



Creating an **infinitely** bright future.

2011 SUSTAINABILITY REPORT



About this Report

The information provided in this report is based upon fiscal years 2007 through 2010. While it does not set sustainability goals for the future, it does balance general industry figures with specific data from the reporting period in key areas such as heat recovery, volatile organic chemical management, energy reduction, improved transportation logistics and waste reduction. These themes were chosen as they were identified as areas of interest by several stakeholder groups, including customers and suppliers.

The content in this report has been structured based upon the Global Reporting Initiative (GRI) G3 Guidelines at application level C. It includes data from each of Crown's three operating divisions (CROWN Americas, CROWN Asia-Pacific and CROWN Europe) as well as its global headquarters in Philadelphia, Pennsylvania (U.S.) and regional headquarters in Baar, Switzerland, and Singapore. It does not take into account data from any of the joint ventures the company has in place around the world.

No previous sustainability reports have been issued by Crown. As a result, we do not need to explain the effect of any re-statements of information provided in earlier reports or detail significant changes from previous reporting periods. However, it is Crown's intent to issue sustainability reports on a biennial basis going forward.

A GRI Index is included on the inside back cover of this report.

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Welcome to Crown Holdings Inc.'s inaugural **sustainability report.**

While formal sustainability reporting is new for Crown, the concept of sustainability is not. From the day our company was founded more than 120 years ago, we have lived by the principles of sustainability thanks to a relentless focus on safety, innovation and efficiency.

Our World-Class Performance (WCP) program embodies all of those values and has served as the cornerstone for our sustainability efforts for nearly two decades. You can read more about WCP on page 7 of this report, but in short, it's about raising performance standards and improving efficiency in every aspect of our global operations. Effective management and resource conservation are the foundation of WCP and will always continue to be a critical guidepost at our company.

But the hallmark of our sustainability story is the actual product we make: metal packaging. In addition to minimizing waste, a critical aspect of sustainability, metal packaging is 100% recyclable. Cans are also produced from viable sources of raw materials, as aluminum and iron ore are the third and fourth most abundant elements in the earth's crust. Finally, unlike most other packaging materials, metal recycling is based on a material-to-material loop with no loss of physical properties. Once the steel or aluminum is produced, it stays in this loop forever. In other words, metal is essentially a **permanent** resource, rather than simply a recycling resource.

While we are proud of the strides we've made to date, we realize that sustainability is a never-ending process. And we still have more work to do. To that end, we plan to report on our commitment to sustainability and continued improvement on a biennial cycle going forward. For now, our hope is that this report helps foster an open dialogue about sustainability with all of our stakeholders so that we can find ways to support one another in this important endeavor.

A handwritten signature in black ink that reads "John W. Conway". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

John W. Conway

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



At Crown,
Brand-Building Packaging™
is more than just a tagline.

It's a genuine reflection of the value we provide to our customers worldwide. At every level of the company, we are dedicated to helping our customers launch successful new products, invigorate existing brands and get to market more efficiently.

We're also fully committed to innovation, a spirit that has been at the core of our company for more than 120 years. In fact, Crown was born out of innovation. Our founder, William Painter, invented the bottle cap, also known as the "crown cork." Since then, we have become the world's leading producer of metal packaging for the food, beverage, personal care, industrial, household and luxury sectors. Our primary products include steel aerosol cans, aluminum and steel beverage cans and ends, aluminum and steel food cans and ends, metal vacuum closures and caps, and decorative and industrial steel packaging.



Did You Know?

Crown became one of the first metal recyclers in the U.S. when it formed Nationwide Recyclers in 1970.



Who We Are

Our geographic footprint has also experienced significant growth. Today, we're a world-class company with 135 plants located in 41 countries, employing more than 20,000 people and generating net sales of \$7.9 billion in 2010.

Crown has embodied the values of sustainability over many decades, long before the term came into fashion. Our operations are based on continuous improvement, efficiency and safety—all hallmarks of sustainability—both in our manufacturing and use of resources.

We are the only company with the breadth and depth of product lines in metal, the most sustainable material available, to support the needs of brand owners and retailers around the world. We are also uniquely positioned to bring sustainable best practices in quality and manufacturing to growing economies in Asia, Eastern Europe, South America, the Middle East and Africa.

Divisions and Operating Segments

- The Americas Division includes operations in the United States, Canada, Mexico, South America and the Caribbean.
- The European Division includes operations in Europe, the Middle East and Africa.
- The Asia-Pacific Division covers 6 countries across Southeast Asia and China.
- 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.

Recent Significant Developments

In this reporting period, Crown has opened 9 new plants, closed 15 plants and moved its European headquarters to Baar, Switzerland.

Additional Facts

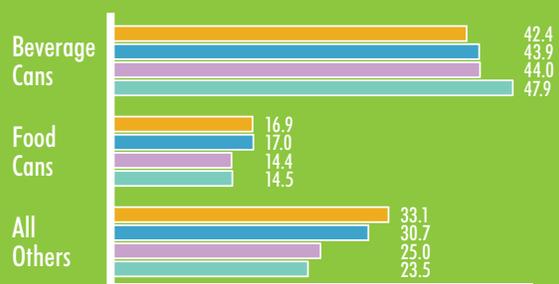
Crown Holdings, Inc.

Crown is a publicly traded company with stock listed on the New York Stock Exchange under the ticker symbol CCK. Eighty-seven percent of the company's stock is held by institutional and mutual fund investors.

