



Positioned to *deliver*

Annual Shareholders Meeting
April 30, 2026



Brand-Building Packaging™

Established in 1892, Crown Holdings, Inc. is a leading global diversified packaging company that manufactures aluminum and steel cans and ends for the aerosol, beverage and food industries as well as a wide range of products and engineered solutions that protect goods in transit.

Sales in 2025 were \$12.4 billion with 84% in metal packaging and 16% in Transit Packaging.



\$12.4bn
NET SALES



23,000
EMPLOYEES



179
PLANTS



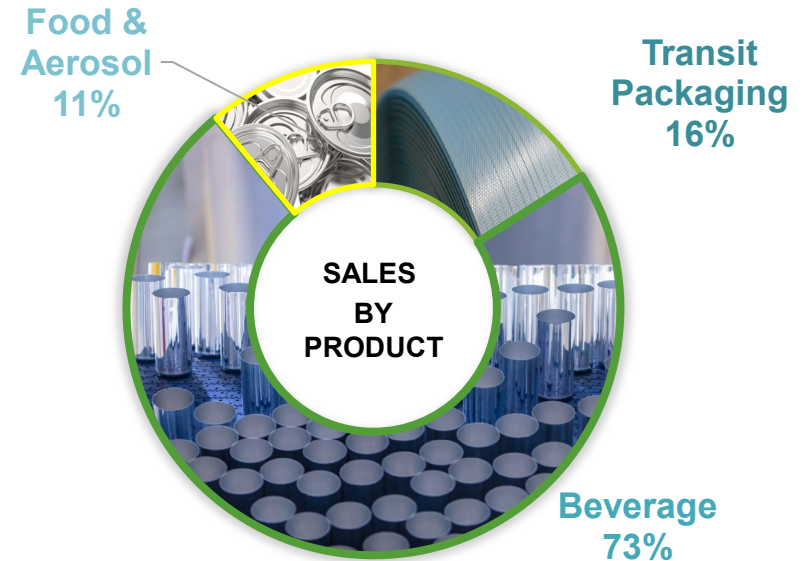
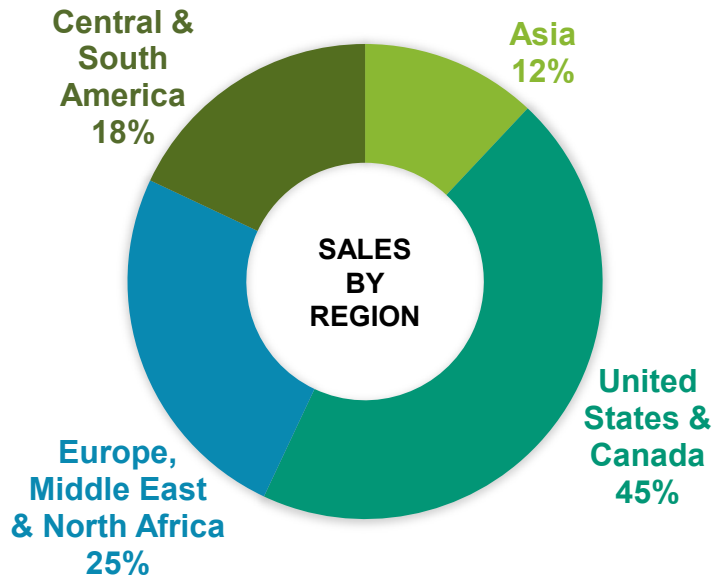
39
COUNTRIES



1892 **1929**
Founded NYSE Listed

DATA AS OF DECEMBER 31, 2025

OUR BUSINESS



- **Business centered around customers;** geographical diversity to service customers in every region
- **Leading market positions** in both established and high-growth regions
- **Focused portfolio of global packaging businesses** built to drive **significant operating cash flow**
- **Beverage cans, food cans and transit products** all help protect our customers' products
 - All made from recycled materials
 - All materials can be recycled



