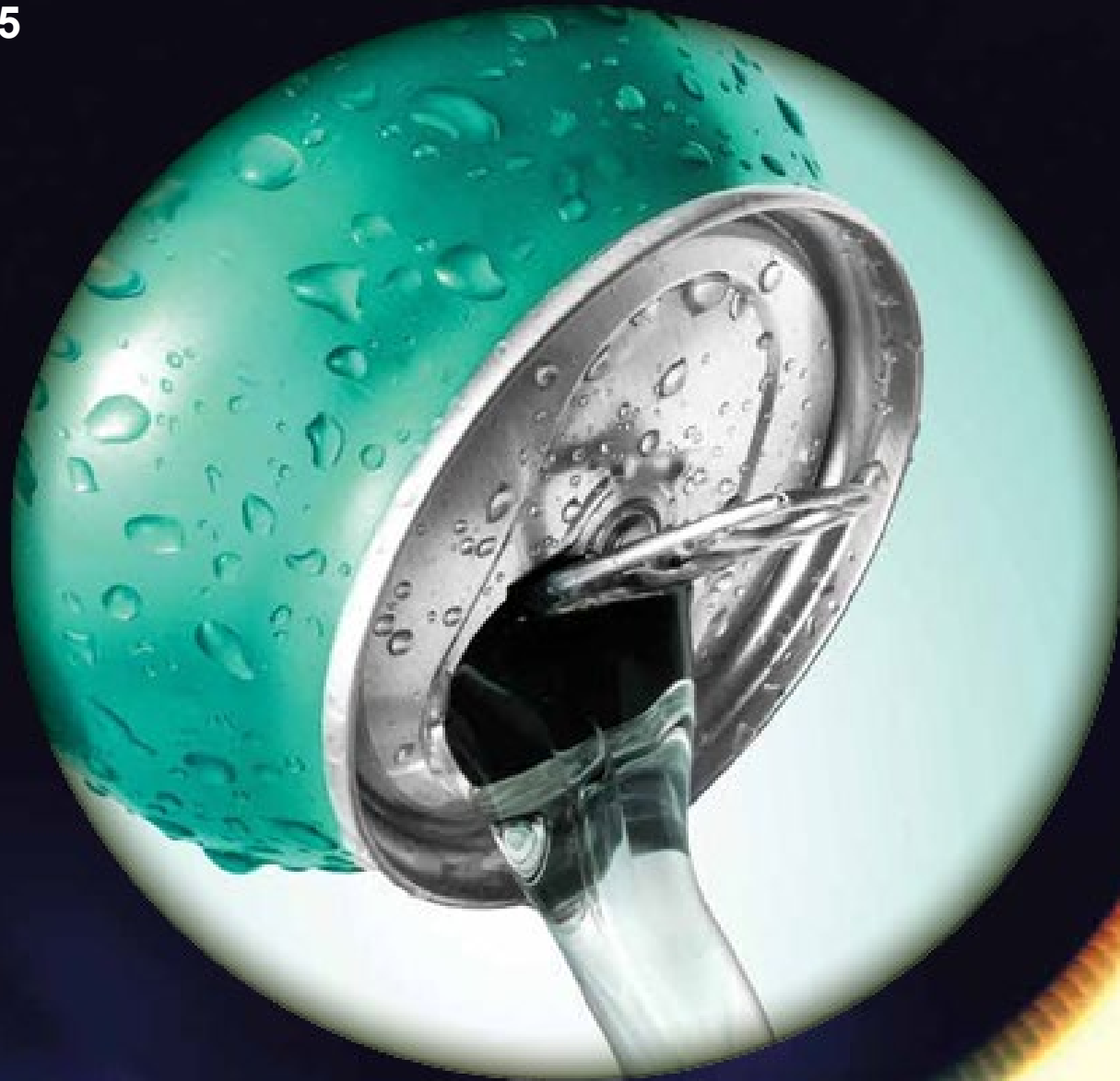


Annual Shareholders Meeting  
May 1, 2025



# Notes to Investors

Except for historical information, all other information in this presentation consists of forward-looking statements within the meaning of federal securities law. These forward-looking statements involve a number of risks, uncertainties and other factors, that may cause actual results to be materially different from those expressed or implied in the forward-looking statements. Important factors that could cause the statements made in this press release or the actual results of operations or financial condition of the Company to differ are discussed under the caption “Forward Looking Statements” in the Company’s Form 10-K Annual Report for the year ended December 31, 2024 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.

