



# INVESTING IN OUR FUTURE

LIVING BY THE HUBER PRINCIPLES  
2019 ANNUAL REPORT



# Living by the Huber Principles

## A Message from Mike Marberry, President & CEO of J.M. Huber Corporation

Four long-standing core values, the Huber Principles, guide our business decisions to ensure that Huber operates in the best interests of employees, customers, communities, the environment and the Huber family. The strategies for CP Kelco, Huber Engineered Materials and Huber Engineered Woods can be quite different at times. But these wide branches all stem from a solid base—our Principles.

Since our founding in 1883, Huber has grown into a diversified manufacturer with operations on five continents. Through all this growth, we have endeavored to be a forward-thinking Company, placing emphasis on initiatives such as diversity, equality, environmental protection and community engagement, long before such issues were even a concern for many companies. The hard work of our employees this past year represented another step in that journey.

Huber's most noteworthy accomplishments in 2019 centered on investing for the future. Throughout the year, the Company made progress on cultural initiatives and productivity, in addition to capital expenditure projects. We also made a key acquisition and placed greater focus on innovation and continuous improvement. With each successive milestone, we strengthen our unique culture in the spirit of the Huber Principles. The ability to look ahead with a patient approach can be a significant competitive advantage. It is also a means to achieve

long-term success for a multigenerational family-owned enterprise like Huber.

As a confirmation of all we have accomplished, Deloitte (a multinational accounting and professional services company) named Huber one of the Best Managed Companies in the US based in part on our 2019 performance. The National Association of Corporate Directors (NACD) New Jersey Chapter also recognized our Company with the Private Board Company of the Year Award. These awards reflect the resilience of our company culture, a rigorous approach to strategy and execution, as well as our overall financial performance.

This ninth edition of *Living by the Huber Principles* illustrates the progress we've made and the initiatives we're planting today for tomorrow and beyond. I am impressed by the hard work of Huber people at every level of the organization. Ours is a direction that holds much promise and potential.

As you read the following pages, I hope you are impressed with our 2019 achievements, and share our excitement for the future.



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# About Huber

J.M. Huber Corporation is a global organization with a focus on specialty materials that enhance the performance of thousands of products that are part of daily life. As the bedrock of our business, the Huber Principles define our company culture and align with the core values of the Huber family.

Since our founding in 1883, Huber has evolved to meet the needs of its customers, working to improve today for a better tomorrow. With \$2.2 billion in annual revenue, we are one of the largest privately held companies based in the United States.

Our unique culture draws together more than 4,300 Huber team members in over 20 countries, working to manufacture products used by millions of people and ensuring that we are a good neighbor in the nearly 50 communities where we operate.

Now in their sixth generation of ownership, starting with founder Joseph Maria Huber, our shareholders embrace their responsibility to continue the profitable growth and success of the Company, ensuring that it remains a positive force in the world for generations to come.

In recognition of these efforts, Deloitte named Huber to its inaugural list of US Best Managed Companies in 2020. Northwestern University's Kellogg Center for Family Enterprises awarded Huber the Kellogg Family Enterprise Leadership Award in 2018, which recognizes effective communications between family members and the Company, as well as the family's guidance and mentoring of younger generations. Previously, Huber received one of the most prestigious honors for a family business: the IMD Global Family Business Award for 2013.





## Huber's Portfolio of Businesses

The J.M. Huber Corporation operates as a Portfolio Management Company (PMC). This structure gives our diverse businesses the autonomy to manage their operations to serve their customers, with the benefits of being part of a large multigenerational family company.

In the PMC governance model, Huber's three largest businesses—CP Kelco, Huber Engineered Materials and Huber Engineered Woods—have their own Management Boards. This ensures that a board with deep industry-specific knowledge is there to support Huber leaders and help drive each portfolio business forward. This frees up Huber's Corporate Board to focus on overall portfolio strategy and critical resource allocation decisions. Leaders from within the Huber family of shareholders serve on all four boards.

## Industry Impact

Huber strives to be a leader in every industry we touch, and a partner to our customers in delivering the right products and services to suit their needs. Here are some of the many areas that Huber businesses serve:



- Agricultural fertilizers and adjuvants
- Beverages
- Building products
- Cosmetics
- Flame retardants
- Food
- Forest certification
- Household products
- Industrial applications
- Land management
- Mining
- Oil field drilling
- Oral care
- Paints and coatings
- Paper
- Personal care
- Pharmaceuticals
- Wire and cable





Following extensive strategy and repositioning work in 2018, CP Kelco began to lay a foundation for sustainable growth last year. Change can be uncomfortable, but the Huber Principles help us to embrace this change. The Principles serve as guardrails, channeling our efforts to prepare for the years ahead and maintaining our competitive advantage.

**Didier Viala**  
President, CP Kelco



HUBER ENGINEERED MATERIALS

In addition to influencing our day-to-day operations, the Principles help us determine cultural fit in mergers and acquisitions. Throughout the acquisition and integration of Miller Chemical & Fertilizer, the Huber Principles were our North Star, guiding our decisions as we put HEM on a trajectory towards success in the 2020s.

**Dan Krawczyk**  
President, Huber Engineered Materials



Our business has a proud history of providing innovative products, premium solutions and quality support to our customers. The Huber Principles ensure that we uphold those standards. The combination of the Principles and our employees' knowledge and abilities is a source of HEW's competitive advantage.

**Brian Carlson**  
President, Huber Engineered Woods





# Environmental, Health & Safety (EH&S) Sustainability

World-class safety and environmental performance

*At Huber, we're driving performance through a team of dedicated, resilient professionals who are all guided by this Huber Principle. Year two of our five-year Triple Bottom Line (TBL) sustainability strategy showed a deep embedding of a sustainably mindset throughout the organization. The Company continued progressing toward its 2022 commitments with successful efforts in each strategy pillar of People, Planet & Profit.*



**Don Young**  
Executive Vice President  
EHS&S

Trees for Tennessee Seedling Program.

## PEOPLE

The Company's top obligation in our sustainability strategy is to our people—ensuring we are providing a safe workplace and identifying opportunities for improved design, processes and behaviors. Eliminating exposures that lead to injuries remains a primary goal of our safety efforts across the Company. We are proud that Huber has gone more than three years without a significant process safety management (PSM) incident.

Throughout 2019, we supported technical skill development with two sessions for our Environment, Health, Safety & Sustainability

(EHS&S) professionals in Athens, Georgia, and Cologne, Germany. These included practical training in the areas of risk, root cause analysis, understanding and using data, and resource efficiency.

EHS&S employees and plant managers at the technical skills session in Cologne, Germany.