Beverage

- 73% of consolidated global revenues
- **Unmatched geographical reach** with leading positions in North America, Mexico, Brazil, Europe, Middle East and Asia
- Can volume growth driven by new products, which have been increasingly offered in cans. **Cans continue to disproportionately be the package of choice for new beverage products due to their many attributes**
- Aluminum beverage cans are the **most recycled drinks package**, and the aluminum can be recycled endlessly without loss of critical properties, creating significant sustainability benefits relative to other beverage packaging substrates

OUR CUSTOMERS

- **Balanced customer portfolio**

- We deliver the **highest overall value proposition** to our customers, and they are using aluminum cans to promote new offerings. In North America, 80% of new products are in aluminum cans.
- **Our footprint** allows us to be aligned with our customers needs. We are able to serve current brands and be ready to provide support for new product offerings in those regions.
- **We remain balanced globally** between alcoholic and non-alcoholic segments



Transit Packaging



Attractive margins generated from three distinct businesses

- **Equipment, tools and services** used to apply and remove packaging products and automate end-of-line manufacturing (30% of sales)
- Wide variety of paper- and plastic-based **protective packaging** (27%)
- **Steel and plastic strap, film** (43%)



Leading market positions across a large portfolio of protective packaging and equipment that is used to wrap, store, secure and prepare products for shipment

The business is **stable due to broad diversification** of businesses

Low capital investment requirements, leading to **89% free cash conversion*** since 2018, 3-year average of 92%

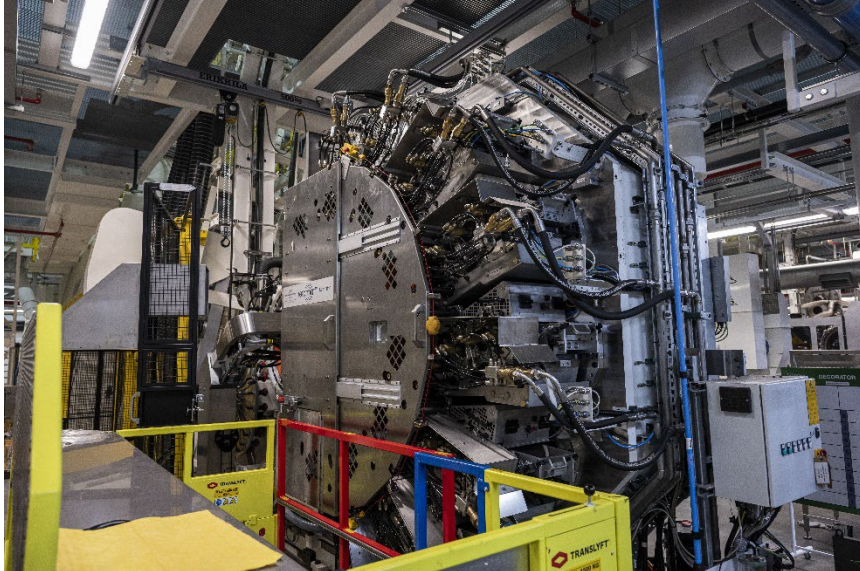
Food, Aerosol, and Promotional Packaging

- Require relatively **low capital investment** allowing **strong cash-generation**
- Businesses maintain **long-standing relationships** with customers across food, household and promotional products
- Businesses are **nimble** enough to react to customer demands and robust enough to meet market requirements
- Businesses provide customers with high quality, value products to showcase their offerings



Equipment and Tooling

- **CarnaudMetalbox Engineering** holds a leading position in beverage canmaking equipment
- Provides equipment to global beverage can companies
- World Class tooling and die set capabilities
- New product offerings including Reverse Vending Machines for recycling beverage can and PET bottles.



