



A Simple Wish A Better Tomorrow

SUSTAINABILITY REPORT 2013



A Message from **Our Chairman**

WELCOME TO CROWN HOLDINGS, INC.'S 2013 SUSTAINABILITY REPORT. IN OUR INAUGURAL REPORT TWO YEARS AGO, WE EMPHASIZED HOW SUSTAINABILITY WAS A GUIDING ETHICAL AND BUSINESS PRINCIPLE AT CROWN, LONG BEFORE THE CONCEPT CAME INTO FASHION. TODAY, I AM HAPPY TO REPORT THAT WE HAVE TAKEN SUSTAINABILITY TO A NEW LEVEL.

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We are manufacturing more products than ever before and we continue to expand our global footprint. And yet, we are using fewer resources and less energy, ultimately reducing our environmental impact. In short, never in our more than 120-year history have we been able to make so much, with so little.

Crown's sustainability success rests in large part with our core product: the metal can. In so many ways, metal is the most sustainable packaging material. The raw ingredients that make up metal—aluminum and steel—are abundant, and no other packaging material has a more firmly established recycling infrastructure. Every hour, worldwide, more than nine million cans are recycled. No other packaging material can claim such high rates of recyclability, and these rates continue to increase all over the world.

Our people also play a critical role in our sustainability efforts. In recognition of that, we launched the first annual Chairman's Sustainability Awards program in 2012 to recognize leadership in our facilities. We also continue to invest in the safety and well-being of our employees and the communities where they live.

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This report highlights developments in our sustainability efforts since our last reporting period. It also includes adjustments to how we report our data. We have recast earlier data using a new set of conversion factors to more accurately represent our raw material and emissions usage given our changing product mix. You can read more about this on page 24 of this report.

As we reflect on our sustainability progress, we know we are on the right track. We will continue to build on our culture of sustainability within the organization through innovation, recognizing and rewarding our people and vendors who make a difference and maximizing production efficiency. We plan to issue another update on our progress in 2015, supporting our intent to report on a biennial basis, as established in 2011. ■



John W. Conway

*Chairman of the Board and Chief Executive Officer
Crown Holdings, Inc.*

About this Report

THE INFORMATION INCLUDED IN THIS REPORT REFLECTS FISCAL YEARS 2011 AND 2012. IT INCLUDES THIRD-PARTY INDUSTRY FIGURES AS WELL AS INTERNAL DATA SHOWING PROGRESS IN THE SEVEN KEY AREAS REPORTED IN CROWN'S INAUGURAL SUSTAINABILITY REPORT, ISSUED IN NOVEMBER 2011.

These areas, listed below, were chosen as topics to report on because they reflect areas of interest of our key stakeholders¹.

- ▷ Material consumption
- ▷ Direct and indirect greenhouse gas emissions
- ▷ Energy consumption
- ▷ VOC emissions
- ▷ Waste recycling
- ▷ Waste disposal
- ▷ NO_x emissions

The Global Reporting Initiative's (GRI) G3 Guidelines have been used as the foundation for this report. It includes data from each of Crown's three operating divisions (CROWN Americas, CROWN Asia Pacific and CROWN Europe) and regional headquarter locations (Philadelphia, Pennsylvania, U.S.; Baar, Switzerland; and Singapore). ■

See page 49 for a complete GRI Index.

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¹ Stakeholders include current and prospective customers, employees, local communities, investors/shareholders/analysts, suppliers, government/regulatory authorities, educational institutions and trade associations. These groups have been identified as key stakeholders because they have a considerable impact on our business and in communities where we have operations.



SECTION

ONE

ABOUT US

DID YOU KNOW?

Nearly 75% of all aluminum and 80%-90% of all steel that has ever been produced is still in use today.





HERE AT CROWN, WE'RE PASSIONATE ABOUT HELPING OUR CUSTOMERS BUILD THEIR BRANDS AND CONNECT WITH CONSUMERS AROUND THE WORLD.

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WE DO THIS BY DELIVERING INNOVATIVE PACKAGING THAT BOOSTS A PRODUCT'S SHELF APPEAL, ENHANCES CONVENIENCE AND SPURS CONSUMER ENGAGEMENT. WHETHER IMPROVING EXISTING TECHNOLOGY OR PIONEERING A NEW CONCEPT, WE ARE COMMITTED TO WORKING IN PARTNERSHIP WITH OUR CUSTOMERS TO DRIVE THEIR BUSINESSES LOCALLY AND GLOBALLY.

Crown's origins date back to 1892 when our founder, William Painter, revolutionized the brewing industry with the invention of the "crown cork" to extend the shelf life of bottled beer. Since then, our technology portfolio has expanded significantly and now includes steel aerosol cans, aluminum and steel beverage cans and ends, aluminum and steel food cans and ends, metal vacuum closures, composite closures, crowns, and decorative and industrial steel packaging. But that spirit of innovation that started it all remains a core tenet of our Company today.

We've also grown into a truly global company, with 149 plants in 41 countries and 21,900 employees. Our manufacturing plants are strategically located around the world, allowing us to support our regional and international customers in the growing economies of Asia, Eastern Europe, South America, the Middle East and North Africa.

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Our Company at a Glance

Crown Holdings, Inc. (NYSE: CCK) is a publicly traded company. Over 90 percent of the company's stock is held by institutional and mutual fund investors.

GLOBAL HEADQUARTERS: Philadelphia, PA

2012 NET SALES: \$8.5 billion

By Geographic Area

- ▷ North America: 33%
- ▷ Western Europe: 35%
- ▷ Developing Markets: 32%

By Product

- ▷ Beverage Cans: 55%
- ▷ Food Cans & Closures: 33%
- ▷ Other: 12%

MARKETS SERVED

Beverage, food, household, industrial, luxury and personal care

KEY DEVELOPMENTS

In this reporting period, Crown has opened six new plants, closed five plants, including a facility in Thailand damaged by flooding, acquired a controlling interest in 11 Asian speciality packaging plants and entered into a food can joint venture in Thailand. In addition, capacity expansions were achieved in 7 plants.

NUMBER OF UNITS SOLD (IN BILLIONS)

TYPE	2007	2008	2009	2010	2011	2012
Beverage Cans	42.4	39.9	44.0	47.9	50.4	52.2
Food Cans	16.9	17.0	14.4	14.5	14.0	13.8
All Other	33.1	30.7	25.0	23.5	22.7	21.1

DIVISIONS AND OPERATING SEGMENTS

- ▷ The Americas Division has operations in 8 countries including: the United States, Brazil, Canada, the Caribbean, Colombia and Mexico.
- ▷ The Asia Pacific Division operates in 6 countries: Cambodia, China, Malaysia, Singapore, Thailand and Vietnam.
- ▷ The European Division spans 27 countries across Europe, the Middle East and North Africa.
- ▷ A portion of the Company's operations are conducted through joint ventures, including certain beverage can operations in Asia, the Middle East and South America. During the reporting period, Crown purchased the remaining interest in joint ventures in Beijing, Dubai and Shanghai and increased ownerships to 60% in joint ventures in Jordan and Tunisia. Crown also purchased the remaining minority interest in Hellas Can during this time period.



MARINA BAY, SINGAPORE

An Identity Synonymous with Sustainability

Crown's primary product—the iconic can—is both the source of our identity as well as the embodiment of sustainability. No other packaging format can match metal packaging's ability to preserve food and beverages and keep them safe. Metal cans were first used in the early 1800s, and today they remain the safest, most convenient and most economical way to deliver nutritious food.

Consider metal's advantages over other food packaging formats. Food in metal cans is already prepared and ready to eat or use. Canned foods are as nutritious as their fresh counterparts because they are picked at the peak of ripeness and packed within hours so nutrients are locked in and remain shelf stable with no need for refrigeration. No preservatives are required, and because metal cans are hermetically sealed, food and beverages are protected from microbial spoilage and the degrading effects of light.

From a logistical standpoint, metal cans are easy to transport and store. They stack conveniently to save space and they are highly resistant to damage. But that's not all. Metal packaging also has numerous recycling benefits, further extending its sustainability credentials. ■

Metal packaging is 100% recyclable and can be infinitely recycled with no loss of physical properties.

