

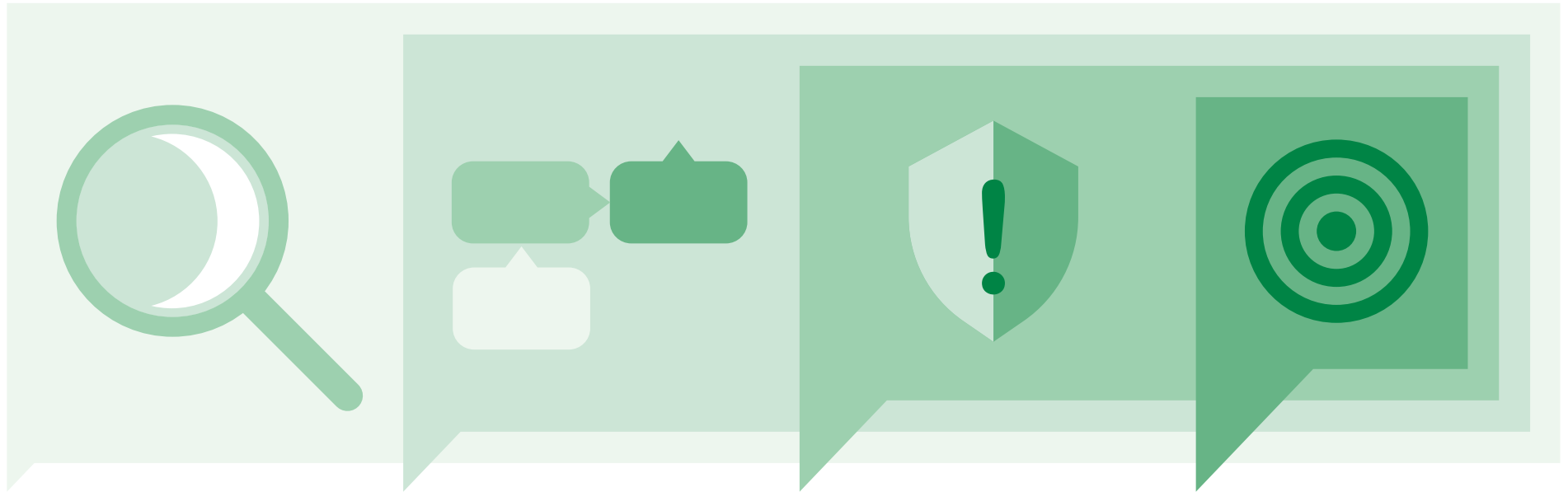
TCFD

TCFD Report 2022

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

Accelerating Sustainability

Executive Summary



Governance

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

Strategy

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

Risk-Management

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

Metrics and Targets

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

Governance

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



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

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

Board Oversight

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

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

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

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

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

Management Oversight

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

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

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

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

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

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

Precautionary Approach

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

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

more fully understand our environmental, economic and social impacts.

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

Materiality

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

Strategy and Risk Management

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

Risk scenario time frames

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

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

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

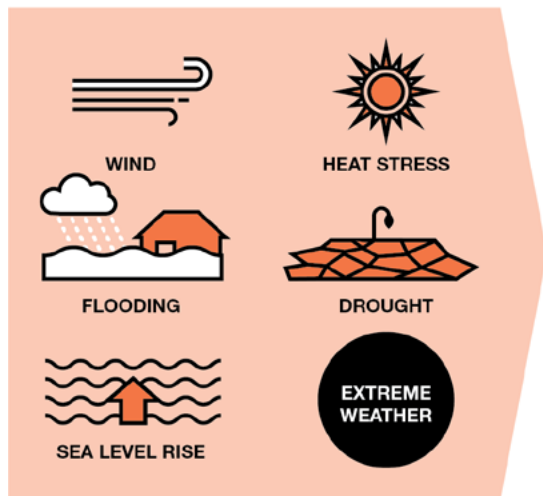


Key Risks & Opportunities

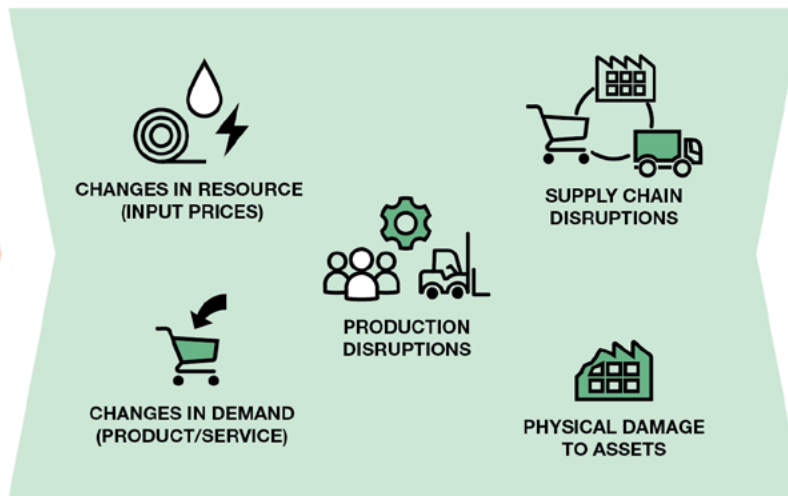
Crown recognizes that physical and transition risks to our business require important consideration. Physical risks can be grouped into two categories: acute, referring to increased severity of extreme weather events; or chronic, referring to long term shifts in climate patterns that could lead to severe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