SUSTAINABILITY – CIRCULARITY CHAMPION

Most Recycled Beverage Packaging

- The beverage can is the most recycled drinks package in the world
- Recycled beverage cans become new cans in less than 60 days
- In the U.S., aluminum cans contain an average of 71% recycled content (compared to 16% for plastic bottles*)



Recycling Saves Energy and is Economically Profitable

- Recycling aluminum saves more than 95% of the energy and greenhouse gas emissions associated with new aluminum production



*Napcor 2024 PET Recycling Report

SUSTAINABILITY - ACCOLADES



- Recognized as one of Forbes' Net Zero Leaders for 2025
- Named again as one of "America's Climate Leaders" by USA TODAY and Statista
 - Recognized again as one of "America's Most Responsible Companies" by Newsweek and Statista
- Recognized by Forbes as one of the "World's Top Companies for Women" for three years running
- Awarded an A- for both Climate and Water by CDP
- High ranking within the Containers and Packaging industry category with a low-risk rating from Sustainalytics, Prime status from ISS Corporate, and another year ranked AA from MSCI
- Awarded "Gold" in the UAE Global Sustainability Awards in the category "Promoting a Circular Economy"

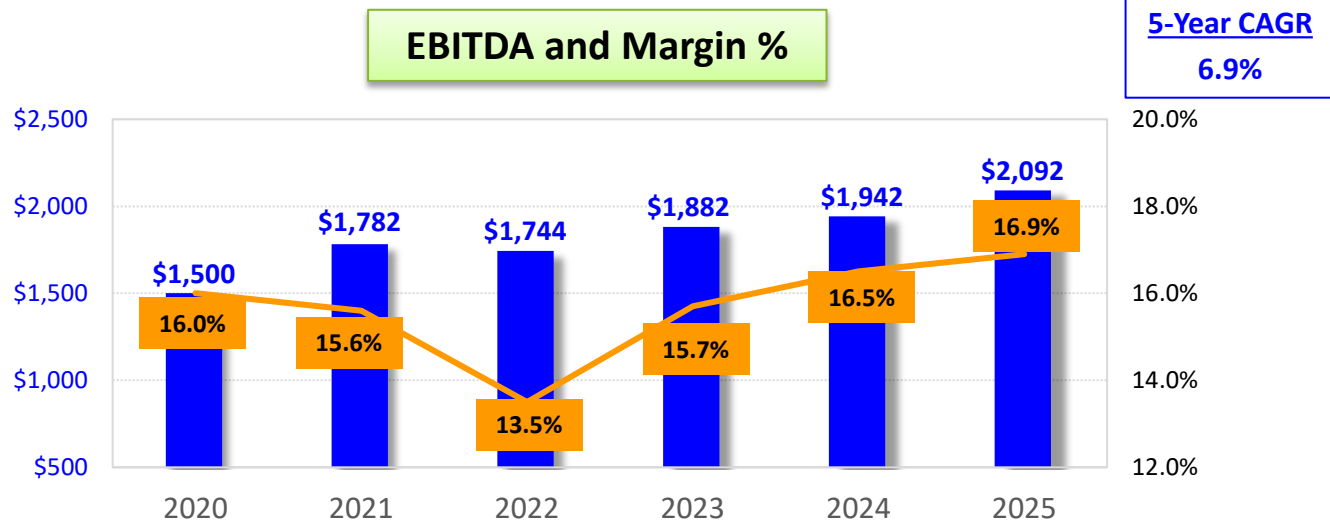
2025 FINANCIAL HIGHLIGHTS

- Record adjusted EBITDA of \$2.1B in 2025
 - 3-year growth of \$348 million or 20%
- Record adjusted free cash flow of \$1.15B in 2025
- Returned \$625 million to shareholders through dividends and share buybacks
- Ended 2025 with net leverage of 2.5x, lowest ratio in 15 years