Global Headquarters:

Philadelphia, PA (USA)

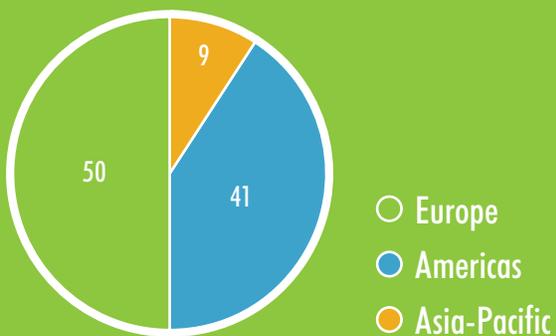
Number of Units Sold (In Billions)



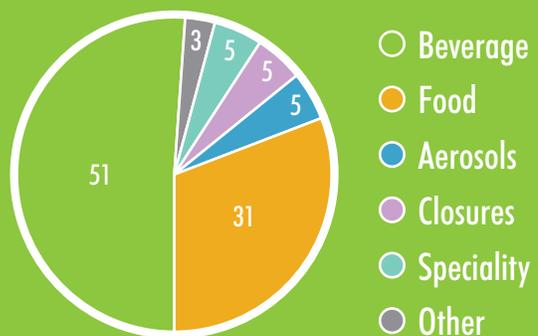
● 2007 ● 2008 ● 2009 ● 2010



Crown by Location (%)



Crown by Product (%)



Our Crowning Achievements

2010

Mexico City, Mexico facility recognized by Mexican Department of Labor for completing a three-year program in safety and health management

Starpack 2010 Awards: Champion Award and two Gold Awards

Hormel Foods Corporation "Spirit of Excellence" Award

2009

Social Security Safety Award (Amman, Jordan)

"Employer-Organizer of Safe Work" Award from Chief Labor Inspectorate (Pruszcz, Poland)

"Partner in Injury Reduction" Award from Work Safe Alberta and the Occupational Safety and Health Council (Calgary, Alberta, Canada)

Newsweek's "Green Rankings" List (USA)

International Metal Decorators Association (IMDA)
"Excellence in Quality" Award

"Partner for Growth" Award in the Value Creation category from Danone's Baby Nutrition and Medical Nutrition Divisions

2008

Spilamberto, Italy facility receives Behavior Safety Award from ISPESL (Istituto Superiore per la Prevenzione e la Sicurezza del Lavoro)

U.S. Dept. of Energy Recognizes Connellsville for Exceptional Leadership in Industrial Energy Efficiency (Pennsylvania, USA)

U.S. EPA Recognizes Weirton Facility for Environmental Leadership (West Virginia, USA)

2007

Illinois Sustainable Technology Award (Kankakee/Bradley, IL, USA)

Hormel Foods Corporation "Spirit of Excellence" Award

To learn more about the awards we've won, visit

www.crowncork.com/sustainability





World-Class Performance

Crown's commitment to sustainability and innovation revolves around our World-Class Performance (WCP) program, a rigorous and structured plan that is designed to raise our performance standards to the highest level in every area, worldwide. Crown's WCP program provides the structure and framework for all of our activities in sustainability. It calls upon each of our employees, as well as our suppliers, to continually strive for excellence and conserve our resources.

Crown's WCP program is based on several guiding principles, called **The Seven Dimensions:**

- 1 Quality First:** A focus on customer satisfaction through product and process quality.
- 2 Customer Service:** Building our growth through close partnerships and long-lasting relationships with our customers.
- 3 Environment, Health and Safety:** Conserving natural resources and ensuring the health and wellness of our employees.
- 4 Team Force:** Training and empowering individuals to work within teams to actively strive for and contribute to continuous improvement.
- 5 Managing Innovation:** Ensuring that best practices are spread throughout our entire organization.
- 6 Manufacturing Processes:** Continuously focusing on methods to eliminate variability and improve efficiency.
- 7 Supply Chain Management:** Working closely with suppliers to streamline performance and minimize waste.



Packaging:

The ultimate weapon in **waste prevention.**

Consumers sometimes deem packaging as wasteful. After all, once foods or beverages are consumed, their packaging is discarded. However, food spoilage and waste are significant sustainability concerns.

Consider these facts:

The International Food Information Council estimates that in developing countries, as much as 40 percent of available food products spoil before they reach hungry mouths.

Surveys in Europe show that about 30 percent of purchased food is thrown away without being consumed.



When you think about it, sustainability starts with food protection and preservation, making packaging critical. So in reality, packaging actually **promotes** sustainability by preventing waste.

Metal Packaging: Sustainability Personified

But not all packaging is created equal. Many formats trumpet specific aspects of sustainability, such as recyclability or shelf life, but don't stack up when looking at the complete picture.

Metal packaging doesn't have that problem. Its many intrinsic properties translate to high scores in all three dimensions of sustainability: economic, environmental and social.

Rigid and robust, metal resists tearing and crushing, and it protects and preserves products better and longer than any other form of packaging. Food and beverage cans are hermetically sealed, which prevents microbes, oxygen and light from infiltrating and diminishing the nutritional value of package contents.

Food and beverage cans are made from steel and aluminum produced on average with more than 50% recycled material¹. In addition, unlike many other materials, metal is 100% recyclable, recycled at high levels and can be continuously reused with absolutely no degradation in performance or quality.

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

There is also a well-established recycling infrastructure for steel and aluminum cans due to the high economic value of the materials. The materials are so valuable that they more than pay for the cost of their own collection and effectively subsidize the recycling of other, less valuable materials.

The recycling rate for aluminum cans in the U.S. continues to climb, reaching its highest level in a decade in 2010, with 58.1% of all cans recycled². That rate is nearly double that of any other beverage container. The overall recycling rate for aluminum beverage cans in the EU 27, including EFTA countries and Turkey, increased by 1.2% to 64.3% in 2009³.

In some specific countries, these rates are even higher. For example, Sweden and Switzerland collect 91% and 90% of their aluminum beverage cans, respectively⁴.

Unlike many other materials,
metal is 100% recyclable.

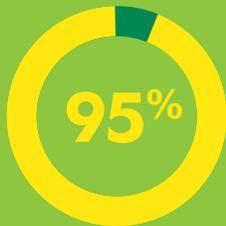
NOTES

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

Recycling Facts



Steel recycling saves up to 74% of the energy required for primary production. Each ton of recycled steel saves 1.5 tons of iron ore and 0.5 tons of coal.



Aluminum recycling saves 95% of the energy needed for primary production. Each ton of recycled aluminum saves more than 4 tons of bauxite, the primary ore from which aluminum is derived.



75% of all primary aluminum produced in the last 150 years is still in use and available through recycling.



Steel recycling uses 40% less water; it also produces 76% fewer water pollutants, 86% fewer air pollutants and 97% less mining waste.

In Japan, a collection rate of 93% for used beverage cans is achieved with a voluntary system. Collection points include recycle boxes at supermarkets and major shopping centers, volunteer groups and municipality offices. The figure for China, which includes unregistered collection, is 99.5%⁵.

Steel packaging achieved its own recycling record in Europe by reaching a rate of more than 72% in 2009, the latest data available. That figure has doubled in the past 10 years and represents an increase of 2% from 2008 rates alone⁶. As of 2009 in the U.S., which is the latest year data is available, steel cans had a 66.8% recycle rate⁷, the highest rate of all food packages—**by far**.

