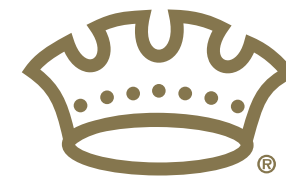


Twentyby30™
Accelerating Sustainability

Sustainability Program

2026 Update

Crown Holdings, Inc.



CROWN

Brand-Building Packaging™



Twentyby30™

Accelerating Sustainability

In 2020, Crown took an exciting step on its journey toward becoming the best Company possible with the launch of the **Twentyby30™** program, an ambitious set of targets addressing the most pressing sustainability issues of our time.

Twentyby30™ includes not only science-based Greenhouse Gas (GHG) emission target reductions and water stewardship goals, but also tackles areas of sustainability such as employee safety, Diversity and Inclusion, responsible sourcing and other environmental, social and governance topics.

While still on our journey toward realizing **Twentyby30™**, we have already identified areas where we will further challenge ourselves to realize the Company's full growth potential. With this in mind, we are refreshing select **Twentyby30™** goals to meet these more ambitious targets.

By embracing more demanding goals, we acknowledge to our customers, suppliers, employees, and communities in which we operate that Crown is committed to remaining the packaging supplier of choice.

As sustainability evolves and the world continues to grow, we will continue to strive to be the best steward of the environment, global citizen, and Company that we can. We are proud to share these updates to the **Twentyby30™** program with you and continue the journey together.

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

Our Vision

To have Environmental, Social and Governance principles embedded into the fabric of Crown's overall business, and our products recognized as the most circular packaging option.

Our Mission

Through **Twentyby30™**, Crown will create an impactful cycle – an opportunity to move beyond addressing regulatory and supply chain disruption risks caused by Environmental, Social and Governance concerns.

We will take climate action, advance the Circular Economy and attract and retain highly skilled and diverse employees, while also creating efficiency and continuing to build a brand reputation that is trusted and valued by our stakeholders.

