



Progress in Motion



2022 Sustainability Report
Crown Holdings, Inc.

Accelerating Sustainable

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Letter from Our CEO

This year, we again hold ourselves accountable to the commitments we have made to stakeholders to move Crown's **Twentyby30™** program forward. Now, more than two years into that journey, we need to speak to those commitments and to the progress we have made to this point.

You will see in this report that we are open about where we have progressed and where there is still work to be done. We acknowledge that achieving the aggressive goals we have set, both as a Company and as an industry, takes collective effort. That collaboration cannot be achieved without transparency and communication.

Since launching **Twentyby30™** in 2020, our priority has been not just to set goals, but to actively roadmap our work to execute them. It is easy to establish targets, but the challenge is to continue to make progress toward those goals. While that progress cannot always be linear, we are furthering our efforts and are confident in our ability to ultimately meet our goals by 2030. Additionally, as we move through this decade, we are determined to pursue our targets in a way that is thoughtful, manageable and effective.

In 2022, we were able to demonstrate progress against several key areas of the **Twentyby30™** program. For example, to support the goals in our Climate Action pillar, we continue to seek out opportunities for renewable energy sources, add major solar installations to existing and new plants and procure large-scale renewable projects. On the topic of circularity, we co-hosted the first Global Aluminium Can Sustainability Summit in partnership with the Can Manufacturers Institute (CMI) and the International Aluminium Institute, which kickstarted important industry conversations. The event brought together all parts of the aluminum supply chain to discuss tactics for driving actionable progress toward the industry's sustainability goals.

We are committed to being mindful in the procurement of our raw materials, and in 2022, we took steps to receive certification from the Aluminium Stewardship Initiative (ASI) for our beverage can operations in Mexico, validating that we are operating ethically within the supply chain as we source our materials. This verification comes after our Brazilian operations' ASI certification and will be followed by similar efforts in several of our operating regions.

In addition, we have elevated our involvement with key organizations to actively support the global progress against climate change. We made commitments to both the United Nations Global Compact (UNGC) and the CEO Water Mandate, which will hold us accountable for implementing more resourceful efficiency measures within our organization and working with our partners on larger goals.

These efforts were noticed by our sustainability peers this year, earning us recognition by Newsweek as one of America's Most Responsible Companies, as well as being included among the 100 Best Corporate Citizens of 2022 by 3BL Media and Forbes' inaugural World's Top Female-Friendly Companies. We are also especially proud to report that Sustainalytics ranked us as a leader in the top 3% of the containers and packaging industry for the third year in a row out of more than 100 global companies reviewed.

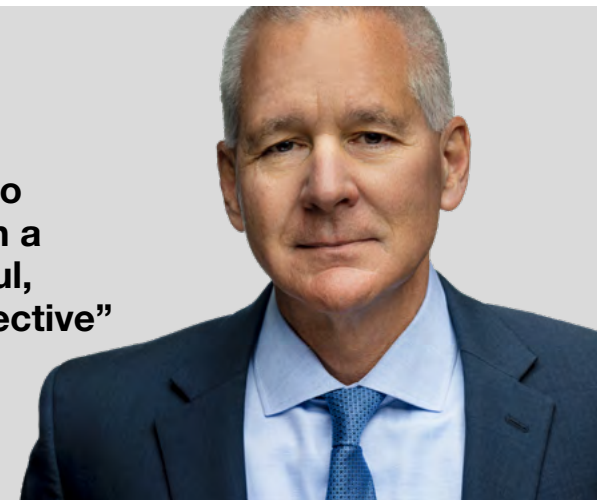
As always, I would like to express my gratitude for our teams around the world who are fostering this impactful change and helping us progress toward each of our sustainability goals. It is all of you who, through your creativity, ingenuity, passion and determination, have done the work to advance the **Twentyby30™** program. I am proud to share that, although we are a few years from crossing the finish line, we are on the right path and we are not idle. We are progress in motion.

Thank you,



Tim Donahue
President, CEO & Chairman of the Board

“We are determined to pursue our targets in a way that is thoughtful, manageable and effective”



Letter from Our Sustainability Lead

I am thrilled to present to all of Crown’s stakeholders our 2022 Sustainability Report. Crown, like many companies, has transitioned through some significant changes—particularly since we rolled out the **Twentyby30™** program in 2020. While we anticipate that we will continue to face challenges on our journey, I am proud to state that we are on target to meet our goals and initiatives set forth in the program.

Since our baseline year of 2019, we have added almost 18 billion cans of capacity into our system, opened 5 new plants and started up 14 new production lines, expanding both our beverage and food can manufacturing businesses. This has been an exciting time to be part of an industry that delivers the most sustainable packaging on the market. Seeing the growth of the infinitely recyclable aluminum beverage can demonstrates an increasing consumer and customer preference for more circular options that minimize carbon footprint. We are committed to continuing to work with this eco-friendly format, along with steel food cans and other tinplate packaging, which can also be recycled infinitely.

We began our formal sustainability journey well over 15 years ago, but expanded it to be more fully encompassing and detailed in recent years with our **Twentyby30™** program. This kind of bold strategy launch is always inspiring, but it is especially motivating when that action plan is centered on products that are inherently sustainable. The credentials of aluminum beverage cans and steel food cans are unmatched in the market. Both materials truly represent circularity in the fact that they can be recycled over and over again without



any loss of properties, meaning they are not just recyclable in the short term but well into the future. Additionally, our other business units have similar sustainability credentials—from the steel used in our aerosol cans and metal closures, to our promotional tins that house specialty items. Furthermore, our Transit Packaging Division offers its own benefits by using high levels of recycled content in the manufacturing of its paper, plastic and steel protective components used for safely transporting essential goods to market.

The advancement of sustainability and consumers’ personal desires to utilize greener products not only fuels the growth we have seen since 2019 but also creates additional challenges for us to meet many of our **Twentyby30™** goals. With every new plant or line we install, we require more electricity and water, all of which needs to be offset by continued efficiency within our systems. Amid this expansion, we continue to work toward our goal of reaching 100% renewable electricity by 2040. This effort supports our pledge to RE100, a global corporate renewable energy initiative with a mission to accelerate change toward zero carbon grids at scale. It is also in line with our commitment to The Climate Pledge to become Net Zero carbon by 2040—a decade ahead of The Paris Agreement’s goal of 2050—and work with other signatories to address the climate crisis and solve the challenge of decarbonizing our economy. While utilizing alternative energy resources and implementing innovative solutions helps us track toward these goals, it is really the efforts of everyone in our manufacturing facilities that yields the largest impact.

To that end, we strive to energize our global teams to keep sustainability top-of-mind as they execute their roles each day. Finding new efficiencies, adapting to new best practices and exercising creativity are all steps our employees take that create real, measurable impact on our footprint. Instilling this collaboration is our responsibility—and our exciting opportunity—to make a difference in our environment, our communities and our industry as a stronger, unified force. We extend our appreciation to the individuals at our plants worldwide who keep us moving forward and keep us inspired about what we can achieve next.

Thank you,

Dr. John M. Rost
Vice President - Global Sustainability and Regulatory Affairs

OUR ROLE

As evidenced by our Twentyby30™ program objectives and progress, the manufacturing sector is critical to global sustainability and drives more environmental and social initiatives than many people realize.

Manufacturing, by nature and necessity, drives innovation. We build and utilize complex systems to transform elements into dynamic, tangible products that are used globally. The same core attributes that aid our success in product development—technological prowess, problem-solving and the drive to work smarter—make us more adept at uncovering energy and resource savings and keep us closely in tune with our operational resources and the effect those have on the environment. In addition, the sheer size of our organization means that even a small switch to a more energy-efficient or eco-friendly option can create a sizable impact, aiding global sustainability initiatives and inspiring other sectors outside of ours through our own proof points.

This often positions the manufacturing sector not only as an early adopter of sustainable solutions or opportunities for leaner operations, but as a sustainability trailblazer.

Accelerating Sustainability

Taking on Greater Ownership

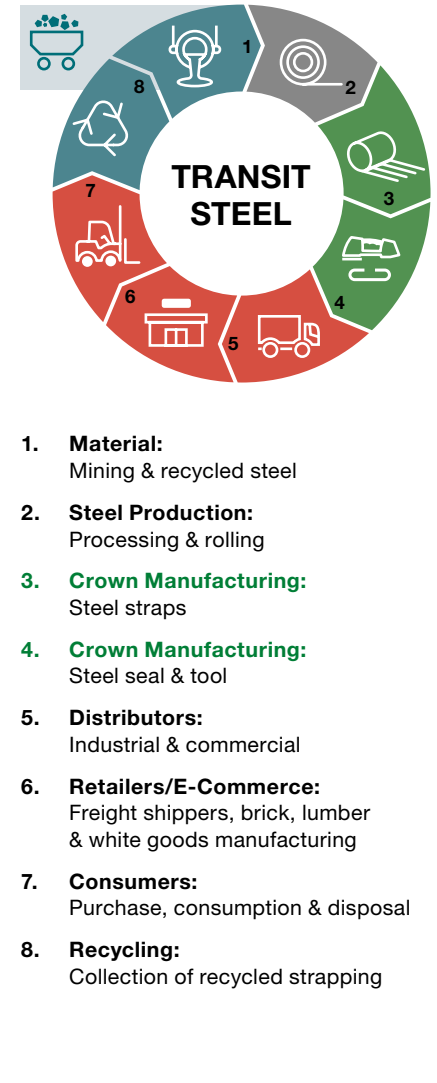
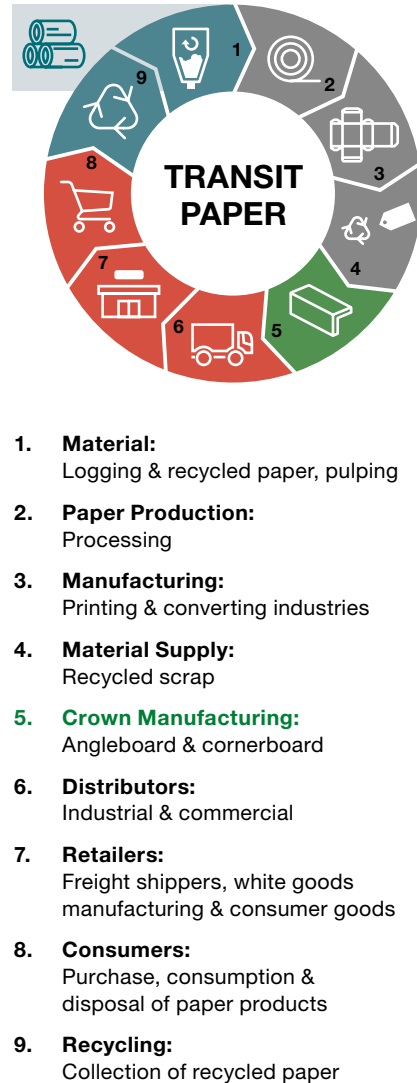
Beyond recognizing the domino effect that activity in our industry can create for others, it is imperative that we understand our own closer waves of impact. When we designed our Twentyby30™ program, we aimed to not only practice greater accountability in our own operations but to look outward and account for our interactions across the sector. As a major packaging manufacturer with global reach, we recognize the opportunity to encourage responsible behavior beyond ourselves. Through our various business units, we touch many industries and their supporting supply chains. With every product, we are one entity among a larger network of material suppliers, brand manufacturers, distributors, retail stores, consumers and recycling/waste systems, working together to advance toward a more sustainable future.

When we draw the lines of our ownership in the value chain, we consider the fact that we enable the creation of consumer goods and connect people with critical items used around the world every day. We aid brands in delivering sustainable, safe, reliable, high-quality products in markets like food and beverage, household and personal care and beyond. Knowing that the packaging we manufacture will change hands several times on its way to the consumer, we must maintain strong ethical standards throughout each stage. Additionally, it is our responsibility to contribute to consumer education around their packaging decisions and interactions to foster a Circular Economy.



Understanding Our Value Chain

Whether in the context of our metal packaging businesses or our Transit Packaging Division, our work in the manufacturing field and our finished products require overlap with several downstream and upstream partners, as well as consumers. These value chain cycles include:



Materiality:

Setting the Stage for Reporting

In accordance with the Global Reporting Initiative's (GRI) guidelines, we aim to produce a formal Sustainability Materiality Assessment every two years, as the exercise helps establish a set of sustainability-related focus areas that are of interest to our stakeholders and that intersect with our business.

Our most recent assessment was completed in March 2022 and reflects core topics based on discussions with over 100 internal and external stakeholders. See pages 9-10 for a summary of priority topics from our latest assessment.

Our process of conducting a Sustainability Materiality Assessment includes the following stages:

1. Identification

For each assessment, we update and fine-tune our process to reflect any notable changes since our last report, including:

- Significant changes in our business, such as acquisitions and divestitures
 - Alignment with GRI Standards, reporting via the latest reporting guidance offered
 - Other changes related to our business, customers, public policy, the context in which we do business and the evolving expectations of key stakeholders

Each assessment also factors in thorough interviews with customers, industry associations, employees and Company executives from around the world, in addition to reviewing the sustainability priorities of our customers and peer companies and researching key topics affecting the industry. This ensures we stay informed about the changes and evolutions of industry and of modern, pertinent sustainability topics.

2. Evaluation

We speak directly with identified key stakeholders via an independent third party, assessing reports outlining the environmental, social and governance (ESG) stakeholders for the industry and analyzing our business plans, strategies and key risk assessments. Industry peers and enterprise customers are also benchmarked as part of this analysis.

3. Prioritization

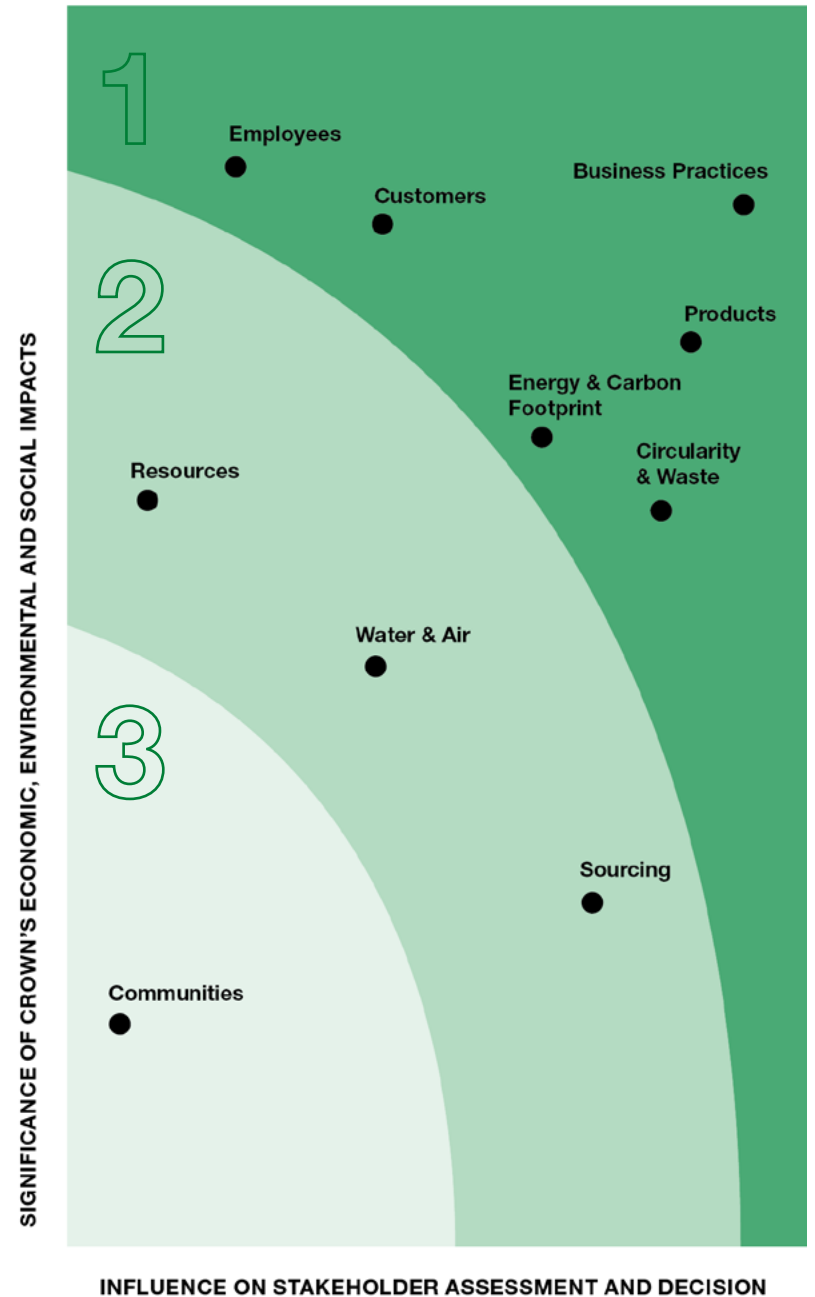
In our latest assessment, we narrowed down our core sustainability topics to “material” issues seen as most critical by our stakeholders. These focuses are seen as the most critical to manage continuously and provided guidance for the framework of our **Twentyby30™** program:

- Energy & Carbon Footprint
- Water Management & Scarcity
- Waste Reduction & Management
- Employee Health, Safety & Wellness
- Product Quality & Safety
- Business Ethics

Materiality Assessment

As climate risk is ever-evolving, materiality assessments will continue to serve as a guide for the Company in determining issues that are most relevant to all stakeholders. This also helps to assess our progress toward our targets and recognize opportunities in how the Twentyby30™ program aligns with the goals of our competitors and customers.

“Each assessment...ensures we stay informed about the changes and evolutions of the industry and of modern, pertinent sustainability topics”



1

Top Priority Topics

Business Practices

- Business ethics & good governance
- Compliance with ESG rules, regulations & standards
- Data & information security risk management

Products

- Product quality, safety (including food safety) & stewardship
- Cost reduction, including operational excellence, efficiency & lightweighting

Customers

- Customer satisfaction
- Compliance with environmental (chemical, waste, recycling) legislation applicable to customers & our industry
- Support for the sustainability goals of our customers
- Alignment with customers on sustainability/customer partnerships & dialogue

Employees

- Employee health, safety & well-being
- Inclusive working climate
- Employee social relations
- Development needs
- Career growth
- Professional & social engagement
- Diversity & Inclusion

Circularity & Waste

- Circular Product Lifecycle Management e.g., % raw materials from
 - a) recycled content,
 - b) renewable resources,
 - c) renewable & recycled content; revenue from products that are reusable, recyclable and/or compostable; reducing lifecycle impact
- Business model, product & process innovation
- Improvement in the recycling rate & recycled content of metal packaging
- Supplier, customer & consumer education on the recyclability of metal packaging
- Waste reduction

Energy & Carbon Footprint

- Carbon/greenhouse gas emissions (GHG)
- Total energy consumption
- Energy & carbon intensity
- Renewable energy

2

High Priority Topics

Sourcing

- Supplier Code of Conduct adherence
- Responsible supply chain management (e.g., resource traceability, identify & manage materials & chemicals, optimized logistics, percent of certified aluminum purchased)
- Responsible sourcing assessment

Resources

- Resource scarcity (managing & helping to preserve key inputs that may be under threat by environmental conditions, political instability, economic instability or other)
- Locally sourced inputs

Water & Air

- Water management & risks
- Air emissions (VOCs, particulate matter (PM), NOx, etc.) reduction

3

Priority Topics

Communities

- Community support to enhance well-being
- Investment & engagement with local communities & non-profits
- Community engagement by employees

Collaborating with Our Peers on Recycling

When we can broaden consumer—and even brand—understanding of how various packaging formats navigate the supply chain and shed light into their unique lifecycles, we can make strides toward increased recycling and decreased waste. Still, it takes collective, concerted effort from the industry as a whole to begin to shift the mindset of even one demographic. With this in mind, we have invested in several opportunities for collaboration with various peers in our value chain.

From primary material and can sheet producers to consumer brands, and from recycling facilities to industry organizations, we are joining forces with others to chip away at larger goals around recycling.

