

# **J. P. Morgan Aviation, Transportation & Industrials Conference**

**March 14, 2017**

**Tom Fischer**

**Vice President Investor Relations  
& Corporate Affairs**



**CROWN**

*Brand-Building Packaging™*

**125**

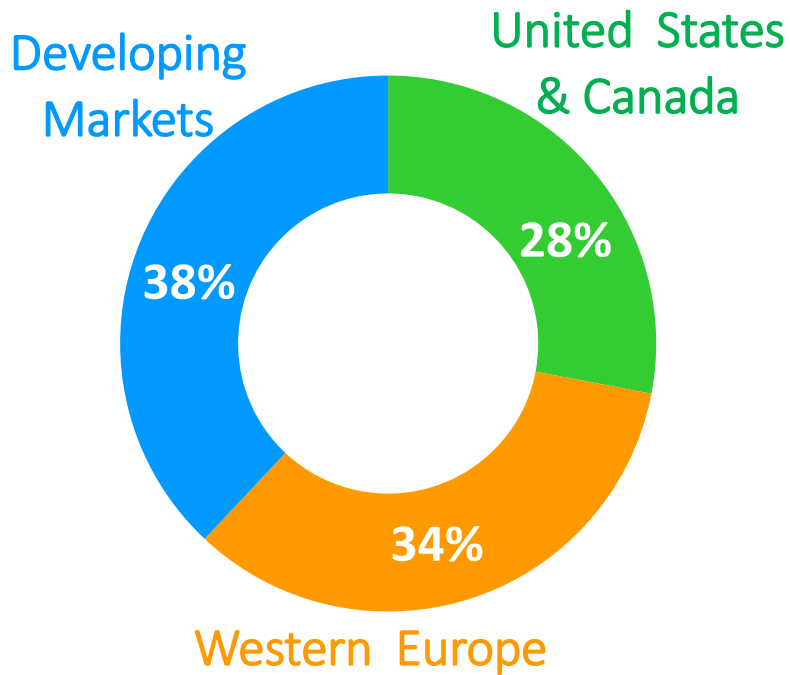
1892 **YEARS** 2017

# Notes to Investors

- *Except for historical information, all other information in this presentation consists of forward-looking statements within the meaning of federal securities law. These forward-looking statements involve a number of risks, uncertainties and other factors, that may cause actual results to be materially different from those expressed or implied in the forward-looking statements. Important factors that could cause the statements made in this presentation or the actual results of operations or financial condition of the Company to differ are discussed under the caption "Forward Looking Statements" in the Company's Form 10-K Annual Report for the year ended December 31, 2016 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.*
- *Adjusted EBITDA, adjusted EPS, segment income, free cash flow and net debt are not defined terms under U.S. generally accepted accounting principles (non-GAAP measures). Non-GAAP measures should not be considered in isolation or as a substitute for net income, cash flow or total debt data prepared in accordance with GAAP and may not be comparable to calculations of similarly titled measures by other companies. Adjusted EBITDA, adjusted EPS, segment income, free cash flow and net debt are derived from the Company's Consolidated Statements of Operations and Cash Flows and Consolidated Balance Sheets, respectively, and reconciliations to non-GAAP measures, including adjusted EBITDA, adjusted EPS, segment income, free cash flow and net debt, can be found in the "For Investors" section of the Company's website at [www.crowncork.com](http://www.crowncork.com)*

