CROWN

Brand-Building Packaging™

Delivering Sustainability

SUSTAINABILITY REPORT 2025

Crown Holdings, Inc.

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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.

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Introduction

From Our Leadership

From Our CEO

In 2025, Crown once again transformed ambition into meaningful and measurable progress, as we advanced our **Twenty**by**30**™ program goals and reinforced sustainability as a core driver of our business strategy,

Through our actions, we are furthering climate awareness among team members, advancing initiatives that reduce water usage, and forming partnerships that accelerate shared goals across the industry. We are proud to highlight our 2025 achievements as we further raise the bar for sustainability and circularity, both for our own organization and the industry at large.

We recognize the work we are doing is for our business, our stakeholders, and our communities. Our program is aligned with the UN's Sustainable Development Goals (SDGs) and our policies and supply chain engagement approach seeks to have a positive impact on the economy, people, and the environment.

Across our operations, sustainability is at the highest standard, a core tenet that has not gone unrecognized. Crown was named one of Forbes' Net Zero Leaders of 2025, identified as one of America's Most Responsible Companies by Newsweek and Statista, and ranked as one of America's Climate Leaders by USA Today. Additional accolades similar to these were also received on a local level worldwide, for our operations in Mexico, Brazil, Dubai, Indonesia, and Thailand.

In 2025, we decided to take this leadership one step further, committing and advancing decisively toward our Net Zero ambition. From heat waste recovery systems to deploying smart manufacturing and AI-driven technologies, we are able to operate with more efficiency and less waste than ever before.

This progress would not be possible without the dedication of our global team, who always put sustainability at the forefront of everything they do. As we look to the future, we remain unwavering in our commitment – "Delivering Sustainability" today, tomorrow, and for generations to come.

Sincerely,

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

From Our Sustainability Lead

At the midpoint of our **Twenty**by**30**™ program, Crown has already made good progress in our sustainability journey across our global footprint. These accomplishments reflect both the rigor of our program and the strong commitment of our teams around the world. "Delivering Sustainability" is a testament to this success as we continue to place sustainability at the core of everything we do.

Building on this momentum, we are further embedding sustainability into our operations so it continues to inform daily decision making and long term planning across the organization. With this stronger foundation in place, we are accelerating efforts to further optimize energy and water use and deepening our understanding of nature-related dependencies and impacts, while outlining clear plans to address them. We are also placing greater focus on our supply chain to accelerate decarbonization and advance on our net zero pathway.

As brands increasingly shift toward infinitely recyclable metal packaging and governments reinforce circular packaging policies, our dedicated team has already established robust systems that seek to ensure consistency and reliability, while continuing to champion the transition to a circular economy.

Also, with sustainability compliance and reporting increasingly shifting from voluntary to mandatory, Crown continues to prove its position as an industry sustainability leader and advocate, paving the way for what sustainability should look like in metal packaging and across all our products and markets.

As our **Twenty**by**30**™ program pursues ambitious goals in climate, water, waste, and social impact, it is our team members' commitment that turns vision into real results. We recognize their dedication, which is helping build a more resilient and responsible future for Crown as well as the communities and environments in which we operate.

Sandrine Duquerroy-Delesalle
Vice President, Global Sustainability & External Affairs

Progress Report

Delivering Positive Impact

Marking its halfway point in 2025, our Twentyby30™ sustainability program continues to serve as the backbone of our strategy. Built around 20 ambitious targets across five pillars, the program guides our actions on circularity, resource efficiency, emissions reduction and employee engagement. It also strengthens our commitment to responsible sourcing and upholds our 'never compromise' approach to chemicals management and reducing the overall environmental footprint of our products. This framework also enhances the value we create for customers, employees, communities and all our stakeholders.

As we reach this midpoint, we are proud to have already achieved several of the goals we originally set for 2025. These accomplishments demonstrate both the precision of our program and the commitment of our teams globally. This milestone is an opportunity to reflect on achievements and refresh goals as needed to focus efforts appropriately forward to 2030 targets. The progress in this report was measured against initial goals, and we will use refreshed targets going forward.

Building on this momentum, we are continuing to embed our sustainability objectives even more deeply into our operations, ensuring they continue to shape daily decision-making and long-term planning across the organization. With this strengthened foundation, we are now embarking on the next phase of our journey: advancing decisively toward our net-zero ambition. We are also accelerating our efforts of optimizing water usage, while advancing our understanding of nature dependencies and impacts and outlining our plans to address them.

With this report, we acknowledge our achievements to date and remain firmly focused on driving even greater progress in the years ahead.

Crown supports the United Nations' (UN) Sustainable Development Goals (SDGs) through our **Twenty**by**30**™ sustainability program. Our goals align with the SDGs, allowing our actions to contribute to a greater collective impact. The corresponding SDG icons are indicated on the following status update pages under each goal.

Twentyby**30**™

Accelerating Sustainability

	Refreshed Goals:	*Update Reason:*
3	Reduce absolute GHG emissions from our supply chain (Scope 3) **by 27.5%**	*Updated from initial target of 16% to align with revised short-term and new Net Zero goals that were validated by Science Based Targets Initiative (SBTi) in 2025.*
6	By 2030, reduce water withdrawal per 1000 cans in **our Beverage operations by 10%** from the 2025 baseline.	*Updated to build upon the achievement of the 2025 goal (reduce total withdrawal by 20%) to further reduce our usage of water in our operations with the most consumption.*
9	Replenish 100% of water consumed **by Beverage Operations** in very high-stressed watersheds back to those watersheds.	*Updated from total Company scope to focus on Beverage where we can deliver the greatest measurable benefits and concentrate on the most water-constrained basins for sites that use the most water for our operations.*
15	Reduce our Total Recordable Incident Rate (TRIR) every year, **always striving to reach zero injuries**.	*Updated initial 20% target to build upon the improvements since 2019 and reinforce our commitment to reach the highest standards.*
19	Continue to **screen new food contact materials** for the presence of Chemicals of Concern (COC) and take action where necessary.	*Having met our 2022 goal of aligning all operations under the consolidated 'One Crown Standard' and completed the screening of all food-contact materials for Chemicals of Concern by 2025, we are building on this strong foundation.*
20	By 2030, 100% of Crown's core raw materials and service suppliers, by spend, are **assessed and comply** with Crown's Responsible and Ethical Sourcing policy and requirements.	*Updated to acknowledge meeting the 2025 interim milestones.*

Climate Action
Status Update

This 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.

GOAL NUMBER	% PROGRESS TOWARDS GOAL				SDGs
1&2	60%	**Reduce absolute Greenhouse Gas emissions from our operations, targeting a 50% combined reduction.** (Scope 1 & 2)	**Scope 1** Direct emissions from owned or controlled sources. **Scope 2** Indirect emissions from purchased electricity.	**30%** absolute reduction in Scope 1 & 2 GHG emissions	7, 9, 12, 13
3*	90%	**Reduce absolute GHG emissions from our supply chain by 27.5%** (Scope 3) 16% interim goal achieved in 2025	**Scope 3:** All other indirect emissions in the value chain, including upstream and downstream emissions.	**25%** absolute reduction in Scope 3 GHG emissions	9, 12, 13, 17
4	59%	**Source 75% renewable electricity by 2030* and 100% by 2040.**	*In accordance with our Science Based Targets initiative (SBTi) GHG goals.	**44%** of electricity used from renewables sources	7, 9, 13, 17
5	100%	**Reduce Volatile Organic Compound (VOC)** emissions by 10%.		**10%** absolute reduction in VOC emissions	3, 11, 12

* Goal updated in 2025

Our Teams in Action: Cutting Scope 1 & 2 Emissions

Manufacturing and engineering teams globally across all business units have been empowered to improve processes. Equipment upgrades and process optimization have allowed the teams to reduce Scope 1 and Scope 2 GHG emissions while increasing output. These projects provide environmental, economic, and energy security benefits.

Scaling Heat Recovery Across EMEA

Throughout 2025, EMEA plants continued standardizing and replicating proven heat recovery solutions across more facilities, such as in Agoncillo, Kechnec, Jeddah, Amman and Parma. As part of this regional effort, several facilities have completed technical assessments to identify the most impactful heat recovery opportunities, while others have implemented new heat exchanger systems and improved insulation measures to reduce thermal losses. This work contributes directly to the **Twenty**by**30**™ goals by lowering total fuel demand, increasing system efficiency, and improving overall energy governance.

Optimizing Compressed Air Use in Agoncillo, Spain

Crown's Agoncillo, Spain beverage plant identified high compressed air and electricity consumption in the Shell Press area—responsible for 60% of total air use. The team redesigned and replaced the air ejector nozzles, testing several prototypes before installing a new stainless-steel design across 58 stations. The upgrade significantly reduced air flow and pressure requirements, lowering electricity use and GHG emissions, with a payback of just 6.5 days.

Improving Compressed Air Efficiency in Seville, Spain

In 2025, our R&D Engineering team partnered with our Seville plant to launch a focused compressed-air optimization project. A full system assessment—covering air meter performance, compressor behavior, storage-tank configuration, necker related stoppages, and overall line efficiency—helped identify the root causes behind increased energy consumption in the compressed air system. This data driven review revealed clear improvement opportunities and guided targeted corrective actions, resulting in a **7% reduction** in compressors electricity consumption and strengthening system efficiency and supporting future replication across global operations.

Adding Fleet Efficiency in Mexico

Crown Mexico continued to find creative solutions to reduce GHG emissions. At the sand mine that supports the glass bottle-making operations, diesel economizers were added to tractor trucks. This fuel saving equipment lowered their overall diesel consumption with minimal investment required.

Implementing Energy Improvements in South America

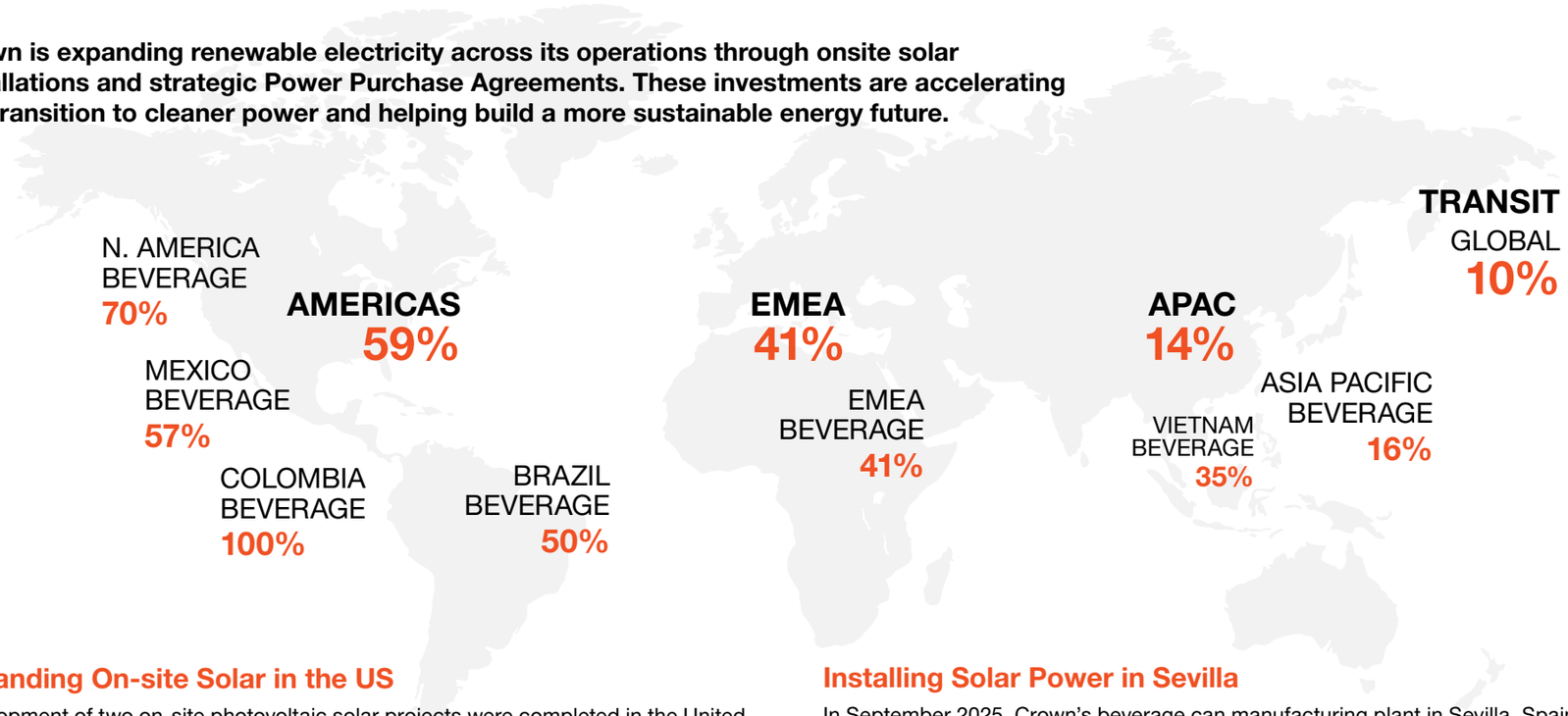
The Ponta Grossa beverage can plant implemented a heat exchange system to use residual heat from the compressor cooling circuit to heat washer water. This reduced gas consumption at the boiler and improved the thermal efficiency of the production process. A similar project was replicated in Crown Colombia's plant in Bogota. Also in Colombia, valves were installed in the boiler to control the mix of air and natural gas, lowering gas consumption. Three Crown plants in Brazil – Cabreuva, Ponta Grossa, and Estancia – began a project to upgrade their burners in their ovens. This will allow independent control for air and gas, improving efficiency and **reducing gas consumption by almost 10%**.

Using AI to Lower Energy and Water Usage in TCP Thailand

Crown TCP Thailand identified recurring quality issues caused by inverted cans entering the washer. The Engineering team developed and installed an AI Can Detection camera system. The camera system spots and automatically stops infeed when inverted cans are detected. This reduces rework which lowers the plant's water and energy usage.

Powering Progress with Renewable Electricity

Crown is expanding renewable electricity across its operations through onsite solar installations and strategic Power Purchase Agreements. These investments are accelerating our transition to cleaner power and helping build a more sustainable energy future.



Expanding On-site Solar in the US

Development of two on-site photovoltaic solar projects were completed in the United States in 2025, increasing renewable electricity coverage and lowering Scope 2 emissions of the North America Beverage business.

In Mesquite, Nevada, a 3MW solar array has been energized and is expected to **supply up to 30%** of the beverage can plant's annual electricity usage. This was the first large scale renewable energy project in the region.

The beverage end plant in Mankato, Minnesota will benefit from a 1.3MW solar array. This generation is **expected to cover 25%** of the plant's annual electricity usage.

