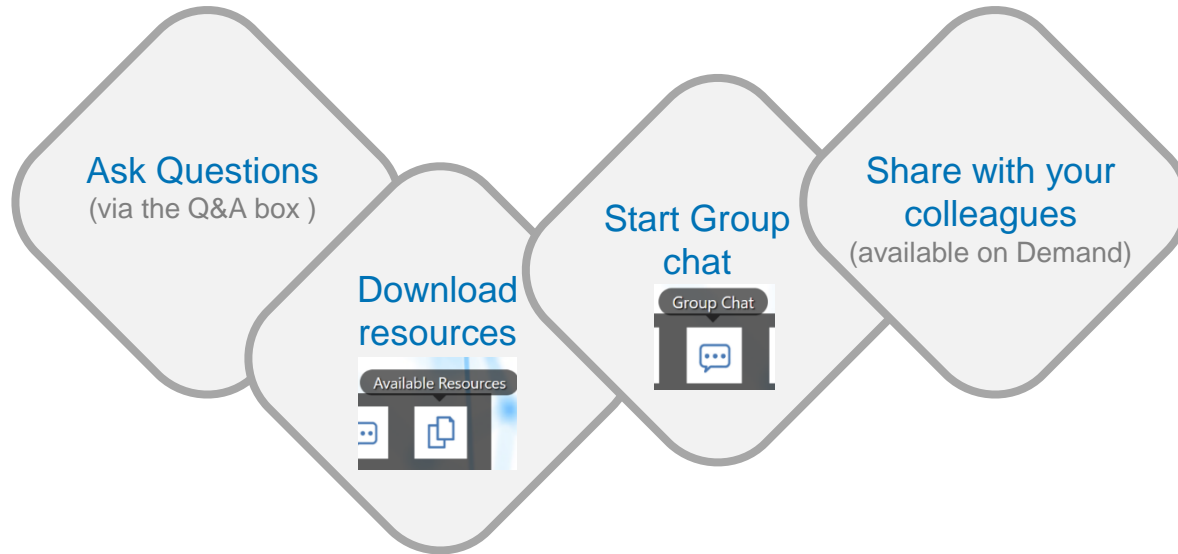


## Learning to Lead Innovation Part III: From Technology to Value Creation - a proven integrated recipe

November 09, 2021 09:00 AM ET [09:00] (New York), 03:00 PM CET [15:00] (Brussels), 10:00 PM SGT [22:00] (Singapore)



## Making the most of the webcast



Tell us about your experience to help us improve our future program



## Panelists:



**Thanos Yiagopoulos**

Chief Technology Officer  
Momentive Performance Materials, Inc.

[Bio](#)



**John Metselaar**

(Moderator)

Co-Leader Innovation & Digital Transformation Institute,  
Program Director of the European, Asian, and Gulf Innovation  
Councils, and European Chief Technology & Innovation  
Officers Council

The Conference Board

[Bio](#)



SOLUTIONS FOR A SUSTAINABLE WORLD

MOMENTIVE'S PROVEN  
INTEGRATED RECIPE:

# From Technology to Value Creation

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THANOS YIAGOPOULOS, PHD  
CHIEF TECHNOLOGY OFFICER

NOVEMBER 9, 2021

At Momentive, we **create solutions for a sustainable world.**

**Technology and innovation focused,** with 3,400 patents serving high-growth applications



**Strategic,** with a clear path forward, focused on earned growth and operational excellence

**Customer-oriented,** with a diverse customer base of over 4,000 customers in over 100 countries



**Global,** with 40+ locations, in 20+ countries, and more than 5,000 employees



**A ~\$2.3BN LEADER IN SILICONES & SPECIALTIES**



**Committed to protecting and prioritizing** the well-being of our people, customers, communities and planet

## AMERICAS 10 SITES

Waterford, NY (HQ)	Sistersville, WV	Itatiba, Brazil
Tarrytown, NY	Huntersville, NC	San Pedro Barrientos, Mexico
Texas City, TX	Charlotte, NC	
Garrett, IN	Buenos Aires, Argentina	

