

# Key Metrics

	2021	2022	2023	2024	2025	
<b>OVERVIEW</b>						
<b>Economic Performance</b>	Revenue (USD billions)	\$2.33	\$2.53	\$2.82	\$2.73	\$2.74
	Adjusted EBITDA %	(0.3%)	1.5%	5.9%	6.6%	7.6%
	Free Cash Flow (USD millions)	(\$212)	(\$107)	\$37	\$26	\$16
<b>Total Sales by Region</b>	North America	52%	58%	55%	58%	56%
	South America	3%	4%	4%	4%	4%
	Europe	24%	20%	24%	22%	22%
	Asia Pacific	21%	18%	17%	16%	15%
	<b>Operations</b>	# of Countries of Operation	21	21	21	20
	# of Facilities	129	129	128	124	108
<b>Employees by Region</b> <small>(% contingent)</small>	North America	47% (7%)	49% (8%)	51% (9%)	51% (8%)	47% (8%)
	South America	6% (0%)	7% (0%)	8% (0%)	8% (0%)	8% (0%)
	Europe	29% (1%)	27% (1%)	27% (2%)	27% (2%)	26% (2%)
	Asia Pacific	18% (4%)	17% (3%)	15% (3%)	14% (2%)	20% (8%)
<b>Innovation</b>	New Customer Programs Launched	155	122	120	101	89
	Annual Net New Business (USD millions)	\$186	\$246	\$175	\$181	\$298

## ELEVATING ENVIRONMENTAL STEWARDSHIP

<b>ISO Certification</b>						
<b>Energy &amp; Emissions</b>	% of Sites with ISO 14001 Certification	82%	87%	90%	90%	92%
	% of Sites with ISO 50001 Certification	10%	11%	10%	15%	15%

## ELEVATING ENVIRONMENTAL STEWARDSHIP

	2021	2022	2023	2024	2025	
<b>Energy</b>						
<b>Energy &amp; Emissions</b>	Total Energy Sold					0.05%
	% Grid Electricity	100%	100%	100%	100%	99%
	Natural Gas & Propane Gas (TWh)	0.32	0.34	0.39	0.32	0.32
	Steam & District Heating (TWh)	0.03	0.05	0.04	0.03	0.03
	Diesel & Gasoline (1000 Litres)	6	11	32	103	112
	Electric Power (TWh)	0.47	0.46	0.48	0.46	0.46
	Energy Intensity (MWh / \$1,000 revenue)	0.34	0.32	0.31	0.29	0.29
	% Renewable Energy	0	0	0	9.5%	10.7%
	% Reduction in Energy Consumption	(1.4%)	1.6%	(4.9%)	5.5%	(0.9%)
	<b>Emissions: see page 21</b>					
<b>Waste</b>	Total Manufacturing Waste to Landfill (tonnes)	4,488	5,524	6,488	7,060	7,281
	% Hazardous Waste	4.9%	9.5%	15.4%	16.2%	15.8%
	% Waste Recycled	46.9%	52.8%	51.2%	45.8%	57.5%
	% of Plants Reporting >90% Diversion Rate	69%	69%	60%	60%	67%
	Total Waste Generated (tonnes)	65,672	45,610	56,621	62,972	66,712
	Total Waste to Landfill (tonnes)	4,488	5,524	6,488	7,060	7,281
	Total Hazardous Waste (tonnes)	3,229	4,320	8,694	10,172	10,546
	Total Waste Intensity (tonnes / \$1,000 revenue)	0.028	0.018	0.020	0.023	0.024

	2021	2022	2023	2024	2025	
<b>ELEVATING ENVIRONMENTAL STEWARDSHIP</b>						
<b>Water</b>	Water Withdrawn from Public Inlet (1,000 cubic meters)	1,857	1,765	1,617	1,613	1,333
	Water Withdrawn from Surface Water (stream)	-	0	0	0	413
	Total Water Discharge	1,857	1,765	1,617	1,613	1,558
	Total Water Consumption	1,857	1,765	1,617	1,613	187
	Total Freshwater use Intensity (cubic meters/\$1,000 revenue)	0.797	0.699	0.573	0.577	0.631
	% of Water Usage in High or Extremely High Baseline Stress Area	29.5%	46.4%	46.9%	41.0%	39.3%
<b>WINNING IN THE WORKPLACE</b>						
<b>Employee Retention</b>	Total Number of Employees (includes Contingent Workers)	22,584	22,290	23,305	21,938	22,372
	Total Number of Contingent Workers	-	2,907	3,309	2,579	3,859
	Total Number of New Employee Hires (includes Contingent Workers)	8,312	11,758	11,311	7,929	9,306
	Total Number of New Contingent Workers Hired	-	4,498	5,166	3,416	5,528
	% Internal Fill Rate (director & above)	60.0%	80.8%	36.4%	85.1%	73.9%
	% Internal Fill Rate (manager & above)	50.4%	59.3%	59.5%	59.8%	61.5%
	% Internal Fill Rate (supervisor & above)	-	-	-	-	59.3%
	% Voluntary Employee Turnover	19.8%	19.2%	15.2%	13.1%	11.8%
% Total Employee Turnover	34.5%	35.8%	30.2%	26.2%	23.6%	
<b>Talent Development</b>	% Employees Receiving Performance Reviews	99.7%	99.9%	99.9%	100.0%	99.6%