If the generation ever exceeds the sites' electricity demand, the energy will be passed to the local grid, minimizing curtailment.

Installing Solar Power in Sevilla

In September 2025, Crown's beverage can manufacturing plant in Sevilla, Spain completed the installation of photovoltaic solar panels.

The project received support from the European Union's Next Generation EU Fund under Spain's Recovery, Transformation and Resilience Plan. It was financed through the national incentive program for renewable self-consumption, managed by the Junta de Andalucía via the Andalusian Energy Agency.

Now fully operational, the installation is expected to generate about 4,000MWh of renewable electricity annually, approximately **12% of the site's total electricity use**.

Covering Europe through a vPPA

Crown's European Virtual Power Purchase Agreement (vPPA) is now fully operational, marking a major milestone in advancing our renewable energy strategy. The photovoltaic power plant is expected to generate 285GWh of electricity each year, with **Crown contracted for around 70% of the output**.

The project builds on Crown's earlier project in North America, where a Texas wind vPPA has supplied a substantial share of the renewable electricity used across U.S. and Canadian beverage can plants since 2020, preventing over 310,000 metric tons of GHG emissions annually. With the European vPPA now operational and delivering renewable energy, Crown continues to advance its **Twenty**by**30**™ goal to reach 75% renewable energy by 2030 and 100% by 2040.

CROWN GLOBAL

44%

Renewable Electricity

Decarbonizing Our Value Chain

Reducing the carbon footprint of purchased raw material is one of the most powerful levers in Crown's Scope 3 strategy. By expanding the use of recycled content in aluminum and working closely with our suppliers to advance aluminum decarbonization, we are lowering upstream emissions at scale. Targeted transportation improvements further reinforce this progress, helping build a more sustainable and resilient value chain.

Driving Down Scope 3 Emissions

Reducing emissions across our supply chain remains central to Crown's Scope 3 strategy. To advance progress in this area, Crown works closely with aluminum, steel and other raw material suppliers through structured sustainability reviews, site visits, third-party assessments and audits to ensure alignment of decarbonization strategies. In support of these efforts, Crown collects detailed environmental data from suppliers, including emission factors, recycled content for metal suppliers and other key sustainability indicators. These inputs support more accurate modeling of Purchased Goods emissions and enable Crown to monitor how regional and global trends evolve based on material volumes, product mix and carbon intensity.

Crown is also committed to strengthen environmental performance across the value chain through direct engagement with the industry and its trade associations.

Increasing Recycled Content

Boosting the recycled content of the aluminum we use is an essential lever to reduce the carbon footprint of our aluminum beverage cans. Crown continues to work across the aluminum value chain to expand access to high quality recycled material and to strengthen transparency in reporting. As part of this effort, we are aligning recycled content data with the new industry beverage can standard to ensure consistent and comparable data.

Crown supports the industry-led circular can end project - led by European Aluminium Packaging Group (EAPG) - working with suppliers and value-chain partners to advance alloy solutions that enable higher recycled content in can ends while meeting performance and quality requirements. This initiative complements Crown's broader efforts to increase recycled content across its beverage can portfolio and supports progress toward greater material circularity, contributing over time to lower product carbon intensity and Scope 3 emissions.

Advancing Low-Carbon Logistics Through Intermodal Transport

As part of Crown's collaboration with Constellium to decarbonize the aluminum value chain, an intermodal transport solution was launched between Constellium's Neuf-Brisach plant in France and Crown's Agoncillo facility in Spain. The intermodal approach— combining rail and road transport—reduces reliance on long-haul trucking, cutting transport-related emissions and improving overall supply chain efficiency. Following the successful pilot, this initiative will be expanded in 2026 to additional Crown locations in Spain.

Together Towards Decarbonization

Our climate strategy continues to evolve as we deepen engagement across our teams, strengthen energy performance, and harness digital tools to accelerate decarbonization. This year's progress update highlights how data-driven insights, advanced monitoring and machine-learning applications are helping us optimize processes in real time and identify new pathways to reduce emissions. These efforts demonstrate how technology, operational excellence and collective commitment are shaping a smarter and more resilient low-carbon future.

Delivering Our Climate Ambition

Crown's Climate Transition Plan describes how we are progressing toward our climate objectives and our 2050 net-zero ambition, aligned with limiting global temperature rise to 1.5°C. It brings together our targets, greenhouse gases footprint, and the actions underway across our operations and value chain. Our near-term target and net-zero trajectory have been validated by the Science Based Targets initiative (SBTi).

The Plan sets out how we are reducing operational emissions, engaging suppliers, addressing product-related emissions, and managing climate-related risks, as well as the governance structures that support these efforts over the long term. The Climate Transition Plan is available on our website.

Strengthening Climate Action Engagement and Energy Performance

In 2025, Crown advanced its sustainability engagement program by completing the rollout of its climate awareness and energy-efficiency initiatives across Europe. As part of this effort, more than 320 employees participated in *Climate Fresk* workshops—a collaborative, science-based approach to understanding climate systems and drivers. These sessions deepened teams' understanding of the link between daily decisions and broader climate impacts, supporting more informed and climate-aligned actions.

To reinforce this capability building, our European facilities also completed Energy Audits aimed at identifying operational inefficiencies, such as heat loss and compressed-air leaks, while improving energy monitoring and controls across production areas. The audits generated actionable insights that are helping strengthen energy governance and drive more consistent performance across the region.

With positive results from these initial deployments, Crown will continue rolling out these workshops to additional regions in 2026, further embedding climate literacy and energy-efficiency practices across our global network.

Defining Crown's Net Zero Plant Roadmap

The Sustainability team convened teams from Crown Technology R&D, Project Management & Engineering and CMB Engineering equipment for a strategic workshop to shape Crown's roadmap toward the "Net Zero Plant." The discussion focused on the key actions needed to reduce direct GHG emissions and improve energy and water efficiency across our operations. Together, the teams outlined priority improvements for existing plants, identified design principles for new lines and greenfield sites, and highlighted the breakthrough technologies that will be required on the journey to 2050. The workshop concluded with a commitment to accelerate cross-functional collaboration, define the most impactful solutions, and launch a Net Zero Taskforce with strong executive sponsorship.

Integrating Digitalization and Machine Learning into Process Monitoring and Improvement

Across our global operations, we are increasingly embedding digitalization and machine learning into our process monitoring and continuous improvement systems. Advanced sensors, vision systems, and real-time data platforms enable us to track key production parameters with greater accuracy, allowing earlier detection of anomalies and faster corrective actions.

A recent example is the deployment of AI-driven can spoilage troubleshooting systems, where camera-based inspection combined with machine learning models automatically classifies defects, identifies likely root causes, and recommends targeted troubleshooting actions. This significantly reduces diagnosis time, minimizes material waste, and improves line efficiency.

In parallel, we are leveraging digital twin models to simulate full production lines, enabling advanced optimization of line control strategies. These simulations provide actionable insights to improve throughput, reduce energy consumption, and enhance overall equipment effectiveness (OEE). They also support the design of future factories by allowing engineers to validate configurations and performance scenarios before physical implementation.

Machine learning models further analyze operational datasets over time to uncover patterns and inefficiencies not visible through traditional monitoring techniques. These insights support predictive maintenance, optimize material usage, and improve line stability—ultimately reducing downtime, energy consumption, and waste across our operations.

Climate Action in Numbers

Crown's climate goals are grounded in robust data. With validation from the Science Based Targets initiative (SBTi) and increasingly advanced data-collection processes, we can be confident that our actions are contributing to reducing our GHG emissions. The figures presented here illustrate how efficiency improvements and collaboration across our operations translate into tangible GHG reductions. As our business continues to grow, our teams worldwide are empowered to identify solutions that enhance performance while reducing our environmental footprint.

The following tables detail our progress in primary environmental metrics for the products that we manufacture. They include data from the baseline year for our **Twenty**by**30**™ goals, 2019, and the reporting year, 2025. Scope 1 & 2 have been decreasing year-on-year, achieving 57% reduction compared to the baseline even as we continue to increase production. For data prior to 2019, as well as the years 2019 through 2024, please review the archived sustainability reports on our Corporate website.

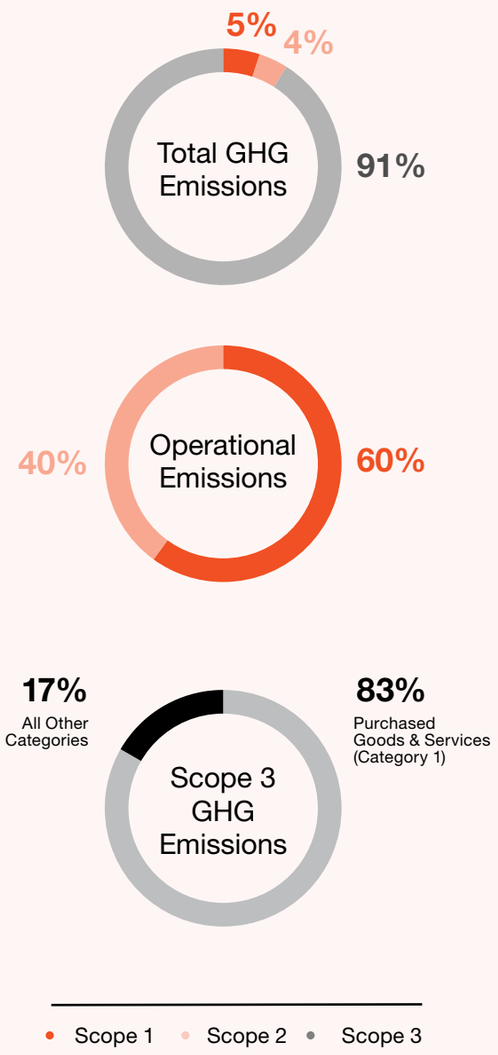
Energy Consumption[1] Megajoules (MJ)

YEAR	FUELS	ELECTRICITY
2019	9,934,852,803	7,883,257,005
2024	10,233,082,202	7,914,066,032
2025	10,412,993,841	7,846,776,300

[1]*Fuels* includes diesel, diesel mobile, fuel oil, gasoline (petrol), jet fuel, kerosene, liquefied petroleum gas (LPG), natural gas, number 2 fuel oil, liquid natural gas (LNG), propane and fleet fuel.

Electricity includes electric power, on-site renewable electricity generation, district heating, and on-site solar generation - EAC's not retained.

2025 Data



Emissions, Company Totals (Market-Based)

Metric Tons (MT) CO_2e	Company Total 2019	Company Total 2024	Company Total 2025	Metal Packaging*	Transit Packaging
SCOPE 1	531,870	562,894	578,997	548,410	30,587
SCOPE 2	846,255	463,038	386,982	284,694	102,288
SCOPE 3	13,607,194	10,594,633	10,251,676	-	-
Total GHG Emissions	14,985,319	11,620,565	11,217,655		

Emissions by Division (Market-Based)

Metric Tons (MT) CO_2e			2025 SCOPE 1	2025 SCOPE 2
Metal Packaging*	Americas	U.S./Canada	157,565	52,210
		Brazil	21,889	7,304
		Caribbean	317	796
		Colombia	1,457	0
		Mexico	245,947	40,553
	APAC		44,414	100,798
	EMEA		65,401	74,185
	Other**		11,421	8,848
Transit Packaging (Signode Industrial Group LLC)			30,587	102,288
Total Crown Holdings, Inc.			**578,997**	**386,982**

*Includes metal beverage, food cans and closures, glass bottles in Mexico and other product portfolio categories.
**Other includes corporate offices, R&D center, and machine/tool/equipment production facilities.

Resource Efficiency
Status Update

This pillar supports our aim to protect water sources–one of our world's most valuable resources and a critical input for the beverage can manufacturing process. We are committed to monitoring our water quality and usage, establishing best practices for water use efficiency and investing in innovative equipment that allows for water reuse.

GOAL NUMBER	% PROGRESS TOWARDS GOAL			SDGs
06*	>100%	Reduce water withdrawal in our operations by 20% by the end of 2025. Our next milestone will be to reduce water withdrawal per 1000 cans in Beverage operations by 10% from 2025 baseline.	**20%** reduction in water withdrawal achieved - 2025 goal met on time.	6 Clean Water and Sanitation; 9 Industry, Innovation and Infrastructure; 12 Responsible Consumption and Production
07	100%	Maintain a 100% track record of meeting local waste water standards.	**100%** in compliance with local wastewater standards	6 Clean Water and Sanitation; 12 Responsible Consumption and Production; 14 Life Below Water
08	100%	Ensure all employees have continued access to safe water, sanitation and hygiene (WASH).	WASH survey sent to all teams to identify gaps and inform improvement strategy.	3 Good Health and Well-Being; 6 Clean Water and Sanitation; 8 Decent Work and Economic Growth; 11 Sustainable Cities and Communities
09*	11%	In 2030, be replenishing 100% of water consumed by our operations in high-stress watersheds back to those watersheds. Starting in 2026, scope will be refined to our Beverage operations in extremely high-stress regions where impact will be the greatest.	**11%** of water consumed from high scarcity risk watersheds is currently replenished back to those watersheds	6 Clean Water and Sanitation; 11 Sustainable Cities and Communities; 13 Climate Action; 15 Life on Land; 17 Partnerships for the Goals

* Revised goal to take effect in 2026

Delivering on Our Water Stewardship Commitment

We are proud to highlight a significant milestone in Crown's ongoing water stewardship journey. Thanks to the dedication and discipline of teams across our global operations, we have achieved our 2025 target of reducing water withdrawal by 20%, a major commitment under our Twentyby**30™ sustainability program. The water reduction goal was met while the Company increased can production by 30%. This accomplishment reflects years of operational improvements, investment in more efficient processes, and a culture of continuous performance optimization.**

Global Best Practices

As part of an initiative to implement best practices for optimizing equipment to reduce water usage, teams globally are enhancing process controls on the washers. In 2025, Beverage can plants in Cheraw, South Carolina and Dubai, UAE as well as the food can and end plant in Owatonna, MN achieved withdrawal r**eductions of 11%, 13% and 59%** respectively. Adding flow meters, upgrading nozzles and valves, and repairing leaks ensured proper use of water without compromising washer performance. This enhanced efficiency directly reduced costs associated with water use, wastewater treatment and the energy required for pumping and heating.

Signode India, Dahej and Rudaram

The plant in Dahej reused treated effluent for landscaping and captured onsite rainwater, paired with a 125 tree planting and metered controls. The program harvested 3,400m³ of rainwater, reduced purchased water and reused 360m³ of treated water in gardening. These actions lower dependence on external water and keep treated water onsite for beneficial reuse.

To reduce the consumption of purchased municipal water currently used in steel strap production, the Rudaram plant installed a rainwater filtering system and monitored consumption through dedicated meters. Municipal water consumption was **reduced by 22%** during the rainy season since January 2024.