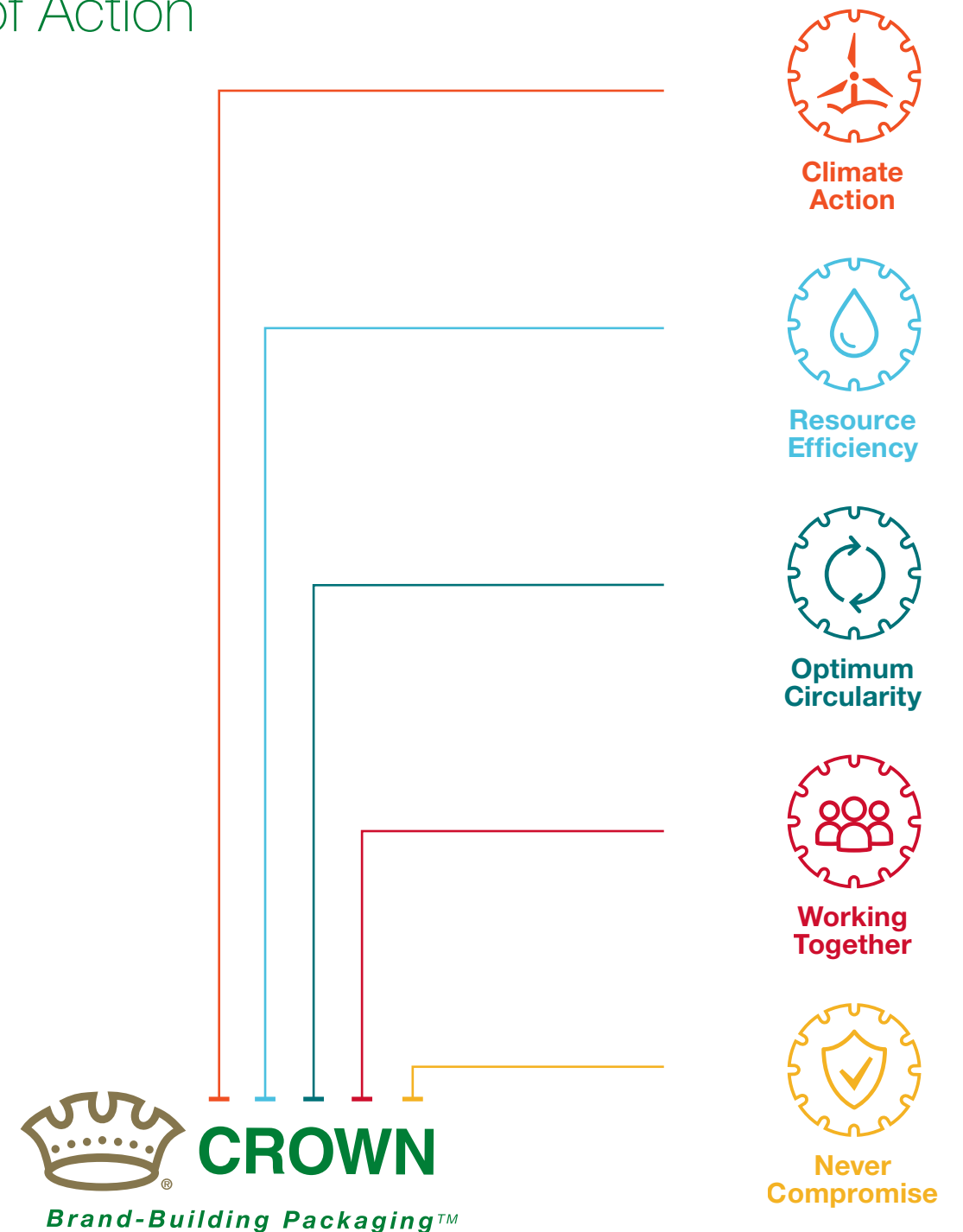
Our Strategy

Quality, reliability, durability and innovation have been at the core of Crown's reputation, and we will continue to uphold these values, leveraging their legacy. Today, sustainability is equally important as one of our core values. As we take into account the unprecedented changes our planet is facing with regard to climate change, we must adapt our business strategy to take into consideration the needs of future generations.

With that in mind, Crown's **Twentyby30™** program is focused on transforming our challenges into opportunities. The five pillars of action are prioritized based on the needs of our stakeholders and the urgency of the issues.

Twentyby30™ addresses Crown's Environmental, Social and Governance issues through twenty goals. All goals are established to be achieved by 2030, or earlier, compared to a 2019 baseline.

Our Pillars of Action





Our Climate Action strategy focuses on production efficiency, product and process innovation, strategic material procurement and utilization of renewable electricity. This strategy acknowledges that climate change can have financial impacts on our global business, but we can create opportunity for growth by proactively mitigating risks throughout our value chain.



Climate Action

Our Goals

Our Approach

1

GHG Emissions Reduction

Reduce absolute GHG emissions from operations (Scope 1 and 2) by 50%

Scope 1:

Direct emissions from fuels

2

Scope 2:

Indirect emissions from purchased electricity

3

GHG Emissions Reduction

Reduce absolute GHG emissions from supply chain (Scope 3) by 27.5%

Scope 3:

Indirect emissions from upstream and downstream activities, including purchased materials

4

Renewable Electricity

Source 75% renewable electricity by 2030*

Beyond 2030, Crown is committed to 100% renewable electricity by 2040

5

VOC Emissions Reduction

Reduce Volatile Organic Compounds (VOC) emissions by 10%

- Drive fuel use efficiency
- Upgrade inefficient equipment with new and innovative equipment that yields increased efficiency or eliminates fuel use
- Replace equipment powered by internal combustion of fuel with electricity-powered options (where renewable electricity is available)
- Invest in innovation to support increased efficiency and reduced fuel usage.

- Drive electricity use efficiency
- Upgrade inefficient equipment with new and innovative equipment that yields increased efficiency or minimizes demand for electricity
- Procure renewable electricity
- Invest in innovation to support increased efficiency and reduced electricity usage

- Partner with suppliers to reduce the GHG footprint of materials, focused on steel and aluminum, coatings and varnishes
- Partner with suppliers to reduce the GHG footprint of our capital goods
- Reduce downstream logistics, distribution and transportation, fuel consumption and mileage
- Promote circularity and product stewardship to support our goals

- Invest in on-site company-owned equipment
- Execute on-site and off-site bundled Power Purchased Agreements (PPA) and Virtual Power Purchase Agreements (VPPA)
- Utilize grid renewable electricity through green tariffs
- Virtual Power Purchase Agreements (VPPA)
- Support the global transition to renewable electricity

*In accordance with our SBTi GHG goals

- Continue to develop precision application options to control coating weight and monitor application performance
- Reduce number of coating pass applications
- Increase use of water-based coatings
- Broaden the use of dry coating through use of power, laminate, and UV coating technologies
- Install and upgrade Regenerative Thermal Oxidizers (RTOs), as specified by local regulations



Net Zero Carbon emissions commitment through The Climate Pledge by 2040



Crown commitment to 100% Renewable Electricity by 2040



- Minimizing our use of water and ensuring that any discharges do not degrade the quality of the receiving water bodies, the health of receiving soils, or in any other way cause harm to ecosystems or people.
- Ensuring that our employees continue to have access to safe drinking water, hygiene and sanitation.
- Ensuring that our water consumption does not undermine the quantity and quality of water available for people and ecosystems that depend on the watersheds where we operate.