	2021	2022	2023	2024	2025	
<b>WINNING IN THE WORKPLACE</b>						
<b>Diversity &amp; Inclusion</b>	% Women in the Enterprise (salaried & hourly)	37.5%	38.4%	39.5%	39.9%	40%
	% Women in Leadership (vice president & above)	22.2%	22.2%	23.7%	20.6%	23.3%
	% Women in Leadership (including directors)	16.7%	15.9%	17.1%	16.6%	15.7%
<b>% U.S. Workforce by Ethnicity</b>						
<b>Workforce Demographics</b>	White	82%	81%	81%	80%	79%
	Black	8%	8%	8%	8%	8%
	Hispanic	3%	4%	3%	3%	3%
	Asian	3%	3%	3%	3%	3%
	Other	3%	4%	5%	6%	6%
	<b>% U.S. Workforce by Age</b>					
<b>Workforce Health &amp; Safety</b>	Under 30	19%	18%	18%	18%	17%
	30-50	41%	42%	41%	41%	41%
	Over 50	40%	41%	41%	41%	41%
	Not disclosed	0%	0%	0%	0%	0%
	Total Incident Rate (employees & contractors / workers)	0.40	0.33	0.32	0.30	0.24
<b>Workforce Health &amp; Safety</b>	Lost Time Incident Rate (employees & contractors / workers)	0.21	0.14	0.15	0.14	0.13
	Total Days Away, Restricted or Transferred (employee & contractors / workers)	1,318	1,221	1,180	1,252	805
	# of Fatalities	0	0	0	0	1
	# of Locations with 0 Incident Rate	23	25	24	22	31
	% of Facilities ISO 45001 Certified	37%	42%	42%	42%	61%

		2021	2022	2023	2024	2025
<b>WINNING IN THE WORKPLACE</b>						
<b>Community Involvement</b>	Annual Contributions (USD millions) approximately half from employee engagement	\$0.6	\$0.4	\$0.6	\$0.4	\$0.4
	Total Employee Volunteer hours	-	7,059	6,830	7,097	8,768
<b>INNOVATING WITH PURPOSE</b>						
<b>Product Innovation</b>	# of New Patents Filed	8	21	18	14	20
	% Research, Development & Engineering Spend	3.9%	3.2%	3.0%	2.9%	3%
	Major Innovations Introduced to Market	7	12	6	11	9
<b>Product Quality &amp; Safety</b>	# Recalls Issued	1	0	2	1	1
	# Units Recalled	572	0	1,017	362	132,914
	# Voluntary Recalls	0	0	2	0	0
	# Involuntary Recalls	1	0	0	1	1
	\$ Fines Associated with False Marketing / Advertising	0	0	0	0	0
	# Violations for Non-Conformance with Labeling or Marketing Regulation	0	0	0	0	0
<b>Customer Satisfaction</b>	% Positive Customer Scorecards	97.6%	98.2%	98.0%	97.4%	99.3%
	% New Suppliers Screened Using Social Criteria	-	0%	0%	0%	100%
<b>Responsible Sourcing</b>	Average Number of Social Issues per Audit	-	0	0	0	0
	% New Suppliers Screened Using Environmental Criteria	-	0%	0%	0%	100%
	Average Number of Environmental Issues per Audit	-	0	0	0	0

		2021	2022	2023	2024	2025
<b>INNOVATING WITH PURPOSE</b>						
<b>Responsible Sourcing</b>	% 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%	64%	92%
<b>LEADING WITH INTEGRITY</b>						
<b>Board of Directors</b>	Total Directors	11	10	10	10	9
	# Independent Directors	10	9	9	9	9
	% Independent Directors	91%	90%	90%	90%	90%
	<b>% Directors by Age</b>					
	Under 30	0%	0%	0%	0%	0%
	30-50	0%	0%	0%	0%	0%
Over 50	100%	100%	100%	100%	100%	
<b>Business Ethics &amp; Integrity</b>	Employees completing Code of Conduct Training	99.0%	99.6%	98.6%	99.6%	99.8%
<b>Data Privacy, Cybersecurity, A.I. &amp; Digitization</b>	# of substantiated complaints received concerning breaches of customer privacy	-	0	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from outside parties	-	0	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from regulatory parties	-	0	0	0	0
<b>Political Contributions</b>	Political contributions	\$0	\$0	\$0	\$0	\$0
	Lobbying contributions	\$0	\$0	\$0	\$0	\$0
	Trade association expenditures	\$0	\$0	\$0	\$0	\$0