

Grow with Solenis

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Summary

In the fiscal year 2023, Solenis demonstrated a robust commitment to employee development through **comprehensive offerings available company-wide**. Across Solenis, **95.3%** of employees successfully achieved their 5% annual learning goal through various channels, resulting in a **cumulative total of 558,285 hours spent on learning initiatives**. These initiatives spanned professional, leadership, commercial, and technology domains, with a **total investment of \$23,684,360**. Strategically allocated across these areas, these funds were dedicated to ensuring comprehensive skill enhancement and career growth opportunities for our workforce. With a workforce of 6,788 employees as of September 30, 2023, Solenis maintained an **average cost per Full-Time Equivalent (FTE) of \$3,489¹**, demonstrating our dedication to resource optimization while maximizing the impact of our investments in employee development.

Solenis Learning Culture

Two of our cultural beliefs state that ‘We only hire top talent, and we invest in employees’ professional development’ and ‘I feel valued by the company and am able to develop my whole self.’ As Solenis continues to grow, our people remain our most valuable resource. Building a **culture of learning** is not only essential for individual growth but also instrumental in driving organizational success. By investing in our people, we are better positioned to deliver innovative solutions, drive customer satisfaction, and attract top talent. This is an investment that we will continue to prioritize throughout 2024 and beyond.

Central to our approach is empowering each employee to dedicate 5% of their time to learning and development endeavors. This allocation, equivalent to approximately 2 hours per week, emphasizes our belief in the importance of personal and professional growth. By encouraging exploration, experimentation, and skill-building, we enable our team members to enhance their proficiency in their current roles while also nurturing their aspirations for long-term career advancement.

At Solenis, our commitment to fostering a culture of learning extends globally, ensuring that every member of our diverse workforce has access to comprehensive learning and development programs. We offer a diverse array of programs and resources to support individual growth trajectories. Whether through traditional coursework, self-guided study, mentorship opportunities, or innovative learning platforms, our employees have the flexibility to tailor their learning experiences to suit their unique preferences and aspirations. We recognize that learning takes many forms and are committed to providing avenues for exploration that resonate with everyone.

¹ Average cost per FTE is calculated by dividing the total investment (including hours allocated to the Learning Goal) by the number of hSolenis employees. hDiversey employees were not eligible to participate until post system integrations in FY24.

Professional Growth

Professional growth at Solenis is a cornerstone of our organizational philosophy, as reflected in our commitment to integrating professional development goals into the annual objectives of all our employees. These goals are meticulously crafted to align with the specific skills essential for their respective roles, as well as with designated leadership competencies. We understand that professional growth transcends mere job proficiency; it entails the continual enhancement of skills, knowledge, and competencies necessary for adapting to evolving industry landscapes and driving organizational success. Fostering professional growth enables our employees to remain agile, innovative, and competitive in their roles, ultimately contributing to our collective ability to deliver exceptional value to our customers, stakeholders, and the global community.

Live Training Programs

At Solenis, our diverse **live training programs** cater to various career goals, ensuring every individual thrives within our organization. As part of Solenis' annual global training initiative, **LEAD (Leadership Engagement Alignment & Development)**, includes specific sessions dedicated to empowering employees to take ownership of their career development, among other competencies and skills essential for strengthening our culture.

On Demand Offerings

Solenis provides **on-demand, self-paced digital offerings**, empowering our employees to engage in continuous learning and professional development. From interactive modules to virtual seminars, our digital offerings cater to various learning styles and preferences, ensuring flexibility and accessibility for all. To facilitate learning, every department and function has developed, and is continually developing, **Learning Journeys**. This training tool, developed by subject matter experts, aids individuals in identifying and addressing skill gaps effectively. Learning Journeys also offer an opportunity to gain insight into other functions, discover transferable skills, or explore potential career aspirations. Furthermore, our impact is tangible, with over 6,200 views of the web pages hosting Learning Journeys. The most visited Learning Journeys include Product Management and Marketing, Sustainability and Pricing, Environmental Health and Safety (EHS), and Finance. This demonstrates the significant engagement and interest among our employees in these critical areas of development.

Additionally, we enhance our learning experiences by providing our employees with access to a wide range of **business-related content** through engaging videos, curated books, and audio resources, as well as by partnering with prestigious business schools. Employees have the opportunity to gain valuable knowledge and earn certificates, enhancing their credentials and contributing to their professional growth. According to feedback from FY 2023, 94% of participants are highly likely or likely to apply what they learned to their work, and 89% recommend the experience to others. The average pre/post-program confidence level of participants increased by 40 points. This demonstrates a significant improvement in their ability to contribute effectively to their teams and the organization as a whole.

