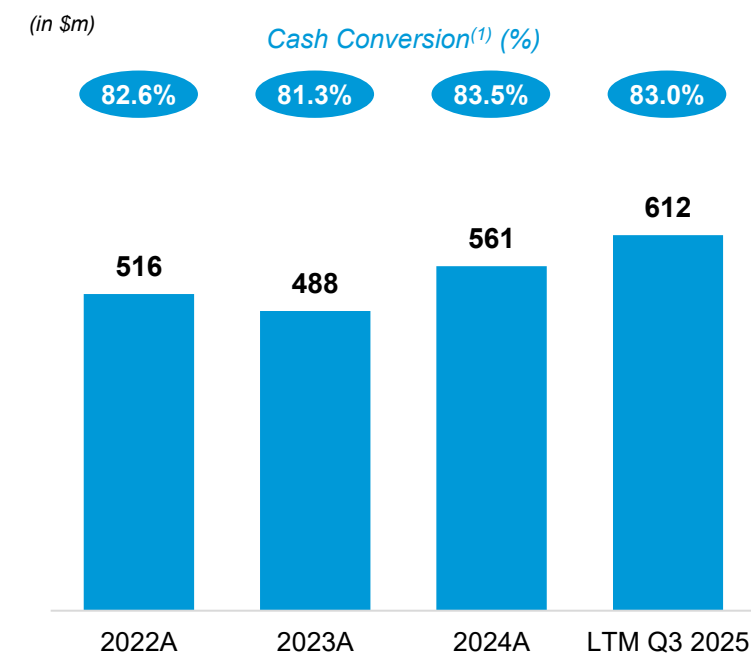
- ✓ Resilient global volume growth with 2022-24 volume CAGR of +4%
- ✓ AMP benefitted from overall market growth supported by shift in the packaging mix, greater exposure to fast-growing categories, and beverage innovation

Adjusted EBITDA



- ✓ Adjusted EBITDA CAGR of +3.7% over 2022-24A with margin expanding 0.5 p.p. in LTM Q3 2025 vs. 2022A
- ✓ LTM Q3 2025 Adjusted EBITDA up 12.3% YoY driven by volume growth, favorable category mix, and lower overhead and operational costs

Adjusted EBITDA – Maintenance Capex



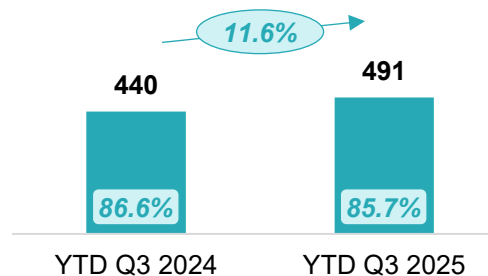
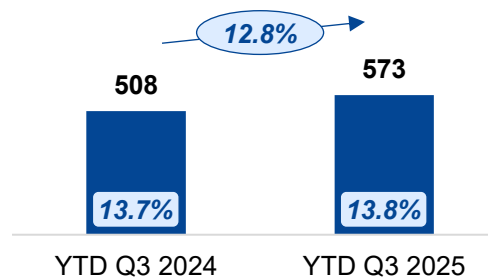
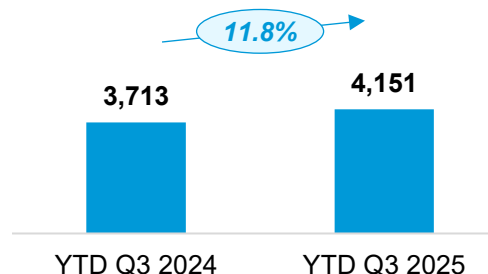
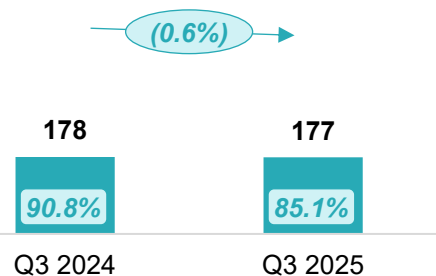
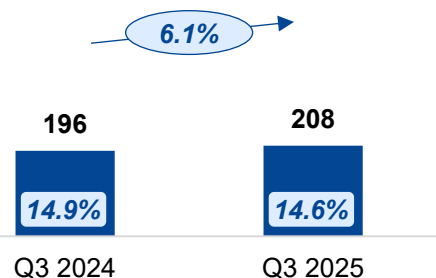
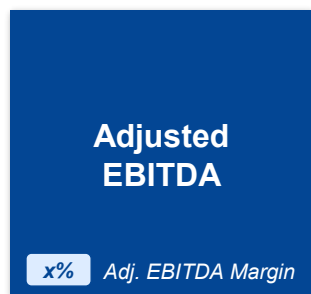
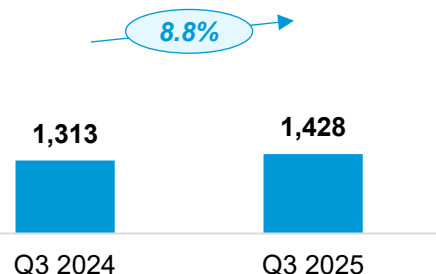
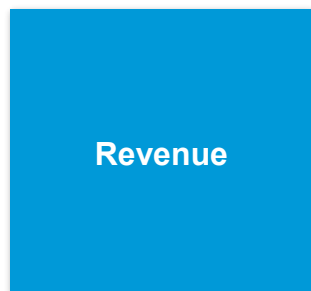
- ✓ Solid cash conversion above 80% with limited structural maintenance capex (\$110-125m per year historically)
- ✓ Near-term growth projects to be focused on flexibility enhancements and potential line additions in existing facilities in Europe, if demand permits

