

KEY METRICS

| | | 2019 | 2020 | 2021 | 2022 |
|--|--|----------|----------|----------|----------|
| OVERVIEW | | | | | |
| Economic Performance | Revenue (USD billions) | \$3.11 | \$2.38 | \$2.33 | \$2.53 |
| | Adjusted EBITDA % | 6.5% | 1.5% | (0.3%) | 1.5% |
| | Free cash flow (USD millions) | (\$67) | (\$108) | (\$212) | (\$107) |
| Total Sales by Region | North America | 53% | 51% | 52% | 58% |
| | South America | 3% | 3% | 3% | 4% |
| | Europe | 28% | 26% | 24% | 20% |
| | Asia Pacific | 16% | 20% | 21% | 18% |
| Operations | # of countries of operation | 21 | 21 | 21 | 21 |
| | # of facilities | 174 | 121 | 129 | 135 |
| Employees by Region (% contingent) | North America | 43% (7%) | 47% (7%) | 47% (7%) | 49% (8%) |
| | South America | 6% (0%) | 5% (0%) | 6% (0%) | 7% (0%) |
| | Europe | 34% (2%) | 30% (3%) | 29% (1%) | 27% (1%) |
| | Asia Pacific | 17% (1%) | 17% (4%) | 18% (4%) | 17% (3%) |
| Innovation | New customer programs launched | 271 | 137 | 155 | 122 |
| | Annual net new business (USD millions) | \$451 | \$190 | \$186 | \$246 |
| WINNING IN THE WORKPLACE | | | | | |
| Employee Retention | Total number of employees (includes contingent workers) | 27,968 | 25,100 | 22,584 | 22,940 |
| | Total number of contingent workers | - | - | - | 2,907 |
| | Total number of new employee hires (includes contingent workers) | 9,801 | 9,847 | 8,312 | 11,758 |
| | Total number of new contingent workers hired | - | - | - | 4,498 |
| | % internal fill rate (director & above) | 70.3% | 55.6% | 60.0% | 80.8% |
| | % internal fill rate (manager level) | 47.0% | 58.6% | 50.4% | 59.3% |
| | % voluntary employee turnover | 14.7% | 12.7% | 19.8% | 19.2% |
| | % total employee turnover | 26.0% | 26.0% | 34.5% | 35.8% |
| Talent Development | % employees receiving performance reviews (% of eligible salaried employees) | - | - | 99.7% | 99.9% |

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| WINNING IN THE WORKPLACE | | | | | |
| Diversity & Inclusion | % women in the enterprise (salaried & hourly) | 35.9% | 36.4% | 37.5% | 38.4% |
| | % women in leadership (vice president & above) | 24.0% | 20.0% | 22.2% | 22.2% |
| | % women in leadership (including directors & above) | 17.2% | 16.4% | 16.7% | 15.9% |
| Workforce Demographics | % U.S. Workforce by Ethnicity | | | | |
| | White | 82% | 83% | 82% | 81% |
| | Black | 9% | 8% | 8% | 8% |
| | Hispanic | 4% | 3% | 3% | 4% |
| | Asian | 3% | 3% | 3% | 3% |
| | Other | 2% | 3% | 3% | 4% |
| | % U.S. Workforce by Age | | | | |
| | Under 30 | 20% | 19% | 19% | 18% |
| | 30-50 | 43% | 44% | 41% | 42% |
| | Over 50 | 37% | 38% | 40% | 41% |
| Not disclosed | 0% | 0% | 0% | 0% | |
| Workforce Health & Safety | Total Recordable Incident Rate (employees & contractors / workers) | 0.50 | 0.32 | 0.40 | 0.33 |
| | Lost Time Incident Rate (employees & contractors / workers) | 0.25 | 0.11 | 0.21 | 0.14 |
| | Total Days Away, Restricted or Transferred (employees & contractors / workers) | - | - | 1,318 | 1,221 |
| | # of fatalities | 0 | 0 | 0 | 0 |
| | # of locations with 0 incident rate | 19 | 29 | 23 | 25 |
| | % of facilities ISO 45001 certified | 24.7% | 24.7% | 37% | 42% |
| Community Involvement | # of charities supported (since 2013) | 120+ | 125+ | 140+ | 146+ |
| | # of countries participating in community engagement (since 2013) | 18 | 18 | 18 | 18 |
| | Annual contributions (USD millions, approximately half from employee engagement) | \$1.5 | \$0.7 | \$0.6 | \$0.4 |
| | Total contributions (USD millions, approximately half from employee engagement) | \$13.5 | \$14.2 | \$14.8 | \$15.4 |
| | # of community engagements held | 35,000 | 37,000 | 47,000 | 55,870 |
| | Total employee volunteer hours | - | - | - | 7,059 |
| ENHANCING PRODUCT VALUE | | | | | |
| Innovation, Materials & Product Lifecycle | Innovation | | | | |
| | # of patents | 23 | 23 | 8 | 21 |
| | % research & development spend | 3.7% | 4.3% | 3.9% | 3.2% |
| | Major innovations introduced to market | 11 | 16 | 7 | 12 |