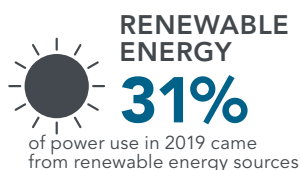
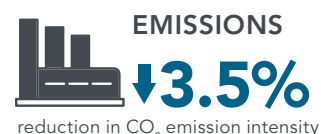
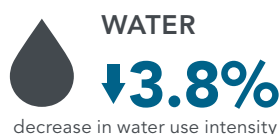
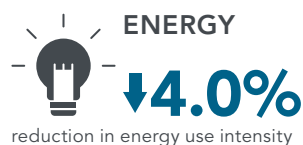
Risk reduction was evident in high-energy fire prevention efforts at HEW, where occurrence of dust- or oil-related fires is a threat. All five manufacturing plants reduced their total number of incidents compared to 2018, and there were no high-energy fires. To build on this momentum, a multi-site, cross-functional team identified best practices to prevent, detect and suppress fires. Our goal is to completely eliminate such incidents on an annual basis.

As a testament to their rigorous safety training, HEM employees at the Ground Calcium Carbonate

(GCC) facility in Marble Hill, Georgia, helped save a driver of a local trucking company after he suffered a heart issue and collapsed. Those onsite quickly called for emergency services, performed CPR and used an automated external defibrillator (AED). Their efforts successfully resuscitated the driver just as the ambulance was arriving. He was taken to a local hospital where he recovered. The care and devotion given to the driver by the Marble Hill team demonstrated the site's commitment to safety for everyone present.

## PLANET

The baseline for Huber's sustainability strategy is the Company's 2017 energy and water usage and CO<sub>2</sub> emissions, with the goal of reducing each by 10% by 2022. TBL projects across Huber enabled the Company to end the year with substantial progress across every metric:



## PROFIT

A key measure of our sustainability performance is the degree to which we incorporate TBL thinking in funding major capital projects. Each portfolio business developed five-year capital expenditure plans that include specific sustainability improvements. These plans will enable Huber to protect our people, support the communities where we operate, reduce our environmental footprint and improve the Company's economic performance. In 2019, 100% of our top 10 capital projects demonstrated quantifiable TBL attributes.

The portfolio businesses have also worked on the development and deployment of a new product sustainability scorecard. This tool enables Huber to evaluate innovative new products and intentionally include sustainability characteristics like manufacturing efficiency, product certifications and end-use considerations as part of their design. CP Kelco launched its scorecard in 2019 and will be using it for all product and process innovation initiatives in 2020 and beyond.



# Excellence

Competitive advantage through customer intimacy and operational excellence

*The Excellence Principle inspires us to strive for the best, whether it's streamlining operations, investing in our future, or challenging ourselves to develop innovative products and solutions for a wide range of industries. Our commitment to customer intimacy helps extend our competitive advantage, as does driving improvements in process engineering, quality and productivity at each portfolio business.*



**Vivek Dhir**  
Executive Vice President  
Corporate Strategy &  
Business Development

Expansion of HEW's Innovation Center in Commerce, Georgia.

Huber's overall financial results for 2019:

## \$2.2 billion

Consolidated Revenue

### INNOVATION AND CUSTOMER CENTRICITY

Innovation and customer centricity continue to be fundamental areas of focus at Huber—they help drive our competitive advantages and keep us ahead of market shifts.

The Board of each portfolio business designated an “innovation lead director” to work with the management team more closely on innovation pipeline projects and new product commercialization issues.

Huber also initiated its Innovation Leadership Forum, which includes innovation leaders from each portfolio business, intellectual property counsel and members of the Corporate Strategy & Development team. The cross-functional, cross-business forum serves as an opportunity to discuss best practices, assess innovation projects and explore new ways to leverage Huber technologies throughout the portfolio.

The Company began marketing several new products throughout 2019:



CP Kelco launched its NUTRAVA™ citrus fiber product. An innovative natural ingredient derived from the peels of citrus fruits, the ingredient helps customers to meet their clean label goals and provides structure and stability in food and non-food applications.



Huber Engineered Materials introduced a new product line of calcined aluminas that improve the safety of lithium-ion batteries used in electric vehicles.



Huber Engineered Woods began test marketing a new plywood version of ZIP System™ sheathing in the Western US to potentially expand the brand's geographic reach.

Each of Huber's portfolio businesses found new ways to reach and interact with their diverse customer base:

- CP Kelco is undertaking a commercial transformation initiative by engaging with select partners, aligning the sales team to capture growth opportunities and implementing a new customer relationship management system. The business also introduced a new brand strategy in 2019. "Unlocking Nature-Powered Success" highlights CP Kelco's nature-based ingredients and emphasizes its technical applications expertise.
- HEW began selling its accessory products through online retailer Amazon. This multi-channel sales approach is critical to leveraging HEW's specialty brands across a broad available market. Additionally, the business engaged and educated builders, architects and social media influencers with a mix of live and digital initiatives, which together reached over 3.5 million people in 2019.
- At HEM, the Ground Calcium Carbonate division conducted a Voice of Customer project to further strengthen its sales capabilities and core market intelligence.

Employees celebrate the launch of CP Kelco's new brand, which included a revamped website and tagline. The new customer-centric brand has been well-received both internally and externally.





## CAPITAL DEPLOYMENT

The company's relative financial strength in 2019 has helped it meet the challenges of the 2020 COVID-19 pandemic and subsequent global recession. Being a privately held, family-owned company with a diversified portfolio, Huber can take a long-term approach to making investments.

Across the portfolio, Huber deployed significant capital in 2019 to promote growth. The fine precipitated hydrate (FPH) expansion at HEM's Martinswerk plant in Bergheim, Germany, and multiple capital projects within CP Kelco's biogums platform show Huber's commitment to making appropriate investments in organic growth. On the inorganic growth front, HEM's acquisition and seamless integration of Miller Chemical & Fertilizer (a high-margin, low-capital intensity business focused on agricultural fertilizers and adjuvants) demonstrates Huber's appetite for creating long-term sustainable growth potential.

HEM employees from Marble Hill, Marble Falls, Texas, and Atlanta celebrate the completion of their Green Belt training together in Quincy, Illinois.



## OPERATIONAL EXCELLENCE

HEM centered its efforts on continuous improvement this year. The program is based on several proven methodologies: 5S (Sort, Set in Order, Shine, Standardize and Sustain) and Lean Six Sigma, which is a combination of Lean Management (eliminating waste using a set of standardization tools) and Six Sigma (eliminating defects and reducing variation).

CP Kelco continued its efforts to reduce working capital, and also drove operational and productivity gains in its manufacturing plants. As a result, the business hit record production volume in 2019, at lower costs than anticipated.

HEW's plants in Spring City, Tennessee, and Crystal Hill, Virginia, set records for minimizing unscheduled downtime and implemented predictive and preventative maintenance practices. The Hanley Wood *Builder* magazine annual brand use study again ranked HEW's AdvanTech® brand #1 in quality, an honor AdvanTech has won every year since 2002. The ZIP System® brand also won its fifth consecutive quality award for exterior sheathing by the Hanley Wood *Builder* magazine.



# Ethical Behavior

A company identity that we are all proud of

*Maintaining a culture that encourages honest and direct communication is at the heart of the Huber Principle of Ethical Behavior. Huber operates in more than 20 countries around the world, and our reputation depends on full compliance with applicable laws, regulations and corporate policies. By adhering to our Principles, Huber can be a financially strong company with integrity, doing right by our employees, customers and the communities in which we conduct business.*

Huber introduced PiA the Owl as a mascot for its Ethics & Compliance program. PiA's name is derived from "Principles in Action."