In 2022, we became greater advocates for this mission through the following efforts:

Aerosol Recycling Initiative

Reinforcing the sustainable attributes of steel cans and recognizing the work required to ensure aerosol cans are recaptured for future use, CMI and the Household & Commercial Products Association (HCPA) launched an Aerosol Recycling Initiative. Built around two 2030 goals of reaching an 85% recycling access rate for all aerosol cans and labeling at least 90% of aerosols with recycling instructions, the initiative gained support from almost 20 companies across the aerosol value chain. We will continue to support CMI and the HCPA in their efforts by encouraging more on-pack messaging with brand partners and more sustainable post-consumption habits with their customers.

Canned Good Coalition Pilot Activations

Through our membership and active role in CMI, we supported the association's new Canned Good Coalition program that aims to build preference for the steel food can by educating consumers about the eco-friendly benefits of the format. Pilot activations at Harris Teeter and H-E-B that utilized messaging about canned food benefits for waste reduction and recyclability yielded an almost 37% increase in sales during a two-week span versus the same two weeks the prior year, along with an even bigger uptick in online sales, demonstrating the power of the industry working together to eliminate misinformation and reeducate consumers about the products they shop for every day.





Every Can Counts International Recycling Tour with Metal Packaging Europe and Abralatas

The second Every Can Counts (ECC) International Recycling Tour traveled across Europe to promote metal's infinite recyclability. A partnership we maintain in both Europe (through Metal Packaging Europe (MPE)) and Brazil (through Abralatas, the Brazilian Association of Aluminium Can Manufacturers), our work with ECC aims to support greater recycling rates in the regions and maps back to the Optimum Circularity pillar of our **Twentyby30™** program and our updated recycling goals.

These efforts from ECC continue to push the potential for greater recycling rates in areas that already reflect strong consumer buy-in, underscoring the fact that a single beverage can makes a meaningful environmental impact. This movement also supports the joint roadmap set by MPE and European Aluminium to move toward achieving 100% aluminum beverage can recycling in Europe by 2030. The strategy aims to build on the region's already impressive beverage can recycling rate of nearly 80% to align with the European Commission's new EU Circular Economy Action Plan 2.0 and its direction for the packaging sector.

Beyond these recent examples, we continue to support several industry associations in the regions in which we operate. A complete list of groups where we maintain membership or an active role can be found on our [website](#).





Global Aluminium Can Sustainability Summit

More than 100 participants throughout the entire value chain attended the inaugural Global Aluminium Can Sustainability Summit in Rome, Italy. The event provided an industry-first opportunity to centralize important, hands-on discussions between diverse perspectives in the aluminum beverage can value chain. Primary material suppliers, can sheet suppliers, packaging manufacturers, beverage can and aluminum organizations, research organizations and beverage brands were able to communicate on topics like the path to industry decarbonization and where various players can improve consumer education on recycling and access to recycling. Attendees also committed to work toward common parameters for recycled content measurement in beverage cans. The Summit, which we co-hosted in partnership with CMI, Ardagh Metal Packaging and the International Aluminium Institute, will serve as a dedicated forum for continued progress on a regular basis.



Showing Community Support

Bridging the gap between the global nature of our organization and the local areas in which we operate is also critical. Whether contributing to local fundraisers, social events or supporting worthy organizations, it is through this work that we communicate our respect for the areas we operate in and the people who call those places home.

Our teams around the globe continue to showcase their passion for not only protecting our own workforce and the well-being of colleagues, but also contributing to the care of their surrounding communities. Some recent examples of their thoughtfulness include:

Precious Resource Protection in India

Our Silvassa, India team donated six hand pumps to a nearby drinking water facility, allowing more than 300 local tribal villagers to have greater access to purified drinking water.



Holiday Spirit in the Midwest

In **Kankakee, Illinois (U.S.)**, our team gathered 25 staff and hourly volunteers to participate in a local lighted Christmas parade where they could spread some holiday cheer to local children and families. The group worked with our **Batesville, Mississippi (U.S.)** plant as well as a local brewer to produce and donate 3,000 decorated bank cans to parade attendees, providing a fun surprise for the community during the festive season.

In **Warrensburg, Illinois (U.S.)** our team organized a successful Toys for Tots drive that helped connect local children with monster trucks, coloring books and other gifts for playtime and enrichment.

Additionally, our **Toledo, Ohio (U.S.)** team donated hundreds of winter hats, gloves, scarves and mittens, along with several thousand dollars' worth of toys to local foster children through an area foster organization.

Food Drives from Closures

The team in **Weirton, West Virginia (U.S.)** facilitated a closure customer's donation of nearly 2,000 jars of spaghetti sauce, along with its own sizable donation of pasta, to a food drive at the local Salvation Army branch.



Raising Cancer Awareness in Valencia

The team in **Valencia, Spain** participated in a 5.6K charity race to drive funding for the Spanish Association Against Cancer. The event focused on breast cancer and the need to increase public education on the disease and its impact as the second most common cancer in the world. Our employees joined thousands of race participants to help spread awareness and show support for those affected by breast cancer.



Healthy Activities in Uberaba

Our team in **Uberaba, Brazil** sponsored a local running competition to support healthy physical activity for the community and employees. Canned water and tea were offered during the event so race participants could hydrate with sustainable options that could be recycled back into local production.



Crown Charitable Giving

In addition to getting out into the field and rolling up our sleeves for volunteer efforts, our teams stay connected with the organizations aiming to do good in their areas and that can benefit from additional support. To help move their missions forward, we created our Twentyby30™ Charitable Giving program, which provides funding for specific philanthropic projects, resources or initiatives. Each year, the program aims to donate a total of \$1 million across several employee-nominated organizations.

Recent recipients of Twentyby30™ Charitable Giving donations include:

Ashlie's Embrace, a non-profit organization that provides Cuddle Cot™ cooling units to medical facilities across the U.S. to help support families experiencing stillbirth or infant loss. As a corporate donor, we helped ensure more Cuddle Cot™ systems are placed in hospitals around the country.

Albergue Del Padre Pío, A.C., a non-profit civil association located in El Salto, Jalisco, Mexico that works to defend the rights of children experiencing physical and emotional violence. Our contribution will help improve the facilities and provide supplies for the children to enhance their quality of life.



Crown Charitable Giving

Committed to Our Communities

Pertubuhan Kebajikan Nur Ain Bangi Selangor, a shelter located in Bangi, Malaysia that provides accommodations and education for orphaned children. Our donation allowed the shelter to renovate its leisure area with a playground and sunshield awning, as well as to purchase basic amenities such as beds, air conditioners, lockers and adequate refrigeration equipment for food storage.

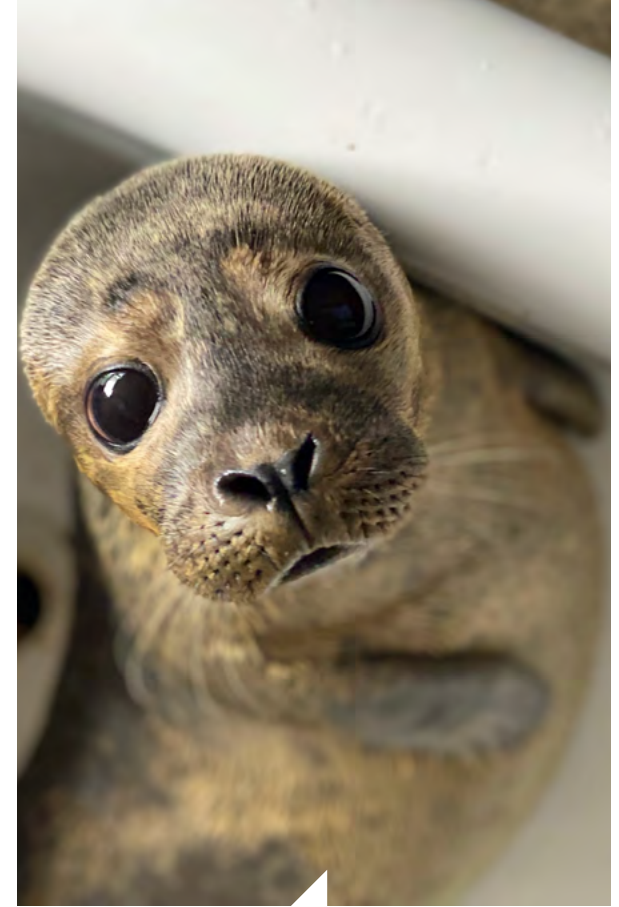




Canine Companions, a national non-profit organization that enhances the lives of people with disabilities by providing highly trained service dogs and ongoing support. Our donation supported the purchase of a vehicle that allows instructors to safely transport dogs to public spaces for behavioral assessment. It will also be used by the development department and graduate services for community awareness, fundraising events and in-person graduate follow-up services.



CliniClowns, a charity organization based in the Netherlands that provides hospital visits with contact and full attention to children who are sick, children with disabilities and people living with dementia. Our support has helped propel CliniClowns' mission to provide moments that make children and people with dementia feel more positive and experience a decrease in anxiety.



Seal Rescue Ireland (SRI), the only seal rescue center within the Republic of Ireland that works around the clock to rescue, rehabilitate and release native seals found sick, injured or orphaned. Our funding enabled the implementation of a rehabilitation pool for SRI's continued conservation efforts.

OUR APPROACH TO SUSTAINABILITY

Crown's commitment to sustainability is rooted in our values and stakeholders' expectations. It supports the long-term resilience and competitiveness of our business. Our strategy, illustrated by our comprehensive Twentyby30™ program, encompasses environmental stewardship, operational excellence, resource conservation and social responsibility as well as transparent governance.

Our Approach to Sustainability

Built around 20 aggressive—but measurable—sustainability goals to be completed by or before the end of 2030, the Twentyby30™ program zeroes in on five key pillars of action that represent topics of urgent global concern and reflect the priorities of our internal and external stakeholders. Each pillar contains stated goals that are set against a 2019 baseline and focuses on initiatives where we can make notable impact. Together, they create a compelling framework for achieving long-term change.

But equal to setting goals that can make a difference is being accountable to achieving them. While we have made meaningful progress against our goals, our sustainability journey is by no means complete. Every day, we apply our learnings, whether from triumphs or setbacks, to improve and refine our approach as we work to become a more sustainable Company.



Twentyby30™
Accelerating Sustainability

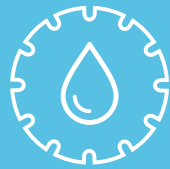
Program Progress Report

Our Twentyby30™ program includes 20 measurable ESG goals to be completed by or before 2030. All goals and progress are measured against a 2019 baseline.



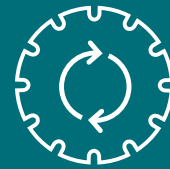
Climate Action

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 will aim to achieve the goals tied to this pillar by focusing on production efficiency, product and process innovation, strategic material procurement and utilization of renewable electricity.



Resource Efficiency

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.



Optimum Circularity

Implements Crown’s Circularity Strategy throughout our value chain by eliminating wasteful resource use, utilizing design and innovation to decrease the footprint of our products and by working to extend our products’ lifecycle via increased recycled content and recycling rates.



Working Together

Emphasizes the importance of the safety, health and welfare of our team members being woven into every aspect of our business. This pillar also focuses on Diversity & Inclusion (D&I) and active engagement with our workforce.



Never Compromise

Enacts Crown’s Product Stewardship Strategy. We are committed to working throughout our product lifecycle to ensure that our materials are sourced responsibly. Our products are designed to minimize risks to people and the environment, and the products we manufacture meet the highest safety standards.



Climate Action

Purpose: Recognizes climate change as the broadest environmental risk of this era and aims to minimize energy use and emissions.

OUR PROGRESS

as of December 31, 2022

Reduce Scope 1 GHG emissions, targeting a 50% combined reduction in absolute Scope 1 (fuel) and Scope 2 (electricity) emissions.

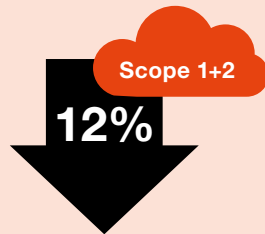
Reduce Scope 2 GHG emissions, targeting a 50% combined reduction in absolute Scope 1 (fuel) and Scope 2 (electricity) emissions.

Reduce absolute GHG emissions from our supply chain (Scope 3) by 16%.

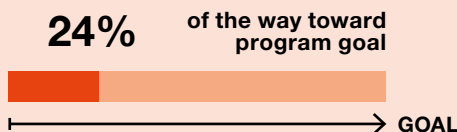
Source 75% renewable electricity by 2030 in accordance with our SBTi GHG goals and 100% by 2040.

Reduce Volatile Organic Compound (VOC) emissions by 10% per unit of product.

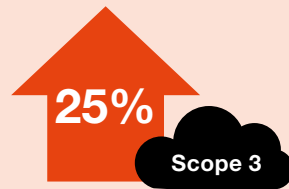
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12% absolute reduction in Scope 1 and Scope 2 GHG emissions

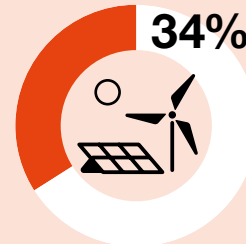


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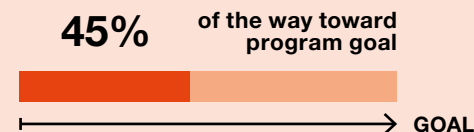


25% increase in Scope 3 GHG emissions

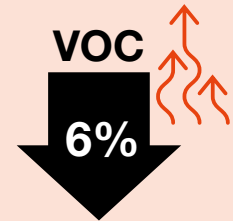
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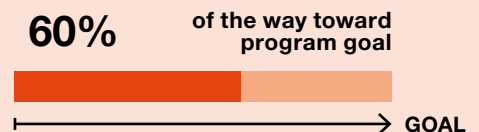
34% of our total electricity used in 2022 was consumed from renewable resources



04



3% reduction in VOC emissions per unit of product



05

Reducing Global Electricity Use

Every plant in our network has a role to play in reaching our goals to reduce overall energy usage and source 100% renewable electricity by 2040.

In 2022, our **Transit Packaging facilities in Rudrapur and Dahej, India** installed solar generation facilities to help power the plants' operations. In Rudrapur, the addition will typically meet 23% of the plant's annual electricity requirements, considerably reducing its dependence on non-renewable electricity. The solar panels will help the Dahej plant reduce the amount of non-renewable energy by approximately 28% each year.

The Rudrapur and Dahej facilities are estimated to reduce their carbon footprints by 400 and 1,082 metric tons per year, respectively.

Our **food facility in Hatyai, Thailand** reduced electricity usage by upgrading two eddy current motors to inverter drive motors on one of their lines, saving over 214,000 kilowatt-hours (kWh) per year. Our **beverage can plant in Suryacipta Industrial City, Karawang, Indonesia** installed an optimized variable frequency drive on the main vacuum to reduce frequency while running the line, which saves the plant 2-4% electricity usage annually.

The solar panels will help the Dahej plant reduce the amount of non-renewable energy by approximately 28% each year.



Energy & Carbon Footprint

Metal packaging is inherently sustainable in its circular lifecycle and ability to save resources during its manufacturing stages. We are continuously working to streamline our processes and curtail our resource consumption as we create our products. We strive to find new efficiencies and minimize our carbon footprint as our Company evolves and continues to grow. We understand that this is not only the right thing to do for the sake of respecting and preserving our environment, but that our future success as a business also depends on our ability to manage our impact due to changing industry requirements, as well as the associated needs of our customers and other stakeholders. With this in mind, we utilize an environmental management system to help us manage compliance, reduce costs and increase efficiencies.

Our Performance

The following charts share our progress in primary environmental metrics for the products that we manufacture. They include data from the baseline year for our **Twentyby30™** goals, 2019 and the reporting year 2022.* For data prior to 2019, as well as the years 2019 through 2021, please review the archived sustainability reports on our Corporate website.

“Our future success as a business also depends on our ability to manage our impact”

Materials Used^{1,2}(Metric Tons)

YEAR	ALUMINUM	STEEL	COATINGS, COMPOUNDS AND INKS	OTHER
2019	913,546	781,529	89,107	482,361
2022	1,080,165	625,240	94,110	442,616

*2020 and 2021 emissions data is omitted as this report focuses on 2022 progress against a 2019 baseline.

¹ “Other” reflects paper/wood, plastic and glass and other materials used. 2019 data re-baselined to account for the sale of the European tinplate business. Data only reflects materials used to produce Crown’s primary products; it does not include materials to package our primary products. We do not currently track this usage of materials.

² Figures based on material procured.

Energy Consumption^{3,4} (Megajoules)

YEAR	FUELS	ELECTRICITY
2019	9,982,897,666	7,713,688,477
2022	10,531,057,400	8,312,545,369

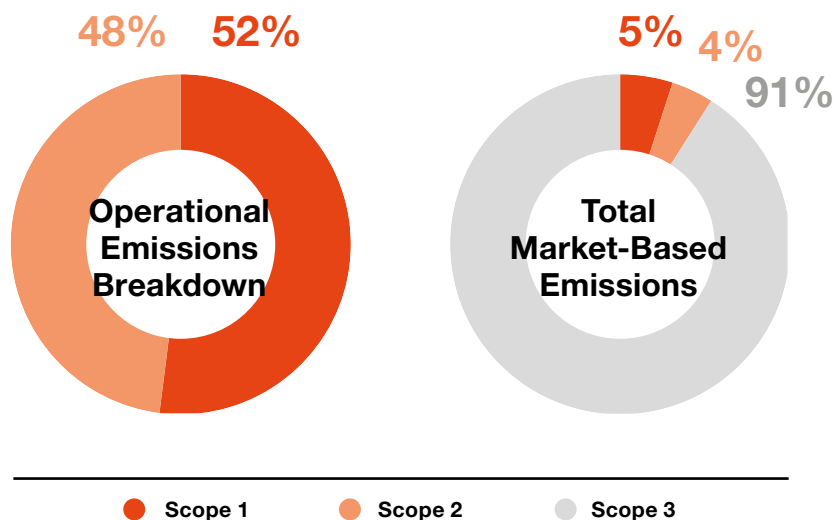
³ “Fuels” includes compressed natural gas, diesel, diesel mobile, fuel oil, gas (petrol), jet fuel, kerosene, liquefied petroleum gas (LPG), natural gas, number 2 fuel oil and propane.

⁴ “Electricity” includes electric power and renewable power (on-site).

Scope 1, Scope 2 & Scope 3 GHG Emissions

We surpassed our first formal GHG emissions reduction goal (baselined against 2015 performance and aimed at reducing emissions by 10% per billion standard units of production by the end of 2020) ahead of schedule through practical changes in operations, equipment and energy efficiency. In 2019, we received validation from the Science Based Targets initiative (SBTi) on more aggressive goals, which included committing to reduce absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 to the 1.5 degree target, as well as decrease absolute Scope 3 GHG emissions by 16% over the same target period (using a 2019 baseline).

As of 2022, we have reduced our Scope 1 and Scope 2 emissions by 31%. Scope 3 emissions have shifted by 25% since 2019 due to global supply chain market forces, including the expansion in our beverage can business. We are committed to working with our suppliers on decarbonization strategies to align with our Scope 3 goals.



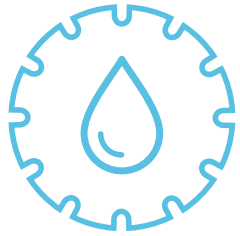
Emissions - Company Totals (Market Based)

Metric Tons (MT) CO ₂ e	Company Total	Company Total	Metal Packaging*	Transit Packaging
	2019	2022	2022	2022
SCOPE 1	570,367	612,909	573,715	39,194
SCOPE 2	769,804	565,929	449,862	116,066
SCOPE 1+2	1,340,170	1,178,837	1,023,577	155,260
SCOPE 3	9,219,960	11,525,103	10,261,476	1,263,627

Emissions - By Division (Market Based)

Metric Tons (MT) CO ₂ e			2022	
			SCOPE 1	SCOPE 2
Metal Packaging*	Americas	U.S./Canada	140,172	60,104
		Brazil Beverage	18,812	16,775
		Caribbean	490	910
		Colombia Beverage	1,822	2,933
		Mexico Beverage	274,709	58,045
		APAC	67,565	193,183
		EMEA	66,059	116,151
	Other	4,086	1,762	
Transit Packaging (Signode Industrial Group LLC)			39,194	116,066

*Includes beverage, food cans and closures, and other product portfolio categories.



Resource Efficiency

Purpose: Prioritizes the preservation of water as the global supply becomes increasingly scarce.