At Solenis, we provide our employees with access to a [language training platform](#), offering tailored courses to enhance language skills in multiple languages. Through interactive lessons and personalized programs, employees can refine their communication abilities to meet the demands of a globalized workforce. To complement the existing key learning offerings, Solenis offers personalized [professional coaching sessions](#). These sessions cover a range of topics including career growth, relationship building, stress management, and job performance, facilitated by experienced coaches.

We are steadfastly committed to [supporting women in their professional journeys](#). To this end, we offer two dedicated programs. The first is a transformative journey spanning several months, featuring virtual live sessions. Through these sessions, women gain the knowledge, skills, and connections essential for thriving in their careers and making significant contributions to our organization's success. Additionally, we host monthly webinars centered on professional growth topics, providing valuable insights and strategies for career advancement and leadership development. In total, these programs have reached approximately 200 women (12% of the eligible female population). Together, these initiatives exemplify our dedication to empowering women and fostering a diverse and inclusive workplace culture at Solenis.

Partnerships

We cultivate valuable **partnerships with industry-leading organizations and educational institutions** to further enrich the development opportunities available to our employees. Solenis offers various [educational assistance programs](#) globally. Recently, our collaboration with Temple University has expanded, moving beyond the MBA internship program to participate in their corporate affiliate programs. This partnership opens doors for Solenis employees to pursue various certifications or graduate degrees at Temple's esteemed Fox School of Business, enriching their professional skills and competencies. Eligible employees can benefit from scholarships, and the availability of online courses ensures accessibility to the entire global workforce. These Temple scholarships complement Solenis' existing educational assistance program, with tailored offerings for each region. This partnership represents a significant step in Solenis' commitment to fostering continuous professional development and empowering its employees worldwide.

As a company, we recognize the pivotal role of **social interactions** in fostering growth and professional advancement. We are in the process of creating a [mentoring program](#) that will pair employees with experienced mentors. These mentors will provide guidance, support, and valuable insights to help navigate career challenges and capitalize on growth opportunities. Additionally, our [Career Development Center](#) is being established as a central hub for resources, tools, and workshops. These offerings are specifically designed to enhance professional skills, clarify career goals, and facilitate advancement within our organization.

In conclusion, through our professional development initiatives, we anticipate tangible benefits such as increased productivity, cost savings from reduced turnover, revenue growth through innovation, improved employee retention, and enhanced quality of work. These outcomes not

only contribute to our financial bottom line but also bolster our competitive edge and organizational resilience over the long term. Solenis is dedicated to providing a comprehensive array of programs and initiatives aimed at supporting the growth, development, and empowerment of our employees across all aspects of their professional journeys.

Leadership Growth

At Solenis, we recognize that effective leadership is pivotal to our success. That's why we prioritize leadership growth through a range of **live cohort-based programs** designed to cultivate and empower our leaders at every stage of their journey. Whether you're an aspiring manager, a new leader navigating your first role, an experienced manager seeking to refine your skills, or a woman aspiring to break barriers in leadership, we have tailored programs to support your development. These programs create a supportive environment where employees learn invaluable skills to lead teams towards high performance. By investing in our leaders, we not only drive individual growth but also foster a culture of excellence and innovation that propels Solenis forward in the global marketplace.

LEADing the Way

Solenis continues its annual global training experience called **LEAD (Leadership Engagement Alignment & Development)**, designed to cultivate competencies and skills aimed at fostering our culture and enhancing leadership capabilities. This program extends over several months, addressing various topics including building trust, promoting team well-being, fostering inclusive leadership, honing communication skills, fostering appreciation and recognition, and driving innovation and growth. Additionally, it features live, interactive training sessions facilitated by external experts and internal leaders. Last year, an impressive number of 2,750 employees (41%) were positively impacted by this program.

A Program for Every Leader

We offer a program that serves as a **transformative journey tailored for aspiring leaders** at Solenis. This program spans several months and offers virtual live sessions meticulously designed to facilitate the mindset transition from individual contributor to effective leadership. Participants delve into crucial topics such as communication, decision-making, team dynamics, and organizational culture, equipping them with the foundational skills and perspectives necessary to thrive in leadership roles.