Each item of recycled steel packaging saves almost twice its weight in CO₂. So the more steel is recycled, the more CO₂ emissions are reduced. Around 2.5 million tons of steel beverage and food packaging are recycled in Europe, corresponding to a 49% reduction in CO₂ emissions into the atmosphere⁸.

Metal cans are an economical form of packaging, and they are unmatched for their supply chain efficiency. They fill the fastest on packaging lines and weigh less than glass, stack easily and resist breakage throughout the production process. Cans require no refrigeration during shipping and storage, reducing energy costs and cutting CO₂ emissions for brand owners and retailers.



SOURCES

2. Joint press release from the Aluminum Association, Can Manufacturers Institute (CMI) and Institute of Scrap Recycling Industries (ISRI) — June 15, 2011
3. Press release from the European Aluminium Association—July 27, 2011
4. "Global Aluminium Recycling: A Cornerstone of Sustainable Development" published by the International Aluminium Institute, European Aluminium Association and Organisation of European Aluminium Refiners and Remelters - ©2009
5. "Global Aluminium Recycling: A Cornerstone of Sustainable Development" published by the International Aluminium Institute, European Aluminium Association and Organisation of European Aluminium Refiners and Remelters - ©2009
6. APEAL (The Association of European Producers of Steel for Packaging)
7. Steel Recycling Institute, 2009
8. APEAL (The Association of European Producers of Steel for Packaging)

Our Products

Crown's innovation touches the lives of billions of people around the world every single day. Whether improving existing products or breaking new ground in packaging technology, Crown's research and development efforts remain focused on delivering innovation that responds directly to the needs of consumers and brand owners.

Sustainability is a priority for all the innovations we bring to market. As a global leader in our industry, we have led the way in reducing the amount of metal used in consumer packaging. In addition, we have introduced new manufacturing practices that improve productivity and safety and reduce energy. These efforts make our products more sustainable and, in turn, help our customers meet their own sustainability targets.

But we also go to great lengths to ensure packaging is attractive, convenient and actually enhances production efficiency and meets bottom line demands. So, in the end, our innovations result in packaging that is as user-friendly as it is environmentally friendly.

We can see this across all of the markets we serve:

Food

Our food packaging solutions preserve products without refrigeration, prevent spoilage, lock in nutrients, reduce food waste and enhance openability. As with all metal packaging, food cans are easily recycled by curbside collection or through can banks or magnetically extracted from the waste stream.

Drinks

Beverage cans give brand owners a marketing edge thanks to advances in shaping and printing that increase visual appeal for consumers. Their portability and range of sizes make them consumer favorites. Plus, cans are the most recycled drinks pack in the world.

Personal & Household Care

These products are highly personal for consumers, and their packaging is interacted with on a regular basis during their lifespan. Advances in aerosol technology ensure every last drop of product is evacuated from the package, minimizing waste and giving consumers a positive brand experience from start to finish. Consumers can also feel good about the sustainability of aerosol cans.

Industrial

Packaging is an essential element in the success of industrial products such as lubricants, paints and coatings. Metal packaging excels in this category thanks to its durability and ability to maintain product integrity. In addition, steel recycling is environmentally friendly, since it reduces the consumption of iron ore. In fact, every year more than 500 million tons of iron ore are saved worldwide by reusing steel from products that have reached end-of-life.

Luxury Packaging

Our unique shaping, printing and finishing technologies can help high-end confections, perfumes and spirits brands convey elegance, sophistication and refinement. But consumers are interested in more than just the look and feel of packaging—they pay just as much attention to the sustainability credentials of their purchases. Along with being 100% recyclable, metal containers have the added benefit of reusability, ensuring that brand messaging stays front and center for an extended period.

Special Applications

Crown's technologies are also used for a range of special applications like baby food, where convenience and safety are of the utmost importance. Our closures offer superior barrier performance for long shelf life and are easy to open. Metal closures are fully recyclable, allowing consumers to include them in the same recycling system as the rest of the package.



Lightweighting

Lightweighting efforts for both aluminum and steel cans continue. Today's technology has allowed can makers to reduce the thickness of can walls while still providing a high-performance container that retains the critical barrier and strength properties that our customers need.

This decrease allows can makers to produce more cans with the same material and also enables more efficient use of resources, as it reduces energy consumption downstream in the supply chain, limiting environmental impact.

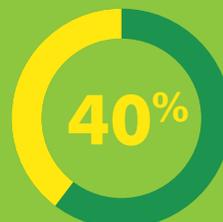
SOURCES

9. The Aluminum Association

10. APEAL (The Association of European Producers of Steel for Packaging)



The weight of aluminum cans has been reduced by 30% over the past 35 years⁹.



Steel packaging weighs 40% less than 30 years ago¹⁰.

Crown Innovations

Enhancing Openability

For the last 20 years, Crown has been at the forefront of improving the convenience of packaging for consumers of all ages. The convenience story is still evolving today as new technologies are introduced to further improve performance and functionality.

- Crown's award-winning **Easylift™ easy open-ends** are the new standard in convenience packaging thanks to significantly improved tab access. Now even consumers with limited mobility, such as seniors, children and the physically impaired, can access food products without using a can opener or other tools. Even with these changes, the ends continue to perform through all levels of the supply chain, further contributing to manufacturing efficiencies.
- A significant portion of the population has long struggled with opening glass jars. To address this challenge, we developed the revolutionary new **ORBIT™ Closure**, which consists of two parts: a central, floating panel that is vacuum sealed to the jar and an outer ring that acts as the opening and re-closing device. Its design significantly reduces the torque required to remove the closure, making it twice as easy to open compared to standard twist-off closures.

Clearing the Air

The EarthSafe™ Dispensing System is designed to help brand owners comply with directives from the California Air Resources Board to reduce volatile organic compounds in certain consumer products. The unique package replaces hydrocarbons with compressed air as the propellant. A key component of the EarthSafe™ Dispensing System is its advanced valve technology that allows total product evacuation at consistent flow rates from start to finish. The new valve also uses fewer moving parts, increasing reliability.



Less Is More

A new global standard was set with our patented **SuperEnd®** beverage ends, which reduce metal use by 10% and make beverage cans even more environmentally friendly.

