



## **SMART Goals Workshop**

*February 2025*



# Discussion Agenda:

## QUESTION

Consider 1–2 potential performance goals you would like to set.

- Getting aligned with 2025 Monument Pillars and Goals
- Discuss how to apply the SMART model to refine your priorities into clear and actionable goals
- Review some examples
- Share perspectives and discuss your challenges

# 2025 Monument Pillars and Goals



## Our Vision

*Solve “challenging chemistry” needs in underserved markets, be a strong “niche” player in specialty chemistries across a range of markets, and address customer pain points of supply chain risk, constrained capability, or difficult to obtain products – resulting in mid-cycle EBITDA doubling every 10 years – while maintaining a high return on investment.*

### OUR COMMITMENTS

#### Health, Safety & Environmental

#### Sustainability & Compliance

- Uphold Monument’s reputation and values
- Operate safely or not at all – with proactive focus on process, physical and mental safety and top quartile safety and environmental performance
- Protect human health and the environment
- Tangible improvements to our sustainability and governance practices in our operations, supply chain, and product offerings

### CULTURE AND ENGAGEMENT

#### Team Effectiveness

Improved internal alignment, decision making and accountability

#### Employee Engagement

Increase employee engagement and foster a strong organizational culture through effective communication, empowerment, inclusion, belonging and development, and leadership development

#### Community Engagement

Continued presence in our communities to be a positive impact on education, sustainability, health and wellness

#### Talent and Leadership

Robust talent processes, including the adoption of Workday, workforce planning and succession planning to support overall talent strategy

### BUSINESS EXCELLENCE

#### Commercial Excellence

Execute projects that improve our customer alignment, pricing practices and profitability

#### Operational Excellence

Stay within budgeted R&I Capex, continuous improvement objectives/projects

#### Financial Excellence

Deliver against planned EBITDA, Return on Capital Employed “ROCE” and Cash flow metrics  
Develop a 5-year value creation plan

#### Digitalization:

Transform business processes through use of systems that enable the workforce, drive business outcomes, and deliver meaningful customer experiences

### GROWTH LEVERS

#### Core

**Sell-Up and Sell Out** – pursue opportunities in higher-paying, technical segments while driving higher utilization on our core assets

#### Synergy

Drive co-development, collaboration, and knowledge sharing on key opportunities across businesses

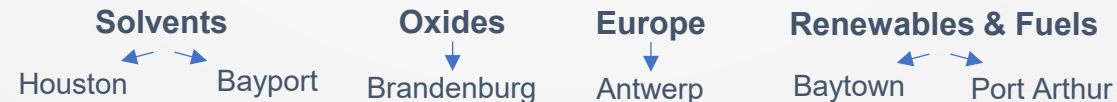
#### Innovation

Drive progress on “new-to-Monument” projects and innovation portfolios through resourcing and disciplined project management

#### Sustainability

Grow targeted platforms in circularity, sub-prime streams and renewable solutions

### Business & Site Goals



# Roles



## Manager

- Review Monument's Pillars and Goals to determine what the priorities should be for you and your team.
- Cascade these priorities to your team and discuss what actions can be taken to support the Pillars and Goals.
- Support employees with their development and goal progress.

## Employee

- Reflect on your goals and aspirations and determine how you will contribute to the success of Monument's Pillars and Goals.
- Communicate with your manager on what resources you need.
- Schedule regular check-ins with your manager to ensure you are on track.

# Employee Growth & Development (EG&D) – Steps 1 – 3



## STEP ONE: GETTING ALIGNED WITH OUR FOUR PILLARS

Get connected to the bigger picture. Below are the broader priorities for Monument Chemical. Based on your role/work, check off the priorities below that you directly affect. Check ALL that apply.

OUR COMMITMENTS	CULTURE & ENGAGEMENT	BUSINESS EXCELLENCE	GROWTH LEVERS
<input type="checkbox"/> Health, Safety, and Environment	<input type="checkbox"/> Team Effectiveness	<input type="checkbox"/> Commercial Excellence	<input type="checkbox"/> Core
<input type="checkbox"/> Sustainability & Compliance	<input type="checkbox"/> Employee Engagement	<input type="checkbox"/> Operational Excellence	<input type="checkbox"/> Synergy
	<input type="checkbox"/> Community Engagement	<input type="checkbox"/> Financial Excellence	<input type="checkbox"/> Innovation
	<input type="checkbox"/> Talent & Leadership	<input type="checkbox"/> Digitalizaion	<input type="checkbox"/> Sustainability

## STEP TWO: JOB FOCUS AREAS FOR THE YEAR

Identify your Job Focus Areas, which are the key areas of work for which you are responsible. For those who have roles with defined plans/metrics/measures and accountabilities, use this section to note those (or attach a separate spreadsheet).