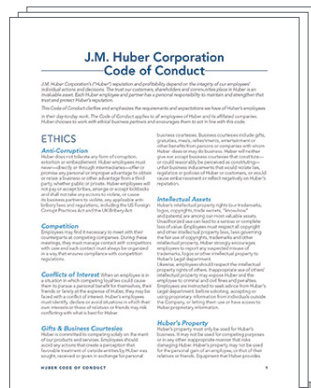
**Carol Messer**  
Executive Vice President  
& General Counsel



**John Taylor**  
Chief Ethics &  
Compliance Officer

## CODE OF CONDUCT

Huber holds itself to high standards for how it operates and strives to be a leader in the marketplace. The Huber Code of Conduct was created to articulate the Company's values and intentions for our businesses around the world, and to facilitate stronger relationships between the organization and our customers and suppliers.



The Code of Conduct is available for download on the Huber Principles page of Huber's corporate website, Huber.com.

## DUTY OF CARE

Huber added programs to better support employees where they work and during business travel. This included enhancing the global Business Travel Accident Insurance program by adding functionality that invites employees to sign up for real-time alerts of high-risk events in their travel locations. In North America, Huber continued to roll out an emergency notification network, which alerts employees by phone, text and email of high-risk incidents impacting their workplace location.

## TRAINING

Ethics & Compliance training remains the cornerstone of the program. The Ethics & Compliance Council works closely with Huber's Supply Chain and Commercial teams regarding International Commercial Terms and Global Trade Compliance regulations.

The Council provided both online and in-person training to employees in key areas on topics

including business ethics, antitrust, antibribery, conflicts of interest, harassment prevention, sexual harassment prevention and data privacy.

Huber sells products into more than 110 nations, requiring intimate knowledge of country-specific global trade regulations. In CP Kelco, for example, Commercial teams and distributor partners receive yearly trade compliance training. CP Kelco's Trade Development Group provides direct Commercial team support to help ensure that the business can grow while remaining compliant with import and export regulations.

By being a more knowledgeable global trader, CP Kelco can better position itself to solve customers' issues quickly while ensuring compliance with country regulations. The business is also able to leverage such complex trade regulations as duty drawback programs to improve the cost efficiency of its global supply chain.

## MONITORING AND IMPROVEMENT

Huber takes a proactive approach to monitoring and assessing the impact of new laws on our ability to operate in markets around the world. To address the complexities of the global regulatory environment, the Company has:

- the appropriate organizational structures for each jurisdiction, including applicable employee certifications and licenses;
- a method to review relevant changes to laws and regulations impacting the organization;
- documented business processes; and
- timely transaction visibility and reporting.

Employees are encouraged to share their ideas and concerns openly by providing input through



The 2019 Cross-Functional Skill Development conference helped 40 Huber colleagues develop effective negotiation strategies.

the Annual Ethics Questionnaire and directly through HR or Legal channels. Huber's Employee Engagement Survey 2019 offered an additional way for employees to submit feedback on ethics within the Company. We also maintain our global Ethics Line, administered to allow for reporting of any concerns via phone or email 24 hours a day, seven days a week.

## INCIDENT RESPONSE

The Huber Incident Response Management Council was created to facilitate a systematic, team-based approach to addressing high-impact events that could adversely affect the Company. The Council is a cross-functional team representing all Huber businesses. This framework enables global collaboration and local execution.

Huber's approach to incident response includes the study of real-world situations and lessons learned from other companies that were successful—and unsuccessful—in addressing them. The framework of the program is also used during the due diligence process to evaluate potential acquisitions.

This rigorous approach to preparation and flexibility in assembling diverse, global incident response teams enabled Huber to respond quickly to the COVID-19 pandemic starting in January 2020.

# Respect for People

Great place to work for honesty, respect, teamwork and recognition

*The Principle of Respect for People encourages us to sustain a great culture, embrace diversity and inclusion, care for the needs of our employees and their families, and provide meaningful work and development opportunities. In 2019, Huber embarked on several endeavors that demonstrate our determination to improve today for a better tomorrow—for our people as well as our customers.*



**Lily Prost**  
Executive Vice President  
& Chief HR Officer

Employees across the Company participated in Unconscious Bias Training.

## TAKING CARE OF OUR EMPLOYEES

Huber introduced its first benefits plans in the 1940s, including retirement and profit-sharing, at a time when such programs were rare in the United States. More benefits soon followed, including life insurance, paid holidays and sick leave, hospitalization coverage and more. The Company endeavors to provide a total rewards program that not only takes care of the needs of employees, but also reflects the Company's family-friendly philosophy.

In 2019, Huber embarked on a global benchmarking study to measure the strength of its benefits programs and their relative value to employees as compared to each marketplace where Huber operates globally. The study covered 82% of Huber's employees and evaluated benefits programs in five major countries.

In the US, the study confirmed that Huber's benefit offerings are aligned with the market. Further, in terms of supporting retirement planning for our employees, Huber has a best-in-class 401(k) retirement program. The Company has also enriched other benefits, including additional medical/dental options, new coverage for hearing aids and a

## Global Benefits Philosophy Statement

- Deliver benefit programs that reflect the Huber Principles and our company culture of rewarding employees.
- Strive to provide a total rewards package which is at or above market in countries where we do business and have a sizable presence.
- Invest in employee wellbeing by delivering core and differentiated benefits programs that achieve sustained value for the organization.
- Offer highly competitive benefits programs as another way to recognize that retaining and respecting our employees is key to the Company's long-term success.



medical consultation service that is available 24 hours a day, seven days a week via phone call, video or mobile app.

In Brazil, China, Denmark and Germany, where benefits provided by the government play a large part in employees' health and wellness, the benchmark study showed that Huber followed all statutory requirements and is mostly aligned with the market trends in areas where supplemental offerings are prevalent. The priority is to strengthen the supplemental benefits that are valued most by our employees in these countries.

Going forward, the Company will evaluate market trends periodically to ensure it remains competitive in attracting and retaining talent.

## DEVELOPING TALENT

Huber invested heavily in several programs to increase employees' skills and prepare them to meet future talent needs within the organization. CP Kelco, for example, welcomed a new group of employees who successfully completed the Global Graduate Program. Participants in the program

start their journey with CP Kelco with a fast-track on-the-job training and learning curriculum. During a two-year period, graduates travel to a number of CP Kelco locations and acquire a wide range of hands-on, practical experience as well as project management skills—all while meeting and working with teams in a variety of disciplines.

The portfolio businesses sponsored additional initiatives such as the Leadership Accelerator Program that Huber Engineered Materials created in partnership with the University of Georgia's Executive MBA faculty, and the ongoing leadership training that Huber Engineered Woods offers through the University of North Carolina at Chapel Hill.

At the Huber enterprise level, the Core Leadership Development Program (CLDP) is designed to strengthen Huber's internal leadership pipeline. A second cohort of 30 Huber leaders began the CLDP program in 2019, with a week-long summit that included a world-class curriculum focused on innovation, which is a top priority for Huber's growth.