FINANCIAL METRICS

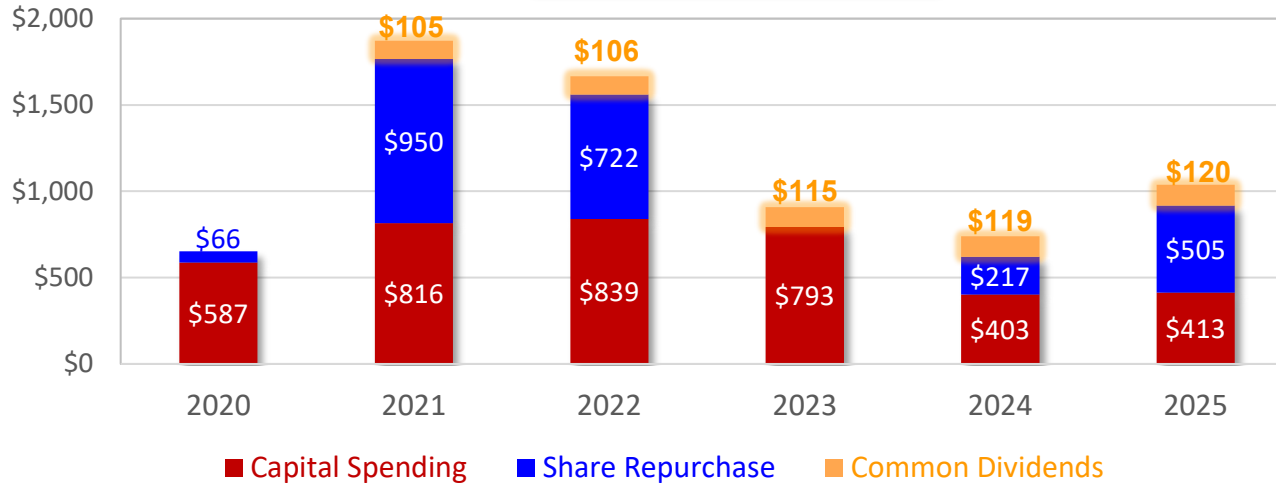
(US\$ millions)



FINANCIAL METRICS

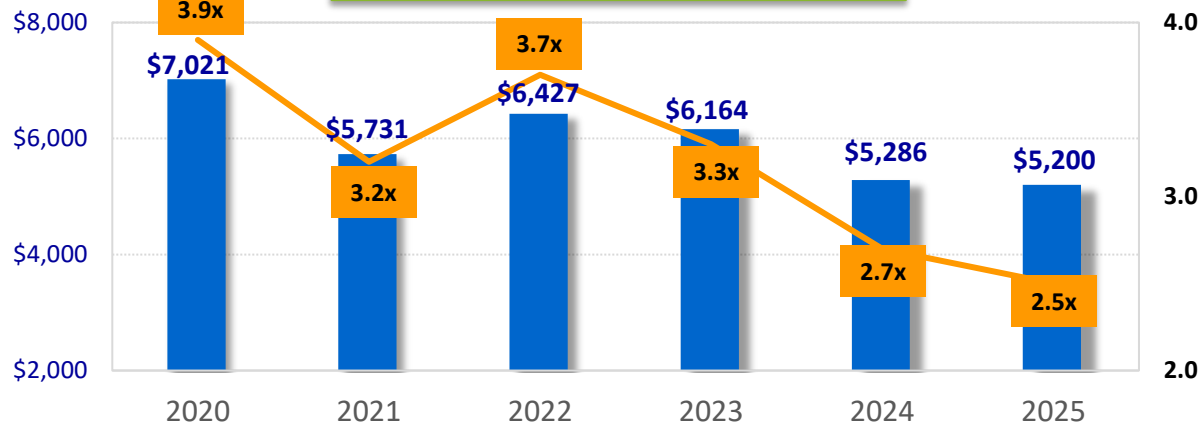
(US\$ millions)

Capital Allocation



5-Year Total; Average
Dividends \$565; \$113
Repurchase \$2,394; \$479
Capital \$3,264; \$653

Net Debt and Leverage Ratio



- Full year EPS expected to be in range of \$7.90 and \$8.30 per adjusted diluted share
- Adjusted EBITDA of approximately \$2.1 billion
- Adjusted free cash flow of approximately \$900 million after investing \$550 million in capital projects.
- Raised dividend 35% to \$1.40 per share.
- Free cash flow after dividends to be returned to shareholders through share repurchases and debt reduction
- Maintain current net leverage ratio of approximately 2.5x
- Q1 off to a good start.
 - EPS up 11% to \$1.86 per share
 - Global Beverage volumes up 5%
 - Returned \$251 million to shareholders

