

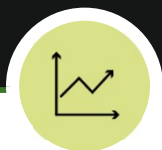
Crown Holdings, Inc.
Annual Meeting
of Shareholders
April 27, 2023



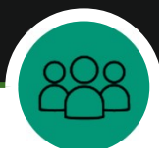
- *Except for historical information, all other information in this presentation consists of forward-looking statements within the meaning of federal securities law. These forward-looking statements involve a number of risks, uncertainties and other factors, that may cause actual results to be materially different from those expressed or implied in the forward-looking statements. Important factors that could cause the statements made in this press release or the actual results of operations or financial condition of the Company to differ are discussed under the caption "Forward Looking Statements" in the Company's Form 10-K Annual Report for the year ended December 31, 2022 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.*
- *Adjusted EBITDA, adjusted EPS, adjusted free cash flow and adjusted net leverage ratio are not defined terms under U.S. generally accepted accounting principles (non-GAAP measures). Non-GAAP measures should not be considered in isolation or as a substitute for net income, cash flow or total debt data prepared in accordance with GAAP and may not be comparable to calculations of similarly titled measures by other companies. Adjusted EBITDA, adjusted EPS, adjusted free cash flow and net debt leverage ratio are derived from the Company's Consolidated Statements of Operations and Cash Flows and Consolidated Balance Sheets, respectively, and reconciliations to non-GAAP measures, including adjusted EBITDA, adjusted EPS, adjusted free cash flow and adjusted net leverage ratio, can be found in the "For Investors" section of the Company's website at www.crowncork.com*



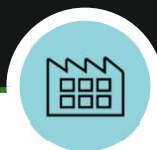
Crown Holdings, Inc., through its subsidiaries, is a **worldwide leader** in the design, manufacture and sale of packaging products for consumer goods and industrial products.



