

## APPENDIX

## KEY METRICS

|  |  | 2020     | 2021     | 2022     | 2023     |
|--|--|----------|----------|----------|----------|
| <b>OVERVIEW</b>                              |  |          |          |          |          |
| <b>Economic Performance</b>                  | Revenue (USD billions)   | \$2.38   | \$2.33   | \$2.53   | \$2.82   |
|  | Adjusted EBITDA %  | 1.5%     | (0.3%)   | 1.5%     | 5.9%     |
|  | Free cash flow (USD millions)  | (\$108)  | (\$212)  | (\$107)  | \$37     |
| <b>Total Sales by Region</b>                 | North America  | 51%      | 52%      | 58%      | 55%      |
|  | South America  | 3%       | 3%       | 4%       | 4%       |
|  | Europe   | 26%      | 24%      | 20%      | 24%      |
|  | Asia Pacific   | 20%      | 21%      | 18%      | 17%      |
| <b>Operations</b>                            | # of countries of operation  | 21       | 21       | 21       | 21       |
|  | # of facilities  | 121      | 129      | 129      | 128      |
| <b>Employees by Region</b><br>(% contingent) | North America  | 47% (7%) | 47% (7%) | 49% (8%) | 51% (9%) |
|  | South America  | 5% (0%)  | 6% (0%)  | 7% (0%)  | 8% (0%)  |
|  | Europe   | 30% (3%) | 29% (1%) | 27% (1%) | 27% (2%) |
|  | Asia Pacific   | 17% (4%) | 18% (4%) | 17% (3%) | 15% (3%) |
| <b>Innovation</b>                            | New customer programs launched   | 137      | 155      | 122      | 120      |
|  | Annual net new business (USD millions)                                       | \$190    | \$186    | \$246    | \$175    |
| <b>WINNING IN THE WORKPLACE</b>              |  |          |          |          |          |
| <b>Employee Retention</b>                    | Total number of employees (includes contingent workers)                      | 25,100   | 22,584   | 22,940   | 23,305   |
|  | Total number of contingent workers   | -        | -        | 2,907    | 3,309    |
|  | Total number of new employee hires (includes contingent workers)             | 9,847    | 8,312    | 11,758   | 11,311   |
|  | Total number of new contingent workers hired                                 | -        | -        | 4,498    | 5,166    |
|  | % internal fill rate (director & above)                                      | 55.6%    | 60.0%    | 80.8%    | 36.4%    |
|  | % internal fill rate (manager level)   | 58.6%    | 50.4%    | 59.3%    | 59.5%    |
|  | % voluntary employee turnover  | 12.7%    | 19.8%    | 19.2%    | 15.2%    |
|  | % total employee turnover  | 26.0%    | 34.5%    | 35.8%    | 30.2%    |
| <b>Talent Development</b>                    | % employees receiving performance reviews (% of eligible salaried employees) | -        | 99.7%    | 99.9%    | 99.9%    |

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|--|--|--------|--------|--------|--------|
| <b>WINNING IN THE WORKPLACE</b>                      |  |        |        |        |        |
| <b>Diversity &amp; Inclusion</b>                     | % women in the enterprise (salaried & hourly)                                    | 36.4%  | 37.5%  | 38.4%  | 39.5%  |
|  | % women in leadership (vice president & above)                                   | 20.0%  | 22.2%  | 22.2%  | 23.7%  |
|  | % women in leadership (including directors & above)                              | 16.4%  | 16.7%  | 15.9%  | 17.1%  |
| <b>Workforce Demographics</b>                        | <b>% U.S. Workforce by Ethnicity</b>   |        |        |        |        |
|  | White  | 83%    | 82%    | 81%    | 81%    |
|  | Black  | 8%     | 8%     | 8%     | 8%     |
|  | Hispanic   | 3%     | 3%     | 4%     | 3%     |
|  | Asian  | 3%     | 3%     | 3%     | 3%     |
|  | Other  | 3%     | 3%     | 4%     | 5%     |
|  | <b>% U.S. Workforce by Age</b>   |        |        |        |        |
|  | Under 30   | 19%    | 19%    | 18%    | 18%    |
|  | 30-50  | 44%    | 41%    | 42%    | 41%    |
|  | Over 50  | 38%    | 40%    | 41%    | 41%    |
| Not disclosed  | 0%   | 0%     | 0%     | 0%     |        |
| <b>Workforce Health &amp; Safety</b>                 | Total Recordable Incident Rate (employees & contractors / workers)               | 0.32   | 0.40   | 0.33   | 0.32   |
|  | Lost Time Incident Rate (employees & contractors / workers)                      | 0.11   | 0.21   | 0.14   | 0.15   |
|  | Total Days Away, Restricted or Transferred (employees & contractors / workers)   | -      | 1,318  | 1,221  | 1,180  |
|  | # of fatalities  | 0      | 0      | 0      | 0      |
|  | # of locations with 0 incident rate  | 29     | 23     | 25     | 24     |
|  | % of facilities ISO 45001 certified  | 24.7%  | 37%    | 42%    | 42%    |
| <b>Community Involvement</b>                         | # of charities supported (since 2013)  | 125+   | 140+   | 145+   | 145+   |
|  | # of countries participating in community engagement (since 2013)                | 18     | 18     | 18     | 19     |
|  | Annual contributions (USD millions, approximately half from employee engagement) | \$0.7  | \$0.6  | \$0.4  | \$0.6  |
|  | Total contributions (USD millions, approximately half from employee engagement)  | \$14.2 | \$14.8 | \$15.4 | \$16.0 |
|  | # of community engagements held  | 37,000 | 47,000 | 55,870 | 56,384 |
|  | Total employee volunteer hours   | -      | -      | 7,059  | 6,830  |
| <b>ENHANCING PRODUCT VALUE</b>                       |  |        |        |        |        |
| <b>Innovation, Materials &amp; Product Lifecycle</b> | <b>Innovation</b>  |        |        |        |        |
|  | # of new patents filed   | 23     | 8      | 21     | 18     |
|  | % research, development & engineering spend                                      | 4.3%   | 3.9%   | 3.2%   | 3.0%   |
|  | Major innovations introduced to market   | 16     | 7      | 12     | 6      |

