

# Solutions for a Sustainable World™

2022 Sustainability Report



**MOMENTIVE®**

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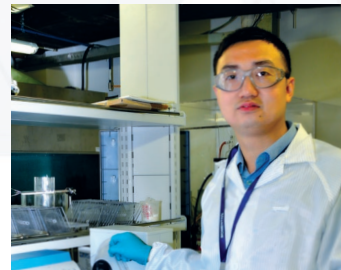
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# A Conversation with our CEO



**SAM CONZONE**  
PRESIDENT  
& CEO

 Niskayuna,  
New York, USA



**DR. YS CHO**  
R&D, KCC-SILICONES

Seoul, South Korea 



**PRABHA SCHLEER**  
COUNTRY PEOPLE  
OPERATIONS & LABOR  
LEADER, GERMANY

 Leverkusen, Germany

**Q** Dr. YS Cho

What is the purpose of Sustainability?

**A** Sam Conzone

The purpose of Sustainability in the corporate world is to ensure businesses operate in an environmentally responsible and socially conscious manner. It involves balancing economic growth with environmental protection and social well-being, aiming for long-term success while considering the needs of future generations. By embracing sustainability, companies can mitigate risks, enhance their reputation, drive innovation and contribute to a more sustainable and equitable world.

**Q** Prabha Schleer

What inspired you to prioritize Sustainability within our company, and how has sustainability translated into your personal life beyond our organizational commitment?

**A** Sustainability plays an important role in both my work and personal life. My passions in life are my family and hobbies that keep me outside in nature (hiking, gardening/forestry, maple sugaring, fishing, biking, trail running, foraging, etc.). As a scientist at heart, I have always had a passion for technology and how science can play an impactful role in not only advancing our society, but making the planet a better place to live for our children and their future children.



At Momentive, Sustainability is at the core of what we do; so much so that we incorporated it into our tagline: **Solutions for a Sustainable World™**. It is easy to see the interplay between driving Sustainability as a CEO of a growing company, reducing the collective impact of our business and our end customers on the planet, and the advancement of Momentive — all in service of enhancing the future for the things I hold most dear, including my family and the health of the planet.

### Q Eduardo Cortes, Ning Lu & Prabha Schleer

How does our company support employee engagement in Sustainability initiatives including diversity and inclusion, fair labor practices and community development? What roles do leadership, employee education and training play in driving sustainable practices? How can employees hold Momentive accountable for its commitment to support employees?

A Safety, Sustainability and Integrity are important Core Values at Momentive that are foundational in shaping “the right” behaviors for Our People as we move forward with our everyday work and the progress we are making as a company.

We are committed to Diversity, Inclusion and Belonging (DIB) and believe a working environment that fosters inclusiveness and a sense of belonging can best prosper when we also embrace the enhanced thought leadership that comes with gender-based and cultural diversity. Better DIB leads to better ideas, which, in turn, leads to better business performance.

We have a broad slate of initiatives ranging from training and communication to more progressive hiring approaches, to executive sponsorship programs and investments in more modern and inclusive work environments that are all expected to support DIB and Momentive becoming a more sustainable company.

We also hold ourselves accountable for operating in alignment with the Momentive [Code of Conduct](#), which is all about doing business “*the right way.*” We have

received external validation of our industry-leading integrity approaches by ratings agencies, including EcoVadis. Although we are doing many things well, we can always strive to do better and continue to seek input from our regional DIB councils as well as input from our most recent Voice of the Employee Survey and beyond to understand what we can do differently to change our behaviors and enhance our Core Values.

### Q Prabha Schleer

What advice or message would you give to other CEOs or business leaders who are just beginning to embark on their Sustainability journey, based on the lessons we have learned along the way and experiences we have had so far? And vice versa, which valuable recommendations have you received for Momentive’s Sustainability journey?

A For companies just getting started, it is important to remember that Sustainability is a journey and not one that you can commit to alone. It is first necessary to enlist the expertise of those who are well versed and trained in proven approaches to drive Sustainability. This can be done through targeted hiring of experienced talent and through external consultants and experts. We have done both.

Secondly, I would suggest weaving the focus on Sustainability through an existing or evolving strategy, as we have done with Vision 2025 and our mission of enabling “*Solutions for a Sustainable World™.*” By doing this, Sustainability is not a stand-alone initiative but a part of everything that a company aspires to strategically achieve.



**EDUARDO CORTES**  
LATIN AMERICA  
REGIONAL BUSINESS  
LEADER

📍 São Paulo, Brazil



**NING LU**  
SENIOR  
TECHNOLOGY  
LEADER

Tarrytown, New York, USA 📍



**S. SUGUMARAN**  
ASSISTANT MANAGER,  
MANUFACTURING

📍 Chennai, India

Thirdly, I would suggest identifying approaches for making progress on Sustainability in a manner that is easy to communicate and understand and to rally the team around. At Momentive, we are doing this through three key themes and key goals focused on **(1) Our People** (Empowering Our People and Enhancing DIB) **(2) Our Products** (Ensuring that more than 75% of all new products have a Sustainability impact) and **(3) Our Planet** (Growing our company while reducing our impacts through reduced water consumption, waste and fossil fuel energy consumption).

We reinforce this by embedding it into who we are. In 2020, we adopted the new tagline “*Solutions for a Sustainable World™*” to reinforce our mission and consistently communicate progress we are making in an attempt to connect our Company’s progress with positive Sustainability impacts.

**Q Prabha Schleer**

Can you share any innovative technologies or processes that have impressed you and that you have seen implemented to minimize waste, conserve resources, or promote circular economy principles? Could you see any implemented at Momentive?

**A** I am particularly impressed with efforts within the Chemical industry to recycle and re-use polymer-based materials. Our landfills and oceans are littered with disposable plastic items, with disposable drinking water containers being a main part of the problem. There



are thousands of companies and institutes focused on technical and commercially viable approaches to recycle and reuse polymers. I am happy to see Momentive also playing a role in plastics recycling through recent presentations and initiatives presented to me through strategies of our PU additives businesses.

**Q Ning Lu**

What ways do we use to navigate the ever-changing landscape of sustainability requirements?

**A** We are deeply engaged with both national and international regulatory and ranking organizations to set and refine our goals and approaches, including EcoVadis, Global Reporting Initiative, CDP (formerly Carbon Disclosure Project), United Nations Global Compact, and Science Based Targets initiative, etc. We learn from peers and onboard best practices from others through our participation in organizations such as the Conference Board, our engagement with Gartner and through our analysis of Sustainability reports across our sectors.

**Q Dr. YS Cho**

What choice should be made when corporate social responsibility conflicts with profit-seeking activities?

**A** A key goal of any “for profit” company is “to make money.” At Momentive this is both an expectation of shareholders and a necessary component that enables reinvestment. I think the key is to blend strategies that drive business progress, growth and profit expansion, simultaneously with efforts to reduce impacts to the planet and to do this with integrity. This means, adhering to all applicable laws and a code of conduct, while respecting the evolution of the Sustainability landscape that both challenge and constrain “for profit” companies. It is important to address those challenges with creativity, innovation and an open mind.

One challenge we face is the expectation for carbon neutrality and renewable energy use by our stakeholders. However, our operational sites worldwide often rely on non-renewable energy grids, making it difficult to achieve 100% renewable energy supply. To tackle this challenge, emerging market-based approaches like Renewable Energy Credits (RECs) enable companies like Momentive to invest in green energy and offset our fossil fuel-based emissions. Momentive utilizes this innovative approach to support the growth of renewable energy and minimize environmental impacts. Looking ahead, Sustainability challenges will drive market-based and technological innovations like RECs and Carbon Capture, and Momentive aims to benefit from and contribute to these advancements while growing its business responsibly.

### Q S. Sugumaran

How does Momentive engage, encourage and educate its employees about Sustainability, foster a culture of environmental responsibility and empower employees to actively contribute to the company's Sustainability goals? Are there plans to celebrate the employee contribution to Sustainability?

**A** We utilize multiple modes of communication including regular all-employee calls, townhalls and a **"Part of the Solution"** story series which features a product (and the team behind it) that highlights examples of how Momentive is enabling *"Solutions for a Sustainable World™."* In nearly all communications, we seek opportunities to raise awareness of what we do and reinforce the connection between the progress we are making as a company (e.g., with DIB, the empowerment of our people, the development and launch of new products, digitization, investments in our plants, etc.) with the positive impacts that Our People and Our Products make on both society and the planet.

### Q S. Sugumaran

How does Momentive currently address the key areas assessed by EcoVadis (such as Environment, Labor & Human Rights, Ethics and Sustainable Procurement), and what specific actions or initiatives are being undertaken to achieve a platinum rating?

**A** To become an advanced sustainable company, Momentive is working towards demonstrating exceptional performance across key sustainability indicators. We are

implementing robust environmental practices, such as reducing greenhouse gas emissions and waste, conserving resources and promoting renewable energy ([Our Planet](#)). Additionally, we are prioritizing social responsibility by fostering a diverse and inclusive workforce, prioritizing employee well-being and actively engaging with stakeholders to address societal needs ([Our People](#)). Lastly, we have significantly enhanced transparency and accountability through reporting and disclosure of Sustainability efforts ([2022 ESG Summary Data](#)) and partnering with industry associations to adopt Sustainability best practices.

### Q Eduardo Cortes

What Sustainability challenges does our organization face in the next five years? A solid plan should always factor in the possibility for challenges and obstacles that could prevent success.

**A** In the next five years, Momentive is likely to face several Sustainability challenges. Firstly, the pressure to reduce carbon emissions and transition to renewable energy sources will continue to intensify, as governments and consumers demand greater environmental responsibility. Secondly, ensuring supply chain transparency and ethical sourcing will be crucial, as our customers increasingly expect us to address social and environmental issues throughout their value chains. Thirdly, the circular economy will gain prominence, requiring us to rethink our product design, waste management and resource usage to minimize waste and maximize resource efficiency.

Momentive is continually working on all these aspects to meet the upcoming challenges.

### Q Prabha Schleer

How do you envision the long-term impact of our company's Sustainability efforts on the industry and the world, and what motivates you to continue pushing the boundaries of what is possible?

**A** I am a big proponent of the Sustainability movement because it puts pressures on companies all over the world to minimize direct impacts on the planet by reducing energy consumption and supporting ethical and efficient supply chains. The collective neglect of the planet by the industrialized world over the last 200 years has put us in the precarious position we face today. It will now take the collective progress of the industrialized world the next 100+ years to ensure that we minimize further negative impacts and even aspire to improve the planet as we simultaneously drive societal progress. **At Momentive, our lasting impact will come from our collective ability to enable Solutions for a Sustainable World™!**



# Welcome

## WHO WE ARE

Momentive is a premier **global advanced materials company** with a focus on cutting-edge silicones and specialty products. We deliver solutions that **improve and strengthen our customers' products**. With more than 80 years of experience in research, development and production, our diverse group of engineers, manufacturers and thinkers use the latest technology to help improve everyday life around the world.

With every innovation, **Momentive aims to create solutions for a sustainable future**. Our vast product portfolio plays an essential role in **driving sustainable performance across a multitude of industries**, including agriculture, automotive, aerospace, electronics, energy, healthcare, beauty and personal care, consumer products, building and construction and more.

We are one of the world's largest producers of silicones and specialties through our Momentive Performance Materials business, an indirect wholly-owned subsidiary of MOM Holding Company.

## AT MOMENTIVE, WE CREATE SOLUTIONS FOR A SUSTAINABLE WORLD™

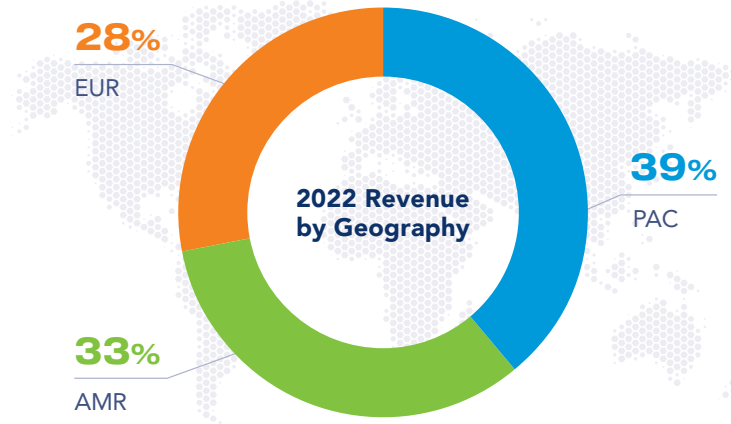


## WHAT WE DO

We are a global high-performance silicones and specialties company, that is focused on building relationships that give us a deep understanding of the challenges our customers face every day. These insights enable us to help make our customer's products better in more than 25 industries. Our additives enhance product performance and enable Solutions for a Sustainable World™. For example, agricultural adjuvants are driving higher crop yields and supporting sustainable farming. Our tire technology is increasing fuel efficiency for conventional automobiles and electric vehicles around the world. And our eco-conscious paints, coating and adhesives support a healthier air environment.

Our specialties products enrich lives by enabling pioneering technologies. They include silicone technology used in space flights, helping aviation and aerospace explorers safely reach greater heights. Our hardcoats protect sensor assemblies and our thermal management solutions help to cool sophisticated electronic components in automobiles and batteries, therefore enabling sustainable and safe mobility. And our construction sealants help buildings withstand challenging climates and conditions, maintaining air quality and reducing energy consumption.

**We are focused on developing innovations that enable a more effective, sustainable future for generations to come. Making a difference for our people, our communities, our customers and our planet.**



**AT MOMENTIVE, WE MAKE A DIFFERENCE FOR OUR PEOPLE, OUR COMMUNITIES, OUR CUSTOMERS AND OUR PLANET.**

### Industries Served in 2022





# Vision 2025

## OUR BUSINESS STRATEGY WITH SUSTAINABILITY AT ITS FOUNDATION

Launched three years ago, Vision 2025 is our blueprint for building a strong and successful company with sustainability at its core. We are committed to delivering products that not only meet customer needs but also help address societal challenges and improve the environment.