OUR PROGRESS

as of December 31, 2022

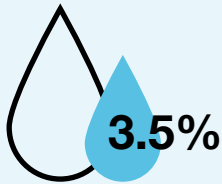
Reduce water usage in our operations by 20% by the end of 2025.

Maintain a 100% track record of meeting local wastewater standards.

Ensure all employees have continued access to safe water, sanitation and hygiene (WASH).

By 2030, be replenishing 100% of water consumed from high scarcity risk watersheds back to those watersheds.

06



3.5% reduction in water usage

17.5% of the way toward program goal

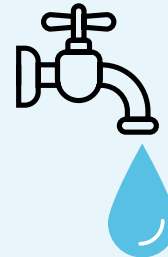


07



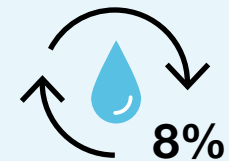
Currently maintaining compliance with local wastewater standards

08



A WASH-style scorecard is currently in progress, expected to be rolled out by Q4 2023

09



Currently replenishing 8% of water consumed from high scarcity risk watersheds back to those watersheds

Preserving a Precious Resource

Fresh water is one of our world's most valuable and critical resources. The supply of water is becoming even more scarce as pollution increases and climate change rapidly evolves. Given the importance of fresh water to the planet, our communities and facilities, Crown's global workforce is fully invested in helping achieve the water reduction goals laid out in the Twentyby30™ program.

Crown TCP, Thailand increased production by 15% in 2022 while maintaining water usage on a level consistent with prior manufacturing volumes.

Our beverage can manufacturing facilities in **Ensenada and Toluca, Mexico** implemented innovative programs to decrease overall water consumption levels. Both facilities use treated wastewater that meets local regulations for peripheral plant services, such as irrigating gardens and green areas and for utilization in wells. With the implementation of these measures, the facilities are projected to save a combined 1.4 million gallons of water each year.

The Company's Transit Packaging facility in **Rudraram, India** reduced water loss to evaporation by replacing the cooling tower for one of its water tanks. This single change is estimated to help the facility save over 41,000 gallons of water each year—an impressive amount for

any location, but especially so for a facility located in a region experiencing high water stress.

Several beverage can manufacturing sites in Asia Pacific have made similar reduction efforts. Our beverage can facility in **Karawang, Indonesia**, reduced water usage by 11% in 2022 yet increased production by 8%. Similarly, **Crown TCP, Thailand** increased production by 15% in 2022 while maintaining water usage on a level consistent with prior manufacturing volumes.

In Europe, our Transit Packaging facility in **Herleen, Netherlands** reduced its annual water withdrawal by over 50%. The facility is located in an area of high water stress, which makes its reduction even more significant.



Water Management & Scarcity

Water scarcity is affecting an increasing number of regions worldwide. Our recognition of the need to use water with considerable care is the driver behind the Resource Efficiency pillar of our Twentyby30™ sustainability program and grounds our comprehensive water stewardship strategy. We understand that we must be good stewards of this limited and shared resource that is vital to the well-being of the environment, human beings and business operations.



Our Use of Water

Water is used in many steps of our manufacturing and filling processes. In our facilities, it supports the forming, washing, rinsing and cooling of beverage cans and glass bottles, as well as the separation of sand for glass production. It is also an important element in the manufacture of aluminum and the production of the various beverages made by our customers. Even though Crown's facilities require freshwater inputs, most of this water returns to the water system and zero water is present in our final product. As a result, beyond evaporation, Crown does not consume water on its final

products except for a minimal amount of water attached to the sand sub-product of the glass making process.

We source water from a combination of third parties, surfaces and wells, depending on the operating location. Once utilized, water is sent through an on-site wastewater treatment system prior to its discharge. While a few locations release directly into surface water areas, approximately 95% of our facilities discharge into third-party municipal wastewater treatment systems. Plants that treat wastewater on-site monitor at minimum biological

oxygen demand ("BOD") and chemical oxygen demand ("COD") parameters, in addition to any parameters required by local discharge and/or operational permits. All discharge follows local regulations. In some cases, including our operations in Mexico and Brazil, the quality of the water discharged is superior to the water that is withdrawn.

Our Approach

With a diverse geographic footprint, environmental conditions vary from plant to plant. We identify water-related impacts by evaluating annually the specific data in each of our locations and developing action plans to address identified risks and opportunities. Our assessments include our incoming and outgoing water as well as the sources and points of discharge. Our water withdrawal is validated through an external third-party verification process. The World Resources Institute's (WRI) Aqueduct global water risk mapping function also helps us assess water stress and understand which of our sites are located in water-scarcity areas. These sites are subject to partnered replenishment projects, which aim to preserve watersheds for the importance they hold in the community and the environment. We have also signed the United Nation's CEO Water Mandate and committed to collective action to replenish one thousand watersheds. This work aligns with our **Twentyby30™** goal to replenish 100% of water consumed from high scarcity watersheds by 2030.

Our Ambition

We aim to responsibly manage water for the long-term protection of the ecosystems and communities where we live and work. Our water stewardship strategy decreases the potential for business disruption while helping protect scarce resources at the watershed level by taking multiple actions including:

- Identifying and eliminating losses and leaks
- Identifying and incentivizing water reuse opportunities
- Piloting and replicating new and hybrid technologies toward Minimal to Zero Liquid Discharge
- Monitoring and recording wastewater quantity, quality, compliance and location of discharge
- Adopting company-wide standard operating procedures defining wastewater discharge quality and standard monitoring requirements
- Ensuring all employees have continued access to safe drinking water
- Ensuring all employees have continued access to sufficient and clean personal hygiene facilities, supplies and education
- Validating the number of plants in high water scarcity locations
- Identifying watershed level projects to implement in high water scarcity locations and executing these initiatives in collaboration with local partners

Compliance with local and national laws and regulations is a priority for Crown. Most of our locations are subject to strict national and local regulations on effluent quality. All incidents related to wastewater exceedances are registered and investigated, and corrective actions are implemented where necessary.

Crown plants and offices have readily available potable water that is unlimited and free of charge to employees. Sanitary facilities, including toilets and hand/face washing facilities, are also available across all our facilities.

“Our water stewardship strategy decreases the potential for business disruption while helping protect scarce resources at the watershed level”

Water Withdrawal Statistics

Megaliters (ML)	2019	2022
Crown Holdings, Inc. Total	9,428.70	9102.79
Metal Packaging*	8,708.58	8,597.70
Crown APAC	2,415.99	2,452.52
Crown EMEA	2,374.78	2,238.81
Crown U.S./Canada	1,640.94	1,755.93
Crown Mexico	1,417.29	1,254.65
Crown Brazil	825.66	820.73
Crown Colombia	30.93	71.22
Crown Caribbean	2.98	3.84
Transit Packaging (Signode Industrial Group LLC)	720.12	505.09

Total Withdrawal from All Areas by Source

Megaliters (ML)	2019	2022
Surface Water	925.90	662.87
Groundwater	1,964.36	1,920.85
Seawater	-	-
Produced Water	-	-
Third-Party Water	6,536.41	6,517.93
Rainwater	2.03	1.14
Total	9,428.70	9,102.79

Total Withdrawal from All Areas with Water Stress by Source

Megaliters (ML)	2019	2022
Surface Water	642.40	154.42
Groundwater	799.92	657.38
Seawater	-	-
Produced Water	-	-
Third-Party Water	1,118.98	1,732.43
Rainwater	2.03	1.14
Total	2,563.33	2,545.38

*Includes beverage, food cans and closures, and other product portfolio categories.

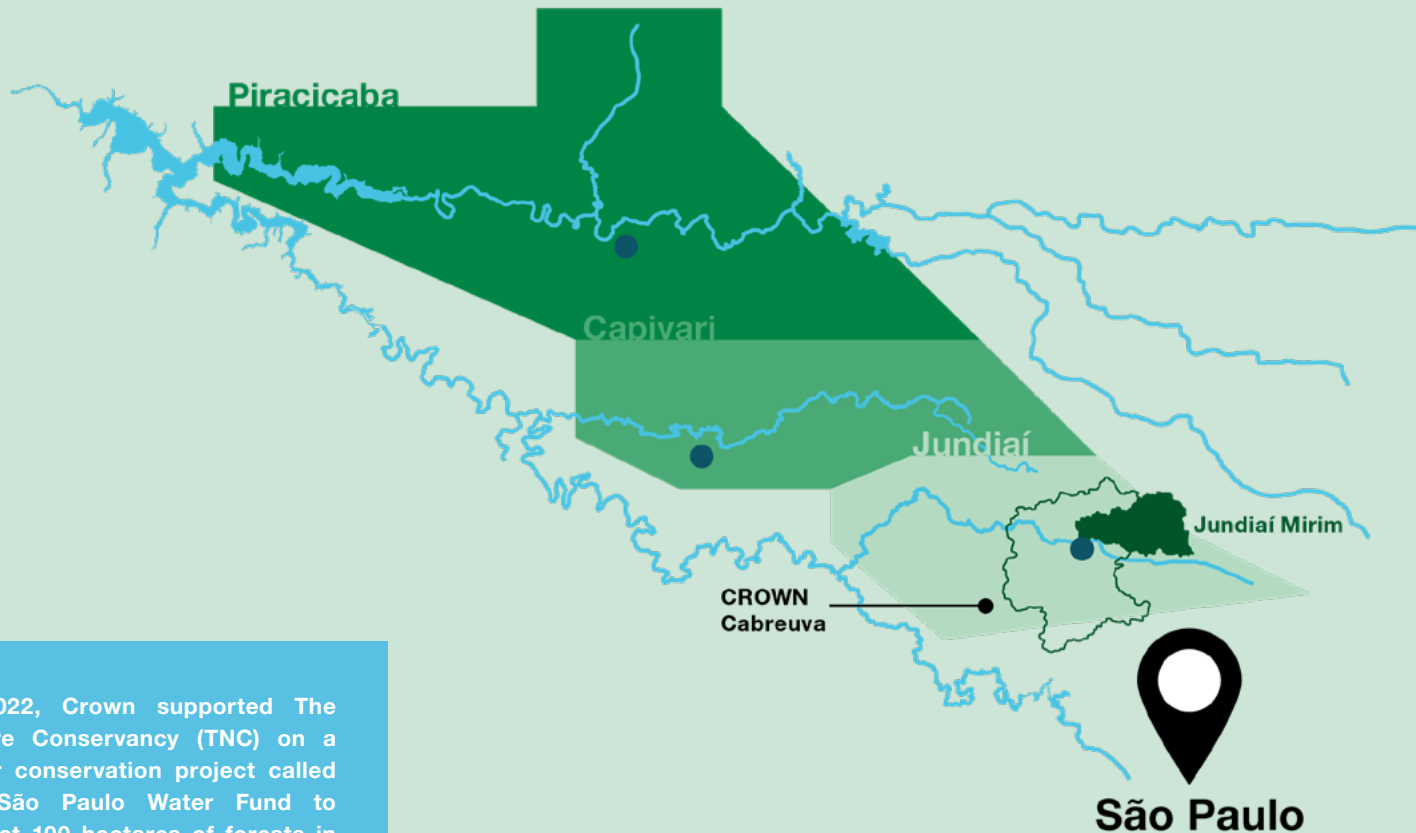
Brazil Water Protection Project



The Piracicaba, Capivari and Jundiá (PCJ) Watershed is one of São Paulo's most important watersheds. Composed of three watersheds, Piracicaba, Capivari and Jundiá, it supplies drinking water for more than 10 million people. The PCJ Consortium is an intermunicipal consortium formed by constituents of the Piracicaba, Capivari and Jundiá Basins. It is a non-profit association which aims to recover the springs in its area of coverage.

In recent years, the PCJ region has faced a severe water crisis, resulting in a significant change in water consumption habits as well as land conservation efforts.



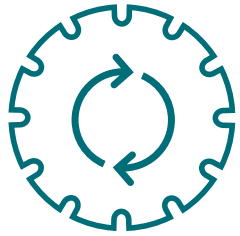


In 2022, Crown supported The Nature Conservancy (TNC) on a water conservation project called the São Paulo Water Fund to protect 100 hectares of forests in the Jundiaí Mirim Watershed.



The São Paulo Water Fund - established in 2007 - is a broad initiative with several partners and is coordinated by TNC. The effort aims to create the institutional and financial conditions to support the implementation of nature-based solutions to increase water security in the São Paulo Metropolitan Region (RMSP). The goal is to improve the ecosystem health of the watersheds supplying drinking water to the region.

The water supply for Crown's Cabreuva facility is within the PCJ basin. The Jundiaí Mirim Watershed is a sub-basin of the PCJ and is approximately 40 kilometers from Crown's plant.



Optimum Circularity

Purpose: Strives to recycle and reuse valuable resources and minimize waste.

OUR PROGRESS

as of December 31, 2022

Send zero waste from our operations to landfill.

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

Support increased metal packaging recycling rates in our major markets in collaboration with industry associations and other partners.

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.

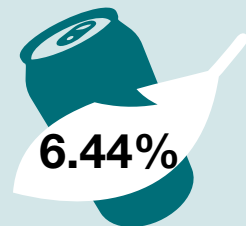
Increase the recycled content of the plastic strapping we make by 10% globally.

10



29% of our global locations are zero waste to landfill

11



6.44% global average reduction in our standard 12oz. or 330ml can weight*

>60% of the way toward program goal



12

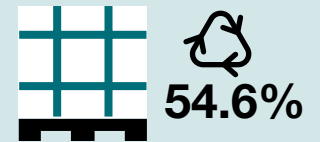


See page 53 for more information about our collaborative efforts

*In each region the predominant can size was evaluated (355ml or 330 ml) for overall normalized can weights. This represents ~70% of cans produced by Crown.

13

14



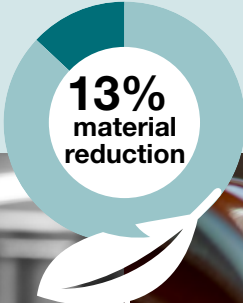
54.6% recycled plastic in our plastic strapping

-13% of the way toward program goal



Reducing & Reusing Our Core Materials

In 2022, several of our products were highlighted for innovative designs, including formats that incorporate material reduction, all while maintaining brand integrity and product quality. At the **Asia CanTech Awards** and **Canmaker Cans of the Year Awards**, the Theppadungporn Chaokoh coconut milk can was honored for its distinctive golf-ball design on the can surface, which aids in reducing material usage by almost 13% with no loss of performance.



Waste Reduction & Management

Around the world, too much waste is being sent to landfills. The negative impact this is having on our planet is clear. To do our part, we strive to reduce the amount of waste we generate and prevent such waste from going into landfills either through reuse or recycling. When reuse or recycling is not possible, we apply controls and treatment technologies to prevent human health effects and minimize the environmental impacts of disposal.



Types of Waste

In our metal packaging facilities, steel and aluminum, which are infinitely recyclable and circular in nature, represent the vast majority of our incoming materials. The use of these substrates and other materials, such as recyclable paper and plastic, helps mitigate the waste-related impacts of our organization, including waste that is generated in our own activities and downstream.

Significant effort is made across our global facilities to capture, recover and recycle nearly 100% of our metal waste. To process the remainder of our waste, which includes items such as pallets, shrink wrap and cores from our metal coils, we take every step possible to divert it from landfills by reusing, recycling or generating energy from these materials. We also take conscious steps to recycle the plastic wrapping we produce, including operating recycling centers in our Transit Packaging facilities that purchase used material from customers and from curbside sources and process those materials to manufacture new products. Across the Company, we have also executed several blackbelt projects that aim to reduce waste in production processes and chemical consumption.

“We strive to reduce the amount of waste we generate and keep the waste we do produce from going into landfills either through reuse or recycling”

Waste Generated*

	Generated Waste (MT)	Percentage of Total Waste
	2022	2022
Non-hazardous Waste	2,681,912	96.5%
Hazardous Waste	98,080	3.5%
Total	2,779,992	100%

* Data has been compiled using waste transfer notes from contracted waste collectors. Estimations and extrapolations have been used where necessary. 2022 hazardous waste figure reflects improved data collection methods.

Waste Disposal, All Waste

	Disposed Waste (MT)	Percentage of Total
	2022	2022
Compost	1,553	
Converted to Energy	9,361	
Recycled	150,656	
Scrap and Recycled Metal	2,566,673	
Total Diverted	2,728,243	98.1%
Incinerated	5,773	
Landfill	45,976	
Total Disposed	51,749	1.9%
Total All Waste	2,779,992	100%

Our Approach

Every Crown facility carefully tracks and reports the amount of operational waste it generates and how it is managed. This database is constantly reviewed and assessed for accuracy. Since requirements for disposal vary from country to country, waste reporting is done at the local business level, and documentation is supplied by the waste contractor or the facility itself. Due to these global differences, we continue to work with our waste management suppliers to improve the collection of data against waste categories in a reliable and consistent way, aiming for alignment with and progression toward our overall **Twentyby30™** sustainability goals.

Our Ambition

Circular Economy principles are central to our vision of driving an efficient business that minimizes waste and resource use and maximizes material reuse. We are accelerating our contribution to the Circular Economy through the Optimum Circularity pillar of our **Twentyby30™** program, which includes a goal to send zero waste to landfill from our operations by 2030. Our zero waste efforts are based on several key actions:

- Improving our understanding of waste generation analytics from our global operations
- Enhancing our waste reduction culture
- Collaborating with suppliers and other partners to increase waste reuse
- Validating and verifying disposal practices



Working Together

Purpose: Invests in the health and well-being of employees and a more diverse workforce.

OUR PROGRESS

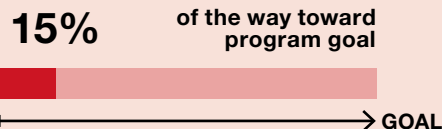
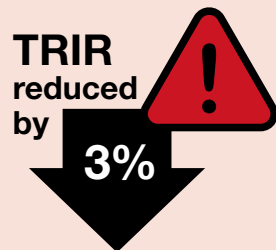
as of December 31, 2022

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

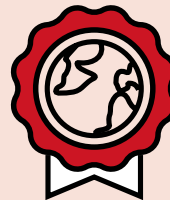
Continuously encourage, inform and empower every employee to be an active participant in Crown's sustainability program, creating meaningful connections between their daily tasks, their personal lives and the impact they can make in the environment and society.

Evolve toward a more employee-centric organization where D&I awareness is embedded in the organizational culture, allowing our people to be authentic at work. Encourage our top management to be D&I role models as a source of inspiration for all.

15



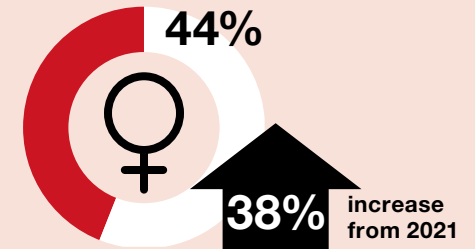
16



Relaunched our Twentyby30™ Best Practices program to encompass our full strategy

Continued publication of our quarterly internal newsletter to communicate sustainability progress to employees **translated into 20 languages**

17



44% of new recruits in our executive population were female

In Focus: Workforce Well-being

Our people are our most valuable asset. Our culture and success are built upon the individual differences, knowledge and unique talents that our employees bring to the workplace. We recognize that the physical and mental well-being of our workforce influences many business success factors, including employee retention, innovation and collaboration.

That is why we are committed to helping our employees create a proper work-life balance and feel recognized and valued at work. In 2022, our facilities around the world implemented several initiatives to emphasize the importance of self-care and care for others.

Other activities that support employee well-being include family days, cook-out events and health fairs to communicate employee appreciation and boost engagement.

Our Wantage, U.K. site held the Company's first Mental Health & Well-being Day. Organized by the site's Mental Health Working Group, which was established in the aftermath of the COVID-19 lockdowns, the event addressed topics such as healthy eating, weight management, anxiety and depression, financial wellness and more. The new team includes Mental Health First Aiders, a group of Crown peers trained to offer confidential advice and access to resources for employees who may be struggling with their mental health. Year-round activities organized by the team include webinars, mental health awareness talks for managers and employees, increasing awareness for the Company's Employee Assistance Program, and collating and publishing mental health resources on our Intranet.

Crown plants in **Kankakee, Illinois (U.S.)** and **Toledo, Ohio (U.S.)** ran voluntary weight loss competitions to promote health and well-being. The participants from the Toledo facility lost an astounding total of 30% body weight.

