



Climate Transition Plan

Crown Holdings, Inc.

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Introduction

About this Report

This Climate Transition Plan (“Plan” or “CTP”) is a forward-looking document summarizing Crown Holdings’ climate program. The Plan details the actions we are implementing to achieve our decarbonization goals and net-zero ambition. Our 2050 net-zero ambition aligns with limiting global temperature rise to 1.5°C, in line with the Paris Agreement. Our Climate Transition Plan has been prepared with consideration to leading Transition Plan disclosures from the UK Transition Plan Taskforce (UK TPT), CDP, and the European Sustainability Reporting Standards (ESRS).

This plan covers Crown Holdings’ worldwide operations across our reportable segments — Americas, European Beverage, Asia Pacific, and Transit Packaging (Signode) — which together include the manufacture of metal and glass packaging primarily for the beverage and food can market, as well as logistics services. Published in June 2026, quantitative data within this plan reflects any acquired or divested facilities that were operated by Crown from January 1, 2025, through December 31, 2025. It includes information from the Company’s corporate headquarters in Tampa, Florida (U.S.); as well as our regional headquarters in Zug, Switzerland; and Singapore; our Research, Development and Engineering Center in Wantage, U.K.; and our regional Centers of Excellence in Singapore, Thailand, Tinley Park, Illinois (U.S.) and Roselle, Illinois (U.S.).

We aim to publish an updated version of this Transition Plan at least every three years in line with the UK Transition Plan Taskforce (TPT) recommendations and provide regular updates regarding climate within our sustainability reports, CDP and TCFD disclosures.

For feedback or inquiries, please contact crowncork@sustainability.com

Forward Looking Statements

Except for historical information, all other information in this report 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 report 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, 2025 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.

Photo by Yifu Wu on Unsplash



CEO Letter

Climate change awareness is crucial to our future as a business because as our environment is threatened, our operations can be impacted. As a global manufacturer, we have an important role to play in slowing the pace of climate change.

That is why our commitment to reduce our carbon footprint is informed by climate science, the regulatory landscape and our decades of experience in implementing strategic programs across our global manufacturing facilities.

Over the last years, we defined science-based emission reduction targets approved by the Science Based Targets initiative (SBTi), confirming their alignment with the Paris Agreement goal to limit the global temperature rise to below 1.5 degrees Celsius.

Our **Twentyby30™** sustainability program includes a dedicated Climate Action pillar which oversees our climate targets. By 2030, we aim to achieve a 50% combined reduction in absolute Scope 1 and Scope 2 emissions, a 27.5% reduction in absolute Scope 3 emissions, to source 75% renewable electricity and

to reduce Volatile Organic Compound emissions by 10% compared to our 2019 baseline. These near-term goals are designed as an intermediate step to reach our ambition of net-zero greenhouse gas emissions across our value chain by 2050.

We are pleased to see that our efforts to align our operations, products and value chain with our climate goals have been recognized in many cases such as on Forbes' 2025 Net Zero Leaders list.

Today, we are proud to present our Climate Transition Plan, which stands as a renewed commitment to our decarbonization roadmap and to climate transparency. This forward-looking plan covers our climate ambition, including our targets, footprint and decarbonization roadmap; our action plan to manage climate-related risks, address our operational emissions, engage our value chain and optimize our products; as well as our strategy to ensure sound climate governance and accountability.

Sincerely,

Timothy J. Donahue
President, CEO & Chairman of the Board

Committed to Climate Action

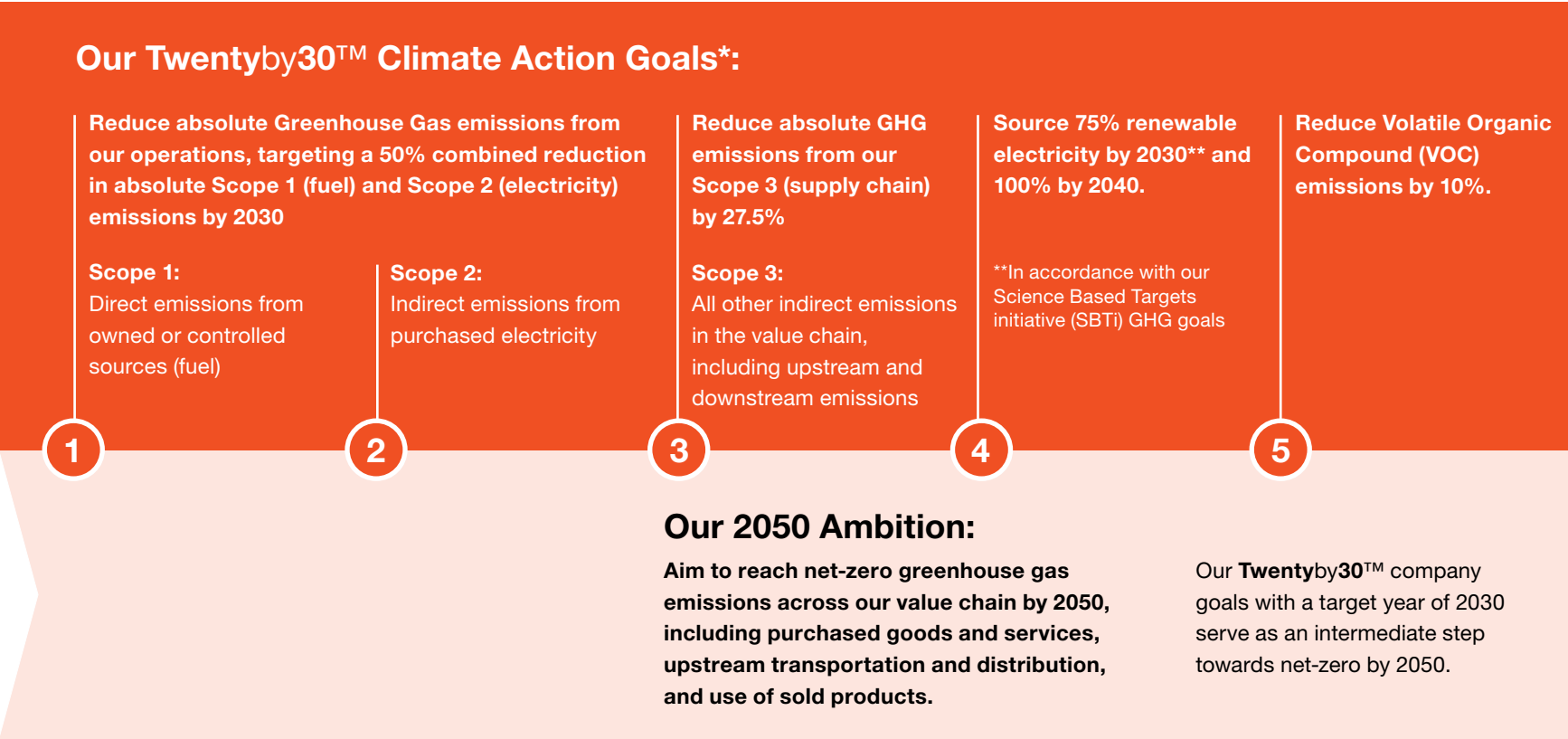
Crown recognizes that corporate action to reduce greenhouse gas (GHG) emissions will have an impact on the fight against climate change. This is why climate action is a key pillar of our **Twentyby30™** sustainability program. We designed this program with 20 measurable sustainability goals to be completed by or before 2030, all set against a 2019 baseline. From GHG emissions and water conservation to stronger product lifecycles and a healthier workforce, **Twentyby30™** is our proactive approach to drive targeted improvements across our business.

Our **Twentyby30™** Climate Action pillar acknowledges how climate change can have financial impacts on our global business. However, we can create opportunities for growth by proactively mitigating risks throughout our value chain and particularly through partnerships with our suppliers. We are continuing to focus on production efficiency, product and process innovation, strategic material procurement and utilization of renewable electricity.

Through our **Twentyby30™** program, we set science-based climate targets to reduce carbon emissions from the combustion of fossil fuels in operations, emissions generated from the production of non-renewable electricity and emissions sourced from the value chain.