Vision 2025 gives us a common language that connects our Core Values to our entire strategy for delivering innovative value to our customers. We continue the thoughtful planning for and implementation of sustainable performance initiatives across all our core business functions.



Vision 2025 starts with empowering our people and enabling our customers through three strategic pillars:



**Cultural impact** - fostering a culture deeply rooted in our Core Values, empowering our people to make decisions and grow in alignment with Vision 2025.



**Operational excellence** - running our plants safely, efficiently and competitively, and providing superior service and quality to our customers while protecting people and the environment.



**Profitable growth** - focusing our portfolio on positions of strength, fueled by technology, innovation, customer engagement and commercial excellence.

Product Safety is a cornerstone of our corporate sustainability mission, and our products contribute to customer sustainability aims in various ways. For example, we use sustainability criteria — including energy savings, greenhouse gas emissions reduction, water or waste reduction, renewable energy use and protection of people and the environment broadly — in our New Product Introduction Process.

Vision 2025 includes Momentive's first set of sustainability goals — organized around our commitments to our People, our Products and our Planet — that fully integrate our environmental and social commitments with our strategic growth ambitions. We are committed to making steady improvements across each of these areas as part of our sustainability journey.



## CUSTOMER CENTRICITY



We are passionate about those we serve; listening and acting in ways to provide the best solutions.

## OUR PEOPLE



We attract, develop and retain top talent; providing opportunities to continuously learn, improve and grow.

## SAFETY & SUSTAINABILITY



We care about, protect and prioritize the well-being of our people, customers, communities and planet.

## INTEGRITY



We honor our commitments while upholding the highest ethical standards.

## INNOVATION



We foster creativity and collaboration to invent possibilities, partnerships and products.

# 2025 Sustainability Goals

**Note:** 2025 Sustainability goals are using 2019 as the baseline year.

## PEOPLE

Empowering an inclusive and diverse workforce and caring for our communities.



### GOAL

Increase Momentive's gender diversity by 50% over our 2019 baseline

### 2022 PROGRESS

↑ **19%**

## PRODUCTS

Innovating products that solve sustainability challenges for our customers and society.



### GOAL

75% of our new products will deliver sustainability improvements by 2025

### 2022 PROGRESS

**79%**

## PLANET

Reducing our impact through operational excellence in our sites and supply chain.



### GOALS

### 2022 PROGRESS

Reduce greenhouse gas, energy and waste by 25%

**24%**  
GHG

**22%**  
Energy

**31%**  
Waste

Obtain 50% of electricity from renewable sources

**22%**

Reduce water consumption by 10%

**5%**

Achieve a Platinum EcoVadis supply chain score by 2025



# Governance & Oversight

Momentive understands its responsibility to act as a good steward to our environment and the communities in which we operate. We strive to conserve our natural resources and assure safe handling of hazardous materials, including reducing their use where practical. In addition, we work to meet or exceed environmental laws and regulations and consider the Environment, Health and Safety (EHS) risks associated with new acquisitions, products and operations.

Our governance structure allows our organization to be deeply informed and responsive, at all levels, to the roles, responsibilities and expectations for our team members, executive leadership, vendors and suppliers and other engaged stakeholders. Our Board of Directors are invested and focused on our sustainability efforts and have recently supported our commitment to the Science Based Target initiative (SBTi) as well as our strategy towards increasing use of renewable electricity.

Momentive has assigned roles and responsibilities to a wide range of functions to ensure effective ongoing sustainability governance. We also continue to incorporate sustainability performance in our incentive structure to reward actions central to Momentive's long-term viability and growth. Safety and sustainability comprises 10% of Momentive's 2022 annual incentive plan for employees worldwide in an incentive-eligible position.

FORUM	ROLES/RESPONSIBILITIES/EXPECTATIONS	FREQUENCY
<b>Board of Directors</b>	Operations Committee - Provides strategic direction and oversees progress on ESG performance	Quarterly
	Audit Committee - Oversees financial reporting integrity, internal audit and legal, ethical and regulatory compliance	
	Compensation, Nominating & Governance Committee - Approves annual incentives based on ESG performance	
<b>Executive Leadership Team</b>	Reviews strategy, progress towards 2025 sustainability goals, decisions and resources	Quarterly
<b>Operations Council</b>	Provides guidance on environmental footprint related goals and initiatives	Quarterly
<b>Operations Team</b>	Operations Working group to review and analyze site specific monthly footprint trends and share best practices	Monthly
<b>Working Groups</b>	Technology / Innovation - Diversity, Inclusion & Belonging Council - Supply Chain & Procurement - Legal / Ethics - Communications	As needed/ minimum of bimonthly
<b>All Employees</b>	Engagement on ESG initiatives for all interested employees	Quarterly

## POLICIES & EXPECTATIONS

Momentive values its reputation for integrity. We know that we are judged not just by our business results but also by how we achieve them. In our view, organizations that operate ethically and with integrity build value over time and have the best chance for long-term success.

We strive to adhere to the highest ethical standards in conducting business and to comply with all applicable laws and regulations. Our Board of Directors expect honest and ethical conduct from every employee, and all of us have a responsibility to uphold the ethical values of the company. The foundation of Momentive's business ethics system is our [Code of Conduct](#), which sets key ethical expectations around the actions of our employees, contractors and business partners worldwide.

## Supporting our Communities

Operating ethically and with integrity, respect for others and a focus on the good of the whole are core to Momentive's position in our communities. We encourage our locations across the globe to sponsor and support projects that benefit the communities in which we operate. Doing so helps us become more integral to our communities' success, bringing sustainable solutions to them and helping to make those communities better places.

## Telling the Public

Part of our community outreach is ensuring that people better understand the benefits of Momentive's business. In conjunction with trade association partners including the American Chemistry Council and Global Silicones Council, Momentive serves as an advocate for good science to

ensure reasonable and sound regulatory policy. Momentive has invested many years in scientific research to ensure that the health and safety of our technologies and chemistries are well understood.

## Committing to Employees

Attracting and retaining a world-class workforce is essential. A big part of our ability to do so is our investment in providing safe, efficient and productive work environments. In turn, Momentive employees help improve the company's processes and practices by providing innovative solutions and enabling new levels of performance.

## Committing to Transparency

Maintaining trust and respect with our communities and external stakeholders requires a constant stream of information, interaction and feedback. As a [Responsible Care](#)® company, Momentive is dedicated to openly reporting its performance, as well as attending to stakeholder concerns about products and activities within its industry. We inform our stakeholders through multiple channels and engagements, including our global company website: [www.momentive.com](http://www.momentive.com).

We are also committed to conducting business in an open, ethical manner. Our [Code of Conduct](#) sets forth the policies and requirements that all Momentive directors, officers, employees, agents and representatives (referred to as "Associates") must follow in carrying out their



business activities. Our [Code of Conduct for Suppliers and Other Third Parties](#) and [Responsible Sourcing of Materials](#) set forth the conduct we expect. We also support the codes of conduct of our business partners, confirming our alignment with customer codes through surveys completed in the course of conducting business.

We believe that a quality mindset is foundational to executing our company strategy. Quality is the expression of our commitment to our customers, and we believe Zero Defects is achievable. To learn more, please review our [Global Quality Policy](#).



Rayong, Thailand

### Momentive Code of Conduct — Helping Us to Do the Right Thing

The Momentive Code of Conduct outlines a range of policies and procedures intended to drive goal-oriented performance in alignment with our ideals and values, while taking local and regional customs into account. It expressly requires all employees and facilities to comply with all employment and labor laws, including those prohibiting forced, compulsory or child labor. These and other policies apply to all facilities globally where we have operational control.

Momentive has developed several additional global management standards and policies intended to implement the Code of Conduct and Safety & Sustainability Policy, including the following:

- [Supplier and Third-Party Code of Conduct](#)
- [Conflict Minerals Policy](#)
- Anti-Bribery Policy
- Anti-Trust Policy
- Gifts and Entertainment Policy
- Conflict of Interest Policy
- Data Privacy Policy
- [Website Privacy Policy](#)
- Records Management Policy
- Mutual Respect Policy
- Delegation of Authority
- [Slavery and Human Trafficking Statement](#)

### “DOING THE RIGHT THING, EVEN WHEN NO ONE IS WATCHING”

This phrase articulates Momentive’s vision for Integrity. We view Integrity and ethical behavior to be a Core Value, a priority for everyone at Momentive. Doing the right thing — that’s about the big and the small things, such as (and many more!):

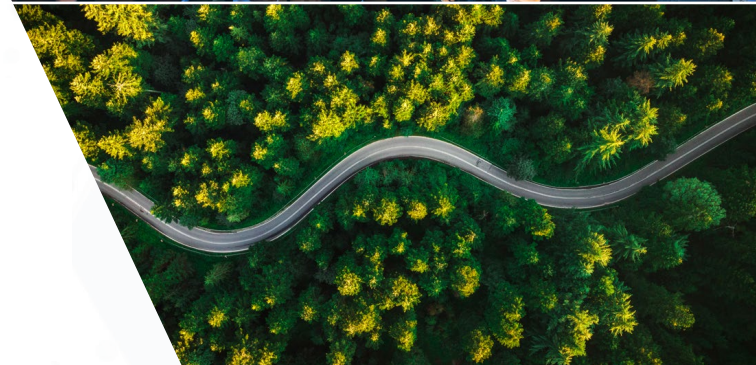
- Our global **Ombuds network** has evolved to become a vital part of Momentive’s Integrity program with 20+ volunteers serving as Ombuds persons, each in addition to their functional roles.
- The **Ohta** manufacturing team included a reminder to conduct the quarterly **Integrity Training** on the bulletin board they work with every day.
- The **China** Legal team even printed “*Doing the right thing*” on a mousepad that was distributed to attendees during a Legal Training Day.

**For Integrity, we are all part of the solution!**



# SUSTAINABILITY FORWARD

Momentive is committed to advancing sustainability broadly. We take a whole-of-enterprise approach, embedding sustainability goals throughout our businesses and operations worldwide, from the smallest office to the largest manufacturing facility. As one measure of its importance, Safety & Sustainability is the first of our five [Core Values](#) at Momentive, which represent our deeply held beliefs and guide how we prioritize and act in our daily activities.



**Momentive is a network of offices, plants and other facilities energized by more than 5,000 employees serving in more than 40 locations in 20-plus countries around the world.**

Our locations span urban to suburban to rural, and we have strong relationships with the diverse local communities where we operate. This global breadth positions us to serve our diverse customer base of more than 4,000 customers in 100-plus countries. We are always evaluating opportunities for profitable growth.

In 2022, Momentive transitioned its global corporate headquarters from Waterford, New York, to Niskayuna, New York, as the first step in a plan to construct a new research and development center at the new site. This move enables us to continue transforming our research, development and technology labs to a state-of-the-art building and to co-locate our teams there.

There are no plans to relocate the Waterford manufacturing site, which remains as one of Momentive’s top global production facilities.





# Sustainability Highlights Across the Company



## PEOPLE

**786**

proactive employee driven actions to reduce worker exposure

**6**

regional diversity councils in addition to corporate Global Diversity Council

**2,300+**

volunteer hours in the U.S.

**65,400**

tracked hours of employee training

**6,820**

product stewardship customer requests

**302**

new chemical registrations

**2.6%**

revenue invested in R&D

**\$229MM**

revenue from NPIs

**697**

patents serving high-growth applications

*(does not include country specific patents)*



## PRODUCTS

**22%**

electricity from renewable sources

**70%**

third party sites EHS verified

**40%**

waste recycled for beneficial use

**GOLD**

EcoVadis Sustainability Rating

**C/C/A-**

Climate Change, Water Security and Supply Chain



## PLANET

## SUSTAINABLE TRANSFORMATION SUPPORTED BY OPERATIONAL EXCELLENCE

At Momentive, we believe operational excellence demands that we engage all resources efficiently and mindfully — not only natural resources, but human resources as well. We fundamentally understand our responsibility for minimizing any environmental impacts associated with our operations. We strive to improve energy efficiency in our manufacturing sites and minimize our environmental impacts in converting raw materials into finished products. All Momentive manufacturing sites have developed a Site Sustainability Plan to help us achieve our corporate sustainability goals. We expect to continue making improvements, from increasing the renewability of our raw materials and energy, to reducing our waste production and water consumption. Throughout the entire Momentive organization, we incorporate Six Sigma methodology, to improve business processes and to reduce errors so we can optimize our efficiency and thus our long-term sustainability.

### Dedicated Sustainability Capital Budget

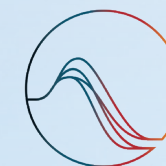
Momentive's Board of Directors support a dedicated capital budget specifically allocated to projects that yield substantial sustainability benefits for both Momentive and its customers. This commitment reflects the company's Core Values and commitment to meeting our stated sustainability goals. The allocation of capital resources holds significant influence over our ability to effectively transform Momentive into a leading force in sustainable manufacturing. Each year,

a competitive campaign is launched across the organization to encourage proposals for capital projects that significantly contribute to our corporate sustainability goals. The funded projects encompass a wide range of sustainability aspects, including energy efficiency, decarbonization, waste reduction and social sustainability. By implementing this capital budget, we are aligning ourselves with the global trend towards sustainable investment.