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| ENHANCING PRODUCT VALUE | | | | | |
| Innovation, Materials & Product Lifecycle | Product Lifecycle | | | | |
| | % of recycled materials used in products | - | - | - | - |
| | % revenue from products providing resource efficiency benefits ¹ | \$424M / 14% | \$520M / 22% | \$725M / 31% | - |
| | % of products with resource-use benefits for customers or consumers | 5% | 8% | - | - |
| Product Quality & Safety | Product Quality | | | | |
| | # of recalls issued | 0 | 0 | 1 | 0 |
| | # of units recalled | 0 | 0 | 572 | 0 |
| | # of voluntary recalls | 0 | 0 | 0 | 0 |
| | # of involuntary recalls | 0 | 0 | 1 | 0 |
| | Fines associated with false marketing / advertising | 0 | 0 | 0 | 0 |
| | # of violations for non-conformance w/ labeling or marketing regulation | 0 | 0 | 0 | 0 |
| | % of significant product and service categories for which health and safety impacts are assessed for improvement | - | - | - | - |
| Customer Satisfaction | Customer Scorecards | | | | |
| | % negative | 7% | 3.7% | 2.4% | 1.8% |
| | % positive | 93% | 96.3% | 97.6% | 98.2% |
| RESPONSIBLE BUSINESS | | | | | |
| Board of Directors | Total Directors | 10 | 10 | 11 | 10 |
| | # of Independent Directors | 9 | 9 | 10 | 9 |
| | % Independent Directors | 90% | 90% | 91% | 90% |
| Board Demographics | % Directors by Ethnicity | | | | |
| | White | - | 80% | 82% | 60% |
| | Black | - | 0% | 9% | 10% |
| | Hispanic | - | 10% | 9% | 10% |
| | Asian | - | 0% | 0% | 0% |
| | Other | - | 0% | 0% | 10% |
| | Not disclosed | - | 10% | 0% | 10% |
| | % Directors by Age | | | | |
| | Under 30 | - | 0% | 0% | 0% |
| | 30-50 | - | 0% | 0% | 0% |
| Over 50 | - | 100% | 100% | 100% | |

¹ The Company is re-evaluating a better approach to determine the metric "% revenue from products providing resource efficiency benefits" and may share updated data in our 2023 report.

