

3rd of May 2023

Testimonial – Reference Letter

To whom it may concern:

Momentive is a premier global advanced materials company with a cutting-edge focus on silicone and specialty products. With more than 80+ years of experience in research, development, and production of silicone materials, Momentive has a historical legacy of commercial first-ever silicone processes and products. Momentive delivers technologies, solutions, and processes designed to propel our customer's products forward—products that have a profound impact on everyday life from dawn to dusk, and from living rooms to outer space. With every innovation, Momentive aims to create a more sustainable future.

Headquartered in Niskayuna, New York, United States, Momentive has 40+ locations in 20+ countries and more than 5,000 employees.

Momentive is technology and innovation focused, with 3,400 patents serving high-growth applications. The company collaborates with its customers to enable solutions that help solve their sustainability challenges, improve their operational efficiency, and reduce greenhouse gas (GHG) emissions of end products.

Mr. Michael Spanos, Managing Director of Global Sustain, has successfully delivered a keynote speech during **Momentive's 2023 Earth Day celebration**. His topic, entitled "Engagement: Key Driver for Sustainability," was extremely appropriate for the occasion given that our company is now making significant investment in employee engagement.

Mr. Spanos eloquently connected the ESG initiatives and how that positively contributes to the bottom line. All the case studies and examples he cited were very relevant to our management and our employees learned a lot about the value of such engagement from an expert. His presentation style was extremely engaging, as was apparent from the participation of our employees and management in the Q&A session.

We would like to thank Mr. Michael Spanos for taking his valuable time and interacting with our global employees across four continents.

Looking forward to more such interactions in the future.

Sincerely,

Dr. Shaibal Roy
Sustainability Strategy Leader
Momentive Performance Materials Inc. (Group)