 Leverkusen, Germany

## SUSTAINABLE INVESTMENT FOR STEAM MANAGEMENT

Investment funding from the dedicated Sustainability Capital Budget was awarded to initiate a program to remotely monitor steam trap operations by installing state of the art Wireless Acoustic Transmitters. Over the next 12 months, our Leverkusen site is installing more than 60 such devices throughout the operations area to reduce steam consumption for line heating by monitoring and preventing steam leaks. Once operational, the program will save up to 150 MT of steam every year thereby contributed to significant GHG emission reduction for the site. The program has committed more funding to Leverkusen and other sites to execute similar projects.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

**Momentive Performance Materials is thrilled to announce its commitment to a Science-Based Target (SBT) aligned with the goal of limiting global warming to 1.5 degrees Celsius above pre-industrial levels.** This bold commitment demonstrates Momentive's dedication to taking immediate and substantial action to address climate change. By adopting an SBT, Momentive aims to reduce its greenhouse gas (GHG) emissions in line with scientific recommendations and contribute to the global efforts to combat climate change. This commitment reflects Momentive's commitment to environmental sustainability and its vision for a greener, more resilient future.

BUSINESS AMBITION FOR 1.5°C 

Termoli, Italy

## BOILER UPGRADE DELIVERS SUSTAINABLE RESULTS

Burner Management System (BMS) is a safety system used to assure safe start-up, operations and shut down of process burners. A recent boiler upgrade at our Termoli site not only resulted in economic benefits, it exceeded sustainability expectations. The BMS upgrade reduces the risk of explosive atmosphere formation inside the boiler, reduces NOx emission, avoids shutdown of production units due to boiler failure, improves diagnosis, reduces methane gas and most importantly, increases safety.



## Global Environmental, Health and Safety Management System

Momentive's Environmental, Health and Safety (EHS) Policy and Responsible Care® elements are implemented using the Momentive EHS Management System (EHS-MS). We are implementing EHS-MS globally with strategies and priorities aligned with our obligations and improvement goals.

We are consistently deepening our understanding and application of best practices in efficient and safe operations, including:

- Installing seismic sensors at sites where there is precedent for seismic activity.
- Making preventive assessments and taking measures to ensure safe operations — including many recommendations around fire prevention.
- Mitigating the risks due to extreme weather — including risk-reduction planning and work related

to flooding exposure, high winds, strength of buildings and freezing temperature response plans.

- Including projected impacts due to climate change in site and system resilience planning.
- Engaging the World Resources Institute *Aqueduct* platform to identify and evaluate water risks at several of our global sites.



Leverkusen, Germany

## CONTINUOUS IMPROVEMENT ACCELERATES PRODUCTIVITY, QUALITY, SAFETY & ERGONOMICS

Nineteen site ambassadors shared their progress to improve processes and products with Global Continuous Improvement (CI) Leadership. These CI Candidates will conduct online training to receive their CI White Belt certification. The initial projects proposed will standardize equipment, eliminate safety risks, improve ergonomics, accelerate productivity and improve product quality.



Garrett, Indiana, USA

# Celebrating our Progress & Achievements

Momentive has a long history of actively engaging in sustainability performance and improvement. While never satisfied with the status quo, we are very proud of the sustainability achievements of our people across our global organization. Some of our 2021–2022 accomplishments are highlighted to the right of the page.

## SITE AWARDS

- Our Rayong, Thailand, site received the Thailand Best Safety Management Level 2022 by the Thai Ministry of Labor for the 16<sup>th</sup> year in a row.
- Our Chennai, India, team received the Silver Award for excellence in EHS practices from the Confederation of Indian Industries (CII) in 2022. This is the third year in a row that the Chennai team was recognized for this achievement.



## COMPANY ACHIEVEMENTS

### EcoVadis Sustainability Rating

Momentive earned a Gold Sustainability Rating from EcoVadis for 2022, improving on our silver ratings in 2020 and 2021. **This new rating puts us in the top 5% in the chemical manufacturing industry.** The EcoVadis Sustainability Assessment provides an actionable scorecard and performance improvement tool for global supply chains. We continue to learn and improve as we work towards our goal of achieving an EcoVadis Platinum rating by 2025.



### CDP Climate Change

We are committed to making further improvements in our emissions and water use. In 2022, we achieved an A- in our Supplier Engagement and C rating for our 2022 CDP Climate Change and 2022 CDP Water Security Disclosure. Due to supply chain disruptions in 2022, we decided to diversify our energy sources. We continue to upgrade our greenhouse gas disclosure, including Scope 3 GHG emission verified by external third party, management and leadership activities in line with our 2025 goal to improve our rating to an A- status.



# Memberships

Momentive participates in a variety of trade and industry associations globally, working with peers to understand common issues and drive more sustainable practices.

## Silicones Associations

<b>CAFSI</b>	China Association of Fluorine and Silicone Industry
<b>CES</b>	Silicones Europe
<b>GSC</b>	Global Silicones Council
<b>SIAJ</b>	Silicones Industry Association of Japan
<b>SSCJ</b>	Society of Silicon Chemistry Japan
<b>SEHSC</b>	Silicones Environmental, Health & Safety Center (North America)



## Chemical Industry Associations

<b>ACC</b>	American Chemistry Council
<b>ABIQUIM</b>	Brazilian Chemical Industry Association
<b>Cefic</b>	European Chemical Industry Council
<b>Federchimica</b>	Italian Chemical Industry Association
<b>ICC</b>	Indian Chemical Council
<b>JCIA</b>	Japan Chemical Industry Association
<b>VNCI</b>	Royal Association of the Dutch Chemical Industry
<b>CPCIF</b>	China Petroleum and Chemical Industry Federation
<b>ICC</b>	Indian Chemical Council
<b>CHEMEXCIL</b>	India Basic Chemicals Cosmetics & Dyes Export Promotion Council

# UNSDG Alignment

At Momentive, we are committed to making a positive impact on society and the environment. We recognize the importance of the United Nations Sustainable Development Goals (UNSDGs) in addressing the world's most pressing challenges. Therefore, we have aligned our corporate strategy with the select relevant UNSDGs to contribute to their achievement. We strive to integrate sustainability into every aspect of our operations, from our supply chain to our product development. By focusing on areas such as renewable energy, responsible sourcing and inclusive practices, we aim to promote sustainable economic growth and social well-being. Through our dedication to UNSDG alignment, we aspire to be a catalyst for positive change and contribute to building a more sustainable and equitable future.

## SUSTAINABLE DEVELOPMENT GOALS



### Gender Equality

Momentive understands that a diverse workforce is a source of empowerment for our employees, a driver of business success and a catalyst for a more sustainable world. Our Vision 2025 strategy prioritizes the enhancement of gender diversity within Momentive. To actively pursue this objective, we introduced six new regional diversity councils and enhanced various employee benefits in 2022. Our Diversity, Inclusion and Belonging (DIB) council collaborates closely with Momentive's leadership to ensure that our business strategy aligns with our goals and embeds practices that promote our gender diversity target for 2025.



### Affordable & Clean Energy

As a key player in the energy sector, Momentive contributes significantly to affordable and clean energy solutions. Our high-performance products excel in thermal energy management, enabling efficient thermal transfer and providing effective thermal insulation. To further our commitment to sustainability, we have set a target to increase our renewable electricity supply to 50% by 2025. In 2022, we devised a comprehensive strategy to fulfill this commitment and align with our Science Based Target.



## Industry, Innovation & Infrastructure

Innovation serves as the driving force behind the creation of a sustainable future. More than 75% of the new products we

launch each year have a sustainability impact. Achieving this milestone capability and sustaining it into the future ensures that Momentive will enable society with products that reduce our impacts on the planet. Silicone products play a vital role in enabling various infrastructure innovations that promote sustainability, including roof coatings and energy insulation materials for more sustainable construction, durable sealants and adhesives, lightweight materials for electric vehicles and tire technologies that enhance safety and fuel efficiency. To learn more about how our products contribute to these United Nations Sustainable Development Goals (UNSDGs), please refer to the "[Our Products](#)" chapter.



## Responsible Consumption & Production

Momentive is dedicated to achieving a vision where economic growth is achieved with limited environmental

and social consequences. To realize this vision, we prioritize the responsible utilization of raw materials and strive to eliminate waste from our production processes. Through our [Sustainability goals](#), we aim to make substantial reductions in our environmental impact by 2025, and we have devised comprehensive plans to accomplish these objectives. Furthermore, we have provided Green Chemistry training to all our technologists and extended this program to a significant number of engineers and operations colleagues, ensuring a widespread understanding and application of sustainable principles.



## Climate Action

Climate action is a crucial societal endeavor that fosters unity and advancement. In 2022, Momentive conducted extensive groundwork to

comprehensively assess our environmental impact, both internally and throughout our value chain. This effort resulted in Momentive's commitment to the Science Based Target aimed at reducing our greenhouse gas emissions. Additionally, our innovative products empower efficient energy applications, enabling our customers and value chains to minimize their carbon footprints.



# OUR PEOPLE

## Generating and Launching Ideas for the Future

Our people — more than 5,000 strong, spread across more than 40 locations in 20 countries — are drivers of change at Momentive. They spark new ideas, drive innovation and enable sustainable solutions that improve life for people everywhere. For the employees of Momentive, sustainability is more than just a business practice or good idea. It's a deeply embedded way of thinking, operating and living our values — giving us the tools to build a better future for our customers, colleagues, communities and world.





# Our People as Drivers of Change

Driving change entails an aspirational mindset. Our culture places a high value on taking educated risks and pushing boundaries forward. Doing this requires our people to possess certain qualities: a future-focused point of view; a courageous, curious and collaborative spirit; and a customer-first mindset enabling us to create the kinds of innovations that can change the marketplace and improve lives. This report highlights just a few of the many ways the people of Momentive are pushing boundaries and working together every day to make a sustainable difference — now and well into the future.

At Momentive, sustainability begins with individual commitment. Every day, in a myriad of ways, our people work hard to strengthen their local communities, advance workplace safety, and help people in need while building a sense of camaraderie and shared purpose among their teams and colleagues. They do this through company-led sustainability initiatives and programs, as well as employee-driven efforts that reflect the best of who we are and how we live our values.

## Women@Momentive Marathon | Leverkusen, Germany



Our colleagues in Leverkusen, under the banner of Women@Momentive, took part in the half marathon at Leverkusen,

bringing our employees and the wider communities together. More than 50 runners, including many new employees, children and family members participated in the event that took place around the BayArena. After several years of hiatus due to the pandemic, this event provided a refreshing opportunity for Momentive to engage with the local community.



“I joined this Company 20 years ago as a Process Engineer. During this period, I had the opportunity to shape my career, covering different roles in EHS and Operations, increasing my responsibilities and building a strong safety culture. The experiences I passed through allowed me to develop new competencies and to build important human relationships. **Momentive gives me the opportunity to improve my professional and personal skills, to act in a dynamic and stimulating environment with new challenges to face every day and with a lot of variety in job roles.** And I’m so proud to be part of an empowering work environment where integrity and safety are considered priorities and employee engagement and appreciation are considered keys to achieving business results.”

**ANTONELLA NUCIDA**  
REGIONAL TOLLING  
LEADER EMEA

 Termoli, Italy



### 2022 Earth Day Celebration | Ohta, Japan

Events included a sitewide cleanup and planting of more than 100 flowers. An Energy Saving Patrol session was held to discuss and identify utility energy losses (heat, water, air, N2). New operators and engineers also participated.



### Canal Fest | Waterford, New York, USA

Momentive was a sponsor of the 2022 Waterford Canal Festival, with company volunteers showing their support for the community with Momentive safety-themed giveaways and instructional materials.



### World Environment Day | Chennai, India

In recognition of World Environment Day, the Chennai site hosted its annual GREENATHON, a continuous 8-hour event that included employees planting 500 native trees and participating in nearly 500 hours of engagement activities.



### Blood Donation Campaign | Itatiba, Brazil

The Itatiba, Brazil, site sponsored its second Blood Donation Campaign in August 2022.



“My favorite thing about working at Momentive is the **incredible opportunity the company has given to me to learn and develop.** My managers have seen my potential and encouraged me to develop it by trusting me with increasing responsibility, and letting me take on and own tasks and projects. I am grateful for all the support for my professional and personal development at Momentive.”

**SMITHA P.**  
LEAD SCIENTIST

Bangalore, India

# Building a More Inclusive Future

## DIVERSITY, INCLUSION AND BELONGING (DIB)

At Momentive, we know that a diverse workforce empowers our people, strengthens our business and contributes to a sustainable world.

### OUR DIB STRATEGY

We aspire to build a culture that recognizes and embraces differences, fostering an environment where employees feel comfortable and valued as their true selves, while always being respectful of others.

We constantly raise the bar to improve and strengthen our commitment to diversity, inclusion and belonging. For example, by **2025 we aim to achieve our goal of 27% gender-diverse talent.**

### OUR PROGRESS

**308** Gender-diverse Hires\*

**20%** Gender-diverse Leaders\*\*

**19.4%** Gender-diverse Employees\*\*

1

Global Diversity Committee\*\*

6

Regional Diversity Committees\*\*

6

Women@Momentive employee resource groups\*

~16%

Toward our goal of 27% gender-diversity\*

\* From Jan 1, 2021–Dec 30, 2022 \*\* As of Dec 31, 2022



## OUR PRIORITIES AND ACHIEVEMENTS


Building a diverse and inclusive workforce is our priority, with a focus on sustainability and accountability. We are achieving this by increasing gender-diverse talent in areas with lower representation, investing in our gender-diverse talent to accelerate readiness for leadership roles, and enhancing and promoting our benefits and culture to attract and retain gender-diverse talent.

To build a more inclusive workplace, we are also working to foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential. Among other things, this will help increase retention. Another area of focus for us is identifying and breaking down societal bias in workplace inclusion by strengthening our leaders, establishing goals and embedding DIB in company policies and practices.



**“Momentive is my home, my teacher and my supporter.** I feel like we are growing up together. As a production manager with more than 15 years of experience with Momentive, my eyes have been opened to so many new things and my life changed. I was given a chance to work in a variety of roles, including in process engineering, Qualitative Comparative Analysis, Continuous Improvement and production, and gained tremendous knowledge in the process. It’s been an incredible experience.”