Segment Income, adjusted EBITDA, adjusted EPS, adjusted free cash flow and adjusted net leverage ratio are not defined terms under U.S. generally accepted accounting principles (non-GAAP) measures. Non-GAAP measures should not be considered in isolation or as a substitute for net income, cash flow or total debt data prepared in accordance with U.S. GAAP and may not be comparable to calculations of similarly titled measures by other companies.

The Company views segment income as the principal measure of the performance of its operations and adjusted free cash flow and adjusted net leverage ratio as the principal measures of its liquidity. The Company considers all of these measures in the allocation of resources.

Segment Income, adjusted EBITDA, adjusted EPS, adjusted free cash flow and net debt leverage ratio are derived from the Company’s Consolidated Statements of Operations and Cash Flows and Consolidated Balance Sheets, respectively, and reconciliations of these non-GAAP measures can be found in the “For Investors” section of the Company’s website at [www.crowncork.com](http://www.crowncork.com)

# Crown Overview

## KEY STATISTICS



**CCK**

NYSE Ticker



**\$12B**

2024 Net Sales



**\$1.9B**

2024 Adj. EBITDA



\*\*\*

**1892**

Company  
Established



**189**

Plants



**23,000**

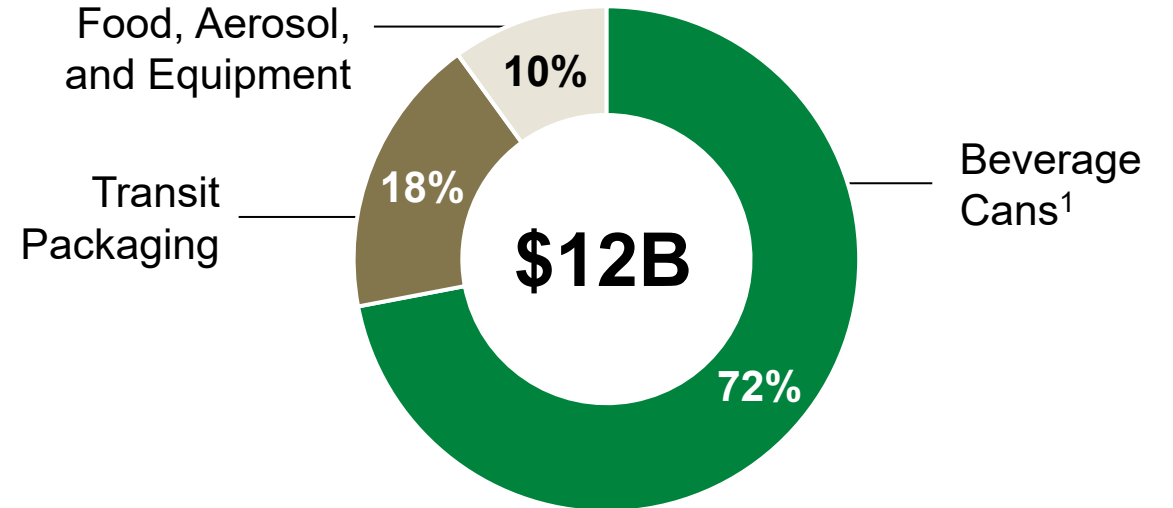
Employees



**39**

Countries

## SALES BY PRODUCT



LEADING GLOBAL  
SUPPLIER OF  
**PACKAGING  
SOLUTIONS**



<sup>1</sup> Americas Beverage, European Beverage and Asia Pacific Segments

# Investment Thesis

- 1 Leading **global supplier of packaging solutions**, well-positioned in diverse geographies and end markets with **steady, reliable growth**
- 2 **Large-scale, high-efficiency** manufacturing, delivering **strong margins through operational excellence**
- 3 Optimized portfolio and increased manufacturing capacity support **reliable earnings growth**
- 4 Strengthened balance sheet and **growing free cash flow** provides optionality for disciplined capital allocation, further augmenting **consistent shareholder returns**





# Leading Global Beverage Can Manufacturer

## KEY STATISTICS <sup>1</sup>



**\$8.5B**

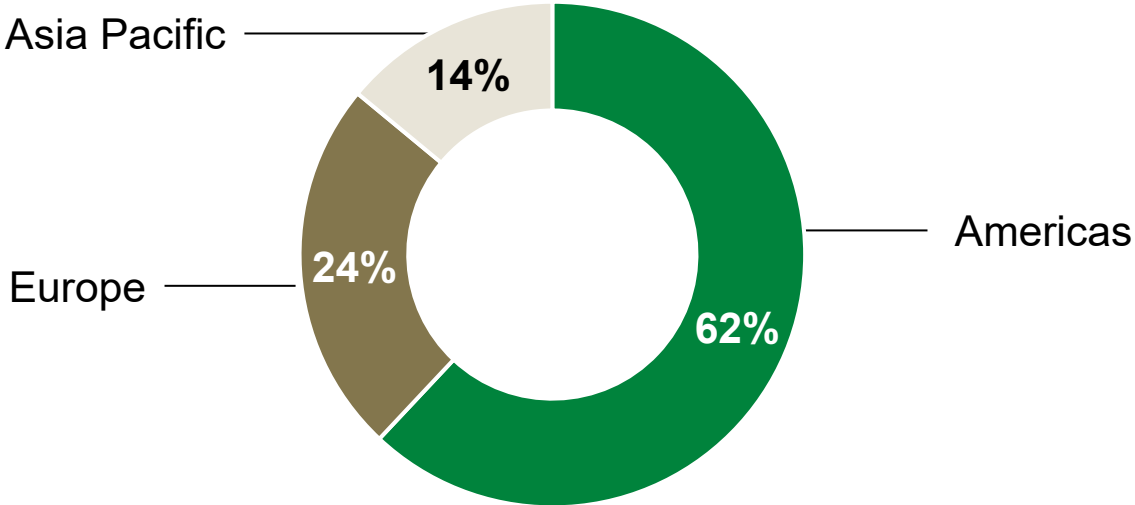
2024 Net Sales  
72% of Crown total sales



**\$1.5B**

2024 Segment Profit

## SALES BY REGION



Leading positions in largest global profit pools  
Unique international and emerging markets exposure

#2	#2	#1
North America	Brazil	Middle East
#2	#4	#1
Mexico	Europe	Southeast Asia

Strong, diversified customer relationships  
aligned with growth trends and winning brands