UNBEATABLE RECYCLABILITY

Two of the most critical advantages of metal are its abundance and its recyclability. Aluminum and iron ore—the building blocks of metal packaging—are the third and fourth most plentiful elements in the earth's crust. Metal packaging is 100% recyclable and can be infinitely recycled with no loss of physical properties. Put another way, steel and aluminum never need to be downgraded to less demanding uses after recycling. That makes both materials a **permanent resource**—not just a recycling resource. In fact, both the United Kingdom and the European Union have named metal as a permanent resource in legislation (BS 8905; EU 2011/2068 (INI)).

No other packaging material has a stronger or more firmly established global recycling infrastructure than metal, largely due to the economic value of the materials. The materials are so valuable that not only do they more than pay for the cost of their own collection, they effectively subsidize the recycling of all other packaging materials, some of which have no post-consumer value.

Recycling rates for both steel and aluminum around the world continue to rise. In the U.S., the recycling rate for aluminum beverage containers continued its decade-long upward trend, reaching a rate of 67% in 2012.² This is the highest recycling rate since the early 1990s and marks progress toward the industry's goal of 75% recycling by 2015. The new rate means that in 2012, the aluminum can industry recycled some 62 billion domestic and imported cans while shipping 92 billion cans in the U.S. The energy saved from this recycling equaled 19 million barrels of crude oil, which could fuel more than 1.7 million cars for a full year.

² Joint press release from the Aluminum Association, Can Manufacturers Institute (CMI) and Institute of Scrap Recycling Industries (ISRI) – October 24, 2013



Meanwhile, steel can recycling rates in North America have risen from 15% in 1988 to 71% in 2012. In that year alone, more than 1.3 million tons of tinplate steel—the equivalent of 21 billion steel cans—were recycled. That’s quite an impact, given that for every ton of steel recycled, 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone are conserved.³

The news in Europe is just as strong. The overall recycle rate for aluminum beverage cans in the EU 27 including EFTA countries and Turkey increased by 2.4% to 66.7% in 2010. With a total of 36 billion aluminum beverage containers produced in 2010, the recycling rate means at least 24 billion cans were recycled, resulting in a total greenhouse gas savings of 2.5 million metric tons, the equivalent of taking one million passenger cars off the road for an entire year!⁴

Did you know that food and beverage cans are made from steel and aluminum produced on average with more than 50% recycled material?⁵



³ Steel Recycling Institute

⁴ Press release from the European Aluminium Association – July 16, 2012

⁵ Secondary raw material used in the production of steel and aluminum constitutes more than 50% of the total production of those materials.

When it comes to steel, the latest figures from APEAL (The Association of European Producers of Steel for Packaging) show that European households recycled 2.6 million metric tons of steel packaging in 2011 (corresponding to an average rate in Europe of 74%), increasing the percentage of steel packaging recycled for the 12th successive year. At this rate, households across Europe have saved the equivalent of almost half of Belgium’s annual electricity consumption. ■

SUSTAINABLE INNOVATION

Crown’s research and development efforts have resulted in a number of critical packaging innovations. While each of them offer brand owners a way to differentiate themselves in the eyes of the consumer, they were also developed with sustainability in mind. That statement is true of all the innovations we bring to market. Our primary goal is to deliver packaging that is as user-friendly as it is environmentally-friendly. Here are just a few examples of that commitment in action.

► SuperEnd® Beverage End

When Crown introduced this revolutionary technology, it was the first major breakthrough in beverage end technology in nearly 20 years. The end reduces metal use by 10% and its unique geometry delivers several key benefits to both fillers and consumers. To date, more than 400 billion SuperEnd® beverage ends have been produced by Crown and its licensees, saving over 104,000 metric tons of aluminum, 1,800 metric tons of coatings and nearly 900,000 metric tons of greenhouse gases, saving over 2.1 million barrels of oil.

► 360 End™

As the world’s first beverage can with a full aperture end, this innovation allows consumers to remove the entire lid, transforming the can into a drinking cup and eliminating the need for separate glassware and the waste associated with it. The larger opening makes this innovation ideal for applications where aroma adds substantially to a product’s flavor profile, like beer and wine.

▷ BICAN®

This aerosol technology incorporates a plastic inner bag to keep product and propellant completely separate. This separation prevents the contents from coming into contact with the package itself, while also eliminating the possibility of product drying or hardening, increasing its life span and effectiveness. While commonly used to dispense shaving gels, the technology is seeing far wider appeal as brand owners increasingly look for technologies that enable them to dispense new liquid and viscous products in aerosol cans, particularly for the food and skin care markets.

▷ EarthSafe™ Dispensing System

Designed to help brand owners comply with directives from the California Air Resources Board, this unique package replaces traditional hydrocarbon propellants with compressed air. A key component of the system is its advanced valve technology that allows total evacuation of the contents from the package at consistent flow rates from start to finish, reducing waste.

▷ Easylid™ Closure

This award-winning closure represents the latest in convenience packaging for European paint manufacturers. Consisting of a metal plate with a plastic outer ring, the Easylid™ closure is easy to remove by hand, with no need for screwdrivers or other tools that can lead to warping of the lid and make it difficult to reclose. This also eliminates a potential cause of damage to the lid's seal, cutting out any risk of spills or of the paint drying out when it comes in contact with the air.

▷ FreeFlow™ End

This unique beverage end technology features a dual aperture opening to facilitate a smoother pour and enhance the consumer experience. Consumers simply open the can as usual, turn the tab to align it over the button-shaped depression to the right of the main opening and then press down to activate the second opening. No extra tools are required to open the end.

▷ FreshCan™

The FreshCan™ concept to produce a food can induction retorting process promises to deliver significantly lower overall system cost and improved product quality. Since the process runs at atmospheric pressure, significant material lightweighting is possible. The can will also contain a small amount of water, and via induction heating, will rapidly steam the product within the can, saving energy, with the potential to improve the color, flavor and texture of some food products.

▷ Orbit™ Closure

The Orbit™ Closure is a revolutionary step change in convenience, designed to solve a long-standing consumer challenge: opening glass jars. A unique two-part design reduces opening torque, making the closure significantly easier to open for all demographics, including seniors and children, when compared to standard twist-off closures. ■





LEADING THE WAY IN LIGHTWEIGHTING

Using technology to reduce the amount of coatings and metal used in our containers and ends while maintaining performance and functionality is a significant component of our global RD&E efforts.

As a Company, we work on over 100 different lightweighting projects each year across our businesses. Lightweighting is fundamental to reducing the environmental footprint of our products. It also helps Crown and its customers reduce costs and remain competitive in the metal packaging industry, ensuring the ultimate sustainability of both the Company and our products.



SPECIFIC LIGHTWEIGHTING EXAMPLES INCLUDE:

- ▷ Resilient rail technology for food cans that allows thinner gauge metal to be used by better controlling the side wall beading operation, reducing the manufacturing range of panel pressure and axial load performance.
- ▷ Double reduced steel technology for food ends that utilize this material with new end panel designs and score profiles developed to provide thinner full aperture easy-open ends with improved openability.
- ▷ Performance testing technology for aerosol cans that enabled the U.S. DOT and Transport Canada to approve lighter containers based upon fit-for-purpose performance testing to ensure safety rather than historical specifications.
- ▷ Creation of SuperEnd® beverage end technology through the development of a radical new end shell geometry that makes use of the inherent strength in the double seam to improve end pressure performance, resulting in reductions of 10% in the end metal and 7% in the coatings weight.

SECTION

TWO

FRAMEWORK FOR SUSTAINABILITY AT CROWN

DID YOU KNOW?

New cans produced with recycled steel
reduce greenhouse gas emissions by 75%.

SAFETY, INNOVATION AND EFFICIENCY HAVE SERVED AS THE PILLARS FOR HOW CROWN OPERATES SINCE DAY ONE. THESE PILLARS HAVE MANIFESTED THEMSELVES IN OUR WORLD-CLASS PERFORMANCE (WCP) PROGRAM.