Participants of the 2019 HEM Leadership Accelerator Program in Atlanta.

Employees across the organization also have access to online learning and development resources to proactively build and expand their skills and abilities.

All of these programs are designed to develop people with different skills and backgrounds that encourage a diversity of thought and teamwork

at Huber. As demonstrated by this array of talent management programs, Huber's commitment to continuous improvement includes our own personal commitments to development—putting our Respect for People Principle into action.

## WORKING AT HUBER

Huber has a relatively low level of voluntary turnover, while organic growth and the Miller acquisition brought many new faces to the Company:



**4,334**

Total number of  
Huber employees

*(workforce on December 31, 2019)*



**11.7**

Average years of service  
for Huber Employees



**5.5%**

Voluntary annual employee turnover  
rate at Huber, including retirement

*(average global voluntary turnover is 9.9% based  
on 2018 Mercer Workforce Turnover Survey;  
automatically excludes temporary employees)*



**37%**

Percentage of employees  
who have been with Huber  
for less than 5 years



**496**

New employees hired in 2019

*(includes all Miller employees acquired and  
hired April 1–December 31, 2019)*

# Our Sustainability Journey

## The next phase of our goal to truly excel at the Huber Principles

Critical business decisions at Huber balance People, Planet & Profit considerations. That's at the heart of Huber's Sustainability strategy, which centers on this Triple Bottom Line philosophy. Here are some examples of how Huber teams across the enterprise are working to reduce the Company's environmental impact:

CP Kelco received a Certificate of Recognition from the Port of San Diego's Green

Business Network for its commitment to sustainable operations and the environmental protection of San Diego Bay. CP Kelco's California plant team participated in environmentally focused activities throughout 2019 to reduce waste and ramp up recycling efforts.



Huber was a finalist for the inaugural IMD-Pictet Sustainability in Family Business

Award. Don Young, Huber's Executive Vice President of EHS&S, and Molly Heaney, a

fifth-generation member of the Huber family, Huber Corporate

Board member and chair of the

EHS&S Board committee, made the

trip to Switzerland to serve as panelists in the "Family Business: A Voice for Change in Sustainability" forum.



The Danish TV show *Klima Klar* (Climate

Ready) did a feature on

CP Kelco's plant in Lille Skensved,

Denmark, and its award-winning partnership

with VEKS, a local utility, to supply excess heat from the plant for use in local homes.

The arrangement also helps VEKS reduce the amount of fuel needed to generate electricity and heat.



When HEW restarted

its Spring City,

Tennessee, plant in

2018, the site resumed

its support of the Trees for

Tennessee Seedling Program,

which aims to increase the pine

population in the state by partnering with

landowners to plant 325,000 seedlings during the

2019-2020 season.




HEW's plant in Crystal Hill, Virginia, marked

11 years without an environmental permit


exceedance, a reflection of its outstanding focus

on environmental management practices.





In partnership with local teams at our manufacturing sites, Huber's EHS&S professionals conducted energy treasure hunts at CP Kelco's plant in Limeira, Brazil; HEW's Crystal Hill, Virginia, and Easton, Maine, facilities; and HEM's site in Bauxite, Arkansas. These activities will aid each plant in reducing its energy usage and, collectively, help Huber make progress toward its sustainability goals.



HEW's mill in Broken Bow, Oklahoma, reduced energy consumption by installing LED lights and developing a process for optimizing the air-to-gas ratio on the regenerative thermal oxidizers on a routine basis. The leadership team also performed several 5S (Sort, Set in Order, Shine, Standardize, Sustain) walks throughout the facility, resulting in multiple improvement opportunities. The plant received Outstanding EHS&S Performance awards in 2018 and 2019.



The HEM ground calcium carbonate mine in Marble Hill, Georgia, uses carefully placed charges to create access and help remove stone in new areas of the mine. Switching from packaged to bulk explosives reduced waste without compromising safety by eliminating the need to dispose of packaging material while providing more than \$50,000 in annual cost savings.



Miller Chemical & Fertilizer, LLC, acquired by Huber in April

2019, partnered with its principal supplier in South Africa to sponsor the Integrated Pest and Disease Management Workshops of Citrus Research International. The workshops helped South Africa's citrus growers find sustainable solutions to various challenges facing the industry.



CP Kelco's plant in Limeira, Brazil, received first place in the "Large Companies" category from the São Paulo State Industries Center (CIESP) at their annual Environmental Award celebration in April. CP Kelco's winning project—*CPrepara para o Futuro*—featured employees from the Limeira plant partnering with a nearby school to teach local children about sustainability. Limeira also won a 2019 Outstanding EHS&S Performance award.



# I Belong at Huber®

## Fostering an inclusive culture

Diversity & Inclusion (D&I) are vital to Huber's culture, which is committed to valuing people from different backgrounds, beliefs and abilities. Huber's commitment to equality is evident throughout its history. In the 1920s, for example, the Company integrated its workforce at a time when racial segregation was still the norm throughout large parts of the United States. At the same time, Huber implemented identical pay scales for black and white employees.

Throughout 2019, the focus of the D&I initiative—I Belong at Huber—built upon on this legacy of fostering a work environment that invites diversity and enables employees to feel included and represented. Collectively, we continue to grow from the firm foundation of the Respect for People Principle as we gain momentum on our D&I journey.

Following the framework of Workforce, Workplace and Marketplace, Huber established D&I goals at the location, portfolio business and enterprise levels.

### WORKFORCE

Huber maintained a thoughtful approach to growing a diverse employee population that reflects the labor pool in the communities where Huber operates. The Company established a governance structure to effectively manage D&I programs globally.

The Huber family appreciates the importance of D&I and wants their company to be a diverse and welcoming place. Sponsorship within the Company comes from the top—the Huber Board of Directors and each portfolio business Management Board have goals related to D&I. The board members provide guidance and support to ensure that the efforts of the D&I governing body are consistent with Huber's objectives and reflect the values of the Huber family shareholders.

All of Huber's portfolio businesses achieved the goals set for 2019 related to hiring, developing, promoting and retaining women along with other underrepresented populations.

### WORKPLACE

The primary focus of the Workplace pillar in 2019 was on inclusion. Huber formally launched its Employee Resource Groups (ERGs), which offer opportunities for colleagues to connect based on shared experiences. The Young Professionals at Huber, an ERG based in Atlanta, Georgia, formed several committees aimed at improving the experience for younger employees in everything from technology to mentorship opportunities.

In Atlanta, employees as well as summer interns had an opportunity to take Disrupting Everyday Bias training.





CP Kelco President Didier Viala and Sophie Moyal, CP Kelco's Senior Vice President of Global Human Resources (center), celebrate the Innovation in D&I win at the FiE award ceremony.

Throughout the year, employees celebrated events such as International Women's Day (IWD) to honor the achievements of female role models. The Huber Engineered Woods office in Charlotte, North Carolina, for example, held an IWD lunch featuring cuisines from across the globe and a discussion on how to forge a more gender-balanced world, starting in the HEW office. As part of the day's activities, those in attendance crafted their own "Balance for Better" pledge on a piece of paper. Displayed as a collage on the wall, the pledges represented a collective commitment to promote gender equality in the workplace.