<sup>1</sup> Americas Beverage, European Beverage and Asia Pacific Segments

# Transit Packaging Provides Diversification, Resilience and Strong Cash Flow

## KEY STATISTICS



**\$2.1B**

2024 Net Sales  
*18% of Crown  
total sales*

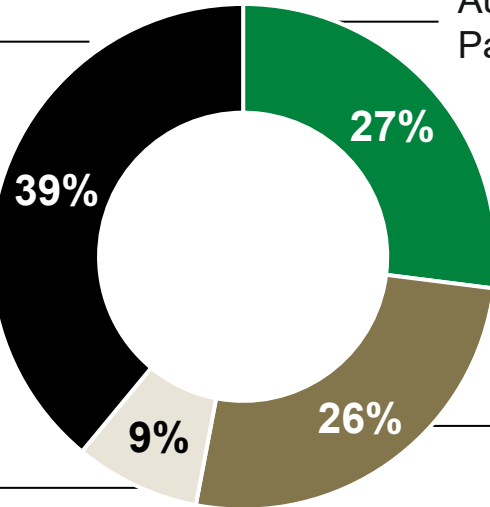


**\$.3B**

2024 Segment Profit

## SALES BY PRODUCT

Strapping  
& Film



Automation &  
Packaging Technologies



Protective  
Packaging



## Leadership Positions

- >85% of revenue from product categories in which Transit has a #1 or #2 market position
- Mission critical products and services
- Comprehensive product offerings

## Diversified in End Markets and Geographies

- Stable performance, not reliant on any single industry or end market
- No single industry represents more than 20% of total revenue
- Diversified customer base (More than 40,000 customers)

## Financial Performance

- Consistent segment income with modest capital requirements delivers strong recurring cash flow
- CapEx <2% of sales
- Product and market diversity provide multiple avenues for growth
- Cost reduction initiatives driving performance improvement



# Food, Aerosol and Equipment Offers Exposure to Specialized Global Product Segments

## KEY STATISTICS



**\$1.2B**

2024 Net Sales  
*10% of Crown  
total sales*



**\$.1B**

2024 Segment Profit



Food cans



Pet food  
cans



Food  
closures



Aerosol  
cans



Promotional  
tins

- Expertise and strong market presence in food cans, pet food cans, closures, aerosol cans and promotional tins
- Industry leader in beverage can manufacturing equipment
- Strong free cash flow with minimum capital spending requirements



Can manufacturing equipment



# Well-Aligned with Secular Global Growth Trends



## Beverage Cans



## Transit Packaging

Total Addressable Market

**\$40-45B**

**\$260B**

Growth rate

**Low- to Mid- single digits**

**GDP-driven**

Overview

**Massive global volume (460B cans/yr)  
Consistent, steady growth**

**Large, fragmented market  
Growth linked to industrial activity**

Global players

**4**

**Signode only**

Key drivers

- Emerging beverage can categories
- New beverage brands
- Launch of new products in cans
- Increase in off-premise consumption
- Sustainability (mix shift from glass)

- Industrial production
- Freight market
- E-commerce
- Growing pharma demand
- Consumer packaged goods
- Automation

**Crown has diversified exposure to growing global markets with leading positions in each**



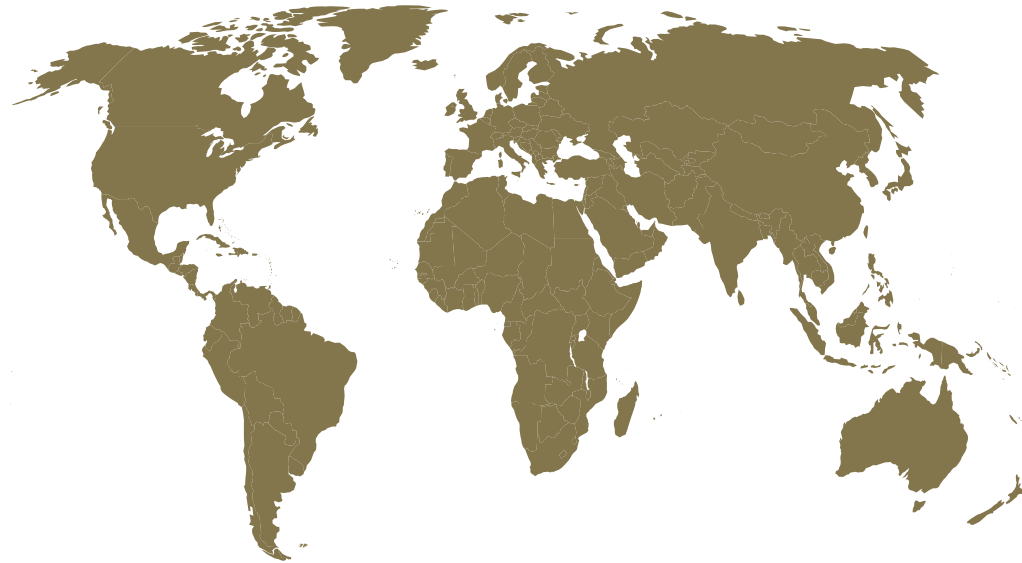
# Upgraded Beverage Manufacturing Footprint Aligned with Global Demand and Aiding Growth



