

# KEY METRICS

		2018	2019	2020	2021
<b>OVERVIEW</b>					
<b>Economic Performance</b>	Revenue (USD billions)	\$3.63	\$3.11	\$2.38	\$2.33
	Adjusted EBITDA %	10.3%	6.5%	1.5%	(0.3%)
	Free cash flow (USD millions)	(\$69)	(\$67)	(\$108)	(\$212)
<b>Total Sales by Region</b>	North America	53%	53%	51%	52%
	South America	3%	3%	3%	3%
	Europe	28%	28%	26%	24%
	Asia Pacific	16%	16%	20%	21%
<b>Operations</b>	# of countries of operation	21	21	21	21
	# of facilities	150+	174	121	129
<b>Employees by Region</b> (% contingent)	North America	-	43% (7%)	47% (7%)	47% (7%)
	South America	-	6% (0%)	5% (0%)	6% (0%)
	Europe	-	34% (2%)	30% (3%)	29% (1%)
	Asia Pacific	-	17% (1%)	17% (4%)	18% (4%)
<b>Innovation</b>	New customer programs launched	196	271	137	155
	Annual net new business (USD millions)	\$441	\$451	\$190	\$186
<b>WINNING IN THE WORKPLACE</b>					
<b>Employee Retention</b>	Total number of employees (includes contingent workers)	30,000	27,968	25,100	22,584
	Total number of new employee hires (includes contingent workers)	13,392	9,801	9,847	8,312
	% internal fill rate (director & above)	38.2%	70.3%	55.6%	60.0%
	% internal fill rate (manager level)	-	47.0%	58.6%	50.4%
	% voluntary employee turnover	13.6%	14.7%	12.7%	19.8%
	% total employee turnover	23.6%	26.0%	26.0%	34.5%
<b>Talent Development</b>	% employees receiving performance reviews (% of eligible salaried employees)	-	-	-	99.7%
<b>Diversity &amp; Inclusion</b>	% women in the enterprise (salaried & hourly)	35.2%	35.9%	36.4%	37.5%
	% women in leadership (vice president & above)	21.6%	24.0%	20.0%	22.2%
	% women in leadership (including directors)	16.1%	17.2%	16.4%	16.7%

		2018	2019	2020	2021
<b>WINNING IN THE WORKPLACE</b>					
<b>Workforce Demographics</b>	<b>% U.S. Workforce by Ethnicity</b>				
	White	86%	82%	83%	82%
	Black	7%	9%	8%	8%
	Hispanic	3%	4%	3%	3%
	Asian	2%	3%	3%	3%
	Other	2%	2%	3%	3%
	<b>% U.S. Workforce by Age</b>				
	Under 30	20%	20%	19%	19%
	30-50	43%	43%	44%	41%
	Over 50	37%	37%	38%	40%
	Not disclosed	0%	0%	0%	0%
<b>Workforce Health &amp; Safety</b>	Total Recordable Incident Rate (employees & contractors / workers)	0.58	0.50	0.32	0.40
	Lost Time Incident Rate (employees & contractors / workers)	0.25	0.25	0.11	0.21
	Total Days Away, Restricted or Transferred (employees & contractors / workers)	-	-	-	1318.00
	# of fatalities	0	0	0	0
	% of locations with 0 incident rate	19	19	29	23
	% of facilities ISO 45001 certified	17%	24.7%	24.7%	37%
<b>Community Involvement</b> (since 2013)	# of charities supported	100+	120+	125+	140+
	# of countries participating in community engagement	18	18	18	18
	Annual contributions (millions, approximately half from employee engagement)	\$2	\$1.5	\$0.7	\$0.6
	Total contributions (millions, approximately half from employee engagement)	\$12	\$13.5	\$14.2	\$14.8
	# of community engagements held	28,000	35,000	37,000	47,000
<b>Innovation, Materials &amp; Product Lifecycle*</b>	<b>Innovation</b>				
	# of patents	39	23	23	8
	% research & development spend	3.4%	3.7%	4.3%	3.9%
	Major innovations introduced to market	10	11	16	7
	<b>Product Lifecycle</b>				
	% revenue from products providing resource efficiency benefits	-	\$424M / 14%	\$520M / 22%	\$725M / 31%

\*The Company is re-evaluating a better approach to determine the metric “% of products with resource-use benefits for customers or consumers” and may share updated data in our 2022 report.”