Crown is committed to advancing climate protection and helping achieve a worldwide transformation.

Our Climate Targets and Ambition



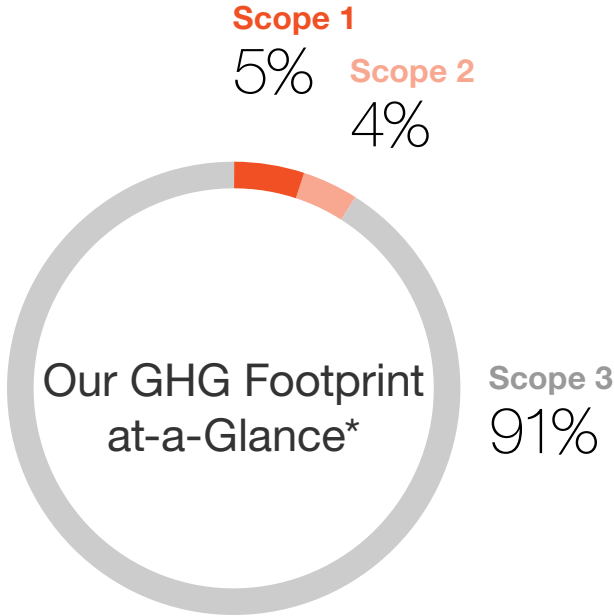
*The baseline year for our climate goals is 2019.

Our GHG Footprint

In 2025, Crown’s carbon footprint across Scope 1, Scope 2 (market-based) and Scope 3 was 11,184,327 metric tons of carbon dioxide equivalents (mt CO₂e). While our net zero target focuses on the categories that we have the ability to influence the most impactful change, we include all relevant Scope 3 categories when calculating our GHG footprint. These categories are: capital goods, fuel- and energy-related activities (FERA), upstream transportation and distribution, waste, business travel, employee commuting, downstream transportation and distribution, processing of sold products, use of sold products, end of life treatment of sold products. We are committed to understanding our emissions drivers in order to effectively reduce our footprint. Key drivers across each Scope include:

GHG Emission Sources by Scope

	Scope 1	Scope 2	Scope 3
Definition	Direct GHG emissions from sources that we own or control.	Indirect emissions from the generation of purchased or acquired electricity, steam, heat or cooling we consume.	All indirect GHG emissions (not included in Scope 2 GHG emissions) that occur in our value chain, including both upstream and downstream emissions.
Sources for Crown	Mainly arise from our operations, including thermal heating and processing emissions associated with product manufacturing.	Primarily come from electric power we purchase from third-party suppliers, including renewable energy. Directly sourced renewable energy and purchased energy attribute certificates play an important role in reducing Scope 2 emissions.	Over 80% of GHG emissions are within Crown’s upstream value chain. Drivers include purchased goods and services; and upstream transportation and distribution. Downstream emissions account for 10% of our Scope 3 emissions and are product-related. The most significant source for Crown is Category 10: Processing of Sold Products, which are associated with the downstream processing of our packaging products, such as filling, sterilization, and other preparation steps before products reach end consumers.

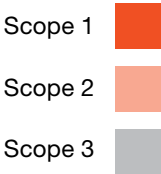


*Based on total market-based GHG emissions

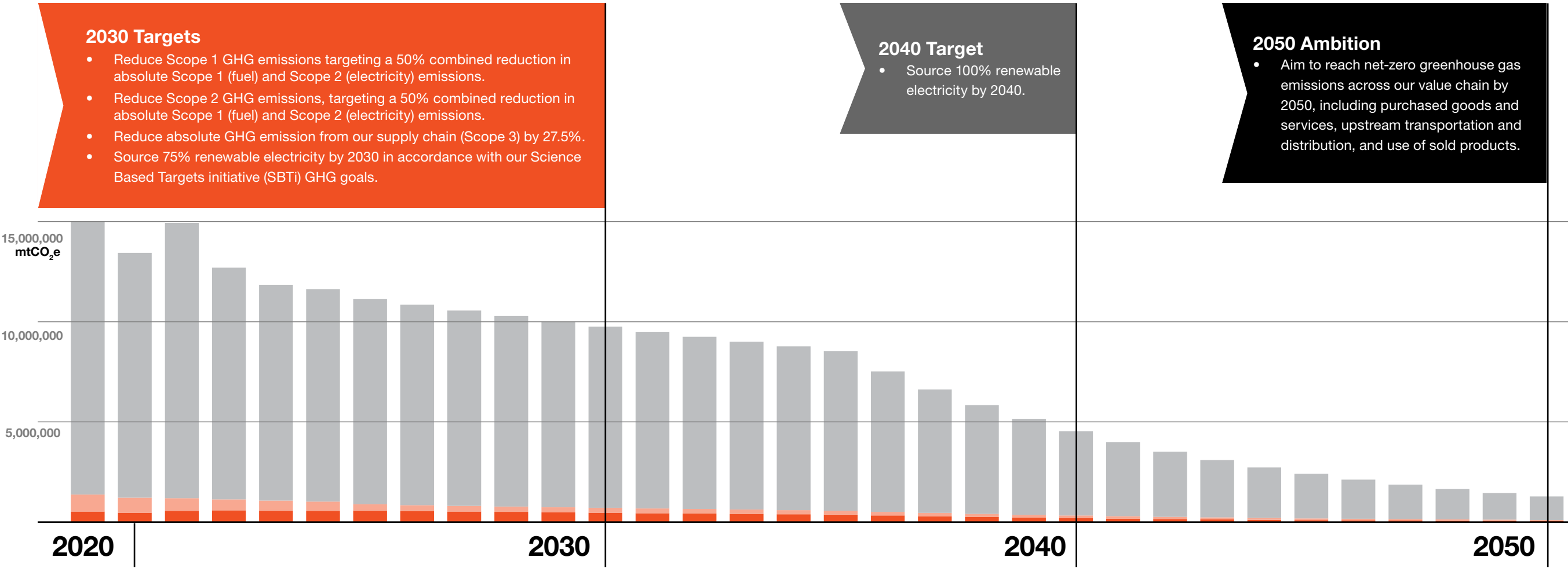
Our 2025 GHG inventory has been verified with limited assurance by Lucideon CICS Limited. For more information, please see our [2025 Sustainability Report](#).

Decarbonization Roadmap

We are moving quickly to decarbonize our operations, products and value chain with our climate goals. In order to advance with our net-zero ambition, we are exploring relevant decarbonization levers while taking into consideration the dependencies impacting our climate transition.



Our Path towards Net-Zero*



*The glidepath may be subject to change based on future developments, including but not limited to acquisitions or divestitures, updates to emissions accounting methodologies, regulatory or policy shifts, strategic business changes, or improvements in data quality.

Decarbonization Levers

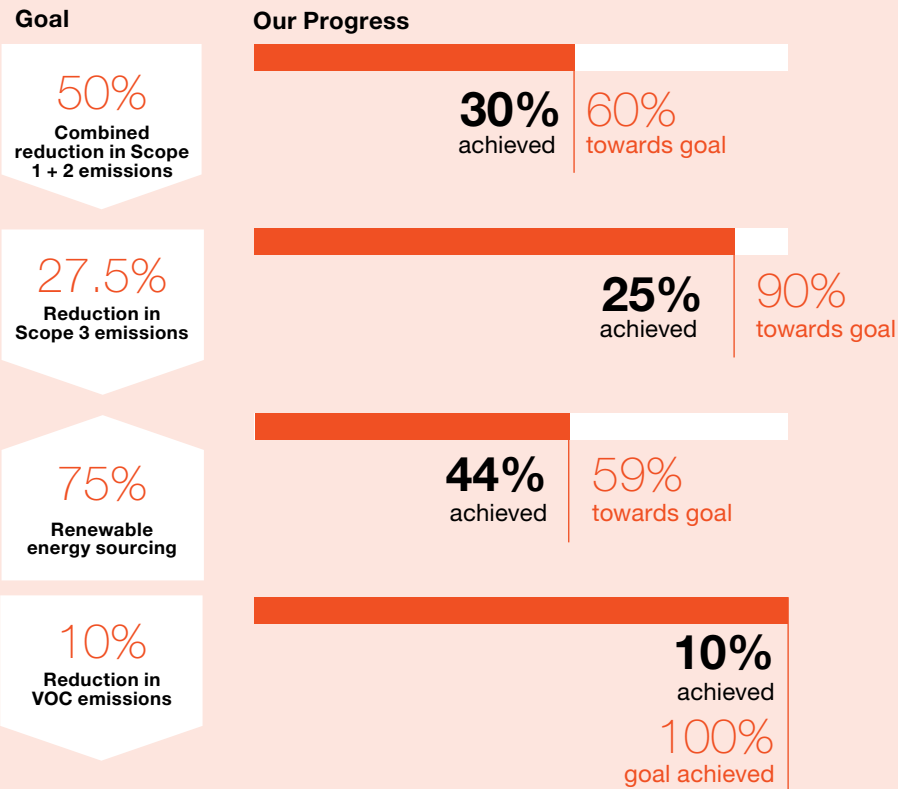
To achieve our climate goals, we are implementing and evaluating the following decarbonization levers throughout the short-, medium- and long-term.