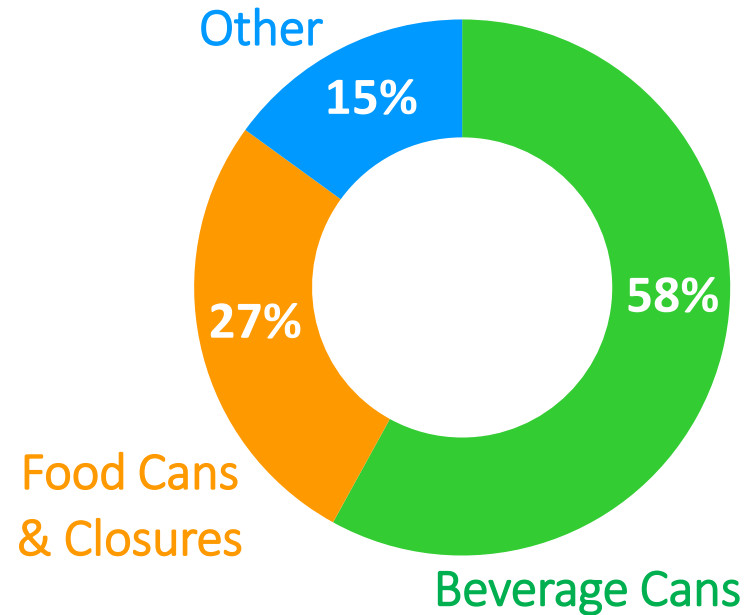
# 2016 Revenue

## BY GEOGRAPHIC AREA



**36 countries**

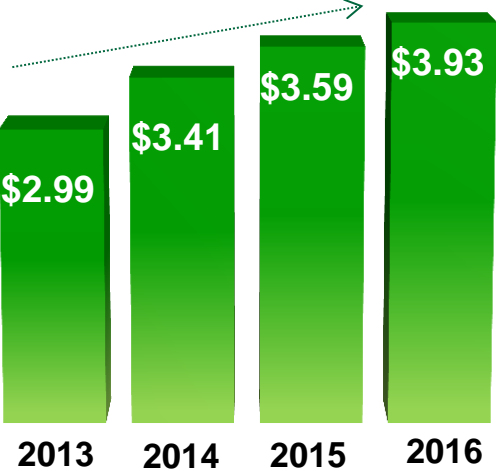
## BY PRODUCT



**146 plants**

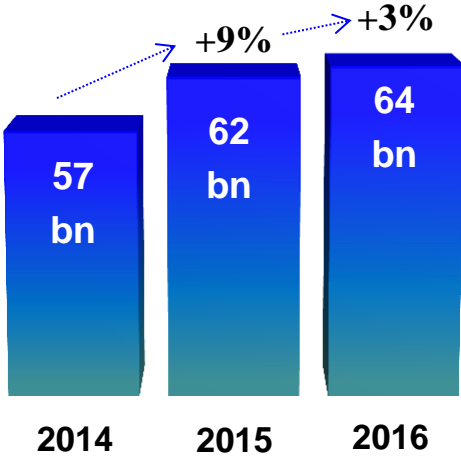
# Key Financial Metrics

## Adjusted EPS

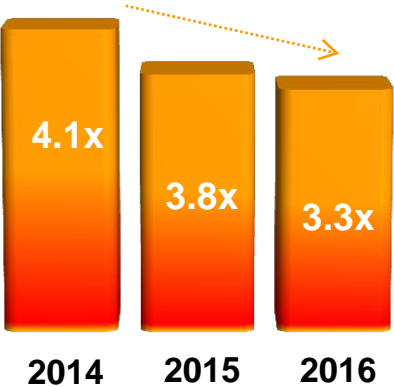


- 2016 EPS up 9.5%
- 3 yr CAGR 9.5%

## Beverage Can Volumes



## Leverage



- \$1 billion share repurchase authorization through 2019

# Highlights

- Continued beverage can growth in most regions with Crown well positioned to benefit.
  - Industry CAGR of 3% for several years.
- Beverage cans continue to gain share of package mix in most markets.
  - Preserve flavor
  - Graphics
  - Portability
  - Keep drinks cold
- Generally stable food and aerosol can volumes in Europe and North America.

# Major 2017 Initiatives

- Global beverage can projects to accommodate growing demand:
  - Nichols, New York (2 line plant, 1Q 2017)
  - Monterrey, Mexico (1 line plant, 4Q 2016)
  - Phnom Penh, Cambodia (1 line plant, 3Q 2016)
  - Jakarta, Indonesia (1 line plant, 3Q 2017)
  - Yangon, Myanmar (1 line plant, 2Q 2018)
  - Osmaniye, Turkey (new line, 4Q 2016)
  - Danang, Vietnam (new line, 3Q 2017)
  - Santafe de Bogota, Colombia (capacity expansion, 2Q 2017)
- Continued emphasis on cost reduction and efficiencies.