We are proud to introduce our new **People Manager Program** tailored for first and second-line managers seeking to elevate their leadership capabilities. Over a several-month period, participants embark on a transformative journey delving into fundamental leadership skills crucial for success in today's dynamic business landscape. From refining communication strategies to mastering effective delegation and conflict resolution, this program empowers managers to excel in their roles and drive organizational growth.

ToutchStone is another leadership program which offers a [comprehensive journey tailored for senior managers and associate directors](#) within Solenis, also spanning several months. Through a series of virtual live sessions, participants embark on an immersive exploration of key leadership principles, with a particular focus on strategy formulation, agility, and fostering a positive organizational climate. This program empowers senior leaders to navigate complex challenges, drive strategic initiatives, and cultivate environments conducive to innovation and growth. In FY23 we had 0.4% of the population participating in this program. Participation has doubled to 16% of eligible leaders in the year since initiation, and we anticipate additional leaders to take advantage of this program in FY24.

Additionally, the VP/Executive Program at Solenis, tailored for top-tier leaders, ensures inclusivity by encompassing 100% of individuals at this level. This new exclusive program provides customized learning experiences and executive coaching, refining strategic vision, bolstering decision-making capabilities, and nurturing transformational leadership skills. Through high-level discussions, strategic planning sessions, and executive networking opportunities, participants are empowered to lead the organization towards unparalleled excellence and success at the highest levels.

Enhanced Wellbeing through Coaching

In 2023, a pulse survey was offered to all Solenis employees through our “Burnout Understanding Prevention and Resilience” two-part LEAD session series to gauge the presence and effect of burnout within the company. The findings of this survey concluded that the majority of participating employees have experienced burnout within the past year but believe burnout can be reduced with the right tools. In response to these results, Solenis has partnered with Evolve to provide one-on-one coaching services to senior leaders, empowering them to maximize performance and productivity, conquer burnout, achieve work-life balance and team wellbeing and increase retention. Pearce Cucchissi, former Military Special Operations leader now coach and CEO, focuses on facilitating profound transformations across a spectrum, encompassing aligned cultures, mental resilience, and optimized performance. There will be a pilot cohort in 2024 in addition to the Evolve platform with additional resources being available to all employees.

Assessments

In our learning and development efforts at Solenis, we recognize the pivotal role of **assessments** as invaluable tools for gauging progress, identifying strengths, and pinpointing areas for improvement. Our [Leadership Competencies Framework](#) stands as a dynamic tool meticulously designed to empower leaders at every organizational tier. With 14 key competencies, this framework provides a clear roadmap for personal and professional growth, inviting all employees to engage annually and support their career development plans. Through a self-assessment process, leaders gain insights into their strengths and areas for development within each competency. Tailored descriptions offer a nuanced understanding of what these competencies entail for individual leaders, whether they are just starting their leadership journey, navigating

mid-level responsibilities, or operating at the executive level. By aligning expectations and providing actionable guidance, our framework equips leaders to thrive in their roles, drive performance, and foster a culture of excellence throughout the organization.

Leadership Program Summary

At Solenis, we prioritize leadership excellence through a comprehensive suite of tailored programs for our diverse workforce. Whether they're aspiring leaders or seasoned executives, our initiatives promote growth, development, and innovation. Through transformative journeys, immersive sessions, and executive programs, we equip our leaders with skills, insights, and networks to drive organizational success. Complementing these are self-paced trainings for continuous learning. Our leadership development focuses on essential skills to cultivate an environment aligned with our culture, fostering employee thriving. By honing these skills, leaders create conducive atmospheres for growth and productivity, enabling them to tackle challenges, seize opportunities, and drive innovation, enhancing organizational agility and resilience.

Our programs are strategically aligned with insights from engagement surveys, resulting in an impressive 4.3 overall engagement score. Additionally, it's worth noting that our voluntary turnover has decreased to 7.3% from last year's figures, resulting in an estimated cost avoidance of \$500,000², showcasing the positive impact of our initiatives. Ultimately, the measurable business benefits derived from our programs underscore its strategic importance as a catalyst for driving organizational growth, profitability, and long-term sustainability: In 2023, we trained 7% (150) of our combined leadership population across these programs and in 2024, we anticipate training over 57% (1,250), with an investment exceeding \$2 million, representing an exponential increase in our commitment to leadership development and organizational excellence.

Technical Growth

Solenis is deeply committed to the success of our commercial teams. We invest Our significant resources and training to ensure they have the latest knowledge and tools to drive sustainable solutions. Our budget for 2024 is \$756,000 for commercial team development. This investment is a testament to our belief in our teams' power to impact the world positively. We believe that our people are our greatest asset. Our success in the marketplace reflects our commercial teams' dedication, skill, and passion. We're more than just a chemical company; we're a people company committed to developing the talents and abilities of our employees.