Decarbonization Levers	Key Initiatives	Timeframe*
Scope 1 & 2		
Optimize Energy Use and Process Efficiency	- Maintain investment in energy efficiency projects (e.g., equipment upgrades, process optimization, heat recovery) - Evaluate renewable thermal solutions and explore electrification opportunities for fleet and equipment	Short-, Medium-, and Long-term
Increase Renewable Electricity	Invest in renewable electricity solutions (e.g., PPAs, on-site solar, EACs)	Short- and Medium-term
Explore Emerging Technologies	Explore next-generation technologies as they become available that can further drive operational efficiency and emissions reduction	Medium- and Long-term
Scope 3**		
Engage Our Value Chain	- Collaborate with our suppliers on data collection, sustainable sourcing solutions, and shared decarbonization efforts. - Engage with our industry and customers to drive industry and value chain decarbonization solutions	Short-, Medium- and Long-term
Enhance Product Development and Circularity	- Continue exploring opportunities to lightweight, increase recycled input and utilize lower-carbon materials in our products - Evaluate efficient secondary packaging solutions - Address emissions across the product life cycle, promoting circularity and diversion	Medium- and Long-term
Enable Positive Global Trends	- Participate in collective industry efforts - Leverage improvements in supplier capabilities and disclosure frameworks - Monitor emerging technologies and regulatory shifts to inform strategic planning	Medium- and Long-term

*“Short-term” is from 1-5 years, “medium-term” is from 5-10 years, and “long-term” is from 10 years and onward.
**Scope 3 decarbonization levers include elements that may evolve over time in response to policy developments, technological advancements, and other external factors. These influences are considered as part of the company’s ongoing approach to Scope 3 reductions.

Our Progress

By the end of 2025, we have made the following progress towards our reduction targets against our 2019 baseline.



For additional details regarding our 2025 GHG inventory, see our [2025 Sustainability Report](#).

Dependencies and Factors Influencing Our Transition

Achieving our climate goals requires not only action within our operations, but also a clear understanding of the external factors that influence our transition. As we implement our Climate Transition Plan, we are carefully evaluating the sources of emissions that are difficult to abate, as well as the key dependencies and uncertainties that may shape the pace and success of our progress.

As a global manufacturer of metal packaging, Crown Holdings operates within a value chain that includes emissions from hard-to-abate sectors—most notably aluminum and steel production, which are among the most energy- and carbon-intensive industrial processes. These materials form the core of our products and represent a significant share of our upstream emissions. The carbon embedded in these raw materials, coupled with the long operating life of our manufacturing assets, contributes to locked-in emissions that may persist across our value chain over time. These emissions, if not mitigated, could impact our ability to meet long-term climate targets and expose us to transition risks, such as tightening regulations, evolving customer expectations, or carbon cost exposure.

As our climate targets and related planning are inherently forward-looking, we must account for the assumptions we make and recognize the external factors beyond our control. Key dependencies shaping our transition strategy include:

- **Favorable regulatory conditions:** Climate-related regulations and incentives—such as national emissions targets and support for renewable energy—set the foundation for industrial decarbonization.
- **Technological advancement and availability:** Access to mature and emerging technologies, as well as the capital required to implement them, is critical to enabling change across both our operations and value chain. Additionally, emerging technologies take time to test and scale. We are looking into partnering with vendors on potential opportunities.
- **Collaboration across the value chain:** Addressing deep supply chain emissions requires active collaboration not just with direct suppliers, but also across multiple tiers of our supplier and partner network.

- **Renewable energy market maturity:** In some regions, the limited availability of low-carbon grid infrastructure presents a systemic barrier to sourcing renewable electricity and decarbonizing operations. For example, in our Asia Pacific region, we purchase renewable energy certificates (RECs) in Vietnam and Thailand; however, access to power purchase agreements (PPAs) or long-term RECs remains limited. In Cambodia, we currently do not have access to RECs. To help address these regional constraints, we are investing in renewable on-site projects in other markets while continuing to monitor developments across Asia.

We remain focused on areas where we can take meaningful action today—expanding the use of recycled product content, improving energy efficiency, increasing our use of renewable electricity, and working with suppliers to identify lower-carbon alternatives. We recognize that achieving our climate ambitions will require collaboration, supportive policy frameworks, and continued innovation across the value chain.



Taking Action

Managing Climate-Related Risks

We take a proactive approach to identifying and managing both physical and transition risks, as well as opportunities arising from climate change. Our risk management process is embedded in our annual Enterprise Risk Management (ERM) framework. This includes cross-functional engagement to assess risks over the short-, medium-, and long term—such as supply chain disruptions, extreme weather events, evolving regulations, and shifting customer preferences. Among the risks identified are increased operating costs due to rising energy prices or carbon pricing, disruption of raw material supply chains, and potential physical damage to facilities caused by severe weather.

Risks with potential financial or operational significance are elevated through senior management to the executive level for further review. We use climate scenario analysis to explore a range of future climate outcomes and inform long-term business planning. Reference models include SSP1/RCP2.6, SSP5/RCP8.5, and the IEA net-zero Emissions scenario.

To strengthen resilience, we integrate climate-related risks and opportunities into business decisions. For example, the decision to enter into virtual power purchase agreements (VPPAs) was informed by evaluating long-term cost stability and climate alignment. Additional actions include:

- Conducting physical risk assessment and site-specific engineering reviews to assess facility exposure
- Addressing energy and raw material volatility through increased recycling, renewable energy sourcing, and supplier engagement
- Anticipating market and reputational risks through consumer insight and product design optimization. These efforts help ensure that climate-related risks are not only identified, but actively managed as part of our broader strategic planning process.

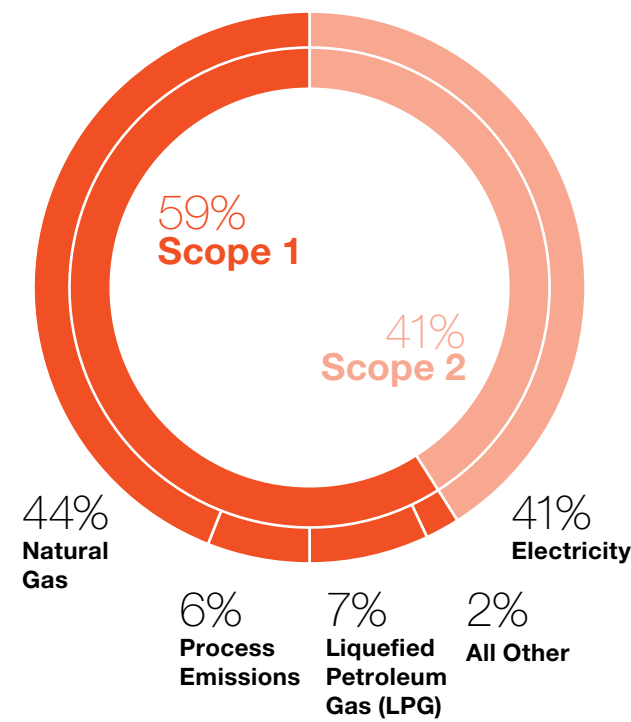


Reducing Our Operational Emissions

Reducing Scope 1 and 2 emissions remains central to our decarbonization strategy. These emissions, which result directly from our operations, provide us with the opportunity to improve energy performance, build resilience, and advance toward our climate goals.