Vichisa, Mexico

The Vichisa glass bottle-making operations optimized the bottle-forming line by redirecting the water-cooled safety jacket to operate with recycled cullet-system water during downtime and maintenance. This operational adjustment ensures safe circulation while eliminating unnecessary municipal water use, **delivering a 9% reduction** in total water withdrawal.

Tunis, Tunisia

Located in a water-stressed region, our Tunis beverage plant implemented the *Every Drop Counts* initiative to strengthen responsible water management. Alongside daily and monthly monitoring of consumption, the team introduced water-conservation awareness training, installed new water meters for more accurate tracking and increased oversight of backwash and deionized regeneration systems. These actions collectively **reduced the plant's water consumption by 21%**.

Jeddah, Saudi Arabia

The Jeddah, Saudi Arabia team recognized the need to address the facility's water consumption given its location in a water-scarce region. They established a detailed water dashboard, started a water reduction monitoring plan, and took steps to reduce water consumption in washers. These cumulative efforts led to a **15% water consumption reduction in 2025**.

Nong Khae, Thailand

The site installed a reverse osmosis recycle system that treats process wastewater and blends the permeate with softened water for reuse in production. The project **reduces freshwater withdrawal by 15%**. It also improves water quality, lowering conductivity, and extends deionized resin life, reducing chemical use and regeneration frequency.

Replenishing a Critical Resource

We are focused on helping restore and protect freshwater resources in the communities where we operate. Through strong partnerships with NGOs, we continue to support high-impact water replenishment initiatives that improve local water availability, enhance watershed resilience, and benefit surrounding communities. Building on this momentum, we will expand our efforts to additional areas facing increasing water stress.

Global Water Partnership

Partnership with GWP Med - 3 High-Impact Projects:

Tunis, Tunisia

This smart agro-irrigation project, launched in 2024, entered a new phase of progress in 2025 to measure the benefits. The purpose of this project is to reduce agriculture-related withdrawals to make water available for other uses in the basin though the deployment of agro-meteorological stations, soil moisture sensors, automated irrigation, and real time monitoring. Once completed, it is anticipated to **deliver over 30,000m³ per year** of verified volumetric benefit, with a 10 year post- completion monitoring to ensure durable outcomes.

Korinthos, Greece

Crown funded the installation of a system at the municipal water treatment plant that recirculates the facility's filter backwash water to the pretreatment tank for reuse. This has increased the overall water system efficiency and made this water available again to the city network. The system provided **more than 28,000m³** last year, exceeding our Korinthos facility's water footprint.

To extend impact beyond the plant, Crown's contribution supplied leak detection and inspection equipment to help the utility identify and address losses across the urban network, strengthening supply reliability during seasonal demand peaks and under growing climate pressures.

Amman, Jordan

This latest collaboration, "Integrated Rainwater Harvesting and Leakage Detection for Water Loss Reduction in Sahab, Eastern Amman" was launched in 2025.

Working with Water Authority of Jordan, Jordan Water Company L.L.C (Miyahuna), and Sahab Municipality, expected benefits equate to **at least 30,000m³ each year** beginning in the second half of 2026. Alongside our water replenishment projects in South America, North America, Europe, and North Africa, this project expands our impact to the Middle East, creating a well-balanced global footprint.

Ensenada, Mexico

In partnership with The Nature Conservancy, local utility companies, and government partners, this project routes treated effluent from the Las Arenitas wastewater treatment plant to the Río Hardy/Colorado River channel to restore environmental flows in a chronically water stressed basin. Persistent water shortages since the early 2000s, coupled with population growth, make flow reliability and water quality critical for Ensenada's communities, our operations, and regional ecosystems. The program pairs engineering improvements at Las Arenitas with robust monitoring and governance. Crown's funding supports waste water treatment plant (WWTP) design upgrades, outflow measurement, and a formal oversight structure that conducts daily and monthly delivery monitoring, so all releases are metered, recorded, and reported. **Crown's contribution delivered over 1.2 million m³** last year, well over our Ensenada facility's water consumption. Beyond the volumetric benefit, restored flows support groundwater recharge, improve surface water quality, and enhance aquatic habitat connectivity across the Delta, strengthening long-term watershed resilience.

The Sustainability team and the local team from Crown Ensenada recently visited the project and aligned partners on delivery targets and data protocols, reviewed the discharge point and metering approach, and set clear next step actions—accelerating implementation and ensure clear accountability.

The Nature Conservancy

Resource Efficiency in Numbers

Water Withdrawal by Location

Megaliters (ML)*			2019	2025
Metal Packaging**	**Americas**	**U.S./Canada**	1,628.22	1,702.71
		Brazil	825.66	873.92
		Caribbean	2.98	3.28
		Colombia	30.93	56.63
		Mexico	1,417.29	1,137.56
	APAC		2,415.99	1,309.23
	EMEA		2,411.73	2,017.21
	Other***		27.95	22.50
	Total		**8,760.76**	**7,126.05**
Transit Packaging (Signode Industrial Group LLC)			1,073.23	712.43
Crown Holdings, Inc. Total			**9,833.99**	**7,838.47**

Total Water Consumption

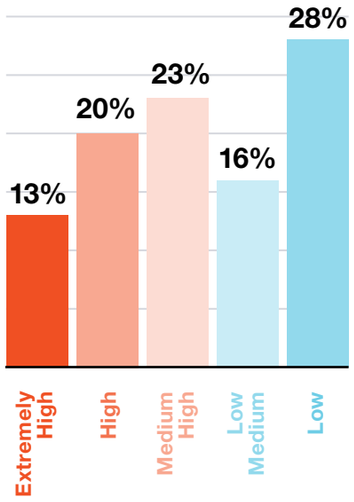
Megaliters (ML)*	2025	
Location	**All Areas**	**Areas with Water Stress**
Total	**2,201.34**	**669.04**

Total Water Discharge

Megaliters (ML)*	2025	
Discharge Location	**All Areas**	**Areas with Water Stress**
Total	**5,637.13**	**1,926.20**

*1ML=1000m³
**Includes beverage, food cans and closures, and other product portfolio categories
***Corporate Offices, R&D Center and machine/tool/equipment production facilities

Percent of Crown Sites by Water Stress levels



Optimum Circularity
Status Update

This pillar implements Crown's Circularity Strategy throughout our value chain by eliminating wasteful resource use, utilizing design and innovation to decrease the raw material footprint of our products and by working to extend our products' lifecycles via increased recycled content and recycling rates.

GOAL NUMBER	% PROGRESS TOWARDS GOAL				SDGs
10	27%	Send **zero waste** from our operations to landfill.	**56** sites were Zero Waste to Landfill in 2025		9, 12, 13, 15
11	86%	Reduce packaging material use by making our aluminum and steel beverage cans **10% lighter in weight**.	**8.6%** Global Average Weight Reduction in our standard and sleek 12oz. or 33cl beverage cans	This progress accounts for the conversion of beverage cans within our European portfolio from tinplate to aluminum	9, 12
12		Support **increased metal packaging recycling rates** in our major markets in collaboration with industry associations and other partners.	We remain committed to supporting higher collection and recycling rates in all the markets where we operate.	Through active engagement with our trade associations, we advocate for effective policies and infrastructure that promote sustainable waste management practices.	9, 12, 13, 17
13		Maintain or **improve the industry-wide average of recycled content** in metal cans and Transit Packaging products in collaboration with suppliers, industry associations and other partners.	We work closely with our suppliers to integrate more recycled material into our aluminum beverage cans, for which we aim to achieve an 80% average recycled content by 2030.	In addition, we actively advocate alongside industry partners and trade associations to establish or strengthen closed-loop recycling systems that enable effective beverage can collection and recycling into new cans.	9, 12, 13, 17
14	-16%*	**Increase the recycled content** of the plastic strapping we make by **10% globally**.	**52%** Recycled Content Global Average	Poor quality of wash lines led to process changes requiring more virgin material while qualifying suppliers for new clean PET flakes. The target of 10% reduction from baseline is still expected to be met by 2030.	9, 12

*Decrease from baseline due to change in product mix

Managing our Operational Waste

Across Crown's global operations, several plants advanced circular-economy practices by transforming waste into valuable resources. Crown applies a hierarchical approach to waste management, prioritizing waste prevention and then maximizing diversion from landfill when elimination is not possible. As an infinitely recyclable material, metal scrap from Crown sites is recycled at our suppliers' facilities, accounting for a majority of the Company's waste diverted from disposal. Our teams are now rising to the challenge to manage the other waste streams. A few examples of achievements are highlighted here. Details of our approach and ambition can be found on our website.

Improving Data Collection

Empowering employees with a better understanding of waste disposal types is a first step to better management of waste material. Similarly, improved data allows teams to recognize opportunities for improvement. Waste data is reported by manufacturing sites monthly and reviewed in the same manner as utility usage data. Sites have better clarity of how to categorize waste, making it easier to compare practices between sites globally.

Collaborating in North America

The Beverage teams in North America take a collaborative approach to managing waste streams. The EHS coordinators at each site meet regularly to share best practices and work together to find solutions such as participation in vendor take-back programs and local partnerships. Many sites are diverting regularly used materials such as pallets, coil cores, cardboard, chemical totes and drums through reuse or recycling. On-site treatment of chemicals enables recovery and reuse of materials that would have otherwise become waste.

Finding Solutions in Colombia

Crown is working with its local waste management provider to identify alternatives to landfill, including controlled combustion to convert hazardous waste to energy, reducing hazardous waste to landfill **from 19% in 2024 to 2% in 2025**. They also implemented return programs for containers and other materials such as ink. Contaminated ink was converted into black pigment, cutting hazardous waste and reducing the need for virgin materials. These actions reduce material use and disposal costs.

Introducing Waste Management Policy in Asia Pacific

A new policy for contracting with waste management providers was introduced to the teams in the Asia Pacific Division. Procedures specific to certain sites or countries were reviewed to move toward a more standardized waste-management approach, with the goal of achieving zero waste to landfill.

Achieving Zero Waste to Landfill Certification in Valencia

In 2025, the Valencia plant achieved Zero Waste to Landfill certification following a successful audit by TÜV SÜD. This confirms that all waste generated at the facility is now reused, recycled or recovered. The achievement reflects strong teamwork and improved waste-management practices, marking an important step in advancing circularity across operations.

* Data has been compiled using waste transfer notes from contracted waste collectors. Estimations and extrapolations have been used where necessary and this excludes warehouse data. 2025 hazardous waste figure reflects improved data collection methods.

2025 Waste Disposal, All Waste

	Disposed Waste Metric Tons (MT)	Percentage of Total
Compost	**1,347**	
Reuse	**310**	
Recycled Metal and Plastic Scrap	**280,565**	
Recycled	**43,715**	
non-hazardous	*33,709*	*77%*
hazardous	*10,006*	*23%*
Total Diverted	**325,937**	**90%**
Converted to Energy	**7,161**	
non-hazardous	*2,810*	*39%*
hazardous	*4,351*	*61%*
Incinerated	**5,224**	
non-hazardous	*901*	*17%*
hazardous	*4,323*	*83%*
Landfill	**23,522**	
non-hazardous	*19,079*	*81%*
hazardous	*4,443*	*19%*
Total Disposed	**35,907**	**10%**
Total All Waste	**361,844**	**100%**

2025 Waste Generated*

	Generated Waste Metric Tons (MT)	Percentage of Total
Non-hazardous Waste	**338,721**	94%
Hazardous Waste	**23,123**	6%
Total	**361,844**	**100%**

Minimizing Material Footprint

Our teams continue to further optimize lightweighting across our product portfolio to reduce raw-material demand and improve overall resource efficiency—from sourcing through end-of-life. We also continue advancing initiatives that improve material efficiency and recycling, and reduce our environmental footprint across the full product lifecycle.

Lightweighting Initiatives Across North America, South America, Asia, and EMEA

Across all regions, multiple lightweighting initiatives are underway to reduce material intensity and improve product performance. These projects span can bodies, ends and transit packaging, reflecting a global approach to reducing resource use at scale. Each initiative demonstrates how incremental design improvements across diverse markets collectively support Crown's broader sustainability commitments.

The sleek can lightweighting in EMEA stands out for its rapid six-month qualification and rollout across all plants and customers, **delivering a 3.5% reduction** in material usage, making our Sleek can one of the lightest available on the market today.

Such success in lightweighting is the result of true cross-functional collaboration. It begins with our design engineers, who rethink specifications and identify opportunities for material reduction. From there, plant operations play a vital role in trialing new materials and putting changes into practice. Finally, our quality and customer technical service teams ensure that the enhanced products continue to deliver the reliable performance our customers expect.

Lightweighting 200 Ends in Dubai

In Dubai, the transition from B64 ends to the lightweight 200 ISE format allowed the site to not only optimize its material footprint but also reinforce regional efforts to improve packaging sustainability and align with Crown's global objectives to deliver more resource efficient solutions across its portfolio.

Signode Metal Coil Protect Film – Thickness Reduction

The Metal Coil Protect Film program represents another strong achievement in lightweighting, providing a **40–50% reduction in film thickness** compared with current market standards. This substantial material reduction decreases plastic usage while maintaining the protection performance required for high value metal coils during transport and storage.

Closing the Loop in India

Signode operations in India improved material efficiency through redesigned paper bags and reduced polyester yarn usage. Recycling efforts were also strengthened by introducing plastic-waste baling and reusing wooden packing materials between sites, resulting in reduced waste generation and strengthened resource efficiency. Plastic scrap from Signode sites is sent to the facility in Silvassa for remelting and reprocessing into raw material, which is then used again for manufacturing components at Rudraram.

Signode Embossed Strap Project – Weight Reduction

The Signode Embossed Strap Project delivered a significant step forward in material efficiency, **achieving a 42% reduction** in strap weight while maintaining the performance and protective qualities required for secure transit packaging. By redesigning and optimizing the strap profile, the team has demonstrated how engineering can reduce environmental footprint without compromising product integrity or customer expectations.

Collaboration with Industry Partners

Shaping the Path for a More Circular Future at New York Climate Week

At New York Climate Week, the International Aluminium Institute and the Global Beverage Can Circularity Alliance hosted “Aluminum in Action: How Beverage Cans Are Closing the Circularity Loop,” an event focused on advancing circularity through cutting-edge collection and sorting technologies. Speakers highlighted the growing strategic importance of aluminum scrap and the urgent need to strengthen recycling performance across the U.S., particularly in non–bottle bill states.

Crown was also represented on a panel discussion on the “Global Circularity Challenges and Solutions” exploring policies needed to boost aluminum collection, the innovations in alloy specifications to optimize the recycled content in cans as well as the trade barriers and challenges to overcome in order to maximize true can-to-can recycling.