## STEP THREE: SET INDIVIDUAL GOALS FOR YEAR

Based on your Job Focus Areas, note in the box below your Achievement Goals. What is most important to accomplish? Stick with 2-4 Goals maximum and try to make your Achievement Goals. SMART – *Specific/ Measurable/ Achievable/ Relevant/Time Oriented (as much as possible).*

	Goal Details	Key Targets/KPIs	Employee Comments on Progress <i>(to be used throughout the year)</i>
Goal 1			
Goal 2			



The **SMART** format enables employees and managers to:

- 1. Collaborate** more effectively when exploring potential goals
- 2. Communicate** strong, clear goal commitments
- 3. Ensure total clarity** and alignment about what success looks like and why it matters

# Defining Goals for Performance

Goal setting in a business environment **is a process** that requires collaboration and partnership. Considering Monument's Pillars and Goals....



- What do you think is most important right now?
- What do you want/need to accomplish for your team— and why?
- How can you leverage my unique talents to add value to the team and the business?

## Personal Reflection



- **Discuss** your job within the broader business context—what's happening today; what's on the horizon?
- **Discuss** key priorities: what you will focus on (and what you won't)
- **Discuss** what success looks like
- **Discuss** potential challenges/support needed

## 'SMART' Dialogue



- **Document** your defined SMART goals on EG&D
- **Re-confirm** mutual alignment
- Establish check-in frequency
- Establish check-in format/structure

## 'SMART' Commitment

# Misconceptions about drafting SMART goals:

S

Specific

M

Measurable

A

Achievable

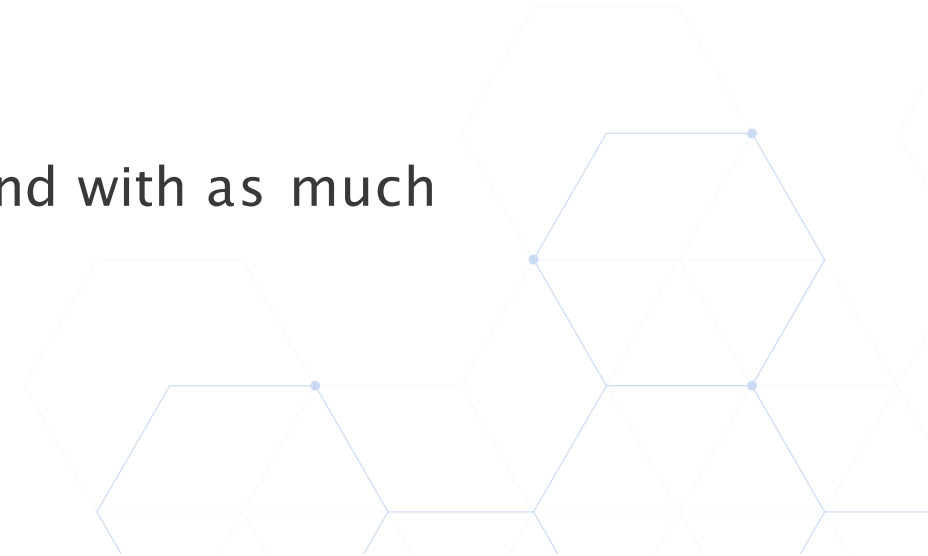
R

Relevant

T

Time-bound

1. They must be long, beautifully written, and with as much detail as possible.
2. They're set in stone.
3. They require quantitative metrics.
4. A documented goal statement "has to" contain explicit language that hits all 5 SMART components.





S

Specific

M

Measurable

A

Achievable

R

Relevant

T

Time-bound

# Specific

- What **exactly** do you want to achieve? Describe what you are expected to deliver – think business outcomes, not just activities.
- Use **action-oriented words/statements** as much as possible.
- Your goal: **Clarity**: Use descriptions that allow little/no ambiguity about the outcomes you are driving toward.