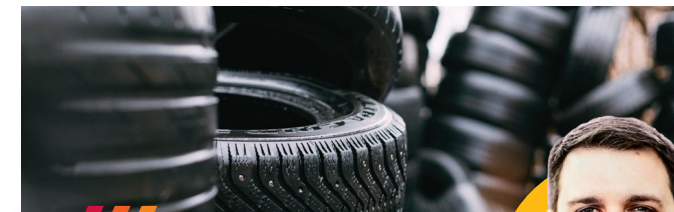
**ALISA PUTTHARAK**  
PRODUCTION MANAGER

 Rayong, Thailand



### Specific initiatives include:

- Implementing recruitment strategies to mitigate bias in the selection process, including through inclusion reminders.
- Increasing gender-diverse brand campaigns and targeted outreach through different channels.
- Mitigating bias in talent recruitment processes.
- Strengthening inclusive behavior as a competency for our leaders.
- Refreshing development and benefit offerings to support gender-diverse talent needs.
- Identifying and developing individual gender diverse leaders.
- Conducting a gender-diverse pay equity analysis to ensure equitable pay.
- Capturing DIB metrics to inform progress and areas of opportunity.



“As a scientist at the Tire and Rubber Applications Laboratory I work in a state-of-the-art facility with colleagues that boast more than a century of combined years of experience. The Tire team feels like family even though we are not all co-located. **The highest company priorities are the safety of its people and the care for its customers. Those are the left and right ventricles of the cultural heart of Momentive.** The company fosters relationships regardless of distance and differences, and this leads to brilliant discussions, new learnings and synergistic brainstorming that build the foundation for success.”

**CHRIS PAPPAS**  
STAFF SCIENTIST, TIRE & RUBBER

 North Carolina, USA

## PROGRESS IN 2022

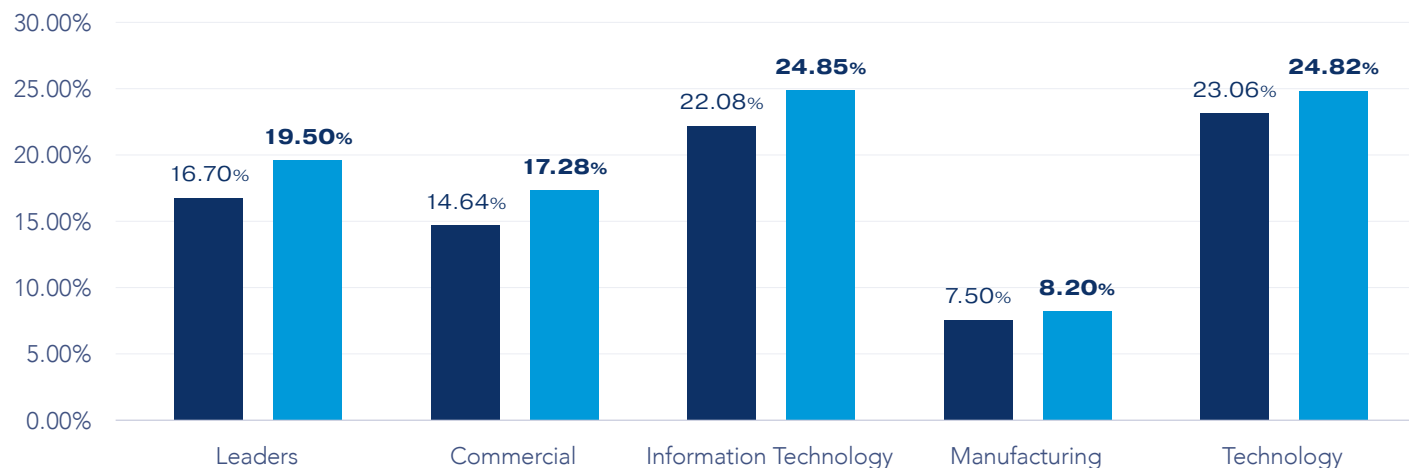
We made good progress toward our DIB goals in 2022. We supported and grew our employee resource groups as well as our Regional Diversity Committees. We now have six Women@Momentive chapters around the globe with more than 150 members, as well as six Regional Diversity Committees worldwide, in addition to our Global Diversity Council.

**To help us better understand how employees view Inclusion at Momentive, we completed an employee survey that included specific questions on equity and inclusion, and we are determining next steps going forward. We also began a pay equity analysis, which we plan to complete in 2023.**



METRIC	2020	2021	2022	2025 TARGET
Gender-diverse employees (%)	18%	18%	19%	27%
Selection rate of gender-diverse qualified applicants (%)	26%	26%	31%	50%
Gender-diverse team members attrition ration (%)	22%	21%	22%	<18%
Gender-diverse leadership (%)	18%	18%	20%	34%

### GENDER DIVERSITY - FOCUS AREAS



**WE HAVE SET AND EXCEEDED OUR 50%+ GENDER-DIVERSE HIRING TARGET FOR OUR U.S. INTERNSHIP PROGRAM.**

## ATTRACTING AND RETAINING DIVERSE GLOBAL TALENT

Recruiting plays a key role in building a workforce with diverse backgrounds and experiences. In 2022, we took specific steps to further embed DIB goals in our recruiting efforts. We provided unconscious bias training for people leaders focused on general awareness and talent selection. We also implemented new development programs focusing on gender-diverse talent and supporting leaders in fostering diversity and inclusion. Currently, approximately 50 employees are participating in these programs. In addition, we launched an Employee Referral Program providing enhanced rewards for gender-diverse referrals in multiple countries. Based on the success of this pilot program, we are expanding it globally in 2023.

Benefits are an important way to attract and retain a high quality, diverse workforce. We monitor our benefits program globally to ensure that we are fostering a culture of diversity, inclusion and belonging as best as possible.



Tarrytown, New York, USA

This includes our Flexible Work Program, which we continue to monitor, evaluate and adapt to meet evolving needs. In 2022, we provided U.S. employees enhanced parental leave and support finding childcare services as well as student loan resources. We are evaluating additional benefit offerings globally in 2023.

Other achievements in the area of DIB-focused recruiting include targeted job advertisements, networking events and outreach efforts. We also have set and exceeded our 50%+ gender-diverse hiring target for our U.S. internship program.



Waterford, New York, USA



Leverkusen, Germany



“As a pharmacist and public relations professional, it’s exciting to be able to put these two areas together in a career. I truly believe in the power of research and development driving our commitment to producing *Solutions for a Sustainable World™*, and being part of that process is amazing. **I feel a sense of community here at Momentive, and this motivates me to overcome challenges and thrive together.**”

### NATALIA MELO

MARKETING COMMUNICATIONS  
BUSINESS PARTNER

Itatiba, Brazil

# Safety & Well-being at Momentive

Our safety culture is founded on the belief that all safety-related incidents are preventable, and our management system and behavior-based operating approaches reflect this belief. We reinforce our safety commitments through signs and logos displayed at our work sites, **Safety Matters Because You Matter**.

Our Leading Indicators program drives the behaviors needed to continuously improve our Safety Performance. We achieve this through:



## VISIBLE LEADERSHIP

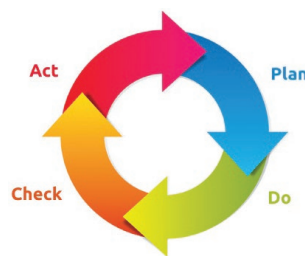
recorded, quality interactions by leadership team members in the work area about EHS-related topics with an individual or small group.

## ENGAGEMENT & COMMITMENT

documented participation by employees in proactive efforts that will drive improvements in safety culture and performance.

## EXPOSURE REDUCTION

tasks, actions or projects that reduce and/or eliminate possible exposures in the work environment.



Momentive utilizes a global ISO compliant EHS Management System based on the Plan, Do, Check, Act cycle. Employees are empowered to speak up about their safety and the safety of others, and their concerns are taken seriously. Specific requirements in the Management System also promote safety-related interaction with our local communities.

Momentive has systems in place at its facilities to respond to all injuries and incidents. Investigations, root

causes determinations and corrective actions are shared company-wide through formal reporting and our monthly EHS Learning and Improvement Review. The Review is chaired by the company's senior vice president of EHS & Operations Excellence and attended by the CEO as well as representatives from sites around the world.

Employee well-being is another priority, which we pursue through a variety of programs and initiatives. For example, our Employee Assistance Program, available to all employees worldwide, supports physical and mental well-being through consultations for emotional support, work-life solutions, legal matters and other concerns, as well as online resources.

## ADVANCING SAFETY ACROSS OUR GLOBAL SITES

### Twelve Months of Safety Campaign | Waterford, New York, USA

In 2021, the Waterford site experienced nine recordable injuries. In 2022 to support its safety journey and belief that all injuries are preventable, the site introduced Twelve Months of Safety, a year-long approach designed to identify and mitigate hazards, risks and exposures driving the site's safety performance. A new safety topic was featured with an accompanying robust communication plan each month.



### Family Safety Day | Itatiba, Brazil

Family Safety Day provided guests with an introduction of Momentive materials and applications, an explanation of the composting process, planting of native trees, first aid and fire-fighting activities and other safety activities and entertainment for children.



## SAFETY IMPERATIVES AT MOMENTIVE, SAFETY IS ABOUT PEOPLE.

We believe that all injuries are preventable. Everyone works together every day to keep each other safe.

### People

Safety matters because people matter. Our behaviors must be aligned with the belief that all injuries are preventable.



### Behaviors

We will demonstrate safe behaviors and strict adherence to policies and procedures.



### Accountability

You are accountable for your own safety and the safety of individuals around you, especially those whom you lead.



### Commitment

Every employee must demonstrate a personal commitment and participate in the continuous improvement of our safety culture.



### Learning

The Momentive culture recognizes the value in learning. Openness and innovation will drive the investigation of all injuries and near misses.



Safety Imperatives serve as catalysts for improving our culture.



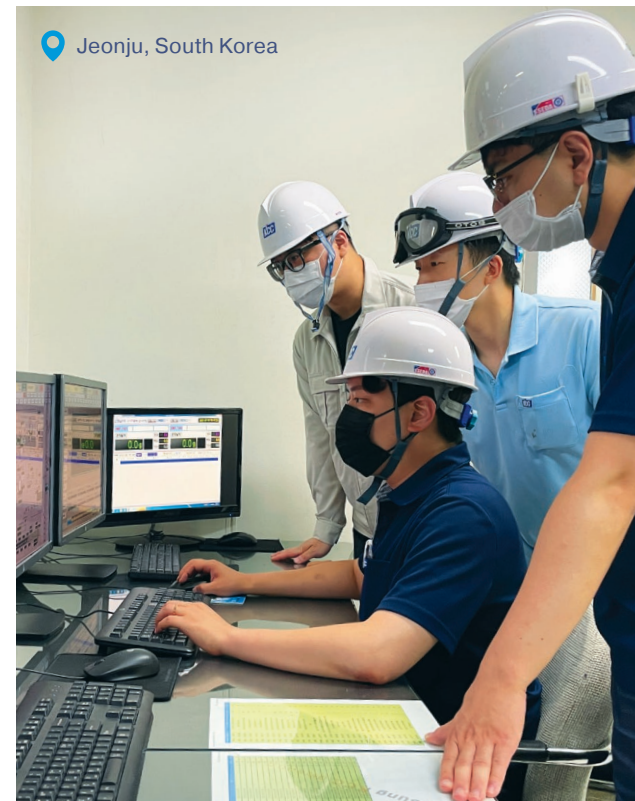
**SafeStart Safety Process** | Sistersville, West Virginia, USA

The Sistersville site initiated the SafeStart safety process in June 2022 and participated in a Hands Up 4 Safety event involving more than 150 employees in September 2022. The event was an excellent opportunity to focus on hand and personal safety.



**Momentive Inspire Citizen Award** | Itatiba, Brazil

The Momentive Inspire Citizen Award recognizes behaviors that inspire others, such as Momentive employees or contractors who demonstrate extraordinary action in caring for people, their community, or the environment. During August, there were two situations where members of Momentive’s Emergency Brigade assisted in life-threatening, non-work conditions. Fabiano Veroneze, Itatiba Production Operator, rescued and performed a life-saving measure on a colleague who was choking.



“During my first three years at Momentive, I had the opportunity of exploring several different roles in the company. As a process engineer, I started in the EHS department, where I built a strong safety mindset. This focus will serve me well in whatever role I take on at Momentive. Now a part of the Production team, I value the strong relationships I have built, not only with operators but also with diverse colleagues across the company. **At Momentive, I found more than a job.**”

**WILLIAM DI NUNNO**  
PROCESS ENGINEER

Termoli, Italy

## SAFETY PERFORMANCE AND TARGETS

Safety performance data provides core insights into the effectiveness of safety programs and improvement efforts at Momentive. Drawing on this data, we have established a set of 2025 goals to ensure that we are maintaining an appropriate focus on continual improvement.

In 2022, we achieved many improvement targets, but still have more work to do. Nevertheless, we remain confident in our strategy for reducing injuries, fires and impacts to the environment from our operations. We continue to rely as well on our successful long-term strategy for reducing injuries to our people through our leading indicators program.

<sup>1</sup> Safety - Standard OSHA rate definition for legacy Momentive sites worldwide. Legacy Momentive sites do not include Legacy KCC.

<sup>2</sup> Safety - Significant incidents as defined in MS15 - Incident Management Standard for legacy Momentive sites worldwide (i.e., fatality or amputation).

<sup>3</sup> Safety - Total of Major incidents as defined in MS15 - Incident Management Standard for legacy Momentive sites worldwide.

<sup>4</sup> Safety - Standard OSHA rate definition for legacy Momentive sites worldwide.

<sup>5</sup> Safety - Industry standard Day Away from Work rate for legacy Momentive sites worldwide.

<sup>6</sup> Safety - Legacy Momentive Manufacturing sites as defined in MS-SAF01 - Safety Risk Assessment Standard worldwide.