Celebrating Innovation and Advancing Recycling at the French Cans Awards 2025

At the “Canettes d’Or” awards, in France, organized by our French Trade Association La Boîte Boisson and chaired by Crown in 2025, innovation in beverage can design and branding was celebrated across France and Europe. Crown’s team helped open the ceremony and present key awards. Beyond the event, the market continues to grow, with **4.7 billion cans consumed in France** last year, now the second most-sold packaging format.

Driving the Dialogue at Encontro da Lata 2025

Crown participated in Encontro da Lata 2025, organized by Abralatas in São Paulo, joining more than 400 professionals from across the aluminum can value chain. The event offered an important platform to discuss market trends and sustainability priorities in one of the world’s most dynamic can markets. Our leadership contributed actively: the President of Crown Brazil, also chair of Abralatas, joined a panel on the sector’s outlook, while Crown VP Global Sustainability & External Affairs, presented Crown’s approach to accelerating decarbonization across the can value chain.

Brazil produces around 35 billion cans annually and maintains an exceptional **97% recycling rate**, supported by an inclusive circular economy. Initiatives such as Cada Lata Conta and Abralatas’ Lata Cadabra campaign continue to strengthen consumer engagement and highlight the sustainability benefits of aluminum packaging.

To deepen our understanding, Abralatas also organized some visits to several waste picker centers in Brazil, enabling Crown and other industry peers to observe first-hand the working conditions, recovery processes, and opportunities to strengthen more inclusive and socially responsible recycling systems across the region.

ASI CARE Project: Strengthening Inclusive Circularity in Colombia

In Latin America, Crown is promoting inclusive circularity, with a particular focus on the role of waste pickers in aluminum recycling systems. Through our contribution to the Aluminium Stewardship Initiative (ASI) and the CARE (Collective Action for Recycling and Empowerment) Project, a new study was released examining waste pickers’ living income in Bogotá and Barranquilla. The report highlights both Colombia’s policy progress and the continuing challenges limiting livelihoods and social protection for these essential workers. Although aluminum cans represent only 3% of collected volumes, they account for nearly 25% of waste pickers’ income, demonstrating the critical economic value of aluminum within informal recycling chains.

GOAL NUMBER

% PROGRESS TOWARDS GOAL

SDGs

Working Together
Status Update

This pillar emphasizes the importance of weaving the safety, health and welfare of our team members into every aspect of our business. This pillar also focuses on actively engaging with our workforce to ensure Crown remains a great place to work.

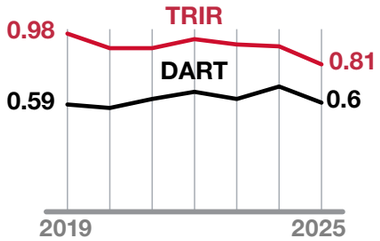
15* — 89%

Reduce our Total Recordable Incident Rate (TRIR) **by 20% by 2025.**

Our goal is to reduce our TRIR every year, always striving to reach zero injuries.

18% reduction in TRIR since 2019

Contractors whose work is directly managed by Crown are included in the reported figures



TRIR and Days Away Restricted or Transferred (DART) calculate work related injury rates and their impact on employees' ability to perform. Both serve as industry standard safety performance metrics.

16

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.

300+ employees were trained in Climate Action Workshops

17

Build 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.

75% engagement score in employee engagement survey

Women Statistics

>18% of Employees
20% of Young Generation
31% of New Senior Management
13.8% of Managers and above
23.8% of Overall Executives

* Revised goal to take effect in 2026

Putting Safety First

Safety is something we practice every day on our shop floors and in our offices. This page highlights stories from our teams, showcasing the practical actions, lessons learned, and everyday commitments that help keep our workplaces safe. More details can be found on our website.

"Crown 5 Unacceptables"

1. **Never interfere with running machinery, *unless authorized to do so and official signage is displayed.***
2. **Safety devices must never be tampered with or by-passed.**
3. **Prescribed lock-out tag-out procedures must be followed.**
4. **All electrical cabinets must be locked. *Only qualified employees are allowed to enter cabinets.***
5. **Correct PPE must be worn in mandatory areas and where mandatory for task.**

Crown remains firmly committed to reducing our Total Recordable Incident Rate (TRIR). Our 20% reduction by 2025 goal was an interim target toward zero workplace injuries by 2030. While the Company overall achieved an 18% reduction, some regions demonstrated strong performance with over 20% reduction, including a 59% reduction in Asia Pacific. Regions, such as Europe, with above-average safety performance in 2019, had a smaller margin for year-over-year reduction. Despite regional differences, Crown continues toward steady, measurable improvement each year. Our long-term commitment remains clear: a safe workplace for all, supported by a shared responsibility for safety across all operations.

Bowling Green, North America

The Bowling Green, Kentucky plant experienced a **20% reduction** of its total recordable incident rate (TRIR), achieved through the introduction of a series of forms designed to help employees focus on working safely. These include a "Cringe Factor" form that empowers employees to voice their gut-level concerns—those "this doesn't feel right" moments that often go unreported and a Hazard Recognition Card to help identify potential safety risks before they become incidents.

Greer, North America

At the Signode Greer, South Carolina location, employees attended a Signode Safety Camp over a seven-week period and participated in individual and team events. The "campers" completed safety themed weekly activities and creative projects. The Greer location has been accident-free for three and a half years as employees understand that safety is always the number one goal of the day.

ESG week, Brazil

To prevent accidents at work and raise environmental awareness, Crown Brazil's launched ESG Week. The theme "Stop, Think and Go: Safety and Environment at All Times" was woven through the week-long event which featured lectures, training sessions, and recreational activities that encouraged a change in behavior towards workplace safety, the environment, and social responsibilities.

Bangi, Malaysia

Crown Beverage Malaysia initiated an EHS daily meeting to strengthen engagement and promote a proactive safety culture. Each assembly serves as a communication platform to remind employees of safety and health practices and offer encouragement to share any feedback and concerns. As engagement increased, total recordable incident rate (TRIR) fell from 1.96 in 2023 to 0.32 in 2024 and **zero in 2025**.

Managing Safely Training Sessions in EMEA

In 2025, all EMEA plant management teams completed the Crown Managing Safely training, delivered on-site and covering the importance of safety management, EMEA leading KPIs, and risk assessment with the hierarchy of control. The sessions received positive feedback and encouraged teams to reflect on their role in strengthening workplace safety. In parallel, plant EHS Managers received updated materials on the "Crown 5 Unacceptables" and rolled out refresher training to all employees, reinforcing consistent safety expectations across all sites. To further promote safe practices, every plant conducted at least one safety campaign during the year, with Agoncillo, Izmit, and Valencia focusing specifically on maintenance and annual overhauls — all three reporting zero injuries during these activities.

Investing in Our Employees

At Crown, creating a great place to work means investing in our people's growth, well-being, and sense of belonging. We continue to strengthen this commitment through skill-building programs, leadership development, and hands-on training, as well as wellness days and activities that support physical and mental health. A few examples are highlighted here and more are available on our website.

Strengthening Team Culture and Psychological Safety

In the Middle East & Africa region, we launched LiFT – Leading Fearless Teams, a new pilot program focused on embedding psychological safety as a foundation for high-performing teams. The training introduced practical tools and behaviors that help teams speak up, share ideas, and collaborate more openly.

Promoting a Healthier Workforce

The Dammam, Saudi Arabia facility promoted employee health and well-being through a series of awareness activities. The team marked National Saudi Blood Donation Week under the theme "Every Blood Drop Counts," encouraging employee participation. Employees and their families also attended a "Child Health and Nutrition" session on International Infant Nutrition Day, and the plant celebrated World Food Day with a nutritional assessment for 42 employees.

Launching Supervisory Leadership Development Program (SLDP)

In 2025, we completed three dedicated SLDP sessions to strengthen front line leadership capability in North America. Designed specifically for supervisors and team leaders, the program equips participants with the core behaviors and practical skills required to lead engaged, safe and high-performing teams. Through applied learning, real-world scenarios and peer collaboration, supervisors build confidence in communication, coaching, daily leadership routines and performance management.

Training the Trainers

This year, we delivered multiple Train the Trainer sessions in Bowling Green and Toronto to build internal capability and ensure consistent, high-quality delivery of learning across the US. The program equips selected subject-matter experts and experienced colleagues with the tools, methodology and facilitation techniques needed to deliver effective training. Participants gain practical experience in adult-learning principles, session design, communication approaches and managing diverse learning styles, enabling them to confidently lead engaging and impactful learning experiences.

Developing Future Leaders in EMEA

Strengthening Crown's leadership in the EMEA division included welcoming new executives to the Introduction to Crown seminar with cross-functional collaboration through practical, hands-on learning, from innovation activities to operational deep-dives. Also, participants of the Management Skills Program took part in multi-module learning experiences facilitated by internal experts and external trainers, and worked on real strategic projects addressing topics such as flexible scheduling, ink management, OTIF performance, and water-reduction process innovations.

Connecting with Customers and Communities

Through charitable giving, industry engagement and hands-on community initiatives, our teams help create positive impact that goes well beyond our core business activities.

Crown **Charitable Giving**

Committed to Our Communities

Crown Charitable Giving

Crown's Charitable Giving program continues to empower employees to connect with meaningful organizations. A few examples of donations given in 2025 include an animal shelter in Mexico, a foundation created for educational grants in Chicago, and support for children with cancer in Canada. A well for clean water was constructed for a village in Kenya from a donation from the program in 2024.

Every Drop Counts

Water-Themed Celebration for World Environment Day 2025

The global Sustainability team led a company-wide campaign for World Environment Day with a focus on water. Sites were given ownership to design local actions that fit their operations, supported by a shared toolkit and communications assets. Activities ranged from leak finding competitions and education sessions to installing automatic faucets and tightening process efficiency, raising engagement and generating meaningful water savings across regions. These efforts were powered by employees' sense of responsibility for this precious resource and their commitment to our water reduction goal.

Drinktec 2025

Our EMEA commercial teams from Crown and Signode participated in Drinktec in Munich, Germany—one of the beverage industry's leading global trade fairs—where they engaged with long-standing customers and connected with new potential partners from around the world.

As Crown continues to expand its footprint across the region, we remain committed to supporting the needs of our customers, delivering sustainable and reliable solutions with proven quality, support, and expertise. Drinktec provided an excellent platform to exchange sustainability ideas, explore both near- and long-term opportunities, and showcase our capabilities in an evolving market landscape.

Never Compromise
Status Update

This pillar enacts Crown's Product Stewardship Strategy. We are committed to working throughout our product lifecycle to responsibly source materials. Our products are designed to minimize risks to people and the environment, and the products we manufacture meet the highest safety standards.

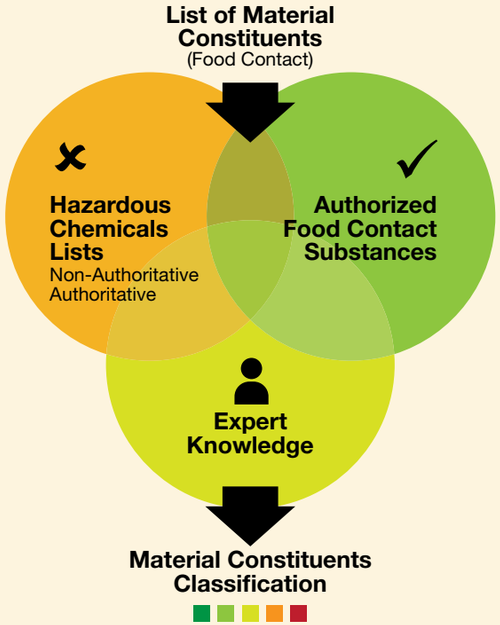
GOAL NUMBER	% PROGRESS TOWARDS GOAL			SDGs
18	>100%	**Decrease the lifecycle footprint** of our products and processes through eco-design and manufacturing innovation. Crown commits to devoting **at least 50% of its Research & Development technology developments** toward minimizing the footprint of its products and manufacturing processes.	GOAL 50% **65%** **of R&D focused on sustainability improvements**	9 Industry, Innovation and Infrastructure; 12 Responsible Consumption and Production; 13 Climate Action
19*	100%	By 2022, **all operations meet a new consolidated "One Crown Standard."** This new standard will unify existing standards of migration, toxicology and safety utilized in our various geographical locations. By 2025, Crown will have **screened our food contact materials for presence of Chemicals of Concern (COC) and will take action** to eliminate their use whenever possible. **"One Crown Standard" and screening targets met**	**Ongoing screening of materials**	3 Good Health and Well-Being; 6 Clean Water and Sanitation; 12 Responsible Consumption and Production
20*	100%	By 2025, **all suppliers determined as high risk are assessed** by third-party verification assessments or terminated. By 2030, 100% of Crown's core **raw material and service suppliers**, by spend, are assessed and **comply with Crown Responsible and Ethical Sourcing policies and requirements**, with an interim target of achieving 75% by 2025. **75% Interim goal exceeded in 2025**	**100%** **of Crown's core raw materials and service suppliers by spend were assessed. 99% comply with Crown's R&ES policies**	8 Decent Work and Economic Growth; 12 Responsible Consumption and Production; 16 Peace, Justice and Strong Institutions

*Ongoing goal to be continued past 2025

Leading with Responsibility and Rigor

Crown Technology, the Company's dedicated Research and Development resource, ensures strong packaging performance through their work with suppliers, manufacturing sites, and customers.
Teams of scientists conduct thorough testing of our products to ensure compatibility and performance with customers' products. The global Regulatory team ensures compliance of our products.

Crown Chemicals of Concern (CoC) Evaluation Tool



Maintaining the *One Crown Standard*

The "One Crown Standard" for Food Contact Safety and Compliance consolidates the most stringent requirements that apply to our food contact products from all of our global operations. It covers all stages of Safety and Compliance assessment including evaluation of compliance data from material suppliers and ensuring that all our finished products have the same high level of safety and compliance with applicable regulatory regimes. Crown's global Regulatory team works diligently, using the Crown-devised food contact substances classification tool, to screen food contact materials for the presence of Chemicals of Concern and take action to eliminate them, where deemed necessary. This involves working with suppliers to meet the "One Crown Standard" for all products they supply.

Evaluating Coating Suppliers Annually

As part of our "Never Compromise" pillar, Crown conducts annual supplier evaluations through a structured scorecard framework designed to support food contact regulatory compliance, risk management, and governance oversight. The scorecard assesses the performance of our food contact coating suppliers across key criteria including responsiveness, quality of performance / documentation, industry engagement, and marketplace behavior. Suppliers receive region- specific performance scores reflecting applicable regulatory environments and operational expectations, which are consolidated into a final global score aligned with our "One Crown Standard" approach. This approach enables consistent monitoring, facilitates year-on-year performance comparison, and supports early identification of compliance risks or performance gaps. The process reinforces accountability across the supply chain and together with regular global and regional supplier regulatory meetings, ensures structured engagement with suppliers to address regulatory or performance-related issues.

