



A Shared Purpose

2023 SUSTAINABILITY REPORT | Crown Holdings, Inc.



Contents

From Our Leadership	2	Committing to the Cause	34
Letter From Our CEO	2	Creating Positive Social Impact	35
Letter From Our Sustainability Lead	3	Fostering a Culture of Giving	37
Our Progress	4	Stronger Together	39
Our Goals Are Aligned	6	Continuing Momentum Through Industry Partnerships	40
Climate Action	7	Increasing Visibility in the Middle East & Asia Pacific	42
Teams at Work	8	Uncovering Opportunities for Greater Circularity	43
Energy & Carbon Footprint	10	Creating a Positive Cycle	44
Resource Efficiency	12	External Recognition	46
Teams at Work	13	Reporting Overview & Standards	47
Water Management & Scarcity	15	GRI	49
Optimum Circularity	16	SASB Standards	59
Teams at Work	17	TCFD	62
Waste Reduction & Management	19		
Working Together	20		
Teams at Work	21		
Never Compromise	26		
Teams at Work	27		
Catalyzing Change	28		
Local Action, Global Impact	28		
Sustainability in Our Everyday Operations	30		
Protecting Our Assets	32		

From Our Leadership

Letter From Our CEO

The journey to manufacture goods sustainably requires extensive effort. It involves research, ingenuity, planning, engineering and execution, all driven by an effective team. Our sustainability goals are achievable only when the right minds and hands are committed to a shared objective.

Since the launch of our **Twentyby30™** program, our teams worldwide have committed themselves with passion and integrity to contribute to a larger impact. Sustainability is not just an added value for our business—it is essential, and our stakeholders rely on our teams to drive the necessary changes.

Transparency has been key as we celebrate those areas where progress has been swift and honestly acknowledge where more attention is needed. Our employees deserve credit for much of the progress made to date, but we recognize that meeting our 2030 targets will also require initiatives that engage others in our supply chain.

Aligning our sustainability efforts with upstream and downstream partners, obtaining government support for recyclable packaging and expanding consumer awareness are all essential for meaningful change. As the industry mobilizes, we extend thanks to those involved and urge continued work to fulfill the lofty recycling goals set by the industry.

Sincerely,



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

“

Sustainability is not just an added value for our business—it is essential, and our stakeholders rely on our teams to drive the necessary changes.

”

Letter From Our Sustainability Lead

“

Together, we can achieve our shared purpose and continue to progress toward our key sustainability goals.

”

Over the past year, our employees have taken ownership of our Company goals by integrating sustainability into their daily tasks. They've actively sought new solutions to save resources, instill safety into the work culture, foster inclusive work environments and engage in educational and community initiatives. These efforts have earned us recognition with our customers as well as many other stakeholders, affirming the effectiveness of our strategies.

We recognize the importance of aligning with our value chain to maximize results, exemplified by our joint mission to improve recycling. Working with industry associations, suppliers, customers and government bodies, we're addressing shortcomings in recycling systems and implementing various tactics, such as clearer guidance on recycled content measurements and supporting responsible behaviors. All of these efforts support the critical areas of our **Twentyby30™** program to drive progress on global recycling rates.

Additionally, we're pursuing Aluminium Stewardship Initiative (ASI) certification to ensure responsible material sourcing and fostering cross-functional teamwork among our operations to embed sustainability throughout our value chain.

We're committed to empowering our employees as sustainability champions and fostering connections within the industry. Together, we can achieve our shared purpose and continue to progress toward our key sustainability goals.

Sincerely,



Dr. John M. Rost

Senior Vice President Crown Technology,
Global Sustainability and Regulatory Affairs

Our Progress

Putting in the Work

Across our global organization, there is a shared responsibility when it comes to sustainability. Continued growth as a corporate steward depends on our global teams' commitment to advancing our sustainable manufacturing practices and willingness to take action that effects change.

The more tangible measurements of our evolution, whether around environmental footprint, sourcing decisions or resource replenishment, all address important stakeholder expectations. They also reflect longstanding Company values to operate strategically, and with future business viability at the forefront of our decision-making. Finally, these efforts demonstrate that for Crown, sustainability is not an abstract concept for tomorrow—it is a present-day passion.



Climate Fresk, Wantage UK p. 9

Climate Action



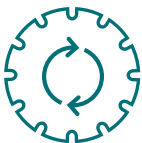
Acknowledges how climate change can have financial impacts on our global business—however, we can create opportunities for growth by proactively mitigating risks throughout our value chain and particularly through partnerships with our suppliers. We are continuing to focus on production efficiency, product 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 raw material 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 weaving the safety, health and welfare of our team members 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 responsibly source materials. Our products are designed to minimize risks to people and the environment, and the products we manufacture meet the highest safety standards.



Twentyby30™

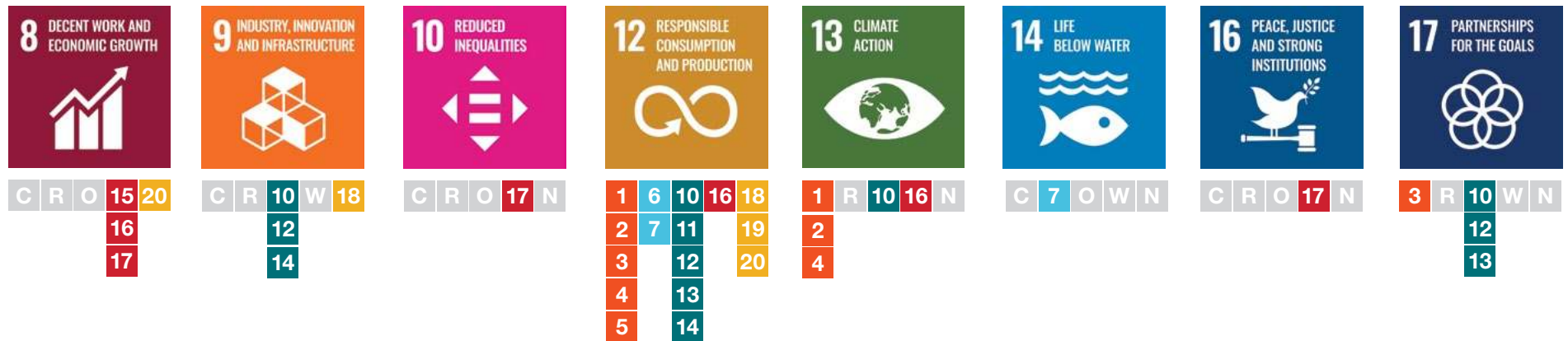
Accelerating Sustainability

A sustainability program designed with 20 measurable sustainability goals to be completed by or before 2030, all set against a 2019 baseline.

Our **Twentyby30™** program encompasses five key pillars, targeting critical areas that address stakeholder concerns worldwide. With 20 ambitious goals, the program connects our vision with a concrete, systematic roadmap to effect significant change. It also aligns with global industry objectives for a more responsible footprint.

From greenhouse gas (GHG) emissions and water conservation to stronger product lifecycles and a healthier workforce, **Twentyby30™** is our proactive approach to drive targeted improvements across our business.

Crown supports the United Nations' (UN) Sustainable Development Goals (SDGs) through our Twentyby30™ sustainability program goals. Made up of five pillars, our program addresses 12 of the 17 SDGs (corresponding Crown goals indicated under each SDG icon), allowing our actions to contribute to a greater collective impact. Crown submits an annual Communication on Progress (CoP) to the UN, outlining which of the SDGs Crown is actioning progress towards.



Twentyby30™
Accelerating Sustainability



CROWN
Brand-Building Packaging™



Crown supports the Sustainable Development Goals

2019 Baseline Goal Progress

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

**Scope 1+2
emissions**

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

**16%
absolute
reduction**

33% toward goal

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

**Scope 3
emissions**

**28%
reduction**

100% goal exceeded

- 04.** Source **75% renewable electricity by 2030** in accordance with our Science Based Targets initiative (SBTi) GHG goals and **100% by 2040**.

**34%
renewable
energy**

46% toward goal

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

**VOC
7%
absolute
reduction**

70% toward goal

Status Update Climate Action



Teams at Work

From building employee knowledge to making operational changes in various regions, our teams around the world continue to advance progress around Climate Action. Some examples of their work include:

Supporting Sustainable Development

Our **Da Nang, Vietnam** beverage can plant received the “MERIT” environmental award from the Chairman of the Da Nang City People’s Committee, recognizing the plant’s compliance with strict environmental protection regulations and alignment with regional sustainable development. The award also acknowledged Crown’s role in fostering a more Circular Economy and protecting people and the environment through inherently sustainable metal packaging products.

GOAL 12.

Enhancing Energy Savings

Our **CarnaudMetalBox Engineering (CMB)** team made adjustments to reduce the electricity consumed by its beverage can bodymaker equipment by 15% compared to 2022 levels. The division tested the upgrades in our **Custines** and **Valencia, France** plants to examine performance. Following the successful trial, more plants will receive the upgrade package for their equipment, reducing each location’s energy consumption.

GOAL 01. 02.

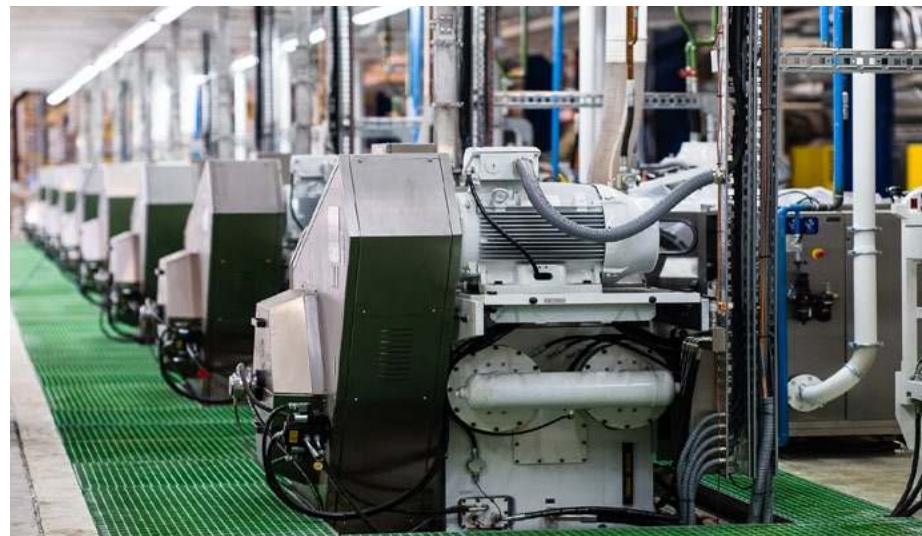
Surpassing Stewardship Standards

The **Crown TCP team in Thailand** won the Green Star Award for Sustainability 2023 from the Industrial Estate Authority of Thailand for notable corporate stewardship across economy, environment and society categories. The plant was recognized for efforts including replanting trees to rejuvenate the facility premises; improving the plant’s drainage system and wastewater treatment processes; utilizing solar energy and more efficient lighting systems to reduce electricity consumption; and offering internships and scholarships to students in the community.

GOAL 01. 02. 04.

GOAL 07.

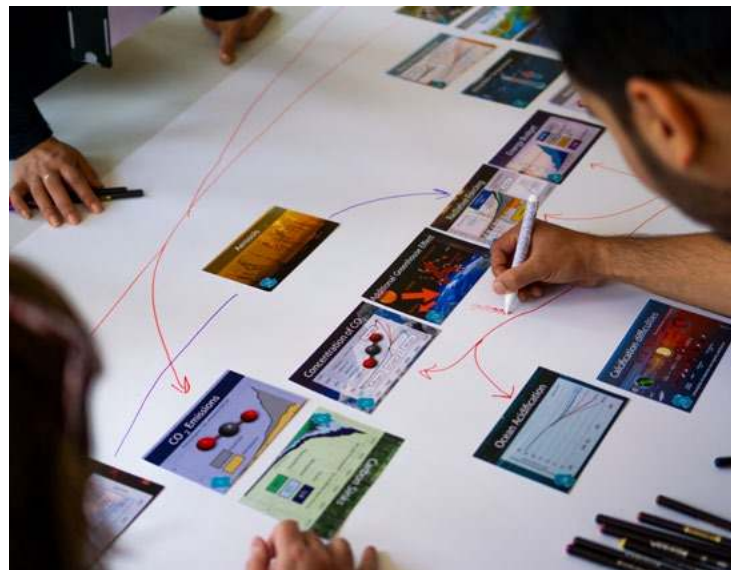
GOAL 16.



GOAL	01.	02.
GOAL	16.	

Educating Employees

To arm our workforce with valuable knowledge about our organization's impact on global climate change, we led the Company's first internal sessions of Climate Fresk. The three-hour group workshop led by trained facilitators helps develop collective intelligence around the causes and consequences of global warming. Started as a French initiative known as "La Fresque du Climat," the sessions explore how individuals and businesses can advance progress throughout their networks. After being kickstarted in our corporate offices in **France** and the **U.K.**, the Climate Fresk workshops will soon be expanded to other Company locations across Europe.



Building Employee Awareness

In the same spirit of building knowledge and awareness, our European team initiated several "green" activities around World Environment Day. From tree planting and gardening, which help to boost air quality and habitat growth, to simply connecting with nature through cycling, hiking and rock climbing, employees were encouraged to focus on the importance of environmental health and protection. In addition, employees were incentivized to cycle to their workplace or use another sustainable commuting method to inspire more thought and proactivity around individual carbon footprints.

In **Colombia**, employees dug deeper into our **Twentyby30™** program and its focus areas with an educational sustainability fair. Through the event, the team explored each pillar of our strategy and engaged in interactive sessions and activities that helped them connect their roles at the plant with our larger corporate goals around climate, energy and more.