## MARKETPLACE

At the Corporate and portfolio business level, Huber made progress on its objectives to strengthen the Company's long-term viability in an evolving talent marketplace:

- CP Kelco received the Innovation in Diversity & Inclusion award at the 2019 Food Ingredients Europe (FiE) tradeshow in Paris, France. The honor recognizes an organization for creating a work environment that offers equal opportunities for all employees regardless of their gender, race, religious background, sexual orientation, and physical or mental ability, while demonstrating the positive impact this has on innovation.

- Huber introduced Disrupting Everyday Bias training to employees at multiple levels of the organization. The purpose of this training was to shed light on people's natural prejudices and teach ways to recognize and mitigate these judgements to become more inclusive in interactions with others.
- The Corporate Board of Directors, portfolio business Management Boards and many Huber family members also received this training and actively engaged in discussions about what Diversity & Inclusion means to them.
- Huber President & CEO Mike Marberry participated in The CEO Action for Diversity & Inclusion™ program, where he discussed Huber's progress and shared best practices.
- Huber's Employee Engagement Survey 2019 included questions related to employees' experiences working in the Company. Looking forward, Huber will develop location-specific action plans to further strengthen an inclusive work environment.

While diversity metrics are necessary because they hold Huber accountable for making progress, our emphasis on nurturing an inclusive workplace, sustaining a positive culture and creating an engaged workforce will ultimately drive high performance. In 2019, Huber took significant steps forward in its D&I journey, and we will continue to embed these values into our business practices and Company culture.





# Huber Helps<sup>®</sup>

## Making a difference in local communities

Huber's approach to community engagement encourages employees to support important local initiatives where our people work and live. With efforts concentrated into four key areas—Education & Wellness, Affordable Housing, Environment and Humanitarian/Disaster Relief—the Huber Helps program dedicates funding and volunteer hours to making the world a better, more equal place for all.

Throughout 2019, Huber Helps provided \$1.8 million and many volunteer hours to worthy causes, representing both corporate and portfolio business efforts. This includes nearly \$390,000 donated through the Huber Family Nickel-A-Share Program, in which shareholders can direct a \$0.05 per share corporate donation to charities of their choice.

Huber employees participated in their local communities in all four of the Huber Helps areas of focus:

### EDUCATION & WELLNESS

Zanea Seaweed Co. Ltd., CP Kelco's seaweed farming site in Zanzibar, Tanzania, started an after-school information computer technology (ICT) program. The program teaches local school students basic skills for operating computers, navigating the internet and using select Microsoft applications.

Huber Engineered Woods partnered with Project Scientist™, a summer science, technology, engineering and mathematics (STEM) camp for girls, hosting more than 50 young women in their office in Charlotte, North Carolina. The participants received hands-on experience with HEW products and learned about how they are used in residential and commercial construction projects.

As part of the University of Maine's Forestry Camp, a weeklong event filled with hands-on experience in forestry and wildlife management practices for first-year college students, Huber Resources Corp (HRC) hosted about 30 students for a day in a forest tract near Old Town, Maine. The students split into four groups and headed to different stations in the woods, where a member of the HRC team would discuss an aspect about their role as a forester.

About 146 local school students participated in the ICT program coordinated by Zanea Seaweed Co. Ltd. to learn basic computer skills.





Corporate employees at the Habitat build in Livingston, New Jersey. The house uses HEW's ZIP System® sheathing and meets LEED Silver standards, which lowers energy costs and environmental impact.

## AFFORDABLE HOUSING

Huber's strategic partnership with Habitat for Humanity International (Habitat) is the signature initiative to support affordable housing within the Huber Helps program. The partnership includes an annual \$250,000 cash donation, as well as a pledge to provide \$250,000 worth of HEW products.

As part of this effort, Huber helped sponsor the 36<sup>th</sup> annual Jimmy and Rosalynn Carter Work Project. Employees from HEW's plant in Spring City, Tennessee, assisted with building 20 houses in five days.

Habitat of Greater Newark honored Huber with a Golden Hammer Award to recognize the Company's contribution of both funding and HEW building materials. Work on the third Huber House, located in Livingston, New Jersey, began in January 2020.

HEW also donated products and time to help build nine "tiny houses" and a community center in partnership with Building Hope Communities, an organization dedicated to building homes for those in need. The houses and community center will be used by Wellspring Living, a non-profit based in Atlanta, Georgia, that is dedicated to rescuing and preventing the sexual exploitation of women.

These two Spring City employees joined other Huber colleagues from Tennessee and employees from Atlanta and Charlotte to take part in Habitat for Humanity's Carter Work Project.







University of Maine students break for lunch after a lesson on fish habitats as part their day with Huber Resources Corp.

## HUMANITARIAN/DISASTER RELIEF

In partnership with manufacturing neighbors ADM and Gardner Denver, 48 Huber Engineered Materials employees in Quincy, Illinois, participated in The Pack Shack's annual Feed the Funnel event in July. The Pack Shack is a non-profit organization that works to fight hunger and ensure people in need have healthy, easy-to-prepare meals. Local food banks received a total of 50,584 donated meals thanks to volunteers.

A firefighter may not have dry, clean clothes to put on after completing a mission. Providing them an alternative to their wet, smoky gear, employees at CP Kelco's plant in Grossenbrode, Germany, purchased 50 tracksuits—one for each member of the local fire brigade. Featuring the slogan "Partner of the Fire Brigade" along with the CP Kelco logo, the sweatshirts and pants have become part of the fire brigade's onboard equipment.

Grossenbrode's Plant Manager (center) gives tracksuits to members of the fire brigade. The brigade member on the left is also an Operator at the Grossenbrode plant.

## ENVIRONMENT

More than 50 employees and family members of CP Kelco in San Diego, California, took part in the 29<sup>th</sup> Annual Operation Clean Sweep, an event hosted by the San Diego Port Tenants Association that encourages residents to participate in cleaning the San Diego Bay and shoreline. Participants were tasked with beautifying the landscape adjacent to the CP Kelco plant, which included removing trash, pulling weeds and trimming trees.





## IMPACT YOUR COMMUNITY FUNDING

The goal of the Impact Your Community funding is to support projects that provide a lasting effect when smaller contributions may not be able to do so. During the first quarter, Huber Helps received 17 requests for program funding from employees around the world and distributed a total of \$205,000 to the following five organizations:

# 17

FUNDING REQUESTS

# 5

ORGANIZATIONS SELECTED

# \$205,000

DISTRIBUTED



Marble Falls, Texas

**Helping Center of Marble Falls** (Marble Falls, Texas) — a new loading dock at their distribution center for food that is vital to support families under duress.



Shanghai, China

**Holly Creek School District** (Broken Bow, Oklahoma) — a playground refurbishment project to provide a recreational area for children and the community as a whole.

**Shanghai Young Bakers Project** (Shanghai, China) — 2019/2020 educational program for underprivileged young adults to develop career skills in the hospitality industry.