## EUROPE/ME 10 SITES

Abingdon, UK	Geneva, Switzerland	Istanbul, Turkey
Bolton, UK	Milan, Italy	Dubai, UAE
La Rochette, France	Termoli, Italy	
Leverkusen, Germany	Moscow, Russia	

## ASIA 24 SITES

Mumbai, India	Ho Chi Minh, Vietnam	Hwaseong, Korea
Chennai, India	Taipei, Taiwan	Jeonju, Korea
Bangalore, India	Jakarta, Indonesia	Seoul, Korea
Rayong, Thailand	Nantong, China	Ohta, Japan
Bangkok, Thailand	Hangzhou, China	Tokyo, Japan
Kuala Lumpur, Malaysia	Guangzhou, China	Kawasaki, Japan
Singapore	Shanghai, China	Nagoya, Japan
Makati, Philippines	Daejeon, Korea	Osaka, Japan

Major Manufacturing Sites in US, Germany, Japan, Korea and China.

Technical Support and Development Located Near Customers to Improve Speed and Communication.



AMERICAS 4 SITES

- Waterford, NY (HQ):** Construction Sealants, Aerospace, Pressure Sensitive Adhesives, Release Coats
- Tarrytown, NY:** Personal Care, Antifoams
- Sistersville, WV:** Rigid, Molded, Specialty PU
- Charlotte, NC:** Tire

EUROPE/MIDDLE EAST 1 SITE

- Leverkusen, Germany:** Elastomers & Hardcoats

ASIA 4 SITES

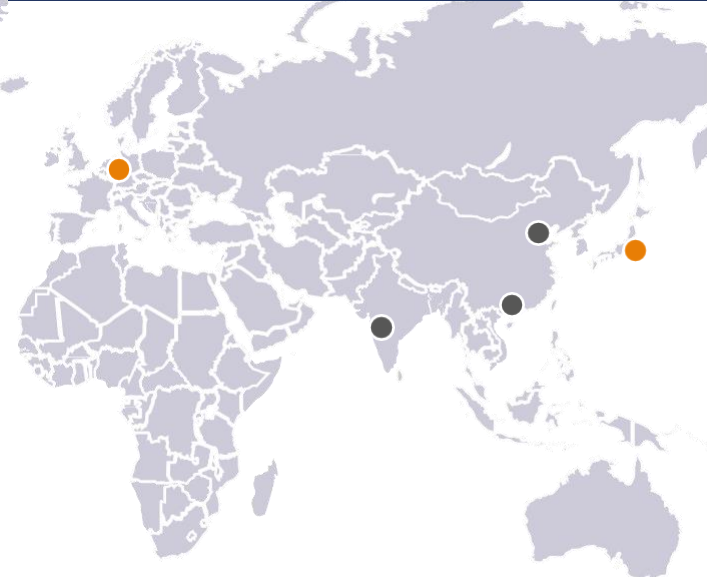
- Bangalore, India:** Corporate R&D
- Shanghai, China:** SLAB
- Seoul, Korea\*:** Electronics Optical
- Ohta, Japan:** Electronics Thermal, Adhesives, Weatherstrip Coatings