Energy & Carbon Footprint

While our primary product, metal packaging, supports a Circular Economy and helps to preserve energy and resources throughout its production process, we continue to raise the bar for sustainability performance across our facilities. Our approach to manufacturing includes balancing customer and environmental priorities, which requires practical changes in operations, equipment and energy efficiency, as well as creativity and ingenuity. It also requires the use of an environmental management system to help manage compliance, reduce costs and increase efficiencies. As the business expands to meet market demand, these tools are critical to our ability to test and adopt new solutions that can help reduce our footprint. This evolution is not only an obligation established by our **Twentyby30™** program and its carbon footprint reduction goals, but also necessary for meeting increasingly strict regulations and an expectation of those invested in our business—including customers, shareholders and employees.

Our Performance

The following tables detail our progress in primary environmental metrics for the products that we manufacture. They include data from the baseline year for our **Twentyby30™** goals, 2019, and the reporting year, 2023. For data prior to 2019, as well as the years 2019 through 2021, please review the [archived sustainability reports](#) on our Corporate website.

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

YEAR	ALUMINUM	STEEL	INKS, COATINGS AND COMPOUNDS	OTHER
2019	913,546	781,529	89,107	482,361
2023	853,849	538,552	103,297	451,612

Energy Consumption^{3,4} Megajoules (MJ)

YEAR	FUELS	ELECTRICITY
2019	9,982,897,666	7,713,688,477
2023	10,459,763,193	7,990,533,998

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.

³ "Fuels" includes diesel, diesel mobile, fuel oil, gas (petrol), jet fuel, kerosene, liquefied petroleum gas (LPG), natural gas, number 2 fuel oil, liquid natural gas (LNG), propane and fleet fuel.

⁴ "Electricity" includes electric power, renewable power-on-site, onsite solar generation - EACs (Energy Attribute Certificate) not retained, and district heating.

Scope 1, Scope 2 & Scope 3 GHG Emissions

Working to meet our first formal GHG emissions reduction goal for 2020 was the start of what has since evolved into a more comprehensive commitment to improve our emissions performance.

Within our robust **Twentyby30™** program, we are pursuing emissions reduction goals validated by the SBTi—including reducing absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 to the 1.5-degree target, as well as decreasing absolute Scope 3 GHG emissions by 16% over the same target period.

By the end of 2023, we reduced our Scope 1 and Scope 2 emissions by 16% from our 2019 baseline. Scope 3 emissions have decreased by 28% since 2019, with performance accounting for supply chain fluctuations and business growth. Scope 3 reductions continue to be a focus of our work with upstream and downstream partners as we aim to establish and execute larger industry decarbonization plans.

Emissions

Company Totals (Market-Based)

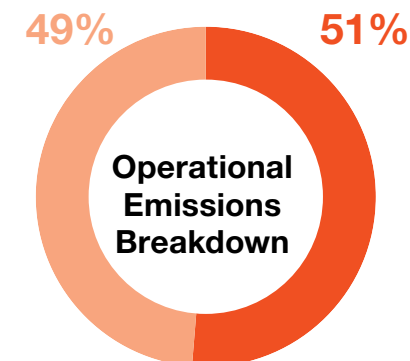
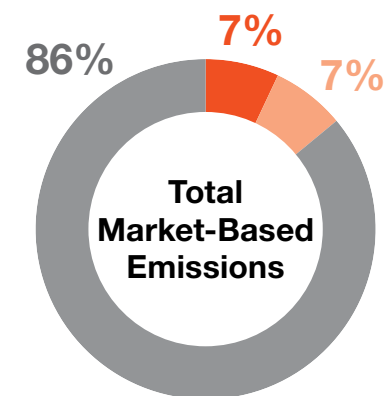
	Company Total	Company Total	Metal Packaging*	Transit Packaging
Metric Tons (MT) CO ₂ e	2019	2023	2023	2023
SCOPE 1	570,367	575,643	542,927	32,716
SCOPE 2	769,804	546,564	427,182	119,382
SCOPE 1+2	1,340,170	1,122,207	970,108	152,098
SCOPE 3	9,219,960	7,051,322	5,827,818	1,223,504

By Division (Market-Based)

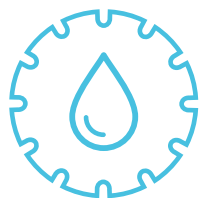
				2023	
Metric Tons (MT) CO ₂ e				SCOPE 1	SCOPE 2
Metal Packaging*	Americas	U.S./Canada		150,183	88,185
		Brazil Beverage		20,591	20,450
		Caribbean		429	931
		Colombia Beverage		1,421	1,921
		Mexico Beverage		248,236	46,107
	APAC			54,159	162,973
	EMEA			54,773	96,180
	Other			13,135	10,435
Transit Packaging (Signode Industrial Group LLC)				32,716	119,382

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

2023 Data



Scope 1 Scope 2 Scope 3



Status Update

Resource Efficiency



2019 Baseline Goal Progress

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



65% toward goal

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



Currently maintaining compliance with local wastewater standards

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



Crown is working to formalize a program for all sites

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



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

8% toward goal

Our first water replenishment project in Brazil is complete

Teams at Work

GOAL 06. 07. 08.

Throughout our global network, our teams continue to practice good water stewardship and identify new avenues to minimize our consumption of water sources in various regions. A few examples of this effort include:

Reconvening on a Precious Resource

We recently became the first manufacturer in our industry to sign on to the United Nations' (UN) CEO Water Mandate and [Water Action Now's](#) Business Leaders' Open Call for Accelerating Action on Water. Both of these initiatives invite corporations to spur progress in the value chain on larger water-related goals. To build on this action, we have since hosted our inaugural, internal Crown 2023 Water Summit. Coinciding with the UN's 2023 Water Conference, the event brought our employees together to foster discussion and catalyze actions and projects to reduce our water footprint.

To make a meaningful impact, we assessed water usage across our facilities to evaluate consumption patterns and expand upon successful, replicable water reduction projects. Some of these include:

- Optimizing washer settings in multiple plants in the Asia Pacific region, with one example being our **Hanoi, Vietnam** plant's ability to reduce its annual water consumption by an estimated 22%
- Recycling water used in a strapping line at our **Bridgeview, Illinois (U.S.)** Transit Packaging plant, saving approximately 21% of the water withdrawn annually
- Filtering wastewater treatment effluent for coolant system reuse in our **Nichols, New York (U.S.)** plant, preserving an estimated 7% of water withdrawn annually
- Various plants have implemented changes to the reverse osmosis (RO) systems to utilize the reject water for other uses such as employee lavatories, cleaning processes, and facility gardens, as well as reduce usage of city water overall

These projects, among others, are informing our Best Practices program, which all locations follow. We are also formalizing Crown water standards and a WASH-inspired "safe access to water" assessment across our facilities to further prioritize responsible operations around water.



Our **Toluca, Mexico** plant replaced its existing cooling tower with an adiabatic cooling system that uses 95% less water and reduces the facility's overall water consumption by 7%.

Starting a Wave of Replenishment Projects

GOAL 09.

Brazil

The first major step we took toward watershed replenishment began in **Brazil**, where we worked with The Nature Conservancy (TNC) and other partners on a water conservation project called the São Paulo Water Fund. As part of this three-year initiative, we are continuing to improve the water security of the Jundiá Mirim Watershed, a threatened source that not only supplies water to our local **Cabreúva facility** but is part of the larger Piracicaba, Capivari, Jundiá (PCJ) basin that provides drinking water to more than 10 million people. The effort is estimated to save 100 hectares of forest in the area annually, replenish more than half of the water consumed in our Cabreúva plant by the project completion date, and offset 1,310 metric tons of CO₂ equivalent per year. We recently visited the area directly impacted by this work to speak with local landowners and ensure that the project is on track to make a meaningful community impact for those who interact with or rely on the source.



Greece

To continue the momentum started in South America and expand our reach to a global level, we initiated a second water project near our facility in **Korinthos, Greece**. As a joint effort with the Global Water Partnership–Mediterranean and structured as a technical intervention, the project will increase the efficiency of the municipality's water treatment plant to meet the needs of the area's water supply and sewerage service operators. Ultimately, this will ensure the local community has greater access to safe, clean water. By recirculating filter backwash water through the plant's pre-treatment tank for re-treatment, nearly 7 million gallons of water will be replenished annually rather than wasted. The project will be completed in 2024. It will help to preserve the water basin from which our Korinthos plant sources water and balance the facility's consumption levels.



Mexico

We established a third replenishment project near our **Ensenada, Mexico** plant that will commence in 2024. The project, facilitated in partnership with TNC, is focused on the Colorado River Delta and aims to secure sufficient, sustainable and reliable water sources for people and nature in the area, as well as create water savings that can be allocated for instream flows restoration. Replenishing the region's watershed is of particular importance, considering the Baja California, Mexico population continues to grow and create stress on local water sources. This project is anticipated to return over 52 million gallons of water to the Baja California region, increasing aquifer replenishment and supporting a sustainable water supply.



Water Management & Scarcity

GOAL 06.

Water remains a threatened resource across the globe, placing the health of environments, human beings and business operations that rely on it at risk. The Resource Efficiency pillar of our **Twentyby30™** sustainability program recognizes that action is required now in order to preserve water for generations to come. Our water goals guide our water stewardship strategy, helping us reduce consumption and replenish the resource as much as possible.

The following tables detail our progress in primary environmental metrics for the products that we manufacture. They include data from the baseline year for our **Twentyby30™** goals, 2019, and the reporting year 2023. For data prior to 2019, as well as the years 2019 through 2022, please review the [archived sustainability reports](#) on our Corporate website.

Water Withdrawal Statistics by Location

Megaliters (ML)	2019	2023
Crown Holdings, Inc. Total	9,428.70	8,202.29
Metal Packaging*	8,708.58	7,785.27
Crown APAC	2,415.99	1,804.32
Crown EMEA	2,374.78	1,989.52
Crown U.S./Canada	1,640.94	1,918.36
Crown Mexico	1,417.29	1,099.84
Crown Brazil	825.66	915.93
Crown Colombia	30.93	54.24
Crown Caribbean	2.98	3.06
Transit Packaging (Signode Industrial Group LLC)	720.12	417.02

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

Total Withdrawal From All Areas by Source

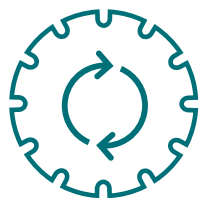
Megaliters (ML)	2019	2023
Surface Water	925.90	640.35
Groundwater	1,964.36	1,827.42
Seawater	-	-
Produced Water	-	-
Third-Party Water	6,536.41	5,733.03
Rainwater	2.03	1.49
Total	9,428.70	8,202.29

Total Withdrawal From All Areas with Water Stress by Source

Megaliters (ML)	2019	2023
Surface Water	642.40	179.46
Groundwater	799.92	589.88
Seawater	-	-
Produced Water	-	-
Third-Party Water	1,118.98	1,636.99
Rainwater	2.03	1.30
Total	2,563.33	2,407.63

Total Freshwater Withdrawal From All Areas

Megaliters (ML)	2019	2023
Freshwater ≤ 1,000mg/L Total Dissolved Solids	9,318.24	8,110.69
Other Water ≥ 1,000mg/L Total Dissolved Solids	110.46	91.60
Total	9,428.70	8,202.29



Status Update

Optimum Circularity



2019 Baseline Goal Progress

- 10.** Send zero waste from our operations to landfill.
- 77 sites**
ZER WASTE
- 35%** of our sites are zero waste to landfill¹
- 35%** toward goal

- 11.** Reduce packaging material use by making our aluminum and steel cans 10% lighter in weight.
- 6.44%** global average weight reduction in our standard 12oz. or 330ml can²
- 64%** toward goal

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

- 13.** Maintain or improve the industry-wide average of recycled content in metal cans and Transit Packaging products in collaboration with suppliers, industry associations and other partners.

See pages 39-45
for information on our contribution
to industry-wide initiatives

- 14.** Increase the recycled content of the plastic strapping we make by 10% globally.
- 22%** decrease from baseline year

-14% toward goal

Our plastic strapping is made from a global average of 54% recycled content

¹) Warehouses not included

²) In each region the predominant can size was evaluated (355ml or 330ml) for overall normalized can weights. This represents approx. 70% of cans produced by Crown.

Teams at Work

GOAL 10. 12. 13.

In all of our geographic business units around the world, our employees are helping to advance the Circular Economy through localized education and engagement initiatives, as well as product lifecycle and waste stream innovation. Some of their accomplishments include:

Ramping up Regional Recycling

South America

In an impressive global first, Brazil achieved a 100% nationwide beverage can recycling rate—effectively collecting the 390,200 tons of aluminum scrap which is equivalent to every can sold in the country within 2022. Numerous actions led by Abrelatas (the Brazilian Association of Aluminum Can Manufacturers), which our team and many industry peers continue to support, helped to contribute to the milestone. Efforts included: close monitoring of used beverage can (UBC) production and collection data; advocacy for recycling initiatives and policies; continuous investment in the country's recycling system; waste management training for Brazilian public managers; training for recyclable material collectors; and educational campaigns on conscious consumption and proper packaging disposal through Cada Lata Conta, the Brazilian branch of Every Can Counts.



