



GRI Index

Our 2023 Sustainability Report has been prepared in accordance with the GRI Standards. Disclosures have been made to GRI 2: General Disclosures 2021 and GRI 3: Material Topics 2021, as well as GRI Topic Specific Standards. This content index serves as a reference to find our GRI standard disclosures in the report, as well as providing additional information that has been disclosed elsewhere in accordance with the GRI standards.

DISCLOSURE	DESCRIPTION	REFERENCE			
General Disclosures					
	Organizational Profile				
GRI 2-1	Organizational details	 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	24,0	638

a.

GRI 2-7	Employees

		anent time		anent -time	•	orary time	•	orary -time	Ū	ency time	•	ency -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
- a. Crown 2024 Proxy Statement, pages 2-4, 21-23, 28-32
- b. <u>Crown 2024 Proxy Statement</u>, pages 2-4, 21-23, 28-32; <u>Corporate Governance Guidelines</u> 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

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

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. <u>Board of Directors</u>; <u>Corporate Governance Guidelines</u>; <u>Crown 2024 Proxy Statement</u>, 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.

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 <u>Compensation Committee</u> 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. <u>Crown 2024 Proxy Statement</u>, 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 F	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
GRI 2-24	Embedding policy commitments	 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
		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.
GRI 2-25	Processes to remediate negative impacts	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.
		 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
GRI 2-26	Mechanisms for seeking advice and raising concerns	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 <u>Human Rights Policy</u>, 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	<u>Materiality</u>
GRI 3-2	List of material topics	<u>Materiality</u>
GRI 3-3	Management of material topics	<u>Materiality</u>

DISCLOSURE	DESCRIPTION	REFERENCE	
Anti-Corrupt	ion		
205-1 Materials 301-1	Operations assessed for risks related to corruption Materials used by weight or volume	 a. 100% of operations assessed b. No significant risks identified 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 Ef	fluents		
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 iiii. 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 wasterelated 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 iii. Landfilling; N/A ii. Incineration (with energy recovery); N/A iii. Landfilling; N/A iii. Approximately 100% of our waste disposal is offsite; less than 1% of our total was disposed of on-site iii. 67,636 MT (mix of hazardous and non-hazardous) c. Non Hazardous i. Incineration (with energy recovery); N/A ii. Incineration (with energy recovery); N/A iii. Incineration (with energy recovery); N/A
Occupationa	l 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.





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