		2018	2019	2020	2021
<b>ENHANCING PRODUCT VALUE</b>					
<b>Product Quality &amp; Safety</b>	<b>Product Quality</b>				
	# of recalls issued	1	0	0	1
	# of units recalled	48,990	0	0	572
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls	1	0	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
<b>Customer Satisfaction</b>	<b>Customer Scorecards</b>				
	% negative	-	7%	3.7%	2.4%
	% positive	-	93%	96.3%	97.6%
<b>RESPONSIBLE BUSINESS</b>					
<b>Board of Directors</b>	Total Directors	9	10	10	11
	# of Independent Directors	7	9	9	10
	% Independent Directors	77.8%	90%	90%	91%
<b>Board Demographics</b>	White	-	-	80%	82%
	Black	-	-	0%	9%
	Hispanic	-	-	10%	9%
	Asian	-	-	0%	0%
	Other	-	-	0%	0%
	Not disclosed	-	-	10%	0%
	Under 30	-	-	0%	0%
	30-50	-	-	0%	0%
Over 50	-	-	100%	100%	
<b>Business Ethics &amp; Integrity</b>	Employees completing Code of Conduct Training	-	-	98.2	99%
<b>Political Contributions</b>	Political contributions	\$0	\$0	\$0	\$0
	Lobbying contributions	\$0	\$0	\$0	\$0
	Trade association expenditures	\$0	\$0	\$0	\$0
<b>Energy, Emissions &amp; Waste</b>	<b>ISO Certification</b>				
	% of sites with ISO 14001 certification	81%	84%	84%	82%
	% of sites with ISO 50001 certification	-	-	-	10%

		2018	2019	2020	2021
<b>RESPONSIBLE BUSINESS</b>					
<b>Energy, Emissions &amp; Waste</b>	<b>Energy</b>				
	% grid electricity	100%	100%	100%	100%
	Natural Gas (TWh)	0.46	0.43	0.34	0.32
	Coal Consumption	-	-	-	0
	Other Fuel (Diesel)	-	-	-	0
	Electric power (TWh)	0.67	0.65	0.46	0.47
	Energy intensity (MWh / \$1000 revenue)	0.31	0.34	0.33	0.34
	% renewable energy	-	-	-	-
	% reduction in energy consumption	3.7%	2.9%	27.6%	-1.4%
	<b>Emissions</b>				
	Absolute Scope 1 emissions (thousand tonnes)	85.26	81.16	61.34	58.22
	Absolute Scope 2 emissions (thousand tonnes)	310.66	290.95	208.36	189.91
	% reduction in Scope 1 and 2 emissions (indexed over sales)	7.9%	-9.7%	5.2%	6.2%
	Total CO2 emissions (thousand tonnes)	396	372	270	248
	Total CO2 emissions Intensity (tonnes CO2e / \$1000 revenue)	0.1091	0.1197	0.1135	0.1065
	<b>Waste</b>				
	Total manufacturing waste to landfill (tonnes)	-	24,552	4,759	4,488
	% hazardous waste	-	4.0%	2.8%	4.9%
	% waste recycled	-	78.7%	94.2%	93.2%
	% Of plants reporting >90% diversion rate	47%	62%	69%	69%
Total waste generated (tonnes)	-	115,462	82,283	65,672	
Total waste to landfill (tonnes)	-	24,552	4,759	4,488	
Total hazardous waste (tonnes)	-	4,561	2,319	3,229	
Total waste intensity (tonnes / \$1000 revenue)	-	0.037	0.035	0.028	
<b>Other Environmental</b>	<b>Water</b>				
	Water withdrawn from public inlet (1,000 cubic meters)	-	2,702	1,934	1,857
	Water withdrawn from surface water (stream)	-	-	-	-
	Total water discharge	-	2702	1934	1857
	Total water consumption	-	2702	1934	1857
	Total freshwater use intensity (cubic meters / \$1000 revenue)	-	0.869	0.830	0.782
	% of water usage in high or extremely high baseline stress area	-	26.0%	31.3%	29.5%