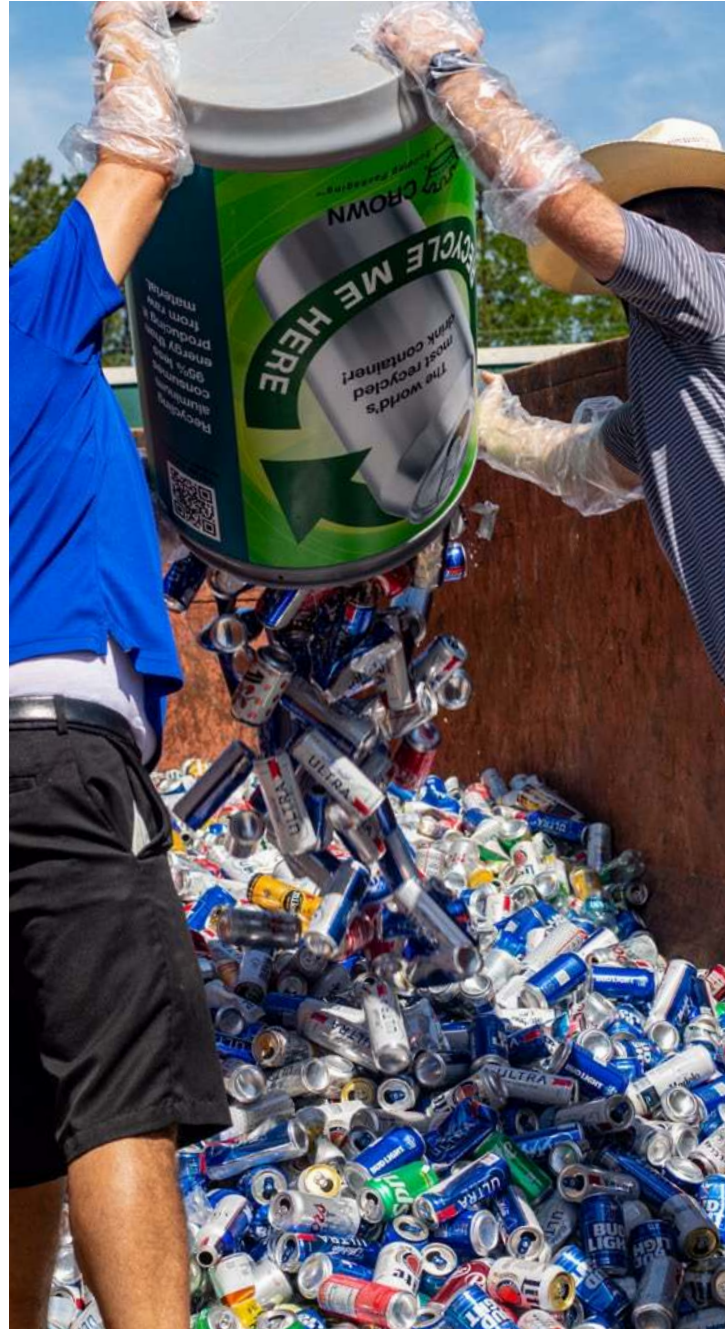
Europe

In 2023, our team in Europe continued to show proactive support and engagement in the Every Can Counts International Recycling Tour, an annual beverage can recycling event hosted across numerous European cities. By deploying ambassadors throughout parks and busy urban areas, the event worked to collect UBCs directly from consumers and to educate them on saving cans from landfill along the way.

Asia Pacific

To understand how we can help make a difference in the beverage can recycling rates across the subregions of Asia Pacific, we commissioned a study with the International Aluminium Institute (IAI) and third-party global management consultants Roland Berger (see [page 43](#) for further information). The research aimed to identify challenges and opportunities in specific recycling systems and to establish 20 short- and long-term levers to bolster those systems. After examining Vietnam, Thailand, Cambodia and the United Arab Emirates (UAE)—key markets where Crown maintains operations—our team also worked with industry peers to establish new localized recycling rate goals for 2030, including reaching a >90% rate in Thailand, maintaining a >90% rate in Cambodia and maintaining a >92% rate in Vietnam. Several efforts will help to track toward these targets, primarily involving advocacy around extended producer responsibility (EPR) policies and fair-trade legislation in each country.





North America

Several teams throughout the U.S. engaged their local communities to build awareness around the importance of recycling and to teach the next generation to be advocates for the cause.

Our **Conroe, Texas** beverage can plant, through more than 300 volunteer hours as the official recycling partner of the local Montgomery County Fair and Rodeo, managed to collect nearly 60,000 beverage cans from event attendees. This saved significant material from landfill, as well as the CO₂ energy equivalent of nearly 15,000 miles driven by an average passenger vehicle. The team plans to grow its event-based recycling initiatives by creating various recycling competitions at other community events and using funds raised through those challenges to establish a student scholarship.

The team at our **Mankato, Minnesota** beverage ends plant sponsored a recycling contest in its own community. By running a season-long “Race to Recycle” event at the home stadium for the Mankato MoonDogs minor league baseball team, the plant challenged game attendees to compete with one another by collecting as many used beverage containers as they could find in the stands between innings.

Our **Bowling Green, Kentucky** beverage can plant led similar initiatives in its area, becoming the official recycling partner for the home stadium of the Bowling Green Hot Rods, another minor league baseball team. With over 200 events per year at the stadium, the plant is afforded numerous opportunities to promote beverage can recycling and track rates of sold and collected units. Additionally, this team has started a “One Million Can” challenge with Scrap University—an educational program and initiative founded with the mission to empower the scrap metal recycling industry to teach local elementary school students about recycling and drive can collection in the area.

Waste Reduction & Management

Preventing unnecessary waste, saving precious resources and minimizing our environmental footprint are all focuses within the Optimum Circularity pillar of our Twentyby30™ sustainability program. To drive a stronger Circular Economy, we are working to increase material recycling or reuse at various stages of our product lifecycles. We supplement those efforts by applying controls and treatment technologies to prevent human health effects and minimize the environmental impacts of disposal.

Our Performance

The following tables detail our progress in primary environmental metrics for the products that we manufacture. They include data from the baseline year for our Twentyby30™ goals, 2019, and the reporting year 2023. For data prior to 2019, as well as the years 2019 through 2022, please review the [archived sustainability reports](#) on our Corporate website.

Increasing Recycled Content

While advocating for stronger recycling systems is a critical initiative, it is equally important we find and exercise opportunities for greater recycled content to make its way back into our products. In this vein, our Transit Packaging division has engineered a new polypropylene strap—Dylastic PCR—that contains 30% post-consumer recycled material. Developed in collaboration between the global sourcing team and material supplier Repsol, the new strap features a 9% lower carbon footprint than similar products made with virgin materials, while still upholding strict technical specifications. In launching the innovation, the Transit Packaging team can address demand for more sustainable solutions in Europe while maintaining performance standards for customers.

GOAL 14.

Waste Disposal, All Waste

	Disposed Waste Metric Tons (MT)	Percentage of Total
	2023	2023
Compost	1,492.37	
Recycled ¹	148,581.05	
Scrap and Recycled Metal	264,186.62	
Total Diverted	414,260.04	86%
Converted to Energy	6,844.42	
Incinerated	4,713.39	
Landfill ²	56,078.08	
Total Disposed	67,635.89	14%
Total All Waste	481,895.93	100%

¹ Recycled does not include Scrap or Metals

² Landfill is "Waste-Landfill" plus "Wastewater Treatment Sludges Landfill"

Waste Generated*

	Generated Waste Metric Tons (MT)	Percentage of Total Waste
	2023	2023
Non-hazardous Waste	358,979.77	74.5%
Hazardous Waste	122,916.16	25.5%
Total	481,895.93	100%

* Data has been compiled using waste transfer notes from contracted waste collectors. Estimations and extrapolations have been used where necessary and this excludes warehouse data. 2023 hazardous waste figure reflects improved data collection methods.



Status Update

Working Together



ICE Seminar Parma p.24

2019 Baseline Goal Progress

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



30% toward goal



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



See pages 34-38
for examples of employee
engagement, efforts and activities

- 17.** 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.

100% of C-Suite
and senior leadership
were provided D&I training

Teams at Work

GOAL 17.

Employees in our global network identify and initiate new ways to promote employee safety, inclusion and development to foster a positive and fulfilling workplace. Some of these actions include:

Incorporating Inclusion & Empowerment

Our team in **Valencia, Spain** attended an internal course on D&I with key topics focused on inclusive leadership, unconscious bias and raising awareness for and overcoming prejudice. Employees also learned from the Different Realities project, an initiative from the Adecco Foundation, which uses virtual reality to create exposure to individuals with different disabilities and to foster inclusivity. The Adecco Foundation also introduced our Valencia employees to Pablo Pineda, a Spanish actor with Down Syndrome. He shared his story and personal mission for greater disability representation and inclusion in our society.



Across various sites in **Mexico**, commitments continued around an ongoing D&I program, including:

- D&I training and awareness: Six sessions with the leadership team to understand unconscious bias and the value of diversity in employee gender, age, culture and ability
- Open discussions with female employees aimed at building empathy and empowerment (see [page 23](#))
- Internal newsletters highlighting and celebrating minority groups
- Webinars on relevant topics such as disabilities, positive masculinities, serving as an ally to colleagues, etc.

Our **Seville, Spain** plant joined with Fundación Randstad to organize a new Empowerment Day event. Featuring influencer and disability advocate Anabel Rodriguez, the event allowed employees to hear about Anabel's personal history with muscular dystrophy and the importance of creating a safe and inclusive work setting where all can be their authentic selves.

Diversity was also a priority this year in our **Saudi Arabia** plants, which were recently awarded with the Ministry of Labor and Social Development's Mowaamah Certificate, recognizing the plants' commitment to providing a work environment suitable for people with disabilities. Covering physical disability, learning difficulties and neurodiversity, the achievement demonstrates Crown's dedication to fostering a workplace where employees can feel their individuality is valued and their contributions make a meaningful impact.

Gender Diversity Performance 2023

As part of the Working Together pillar of our Twentyby30™ sustainability program, we are continuously focused on providing a diverse and inclusive work environment for our employees worldwide. It is critical for our valued workforce to feel respected, supported and empowered to pursue fulfilling careers that maximize their potential. It is with these strong teams that we are able to create a positive impact for both our business and the communities we serve.

Cultivating a Sense of Belonging

36% of population have **10+ years** of seniority

45% of population have **<5 years** of seniority

Women in Focus

30% of women have **10+ years** of seniority

51% of women have been onboarded in last **<5 years**

19% of the **young generation** are women (<29 years old)

Women in Executive Roles

26% of **executive population**

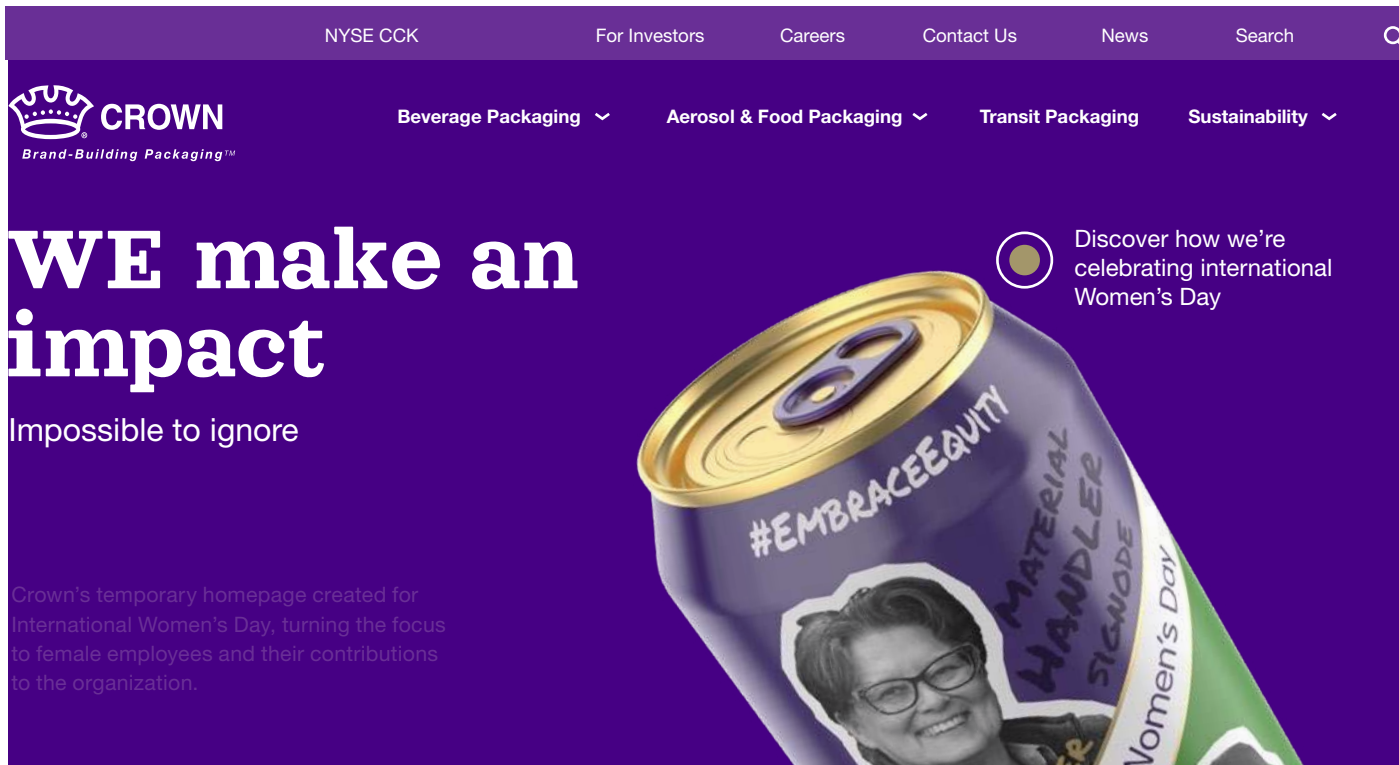
43% of **new executive recruits** in 2023

52% of the **young generation executives** (<29 years old)

Human Rights Awareness

To action this inclusive mindset on a larger scale, we launched a comprehensive training course for Crown employees in conjunction with Human Rights Day. First rolled out to executives in EMEA, the e-learning course will expand to the Americas and Asia Pacific with the goal of all employees worldwide deeply understanding our Human Rights Policy and utilizing its framework to promote ethical, inclusive leadership and welcoming workplace conditions for everyone.