Resource Efficiency

Our Goals

Our Approach

6

Water Usage Reduction

Reduce water withdrawal per 1000 cans in our Beverage operations by 10% from the 2025 baseline

- Measure, monitor and report water withdrawal and wastewater discharge company-wide
- Identify and eliminate losses and leaks
- Install flowmeters to measure and report water consumption and enhance water conservation
- Identify and incentivize water re-use opportunities
- Identify, benchmark and replicate water and wastewater efficiency best practices
- Pilot and replicate new and hybrid technologies towards minimal to Zero Liquid Discharge

7

Wastewater Compliance

100% of wastewater continues to meet local standards each year

- Monitor and record wastewater quantity, quality, compliance and location of discharge
- Adopt company-wide standard operating procedures defining wastewater discharge quality and standard monitoring requirements
- Ensure corrective actions are taken if noncompliance occurs

8

Water, Sanitation & Hygiene

Ensure all employees have continued access to safe water, sanitation and hygiene

- Ensure continued access to safe drinking water
- Offer continued access to sufficient and clean personal hygiene facilities and education globally
- Regularly track facility-level WASH compliance and provide guidance to correct noncompliance

9

Water Replenishment

In 2030, be replenishing 100% of water consumed by our Beverage Operations in extremely high-risk watersheds back to those watersheds

- Validate number of plants in extremely high water risk locations
- Identify watershed level projects to implement in extremely high water risk locations
- Implement projects in collaboration with local partners, including water access projects
- Measure and report project implementation progress annually



A large stack of blue-wrapped pallets of XPS insulation, secured with white straps. The image shows the side of the stack, with the blue wrapping and the white straps clearly visible. The background is a blurred industrial setting.



Optimum Circularity

Our Goals

Our Approach

10

Zero Waste to Landfill

Send zero waste from our operations to landfill*

- Incentivize and improve the efficient use of raw materials through responsible waste management
- Look for opportunities to remanufacture or reuse waste products and collaborate with suppliers and other partners when possible
- Create and continuously improve a waste reduction culture by sharing best practices and focusing on materials that are hard to reuse and recycle
- Improve data availability and quality about each waste stream reported in our operations
- Validate and verify disposal practices

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Lightweighting

Reduce packaging material use by making our aluminum and steel beverage cans 10% lighter in weight

- Extend existing successful downgauging programs globally
- Share best practices across our Company and provide any needed technical support to maintain the performance of our products while using less material

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Circularity Advocacy

Work to increase metals recycling rates in our major markets with industry associations and other partners

- Continue to invest time and resources into existing collaborations with industry associations and partners, as well as creating new partnerships to increase metal recycling rates, focusing in our major markets
- Support Industry Associations' and partners' work to influence policies that support circularity, such as Deposit Refund Systems (DRS)
- Achieve our 2030 global recycling rate goals for aluminum beverage cans

13

Recycled Content (metal cans & transit packaging)

Work to maintain or improve the industry-wide recycled content average in metal cans and Transit Packaging products in collaboration with suppliers, industry associations, and other partners.

- Work in collaboration with suppliers to increase knowledge and understanding of the current supply of recycled content to our operations
- Maintain and expand our efforts to improve the industry-wide recycled content average in metal packaging and transit paper, steel and plastic packaging products
- Advocate for can-to-can recycling to ensure availability of recycled material for our products and maintain circularity of our industry

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Recycled Content (plastic strapping)

Increase the recycled content of the plastic strapping we make by 10% globally

- Increase recycling capacity at recycling centers
- Source recycled material, both internally and externally supplied, at strapping centers



Work together with our supply chain partners to realize an 80% recycled content global average in aluminum beverage cans by 2030

*“Zero waste” is defined as >98% landfill diversion of waste from our continuing operations. Our diversion metrics and goals are applicable to locations where compliant and environmentally safe recycling systems are available and appropriate. Our methodology excludes recycled process metal scrap and does not include the reuse of plastic strapping and edge-board scrap generated through our operations.