\$12.9bn
NET SALES



26,000
EMPLOYEES



199
PLANTS



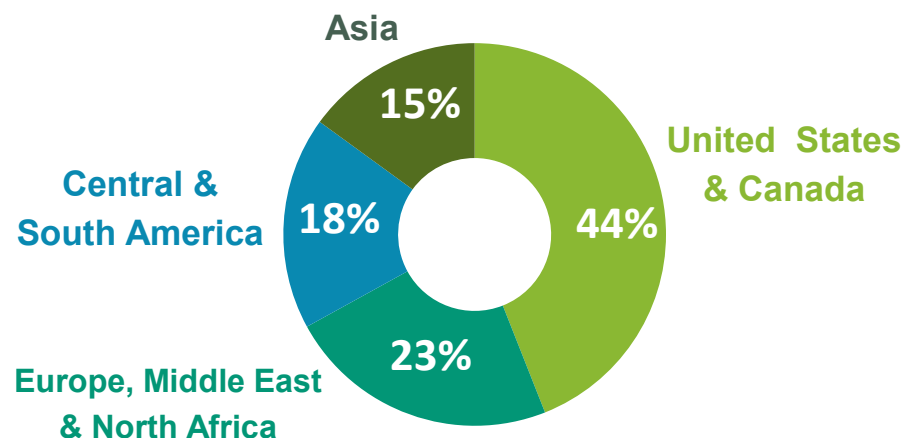
TAMPA, FL
HQ
40
COUNTRIES



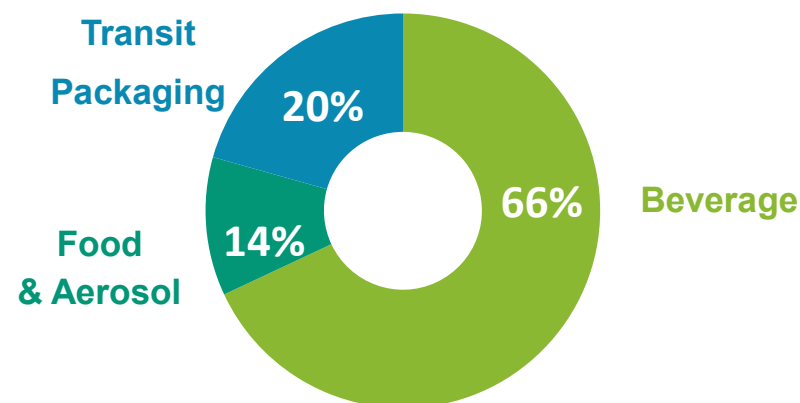
1892
Established

DATA AS OF DECEMBER 31, 2022

Sales By Region



By Product



- Commitment to safety and operational excellence
- Diverse portfolio of global packaging businesses that generate significant operating cash flow enabling the Company to invest for growth while returning cash to shareholders
- Market-leading beverage can platforms in Southeast Asia, Mexico and Turkey; strong presence in North America, Europe and Brazil
- Beverage cans, food cans and transit products all help protect our customers products
 - All made from recycled materials
 - All materials can be recycled

Our Businesses

- Beverage Packaging (66% of sales)
 - The beverage can is the most recycled drinks package
 - Aluminum is 100% and infinitely recyclable
 - New drinks products increasing offered in cans
 - Global capacity expanded by more than 25 billion units (30+%) since 2019
- Transit Packaging (20% of sales)
 - Stable and consistent business requiring minimal capital expenditures
 - High recurring cash flow
- Food/Aerosol Packaging (14% of sales)
 - Increased pet adoption leading to food can growth
 - Stable and consistent cash flows