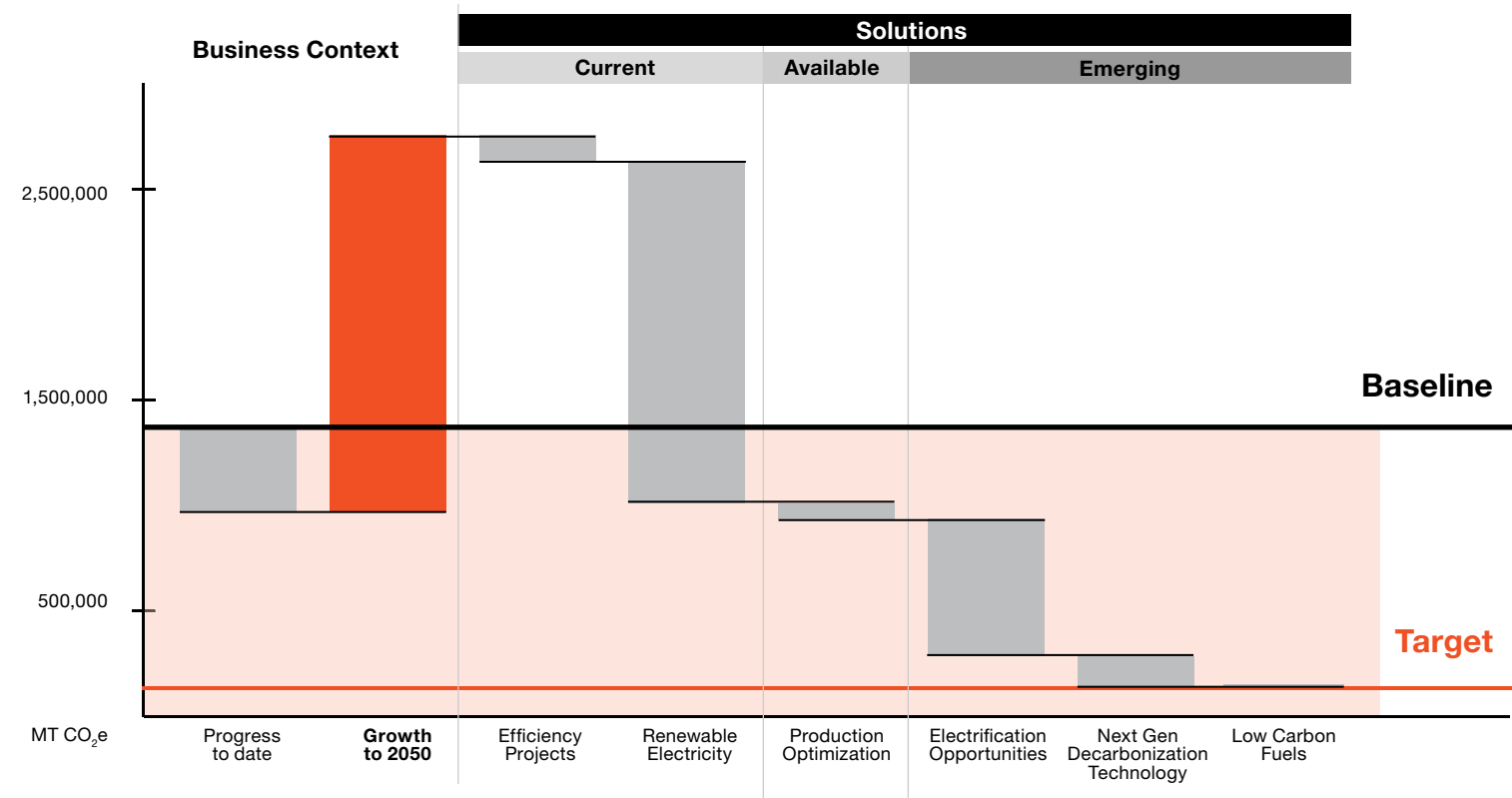
Overview of our Scope 1 & 2 Emissions

Scope 1 & 2 Impact 2025 Data



Our Scope 1 & 2 Decarbonization Roadmap

Achieving a 90% reduction by 2050 in Scopes 1 & 2



We are committed to reducing Scope 1 and 2 emissions 50% by 2030 from a 2019 baseline and continue to make meaningful progress through a combination of renewable electricity sourcing, energy efficiency, and operational innovation. To date, we have achieved a 30% absolute reduction from our 2019 baseline and remain on track toward our 2030 goal.

A major contributor to our reduction efforts is the expansion of renewable electricity across our global footprint. Recent and ongoing projects include:

- A virtual power purchase agreement (VPPA) in Europe that offsets the Scope 2 emissions from a majority of our European beverage can operations, providing a projected 200,000 megawatt-hours of solar power annually
- A VPPA in the US that offsets Scope 2 emissions from a majority of beverage can sites in North America, which has been in place since 2020
- Power purchase agreements (PPAs) in Mexico covering over 70% of Crown Mexico Beverage operations

Together, these long-term agreements are helping drive progress toward our goal of sourcing 75% renewable electricity by 2030 and 100% by 2040. As of 2025, roughly 45% of our global electricity is sourced from renewable projects.

We continue to install on-site solar projects across strategic manufacturing facilities globally. These installations contribute clean energy directly to our operations and help reduce reliance on carbon-intensive grid power in markets. To date, there are 14 installations in Mesquite, Nevada, Mankato, Minnesota and Spartanburg, SC in the U.S.; Parma, Italy; Tunis, Tunisia; Valencia and Seville, Spain; Bangi, Malaysia; Virton*, Belgium; Nairobi*, Kenya and 4* Transit Packaging sites in India. These have helped in producing and offsetting 3.2 million kilowatt-hours (kWhs) of operational power, saving the approximate CO₂ emissions equivalent of more than 2.5 million pounds of coal burned.

We also hold energy attribute certificate (EAC) contracts in Brazil, Turkey, Mexico, Ireland, Vietnam, Thailand and the United Kingdom, which allow us to claim the environmental attributes of renewable energy and support emissions reductions in markets where large scale projects are limited or not aligned with our business strategy.

In addition to expanding renewable energy use, we are implementing energy efficiency improvements across our operations. These initiatives include equipment upgrades, process optimization, and projects that recover and reuse heat.

*These sites (including 1 in India) have on-site solar generation but do not retain the EACs to offset.



Educating Employees Through Climate Action Workshops

Educating our employees about the effects of climate change is an important part of our global commitment to industry decarbonization. With support from our teams worldwide, we can make progress on a larger scale. To that end, two years ago we kick-started our 'Climate Fresh' workshops, which enable participants to build a visual representation of the climate system and better understand sustainability overall. Since that initial rollout, we have expanded the program to over 300 employees across the U.K., France, Spain, Germany, Slovakia, Italy, Greece, Turkey and the UAE. The training is also being used as a core foundation for a larger Climate Action & Energy Optimization workshop that will encourage employee investment in energy monitoring and management.