(1) Cash conversion defined as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA.
Source: Company information.

Current Trading Update – High Visibility on 2025 Performance

Current Trading

(in \$m)



Commentary

- ✓ **Q3 2025 revenue of \$1.4bn**, up 8.8% YoY, and **YTD Q3 2025 of \$4.2bn**, up 11.8% YoY, mainly driven by:
 - **Strong volume growth in Europe** supported by strength in soft and energy drinks and other smaller categories, slightly offset by softness in beer
 - **Strong volume growth in North America** reflecting exposure to attractive and growing customers and product categories
 - Partly offset by a **softness in Brazil**
- ✓ **Q3 2025 Adj. EBITDA of \$208m**, up 6.1% YoY, and **YTD Q3 2025 of \$573m**, up 12.8% YoY, mainly driven by **volume growth, favorable mix, lower operational and overhead costs, and currency effects**
 - **3 successive upgrades** to AMP's Adj. EBITDA guidance in 2025
- ✓ **Q3 2025 Adj. EBITDA – Maintenance Capex of \$177m**, down (0.6%) YoY, and **YTD Q3 2025 of \$491m**, up 11.6% YoY, driven by higher Adj. EBITDA
 - Maintenance Capex of **~\$110-125m per year** historically

(1) Cash conversion defined as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA.
Source: Company information.

Historical Cash Flow Statement

\$m	2022A	2023A	2024A	LTM Q3 2025	22A-24A CAGR
Adj. EBITDA	625	600	672	737	3.7%
Maintenance Capex	(109)	(112)	(111)	(125)	
% of Revenue	2.3%	2.3%	2.3%	2.3%	
Movement in NWC	(202)	270	40	(4)	
Lease Payments	(59)	(78)	(97)	(110)	
Exceptional Restructuring Costs	-	-	(23)	(3)	
Adj. Operating Cash Flow	255	680	481	495	37.3%
Net Interest	(123)	(174)	(189)	(195)	
Settlement of FX Derivatives	41	(10)	8	(27)	
Income Tax	(35)	(14)	(28)	(29)	
Adj. Free Cash Flow pre-Growth Capex	138	482	272	244	40.4%
Growth Capex	(486)	(266)	(68)	(53)	
% of Revenue	10.4%	5.5%	1.4%	1.0%	
Adj. Free Cash Flow post-Growth Capex	(348)	216	204	191	n/a