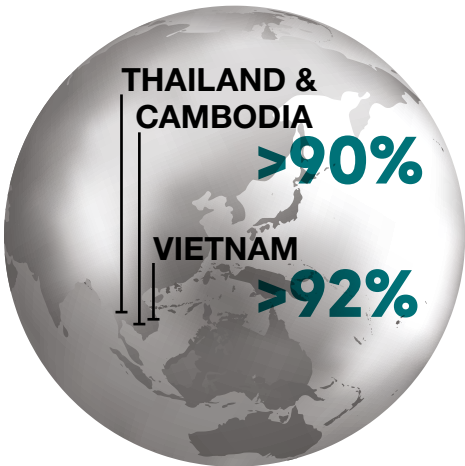
2030 Global Recycling Goals

Aluminum Beverage Cans

Together with Industry Associations and other partners, work to increase metals recycling rates in our major markets

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Asia Pacific



Country-wide 2030 recycling rate goals for three major markets in which we operate were established in 2023:

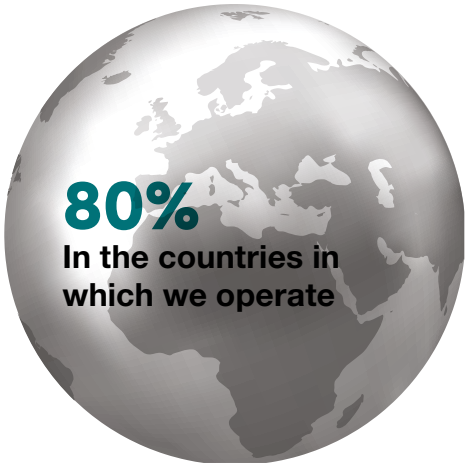
- **Thailand:** >90%
- **Cambodia:** >90%
- **Vietnam:** >92%

Americas



- **U.S.:** In line with our industry partners, strive to achieve: 70% by 2030, 80% by 2040 and 90% by 2050
- **Mexico:** Continue to maintain >90% through 2030. Work with industry partners to establish a country-wide recycling rate
- **Brazil:** Continue to maintain >97% through 2030

EMEA



- Crown will work with industry partners throughout the EMEA region to strive for an 80% recycling rate in the countries in which we operate



Our leaders must seize every opportunity to demonstrate their inclusive leadership, explore opportunities and create the space to engage people. Within their teams, they must promote interpersonal dynamics and value both collective and individual initiatives.



Working Together

Our Goals

Our Approach

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Employee Safety

Reduce our Total Recordable Incident Rate (TRIR) every year, always striving to reach zero injuries

- Make Safety Awareness for Employee (SAFE) Program available globally, focusing on retaining and highlighting quality of safety observations
- Deploy a global Severe Injury and Fatality (SIF) Prevention Program that will train employees to review injuries and incidents and identify SIF prevention opportunities
- Monitor and measure continuous safety improvements by expanding the use of a balanced safety scorecard that includes lagging and leading indicators for our global operations

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Employee Engagement in Sustainability

Continuously encourage, inform and empower every employee to be an active participant in Crown's Sustainability Program, creating meaningful connections between their daily tasks, their personal lives and the impact they can make in the environment and society

- Build sustainability awareness, knowledge, and skills through ongoing education, training, and communications, beginning with recruitment and onboarding and continuing throughout the employee lifecycle
- Embed sustainability into everyday decisions by creating systems, tools, and processes that make it easier for employees to incorporate sustainability into their daily work and responsibilities
- Collaborate with employees to develop and scale best practices by co-creating sustainability solutions, sharing successes, and replicating effective approaches across the organization
- Empower employee leadership and community impact through Sustainability Champion opportunities and skills-based volunteering that support workplace, environmental, and community initiatives
- Recognize and reward employee contributions by incentivizing participation, celebrating achievements, and encouraging continuous engagement in Crown's Sustainability Program and sustainability KPIs

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Positive Work Environment

Maintain a more employee-centric organization where people feel supported, valued and able to thrive, strengthening Crown's culture as a great place to work. Encourage our top management to lead by example and embody the behaviors that create an engaging and positive work environment