The family day at our facility in **Bowling Green, Kentucky (U.S.)** included a visit to Bowling Green Ballpark to watch the Minor League Baseball team, the Hot Rods, play, while the **Martinsville, Virginia (U.S.)** team organized its event in partnership with the local NASCAR racetrack.

In **Custines, France**, a family day was built around fairground attractions, and the team also utilized the opportunity to communicate about metal packaging recycling. A specially designed aluminum can with an augmented reality experience was featured to make recycling fun and engaging for attendees.



In Focus: Diversity & Inclusion

Crown strives to reflect the society we serve. We are committed to fostering a diverse and inclusive work environment where people can unleash their full potential and creativity. By engaging with us for the long term, our employees are the living representation of our culture and our ambitions. They are building our sustainable future. Together, we work to have a positive impact on the communities we serve and extend our employer brand far and wide. We are proud of our early accomplishments and determined to achieve the goals we set for ourselves when building our Twentyby30™ sustainability program.

Our ambitions remain unchanged, and we continue to follow our journey based on the following goals:

- Creating awareness for D&I and creating best practices
- Becoming the employer of choice
- Ensuring D&I remains a highly visible part of our overall corporate strategy
- Building positive workplaces where D&I is “business as usual”

Throughout the year, we take steps to educate, inform and support an environment in which all employees feel welcome and heard and can perform their best work. This includes:

- Hosting workshops and training across divisions to address unconscious bias, the gender gap and other topics through safe and open dialogue
- Recognizing D&I best practices that are implemented in our facilities
- Updating our recruitment and onboarding processes, including developing regional approaches to attract and develop talents among minorities and women
- Reviewing all current policies, practices and procedures to identify gaps and issue new guidance as needed
- Promoting a positive work environment, free from harassment and bullying in all our locations
- Establishing D&I Committees in each of the Company’s divisions

2022 Gender Diversity Performance

31% of the women in our population have **10+ years** of seniority, cultivating a sense of belonging

19% of our global population of women is composed of the 'young generation'* **12%** increase since 2019

*less than 29 years old

Executive Population

26% of our senior-level roles are filled by females **8%** increase since 2019

44% of new recruits in 2022 were female **38%** increase since 2019

“We acknowledge that valuable learning experiences come from stepping into new functions within a role, participating in multifunctional teams and navigating challenging job tasks”

Employee Development

It is our philosophy that the most fulfilling and successful careers are those supplemented by constant learning and training, as well as exposure to new experiences and opportunities. It is our duty to provide those pathways for growth to our workforce and ensure they can take advantage of continued education and development. Our training offering includes both required and voluntary programs taken in classrooms, online, on the job or in partnership with academic institutions. A few examples include:

- E-learning courses on a range of topics, including Leadership, Communication, D&I, Digital Transformation, Project Management, Supply Chain and Sales & Marketing
- Lean Manufacturing training and Six Sigma certification
- Tailored management programs proposed at different stages of our employees' careers
- Specific management and leadership skills journey for our potential executives
- Supervisory training for Operations Supervisors and Managers
- Financial understanding training for non-financial employees
- Comprehensive “Train the Trainer” program to accelerate learning techniques
- Tuition reimbursement for employees pursuing degree-related programs
- Compliance training on topics including anti-corruption, Employee Code of Conduct and non-harassment

In addition to training, we acknowledge that valuable learning experiences come from stepping into new functions within a role, participating in multifunctional teams and navigating challenging job tasks. To help immerse our employees in these kinds of opportunities, we offer a variety of international assignments, customized training and division-wide interaction.

In 2022, approximately 62% of our global employees received some level of Company-sponsored training. Each employee averaged about 43 hours of training in 2022.

Employee Protection: Ensuring Health, Safety & Well-being

Our employees are the most critical asset of our organization and are the reason we are able to maintain a strong connection with our customers. In the same way these individuals use their talents and innovative thinking to foster positive outcomes with our products and relationships, they bring creativity and problem-solving skills to the table when working toward the goals of our Twentyby30™ program. It is our duty to not only safeguard their safety, health and well-being at all times, but to always look for ways we can improve our workforce environments and enhance comfort and trust in our facilities.

Bettering Our Workplace Conditions

Creating the right workplace environment stems from fostering awareness and training with our employees. Health and safety requirements are integrated into every process, procedure and system of the Company. We also work to instill the right proactive mindsets with each employee at all levels of the organization, from senior leadership to plant professionals.

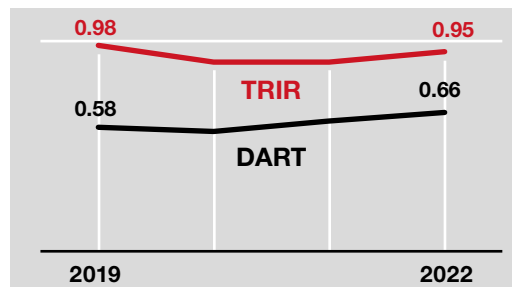
Committing to a safe workplace environment also means aiming for zero work-related injuries. To work toward that target, we continually review, evaluate and invest in improving our processes, procedures, technology and training programs. This includes supplementing our use of industry-standard indicators—such as Recordable Case Rates—with more forward-looking indicators such as employee engagement in safety, near-miss investigations and hazard recognition.

Our Total Safety Culture supports each employee and extends beyond basic requirements to achieve safety excellence. We empower employees to practice careful observation, maintain a positive and proactive behavior and attitude and uncover opportunities to implement stronger work practices. We also encourage continuous discussion around safety issues with peers, with the goal of informing decision-making, correcting unsafe behaviors and reducing incidents, injuries and near-misses.

Total Recordable Incident Rate

2019	2022
0.98	0.95

Total Recordable Incident Rate (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.



Our approach to workplace health and safety includes multiple programs and procedures:

- Supporting every Crown location through our Environment, Health and Safety (EHS) organizations—including manufacturing plants, corporate offices, Research & Development facilities and Centers of Excellence—in meeting or exceeding regulatory requirements and Company standards; focusing on safety training, increasing safety awareness, safety audits, healthcare and more
- Activating our SAFE (Safety Awareness For Employees) behavioral observation program, resulting in thousands of peer-to-peer safety observations
- Auditing each Crown site to identify and correct potential environmental or safety hazards and liabilities, helping to ensure continuous improvement and tracking corrective actions through an online platform
- Holding safety workshops for both salaried and hourly employees at every Crown location
- Mandating a job hazard analysis at each site for every significant task, developing safe job procedures and reviewing every new process and purchase against a safety checklist
- Setting strict safety requirements for contractors and third-party vendors who work with Crown
- Implementing a program to monitor contractor safety, which includes training and operating guidelines for contractor safety management
- Providing ergonomic training to reduce and eliminate musculoskeletal disorders
- Implementing an accident/injury investigation system, including near-misses, that examines root causes and identifies potential short- and long-term corrective actions
- Ensuring all plants have and follow emergency action plans

Hazard Management

Identifying and minimizing potential risks in the workplace is a particularly critical part of our commitments to maintain safety across our various plant locations. It is through a comprehensive management system that we are able to operate with confidence and reassure employees that we are prioritizing their well-being.

As part of this monitoring process, regular hazard recognition training is conducted at our plants, which includes education on proper structure and protocol for our hierarchy of controls. The identification and correction of any noted hazards is also managed at the plant level, with any hazards reported through the Company's health & safety management software. Corrective actions are tracked and shared across the division.

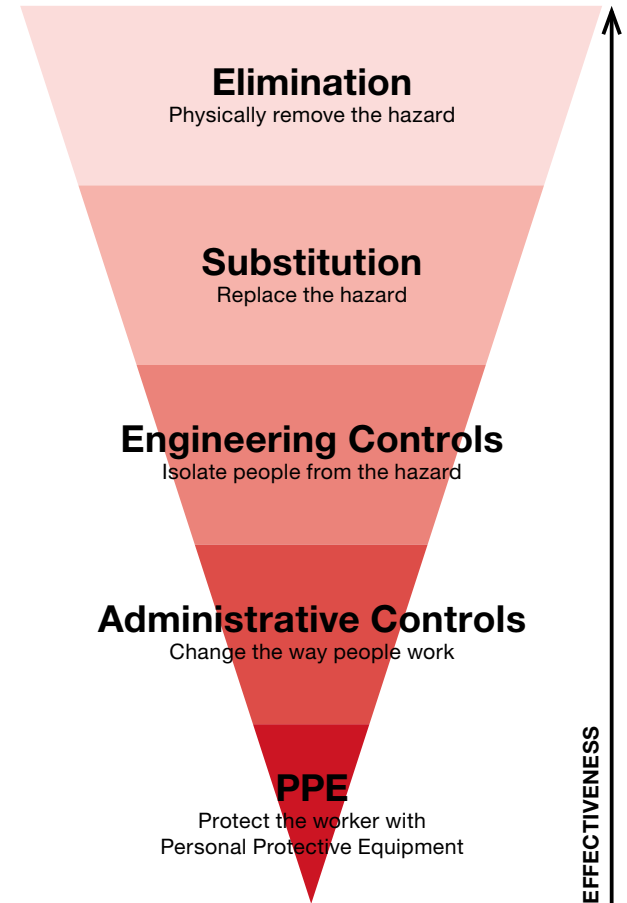
To identify hazards, many of our teams conduct Risk Assessments (RAs) or Job Hazard Analyses (JHAs) that cover all aspects of each operating procedure. These assessments consider all hazards identified by the team and include accompanying controls for each potential hazard. If an opportunity for improvement is identified, the assessment is not considered complete until new controls have been implemented. In the event of an incident, RAs/JHAs are considered as part of the investigation process, with the Company's health and safety management software recording all details and overseeing case progression. Investigations for recordable incidents are supported by central H&S management and corrective actions are challenged if they are not determined to be as elevated in the hierarchy as possible. Improvements and actions are shared across all sites in quarterly reviews or with safety alerts if particularly serious.

The RA process is managed by the plant EHS Coordinator, who in some regions may hold a National Examination Board in Occupational Safety and Health (NEBOSH) Diploma or equivalent qualification. This individual helps to combine competent risk assessment work with competent persons in the area to ensure all hazards and controls are suitably identified. Through this regular oversight, our teams are able to implement improvements in controls, as well as introduce or improve Safe Systems of Work.

We are aiming to facilitate more active engagement from employees to better encourage compliance. In Europe, for example, we are planning to launch near-miss and hazard reporting campaigns in 2023, which will offer rewards rather than reprisals. We are also continuing induction and refresher EHS training in various areas, which helps employees to understand how to raise alarm and initiate an Emergency Response Team for imminent danger. Each division of the Company conducts internal audits and maintains various certifications. For example, every Crown beverage plant in The United States, Canada and EMEA undergoes Sedex Members Ethical Trade Audit (SMETA) audits under Sedex, which include private interviews with random staff samples and should trigger major non-conformance if any reprisals are reported. The Company maintains positive scores for these processes across all plants where these are conducted.

Hierarchy of Controls

In alignment with this management structure, our organization maintains a specific safety hierarchy of controls:





Never Compromise

Purpose: Focuses on upholding product safety, sourcing responsibly and ethically and minimizing product lifecycle footprint.

OUR PROGRESS

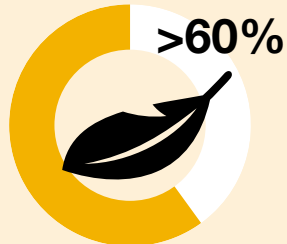
as of December 31, 2022

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.

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 all food contact materials for presence of Chemicals of Concern (COC) and will take action to eliminate them where deemed necessary.

By 2025, all suppliers determined as high risk are assessed by third-party verification assessments. 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.

18



Over 60% of R&D efforts are focused on sustainability improvements

100% of the way toward program goal



19



Completed screening of food contact materials for all known COCs

100% of the way toward program goal



20

We are ahead of the goal to assess Crown's core materials and service suppliers

Over 75% of Crown's core raw materials and service suppliers by spend have been assessed for compliance with Crown's responsible and Ethical Sourcing policy

75% interim target goal reached



In Focus: Chemicals of Concern (COC)

It is critical for our employees, customers and communities to feel assured that we manage chemicals safely. Where COCs exist in our factories, we collaborate with our suppliers to either substitute the COC in the impacted material, obtain third-party expert confirmation of the safety of the COC in the finished article or eliminate the material.

In 2022, Crown finished its screening of food contact materials for the use or presence of all known COCs. Our screening examined over 1,000 chemicals based on publicly available materials, such as ChemSpec's Substitute-It-Now (SIN) List and our own evaluations. Recognizing that other COCs might emerge in the future, we continue to actively monitor the evolving chemicals regulatory landscape and update our program based on feedback from our customers and partners in addition to emerging regulations.



Business Ethics

We built our business with the commitment to practice integrity and sound governance, and our Twentyby30™ program applies this mindset. It is imperative that our stakeholders trust us and our ability to self-manage—meaning our associates, customers, suppliers, shareholders, partners, the governmental and non-governmental organizations we work with and the communities where we live and conduct business.

To ensure we act ethically across our organization, we comply with applicable legal, regulatory and industry code requirements and follow the highest principles of integrity and standards across our business functions and operating markets. That due diligence is a core part of our business culture and is monitored, enforced and improved through our Code of Business Conduct and Ethics, which is deployed globally in nearly 20 languages. Crown's Code of Business Conduct and Ethics applies to every employee, officer and director of Crown Holdings, Inc. and its subsidiaries. We supplement this Code with standalone policies for certain issues, such as Antitrust Law Compliance, Anti-Corruption Law Compliance, Trade Sanctions Law Compliance, Related Party Transactions and Environment and Health and Safety Compliance.

In terms of supplier interactions, we monitor compliance through our Supplier Code of Conduct, which is informed by both our own Code of Business Conduct and Ethics as well as important public principles like the United Nations Global Compact. This aims to align the objectives and conduct of all of Crown's suppliers, throughout the world, with the standards we enforce with our own teams. We expect each supplier to comply with these guidelines, or their own equivalents, throughout their interactions with our business. Although specific application of Crown's Code of Business Conduct and Ethics to joint ventures depends on the level of control Crown exercises over the relevant venture, Crown expects all of its business partners to adhere to the highest ethical standards.

“Due diligence is a core part of our business culture and is monitored, enforced and improved through our Code of Business Conduct and Ethics”

Managing Ethics Policies

Our Board of Directors, senior leadership and outside counsel regularly review our Code of Business Conduct and Ethics to account for any evolving issues and best practices. Any changes to the Code must be approved by the Board of Directors.

New hires are provided a copy of Crown's Code of Business Conduct and Ethics. Written acknowledgment is required for all new hires and managed at a local level, ensuring 100% of employees receive proper training upon their start with the Company. Annual acknowledgment of receipt of the Code of Business Conduct and Ethics is required via an online training course designed to reach all employees with an active email address, including those in management positions. This training is administered by our legal department and includes certification of compliance with the Company's standards of business conduct. It also requires disclosure of any known potential violations of such standards.

In addition to our proactive ethics training, we offer a reporting mechanism through which any employee can raise concerns about unethical or potentially problematic behavior. Employees are encouraged to report concerns by one of the following methods:

- Speak directly to their supervisor or plant manager (or equivalent).
- Contact their HR Manager, the Legal Department or their Regional Compliance Officer for the relevant policy.
- Contact Crown's Business Ethics Line, which is independently operated by a leading third-party provider, using the 24/7 toll-free reporting hotline or web-based reporting portal.

Any inquiries are efficiently and thoroughly investigated, with confirmed violations of the Code of Business Conduct and Ethics addressed with disciplinary action up to and including termination of employment. Those who report concerns will be treated with dignity and respect and will not be subjected to any form of discipline or retaliation for reports made in good faith. To maintain transparency with the Company's external management structure, senior leadership regularly reports to the Audit Committee of the Board of Directors on the status of significant open Code matters.

Anti-Corruption Policies

No Crown employee, officer, director or independent third party acting on behalf of the Company may pay, offer or promise to pay, or authorize payment to any party, public or private, in any country, in order to secure an improper benefit for the Company, to cause the party to act contrary to their duties or, in the case of a government official, to influence that government official to obtain or retain business or an advantage in the conduct of business. Nor may they accept or solicit such payments or advantages. “Payment” includes making bribes or kickbacks, as well as conferring anything of value or any advantage, whether tangible or intangible (e.g., gifts, entertainment, travel expenses, charitable donations, political contributions, hiring an individual or relative).

Through various ongoing Company programs, including Crown’s Code of Business Conduct and Ethics, 100% of our operations are analyzed for risks related to corruption. Using our annual ethics training, as well as other Company programs that underpin the Code of Business Conduct and Ethics such as our Supplier Code of Conduct, the Company aims to mitigate corruption risk on topics such as conflicts of interest, money laundering, gifts and hospitality, charitable contributions and third-party relationships and interactions.

Managing Cybersecurity Risks

To maximize protection of the information and privacy of our own workforce and our partners, customers and other stakeholders, we created the position of Chief Information Security Officer (CISO) in 2021. This role and a supporting global team work to build awareness and mitigate risks around information security, privacy and data protection. Our CISO oversees policies and processes that impact the security and integrity of our systems, data and networks—a function that helps us to operate safely and minimize risk to our stakeholders’ well-being or our business success. Briefing the Board of Directors at least annually and reporting on information security matters monthly are also among primary responsibilities for the CISO, who works closely with the Risk Management team, including decision-making related to the Company’s information security risk insurance policy protections. Crown’s Board of Directors receive periodic cybersecurity education from both internal and external parties. Cybersecurity awareness training is performed monthly, quarterly, and on an as-needed basis. Both internal and external vulnerability assessments are conducted. For example, Crown Global Information Security (GIS) performs routine email phishing testing to all employees with Company emails, conducts in person and virtual awareness sessions with employees, along with the delivery of monthly security newsletters. The Company’s information security policies and systems are annually audited for compliance with the Sarbanes-Oxley Act of 2022.

Governance

As a publicly-traded company operating in 39 countries, we have developed sophisticated governance principles and accountability structures in line with internationally-accepted best practices.

The Board selects and controls the compensation of the Chief Executive Officer, confirms that appropriate corporate procedures and controls are in place and approves the foundational policies that are intended to ensure ethical operations within the Company.

The Board has established Corporate Governance Guidelines and charters for each of our three standing Committees (Audit Committee, Compensation Committee and Nominating and Corporate Governance Committee). The guidelines and the charters are publicly available in the Corporate Governance section of our Company website. See the next page of this report for more detail about how our Committees get involved in our sustainability strategy.

Board of Directors

The Nominating & Corporate Governance Committee

- Reviews and assesses the Company's ESG programs, policies and practices
- Makes recommendations to the Board to further the sustainable growth of the Company's businesses

The Audit Committee

- Reviews Crown's detailed ESG disclosures, reports and audits

Chief Executive Officer

- Key participant in the decision-making process around Crown's global sustainability strategy
- Reports directly to the Board of Directors

Chief Operating Officer

- Oversees the Vice President - Global Sustainability & Regulatory Affairs and associated sustainability programs
- Participates in the Global Executive Sustainability Committee
- Reports and provides regular updates to the Chief Executive Officer and Board of Directors

Vice President - Global Sustainability & Regulatory Affairs

- Leads sustainability initiatives, including the environmental management program
- Drives accountability and performance in meeting Crown's sustainability goals and identifies innovative ways to manage operational risks and opportunities related to climate change
- Reports directly to the Chief Operating Officer and regularly updates the Board of Directors and/or its Nominating and Corporate Governance Committee and Audit Committee

Global Executive Sustainability Committee

- Makes strategic decisions related to ESG sustainability and guides daily activities to help the Company meet its goals
- Composed of Crown's Chief Operating Officer; Vice President - Global Sustainability & Regulatory Affairs; Director of Sustainability and other executives from investor relations, technology development, procurement, human resources, EHS, risk management and legal

Risk Management Team

- Elevates and appropriately assigns risks to be addressed and mitigated at an operational level by designated teams within the Company
- Where appropriate, elevates risks directly to the Chief Executive Officer, who determines whether further evaluation by the Board is necessary
- Includes local plant management champions for on-the-ground sustainability efforts, including in the communities in which we operate



Twentyby30™

Accelerating Sustainability

Crown supports the UN Sustainable Development Goals (SDGs) through our Twentyby30™ sustainability program goals. Made up of five pillars, our program addresses 12 of the 17 SDGs, allowing our actions to contribute to a greater collective impact.