Commentary

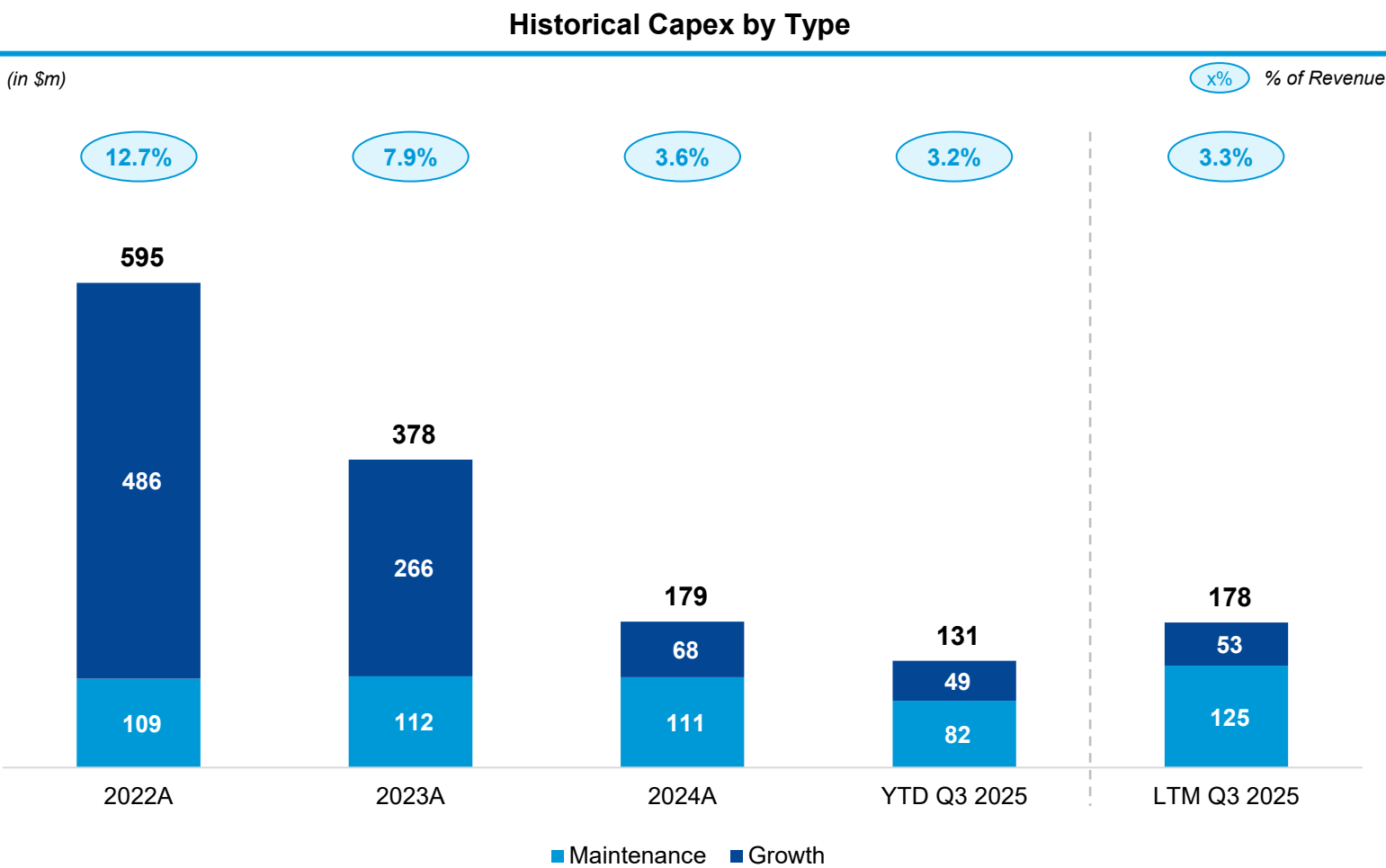
- ✓ AMP's ~\$1.8bn⁽¹⁾ **growth investment** cycle between 2021 and 2024 addresses strong global demand by customers for beverage cans, and bringing total capacity to ~50bn⁽²⁾
- ✓ **Maintenance capex** stable at **2.3% of revenue** historically, or ~\$110-125m per year
- ✓ **Limited investment in net working capital**
- ✓ **Adj. Operating Cash Flow** increased since 2022, reflecting a **37.3% 2022-24 CAGR**
- ✓ **Adj. Free Cash Flow pre-Growth Capex** increased since 2022, reflecting a **40.4% 2022-24 CAGR**
- ✓ **Growth Capex** decreased to **1.0% of revenue in LTM Q3 2025** from 10.4% of revenue in 2022
- ✓ **Adj. Free Cash Flow post-Growth Capex** increased in LTM Q3 2025 compared to 2022, mainly driven by **higher Adj. EBITDA** and **lower growth capex**