S

Specific

M

Measurable

A

Achievable

R

Relevant

T

Time-bound

# Measurement: How will you know you've hit the mark?



- How will you **objectively** measure success? (ex: quantity, quality, accuracy, timeliness, cost, etc.)
- Where will this **data** come from; how will you collect it?
- If there are no easily quantifiable metrics available, describe the observable characteristics of success. What will **success** look like?



S

Specific

M

Measurable

A

Achievable

R

Relevant

T

Time-bound

## Achievable:

How realistic is the target? What's the degree of the challenge?



- Is this goal within your **capability** to pursue? Are the necessary resources/support available?
- For long-term goals, what **key milestone** objectives can be established to gauge progress?
- What **potential** constraints/obstacles may exist?
- What factors (both inside and outside of your control) may influence your success?

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Specific

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Relevant

T

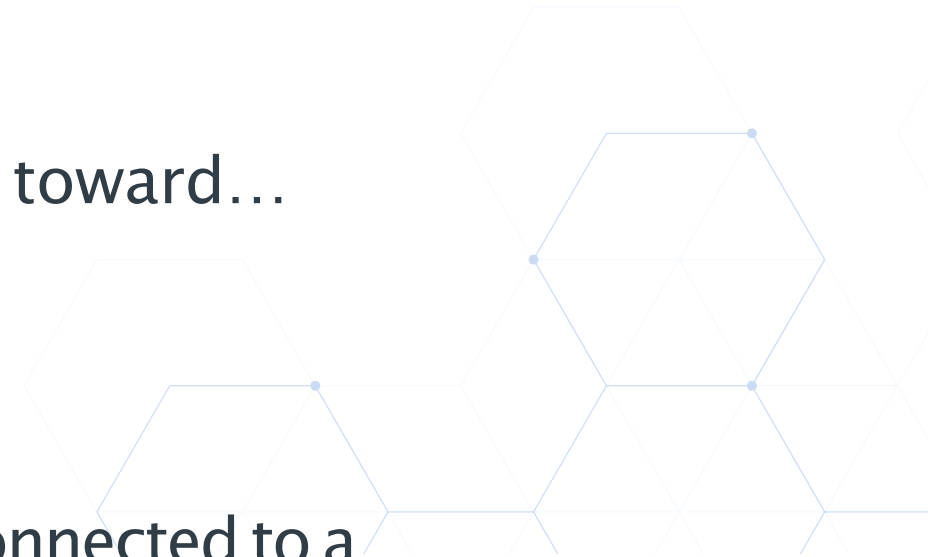
Time-bound

## Relevant: Starting with 'Why'

Individual goals should be geared toward...

- gaining
- advancing
- improving

...something that matters and is connected to a  
**Monument's Pillars and Goals.**





S

Specific

M

Measurable

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Achievable

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Relevant

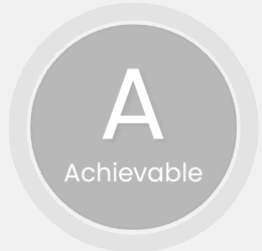
T

Time-bound

## Time-bound:

- What's the due date for completion?
- When or how often will results be measured?
- How does the timing of this goal work with (or against) your other job priorities/daily expectations ?
- How often will you and your manager check-in regarding your progress?

# Examples



## Referencing Monument's Pillars and Goals...



SMART GOAL = Change Verb + Thing to Change/Achieve + Success Measure(s) + Target Date

*(Culture & Engagement – Team Effectiveness)*

- A. As a manager, I will participate in the EG&D process.
- B. As a manager, I will ensure that the steps of the EG&D process (Goal Setting, Mid-Year Review, and End of Year Review) are completed on time for all my direct reports this year.

*(Commercial Excellence – Innovation)*

- A. Drive commercial excellence and innovation to coordinate projects with Operations.
- B. To support a technical solution to move Flexsorb to Houston, I will ensure that the lab work and technical report are completed by end of Q1, stakeholder engagement/approval is met, and executions are completed by Q2.

*(Operational Excellence)*

- A. Stay within budgeted R&I Capex, continuous improvement objectives/projects.
- B. Reduce Steam consumption 5% by December 2025 – The 5% reduction will be determined by the steam usage from the previous year, and the reduction will be accomplished by reducing steam leaks in the plant. A team will be assembled and meet monthly to discuss and report on progress and determine next areas to make repairs.

