

RONA at 40%—and the weighted average performance corresponds to a performance factor based on an individual payout matrix for such business unit. Because the Company performance factor represents a weighted average of segment level performance factors, which in turn represent a weighted average of individual business unit performance within each segment, it does not have a straight-line relationship with consolidated Company performance.

The following table sets forth:

- the weights assigned to each segment for purposes of calculating the weighted average of segment level performance factors;
- the performance factors achieved for 2023 for each segment; and
- the weighted average payout associated with that segment’s 2023 performance (multiplying the weight assigned to each segment by its 2023 Performance Factor).

	Weight	2023 Performance Factor	Weighted Average Payout
Consumer and Specialties Segment	51.6%	125.8%	64.9%
Engineered Solutions Segment	45.4%	118.4%	53.8%
Unallocated Corporate Expense	3.0%	120.0%	3.6%
Overall Company Total			122.3%

### Segment Level Financial Targets

As discussed above, segment level financial targets for OI and RONA contributed to the aggregate composite Corporate financial targets. In addition, for the executives who are Segment Leaders, segment OI and RONA were factors in determining the bonus opportunity under the 2023 Annual Incentive Plan. As noted above, segment targets in turn represent an aggregation of sub-segment business unit level targets.

The Committee selected performance target ranges for each segment’s OI and RONA based upon recommendations of the Chief Executive Officer and after reviewing the Company’s 2023 operating plan. The Committee also took into account the risks associated within each segment, as well as the economic conditions of the markets each segment serves. As described above, the Committee strived to design performance target ranges for OI and RONA that were challenging but attainable by the executive officers.

As with Company level financial targets, a performance factor was determined for each segment level measure based on the actual 2023 performance. The segment performance factors represent a weighted average percentage achievement of sub-segment business unit level targets. Accordingly, the performance factor for a measure does not represent a straight-line relationship between the segment level target performance ranges and the actual performance for such segment. We do not publicly report the financial results at the sub-segment level.

### Personal Performance Objectives

Personal performance objectives for executive officers during 2023, other than Mr. Dietrich, were set by Mr. Dietrich. Personal performance objectives for Mr. Dietrich were set and approved by the Compensation Committee with input from Mr. Dietrich.

The personal performance component provides rewards to executives in recognition of contributions in other key areas not captured in the Operating Income and RONA financial metrics.