(1) Includes growth investment lease additions.

(2) Nominal capacity as of September 2025.

Source: Company information.

Historical Capex Overview

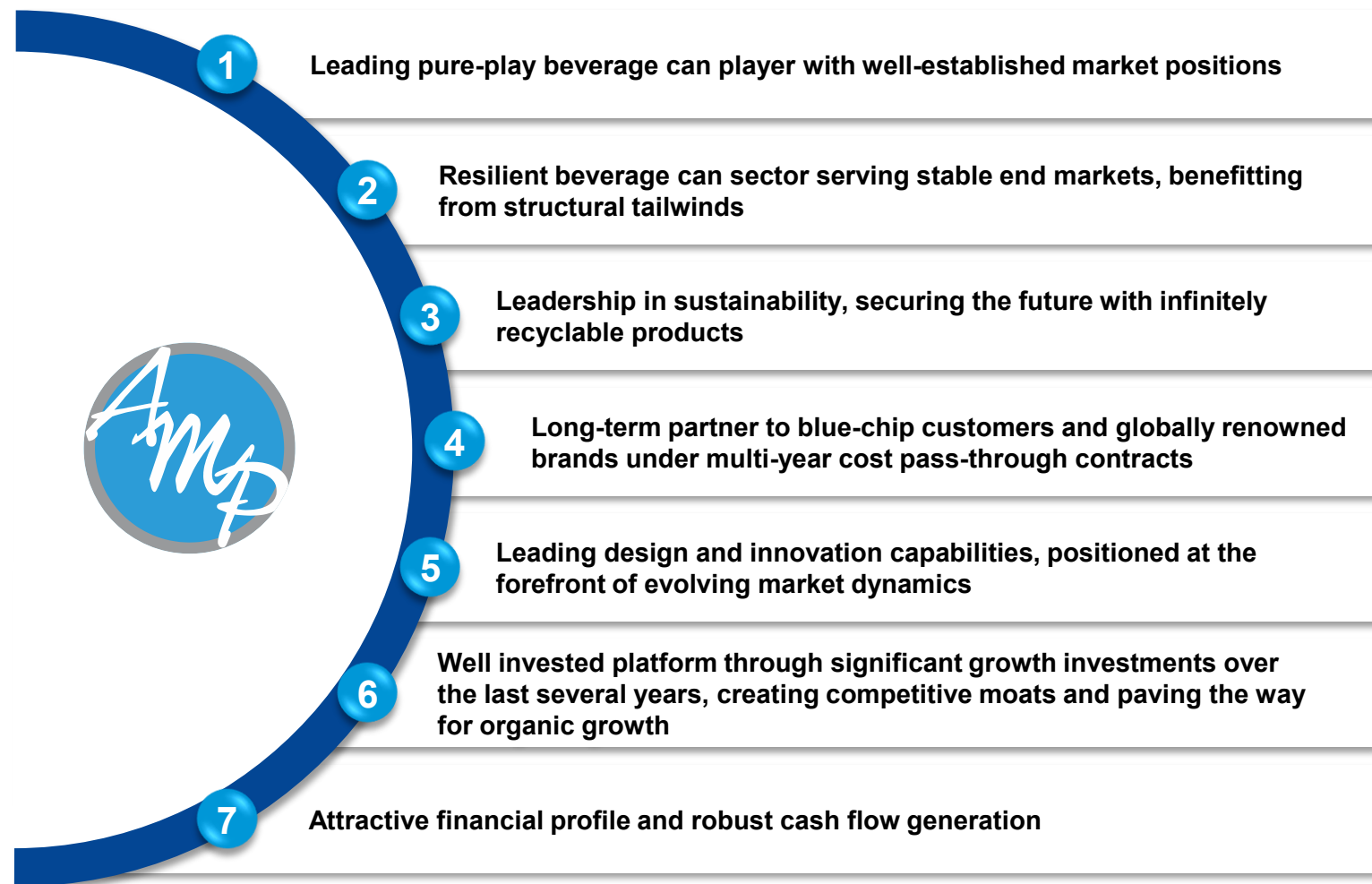


Commentary

- ✓ Cumulative capex amounted to ~\$1.3bn over the period between 2022A and YTD Q3 2025
 - \$869m (68%) is attributable to AMP’s growth investment program, and \$414m (32%) to maintenance capex
- ✓ 2024A capex decreased by \$199m YoY, and remained relatively stable in LTM Q3 2025, mainly **driven by completion of AMP’s growth investment program** both in the Americas and Europe
- ✓ **Significant growth investment** has **expanded beverage can capacity** to ~50bn⁽¹⁾

(1) Nominal capacity as of September 2025.
Source: Company information.

Delivering on Our Story



Key Takeaways