# Goals



# 2025 Goals Our Commitments



## COMPANY GOALS

### Health Safety & Environmental

Protect human health and the environment

Operate safely or not at all – with proactive focus on process, physical and mental safety

Top Quartile Safety and Environmental performance with special emphasis on Fire Protection and Utility Reliability

### Sustainability & Compliance

Tangible improvements to our sustainability and governance practices in our operations, supply chain, and product offerings

## KEY TARGETS

- HSE Scorecards & KPI's Defined (Sites and Governance Team)
- Root Cause Process Improvement Focus – Focus on Repeat Incidents
- Develop “Enhanced Compliance Plan” for Environmental Performance
- Complete Site Assessments (Functional Management )
- Corporate Crisis Response Process Finalized – GLT Roles / Drill Planning
- Facility Siting Packages / Plans Developed – Each Site EOY
- Document Site Assets Outside of Design Conditions – Risk Based Plan
- Risk Based Capital Definitions Implemented Into Capital Work Process
- Manage FM Action Item Expectations (Human Element & Capital)
- Complete Site Business Continuity & Security Plans for Heritage IT

- Achieve a Global MC Certification from Ecovadis – Mid Year Submittal
- Implement Chartered Strategy Pillar Teams – Continuous Improvement Driven
- Antwerp Site Meets All European Legislation & Reporting Requirements
- Site Abatement Surveys Completed – % Carbon Reduction Target Driver



# 2025 Goals Culture and Engagement



## COMPANY GOALS

### Team Effectiveness

Improve business team performance through effective communications, mutual business accountabilities and strategy execution, transparent metrics, and a high performance and results driven culture

### Employee Engagement

Foster strong organization culture and employee engagement built on foundation of guiding principles and leadership behaviors. Motivate, reward and retain employees through effective rewards and strong manager relationships and coaching

### Community Engagement

Support engagement in our communities with emphasis on education, environment, sustainability and health and wellness

### Talent and Leadership

Effective talent management processes supporting talent for current and future needs – Right people in the right place at the right time

## KEY TARGETS

- Town Hall (2x) and Local Site meetings (2x) with all employees
- Quarterly Monumental Leaders Meetings
- Focus on communications and engagement with our site Operations
- 100% Employee EG&D Participation for eligible employees
- Increase Engagement and Participation Scores 1% YoY
- Manage Unplanned Voluntary Attrition to <10%
- Promote Leadership Behaviors throughout organization
- Focus on employee growth and development at all levels in the organization
- Continued strong involvement at local site level with outreach activities and other involvement at least semi-annually in each major site
- Participate in Day of Service
- Headcount to Budget Management
- Successful adoption of Unlocking Potential/Workday for Talent Processes
- Succession plans in place for all business-critical roles
- Workforce Planning and Expertise Index processes in place in Houston and Brandenburg



# 2025 Goals Business Excellence



## COMPANY GOALS

## KEY TARGETS

### Commercial Excellence

Execute projects that improve our customer alignment, pricing practices and profitability

### Operational Excellence

Stay within budgeted R&I Capex, continuous improvement objectives/projects

### Financial Excellence

Deliver 2025 planned EBITDA & Cash flow. Stay within covenant compliance

### Digitalization

Transform business process with systems that enable the workforce, drive business outcomes, and deliver meaningful customer experiences

- Sales Contract Excellence (Sales / Procurement)
- Salesforce/Pipeline – Identify and implement practices and tools that allow for global pipeline review in real-time
- Voice of Customer and Key Account Management alignment & execution
- Deliver on budgeted excellence projects & scope and deliver
- Unbudgeted Opportunity pipelines; Target capital payback <1 Year
- Integrations – Integrate several new business opportunities at PA and Antwerp
- Capital Effectiveness & Control – Target sustaining capex spend to \$22M. Effectively prioritize mechanical integrity items
- Achieve EBITDA Target of \$55M, ROCE of 15%+, FCF of \$18M
- Expense Visibility & Control – Implement Purchase Order tool; manage discretionary spend
- Workforce Optimization & Cost Control
- Commercial Development Team (CDT) – Optimal resource prioritization and standardized processes
- Covenant compliance
- Roll out Monument Linqs (Logistics Tablet application)
- Contract management with existing or new tool(s)
- Demand planning / inventory management
- Expanding the use of Salesforce.com and Trendminer and eventual ERP for Monument



