



2022 IMPACT REPORT

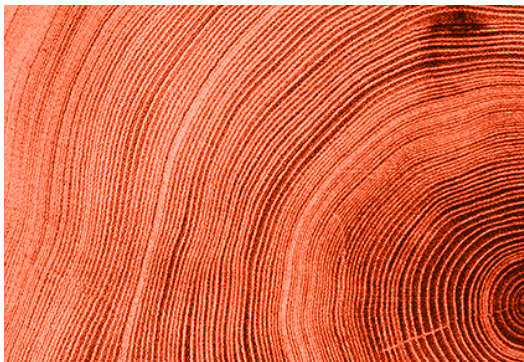
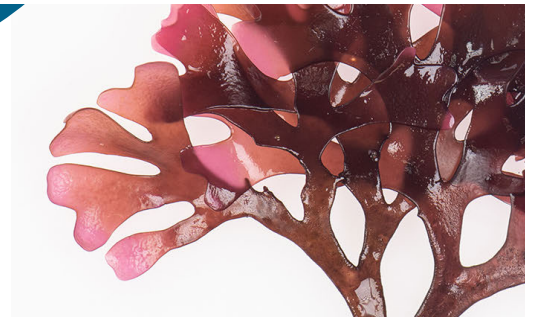


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J.M. Huber Corporation publicly shares its sustainability performance annually through the *Living by the Huber Principles* report. Our financial performance is also recounted through the Huber Annual Report, which is provided to the Huber family shareholders.

The data included in this report is from calendar year 2022 and covers Huber owned and operated entities. Huber acquired the Biolchim Group in November 2022. Data from this business is not included in the scope of this report, with the exception of employee headcount. Environmental, Social & Governance (ESG) metrics from the Biolchim Group will be included as part of the 2023 *Living by the Huber Principles* Impact Report, due out in the second quarter of 2024.

If you have any questions please send an email to CorpComm@huber.com so it can be routed to the appropriate expert within Huber.

First published May 22, 2023.

Progressing with Purpose

A MESSAGE FROM GRETCHEN MCCLAIN,
PRESIDENT & CEO OF J.M. HUBER CORPORATION

Our people are at the heart of everything

we do at Huber. While we faced our share of challenges in 2022—persistent inflation, supply chain disruptions, COVID-19 outbreaks in China and rapidly evolving markets, to name a few—Huber teams have demonstrated determination, persistence and agility. Such resilience embodied the Huber Principle of Excellence and made it a year of outstanding progress and results as we work to achieve our Environmental, Social & Governance (ESG) goals.

Each day, we strive to solve our customers' problems through our products and services.

Huber reached the conclusion of our first five-year comprehensive Sustainability Strategy in 2022 and we have a lot to celebrate. Of our 21 manufacturing locations, 11 met our Zero Waste-to-Landfill threshold and five use 100% renewable



electricity, two of which operate with nothing but renewable energy. We have made tangible process around strategic initiatives including innovation and Diversity, Equity & Inclusion (DE&I). And it is because we have continued to achieve stellar financial performance that we are able to reinvest in the Company and give back to our communities.

"Huber may be a private enterprise, but our customers still want to know that they are partnering with a company that shares similar values and is committed to making a positive impact."

The Company has received third-party recognition for its sustainability efforts to date. Huber improved to a "Silver" level from EcoVadis, a highly regarded ESG ratings platform, up from "Bronze," which means we are now among the top 25% of companies assessed. Huber also received a 2022 Family Business Award from the University of Vermont Grossman School of Business, which recognizes family enterprises that have demonstrated a commitment to creating sustainable business through leadership and innovation. Additionally, Deloitte, a renowned

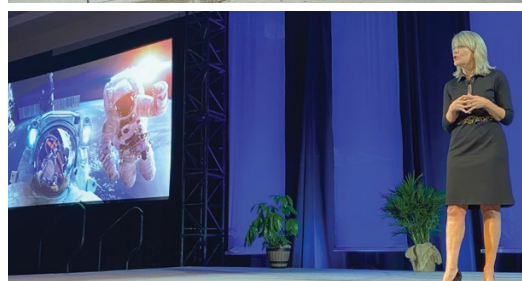
global professional services firm, named Huber to its list of US Best Managed Companies for the fourth year in a row.

During our 2018-2022 Sustainability Strategy window, we developed valuable insights into the unique challenges and opportunities within our Huber businesses, and the variables that most impact our path to progress. With the help of internal and external stakeholders, we completed a comprehensive Materiality Assessment to identify key ESG topics that are most relevant to our business. The results have helped us focus on the priorities that will help us maximize the impact of our future Integrated Business Strategy.

We are proud of all we have accomplished over the past year and are excited to share our story. This 12th edition of the *Living by the Huber Principles* report is structured based on ESG areas of focus as we move toward closer alignment with the Global Reporting Initiative's (GRI) standards on economic, environmental and social performance, as well the United Nations Sustainable Development Goals (UNSDGs).

The 2022 report is longer and more comprehensive than in previous years, and for good reason. We want to share our progress and believe it's important to provide increased transparency to all our stakeholders, and we have the data to go along with our story. Huber may be a private enterprise, but our customers still want to know that they are partnering with a company that shares similar values and is committed to making a positive impact, and so do our employees.

In the following pages, you will see how our high-performing teams have embraced the Huber Principles as they've worked to build a more sustainable business and strengthen their communities as we strive to improve today for a better tomorrow.



A groundbreaking for a Huber Helps project near the Miller location in Pennsylvania, getting to know employees at HEW's site in Maine, camaraderie in Georgia, delivering the keynote at the 2022 Huber Global Sustainability Summit and enjoying dinner with the CP Kelco team in Paris.



About Huber

IMPROVING TODAY FOR A BETTER TOMORROW

Combining imagination, inspiration and innovation, J.M. Huber Corporation enhances the performance of thousands of consumer and industrial products around the world. From our founding in 1883 by Joseph Maria Huber as a dry colors company, Huber has grown from a single dry color plant in Brooklyn, New York, into a diversified manufacturer with operations on five continents. Headquartered in Edison, New Jersey, and with nearly \$3.4 billion in revenue in 2022, Huber is one of the largest private, family-owned companies in the United States. As we celebrate our 140th anniversary, Huber businesses continue to play a leading role in the industries they serve.