In addition to their selling prowess, our commercial teams focus on developing solid technical skills. This dual expertise is crucial in today's complex business environment, where challenges are not just about sales figures but about delivering real-world sustainable solutions. Our team's technical acumen allows them to understand and tackle even the most daunting challenges our

² SHRM estimates the cost to replace an employee to be 0.5-2x the employee's salary, depending on seniority level. Cost avoidance is estimated here based on the count of voluntary terminations year over year at 1x the median salary.

customers face, ensuring that we provide solutions that make a tangible impact on their business.

One essential tool we use to assess and develop our commercial team's technical and commercial competencies is our TREK competency assessment and learning alignment application available in 11 languages and in all regions to all Commercial employees, encompassing almost half of the employee population (43%). This tool allows commercial employees to evaluate their current abilities and identify areas for improvement. With Trek, employees can create a personalized learning plan, focusing on the competencies most relevant to their role and the company's goals. Working with their manager, they identify focus areas for improvement and set achievable learning gaps targeted for their training and development during the year. In fiscal year 2023, 74% of eligible employees³ leveraged TREK modules (about one third of the total employee population).

This commitment to ongoing learning ensures that our employees are always equipped with the latest knowledge and skills to excel in their roles and contribute to our company's success.

Sales Growth

We believe that leadership plays a crucial role in employee development. Our managers act as coaches and guide their team members through their development journey, provide mentorship, and ensure they have access to the necessary resources and training.

Solenis is deeply committed to the success of our commercial teams. We invest significant resources and training to ensure they have the latest knowledge and tools to drive sustainable solutions. This investment is a testament to our belief in our teams' power to impact the world positively. Solenis has a robust commercial skills training curriculum targeting selling and value delivery skills to drive commercial team success.

In today's competitive business environment, having a structured sales process is not just beneficial; it's essential. At Solenis, we understand this significance and have developed a comprehensive sales methodology called Needs Discovery Selling (NDS). This approach is not just a sales strategy; it reflects our company's values, our commitment to our customers, and the unique value we provide. The NDS process centers around understanding the deeper needs of our customers, both in their business and personal spheres. Our objective is not to sell solutions for the sake of it but to uncover and emphasize the value these solutions bring to our customers. By focusing on our solutions' impact on their business, we aim to generate an unparalleled positive customer experience built on trust and compliance.

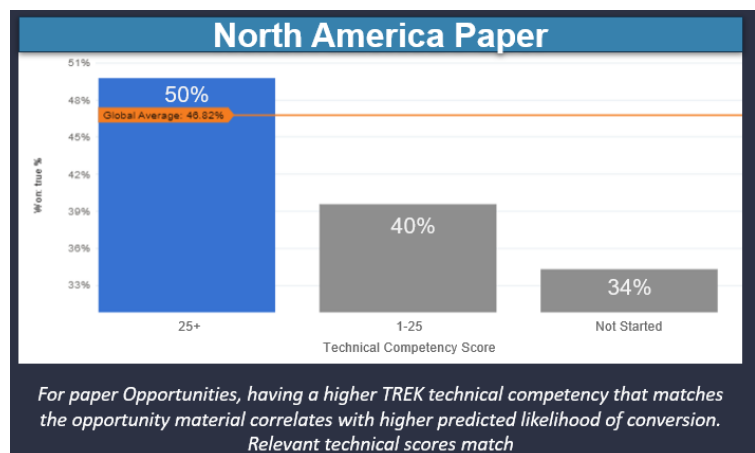
At Solenis, we believe in the power of continuous improvement, not just in our solutions but in every aspect of our customer relationships. Our Customer Value Assurance (CVA) process embodies our commitment to this principle. This approach is a testament to our dedication to

³ hDiversey employees did not receive access to this tool until FY24, so this metric represents hSolenis only.

understanding, anticipating, and addressing our customers' challenges in achieving their business goals and objectives. The Customer Value Assurance process is all about consulting with our customers to develop solutions that deliver real, measurable value. Our goal is to enhance our customers' business performance by implementing, maximizing, and measuring the impact of our Solenis value solutions. It's a collaborative effort aimed at achieving tangible improvements in their operations and results.