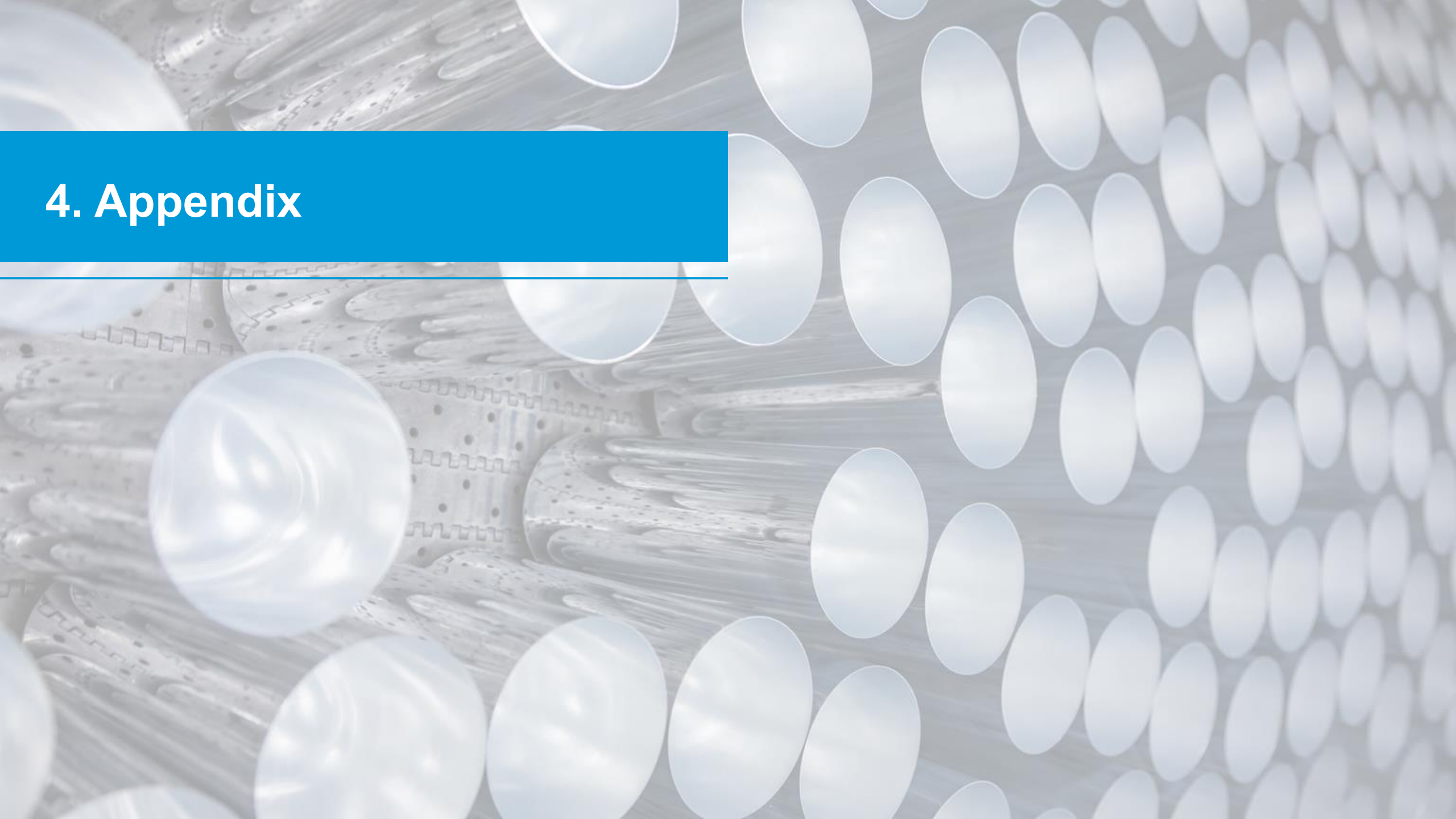
- ✓ **#2** supplier of aluminum beverage cans in **Europe⁽¹⁾** and **#3** in **North America and Brazil**
- ✓ **Structural tailwinds** from **increasing demand for customized beverage cans** as brands seek to differentiate and engage customers
- ✓ Market **shift from glass and PET to aluminum** in developed markets driven by **sustainability** and beverage can's **cost competitiveness**
- ✓ **Strong customer base**, spanning **well-established global and regional customers**
- ✓ **Well positioned** to capture evolving needs in **fast-growing end markets** such as Energy drinks
- ✓ Deployed **\$1.8bn⁽²⁾** of **growth investment** between 2021 and 2024
- ✓ Historical **cash conversion rate⁽³⁾** of **over 80%** from 2022 to LTM Q3 2025