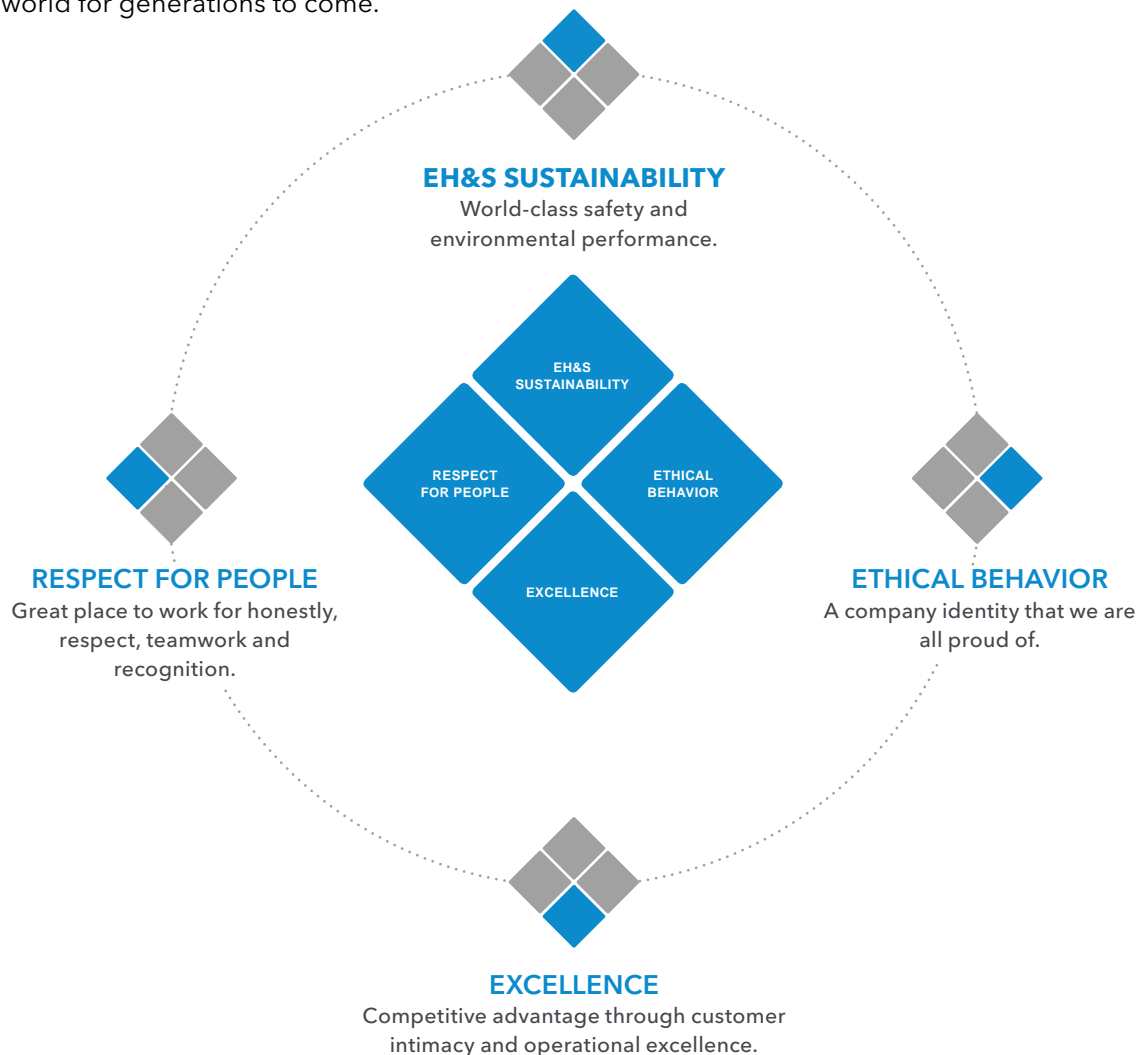
THE HUBER PRINCIPLES

As we continue to transform and improve products used around the world, the Huber Principles serve as the foundation for how our employees conduct business.

As the bedrock of our culture, the Huber Principles define our culture and align with the core values of the Huber family, ensuring that everything we do is for the benefit of our colleagues, customers and the communities in which we conduct business. Long before the world was using terms like ESG or sustainability, our Principles drove the responsible progress and maturity expected of businesses today. Now, these longstanding ideals inspire employees to support our customers, help one another and ensure that the enterprise remains a positive force in the world for generations to come.

The Huber family, now in their sixth generation since J.M. Huber Corporation's founding, embraces their responsibility to continue the profitable growth and success of the Company in accordance with these Principles. This unique family perspective provides a long-term view, with a desire to continue our success as a safe, environmentally responsible and prosperous enterprise in the communities in which we live and work.

Approximately 5,000 employees are drawn together by Huber's unique culture, working to manufacture products used by millions of people and committing to be a good neighbor in the nearly 50 communities in approximately 20 countries where we operate.



INITIATIVES AND PROGRAMS

We strengthen our culture and engage with our communities through the following initiatives and programs:



Huber Helps®

In our global commitment to community engagement, Huber Helps donates 1% of the Company's operating net income (based on a rolling, three-year target) annually toward doing good to ensure we make a significant, collective impact.



I Belong at Huber®

Our DE&I vision is to foster an inclusive workplace that respects differences and promotes equitable access to opportunity, where every employee around the world feels like they belong and are valued.

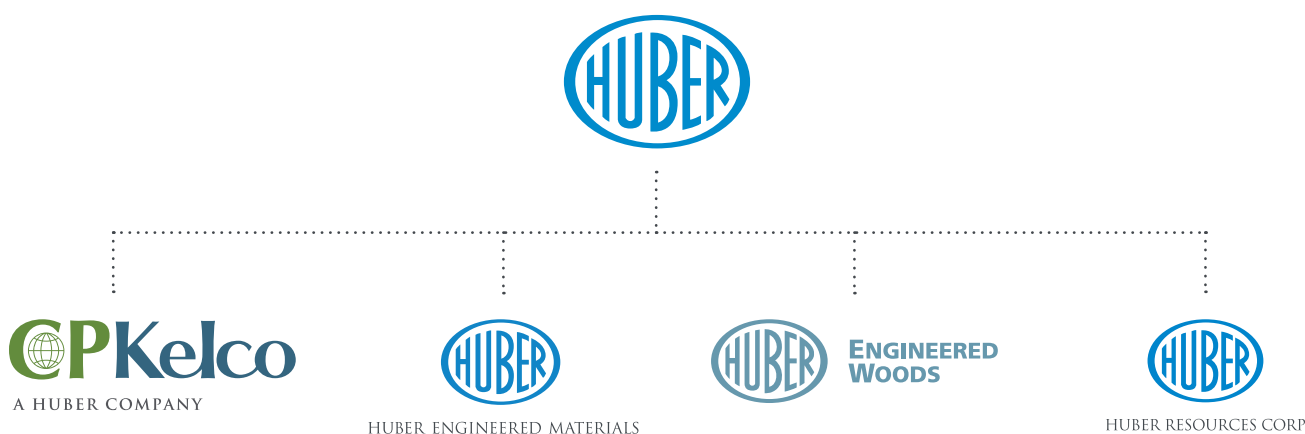


Principles in Action

This ethics program articulates the standards for employee behavior, which are based on the Huber Principles, and helps identify risk areas that workers may come across in their jobs.