## UPGRADED AND EXPANDED BEVERAGE PLANT FOOTPRINT

### Excellent manufacturing platform to support growth

- Crown outpaced overall market growth between 2019 and 2024
- 47% increase in global capacity
- Projects resulted in substantial increase to segment income and ROI



**2019**

**56**  
Facilities

**76B**  
Can Capacity

**2025**

**61**  
Facilities

**112B**  
Can Capacity

Expanded presence in all global regions via capital investment program including new plants and additional lines at existing plants

Expanded manufacturing footprint through new plants, additional lines, efficiency improvements and debottlenecking

# Delivering Consistent Progress on Sustainability Strategy



**Twentyby30**  
Accelerating Sustainability

Ambitious sustainability strategy encompassing 20 measurable goals to be achieved by the end of 2030 or sooner

## FIVE PILLARS OF ACTION



Climate Action



Resource Efficiency



Optimum Circularity



Working Together



Never Compromise

**A-**  
CDP Climate Rating

**A-**  
CDP Water Rating

**AA**  
MSCI ESG Rating

**LOW RISK**  
Sustainalytics ESG Risk Rating

### Notable progress since 2019:

**16%**  
Reduction of Scope 1 & 2 emissions

**34%**  
of the of the Company's electricity is from renewable electricity sources

**13%**  
Reduction in water usage while increasing production capacity

**77 Sites**  
Achieved zero waste to landfill

**6%**  
Reduction in Total Recordable Incident Rate

**56%**  
of R&D focused on sustainability improvements

# 2024 Accolades



- Named one of **TIME**'s “**World’s Best Companies**”
- Second consecutive year as the top packaging company on the “**Most Trustworthy Companies in America**” list and as one of “**America’s Most Responsible Companies**” by **Newsweek** and **Statista**
- Named three times as one of “**America’s Climate Leaders**” by **USA TODAY** and **Statista**
- Recognized by **Forbes** as one of the “**World’s Top Companies for Women**” for two years running
- Recognized within the **U.S. Environmental Protection Agency’s (EPA) Top 30 Green Power Partners** from the **Fortune 500** list
- **High ranking four years in a row** within the Containers and Packaging industry category by **Sustainalytics**

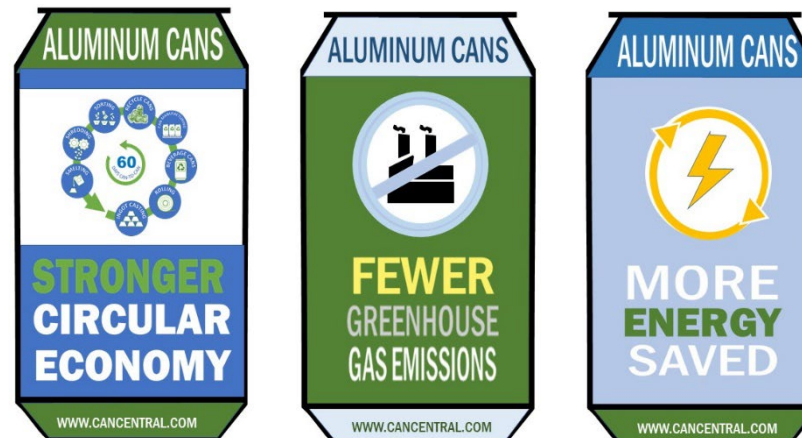
# The Circular Economy Champion

## Infinitely and frequently recycled

- The aluminum beverage can is the **most recycled drinks package in the world**
- Can to can recycling happens in **as little as 6 weeks**
- Aluminum cans contain **73% recycled content on average** (20x the average recycled content of plastic bottles)