Climate Action

1	Scope 1 GHG emissions			
2	Scope 2 GHG emissions			
3	Scope 3 GHG emissions			
4	Renewable electricity			
5	Volatile Organic Compound (VOC) emissions			

Resource Efficiency

6	Water usage reduction		
7	Wastewater compliance		
8	Water access, sanitation and hygiene		
9	Water replenishment		

Optimum Circularity

10	Zero Waste to landfill				
11	Lightweighting				
12	Recycling rates				
13	Recycled content - metal cans and transit packaging				
14	Recycled content - plastic strapping				

Working Together

15	Employee safety				
16	Employee engagement in sustainability				
17	Diversity & Inclusion				

Never Compromise

18	Decrease product lifecycle footprint		
19	Food contact and chemical safety		
20	Responsible and ethical sourcing		

Contributing to the Greater Good

The UN SDGs signify a shared, global commitment to deliver on 17 ambitious goals for people and the planet by 2030. Crown supports the SDGs through a wide range of programs, partnerships and initiatives so that our actions can contribute to a greater collective impact. Our Twentyby30™ sustainability program aligns with many of the SDGs, and by achieving the goals tied to this program, we will help address critical societal challenges including climate change, water scarcity and the depletion of natural resources.

This sustainability report adheres to the Ten Principles of the UNGC, which Crown signed onto as a participant in 2022. In 2022, we also became one of the 240 companies to endorse the UNGC's CEO Water Mandate, which mobilizes business leaders to advance water stewardship. We are currently the only metal packaging company to endorse this mandate. We are proud to be in this position and do our part to help protect this invaluable resource, which is also a critical input for our beverage can manufacturing process.

We will continue to report our progress against these critical goals on our Corporate website and in future sustainability reports.



Crown supports the Sustainable Development Goals

Crown is a CEO Water Mandate endorsing company for demonstrating its ongoing commitment to the initiative and its six commitment areas. Since 2022, Crown has included a description of action and investments undertaken in relation to the CEO Water Mandate in its annual Communication on Progress. The latest version of this information will be available [here](#).

ACCOMPLISHMENTS

Sustainability is not just about what we do—it is also about how we do it. We strive to reduce our impact across all our operations, supporting the drive for cleaner air, cleaner water and less waste. Our global workforce helps us make progress every day through their innovative thinking and by sharing knowledge across our network so we can collectively accelerate our sustainability performance.

A Fresh Take on Best Practices

Making meaningful progress against our ambitious **Twentyby30™** sustainability goals requires the commitment and creative thinking of our global workforce. That is why in 2022, we refreshed our long-standing best practices program to incorporate the Transit Packaging Division and the full **Twentyby30™** strategy. The **Twentyby30™** Best Practices program is designed to facilitate the sharing of operational efficiencies gained at the plant level on a global scale to fully encompass the pillars of our sustainability strategy and better position us to meet our corporate goals.

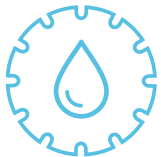
We recently celebrated the outstanding achievements of several teams based in Brazil, Mexico and Thailand for their resourcefulness to enhance efficiencies and processes that can yield benefits to our customers worldwide while also increasing the sustainability of our operations.

Climate Action Winner: Estancia, Brazil (beverage can plant)



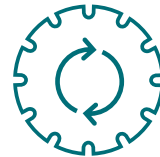
Our plant in northeastern Brazil reduced gas energy consumption by nearly 20% by enabling its boiler to heat water only when the temperature dropped below required levels. This eliminated the need to keep the boiler in constant operation, which was done even if the water was able to maintain the optimal temperature without additional heat.

Resource Efficiency Winner: Thailand (Crown TCP)



This beverage can plant reduced consumption of city water by 200 cubic meters per month by installing a reverse osmosis treated water system for use in plant toilets, watering the plant's garden and cleaning pallets and roads.

Optimum Circularity Winner: Monterrey, Mexico (beverage packaging plant)



Employees in our Monterrey, Mexico plant designed ultrafiltration equipment to remove impurities often found in used lubricant. By eliminating these impurities, the consumed lubricant was able to be reused in the plant's manufacturing processes.

Working Together Winner: Thailand (Crown TCP plant)



Our team in Thailand was also recognized for steps it took to enhance worker safety on the plant floor. Material lifting equipment, which can be managed by machine controllers on the ground versus forklift operators, was installed to feed packing materials into the facility's palletizer. The implementation eliminated a high-risk task and allowed operators to perform tasks more securely and efficiently.

Never Compromise Winner: Brazil (Corporate Procurement Team)



Our Corporate Procurement Team in Brazil implemented a detailed and dedicated supplier evaluation program to strengthen relationships and increase engagement with key suppliers, aligning with Crown's core **Twentyby30™** objective to "Never Compromise."

Leading by Example

Our annual Chairman’s Sustainability Awards offer another way for us to recognize the exemplary contributions made by our manufacturing facilities and operating divisions in three key categories: Environmental, Safety and Social Sustainability. By sharing these achievements, we hope to provide a source of inspiration for our global workforce and continually raise the bar for sustainability excellence within the Company.

Winners of the 2022 Chairman’s Sustainability Awards, which cover achievements in 2021, are as follows:

Committed to the Environment: Crown Vichisa (Mexico)

Our **Chihuahua, Mexico** beverage glass plant was recognized with the Environmental Sustainability Award for saving over 15.5 million gallons of water and improving the quality of the facility’s wastewater. The team achieved these results by implementing a series of improvements including repairing leaks in washer valves, eliminating hard water, reusing water from downstream operations and installing recirculation filters.



Promoting Workplace Safety: Dahej, India

Our **Dahej, India** plant, which is part of the Transit Packaging Division, received the Sustainability Award for Safety for its comprehensive approach to workplace safety and extensive track record of incident-free days – which stood at 2,342 days (or approximately 6.5 years) at the time of submission. The facility adopted numerous initiatives to safeguard employee safety, health and well-being, including medical check-ups, classroom and on-site safety trainings, administrative controls and oversight, internal and external safety audits and motivational programs such as monthly and annual staff awards.



Making a Positive Impact: Conroe, Texas (U.S.)

The Social Sustainability Award, which recognizes activities that significantly impact the well-being of the workforce and/or the local community, was awarded to our **Conroe, Texas** beverage can plant. The team continues to demonstrate a steadfast commitment to their community by participating in mentorship programs, food drives, job fairs and various volunteer opportunities.



Corporate Rankings & Recognition

Crown continues to be a leader in corporate responsibility, and we are very proud of the recognition we receive along the way. While delivering against our sustainability goals is our priority, the external validation of our efforts provides motivation to stretch further and accelerate our activities to become an even more sustainable Company. The following are some of the awards and distinctions we received throughout 2022.

Responsible Citizenship

For the second year in a row, we were featured in 3BL Media's 100 Best Corporate Citizens list, including garnering a spot in the top 10 Materials industry companies. This ranking recognizes outstanding ESG transparency and performance among the 1,000 largest publicly-traded U.S. companies.

Our dedication to corporate stewardship was also recognized within Forbes' inaugural World's Top Female-Friendly Companies list, as well as by Newsweek magazine with the publication of its fourth annual America's Most Responsible Companies 2023 list. We scored within the top 15% of Newsweek's corporate governance category, reflecting high marks for disclosure, transparency and economic performance. The ranking assesses more than 2,000 eligible U.S.-based organizations on more than 30 KPIs for performance in environment, social and corporate governance and evaluates public perception of the companies via an independent survey.

Furthermore, we were again ranked by Sustainalytics as a leader in the top 3% of the containers and packaging industry for our ESG performance. This was the third year in a row we were recognized within this percentile.

Powering a Renewable Future

For the second consecutive year, our North American Beverage Packaging business unit ranked within the U.S. Environmental Protection Agency's (EPA) Top 25 Green Power Partners from the Fortune 500 list, and the Company ranked within the top half of EPA's Top 100 Partners across the U.S. The EPA cites this annual alternative energy usage, which for our U.S. beverage operations equates to nearly 400 million kWh, as a contributor to growing the voluntary green power market and reducing the negative impacts of air emissions, including those related to ozone, fine particles, acid rain and regional haze.



Raising our Sustainability Profile

In the last year, Crown has increased its presence at strategic industry events around the world, sharing our commitment to sustainability, championing metal as the optimal choice for sustainable packaging and elevating our position as a thought leader. Here are just a few of the places we have been.



Refreshing the International Beverage Can Market (The Canmaker Summit; Czech Republic)

Dr. Dan Abramowicz, Crown's Chief Technology Officer, addressed leaders from the global metal packaging and filling community at this annual industry gathering. His presentation explored several innovations that are supporting beverage can growth versus competitive packaging formats and highlighted the inherent sustainability benefits of aluminum containers. This included a look at product design and process improvements that enhance quality and reduce costs, as well as innovations that enhance functional and visual appeal for increased differentiation on the retail shelf.

Supporting the Journey Toward a Circular Economy (Future Food Forum; Dubai, UAE)

Sandrine Duquerroy-Delesalle, Director, Sustainability & External Affairs at Crown, discussed challenges and opportunities companies face as the Middle East and North Africa (MENA) region shifts toward greener, more sustainable business models. The conversation yielded critical insights for food and beverage manufacturers, who can begin the transition to a circular economy through increased recycling, decreased emissions, heightened emphasis on resource conservation and consumer education. Sandrine discussed metal packaging's key attributes, and how Crown is supporting global initiatives aimed at achieving circularity – a critical area of focus for these regions that are among the world's most vulnerable to the effects of climate change.

Steps to Decarbonize the Aluminum Industry (Novelis Panorama Sustentabilidade; Brazil)

Pamela Moreno, Regulatory Affairs and Sustainability Specialist at Crown, joined a panel organized by aluminum manufacturer Novelis, the leading producer of flat-rolled aluminum products and the world's largest recycler of aluminum, to discuss strategies to minimize the carbon footprint of the material in the supply chain and enhance circularity. She shared the latest progress against our **Twentyby30™** sustainability goals, including our use of renewable electricity and efforts to increase global recycling rates.



ADVANCING FROM WITHIN

While progress toward all our Twentyby30™ goals is a priority, there are several areas of heightened focus where we feel we can accelerate the impact we can make for our business, our customers and our communities.

Acting on Climate Change

Slowing climate change requires swift action, innovative thinking and collaboration. As a global manufacturer, we have a key role to play in minimizing and mitigating climate risks and are committed to working internally and with external partners to reduce the global carbon footprint of our business activities. We are doing this in several ways:

We have defined science-based emission reduction targets, approved by the SBTi, confirming that our goals are in alignment with the Paris Agreement to limit the global temperature increase to well below 1.5 degrees Celsius. This commitment continues to push us as a Company and motivates each of our individual employees to be even more ambitious in reducing our environmental impacts and accelerating progress against our stated GHG emissions goals. The efforts that come out of our **Twentyby30™** Best Practices program and Chairman’s Sustainability Awards are just a few examples of the ways we are minimizing energy use and emissions.



We committed to Climate Group’s RE100 and joined The Climate Pledge, reinforcing our commitments to prioritize climate change by using renewable energy sources and supporting methods to reduce our carbon footprint. Each year, we continue to increase our reliance on wind and solar power across our operations. For example, all greenfield plants will include solar panel installations. In fact, our Mesquite, Nevada (U.S.) plant will be able to run on close to 100% solar electricity on sunny days when fully operational.

We are also addressing emissions reduction by taking steps to unlock more value from existing resources. For example, our multi-year beverage can lightweighting initiative, which resulted in a substantial 6.44% global average reduction in our standard 12oz. or 330ml can weight, reduces the need for virgin metal and enhances the continual re-use of aluminum. By using less material in each package, we decrease material usage and our overall energy consumption and the associated GHG emissions. Notwithstanding their lighter weight, our beverage cans retain the safety and durability standards our customers and consumers have come to expect.

“Each year, we continue to increase our reliance on wind and solar power across our operations”

Coming Full Circle

We are committed to supporting impactful recycling practices, educational efforts and policies to boost global recycling in line with the Optimum Circularity pillar of our Twentyby30™ program. This takes shape in many ways:



Setting Ambitious Recycling Rates Targets

Aluminum cans are the only beverage packaging format currently capable of being consumed, recycled and transformed into a new product on the shelf within a 60-day turnaround time. This is a powerful attribute for the material, but greater effort needs to be invested to recapture and reuse as much aluminum as possible. To support this mission, in 2022, we worked with industry partners to establish ambitious new global recycling rates goals for the format.

Designed to be completed by 2030, the targets focus on the inherent recyclability of metal and commitments to foster an ever more responsible industry. The targets are connected to the regions where Crown maintains operations and include reaching a 70% target in the U.S.

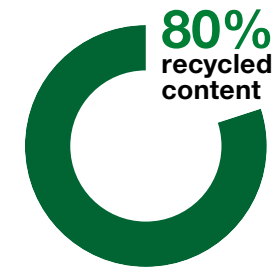
and an 80% target in the European, Middle Eastern and African countries in which we operate. Our goals include maintaining rates of greater than 90% and 97% in Mexico and Brazil respectively. Countrywide goals for Cambodia, Thailand and Vietnam, the three major Asia Pacific markets in which we operate, will be established by 2025, once current recycling rates are further researched, work that is currently underway.

Advocating for Clearer Recycled Content Standards

To facilitate actionable progress toward the aluminum industry's sustainability goals, we were a lead organizer in the industry's first Global Aluminium Can Sustainability Summit in 2022. Among the topics discussed at the event was the need for stronger recycled content definitions, including setting an industry standard to create an even

playing field for manufacturers and brands. Getting there will require defining what constitutes recycled content, deciding how to measure recycled content levels and educating consumers—steps that will ultimately help us meet our ambitious **Twentyby30™** goal of achieving a global recycled content average of 80% by 2030.

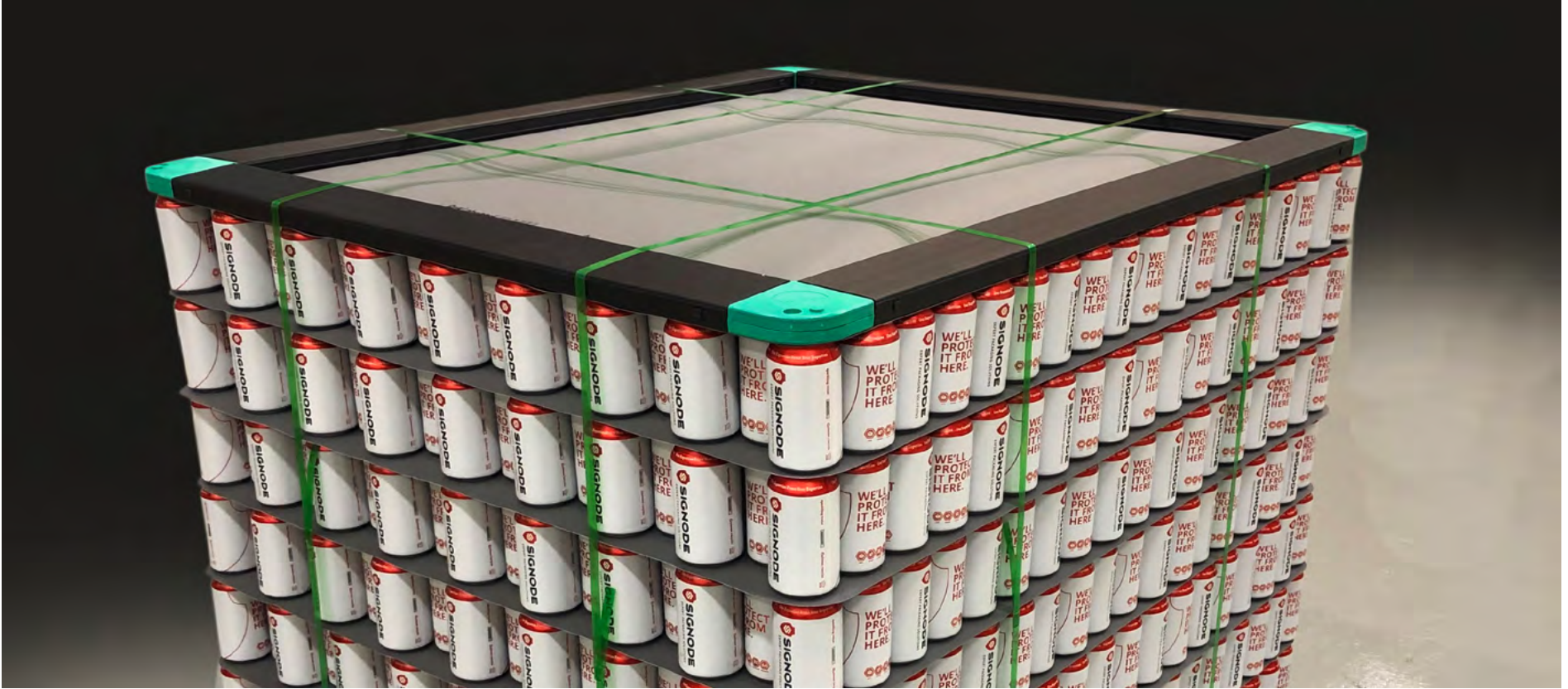
To date, Crown has participated in a task force comprised of other engaged industry members working toward a standard that outlines how to measure recycled content in the aluminum value chain. This work should culminate in 2023 with a published standard.



Assessing Circularity Across our Operations

After joining the Ellen MacArthur Foundation's Network as a Member in 2021, we completed our first Circulytics survey in 2022. This Circular Economy performance measurement tool has enabled us to assess our full operations, extending beyond materials flow alone. We are currently evaluating the opportunities we have to enhance our circularity performance across our business and will be incorporating them into our processes and plans in the months and years ahead.





Making What's Old New Again

Our effort to increase the recycled content levels and circularity of our products extends to our transit packaging portfolio, including tier sheets, slip sheets, top frames and plastic strapping.

For example, the plastic tier sheets manufactured in our **Eden, North Carolina (U.S.)** facility contain an average of 18.7% recycled content. Made from a blend of two polypropylenes in multiple sizes and thicknesses to suit different product applications, the durable sheets are washable and reusable up to 100 times. At the end of their useful life, the sheets can be recycled through our Recapture Program. This buyback program allows customers to reduce waste and disposal costs and helps

us decrease dependency on new raw material. We regrind the returned sheets and use the recycled polymer in the manufacture of new products. In 2022, the Eden facility recycled 4.7 million pounds of tier sheets, an increase of 71% over 2021. Crown facilities were a significant contributor to the total volume collected, returning 1.4 million pounds of tier sheets. The tier sheets are currently used in 19 of our beverage, food and aerosol can plants in the U.S., Canada, Mexico and Spain.

To supplement the material received through the Recapture Program, several of our Transit Packaging Division's plants proactively utilize curbside recycling as another resource. Bales of dog food bags, toothpaste tubes and other plastic goods are washed, reground and transformed into new products. In our **Eden, North Carolina (U.S.)** recycling plant, the emphasis is on collecting high-density polyethylene (HDPE) to produce

new flake that is used to manufacture slip sheets in our **Kankakee, Illinois (U.S.)** facility. In 2021, 60% of the material used to manufacture slip sheets came from curbside recycled materials. In our **Florence, Kentucky (U.S.)** plant, PET plastic that is collected curbside undergoes a similar process, with recycled material being used to make new plastic strapping.

Work is also underway to better reutilize the polycarbonate and nylon used in our PTC top frames, which create a rigid, interlocking framework to unitize and secure bulk palletized loads. Members of our Eden facility are examining ways to increase access to these materials and optimize the process to reuse it to make new products.

NEXT STEPS

The efforts of our global workforce throughout 2022 enabled us to make progress across numerous areas of our business, including achieving several notable milestones and setting us up for further advancement in our sustainability strategy. As we look ahead to the remainder of the decade, we will strive to maintain this momentum and strengthen our ESG performance. In the spirit of accountability and transparency, we will continue to communicate internally and externally about our priorities and the steps we are taking to work toward them.