First introduced in the year 2000, the technology represented the first significant innovation in beverage ends in decades. To date over 300 billion SuperEnd® beverage ends have been produced, saving an estimated 73,500 metric tons of aluminum, 1,200 metric tons of coatings, and 600,000 metric tons of greenhouse gases. That's equal to the annual emissions from more than 110,000 automobiles! The unique geometry of the end also delivers improved performance for the filler and the consumer with greater strength, enhanced appearance and improved pouring characteristics.



Cans Serve as Drinking Cups

We launched the world's first full aperture end for the 2010 FIFA World Cup tournament. Using a combination of our food and beverage can technology, the entire lid can be removed, turning the can itself into a drinking cup and eliminating the need for separate glassware. The innovation, branded the 360 End™, is ideal for use at venues or sporting events where glass bottles are typically prohibited and when there is limited time to pour beverages into glasses. Like all metal packaging, the 360 End™ is 100% recyclable.

Royal Honor

Billions of people watched The Duke and Duchess of Cambridge get married. Crown played a special role in the couple's day after being commissioned to create a special tin to hold a slice of wedding cake. The refined, rectangular tin, given to all wedding guests and many others, marked the debut of the Royal couple's official cipher. Underneath are the couple's first names, "William & Catherine," and their wedding date, custom-molded in stylish calligraphy. All components on the tin were made from Fine Stone finish tinplate, printed externally and coated with gold lacquer internally. Once the cake is consumed, the tin can be kept as a keepsake and reused for years to come.





At Crown, **how we make our products** is just as important as what we make.

Our strength as a company has been built on sustainability and careful management of our resources. It is this commitment that has made us the leader in the metal packaging industry, and it serves as the foundation for our growth in new markets.

Three unwavering principles guide our approach to manufacturing: safety, quality and efficiency. Through a focus on continuous innovation, we have helped lead the industry in reducing the

amount of metal used for packaging. We have developed new manufacturing processes that reduce our use of energy while conserving other resources. We have also taken significant measures to improve employee safety throughout our global operations.

Charts have been included on pages 18 and 19 detailing consumption of some of the critical resources used during the canmaking process for the reporting period of 2007 to 2010.

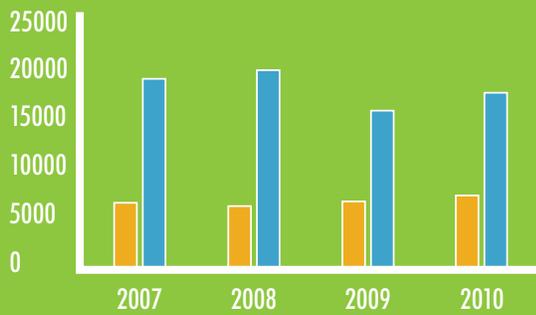


In addition, we've made great strides in enhancing the **sustainability** of our operations in the following **five key areas:**

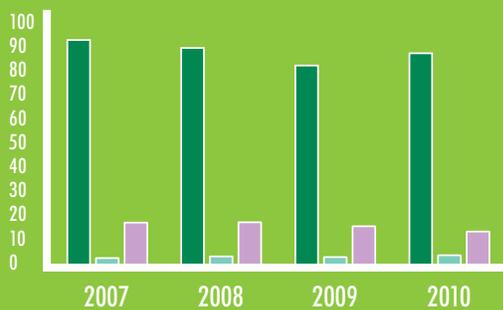
- 1** Heat Recovery
- 2** Managing VOCs
- 3** Energy Savings
- 4** Transportation Logistics
- 5** Waste Reduction

How We Make It

2007-2010 Material Consumption (1,000 tons)



Aluminum Steel

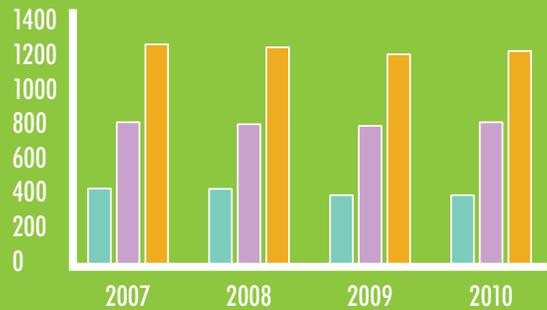


Coatings Inks Compounds

Material Consumption

The five main materials used in the canmaking process are aluminum, steel, coatings, compounds and printing inks. Our coating and steel usage has decreased by 5% since 2007. Aluminum use has increased during the reporting period. This is a direct result of Crown producing 19% more cans to meet global demand.

2007-2010 Direct & Indirect GHG Emissions (1,000 tons)

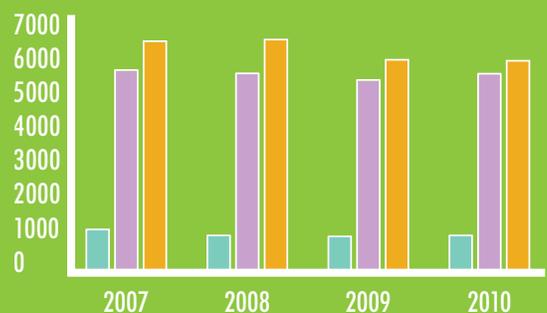


Direct GHG Indirect GHG
Total GHG

Direct and Indirect Greenhouse Gas Emissions (GHGs)

We generate direct (from fossil fuel combustion) and indirect (from electrical usage) GHG emissions. Based on the energy reductions cited in the below chart, we estimate we have reduced our direct GHGs by 8%, while indirect emissions are down by 2%.

2007-2010 Energy Consumption (1,000 gigajoules)

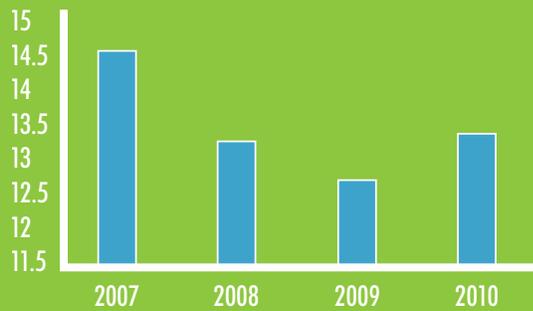


LPG Electricity Natural Gas

Energy Consumption

Since 2007, we have decreased propane usage by 14%, natural gas by 8% and electricity by 2% even as unit sales continue to increase each year.