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 all stakeholders while offering the benefits of being part of a large, global and multigenerational family-owned company. Huber develops and manufactures innovative products and services across a broad range of industries served by its portfolio businesses: CP Kelco (CPK), Huber Engineered Materials (HEM), Huber Engineered Woods LLC (HEW) and Huber Resources Corp. (HRC).



CP Kelco

NATURE-POWERED INGREDIENTS WITH IMPACT



A HUBER COMPANY

With its unique portfolio of nature-powered ingredients, CP Kelco collaborates with customers globally to formulate innovative food, beverage, personal care, home care and industrial products that meet evolving market needs and consumer preferences. With roots dating back to 1929, CPK was acquired by Huber in 2004.

HEADQUARTERS: Atlanta, Georgia

EMPLOYEES: Approximately 1,800

LOCATIONS: 7 plants and 8 offices in 10 countries

"CP Kelco is committed to responsible manufacturing, resource usage and ingredient sourcing. As consumers demand ingredients that are environmentally friendly and minimally processed, which result in 'cleaner' labels, the natural sources of our products empower our customers to keep up with the latest trends. From thickeners to binders to stabilizers, our products in combination with world-class technical service help customers solve their challenges."

Didier Viala
President
CP Kelco



KEY PRODUCT LINES



CARRAGEENAN

Extracted from certain species of red algae seaweeds and used in a variety of food applications to create textures ranging from free-flowing liquids to solid gels.



CITRUS FIBER

Made from sustainably sourced citrus peels, supports dietary fiber intake, and unique water-binding, texturizing and stabilization capabilities in food and beverage and consumer care products.



DIUTAN GUM

Obtained by microbial fermentation and developed specifically for a wide range of industrial applications, including the agricultural, construction and industrial sectors.



GELLAN GUM

Produced by fermentation, this multifunctional gelling agent can be used alone or in combination with other products to produce a wide variety of textures and is a popular stabilizer in plant-based dairy alternative beverages.



FERMENTATION-DERIVED CELLULOSE

This biodegradable and eco-friendly product retains its functional characteristics over a very wide pH range and under challenging temperatures, making it excellent for use in liquid laundry detergent and personal care products.



PECTIN

A naturally occurring fiber in most plants, predominately citrus fruit peels, this versatile ingredient is used as a gelling agent in jams and jellies, dessert fillings, yogurt, personal care products and more.



XANTHAN GUM

A soluble fiber created by fermenting sugar and used as a thickener and stabilizer in salad dressings, bakery goods and gluten-free products, as well as toothpaste, creams, shampoos and lotions.

2022 HIGHLIGHTS

CP Kelco faced extreme volatility in every region where it operates. This included double-digit inflation in material costs, a stressed supply chain and continued COVID-19 lockdowns in China. In addition, the Russian invasion of Ukraine in February triggered a spike in European energy prices, greatly increasing the costs required to run CPK's pectin plants in Lille Skensved, Denmark, and Großenbrode, Germany.

Throughout the turbulence of 2022, the team made progress on several key initiatives that will position the business for future profitable growth. These included capacity increases and shifting production of some CPK products from Europe to Brazil to avoid high European energy costs and improve our agility in product delivery.

The plant in Wulian, China, set a production record and achieved its first gellan sales in 2022—the result of a capital expenditure project to add this product to its xanthan and diutan gum capability. Plant employees displayed remarkable

resiliency in the face of COVID-19 restrictions in the surrounding community.

We marked the first full year of operations at the new Atlanta Innovation Center, which features labs devoted to microbiology, fermentation science, and consumer and industrial applications development. The center also houses research and development labs, a food and beverage pilot plant to support customers with production scale-up, and a sensory evaluation space to conduct studies for understanding consumer perceptions and preferences. The open, collaborative space is designed to reflect CPK's deep technical expertise and inspire co-creation with customers, distributors and partners.

CP Kelco has the distinction of being the first Huber business to invest in a biotechnology startup company, ExoPolymer, Inc., a partnership aimed at developing and commercializing a portfolio of new functional ingredients for the personal care industry and beyond.

Growth Programs

CPK narrowed its focus to three Growth Programs to address major consumer trends and strategic business segments:



Alternative Proteins

Support the development of sustainable plant-based protein products with a fraction of the environmental footprint of conventional, animal-derived foods.



NUTRAVA® Citrus Fiber

Expand functionality and explore new applications for this innovative product to answer consumer demand for nature-based, clean label-friendly and recognizable ingredients in a variety of food, beverage and personal care products.



Consumer Care

Provide nature-based solutions, such as fermentation-derived cellulose, xanthan gum and gellan gum, to help personal care and household care companies formulate products without synthetic additives.

Huber Engineered Materials

SPECIALTY INGREDIENTS FOR INDUSTRIAL, AGRICULTURAL
AND CONSUMER APPLICATIONS



HUBER ENGINEERED MATERIALS

With three distinct strategic business units

(SBUs)—Huber Advanced Materials, Huber AgroSolutions and Huber Specialty Minerals—Huber Engineered Materials (HEM) produces high-quality, specialty additives designed to enhance the performance, appeal and processing of a broad range of products used in industrial, agricultural and consumer applications. HEM traces its origins back to 1946.

HEADQUARTERS: Atlanta, Georgia

EMPLOYEES: Approximately 2,000

LOCATIONS: 16 plants and 8 offices in 11 countries




“HEM is designed to incubate and grow a portfolio of small to mid-sized companies that deliver solid, steady performance to the Huber enterprise. Centralized governance frameworks enable us to leverage HEM’s broader scale and support these platforms while consistently applying the Huber Principles across the strategic business units. This provides a strong foundation for such ESG initiatives as Diversity, Equity & Inclusion, innovation and reducing our carbon footprint.”

Dan Krawczyk
President
Huber Engineered
Materials



HEM'S STRATEGIC BUSINESS UNITS

PURPOSE STATEMENT: Together, we create a better tomorrow by building a vibrant portfolio of innovative and sustainable specialty businesses.