Okmulgee, Oklahoma

**Musicians for Education** (San Diego, California) — 2019 Dream Team Project for young mothers at risk.

**Okmulgee School District** (Okmulgee, Oklahoma) — a SmartLab® Program for the middle school to help students develop skills in the fields of Science and Technology.

Another request for applications was extended to employees in the third quarter, and 22 applications were received. Of these, seven were selected for funding in early 2020.

# Fun and Festivities for 15<sup>th</sup> Anniversary

## CP Kelco celebrates milestone and looks to the future



Huber's history is full of various acquisitions and divestitures.

This activity enabled Huber to grow from a manufacturer of printing ink to a diversified, global company operating in

industries ranging from concrete to chocolate milk.

On September 30, 2019, Huber marked the 15<sup>th</sup> anniversary of its largest acquisition of all: CP Kelco.

To mark the occasion, CP Kelco employees hosted parties in plants and offices around the world. As part of a global campaign, more than 200 people sent in photos of themselves, or "selfies," which were posted on Huber's intranet site and used in a video commemorating the day.

At CP Kelco's headquarters in Atlanta, Georgia, employees gathered for a celebratory lunch. CP Kelco President Didier Viala and Huber President & CEO Mike Marberry shared their thoughts on how far the business has come over the past 15 years and

their optimism for the future. The two leaders also took part in a fun video in which they dressed up as consumer products that use CP Kelco ingredients. Several other employees who had served on the initial Huber-CP Kelco integration team recounted their experiences in the two organizations.

The CP Kelco business traces its history back to the 1929 founding of the Kelco Company in San Diego, California, and the launch of Copenhagen Pectin in 1934 in Denmark. CP Kelco was formed by the merger of the two organizations in 2000 and was subsequently acquired by Huber in 2004.

The CP Kelco acquisition was a bold and transformative investment, expanding Huber's global reach and strengthening its focus on specialty products. CP Kelco also helped Huber diversify into new end markets and help meet changing consumer tastes, like greater usage of natural ingredients in food and beverage products.



Didier Viala and Mike Marberry dressed up as the event's "sponsors" in the video put together to mark the day. CP Kelco employees in Shanghai (top right) and San Diego (bottom right) had fun taking part in the global selfie campaign.

# Down on the Farm

## Huber gains a foothold in agricultural markets

It was a chilly spring morning on April 1, 2019, in Hanover, Pennsylvania, but Huber offered a warm welcome to the more than 80 employees of Miller Chemical & Fertilizer, LLC. The newly acquired organization serves as the foundation for Specialty Agriculture Solutions, a new business segment within Huber Engineered Materials.

### A HISTORY OF SUSTAINABLE PRODUCTS

From its headquarters and manufacturing operations in Hanover, Miller serves customers in nearly 90 countries. Founded in 1937, Miller has a long history of developing branded specialty crop protection adjuvants, additives, soluble fertilizers and biostimulants for the global agricultural industry, with a focus on fruits, nuts and vegetables. In addition to improving crop productivity, Miller products also reduce the environmental impact of farming.

Enabling crop protection materials and nutrients to adhere better to plants, these products reduce the need for reapplication and overfertilization. This, in turn, lowers the release of active ingredients into the underground water table. Miller's nutritional products replace depleted nutrients in the soil while their soluble fertilizers maximize efficacy in water-efficient drip irrigation systems.

As part of the welcome celebration, Miller employees received hats with an updated version of the Miller logo, which includes "A Huber Company."

### INTEGRATING THE MILLER TEAM

Most members of the Miller team have spent their careers in the agricultural industry. Trained agronomists and distributors market and sell Miller's products. The highly technical sales process and a loyal customer base give the business a unique competitive edge.

HEM's goal is to grow Miller's business through continued investment in innovation and brand awareness. The integration efforts completed in 2019 involved increasing sales staffing in critical market regions.

Culturally, Miller's core values align with the Huber Principles. To help give our new employees a better understanding of how they fit into the Huber organization and build on these shared values, HEM hosted Miller's 2019 domestic and international sales meetings at its headquarters in Atlanta, Georgia. These comprehensive and intentional integration efforts reflect HEM's Vision of being "Better Together" in action.





# “Tell Us How We’re Doing!”

## Employees offer feedback in engagement survey

*What is it like to work at Huber? Do you feel you have the tools needed to do your job? Are you excited about your long-term prospects with the Company?*

Around the world, our workforce answered these questions and more as part of Huber’s Employee Engagement Survey 2019. The survey provided an opportunity for employees to make their voices heard on everything from their respective jobs to the state of the Company as a whole. Offered in six languages, the survey spanned more than 60 questions across 16 categories, including enhanced sections for Diversity & Inclusion and “intent to stay,” indicating whether an employee would consider leaving for another employer.

An independent global consulting firm administered the survey to ensure confidentiality. Huber’s overall response rate of 93.5% was outstanding, and far exceeded the consulting firm’s norm for global high-performing companies.

The results show that Huber’s workforce is highly engaged, once again confirming that our positive culture is an important factor that drives employee retention. Not only have we made improvements in many areas since our last survey in 2016, we exceeded the global norm for industrial manufacturing companies in every category.

Huber also benchmarked favorably in several areas when compared to the norm for global high-performing companies regardless of industry,

especially in the categories of Empowerment, Customer Focus and Recognition & Rewards.

As a global company with people from a diverse range of countries and backgrounds, the 2019 survey provided valuable insights and ways to sustain a positive workplace. Input from prior employee surveys over the past decade have inspired numerous ideas for improving our company culture, including the Mike Huber Awards and the Huber Helps community engagement program. Similarly, the 2019 results will provide insights into areas where additional enhancements can help strengthen Huber in the future. This high level of engagement and positive culture also provided a solid foundation to confront the COVID-19 pandemic and other challenges of 2020 and beyond.

In the spirit of continuous improvement, we aim to take what we’ve learned from the survey and use it to strengthen our culture. Portfolio business and functional leaders throughout the Company are analyzing the 2019 results and developing action plans with the goal of making Huber an even better place to work, where all employees feel both engaged and a sense of belonging.



# Outstanding EHS&S Performance

## Demonstrating People, Planet & Profit at the plant level

Five Huber manufacturing sites achieved outstanding performance in Environment, Health, Safety & Sustainability (EHS&S) in 2019. The awards recognize plants and facilities that demonstrated a strong commitment to achieving success through continuous learning and improvement. By applying best practices in reducing Huber's environmental footprint, reducing safety risks, instilling a positive employee safety culture and embedding Triple Bottom Line (TBL) practices into running a successful plant, these EHS&S award-winning locations clearly exemplify what it means to achieve world-class performance.

### BROKEN BOW, OKLAHOMA — HUBER ENGINEERED WOODS

The 160 employees at HEW's largest continuous-press plant manufacture ZIP System® roof and wall sheathing and AdvanTech® subflooring. After winning an Outstanding EHS&S Award in 2018, they took steps in 2019 to further improve their performance. The Occupational Safety and Health Administration (OSHA) recognized the site as a "Super Star among Stars." In addition, they achieved Huber's first-ever gold level Huber Sustainability Management System (HSMS) audit rating.