<sup>7</sup> Safety - % of Legacy Momentive Manufacturing sites certified to ISO 45001 worldwide.

### Material Topic: Safety

SUSTAINABILITY INDICATOR	2020	2021	2022	2025 TARGET
Occupational injury and illness rate <sup>1</sup>	0.55	0.47	<b>0.50</b>	<b>0.32</b>
Number significant occupational safety incidents <sup>2</sup>	0	0	<b>0</b>	<b>0</b>
Number of fire, process safety or environmental incidents <sup>3</sup>	14	8	<b>17</b>	<b>1</b>
Accident frequency rate <sup>4</sup>	0.55	0.47	<b>0.50</b>	<b>0.14</b>
Accident severity rate <sup>5</sup>	0.27	0.18	<b>0.25</b>	<b>0.16</b>
Sites covered by employee health and safety risk assessments <sup>6</sup>	100%	100%	<b>100%</b>	<b>100%</b>
ISO 4500 certified manufacturing sites <sup>7</sup>	16%	16%	<b>16%</b>	<b>50%</b>

# OUR PRODUCTS

At Momentive, our Technology organization is fueled by Our People, Our Processes and Our Culture, which together drive Innovation for Our Customers. Our Product Innovation and Technology resources are spread across nine primary sites and defined by their distinct subsegment focus. Because we operate as a decentralized global organization, we are able to develop and deliver differentiated solutions for regional needs.



# What does Sustainable Innovation mean at Momentive?

Momentive is deeply committed to Sustainable innovation, actively integrating environmental stewardship and safety stewardship into its innovation process. As a specialty chemicals manufacturer, the company prioritizes responsible production practices that minimize its ecological footprint.

Embracing green chemistry principles, Momentive strives to design and develop cutting-edge products that are produced in a responsible way and help our customers and value chain to address environmental, safety & societal concerns like climate changes, new age diseases and urbanization.

Central to Momentive's approach is the incorporation of life cycle thinking, allowing the assessment of the full environmental implications of its offerings, beginning from raw material sourcing to end-of-life considerations. Our technology team is focused on innovating high-performance products while being environmental stewards, keeping the safety of our people, our communities, and our planet at the forefront.

**500+**  
Global Technology  
Employee Footprint

**13**  
Technology Application  
Development Sites\*

**64**  
NPIs Introduced to  
the Market in 2022

**\$157M**  
Earned Growth  
through NPIs in 2022

**26%**  
Technologists  
with PhDs

\* Includes newly integrated KCC sites.



# Our Technology Ecosystem Innovating for Sustainability

At Momentive, sustainable innovation is powered by a robust Technology Ecosystem that puts customer-driven innovation at its core. Our Technology organization is made up of integrated sub-functions, essential to any specialty chemical company aspiring to lead through innovation. We operate in a broader ecosystem, working in collaboration with customers, suppliers and other third parties.

It starts with our **Product Development** teams who serve as the strategic compass for all technology activities at a segment level translating strategies into a multi generation product pipeline (MGPP). **Corporate R&D** plays a pivotal role in developing platform technologies which are leveraged by the segment technology teams to develop products which cater to diverse applications across industries. **Application Development** teams foster collaborative partnerships with our customers ensuring our technology meets their specific needs and challenges. Our **Analytical Development** teams are integral to the ecosystem, enabling comprehensive monitoring of product performance and environmental impact, while ensuring sustainable outcomes. Momentive actively protects its breakthroughs and developments through **Intellectual Property**, promoting a culture of innovation and safeguarding valuable sustainable solutions. Our broader ecosystem includes close collaboration with our suppliers and our customers to create sustainable solutions. The **Technology Center of Excellence (CoE)** team pulls everything together, ensuring standardized, digital, and rigorous R&D-business processes are in place.

## OUR TECHNOLOGY ECOSYSTEM



Momentive's Technology Ecosystem elevates the customer experience through tailor-made sustainable solutions while achieving operational efficiencies that enhance productivity, minimize waste, reduce environmental impacts and enhance safety across the entire value chain. It is instrumental in positioning Momentive as a leader in sustainable innovation, benefiting both its customers and the planet.

## SUSTAINABLE PRODUCT INNOVATION

### Embedding Sustainability into New Product Introduction (NPI) Process

Momentive's standardized NPI Process framework guides the global segment teams through the complete cycle of a 'New Product Concept' screening, 'Product & Process Development' and successful 'Commercial Launch' of products. The New Product Development process ensures

#### Classification of the NPI's based on sustainability performance



##### BENEFICIAL IMPACT

No 'negative' impacts and some 'moderate' or 'significant' benefits



##### NEUTRAL IMPACT

No 'negative' impacts and only 'low' benefits



##### NEGATIVE IMPACT

If any 'negative (sustainability declining)' impact

	2019	2020	2021	2022	2025 GOAL
Sustainability Improved New Product Sales (%)	—	~50%	79%	79%	75%

that sustainability remains a key focus throughout, by embedding the Portfolio Sustainability Assessment (PSA) tool into the toll gates which guides the project teams to get an overview of the product's performance on sustainability. Employees are trained on the NPI process, Principles of Green Chemistry and PSA tool ensuring that the project teams imbibe the sustainability principles into the product design and development while addressing the customer demands to create a sustainable future.

#### Portfolio Sustainability Assessment (PSA) Tool

Momentive has developed the PSA methodology based on the World Business Council for Sustainable Development's framework. This data-driven and science-based approach evaluates and scores the impacts of

products throughout their life cycle, considering factors such as greenhouse gas emissions, hazards, risks to human health and the environment and societal benefits based on UN Sustainable Development Goals. The PSA process guides Momentive in improving the sustainability performance of our product portfolios. Momentive uses a customized questionnaire based on the Principles of Green Chemistry and has aligned the approach with market standards, creating a comprehensive internal tool. This tool covers responsible production, consumption, value chain additions, certifications and societal impacts aligned with Momentive's business models. The PSA is integrated into the innovation, and specifically the NPI process, facilitating collaboration and addressing sustainability risks and benefits throughout new product development stages.

#### INTEGRATION OF PSA TOOL INTO NPI PROCESS



Funnel Ideas

New Product Concept Selection



MKTG/TECH APPROVAL

Project Scope & Business Case Development



PSA INITIATION

MKTG/TECH/MFG APPROVAL

Formulation & Process Development



MKTG/TECH/MFG APPROVAL

Scale-up & Commercialization



PSA FINAL REVIEW

MKTG/TECH/MFG APPROVAL

Project Perf. & Learnings Review



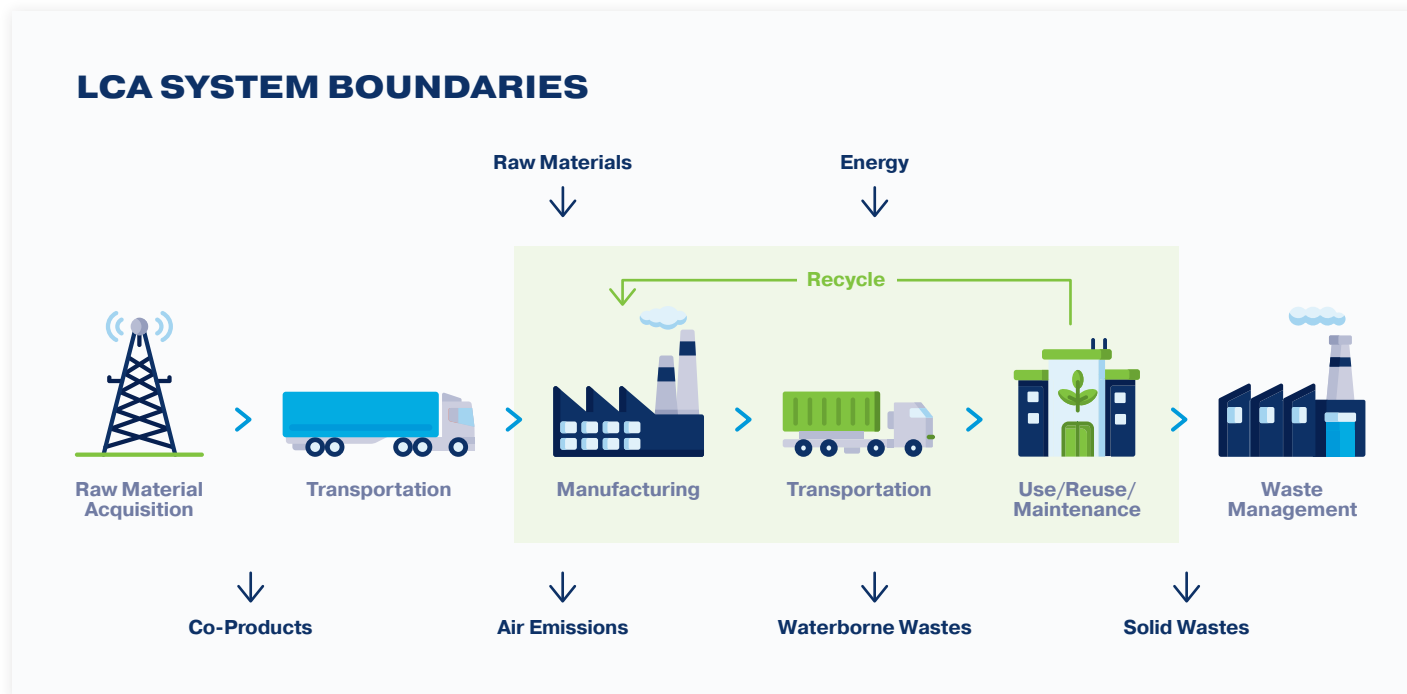
Post Launch Review

## Life Cycle Assessment (LCA) and Product Carbon Footprinting for Sustainable Product Innovation

Momentive demonstrates its commitment to environmental sustainability by undertaking Life Cycle Assessment (LCA) studies in accordance with various ISO standards. These studies provide a comprehensive evaluation of the environmental impact of products throughout their life cycle. Momentive follows ISO 14040 and ISO 14044 standards and other applicable standards, which outline the principles and guidelines for conducting LCA studies.

We employ a systematic approach, collecting data on raw material extraction, manufacturing, product use and end-of-life scenarios. By conforming to these ISO standards, Momentive ensures the accuracy, transparency and comparability of our LCA studies, enabling informed decision-making and the development of more sustainable products and processes.

Currently, climate change is the most important impact being assessed by Momentive through LCA. We are actively assessing the potential carbon footprint of our products and building inventory of product carbon footprint database. This way, we are extensively helping our customers understand the impact of their products on the environment and estimate their Scope 3 emission.



# Product Stewardship & Safer Solutions

The responsible management of Momentive's high-performance silicone and specialty products throughout their lifecycle is a fundamental pillar of delivering "Solutions for a Sustainable World™." Product Stewardship at Momentive is dedicated to minimizing the risk of adverse environmental, health and safety impacts of our full portfolio of products, from their design, to development, manufacturing, testing, packaging, distribution and end customer use. Our team of highly trained and specialized safety and regulatory professionals ensures compliance with global and local regulations as well as industry standards for chemical management, documentation and communication.



**Product Stewardship at Momentive is continuously evolving to become more forward-looking to address changing regulatory compliance landscapes, customer and market expectations, ESG objectives and external commitments.** To achieve this, Momentive has partnered experienced regulatory professionals with each business segment to provide capabilities for strategic assessments of the impact and opportunities presented by an advancing regulatory environment that are tailored to each individual end-use market in which we operate. Some examples of the tools used in these assessments include:

## Application Review Process

Momentive strives to ensure that our products will not present a significant risk to human health or the environment when used appropriately, particularly in

sensitive and regulated applications such as healthcare and food contact. Momentive utilizes our Application Review Process to conduct in-depth reviews of these sensitive applications assess whether our products present a significant risk and adhere to the necessary regulatory requirements. This process allows the core team (which includes representatives from Product Stewardship) to collaborate with the business and technology teams to review and ensure all necessary regulatory requirements have been met by Momentive, and that these applications are consistent with established Momentive corporate policies.

## Risk Review Process

The purpose of a Risk Review is to regularly assess the risk of products across Momentive's product portfolio, with a primary emphasis on the evaluation of risks. Representatives from Technology, Marketing, Commercial, Quality and Product Stewardship classify risks based upon customer inquiries, known or likely worker and customer exposure, user sophistication, product hazard and product toxicology. Risk Reviews provide a process in place to proactively assess the impact of products on the health and safety of our employees and our customers, and establish targeted plans to mitigate them where deemed necessary.



## Toxicology Testing Program

Robust toxicological, ecotoxicological and biocompatibility data are critically important to ensure the safety of our products in the wide range of end-use applications where our products are used. In keeping with the responsible management of products, Momentive utilizes a wide range of in vitro, in vivo and in silico testing methods in accordance with regional and global regulatory requirements. These include, for example, quantitative structure-activity relationship (QSAR) analysis, read-across approaches and literature reviews. Momentive ensures that its external testing partners are validated in accordance with applicable national and international regulatory compliance provisions and documented laboratory standards. In addition, Momentive maintains robust qualification criteria for the auditing of the test institutes' methodologies, good laboratory practices and results reporting.

## New Product Introduction (NPI) Process

Momentive's Product Stewardship experts partner with our new product design and development teams as part of the Portfolio Sustainability Assessment (PSA) tool to help identify raw materials, intermediates and processes with reduced environmental, health and safety impact. This enables risk assessment and potential mitigation at project inception, accelerating time-to-market while also providing safer product solutions and minimizing environmental footprint.

## Ensuring Regulatory Compliance

As chemical regulatory environments continue to evolve in scope and complexity, Momentive has invested in building operational subject-matter expertise to ensure compliance with the most updated regulations in Europe (including the

EU, UK and Turkey), Asia Pacific (including China, Japan, Korea and Southeast Asia) and the Americas (including the U.S., Canada, Brazil and Latin America). While it can be challenging to keep pace with an ever-changing regulatory landscape in more than 180 countries around the world, **Momentive is continuously improving the processes and reporting tools we employ to maintain external awareness and communicate changes and their impact efficiently to stakeholders across Momentive's businesses and functions.** These standardization, automation and digitization efforts are driven by our Product Stewardship Center of Excellence, and supported by Momentive's digital transformation strategy to enhance external communication and internal business processes.