\*Sales and R&D location



Global Decentralized  
Technology Footprint

380+ Full-Time  
Employees



2.8%  
of revenue invested in  
research

KEY ● Production locations ● Sales and/or R&D locations ★ Headquarters

## Solutions for a Sustainable World

### OUR CUSTOMERS - Trend-Driven Innovation

Megatrend-Driven Ideation & Innovation

### OUR CUSTOMERS - Competitive Performance

Agile Ecosystem: Digital Capabilities & Processes

### OUR PEOPLE

People First, Collaborative, Sustainability-Centered






Section 1 - Trend-Driven Innovation

# Megatrend-Driven Ideation & Innovation



## Business

Why we are in the market




## Segmentation

What we offer



## Trend Drivers

How we are shaping the future



## Material Solutions

Solve real-time customer needs



# TRENDS GENERATING NEEDS FOR NEW SOLUTIONS

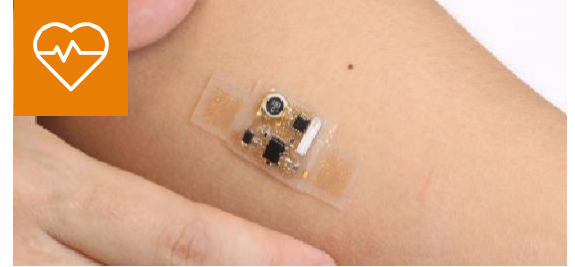
## Electrification



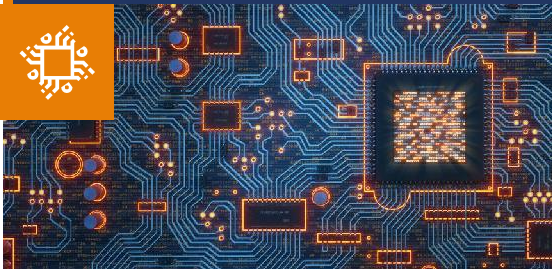
## Autonomous



## Healthy Aging



## Digitization

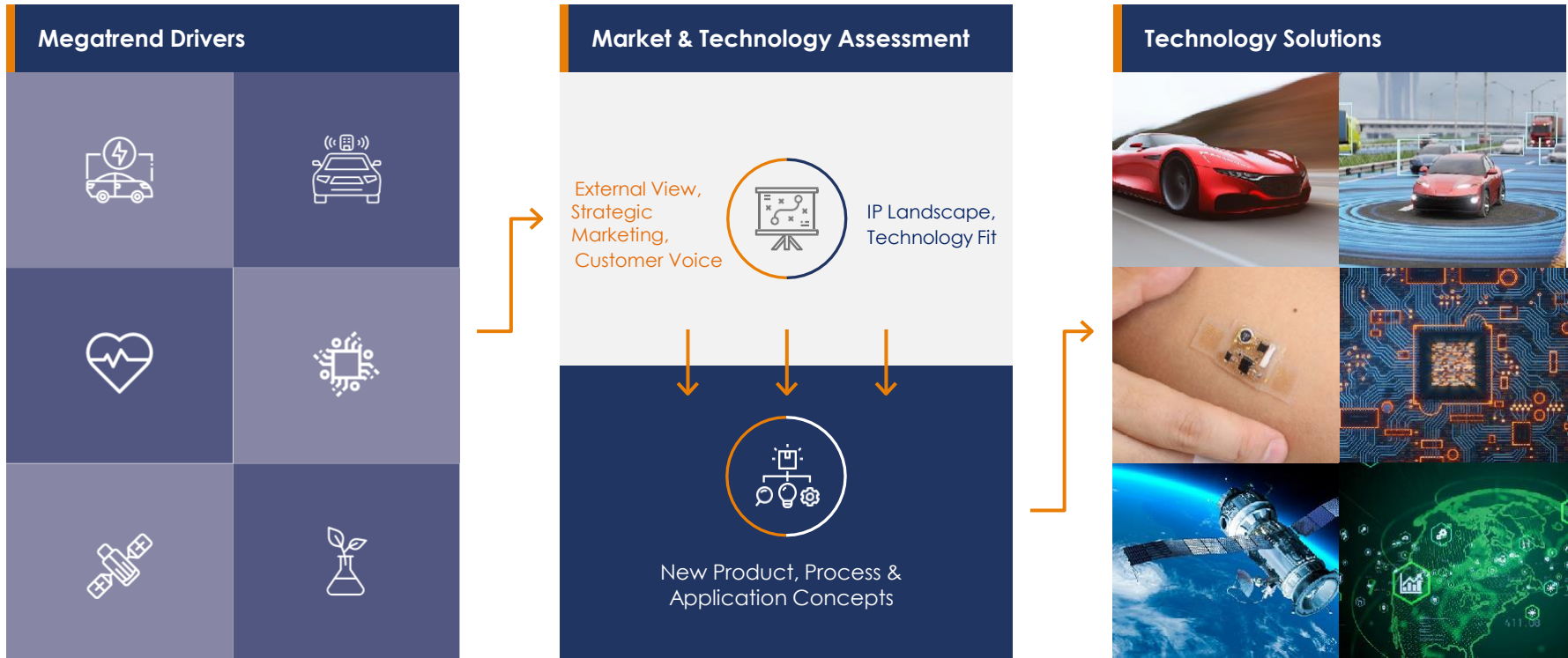


## Space Travel



## Sustainability









1

## Analyze Environment, Understand Needs, Develop Strategic Plan

Market vertical trend & unmet needs