In addition, the scorecard framework reinforces our **Twenty**by**30**™ goal related to responsible and ethical sourcing by ensuring suppliers adhere to defined governance and business conduct expectations. Through ongoing assessment and engagement, we promote consistent application of regulatory standards and responsible marketplace practices across our global supply network.

Continuing to Innovate

R&D engineers at Crown Technology and CMB Engineering focus on improving the materials, processes, and equipment used to produce Crown's metal and transit packaging products. Efforts on lightweighting, increasing recycled content and recyclability, and using alternative materials and manufacturing methods support circularity and reduce GHG emissions through efficiency. Partnering with operations, suppliers, and customers, they accelerate best practices and continue to improve environmental performance through data-driven insights. The committed 50% of the efforts toward decreasing the lifecycle footprint of our products was exceeded again in 2025, ensuring sustainability is a core driver of innovation and long-term value creation.

Steering Industry Involvement

Crown actively participates in key chemicals and food contact working groups within industry associations across all regions where we operate, including the Can Manufacturers Institute (CMI) in the United States, Metal Packaging Europe (MPE), Abralatas in Brazil, and Food Industry Asia (FIA). The team's expertise is recognized through multiple chairperson roles within these organizations and is supported by many years of combined experience in food-contact regulatory compliance.

Can Manufacturers Institute

Metal Packaging Europe

ABRALATAS

FIA FOOD INDUSTRY ASIA

Shaping Responsible Can Manufacturing

Shaping responsible can manufacturing requires a deep understanding of environmental impacts across the can's full lifecycle and responsible sourcing of the materials used to produce it. Through lifecycle assessments and by working with suppliers that meet Crown's Responsible and Ethical Sourcing policies and requirements, we are strengthening the foundation for more a sustainable can design, improving resource efficiency, and ensuring that our manufacturing practices reflect high environmental and social standards.

Assessing Suppliers

Crown conducts regular technical audits on all major metal suppliers with sustainability criteria added to ensure accountability and drive continuous improvement. Crown's assessment goal ensures suppliers comply with our policies. Suppliers identified as potential high-risk in relation to the Responsible and Ethical Sourcing policy are required to respond to Crown's questionnaire on a range of topics, including human rights and forced labor, environment, and health and safety. Crown is working with the remaining 1% to ensure full alignment with our policy, or we will terminate. Environmental responsibility remains a key pillar of our supplier engagement strategy, requiring all core suppliers to comply with relevant environmental laws and encourage the adoption of sustainable practices, such as the conservation of natural resources and reduction of environmental impact.

Responsible sourcing at Crown begins by equipping our buyers to uphold high ethical and sustainability standards in their daily work. Through internal training on our sustainability program - including their roles to ensure compliance - and EcoVadis responsible procurement training, our buyers are equipped with the resources to play an active role in assessing suppliers.

Sharing LCA Insights: Crown's Study on Aluminum Cans

Crown participated at the American Center for Life Cycle Assessment (ACLCA) conference in Atlanta, Georgia, which brings together the top experts in Life Cycle Assessment to discuss cutting-edge topics and share valuable insights in the field. Crown's sustainability team includes a Life Cycle Assessment Certified Professional certified from ACLCA, who contributed to these critical conversations around circular materials and sustainability by presenting "Study on Lifecycle Assessment of Beverage Cans and Use of Recycled Aluminum" at the conference.

Expanding Life Cycle Assessments (LCA) Across Product Categories

Building upon knowledge from LCA studies that Crown's sustainability team has conducted for its aluminum beverage can operations in previous years, product-specific carbon data for its Transit Packaging Division was a focus in 2025 to meet growing interest from customers. Products that were evaluated include: edge protectors, cores, dunnage bags, slip sheets, metal and plastic straps and plastic films. Depending on the assessment objective, LCAs were conducted across relevant stages of the product life cycle, generating valuable insights into impacts on climate, water use, and ecosystems. Crown continues to leverage results from beverage can LCAs to develop Product Carbon Footprints (PCFs), providing customers with transparent information on the climate impacts of their products.

The LCAs for beverage cans included scenario analyses examining different levels of recycled aluminum content. The results show that increasing recycled content leads to significant reductions in impacts across multiple impact categories, including Climate Change and Water Use. These findings further reinforce Crown's efforts to advance recycling and circularity in the aluminum beverage can industry.

Advancing Responsible Aluminum Sourcing Through ASI Certification

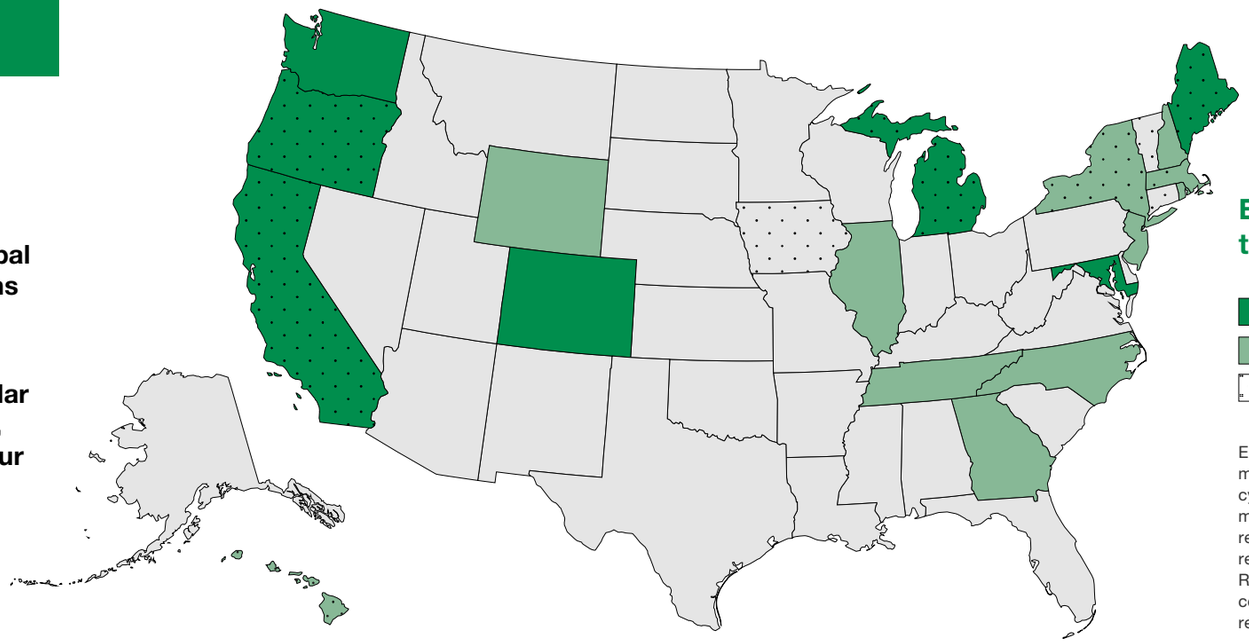
Crown collaborates with suppliers to uphold strong environmental, social and governance standards across the value chain, with a key focus on aligning with the Aluminium Stewardship Initiative (ASI). In 2025, 79% of Crown's total aluminum purchases came from ASI-certified suppliers (representing volumes from mills certified to the ASI Performance Standard and Chain of Custody). These certifications provide independent assurance of responsible practices—from greenhouse gas management and resource efficiency to human rights, traceability and ethical governance.

Crown continues to support additional suppliers pursuing ASI certification and integrates ASI criteria into supplier assessments and long-term sourcing decisions, strengthening responsible sourcing and transparency for customers and stakeholders.

Driving Impact Through Industry Partnership

Crown is actively engaged across a broad range of global regulatory topics, working through industry associations and key events to anticipate changes, influence policy development, and support our business.

Our work focuses on climate and EHS regulation, circular economy policies and global trade measures. Together, these areas guide our global advocacy priorities. See our website for further information.



EPR Schemes in the United States*

- **States with EPR laws**
- **Bills introduced or in discussion**
- Long standing bottle bills

Extended Producer Responsibility (EPR) policies makes producers accountable for the full life cycle of their packaging, including its end of life management, and encourages better design, recycling and consumer education. Bottle bills, also referred to as recycling refund schemes or Deposit Return Systems (DRS) or recycling refund schemes complement EPR by creating voluntary or mandatory return systems based on deposits.

Climate & EHS Regulations	Circular Economy
• Carbon Taxes • Aluminum Scrap Duties/ Barriers • Emissions Trading Systems • Climate Disclosures • Chemicals Regulation	• Packaging/ Packaging Waste Regulations • Extended Producer Responsibility Schemes • Deposit Return Systems • Eco-Design Rules • Green Claims Requirements

Advocating for More Efficient Packaging Policies

In the United States, Crown continues to work closely with industry trade associations to support policy developments that can strengthen collection systems and advance circularity for our packaging. Through the Can Manufacturers Institute (CMI), Crown monitors evolving and emerging Recycling Refund (RR) and Extended Producer Responsibility (EPR) bills across several states. In the U.S., 40% of all recycled aluminum beverage cans come from the ten states with deposit programs, highlighting the effectiveness of deposits in driving higher collection and recycling rates.

In Europe, Crown remains focused on strengthening circularity, advancing decarbonization and ensuring a coherent regulatory framework for metal packaging.

Following the adoption of the EU's Packaging and Packaging Waste Regulation (PPWR), we continue to advocate for an approach that recognizes the strong circular performance of aluminum beverage cans. This includes ensuring that the Regulation's proposed reuse targets do not undermine high performing recycling systems, which already deliver circularity objectives and significant climate benefits.

In the United Arab Emirates, Crown is contributing to the development of emerging EPR legislation through its guidance within the UAE Aluminium Recycling Coalition. This engagement reflects our commitment to supporting policy design that strengthens collection, improves recycling performance, and advances circularity for aluminum packaging across the Gulf Cooperation Council region.

* Source TOMRA

Advancing Low-Carbon Aluminum: Crown Engages in FMC Workshop

In 2025, Crown officially joined The World Economic Forum's First Movers Coalition, strengthening our commitment to accelerating the decarbonization of primary aluminum. As part of our membership, we took part in several workshops, including sessions at Climate Week focused on driving low-carbon pathways for primary producers. Through these engagements, we continue to support collective industry action to scale cleaner technologies and advance the transition to a low-carbon materials system.

Championing Aluminum Decarbonization and Circularity at Industry Conferences

Our team contributed to major industry events advancing aluminum decarbonization and circularity, namely at the CRU World Aluminium Summit in London and North America Green Aluminum Summit in Chicago, where stakeholders from across the value chain convened to address shared sustainability challenges.

At the CRU Summit, Crown spoke on an ASI-facilitated panel on the Beverage Can Sustainability Outlook. Panelists discussed the commercial success of cans, the policy framework and packaging sorting technology needed to maximize the sustainability attributes of the can. Several key themes stood out during the conference, including the continued focus on decarbonization, the evolving landscape of carbon markets, and the growing emphasis on circular economy models.

At the Chicago Summit, Crown delivered a keynote on decarbonization pathways for aluminum beverage cans, emphasizing the need to boost collection and recycling to close the domestic supply gap, and joined a panel on aluminum recycling that highlighted practical levers to strengthen circularity, from policy incentives to targeted technology investments.

Promoting Can Circularity in South-East Asia

In Vietnam, Crown was involved in industry led efforts to strengthen circularity for aluminum packaging and remove barriers to closed loop recycling. Through a Vietnam Taskforce, hosted by the International Aluminium Institute (IAI) and the Global Beverage Can Circularity Alliance (GBCCA), the industry commissioned a comprehensive study dedicated to solutions to significantly increase can to can recycling rates in Vietnam. A central focus of this initiative is advocating for policy changes that would help enable a more efficient, circular, and competitive aluminum recycling system.

Chairman's Awards

Four plants were named winners of Crown's 2025 Chairman's Sustainability Awards, which recognize individual manufacturing facilities within the company's global network for outstanding contributions across three categories—Sustainable Manufacturing, Safety/ Employee Engagement and Innovation in Sustainability—helping to advancing our Twentyby**30™ program.**

Sustainable Manufacturing

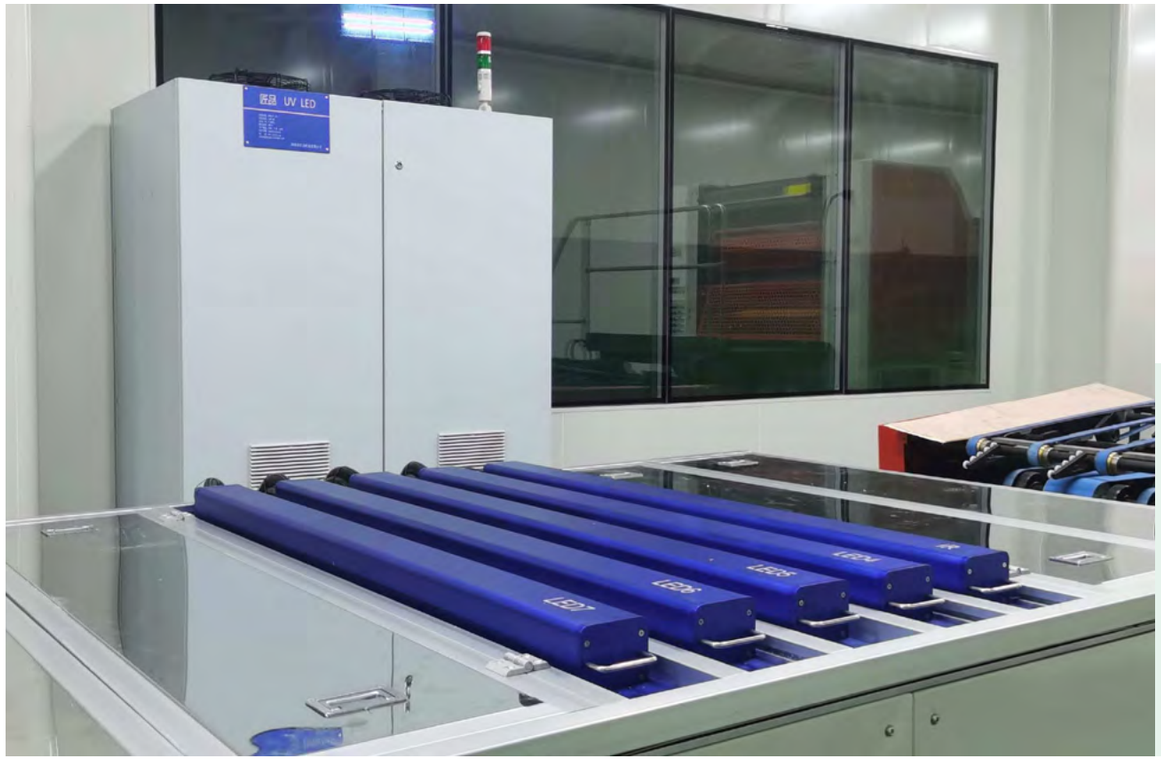
Ponta Grossa, Brazil – Beverage

The Ponta Grossa aluminum beverage can manufacturing plant in Brazil won the Sustainable Manufacturing Award for its implementation of energy efficient methods, including a heat exchange system between the compressor cooling circuit and the washer process that aims to reuse residual heat. Ponta Grossa's winning project serves as an example of the heat recovery initiatives that are being implemented in many Crown plants.