The site team understands that encouraging positive behavior generates results. They created monthly awards for environmental performance and issued over 3,000 recognition cards to employees "caught in the act of performing actions safely." The Broken Bow team also improved their ability to utilize data by applying Enablon® software analytics for incident reporting and investigation.

Overall, the site reduced the amount of waste going to landfill by 12%, achieved a 9.1% reduction in energy use intensity compared to its 2017 baseline, and actively evaluated the TBL characteristics of its capital expenditure (CapEx) projects. Broken Bow successfully applied for a local charity to be a recipient of a Huber Helps Impact Your Community funding grant to build a new community playground.

### LIMEIRA, BRAZIL — CP KELCO

The 220 employees at the Limeira plant manufacture pectin, which is derived from citrus fruit peel and used as a gelling agent, viscosity builder and stabilizer in a variety of food and beverage products. This site also received a gold-level HSMS audit rating and received third-party recognition from multiple agencies for its EHS&S performance.



The Limeira plant demonstrated an innovative approach to problem solving by converting a manufacturing process from ethanol to isopropyl alcohol, which contributed to 11% growth in pectin capacity. Concurrently, they achieved a 6.8% reduction in energy intensity and 11.4% reduction in water use intensity (compared to the plant's 2017 baseline) and continued their strong waste reduction performance, diverting over 99% from landfills.

This location isolated employees from potential high-energy exposures through a Lock Out Tag Out (LOTO) identification and equipment-specific protocol program. In addition to taking care of their employees, the Limeira team continued to build their long-term relationship with the neighboring Lazaro Duarte Elementary School community by supporting the school's *CPPrepara para o Futuro* (Preparing for the Future) project.

### OKMULGEE, OKLAHOMA — CP KELCO

With over 185 employees working at this site, Okmulgee is CP Kelco's largest facility for biogums, which food and beverage industry customers use as key ingredients. Okmulgee is in the midst of a major CapEx expansion project designed to increase gellan gum capacity and included TBL considerations into the planning process, which yielded consequential results.



The plant continued to strengthen its safety culture through staff-led trainings and initiatives, and has gone seven years without a material Notice of Violation. For these and other achievements, they received third-party recognition for their EHS&S performance. The site also reduced its energy use intensity by 4.9% and water use intensity by 12.2% compared to its 2017 baseline.

Okmulgee employees participated in the building of the second "Huber House" in partnership with Habitat for Humanity and secured Huber Helps Impact Your Community funding for science, technology, engineering and mathematics (STEM) education in the Okmulgee school system.

### QUINCY, ILLINOIS — HUBER ENGINEERED MATERIALS

At HEM's Quincy site, approximately 180 employees mine and refine calcium carbonate for use in everything from concrete to dietary supplements. Quincy's employees led a transformation of its performance and culture in 2019. They undertook multiple continuous improvement projects and leveraged industrial hygiene sampling data to focus on CapEx investments and employee behaviors. This led them to identify and eliminate exposure risks, primarily related to dust and heat.



The site reduced its water use intensity by 20.6% and its energy use intensity by 17.6% compared to its 2017 baseline. It also recycled or reused over 90% of its waste instead of sending the material to landfills.

The local employees provided funding and volunteer support for a local Girls Scouts building renovation project, and secured Huber Helps Impact Your Community funding for a new fitness area in a nearby park for use by the entire Quincy community.

### WULIAN, CHINA — CP KELCO

The approximately 230 employees at CP Kelco's China site for biogums production are undertaking a major expansion that will enable the plant to produce gellan for the first time. Despite the presence of nearly 300 contractors, Wulian continued a high level of environmental and safety performance, recording zero process safety management (PSM) incidents for the eighth consecutive year.



They eliminated stair-related risks through improved design across the plant and completed two major equipment crane lifts without incident. Wulian also sustained a quarterly EHS&S awards and recognition program and received 2,400 employee EHS&S/PSM suggestions as part of their "Trust, Communications, Teamwork and Employee Engagement" initiative.

By leveraging and analyzing Enablon® data, they were able to identify gaps and create action plans. This resulted in both reduced water use intensity (15.8%) and energy use intensity (6.2%) compared to the plant's 2017 baseline. Wulian also diverted more than 96% of its waste from landfills to recycling or reuse. In addition to these achievements, the plant incorporated TBL considerations into its CapEx initiatives, including projects relating to air flow, sedimentation tanks and fiber recovery.



# Ninth Annual Mike Huber Awards

## Winners of Huber's highest honor

As Huber's highest form of employee recognition, the Mike Huber Awards honor teams that demonstrate exemplary performance with respect to the Huber Principles. The 2019 program received 48 entries from employees across the Company, which showed how Huber teams around the world make a significant, positive difference through living by our guiding values.

### **GOLD: MANAGING OPERATIONS DESPITE UNPRECEDENTED FLOODING**

**HUBER ENGINEERED MATERIALS** WITH SUPPORT FROM HUBER CORPORATE

**Huber Engineered Materials** relies on the US river system to economically deliver raw materials to its manufacturing sites. During the first half of 2019, extensive flooding across the Midwestern and Southern regions had a major impact on HEM's supply chain.

Barge traffic was stopped as rivers rose to unsafe levels, and a large portion of inbound raw materials were cut off to HEM's Fire Retardant Additive (FRA) sites in Marblehead, Illinois; Bauxite, Arkansas, and Fairmount, Georgia, as well as the Ground Calcium Carbonate (GCC) location in Quincy, Illinois. The rising water levels also closed the main barge unloading docks and sections of rail track, hindering deliveries to the site in Quincy. This loss of key supply chain infrastructure resulted in a major challenge to secure raw materials for these manufacturing sites and manage the production and shipping of customer orders during the peak season.

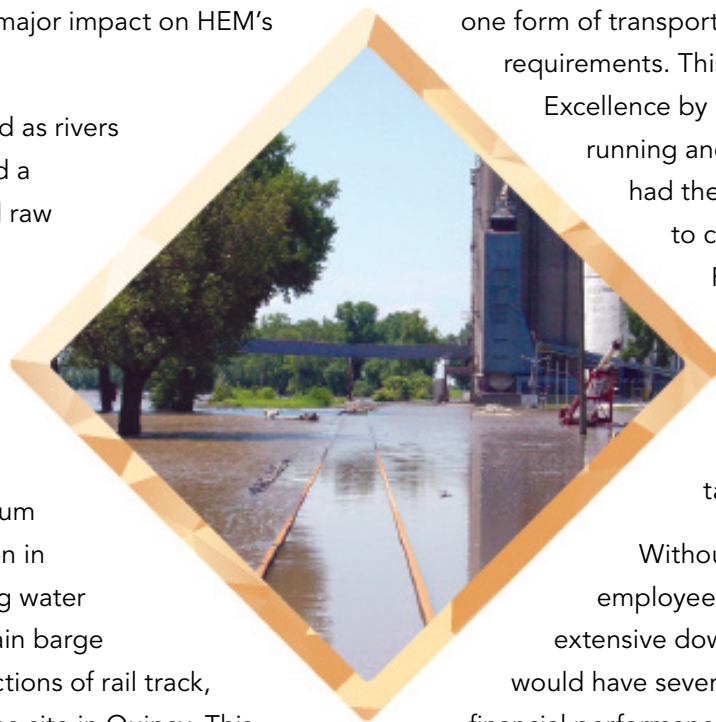
Cross-functional teams formed to mitigate issues caused by the flooding. They prioritized flood-related activities and demonstrated flexibility by traveling

on short notice and working extended hours. In line with Huber's Environmental, Health & Safety Sustainability Principle, HEM's employees ensured that the process of transferring a shipment from one form of transportation to another met safety requirements. This team also demonstrated

Excellence by keeping HEM's plants running and ensuring that customers had the products they needed to continue production.