# 2025 Goals Growth Levers



## COMPANY GOALS

**Core** **Sell-Up and Sell Out** – pursue opportunities in higher-paying, technical segments while driving higher utilization on our core assets

**Synergy** Drive co-development, collaboration and knowledge sharing on key opportunities across businesses

**Innovation** Drive progress on “new-to-Monument” projects and innovation portfolios through resourcing and disciplined project management

**Sustainability** Grow targeted platforms in circularity, sub-prime streams and renewable solutions

## KEY TARGETS

- **Solvents: Sell up** – 2-MeTHF, DPMAC, Bayport CuMa **Sell out** – Houston CuMa
- **Europe: Sell up** – High purity solvents/stainless-steel capacity, **Sell out** – excess carbon steel capacity
- **Oxides: Sell up** – amines, glycol ethers. **Sell out** – propylene glycol
- **MRF: Sell up** – Win RP1, JP10 contracts, **Sell out** – improve Port Arthur reliability and quality
- **Solvents and Europe:** Grow our high-purity solvents business in semiconductors, pharma, and other demanding segments
- **Solvents:** Bifunctional catalyst
- **Europe:** Evaluate high-pressure and scale-up capabilities
- **Oxides:** B-sides and surfactants market development
- **MRF:** SAF low-temp isomerization, Gevo isobutanol projects
- **Monument:** Establish innovation metrics to begin tracking in 2026; actively engage in THGs innovation council
- **Solvents:** Grow HSM Pipeline
- **Europe:** Realize pipeline of bio-chemistry and circularity opportunities – Lanzatech, Olus Plus
- **Oxides:** Launch Econic
- **MRF:** Launch SAF fractionation opportunities, Feed pre-treat startup for Ashcreek

# Growth Levers – 2025 Goals and Priorities



	<b>Solvents</b> Houston and Bayport	<b>Europe</b> Antwerp	<b>Oxides</b> Brandenburg	<b>Renewables</b> Port Arthur and Baytown
<b>Core</b>	2MeTHF and DPMAC sales	Strengthen site infrastructure	P-series glycol ethers growth	Commercialize New Business - MCH, DCPD, Hytreat, RP1, JP10
<b>Synergy</b>	Grow high-purity solvent business market share: semiconductor, pharma		Amine business growth	Base optimization – ratable revenues and operational reliability
	CuMa pipeline execution	Sell out carbon steel capacity	High utilization on large volume assets: PG, N-line	
<b>Innovation</b>	<b>Innovation Pipeline –</b> Bifunctional catalyst - MAK, DIBK, MEK	<b>Evaluate New Capability</b> <ul style="list-style-type: none"> <li>Smaller column,</li> <li>Higher pressure</li> </ul>	<b>Innovation Pipeline</b> <ul style="list-style-type: none"> <li>B-sides</li> <li>Custom-Manuf</li> <li>Surfactants</li> </ul>	<b>Renewables Onboarding</b> <ul style="list-style-type: none"> <li>Isobutanol</li> <li>Feed pre-treat</li> <li>SAF fractionation</li> </ul>
<b>Sustainability</b>	<b>HSM pipeline –</b> solvent sustainability	<b>Sustainable product pipeline:</b> bio-based, circular and recycled streams	<b>Alternative oxides</b> <ul style="list-style-type: none"> <li>Econic</li> <li>Nut oil alkoxyates</li> </ul>	<b>Innovation Pipeline</b> <ul style="list-style-type: none"> <li>Low temp isom</li> <li>Jet A</li> <li>ATX</li> </ul>
<b>Culture and Engagement</b>				
<b>Operational Excellence</b>				
<b>Commercial Excellence</b>				
<b>Digitalization</b>				

**Sell Up:**  
“Make what we can sell”

**Sell Out:**  
“Sell what we can make”

**Monument Growth Enablers**

# GLT GOALS



# CEO Goals



Primary (CEO EG&D goals and THG Business Performance Management priority)

- 1) Talent and Leadership: Lead succession plan for GLT roles including CEO. Lead implementation of organizational and incentive changes that improve business alignment, execution and efficiency.
- 2) Employee Engagement: Lead cascading of our four business pillars to individual goals for Monumental Leaders and support their efforts to similarly engage our site workforce.  
=> to Sharon
- 3) Oxides: Provide governance for Project Pay Dirt to achieve 2025 budget in line with long term strategic plan for the business including 2026 EBITDA, ROCE & FCF
- 4) Renewables & Fuels: Provide governance for Project Wolverine to achieve 2025 budget and exceed Port Arthur's underwriting case for EBITDA, ROCE & FCF
- 5) B&C: Provide governance for Project Conductor for the investment case, financing and project launch of transloading capability at the B&C site in 2025