Aligned with international standards, our [Human Rights Policy](#) covers our commitment to fundamental human rights such as safe working conditions, freely chosen and equal-opportunity employment and zero tolerance for discrimination. While it is important for all employees to abide by and embrace the policy, which sets expectations for ethical and inclusive operations across our global footprint, compliance starts with our senior executives. These leaders are responsible for endorsing and championing our Human Rights Policy at every location, ultimately creating a safe, welcoming workplace and setting the tone for our organization.



GOAL 17.

In Our Organization

This year, we successfully partnered with various workers' committees to enact our inaugural Equality Plan for our **Spanish** facilities. The plan is comprehensive, establishing measures promoting gender equality, prevention of sex-based discrimination, advancement of women in the workplace, enhancement of work-life balance, protocols for pregnancy and lactation, prevention of sexual and gender-based harassment, equal pay initiatives and improvements in occupational health. Directly impacting an initial 600 employees in Spain, our goal is to expand the reach of this type of framework into other locations globally and continue to elevate conditions and opportunities for women in the organization.

In **Germany**, our Transit Packaging team organized two open forums for female employees around International Women's Day, including one event featuring Sidonie Lécluse, Senior Vice President - Chief Human Resources Officer at Crown. With a background in D&I, Sidonie's insights helped to support goals of focusing on gender equality and creating opportunities for women in leadership positions.

Our locations across **Mexico** held similar events, hosting round tables and webinars for female employees in the region. Beyond International Women's Day, our teams also hosted a series entitled "A Coffee Between Crown Women." Structured as quarterly interviews between female employees, the series aimed to create common ground and mentorship for women considering different roles within the organization.

Elevating Women in the Workforce

In the Industry

In honor of International Women's Day 2023, we shared perspectives from our senior leadership team and Board of Directors on the value women bring to our workforce and sector. Voiced through a series of video episodes and a **temporary women-centric homepage for our corporate website**, these sentiments helped to highlight the contributions that women make to Crown every day and the opportunities available to all women in manufacturing.

In the Community

Our teams in **Valencia and Seville, Spain** continued their advocacy for inclusion with their participation in community events supporting breast cancer research. By joining in the Women's Race 2023 in Seville and the Cancer Awareness Race in Valencia, our employees showed their solidarity and support for the fight against breast cancer and the importance of physical health and monitoring.

Developing Valuable Professional Skills

In an effort to continue promoting career engagement and professional development with our employees, we created two new training sessions in EMEA in 2023. In **Parma, Italy**, we held a new edition of our Introduction to Crown Europe (ICE) seminar, which helps newly appointed leaders to better understand our organization's strategy and structure. Designed as a hands-on experience, the seminar offered team-building opportunities and gave insight into our capabilities, quality control measures and safety protocols, while reinforcing the importance of operational efficiency, teamwork and adherence to high industry standards.

Additionally, our **Tunis, Tunisia** facility held Elements of Engagement training, which focuses on leadership tools for creating a communicative, inclusive and fulfilling work environment. Importantly, the seminar covered the value of moving from a transactional to transformational and inspirational leadership style—using storytelling, coaching, insightful questions, recognition, motivation and feedback to foster opportunities for employee growth and satisfaction.

GOAL 15.



2023 Employee Development Numbers

~ **74%**
of employees
received company-
sponsored training

36 hours
the average time
employees
spent on training



Ensuring Employee Safety

Plant managers, Environment, Health & Safety (EHS) managers and coordinators from all of our Spanish can plants gathered in **Agoncillo, Spain** in 2023 to review and reinforce safety initiatives. Within the session, each team analyzed Spanish Occupational Health & Safety (OH&S) KPIs as well as corresponding actions or opportunities, received new personal protective equipment (PPE) demonstrations and received an ISO 45000 Internal Auditor training. Attendees also learned about the growing importance of mental health in the workplace and the value of managing psychological health and safety work-related hazards as steps for building a healthy, resilient workforce.

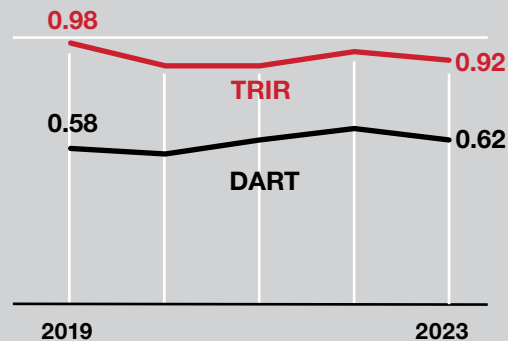
Our larger **EMEA** team also celebrated World Day for Safety and Health at Work with the one-year anniversary of our “STOP-THINK-ACT” safety campaign, which urges employees to make careful observations and considerations about their work tasks and take the proper steps to safely complete them. The campaign will continue to serve as an important training concept for new employees both at our plants in Europe and on a greater scale as we aim to expand our safety excellence commitments.

Total Recordable Incident Rate

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.

2019	2023
0.98	0.92

Note: Contractors utilized in all Company divisions and operating locations are included in the reported numbers above.



STOP

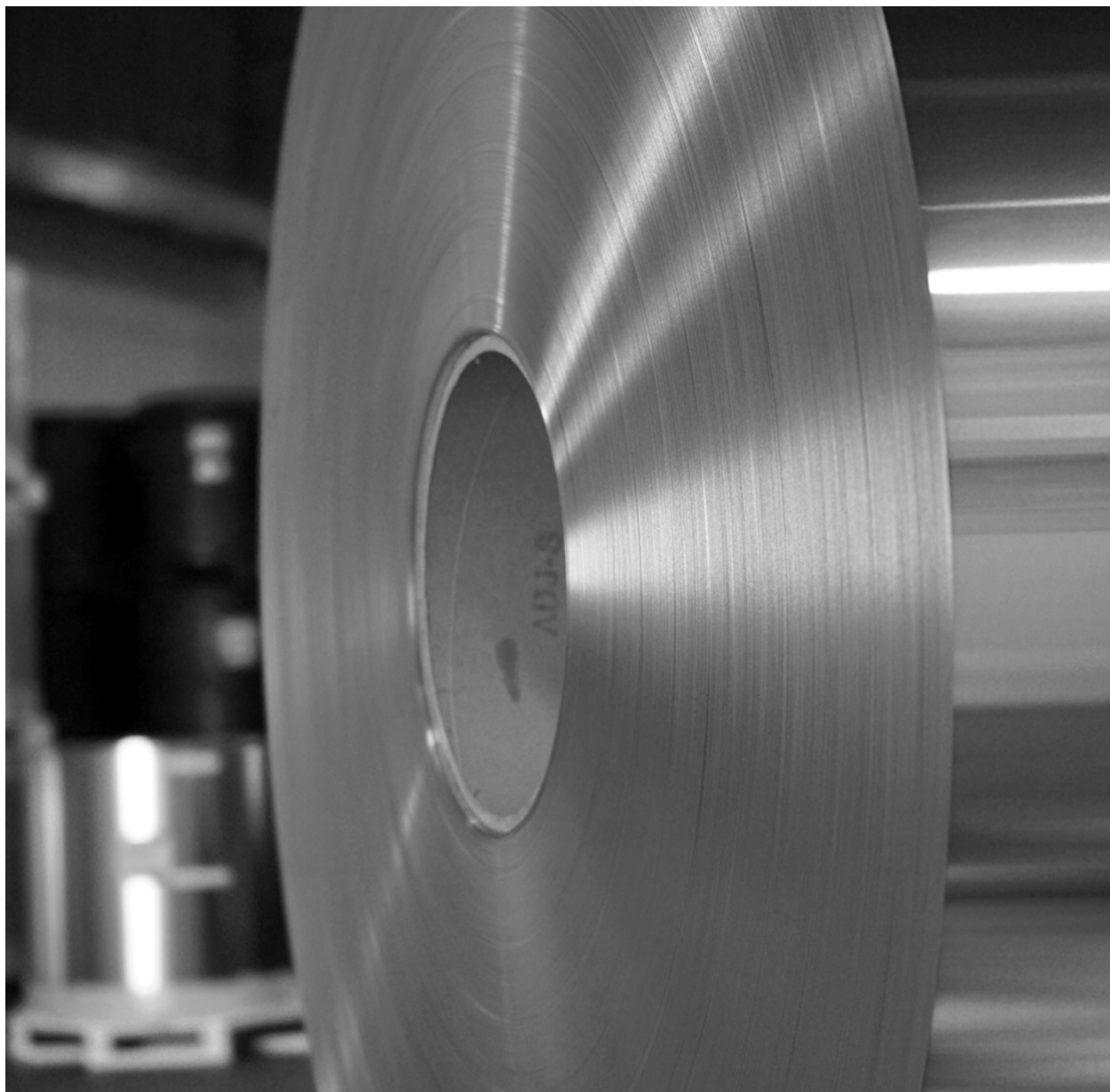
THINK

ACT



Status Update

Never Compromise



2019 Baseline Goal Progress

- 18.** 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.



56% of R&D focused on sustainability improvements

100% goal exceeded

- 19.** 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 our food contact materials for presence of Chemicals of Concern (COC) and will take action to eliminate their use whenever possible.



Completed screening of food contact materials

100% goal completed for all known COCs

- 20.** 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.



Interim target exceeded for Crown’s core raw materials

80% goal completed and service suppliers

Teams at Work

Across our organization, we are dedicated to maintaining strict quality standards for our products' complete lifecycles to ensure we offer safe, responsible goods to our customers and consumers. We are upholding our standards in several ways, including:

Maintaining an Expert Team

A commitment to safe and sustainable product offerings runs deep within our organization. We understand that consumers around the world rely on our attention to our products' origins, composition and impact, making our adherence to high quality standards and our protection against contaminants, COCs or any other hazards particularly important.

This vigilance is largely made possible through our Regulatory Affairs team—a dedicated, robust group of experts that extensively examines and assesses the materials of our products and processes against various industry and regulatory guidelines. By regularly evaluating our sourcing stages, manufacturing processes and other activities within our aluminum, steel and transit packaging value chains, this team helps to maintain our stewardship and ethical performance. They also provide invaluable reassurance to our stakeholders, including customers, consumers and our own employees—an important element in preserving our relationships and industry standing.

GOAL 19.

Reinforcing Responsible Sourcing & Regulatory Commitments

Vetting and monitoring our sourcing practices is a critical ongoing effort across our organization. In working with the ASI over the past few years, we successfully validated against the ASI standards our procurement practices in multiple regions as responsibly sourced. Most recently, we extended these certifications into the Asia Pacific region, where our **Nong Khae** and **Crown TCP** beverage packaging plants in **Thailand** received the ASI Performance Standard designation. We also secured the certification for our **Tocancipá, Cundinamarca (Colombia)** beverage can facility, which represents further expansion throughout the Americas following ASI validation in **Brazil** and **Mexico**.

GOAL 20.

By executing a comprehensive third-party audit against a company's activities along the aluminum value chain, the ASI Performance Standard assesses adherence to strict environmental, social and governance criteria. Our certified facilities received validation by meeting these standards and by advancing employee training around biodiversity, safety and human rights. To continue our series of certifications, we will next look to further our progress in securing ASI certification across our global network in Europe and the Middle East.



Catalyzing Change

Local Action, Global Impact

Chairman's Sustainability Award Winners 2023

The teams based in our more than 195 plants around the world play a pivotal role in our continued ability to advance toward our sustainability goals. We launched the Chairman's Sustainability Awards program in 2013 in their honor and to offer a vehicle to recognize the invaluable contributions these teams make to our business every day. A decade later, we remain inspired by the creative solutions they bring forward that help minimize the impact of our operations, reduce safety risks on our personnel and positively influence the well-being of our workforce and our local communities.

The 2023 awards cycle recognizes Company initiatives that are tied to environmental, safety and community-based initiatives.



Social Sustainability Award

Following the devastating Maraş, Turkey earthquakes that struck in early 2023, our **Osmaniye, Turkey** beverage can plant received a special honor this award cycle for the dedication and support shown to both its Crown family and the community at large. The facility was opened as a shelter and safe space for 168 displaced people including employees, their families and other local residents. In addition to providing temporary housing, the team offered hygiene and nutritional support.



Environmental Sustainability Award

By focusing on ways to decrease water consumption, our beverage can plant in **LaCrosse, Wisconsin (U.S.)** saved 8.4 million gallons of water in 2022 and diverted a projected 170,000 pounds of landfill waste, inspiring other plants across our global network to implement similar water saving solutions. The savings stemmed from optimizing water overflow processes to reduce washer water usage.

GOAL 06.
GOAL 10.



Sustainability Award for Safety

In 2022, our **Ponta Grossa, Brazil** plant achieved a 49% decrease in recordable incidents compared to 2021. To reduce the risk of injury, the team added safety barriers at elevated production heights, implemented a safer automation tilling system for employees operating chemical containers and changed maintenance processes.

GOAL 15.



A second award in this category was given to our Prime Bulk facility in **Bengaluru, India**, which maintained a TRIR of 0 and 1,871 consecutive accident-free days, which equates to over five years. The facility was recognized for implementing safety measures such as safe ladders, water level sensors to minimize falling hazards, forklift safety features and new sensors and safety barricades for sealing and cutting machines.

Sustainability in Our Everyday Operations

Best Practice Award Winners 2023

The Twentyby30™ Best Practices program facilitates 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.

Each year, we elevate groundbreaking work being done by the teams in our facilities around the world that can serve as inspiration for others and increase overall impact.



'Trueque a la lata', Colombia p.31



Climate Action

Our beverage can plant in **Custines, France**, embarked on a multi-year heat recovery project estimated to reduce the gas used by washer boilers by 60% and improve process reliability by eliminating downtime. In the first year of implementation, the team reduced gas usage by 63% through a series of process improvements. These included integrating new heat exchangers to reduce necessary water temperature, installing a large tank for energy storage, and implementing a control system to ensure process optimization and reduced energy consumption.