THIS RIGOROUS, GLOBAL PROGRAM SERVES AS THE FOUNDATION FOR SUSTAINABILITY EFFORTS COMPANY-WIDE AND CALLS UPON EACH OF OUR EMPLOYEES, AS WELL AS OUR SUPPLIERS, TO RAISE OUR PERFORMANCE STANDARDS TO THE HIGHEST LEVEL POSSIBLE, CONTINUALLY STRIVE FOR EXCELLENCE AND CONSERVE RESOURCES.

WCP CONSISTS OF SEVEN CRITICAL DIMENSIONS:

- 1} QUALITY FIRST** – Ensuring customer satisfaction with a laser focus on quality in our products and manufacturing.
- 2} CUSTOMER SERVICE** – A principle of cultivating long-term relationships with customers.
- 3} ENVIRONMENT, HEALTH & SAFETY** – Making the environment and welfare of our employees and communities a top priority.
- 4} TEAM FORCE** – Forging a culture of teamwork that encourages ongoing and continuous contributions toward success.
- 5} MANAGING INNOVATION** – Spreading excellence across our entire global organization.
- 6} MANUFACTURING PROCESSES** – Reducing variability in manufacturing and ensuring best practices.
- 7} SUPPLY CHAIN MANAGEMENT** – Maximizing performance and efficiency in our work with suppliers.



An Unconditional Commitment to Safety

WITHOUT QUESTION, ENVIRONMENTAL AWARENESS AND SUSTAINABILITY ARE CLOSELY LINKED TO SAFETY AND WELL-BEING. AT CROWN, SAFETY IS A TOP PRIORITY. IN ALL OF OUR ENDEAVORS, WE ARE COMMITTED TO PROVIDING A SAFE WORKING ENVIRONMENT FOR OUR EMPLOYEES, ONE IN WHICH THEY CAN GROW AND REALIZE THEIR FULL POTENTIAL.

KEY PRINCIPLES

In order to promote the health and welfare of our employees, as well as preserve the environment, Crown operates based on a set of principles that guide our work. We believe that safety not only benefits our employees, but also serves as a sound business practice that ensures longevity and success.

- 1} We conform to all regulatory requirements, as well as to our own environmental, health and safety standards and policies.
- 2} We strive to build a culture of safety through employee engagement and health and welfare awareness campaigns.
- 3} We promote the environment and pollution prevention by emphasizing resource conservation.
- 4} We require all employees to take personal responsibility for the environment as well as the health and safety of themselves, their co-workers and the Company.
- 5} We are committed to monitoring our performance and to striving continuously for zero injuries and zero impacts. ■

ACHIEVING A “TOTAL SAFETY CULTURE”

Safety in the workplace, with the goal of creating a Total Safety Culture, is a built-in component in all of our processes. Indeed, it is instilled in our employees—from top management down—as an integral Company value.

All Crown employees are responsible for safety and empowered to be proactive in improving it. They are encouraged to identify unsafe practices and behaviors, and to intervene where necessary to make corrections. Safe work practices are supported by positive feedback from all levels of management. There is also a significant effort to have employees identify and report near-misses—incidents that do not result in injury or property damage—to further strengthen our systems and procedures.

Part of our Total Safety Culture includes programs for managing behavioral safety. This includes programs of constructive observation of team members, emphasizing positive feedback and dialogue, with the goal of improving safe work practices. This program has proven effective in reducing incidents and injuries by identifying, modifying and correcting potentially unsafe behaviors. ■



SAFETY BY THE NUMBERS

DAYS AWAY CASE RATE

DIVISION NAME	2007	2008	2009	2010	2011	2012
Worldwide	1.1	0.9	0.8	0.8	0.7	0.7
CROWN Americas	1.2	0.9	1.1	0.9	0.8	0.8
CROWN Asia Pacific	0.5	0.7	0.2	0.1	0.0	0.0
CROWN Europe	1.1	0.9	0.7	0.9	0.8	0.8

RECORDABLE CASE RATE⁶

DIVISION NAME	2007	2008	2009	2010	2011	2012
CROWN Americas	3.8	3.8	4.0	3.6	3.6	3.1
CROWN Europe ⁷	N/A	N/A	1.9	1.6	1.4	1.2

WORK-RELATED FATALITIES

DIVISION NAME	2007	2008	2009	2010	2011	2012
CROWN Americas	0.0	0.0	0.0	0.0	0.0	0.0
CROWN Asia Pacific	0.0	0.0	0.0	0.0	0.0	0.0
CROWN Europe	0.0	0.0	0.0	0.0	0.0	0.0

⁶ Crown does not have data measuring the Recordable Case Rate for the Asia Pacific division for the entire reporting period. Only the Days Away Case Rate is measured in this region. Data was inadvertently reported in the 2011 Sustainability Report.

⁷ Crown does not have data measuring the Recordable Case Rate for this region in 2007 and 2008.



SAFETY IN CIRCLES

Safety Circles is an innovative campaign that encourages risk prevention in the workplace. It is currently being implemented in Crown plants across the European continent.

A safety circle is a group of employees from the same department or area that meets periodically to review injuries, incidents and near-misses. They discuss ways to improve safety and provide feedback to plant management on a quarterly basis.

The goal of the safety circle is to create a “mature” safety culture, with the following attributes:

- ▷ Employees take ownership of safety, both for themselves and others.
- ▷ Employees realize that even low standards of risk-taking are unacceptable.
- ▷ Employees actively engage other co-workers, exchanging points of view regarding safety.
- ▷ Employees believe true improvement can only be achieved as a group, and that a zero injury rate is an attainable goal.

HEALTH & SAFETY SUSTAINABILITY AT CROWN

Health and safety at Crown are not options; they are requirements. To that end, Crown has put a number of programs and procedures into effect that ensure a safe workplace.

These include:

- ▷ Establishing a Department of Environment, Health and Safety (EHS) that supports every Crown location in meeting or exceeding regulatory requirements and Crown standards.
- ▷ Auditing each Crown site to identify and correct potential hazards and liabilities.
- ▷ Holding safety workshops for salaried and hourly employees at every Crown location.
- ▷ Recognizing achievements in safety excellence through our EHS World-Class Partnership program.
- ▷ Mandating a job hazard analysis at each site for every significant task, developing safe job procedures and reviewing every new process and purchase against a safety checklist.
- ▷ Setting strict safety requirements for contractors and third-party vendors who work with Crown.
- ▷ Implementing an aggressive program to monitor contractor safety.
- ▷ Providing ergonomic training to reduce and eliminate musculoskeletal disorders.
- ▷ Implementing a system for injury and accident investigations, including near-misses, that examines root causes and assigns short- and long-term corrective actions.



RECOGNIZING OUR SUPPLIERS

Operating sustainably requires the support of many partners, including our suppliers. That's why we created the Supplier Join-In program as an extension of our WCP initiative.

Supplier performance is measured against several criteria including quality, on-time delivery, enhancing transportation efficiency and material use, reducing the number of different metal formulas needed to make our products and product innovation.

Awards are given out on a biennial basis.



0,8 x 1,50
5720
97175

0,8 x 1,50
5720
97175

SECTION

THREE

OUR COMMITMENT IN ACTION

DID YOU KNOW?

New cans produced with recycled aluminum reduce greenhouse gas emissions by 95%.

OPERATING SUSTAINABLY THROUGH EFFECTIVE MANAGEMENT AND RESOURCE CONSERVATION HAS ALWAYS BEEN OUR BUSINESS PHILOSOPHY. THAT'S BECAUSE IT HELPS CROWN STRENGTHEN ITS BUSINESS AS IT GROWS IN EXISTING AND NEW MARKETS.



SINCE OUR FIRST REPORTING CYCLE (2007-2010), WE HAVE CONTINUED TO MAKE STRIDES IN REDUCING OUR USE OF MATERIALS, RESOURCES AND ENERGY EVEN AS OUR MANUFACTURING FOOTPRINT HAS GROWN AND PRODUCTION VOLUMES HAVE INCREASED. IN OTHER WORDS, WE'RE DOING MORE WITH LESS, WHICH IS ULTIMATELY WHAT SUSTAINABILITY IS ALL ABOUT.

Charts tracking consumption of some of the critical resources used in the canmaking process are featured on the pages that follow.