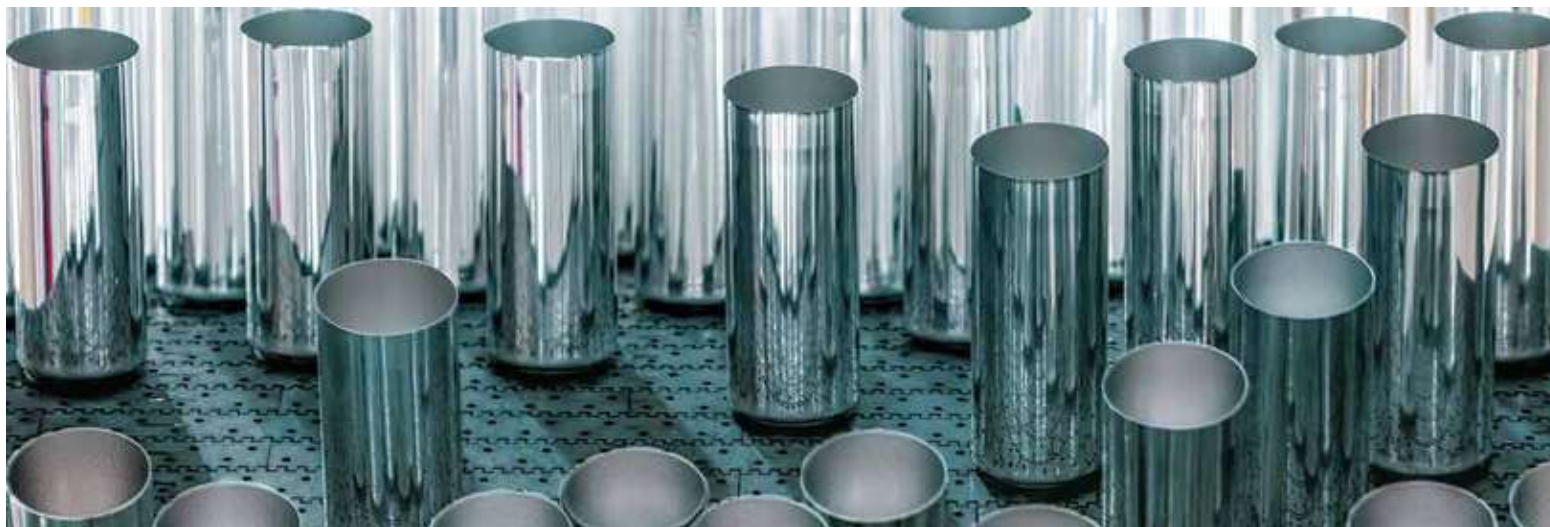
2022 HIGHLIGHTS

- Five-year adjusted EPS CAGR approximately 10%
- Global beverage can volume growth of 3% in 2022 following 9% in 2021
- Invested \$839 million in capital projects with an eye on future growth
- Stable and consistent cash flows in Food and Transit businesses
- From 2018 to 2022, the Company generated free cash flow of \$2.5 billion after investing \$3.1 billion in capital projects primarily to support beverage can growth
- Raised annual dividend to \$0.88 per share in 2022 from \$0.80 per share in 2021
- Repurchased \$722 million shares in 2022 and \$1.7 billion since 2021
- Year-end 2022 net leverage ratio at 3.7x EBITDA



2023 OUTLOOK

- Project to grow EBITDA between 8% and 12%
 - Improvement expected in global beverage operations and Transit
- Capex of approximately \$900 billion in capital projects in 2023 primarily to support beverage can growth
- Approximately \$500 Free Cash Flow
- Raise annual dividend to \$0.96 per share from \$0.88 per share in 2022
- Target net leverage ratio remains approximately 3.25x



GLOBAL BEVERAGE CAN EXPANSION PROJECTS

2020

- New plant in Rio Verde, Brazil
- New plant in Nong Khae, Thailand
- Third line added to Toronto, Canada facility
- Third line added to Nichols, NY facility
- Two lines converted from steel to aluminum in Seville, Spain

2021

- New two-line plant in Bowling Green, KY
- New plant in Vung Tau, Vietnam
- Third line added to Olympia, WA facility
- Second line in Hanoi, Vietnam
- Second line added to Rio Verde, Brazil plant

2022

- New two-line plant in Uberaba, Brazil
- New plant in Martinsville, VA
- Second line added to Monterrey, Mexico facility
- Third line added to Phnom Penh, Cambodia plant
- Second line added to Nong Khae, Thailand plant.

2023

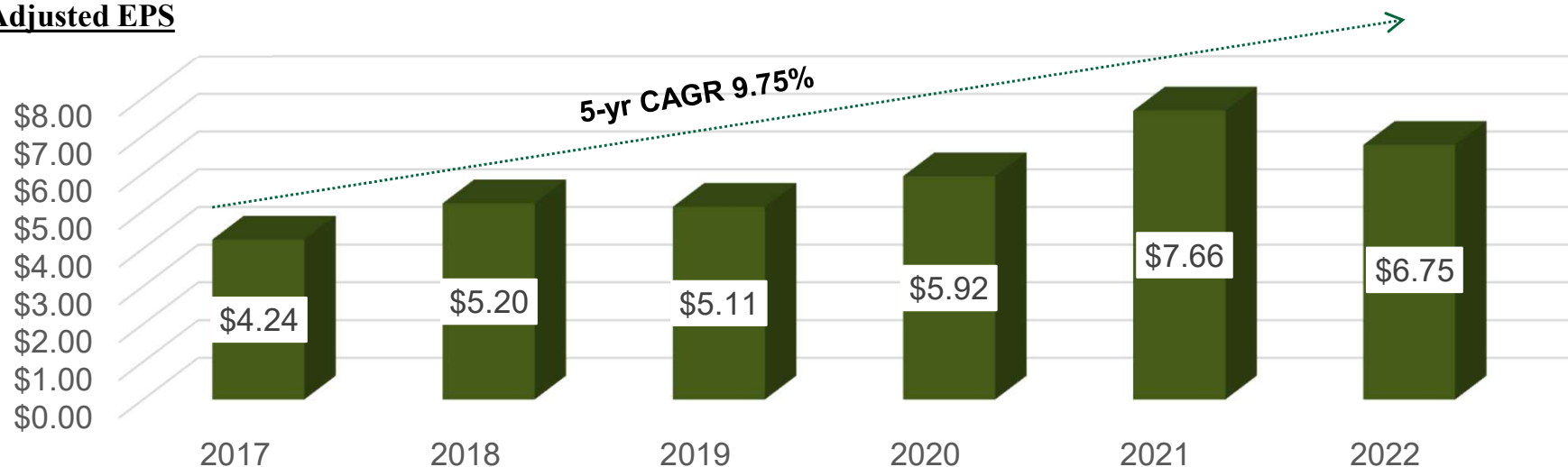
- Second line added to Martinsville VA
- New two-line plant in Mesquite, NV
- New two-line plant in Petersborough, United Kingdom
- New one line high-speed aluminum can line in Agoncillo, Spain