GOAL 01. 02. 04.



Resource Efficiency

The team based in our **LaCrosse, Wisconsin (U.S.)** beverage can facility was recognized for reducing water withdrawal by 22% in 2022 and in doing so, diverting an estimated 170,000 pounds of waste from landfill. The savings stemmed from optimizing water usage in the can washing process. This important effort also led to the team being recognized with a 2023 Chairman's Sustainability Award.

GOAL 06.



Optimum Circularity

In **Tocancipá, Colombia**, a project called "Trueque a la lata" was initiated to increase collection and recycling of UBCs, which are then sent to DP Watering, a facility that produces coagulant for water treatment processes using the aluminum from the UBCs instead of virgin aluminum. During the first year of the program, Crown Colombiana employees collected over 20,000 cans. Rather than paying Crown for the material, DP Watering makes a financial donation to "Mano Amiga," an educational program for low-income students.

GOAL 12.



Working Together

With more than 40% of safety issues being hand-related, our **Transit Packaging division** implemented standardized glove and forearm protection for all job functions within its Angleboard (paper) and insulated transport products (ITP) locations. Operators and plant leadership systematically rate gloves based on performance, including measures based on protection rating, comfortability and applicability, with the goal of reducing future hand-related safety incidents.

The **Crown Colombia** team was also recognized for creating a private, comfortable and easily accessible lactation room for mothers to utilize during the workday. The room also contains a refrigerator where breast milk can be stored safely during the day.

GOAL 15. 17.

Protecting Our Assets

Maintaining the privacy and protection of our business operations, customers, partners, employees and other stakeholders continues to remain a major priority within our organization. Since creating a Chief Information Security Officer (CISO) position—responsible for overseeing policies and processes that impact the security and integrity of our systems, data and networks, and therefore reducing risk—we have improved our preparedness to mitigate risks around information security, privacy and data protection.

The CISO briefs the Board of Directors at least annually, reports on information security matters monthly and works with our Risk Management team to make decisions related to the Company's information security risk insurance policy protections. Crown's Board of Directors also receive cybersecurity education from both internal and external parties, performed monthly, quarterly and on an as-needed basis. Additionally, the CISO and larger Crown Global Information Security (GIS) team work to conduct internal and external vulnerability assessments and build employee awareness around critical cybersecurity practices (e.g., routine tests for email phishing, in-person and virtual awareness sessions and monthly security newsletters). The Company's information security policies and systems are annually audited for compliance with the Sarbanes-Oxley Act of 2002.



GLOBAL INFORMATION SECURITY TEAM

PROTECT - ENABLE - SAFEGUARD

Advancing Our Cybersecurity Commitments

Cybersecurity continues to be a key focus for us as we work to safeguard our business against any potential threats. Maintaining the security of our Company's data and proprietary information ensures our partners, consumers, investors and employees are protected from risks as we operate our business.

Since forming a dedicated GIS team, we not only ramped up our comprehensive monitoring of potential threats and bolstered our proactive protection measures but also expanded our efforts to educate our leadership and employee base. Every month, we publish a security newsletter that reinforces cybersecurity basics and builds awareness of a distinct information security topic, testing our representatives' knowledge and tactics for protecting the business as well as exposing new points of entry for any industry threats.

New in 2023, we held detailed cybersecurity meetings across various North American plants with the goal of teaching and implementing universal best practices as well as identifying prescriptive solutions for different locations in our network. To broaden the reach of this initiative, we will hold a series of customized training sessions for additional facilities to maintain critical support for any new concerns.

While these are just a few of the ways our expert team is working to prioritize cybersecurity in our organization, these focuses will help us build an even stronger, more formidable force that can provide reassurance to our stakeholders in the years to come.

In 2024, we will also focus on the following measures:

Third-Party Remote Access Management

We plan to implement technology and processes that will ensure our third-party business partners can access their products and services for maintenance through a connection that is secure, controlled and monitored.

Continue Operational Technology Security Deployment

We will continue to integrate a new security solution into 10 strategic sites to help monitor, detect and prevent cyber-attacks against our plant technology.

Cyber Threat Intelligence Integration

In 2024, we aim to adopt a cyber-threat intelligence platform and service to gather data, analyze trends and provide actionable guidance regarding cybersecurity threats targeting Crown.

Committing to the Cause

Being actively engaged in our communities allows us to bring positive and measurable changes to the places where we work and live. We value and enjoy getting to know our neighbors, supporting collective efforts to make a difference each day, helping develop our youth and providing financial relief and donations when our communities need it most. Here are just a few ways our teams have lent their time and skills to address issues that impact those closest to us.



Cleanup activities
Tampa p.36

Creating Positive Social Impact

GOAL 16. 17.

Extending a Helping Hand to Our Communities

Brazil

We marked ESG Week (SIPATMA), a week dedicated to safety at work and the environment, with education sessions, training exercises and recreational activities. The activities helped promote awareness and encourage positive behavior changes inside and outside of work and toward the environment. The week included a donation drive that collected three tons of food and 181 packages of diapers for families in need.



Spain

Our beverage can plant team in **Agoncillo, Spain**, gathered for an annual charity walk with ASPACE-La Rioja, which supports people with cerebral palsy and related disabilities by promoting personal development and equal opportunities. Current and former Crown employees joined the mayor of Agoncillo for the walk and presented a commemorative can that was offered to all attendees. Crown's relationship with ASPACE dates back to 1996 and included support to create a "Special Employment Center," to promote job placement for people with disabilities associated with this organization.

Taking Pride in Our Communities

GOAL 16.

In 2023, many of our employees showed their local pride by banding together to clean, repair and improve public spaces or other areas that have been neglected or misused.



Mexico

The team based in our plant in **Monterrey** organized a volunteer-driven community cleanup event that included our neighbors and government personnel. The day's efforts also included maintenance on streetlights, streets and sidewalks. On a separate day, Crown employees performed a variety of maintenance activities, including cleaning and painting, for Casa Hogar Padre Severiano Martinez. The organization provides shelter, food and training and development for over 150 adolescents.

U.S.

In the spirit of International Coastal Cleanup Day, employees based in our global headquarters in **Tampa, Florida** worked with Keep Tampa Bay Beautiful, a Keep America Beautiful affiliate, to organize a waterfront cleanup in the Tampa Bay area. More than 50 Crown volunteers collected over 150 trash bags full of debris scattered throughout the mangroves along McKay Bay, helping to keep trash out of our waterways and recover items that could be recycled.

Switzerland

The team based out of our **European headquarters** followed suit by celebrating World Cleanup Day. A team of 19 volunteers from our European management team joined the Interest Group for a Clean Environment to collect trash in the city of Baar.

Fostering a Culture of Giving

GOAL 16.

At Crown, we leverage our assets, core competencies and employee volunteer efforts to create positive social impact in our communities. In 2021, we established the Twentyby30™ Charitable Giving Program to formalize our support for employee-nominated charities and organizations and aim to fund projects that might not otherwise be possible. To date, we have funded 67 projects, ranging from science education to support for cancer patients. The program embodies our employees' passion for giving back to causes that mean the most to them.

In 2023, we were proud to support several new organizations:

Supporting those without reliable access to health services, our donation to **Pubblica Assistenza Colorno (Italy)** helped to fund the purchase of a special vehicle to transport patients for dialysis, hospital visits and examinations, cancer treatments and post-hospital discharges. Over 26,000 community members living in the towns of Colorno, Sorbolo-Mezzani, Torrile and Sissa-Trecasali will benefit from a guaranteed form of transportation for various health services. Founded over 100 years ago, Pubblica Assistenza Colorno continues to enable community members to get to and from the health services they need.



Crown
Charitable
Giving

Committed to Our Communities

We supported the next generation of machinists by funding the **Manufacturing SOS Alliance's (Bloomer, Wisconsin, U.S.)** purchase of new Bridgeport mills for student training. The organization works to promote the manufacturing trades and invest in local school districts to improve their technical education programs.



Funding from Crown helped the **John F. Green Spartanburg Science Center (Spartanburg, South Carolina, U.S.)** advance its renovation and expansion plans and strengthen programs to build a pipeline of STEM educated workers. The Center provides science education and enrichment for over 200,000 students annually through interactive education programs, hands-on exhibits and community outreach. In addition to student-participatory programs, the Center provides professional development opportunities for all educators in Spartanburg County.

Funding from Crown helped **Eden Mind**, a **Carlisle, England**-based mental health services provider, pilot an expansion of its hours of operation to meet increasing demand for support. The donation also enabled the helpline to invest in technological enhancements to better connect with those in need through more efficient calls and proper examinations for service development. This offers important support for shift workers, like those at the Botcherby plant.



Financial and volunteer support from our team enabled **SOS Children's Villages Thailand**, renovate its playground. Additional volunteers from our Samrong and Hatyai facilities shared meals with local children and accompanied them to the movies. Founded in 1971, SOS Children's Villages Thailand provides alternative care to children without parents or guardians available to help them grow in a supportive environment.



A general donation was made to the **Anthony Rizzo Family Foundation (U.S.)**, a non-profit organization founded by the New York Yankees and former Chicago Cubs first baseman Anthony Rizzo. During his own battle with cancer, Anthony realized cancer is not an individual hardship, but rather a battle the whole family faces together. The mission of the Anthony Rizzo Family Foundation is to provide direct financial and emotional support to children and their families who are battling cancer.



Corporación Mano Amiga Zipaquirá (Colombia) received financial support from Crown to construct a classroom that will incorporate a laboratory or library to further expand education opportunities for students. We connected with Mano Amiga through our Circular Economy program, “Trueque a la lata,” which recycles post-consumer cans and transforms them for water treatment. The Mano Amiga program is dedicated to transforming the lives of the most vulnerable children, their families and communities through high-quality education and training.



A donation to **Protection and Respect for Animals in Mexico** funded the construction and installation of fences at the facility and food for six months. Over the past decade, the shelter has provided food and safety for over 5,000 animals, most of which have been adopted.





Crown at AsiaCanTech p. 42

Stronger Together

When facing issues as large as climate change, we know the biggest impact comes from the efforts and commitments of many rather than individual action. That is why we continue to seek out and participate in events, partnerships and other initiatives as part of our sustainability commitments. Here is a look at some of the key highlights from 2023.

Continuing Momentum Through Industry Partnerships

GOAL 03.
GOAL 12. 13.

Material Recovery Facilities

We continue to actively support the betterment of the aluminum recycling infrastructure in the U.S. In cooperation with **Can Manufacturers Institute (CMI)** and **The Recycling Partnership**, we funded six new grant opportunities for can capture equipment in material recovery facilities (MRFs), which sort single-stream recyclables. These grants allow MRFs to more effectively separate UBCs from other recyclables and divert them from landfills. In addition, Crown's funding helped a California-based MRF purchase a robot that is expected to capture approximately one million UBCs annually. The grants awarded in 2021, which Crown also supported, resulted in nearly 140 million captured missorted aluminum beverage cans and more than \$2 million in annual income generated for the U.S. recycling system.

Launch of Aluminium Forward 2030

Crown supported **IAI's launch of Aluminium Forward 2030**, a coalition of the association's 25 production members and 20 downstream end-user companies who have committed themselves to transforming the aluminum sector. The shared goal of the coalition is to accelerate progress toward Net Zero emissions while working together on a roadmap that is inclusive of UN Sustainable Development Goals. The coalition includes players in industries outside of the beverage can space such as automotive, electrical and construction, emphasizing the importance of multi-sector effort to achieve complex environmental challenges.

CRU World Aluminium Conference

Jennifer Bogs, Director-Global Sustainability, and Sandrine Duquerroy-Delesalle, Director-Sustainability & External Affairs, attended the **CRU World Aluminium Conference in London, England** to add Crown's perspective to the conversation surrounding industry decarbonization and recycling rates. The event enabled discussion on topics including Net Zero goals, increasing recycling rates for UBCs and working toward standardized recycled content definitions in packaging. The conference also featured sessions and presentations from fellow aluminum value chain representatives such as CMI and the IAI.

Transition Strategy Endorsement

Crown joined **CMI** and its industry peers in endorsing the **Mission Possible Partnership (MPP)** transition strategy for a Net Zero, 1.5°C-aligned aluminum industry. The MPP aluminum transition strategy, which provides an actionable, achievable plan, will transition the aluminum industry to Net Zero GHG emissions by 2050 while complying with a target of limiting global warming to 1.5°C from pre-industrial levels. Steps to achieve these targets will include development of new technologies, decarbonization of power supply and an increase in materials and production efficiency.



A complete list of our industry associations and similar partnerships is available [here](#).

2023

MARCH

MAY

SEPTEMBER

Driving Industrial Sector Initiatives at COP28

Rounding out a year of events in the region, Crown participated in the **UN Climate Conference (COP28)** in Dubai, UAE and lent its voice and support for addressing our globe's pressing climate crisis. Sandrine Duquerroy-Delesalle participated in a panel titled "From Policy to Action, Solving the Waste Challenges." The conversation focused on EPR, which holds producers accountable for a product's entire lifecycle, namely the "end of life" of a product and its packaging. Sandrine also attended the 'No Time to Waste: Closing the Climate Loop' event hosted by the COP Presidency featuring the announcement of a coalition of public and private institutions from the wider waste management ecosystem calling for zero-waste, initiatives to decarbonize the waste management sector and transform waste into resources.

COP28's 85,000 participants, including more than 150 Heads of State and Government, were among the representatives of national delegations, civil society, business, Indigenous Peoples, youth, philanthropy and international organizations. Key takeaways from COP28 included a transition away from fossil fuels, pledges to invest in carbon-reduction technologies, cracking down on methane emissions, and a stark reminder that climate action is needed at every level of our societies.

Note: To the extent permitted by law, Crown works through trade associations to address interests to the industry, which at present, include issues such as recycling refunds legislation relating to deposits and EPR. The Company also complies with all legal requirements to disclose political contributions.