## Energy-saving

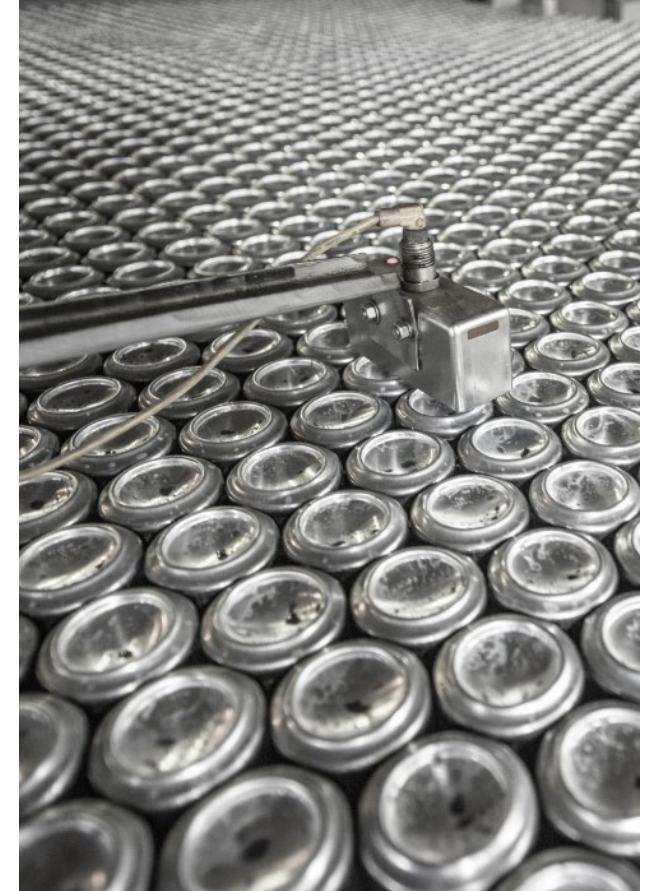
- Recycling aluminium **saves more than 95% of the energy and greenhouse gas emissions** as compared to new aluminum production
- A 12-oz aluminum beverage can utilizes **nearly 50% lower associated emissions** than 12-oz glass and 20-oz plastic bottles\*





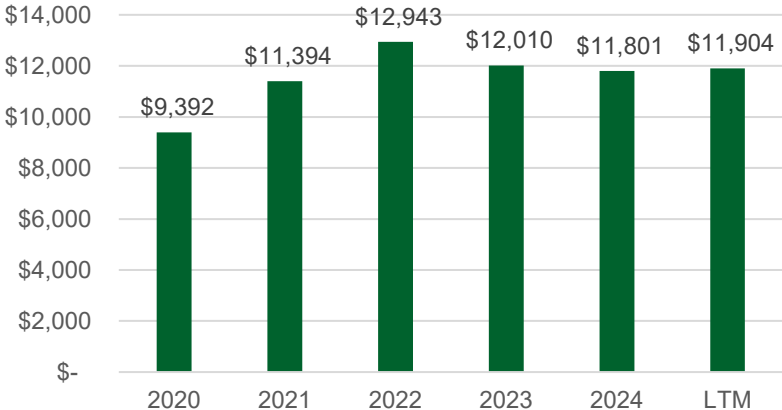
# 2024 Financial Highlights

- Record adjusted EBITDA of \$1,942 in 2024
- Record adjusted free cash flow of \$814 million in 2024
- Returned \$336 million to shareholders through dividends and share buybacks
- Reduced net debt by \$878 million and ended 2024 with adjusted net leverage of 2.7x
- Lowered long-term adjusted net leverage ratio target to 2.5x