2007-2010 VOC Emissions (1,000 tons)

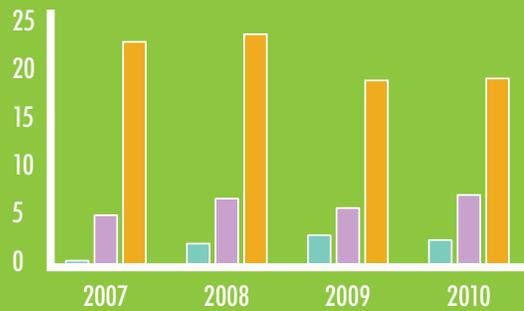


● VOC

Volatile Organic Chemical (VOC) Emissions

VOC emissions are generated through our use of various surface coatings, inks and cleaning solvents. By utilizing lower VOC coatings, alternative cleaning materials and improved add-on controls where needed, we have achieved an 8% reduction in VOC emissions since 2007 even though total can production has substantially increased.

2007-2010 Waste Disposal (1,000 tons)



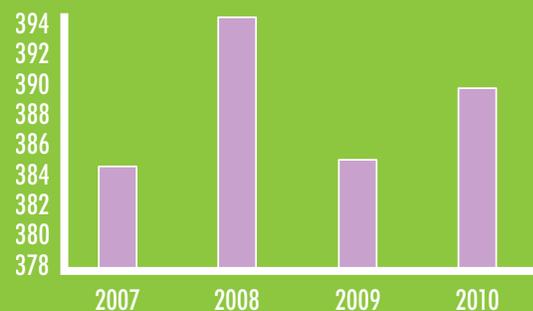
● Energy Use ● Other ● Landfill

Waste Disposal

Every attempt is made to recycle or find another use for our waste materials. Since 2007, our waste-to-landfill levels have been reduced by 15%. We have also significantly increased our waste-to-energy levels.

Since requirements for disposal vary from country to country, waste reporting is done at the local business level and documentation is supplied by the waste contractor or the facility itself. We continue to work with our waste management suppliers to improve the collection of data against waste categories in a reliable and consistent way.

2007-2010 Waste Recycling

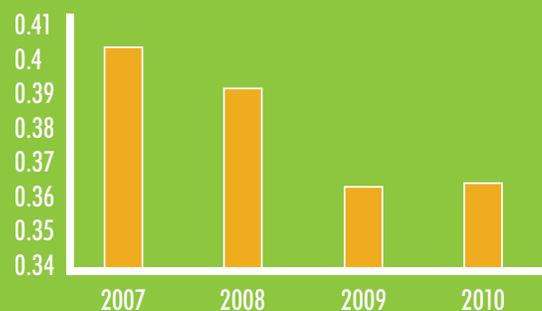


● Waste Recycled

Waste Recycling

A core part of our sustainability program involves the recycling of metal, packing materials and more. In 2010 alone, an excess of 350,000 tons of metal were recycled by our worldwide operations.

2007-2010 NO_x Emissions (1,000 tons)



● NO_x

NO_x Emissions

Our NO_x emissions are generated from the combustion of fossil fuels. We have decreased NO_x emissions by 10% since 2007 through numerous energy reduction projects.



Reducing VOCs

One of the reasons canned goods enjoy such a long shelf life is the performance of high barrier interior coatings. The materials in these coatings can contain VOCs, which are driven off when cans go through oven curing cycles.

At Crown, we have made VOC reduction a top priority in our global operations. We have replaced many solvent-based materials with water-based options, polymer-coated films and powder-based coatings. All of these substitutions are rigorously tested to ensure that product shelf life, quality and regulatory compliance are strictly maintained. A snapshot of other approaches to reduce VOCs, beyond the use of water-based coatings, are shown below:

1 Nantes, France

Action: In this facility, we adopted a new approach for coating our easy-open ends for food containers. Coatings are applied to critical areas surrounding the rivets holding the opening tabs, which make tabs easier for consumers to open. We replaced a wide spray coater with two precision sprays that better target these specific areas.

Result: We now use 50% less coating material for the easy-open ends made in Nantes and have cut VOC emissions by half.

2 Owatonna, MN, U.S.

Action: This facility uses a bulk curtain coating technique to apply protective coatings to food cans. This process generates a waste stream with low concentrations of coatings. To avoid sending this stream for disposal, we incorporated ultra-filtration technology, which allows this material to be re-concentrated and reused to coat additional cans.

Result: We have eliminated 14,500 gallons of coating materials per year, resulting in lower associated VOCs.

3 Guadalajara, Mexico

Action: This beverage can plant used the principles of Six Sigma to reduce the consumption of raw materials like lacquer and varnish.

Result: Since 2007, both lacquer and varnish consumption have decreased by approximately 15%.

Taking the Heat

Running machinery, generating compressed air and curing coatings are all processes that generate heat. Rather than letting this heat go to waste, we are actively implementing novel ways to leverage this important resource to fuel other manufacturing operations worldwide. As a result, we are reducing waste and saving energy. Here are just a few stories that illustrate what we're doing globally:

1 Mansfield, UK

Action: This Speciality Packaging plant was redesigned to save energy by harnessing heat from compressed air production and using it to keep factory space warm in the winter months.

Result: The new plant design has made it possible to recover 80% of wasted heat, leading to significant energy savings in space heating.

2 Beijing, China

Action: The Beijing beverage can plant is recovering the hot air produced by the ovens used to cure and dry our coatings. The heat is then used for heating the factory and warehouse spaces.

Result: We have reduced the amount of gas used for space heating at the plant by 75%.

3 Hoorn, Netherlands

Action: We installed an air/water heat exchanger at this Speciality Packaging plant for efficient heat recovery. The exchanger transfers the heat from hot exhaust gas produced by the plant's incinerators to boil water, which is then used to heat the plant.

Result: The Hoorn plant no longer needs to use one of its central heating boilers, saving about 50,000 cubic meters of gas annually.

Turning the Power Down, Smartly

Electricity is the driving force that powers our business, from manufacturing machinery on plant floors to the lights in our offices. As energy costs have soared, we have made electricity conservation a top priority. As part of this commitment, we have made significant investments to improve infrastructure and upgrade lines and equipment to reduce energy use. We have also stressed workforce education to encourage employees to become more aware of energy use and to adopt new practices. Here are just a few examples:

1 Faribault, MN, U.S.

Action: Several of our plants have invested in Variable Frequency (VF) technology that adjusts power usage based upon line needs in real time. This technology matches motor speed to system load, so if a line is partially empty, less power is used. Power is maximized only when the line is full.