Next Pressing Priorities

While we are proud of our sustainability progress to date, we know there is more work to do. As we move further into the implementation of our Twentyby30™ program, we will focus on several key topics:

The Energy Transition

In 2022, energy prices saw unprecedented fluctuations. We are committed to increasing our renewable electricity usage through both on-site renewable power generation and contracting with renewable energy providers. We have a plan in place to achieve 75% renewable electricity by 2030 and 100% by 2040, in line with our RE100 commitment. To help address Scope 1 emissions, we are optimizing all gas used in our facilities through proper heat recovery and electrification of heating equipment where possible.

We plan to implement additional electrification strategies to close the gap, including setting a Net Zero science-based target with SBTi and publishing a formal Net Zero plan within the next two years. These plans come on the heels of the aluminum and steel sectors finalizing their own roadmaps, allowing us to align with and support larger industry initiatives. We have also committed to a dedicated sustainability capital budget to invest in improving our facilities' energy efficiency.

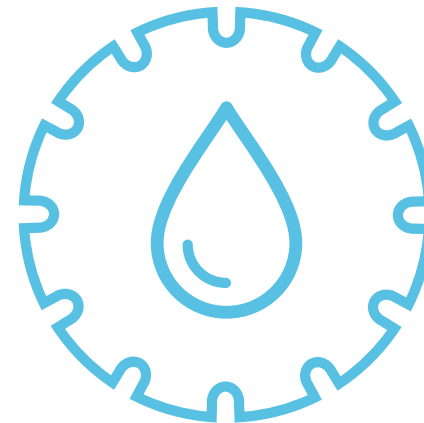


The Future Water Supply

It is hard to argue against water ranking as the most important resource to exist on the planet—it serves a critical function in nearly every aspect of life. Unfortunately, water is also projected to become increasingly scarce, with existing and future populations at risk.

When we consider what it means to be a steward of water, we factor in our larger value chain and our communities. It is important that we support our peers' and customers' water goals as well as be aware of how our operations affect our neighbors and environments. This sensitivity encourages us to be even more proactive about water preservation in the years to come.

Our **Twentyby30™** goals have put us on the right course, positioning us to reduce water usage, meet wastewater quality standards, increase employee access to safe water and replenish high-stress sources from which we withdraw water. Still, we intend to further prioritize water projects—including hosting a Company-wide Water Summit, identifying more replenishment projects and conducting water mapping in our facilities to better understand our operational uses. We are also working to establish Company-wide water standards and to formalize our WASH-inspired “safe access to water” assessment across our 200+ facilities.



Ramping Up Water Replenishment

Our ongoing work with TNC in São Paulo, Brazil is helping improve the biodiversity and livelihood of one local ecosystem, but the project does not serve as a standalone initiative. We are committed to expanding our water replenishment partnerships and have identified additional global projects that we will provide an update on by our next formal sustainability report.

Spreading Inspiration at the 2023 Water Summit

In 2023, we will host the inaugural Crown Water Summit, which aims to centralize discussions around our Company's **Twentyby30™** Best Practices and the successful steps taken by our individual plants toward reducing our water footprint. Employees can look to key takeaways from several teams across our global footprint for water efficiency inspiration. These will include topics such as updates on North American Greenbelt projects from Owatonna, Minnesota (U.S.) and Conroe, Texas (U.S.); learnings from an Adiabatic Cooling Tower System installation in Mexico; and the adoption of washer efficiencies in the Asia Pacific plants in Indonesia, Singapore, Malaysia and Thailand and reuse ideas from our European teams. These projects and others happening at our sites around the world help illustrate our commitment to set higher water efficiency standards Company-wide – in both new builds and in existing plants. Setting these guidelines also brings us closer to our goal of reaching 20% water reduction by 2025.

“We intend to prioritize water projects with even more frequency moving forward”

Plants Creating a Ripple Effect

We rely on the ingenuity and tireless work of our global teams to help us uncover minor operational changes that can yield major impact. To date, several plants have made noteworthy contributions to our water conservation efforts:

- **Crown TCP, Thailand:** Recognized as a **Twentyby30™** Best Practices winner for installing a reverse osmosis reject water pipe system to deliver water for its restroom, cleaning and gardening use, reducing reliance on local water supply and overall water consumption.
- **Silvassa, India:** Named a **Twentyby30™** Best Practices finalist for installing rainwater conservation pits and recharging the rainwater into the ground, significantly increasing groundwater levels. In addition, the plant reduced its water consumption by effectively treating wastewater and using it for gardening and drinking water on-site.
- **La Crosse, Wisconsin (U.S.) and Fort Bend, Texas (U.S.):** Acknowledged for notable efforts to reduce water consumption in various areas of their operations. The facilities each took steps such as recycling vacuum pump cooling water into processing water; installing new controls on washers to prevent excess water consumption (a project which on its own will reduce the La Crosse plant's total water usage by 17%); and implementing new counterflow meters to monitor water consumption levels.
- **Korinthos, Greece:** Identified for exceptional water conservation results due to a unique water recirculation system implemented in the plant. By collecting water throughout the pre-wash stages of can production and sending it through a water treatment process, the plant is able to recycle water for further cleaning stages and reduce reliance on local municipality water sources.

REPORTS

The selection of reported content is based on the results of our latest materiality analysis and the requirements of the GRI Sustainability Reporting Standards (GRI Standards). Our 2022 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. The data reflects any acquired or divested facilities that were operated by Crown for the reporting period of January 1, 2022 through December 31, 2022. 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, Massillon, Ohio (U.S.) and Lancaster, Ohio (U.S.), where engineers specialize in specific packaging technologies.

In this reporting period, Crown commenced operations in two new plants and did not close any plants. GRI 301-1 has been restated to reflect the 2019 data accounting for the sale of the Company's European tinplate division.

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, our total 2022 data for GHG emissions (Scope 1, 2 and 3 categories) as well as our 2022 water usage 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. We are now abiding by an annual Sustainability Report publication schedule, with our next Sustainability Report scheduled to be published in 2024.

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, 2022 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.



GRI Index

Our 2022 Sustainability Report has been prepared in accordance with the GRI Standards. Disclosures have been made to GRI 2: General Disclosures 2021 and GRI 3: Material Topics 2021, as well as GRI Topic Specific Standards. This content index serves as a reference to find our GRI standard disclosures in the report, as well as providing additional information that has been disclosed elsewhere in accordance with the GRI standards.

DISCLOSURE	DESCRIPTION	REFERENCE
General Disclosures		
Organizational Profile		
GRI 2-1	Organizational details	<ul style="list-style-type: none"> 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. c. Tampa, Florida d. Crown 2022 Annual Report, 10-K, page 22
Reporting Practice		
GRI 2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> a. Crown 2022 Annual Report, 10-K, page 22 b. Sustainability reporting is aligned to include all entities included in financial reporting. 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 intercompany accounts and transactions are eliminated in consolidation.
GRI 2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> a. This sustainability report covers activity from January 1, 2022 to December 31, 2022. Crown publishes a sustainability report annually. b. Crown's sustainability reporting period aligns with the financial reporting period. c. This report was published June 2023. d. Contact period: ongoing; contact sustainability@crowncork.com
GRI 2-4	Restatements of information	The GRI 301-1 2019 data reported has been restated to account for the sale of the European tinplate division. The 2019 Scope 3 data reported has also been re-baselined accordingly.
GRI 2-5	External assurance	<ul style="list-style-type: none"> a. The Company seeks external assurance to its final calculated and reported GHG emissions (Scope 1, Scope 2, Scope 3) and its water data as reported in CDP Climate, CDP Water and the Company's sustainability report. The Company's 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. <ul style="list-style-type: none"> i. 2022 Sustainability Report, page 59 ii. 2022 Sustainability Report, page 59 iii. The relationship between the organization and the assurance provider is that of two independent parties entering into a voluntary agreement.
Activities and Workers		
GRI 2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> a. Crown 2022 Annual Report, 10-K, page 1 b. 2022 Sustainability Report, pages 6-7 and 10-13. c. There are no other relevant business relationships. d. There have been no significant changes compared to the previous reporting period.

DISCLOSURE DESCRIPTION

REFERENCE

	Male	Female
Americas	9,750	2,354
EMEA	5,753	885
APAC	5,381	1,575
Total	25,698	

a.

	Permanent Full-time		Permanent Part-time		Temporary Full-time		Temporary Part-time		Agency Full-time		Agency Part-time		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GRI 2-7 Employees	Americas	9,042	2,081	6	7	276	173	20	2	0	0	406	91
	EMEA	5,271	741	61	73	270	40	3	7	6	3	142	21
	APAC	4,630	1,358	0	0	687	120	1	11	7	6	56	80

b. Figures are reported as head count at end of reporting period.

c. **Crown Permanent Employees:** A person employed by Crown to work for an indeterminate period, i.e. 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, eg. works only half of 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, of another company, i.e. other companies’ employees working in our plant. Not employed by Crown, i.e. not under our payroll.

d. No significant fluctuations throughout the year.

GRI 2-8 Information on employees and other workers

a. 818 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. There were no significant fluctuations in the number of workers who are not employees during the reporting period.

Governance

GRI 2-9 Governance structure and composition

a. 2022 Sustainability Report, [page 44; Governance](#)

b. [Audit Committee Charter; Nominating and Corporate Governance Committee Charter](#)

c. [Crown 2023 Proxy Statement](#), pages 2, 21-24

GRI 2-10 Nomination and selection of the highest governance body

a. [Crown 2023 Proxy Statement](#), pages 20-22, 30-33

b. [Crown 2023 Proxy Statement](#), pages 20-22, 30-33; [Corporate Governance Guidelines](#) and [Nominating and Corporate Governance Committee Charter](#);

i. [Nominating and Corporate Governance Committee Charter; Crown 2023 Proxy Statement](#), pages 2, 34-35

ii. [Nominating and Corporate Governance Committee Charter](#)

iii. [Corporate Governance Guidelines, Crown 2023 Proxy Statement](#), pages 2-3, 30-33

iv. [Crown 2023 Proxy Statement](#), pages 22-24, 26, 32

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-11	Chair of the highest governance body	<ul style="list-style-type: none"> a. Chairman of the Board of Directors is also the President and CEO of the Company. b. Any potential conflicts of interest are managed through the checks and balances of the independent Lead Director. Board of Directors, Corporate Governance Guidelines
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> 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 oversees and reviews Environmental, Social and Governance (ESG) 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 2023 Proxy Statement, page 6. The Vice President - Global Sustainability & Regulatory Affairs reports to the board at least twice a year. <ul style="list-style-type: none"> i. While the Board does not directly engage with stakeholders to support the sustainable development processes, stakeholders are represented by various leaders of the organization who report to the Board regularly. All stakeholders can be involved through engaging with management. ii. Management (including the Vice President - Global Sustainability & Regulatory 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	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> a. The Board delegates responsibility for managing the organization's impact through 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. <ul style="list-style-type: none"> i. Vice President - Global Sustainability & Regulatory Affairs; Senior Vice President, Diversity and Inclusion. ii. All employees take some responsibility in making Crown the most sustainable Company. Employees are encouraged to voice ideas for improvements. b. Vice President - Global Sustainability & Regulatory Affairs and other leaders of the Company present updates to the Board or its relevant committees at least annually, and in some cases quarterly.
GRI 2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> a. Audit Committee Charter b. Crown 2023 Proxy Statement, pages 6, 32
GRI 2-15	Conflicts of interest	<ul style="list-style-type: none"> a. Crown 2023 Proxy Statement, pages 30-35 b. Crown 2023 Proxy Statement, pages 30-35
GRI 2-16	Communication of critical concerns	<ul style="list-style-type: none"> 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. Crown 2022 Annual Report, 10-K b. Crown 2022 Annual Report, 10-K
GRI 2-17	Collective knowledge of the highest governance body	Vice President - Global Sustainability & Regulatory Affairs reports to the Board regularly on sustainability program.
GRI 2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> 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 ESG review. Crown 2023 Proxy Statement, pages 5, 32,33 b. N/A 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 ESG policies, programs and practices. Crown 2023 Proxy Statement, page 32.

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-19	Remuneration policies	<ul style="list-style-type: none"> a. Crown 2023 Proxy Statement <ul style="list-style-type: none"> i. For the Board of Directors, pages 25-26. For senior executives, pages 36-52. ii. Disclosed in Crown 2023 Proxy Statement as required and as they occur. iii. Pages 62-64 iv. Page 50 v. Pages 51-52 b. Crown 2023 Proxy Statement: for the Board of Directors, pages 25-26. For senior executives, pages 36-52.
GRI 2-20	Process to determine remuneration	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 2023 Proxy Statement , pages 12, 14, 36-52
GRI 2-21	Annual total compensation ratio	<ul style="list-style-type: none"> a. 276.8 b. 5.32 c. Pay ratio disclosure – Crown 2023 Proxy Statement, page 65
Strategy, Policies and Practices		
GRI 2-22	Statement on sustainable development strategy	2022 Sustainability Report, page 3
GRI 2-23	Policy commitments	<p>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.</p> <ul style="list-style-type: none"> a. <ul style="list-style-type: none"> 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. N/A iv. Reference our Human Rights Policy. b. <ul style="list-style-type: none"> i. Crown's Human Rights Policy is informed by the UN Universal Declaration of Human Rights, the Four 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 and approved by the Board. Policies issued pursuant to the code are reviewed and approved by senior management. 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. 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 other relevant parties.
GRI 2-24	Embedding policy commitments	<ul style="list-style-type: none"> i. Crown allocates responsibility to implement the commitments across different levels within the organization via its Enterprise Risk Management program; 2022 Sustainability Report, page 75. ii. Crown integrates the commitments into organizational strategies, operational policies and operational procedures via its Enterprise Risk Management program; 2022 Sustainability Report, page 75.

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-24	Embedding policy commitments	<ul style="list-style-type: none"> iii. Crown implements its commitments to responsible business conduct with and through its business relationships via its Enterprise Risk Management program; 2022 Sustainability Report, page 75. iv. The organization provides annual in-person and virtual training on implementing the commitments of responsible business conduct to all employees with e-mails within the organization.
GRI 2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> 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 is to follow 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. c. Crown is actively engaged in multiple jurisdictions in the effort to increase metal recycling rates. This reduces our energy consumption footprint, reduces landfill usage and reduces cost. We have been involved in numerous health and safety issues, such as the phase-in of BPAⁿi can coatings and the elimination of PFAS chemicals in our production processes. 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 who 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, and reporting of violations can be done to our hotline at any time, anywhere and in all the primary languages that are spoken at our facilities. Complaints to supervisors, human resources staff, internal audit staff or legal department staff can be made at any time by e-mail and in person during normal business hours. Our policies clearly state that retaliation for initiating complaints will not be tolerated.
GRI 2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> 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; Business Conduct and Ethics ii. The Company also maintains a Business Ethics Line, which is accessible via telephone number and web-based portal, 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 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. The Company’s Business Ethics Line (“CBE Line”) is administered by an independent third-party provider, Lighthouse Services. To access the CBE Line, visit Lighthouse-services Crown. Crown 2023 Proxy Statement, page 34
GRI 2-27	Compliance with laws and regulations	Please refer to the Crown 2022 Annual Report
GRI 2-28	Membership associations	2022 Sustainability Report, page 12
GRI 2-29	Approach to stakeholder engagement	Stakeholder Engagement
GRI 2-30	Collective bargaining agreements	<ul style="list-style-type: none"> a. 44% b. As stated in our Human Rights Policy, Crown 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.
Material Topics		
GRI 3-1	Process to determine material topics	2022 Sustainability Report, page 8

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 3-2	List of material topics	2022 Sustainability Report, page 9
GRI 3-3	Management of material topics	2022 Sustainability Report, page 8
Anti-Corruption		
205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> a. 100% of operations assessed for risks related to corruption. 2022 Sustainability Report, page 43 b. No significant risks identified.
Materials		
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> a. 2022 Sustainability Report, page 22 <ul style="list-style-type: none"> i. 93% non-renewable. ii. 7% renewable materials.
Energy		
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> a. 10,531,057,400 MJ. 2022 Sustainability Report, page 22 b. No renewable fuels. c. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. Electricity Consumption - 8,312,545,369 MJ. 2022 Sustainability Report, page 22 ii. District Heating - 5,482,859 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: <ul style="list-style-type: none"> i. No electricity sold. ii. No heating sold. iii. No cooling sold. iv. No steam sold. e. 18,849,085,628 MJ f. Invoices, meter reads, engineer estimates based on square footage. g. The Climate Registry.
Water and Effluents		
303-1	Interactions with water as a shared resource	2022 Sustainability Report, pages 26-27
303-2	Management of water discharge-related impacts	<ul style="list-style-type: none"> a. All plants manage their water discharge. Discharge parameters are described in the effluent discharge permit issued to the plant as well as set by local authority (environmental agency) and local regulations. Plants that treat wastewater on-site monitor at minimum parameters like pH, BOD, COD and Fluoride. <ul style="list-style-type: none"> i. 2022 Sustainability Report, pages 26-27 ii. 2022 Sustainability Report, pages 26-27 iii. 2022 Sustainability Report, pages 26-27 iv. 2022 Sustainability Report, pages 26-27
303-3	Water withdrawal	<ul style="list-style-type: none"> a. 2022 Sustainability Report, page 27 b. 2022 Sustainability Report, page 27 c. 2022 Sustainability Report, page 27 d. The data is compiled on a plant-level basis based on meter readings, site records and invoices as applicable.

DISCLOSURE	DESCRIPTION	REFERENCE										
Emissions												
305-1	Direct (Scope 1) GHG emissions	2022 Sustainability Report, page 23										
305-2	Energy indirect (Scope 2) GHG emissions	2022 Sustainability Report, page 23										
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> a. 2022 Sustainability Report, page 23 b. CO₂, CH₄, N₂O c. N/A d. N/A e. 2019 <ul style="list-style-type: none"> i. This is aligned with our Twentyby30™ program goal baseline year. ii. 9,219,960 iii. The sale of our European tinplate business triggered a recalculation of the baseline year. f. Ecoinvent3_7_1 and IPCC 2013: climate change: GWP 100a g. Industry LCA and recycled content data. 										
305-7	Nitrogen oxides (NO _x), Sulfur oxides (SO _x), and other significant air emissions	<p>Significant air emissions, in kilograms or multiples, for each of the following:</p> <table border="1"> <thead> <tr> <th>(kg)</th> <th>NO_x</th> <th>SO_x</th> <th>VOCs</th> <th>PM (PM-10)</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>698,081</td> <td>29,618</td> <td>13,589,000</td> <td>83,688</td> </tr> </tbody> </table> <p>The increase in VOCs in 2022 accounts for better data collection and this methodology has been applied to our baseline year data for consistency.</p>	(kg)	NO _x	SO _x	VOCs	PM (PM-10)	2022	698,081	29,618	13,589,000	83,688
(kg)	NO _x	SO _x	VOCs	PM (PM-10)								
2022	698,081	29,618	13,589,000	83,688								
Waste												
306-1	Waste generation and significant waste-related impacts	2022 Sustainability Report, pages 32-33										
306-2	Management of significant waste-related impacts	2022 Sustainability Report, pages 32-33										
306-3	Waste generated	2022 Sustainability Report, pages 32-33										
306-4	Waste diverted from disposal	2022 Sustainability Report, pages 32-33										
306-5	Waste directed to disposal	2022 Sustainability Report, pages 32-33										
Occupational Health and Safety												
403-2	Hazard identification, risk assessment, and incident investigation	2022 Sustainability Report, pages 38-39										
Training and Education												
404-1	Average hours of training per year per employee	In 2022, approximately 62% of our global employees received some level of Company-sponsored training. Each employee averaged about 43 hours of training in 2022.										
404-3	Percentage of employees receiving regular performance and career development reviews	100% of full-time employees receive regular performance reviews.										



SASB Disclosures

The Sustainability Accounting Standards Board (SASB) Standards, now part of the International Financial Reporting Standards (IFRS), guide the disclosure of financially material sustainability information by companies to their investors. The Standards identify the environmental, social, and governance (ESG) issues most relevant to financial performance in each industry. Crown uses the Standard for the Containers and Packaging industry as guidance for disclosure.