|                                     |  | 2020  | 2021  | 2022  | 2023  |
|-------------------------------------|--|-------|-------|-------|-------|
| <b>ENHANCING PRODUCT VALUE</b>      |  |       |       |       |       |
| <b>Product Quality &amp; Safety</b> | <b>Product Quality</b>   |       |       |       |       |
|                                     | # of recalls issued  | 0     | 1     | 0     | 2     |
|                                     | # of units recalled  | 0     | 572   | 0     | 1,017 |
|                                     | # of voluntary recalls   | 0     | 0     | 0     | 2     |
|                                     | # of involuntary recalls   | 0     | 1     | 0     | 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 | -     | -     | -     | -     |
| <b>Customer Satisfaction</b>        | % positive customer scorecards   | 96.3% | 97.6% | 98.2% | 98.0% |
| <b>RESPONSIBLE BUSINESS</b>         |  |       |       |       |       |
| <b>Board of Directors</b>           | Total Directors  | 10    | 11    | 10    | 10    |
|                                     | # of Independent Directors   | 9     | 10    | 9     | 9     |
|                                     | % Independent Directors  | 90%   | 91%   | 90%   | 90%   |
| <b>Board Demographics</b>           | <b>% Directors by Ethnicity</b>  |       |       |       |       |
|                                     | White  | 80%   | 82%   | 60%   | 60%   |
|                                     | Black  | 0%    | 9%    | 10%   | 10%   |
|                                     | Hispanic   | 10%   | 9%    | 10%   | 10%   |
|                                     | Asian  | 0%    | 0%    | 0%    | 0%    |
|                                     | Other  | 0%    | 0%    | 10%   | 10%   |
|                                     | Not disclosed  | 10%   | 0%    | 10%   | 10%   |
|                                     | <b>% Directors by Age</b>  |       |       |       |       |
|                                     | Under 30   | 0%    | 0%    | 0%    | 0%    |
|                                     | 30-50  | 0%    | 0%    | 0%    | 0%    |
|                                     | Over 50  | 100%  | 100%  | 100%  | 100%  |
|                                     | <b>% Directors by Gender</b>   |       |       |       |       |
|                                     | Male   | -     | -     | 50%   | 50%   |
| Female                              | -  | -     | 30%   | 30%   |       |
| Undisclosed                         | -  | -     | 20%   | 20%   |       |