Technology drivers & solutions



Tech Programs

Core

Adjacent

Transform

Multi-Generation Product Pipeline

2

## Develop Scenarios, Evaluate Options & Contingencies

Knowledge of Technology (How to Win)

Create New Technology/Products

Increment/Extend Existing Products/Technology

Use Existing Products/Technology

### Multi-Generation Product Pipelines

Transformational  
Horizon-3

Adjacent  
Horizon-2

Core  
Horizon-1

Existing Market Verticals We Currently Serve

Enter Adjacent Market Verticals We Do Not Serve

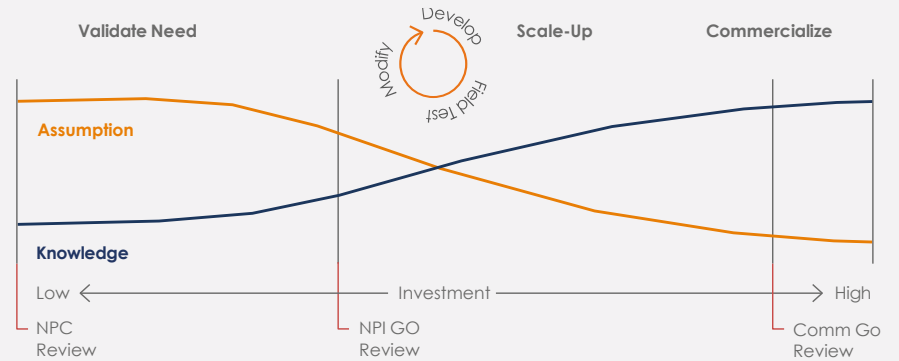
Create New Market Verticals/New Customers

Knowledge of Market Verticals (Where to Play)

## 3 Anticipate Resource Needs To Enhance Impact

	SBU Product Development	Analytical & Process Technology	Corporate R&D	CoE & IP
Core	●	●		
Adjacent	●	●	●	●
Transform			●	●

## 4 Follow Rigorous Execution, Anticipate Changes, SAY/DO



Section 2 - Competitive Performance

# Agile Ecosystem: Digital Capabilities & Processes





## Agile Toll Gate Process

- Digital Project Management Rigor

<b>Desirability</b>	Customer Need
<b>Feasibility</b>	Technical Design
<b>Viability</b>	Growth Potential