NOVEMBER DECEMBER



Increasing Visibility in the Middle East & Asia Pacific

In 2023, we elevated our voice and views on key industry issues and topics that tie back to our Twentyby30™ program.

Activities in Abu Dhabi and Beyond

Crown worked with Emirates Global Aluminium to launch the Aluminium Recycling Coalition with the complete value chain (beverage can manufacturers, beverage producers, waste management companies and other players) in the UAE. The Coalition was formed to promote aluminum recycling by UAE consumers and to advocate for effective aluminum recycling infrastructure. Crown continues to participate in regular meetings on these topics with all stakeholders and is participating in UAE government consultations on EPR policies.

We also joined a global audience at Abu Dhabi Sustainability Week, highlighting the inherent sustainability benefits of aluminum packaging and how Crown is taking action to reduce the environmental impact and carbon footprint of its operations and products. The event emphasized the UAE's commitment to addressing global challenges such as climate action, energy transition and sustainable economic development and allowed for opportunities for dialogue, partnerships, investments and developments to accelerate global sustainability efforts, particularly ahead of COP28.

Delivering Results at Asia CanTech

Crown's study on recycling infrastructure in the UAE and APAC regions, commissioned in partnership with the IAI, was officially launched by Sandrine Duquerroy-Delesalle and representatives from IAI and EGA at the Fastmarkets Metals and Mining conference in Barcelona, Spain, representing an industry milestone in recycling system roadmapping. Following this debut, Adrine Thiban-Arokiamamy, Regulatory Affairs Analyst, served as a keynote speaker at Asia CanTech to further explore the study results with an audience that included fellow canmakers, fillers and their suppliers in the APAC region. The presentation also highlighted key **Twentyby30™** program initiatives and tangible measures for improving aluminum recycling. Crown was also recognized with an Asia CanTech award in the "Beverage Two-Piece" category for its design for Bia Saigon Lager. Our team based in Ho Chi Minh City, Vietnam used Accents™ variable printing technology to incorporate detailed imagery of the country's 63 provinces.



Uncovering Opportunities for Greater Circularity

GOAL 10. 12. 13.

Deepening our beverage can recycling commitments in Asia Pacific requires a strong understanding of the region's current infrastructure and the ways we, along with other value chain members, can start to make tangible progress toward a more effective system. With greater awareness of current challenges and opportunities for improvement, we can develop a more targeted plan of action that helps boost the can's lifecycle and minimize its carbon footprint.



In 2023 we worked in conjunction with IAI and Roland Berger to conduct a new recycling rates report for key Asia Pacific and surrounding submarkets where Crown maintains operations. Examining Vietnam, Thailand, Cambodia and the UAE, the study established 20 short- and long-term levers to bolster recycling systems and increase beverage can recycling rates.

Using assessments of waste management and regulatory schemes, collection infrastructure, recycling and landfill rates, volumes on market, UBC trade, material flows and future targets, the report identified several avenues for improvement for each country. Some immediate areas of attention include:

- Bridging the gap between UBC collection and complete can-to-can recycling
- Understanding why some cans are lost to landfill even when the region maintains comparatively successful recycling system
- Increasing initial recycling access points
- Creating infrastructure for waste trading and traceability

With the study's detailed findings in hand, we took the next step to establish new localized **recycling rate goals for 2030**, including reaching a **>90% rate in Thailand**, maintaining a **>90% rate in Cambodia** and maintaining a **>92% rate in Vietnam**. To reach these targets, we will work with IAI and regional partners to execute an informed strategy that drives legislative action (e.g., EPR and fair-trade policies), regional investment and consumer awareness.

While these higher recycling rates will serve as more tangible milestones to reach, the industry will benefit from other results including meeting evolving regulatory standards, addressing consumer and beverage brand demands and move the industry toward a more circular model. Given that global beverage can consumption is expected to grow by 50% between 2020 and 2030* and will likely increase UBCs by around three million metric tons each

year in the same time period, the impact of improving recycling systems and rates is extremely significant. By keeping the beverage can in a closed loop, we not only preserve valuable natural resources, but we also reduce the energy consumption and emissions levels associated with aluminum production from raw materials.

This potential to shrink the industry's carbon footprint—by an estimated reduction of up to 60 million metric tons CO₂ by 2030—would aid larger Net Zero goals and only add to the beverage can's existing sustainability attributes of infinite recyclability, high recycled content and fast recycling turnaround time. Ultimately, the progress would help to advance a more responsible supply chain and create a more sustainable model in the Asia Pacific region for years to come.

* Source: [Roland Berger](#)

Creating a Positive Cycle

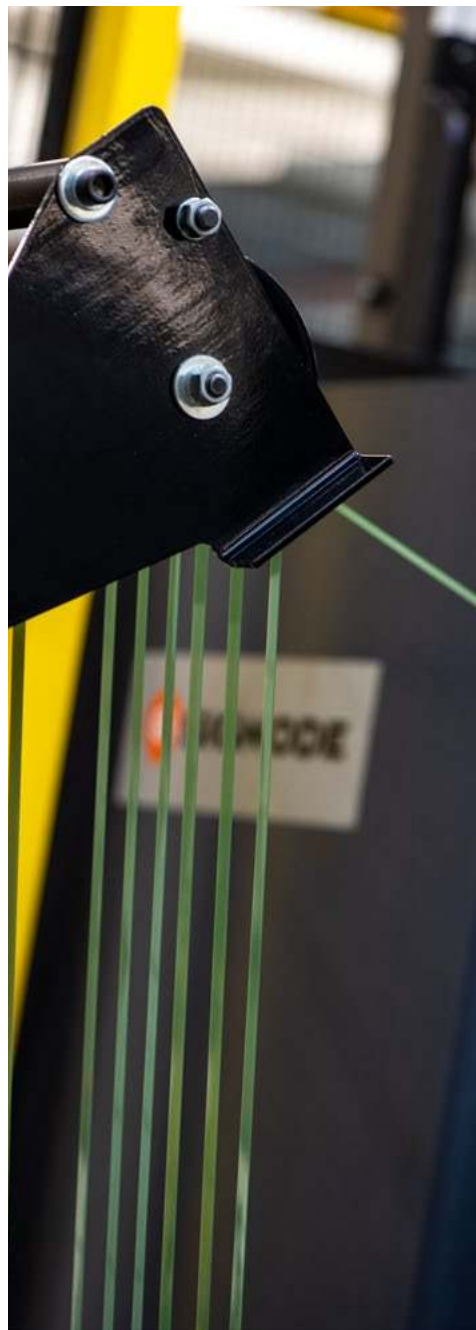
In the same spirit of circularity, our Transit Packaging division continues to reduce the footprint of its strapping and wrapping products used in shipping and warehousing applications. This impact is feasible through the development of new products engineered with eco-friendly materials, as well as through the launch of a new closed-loop recycling system between supply chain partners.

The Introduction of PCR

The Transit division's film and strapping products contain Post Consumer Recycled (PCR) material. PCR is plastic that has been recycled and collected from post-consumer waste streams and then transformed into resin. On average, the new products contain at least 30% PCR content, which reduces reliance on non-recycled plastic. This improvement not only helps to minimize unnecessary waste in our environment and lower CO₂ emissions associated with raw material production, but also helps to alleviate plastic-related tax burdens from regulatory bodies in regions such as the EU. Even in their leaner and greener form, the products maintain the same transportation efficiency as traditional products produced with virgin materials, while maintaining full recyclability.

A New Customer Angle for the Closed-Loop

Across all of its strap products, our Transit division continues to develop high-strength, lower weight offerings that reuse or recycle existing materials and are, in themselves, 100% recyclable. To further reduce waste, the division debuted a Closed Loop Recycling Program. The strap reclamation program collects customers' used material and reenters it into the manufacturing process to create new product. Additionally, the group maintains its own recycling facilities as well as partnerships with local recyclers to provide recovered materials to its manufacturing locations and to help divert thousands of tons of fiber, metal, plastic and glass from landfills annually.

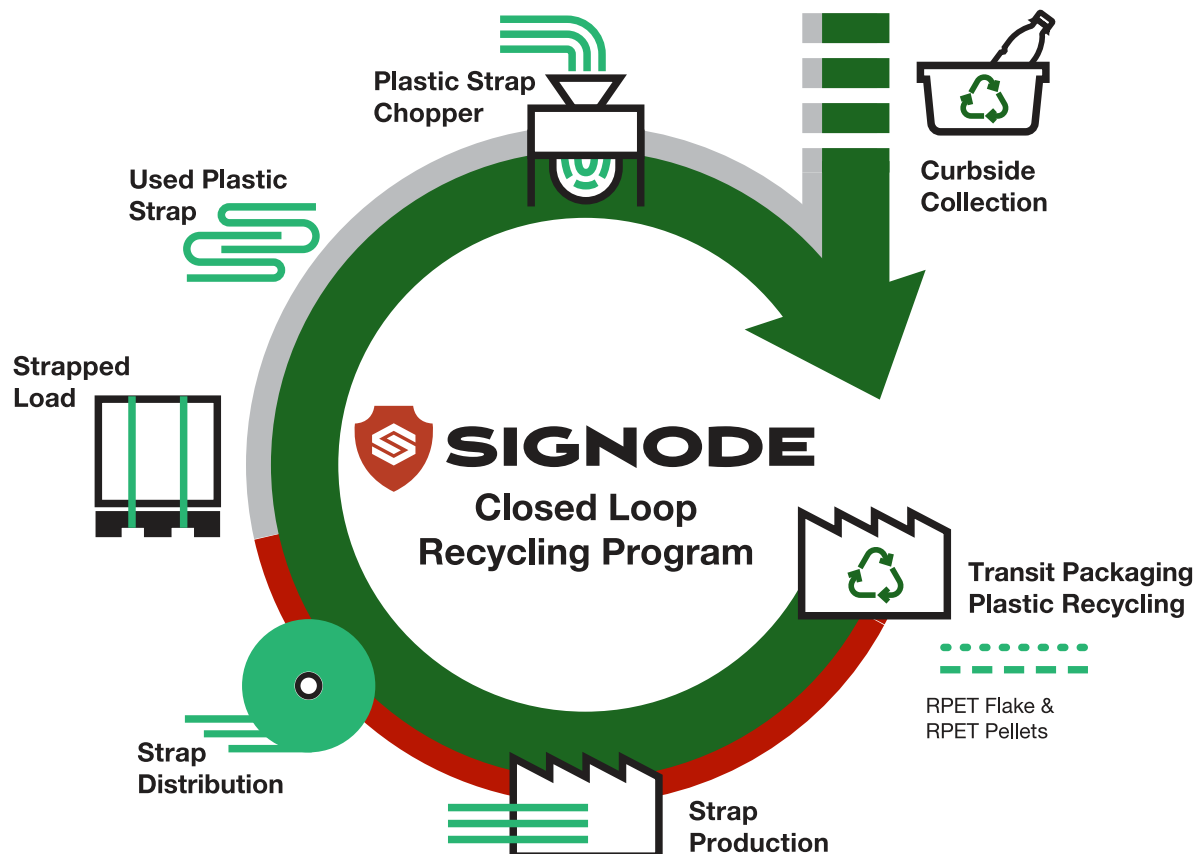


Helping Our Customers Reduce Their Packaging Waste and Disposal Costs

Our Transit Packaging division's innovative Closed Loop Recycling Program enables companies to recycle used polyester strap to reduce packaging waste and disposal costs. It is an easy, practical and economical way for businesses to fulfill their environmental safeguarding objectives.



 Tenax® Polyester Strapping (PET)



Recycling Straps in Three Easy Steps

1

Chop used straps into short pieces, 1cm – 5cm (1/2" - 2") long. Only 100% green PET strapping will be accepted.

2

Place chopped strap in an Octabin with a lid or a closed Big Bag. Container must be free of all other materials or contaminants.

3

Secure the container for shipment and reach out to your Transit Packaging Representative or [contact us](#) for your region's shipping address. Shipper must pay freight to collection point.

External Recognition

We are honored anytime we are recognized for our sustainability work, especially when those rankings are earned over several consecutive years. Our Twentyby30™ sustainability program strives for continuous improvement and progress and external validation helps us confirm we are on the right track.

USA TODAY

In recognition of our ongoing efforts to reduce GHG emissions, Crown was included in USA TODAY's inaugural America's Climate Leaders list, which aims to provide helpful guidance for investors and customers evaluating the sustainability progress of their partners or potential partners. Crown was ranked as one of the top performing companies for emissions reduction among 2,000 U.S.-based organizations.



Sustainalytics

Crown was recognized as the #1 organization within the "Containers and Packaging" category of Sustainalytics' Top Rated ESG Companies for 2023. This marks the fourth year in a row Crown has landed in the top 3% for our category.

Newsweek

We were ranked as the top packaging company within the Transport, Logistics & Packaging category in Newsweek's second annual listing of the Most Trustworthy Companies in America. Pulling from an initial pool of 3,100 companies, the ranking honors 700 U.S. companies in 23 industries according to evaluations of customer, investor and employee trust. This ranking emphasizes our Company values, goals and relationships with stakeholders, customers and colleagues across industries.



CDP

We received an A- score from CDP for our 2023, placing us in the Leadership category and demonstrating higher sustainability performance than the North American regional average of C and metal products manufacturing sector average of C. Based on assessments across a range of categories, our grade reflects high marks in energy, Scope 1 & 2 emissions, risk management and governance.

Forbes

For the third year in a row, we were included in Forbes' World's Top Companies for Women 2023 list, ranking #4 in our industry category and #77 overall out of 400 honorees. Approximately 70,000 women working for multinational corporations across 37 countries were surveyed on topics such as general workplace practices, gender specific issues such as pay equity and whether men and women have the same opportunities for advancement. We are proud of our prioritization of and progress toward our D&I efforts, represented within the Working Together pillar of the Twentyby30™ program.