Examples of Initiatives Making an Impact



Engaging our Value Chain

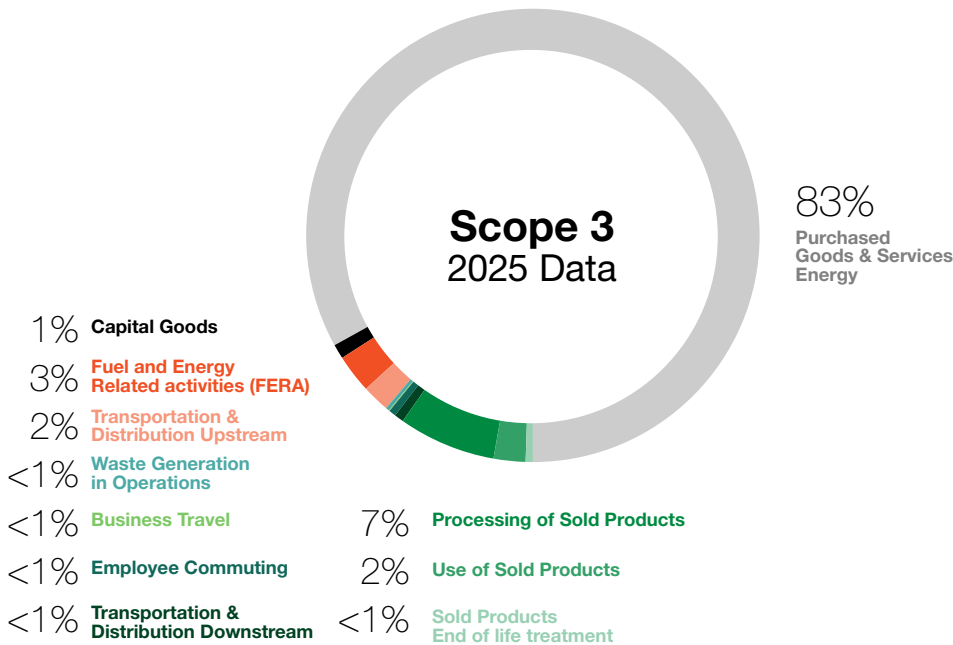
Achieving meaningful emissions reductions depends on engaging every part of our value chain — from the materials we source to how our products are used and how we collaborate within our industry. Roughly 91% of our total emissions fall within Scope 3, with about 83% of Scope 3 emissions tied to the production and procurement of metals used in our packaging.

To strengthen collaboration and accountability across our value chain, we initially set a goal to reduce absolute Scope 3 emissions from Purchased Goods and Services (PG&S) by 16% by 2030, using a 2019 baseline. We are proud to have met this target in 2024 and have expanded our target to achieve a 27.5% reduction in emissions from PG&S and other relevant Scope 3 categories by 2030. This new target has been validated by the Science Based Targets initiative (SBTi).

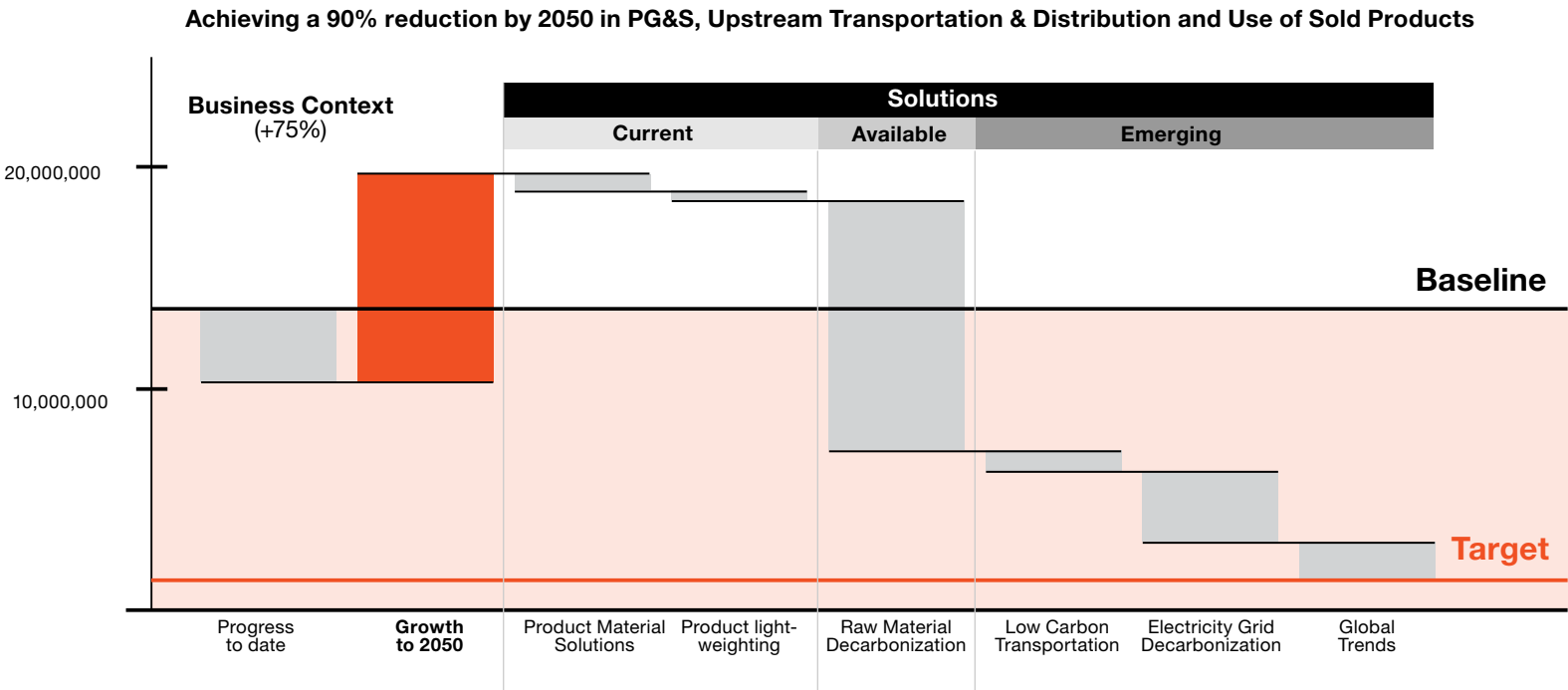
Supplier collaboration and engagement has been central to achieving our reductions to-date and remains imperative toward reaching our net-zero ambition. Our efforts focus on responsible sourcing of aluminum and steel, supported by collaboration with suppliers to improve emissions transparency and reduce the footprint of purchased materials. This involves improving transparency around supplier Scope 1 and Scope 2 emissions as well as emissions of primary raw material and recycled material used and encouraging action that supports decarbonization upstream.

We also have strong working relationships with key customers to support their carbon emission goals. One of the focus areas of engagement with them is to increase consumer awareness of recycling. By increasing recycling rates, we aim to improve market conditions and availability of recycled content for the overall industry and within our products. To date, 100% of our major customers have engaged in some form of recycling awareness efforts. Customers are also engaged in initiatives such as material reduction with lightweighting and other developments as well as increased recycled content in products. We have collaborated to increase consumer awareness of the importance of recycling and to educate consumers on the circularity of our products.

