



## 2026 Global Annual Incentive Plan - Q&A

**Question:** What's the overall objective of the Global Annual Incentive Plan?

**Answer:** The overall objective is to provide incentives to all non-sales employees to align our collective efforts with the overall business strategy to build a \$1B company with high profitable growth and highest quality products.

**Question:** How do I make an impact on the AIP goals?

**Answer:** You should work with your manager to ensure your individual goals are aligned with your departmental goals, which in turn should be aligned with our annual goals and 5-year strategy. By meeting your goals, you help us meet our goals of driving growth, profitability and scalability across the company. When you exceed your goals, you help us make progress towards our stretch goals and bigger payouts.

**Question:** Where did the AIP goals come from?

**Answer:** The 2026 Global AIP metrics are reflective of our Annual Operating Plan goals, which ladder up to our 5-year strategic plan objectives.

**Question:** Where does the AIP funding come from?

**Answer:** The AIP is funded by the Company's achievement of the 2026 Global AIP metrics for Revenue and EBITDA, which are the "funding gates" for the overall AIP plan. The total achievement of all metrics are combined to determine the funding pool available for AIP awards.

**Question:** If one of the two funding gates is not achieved, what happens?

**Answer:** In order for any AIP payout to occur, **both** the Global Revenue and Adjusted EBITDA gates, which are set at the minimum (threshold) level, must be met. If one of the gates is not achieved, then there will not be sufficient funding for the plan to pay out any awards.

**Question:** Why is there more weight on Revenue in 2026 than in 2025?

**Answer:** Over the past few years, we have done an excellent job of improving and managing our EBITDA. Now, we need to maintain our EBITDA margins (i.e., spending) while

shifting focus to accelerating our growth, especially in our emerging and expanding businesses. To be able to grow to be a \$1B high-growth company we need to increase our revenue achievement each year. Our plan appropriately reflects the importance of revenue as we will not be able to achieve our growth objective by just cutting costs alone.

**Question:** My department is not a Revenue producing department. Why is this part of my AIP?

**Answer:** We all have a role to play in enabling the current and future commercial growth of our businesses. Our culture principal - **Achieve goals together**, means we work as one big team. While you may not have a direct impact on sales and increasing revenue, you do have an impact on helping others who do. We are all responsible for continuous improvement and helping to remove obstacles to growth. Please ask your manager or your HRBP if you are not clear on how your role plays an important role in our growth as a company.

**Question:** Where does my department's AIP budget come from?

**Answer:** The departmental AIP budget is separate from your normal compensation budget (which includes merit monies). It is created based on total overall funding achievement of AIP metrics and approved by the Compensation Committee of the Board of Directors.

**Question:** As a manager, when making the individual AIP payout recommendations for my team, do I need to stay within my departmental budget or my ELT's budget?

**Answer:** You are responsible for staying within your departmental budget. All recommendations, like last year, require ELT approval. Your ELT may adjust your budget recommendations to be less or more than your departmental budget based on the relative performance of their overall team.

**Question:** When determining the Personal Modifier, are there set percentages or percentage ranges I need to adhere to?

**Answer:** Yes, the Personal Modifier has a range of plus or minus 20% of the initial award calculation. The lowest the Personal Modifier can be is 80% and the highest is 120%. You are responsible for ensuring your application of the Personal Modifiers do not exceed your departmental budget.

**Question:** How can we tell how much achievement we have made on our goals?

**Answer:** Our financial metrics are focused key performance metrics that are communicated quarterly as part of our public reporting of financials. You can find these published reports via our Investor Relations [website](#). Our operation metric is focused on 3

quality goals that are not publicly shared. For these metrics we are working with our Quality department to provide quarterly updates.