Safety/ Employee Engagement Award

Izmit, Turkey - Beverage

The Safety/ Employee Engagement Award went to the Izmit aluminum beverage can manufacturing plant in Turkey for its investment in the modernization and standardization of its air system, resulting in improved air health and better work conditions for employees. One of the goals of the project included reducing temperatures in the plant by several degrees, providing a more comfortable environment for Crown employees during the summer months.



Innovation in Sustainability Award

Virton, Belgium – Transit

Signode Virton in Belgium, part of Crown's global Transit Packaging Division, also won the Innovation in Sustainability Award for its launch of 30% post-consumer recycled (PCR) content in its plastic stretch film. The facility's efficient use of recycled plastic is not only cost-efficient but reduces the need for fossil fuels and is in alignment with the Climate Action and Optimum Circularity goals of Crown's **Twenty**by**30™** program.

Singapore – Specialty

The Innovation in Sustainability Award went to SS Metals (SMP) Singapore plant for transitioning its energy-intensive printing process powered by compressed natural gas (CNG) ovens to a more energy-efficient LED ink curing system. The LED light cures ink instantly, uses less power than traditional curing systems, and reduces reliance on CNG ovens, which lowers carbon emissions. It also brings significant cost savings.

Accolades

Crown continues to demonstrate leadership in sustainability with top scores and rankings through various external assessments. These serve as a benchmarking standard to show stakeholders that our business is resilient through the ways we manage risk, engage with supply chain partners, and govern responsibly. Notable achievements in 2025 include:

- **CDP Climate & Water: Leadership (A-)**
- **CDP Forest: Management (B)**
- **CDP Supplier Engagement Assessment: A**
- **EcoVadis: Bronze Medal***
- **ISS Corporate Rating: Prime (B-)**
- **MSCI: Leader (AA)**
- **Sustainalytics: Low Risk (13.1)**

*Additional medals earned for other entities include Silver and Platinum

Brazil: Customer Recognition Award

Crown's team in Brazil was recognized at The HEINEKEN Company's "Toasts to a Better Future – A Living Commitment", a milestone event celebrating our shared journey toward a low-carbon future. Crown's commitment to increasing renewable electricity aligns well with Heineken's global strategy.

Dubai: GOLD at Global ESG Awards

Crown Dubai was celebrated as a leader driving meaningful impact across the United Nations' Sustainable Development Goals. This recognition was in the category Promoting Circular Economy. The team in Dubai achieved zero waste-to-landfill, raised awareness and increased recycling rates, and continues to innovate with lightweighting, demonstrating the commitment to resource efficiency.

Indonesia: CSR Leadership Award

Crown Indonesia was recognized by the Bupati (District Head) of Karawang, for its active participation and reporting of CSR activities in 2025. Around 50 companies in the Karawang district were recognized.

Mexico: Corporate Equality and Inclusion Award

Crown Mexico received the "2025 Corporate Equality and Inclusion Award" from the Secretariat of Equality and Inclusion of the Government of the State of Nuevo León, in recognition of Crown's volunteer work with the Cáritas Food Bank of Monterrey. This initiative supports the state's Zero Hunger Strategy and aligns with our global **Twenty**by**30**™ Sustainability Program.

Thailand: 2025 Green Star Award for Excellence in Environmental Governance

Crown Thailand was honored with the "Green Star Award" for 2025 at the Excellent level from the Industrial Estate Authority of Thailand (IEAT). The distinction highlights the company's long-standing commitment to environmental stewardship, operational transparency, and sustainable industrial innovation.

Thailand: Outstanding Supplier Award

Crown TCP Beverage in Nong Khae, Thailand was recognized with the "Outstanding Supplier Award" at TCP Group's Sustainability Forum 2025 alongside two other winners from the materials supply sector.

Recognized as one of Forbes' Net Zero Leaders for 2025

Crown was awareded as the top packaging company on track to achieve net-zero carbon emissions. Ranked 22 out of 200+ companies.

Named one of America's Most Responsible Companies by Newsweek and Statista

Rankings based on holistic view of corporate responsibility covering environment, social, and governance pillars. Based on research of top 2,000 public companies.

Ranked as one of America's Climate Leaders by USA TODAY

Crown was listed among 500 top performers recognized from emissions data and other criteria collected from nearly 900 companies.

Acclaimed by Forbes as a "World's Top Companies for Women"

For a 3rd consecutive year, Crown was highlighted as a leader in gender equality based on survey results from 120,000 women across 36 countries.

Nature / Biodiversity

In 2023, Crown became an Early Adopter of the Taskforce for Nature-Related Financial Disclosure (TNFD), committing to report in 2026. Our first TNFD report can be found here. This builds upon our reporting to the Taskforce for Climate-Related Financial Disclosure (TCFD) since 2021. Our most recent update to TCFD can be found here.

Identifying and managing nature- and climate-related risks and opportunities is central to many of our Twentyby**30™ goals. This alignment reinforces the importance of integrating sustainability into business strategy as a tool for long-term resilience and success.**

Crown's biodiversity commitments are closely connected to our water stewardship efforts, as described on pages 11 and 12. Through water replenishment partnerships, focused in the most water-stressed areas where we operate, the Company's initiatives work to ensure that water - a limited resource critical for our operations, business and communities - is preserved and accessible.

Crown's biodiversity strategy is grounded in the recognition that healthy ecosystems are essential for long-term operational resilience. Using the TNFD-aligned LEAP framework—Locate, Evaluate, Assess, Prepare—Crown systematically identifies where our global operations interact with nature. Tools such as the Integrated Biodiversity Assessment Tool (IBAT) and the World Resource Institute (WRI) Aqueduct Water Risk Atlas support assessments of Crown's proximity to Protected Areas, Key Biodiversity Areas, threatened species habitats, and water-stressed basins. These insights guide governance, capital planning, and risk management decisions. Crown's integrated approach seeks to ensure that biodiversity protection, water management, and long-term ecological health reinforce each other across its global operations.

Biodiversity is not new to Crown. As part of the ASI certification process, Crown performed biodiversity risk assessments at facilities across Asia Pacific and the Americas from 2021-2023. Since then, facilities in biodiversity-sensitive regions—including Thailand, Vietnam, Mexico, and the UK—have conducted flora and fauna surveys, maintained habitat protection measures, and implemented restoration activities such as native vegetation planting, invasive-species monitoring, and creation of biodiversity buffers. Screenings helped us understand the impact and risks and ensure that the facilities aligned with Crown's sustainability commitments and ASI Performance Standard. Key actions are specific to each location — DaNang and Ensenada are two examples. Crown's DaNang Beverage facility in Vietnam has a formal Biodiversity Management Plan, native vegetation programs, and monitoring to prevent the introduction of alien species. The Crown Ensenada plant in Mexico integrated biodiversity protection with water stewardship actions informed by Aqueduct water scarcity data.

Sustainable forest-related practices, including sourcing timber products with strong uptake of FSC, PEFC, and SFI certifications, complement Crown's existing biodiversity governance by ensuring that upstream material procurement reduces exposure to deforestation risks and impacts. These forest-related safeguards strengthen the Company's nature-positive commitments. Insights of Crown's biodiversity strategy are detailed in our 2025 CDP forests and biodiversity disclosures. Our CDP Forest score improved from a B- in 2024 to a B in 2025.

Crown GRI 2025

To supplement Crown's Sustainability Report, the following pages include the Global Reporting Initiative (GRI) Index and Disclosures aligned with the Sustainability and Accounting Standards Board (SASB), now part of IFRS Foundation.

Our 2025 Sustainability Report includes environmental, social and governance data from facilities within our three metal packaging operating divisions (Crown Americas, Crown EMEA and Crown Asia Pacific) and our Transit Packaging division (Signode). The data reflects any facilities that were operated by Crown during the reporting period of January 1, 2025 through December 31, 2025. It also 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.), where engineers and scientists specialize in specific packaging technologies.

In this reporting period, Crown commenced operations at 5 sites and closed 13 sites. Figures reported have been restated from prior years to reflect the 2019 water data recalculated because of improved data availability.

External Verification Information provided in our sustainability reporting is subject to internal reviews and, for select data, external assurance. We engaged Lucideon CICS Limited to provide limited assurance in relation to the GRI disclosures made in this report, including our total 2025 data for GHG emissions (Scope 1, 2 and 3 categories) as well as our 2025 water usage and waste data. The assurance was conducted according to Lucideon's assurance methodology, based on ISO 14064-3 verifications. A short assurance statement is available for download on our website. Lucideon has also provided GRI verification to the GRI Index, Limited Verification. Documentation can be found on our website. Since 2022, Crown abides by an annual Sustainability Report publication schedule, with our next Sustainability Report scheduled to be published in 2027.

Disclosure	Reference
General Disclosures	
GRI 2-1	a. Crown Holdings, Inc. b. Crown Holdings, Inc. is a publicly held corporation incorporated in the state of Pennsylvania. Our shares trade on the New York Stock Exchange under the ticker CCK. c. Tampa, Florida d. 2025 Form 10-K, page 23
GRI 2-2	a. 2025 Form 10-K, page 23 b. Sustainability reporting is aligned to include all entities included in financial reporting along with warehousing and office sites. c. The approach used for reporting sustainability data follows that of the consolidated financial statements, which include the accounts of Crown Holdings, Inc. and its consolidated subsidiary companies. The financial statements are prepared in conformity with accounting principles generally accepted in the United States of America and reflect management's estimates and assumptions. All inter-company accounts and transactions are eliminated in consolidation.
GRI 2-3	a. This sustainability report covers activity from January 1, 2025 to December 31, 2025. Crown publishes a sustainability report annually. b. Crown's sustainability reporting period aligns with the financial reporting period. c. This report was published June 2026. d. Contact period: ongoing; contact sustainability@crowncork.com
GRI 2-4	The Company's 2019 baseline water data was restated as more accurate activity data was made available and 2019 baseline Scope 3 – category 1 data was restated to include tolled aluminum. Crown is committed to using the best available data to ensure accurate tracking of performance.

Disclosure	Reference
GRI 2-5	a. The Company seeks external assurance to its final calculated and reported GHG emissions (Scope 1, Scope 2, Scope 3), water and waste data as reported in CDP and the Company's Sustainability Report along with the Global Reporting Index (GRI) core disclosure index. The Company's Board of Directors, as the highest governance body, and senior executives are involved in the review of the Company's Sustainability Report. b. The Company's sustainability reporting has been externally assured. i. External Assurance: Scope 1 and Scope 2, Scope 3, Water ii. External Assurance GRI Independent Assurance Statement iii. The relationship between the organization and the assurance provider is that of two independent parties entering into a voluntary agreement.
GRI 2-6	a. 2025 Form 10-K, pages 1-2 b. Our Value Chain c. There are no other relevant business relationships. d. There have been no significant changes in 2-6a, 2-6b and 2-6c compared to the previous reporting period.

GRI 2-7

a.

	Male	Female	
Americas	9,216	2,152	
EMEA	5,619	898	
APAC	4,396	1,460	
Total	19,231	4,510	**23,741**

b.

	Permanent Employees				**Temporary or fixed term Employees**				**Agency Staff**			
	Full-time		**Part-time**		**Full-time**		**Part-time**		**Full-time**		**Part-time**	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Americas	8,640	1,961	4	2	211	102	0	0	361	87	-	-
EMEA	4,970	734	46	50	291	65	4	2	308	47	0	0
APAC	3,654	1,121	-	2	591	197	0	0	149	130	2	10
	17,264	3,816	50	54	1,093	364	4	2	818	264	2	10

c. All figures are reported as head count at the end of the reporting period. There were no significant fluctuations in the number of employees of any type during the reporting period.

d. **Crown Permanent Employees:** A person employed by Crown to work for an indeterminate period, e.g., no fixed employment period.
Crown Temporary or Fixed Term Employees: A person employed by Crown to work for a limited or specific period, i.e. employment ends when the specific time period expires or when a specific task has been completed.
Full-time: Defined according to national legislation and practice regarding working time. The person works the full duration of the Company's stipulated working hours.
Part-time: An employee whose working hours per week, month or year are less than full-time, e.g., works less than the stipulated working hours of a full-time employee, work only certain number of days per week, etc.
Agency staff: An individual who performs regular work on-site for, or on behalf of another company, e.g., other companies' employees working in our plant. Not employed by Crown, i.e. not under our payroll.

GRI 2-8

a. There were 1,094 agency staff working throughout global operations full-time or part-time at year end, with the majority being permanent full-time employees.
b. All figures are reported as head count at the end of the reporting period.
c. While this figure increased slightly from 2024, there were no significant fluctuations between the reporting periods.