A NOTE ABOUT OUR CALCULATIONS

In our previous Sustainability Report, we presented our total usage of raw materials (metal, coatings, energy and water) and total emissions (GHGs, NO_x and VOCs) per year. For this report, and going forward, we have recast the 2007–2012 data, normalizing usage and emissions per billion units produced. It is important to note that the data itself has not changed as a result—we have simply presented it in a way that provides more insight by adjusting for changes in product mix from year-to-year.

Since Crown manufactures a variety of cans in different sizes, from different metals, serving different markets (food, beverage, aerosols, etc.), along with ends, vacuum closures and crowns, we have developed a set of conversion factors to transform these container and closure production volumes into 12 ounce aluminum beverage

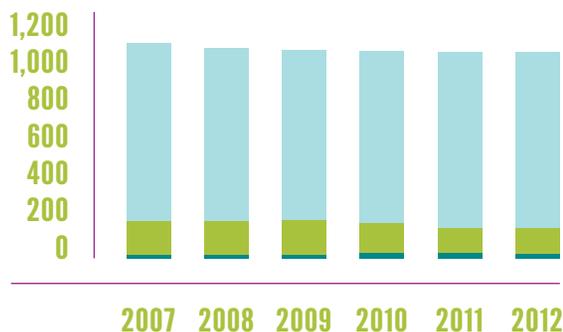
can equivalent volumes or “units.” This modification will more accurately represent our raw material use and emissions over time as such parameters vary significantly within a specific product line, with the size of the container and between market applications. Changes in our product mix from year-to-year due to market conditions, growth of the business and capacity changes will increase or decrease the data totals, making year-to-year review of our efficiency in raw material usage and emissions less meaningful. By developing an effective way to normalize our annual data, we are displaying the same data in a more transparent manner that highlights changes in our usage efficiency of these parameters over time.

Details about our methodology can be found at www.crowncork.com/sustainability.

In recognition that this normalization methodology is unfamiliar to those outside of Crown, we are working to obtain third-party validation and will report on results of the evaluation separately. ■



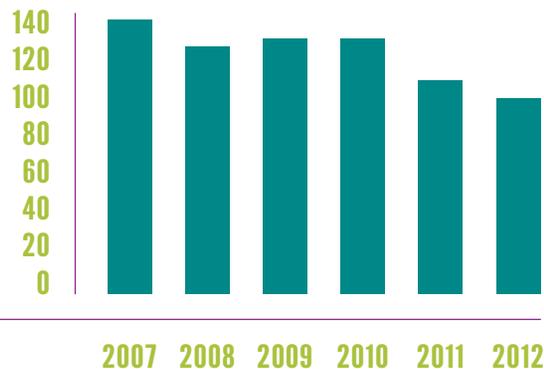
MATERIAL CONSUMPTION (TONS/BILLION UNITS)



■ INKS ■ COMPOUNDS ■ COATINGS

Total non-metal material consumption per unit continues to trend downward due to optimization of coating and compound weights. The data includes conversion to non-BPA coatings within the reporting period, which generally require higher film weights.

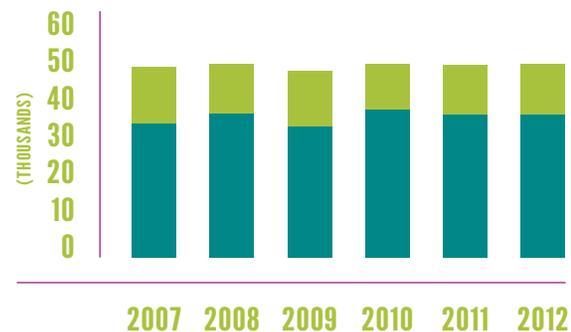
VOC EMISSIONS (TONS/BILLION UNITS)



■ VOC

VOC emissions per unit are primarily driven by coating application processes and the reduction over the reporting period is a direct result of minimization programs such as the use of water-based, higher-solids coatings, optimization of coating film weights and investment in more efficient control technologies.

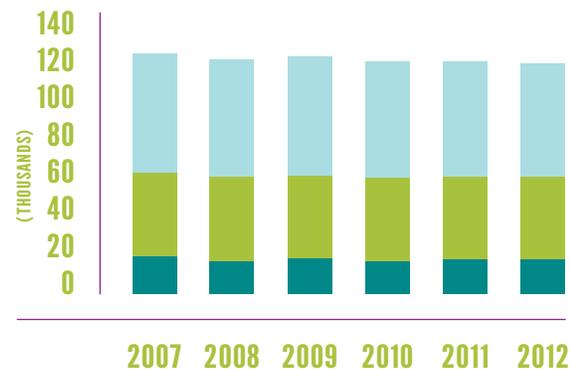
METAL (TONS/BILLION UNITS)



■ STEEL ■ ALUMINUM

Steel consumption per unit is largely flat due to competing factors, as significant lightweighting activities are offset by the increased production of smaller-sized containers. Aluminum consumption per unit is up slightly as new capacity comes on line using standard metal gauges and increased production of smaller-sized containers.

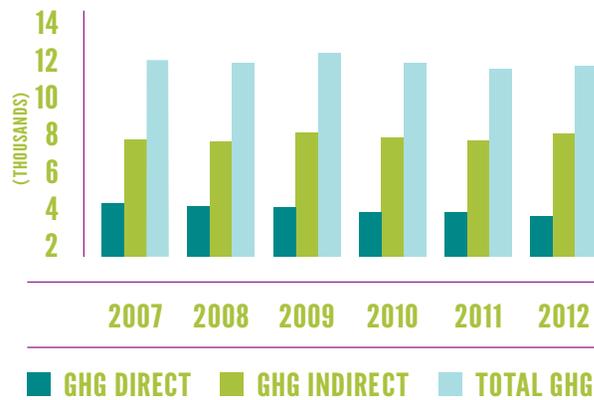
ENERGY CONSUMPTION (GIGAJOULES/BILLION UNITS)



■ LPG ■ ELECTRICITY ■ NATURAL GAS

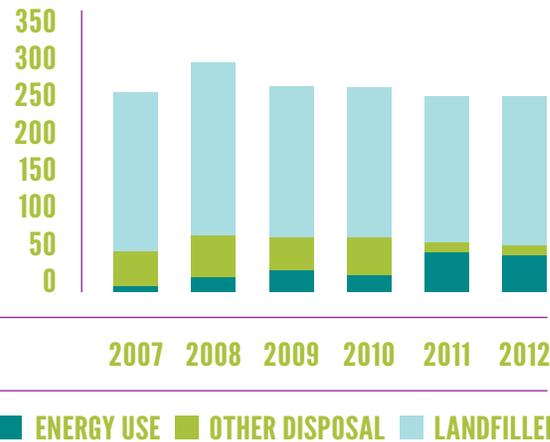
Total energy consumption per unit continues to trend downward. Significant effort has been made to optimize energy consumption through new oven installations, improvements to established facilities and capacity consolidation.

DIRECT AND INDIRECT GHG EMISSIONS (TONS/BILLION UNITS)



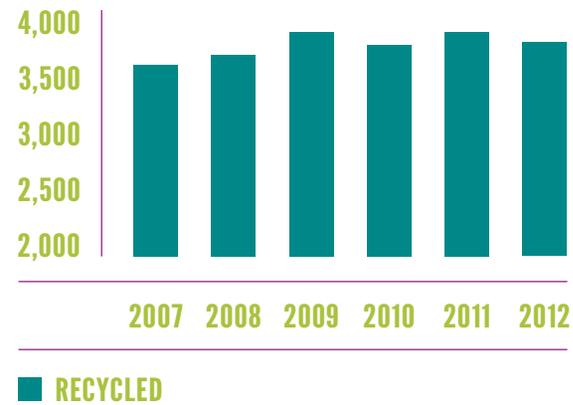
Total GHG emissions per unit continues to trend downward in spite of new capacity in territories where GHG impact per kwh is higher, lower start-up efficiencies on those new lines and increased production of non-standard can sizes, which typically run at slower speeds.