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

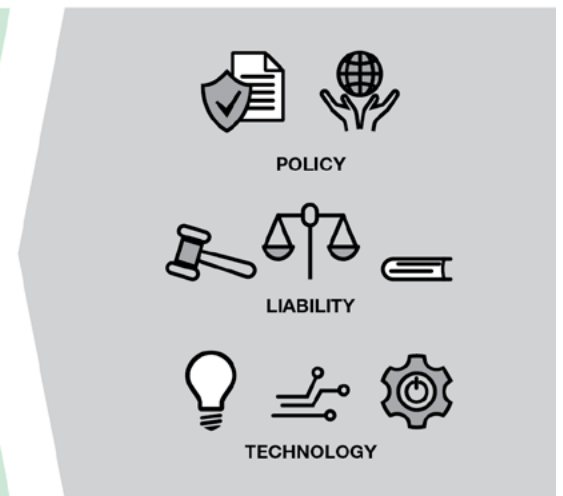
Physical Risks



Potential Financial Impact



Transition Risks



Physical Risks

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

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

Transition Risks

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

Opportunities

	Financial Impact	Crown's Mitigation Response
Medium, Long horizon	Resource Efficiency	
	<ul style="list-style-type: none"> Improved recycling mechanisms More efficient buildings Reduced usage/consumption of water and electricity 	<ul style="list-style-type: none"> Reduced operating costs Increased production capacity to generate greater revenues
Short, Medium-Long Horizon	Energy Source	
	<ul style="list-style-type: none"> Increased availability of lower-emission energy sources Using new renewable technology in addition to wind and solar such as nuclear power or battery storage 	<ul style="list-style-type: none"> Reduced exposure to fossil fuel price increases and fluctuations Less sensitivity to cost of carbon with lower GHG emissions Reputational benefits leading to increased demand for cans
	Products and Services	
	<ul style="list-style-type: none"> Developing new innovative products through R&D Lightweighting goals to decrease raw material usage 	<ul style="list-style-type: none"> Better competitive position resulting in increased revenue Decreased cost of raw materials needed Better competitive position with shifting consumer preferences
	Markets	
<ul style="list-style-type: none"> More public-sector incentives Increased ready-to-drink products in aluminum cans Increased demand for recyclable products 	<ul style="list-style-type: none"> Increased revenue 	
Resilience		
<ul style="list-style-type: none"> Participation in renewable energy programs and adoption of energy efficiency measures Improving efficiency Diversification 	<ul style="list-style-type: none"> 100% renewable electricity in certain regions Avoiding reliance on any single supplier for any critical material 	

Scenario Analysis

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

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

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

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

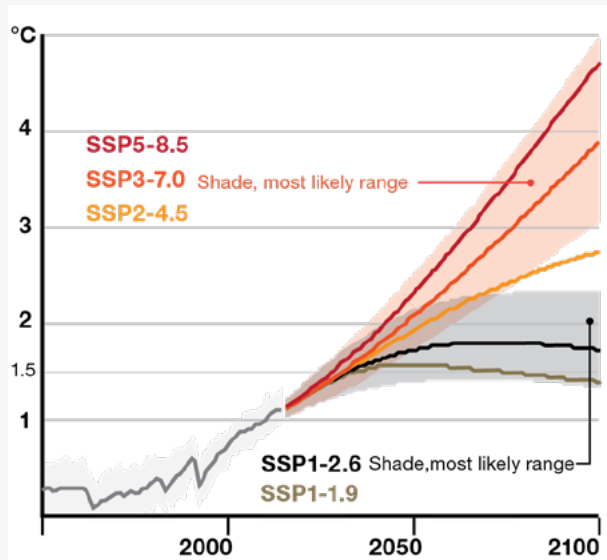
organization in the short, medium and long term. The NZE scenario assumes a faster transition depending on rates of change of key parameters (e.g., the rate of technology development and deployment; changes and timing of key policies; etc.). This scenario compliments the SSP1/RCP2.6 physical scenario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

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



Global Surface Temperature Change

Increase relative to the period 1850-1900



Source: Based on IPCC data/illustration

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

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

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

SSP5 | RCP8.5 Fossil-fuel development scenario

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

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

Climate Change Risk Screening Scenarios

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

*from 1981-2015

Overall Climate Change Risk Screening Results

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

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

Assumptions

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

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

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

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

Integration and Planning

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

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

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

*Average increase relative to 1986-2005

Assumptions, Parameters and Business Impacts

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

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

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

Metrics and Targets

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

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

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

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



Twentyby30™ Climate Action Goals

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

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

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

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

Next Steps

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

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

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