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January 30, 2013

Global Glass Alliance of Unions

Ladies and Gentlemen,

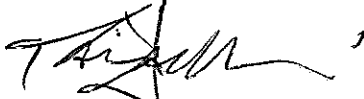
I am writing to acknowledge your letter to our CEO Al Stroucken informing Owens-Illinois of the formation of the Global Glass Alliance of Unions at O-I. Clearly we share many of the same objectives, namely the success and profitability of O-I. Only a strong and viable company can provide stable employment for thousands of people around the world. Our employees and the members of your respective organizations rely on our ability to make strategic and tactical decisions that ensure the continued and increasing profitability of the company. This is also the expectation of our shareholders, as you noted yourselves. We know that we can achieve profitability, while creating and maintaining a safe working environment, preserving fair wages and benefits, and engaging our people in the continuous improvement of our business. These are our common objectives.

We have recently mapped out a three-year strategy aimed at retaining our leadership position in the global glass industry, and we are in the process of communicating the strategy out to all employees. To achieve our ambition of being the world's leading maker of glass containers, we must meet the needs of three important stakeholders: our customers, our employees and our investors. Our strategy acknowledges the highly competitive nature of the rigid packaging marketplace, our significant financial commitments, and the challenges we face to regain our leadership position in product and manufacturing innovation. We can only achieve these important objectives by working together to create and maintain a sustainable cost structure, deliver on our commitments and share best practices across the globe. We are committed to continued and increased investment in product innovation and research and development. We are narrowing our R&D focus to initiatives that we believe will deliver the superior financial results that our employees, our leadership and our shareholders expect.

Our employee representatives around the world meet regularly in their jurisdictions to review the business, share ideas, and discuss and solve problems that might otherwise get in the way of achieving our mutual objectives. We appreciate these relationships. They have and will continue to serve our collective interests.

O-I's leaders in each country and location will continue to work with and partner with local unions where they are the recognized employee representative. I will share both your letter of concern and this letter of response with those local leaders to ensure that the focus is appropriately placed on working together to achieve success for all stakeholders.

Respectfully,



Paul A. Jarrell
Senior Vice President and Chief Administrative Officer

cc: Paul Howes, National Secretary
Australian Workers Union, Australia

Rosemeire Theodoro dos Santos, O-I Brazil Network and Women's Director
CNQ-CUT, Brazil

Ken Neumann, National Director
United Steelworks, Canada

Amadeo de Jesus Diaz Gonzalez, Presidente Junta Nacional
Sintravidricol, Colombia

Dietmar Liesch, IGBCE and Chair
O-I Germany Works Council, Germany

Jose Gonzalez Mora, Presidente
Comite de Empresa de O-I Barcelona, Spain

Linda McCulloch, National Officer
United the Union, United Kingdom

Bruce Smith, International President
GMP, United States and Canada

Tim Tuttle, Chairman Glass Conference
United Steelworkers, United States and Canada

Members of the O-I European Works Council, Europe

Jyrki Raina, General Secretary
IndustriALL Global Union