Overview of our Scope 3 Emissions



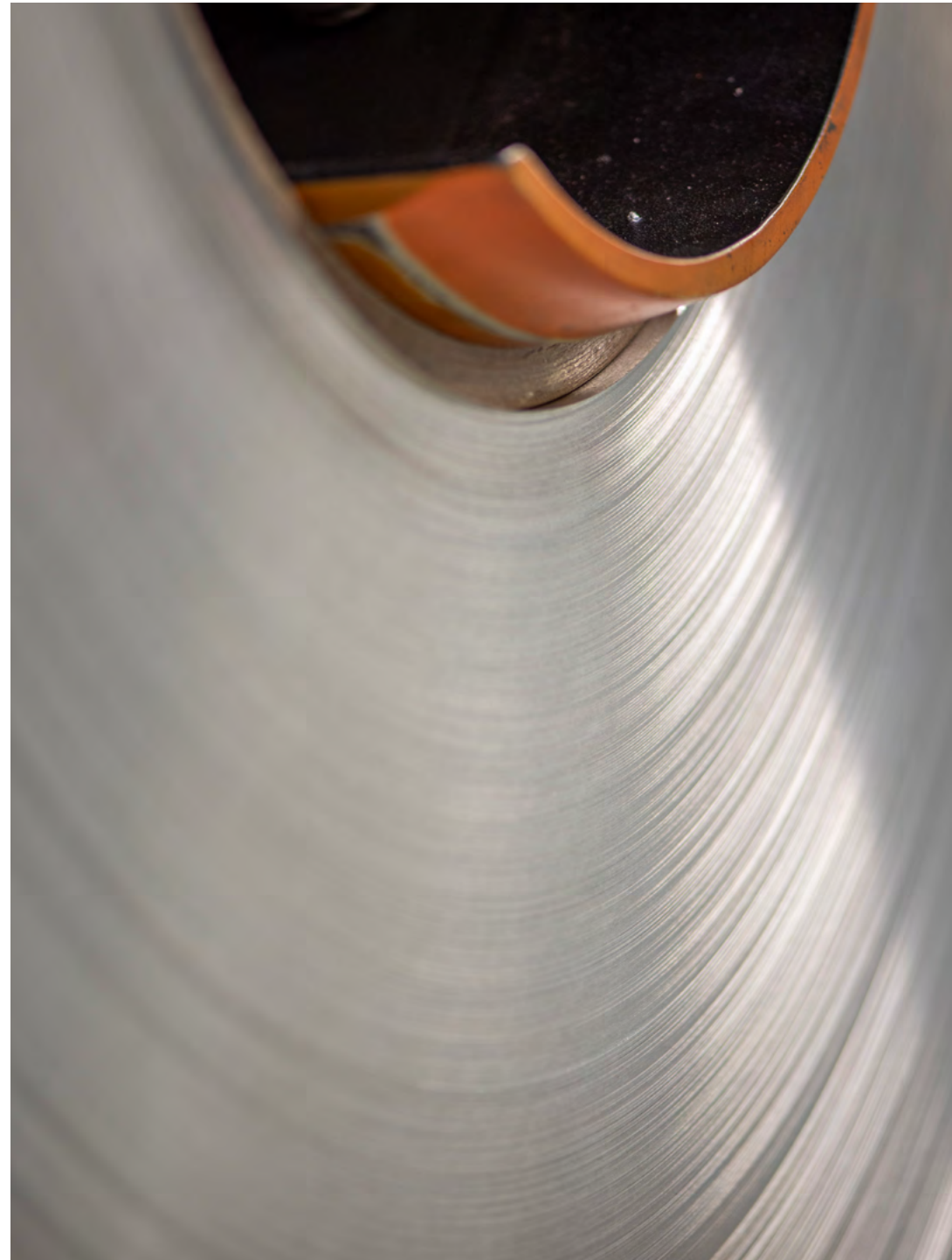
Our Scope 3 Decarbonization Roadmap



Enhancing Scope 3 Data Collection and Accuracy

The GHG Protocol includes 15 categories of Scope 3 emissions. Historically, Crown has deemed only category 1 (Purchased Goods & Services) material for sustainability reporting. In 2024, we assessed additional categories for submitting a net-zero goal to the Science-Based Targets initiative (SBTi) developed a new in-house process and methodology for collecting and reporting this data annually with support from other functions (Finance, Sourcing and Human Resources).

In addition, as part of our Scope 3 emissions evaluation, we have made significant progress in improving the accuracy of our calculations for purchased goods and services. To achieve this, we organized face-to-face meetings with the majority of our aluminum and steel suppliers, fostering dialogue and collaboration around emissions data. These engagements enabled us to request recycled content information and supplier-specific emission factors. By working closely with our suppliers, we are not only improving data quality but also promoting shared responsibility in reducing emissions and advancing our overall climate strategy.



Optimizing Transportation and Logistics

We are actively reducing transportation-related emissions through targeted logistics initiatives. In the Benelux region, we launched a two-year pilot using hydrotreated vegetable oil (HVO) as an alternative to diesel on one of our regular routes. The initiative covers approximately 1,700 deliveries per year and is expected to reduce emissions by over 50 metric tons of CO₂e annually. We are also expanding the use of intermodal transport, prioritizing rail and sea over road where feasible to lower the carbon intensity of long-distance shipments. In parallel, load optimization efforts are helping increase truck utilization and reduce the total number of trips required. These combined initiatives are already delivering measurable emissions savings, with further progress expected as they are scaled across the network. Crown considers proper vehicle maintenance and eco-friendly driving techniques to be best practices for fuel efficiency in transportation. We continue to explore opportunities to reduce our consumption of fuel and fuel-related emissions.

Addressing Product-related Emissions

We recognize the important role of circularity in combating climate change. As a leading supplier of metal packaging products, we believe we are well positioned to help combat the impacts of climate change by providing packaging solutions made of recycled materials that can be infinitely recycled after use. In 2024, 93% of our revenue (approximately USD 11 billion) came from products that are reusable, recyclable, or compostable.

With regards to our products, we are actively targeting our Scope 3 emissions by focusing on the following:

Material optimization:

Lightweighting has reduced the average 12 oz beverage can weight by around 8% since 2019, lowering material-related emissions.

Recycled-content integration:

These materials are infinitely recyclable; avoiding excess energy, water use, and CO₂ emissions when recycled versus made from virgin sources. We have increased recycled aluminum use in beverage cans and integrated recycled content into our transit packaging products—such as plastic strapping made with 52% recycled material.

Our close working relationships and engagements with our suppliers have helped drive measurable progress in these areas to-date. We plan to continue exploring additional areas for optimization in the future to achieve our net-zero ambition.

Additionally, through our operational improvements, we are optimizing the product manufacturing process. We are also working closely with customers and industry to close the loop at product end-use (read more about these efforts on page 17). As we work toward our climate goals, we aim to continue exploring material and lightweighting solutions across our product portfolio as well as leveraging new technologies and materials as they become available.

Advancing Circularity Across the Business

Business-wide Initiatives

- Supporting circularity in our organization by ensuring steel and aluminum scrap from our manufacturing process is recycled back with our suppliers.
- Prioritizing responsible sourcing, including ASI-certified aluminum and assessment of 97% of core suppliers in 2024.
- Ensuring product safety and regulatory compliance via One Crown Standard and food contact material screening.
- Scaling renewable electricity at plants, including solar installations (e.g., in Seville, Spain).
- Committing to zero operational waste to landfill by 2030 across all facilities.

Beverage Packaging:

- Lightweighting aluminum cans.
- Increasing recycled aluminum content and promoting usage of infinitely recyclable metal.
- Designing for circularity through recyclable materials and post-consumer recovery partnerships (e.g., Every Can Counts).
- Reducing VOC emissions by 10% by 2030 through improved coating and material processes.
- Partnering with Can Manufacturers Institute, Metal Packaging Europe, Every Can Counts, and The Recycling Partnership to strengthen aluminum can recycling infrastructure and engage consumers on circularity and recovery.

Product-specific Initiatives

Aerosol & Food Packaging:

- Lightweighting steel and aerosol cans, including innovations like the golf-ball textured coconut milk can that reduced material by ~13%.
- Implementing coating and energy efficiency improvements aligned with corporate VOC reduction targets.
- Participated in the Canned Goods Coalition to promote steel food cans as a circular packaging option; pilot campaigns led to increased consumer preference for canned goods at the point of sale.

Transit Packaging:

- Using ~58% recycled plastic in strapping; Eden, NC tier sheets contain ~19% recycled HDPE and are reusable up to 100 times.
- Processing curbside-collected materials into packaging components at sites like Florence, KY and Eden, NC.
- Lightweighting transit packaging materials in alignment with our Optimum Circularity goals.
- Optimizing logistics with low-carbon freight strategies and EV fleet pilots.
- Innovative Close Loop Recycling Program enabling companies to recycle polyester strap to reduce packaging waste and disposal costs, collecting waste from one Signode site to use as input materials at others as an internal closed loop system.

Transforming Recycling Systems

We are collaborating closely with packaging associations, recyclers, and customers to transform recycling systems and scale circular practices across our value chain. While the aluminum beverage can is infinitely recyclable, we believe the industry must do more to ensure that we can recapture as much material as possible. By increasing recycling rates, we reduce resource consumption and energy emissions. Even if many members of the aluminum beverage can supply chain maintain individual goals around recycling, we believe real progress requires peer-to-peer communication and collaboration.