Secondary (Priority for Monument but delegated due to priority or better fit w/ other GLT leader)

- 1) Solvents: Support 1) technical solution to move Flexsorb to Houston, 2) launch of new acetone derivative product/process platform and 3) increase in traditional/non-traditional acetone/IPA supply
- 2) Europe: Support 1) Project Bridge to create flexibility and enable optimization SS tank usage and 2) structural site improvements including waste (water, air) and energy (hot oil) to improve structural competitiveness (ERM, expense, CAPEX).
- 3) Innovation: Support Renee's leadership of Innovation and its Council including active portfolio management and resourcing of Monument led projects
- 4) Sustainability: Support Adam's leadership of Sustainability and creation of its Council including development of its portfolio: green chemistry derivatives, circularity and scope 1 & 2 emissions reductions.

# Solvents Business Goals



## Business Excellence:

Address top 3 improvement areas from the Trans4mative external VOC  
Propose 5-year digital roadmap and execute 1st phase  
Complete Bayport and Houston CI/Lean six sigma workshops & execute top 10 projects/JDIs

## Operational excellence:

Execute cost savings projects including synergies with Solvents' staff  
Sell TBM90 to avoid incineration costs, further increase yields

## Commercial and R&D

Finalize 2025 acetone plan: "sell up" margin over volume or "sell-out" strategy to utilize available capacity, increase 2-methyl THF and DPMAC sales  
Execute Fuji NDA (high purity IPA) and obtain approvals, execute DuPont PMAC contract, develop "good-better-best" investment strategy  
Develop technical solution to move Flexsorb to Houston, complete acetone derivative projects  
Custom Manufacturing pipeline execution: Realize project pipeline to "sell out" Houston capacity and new high margin opportunities for Bayport. Maximize fees with full costs to serve.  
Grow high purity solvent market share at semi-conductor and pharma customers

## Solvent Sustainability/HSM Pipeline

Increase JJVC and other new streams/alternative feeds for IPA growth, 2-methyl THF reclamation and include in marketing efforts

## Innovation pipeline:

Bifunctional catalyst - MAK, DIBK, MEK & Acetone purity project to utilize in USP and other products

# Oxides Business Goals



CuMa- Value stream map all existing toll products and contracts to capture incremental cost and increase Margin. Prioritize toll pipeline (active and parked) into families and work with production to grow volume. Continue to build pipeline projects and customers targeting drop-in applications.

Sell out PrG to 32M lbs for budget. Achieve 3.3M lbs/mo run rate in Q4

Sell Up Glycol Ethers – Reliability Improvements for P Series glycol ether growth through yield, process and capacity improvements.

Rigids: Sell out existing capacity and increase yield/throughput to support increased market demand

Amines: Sell demand of 750K/mo to meet current capacity P Series growth: increase reliability

Afton - Complete Pilot Plant capacity and safety upgrades to line as scheduled

Launch CO2 polyols for ECONIC

Launch B-Side technologies; Sandman

Transition Micro to support new technologies

# Europe Business Goals



## Cost & Operational Excellence

Execute high return Operational Excellence projects re: Waste and Energy; Continued focus on procurement projects, cost control on maintenance & capex.

Optimize workflow planning and competitiveness/effectiveness.

Strengthen site infrastructure

## Leverage & Enable new business opportunities

Grow start up to max potential: Lanzatech, Givaudan, Olus plus, other.

Realization of new project-pipeline: Terra Mater, GF Biochemicals, other.

Leverage existing excess CS infrastructure: Exxon, SAF.

Grow high purity solvent market share: semiconductor, pharma

## Commercial & Gameplan execution

Hydrolysis, including C8, other FA related opportunities.

New Contract pricings: Wilmar, Dow into SS tank per July 1st.

OP Dubai volume/margin play, Lonza, 2me-THF

Sustainable product pipeline: bio-based, circular and recycled streams

## S&OP – Tankpark fixing (de-bottleneck) and processing optimization

Project bridge – create flexibility and enable optimization SS tank usage.