Respect for People was shown by maintaining professionalism and helping each other safely complete critical tasks.

Without the hard work of these employees, there would have been extensive downtime at the plants, which would have severely affected the sales and financial performance of the FRA and GCC businesses. This project clearly demonstrates how employees across businesses, functions and locations, including the offices in Atlanta, Georgia, and Huber's headquarters in Edison, New Jersey, work together toward common goals with customers and suppliers.



## SILVER: BRAND STRATEGY & CAMPAIGN LAUNCH

CP KELCO WITH SUPPORT FROM HUBER CORPORATE

CP Kelco's new brand essence and tagline, "Unlocking Nature-Powered Success," has provided the organization with a cohesive and compelling platform to tell its story and promote its solutions. Introduced at the Food Ingredients China show in March 2019, the rollout campaign reflected the new brand positioning, identity and voice.

The project team took a phased approach, which consisted of elements ranging from innovative print and digital advertising and a website redesign to an employee engagement plan, which included T-shirts and buttons with fun slogans reflecting the new brand positioning. CP Kelco involved numerous stakeholders as well as select distributors for testing



and training to educate and ensure buy-in throughout both the development and deployment phases.

Based on the strategic and collaborative work in each step of the project, the success of the global brand strategy and campaign launch was rooted in the Huber Principle of Excellence.

The project has generated unprecedented levels of visibility: 5,000 new followers on LinkedIn, inquiries from potential customers across key regions, and first-time visitors to the CP Kelco website accounting for 73.8% of all site traffic. Embraced by employees and customers alike, the new brand essence has served as a meaningful anchor for brand positioning and messaging.

## BRONZE: ACCESSORIES TRIPLE BOTTOM LINE SUCCESS STORY

HUBER ENGINEERED WOODS

Huber Engineered Woods more than doubled the portfolio of ZIP System™ flashing tapes, which strained its warehouse capacity and demonstrated a need for a streamlined supply chain and logistics plan when expanding the accessories business.

Cross-functional teams from Charlotte, North Carolina, and Broken Bow, Oklahoma, started an initiative to reduce the pallet size to allow for taller stacks, which would lead to a smaller footprint in warehouse storage, easier maneuverability and reduction in waste. Making this adjustment required close collaboration with a key strategic partner.



Next, the team streamlined the logistics of receiving, storing and shipping accessories by converting the product offering from single box sales to mini- and full-pallet orders. HEW implemented a new pricing strategy to incentivize customers to buy in bulk, resulting in improved availability of inventory within the distribution channel.

The project resulted in Triple Bottom Line outcomes to increase safety for employees, lower emissions caused during transportation and raise profits—all in alignment with Huber's EH&S Sustainability Principle.

# Huber Operations Around the World

## J.M. Huber Corporation

Atlanta, Georgia, US — Corporate Office

Edison, New Jersey, US — Global Headquarters

Dublin, Ireland — JMH Finance Corporation

## CP Kelco

Atlanta, Georgia, US — Global Headquarters

### AMERICAS

Buenos Aires, Argentina — Office

Houston, Texas, US — Kelco Oil Field Group,  
Global Oilfield Application Lab

Limeira, São Paulo, Brazil — Manufacturing (Pectin),  
Customer Service, Regional Application Lab

Matão, São Paulo, Brazil — Citrus Peel Processing (Pectin)

Mexico City, Mexico — Office

Okmulgee, Oklahoma, US — Manufacturing  
(Xanthan Gum, Gellan Gum)

San Diego, California, US — Manufacturing (Xanthan  
Gum, Gellan Gum), Technology/Biogums Center of  
Excellence (CoE), Beverage CoE, Global Food and  
Industrial Application Lab

### EUROPE, MIDDLE EAST AND AFRICA

Aberdeen, Scotland, UK — Kelco Oil Field Group

Dubai, United Arab Emirates — Sales, Customer  
Support, Regional Application Lab

Genk, Belgium — Sales

Grossenbrode, Germany — Manufacturing  
(Pectin), Customer Support

Leatherhead, Surrey, UK — Customer Support, Sales

Lille Skensved, Denmark — Manufacturing (Pectin,  
Carrageenan and Refined LBG), Customer Service,  
Technology/Pectin & Carrageenan CoE, Dairy & Fruit CoE,  
Global Application Lab

Moscow, Russia — Sales

Nijmegen, The Netherlands — Office

Paris, Levallois-Perret, France — EMEA Region  
Headquarters, Customer Support

Poznan, Poland — Sales

Zanzibar, Tanzania — Seaweed Procurement

### ASIA PACIFIC

Mumbai, India — Sales, Customer Service Technology/  
Regional Application Lab

Seoul, Korea — Sales

Shanghai, China — Asia Pacific Region Headquarters,  
Customer Service Technology/Regional Application Lab

Singapore — Sales, Customer Service, Technology/Neutral

Dairy Beverages CoE, Regional Applications Lab

Tokyo, Japan — Sales, Customer Service

Wulian, Shandong, China — Manufacturing  
(Xanthan Gum and Diutan Gum)

## Huber Engineered Materials

Atlanta, Georgia, US — Global Headquarters

### AMERICAS

Bauxite, Arkansas, US — Manufacturing  
(Huber Specialty Hydrates)

Fairmount, Georgia, US — Manufacturing and Technical  
Center (Fire Retardant Additives, FRA)

Hanover, Pennsylvania, US — Manufacturing,  
Sales (Specialty Agricultural Solutions, SAS)

Kennesaw, Georgia, US — Manufacturing (FRA)

Marble Falls, Texas, US — Manufacturing  
(Ground Calcium Carbonate, GCC)

Marble Hill, Georgia, US — Manufacturing (GCC)

Marblehead, Illinois, US — Manufacturing (FRA)

Quincy, Illinois, US — Manufacturing (GCC)

### EUROPE

Bergheim, Germany — Manufacturing (FRA)

### ASIA PACIFIC

Qingdao, Shandong, China — Office (FRA)

Shanghai, China — Office

## Huber Engineered Woods

Charlotte, North Carolina, US — Headquarters

Broken Bow, Oklahoma, US — Manufacturing

Commerce, Georgia, US — Manufacturing,  
Innovation Center

Crystal Hill, Virginia, US — Manufacturing

Easton, Maine, US — Manufacturing

Spring City, Tennessee, US — Manufacturing

## Huber Resources Corp

Old Town, Maine, US — Headquarters