(1) Excluding Russia, where AMP has no presence.

(2) Includes growth investment lease additions.

(3) Cash conversion defined as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA.

Source: Company information.



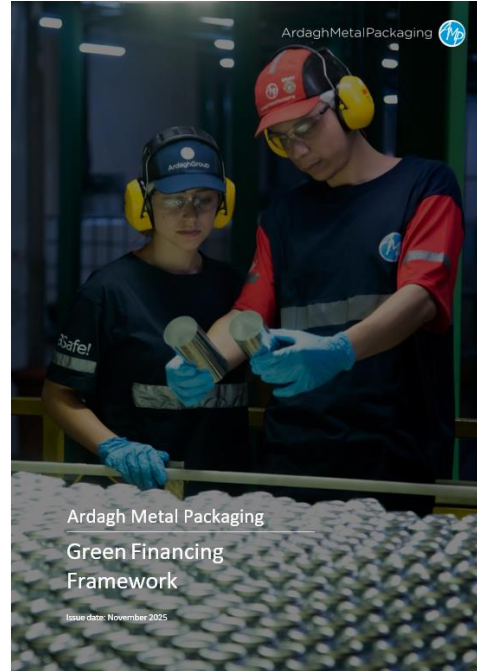
4. Appendix

AMP's Green Financing Framework & Second-Party Opinion

Green Financing Framework

The Framework:

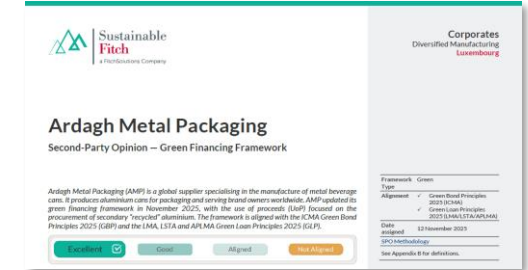
- Assists AMP in financing initiatives that **enable a low carbon footprint** of our products
- Is structured to support AMP's expenditures related to manufacturing of sustainable packaging, in particular the procurement of **secondary recycled aluminum** for beverage cans and can ends
- Is **aligned with the most recent market best practices** outlined by the ICMA's GPB and APLMA/LMA/LSTA's GLP
- May be utilized for **multiple transactions**, referred to as Green Financing Instruments which include green bonds, green loans, green hybrid bonds and green private placements