HAM	 <p>ADVANCED MATERIALS</p> <p>Supplies a broad portfolio of non-halogenated fire retardants and specialty material solutions.</p>	<p>Key product lines:</p> <ul style="list-style-type: none"> • Non-halogenated fire retardants and smoke suppressants (aluminum hydroxides, magnesium hydroxides, nitrogen-phosphorus technology, molybdate-based complexes) for use in wire and cable, building and construction, carpet, and coating applications. • Specialty aluminum oxides (calcined oxides and compacted activated oxides) used in technical ceramics, abrasives, refractories, as well as hydrogen peroxide processing, liquid purification and gas cleaning/drying applications. • Thermal management solutions (aluminum hydroxides, magnesium hydroxides, aluminum oxides) for use in batteries for electric vehicles and other thermal interface applications. • Organic matting agents and carriers (urea resin functional particles) used in coatings, paper, and agricultural applications.
HAS	 <p>AgroSolutions</p> <p>Provides a variety of plant nutrition, crop protection, crop production aids, biostimulants, biofertilizers, adjuvants, trace elements and water-soluble liquid and foliar fertilizers.</p>	<p>HAS is comprised of two segments:</p> <ul style="list-style-type: none"> • Miller Chemical & Fertilizer produces specialty crop protection adjuvants, additives, soluble fertilizers and biostimulants for the global agricultural industry, with a focus on fruits, nuts and vegetables. • The Biolchim Group produces biostimulants and trace elements, as well as water soluble, liquid and foliar fertilizers for cash crops such as tree nuts, fruits and vegetables, as well as row crops including corn and soybeans.
HSM	 <p>SPECIALTY MINERALS</p> <p>Offers a portfolio of mineral solutions that improve everyday products in a responsible way.</p>	<p>HSM is organized into three business segments:</p> <ul style="list-style-type: none"> • Performance Minerals produces industrial ground calcium carbonate for use in flooring, paints and coatings, animal care, and rubber and plastic applications. • Nutrition produces ultra-pure ground calcium carbonate serving health and nutrition markets, including applications in multi-vitamins and antacids. • Natural Soda produces sodium bicarbonate (baking soda) for use in animal feed, human health and nutrition, and various other consumer products.



Employees in Marble Hill, Georgia, explain the southeast reserves access project to the HEM Board of Directors, HEM and HSM Leadership teams, and CEO Gretchen McClain during a tour of the mine.

2022 HIGHLIGHTS

HEM undertook one of the largest acquisitions in its history, strengthening its position in the agricultural space with the addition of the Biolchim Group in November 2022. The Italian company is being integrated into the Huber AgroSolutions SBU, which currently includes Miller Chemical & Fertilizer, LLC (Miller, acquired in 2019). The acquisition gives the SBU a global footprint and positions the organization for significant future growth in the agricultural sector.

The business also made progress on integrating Natural Soda into HSM and the remaining 50% stake of its MAGNIFIN joint venture into HAM, both acquired at the end of 2021. Each function and SBU within the HEM team worked tirelessly to drive the execution of many projects across the business that led to growth, efficiency and innovation improvements.

HEM launched a business transformation effort to optimize processes and tools. This includes implementing a visualization and analytics tool, planning and forecasting tool, and supply chain planning tool all based on the same platform. Finance and Supply Chain teams have taken on these new projects to strengthen HEM's forecasting, reporting and analytical capabilities. These investments will further create a foundation for a more holistic business system, which will help speed future acquisitions and integrations.

The HSM team in Marble Hill, Georgia, successfully accessed additional mineral reserves in an area of the mine that were previously inaccessible due to a geologic feature referred to as the fracture zone. The new tunnel, completed on time and substantially below budget, extends the life of the mining operation by 21-35 years.

Huber Engineered Woods

HIGH PERFORMANCE BUILDING ENVELOPE SOLUTIONS



**ENGINEERED
WOODS**

Founded in 1983, HEW is an innovative developer of products for residential and commercial construction—including subflooring and subfloor adhesive, roof and wall sheathing, flashing tape, and a growing number of building envelope system accessories such as rain screen and flooring underlayment. Together, these provide North American builders with improved performance, easy installation and greater resilience against hurricanes and other inclement weather.

HEADQUARTERS: Charlotte, North Carolina

EMPLOYEES: Approximately 1,000

LOCATIONS: 5 oriented strand board (OSB) mills and an office, all in the US

“At HEW, we strive to deliver a growing array of responsibly produced products designed to keep families safer by improving the quality of their homes, with minimal impact to the environment. Our innovative, dynamic team is at work developing solutions to protect against fire, severe weather and the effects of an ever-changing climate, helping to build stronger, more resilient communities.”

Brian Carlson
President
Huber Engineered
Woods and Huber
Resources Corp.



KEY PRODUCT LINES

ADVANTECH®



- **AdvanTech® Subflooring** – oriented strand board (OSB) panels featuring a combination of strength, moisture resistance and nail-holding power.
- **AdvanTech® X-Factor Subflooring** – featuring an innovative built-in, water-shedding barrier, delivering jobsite durability against weather.
- **AdvanTech™ Subfloor Adhesive** – unique foam-to-gel formula that applies quickly, provides up to eight times more coverage than traditional caulk adhesive and protects against squeaks, bounce and pops.
- **AdvanTech® Sheathing** – moisture-resistant resin technology protects against the damaging effects of weather during construction and provides added strength to roofs and walls.

ZIP SYSTEM®



- **ZIP System® Wall Sheathing** – streamlines the weatherization process with an integrated air and water-resistive barrier that delivers moisture and air protection in one easy-to-install system.
- **ZIP System® Roof Sheathing** – combines our integrated sheathing and flashing tape or liquid flashing to provide a sealed roof for protection against moisture intrusion.
- **ZIP System™ Flashing Tape** – made with advanced acrylic adhesion specially formulated for application over a wide temperature range.
- **ZIP System™ Stretch Tape** – can flash tricky areas by stretching in all directions to easily fit sills, curves and corners with a single piece.
- **ZIP System™ Liquid Flash** – fluid-applied flashing membrane made of STPE (silyl-terminated-polyether) technology, combining the durability of silicones with the toughness of urethanes.
- **ZIP System™ Peel and Stick Underlayment** – rubberized asphalt technology enables sealing around nails as part of the waterproofing roofing underlayment system.
- **ZIP System™ Rainscreen** – streamlines drainage and ventilation between sheathing and reservoir cladding systems.

EXACOR®



- **EXACOR® Subflooring** – fire-resistant high-density structural magnesium oxide cement panels that can replace plywood and/or OSB subflooring in certain assemblies and can remove the need for gypsum underlayment.
- **EXACOR® Underlayment** – engineered to meet the fire-rating, sound-rating and dimensional stability requirements of most multifamily and light commercial jobsites.
- **EXACOR® Wall Sheathing** – can replace other sheathing materials in certain assemblies, potentially reducing the number of layers required.



2022 HIGHLIGHTS

Collaborative and agile teams within Huber Engineered Woods successfully navigated changing market conditions, including heavy inflation that significantly increased production costs. The AdvanTech® brand remains industry-leading, having won *Builder* magazine's annual quality award every year since 2002. The ZIP System® brand also received an annual quality award from *Builder* magazine for the seventh year in a row.