	SASB Code	Category	Unit of Measure	Disclosure Metric	Response
Greenhouse Gas Emissions	RT-CP-110a.1	Quantitative	Metric tons (t) CO ₂ -e, 2 Percentage (%)	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Crown's global Scope 1 emissions in 2022 was 612,909 MT CO ₂ e 100% of emissions are covered under emissions-limiting regulations
	RT-CP-110a.2	Discussion and Analysis	N/A	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	Twentyby30™ Program 2022 Sustainability Report pages 20-23
Air Quality	RT-CP-120a.1	Quantitative	Metric tons (t)	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O) (2) SOx (3) Volatile organic compounds (VOCs) (4) Particulate matter (PM 10)	NOx: 698.081 MT SOx: 29.618 MT VOCs: 13,589 MT PM: 83.688 MT
Energy Management	RT-CP-130a.1	Quantitative	Gigajoules (GJ), Percentage (%)	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable (4) Total self-generated energy	(1) 18,849,186 GJ (2) 44% (3) 15% (4) 14,096 GJ
Water Management	RT-CP-140a.1	Quantitative	Thousand cubic meters (m ³), Percentage (%)	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 9,102.788 thousand m ³ water withdrawn. 28% of the total volume withdrawn from high or extremely high stressed regions (2) 2,540.222 thousand m ³ water consumed 29% from high or extremely high stressed regions
	RT-CP-140a.2	Quantitative	Number	Description of water management risks and discussion of strategies and practices to mitigate those risks	CDP Water W.4 GRI 303-1
	RT-CP-140a.3	Quantitative	Number	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	7 - currently all are in-compliance
Waste Management	RT-CP-150a.1	Quantitative	Metric tons (t), Percentage (%)	Amount of hazardous waste generated, percentage recycled (The entity shall disclose the legal or regulatory framework(s) used to define hazardous waste and recycled hazardous waste, and the amounts of waste defined in accordance with each applicable framework)	98,080 MT 2.25%

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); and Sub Decree on Solid Waste Management (Cambodia).

	SASB Code	Category	Unit of Measure	Disclosure Metric	Response
Product Safety	RT-CP-250a.1	Quantitative	Number	Number of recalls issued, total units recalled	1 recall issued, 2 million units
	RT-CP-250a.2	Discussion and Analysis	N/A	Discussion of process to identify and manage emerging materials and chemicals of concern	Never Compromise Product Safety
Product Lifecycle Management	RT-CP-410a.1	Quantitative	Percentage by weight	Percentage of raw materials from: (1) recycled content, (2) renewable resources (3) renewable and recycled content	(1) 46% (2) 7.3% (3) 6.2%
	RT-CP-410a.2	Quantitative	Reporting currency	Revenue from products that are reusable, recyclable, and/or compostable	93% of revenue, or \$12,085 million USD, was from products that are reusable, recyclable and/or compostable
	RT-CP-410a.3	Discussion and Analysis	N/A	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Circular Economy Optimum Circularity
Supply Chain Management	RT-CP-430a.1	Quantitative	Metric tons (t), Percentage (%)	Total wood fiber procured, percentage from certified sources	155,369 MT 92.9%
	RT-CP-430a.2	Quantitative	Metric tons (t) CO ₂ -e, Percentage (%)	Total aluminum purchased, percentage from certified sources	1,080,165 MT We did not purchase aluminum from certified sources in 2022
Activity Metrics	RT-CP-000.A	Quantitative	Metric tons (t)	Amount of production, by substrate (Relevant substrates include paper and/or wood fiber, glass, metal, and petroleum-based substrates (i.e. polymers))	Paper/wood: 149,778 MT Glass: 418,311 MT Metal: 1,396,671 MT Plastics: 171,203 MT
	RT-CP-000.B	Quantitative	Percentage (%) by revenue	Percentage of production as: (1) Paper/wood (2) Glass (3) Metal (4) Plastic	Metal: 85% Plastic: 6% Paper: 2% Glass: 2% Other: 5%
	RT-CP-000.C	Quantitative	Number	Number of employees	25,698

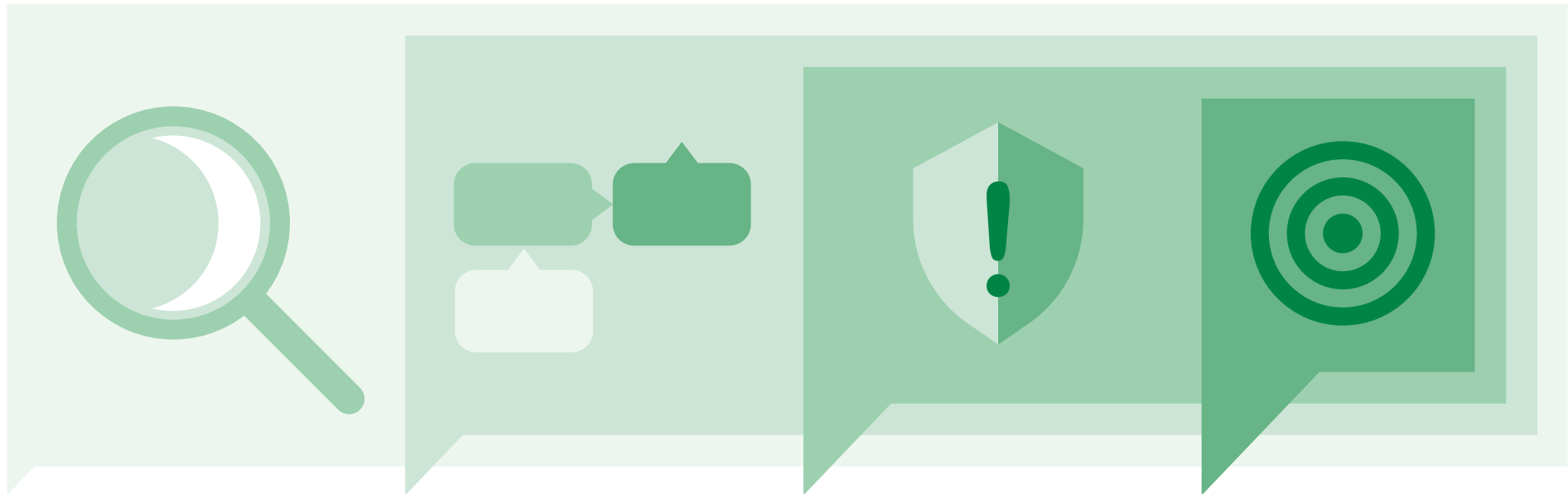
TCFD

TCFD Report 2022

We published our first TCFD report in 2022 and continue to use the framework to guide Crown's Twentyby30™ sustainability program and overall business strategy, as well as to better develop the disclosures made in this report.

Accelerating Sustainability

Executive Summary



Governance

The Company continues to prioritize the management of climate risk, which we are addressing with the **Twentyby30™** sustainability program. We also aim to capitalize on climate-related opportunities whenever possible. To do so, Crown established a governance framework that starts at senior leadership and involves all levels of the Company. Our leaders maintain oversight responsibilities and encourage all employees to contribute to all aspects of our sustainability journey, including combatting climate change.

Strategy

Our climate change strategy involves preparation and action. We consider potential alternative outcomes and include actors, processes and impact along the entire value chain in our scenario modeling. Crown continuously works toward improving efficiencies in processes and products as sustainability is integrated into all aspects of our business. We engage with stakeholders to influence critical changes and to foster alignment on steps to achieve common goals.

Risk-Management

Climate risks and opportunities are included in the Company’s overall risk management approach. It is built into our annual Enterprise Risk Management (ERM) process. We recognize that these risks and opportunities are critical and related to overall business strategy. This report covers acute and chronic physical risks, transition risks and opportunities, as well as their potential financial impacts and the mitigation strategies Crown has in place.

Metrics and Targets

The Company regularly tracks progress against its **Twentyby30™** sustainability goals. The completed quantitative scenario analysis described in this report includes additional metrics to allow for comparisons across the global organization. Internal targets and tools are used for short-term progression, such as financial metrics like internal pricing on carbon to quantify improvements from CAPEX investments and other supplemental metrics to measure stakeholder engagement.

Governance

Crown recognizes that sustainability must be integrated into every aspect of the organization and that is why it is driven from the highest levels of management.



Further details are available in our Company's committee charters:

- [Audit committee charter](#)
- [Nominating and corporate governance committee charter](#)

Board Oversight

Crown's President, Chief Executive Officer (CEO) and Chairman of the Board (COB) is responsible for overall oversight of climate-related issues. We understand that it is critical to have executive leadership support of our sustainability program.

Crown's entire Board of Directors oversees environmental, social and governance (ESG) and climate-related issues. Specific responsibilities are held by Board committees as follows:

The **Nominating and Corporate Governance Committee** reviews management's stakeholder engagement strategy related to ESG. The Committee periodically reviews and assesses the Company's sustainability programs and policies, including climate-related issues. These programs and policies are in place to support Crown's climate-related goals and practices. The committee members make recommendations to the Board of Directors to further the sustainable growth of the Company's businesses.

The **Audit Committee** of Crown's Board of Directors are responsible for reviewing the Company's climate and other ESG-related disclosures, reports and audits. They also review management's assessment of the adequacy and effectiveness of applicable internal controls relating to ESG reporting. The committee members review management's assessment and measurement of the Company's progress toward achieving its ESG-related goals and objectives, including the pace of such progress and the Company's performance with respect to key metrics of the **Twentyby30™** program.

“Engineers and plant personnel continuously seek improvements to drive operational efficiencies while reducing emissions, reserving resources and creating positive financial impact”

Management Oversight

Sustainability is integrated into all aspects of our business. Crown’s management and employees who are more directly involved with day-to-day operations drive progress at a more granular and direct level. Team members across the global Company contribute to the success of the Twentyby30™ program and other climate-related ambitions. Cross-functional committees are involved in ensuring alignment throughout the organization.

Crown’s Vice President - Global Sustainability and Regulatory Affairs leads sustainability initiatives and drives accountability and performance in meeting associated goals. This role includes identifying and implementing innovative ways to manage operational risks and opportunities related to climate change. The position reports directly to the Chief Operating Officer and regularly updates the Board of Directors and/or its Nominating and Corporate Governance Committee and Audit Committee. A global team dedicated to the Company’s sustainability efforts reports up to the Vice President of Global Sustainability and Regulatory Affairs. The responsibilities of this team include driving operational efficiency improvements, managing the **Twentyby30™** program, data collection and analysis, managing a sustainability CAPEX budget, external reporting and partnering with customers, suppliers, industry groups and government bodies.

The Vice President - Global Sustainability and Regulatory Affairs chairs the Global Executive Sustainability Committee. This committee was established to make strategic decisions related to ESG sustainability and guides daily activities to help the Company meet its goals.

Other members of the committee include our Global Director of Sustainability and other executives from investor relations, technology development, procurement, human resources, Environmental, Health and Safety (EHS), risk management and legal.

Our Risk Management Team assesses, elevates and appropriately assigns risks, including climate-related risk, to be addressed and mitigated at an operational level by designated teams within the Company. Where appropriate, the team elevates risks directly to the CEO, who determines whether further evaluation by the Board is necessary. This team includes local plant management champions for on-the-ground sustainability efforts in the communities in which we operate.

Managing sustainability at the plant level is handled by the Company’s various regions and operating divisions, which then report progress up to the corporate sustainability department. Plant managers and other leaders at the manufacturing sites include aspects of the **Twentyby30™** goals in their annual Key Performance Indicators and aim to align site-specific goals with the overall corporate strategy. Engineers and plant personnel continuously seek improvements to drive operational efficiencies while reducing emissions, reserving resources and creating positive financial impact. Responsibilities are delegated to the divisions to manage and all divisions work with the global sustainability team to validate and ensure progress. Crown’s research and development (R&D) division committing a minimum of 50% of spending toward sustainability is just one example of the dedication our teams put toward building resilience within the Company.

Precautionary Approach

As a large, multinational company, Crown is exposed to a variety of potential legal, regulatory and other risks. We take a proactive, dynamic approach to risk management and integrate it into our daily business practices and processes to protect the Company's assets and the investments of our shareholders to ensure the continuity of our organization.

Our philosophy is to maintain conscious awareness of the risks and opportunities that different scenarios present. We utilize several tools to identify potential risks and initiate the appropriate action to eliminate or reduce their adverse impact while acting in accordance with our strategic objectives. In addition to ongoing risk management activities that happen across our global operations every day, we have a comprehensive Enterprise Risk Management (ERM) program in place. The program provides a formal process to identify, assess and manage global risks. Sustainability is a continuous consideration within our ERM process in order for us to

more fully understand our environmental, economic and social impacts.

To give us a holistic view of all potential risks facing Crown, ERM program participants include representatives from multiple functions, including senior corporate executives, Business Units, corporate-level support functions, information technology, cybersecurity, regulatory and operations. Identified risks are classified and ranked into one of four categories: Strategic, Corporate, Financial and Operations.

Materiality

Crown relies on materiality assessments to review the business strategy and operation with a focus on our sustainability approach, plans and disclosures. Crown regularly refreshes its materiality assessment on a bi-annual cadence, with the most recent materiality assessment being completed in 2022. The results of these materiality assessments are reviewed by the highest level of leaders within the Company. The Global Executive Sustainability Committee uses these assessments to ensure that the Twentyby30™ program is still addressing the most material items to the Company. The 2022 materiality assessment served as the foundation for preparing this TCFD report.

Strategy and Risk Management

Crown recognizes the risks and potential business impact attributable to climate-change-related factors such as supply chain disruption and limited resource availability. These potential risks include weather pattern changes, natural disasters and water shortages, among others. Additionally, we evaluate financial or strategic impacts for their potential substantive influence based on the likelihood that a risk event could affect the organization, including both velocity and the potential severity of the impact. In response, we have established management strategies for the short, medium and long term.

Risk scenario time frames

Short term	Medium term	Long term
0-1 year	1-3 years	3-15 years

Through a strategic process, we have identified physical, operational and reputational risks and opportunities that climate change may create for our business. We employ bespoke scenario analyses based on publicly available climate scenario data including Representative Concentration Pathways (RCPs) and Shared Socio-economic Pathways (SSPs) from the Intergovernmental Panel on Climate Change (IPCC) and scenarios from International Energy Agency (IEA) along with an external, third-party consultancy to model potential future scenarios for our global business. This awareness drives decision-making and strategy to build resilience for Crown for many years to come. Scenario

analysis confirms the call for all businesses to be more proactive in protecting our shared future. To this end, in addition to the regular (quarterly and annual) monitoring of progress against set targets, Crown maintains a dedicated sustainability CAPEX budget to fund projects that support our **Twentyby30™** sustainability goals. This capital allocation allows for improvements such as more efficient equipment for our global manufacturing sites that can reduce consumption of energy, water and other resources. The scenario modeling provides a data-driven approach to understand which locations to prioritize and which regions the Company should explore for future projects such as water conservation.

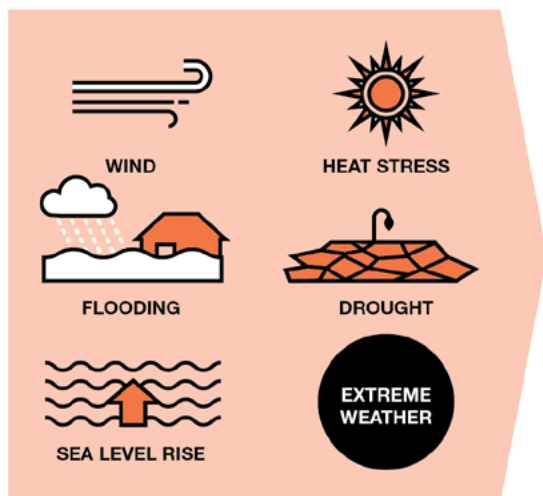


Key Risks & Opportunities

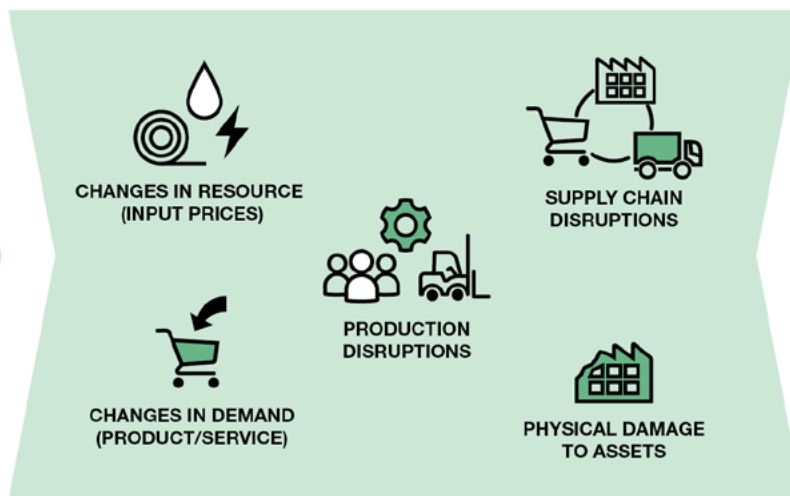
Crown recognizes that physical and transition risks to our business require important consideration. Physical risks can be grouped into two categories: acute, referring to increased severity of extreme weather events; or chronic, referring to long term shifts in climate patterns that could lead to severe changes such as rising sea levels and heat waves. Transition risks include anything that could be a financial or reputational threat to the organization depending on the nature, speed and focus of the shift to a low-carbon economy, such as new policies and regulations or technology development. In following the TCFD recommendations, we consider risks

in the following categories: policy and legal, technology, market and reputation. Additionally, transitioning to a low-carbon economy could create transition opportunities. These could involve resource efficiency, energy sources, products and services, markets or resilience. The tables below detail what Crown has identified as key potential risks to our business. Proactively thinking about the financial implications these risks and opportunities could have on our business allows us to plan strategically for all scenarios. Crown is well-positioned to sustain the low-carbon transition based on our potential risks and opportunities and our established mitigation responses.

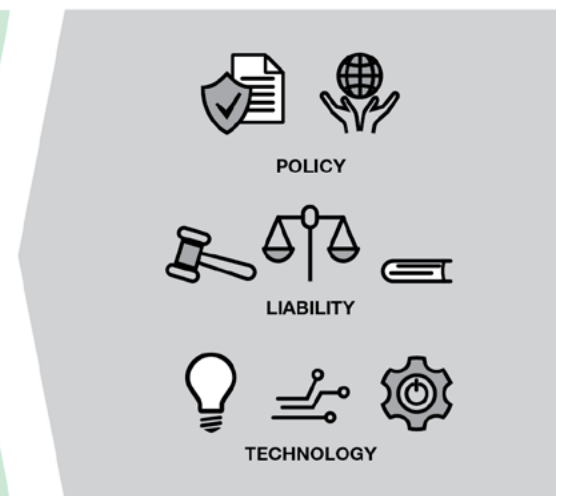
Physical Risks



Potential Financial Impact



Transition Risks



Physical Risks

	Details	Potential Financial Impact	Crown's Mitigation Response
Short to medium term horizon	Acute		
	<ul style="list-style-type: none"> Tornadoes Hurricanes Floods Wildfires Earthquakes 	<ul style="list-style-type: none"> Exposure to physical risks varies by geography Natural disasters may cause damage, disruption or shutdowns Employee safety is threatened by natural disasters 	<ul style="list-style-type: none"> Reduced revenue from production disruptions Early retirement of existing assets Increased costs associated with damage response Increased insurance premiums
Long term horizon	Chronic		
	<ul style="list-style-type: none"> Changes in precipitation patterns and weather patterns Water scarcity Poor harvest for customers 	<ul style="list-style-type: none"> Weather pattern changes and environmental shifts could interrupt available resources Crop failures create risk of reduced demand from food customers 	<ul style="list-style-type: none"> Increased costs of maintaining infrastructure Higher operational costs due to shifts in material availability Increased revenue from greater customer need for canned products or decreased revenue from limited customer demand

As a global organization, Crown's risks regarding the uncertainty of physical risks will vary by geography. Any damage, disruption or shutdowns due to physical risks related to climate change could adversely impact Crown's business and overall operational costs. We proactively evaluate which geographical locations present climate-related weather risks to our business and have integrated processes into our acquisition and divestment processes to mitigate future climate-related risks.