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| RESPONSIBLE BUSINESS | | | | | |
| Board Demographics | % Directors by Gender | | | | |
| | Male | - | - | - | 50% |
| | Female | - | - | - | 30% |
| | Undisclosed | - | - | - | 20% |
| Business Ethics & Integrity | Employees completing Code of Conduct Training | - | 98.2% | 99.0% | 99.6% |
| Political Contributions | Political contributions | \$0 | \$0 | \$0 | \$0 |
| | Lobbying contributions | \$0 | \$0 | \$0 | \$0 |
| | Trade association expenditures | \$0 | \$0 | \$0 | \$0 |
| Responsible Sourcing | % of new suppliers screened using social criteria | - | - | - | 0% |
| | Average number of social issues per audit | - | - | - | 0 |
| | % of new suppliers screened using environmental criteria | - | - | - | 0% |
| | Average number of environmental issues per audit | - | - | - | 0 |
| | % of procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally) | - | - | - | 58% |
| Energy, Emissions & Waste | ISO Certification | | | | |
| | % of sites with ISO 14001 certification | 84% | 84% | 82% | 87% |
| | % of sites with ISO 50001 certification | - | - | 10% | 11% |
| | Energy | | | | |
| | % grid electricity | 100% | 100% | 100% | 100% |
| | Natural gas (TWh) | 0.43 | 0.34 | 0.32 | 0.34 |
| | Coal consumption | - | - | 0 | 0 |
| | Other fuel (diesel) | - | - | 0 | 0 |
| | Electric power (TWh) | 0.65 | 0.46 | 0.47 | 0.46 |
| | Energy intensity (MWh / \$1000 revenue) | 0.34 | 0.33 | 0.34 | 0.32 |
| | % renewable energy | 0 | 0 | 0 | 0 |
| % reduction in energy consumption | 2.9% | 27.6% | (1.4%) | 1.6% | |

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|---|---|---------|--------|--------|--------|
| RESPONSIBLE BUSINESS | | | | | |
| Energy, Emissions & Waste | Emissions | | | | |
| | Absolute Scope 1 emissions (thousand tonnes) | 81.16 | 61.34 | 58.22 | 62.98 |
| | Absolute Scope 2 emissions (thousand tonnes) | 290.95 | 208.36 | 189.91 | 182.29 |
| | % reduction in Scope 1 and 2 emissions (indexed over sales) | (9.7%) | 5.2% | 6.2% | 8.8% |
| | Total CO ₂ emissions (thousand tonnes) | 372 | 270 | 248 | 245 |
| | Total CO ₂ emissions Intensity (tonnes CO ₂ e / \$1,000 revenue) | 0.1197 | 0.1135 | 0.1065 | 0.0971 |
| | Waste | | | | |
| | Total manufacturing waste to landfill (tonnes) | 24,552 | 4,759 | 4,488 | 5,524 |
| | % hazardous waste | 4.0% | 2.8% | 4.9% | 9.5% |
| | % waste recycled | 78.7% | 94.2% | 93.2% | 87.9% |
| | % of plants reporting >90% diversion rate | 62% | 69% | 69% | 69% |
| | Total waste generated (tonnes) | 115,462 | 82,283 | 65,672 | 45,610 |
| | Total waste to landfill (tonnes) | 24,552 | 4,759 | 4,488 | 5,524 |
| | Total hazardous waste (tonnes) | 4,561 | 2,319 | 3,229 | 4,320 |
| Total waste intensity (tonnes / \$1,000 revenue) | 0.037 | 0.035 | 0.028 | 0.018 | |
| Other Environmental | Water | | | | |
| | Water withdrawn from public inlet (1,000 cubic meters) | 2,702 | 1,934 | 1,857 | 1,765 |
| | Water withdrawn from surface water (stream) | - | - | - | 0 |
| | Total water discharge | 2,702 | 1,934 | 1,857 | 1,765 |
| | Total water consumption | 2,702 | 1,934 | 1,857 | 1,765 |
| | Total freshwater use intensity (cubic meters / \$1,000 revenue)* | 0.869 | 0.814 | 0.797 | 0.699 |
| % of water usage in high or extremely high baseline stress area | 26.0% | 31.3% | 29.5% | 46.4% | |
| Data Privacy, Cyber Security, and Digitization | # of substantiated complaints received concerning breaches of customer privacy | - | - | - | 0 |
| | # of substantiated complaints received concerning breaches of customer privacy from outside parties | - | - | - | 0 |
| | # of substantiated complaints received concerning breaches of customer privacy from regulatory bodies | - | - | - | 0 |