WASTE DISPOSAL (TONS/BILLION UNITS)



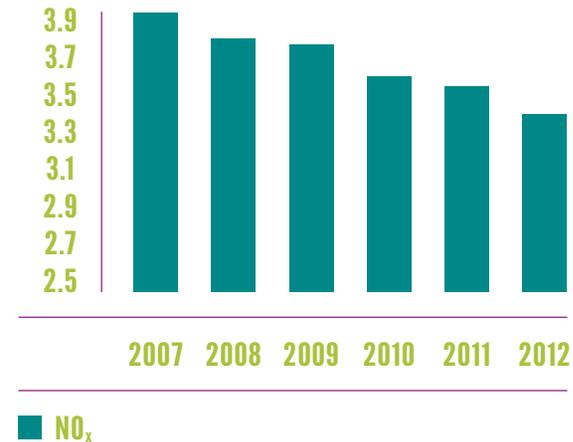
Total waste generation per unit continues to trend downward. In the current reporting period, there has also been a shift towards generating energy from waste instead of disposal.

WASTE RECYCLED (TONS/BILLION UNITS)



In the last reporting period, Crown recycled 10,000 tons more material (2012 vs. 2010). However, our largest source of recycled material by far is the scrap metal from the can manufacturing process. As a result, the normalized amount of recycled material per unit remains largely flat.

NO_x EMISSIONS (TONS/BILLION UNITS)



NO_x emissions per unit are primarily driven by gas consumption in curing ovens, and the reduction over the reporting cycle is a direct result of energy efficiency programs in our facilities. Efforts have included minimizing downtime in the curing processes, using more efficient oxidizers and optimizing heat recovery.



2012 Crown Chairman's **Sustainability Awards**

In 2012, Crown launched the first annual Chairman's Sustainability Awards program to recognize the Company's manufacturing facilities that have shown outstanding leadership and innovation across all three dimensions of sustainability: economic, environmental and social. By recognizing achievements within our own organization, we hope to continually raise the standard of excellence in company innovation and performance while being mindful of our most precious resource, the environment.

THE SUCCESSES ACHIEVED BY EACH OF THE PLANTS RECOGNIZED AS PART OF THE CHAIRMAN'S SUSTAINABILITY AWARDS PROGRAM NOW SERVE AS A BENCHMARK FOR CROWN'S OTHER FACILITIES AROUND THE WORLD TO EMULATE.



ECONOMIC SUSTAINABILITY AWARD

This award was designed to recognize actions and projects taken on by Crown plants that had a significant, measurable reduction in the Company's use of resources, including energy, water, freight and fuel. These reductions/savings also help Crown manage increasing costs and sustain its financial performance. Selection criteria for this award included: reductions in units, consumption and/or financial savings, level of transferability and level of innovation.

ENVIRONMENTAL SUSTAINABILITY AWARD

This award recognized Crown plants that have demonstrated a commitment to protecting the environment by minimizing the impact of the Company's operations, reducing material consumption and improving recycling or reuse. The selection criteria for this award included: reduced consumption, emissions and/or waste, level of transferability and level of innovation.

SOCIAL SUSTAINABILITY AWARD

Plants that demonstrated a significant positive impact on the well-being of their workforce and/or the local community were recognized with this award. Consideration was given to programs that have markedly reduced the risk of workplace injury or enhanced the local community. The selection criteria for this award included: reduced injury and incident rates and increased employee engagement in safety; promoting the safety and well-being of Crown employees and their families; skills training to enhance success and promote career advancement; supporting STEM Education (Science, Technology, Engineering and Math) in the local community; promoting regional recycling initiatives and food drives; and the level of innovation.





Economic Sustainability Award Winners

MAKING MORE WITH LESS

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The **Owatonna, Minnesota (U.S.)** food can plant developed a new method to reduce exterior wash coat concentrations by more than 18%. To accomplish this, a new gauge was developed and implemented to more accurately measure the wash coat coverage on the can exterior. This enhanced measurement capability afforded better control, providing the same quality can with a lower average wash coat level. This innovation was subsequently transferred to the Pulaski Park, Maryland (U.S.) plant with the same results.

The **Patras, Greece** beverage can facility launched a comprehensive energy reduction project that significantly reduced electricity and natural gas consumption. The project demonstrated the benefits of using teamwork, a structured 6 σ approach and other continuous improvement tools to develop innovative solutions. In addition to financial benefits, improvements were also found in safety, plant layout, energy awareness and resource awareness. The project methodology is fully documented and transferable to all of Crown's plants, no matter what product they make.

The **Shanghai, China** beverage can facility was recognized for its plant-wide electricity savings initiative that reduced total usage despite increased production volumes. Growing market conditions required an additional air compressor and curing oven, which could have substantially increased electrical usage. After analyzing the situation, the plant incorporated flow meters, surge tanks, reduced oil temperatures and other approaches. Application to other plants using basecoating is underway.

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Environmental Sustainability Award Winners

COMMITTED TO THE ENVIRONMENT

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The **Weirton, West Virginia (U.S.)** coating facility was recognized for its wide-ranging Pollution Prevention programs. The Weirton plant embraced the challenge by developing a “Pollution Prevention Team” that focused on recycling to reduce the amount of waste generated by the plant. This all-encompassing program involved 16 different recycling efforts, utilizing both non-profit and for-profit recycling centers.

The **Nocera, Italy** food can plant pioneered the reduction of solvent consumption and hazardous waste emissions with an automatic washer for lacquered parts, eliminating manual operation, using a novel washer with solvent and solid waste recovery. The new process significantly decreased environmental impact by reducing cleaning solvent used (>45%) and hazardous waste generated (>70%) and lowering fugitive solvent emissions and minimizing exposure of operators to solvents. This innovation has already been implemented in two other Italian plants (Parma and Salerno) and expansion to other facilities is underway.

The **Huizhou, China** beverage can plant was recognized for its actions that successfully reduced gas emissions and improved air quality and energy usage. The Huizhou plant is located in an area surrounded by residential buildings, and air quality is important to the neighborhood. A novel approach to the installation of new control technology has achieved the objective and served as a model for the local Municipal Environmental Agency.

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Social Sustainability Award Winners

MAKING A POSITIVE IMPACT

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The **Sutton, United Kingdom** aerosols facility was acknowledged for its new apprentice training program to develop high-quality engineers. The program has won recognition from local education providers and trade organizations such as the British Aerosols Manufacturers Association, the Nottinghamshire Training Network and the Metals Industry Apprentice of the Year Competition. The program provides a way for young people from the local community and existing employees to embark upon a long and rewarding career with Crown. All individuals completing the program have been given permanent positions, as well as opportunities for personal development and networking with other apprentices within Crown.

The **Owatonna, Minnesota (U.S.)** food can plant was recognized for its all-inclusive Wellness and Safety programs that tapped external resources, including the University of Minnesota, the School of Public Health and the Steele County Public Health Department, to drive improvements. Training and educational materials complemented Crown's existing Health Fairs for employees, and new tools and training materials were developed. A survey of all employees about safety in the workplace and lifestyle factors personalized the program, and survey results were shared with all team members. Quarterly training programs and personal consultations focused on overall health and safety dramatically increased awareness and led to workplace changes such as increased ventilation. For 2012, Owatonna came out as the top performing plant in the Americas with a 100% Health and Safety index and a zero days-away case rate.

The **Tuas, Singapore** beverage can plant has instituted a wide range of safety and wellness initiatives aimed at improving the well-being of its workforce. These include a requirement that all staff and contractors use reflective wear in the warehouse, have periodic health screenings, attend a lecture series on health-related topics and participate in outdoor exercise activities.

