



Crown Holdings, Inc.

Thomas A. Kelly

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Baird 2017 Global Industrial Conference

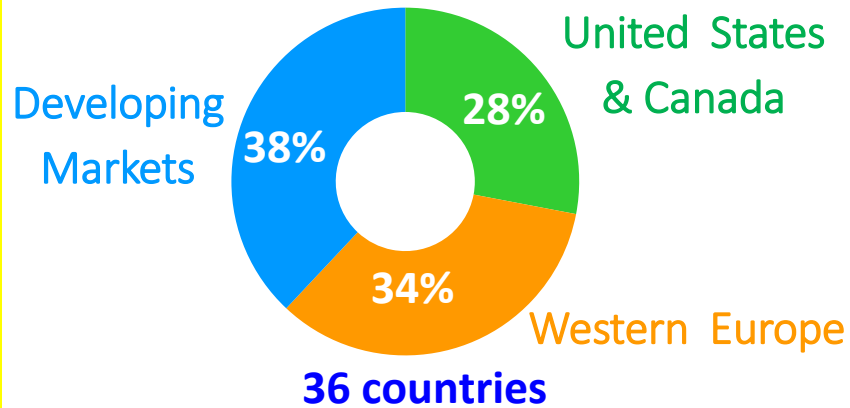
November 8, 2017

Notes to Investors

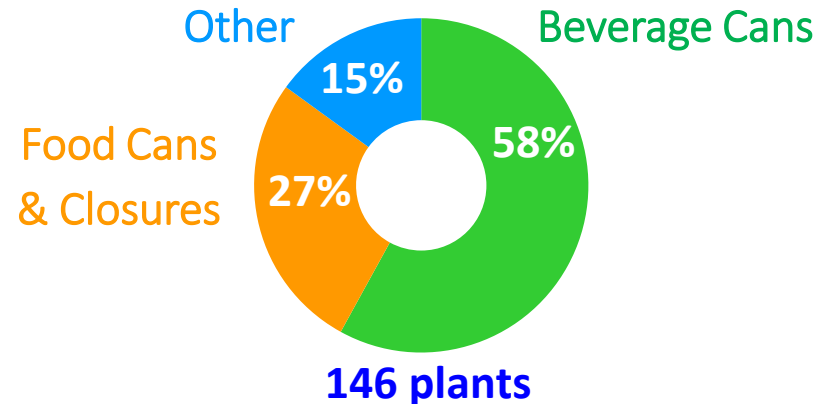
- *Except for historical information, all other information in this presentation consists of forward-looking statements within the meaning of federal securities law. These forward-looking statements involve a number of risks, uncertainties and other factors, that may cause actual results to be materially different from those expressed or implied in the forward-looking statements. Important factors that could cause the statements made in this press release 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*