- Beverage sales units have increased at a ~ 5% CAGR
- 25+ billion units annualized of beverage can capacity added 2020 – 2023
- Annualized global capacity 100 billion units at end 2023

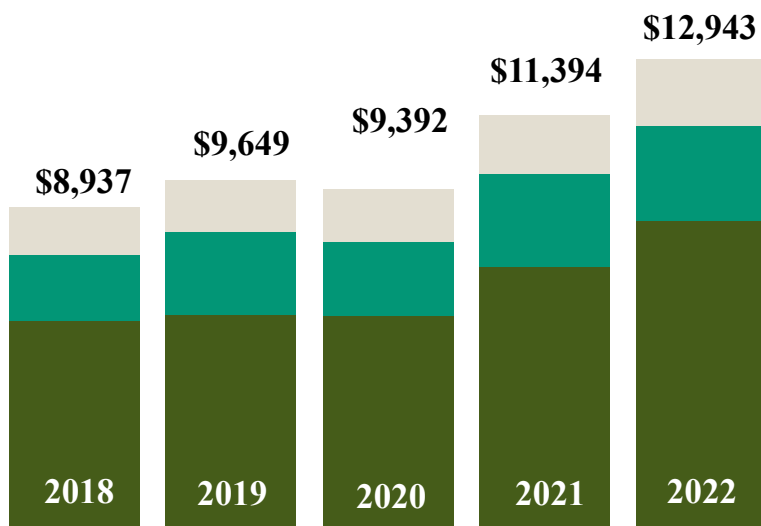


FINANCIAL METRICS

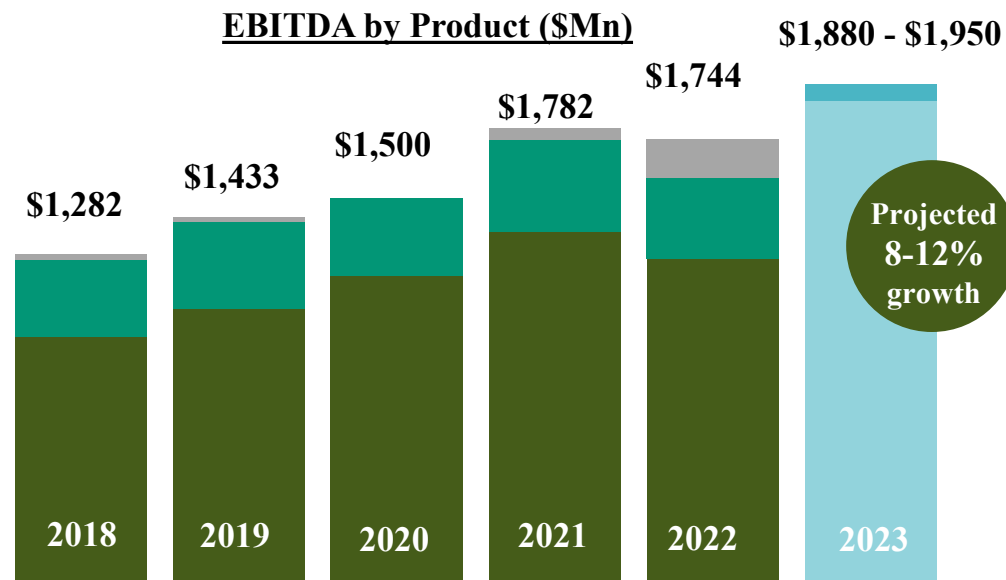
Adjusted EPS



Sales by Product (\$Mn)