To drive progress, we continue to advocate for deposit return systems (DRS), extended producer responsibility (EPR) policies, curbside recycling access and stronger consumer education. Initiatives included:

- Co-hosted the second Global Aluminum Can Sustainability Summit, where we brought together experts and stakeholders to develop actionable strategies for a more circular metal packaging industry. These events helped us identify opportunities to advance industry decarbonization and align on a clearer definition and measurement for recycled content in beverage cans.
- Participated in multiple panel discussions focused on aluminum decarbonization and circularity in 2024 /2025, at New York Climate Week as well as the Green Aluminum Summits in Europe and North America.
- Supported the launch of Every Can Counts in the U.S. in 2024, an initiative that provides boots-on-the-ground consumer recycling education.
- Supported the launch of Every Can Counts in the UAE in 2024, following a first ECC activation at COP 28 in December 2023.
- In collaboration with Every Can Counts Greece, launched a pilot DRS program in 2024 on Antiparos Island, Greece, with the installation of two reverse vending machines (RVMs), which will test consumer engagement and inform wider return rates.
- Participated in an event on “Packaging Collection and DRS” at the European Parliament in 2024 — co-organized with Metal Packaging Europe and several Members of Parliament.



Salt mud flats, Gulf of California and the Colorado River
Image credit: The Nature Conservancy

Nature-Related Considerations in Our Transition Plan

Crown’s Transition Plan incorporates biodiversity, water, forests, and plastics considerations across our global operations.

Biodiversity:

We use the Integrated Biodiversity Assessment Tool (IBAT) to assess risks at all Crown and Signode sites, identifying nearby Protected Areas, Key Biodiversity Areas, threatened species, and Species Threat Abatement and Restoration (STAR) scores. A refreshed assessment will be completed in 2026 following recent IBAT updates.

Water:

As part of our **Twentyby30™** program, we are committed to replenishing 100% of the water consumed from our Beverage operations in extremely high water-stressed locations by 2030. In 2025, we advanced projects to reduce water stress and support shared watershed management.

Forests and Plastics:

Risk assessments across our operating sites incorporate dependencies and impacts linked to forests and plastics, which are particularly relevant to our transit packaging operations.

Crown has published a report in line with the Taskforce on Nature-related Financial Disclosures (TNFD) as an early adopter in 2026.



Collaborating with Industry Groups and Coalitions

In addition to recycling systems, we engage with industry associations and coalitions to support broader decarbonization goals.

Engagements include:

- Partnering with International Aluminium Institute (IAI) through Aluminium Forward 2030: We supported IAI's launch of Aluminium Forward 2030, a coalition of the association's production and downstream members committed to transforming the aluminum sector. This coalition promotes multi-sector collaboration to align the aluminum industry with net-zero pathways and the UN Sustainable Development Goals.
- Endorsing the Mission Possible Partnership transition strategy: Crown joined CMI and its industry peers in endorsing the Mission Possible Partnership (MPP) transition strategy for a net-zero, 1.5°C-aligned aluminum industry. The strategy outlines pathways for decarbonizing the aluminum sector through clean energy, production efficiency, and new technologies.
- Contributing thought leadership in global climate and aluminum forums: Crown regularly engages in global climate and industry events to contribute to discussions on decarbonization, circularity, and policy solutions, sharing perspectives on extended producer responsibility, recycling, and supply chain transformation.
- Driving circularity in the UAE and Asia Pacific in collaboration with IAI and Roland Berger: Deepening our beverage can recycling commitments in Asia Pacific requires a strong understanding of the region's current infrastructure and the ways we, along with other value chain members, can start to make tangible progress toward a more effective system. Crown partnered with IAI and Roland Berger to assess recycling systems in key Asia Pacific markets and identify improvement levers, including infrastructure gaps, landfill diversion, access points, and traceability. Crown is working with IAI and local partners to support legislative action, infrastructure investment, and consumer awareness to strengthen regional recycling systems.
- Supporting the launch of the UAE Recycling Coalition: Crown supported the launch of this new coalition, which intends to promote aluminum recycling in the UAE by helping advance recycling infrastructure and advocating for smart packaging waste policies.
- Advancing global aluminum recycling through the Global Beverage Can Circularity Alliance: At New York Climate Week 2024, Crown joined industry peers in launching the Alliance's Global Advocacy Plan, which outlines strategies to significantly increase aluminum can recycling rates worldwide. Crown also contributed case studies demonstrating successful recycling systems in emerging markets, reinforcing its commitment to circularity and infrastructure investment.
- Joining the First Movers Coalition to accelerate low-carbon aluminum sourcing: Crown became a member of the First Movers Coalition in 2025, committing to source at least 10% of its primary aluminum annually from low-carbon producers. This initiative aligns with Crown's broader decarbonization goals and supports the development of a more sustainable aluminum supply chain.
- Supporting Material Recovery Facilities through CMI and The Recycling Partnership: We continue to actively support the betterment of the aluminum recycling infrastructure in the U.S. Through partnerships with the Can Manufacturers Institute (CMI) and The Recycling Partnership, Crown helps fund grants for can capture equipment at material recovery facilities (MRFs), enabling the recovery of used beverage cans (UBCs) that would otherwise be lost to landfill.

Ensuring Governance and Accountability

Approach to Climate Governance

Crown recognizes that sustainability must be integrated into every aspect of our company, and our governance structure is designed to embed climate oversight and accountability across all levels of the organization. Sound governance in climate resilience is essential for successful implementation. The visual below summarizes our structure and illustrates how the various functions of the Company work together.

Our Climate Governance



At the highest level, our Board of Directors oversees climate and sustainability issues, with the Nominating & Corporate Governance Committee and Audit Committee playing key roles in reviewing climate strategy, monitoring performance, and guiding disclosure. Climate-related matters are standing items at Board meetings, covering topics such as emissions targets, capital allocation, risk management policies, and progress towards our **Twentyby30™** goals.

Crown’s Chief Executive Officer holds executive-level accountability for climate strategy and performance. The CEO is responsible for overseeing the execution of the **Twentyby30™** program and is regularly briefed—at least quarterly—on progress toward climate-related goals. Our Climate Transition Plan was reviewed and approved by Crown’s leaders prior to publication, ensuring executive and Board alignment on strategic direction.

To reinforce accountability across the company, we tie climate performance to executive and employee incentives:

The CEO’s short- and long-term incentive plans incorporate performance criteria that include consideration of emissions reduction targets, energy efficiency improvements, and renewable energy adoption.

Facility managers are eligible for performance-based bonuses linked to site-level energy metrics.

Employees may receive monetary or non-monetary rewards based on their contributions to our climate-related goals under the **Twentyby30™** framework.

We are also committed to strengthening climate and environmental competency at the Board level. Measures we take to ensure Board competency and expertise include consulting regularly with our sustainability leaders, regularly informing Directors on environmental issues and industry best practices and standards.