## Digital Data Platforms

- Data-Driven Decisions
- Performance Measurement



## Intellectual Property Management

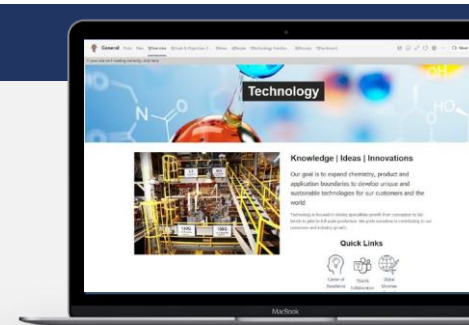
- Extract Value
- Data driving Strategy

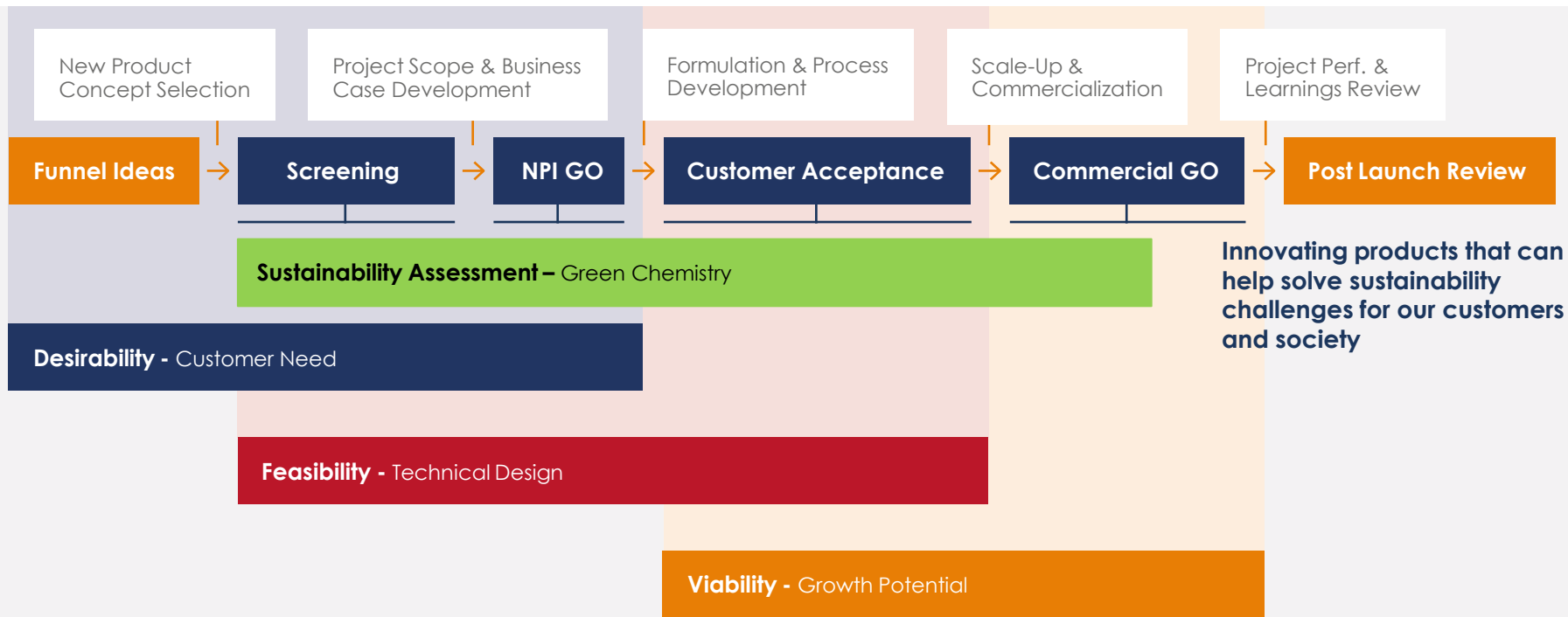


**Digitalization**

## Digital Collaboration Tools

- Communicate, Ideate & Connect





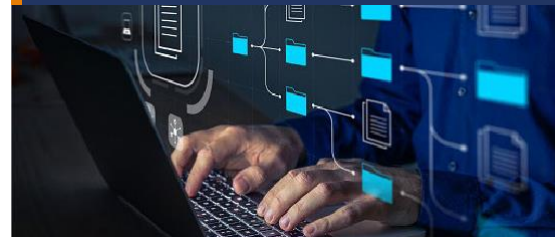
## IP Portfolio Alignment: Product to Patent