Overview

2016 Sales By Region

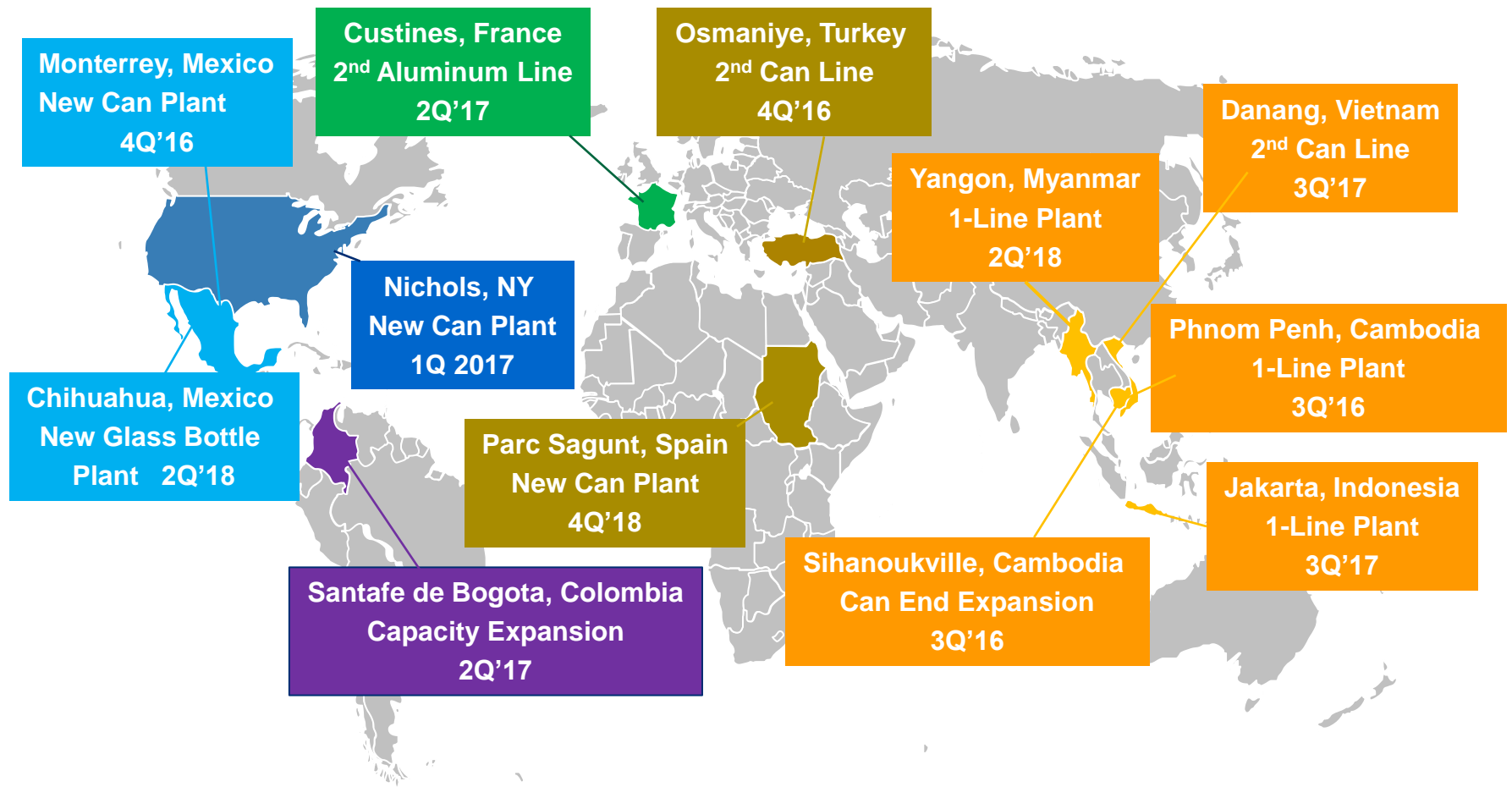


By Product



- Benefit from diverse product and geographic portfolio.
- Grow beverage cans faster than annual industry rate of 3%.
- Focus on strong, market-leading platforms in Southeast Asia, Mexico and Turkey.
- Commitment to safety, operational excellence & continuous cost reduction.
- Generate significant free cash flow to return to shareholders.

2016 & 2017 Global Beverage Projects



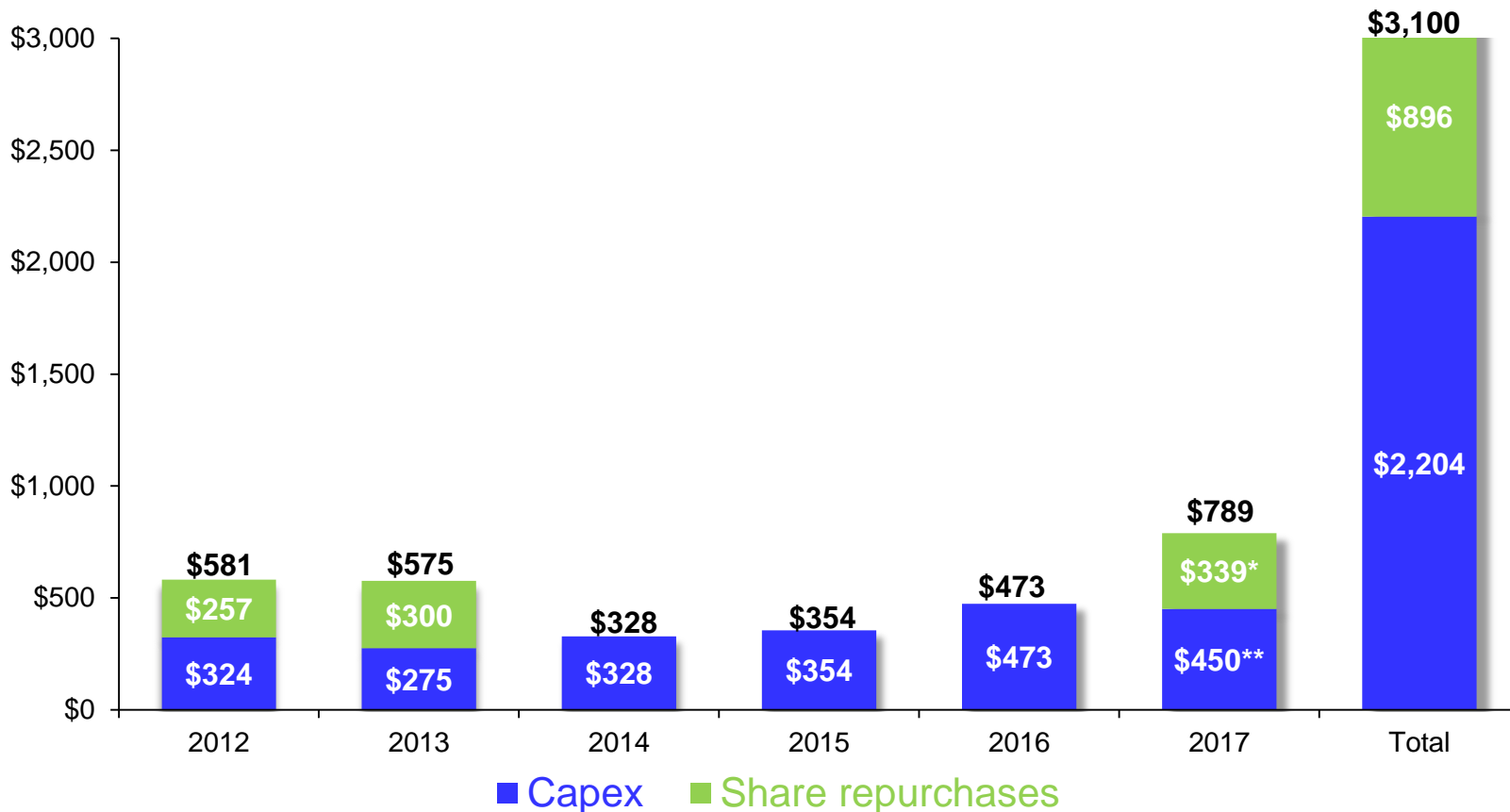
2017 Overview

- Continued beverage can growth in most regions with Crown well positioned to benefit.
- 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.
- Strong competition in all markets.
- Utilizing majority of free cash flow to repurchase shares.

Uses of Cash

(US\$ millions)

\$1 billion share repurchase authorization through 2019



* Through first nine months of 2017

** Estimated full-year 2017 total

Significant Free Cash Flow & Strong Deleveraging

- Long history of strong and recurring free cash flow.
- Proven track record of deleveraging.

