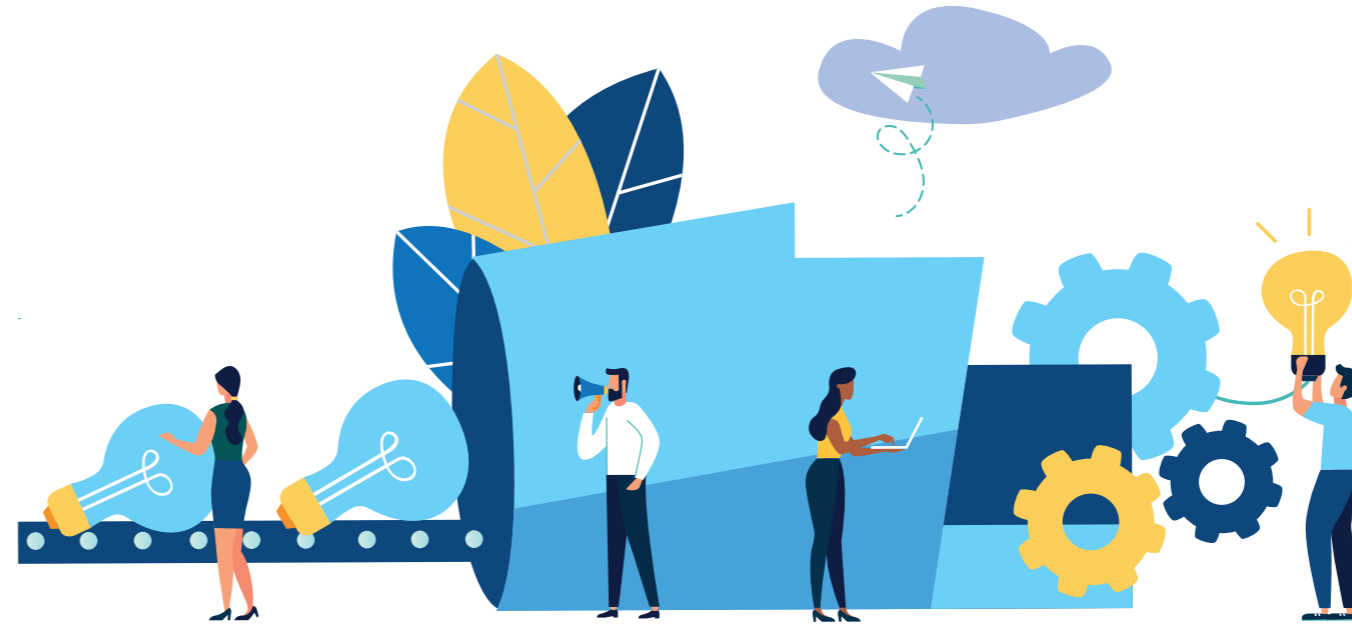


# POSITIONED FOR THE UNPRECEDENTED

## Fostering a Resilient Mindset to Enable Growth

In today's uncertain marketplace, Iron Mountain is embarking on an ambitious journey to double the size of its business. How do the company's leaders find certainty in volatility? By understanding that operational disruptions, workplace transformations, sustainability initiatives, data governance and security needn't represent hurdles to growth. Rather, when faced head-on, they can become the building blocks of modern resiliency. That understanding is hard-wired into this leading enterprise information management company, which began as a mushroom farm in upstate New York 70 years ago and has evolved into a force for global business transformation.

Here, company leaders describe how resiliency fosters growth—not only for Iron Mountain, but for their customers too.



extraordinary challenges. Companies need to move from planning for a specific outcome to planning for scenarios, forcing our teams to be prepared to quickly pivot in times of uncertainty. It also builds strategic muscle as it forces us to try to think and see around corners.

Companies and teams must go even further in co-creating with their customers and other players in their business ecosystem to address common challenges and opportunities. We're helping with that effort with our Asset Lifecycle Management business with our recent acquisition of ITRenew, which enables us to help customers at every step of the technology lifecycle - from deployment to decommissioning to remarketing to redeploying their data center and corporate IT assets, with the utmost security and data governance that we're known for. With this model, we help customers in achieving their sustainability goals, while creating greater operational efficiency and contributing to the circular economy.



**Bill Meaney**  
President and Chief Executive Officer, Iron Mountain

*Iron Mountain InSight® platform, providing them with visibility and bringing new life to billions of valued assets, including highly sensitive physical and digital data.*

*With this foundation of products and services, we now both protect our customers and help them transform their business in truly innovative ways. Our enhanced mission has fuelled our double-digit rates of growth over the last two years, in spite of the global headwinds the world's economies have encountered.*

*It is through this recent success in expanding the ways we can help our customers, as well as a 13-fold expansion in the total addressable market where we serve other enterprises, that we can commit ourselves to more than double our size over the next five years.*

*We recently celebrated our 70th anniversary as a company and a pioneer in global records and information management. Today, thanks to our organizational resilience - learned and practiced through multiple recessions and other global upheavals - today Iron Mountain is the trusted partner that companies - which includes serving more than 950 of the Fortune 1000 over decades - rely on to help build their own resilience. We do this by helping our customers protect and gain greater value through our*



**Barry Hytinen**  
EVP, Chief Financial Officer

*Our ambition is to double the size of our business. Yet at the core of our growth mindset is the desire to help our customers work more efficiently and effectively to achieve their business transformation goals. To that end, we offer them a wide variety of products and services with truly global reach to support them on their transformation journeys.*

*And to make that happen, we've committed to funding an investment plan that focuses on customer solutions, innovation, people, process*

*and technology. For example, our expansion into businesses like data centres, digital solutions and asset lifecycle management complements our core records business.*

*Altogether, we're investing in our people, processes and technologies, accelerating our growth path in line with our expanded markets. This multi-phase growth strategy will turbo-charge us towards our long-term growth ambitions.*



**Deirdre Evens**  
EVP & General Manager, Asset Lifecycle Management

*We all know that the pandemic has super-charged companies' digital transformations.*

*One example is how companies have accelerated the move from on-premises data centers to the cloud, moving from a capital to an operational expense model. These shifts have shown how businesses can build resilience for future disruption.*

*Cross-functional collaboration is perhaps the most important aspect of resilience-building and navigating*



**To learn more about Iron Mountain's strategy for organizational resilience, visit [ironmountain.com](https://ironmountain.com).**