HEW's accessories, which include ZIP System™ flashing and stretch tape, and AdvanTech™ subfloor adhesive, continue to grow as HEW rolls out more point-of-sale displays to big box stores and grows its e-commerce presence.

Despite the temporary slowdown in the US housing market and the threat of a recession, HEW remains committed to adding manufacturing capacity through the construction of a sixth OSB mill to meet demand and to

facilitate further geographic expansion. In 2021, HEW unveiled plans to build this new mill in Cohasset, Minnesota. The HEW team worked closely with local, state and federal stakeholders in the state for nearly 18 months to scope and permit the project.

Due to delays that jeopardized HEW's ability to meet production deadlines, the business announced in February 2023 that it will pursue development of the mill outside of Minnesota.

Huber Resources Corp.

SUSTAINABLE SOLUTIONS FOR FOREST STEWARDSHIP



HUBER RESOURCES CORP

Using sustainable forestry practices, Huber Resources Corp. ensures the responsible stewardship of timberlands it manages 1.5 million acres (over 607,000 hectares) for third-party landowners in the US, as well as Huber's own timberland. To accomplish this HRC utilizes an integrated system of responsible forestry practices designed to improve forest health, promote forest regeneration and deliver sustained yield timber harvesting. These combined strategic methods maintain or even improve watersheds, enhance wildlife habitat, and create forest diversity, while improving the value of timberlands and protecting the environment. HRC's forestry practices support and enhance carbon sequestration, a component of J.M. Huber's long-term sustainability strategy. Huber's storied history with timberland management dates back to 1941, when the Company acquired its first tract of timberland in Maine.

HEADQUARTERS: Old Town, Maine

EMPLOYEES: Approximately 50

LOCATIONS: 2 offices in the US



Forestry Services

Sewall Forestry

& NATURAL RESOURCE
CONSULTING
a Huber Company

KEY SERVICES:

HRC's full suite of forestry services include forest management plans, sustainable harvest modeling, road building and maintenance, full service administrative and accounting services and timber harvesting and marketing.

The business expanded its capabilities globally with the 2021 acquisition of the Sewall Forestry & Natural Resource Consulting business, adding services including forestland appraisals, forest growth and harvest modeling services to aid clients with critical business decisions for current or future operations, land purchase due diligence and inventory analysis. Additionally, SFNR provides a variety of consulting services to its forestry clients including litigation support and market pricing and cost analysis.

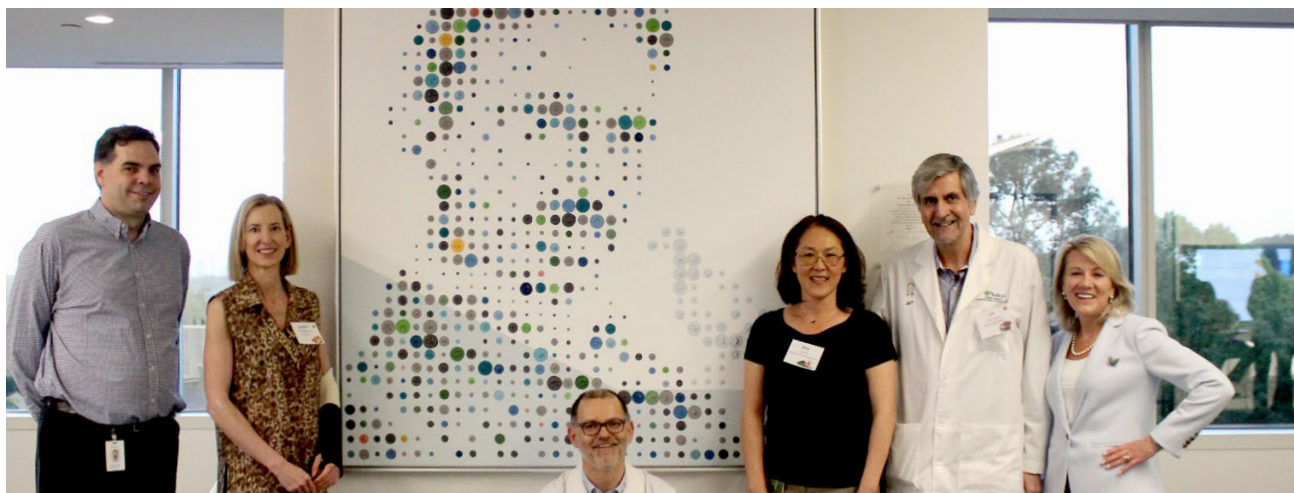


2022 HIGHLIGHTS

Huber was once a large owner of timberlands but shifted its approach to responsibly managing forests for third-party owners through HRC and divested the last of its original holdings during the Great Recession. That changed starting in 2022, however. Since then, Huber has acquired approximately 27,500 acres (11,130 hectares) of forest in northern Maine. The decision to again invest in timberlands offers stable financial returns and aligns with Huber's Sustainability Strategy objectives, which includes reducing our carbon footprint via carbon sequestered in trees. In April 2023, HRC acquired the Compass Land Consultants business, expanding its presence in Wisconsin, Michigan and Minnesota.

Growth & Innovation

ADVANCING HUBER'S PORTFOLIO OF SOLUTIONS



While in the planning phases, the Atlanta Innovation Center was code-named "Project Tesla." During the tour of the new facility, the Board unveiled a gift: an abstract portrait of inventor Nikola Tesla.

Employees in every Huber function have a role to play in achieving profitable growth through innovation. We do not limit our efforts to new product development. We ask ourselves questions like: What's the best way for us to find and nurture talent? How can our products and processes imitate nature while minimally impacting natural systems? Who has the expertise to enable us to respond quickly, effectively and empathetically to a crisis? What systems and practices do we follow to best protect our intellectual property rights? How could this Merger & Acquisition (M&A)

candidate company expand the technologies and solutions we offer to our customers?

Coupled with customer centricity, innovation drives our competitive advantages and enables us to stay ahead of market shifts. The Management Board of each portfolio business has designated an Innovation Lead Director to work with the management team more closely on innovation pipeline projects and new product commercialization issues.

"Innovation is at the heart of our Huber Principle of Excellence and a key driver of our Sustainability Strategy. This focus enables us to develop quality products that have minimal environmental impact through their lifecycle and offer tangible societal benefits. We reinvest in our businesses and add new competencies and technology through M&A activities, strengthening our ability to meet customer needs for safer, more sustainable products."



Vivek Dhir
Executive Vice
President of
Corporate Strategy &
Business
Development

PATENTS & TRADEMARKS

In many cases, Huber protects its innovations as trade secrets with an Information Protection Policy that guides employees on proper procedure. When appropriate, we protect our innovations by filing and maintaining our patent assets after undergoing a strategic evaluation process that includes input from Huber's Research & Development, Marketing and Legal functions. This process continues during the 20-year life of a patent to ensure that Huber is effectively deploying its capital.