Second-Party Opinion by Sustainable Fitch

Pre-Issuance second-party opinion

- AMP has retained Sustainable Fitch to provide a Second Party opinion on AMP's Green Financing Framework, to confirm alignment with the ICMA Green Bond Principles (June 2025) and the APLMA, LMA and LSTA (March 2025) Green Loan Principles



- AMP's framework has been rated "excellent" by Sustainable Fitch
- The Second Party Opinion is available at <https://www.ardaghmetalpackaging.com/esg/>

Post Issuance external verification on reporting

- AMP will request on an external review report on the allocation and impact of the Green Financing Instrument proceeds to eligible projects, provided by its external reviewer

Core Components of Green Financing Framework

Use of Proceeds



Eligible Green Expenditure Category: Eco-Efficient and/or Circular Economy Adapted Products, Production Technologies and Processes



Eligibility Criteria: Expenditures related to manufacturing of sustainable packaging such as procurement of secondary recycled aluminium for the manufacturing of beverage cans and can ends



Green Financing Instruments will be used to finance or refinance, in whole or in part, existing and/or future Eligible Green Expenditures



Refinancing: Only Eligible Expenditures made for refinancing in the 24 months prior to a Green Financing Instrument's issuance, and for expenditure in the 24 months period after such issuance can be included as Eligible Green Expenditures

Project Evaluation and Selection Process

- ✓ AMP's Board Sustainability Committee oversees expenditure selection and ensures alignment with eligibility criteria and sustainability policies
- ✓ Committee includes senior executives and non-executive directors, with authority to consult other relevant staff.
- ✓ The Committee checks proposals against eligibility and exclusion criteria⁽¹⁾, including potential controversies
- ✓ Projects are reviewed yearly; non-compliant ones are replaced

Management of Proceeds

- ✓ Net proceeds are tracked and allocated for Eligible Expenditures made for refinancing in the 24 months prior to the issuance, and for expenditure in the 24 months period after issuance
- ✓ Any unallocated funds are managed under standard liquidity practices

Reporting

- ✓ AMP will publish on an annual basis or until full allocation an allocation and impact reports
- ✓ Reports include total proceeds, allocation breakdown, financing vs refinancing, and unallocated balances as well as the emissions avoided vs. primary aluminium

(1) Excluded financing: Fossil fuel energy, nuclear energy, gambling, tobacco, alcohol, weapons.
Source: Company Information.

Sustainability Strategy – Built on Three Key Pillars

AMP’s **aim** is to reduce emissions, material use, waste and water consumption while fostering a diverse and inclusive work environment and making a positive impact on the communities in which we operate

The three pillars

Emissions & Ecology



Minimise our GHG emissions

- Approved SBTi targets
- Transition to 100% renewable electricity
- Implement energy efficiency projects
- Increase recycled content
- Innovate in product design
- Source Sustainably
- Partner on low carbon transport
- Minimise VOC emissions

Minimise our ecological impact

- Achieve excellence in water management
- Promote zero waste to landfill across all facilities
- Support increased recycling management and use of recycled content
- Promote circularity narratives across all facilities on use of infinitely recyclable material

Social



Our people & our communities

Our people

- Maintain a safe and healthy workplace
- Promote diversity, equity and inclusion (DE&I)
- Empower our people to participate in impactful social initiatives in our local communities

Our Communities

- Strengthen our local communities by participating in community projects and making charitable donations
- Continue our investments in Ardagh for Education