## Product Stewardship at Momentive



# Sustainable Agriculture

## United Nations Sustainable Development Goal Alignment



As the global population grows, the need for food, fuel and fiber is increasing exponentially. Food insecurity is a major challenge worldwide, with climate change, civil unrest and migration all taking a toll. **Now more than ever, innovative solutions are needed to protect crops sustainably and efficiently — so we can get the most out of the valuable resources we apply to agricultural production.**

## Silwet

BY MOMENTIVE

For example, our **Silwet™ Adjuvants** have been used in the field for more than 40 years in more than 45 countries, helping take crop protection to the next level with maximized coverage and spray treatment effectiveness. Silwet™ Adjuvants improves the performance of agrochemicals such as fungicides, herbicides and insecticides to achieve better weed, pest and disease control. **Silwet™ Target**, for example, enables the use of concentrated spray solutions for drone applications — reducing volume of solution from 150-200 liters per hectare to less than 50 liters per hectare. The concentrated spray solutions also reduce the use of water in these spray applications.



# Automotive & Transportation

## United Nations Sustainable Development Goal Alignment



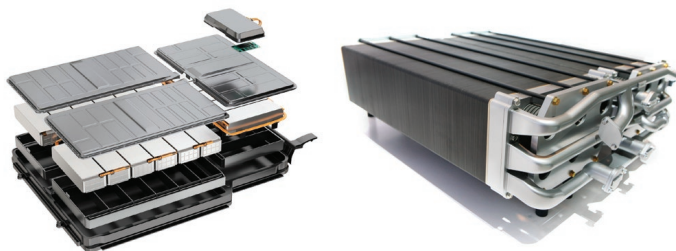
Momentive's solutions for the automotive sector are designed to help make cars lighter, stronger, more durable and more efficient. For more than 75 years, our products have been enabling transportation, from tires to electric and autonomous vehicles to the aviation and aerospace industries. Our portfolio includes ultra strong sealants, adhesives and protective coatings that enable weight reduction and increased fuel efficiency of vehicles.

As the automotive industry becomes increasingly automated and electrified, the role of displays are designed to be more functional and of complex shapes. Our **InvisiSil™ Optical Bonding** solution is helping to fill auto manufacturers' need for material solutions to produce high-quality, large-format displays. Created and produced by our colleagues in Ohta, Japan, and Hwaeseong, Korea, our UV curable solutions have the potential to dramatically improve productivity for our customers compared to conventional thermal curable grades. This technology delivers efficiency and sustainability benefits to our customers, including a simplified mixing process, room temperature storage capability and lower energy consumption during display assembly.

Reducing CO<sub>2</sub> emissions is a key driving force in the shift from traditional internal combustion technology to the steadily growing and continually evolving New Energy Vehicle (NEV) market. As advancements in e-mobility, hybridization and fuel cells occur, the intrinsic need for



advanced materials are ever present and growing. Safety, reliability, performance and sustainability are at the forefront as the driving forces in the selection and specification of these advanced materials in NEV applications. **NEVSil™ Specialty Elastomers for New Energy Vehicles** provide solutions which provide lightweight elastomeric solutions which enable manufacturing efficiency, extended performance and durability to various NEV applications. NEVSil™ technologies enable the construction and functionality of EV battery housing, fuel cell bipolar plate (BPP) and membrane electrode assembly (MEA) seals and gasketing.



Electric vehicles are a key and growing part of the global strategy to reduce greenhouse gas emissions and boost sustainability. **SilFORT™ Hardcoats for EV Application**

can be used to promote extended long-term exterior durability and performance of light weight and fuel

efficiency enhancing polymers by helping them maintain their color, gloss, light transmission and other physical properties. The use of high solids coatings with digital ink printing reduces waste and provides a lower carbon footprint.



**NXT™ Silanes for Tire Treads**, a Momentive product made from key renewable raw materials, are used to build tires with lower rolling resistance, resulting in decreased energy consumption and lower CO<sub>2</sub> emissions. They also can improve processability during tire manufacturing, thereby reducing energy use. Our **NXT™ P97** silane can deliver 20% improved tire tread wear, making tires last longer and generating fewer microparticles. Tires made with tread using NXT™ P97 can be lighter, which also can help decrease energy consumption.



Momentive's **SFR100** is a non-halogenated flame retardant solution that can be used in EV battery housing components to provide fire safety performance without compromising other critical performance properties like mechanical toughness and unlike halogenated flame retardants, our solution is non-corrosive.



**Niax™ EF Catalysts** reduce VOE or volatile organic emissions in the interior of automobiles from foam. In addition, **EF-700** allows use of higher content of recycled polyol out of polyurethane foam waste for reuse in flexible polyurethane foam formulations, and hence reducing the fossil material consumption (used for traditional polyols).

# Beauty & Personal Care

United Nations Sustainable  
Development Goal Alignment



For more than 75 years, Momentive has been a trusted partner with formulators in the personal care industry, providing silicone and specialty ingredients that help them create new products with benefits consumers can see and feel. These include silkier lotions, more efficient shampoos and conditioners, brighter, smoother and longer lasting cosmetics, drier antiperspirants and more spreadable and effective sunscreens.

## HARMONIE™ BY MOMENTIVE

Several new products target superior performance with an eye on sustainability. Our new **HARMONIE™** line integrates Momentive's world-leading technology with derived natural plant and mineral raw materials to deliver more sustainable, renewable and biodegradable high-performing beauty products. The brand is Momentive's first in the beauty sector that incorporates plant-derived materials. Momentive will continue to develop naturalized silicone and natural products that offer comparable performance to silicone-based ingredients. **HARMONIE™** is specifically designed with biodegradable technologies, which help enhance the production processes' energy efficiency and reduce waste produced.

Our first products launched under the brand include **HARMONIE™ Soft Fluid**, a highly volatile emollient and solvent that enhances product spreadability and sensorial properties, **HARMONIE™ GB 2301 Gum Blend**, a naturalized silicone gum range and **HARMONIE™ Luxe-4 Powder**, a natural silica microsphere.



# Healthcare

## United Nations Sustainable Development Goal Alignment



**Momentive is enabling a world of health and wellness.** Our products and materials meet the accelerating demands of the healthcare & medical device industry. Our decades of collaboration with leading industry players have led to a range of solutions that help enable customers to create products that improve people's daily health — from medical devices to vaccines to life-improving treatments. Momentive's solutions make them a perfect candidate for various applications, such as Biopharma tubing, wound care, contact lens, prosthetics and drug delivery devices.



The healthcare industry is swiftly evolving, meeting new challenges and attempting to develop sustainable products to improve patient care, while adhering to high safety standards. As it does, Momentive is developing products and materials to meet their needs.

Our new **Tufel™ 150 LT: Low Temperature Flexible Silicone** illustrates our commitment. Tufel 150 LT provides our biopharma customers a sustainable solution to store key active ingredients used to make vaccines and therapeutic drugs at temperatures in the range of -80°C. The storage of these drug substances at subzero temperatures mitigates potential risks with liquid storage, such as degradation and shipping stress, making it the best possible solution for long-term storage. Additionally, Tufel 150 LT helps prevent storage failure of concentrated drug substances, which helps medicine reach people faster.



# Building & Construction

## United Nations Sustainable Development Goal Alignment



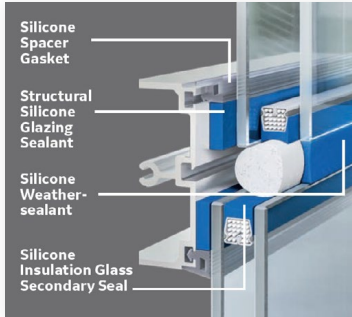
Momentive silicones are found throughout the construction industry, from sink and shower seals, to house and building paint, to fiberglass used for insulation, to the walls of glass on the façades of high-rise buildings. Sustainability considerations, including reducing carbon emissions and lowering energy use, are embedded across our building and construction products portfolio.



One example of this is our **Enduris™ Roof Coating** which protects and extends roof life, reducing the amount of worn-out roofing materials in landfills and saving money for the consumers. Instead of replacing a roof, it can be coated with our Enduris™ product that reflects heat and saves on energy costs.

Our **Structural Silicone Glazing** and **Insulating Glass Sealants** rely on the unique power and properties of silicone to attach façade panels (such as glass) to a building frame. Silicone provides superior durability, UV stability, low temperature flexibility and high temperature stability, making it possible for new generations of glass skyscrapers to reach greater heights. Our innovative sealant reduces material use and saves energy. Specifically, the two part

structural silicone glazing sealant SSG4650 has best-in-class design tensile strength, which means up to 30% less silicone is required to bond an insulating glass unit to the building curtain wall.



**Elemax™ 2600** and **5000 Liquid Flashing** creates a durable barrier to prevent air and water leaks from joints, gaps, seams, fasteners, rough openings and transitions - supporting lower energy consumption and greater efficiency for internal temperature control. These Elemax™ solutions have received environmental product declarations (EPDs) through UL Solutions.



# OUR PLANET

At Momentive, we enable Solutions for a Sustainable World™ and we strive to incorporate sustainability into everything we do. We incorporate sustainability criteria in our new product development and strive to manufacture our products sustainably. This includes using renewable energy in our plants, reducing emissions and minimizing waste — while always staying focused on quality and safety. Our aim is not just to have an impact today; we also want to make a sustainable difference well into the future.





# Future-Proofing Sustainable Operations

Operational excellence is key to achieving our sustainability goals. We are pursuing numerous initiatives designed to ensure we operate responsibly, safely and in a manner that reflects our commitment to the Planet. They include collaborating closely with our suppliers, customers and employees to develop new processes and expand our business in a way that promotes sustainability. As we become more reliable and efficient in our operations, we are able to lower resource use and emissions while growing the business and “future-proofing” operations.

At Momentive, there is a growing culture of sustainability being embraced more and more among employees, in sites and across business relationships. Sustainability criteria helps shape decisions around product portfolio, investment choices and individual and company performance. **One of our top goals is to create an empowered culture that enables our customers, suppliers and employees to understand the business value of operating sustainability.**

Momentive has made significant strides in enhancing the sustainability of our manufacturing processes and Supply Chain. By prioritizing environmental responsibility, Momentive has implemented various strategies to minimize our carbon footprint and promote resource

conservation. One key initiative has been the adoption of energy-efficient technologies and practices throughout our manufacturing facilities, resulting in reduced energy consumption and greenhouse gas emissions. Additionally, Momentive has invested in research and development to create innovative, sustainable materials that offer improved performance while reducing environmental impact. Through comprehensive waste management programs, the company has implemented recycling and reuse measures, reducing waste generation and promoting a circular economy. These collective efforts showcase Momentive's commitment to driving sustainability in the manufacturing sector and Supply Chain, and its dedication to creating a future proof and more responsible future.



# Climate

Momentive demonstrates a strong commitment to addressing climate change through its comprehensive climate change policy. We have set ambitious goals to reduce our greenhouse gas emissions and mitigate its impact on the environment. We actively monitor and report our emissions, utilizing data-driven approaches to track progress and identify areas for improvement.

Momentive also invests in research and development to develop innovative, sustainable solutions that help customers reduce their own carbon footprint. By engaging with stakeholders and promoting collaboration, we strive to contribute to global efforts in combating climate change and fostering a more sustainable future for all.

**Momentive's 2025 Sustainability Goals include specific steps the company is taking to reduce GHG emissions and those of suppliers and customers, as well as achieving other sustainability targets.**

Momentive is actively implementing several measures to reduce its greenhouse gas emissions. We have invested in energy-efficient technologies and equipment across our operations to minimize energy consumption and associated emissions. We are adopting renewable energy sources at an accelerated pace, such as solar and wind power, to power our facilities and reduce reliance on fossil fuels. We are also implementing comprehensive recycling and waste management programs to minimize waste generation and GHG emissions and continuously evaluating and improving our production processes to enhance efficiency and minimize emissions.

Momentive is pursuing a focused strategy to procure renewable electricity using various options available to us, including installing solar panels, long term power purchase agreements and Renewable Energy Credits. **With these options available to us, we are on track to meet our goal of achieving 50% electricity from renewable sources by 2025, and 100% by 2030.**

Science-based targets provide a pathway for companies to reduce absolute GHG emissions (Scope 1, 2 and 3) and be aligned with the Paris Climate Agreement. These targets will help Momentive determine how much and how fast we need to reduce GHG emissions to align with efforts to limit warming to 1.5°C. We are proud to have committed to set Science Based Target and contribute significantly to the Paris Accord.

 Nantong, China

## NANTONG SOLAR ENERGY PROJECT

We invested in a solar power system of distributed photovoltaic power stations at our Nantong site with a total roof coverage area of 2800 m<sup>2</sup>. The system provides 258 MWh per year thereby reducing our intake of grid electricity. The system also reduces our carbon dioxide emissions by 208 tons per year.



	2019	2020	2021	2022	2025 GOAL
<b>Total GHG Emissions</b> (kilo tonne CO <sub>2</sub> e)	415	415	404	<b>317</b>	<b>311</b>
<b>Scope 1 GHG Emissions</b> (kilo tonne CO <sub>2</sub> e)	245	249	237	<b>179</b>	<b>184</b>
<b>Scope 2 GHG Emissions</b> (kilo tonne CO <sub>2</sub> e)	170	166	167	<b>138</b>	<b>128</b>
<i>Calculated Numbers</i>					
<b>Total GHG Emission</b> (kg CO <sub>2</sub> e/kg)	0.47	0.47	0.46	<b>0.47</b>	—

### POWERED BY WIND

After assessing several potential renewable energy sources, our Termoli site selected wind power because, at the same cost as solar, wind power does not present issues in relation to agricultural land use. The wind generated electricity will be sourced locally and is estimated to result in a decrease of CO<sub>2</sub> emissions of between 9% to 11% per year.