Business Strategy and Financial Planning

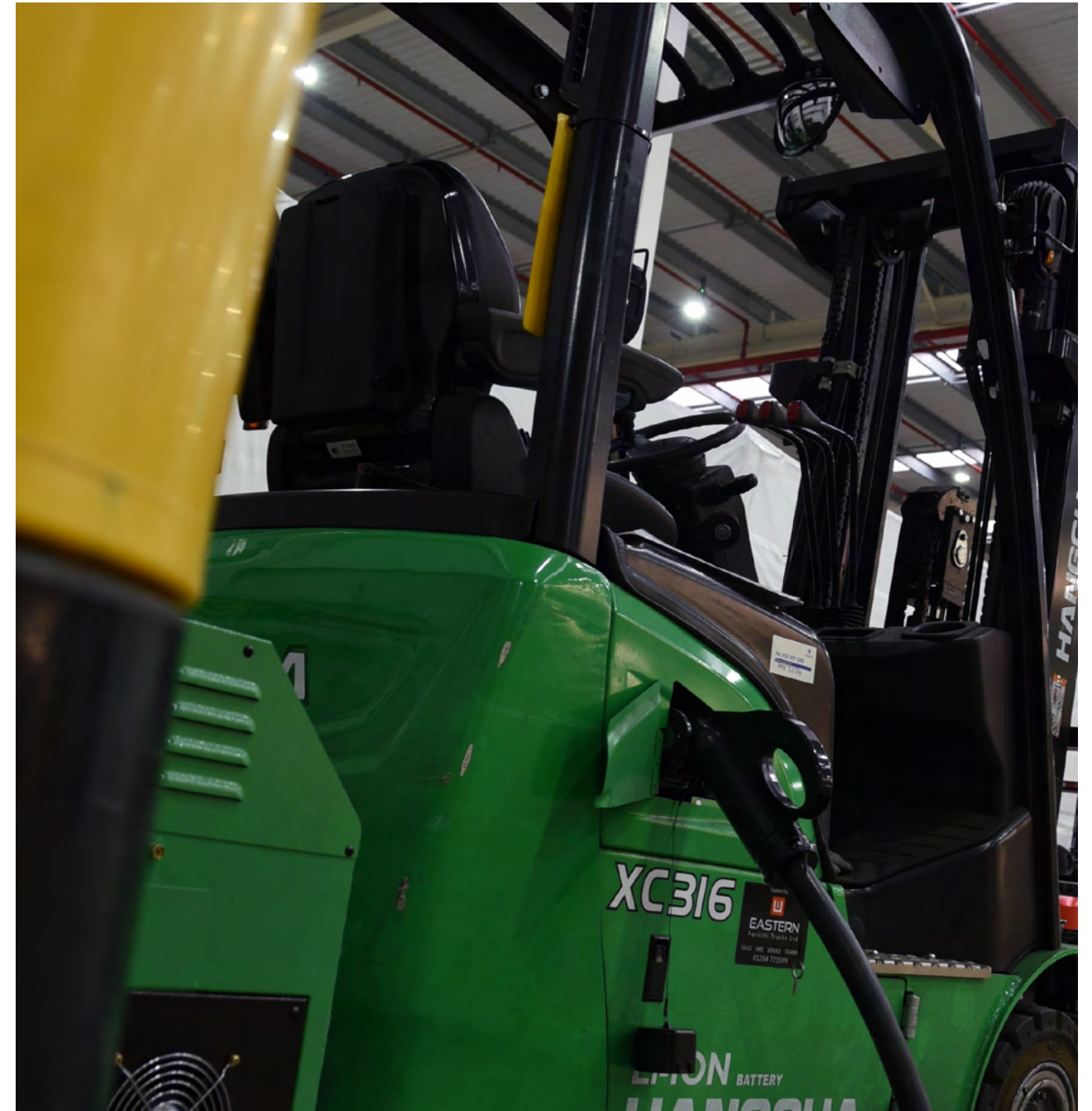
At Crown, we recognize both the financial impacts of climate change on our business and the related growth opportunities we can harness by mitigating climate risks through production efficiency, product innovation, and renewable electricity use. Our Climate Transition Plan is embedded in our broader business strategy through our **Twentyby30™** sustainability program.

We recognize both the financial risks climate change presents to our business and the growth opportunities available through proactive mitigation. Our transition involves targeted capital and operational expenditures designed to reduce emissions, build long-term resilience, and ensure compliance with evolving regulatory and stakeholder expectations. We continue to prioritize expenditures that enable emissions reduction, cost savings, and long-term operational resilience.

To support this, we maintain a dedicated annual Sustainability CapEX budget to fund energy-efficiency upgrades and water reduction projects. Projects supporting emissions reduction include manufacturing equipment enhancements, HVAC and lighting modernization, material optimization, and process upgrades. Each project is evaluated for both financial returns and its contribution to emissions reduction or water savings.

As required under ESRS E1-5, we are also evaluating and aligning our capital expenditures with the technical screening criteria outlined in [Commission Delegated Regulation \(EU\) 2021/2139](#), which defines environmentally sustainable economic activities under the EU Taxonomy. Our investments support solar and wind electricity generation and material recovery. For additional details, see our EU-taxonomy alignment table in the [Appendix](#).

Climate-related financial governance is led by our Corporate Governance and Sustainability Committee and overseen by the Board's Governance Committee. We integrate internal carbon pricing and climate scenario analysis into capital planning processes to ensure climate risk and opportunity are embedded in long-term financial decision-making. Specifically, we apply an internal shadow price of USD 50 per metric ton CO₂e to Scope 1 and 2 emissions. This internal price is required when allocating funds from our dedicated Sustainability CapEX budget, helping ensure emissions impacts are incorporated into investment decisions. The rate is reviewed annually and may be expanded to broader capital allocation processes as we continue to mature our approach.



Appendix

ESRS Index

ESRS Reference	Description Plan Section/ Response
E1-1, 16a	Explanation of how targets align with limiting global warming to 1.5°C in line with the Paris Agreement Our Climate Ambition
E1-1, 16b	Explanation of decarbonization levers, key actions planned, changes in product/service portfolio, and adoption of new technologies in own operations or upstream/downstream value chain Our net-zero Roadmap ; Reducing Our Operational Emissions ; Engaging Our Value Chain ; Addressing Product-Related Emissions
E1-1, 16c	Quantification and explanation of CapEx and OpEx dedicated to Transition Plan Business Strategy and Financial Planning
E1-1, 16d	Qualitative assessment of potential locked-in GHG emissions from key assets and products, with explanation of how emissions may jeopardize GHG targets and drive transition risk. If applicable, plans to manage energy & GHG-intensive assets and products Dependencies and Factors Influencing Our Transition
E1-1, 16e	An explanation of plans (CapEX, CapEx plans, OpEX) for aligning economic activities with established criteria in Commission Delegated Regulation 2021/2139 Business Strategy and Financial Planning ; Alignment of Crown Holdings' Climate-Related Activities with EU Taxonomy Criteria (Regulation 2021/2139)
E1-1, 16f	Disclosure of significant CapEx related to coal, oil, and gas-related economic activities during reporting period Not applicable
E1-1, 16g	Disclosure of exclusion status from EU Paris-aligned benchmarks Crown Holdings is not excluded from the EU Paris-aligned Benchmarks, signifying that we are not involved in activities related to controversial weapons, tobacco, fossil fuel extraction and distribution or other excluded ventures.
E1-1, 16h	Explanation of how Transition Plan is embedded in and aligned with overall business strategy and financial planning Business Strategy and Financial Planning
E1-1, 16i	Confirmation of administrative, management, and supervisory body approval of the Transition Plan Climate Governance
E1-1, 16j	Explanation of Transition Plan implementation progress Our Progress
E1-1, 17	If a Transition Plan is not in place, the planned date for adoption a Transition Plan Not applicable

Alignment of Crown Holdings’ Climate-Related Activities with EU Taxonomy Criteria (Regulation 2021/2139)*

Taxonomy ID	Taxonomy Activity Title	Crown Initiative	Substantial Contribution	DNSH Criteria & Safeguards	Status/Progress	Minimum Social Safeguards
4.1	Electricity generation using solar PV	On-site solar installations globally	Reduces grid energy use; enables on-site renewable generation	Roof-mounted installations avoid land disruption; e-waste controls	Active in U.S., Europe, Asia Pacific; over 9,000,000 kWh produced in 2025	Worker health & safety procedures in place; installation contractors subject to Crown’s supplier code aligned with UNGP/OECD
4.3	Electricity generation from wind power	VPPA North America wind and European renewable contracts	Reduces Scope 2 emissions; powers 68% of U.S./ Canada beverage plants	Non-fossil energy source; no land/habitat disruption	VPPA active in North America since 2020 and in Europe since 2025	Supplier Code and Human Rights Policy address UNGP, OECD, and ILO standards; applied to PPA partners and suppliers involved in renewable energy procurement and infrastructure
5.9	Material recovery from non-hazardous waste	Material recovery through internal recycling	Supports circular economy; converts high volumes of metal waste to secondary raw materials	Managed contamination thresholds; company processes promote closed-loop recycling	Internal operations recover ~100% of production metal scrap; third-party MRFs/ externally managed recovery contributes additional volume (not explicitly quantified)	Governed by Crown’s internal labor, health & safety, and human rights policies aligned with UNGP and OECD

*This table outlines Crown Holdings’ climate-related economic activities that are eligible under the EU Taxonomy and describes how each is aligned with the technical screening criteria defined in [Commission Delegated Regulation \(EU\) 2021/2139](#), including requirements for substantial contribution to climate change mitigation, Do No Significant Harm (DNSH), and minimum social safeguards.



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