- Deploy new workshops and training programs that strengthen our workplace culture, support professional growth, and promote respectful and collaborative behaviours across all teams
- Highlight and celebrate best practices in our facilities that contribute to a positive employee experience and help build a safe and engaging work environment
- Update our recruitment and onboarding processes to strengthen our position as an employer of choice. This includes developing regional approaches to attract, integrate and retain diverse talent and support long-term career development.
- Review our current policies, practices and procedures to identify gaps and provide updated guidance that improves clarity for all employees.
- Promote a positive and respectful work environment, free from harassment, bullying or discrimination across all locations.
- Establish employee committees in each Division to help strengthen our workplace culture, encourage engagement and ensure that local teams have a voice in shaping the employee experience



A close-up, high-contrast photograph of a mechanical component, likely a turbine or engine part. The image features a circular scale with markings for 30, 35, and 40. A textured, knurled section is visible on the right side of the scale. The background is blurred, showing concentric circular patterns. The lighting is warm and golden, creating a dramatic effect.



Never Compromise

Our Goals

Our Approach

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Decrease Product Lifecycle Footprint

Decrease the lifecycle footprint of our products and processes through eco-design and manufacturing innovation. Crown commits to devoting at least 50% of its Research & Development (R&D) technology developments toward minimizing the footprint of its products and manufacturing processes

- Apply Design for the Environment (DfE) and lifecycle thinking to identify opportunities to reduce impacts across our products and manufacturing processes
- Integrate eco-design principles to optimize material use and reduce energy consumption, water use, and emissions
- Prioritize R&D innovations that support lightweighting, material reduction, and waste/spoilage prevention
- Improve resource efficiency, safety, and manufacturing process controls to lower operational impacts
- Enhance recyclability, reusability, and circularity to improve end-of-life outcomes and reduce overall lifecycle footprints

19

Food Contact and Chemical Safety

Continue to screen new food contact materials for the presence of Chemicals of Concern (COC) and take action where necessary

- Unify existing standards and food contact requirements globally into One Crown Standard
- Implement the One Crown Standard across the Company's global Divisions
- Screen new food contact materials for chemicals of concern (COC)
- Eliminate COC when an alternative solution is feasible and available
- If internal evaluation identifies an insufficient safety margin, we will work with the material supplier to reduce exposure and mitigate potential risks

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Responsible and Ethical Sourcing

By 2030, 100% of Crown's core raw materials suppliers, by spend, are assessed and comply with Crown's Responsible and Ethical Sourcing policy and requirements

- Maintain our responsible sourcing program globally
- Incorporate adherence to the Supplier Code of Conduct and Responsible and Ethical Sourcing Policy into new contracts or when existing contracts are reviewed/renewed/reappraised
- Deploy third-party assessments and audits for core suppliers that are determined as high risk
- Seek proof of compliance with our Ethical and Responsible Sourcing Program requirements
- Encourage our suppliers to utilize third-party organizations such as the Aluminum Stewardship Initiative (ASI) or EcoVadis to help us verify the credibility of their risk screening
- Continue to train our procurement teams on responsible and ethical procurement

Governance and Ethics

Each of the five pillars of Crown’s sustainability program and the associated goals can be interpreted as matters of business governance and ethics. Good corporate governance is much more than a legal formality – it is about insisting on responsible business practices, sound risk management and strong ethics and integrity.



Governance & Ethics serves as the foundation to Twentyby30™, providing the underlying conditions to all other pillars and goals.

Measuring, Monitoring and Reporting

Measuring and Monitoring

To know whether we are successful, success must be defined and tracked. To drive the implementation of the **Twentyby30™** program goals we have created Key Performance Indicators (KPIs) for each goal, putting in place equipment, systems and capabilities needed to track data and monitor performance that will drive continuous improvement so we can strive to achieve and exceed our goals.

Crown is also creating a systematic data governance structure. Plants are required to measure and report on their consumption of water, fuel, electricity, as well as discharge of wastewater and the amount of waste generated and disposed, among other parameters. Utilizing the operational data, we have created an internal process for monthly and quarterly reviews for site-level activity. Other goals are monitored on a quarterly or annual basis. This allows teams to identify best practices and highlight opportunities for improvement.

Ultimately, the more we know about our operations, the more we will be able to offer resources, innovation, advances and opportunities to improve performance.

Reporting

We are committed to identifying and reporting on the most material, business-specific sustainability risks and opportunities and to elaborate on how these are managed. Additionally, KPIs for the goals established through **Twentyby30™** will be disclosed and performance against them verified.