Result: Our Faribault aerosol can facility has reduced annual energy use on its production lines by around 9% after converting most of its conveyor motors and blower fans to VF drives. Other facilities using VF technology include Calgary (Canada), Neath (UK) and Hanoi (Vietnam). VF technology is also part of the specifications for all new plants we will build around the world.

2 Cabreúva, Brazil

Action: Lighting substitution and other projects have been undertaken in this beverage can plant to reduce energy lighting for shop floors and warehouse spaces.

Result: The facility reports a 14% lighting energy reduction. Similar projects are currently underway in Kankakee, Illinois (U.S.), Weston (Canada) and Owatonna, MN (U.S.).

3 Poole, UK

Action: Compressed air is used throughout the can manufacturing process. When faced with the ordinary leaks that can occur over time, the most common remedy is to increase pressures and capacities.

Result: In this metal closures facility, compressed air reductions have been achieved by proactively eliminating leaks and ensuring air remains shut off until needed. Several other projects have reduced our use of compressed air in places like Conroe, Texas (U.S.), Salerno (Italy), Mijdrecht (Netherlands) and Nagykováros (Hungary).

Smarter Logistics

Careful logistical planning is required when transporting steel and aluminum coils into plants and again when shipping product to customers. We have worked with our suppliers and customers to optimize and streamline product delivery, helping reduce fuel consumption and carbon emissions. Key parts of this process include increasing trailer loading patterns to reduce the number of truckloads shipped and implementing effective backhauling strategies to keep truckloads full. Here are just a few examples:

1 Beijing, China

In 2008, a conversion of trucks with extended load areas by our beverage can plant in Beijing resulted in a 69% increase in the number of pallets carried per truck. By 2009, this equated to approximately 1,070 fewer truck loads. Simultaneously, the plant increased the number of layers per pallet by 5%. Similar changes in Huizhou (China), Tuas (Singapore) and Ho Chi Minh (Vietnam) plants have saved over 2,400 additional truck movements in the region annually.

2 Perrywood, UK

Careful planning and load optimization efforts enable our Perrywood food can plant to ship tinplate sheets and cans simultaneously, reducing truck shipments by 30%. In addition, through innovative approaches undertaken with our European logistics partner, we have been able to add two more pallets of cans per trailer, reducing shipments on some routes by about 10%.

3 Mill Park, OH, U.S.

Crown has worked closely with its trailer supplier in North America on a redesign that has reduced steel coil trucking shipments to this metal vacuum closure plant as well as North American aerosol and food can plants by 50%. This redesign ensures trailers are not underutilized in terms of maximum carrying weight. We have also changed the trailer loading pattern for aerosol cans, reducing truck journeys by 13%.

Waste Reduction

Metal represents about 85% of our incoming materials. Significant effort is made to capture, recover and recycle nearly 100% of our metal waste globally. But we're still not satisfied. We're turning our attention to the remaining 15% of waste, which includes items such as pallets, shrink wrap and cores from our metal coils, and implementing a variety of programs to divert it from landfills. Here are just a few examples:

1 Botcherby, UK

Action: A "waste to energy" boiler, a shredder for scrap pallets and a fuel silo with automatic feed burn biomass waste in our Botcherby beverage can plant. The heat generated from burning waste wooden pallets, paper and cardboard used for coil inserts and cartons is used to provide hot water for washing aluminum cans.

Result: The process diverts materials otherwise destined for landfills and reduces gas consumption on the washer boilers by approximately 1,000MWh annually. Additional benefits include a reduction in waste bins needed on site and the number of vehicle movements to remove waste and cardboard.

2 Pulaski Park, MD, U.S.

Action: When manufacturing two-piece cans, a small amount of oil is transferred from the gearbox to the coolant system. Typically, this oil becomes a waste product, creating two issues: first, the oil needs to be disposed; second, new oil needs to be added to the gearbox to replace what is lost. Fortunately, today, we are working with a partner company to reclaim the gearbox oil and restore it to a usable condition.

Result: This process has allowed over 50% of the waste oil to be reused, reducing waste haulage and consumption. The same approach is also being used in our Owatonna, Minnesota, food can facility.

3 Mexico City, Mexico

Action: In an effort to reduce its hazardous waste inventory, this multi-product three-piece can production facility (food, aerosol and general line) began using an eco-friendly process to clean and reuse industrial rags that were previously discarded.

Result: The plant reduced its hazardous waste inventory by 82%. The plant also reduced water consumption by 35% after integrating high-efficiency toilets and water-free urinals in 2010.



Employee Driven Initiatives

Our global workforce plays a key role in identifying opportunities to save energy. With the help of our World-Class Performance framework, many of these ideas – no matter how simple or complex – are able to be implemented in more than one facility. Here are just a few examples:

1 Wantage, UK

Educating the employees in our Wantage Technology Center (UK) to fully disconnect non-essential equipment when not in use for prolonged periods has generated strong results. This includes computers, transformers, printers and laboratory equipment, all of which consume a significant amount of energy even when appliances are turned off. Since education began in late 2009, Wantage has seen annual electrical savings of more than 11%.

2 Ho Chi Minh, Vietnam

No matter how mindful we are about saving energy, we can sometimes forget to turn off the lights when leaving the room. In this beverage can plant, we have seen modest energy improvements with the help of sensor technology. Similar initiatives have been implemented in Wisbech (UK), Laon (France) and Owatonna (U.S.).

3 Sutton, UK

Incorporating energy meters on production lines is an easy way to measure use at the operations level and identify opportunities for reduction. Our facility in Sutton was one of the first European aerosol plants to complete this project. Similar initiatives are underway at the rest of our aerosol plants in Europe as well as our facilities in Phnom Penh (Cambodia), Seville (Spain) and Kechnec (Slovakia). Every new production line we build around the world also includes this technology.