Transition Risks

	Financial Impact	Crown's Mitigation Response
Short, Medium, Long Horizon	Policy and Legal - constraints on emission-intensive activities	
	<ul style="list-style-type: none"> Enhanced disclosure requirements Stricter environmental requirements Jurisdiction to restrict materials - coatings Increased taxes on GHG emissions Carbon pricing regulations 	<ul style="list-style-type: none"> Increased operating costs (e.g., higher compliance costs, operating permits, treatment/disposal/storage of waste, remediation of contamination) Increased insurance premiums Need for additional capital investments Investments in new equipment and R&D resources
Short, Medium, Long Horizon	Technology - emerging tech developments to support a low-carbon economy	
	<ul style="list-style-type: none"> Need to transition to lower-emission production equipment Substituting Company vehicles such as gas-powered forklifts to electric alternatives Suppliers charging more for low-carbon alternatives 	<ul style="list-style-type: none"> Capital investments in technology development Asset write-downs of old equipment
Short, Medium, Horizon	Market - shifts in supply and demand as consumer preferences change	
	<ul style="list-style-type: none"> Rising conventional energy prices Increased cost of raw materials Uncertainty in market signals 	<ul style="list-style-type: none"> Increased production costs due to input prices Increased cost of output requirements such as waste treatment
Medium, Long Horizon	Reputation - changing perceptions of an organization's contribution in transition to a low-carbon economy	
	<ul style="list-style-type: none"> Shifts in consumer preferences Response to offsetting increased costs to customers Negative stakeholder feedback 	<ul style="list-style-type: none"> Reduced revenue from decreased demand Capital availability challenges

Opportunities

	Financial Impact	Crown's Mitigation Response	
Medium, Long horizon	Resource Efficiency		
	<ul style="list-style-type: none"> Improved recycling mechanisms More efficient buildings Reduced usage/consumption of water and electricity 	<ul style="list-style-type: none"> Reduced operating costs Increased production capacity to generate greater revenues 	<ul style="list-style-type: none"> Increasing recycling efforts and engagement with industry partners New buildings constructed with greater efficiency and updates to old buildings Process improvement and optimization to meet resource efficiency goals
Short, Medium-Long Horizon	Energy Source		
	<ul style="list-style-type: none"> Increased availability of lower-emission energy sources Using new renewable technology in addition to wind and solar such as nuclear power or battery storage 	<ul style="list-style-type: none"> Reduced exposure to fossil fuel price increases and fluctuations Less sensitivity to cost of carbon with lower GHG emissions Reputational benefits leading to increased demand for cans 	<ul style="list-style-type: none"> Increasing amount of renewable electricity procured Engaging with subject matter experts and industry experts to stay up-to-date on relevant technology advancements Encouraging suppliers to source energy from lower-emission sources Using materials from lower-emission sources whenever possible
	Products and Services		
	<ul style="list-style-type: none"> Developing new innovative products through R&D Lightweighting goals to decrease raw material usage 	<ul style="list-style-type: none"> Better competitive position resulting in increased revenue Decreased cost of raw materials needed Better competitive position with shifting consumer preferences 	<ul style="list-style-type: none"> Dedicating 50% of R&D budget to sustainability efforts Marketing recyclability of our products and promote support of circular economy
	Markets		
<ul style="list-style-type: none"> More public-sector incentives Increased ready-to-drink products in aluminum cans Increased demand for recyclable products 	<ul style="list-style-type: none"> Increased revenue 	<ul style="list-style-type: none"> Supporting industry groups efforts to strengthen our products' position in relevant markets Continuous review of products and business models Strong marketing of products 	
Resilience			
<ul style="list-style-type: none"> Participation in renewable energy programs and adoption of energy efficiency measures Improving efficiency Diversification 	<ul style="list-style-type: none"> Increased revenue Increased market valuation 	<ul style="list-style-type: none"> 100% renewable electricity in certain regions Avoiding reliance on any single supplier for any critical material 	

Scenario Analysis

We analyzed the potential impacts of climate change on our organization from possible climate scenarios as modeled by the Representative Concentration Pathways (RCPs) and Shared Socio-economic Pathways (SSPs) from the Intergovernmental Panel on Climate Change (IPCC), as well as scenarios from the International Energy Agency (IEA). In our first physical scenario based on assumptions and projections from SSP1 and RCP2.6, climate change is limited to a 1.5°C increase in global temperature from 2014 and the major contributors to climate change act, according to The Paris Agreement to limit climate change to 2°C (and further to 1.5°C).

In 2020, we set our 1.5°C science based targets. As an organization, we are on track to meet the SSP1/RCP2.6 Paris-Aligned scenario. In our second physical scenario using SSP5/ RCP8.5 (considered a business-as-usual scenario), climate change is more drastic, and global temperature warms to 3.7°C from the 2014 baseline. We chose climate change scenarios that would yield a risk assessment reflecting the largest potential risk to our organization in terms of climate change.

In general, physical risks include: floods, hurricanes, tornadoes, tsunamis, fire, mudslides, drought, rising sea levels, precipitation, rising mean temperatures and variable weather patterns. For Crown, physical risks have been incorporated in investment screening and future business strategy in terms of current physical risks. To build resilience, we are now improving this assessment by incorporating climate scenario modelling that incorporates changing weather patterns and more frequent natural disasters in the future.

For a transition scenario, we selected the IEA Net Zero Emissions (NZE) as it was the most updated and most ambitious of the scenarios. The NZE scenario considers the most aggressive policies and most promising technology developments, which are critical to the low-carbon transition. This scenario suggests how policy and technology developments around energy supply and GHG emissions interact with economic activity, energy consumption and GDP among other key factors between now and 2050. We used this publicly available scenario to predict the material consequences on our

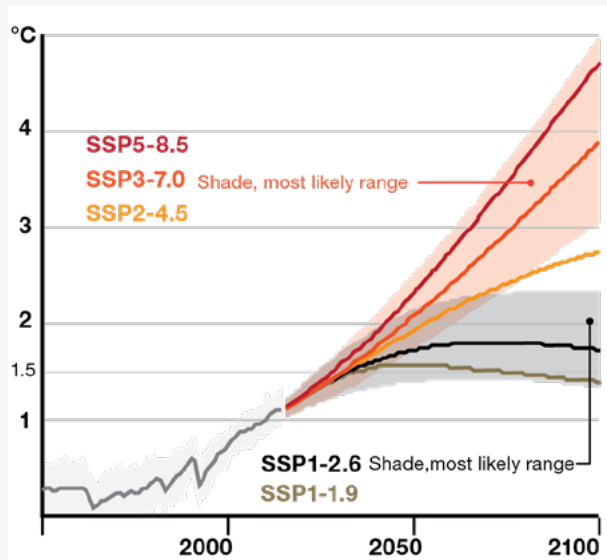
organization in the short, medium and long term. The NZE scenario assumes a faster transition depending on rates of change of key parameters (e.g., the rate of technology development and deployment; changes and timing of key policies; etc.). This scenario compliments the SSP1/RCP2.6 physical scenario we used by modeling what the future could look like following significant progress.

Crown used the parameters of these scenarios to predict what our Company might look like on these pathways. Our modeling extended to 2050, but we concentrated the focus of the assessment through the reporting year 2030 in alignment with our **Twentyby30™** sustainability program. All business units across the complete global organization were included. As Crown's operations fit into a dynamic value chain, upstream and downstream components were also considered.



Global Surface Temperature Change

Increase relative to the period 1850-1900



Source: Based on IPCC data/illustration

SSP1 | RCP2.6 **Low-end scenario | 2°C scenario**

Second best scenario, with CO2 emissions reaching net-zero after 2050.

It is a scenario under the Sustainability pathway (SSP1) estimates that global surface temperature will peak in 2050 but not surpass the 2°C threshold.

SSP5 | RCP8.5 **Fossil-fuel development scenario**

This scenario considers that emissions will keep increasing during the 21st century. This is considered as a worst-case scenario, with high fossil fuel development world throughout the 21st century.

The physical risks in each scenario were quantitatively assessed with global water and climate risk screening tools focused on 2 variables: precipitation and surface air temperatures in 2030 and 2050. Possible risk to our sites were ranked by considering both current water consumption and the anticipated changes in precipitation and air temperature. In assessing the level of severity, we also took into consideration our locations' relative contribution to the Company's overall revenue. Crown represents a resilient and diverse climate footprint with no site responsible for more than 1-3% of the Company's overall revenue. Comparing the impacts of the various climate change scenarios at each site helped us identify which sites to prioritize in terms of building more resilience.

Climate Change Risk Screening Scenarios

Scenario	Period	Precipitation anomaly*	Temperature Increase*
SSP1 RCP2.6	2030	-0.1% Low-Medium	+1.25°C Medium High
	2050	-0.6% Low-Medium	+1.52°C High
SSP5 RCP8.5	2030	-3.9% High	+1.34°C Medium High
	2050	-6% Extremely High	+2°C Extremely High

*from 1981-2015

Overall Climate Change Risk Screening Results

Scenario	Period	% of sites with extremely high climate risk	% of sites with high climate risk
SSP1 RCP2.6	2030	0%	17%
	2050	5%	41%
SSP5 RCP8.5	2030	4%	30%
	2050	60%	24%

With the transition-focused scenario, we considered the technological, political, legal, market and economic changes required to reach the specific pathway to Net Zero, including the associated risks and opportunities to get there. This guided a high-level analysis of the impacts that may arise as we position our Company to successfully transition to a low-carbon economy. We assumed that by 2030, global employment in energy supply will shift from oil/gas and coal to electricity and bioenergy while clean technologies (such as renewable energy sources and electric vehicles) ramp up. These shifts will likely be incentivized by new policies and supported by increased investments in low-emission fuels, electricity generation and energy infrastructure.

Assumptions

We made the assumptions that our business activities in terms of industry and global footprint will remain relatively similar to those today. Geographical tailoring assumes growth will remain at or below the 2021 growth rate, as the recent years brought about above average growth. We assumed macro-economic variables and demographic variables to remain flat. Climate sensitivity assumptions were that temperature increased based on the available RCP 2.6 and RCP 8.5 models and those models remain constant.

While we understand that risks from policy to technology and impacts from physical climate change can happen simultaneously, we used the publicly available models to take a tailored approach to modeling these predictions to our business.



















In the low-emissions/high-effort scenario, we assumed prompt changes between now and 2030 to limit greenhouse gas emissions and discourage emissions. We assume that this minimizes risk and therefore has no significant impact to our business from the physical ramifications of climate change by 2030, for example, from greater water scarcity or increased severe weather events. The scenario assesses the impact on our business from regulatory changes to transition.

In the high-emissions/low-effort scenario, we assumed climate policy is less ambitious and emissions remain high, so the physical manifestations of climate change are increasingly apparent by 2030. Given this, we have not included impacts from regulatory restrictions but focus on those resulting from the physical impacts.

Integration and Planning

The recognition of the impact of climate change on our business is not siloed within the sustainability team at Crown, but rather integrated into critical functions at the senior leadership level. Crown's Risk Management Team conducts regular discussions with Crown's Business and Executive Leadership, who manage assessing relevant climate-related risks and opportunities and appropriately allocating resources and establishing mitigation plans. Our ERM process includes an annual interview with various subject matter experts across the organization, through which we evaluate both risks and opportunities in order to determine what may meet the threshold of a potential substantial financial or strategic impact.

We also take into consideration Crown's established processes that may help mitigate or capitalize on climate-related risks and/or opportunities. We evaluate these risks and/or opportunities alongside feedback from the Company's subject matter experts and collaborate with key strategic leaders, including the Company's senior-level leadership, in order to set a course of appropriate next steps.

	Effort To Curb Emissions	Energy Generation	New Technology	Transport	Temperature 2081-2100*	Sea Level 2081-2100*	Extreme Weather 2081-2100	Adaptation Required
 <p>SSP1/RCP 2.6</p>	 <p>HIGH</p>	 <p>RENEWABLE</p>	 <p>EMISSIONS CAPTURE</p>	 <p>BICYCLES, PUBLIC TRANSPORT</p>	 <p>1.0°C</p>	 <p>0.4m</p>	 <p>SMALL INCREASE</p>	 <p>LOW LEVEL AT LOW COST</p>
 <p>SSP5/RCP 8.5</p>	 <p>LOW</p>	 <p>COAL-FIRED POWER</p>	 <p>NO NEW TECHNOLOGY</p>	 <p>CARS, TRUCKS</p>	 <p>3.7°C</p>	 <p>0.63m</p>	 <p>LARGE INCREASE</p>	 <p>HIGH LEVEL AT HIGH COST</p>

*Average increase relative to 1986-2005

Assumptions, Parameters and Business Impacts

The table below illustrates general assumptions and parameters of each of the scenarios as they may relate to businesses in general. These are parameters of the selected extreme scenarios and may not all have a likely material impact to our business. The below list will be updated continuously as progress is made and additional data is collected to better prepare for potential future conditions.

	Earnings/Costs/Revenues	Assets	Capital Allocation/Investments	Business Interruptions
High Efforts Low Emissions	<ul style="list-style-type: none"> Commodity prices may rise slightly more than otherwise seen from inflation Costs of our raw materials would likely increase in direct proportion to commodities; cost of production may decrease with more efficient equipment and processes Higher taxes on carbon emissions will have minimal effect as significant source of energy has involved transition to renewables 	<ul style="list-style-type: none"> Assets would be expected to depreciate at the same rate as today Minimal physical impacts to assets from environmental stressors Newly available technology could lead to asset write-downs of outdated equipment 	<ul style="list-style-type: none"> Similar to today, investments are made to upgrade equipment and improve operational efficiency Capital will be allocated to build additional manufacturing sites based on market demand 	<ul style="list-style-type: none"> Periodic instances may occur Operations in affected regions will be impacted by potential secondary stressors on the facilities Supply chain and distribution channels have developed to withstand interruptions
Low Efforts High Emissions	<ul style="list-style-type: none"> All commodity prices may rise significantly more than otherwise seen from inflationary changes with increased overall stress on the global economy; supply chain disruptions caused by climate change could lead to an increased need for flexibility in our operations and logistics Costs of our raw materials would likely increase as commodities; cost of production would remain flat Taxes on carbon emissions would be minimal and not have much effect on revenue Temperature increases and extreme weather events (the negative effects of climate change) have the potential to reduce economic activity 	<ul style="list-style-type: none"> Assets would be expected to depreciate at a higher rate than today if facilities face increased climate stress There is the potential for assets in coastal areas to lose value, but for other assets to potentially gain value with a demand for locations with less impact from climate change; water scarcity will also have an impact, with potential for changes in average surface temperature, sea level, and precipitation to devalue assets 	<ul style="list-style-type: none"> In addition to investments made to upgrade equipment, improve operational efficiency, and build additional manufacturing sites based on market demand, more capital will likely be necessary to prevent or respond to damage caused by weather-related changes 	<ul style="list-style-type: none"> Frequency is assumed to increase Operations in most affected regions will be most impacted by immediate stress on the facilities Supply chain and distribution channels have potential to demand increased flexibility if the supply chain is challenged, or transportation is interrupted; for example, flooding could cause quantifiable downtime, and brown-outs could affect both production and employee safety overall with more significant climate changes

	Carbon Price	Technology	Policy	Energy Demand Mix
High Efforts Low Emissions	<ul style="list-style-type: none"> By 2030, there are carbon prices in place, at least partially, where our operations are located Carbon pricing will operate within existing or new tax and/or emissions trading frameworks These potential carbon pricing mechanisms would apply to our manufacturing sector, but carbon prices themselves will vary based upon global locations 	<ul style="list-style-type: none"> Renewable energy technology improves in efficiency, availability, and cost to install Availability of more electric vehicles increases and their price decreases; 60% of global car sales are electric Our own operations will include more energy and water efficient technologies than what are currently available in the marketplace today 	<ul style="list-style-type: none"> Policy will be used to incentivize change 	<ul style="list-style-type: none"> Energy demand continues to rise due to increased population and industry growth The ratio of green to brown energy should favor green energy with both supply and end-use improvements Energy mix will still include coal/oil/gas in marketplace, but nuclear/renewables will be more readily available and affordable
Low Efforts High Emissions	<ul style="list-style-type: none"> Carbon pricing is introduced in certain countries in which we operate, which could result in either payments or earnings to the company, depending on the structure of the mechanism and the emissions associated with our operations These potential carbon pricing mechanisms may not apply to our manufacturing sector 	<ul style="list-style-type: none"> Some new technology may be available Demand for better technology could outweigh what is available, keeping switching costs high 	<ul style="list-style-type: none"> Assume same level of movement, some additional climate-related policies (such as TCFD in the U.S., carbon taxing in Europe, increased pollution control laws in Asia) 	<ul style="list-style-type: none"> Energy demand mix does not change significantly from what is offered today Oil/gas/coal are still heavily relied upon but demand for renewables grows

Metrics and Targets

With the focus on a 2030 horizon, this TCFD report is guided by our efforts to achieve the targets we established two years ago with the launch of Crown's Twentyby30™ Program, which aims to meet 20 measurable goals by 2030 or sooner. The goals within the Climate Action pillar of the program are particularly relevant to the TCFD recommendations/framework. These goals are summarized below:

One way we began to measure reputational risks and opportunities in 2022 was through a new, third-party-organized employee engagement survey to track worker satisfaction at various levels. We often engage with external ESG rating agencies, such as CDP, Sustainalytics and MSCI, as we recognize our scores can create positive or negative effects on our reputation with stakeholders. We use social media to engage with stakeholders and highlight our sustainability achievements.

Even before beginning our scenario analyses, Crown has been identifying and monitoring sites linked to climate change hazards and water scarcity. For example, we strategically build sites only after a region has gone through proper due diligence to ensure we can safely and responsibly build in the particular location. Additionally, the risk management team has historically monitored insurance costs closely and thoroughly. Furthermore, as a resilience strategy, the Company has ensured that our expectation to meet customer demand is never dependent on one single site, therefore mitigating the risk of unbalanced pressure and operating impact on one area.

In 2022, with our updated scenario analysis, we focused on air temperature change and annual precipitation in our models. We used the results of this analysis in a comparative assessment across sites by identifying watersheds of concern and linking hazard with exposure to revenue and water consumption. We measured and recorded the number and the percentage of sites with certain levels of risk in each region and the percentage of overall revenue accounted for by those sites. On the next page, please read more about the other improvements our next scenario analysis intends to provide for our risk management strategy.



Twentyby30™ Climate Action Goals

- 1 Reduce Scope 1 GHG emissions, targeting a 50% combined reduction in absolute Scope 1 (fuel) and Scope 2 (electricity) emissions.**
- 2 Reduce Scope 2 GHG emissions, targeting a 50% combined reduction in absolute Scope 1 (fuel) and Scope 2 (electricity) emissions.**
- 3 Reduce absolute GHG emissions from our supply chain (Scope 3) by 16%.**
- 4 Source 75% renewable electricity by 2030 in accordance with our SBTi GHG goals and 100% by 2040.**
- 5 Reduce Volatile Organic Compound (VOC) emissions by 10% per unit of product.**

Sustainability is a priority in everything that Crown does, and we measure and assess our resilience in many ways. We utilize financial metrics to structure our budget dedicated specifically to sustainability-aligned projects. These projects, such as replacing old equipment with high-efficiency upgrades and supporting renewable energy implementation, are designed to work toward our sustainability goals such as reduced emissions. They also offer significant cost-savings and/or avoidance, which serve as a metric for us to measure technology and energy efficiency opportunities.

To prepare for changing policy, we have been tracking carbon pricing and emissions trading schemes in parts of the world where these types of regulations have already been implemented. This is critical for us to understand the current and potential future impacts of those regulatory factors on our regional operations. It is also helpful for creating internal mechanisms to prepare regions without such mechanisms in place.

To track risks and opportunities in the market, Crown engages with customers and suppliers to ensure strong partnerships throughout the value chain. We track the percent of our critical suppliers located in water-stressed regions and regions of high potential biodiversity risk, as well as the percent of the Company's revenue that comes from critical suppliers and what our product portfolio demands in terms of raw materials.

Next Steps

The above are just a few examples of how we monitor climate-related impact throughout the Company. Each year, we are accelerating our progress in various aspects of sustainability. We will continue to align our overall business strategy with our efforts to identify and mitigate climate-related risks and opportunities. We anticipate climate-related activity to be increasingly tied to financial planning and reporting, and Crown is well-positioned to meet this evolution.

To further strengthen our future TCFD reporting, we aim to incorporate our quantitative modeling even more thoroughly into our risk management strategy. We are committed to the underlying data of our analysis being accurate, and to that end we verify our data externally through a reputable third party with expertise in the climate change area. Finally, we are committed to performing in-depth modeling and climate change scenario analysis on an ongoing basis, as well as to updating our analysis on an annual basis.

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Please visit our website crowncork.com to read more of our story and obtain additional information.