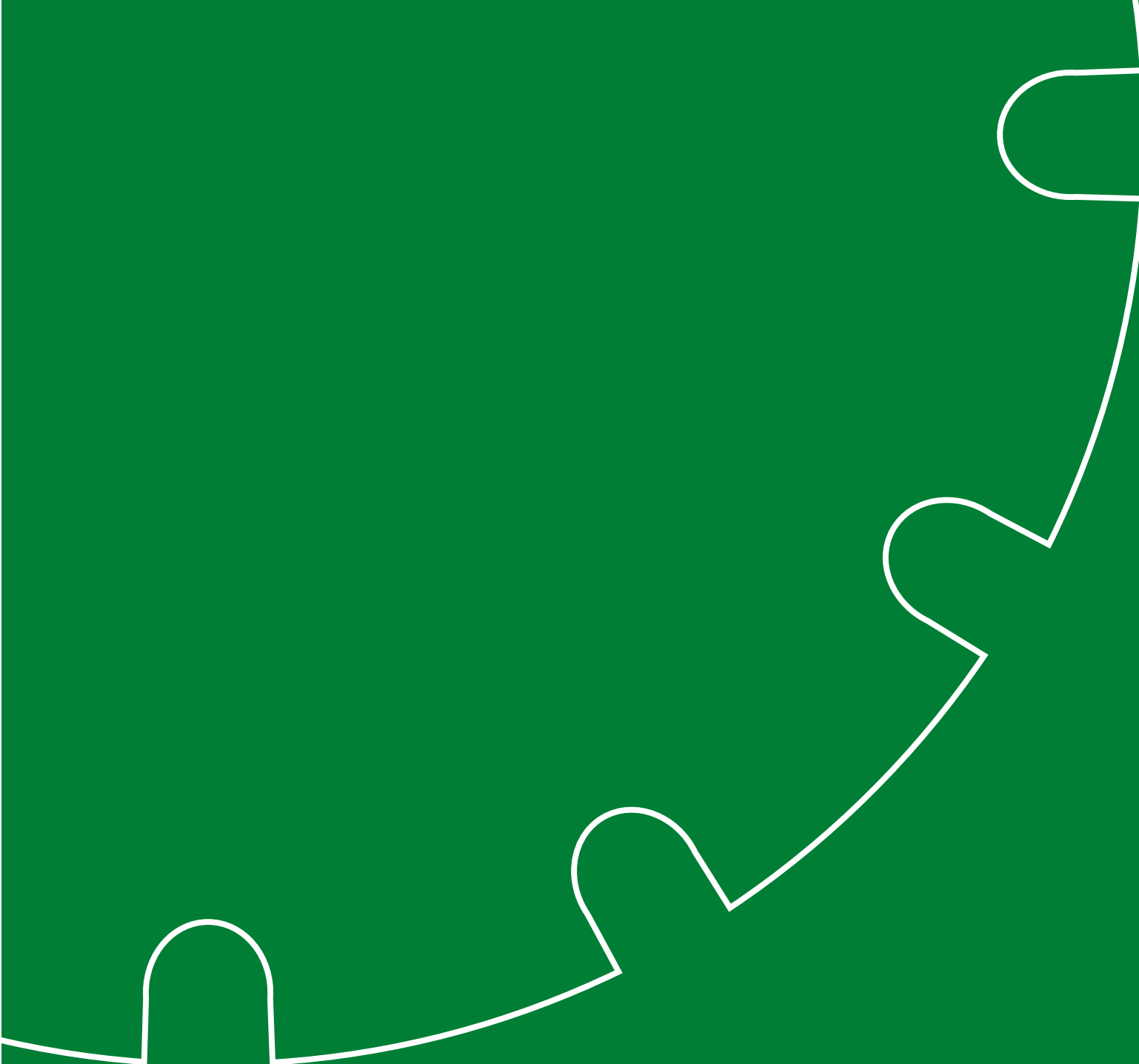
Aligned with the United Nations Sustainable Development Goals

In 2015, the United Nations announced 17 Sustainable Development Goals (SDGs) to address global challenges and set a blueprint for action to achieve the goals by 2030.



Our sustainability priorities are aligned with the SDGs so that our actions can contribute to a greater collective impact.

1–20 Our twenty goals shown with corresponding SDGs.



External Reporting

Crown will report on its sustainability performance annually online at
www.crowncork.com/sustainability.



www.crowncork.com/sustainability
sustainability@crowncork.com