## Differentiate IP: White Space Analysis



## Making Better Strategies With the Power of Data



## Crossfunctional Discussion For Ideation & IP Creation



## Partnerships To Expand Technology & IP Frontiers



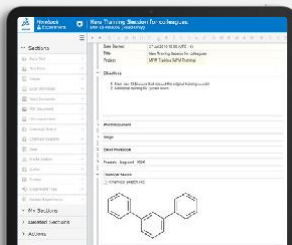
## Function-Focused IP Training



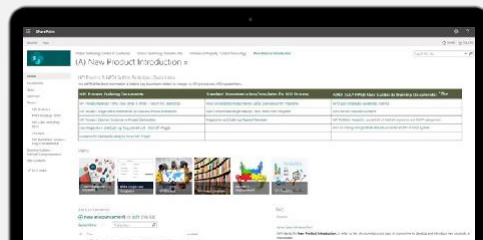
## Global Technology Channel



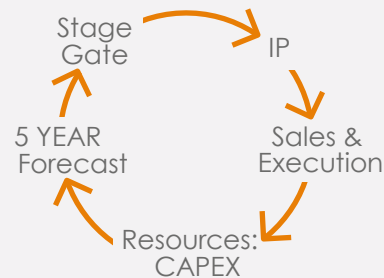
## E-Lab Notebook



## Digital NPI Process Tools



## Technology Dashboard



Section 3 - Our People

# People First, Collaborative, Sustainability-Centered



## Embrace Values & Know Yourself

- Performance Development Process
- 360° Feedback & Coaching
- Mentoring
- StrengthsFinder Assessment



## Strategic Talent Management

- Development Plans tied to Succession Plans & Career Aspirations
- Strategic Talent Pools
- Technical Career Path



A Resilient  
Technology  
Organization



## Build on Sustainability

- Green Chemistry Training
- Green Chemistry Process



## Learning & Development

- Process Training
- Technical Training
- Core Competency Training
- Hybrid learning in the "Flow of Work"



# DRIVING VALUE-BASED BEHAVIORS: NECESSARY TRAITS FOR INNOVATION, BUILDING EMPATHY & EQUITY

## Foundational Tools Driving Behaviors



Communication & Feedback



Active Listening



Coaching & Influencing



Reinforcing &  
De-Emphasizing Behaviors



Project Management



Recognizing & Reducing  
Unconscious Bias

## What We Train to Change Behavior



The Art of Influencing Others



Leading Others through Change



Motivating Behaviors



Project Management



Developing Direct Reports



Coaching for Development

## Our Applied Behaviors



Everyone Speaks Up



Failure Becomes Learning



Collaboration



Constructive &  
Progressive Atmosphere



~~Not~~ Invented HERE







# Impact

## Solution for a Sustainable World

**OUR CUSTOMERS** - Trend-Driven Innovation

Megatrend-Driven Ideation & Innovation

**OUR CUSTOMERS** - Competitive Performance

Agile Ecosystem: Digital Capabilities & Processes

**OUR PEOPLE**

People First, Collaborative, Sustainability-Centered



**Increase Technology Org. Employee Satisfaction**

**~85%**  
IN 2021

**Decrease Employee Attrition Rate**

**~2.5%**  
IN 2020  
from  
**~6%**  
IN 2016

**Increase New Products with Sustainability Impact**

**75%**  
new products by  
2025

**Increase Big Bet NPIs**

**30%**  
IN 2020  
from  
**<10%**  
IN 2016

\*Percentage of Momentive's Total Portfolio

**Increase Toll Gate Execution Rate**

**65%**  
IN 2020  
from  
**30%**  
IN 2016



Innovation is attitude,  
culture, process & people  
rather than technology.



The Conference Board



# Thank You

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