## ENERGY

In 2022, we obtained 22% of our energy from renewable sources, and we continue to move steadily toward our goal of having 50% of our electricity come from renewable sources by 2025. Continuing to increase renewable energy in our electricity mix is an important way of reducing our overall GHG emissions and achieving our targets.

 Ohta, Japan

### COGENERATION PLANT

To reduce our energy footprint in 2022, we installed a cogeneration facility at our Ohta, Japan, site, transitioned to LED lighting at a number of facilities, and implemented several process-related energy efficiency improvement projects across our manufacturing plants.



All Momentive manufacturing sites have developed Site Sustainability Plans to help achieve our 2025 sustainability goals. These include specific projects with timelines that each site will execute through 2025 to achieve our short term and long term energy reduction targets.

	2019	2020	2021	2022	2025 GOAL
<b>Total Energy Use</b> (petajoule)	6.0	6.0	5.8	<b>4.7</b>	<b>4.5</b>
<b>Indirect Energy Use</b> (petajoule)	1.6	1.6	1.6	<b>1.3</b>	—
<b>Direct Energy Use</b> (petajoule)	4.4	4.4	4.2	<b>3.4</b>	—
<b>Renewable Electricity</b> (%)	17%	17%	18%	<b>22%</b>	<b>50%</b>
<i>Calculated Numbers</i>					
<b>Energy Intensity</b> (megajoule/kg)	6.7	6.8	6.5	<b>6.4</b>	—
<b>Indirect Energy Intensity</b> (megajoule/kg)	1.8	1.8	1.7	<b>1.8</b>	—
<b>Direct Energy Intensity</b> (megajoule/kg)	4.9	5.0	4.6	<b>4.5</b>	—



## WASTE

We generate waste through our manufacturing processes and various activities in our laboratories and offices. We measure and disclose both hazardous and non-hazardous waste that is not recovered or recycled. In 2022, the total waste produced was 72 kilotons, which is a significant improvement compared to our baseline of 102 kilotons in 2019. The waste intensity, measured as kilograms of waste per kilogram of product, was 0.10 in 2022, slightly better than the baseline of 0.12 in 2019. We have also reduced waste through solvent recycling and process optimization.

At Momentive, our Continuous Improvement and Quality teams work closely with site manufacturing, quality and logistics to regularly implement strategic improvement programs with a focus on resource efficiency. Some of our sites are currently introducing waste tracking systems, which will help us better quantify the utilization of waste through recycling, reuse and waste-to-energy processes. This tracking system will enable continuous improvement in maximizing beneficial use. Although the investments required for waste recovery can be substantial, we pursue them to ensure we advance our sustainability objectives.

	2019	2020	2021	2022	2025 GOAL
<b>Total Waste</b> (kilo metric tonne)	102	97	92	<b>71</b>	<b>76</b>
<b>Hazardous Waste</b> (kilo metric tonne)	72	70	68	<b>58</b>	—
<b>Non-Hazardous Waste</b> (kilo metric tonne)	30	28	24	<b>13</b>	—
<b>Waste to Beneficial Use</b> (%)	47%	50%	46%	<b>40%</b>	—
<i>Calculated Numbers</i>					
<b>Waste Intensity</b> (kg waste/kg product)	0.12	0.11	0.10	<b>0.10</b>	—

📍 Itatiba, Brazil

## LINER WASTE RECYCLING

At our Itatiba site, the initiative to collect and recycle release liner waste is being led by multiple local operational teams, such as Reaction, Emulsions and Logistics. Release liner is a layer of silicone liner that protects adhesive in a label. Their goal is to recycle two tons of liners annually, resulting in significant monetary savings and reduced environmental footprint of our products. The liner material undergoes recycling and regeneration processes to be transformed into paper products that are utilized on-site.



📍 Sistersville, West Virginia, USA

## SOLVENT RECYCLING PROGRAM

In 2017, our Sistersville site partnered with Eastman Kodak Company to begin recovery of waste solvent streams. Work has been underway with a key organic solvent recovery from the Polymers production areas on site. As part of the partnership, the site is also purchasing the solvent directly from Kodak.

The Sistersville site consumes over 2,200 megatons of this solvent per year offering a significant potential for expansion of the solvent recycling program. Additional capital improvements to support solvent consumption reduction are in progress. The site plans to expand the process to other organic solvents currently in use at the site.



## WATER

	2019	2020	2021	2022	2025 GOAL
<b>Total Water Withdrawn</b> (million m <sup>3</sup> )	31.9	28.6	32.2	<b>30.3</b>	<b>28.7</b>
<b>Water sourced from regions with high or extremely high baseline water stress</b> (thousand m <sup>3</sup> )	173	164	201	<b>175</b>	—
<i>Calculated Numbers</i>					
<b>Water Withdrawn Intensity</b> (m <sup>3</sup> /metric ton)	35.8	33.1	36.2	<b>42.5</b>	—



Although water is not a primary ingredient in our product formulations — less than 10% of the water we consume is used in our products — water management is a critical concern due to cooling requirements in manufacturing.

Our water sources include surface and ground water, municipal water sources as well as commercial water sources. Momentive's Quality and Environmental, Health and Safety (EHS) teams continuously monitor and evaluate our intake and discharge water quality. If needed, we treat our water before we use and discharge it.



 Leverkusen, Germany

## WATER PUMP UPGRADES

As older buildings across the Leverkusen site are being either reengineered or taken down, leaders are assessing opportunities for increased system efficiency and sustainability. Several water pumps were identified for replacement due to heavy energy consumption. The newly designed pumping system offer higher operational reliability and lower maintenance requirements. The system is expected to generate significant cost savings and reduce CO<sub>2</sub> emissions by 137 tons per year.

Momentive recognizes the importance of water resource management and sustainability in its operations. To assess water risks at its sites, in 2022, Momentive used the Aqueduct tool developed by World Resources Institute (WRI). By utilizing this advanced tool, Momentive gained valuable insights into the potential water risks associated with its manufacturing facilities. The results obtained from the Aqueduct tool were significant, highlighting multiple manufacturing sites that were identified as being

located in high-risk areas. Following up on that work, Momentive also undertook a company wide survey to better understand the water related risk our operating sites face, and how this perceived risks by our sites aligns with recommendations from WRI's Aqueduct tool.

Armed with this knowledge, we have proactively addressed these water risks, implementing robust measures to mitigate potential challenges and ensure

the sustainable use of water resources at these locations. Through the adaptation of WRI's Aqueduct tool, we have demonstrated our commitment to responsible water management and environmental stewardship.

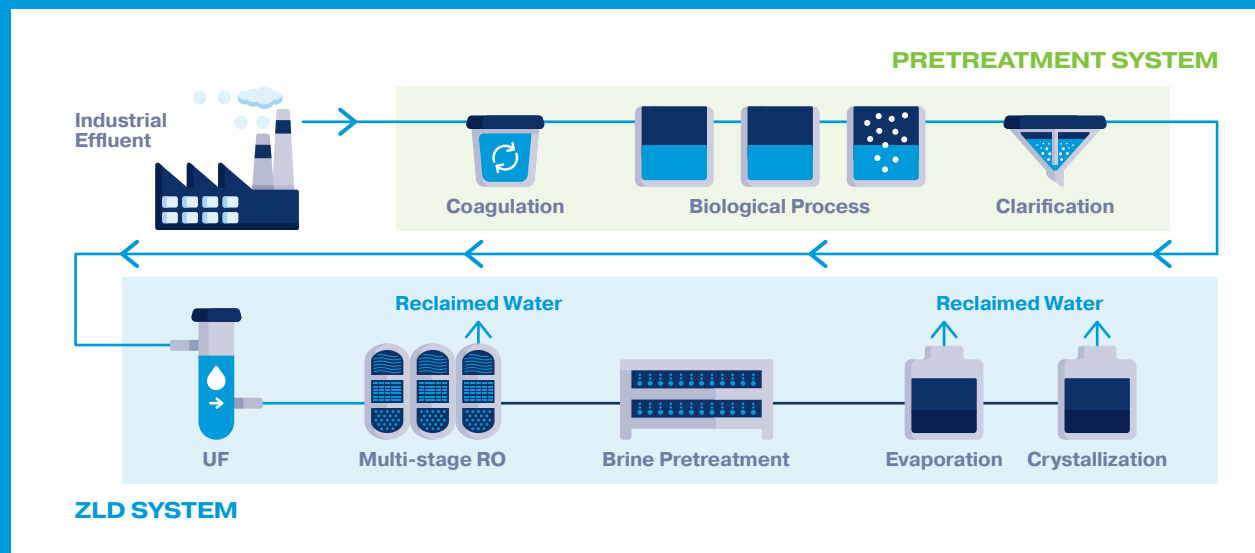


WORLD  
RESOURCES  
INSTITUTE

Chennai, India

## ZERO LIQUID DISCHARGE (ZLD) - EFFLUENT TREATMENT UNIT

The Chennai site has invested in ZLD — an advanced wastewater treatment method that includes ultrafiltration, reverse osmosis and evaporation/crystallization. This treatment process involves no discharge of liquid effluent into surface water or land. Any wastewater is purified and recycled, leaving zero discharge at the end of the treatment cycle. The requirement for fresh water is reduced by 55%. The site is targeting further reductions through process optimization. By reducing water demand from local industry, there are more fresh water resources to efficiently meet the demands for domestic and agriculture use.





# Transforming our Sustainable Supply Chain

## Overcoming Challenges in 2022

We aim to do business with suppliers that provide reliable service at great value, with minimal risk. Increasingly, this means having a shared focus on Sustainability. Lowering emissions, conserving resources and reducing waste are not only good for the planet - they are good for business too.

When evaluating environmental, social and governance (ESG) risks and opportunities within our global supply chain, we consider multiple factors. Specifically, in the context of silicon metal, our primary ingredient, we conduct assessments to identify potential risks and opportunities associated with its procurement. We carefully examine the extraction and refining processes, taking into account the use of hydro or fossil power. Additionally, we evaluate packaging alternatives as well as transportation distances and the shipping methods employed to transport the material to our plants. Through this comprehensive analysis, we strive to ensure a holistic approach to addressing ESG considerations in our supply chain operations.

Momentive seeks to form strong relationships with suppliers to create value and improve sustainability in the supply chain. We outline this commitment in our [Sustainable Procurement Policy](#) and [Supplier Code of Conduct \(SCC\)](#), which is available on our [website](#). We are partnering with our suppliers and Trade Compliance teams to ensure social governance aspects of our SCC are fully covered, particularly as related to forced labor actions around the world (including Uyghur Forced Labor Prevention Act requirements).

Momentive is directly engaging with and assessing suppliers through completion of our Sustainability (CSR) questionnaires, EcoVadis scoring and CDP reporting. The questionnaire topics include governance, GHG emissions, health and safety, waste, energy usage, water usage,

sustainable procurement and certifications, as well as a focus on collaboration. For GHG emissions we are also soliciting primary GHG emission factor data from key suppliers to support individual requests from our customers to understand Momentive's product carbon footprints (PCFs) and for use in our Scope 3 GHG emission calculations.

In addition, we are working with our Energy suppliers for both development of on-site renewable resources (e.g., solar) as well as for purchase of Renewable Energy Credits (RECs).



## A SOCIALLY RESPONSIBLE SUPPLY CHAIN

Momentive values the diversity of employees and expects its external business partners to act similarly by maintaining policies that encourage workplace respect and dignity. Third Parties are expected to remain receptive to diverse opinions and foster an ethical and inclusive culture. Third Parties should seek to hire and retain the best employees at all levels of the company without regard to race, color, religion, sex, sexual orientation, national origin, age, disability or veteran status. Third Parties are expected to maintain an environment that is free from physical, psychological and verbal abuse, or any other abusive conduct.

An integral part of Momentive's Social Responsibility framework is the [Code of Conduct for Suppliers and Third Parties](#). Momentive expects its Suppliers to have policies and procedures in place to abide by the Code of Conduct and business ethical principles, which are based on the OECD guidelines for multinational companies. All our new contracts include references to the Code of Conduct for Suppliers and Third parties.

Momentive is fully committed to combat any kind of human rights infringement in its Supply Chains and has conducted risk assessment on targeted raw materials and intermediates purchased on a global basis. For risk commodities identified, Momentive has taken action towards its suppliers, to obtain assurance that no human rights violations are part of Momentive's Supply Chains.



## ecovadis

In addition, Momentive works with EcoVadis and accepts EcoVadis assessments from our suppliers as part of our Supplier CSR Assessments strategy. We are evaluating pursuit of TfS membership in 2023. We are also evaluating Roundtable on Sustainable Palm Oil (RSPO) certification in target plants to support our Beauty and Personal Care segment.

Momentive conducts mitigation management, which includes terminating a business relationship with a supplier as a measure of last resort.

Besides internal and external risk analysis, Momentive conducts training to company associates, to make sure individuals understand the importance and are sensitive to potential human rights concerns in the Supply Chain.

Momentive further provides a complaint system and has a non-retaliation policy. The complaint system is available 24/7 for all Momentive associates, as well as any other external party.

## DECARBONIZATION

A key strategy in our decarbonization efforts is to partner with key suppliers to quantify the carbon footprint (PCFs) of their products and ask them to reduce their carbon footprint to help with Momentive's Scope 3 reduction efforts. Use of the Together for Sustainability (TfS) PCF Guideline for the Chemical Industry will be an integral part of our methodology.

Momentive has engaged in cross-supply agreements for goods, where identical manufacturing materials are mutually exchanged between a Momentive facility and a third party located in a different geographic region, resulting in less transportation of the goods. Such an arrangement made in 2022 involving exchanges between facilities in Asia and the U.S. resulted in transportation GHG emissions reduction of approximately 24 MTCO<sub>2e</sub>, for approximately 1000 MT of material delivered.