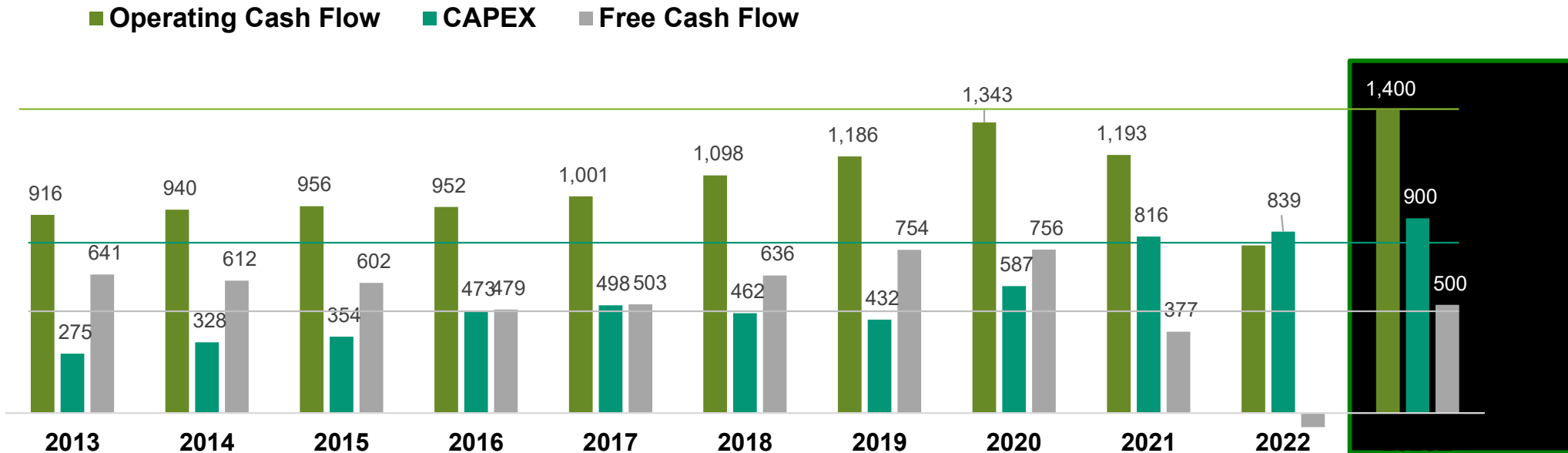


EBITDA by Product (\$Mn)



● Beverage ● Transit ● Other

History of Strong Cash Flow



Capital spending has been elevated in recent years to support global beverage can growth with **more than \$800 million spent in each of 2021, 2022 and projected for 2023**

Stable and consistent free cash flows from Transit and Tinplate businesses support the repurchase of Company stock and dividends while investing for future growth

Averaged approximately \$1.1 billion in Operating Cash Flow since 2013 and project **\$1.4 billion in 2023**

CROWN SHARE PRICE

Five - Year Cumulative Total Return*



* Assumes that value of investment was \$100 on 12/31/17 and that all dividends were reinvested

- **Launched Twentyby30 program in 2021**
 - Crown's commitment to twenty measurable sustainability goals by 2030
 - Set science-based sustainability targets
- **Joined The Climate Pledge, a commitment to be net-zero carbon across operations by 2040**
- **Served as lead host for the beverage can industry's first Global Aluminum Can Sustainability Summit**
 - Aluminum is 100% and infinitely recyclable
- **Signed on to the United Nations (UN) Global Compact and UN CEO Water Mandate**
- **Received Aluminum Stewardship Initiative (ASI) Certification for Mexican beverage can operations (following previous certification in Brazil)**