EPA Green Power

For the third consecutive year, Crown was listed within the top 30 companies on the U.S. Environmental Protection Agency's (EPA) Green Power Partnership Fortune 500 Partners List. The EPA established the Green Power Partnership (GPP) in 2001 to encourage organizations to use green power voluntarily to protect human health and the environment. The goals of the GPP include encouraging the development of new U.S.-based renewable electricity sources, reducing air emissions and pollution, and recognizing leadership and impact in green power use.



Reporting Overview & Standards

GRI, SASB Standards, TCFD

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 2023 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, 2023 through December 31, 2023. It also includes information from the Company's corporate headquarters in Tampa, Florida (U.S.); as well as our regional headquarters in Zug, Switzerland; and Singapore; our Research, Development and Engineering Center in Wantage, U.K.; and our regional Centers of Excellence in Singapore, Thailand, Tinley Park, Illinois (U.S.) and Roselle, Illinois (U.S.), where engineers and scientists specialize in specific packaging technologies.

In this reporting period, Crown commenced operations on seven new beverage lines, including six new plants, one acquired plant and closed 11 plants. GRI 301-1 has been restated to reflect the 2019 data accounting for the Scope 1, 2 and 3 emissions.

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 2023 data for GHG emissions (Scope 1, 2 and 3 categories) as well as our 2023 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 2025.

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, 2023 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.



DISCLOSURE	DESCRIPTION	REFERENCE
General Disclosures		
Organizational Profile		
GRI 2-1	Organizational details	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. 2023 Form-10K, page 23
Reporting Practice		
GRI 2-2	Entities included in the organization's sustainability reporting	a. 2023 Form-10K, page 23 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	a. This sustainability report covers activity from January 1, 2023 to December 31, 2023. Crown publishes a sustainability report annually. b. Crown's sustainability reporting period aligns with the financial reporting period. c. This report was published July 2024. d. Contact period: ongoing; contact sustainability@crowncork.com
GRI 2-4	Restatements of information	Restatements to our baseline year of 2019 were made to accommodate for various improvements in our reported data. These restatements include changes to Scope 1, 2 and 3 emissions based on updates to the following: procurement data used for calculating our fuel consumption, renewables data and emissions factors.
GRI 2-5	External assurance	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 along with the Global Reporting Index (GRI) core disclosure index. 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. i. External Assurance ii. External Assurance 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	a. 2023 Form-10K, pages 1-2 b. Our Value Chain c. There are no other relevant business relationships. d. There have been no significant changes in 2-6a, 2-6b and 2-6c compared to the previous reporting period.

DISCLOSURE DESCRIPTION REFERENCE

	Male	Female
Americas	9,481	2,179
EMEA	5,618	877
APAC	5,005	1,478
Total	24,638	

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
Americas	9,129	1,993	4	6	230	93	8	-	110	87	-	-
EMEA	5,136	731	73	80	281	49	28	5	100	12	-	-
APAC	4,265	1,241	15	2	664	179	-	-	61	56	-	-

b.

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

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

d. There was a decrease in part-time agency employees from 2022 to 2023. This figure fluctuates annually as a function of business needs.

GRI 2-8	Information on employees and other workers	a.	426 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.	This figure decreased from 2022.

Governance

GRI 2-9	Governance structure and composition	a.	Governance; Sustainability Leadership; Corporate Governance Guidelines
		b.	Audit Committee Charter; Nominating and Corporate Governance Committee Charter
		c.	Crown 2024 Proxy Statement , pages 2-4, 21- 23

GRI 2-10	Nomination and selection of the highest governance body	a.	Crown 2024 Proxy Statement , pages 2-4, 21- 23, 28-32
		b.	Crown 2024 Proxy Statement , pages 2-4, 21- 23, 28-32; Corporate Governance Guidelines and Nominating and Corporate Governance Committee Charter ;
		i.	Nominating and Corporate Governance Committee Charter ; Crown 2024 Proxy Statement , pages 2, 31-32
		ii.	Nominating and Corporate Governance Committee Charter
		iii.	Corporate Governance Guidelines , Crown 2024 Proxy Statement , pages 2-3, 5, 28
		iv.	Crown 2024 Proxy Statement , pages 21- 23, 25, 30-31

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-11	Chair of the highest governance body	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; Crown 2024 Proxy Statement, pages 28- 29.
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	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 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 2024 Proxy Statement, pages 5-8. The Senior Vice President - Crown Technology, Global Sustainability & Regulatory Affairs reports to the board at least annually. i. The Board engages with internal stakeholders to oversee the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment and people. The Board engages with key internal stakeholders, including the Company's C-Suite, who report up through the Board's Audit and Nominating and Corporate Governance Committees. All stakeholders can be involved through engaging with management. ii. Management (including the Senior Vice President - Crown Technology, 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	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. i. Senior Vice President - Crown Technology, Global Sustainability & Regulatory Affairs; Senior Vice President - Chief Human Resources Officer ii. All employees take some responsibility in making Crown the most sustainable Company. Employees are encouraged to voice ideas for improvements. b. The Senior Vice President - Crown Technology, Global Sustainability & Regulatory Affairs and other leaders of the Company present updates to the Board or its relevant committees at least annually.
GRI 2-14	Role of the highest governance body in sustainability reporting	a. Audit Committee Charter; Leadership b. Crown 2024 Proxy Statement, pages 6, 32
GRI 2-15	Conflicts of interest	a. Crown 2024 Proxy Statement, page 28 b. Crown 2024 Proxy Statement, pages 28-32 i. All public company board positions currently held by Directors are disclosed in the Proxy Statement. Crown 2024 Proxy Statement, page 21 ii. Crown 2024 Proxy Statement, page 28 iii. Crown is a widely-held, publicly traded company with no controlling shareholders. Crown 2024 Proxy Statement, page 26 iv. Crown 2024 Proxy Statement, pages 28-32

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-16	Communication of critical concerns	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. 2023 Form-10K b. 2023 Form-10K
GRI 2-17	Collective knowledge of the highest governance body	The Senior Vice President - Crown Technology, Global Sustainability & Regulatory Affairs reports to the board regularly on the sustainability program to advance the collective knowledge of the highest governance body.
GRI 2-18	Evaluation of the performance of the highest governance body	a. The Company's directors are subject to annual election by the shareholders. In addition, the Board undergoes a rigorous annual self-evaluation process, which includes specific mention of its sustainability review. Crown 2024 Proxy Statement, pages 5, 28-32 b. Crown 2024 Proxy Statement, pages 28-32 c. The Nominating and Corporate Governance Committee also oversees the annual self-evaluation process of the Board and its committees, makes recommendations to the Board regarding the membership of the Board committees and performs other corporate governance functions, such as strategic review of the Company's sustainability policies, programs and practices. Crown 2024 Proxy Statement, pages 30-31
GRI 2-19	Remuneration policies	a. Crown 2024 Proxy Statement i. Fixed pay and variable pay - Crown 2024 Proxy Statement, page 11. For the Board of Directors, Crown 2024 Proxy Statement, pages 24-25. For senior executives, Crown 2024 Proxy Statement, pages 32-50. In 2023, the Company adopted a policy capping cash severance benefits in any future employment agreements, severance agreement, severance plans, etc. at 2.99 times the sum of the executive officer's base salary plus target bonus, unless the shareholders approve a deviation. ii. Disclosed in Crown 2024 Proxy Statement, pages 60-62 as required and as they occur. iii. Termination payments - Crown 2024 Proxy Statement, pages 60-62 iv. Clawbacks - Crown 2024 Proxy Statement, page 48. In 2023, the Company adopted a new clawback policy for executive officers that is intended to comply with Section 10D of the Securities Exchange Act of 1934, as amended, Rule 10D-1 promulgated under the Exchange Act and Section 303A.14 of the New York Stock Exchange Listed Company Manual. v. Retirement benefits - Crown 2024 Proxy Statement, pages 46, 48-49 b. Crown 2024 Proxy Statement; For the Board of Directors, pages 24-25. For senior executives, pages 32-50.
GRI 2-20	Process to determine remuneration	a. The Compensation Committee is responsible for the review of the executive compensation program. The Company added an evaluation criterion for sustainability for the annual Board evaluation of the CEO in 2022. Crown 2024 Proxy Statement, pages 12, 14, 32-50 b. At the 2023 Annual General Meeting of shareholders, the annual "say-on-pay" resolution was approved by over 92% of the votes cast.
GRI 2-21	Annual total compensation ratio	a. 342 b. 7.46 c. Crown 2024 Proxy Statement, page 63
Strategy, Policies and Practices		
GRI 2-22	Statement on sustainable development strategy	2023 Sustainability Report, page 2

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-23	Policy commitments	The Company has a Code of Business Conduct and Ethics, which forms the centerpiece of its framework for ethical business conduct. Other ethics-related policies, such as the Supplier Code of Conduct, Human Rights Policy and the Conflict Minerals Policy, are available on the Company's website. Additionally, the Company has issued internal policies to provide greater guidance on certain principles contained in its Code of Business Conduct and Ethics. a. i. In each of its policies, the Company references the requirement to comply with all applicable laws and regulations. Certain authoritative intergovernmental instruments are referenced in policies issued pursuant to the Code of Business Conduct and Ethics including those listed below in b.i. and those found in our Supplier Code of Conduct. ii. Due diligence is required by several of our internal policies. iii. The commitments apply the precautionary principle. iv. Human Rights Policy b. 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. See Human Rights Policy administration in Crown 2024 Proxy Statement, page 32. e. The policy commitments apply to the organization's activities both in its own operations and also extend to the conduct of its suppliers via the Supplier Code of Conduct. See Human Rights Policy administration in Crown 2024 Proxy Statement, page 32. f. The policy commitments are communicated to workers via in-person and virtual training such as the annual virtual Code of Business and Ethics Conduct training, to its business partners via contractual agreements, and made publicly available to other relevant parties. All members of Crown's sourcing team receive annual ethics training which covers the Company's principles of Supplier Code of Conduct.
GRI 2-24	Embedding policy commitments	a. i. Crown allocates responsibility to implement the commitments across different levels within the organization via its Enterprise Risk Management program; Governance ii. Crown integrates the commitments into organizational strategies, operational policies and operational procedures via its Enterprise Risk Management program; Governance iii. Crown implements its commitments to responsible business conduct with and through its business relationships via its Enterprise Risk Management program; Governance iv. The organization provides virtual training that focuses on implementing the commitments of responsible business conduct to all employees as appropriate to their business functions. In-person training is deployed to a portion of the Company's locations every year and includes both salaried and hourly personnel. Qualified management personnel, including all employees with company email addresses, are required to annually participate in Crown's Business Conduct and Ethics training which includes certification of the employee's compliance with the Company's standards of business conduct and disclosure of knowledge of any potential violations of such standards.
GRI 2-25	Processes to remediate negative impacts	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. Grievance mechanisms in place include raising questions or concerns to a supervisor, plant manager, Human Resources manager or Compliance Officer (Legal team) as well as report through the Whistleblowing hotline.

DISCLOSURE	DESCRIPTION	REFERENCE
GRI 2-25	Processes to remediate negative impacts	c. Crown is actively engaged in multiple jurisdictions in the effort to increase metal recycling rates. This reduces our carbon emissions footprint, reduces landfill usage and reduces cost. We have been involved in numerous efforts to promote health and safety process improvements such as the review of our can coatings and the chemicals used in our production processes. 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. Concerns or potential violations may be reported through our ethics hotline which can be accessed around the world at any time in multiple languages all primary languages spoken at our facilities. Concerns can also be raised with supervisors, human resources staff, internal audit staff or legal department staff at any time by e-mail/or in person. Our policies, such as the Code of Business Conduct and Ethics, Human Rights Policy, and Whistleblower Policy explicitly prohibit retaliation against any employee who raises a concern in good faith. The Company endeavors to investigate all complaints in a professional manner, with full respect for anonymity where applicable. Also, where necessary, the Company monitors ongoing remediation for continued compliance.
GRI 2-26	Mechanisms for seeking advice and raising concerns	a. i. Company policies provide resources to stakeholders so that they can seek advice on implementing the organization's policies and practices for responsible business conduct; most policies include information on whom to contact with questions about the policies; Business Conduct and Ethics, Human Rights Policy, Supplier Code of Conduct ii. Grievance mechanisms in place include raising questions or concerns to a supervisor, plant manager, Human Resources manager, or Compliance Officer (Legal team). The Company also provides a confidential reporting mechanism, Crown's Business Ethics Line, as a means of raising concerns or seeking advice related to the Company's Code of Business Conduct and Ethics. The Business Ethics Line is administered by an independent third-party provider, formerly known as Lighthouse Services, and provides multiple reporting channels, including toll-free telephone access and web-based reporting. The hotline is available to all employees worldwide, as well as third parties, such as vendors, suppliers and customers. Employees who report potential violations through the Business Ethics Line may choose to remain anonymous (unless prohibited by local law) and all such reports are kept confidential to the extent practicable in connection with the investigation. To access the CBE Line, visit Ethics Reporting Line. Crown 2024 Proxy Statement, pages 31-32.
GRI 2-27	Compliance with laws and regulations	Please refer to the Crown 2023 Annual Report , pages 15, 61, 70-71
GRI 2-28	Membership associations	2023 Sustainability Report, page 40
GRI 2-29	Approach to stakeholder engagement	Stakeholder Engagement , Crown 2024 Proxy Statement , pages 5-6, 32
GRI 2-30	Collective bargaining agreements	a. 47% 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	Materiality
GRI 3-2	List of material topics	Materiality
GRI 3-3	Management of material topics	Materiality