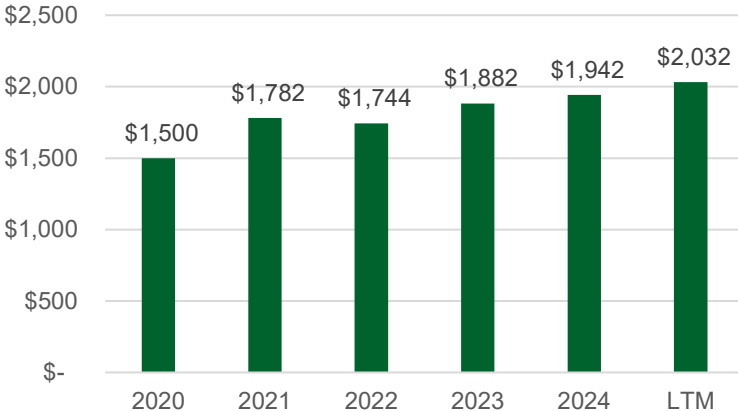


# Financial Metrics

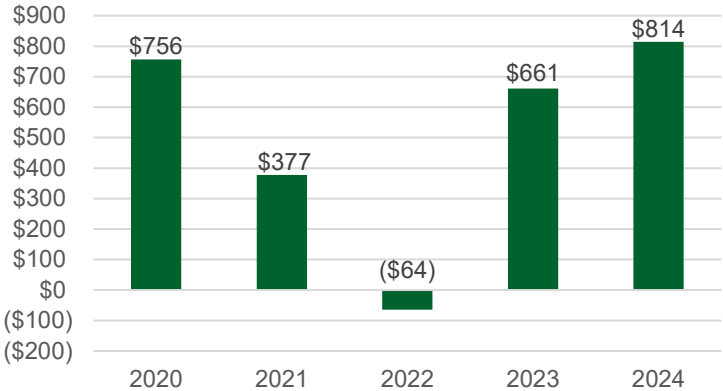
### Net Sales



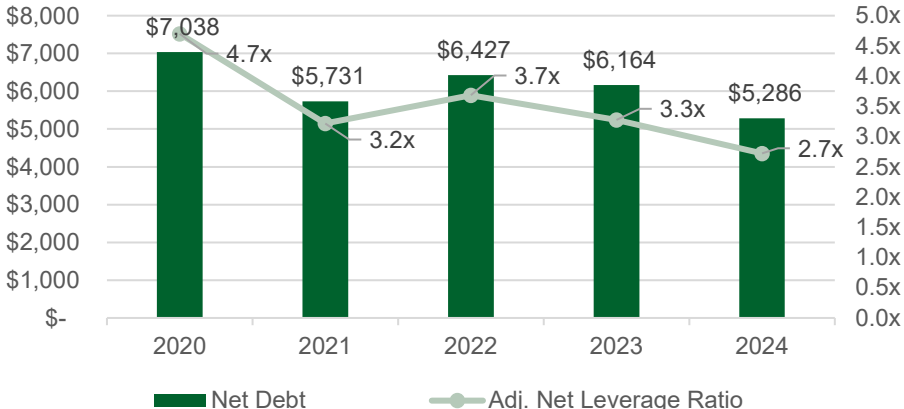
### Adjusted EBITDA



### Adjusted Free Cash Flow



### Net Debt and Leverage Ratio



# 2025 Outlook

- Full year EPS expected to be in range of \$6.70 and \$7.10 per adjusted diluted share
- Expect third consecutive year of record adjusted EBITDA
  - In excess of \$2.0 billion
- Adjusted free cash flow of at least \$800 million
- Raise annual dividend to \$1.04 per share from \$1.00 per share in 2024
- Expect free cash flow after dividends to be split between share repurchases and debt reduction
  - Repurchased \$200 million of common stock in first quarter of 2025
- Reaffirm target adjusted net leverage ratio of 2.5x