To support the effective implementation of the Solenis Needs Discovery Selling sales process and the Solenis Customer Value Assurance value delivery process, Solenis provides various commercial skill training opportunities. These commercial skill training sessions include virtual webinars, in-person workshops and coaching-the-coach sessions delivered to intact sales teams upon request. Participation in the sessions varies from 10 to 20 for live in-person training events, up to 50 for virtual regional training events. Commercial Training Sessions are typically conducted with teams from all Solenis divisions 3 to 4 times a year, accessible to 100% of the Commercial business.

The Solenis NDS and CVA commercial processes are also embedded into the TREK competency development program that includes self-paced on-line training resources to develop commercial skills of all commercial employees and companywide metrics are assigned and tracked that all commercial employees will complete beginner, intermediate and advanced knowledge, and skills in both of the Solenis commercial processes within their first 5 years of employment. Representatives that have competencies in selling certain materials have a higher opportunity conversion rate, contributing to about \$900 million in additional revenue from last year. For example, for paper opportunities, representatives that had a TREK technical competency that matched the opportunity material had a 10% higher conversion rate than those who have started the TREK module but haven't completed it, and 16% higher conversion rate than those who haven't started at all.



These development programs equip our sales team with the knowledge and skills to apply these commercial processes successfully. They gain proficiency in Needs Discovery Selling (NDS), covering prospecting techniques, sales call planning, opportunity strategy development, crafting winning sales proposals, and negotiation tactics. Additionally, they learn about Customer Value Assurance (CVA), including planning, conducting business reviews, and ensuring perceived value delivery. Workshops also focus on developing interpersonal skills like counseling, versatility in sales approaches, coaching for performance, persuasive presentation techniques,

and strategic negotiation planning. Overall, these trainings enhance participants' abilities to drive sales, build strong customer relationships, and achieve business growth objectives effectively.

Diversity, Equity & Inclusion

In today's evolving workplace, understanding and navigating change while fostering a culture of acceptance and accountability are paramount for any organization. At Solenis, we recognize the significance of creating an inclusive and educated workforce, and thus offer numerous opportunities for personal development, including inclusive leadership training and active allyship programs tailored for managers and leaders. Our offerings also encompass focused content designed to support the growth of our diverse workforce, along with opportunities for enhancing self-awareness, mitigating biases, and improving cross-cultural communication skills. These programs are accessible to employees through a variety of formats, including on-demand virtual training, self-paced modules, live sessions, and in-person cohorts.

Diverse Offerings for a Diverse Workforce

Within our online platform, individuals have access to a range of self-guided training modules, covering both optional and mandatory topics. Some of these courses are developed in collaboration with our Legal Team, ensuring alignment with company policies and legal guidelines. These training sessions are instrumental in promoting a workplace environment where everyone is treated with dignity and respect, and where discrimination, retaliation, and harassment are not tolerated. The content of these modules includes valuable policies and guidelines, as well as practical tips and techniques for fostering inclusivity. Topics covered include unconscious bias, with specific applications for interviews, as well as country-specific and position-specific workplace harassment prevention strategies. Additionally, our platform offers courses like inclusive leadership and DE&I agility, providing employees with the necessary skills and knowledge to promote diversity, equity, and inclusion in the workplace.

Furthermore, through partnerships with external vendors, we provide additional avenues for skill development, leadership advancement, and diversity management. These vendor offerings are available to all employees, allowing them to select competencies for further development and, in some cases, earn certifications or badges.

Our Learning Journeys platform offers a comprehensive educational exploration of DE&I, catering to individuals with varying levels of familiarity with the framework. Structured around three core pillars - Building Blocks of DE&I, Privilege and Allyship, and Exploring Bias - these journeys provide practical examples and insights to enhance understanding. Recognizing the needs of our remote employees, our offerings extend to podcasts, books, and other training modes, ensuring easy accessibility for all.

The LEAD Program, previously referenced, serves as another channel through which we reinforce our inclusive culture message. In the past year, our sessions have focused on empowering employees to actively contribute to and cultivate an inclusive workplace culture.

Additionally, we've addressed topics such as effective communication across generational and cultural boundaries, providing our diverse workforce with tools to navigate differences and foster unity. Responding to the evolving needs of our workplace and employees, we've introduced two additional sessions on managing burnout, prioritizing employee well-being and work towards enhancing overall engagement and motivation in the workplace.

Developing Diversity

As we actively strive to cultivate a workforce that reflects the diversity of our world and the communities we serve, we are committed to enhancing the development of our diverse talent pool through a range of training initiatives. One such program is WINStone, initiated by the Women's International Network of Solenis—an employee business resource group open to all employees dedicated to attracting, developing, and retaining women within our organization. WINStone provides women leaders within our company with valuable networking opportunities and leadership development experiences. By participating in WINStone, over 200 women (12% of the eligible female population) have had the chance to connect with peers, share insights, and build essential leadership competencies.