ENERGY INITIATIVES

- ▷ Our European beverage business implemented an energy management program in January 2011 across 14 plants. Efforts focused on training, awareness and benchmarking as well as energy mapping, equipment optimization, compressed air supply, lighting and oven combustion improvements. Thanks to these initiatives, energy use per thousand cans decreased by 5% from 2010 to 2011. An additional 5.5% reduction was achieved in 2012 versus 2011.
 - ▷ Many of our plants across the Americas have invested in energy-efficient lighting fixtures and bulbs as well as motion detectors to reduce energy consumption and decrease contributions to local waste streams.
 - ▷ The Mijdrecht, Netherlands aerosol facility embarked on an initiative to optimize the use of compressed air in 2011. By the end of the project's first phase, compressed air volume per thousand cans decreased by 25%. Pressure adjustments following the separation of high-pressure equipment reduced air volume by an additional 10%. Overall, the Mijdrecht plant reduced electricity used to generate compressed air by 20%.
 - ▷ In 2012, the closures plant in Goleniow, Poland began an energy recovery project to use compressors as a heat source. A heat exchanger converts hot air from two compressors to hot water for sanitary use. The hot air from a third compressor is fed directly through heat ducts and regulation valves to heat the production area.
 - ▷ Crown's Asia Pacific Division benchmarks energy usage across all plants to identify and share best practices in energy savings. Examples include training personnel in practical ways to save energy such as reducing washer air distribution chamber heights and checking for compressed air leakage; installation of synthetic mats in our internal bake ovens; and the use of Variable Frequency Drive motors. As a result, energy reductions of ~3% per 1,000 cans have been achieved from 2011 to 2012.
-



Awards & Achievements

CROWN'S SUSTAINABILITY AND QUALITY EFFORTS HAVE BEEN RECOGNIZED BY NUMEROUS EXTERNAL ORGANIZATIONS, RANGING FROM LOCAL MUNICIPAL AND GOVERNMENTAL AGENCIES TO CUSTOMERS AND PRESTIGIOUS INDUSTRY GROUPS.

-
- ▶ Crystal trophy from Guinness Anchor Breweries-Heineken (2011; Bangi, Malaysia)
 - ▶ Distinction Award in the 3R Packaging Awards from the Singapore Packaging Agreement Governing Board (2011; Tuas, Singapore)
 - ▶ Electrical Energy Supplier Commonwealth Edison Award (2011; Kankakee, IL, U.S.)
 - ▶ Environmental Compliance Certificate from the Mexican government (2012; La Villa, Mexico)
 - ▶ Environmental Performance Certificate from the UAE Ministry of Environment and Water (2011; Dubai, UAE)
 - ▶ Merit and Gold Awards in the 3R Packaging Awards from the Singapore Packaging Agreement Governing Board (2012; Tuas, Singapore)
 - ▶ Corporate Social Responsibility Award from Universidad Nacional Autonoma de Mexico (UNAM) (2012; La Villa, Mexico)
 - ▶ Runner-up in the Employer of the Year Awards organized by the Nottinghamshire Training Network (2012; Sutton, UK)
 - ▶ Exemption letter demonstrating excellent control of pollution (2012 and 2011; La Villa, Mexico)
 - ▶ FDI Friendly Environment Award from the Ministry of Resources and Environment (2012; Ho Chi Minh City, Vietnam)
 - ▶ Gold Award for Excellence in Environmental Practice by the Cumbria Business Environment Network (2012; Carlisle, UK)
 - ▶ Hormel Spirit of Excellence Award (2012 and 2011; Omaha, NE, U.S.)
 - ▶ Investors in People Award from the UK Commission for Employment and Skills (2012; Mansfield, UK)
 - ▶ Kroger Supplier of the Year Award (2012; Kankakee, IL, U.S. and Dayton, OH, U.S.)
 - ▶ Partnership in Excellence Award from Abbott Nutrition (2011; Mill Park, OH, U.S.)
 - ▶ Safety Leadership Award from the National Safety Council (2011; Suffolk, VA, U.S.)
 - ▶ Included in "Leader on Greenhouse Gas Emissions" report from the Secretary of Environment and Natural Resources (2012 and 2011; La Villa, Mexico)
 - ▶ YMCA's Well Workplace Award (2012; LaCrosse, WI, U.S.)

Our Global Team

AS A GLOBAL COMPANY, WE UNDERSTAND THAT IT TAKES PEOPLE WITH DIFFERENT IDEAS, STRENGTHS, INTERESTS AND CULTURAL BACKGROUNDS TO ENSURE WE ACHIEVE OUR GOALS. WITH THAT IN MIND, CROWN IS FULLY COMMITTED TO GIVING ITS EMPLOYEES THE TOOLS THEY NEED TO REACH THEIR HIGHEST POTENTIAL.

We also place a high priority on promoting safe, injury-free workplaces, employee and family health and wellness and giving back to the communities in which we work.

OVERVIEW OF OUR WORKFORCE

GLOBAL TOTALS	2011	2012
Salaried	6,538	7,713
Hourly	14,117	14,143
CROWN AMERICAS	2011	2012
Salaried	1,350	1,332
Hourly	4,311	4,369
CROWN ASIA PACIFIC	2011	2012
Salaried	2,230	3,631
Hourly	671	690
CROWN EUROPE	2011	2012
Salaried	2,958	2,750
Hourly	9,135	9,084

THE FUTURE WORKFORCE

The ability to attract and retain a talented workforce is what continues to propel our business forward. Our efforts start with recruiting the workforce of tomorrow with sophisticated apprenticeship programs, which are often executed in partnership with vocational schools, colleges and universities. Programs typically focus on electrical/mechanical engineering, toolmaking or general vocational skills.

We have great faith in these programs, in large part because many apprentices have worked their way up to senior technical and/or management roles within the Company.

Here are some highlights from our apprenticeship programs:

- ▶ Three apprentices working with our CMB Engineering subsidiary won the WorldSkills UK national competition in 2012 and went on to represent the country in the Manufacturing Team Challenge at the WorldSkills International Tournament in Leipzig, Germany in July 2013. Bringing together teams of talented young individuals from more than 53 countries around the world, the tournament is considered the ultimate test of apprentices. CMB Engineering's apprentices were the only team with a canmaking background to make it through to the international final and competed against teams from Australia, Brazil, China, Finland, France, Germany, Japan, South Korea, Netherlands and Chinese Taipei, winning a medallion of excellence in the competition.

- ▶ Our beverage can plant in Braunstone, UK has partnered with South Leicestershire College and the Chartered Quality Institute (CQI) to develop a “Quality Engineer” training program.
- ▶ Crown collaborates with professional training institutes and universities in Spain and Portugal, typically hosting apprentices during the final part of their education. Crown also offers internships, including international assignments for commercial and supply chain students. Apprenticeships and dual training opportunities have become popular in recent years as Spain continues to struggle with high unemployment, particularly for young people.
- ▶ Crown has recruited hundreds of apprentices from the V.I.E. (Volunteer for International Experience) program, also known as the French International Postgraduate Internship Program. The program offers young professionals between the ages of 18 and 28 a rewarding professional experience and serves as a springboard for an international career. Many of our recruits have stayed beyond their apprenticeships and grown within the Company. ■

NURTURING TALENT

Once part of the Crown family, employees have access to a mix of mandatory and voluntary training programs. These programs take place in a variety of settings, including classrooms, online, on-the-job and, in some cases, in partnership with academic institutions.

Programs and opportunities include:

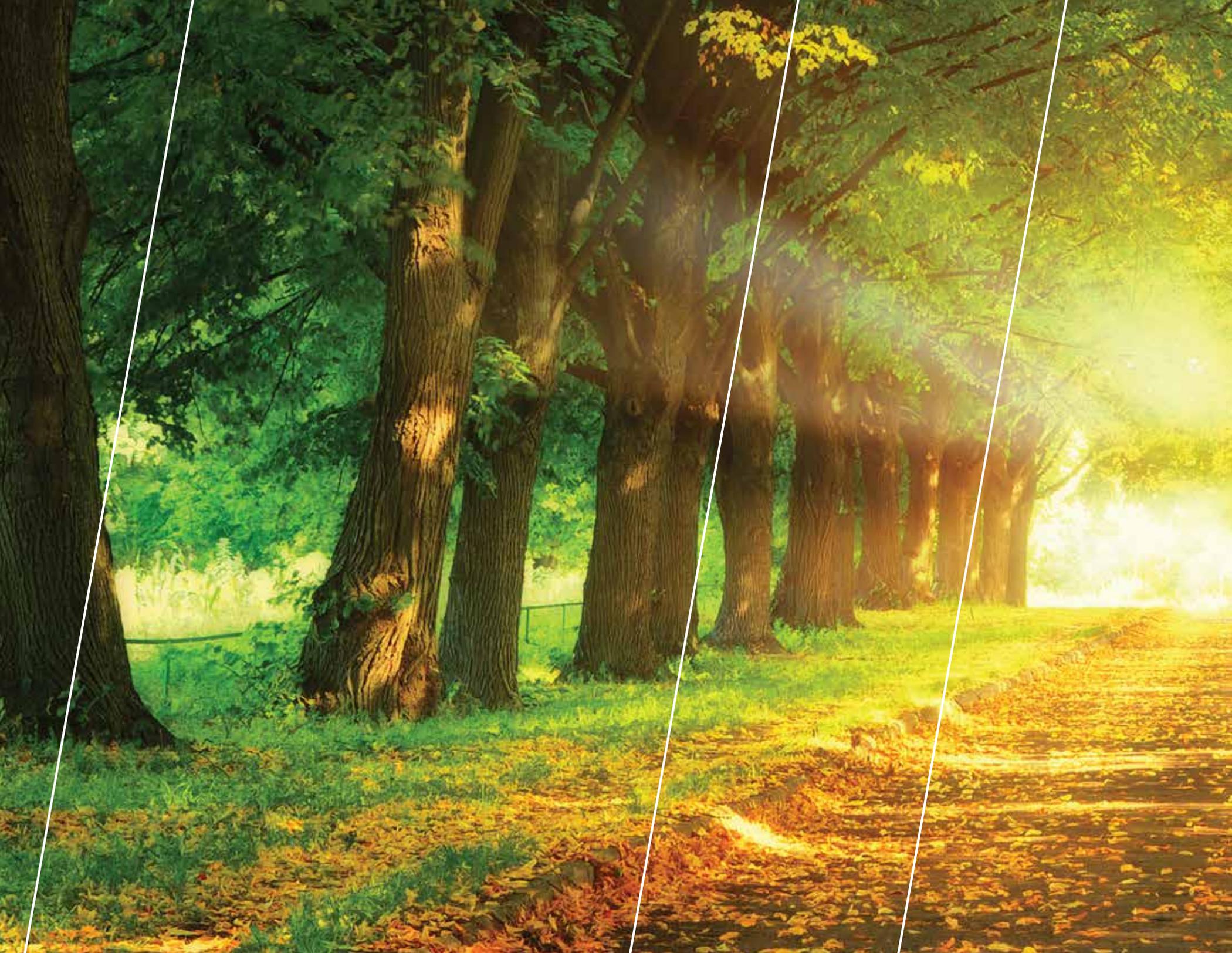
- ▶ 24/7 e-learning courses on a range of topics and issues, including logistics, planning, and sales and marketing.
- ▶ Crown Leading Edge (CLE) program to develop future leaders. This program is designed and delivered through one of Europe’s top business schools.

- ▶ English language courses for non-native speakers.
- ▶ Lean Manufacturing trainings and Six Sigma certification (Green or Black Belt).
- ▶ Management Development Program (MDP) and Early Leadership Development Program (ELDP) to develop the management and leadership skills of high-potential employees.
- ▶ Supervisory training for Operations Supervisors and Managers.
- ▶ Comprehensive “Train the Trainer” program to accelerate learning techniques and increase confidence and effectiveness of training.
- ▶ Tuition reimbursement for employees pursuing degree-related programs.

Many of the countries that we operate in have strict legal guidelines for the amount of training companies must provide employees. As a company, we often go above and beyond these requirements to ensure each employee grows and prospers and to help us maintain a high level of talent. Crown does not have a data management system in place that can track the specific number of training hours per employee.

At the end of the day, our goal is to give our employees an opportunity for a long-term career at Crown—not just a job. In fact, 80% of our managers moved into their current position as a result of a promotion.

In addition to promoting from within, we often look to our local communities to hire senior management. For example, approximately 65% of senior executives are from local communities in our North American and European operations. About 35% of senior executives in our Asia Pacific operations are from local communities. ■





VETERANS HIRING PROGRAM

Crown offers a wide range of career opportunities for military personnel and veterans. Today, many of our colleagues already use their leadership experience as members of our supervisory and management teams, while others apply their functional skills, such as accounting, electrical, communication or mechanical expertise, by working in our manufacturing facilities.

To recruit veterans seeking to make the transition from military service to the private sector, we partner with organizations that are dedicated to creating job opportunities for U.S. citizens, including Hire Heroes USA, Hero 2 Hired and Military.com. We also regularly participate in military-sponsored events and job fairs across the country.

Creating a **Culture of Health**

EMPLOYEES ARE OUR MOST VALUABLE ASSET. THAT'S WHY ESTABLISHING A CULTURE OF HEALTH AT CROWN BY ADDRESSING THE WELL-BEING OF INDIVIDUAL EMPLOYEES, THEIR FAMILIES AND THE COMMUNITIES IN WHICH WE OPERATE HAS ALWAYS BEEN A TOP PRIORITY.

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We offer a range of programs that support the physical, mental and social wellness of our employees. While they are administered differently from country to country based on local needs and regulations, programs include a combination of education, training, counseling, prevention, risk control and treatment.

THESE INCLUDE:

- ▷ Voluntary health fairs where employees can have bloodwork done and a variety of medical screenings. Mobile mammography vans are also made available.
- ▷ Health and Well-being Days.
- ▷ Annual or bi-annual medical check-ups/hearing tests.
- ▷ Access to on-site fitness centers.

In the United States, our Wellness Committees, which are located in each manufacturing facility, offer education and training programs to employees and their families that cover topics such as arthritis, cancer, obesity, nutrition, smoking cessation and cardio care. The committees select programs relevant to their facility and work with local professionals including doctors, nutritionists, psychologists and physical therapy specialists, to implement them. There is also a comprehensive confidential Employee Assistance Program that is open to employees, spouses and dependent children that matches individuals in need of assistance to appropriate behavioral healthcare specialists. ■



ENCOURAGING PROACTIVE HEALTH MAINTENANCE

Crown has a broad spectrum wellness program in place in the U.S. that has expanded to other geographies. First launched in the 1990s, the program's overarching goal is to educate employees and spouses about the value of preventative maintenance on the body to sustain a long, healthy life. Employees and spouses entering the program undergo an initial evaluation, which includes body mass index measurement, bloodwork and blood pressure testing. A staff doctor reviews results with the employee during a private health assessment meeting, and a plan of action is put in place to address critical issues. Employees are also asked to share results with their family doctors, providing an opportunity to reconnect with local providers and foster seamless transfer of information and care.

Each of our 32 plants in the U.S. has a wellness committee. Led by a healthcare professional, the committee meets regularly to review issues that may affect employees. Based on need, on-site seminar programs are offered to employees and their families, covering topics such as stress management, cardiovascular risk, balancing work and life, eldercare, diabetes, weight loss and smoking cessation.

HUMAN FACTOR TRAINING

This program, in place across our European operations, relates personality types to the potential for unsafe behaviors. It was developed by a multi-national, multi-disciplined team that included representatives from Crown, trade union representatives and other participants.

Supporting **Our Communities**

CROWN STRIVES TO BE A RESPONSIBLE PARTNER, NEIGHBOR AND CITIZEN IN THE DIVERSE COMMUNITIES WHERE WE DO BUSINESS. WE FOCUS OUR CORPORATE CITIZENSHIP ACTIVITIES ON ISSUES LIKE ENVIRONMENTAL PROTECTION, EDUCATION, SCIENCE, HEALTH AND WELLNESS AND OTHER IMPORTANT SOCIAL ISSUES.

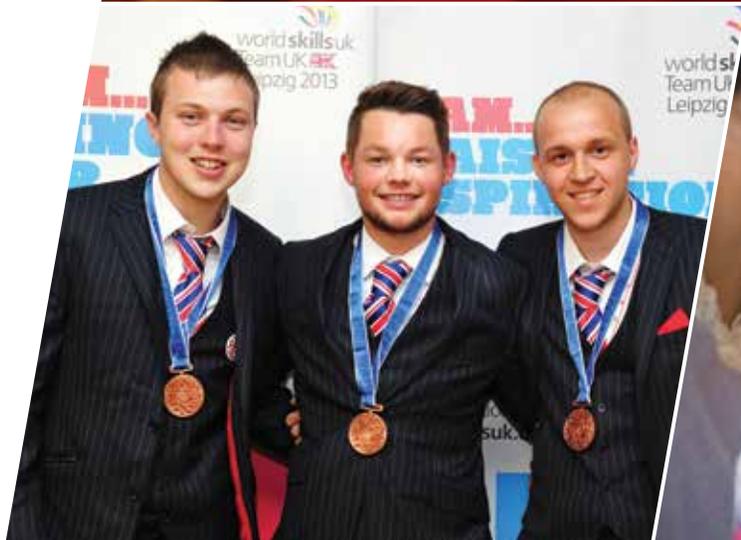
Our contributions take many forms, including product donations for disaster relief and cash donations. In addition, throughout our Company, our employees volunteer their time for a number of worthy local causes and contribute to the betterment of their communities in countless ways.