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|--|--|--------|--------|--------|--------|
| <b>RESPONSIBLE BUSINESS</b>            |  |        |        |        |        |
| <b>Business Ethics &amp; Integrity</b> | Employees completing Code of Conduct Training  | 98.2%  | 99.0%  | 99.6%  | 98.6%  |
| <b>Political Contributions</b>         | Political contributions  | \$0    | \$0    | \$0    | \$0    |
|  | Lobbying contributions   | \$0    | \$0    | \$0    | \$0    |
|  | Trade association expenditures   | \$0    | \$0    | \$0    | \$0    |
| <b>Responsible Sourcing</b>            | % of new suppliers screened using social criteria  | -      | -      | 0%     | 0%     |
|  | Average number of social issues per audit  | -      | -      | 0      | 0      |
|  | % of new suppliers screened using environmental criteria   | -      | -      | 0%     | 0%     |
|  | Average number of environmental issues per audit   | -      | -      | 0      | 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%    | 63%    |
| <b>Energy, Emissions &amp; Waste</b>   | <b>ISO Certification</b>   |        |        |        |        |
|  | % of sites with ISO 14001 certification  | 84%    | 82%    | 87%    | 90%    |
|  | % of sites with ISO 50001 certification  | -      | 10%    | 11%    | 10%    |
|  | <b>Energy</b>  |        |        |        |        |
|  | % grid electricity   | 100%   | 100%   | 100%   | 100%   |
|  | Natural gas (TWh)  | 0.34   | 0.32   | 0.34   | 0.39   |
|  | Coal consumption   | -      | 0      | 0      | 0      |
|  | Other fuel (diesel)  | -      | 0      | 0      | 0      |
|  | Electric power (TWh)   | 0.46   | 0.47   | 0.46   | 0.48   |
|  | Energy intensity (MWh / \$1000 revenue)  | 0.33   | 0.34   | 0.32   | 0.31   |
|  | % renewable energy   | 0      | 0      | 0      | 0      |
|  | % reduction in energy consumption  | 27.6%  | (1.4%) | 1.6%   | (4.9%) |
|  | <b>Emissions</b>   |        |        |        |        |
|  | Absolute Scope 1 emissions (thousand tonnes)   | 61.34  | 58.22  | 62.98  | 66.56  |
|  | Absolute Scope 2 emissions (thousand tonnes)   | 208.36 | 189.91 | 182.29 | 198.11 |
|  | % reduction in Scope 1 and 2 emissions (indexed over sales)  | 5.2%   | 6.2%   | 8.8%   | 3.3%   |
|  | Total CO <sub>2</sub> emissions (thousand tonnes)  | 270    | 248    | 245    | 265    |
|  | Total CO <sub>2</sub> emissions Intensity (tonnes CO <sub>2</sub> e / \$1,000 revenue)   | 0.1135 | 0.1065 | 0.0971 | 0.0939 |

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|---|---|--------|--------|--------|--------|
| <b>RESPONSIBLE BUSINESS</b>                           |   |        |        |        |        |
| <b>Energy, Emissions &amp; Waste</b>                  | <b>Waste</b>  |        |        |        |        |
|   | Total manufacturing waste to landfill (tonnes)  | 4,759  | 4,488  | 5,524  | 6,488  |
|   | % hazardous waste   | 2.8%   | 4.9%   | 9.5%   | 15.4%  |
|   | % waste recycled  | 94.2%  | 93.2%  | 87.9%  | 88.5%  |
|   | % of plants reporting >90% diversion rate   | 69%    | 69%    | 69%    | 60%    |
|   | Total waste generated (tonnes)  | 82,283 | 65,672 | 45,610 | 56,621 |
|   | Total waste to landfill (tonnes)  | 4,759  | 4,488  | 5,524  | 6,488  |
|   | Total hazardous waste (tonnes)  | 2,319  | 3,229  | 4,320  | 8,694  |
|   | Total waste intensity (tonnes / \$1,000 revenue)  | 0.035  | 0.028  | 0.018  | 0.020  |
| <b>Other Environmental</b>                            | <b>Water</b>  |        |        |        |        |
|   | Water withdrawn from public inlet (1,000 cubic meters)  | 1,934  | 1,857  | 1,765  | 1,617  |
|   | Water withdrawn from surface water (stream)   | -      | -      | 0      | 0      |
|   | Total water discharge   | 1,934  | 1,857  | 1,765  | 1,617  |
|   | Total water consumption   | 1,934  | 1,857  | 1,765  | 1,617  |
|   | Total freshwater use intensity (cubic meters / \$1,000 revenue)*                                      | 0.814  | 0.797  | 0.699  | 0.573  |
|   | % of water usage in high or extremely high baseline stress area                                       | 31.3%  | 29.5%  | 46.4%  | 46.9%  |
| <b>Data Privacy, Cyber Security, and Digitization</b> | # of substantiated complaints received concerning breaches of customer privacy                        | -      | -      | 0      | 0      |
|   | # of substantiated complaints received concerning breaches of customer privacy from outside parties   | -      | -      | 0      | 0      |
|   | # of substantiated complaints received concerning breaches of customer privacy from regulatory bodies | -      | -      | 0      | 0      |