Recognizing the unique challenges faced by senior-level executives, we have also introduced the VP/Executive Women's Leadership Program. Upon completion, this program offers tailored learning experiences and executive coaching to equip participants with the skills needed for high-level leadership roles. Through strategic planning sessions, executive-level networking, and customized learning modules, participants in the VP/Executive Women's Leadership Program are empowered to drive organizational excellence and success at the highest levels. Additionally, this program fosters a sense of community and support among senior-level women employees, providing them with a platform to connect, collaborate, and thrive together.

We also provide specialized training tailored to our diverse employee population through our collaboration with McKinsey's Connected Leaders Academy, which focuses on supporting leaders from diverse backgrounds including Black, Asian, Hispanic and Latino communities. Over 50 of our racially and ethnically diverse employees from across the world have completed one of the program's three tiers of training, tailored to different career stages and aspirations, with over 70 employees enrolled in the 2024 program cohorts. These tiers include Leadership Essentials for early-career professionals or individual contributors aiming for managerial roles, Management Accelerator for mid-level managers aspiring to senior leadership positions, and Executive Leadership Programs for top-tier executives aiming for the C-suite. Participants have the opportunity to connect with peers from various industries, benefiting from McKinsey's best practice modules and expert facilitators.

Promoting Allyship

Utilizing LeanIn's extensive range of training and resources has provided us with valuable additional learning opportunities. One notable initiative launched in 2022 is the Allyship at Work Program. This program aims to empower employees to recognize their privilege and leverage their positional power, equipping them with actionable strategies to act as allies in the workplace.

The training comprises a foundational workshop supplemented by an online workbook and breakout sessions, followed by two small-group sessions for ongoing support, accountability, and continuity. By participating in this program, employee allies not only enhance their own understanding and commitment but also have the opportunity to connect with like-minded individuals dedicated to driving meaningful change.

Within our NA Consumer Solution and Pool Solutions organizations, encompassing over 400 employees (16% of participating organizations and 2.5% of the total employee population) in North America, Latin America, Africa and Europe, we initiated a DE&I Champions network. This network provides employees within these region and functional areas a specialized experience that fosters smaller group discussions, dialogues, and training sessions on pertinent inclusive workplace topics. These intimate discussions aim to create a safe environment for open dialogue, where all perspectives are welcomed and valued, particularly regarding challenging subjects. Topics covered span a wide spectrum, including cultural awareness, microaggressions, neurodiversity, multicultural and intergenerational connections, team awareness, dimensions of diversity, among others. To complement these discussions, our Talking Talent platform provides mini-learning opportunities through concise one-page articles. These articles cover various topics such as unconscious bias, personal pronouns, cultural awareness and microaggressions, offering additional resources and tools to facilitate further communication and serve as workplace reminders.

As we continue to evolve and adapt to the changing landscape of work, our dedication to diversity, equity, and inclusion remains unwavering. Through a comprehensive range of training initiatives, we aim to equip our employees with the necessary skills and knowledge to thrive in a diverse and dynamic environment. By investing in the development of our workforce and fostering a culture of acceptance and accountability, we believe we can create a healthier, more inclusive, and ultimately more successful organization for all.

Conclusion

Solenis is committed to fostering a culture of continuous learning that promotes growth at both the individual and organizational levels. By investing in our most valuable asset – our people – we not only strengthen the business but also ensure its sustainability and resilience in the long term. Our focus on professional and leadership excellence lies at the core of our approach, with tailored programs designed to nurture growth, cultivate development, and inspire innovation among our diverse workforce. Additionally, our commitment extends to ongoing technical and sales growth, ensuring employees are adept and contributing to company success. Moreover, we maintain unwavering dedication to diversity, equity, and inclusion which is evident in the range of training initiatives we offer. These programs aim to create a workplace that is not only more inclusive but also healthier and ultimately more successful for all.

The impact of our programs is demonstrated through an average 5% additional return on investment⁴ on human capital annually.

⁴ The HCROI calculation considers expenses including but not limited to LND investments, considering total operating and employee expenses in relation to total revenue. The human capital ROI in USD is as follows, inclusive of hDiversey Jul-Sep 2023: FY20 5.96, FY21 6.52, FY22 7.25, FY23 6.44 (hSolenis FY23 7.07)