Other trial arrangements with GHG emissions reduction implications, commencing in 2022, include development of renewable energy-based silicon metal supplier sources, both for hydro and geothermal power generation. As an example, resulting GHG emissions in 2022 based on a trial switch of 175 MT silicon metal sourcing from traditional power generation to geothermal was approximately 1,015 MTCO<sub>2e</sub>.

## SCOPE 3 GHG EMISSION JOURNEY

Momentive is prioritizing the tracking of its Scope 3 GHG emissions as a key strategic initiative to bolster our commitment to sustainability and responsible business practices. Understanding that Scope 3 emissions extend beyond our direct operations and encompass the entire value chain, including suppliers and customers, Momentive aims to comprehensively assess its carbon footprint.



Momentive has been benchmarking its Scope 3 emissions from raw material purchase since 2021. The company is progressively increasing the scope and coverage of its emissions reporting. In 2021 and 2022, we reported Scope 3 GHG emission associated with raw material purchase covering about 80% by spend. In coming years, we intent to significantly increase the scope and coverage of our

Scope 3 emissions. Momentive has used the Average Data method in general to calculate its Scope 3 emissions. However, the company has used supplier specific data where we could obtain the data from our suppliers. The details of Momentive's Scope 3 emissions calculation, including calculation methodology, are provided in our [2022 CDP Climate Change](#) disclosure.

Momentive is committed to reducing its Scope 3 emissions and is working with its suppliers to achieve this goal through promotion of supply chain GHG emissions reduction. As part of our commitment to set Science Based Target, we are working with the organization to set an ambitious and timebound goal for Scope 3 emissions. We believe that by taking action on Scope 3 emissions, we can make a significant contribution to the fight against climate change.

	2019	2020	2021	2022
<b>Purchased goods and services</b> (kilo tonne CO <sub>2</sub> e)	—	—	1,778*	<b>1,794*</b>
<b>Fuel-and-energy-related activities (not included in Scope 1 or 2)</b> (kilo tonne CO <sub>2</sub> e)	—	—	—	<b>33.4</b>
<b>Upstream transportation and distribution</b> (kilo tonne CO <sub>2</sub> e)	—	—	—	<b>264</b>
<b>Waste generated in operations</b> (kilo tonne CO <sub>2</sub> e)	—	—	8.5	<b>10.6</b>
<b>Business travel</b> (kilo tonne CO <sub>2</sub> e)	1.4	—	0.6	<b>2.8</b>

\* Partial coverage of purchased goods and services.

## TRANSPORTATION

Part of Momentive's decarbonization strategy includes reducing our transportation footprint. One of the challenges we face is optimizing transportation of raw materials from storage to our manufacturing facilities.

In Japan, we have tackled this issue head on for a key raw material purchased and used at our Ohta facility. In the past, this raw material was temporarily stored in separate warehouses, for transportation to the Ohta facility. In 2022, we consolidated into one strategically located warehouse, resulting in monthly GHG emission reductions of approximately 22 MT. This change in our operations not only provided a one-time reduction in GHG emissions, it also lowers them on an ongoing basis.

Our overall supply chain strategy is changing as a result of our greater focus on sustainability. For example, in some cases, our logistics function has transitioned from truck to rail transportation where feasible, and the packaging we use is increasingly recycled. Some of our customers have set targets for recycled or reusable packaging, which gives us the opportunity to partner with them. In one case, transportation carbon emissions were reduced by 50% as a direct result of a risk and opportunities assessment, which led to strategic adjustments in how we transport materials from Italy to Belgium.

We are evaluating our future transportation footprint across our operations, including projects that are linked to sustainability. Our focus on waste reduction for raw

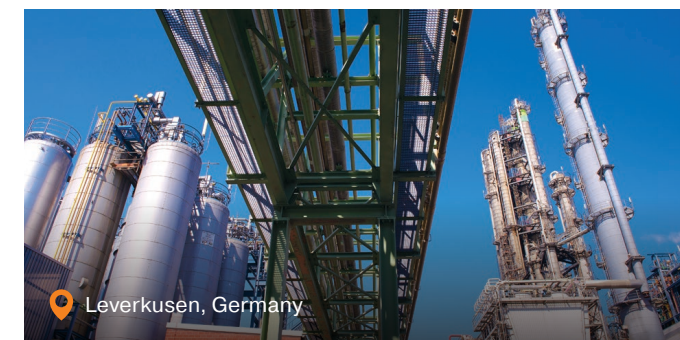


material residuals demonstrates both our commitment to advancing circular economy thinking, as well as our focus on more sustainable transportation. Residuals of key raw materials from our Leverkusen, Germany, facility historically had been reprocessed at our Waterford, New York, USA, site, a practice that used trucking and overseas transportation. Momentive has since engaged with a peer company in the Silicon industry, enabling these residuals to be reprocessed at their facility in Europe with transportation via rail. This change in operations has cut annual trip totals from 132,000 to 4,000 kilometers, resulting in GHG emission reductions of approximately 25 MT CO<sub>2</sub>e.

## CIRCULARITY

Our partnership with a commercial solvent recovery company to recover waste solvent helped us to overcome a recent supply challenge. Under the terms of the arrangement — called “circularity” — our partner recycles a key solvent purchased from Momentive (approximately 140 tons in 2022), which we then repurchase and use as remanufactured solvent. We look forward to building on this partnership with potential future solvent recapture opportunities.

We are actively seeking ways and partnerships to purify materials in support of a circular economy. Like our partnership described above, we have partnered with a peer chemical company to eliminate a former Momentive waste stream, Liquid Silicone Rubber (LSR) distillate (approximately 150 metric tons per year). Our partner company has developed the capability to recover select byproducts from our LSR distillate, which we then repurchase for use in our Leverkusen, Germany, facility.



# DATA & DISCLOSURES



# GRI Index



This table covers the Global Reporting Initiative (GRI) Sustainability Reporting Standards and Disclosures found in our 2022 Sustainability Report and on our company [website](#).

<b>STATEMENT OF USE</b>	Momentive Performance Materials (Inc.) Group has reported in accordance with the GRI Standards for the period January 1, 2022 to December 31, 2022
<b>GRI UNIVERSAL STANDARD</b>	GRI 1: Foundation 2021
<b>APPLICABLE GRI SECTOR STANDARD(S)</b>	None

## GRI 2: General Disclosures

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
	2-1 Organizational details	pp 5, 6, 14, 15
	2-2 Entities included in the organization's sustainability reporting	pp 14
	2-3 Reporting period, frequency and contact point	2022, bienniel, <a href="mailto:sustainability@momentive.com">sustainability@momentive.com</a>
	2-5 External assurance	<a href="#">Website address</a>

## GRI 2: General Disclosures

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
	2-6 Activities, value chain and other business relationships	pp 5, 6, 56
	2-7 Employees	pp 5, 25, 27
	2-9 Governance structure and composition	pp 10
	2-10 Nomination and selection of the highest governance body	pp 10
	2-11 Chair of the highest governance body	pp 10
	2-12 Role of the highest governance body in overseeing the management of impacts	pp 10
	2-13 Delegation of responsibility for managing impacts	pp 10
	2-14 Role of the highest governance body in sustainability reporting	pp 10
	2-15 Conflicts of interest	pp 11-12
	2-16 Communication of critical concerns	pp 11-12
	2-17 Collective knowledge of the highest governance body	pp 10-12
	2-18 Evaluation of the performance of the highest governance body	pp 10
	2-19 Remuneration policies	pp 10
	2-20 Process to determine remuneration	pp 10

## GRI 2: General Disclosures

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
	2-22 Statement on sustainable development strategy	pp 7-9, 16-17, 34-45
	2-23 Policy commitments	pp 11-12
	2-24 Embedding policy commitments	pp 7-8, 11-12
	2-25 Processes to remediate negative impacts	pp 36, 38-39, 48, 56-58
	2-26 Mechanisms for seeking advice and raising concerns	pp 12
	2-27 Compliance with laws and regulations	pp 11-12, 38-39
	2-28 Membership associations	pp 19
	2-29 Approach to stakeholder engagement	pp 19, 23-25, 33-35, 47-48, 55
	2-30 Collective bargaining agreements	pp 11-12



## GRI 3: Material Topics 2021

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
	3-1 Process to determine material topics	<a href="#">pp 2-3 ESG Commitment</a>
	3-2 List of material topics	<a href="#">pp 3 ESG Commitment</a>

### Economic Performance

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">pp 7-8, 10, 33-34</a>
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	<a href="#">pp 5-6</a>

### Procurement Practices

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">pp 55-58</a>
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### Anti-Corruption

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">pp 10-12</a>
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">pp 11-12</a>

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
<b>Materials</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 7-9, 47-48
	301-2 Recycled input materials used	pp 47, 51
	301-3 Reclaimed products and their packaging materials	
<b>Energy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 7-9, 16, 20, 50
GRI 302: Energy 2016	302-1 Energy consumption within the organization	pp 50
<b>Water and Effluents</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 53-54
	303-3 Water withdrawal	pp 53

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
<b>Emissions</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 7-8, 16, 48
	305-1 Direct (Scope 1) GHG emissions	pp 49
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	pp 49
	305-3 Other indirect (Scope 3) GHG emissions	pp 57
	305-4 GHG emissions intensity	pp 49
	305-5 Reduction of GHG emissions	pp 9
<b>Waste</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 7-9, 51-52
	306-1 Waste generation and significant waste-related impacts	pp 51
GRI 306: Waste 2020	306-3 Waste generated	pp 51
	306-4 Waste diverted from disposal	pp 51
	306-5 Waste directed to disposal	pp 51

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
<b>Supplier Environmental Assessment</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 55-56
GRI 306: Waste 2020	308-1 New suppliers that were screened using environmental criteria	pp 56
	308-2 Negative environmental impacts in the supply chain and actions taken	pp 55-58
<b>Occupational Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 29-31
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	pp 29-32
	403-2 Hazard identification, risk assessment, and incident investigation	pp 29-31, 38
	403-3 Occupational health services	pp 29-31
	403-4 Worker participation, consultation, and communication on occupational health and safety	pp 29-31
	403-5 Worker training on occupational health and safety	pp 29-31
	403-6 Promotion of worker health	pp 29-31
	403-8 Workers covered by an occupational health and safety management system	pp 29-31
	403-9 Work-related injuries	pp 32

GRI STANDARD	DISCLOSURE	LOCATIONS & NOTES
<b>Diversity and Equal Opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 25
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	pp 25-28
<b>Customer Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp 38-39
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	pp 38-39

# United Nations Global Compact

2023 Communication on Progress



WE SUPPORT

■ Momentive Performance Materials Inc. became a signatory of the UN Global Compact (UNGC) in 2020. This is our third Communication on Progress indicating our activities and management systems in support of the UNGC principles. This document summarizes the policies, procedures, and activities that Momentive has implemented or undertaken in the four issue areas set forth in the UNGC.

TOPIC	UNGC PRINCIPLE	MOMENTIVE'S INITIATIVES TO SUPPORT UNGC PRINCIPLES		
Human Rights	<b>PRINCIPLE 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> <li>• <a href="#">ESG Commitment</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Supplier Code of Conduct</a></li> <li>• <a href="#">Statement on Slavery and Human Trafficking</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Policy Statement on Responsible Sourcing of Minerals</a></li> <li>• <a href="#">Sustainable Procurement Policy</a></li> </ul>
	<b>PRINCIPLE 2:</b> Make sure that they are not complicit in human rights abuses	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Statement on Slavery and Human Trafficking</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Sustainable Procurement Policy</a></li> </ul>

TOPIC	UNGC PRINCIPLE	MOMENTIVE'S INITIATIVES TO SUPPORT UNGC PRINCIPLES	
Labor	<b>PRINCIPLE 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Our People (pp 22)</a></li> </ul>
	<b>PRINCIPLE 4:</b> The elimination of all forms of forced and compulsory labor	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Statement on Slavery and Human Trafficking</a></li> <li>• <a href="#">Supplier Code of Conduct</a></li> <li>• <a href="#">Policy Statement on Responsible Sourcing of Minerals</a></li> </ul>
	<b>PRINCIPLE 5:</b> The effective abolition of child labor	<ul style="list-style-type: none"> <li>• <a href="#">Statement on Slavery and Human Trafficking</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">ESG Commitment</a></li> <li>• <a href="#">Supplier Code of Conduct</a></li> </ul>
	<b>PRINCIPLE 6:</b> The elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> <li>• <a href="#">Equal Employment Opportunity</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Diversity, Inclusion and Belonging (pp 25)</a></li> </ul>
Environment	<b>PRINCIPLE 7:</b> Businesses should support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> <li>• <a href="#">CDP Climate Change</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Portfolio Sustainability Assessment (pp 36)</a></li> <li>• <a href="#">Product Stewardship and Safer Solutions (pp 38)</a></li> <li>• <a href="#">Adherence to stringent regulatory framework</a></li> </ul>
	<b>PRINCIPLE 8:</b> Undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> <li>• <a href="#">ESG Commitment</a></li> <li>• <a href="#">Product Stewardship Programs</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Responsible Care</a></li> <li>• <a href="#">2025 Sustainability Goals</a></li> <li>• <a href="#">CDP Climate Change</a></li> <li>• <a href="#">CDP Water Security</a></li> </ul>
	<b>PRINCIPLE 9:</b> Encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> <li>• <a href="#">Portfolio Sustainability Assessment (pp 36)</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">UNSDG alignment (pp 20-21)</a></li> <li>• <a href="#">Our Products (pp 33-45)</a></li> </ul>
Anti-Corruption	<b>PRINCIPLE 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Several internal policies (Anti-bribery, Anti-trust, Gifts and entertainment, Conflict of interest policies, pp 11)</a></li> </ul>

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