At the end of 2022, Huber had 991 global patent assets, either pending or granted. The Company actively manages its patent portfolio; the number changes daily as records are created, expired or closed. Huber also actively manages the goodwill from its businesses and their innovations by monitoring and protecting its 2,521 pending or registered trademarks around the world.



HEW's wood products used in residential and commercial building construction also enable the long-term storage of carbon captured through sustainable forestry management practices. HEW designed and launched AdvanTech X-Factor®, a premium subflooring panel focused on elevating jobsite durability through an innovative built-in water shedding vapor control barrier. The panels are also outfitted with our novel next-generation tongue and groove system to further improve panel performance when floor systems are exposed to moisture during construction.

CP KELCO developed a method to produce pectin from activated peel, a unique raw material with high yield, high quality and effective extraction processes that make it the best pectin raw material available. The new process improves pectin yield for the same net energy consumption, thus lowering the carbon impact for their pectin production.

991
GLOBAL
PATENT
ASSETS



2,521
PENDING OR
REGISTERED
TRADEMARKS



HEM's Huber Advanced Materials SBU introduced new solutions for direct lithium extraction, a process that removes lithium from a brine solution and transfers it into a different medium, such as water, for further processing to final products. HAM also developed new gap fillers—liquids that flow into gaps between lithium-ion batteries and their heat sinks—to enable thermo-management for battery-electric vehicles (BEVs).

ENGAGING CUSTOMERS

CP Kelco's Innovation and Technical Service teams hosted 33 sessions with Growth Partners: fast-growing, highly innovative, on-trend customers that particularly value our innovation capabilities. These meetings helped generate 14 new concepts for presentation to Growth Partners, including applications in beverages and meat analogues, and vegan eggs, cheeses and condiments.

HEW's booth at the annual International Builder's Show (IBS) served as a destination for new and current users to interact with our products. To extend our reach, HEW took its Prove it Tour™ mobile tradeshow exhibit on the road, reaching over 10,000 customers across the US. Lastly, to extend our reach to those who choose not to attend live events, the team shifted our Home Building Crossroads building science education events to a virtual format.

In HEM, the Huber AgroSolutions SBU established digital marketing capabilities by employing tools that better highlight product attributes and are more customer focused. The Southwest US Sales team conducted a field day with key customers, including demonstrations and classroom presentations on Vapor Guard® crop production aid and its use.

COMPETITIVE ADVANTAGE

At the plant in Matão, Brazil, CP Kelco's patent protected citrus peel processing facility completed its sixth year of seasonal production, supplying raw materials to the pectin manufacturing operations in Großenbrode, Germany; Lille Skensved, Denmark; and Limeira, Brazil.



HEW's booth at the 2023 International Builders' Show (IBS) in Las Vegas, Nevada, featured AdvanTech®, EXACOR® and ZIP System® products.

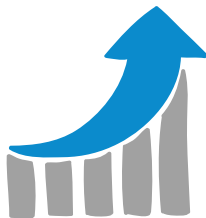
The facility provides a competitive advantage in peel procurement with lower costs and better quality compared to sourcing peel externally. It also helps ensure operational resilience and supply capability when regional, short-term climate shifts threaten peel quality and availability. Matão site also includes a batch plant for CP Kelco's NUTRAVA® Citrus Fiber, a product line that provides structure and stability in food applications, while being a clean label-friendly alternative to traditional starches and gums.

In efforts to provide solutions that align with market trends and customer needs, HEW established seven strategic Innovation Opportunity Spaces. Within these Opportunity Spaces, projects are assessed based on the combination of market attractiveness and HEW's ability to deliver on anticipated demand. The resulting efforts have yielded a robust innovation pipeline with a good balance of core, adjacent and transformational initiatives.

HAM continues to use its current material base, which includes alumina trihydrate, magnesium hydroxide and aluminum oxides, to enter into new applications for the materials' properties under the Safire™ product line.

ORGANIC GROWTH

Huber executed a record organic capital deployment program designed to strengthen the long-term competitive position of our existing portfolio businesses. Investments offered improved manufacturing capability to enable the following projects:



Capacity increases at manufacturing plants

At CP Kelco, work is progressing on the second NUTRAVA® Citrus Fiber production line in Matão, which will significantly increase the plant's total production capacity, with options to further expand in the future. CP Kelco also made progress on Biogums expansion projects in Wulian, China, and Okmulgee, Oklahoma. The Okmulgee expansion will increase the plant's production capacity by nearly 40%. In addition to meeting customer demand, the capacity increase will lower the energy intensity/water consumption per unit of product.



Strengthening sales and marketing

The HEW team continued to drive awareness, excitement and trials for their newest brand, EXACOR® magnesium oxide (MgO) panels. Commercial learnings in 2022 provided a foundation to review and reset the near-term strategy for the brand, which is yielding positive results and momentum as we head into 2023.



Continuous improvement initiatives

Driven by high engagement from project leaders and the HAM and HSM Operations Leadership teams, the HEM Continuous Improvement function broke their record for productivity savings in 2022, with over \$12 million in savings. This resulted in improved reliability and decreased unplanned downtime, which helps us maintain safer and more energy efficient operations.

MERGERS & ACQUISITIONS

As a private enterprise, Huber plans for the long term when considering investments related to Mergers & Acquisitions (M&A). Huber tries to fully understand and validate the ESG characteristics of any M&A opportunity—a crucial component during the due diligence processes.

Evaluation criteria include the prospective organization's ESG philosophy, harmony with the Huber Principles, defensibility of its market position, a clear competitive advantage and potential for continued growth and innovation. Any challenges identified during the vetting process would be managed through a comprehensive mitigation plan once a business joins Huber.

HEM completed one of its largest acquisitions in November 2022. The Biolchim Group has a rich history of serving the agricultural industry, selling

biostimulants, trace elements, as well as water soluble, liquid and foliar fertilizers in more than 70 countries worldwide. It joins Miller as part of the Huber AgroSolutions strategic business unit of HEM. Huber AgroSolutions' vision is to become a leading formulator of sustainable, high-performing agricultural products globally.

Honoring cultural differences is a key element to the integration process for the Biolchim Group. Colleagues in the US received training sessions on how to work better with Italian colleagues. The HEM Leadership Team, the integration team and other key roles completed their sessions in the third and fourth quarters. Italian employees will receive similar training for working with their US counterparts in 2023.