- Ranked by **Sustainalytics** as a leader in the **top 3%** of the containers and packaging industry
- Included in the America's **Most Responsible Companies 2023** list by Newsweek (observing 2022 performance)



- Recognized within the U.S. Environmental Protection Agency's (EPA) **Top 25 Green Power Partners** from the Fortune 500 list
- Named to the **100 Best Corporate Citizens of 2022** list by 3BL Media

Five pillars of action:



Climate Action



Resource Efficiency



Optimum Circularity



Working Together



Never Compromise

Ambitious sustainability strategy encompassing 20 measurable goals to be achieved by the end of 2030 or sooner



Twentyby30

Accelerating Sustainability

Twentyby30 focuses on efforts such as **making operational improvements in energy, water and waste** and elevating our focus on **material use efficiency, recycling, responsible and ethical sourcing** and food contact and **safety**

Notable progress:

Scope 1 & 2
emissions
reduced by
11%



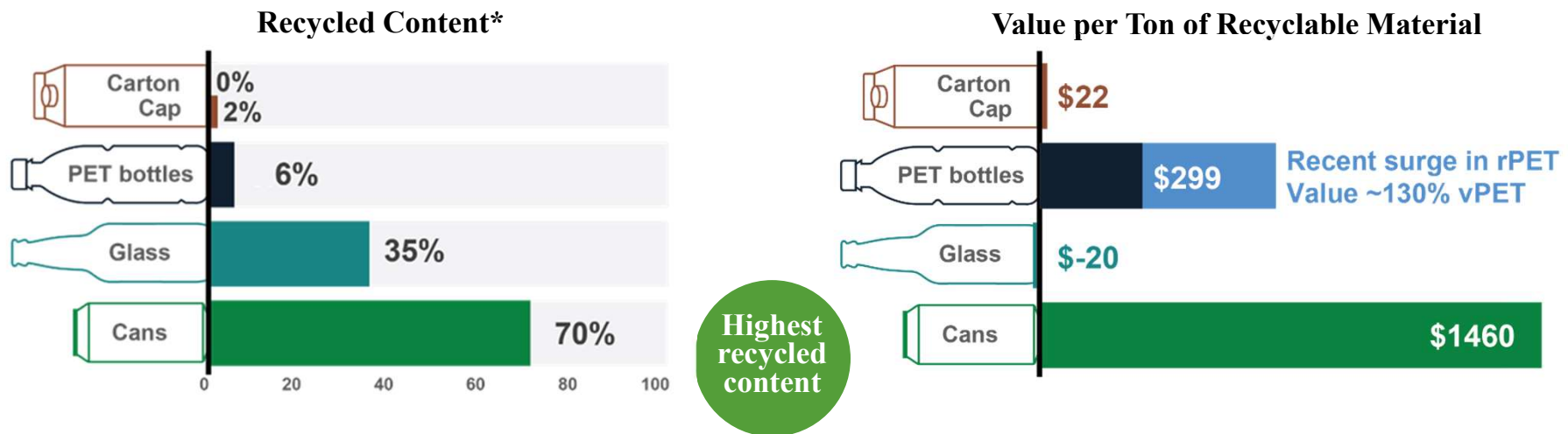
30%
of the Company is
operating on renewable
electricity sources



99%
of waste diverted
from landfill

The Aluminium Beverage Can: The model of the Circular Economy

- The beverage can is the most recycled drinks package in the world
- Recycling aluminium saves more than 95% of the energy needed to make new aluminium
- Can to can recycling happens in as little as 6 weeks



*The Recycling Partnership's 2020 State of Curbside Report; Metal Packaging Europe; Petcore Europe

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