Furthering the Cause

Crown is an active member of many organizations engaged in furthering the sustainability agenda on the national, regional and local levels. Here are just a few of them:

- Beverage Can Makers Europe (BCME)*
- Can Manufacturers Institute (CMI)*
- Consumer Goods Forum
- EMPAC*
- EUROOPEN
- Grocery Manufacturers Association (GMA)
- Metal Packaging Europe*
- Metal Packaging Manufacturers Association (MPMA)*
- North American Metal Packaging Alliance (NAMPA)*
- Sustainable Packaging Coalition (SPC), a project of GreenBlue

*Organizations where Crown executives hold a leadership role.

We also partner with customers, suppliers and government bodies to boost recycling efforts on both the national and local levels. Some of these programs include CansCount.org, metal matters and Chaque Canette Compte (France).

In the course of doing business, Crown engages with **a number of stakeholders** on both a global and local level.

This includes customers, employees, the local communities where we operate, investors, shareholders and analysts, suppliers, government and regulatory authorities, educational institutions and trade associations.

We engage stakeholders that have a considerable impact on our business and in communities where we have operations. Our primary goal is to maintain an open and ongoing dialogue with each group.

For example, our Business Units are in constant communication with customers regarding product performance, service and future needs. The Business Units periodically conduct internal and third-party surveys of customer satisfaction and best practice improvements to assure that we are meeting their current needs and are well-positioned to help them meet future market requirements. Case studies for how we engage with employees and our local communities are provided in the next section of this report.

Customers

- Innovation meetings
- Customer technical service

Employees

- Intranet
- Community projects
- Employee engagement surveys

Local Communities

- Community engagement programs
- Volunteering

Investors, Shareholders and Analysts

- Annual Report
- Quarterly earnings calls
- Shareowner meetings

Suppliers

- Logistical planning
- Innovation meetings

Government and Regulatory Authorities

- Meetings
- Plant tours

Educational Institutions

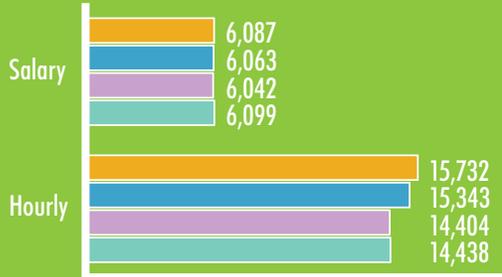
- Apprenticeship programs
- Equipment donation for training purposes
- Guest lecturing on packaging and engineering related topics

Trade Associations

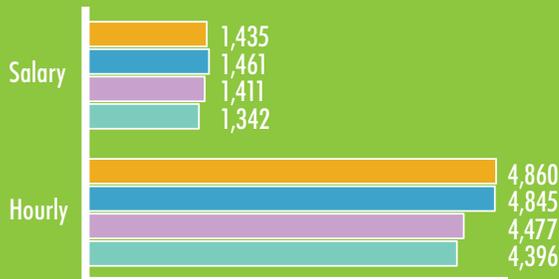
- Meetings
- Reports

Crown's Full-time Workforce by Region (Fig. 1)

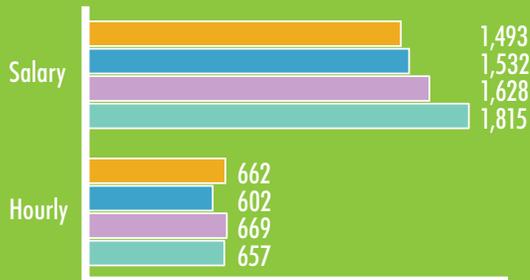
Global Totals



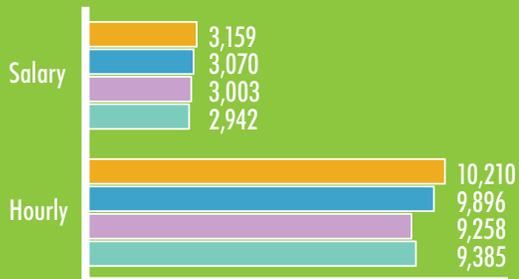
CROWN Americas



CROWN Asia-Pacific



CROWN Europe



● 2007 ● 2008 ● 2009 ● 2010

Social Commitment

Investing in our employees and ensuring their well-being is a fundamental value at Crown. That's because those very employees, and the communities they work and live in around the world, are the driving force behind our ability to deliver metal packaging innovation and help our customers build their brands.

So as a company, we're committed to developing a workforce that is well-trained, safe and healthy. We've also extended that commitment to the communities in which we operate by supporting a number of charitable and local causes, primarily by investing in education initiatives.

Investing in our employees is a **fundamental value** at Crown.

Our Employees

As of December 31, 2010, Crown employed approximately 20,500 individuals around the world. Roughly 60% of our workforce is employed in our European operations, 28% in the Americas, and the remaining 12% in Asia. Just over 70% of our workforce consists of full-time hourly employees. Refer to Figure 1 for a more detailed breakdown of Crown's total workforce by employment type, employment contract and region during the reporting period.

It is important to Crown that we hire the best people. When looking to fill a position, we first advertise in local communities in search for talent. Our local community advertising, which averages within 50 miles, has often provided our best senior management candidates. For example, nearly 60% of senior executives were from local communities in our North American operations in 2010, while in Europe the figure is 58%. Data for our Asia-Pacific operations was not available at the time this report was published.

We also advertise many positions online, which often attracts applicants from outside local areas, to ensure we find the best candidates.

Employee Safety

Workplace safety is an integral part of our operating philosophy and is built into every process, procedure, and system of the company and the attitudes and values of every employee.

A formal Environmental Health & Safety (EH&S) program is in place, which includes a number of elements including training and delegated authority, the assignment of responsibilities, and the establishment of goals, procedures, and accountability.

For example, in the Americas, operations employees attend mandatory training on a variety of safety topics each year. Our premier EH&S training program is a two-week collaborative effort between our Corporate EHS department and the National Safety Council.

We also have an extensive safety training program in Europe. Two sessions, Working Safely and Managing Safely, are produced in conjunction with the Institution of Occupational Safety and Health (IOSH). External seminar courses, in combination with in-house training, are also offered to employees in our Asia-Pacific operations.

At Crown, we track the following measures related to workplace safety, as well as a broad range of leading indicators such as rigorous investigation of near-miss events and the number of approved safety best practices from a manufacturing location.

- Days Away Case Rate
- Recordable Case Rate
- Work-Related Fatalities

See Figure 2 for data on these measurements for the reporting period of 2007-2010.

Please visit the sustainability section of our website, www.crowncork.com/sustainability, to read our worldwide EH&S policy and obtain additional information.