Huber's 2022 Financial Performance

RECORD RESULTS IN A RAPIDLY CHANGING WORLD

"Huber's portfolio of businesses operate in different end markets, allowing us to balance our risk while delivering products that improve everything from food ingredients to electric cars. Despite unprecedented challenges, Huber teams demonstrated determination, persistence and agility, resulting in another exceptional year of financial results. The strength of Huber's overall financial performance enabled us to reinvest in our business, our people and our communities."



Jeff Prosinski
Executive Vice
President &
Chief Financial Officer

TOTAL
REVENUE
\$3.4 Billion
↑ 1.3% VS. 2021

Revenue is the total amount of money brought in by a company's operations. Huber benefited from diversification by having three businesses that participate in very different end markets. Several of our product segments delivered impressive year-over-year growth in 2022.

ROIC
20.8%
12.8% over
the hurdle rate

Return on Invested Capital (ROIC) is an expression of business profitability performance. The goal is to deliver ROIC results that exceed Huber's investment hurdle rate, which is the minimum rate of return on a project required to make the investment worthwhile (currently about 8% on an after-tax basis).

CAPEX
**\$274
Million**

Capital Expenditures (CapEx) is the total amount of money reinvested into the business. Our capital spending for value-maintaining activities (repair and maintenance) has been averaging a little under \$90 million annually. The balance of our funding each year has been for multi-year, value-added initiatives designed to increase productivity and production capacity, lower our cost position, enhance occupational and process safety, improve our environmental footprint and strengthen Huber's competitive capabilities. Huber's 2022 CapEx deployment was our largest annual spending program in over a decade.

R&D INVESTMENT

**\$32.3
Million**

1.0% of revenue

Research & Development (R&D) is an important way Huber purposefully reinvests in its portfolio to fund new growth. Our approach to innovation is to partner with our customers and suppliers to develop solutions that give them—and therefore us—a long-term competitive advantage.

NEW PRODUCT SALES

**\$275.1
Million**

New product sales are another expression of innovation. The value of the new products sales fell by \$140.9 million to a total of \$275.1 million for 2022, largely due to the removal of several of Huber Engineered Woods' more established brands from the "new product" category. Each business has a robust innovation pipeline with a variety of exciting developments underway.

TBL CAPITAL PROJECTS

80%

*of major capital project spend
had TBL characteristics*

Capital deployment decision-making represents one of the most important responsibilities for Management and our Boards. Consistent with one of the metrics in Huber's Sustainability Strategy, Huber's Finance and Sustainability teams used an innovative process they developed in 2020 to quantitatively assess the sustainability attributes of major capital projects using the Triple Bottom Line (TBL: People, Planet & Profit) framework. In 2022, 80% of our CapEx projects (by cost) are expected to improve employee safety, the environment and our financial results.

COMMUNITY ENGAGEMENT/ PHILANTHROPY

1%

*of adjusted net income donated
through Huber Helps*

Huber is committed to "**doing well while doing good.**" Huber Helps, our community engagement initiative focused on Affordable Housing, Education & Wellness and Environment, deployed over \$6 million in charitable donations throughout 2022, achieving our rolling three-year (2020-2022) target of donating 1% of our net income.

Our Sustainability Journey

PREPARING FOR THE NEXT PHASE

Guided by our Principles and supported by a standing Environment, Health, Safety & Sustainability (EHS&S) Committee of the Huber Corporate Board of Directors, Huber continues to take significant steps on its journey to become an ever more sustainable enterprise.

Huber's history of looking after the planet traces its origins to the 1940s, when the Company acquired large tracts of timberland in Maine and began utilizing strategic methods to maintain or even improve watersheds, enhance wildlife habitat, and create forest diversity, while improving the value of timberlands and protecting the environment while sustaining timber yields from the land.

Huber's early environmental remediation activities, in addition to sustainably managing its forests, included restoring land the Company previously used for industrial purposes. In 1953, an engineer at a since-divested kaolin clay site noticed that disused pit mines on the property were becoming overgrown with weeds and shrubs after being filled, instead of reverting back to forest. He helped establish a tree farm to restore these areas. Similar initiatives took place at other Huber plants and, for sites on leased land, the Company gave landowners the choice to develop disused mines into either forest, farmland or fishing ponds.

At around the same time, Huber took its first steps in reducing air pollution from its carbon black operations (divested in 1994). In the 1950s, Huber started using glass-fiber cloth to remove pollutants from the exhaust before being discharged into the atmosphere, and further refinements in the technology resulted

in almost 100% elimination of carbon black to the atmosphere by the late 1960s.

Huber created a Corporate function to handle environmental affairs in 1976, and the Company compiled its first Environmental Progress Report in 1996. The report laid out Huber's policies, goals, company commitment, environmental excellence programs and success stories. This eventually evolved into today's Living by the Huber Principles annual report.

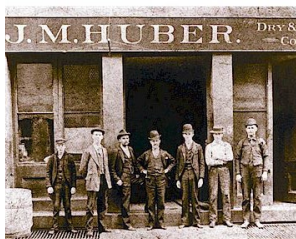
The Huber family is passionate about sustainability. Former CEO Mike Huber was a co-founder of the Monmouth Conservation Foundation in New Jersey, and the family donated several parcels to the Foundation, the largest of which is known as Huber Woods Park.

The Company has also donated tracts of land with significant ecological value to several conservation organizations, including the Nature Conservancy, Fall Creek Falls State Park in Tennessee and Baxter State Park in Maine.

One of Huber's land donations included a parcel along the shore of Katahdin Lake in Maine to Baxter State Park. The lake offers a scenic vista of Mount Katahdin, the highest point in the state.



TIMELINE



1883

J.M. Huber Corporation is founded in the United States.



1920s

Huber implements equal pay scales between Black and White employees and assigns Company housing based on seniority, not race.

1940s

Huber introduces employee benefits, including pensions, profit-sharing, paid holidays and sick leave.



1941

Huber purchases its first tract of timberland and begins sustainable forestry practices.

1953

Huber begins a program to convert disused kaolin clay sites to forest, farmland or fishing ponds.

1976

Environmental Affairs becomes a Corporate function at Huber.

1996

Huber publishes its first Environmental Progress Report.

2008

Huber begins the transition to a Portfolio Management Company.



2018

Huber implements its first five-year Sustainability Strategy, which is guided by our four Principles and is driven by our Triple Bottom Line philosophy.



2021

Industrial-scale solar array installed at the HEM site in Marblehead, Illinois.

2022

Huber hosts a Global Sustainability Summit to reflect on our progress to date and kick off the process of developing our next generation of sustainability objectives.



2023

Huber celebrates its 140th anniversary and begins development of its next Integrated Business Strategy.



Leaders from across the Company gathered at the 2022 Huber Global Sustainability Summit to learn more about the Company's ESG Journey. A panel event featured members of the Huber family discussing the importance of sustainability in running a multi-generational enterprise.