Disclosure	Reference
GRI 2-9	a. Governance; Sustainability Leadership; Corporate Governance Guidelines b. Audit Committee Charter; Nominating and Corporate Governance Committee Charter c. Crown 2026 Proxy Statement, pages 2-4, 20-23, 28-33
GRI 2-10	a. Crown 2026 Proxy Statement, pages 2-4, 20-23, 28-33 b. Crown 2026 Proxy Statement, pages 2-4, 20-23, 28-33; Corporate Governance Guidelines , Nominating and Corporate Governance Committee Charter i. Crown 2026 Proxy Statement, pages 2, 31-33 ii. Nominating and Corporate Governance Committee Charter iii. Corporate Governance Guidelines, Crown 2026 Proxy Statement, pages 2-3, 5, 28 iv. Crown 2026 Proxy Statement, pages 21-23, 30-31
GRI 2-11	a. Chairman of the Board of Directors is also the President and CEO of the Company. b. Board of Directors; Corporate Governance Guidelines; Crown 2026 Proxy Statement, pages 28-33
GRI 2-12	a. Under the Board's general direction, the Nominating and Corporate Governance Committee reviews and assesses the Company's Sustainability policies, programs and practices pursuant to its charter. b. The Audit Committee reviews Environmental, Social and Governance disclosures and reporting as set forth in its charter. All aspects of the business, and in particular sustainability, are managed through sound governance structures. Crown 2026 Proxy Statement, pages 6-7. The Vice President - Global Sustainability & External Affairs reports to the Board at least annually. i. The Board engages with internal stakeholders to oversee the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people. The Board engages with key internal stakeholders, including the Company's C-Suite, who report up through the Board's Audit and Nominating and Corporate Governance Committees. All stakeholders can be involved through engaging with management. ii. Management (including the Vice President - Global Sustainability & External Affairs) reports to the Board and its committees. The Board and its committees provide the review and input described in the Company's governing documents. c. Audit Committee Charter and Nominating and Corporate Governance Committee Charter
GRI 2-13	a. The Board delegates responsibility for managing the organization's impact by ensuring the correct leadership is in place within the Company. They have oversight of sustainability reporting, including TCFD reporting, that comprehensively tracks the environmental impact of the Company. Crown 2026 Proxy Statement, pages 6-7 i. Vice President - Global Sustainability & External Affairs; Senior Vice President - Chief Human Resources Officer ii. All employees take some responsibility in making Crown the most sustainable Company. Employees are encouraged to voice ideas for improvements. b. The Vice President - Global Sustainability & External Affairs and other leaders of the Company present updates to the Board or its relevant committees at least annually.
GRI 2-14	a. Audit Committee Charter; Leadership
GRI 2-15	a. Crown 2026 Proxy Statement, page 28 b. Crown 2026 Proxy Statement, pages 28-33 i. All U.S. public company board positions currently held by Directors are disclosed in the Proxy Statement. Crown 2026 Proxy Statement, page 21 ii. Crown 2026 Proxy Statement, page 28 iii. Crown is a widely-held, publicly traded company with no controlling shareholders. Crown 2026 Proxy Statement, page 26-27 iv. Crown 2026 Proxy Statement, pages 28-33

Disclosure	Reference
GRI 2-16	a. Communication of critical concerns that pose material risks to the business of the Company to the Board by management is a core responsibility of the CEO. The regular cycle of five Board meetings generally provides adequate opportunity for such reporting. If additional communication is necessary, the Company also has an Executive Committee that can meet between regularly scheduled meetings of the Board, and the entire Board can convene for meetings outside of the regular schedule. Additional concerns can be communicated to the Board through the internal audit function and the Company's ethics and compliance reporting mechanisms. 2025 Form 10-K.
GRI 2-17	The Vice President - Global Sustainability & External Affairs reports to the Board regularly on Crown's sustainability program.
GRI 2-18	a. The Company's directors are subject to annual election by the shareholders. In addition, the Board undergoes a rigorous annual self-evaluation process, which includes specific mention of its sustainability review. Crown 2026 Proxy Statement, pages 28-31 b. Crown 2026 Proxy Statement, pages 28-33 c. The Nominating and Corporate Governance Committee oversees the annual self-evaluation process of the Board and its committees, makes recommendations to the Board regarding the membership of the Board committees and performs other corporate governance functions, such as strategic review of the Company's sustainability policies, programs and practices. Crown 2026 Proxy Statement, pages 28-31
GRI 2-19	a. Crown 2026 Proxy Statement i. For Director compensation, see Crown 2026 Proxy Statement, pages 24-25. For senior executives, fixed pay and variable pay - Crown 2026 Proxy Statement, page 34-51. In 2023, the Company adopted a policy capping cash severance benefits in any future employment agreements, severance agreements, severance plans, etc. at 2.99 times the sum of the executive officer's base salary plus target bonus, unless the shareholders approve a deviation. ii. N/A iii. Termination payments - Crown 2026 Proxy Statement, pages 60-62 iv. Clawbacks - Crown 2026 Proxy Statement, page 48. In 2023, the Company adopted a new clawback policy for executive officers that is intended to comply with Section 10D of the Securities Exchange Act of 1934, as amended, Rule 10D-1 promulgated under the Exchange Act and Section 303A.14 of the New York Stock Exchange Listed Company Manual. v. Retirement benefits - Crown 2026 Proxy Statement, page 49 b. Crown 2026 Proxy Statement; For the Board of Directors, see pages 24-25. For senior executives, see pages 34-51.
GRI 2-20	a. The Compensation Committee is responsible for the review of the executive compensation program. The Company added an evaluation criterion for sustainability for the annual Board evaluation of the CEO in 2022. Crown 2026 Proxy Statement, pages 12, 34-51 b. At the 2026 Annual General Meeting of shareholders, the annual "say-on-pay" resolution was approved by over 92% of the votes cast. Form 10-Q filed May 1, 2026, page 32
GRI 2-21	a. 330 b. 1.51 c. Pay Ratio Disclosure Crown 2026 Proxy Statement, page 63
GRI 2-22	2025 Sustainability Report, page 1
GRI 2-23	The Company has a Code of Business Conduct and Ethics, which forms the centerpiece of its framework for ethical business conduct. Other ethics-related policies, such as the Supplier Code of Conduct, Human Rights Policy and the Conflict Minerals Policy, are available on the Company's website. Additionally, the Company has issued internal policies to provide greater guidance on certain principles contained in its Code of Business Conduct and Ethics. a. i. In each of its policies, the Company references the requirement to comply with all applicable laws and regulations. Certain authoritative intergovernmental instruments are referenced in policies issued pursuant to the Code of Business Conduct and Ethics including those listed below in b.i. and those found in our Supplier Code of Conduct. ii. Due diligence is required by several of our internal policies. iii. The commitments apply the precautionary principle. iv. Human Rights Policy

Disclosure	Reference
GRI 2-23	b. i. Crown's Human Rights Policy is informed by the UN Universal Declaration of Human Rights, the Five Fundamental Principles and Rights at Work from International Labour Organization (ILO), the United Nations Global Compact Guiding Principles and the national legislation in each country in which we operate. ii. Human Rights Policy c. Code of Business Conduct and Ethics, Supplier Code of Conduct, Human Rights Policy d. The Code of Business Conduct and Ethics is reviewed annually by a Committee of the Board and all changes are approved by the full Board. Policies issued pursuant to the Code are reviewed and approved by senior management. See Human Rights Policy administration in Crown 2026 Proxy Statement, page 32. e. The policy commitments apply to the organization's activities both in its own operations and also extend to the conduct of its suppliers via the Supplier Code of Conduct. See Human Rights Policy administration in Crown 2026 Proxy Statement, pages 31-32. f. The policy commitments are communicated to workers via in-person and virtual training such as the annual virtual Code of Business and Ethics Conduct training, to its business partners via contractual agreements, and made publicly available to all interested parties.
GRI 2-24	a. i. Crown allocates responsibility to implement the commitments across different levels within the organization via its Enterprise Risk Management program. ii. Crown integrates the commitments into organizational strategies, operational policies and operational procedures via its Enterprise Risk Management program; Governance iii. Crown implements its commitments to responsible business conduct with and through its business relationships via its Enterprise Risk Management program and its Supplier Code of Conduct; Governance iv. The organization provides virtual training that focuses on implementing the commitments of responsible business conduct to all employees as appropriate to their business functions. In-person training is deployed to a portion of the Company's locations every year and includes both salaried and hourly personnel. All employees with company email addresses, including management personnel, are required to annually participate in Crown's Business Conduct and Ethics training which includes certification of the employee's compliance with the Company's standards of business conduct and disclosure of knowledge of any potential violations of such standards.
GRI 2-25	a. Crown commits to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to the extent required by applicable law, applicable regulatory obligations, our contractual commitments and our internal policies. b. Crown's general approach to identifying and addressing grievances begins with adherence to requirements and procedures as established by law in the jurisdictions in which it operates. State-based judicial and non-judicial grievance mechanisms are always available to our stakeholders as provided by applicable law. Operational grievance mechanisms exist in some of the collective bargaining agreements that we have with our unionized workers and we have internal policies and procedures to address workplace grievances, including human rights-related concerns such as discrimination, wage and hours law compliance, etc. Grievance mechanisms in place include raising questions or concerns to a supervisor, plant manager, Human Resources manager or Compliance Officer (Legal team) as well as report through the Whistleblowing hotline. c. Crown is actively engaged in multiple jurisdictions in the effort to increase metal recycling rates. This reduces our carbon emissions footprint, reduces landfill usage and reduces cost. We have been involved in numerous efforts to promote health and safety process improvements such as the review of our can coatings and the chemicals used in our production processes. The Company, along with others in most cases, has been identified by the EPA or a comparable state environmental agency as a Potentially Responsible Party ("PRP") at a number of sites and has recorded aggregate accruals of $12million for its share of estimated future remediation costs at these sites. The Company has been identified as having either directly or indirectly disposed of commercial or industrial waste at the sites subject to the accrual, and where appropriate and supported by available information, generally has agreed to be responsible for a percentage of future remediation costs based on an estimated volume of materials disposed in proportion to the total materials disposed at each site. The Company has not had monetary sanctions imposed nor has the Company been notified of any potential monetary sanctions at any of the sites. The Company has also recorded aggregate accruals of $8million for remediation activities at various worldwide locations that are owned by the Company and for which the Company is not a member of a PRP group. Although the Company believes its accruals are adequate to cover its portion of future remediation costs, there can be no assurance that the ultimate payments will not exceed the amount of the Company's accruals and will not have a material effect on its results of operations, financial position and cash flow. Any possible loss or range of potential loss that may be incurred in excess of the recorded accruals cannot be estimated. d. To the extent required by law, the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation and improvement of these mechanisms. By law and by contract, the unions that represent our unionized employees are actively involved in the collective bargaining process and so they work to shape grievance processes. e. Workplace-related grievance mechanisms are widely publicized within our facilities. We provide regular training on many of these areas, in both live and virtual formats. Policies and procedures are available in local languages as well as English. Concerns or potential violations may be reported through our ethics hotline which can be accessed around the world at any time in all primary languages spoken at our facilities. Concerns can also be raised with supervisors, Human Resources staff, internal audit staff or legal department staff at any time by e-mail/or in person. Our policies, such as the Code of Business Conduct and Ethics, Human Rights Policy, and Whistleblower Policy explicitly prohibit retaliation against any employee who raises a concern in good faith. The Company endeavors to investigate all complaints in a professional manner, with full respect for anonymity where applicable. Also, where necessary, the Company monitors ongoing remediation for continued compliance.

Disclosure	Reference
GRI 2-26	a. i. Company policies provide resources to stakeholders so that they can seek advice on implementing the organization's policies and practices for responsible business conduct; most policies include information on whom to contact with questions about the policies; Code of Business Conduct and Ethics, Human Rights Policy, Supplier Code of Conduct, Whistleblower Policy ii. Grievance mechanisms in place include raising questions or concerns to a supervisor, plant manager, Human Resources manager, or Compliance Officer (Legal team). The Company also provides a confidential reporting mechanism, Crown's Business Ethics Line, as a means of raising concerns or seeking advice related to the Company's Code of Business Conduct and Ethics. The Business Ethics Line is administered by an independent third-party provider and provides multiple reporting channels, including toll-free telephone access and web-based reporting. The hotline is available to all employees worldwide, as well as third parties, such as vendors, suppliers and customers. Employees who report potential violations through the Business Ethics Line may choose to remain anonymous (unless prohibited by local law) and all such reports are kept confidential to the extent practicable in connection with the investigation. To access the CBE Line, visit Ethics Reporting Line. Crown 2026 Proxy Statement, page 31.
GRI 2-27	Crown 2025 Annual Report pages 15,58, 65, 67-68
GRI 2-28	2025 Sustainability Report, pages 16, 25 Associations
GRI 2-29	Stakeholder Engagement, Crown 2026 Proxy Statement, pages 6, 32.
GRI 2-30	a. 44% employees covered by collective bargaining agreements. b. As stated in our Human Rights Policy, we equally respects the rights of our employees not to join trade unions and will protect them against intimidation, harassment and discrimination in the same way.
GRI 3-1	Materiality
GRI 3-2	Materiality; No changes from previous reporting period.
GRI 3-3	Materiality; Crown's Twentyby30™ program describes the actions and commitments taken to manage the topics that have been identified as material.
Biodiversity	
101-1	a. Crown addresses biodiversity through its TNFD aligned LEAP process, identifying dependencies, impacts, risks and opportunities. Crown efforts include water replenishment in stressed watersheds, forest related risk mitigation through procurement policies, species and habitat assessments using IBAT/STAR. Efforts to increase recycled content in our products reduces the pressure on land and its resources Crown 2026 TNFD Report b. Policies apply enterprise wide across Crown's global direct operations, supported by Board and Management oversight. Policies extend to the value chain, in the form of sourcing requirements for recycled/certified paper; ASI certified aluminum suppliers; and EUDR compliance, and supplier engagement. c. Crown 2026 TNFD Report: Metrics & Targets section.
101-2	a. i. Crown applies the mitigation hierarchy across its operations and value chain by prioritizing impact avoidance and minimization. Potential environmental impacts are avoided where feasible through responsible sourcing practices, including the use of certified materials under standards such as ASI, FSC, PEFC, and SFI, which help reduce environmental risks associated with raw material extraction. ii. Where impacts cannot be avoided, Crown minimizes them through water-efficiency improvements, pollution-control technologies, increased use of circular materials, biodiversity-sensitive site assessments, and continuous operational improvements. iii. Crown engages with local regulatory bodies and conservancy organizations. iv. Crown engages in water-replenishment programs targeted at high-stress basins identified through scenario analysis and risk mapping. v. Actions include procurement focus on purchases from ASI-certified aluminum suppliers, expanding circularity initiatives, and implementing biodiversity restoration plans for priority sites b. Sites in Thailand and Vietnam—identified via IBAT as near Key Biodiversity Areas—have biodiversity management plans informed by specialist assessments, while other sites are being assessed for high-significance biodiversity zones based on STAR scores and IBAT sensitivity screening. c. Through integrating materiality and scenario analysis (using LCA studies) Crown enhances synergies by designing actions such as water replenishment, low-carbon material sourcing, and recycling improvements that jointly reduce climate pressures and addresses biodiversity risks. d. For the onsite assessments, Crown engages with regulatory bodies for mitigation actions to take into consideration local jurisdictional requirements. For example water restoration projects are aligned with recognized conservation principles, and executed in partnership with third-party conservation authority such as The Nature Conservancy and Global Water Partnership Mediterranean.