- ▶ Each year, in partnership with the Foundation for Free Enterprise Education, our Connellsville, PA facility sponsors a week-long experience for local high school students to teach them the basic principles of business and business development. Our efforts have been recognized with a recognition plaque as a Student Champion for Pennsylvania Free Enterprise Week.
- ▶ Science, Technology, Engineering and Mathematics (also known as STEM) are an important part of education in a competitive global marketplace. The ultimate goal is to encourage students to take an interest in STEM subjects at an early age.

Crown has long supported math and science education in the high schools local to our U.S. facilities. Efforts include program development, math challenges and science programs. We're proud that our engineering and environmental specialists dedicate their time to be judges, mentors and discussion leaders in programs dealing with STEM disciplines.

Programs like the "Can Project," run annually by Sister Alice Hess at Archbishop Ryan High School in Philadelphia, Pennsylvania (U.S.), is a great example of a capstone course. Senior math students are challenged at the beginning of the school year to form teams and solve a problem leveraging advanced mathematics, calculus, physics and chemistry to design a container for a specific purpose using a minimum amount of materials. Each team must create a business plan, including production and getting the product to market as a finished good. Final designs are presented to a jury of engineers and business leaders. Winners are awarded scholarship money toward their college education.

- ▶ Over the last 15 years, Crown's Izmit, Turkey plant has made financial donations to The Association for Supporting Contemporary Life (CYDD), supporting scholarships for 60 university students. The non-profit NGO promotes education, particularly for girls living in rural areas. ■



SECTION

FOUR

OUR

INDUSTRY

AT WORK

DID YOU KNOW?

9 million cans are recycled every hour, worldwide!

WE'VE MADE TREMENDOUS STRIDES AS A COMPANY WHEN IT COMES TO SUSTAINABILITY. BUT SOMETIMES, IT REQUIRES A GROUP EFFORT TO REALLY MOVE THE NEEDLE.



THE CANMAKING INDUSTRY COLLABORATES ON A NUMBER OF IMPORTANT INITIATIVES DESIGNED TO HELP CONVEY THE INHERENT BENEFITS AND VALUE OF METAL PACKAGING TO BRAND OWNERS AND CONSUMERS ALIKE.

Here are just a few examples:

LIGHTWEIGHTING EFFORTS

Reducing the thickness of can walls without impacting the critical barrier and strength properties that our customers require has been a key focus for the canmaking industry for decades. And it's an area where tremendous progress has been made.

Consider these statistics: the weight of aluminum cans has been reduced by 30% over the past 35 years,⁸ while steel packaging weighs 40% less than 30 years ago.⁹

These decreases allow canmakers to produce more cans with less material and enable more efficient use of resources by reducing energy consumption downstream in the supply chain, limiting environmental impact.

⁸The Aluminum Association

⁹APEAL (The Association of European Producers of Steel for Packaging)



LIFE CYCLE ASSESSMENT STUDIES

As a member of Empac (European Metal Packaging), Crown participated in a recent study to examine the carbon footprint of 6 product groups: steel food cans, aluminum food cans, aerosols, general line, speciality packaging and metal vacuum closures.

Study results showed that the steel food can's carbon footprint has been reduced by 30% over an 8 year period. This significant reduction stems from several factors, including a steady increase in recycling rates, a consistent decrease in the average can weight delivered to customers as well as improvements in the steel production and can manufacturing processes.

The study was conducted by TNO, the Netherlands Organisation for Applied Scientific Research, and the final report, published in late September 2012, was peer reviewed by Bernard de Caemel, LCA expert, to ensure conformity with ISO 14040:2006 and ISO 14044:2006 norms.

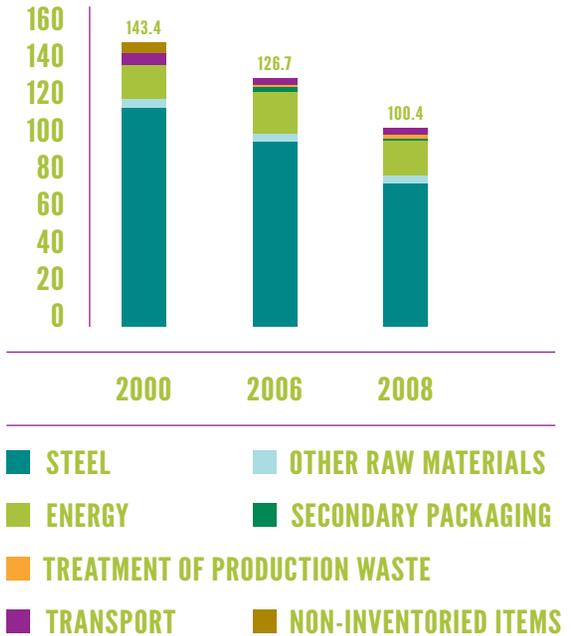
Data from an LCA on beverage cans is expected to be published before the end of 2013.

GETTING AMERICANS COOKING WITH CANS

A recently conducted Canned Food Category Values Study¹⁰ provided game-changing insights on consumers' strong positive associations with canned food. It has served as the foundation for Cans Get You Cooking™, a multi-year program supported by the Can Manufacturers Institute and its members, including Crown.

Launched publicly in February 2013, the fully integrated campaign is designed to showcase the many benefits of cooking with canned food and demonstrate the variety of ways consumers can count on canned foods to help them get delicious, nutritious meals on the table for their family that they can feel good about, every day. ■

STEEL FOOD CAN (G CO2-EQ PER CAN)



Did you know almost 50% of all harvestable food in the U.S. is thrown out? Cans help minimize food waste by providing the longest shelf life of any package.

¹⁰ Canned Food Category Values Study, Artemis Strategy Group – July 11, 2012





SECTION

FIVE

COMPLIANCE AND CORPORATE GOVERNANCE

DID YOU KNOW?

The beverage can you drink from today can return to the shelf as another beverage can in as little as 60 days.

UPHOLDING STRONG ETHICAL PRACTICES IS NOT ONLY GOOD FOR BUSINESS, IT IS A FUNDAMENTAL PRINCIPLE OF SUSTAINABILITY.



AS A TRULY INTERNATIONAL COMPANY, CROWN PROUDLY AND RIGOROUSLY ADHERES TO ALL LOCAL LAWS AND REGULATIONS WHERE WE OPERATE. WE ALSO WORK CLOSELY WITH OUR EMPLOYEES TO ENSURE THAT THEY UPHOLD THESE VALUES IN THE COMMUNITIES WHERE CROWN IS PRESENT.

FAIR LABOR PRACTICES

We, as a Company, are strongly committed to the principles of fair labor practices, and none of our operations would be considered at risk for incidents of child labor. In all countries, Crown adheres to and conforms to all government guidelines on child labor.

ANTI-CORRUPTION

Crown has a written anti-corruption policy in place covering all employees, officers, directors and independent third parties acting on behalf of the Company. Crown's corporate executives are trained on this policy.

MARKETING COMMUNICATIONS COMPLIANCE

Crown knows of no incidents of non-compliance with regulations or voluntary codes concerning marketing communications, advertising, promotions or sponsorship.



GRI INDEX

The below table highlights where information and data corresponding to the GRI G3 Guidelines can be found in this report. When the word “proxy” appears, information can be found in Crown’s proxy statement at <http://crowncork.com/proxy>.

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3.5	3	EN3	25		



Forward-looking statements, if any, contained herein are qualified by reference to the Company's filings with the U.S. Securities and Exchange Commission, which contain important factors that may cause actual results to differ.

Please visit the sustainability section of our website,
www.crowncork.com/sustainability,
to read more of our story and obtain additional information.

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