

Build to Last

Build to Last Strategy:

 <p>CREATING THRIVING COMMUNITIES</p>	 <p>DELIVERING LEGENDARY CUSTOMER SERVICE</p>	 <p>PROTECTING OUR FUTURE</p>	 <p>ENSURING FINANCIAL STRENGTH</p>
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*Achieve Zero Harm
is our commitment to
one another*

*Create enhanced
value through a
solutions-based
approach*

*Embrace a
low-carbon future
through improved
energy efficiency,
raw material
minimization and
renewable energy*

*Deliver continuous
high margin
EBITDA growth*

*Maintain top-tier
colleague
engagement*

*Earn greater trust
and loyalty through
communication,
speed and fulfilment*

*Maintain a strong
balance sheet*

*Further enrich our
culture through
diversity, equity
and inclusion*

*Enable 24/7 easy and
transparent service
through technology*

*Innovate products
and processes
to support a
circular economy*

*Invest appropriately,
execute well
and deliver
accelerated returns*



Build to Last

Build to Last Priorities:

Over the next four years, we will...

1

Drive customer interface digital transformation to deliver legendary service

2

Invest in operational automation to modernize our plants and drive improvements in labor, scrap, quality, MCR, UPDT

3

Deliver continuous improvement by optimizing our footprint and organization and enabling lower cost and higher efficiency

4

Pursue customer focused innovation, dedicated on circularity of products and processes

By 2025, we want to have...



ACHIEVED OUR BUILD TO LAST PRIORITIES



ADVANCED OUR BUILD TO LAST STRATEGY

Taken major steps towards being the best performing customer service company in the world

2021

2025

The realization of our vision