Workplace Safety (Fig. 2) (scales vary)

● 2007 ● 2008 ● 2009 ● 2010

CROWN Americas



CROWN Asia-Pacific¹¹



CROWN Europe¹²



NOTES

11. Crown does not have data measuring the Days Away Case Rate for this region for the entire reporting period. Crown also does not have Recordable Case Rate data for this region in 2007 and 2008.

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

Retaining and Developing Talent

Employee training and development are a way of life at Crown. From the first day employees walk through our doors, and for the duration of their careers, they have access to a variety of mandatory and voluntary training programs. These programs take place in classrooms, online, on-the-job, and in some cases, in partnership with academic institutions.

In many countries in which we operate, there are strict legal obligations regarding the amount of training which companies must provide for employees. To ensure we keep a high level of talent at Crown, and that each employee has the opportunity to grow and prosper, we often go above and beyond these requirements. Crown does not currently have a data management system that can track the number of training hours for each employee around the world.

A key focus of our training program is on safety, and manufacturing personnel, management and senior leadership around the world are required to participate in sessions related to that topic. Following is a snapshot of some of the other programs we have in place:

CROWN Americas

- Tuition reimbursement for employees pursuing degree-related programs.
- Management Development Program (MDP) to develop the management and leadership skills of high-potential employees.
- Lean Manufacturing trainings and Six Sigma certification (Green or Black Belt).
- Supervisory Training for Operations Supervisors and Managers.
- 24/7 e-Learning courses on a variety of topics including Logistics, Planning and Sales & Marketing.

CROWN Asia-Pacific

- Orientation for all new employees covering topics such as safety training, ISO/HACCP/GMP compliance and product education.
- Cross-trainings for production staff across process divisions and departments.
- Vocation-specific external seminars and courses.
- Higher education sponsorship (e.g. MBAs) for senior managers.
- English language courses for non-native speakers.

CROWN Europe

- Crown Leading Edge (CLE) program to develop future leaders. This program is designed and delivered through one of the top European business schools.
- World-Class Performance Foundation Course.
- Key Account Management course to allow the sales team to share best practices and harmonize our approach to common customers.
- Comprehensive "Train the Trainer" program to accelerate learning techniques and increase confidence and effectiveness of training.
- Creativity and team development workshops.



In the **Spotlight.**

Investing in our Future

The John F. Connelly Scholarship Fund provides one-year educational grants to children of Crown employees worldwide to help defray the expense of post-secondary education. The scholarships are distributed to recipients in each of the six geographical regions across the globe where we operate.

As Chairman and CEO for over 30 years, John Connelly reshaped our business into a premier, Fortune 500 company. He was famous for his commitment and loyalty to the Crown corporate family, and he encouraged self-improvement and provided opportunities for employees.

Since the scholarship was established in 1992, approximately US\$3 million has been awarded to over 1,400 children of Crown employees worldwide. The scholarship serves as a lasting memorial and tribute to John Connelly's dedication.

Supporting Employee Health and Wellness

Crown does not have any workers involved in occupational activities who have a high incidence or risk of specific disease. However, we have numerous initiatives in place around the world to ensure the well-being of our employees and their families. Programs include education, training, counseling, prevention, risk control and treatment. Here are just a few examples:

- As part of a comprehensive Wellness Program, our hourly and salaried employees and their spouses can take advantage of a voluntary health fair held each year at every Crown facility in the United States. Free blood work and medical screenings are provided, along with follow-up and referral to a physician upon request. Nutritional, exercise and behavioral counseling are also available at no cost, and annual vaccinations are also provided.
- Our Asia-Pacific Division provides pre-employment medical check-ups for all new employees. Often an in-house doctor or nurse provides care for Crown employees. At a plant in Vietnam, for example, yearly medical screenings are arranged for employees.
- In France, there is regular communication about a variety of wellness issues, including ergonomics in the workplace, nutrition and exercise recommendations, and tips for getting a good night's rest. In addition, prior to holidays at the beach or mountain-side, employees can get tips on sun protection and how to be an "eco-friendly" visitor to minimize impact.



Commitment to Communities

In addition to supporting our employees and their families, we also believe in good corporate citizenship and giving back to the communities where we work and live. Our contributions take many forms, including economic, environmental and social.

Charitable and Community Causes

Franklin Institute

Crown has been an active supporter of science and technical education, and The Franklin Institute in particular, for many years. Founded in 1824, the Institute is one of the oldest centers of science education and development in the United States. In addition to making financial donations, Crown encourages its executives to lend their leadership and management skills to further the Institute's goals.

Project H.O.M.E.

This Philadelphia-based organization provides comprehensive and effective services to individuals experiencing chronic homelessness and has developed nationally recognized programs that have proven homelessness can be solved. Crown has supported Project H.O.M.E. since its inception in 1988, providing both funding and executive talent.





We also believe in good corporate citizenship and **giving back** to the communities where we work and live.

Education

Making Sweet Music with the Curtis Institute



Crown is one of the largest corporate supporters of this Philadelphia-based music school, which has maintained a policy of awarding full-tuition scholarships to every student accepted. With enrollment averaging around 165 students, this policy allows the school to select students based solely on artistic merit and potential.

Crown has donated to the school annually since 1997. Beginning in 2001, Crown has sponsored an individual student each year. Various Crown executives have also served on Curtis' Board of Trustees.

Supporting Education at Brunel University

Crown has been sponsoring students from Brunel, one of the top universities in the United Kingdom for engineering, for almost 40 years. During their time at Brunel, sponsored students spend a year working at Crown in different capacities, including research and development. To date, the company has sponsored 90 students, several of which have gone on to work for Crown on a full-time basis and risen through the ranks to senior roles. Crown also provides guest speakers to the school and sponsors design prizes for the school's Mechanical Engineering courses.

Generating Interest in Engineering with King Alfred's Academy

Crown has worked closely with this secondary school in the Wantage, UK community since 2006, providing a number of opportunities to enrich the academic experience of its students. Along with providing curriculum support, we have engaged students with special design and technology projects that support interest in engineering.

Crown's Ethics

Maintaining the highest ethical standards and environmentally sound business practices go hand in hand, and as a global company operating in dozens of countries, Crown has long adhered to solid compliance with all local laws and regulations.

Fair Labor Practices

We, as a company, are also 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 with 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.

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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