Disclosure	Reference
101-4	Crown determines which sites have the most significant biodiversity impacts by applying the TNFD LEAP framework and using tools such as IBAT, STAR species scores, and WRI Aqueduct to identify locations near protected areas, Key Biodiversity Areas, high-ecosystem-significance zones, or areas of extreme water stress, Crown 2026 TNFD Report. For products and services in its supply chain, Crown evaluates upstream impacts through certification-based sourcing (e.g., ASI, FSC/PEFC/ SFI), LCA studies, CDP-aligned risk assessments Crown 2026 TNFD Report, and Crown 2025 CDP, sections 2.2 & 8
101-5	Crown's sites with the most significant biodiversity impacts are identified using IBAT in terms of proximity to Key Biodiversity Areas, Heritage sites and Protected sites, Crown 2026 TNFD Report and Crown 2025 CDP, sections 8,9,and 11
Anti-Corruption	
205-1	a. 100% of operations assessed b. No significant risks identified
Materials	
301-1	a. 2,184,427MT i. 2,034,600 MT (93%) non-renewable ii. 149,827 MT (7%) renewable (paper material)
301-2	Recycled content of purchased raw materials by substrate: aluminum 66%; steel 13%; glass (cullets) 100%; plastic 41%; wood/paper 73% Percent recycled content in our primary product, aluminum beverage cans: 67%
Energy	
302-1	a. 10,412,993,841 MJ b. No renewable fuels c. In joules, watt-hours or multiples, the total: i. Electricity Consumption - 7,846,776,300 MJ. ii. District Heating - 5,783,592 MJ iii. We do not collect granular cooling data iv. We do not collect steam usage d. In joules, watt-hours or multiples, the total: i. No electricity sold ii. No heating sold iii. No cooling sold iv. No steam sold e. 18,259,770,140 MJ f. Invoices, meter reads, engineer estimates based on square footage g. The HHV and energy density assumptions came from the EPA, IEA, and TCR, and the conversions are a combination of those assumptions and standard UOM conversions. As supplier conversion factors were not available, generic conversion factors were used.
Water and Effluents	
303-1	2025 Sustainability Report, pages 9-12 Water Management , 2025 CDP-C2 (Risk Management), 2025 CDP-5.11 (Stakeholder Engagement), Crown Water Policy
303-2	Water Management, 2025 CDP-C9 (Water Security)
303-3	2025 CDP-C9 (Water Security)

a. Total withdrawal from all areas by source (Megaliters(ML))

Source	2019	2025
Third Party	6,588.595	5,134.93
Groundwater	1,964.360	2,181.51
Surface Water	1,279	518.46
Rainwater	2.03	3.58
Total	**9,833.99**	**7,838.47**

b. Total withdrawal from all areas with water stress by source (Megaliters(ML))

Source	2019	2025
Third Party	1,118.98	2,009.36
Groundwater	799.92	584.03
Surface Water	642.4	0
Rainwater	2.03	1.87
Total	**2,563.33**	**2,595.25**

c. Total freshwater withdrawal (Megaliters(ML))

Source	2019	2025
Freshwater (1,000mg/ L total dissolved solids)	9,723.53	7,738.07
Other Water (1,000mg/ L total dissolved solids)	110.46	100.40
Total	**9,833.99**	**7,838.47**

Disclosure Reference

303-4

a.	All areas (ML)
Third Party water	4,316.06
Groundwater	28.32
Surface Water	1,199.48
Seawater	93.28
Total water discharge	**5,637.13**

b. N/A
c. Total water discharge to area with water stress: 1926.2ML
d. 2025 CDP-C2.5
e. 2025 CDP-C9 (Water Security)

303-5

a. All areas: 2201.34ML
b. Areas with water stress: 669.04ML
c. At Crown, water is typically consumed in real-time for operational processes with minimal on-site storage. Therefore, change in water storage is considered negligible and is not included in the consumption calculation.
d. 2025 CDP-C9 (Water Security)

Emissions

305-1

a. 578,997 MT
b. CO_2, CH_4, N_2O
c. N/A
d. 2019
   i. This is aligned with our **Twenty**by**30**™ program goal baseline year.
   ii. Market Based: 531,870 MT Location Based: 562,894 MT
   iii. N/A
e. Market Based - The Climate Registry (2025), Department for Environment Food and Rural Affairs (DEFRA, 2025), Environment Canada (National Inventory Report, 2025), etc.
Location Based - The Climate Registry (2025), Department for Environment Food and Rural Affairs (DEFRA, 2025), Environment Canada (2025), US EPA eGRID (2025), etc.
f. Operational Control
g. Invoices, meter reads, engineer estimates

305-2

a. 718,842 MT
b. 386,982 MT
c. CO_2, CH_4, N_2O
d. 2019
   i. This is aligned with our **Twenty**by**30**™ program goal baseline year.
   ii. Market Based: 846,255 MT Location Based: 827,913 MT
   iii. N/A
e. Market Based - Department for Environment Food and Rural Affairs (DEFRA, 2025), Environment Canada (2025), RE-DISS Residual European Mix (2024), US Residual Mix (Green-e Energy Emissions Rates, 2024), Utility Emission Factors (2025), etc.
Location Based - Department for Environment Food and Rural Affairs (DEFRA, 2025), Environment Canada (2025), US EPA eGrid (2025), etc.
f. Operational Control
g. Invoices, meter reads, engineer estimates

305-3

a. 2025 Sustainability Report, page 8
b. CO_2, CH_4, N_2O
c. N/A
d. The categories included from the GHG Protocol Corporate Value Chain Standard are: 1,2,3,4,5,6,7,9,10,11,12
e. 2019
   i. This is aligned with our **Twenty**by**30**™ program goal baseline year
   ii. 13,607,194 MT Restatements to our baseline year of 2019 were made to accommodate for various improvements in our reported data.
f. USEEIO, US EPA GHG Emission Factors Hub (2024), supplier specific emission factors, Department for Environment Food and Rural Affairs (DEFRA, 2024), Ecoinvent 3.11, ICF International (2016)
g. GHG Protocol - Corporate Value Chain (Scope 3) Accounting and Reporting Standard

305-4

a. 909 MT CO_2e/million (USD)
b. Total company revenue (USD)
c. Total GHG emissions (Scope 1, Scope 2, Scope 3)
d. Gases included in calculations: CO_2, CH_4, N_2O,

Disclosure	Reference
305-7	a. Air emissions: i. NO_x - 848,294 kg ii. SO_x - 4,185 kg iii. N/A iv. Volatile organic compounds (VOCs) - 10,461,365 kg v. N/A vi. Particulate matter (PM-10) - 19,475 kg vii. N/A b. US EPA WEBFIRE emission factors utilized c. US EPA WEBFIRE emission factors utilized
Waste	
306-1	Waste Management
306-2	Waste Management
306-3	2025 Sustainability Report, page 14 Waste Management
306-4	Waste Management a. 2025 Sustainability Report, page 14 b. Hazardous Waste 10,006 MT i. Preparation for reuse; N/A ii. Recycling 10,006 MT N/A iii. Other recovery operations; N/A c. Non-Hazardous Waste 315,931 MT i. Preparation for reuse; 310 MT ii. Recycling; 314,274 MT iii. Compost; 1,347 MT d. Approximately 100% of our waste disposal was offsite; less than 1% of our total was disposed of on-site i. N/A ii. 325,937 MT e. Data has been compiled by waste transfer notes from contracted waste collectors, engineer best estimations.
306-5	Waste Management a. 2025 Sustainability Report, page 14 b. Hazardous Waste 13,117 MT i. Incineration (with energy recovery); 4,351 MT ii. Incineration (without energy recovery); 4,323 MT iii. Landfilling; 4,443 MT iv. Other Disposal Operations; N/A c. Non Hazardous Waste 22,790 MT i. Incineration (with energy recovery); 2,810 MT ii. Incineration (without energy recovery); 901 MT iii. Landfilling; 19,079 MT iv. Other Disposal Operations; N/A d. Approximately 100% of our waste disposal is offsite; less than 1% of our total was disposed of on-site i. N/A ii. 35,907 MT e. Data has been compiled by waste transfer notes from contracted waste collectors, engineer best estimations.
Supplier Environmental Assessment	
308-1	**Twenty**by**30**™ goal 20, 2025 Sustainability Report, page 21 All new core suppliers are screened using environmental criteria
Occupational Health and Safety	
403-1	EHS Policy Employee Safety
403-2	Environment, Health and Safety 2025 Sustainability Report, page 17
Training and Education	
404-1	To help attract and retain a high level of talent at Crown and provide each employee with ample opportunities to grow and prosper, we provide a mix of mandatory and voluntary training. In 2025, each employee averaged about 29 hours of training. Employee Development

Disclosure	Reference
404-2	Employee Development, 2025 Sustainability Report, page 19
404-3	Crown endeavors to ensure that all employees receive an annual performance review, however the exact percentage is not available.

Diversity and Equal Opportunity

405-1

	Age						Gender		
Level	**<30**	**%**	**30-50**	**%**	**50+**	**%**	**Male**	**Female**	**%**
Executive	-	0.0	13	20.0	52	80.0	56	9	13.8
Director	7	2.9	93	38.3	143	58.8	203	40	16.5
Senior Manager	2	1.3	62	39.7	91	58.3	108	47	30.1
Manager	120	10.2	553	46.8	505	42.7	883	295	25.0
Supervisor	113	18.6	310	51.0	182	29.9	498	107	17.6
Professional/ Paraprofessional	1,019	33.8	1,182	39.2	771	25.6	1,804	1,169	38.8
Ungraded	5,228	32.1	6,615	40.6	4,368	26.8	13,931	2,287	14.0
Grand Total	**6,489**	**30.3**	**8,828**	**41.2**	**6,112**	**28.4**	**17,483**	**3,954**	**18.4**

Crown SASB 2025

SASB STANDARDS

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	SASB Code	Disclosure Metric	Response
Greenhouse Gas Emissions	**RT-CP-110a.1**	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Crown's global Scope 1 emissions in 2025 were 578,997 MT CO_2e No emissions are covered under emissions-limiting regulations
	RT-CP-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	2025 Sustainability Report, Pages 4-8 **Twenty**by**30**™ Brochure
Air Quality	**RT-CP-120a.1**	Air emissions of the following pollutants: (1) NOX (excluding N_2O) (2) SOX (3) Volatile organic compounds (VOCs) (4) Particulate matter (PM-10)	 (1) NOX: 848.29 MT (2) SOX: 4.18 MT (3) VOCs: 10,612 MT (4) PM-10: 19.47 MT
Energy Management	**RT-CP-130a.1**	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable (4) Total self-generated energy	(1) 18,259,770 GJ (2) 43% (3) 19% (4) 183,750 GJ
Water Management	**RT-CP-140a.1**	(1) Total water withdrawn (2) Total water consumed. Percentage of each in regions with High or Extremely High Baseline Water stress	(1) 7,838.47 thousand m^3 water withdrawn. 33.1% of the total volume withdrawn from high or extremely high water stressed regions. (2) 2,201.34 thousand m^3 water consumed. 30.4% from high or extremely high stressed regions
	RT-CP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	GRI 303-1 2025 Sustainability report, page 35
	RT-CP-140a.3	Number of incidents of non-compliance associated with water quality permits, standards and regulations	9 incidents, corrective action items completed for all incidents. All are in compliance as of December 31st, 2025.
Waste Management*	**RT-CP-150a.1**	Amount of hazardous waste generated, percentage recycled	Amount of hazardous waste generated: 23,123 MT Percent of hazardous waste that is recycled: 43%

*Waste defined by country-specific regulations as applicable in addition to the following:

Environmental Quality Act, 1974 (Malaysia); Solid Waste and Public Cleansing Management Act 2007 (Malaysia); Environment Quality (Schedule Wastes) Regulations 2005 (Malaysia); Environmental Conservation Rules 2014 (Myanmar); Environmental Protection and Management Act, 2002 (Singapore);

Environment and Conservation of National Environmental Quality Act B.E. 2535 AD 1992 (Thailand); EPA - RCRA (US); EU Waste Framework (EU); Law on Environmental Protection 1993 amended in 2005 (Vietnam); Public Health Act 1992 and Hazardous Waste and Substances B.E. 2546 (2003), B.E. 2549 (2006), B.E. 2535 (1992) and B.E. 2548 (2005)(Thailand); Sub Decree on Solid Waste Management (Cambodia);

Product Safety	**RT-CP-250a.1**	Number of recalls issued, total units recalled	1 recall; 14,000 cases of product (336,000 cans); Country - USA. The cans were recalled by a Crown customer.
	RT-CP-250a.2	Discussion of process to identify and manage emerging materials and chemicals of concern	Never Compromise, Product Safety
Product Lifecycle Management	**RT-CP-410a.1**	Percentage of raw materials from: (1) recycled content (2) renewable resources (3) renewable and recycled content	(1) Aluminum: 66%; Steel: 13%; Glass (cullet): 100%; Plastic: 41%; Paper: 73% Aluminum beverage can: 67% (2) 7% (paper material) (3) 5% (recycled paper material)
	RT-CP-410a.2	Revenue from products that are reusable, recyclable, and/or compostable	95% of revenue, or $11.7 billion USD was from products that are reusable, recyclable and/ or compostable
	RT-CP-410a.3	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Circular Economy, Optimum Circularity
Supply Chain Management	**RT-CP-430a.1**	Total wood fiber procured, percentage from certified sources	Total paper/ wood procured in 2025: 149,827 MT Percentage from FSC or PEFC certified Sources: 67%
	RT-CP-430a.2	Total aluminum purchased, percentage from certified sources	Total aluminum procured: 1,227,503 MT. Supplying Mills ASI Performance Standard Certified: 98% Supplying Mills ASI Chain of Custody Certified: 79% ASI Certified Aluminum purchased: 20%
Activity Metrics	**RT-CP-000.A**	Amount of production, by weight for each substrate	Paper/wood: 160,554 MT Glass: 338,287 MT Metal: 1,604,108 MT Plastics: 152,078 MT
	RT-CP-000.B	Percentage of production, by revenue for: (1) Paper/wood (2) Glass (3) Metal (4) Plastic	(1) Paper: 1% (2) Glass: 2% (3) Metal: 88% (4) Plastic: 5% Other: 4% (includes mixed material products, software and service)
	RT-CP-000.C	Number of employees	23,741

Twentyby30™

Accelerating Sustainability

CROWN

Brand-Building Packaging™

CORPORATE/AMERICAS DIVISION HEADQUARTERS

Crown Holdings, Inc.
Crown Americas LLC
Hidden River Corporate Center Two
14025 Riveredge Drive, Suite 300
Tampa, FL 33637 USA
Main Tel: +1 (215) 698-5100

EUROPEAN DIVISION HEADQUARTERS

Crown Packaging
Europe Division GmbH
Lindenstrasse 2
CH-6340 Baar
Switzerland
Main Tel: +41 41 759 10 00

ASIA PACIFIC DIVISION HEADQUARTERS

1 Harbour Front Place #03-01
Harbour Front Tower One
Singapore 098633
Main Tel: +65 6423 9798

TRANSIT PACKAGING DIVISION HEADQUARTERS

Signode Industrial Group
Hidden River Corporate Center Two
14025 Riveredge Drive, Suite 500
Tampa, FL 33637 USA
Main Tel: +1 (847) 724-6100

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