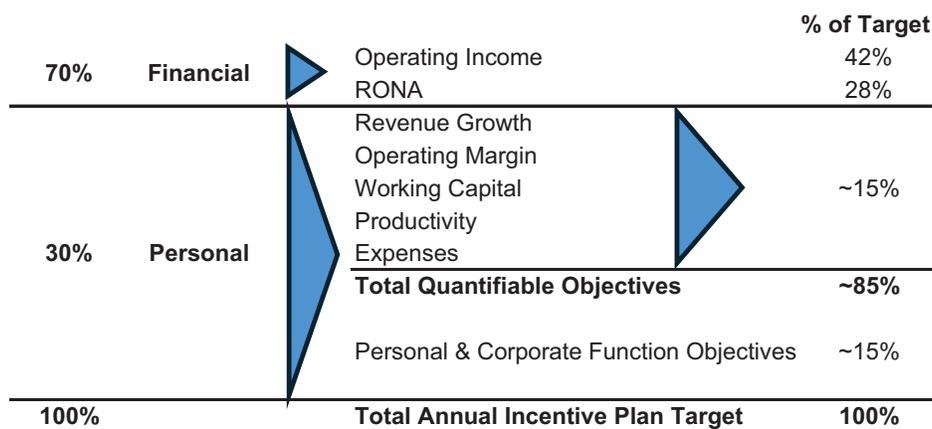


Approximately half of the personal performance objectives were based on quantifiable financial targets. Accordingly, together with the OI and RONA financial metrics, **objective financial components represented approximately 85% of the 2023 Annual Incentive Plan’s target metrics.**



For each category of the personal performance objectives, there was a range of potential payouts with the ultimate payout amount based upon the detailed evaluation by the Committee as to the achievement of the objectives. The Committee structured the 2023 Annual Incentive Plan in this manner so that the executives would know what their reward, if any, would be for achieving the objectives, while using the personal performance objectives to provide the Committee with the opportunity to assess the value of contributions or achievements within the context of the degree of difficulty and probability of achieving the objectives.

The following are the specific personal performance objectives under the Annual Incentive Plan for each of our named executive officers, as well as their achievement of such objectives in 2023:

- Mr. Dietrich:** The Compensation Committee reviewed Mr. Dietrich’s personal goals and objectives and assessed his performance versus the objectives in similar areas as the other executive officers, including measurable areas such as revenue growth, expense control, working capital efficiency, productivity improvement, and corporate functions performance. With respect to revenue, which increased 2.1%, Mr. Dietrich’s target was an increase of 5.5%, resulting in a payout of 46.5% for this component of the award. Mr. Dietrich’s target for controllable expenses was an increase in 2023 of 7.3% from 2022 levels, and the actual controllable expenses in 2023 increased by 6.9%, which resulted in a payout of 116.5% for this component of the award. Mr. Dietrich’s target for working capital efficiency was to achieve Operating Plan performance, and actual performance was unfavorable versus Plan, resulting in a payout of 30.4% for this component of the award. Mr. Dietrich’s target for productivity was a 6.1% improvement, and actual improvement was lower than threshold, resulting in 0% payout for this component of the award. Mr. Dietrich’s was also evaluated on his personal objectives, which included: executive team development and succession planning; strengthening the Company’s Environmental Health and Safety culture, and culture of Operational Excellence; Progress against the Company’s long-term strategy; Progress against the Company’s ESG initiatives, capital deployment, external communications and investor relations, cybersecurity, and acquisitions and divestitures. Collectively, Mr. Dietrich’s performance against his personal performance objectives was 116.9% of target.
- Mr. Aldag:** Mr. Dietrich and the Compensation Committee reviewed Mr. Aldag’s 2023 personal goals and objectives and assessed his performance versus the objectives in areas such as expense reduction, achievement of corporate function objectives and achievement of personal objectives. Mr. Aldag’s personal objectives included succession planning, cyber security, operational excellence, and training and development. Controllable expenses for Mr. Aldag’s resource units were \$0.7 million higher than plan in 2023 and 7% above 2022, resulting in a payout of 43.7% for this component of the award. Collectively, Mr. Aldag’s performance against his personal performance objectives was 115.7% of target.
- Mr. Monagle:** Mr. Dietrich and the Compensation Committee reviewed Mr. Monagle’s 2023 personal performance goals and objectives and assessed his performance versus the objectives in areas such as revenue growth, working capital efficiency, productivity, operating margin percent, and his personal objectives. Mr. Monagle was measured on revenue growth in the Consumer & Specialties segment, where sales increased by 3.2%, and his target was an increase of 6.8%, resulting in a payout of 54.7% for this component of the award. Mr. Monagle’s target for operating margin was an