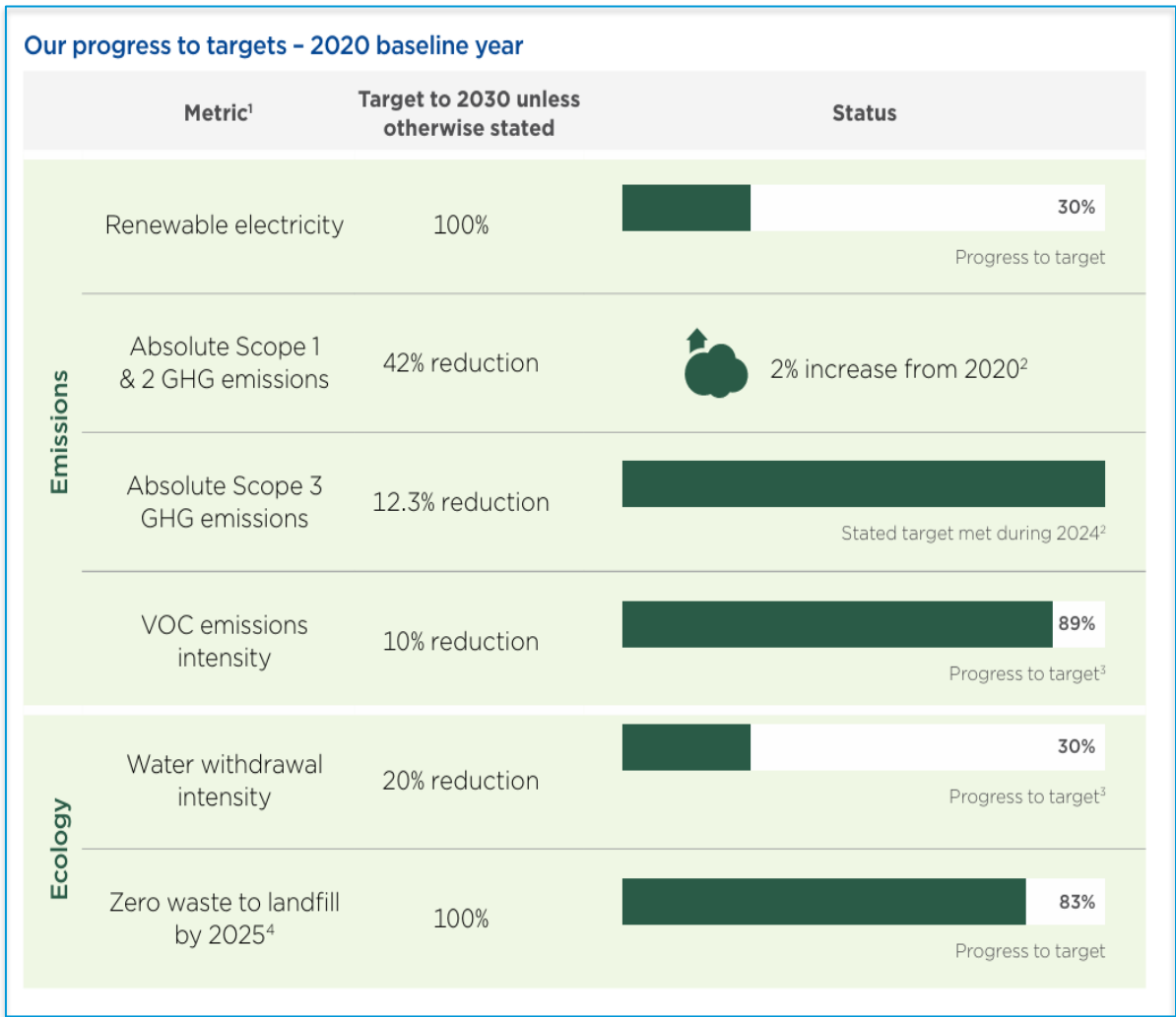
Sustainability filter

Impact is only sustainable if it is economically viable both in the long- and short term

AMP’s sustainability strategy aligns with the following SDGs:



Progress to Targets – 2030 Roadmap Status



ArdaghMetalPackaging



We make packaging for good

We work
together as
one team.

We are proud of
our manufacturing
heritage and
expertise.

Our sustainable, infinitely
recyclable, quality
packaging protects our
customers' products.

We are shaping a sustainable future
as part of the circular economy while
actively supporting and investing in
the future of our communities.