Productivity improvement: maximize output (eg Heat exchange K110- Givaudan)

Evaluate New capability: Smaller column, higher pressure

# R&F Business Goals



Base Business Optimization - Ratable revenues and operational reliability

## 1. Ratable Revenues

TOTAL Contract

Right First Time Quality for HF 295 batch

Successful startup of ONB

Nap balancing ,Dowtherm RP Campaigning

Adv 150

## 2. Incremental Growth

Tricon Contract (replace Vertex)

Commercializing new business – MCH, DCPD, Hytreat

Winning SpaceX RP1, DLA JP10

## 3. Optimization

Restructure - Baytown, Solvents Move (Quickly!)

Processes – S&OP, Procurement and Customer Svc

Costs – Headcount, in-sourcing external spend

Reliable supply at PA – Fuels tolls VoC, Resin Wash output increases

Renewables Onboarding

1. Isobutanol for Gevo, 2. Feed pre-treat start-up for Ashcreek, 3. IRS registration for 40Z, 4. SAF fractionation opportunities

Innovation Pipeline: Low temp isom, Jet A, ATX

# Operations Goals



## Primary:

- 1) Oxides: Structural changes that lead to “tangible structural cost savings.” Eliminating nonvalue add activities, consolidation of production areas, consolidation of assets.
- 2) Operational Excellence: Keep favorability in both expense and capital (< \$22MM) budgets.
- 3) Process Tech, Engineering and Capital: Propose and implement a centralized approach to better serve the business needs (Gulf Coast).

## Secondary:

- 1) MRF: Support 1) Project Wolverine, 2) Launch of new campaigns
- 2) ERM & Sustainability: Support 1) ERM 2025 Focus Areas, 2) Sustainability and creation of its Council including development of its portfolio: green chemistry derivatives, circularity and scope 1 & 2 emissions reductions
- 3) Quality: Support 1) Extended MBPS / FMEA deployment (Europe), 2) QC operations efficiency
- 4) Solvents – Support 1) Cost out of Bayport, 2) Supply Chain changes
- 5) Europe – Support 1) Further connections with U.S. (process sharing)

# Commercial Goals



- Centralized Procurement/Purchasing Project execution
- Sustainability Goal (populate)
- Terminal and Fleet cost items (populate)
- Solutions inventory improvement initiative
- Execute projects that improve our customer alignment, pricing practices and profitability
- BPM (inserted from Paul's goals): Develop plan in 2025 to be able to report Customer NPS in 2026

The following are included in BMT Goals as well:

- Sales Contract Excellence (Sales / Procurement) – Capture and pass through “costs to serve” (tank consumption, utilities, waste, RC, R&D)
- Salesforce/Pipeline – Identify and implement practices and tools that allow for global pipeline review in real-time
- Voice of Customer and Key Account Management alignment & execution

## Finance Goals

- Finance- Maintain covenant compliance and FCF targets
- Optimization and restructure - Support project Wolverine and Pay Dirt
- Determine long-term plan for B&C
- Working Capital Optimization – inventories, fuels business
- Improve forecasting capabilities – FP&A (consistency and linked to S&OP process/forecast)
- IT- Lead the digitalization progress of rolling out Linqs to PA and Kentucky,
- Adding functionality to Linqs, finding new tools to digitalize procurement and sustainability;
- Ensure Business Excellence goals are embedded into everyone's goals

# HR Goals



Culture and Employee Engagement: Foster strong organizational culture and employee engagement built on a foundation of guiding principles and leadership behaviors.

- Town Hall AND Local site town hall meetings with all employees 2x a year, Qtly ML meetings
- Focus on communications and engagement with our site Operations
- BPM: Continue to grow Employee Engagement (+1% Engagement and Participation score YoY)
- Avoid unplanned and regrettable Voluntary Attrition to <10% (separate by value – A, B and C)

2

Motivate, reward and retain employees through effective rewards and strong manager relationships and coaching.

- Incentive plan re-alignment with business priorities
- Evaluate current compensation philosophies and approaches and cost optimization

Headcount to Budget Management and cost optimization – Organization

- BPM: Succession plans for 100% of business-critical roles
- Workforce Planning and Expertise Index processes in place in Houston and Brandenburg (other sites 2026)

Talent and Leadership: Effective talent management processes supporting talent for current and future needs.

- Focus on employee growth and development at all levels in the organization HLB promotion
- Adoption of Unlocking Potential/Workday for Talent Processes