DISCLOSURE	DESCRIPTION	REFERENCE
Anti-Corruption		
205-1	Operations assessed for risks related to corruption	a. 100% of operations assessed b. No significant risks identified
Materials		
301-1	Materials used by weight or volume	a. 2023 Sustainability Report, page 10 i. 93% non-renewable ii. 7% renewable
Energy		
302-1	Energy consumption within the organization	a. 10,459,763,193 MJ. 2023 Sustainability Report, page 10 b. No renewable fuels c. In joules, watt-hours or multiples, the total: i. Electricity Consumption - 7,990,533,998 MJ. 2023 Sustainability Report, page 10 ii. District Heating - 5,508,722 MJ iii. We do not collect granular cooling data iv. We do not collect steam usage d. In joules, watt-hours or multiples, the total: i. No electricity sold ii. No heating sold iii. No cooling sold iv. No steam sold e. 18,470,608,402 MJ f. Invoices, meter reads, engineer estimates based on square footage g. The HHV and energy density assumptions came from the EPA, IEA, and TCR, and the conversions are a combination of those assumptions and standard UOM conversions. As supplier conversion factors were not available, generic conversion factors were used.
Water and Effluents		
303-1	Interactions with water as a shared resource	2023 Sustainability Report, page 13-15 CDP Water W.4 , Water Management
303-2	Management of water discharge-related impacts	Water Management
303-3	Water withdrawal	2023 Sustainability Report, page 15 Water Management
Emissions		
305-1	Direct (Scope 1) GHG emissions	a. 575,643 MT; 2023 Sustainability Report, page 11 b. CO₂, CH₄, N₂O c. N/A d. 2019 i. This is aligned with our Twentyby30™ program goal baseline year. ii. Market Based: 570,367 MT Location Based: 570,367 MT iii. Restatements to our baseline year of 2019 were made to accommodate for various improvements in our reported data. These restatements include changes to Scope 1 emissions based on updates to the following: procurement data used for calculating our fuel consumption and emissions factors. e. Market Based - The Climate Registry, Department for Environment Food and Rural Affairs (DEFRA), Environment Canada, International Energy Agency (IEA), RE-DISS Residual European Mix, US Residual Mix (Green-e Energy Emissions Rates) Location Based - The Climate Registry, Department for Environment Food and Rural Affairs (DEFRA), Environment Canada, International Energy Agency (IEA), US EPA eGRID f. Operational Control g. Invoices, meter reads, engineer estimates

DISCLOSURE	DESCRIPTION	REFERENCE
305-2	Energy indirect (Scope 2) GHG emissions	a. 782,060 MT b. 546,564 MT, 2023 Sustainability Report, page 11 c. CO₂, CH₄, N₂O d. 2019 i. This is aligned with our Twentyby30™ program goal baseline year. ii. Market Based: 769,804 MT Location Based: 789,000 MT iii. Restatements to our baseline year of 2019 were made to accommodate for various improvements in our reported data. These restatements include changes to Scope 2 emissions based on updates to the following: emissions factors, renewables data. e. Market Based - Department for Environment Food and Rural Affairs (DEFRA), Environment Canada, International Energy Agency (IEA), RE-DISS Residual European Mix, US Residual Mix (Green-e Energy Emissions Rates), Utility Emission Factors Location Based - Department for Environment Food and Rural Affairs (DEFRA), Environment Canada, International Energy Agency (IEA), The Climate Registry, US EPA eGRID f. Operational Control g. Invoices, meter reads, engineer estimates
305-3	Other indirect (Scope 3) GHG emissions	a. 7,051,322 MT, 2023 Sustainability Report, page 11 b. CO₂, CH₄, N₂O c. N/A d. N/A e. 2019 i. This is aligned with our Twentyby30™ program goal baseline year ii. 9,558,281 MT iii. Restatements to our baseline year of 2019 were made to accommodate for various improvements in our reported data. These restatements include changes to Scope 3 emissions based on updates to the following: procurement data. f. Calculation based on published emission factors and estimations based on published emission factors and supplier-provided data g. Industry and supplier-provided data
305-7	Nitrogen oxides (NO _x), Sulfur oxides (SO _x), and other significant air emissions	a. Significant air emissions, in kilograms or multiples, for each of the following: i. NO_x - 718,591.29 kg ii. SO_x - 9,619.81 kg iii. N/A iv. Volatile organic compounds (VOCs) - 13,570,090kg (VOCs are measured pre-emission controls) v. N/A vi. Particulate matter (PM-10) - 29,683.45kg vii. N/A b. US EPA WEBFIRE emission factors utilized c. US EPA WEBFIRE emission factors utilized
Waste		
306-1	Waste generation and significant waste-related impacts	Waste Management
306-2	Management of significant waste-related impacts	Waste Management
306-3	Waste generated	2023 Sustainability Report, page 19 Waste Management
306-4	Waste diverted from disposal	a. 2023 Sustainability Report, page 19 b. Hazardous i. Preparation for reuse; N/A ii. Recycling; N/A iii. Other recovery operations; N/A c. Non-Hazardous i. Preparation for reuse; N/A ii. Recycling; N/A iii. Other recovery operations; N/A d. i. Approximately 100% of our waste disposal was offsite; less than 1% of our total was disposed of on-site ii. 414,260 MT (mix of hazardous and non-hazardous waste) e. Waste Management

DISCLOSURE	DESCRIPTION	REFERENCE
306-5	Waste directed to disposal	a. 2023 Sustainability Report, page 19 Waste Management b. Hazardous i. Incineration (with energy recovery); N/A ii. Incineration (without energy recovery); N/A iii. Landfilling; N/A iv. Other Recovery Operations; N/A c. Non Hazardous i. Incineration (with energy recovery); N/A ii. Incineration (without energy recovery); N/A iii. Landfilling; N/A iv. Other Recovery Operations; N/A d. i. Approximately 100% of our waste disposal is offsite; less than 1% of our total was disposed of on-site ii. 67,636 MT (mix of hazardous and non-hazardous) e. Data has been compiled by waste transfer notes from contracted waste collectors, engineer best estimations
Occupational Health and Safety		
403-2	Hazard identification, risk assessment, and incident investigation	2023 Sustainability Report, page 25 Environment, Health and Safety
Training and Education		
404-1	Average hours of training per year per employee	To help attract and retain a high level of talent at Crown and provide each employee with ample opportunities to grow and prosper, we provide a mix of mandatory and voluntary training. In 2023, approximately 74% of our global employees received some level of company-sponsored training. Each employee averaged about 36 hours of training in 2023. Employee Development
404-3	Percentage of employees receiving regular performance and career development reviews	Our intention is to endeavor to ensure that all employees receive an annual performance review, however the exact percentage is not available.



	SASB Code	Disclosure Metric	Response
Greenhouse Gas Emissions	RT-CP-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Crown's global Scope 1 emissions in 2023 was 575,643 MT CO ₂ e 100% of emissions are covered under emissions-limiting regulations
	RT-CP-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Twentyby30™ Program 2023 Sustainability Report, Pages 7-11
Air Quality	RT-CP-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O) (2) SO _x (3) Volatile organic compounds (VOCs) (4) Particulate matter (PM 10)	NO _x : 719.74 MT SO _x : 9.72 MT VOCs: 13,570 MT (VOCs are measured pre-emission controls) PM-10: 29.89 MT
Energy Management	RT-CP-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable (4) Total self-generated energy	(1) 18,450,297 GJ (2) 43% (3) 15% (4) 26,721 GJ
Water Management	RT-CP-140a.1	(1) Total water withdrawn (2) Total water consumed. Percentage of each in regions with High or Extremely High Baseline Water Stress.	(1) 8,202 thousand m ³ water withdrawn. 29% of the total volume withdrawn from high or extremely high stressed regions. (2) 2,427 thousand m ³ water consumed 31% from high or extremely high stressed regions
	RT-CP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	CDP Water W.4 GRI 303-1
	RT-CP-140a.3	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	4, currently all are in compliance
Waste Management*	RT-CP-150a.1	Amount of hazardous waste generated, percentage recycled	122,916 MT Percentage of hazardous waste recycled is not tracked

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

Environmental Quality Act, 1974 (Malaysia); Solid Waste and Public Cleansing Management Act 2007 (Malaysia); Environment Quality (Schedule Wastes) Regulations 2005 (Malaysia); Environmental Conservation Rules 2014 (Myanmar); Environmental Protection and Management Act, 2002 (Singapore); Environment and Conservation of National Environmental Quality Act B.E. 2535 AD 1992 (Thailand); EPA - RCRA (US); EU Waste Framework (EU); Law on Environmental Protection 1993 amended in 2005 (Vietnam); Public Health Act 1992 and Hazardous Waste and Substances B.E. 2546 (2003), B.E. 2549 (2006), B.E. 2535 (1992) and B.E. 2548 (2005)(Thailand); Sub Decree on Solid Waste Management (Cambodia);

	SASB Code	Disclosure Metric	Response
Product Safety	RT-CP-250a.1	Number of recalls issued, total units recalled	0
	RT-CP-250a.2	Discussion of process to identify and manage emerging materials and chemicals of concern	Never Compromise Product Safety
Product Lifecycle Management	RT-CP-410a.1	Percentage of raw materials from: (1) recycled content (2) renewable resources (3) renewable and recycled content	(1) 50% (2) 7% (3) 5%
	RT-CP-410a.2	Revenue from products that are reusable, recyclable, and/or compostable	\$11.26 billion
	RT-CP-410a.3	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Circular Economy Optimum Circularity
Supply Chain Management	RT-CP-430a.1	Total wood fiber procured, percentage from certified sources	124,558 MT of paper 70.29 %
	RT-CP-430a.2	Total aluminum purchased, percentage from certified sources	853,848 MT of aluminum purchased We did not purchase aluminum from certified sources in 2023
Activity Metrics	RT-CP-000.A	Amount of production, by substrate	Paper/wood: 155,979 MT Glass: 425,311 MT Metal: 1,573,559 MT Plastics: 158,895 MT
	RT-CP-000.B	Percentage of production as: (1) Paper/wood (2) Glass (3) Metal (4) Plastic	Metal: 85% Plastic: 6% Paper: 1% Glass: 2% Other: 6%
	RT-CP-000.C	Number of employees	24,638

TCFD



Task Force on Climate-Related Financial Disclosures

In 2020, Crown launched the [Twentyby30™](#) sustainability program. In 2022, we published the first report aligned with recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD) to demonstrate how the Company's sustainability efforts fit into the overall business strategy. Now, we continue to disclose the progress of our sustainability program through the lens of the TCFD disclosures to address the role our Company plays in the fight against climate change and how our financial data is impacted.

Our 2022 TCFD report included a deep dive into the recommended disclosures with details on scenario analysis, mitigation approaches and quantitative metrics to support qualitative planning. With much of the data still current and relevant, this year's report summarizes the analysis that was done with examples of how we continue to integrate the insights into our business in the spirit of a shared purpose.

The next page highlights key risks and opportunities identified through the TCFD framework. More details on how these are integrated into Crown's business strategy can be found in the full TCFD Report [online](#).



Identification Process

Through an established Enterprise Risk Management (ERM) process, Crown considered many physical and transition risk categories to identify the key potential climate-related risks and opportunities. Proactively thinking about the financial implications these could have on our business is an ongoing process that allows us to plan strategically for potential scenarios. Crown is well-positioned to sustain the low-carbon transition based on our established mitigation responses. A full assessment of risks can be found online [here](#). We focused on three key risks and opportunities for this report.

Management Process

With a sound governance structure in place, Crown uses both qualitative and quantitative metrics in various degrees throughout the Company to track progress toward climate-related goals while managing the risks and opportunities. Scenario analysis is utilized to inform decision-making and strategically manage the Company in light of potential climate-change impacts based on publicly available SSP1/RCP2.6, SSP5/RCP8.5 and IEA NZE models. The identified risks and opportunities are evaluated along with feedback from subject matter experts to set a course of appropriate next steps.

Key Risks & Opportunities

	Category	Potential Impacts Considered	Crown's Actions
Opportunity	Reduced consumption of water and electricity	Resource Efficiency Process optimization can lower overall utility costs; reduced consumption minimizes impact on the environment.	Dedicated Sustainability CAPEX projects; updated equipment.
	Lightweighting	Products & Service Need for less metal could reduce raw material costs and minimize Scope 3 emissions; transportation costs could be reduced.	Scope 3 emissions; transportation costs could be reduced; at least 50% of annual R&D budget is allocated to sustainability efforts; regular engagement with material suppliers to find co-beneficial solution.
	Increased demand for ready-to-drink (RTD) products	Markets Consumer interest in canned beverages drives demand from our customers; demand provides advantage for canmakers in contract negotiations.	Sales teams work with current and potential customers to ensure product/packaging compatibility; aluminum beverage cans are marketed as solutions for a range of products; regulatory and R&D teams help to ensure proper packaging is offered for new products.
Risk	Changes in precipitation and weather patterns	Chronic Physical Likelihood of natural disasters that could damage infrastructure and disrupt business operations; limited availability of water or other resources could drive up prices; temperatures rising to extreme levels could cause unsafe working conditions.	Risk assessments on new construction and current assets, including natural catastrophe risk modeling; structural integrity of facilities designed to withstand potential hazardous weather events; climate action goals to limit lasting negative effects on the environment.
	Enhanced disclosure requirements	Policy/Legal Transition Disclosing accurate data and obtaining third-party verification requires robust data collection systems and an appropriate workforce; investor decisions are increasingly tied to disclosure levels.	Crown is in the process of strengthening our data gathering internally and with our suppliers, and will be ensuring all environmental and social data is consolidated into our reporting system.
	Increased demand for clean energy sources	Technology Transition Increasing demand drives up costs of renewable energy projects; limited availability and procurement hurdles take time and resources to achieve targets.	Crown entered long-term contracts for renewable energy early at low costs relative to today's pricing; efficiency improvements are made to reduced overall energy demands exploring new alternatives and technologies.



Twentyby30™
Accelerating Sustainability

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

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