SUSTAINABILITY STRATEGY

Although sustainability has been embedded in our culture for a very long time, in 2017 we reinforced this commitment through Huber's first comprehensive strategy. Huber's 2018-2022 Sustainability Strategy was based on a Triple Bottom Line framework that prioritized People, Planet & Profit in all critical business decisions. As we reflect on the accomplishments, recognition and learnings from the past five years, we are poised to enhance our performance and transparency.

Nearly 300 people from around the world gathered in Atlanta, Georgia, from April 11-13 for the 2022 Huber Global Sustainability Summit. Members of Huber's Boards, the Huber family, customers and external thought leaders joined employees representing each portfolio business and multiple functions. Attendees actively participated in three days of thought-provoking workshops and presentations on relevant ESG

topics like DE&I, Climate & Water Strategy, Circularity and Products on Purpose to educate and serve as inspiration as the Company develops the next iteration of its Sustainability Strategy.

Over the last five years, we made investments and implemented efficiency programs across Huber with a goal of reducing our enterprise-wide energy, water and greenhouse gas (GHG) emissions footprint. The systems put in place to track and measure these key metrics will continue to be used and will evolve with the next phase of our sustainability journey. The programs enacted at Huber sites globally will be foundational for tracking and planning going forward. Throughout 2023, we are working hard to develop new, bold and impactful goals for our next comprehensive, Integrated Business Strategy.

THIRD-PARTY RATINGS

Ecovadis



As a testament to our sustainability efforts to date, Huber improved to a "Silver" level in the 2022 EcoVadis assessment, up from "Bronze" in 2021, which means we are now among the top 25% of companies assessed by this highly regarded ESG ratings platform. EcoVadis examines all aspects of a company's ESG performance, as well as how they communicate their progress.

CDP



Huber also received a "B-" rating on the CDP, a globally recognized platform for climate change awareness and action, which signifies that the organization is taking coordinated and appropriate action on climate issues. Huber's score aligns with the average performance of the chemical industry ("B-") and exceeds North American businesses as a whole ("C").

MATERIALITY ASSESSMENT

To help develop the sustainability elements of our next Integrated Business Strategy, the Company partnered with a global consulting firm and utilized Datamaran, a dynamic ESG risk identification and monitoring platform, to complete a formal ESG Materiality Assessment. This helped identify key ESG topics that are most relevant and value-adding to our business and stakeholders. The study was conducted during 2020-2021 and the output remains valid today.

This process involved both benchmarking and obtaining critical input through interviews and questionnaires from customers, trade associations, leading ESG-rated companies, the Board of

Directors, members of the Huber family, and our own leaders and employees. Based on stakeholder feedback, some topics and impacts have been consolidated to enable the development of a holistic and comprehensive strategy evolution. The topics have been prioritized to provide competitive differentiation and offer Huber the greatest opportunity to make a positive impact. External stakeholder benchmarking of material topics is continuously evaluated using advanced data analytics tools.

The results helped guide focus on five strategic priorities that will drive governance, impact and transparency evolution in our future Integrated Business Strategy:



Development and use of emerging technologies, products, solutions, and applications that transform business operations and the way people live. This includes business model innovation, product market penetration and adoption, intellectual property protection, etc.



Physical risks (e.g., extreme weather patterns and changing global temperature) and transition risks (e.g., policy changes that influence energy and fuel sourcing) and opportunities presented by climate change and the transition to a low-carbon economy (e.g., electric vehicles), as well as adaptation and resilience measure adopted. This includes GHG emissions, energy use, renewable energy as well as water-related topics such as water stress, sea-level rise, etc.



Encompasses the processes, practices and behaviors that support the active integration and fair treatment of all employees as we create a culture that welcomes and invites different backgrounds and perspectives to achieve the best performance for the organization. Equally important is having a diverse and inclusive culture that sustains a strong talent pipeline, keeps our current workforce engaged, attracts future employees and contributes to the communities where we work and live. Our Company engages employees through the I Belong at Huber initiative, which helps ensure every employee feels accepted, respected and that they belong.



Ethical and sustainable use of resources across the product lifecycle from raw material sourcing to production processes to product end-of-life across the entire value chain. This includes supply chain risks and risk management, product lifecycle assessments, recycled and recyclable materials, zero waste operations, sustainable forestry, biodiversity impact, etc.



Development and commercialization of Huber's product portfolio and growth of associated markets to the benefit of the environment, society and communities. This includes CP Kelco's biodegradable products, HEM's sustainable agricultural and fire safety products, HEW's energy saving building materials, etc.

These five priorities will guide us on our path forward for the foreseeable future. Innovation will be central to achieve optimized operations and reduce the impacts of our overall environmental footprint.

The next-generation Climate & Water strategy will capture the key goals, timelines and investments required to meet our near- and long-term objectives. Through reaching our climate and water goals, we will also positively impact the sustainability goals of our strategic customers, suppliers and partners. Additionally, the Climate & Water strategy will complement our other priorities, such as Circularity and Products on Purpose. Reducing energy consumption and waste for our sites, and those of our customers, leads to improved environmental footprints for everyone.



Huber's Materiality Matrix plots the strategic areas of focus identified by the ESG Materiality Assessment. From the top five priorities to the 10 other material topics, *Living by the Huber Principles* discusses what actions Huber is taking to address these areas of importance. Other foundational topics raised during the materiality study as worthy of our continued focus and management:

EMPLOYEE HEALTH, SAFETY & WELL-BEING

Health and safety in the workplace, with a focus on primary risk prevention. This topic also considered the mental and physical condition of employees with respect to their health, happiness, comfort and morale, work-life balance, as well as occupational health and safety, process safety, workplace hazards and risks, etc.

PRODUCT SAFETY & QUALITY

Initiatives, procedures and staff training to ensure product quality and the safety of customers and end consumers, including considerations regarding product ingredients and their potential near- and longer-term effects on customer health. This includes quality procedures, customer health and safety, product certifications, as well as product and service information transparency.

COMMUNITY IMPACT & PHILANTHROPY

Business practices and projects carried out to ensure the economic and physical wellbeing and positive development of communities with which a company interacts. Our Company pursues these goals through the Huber Helps initiative.

FINDING & NURTURING TALENT

Practices, initiatives and processes aimed at recruiting, engaging, managing, leading and retaining the talent needed to build a skilled workforce and boost business growth. This includes training and development, employee benefits, corporate culture, etc.

ETHICS & ANTI-CORRUPTION

Upholding the guidelines or codes that dictate fair, ethical and moral conduct. This includes business ethics, fraud, bribery, etc. Our Company engages employees in addressing these issues through the Principles in Action program.

DATA PRIVACY & CYBERSECURITY

Protecting Company, supplier and customer information systems from security breaches and other technology failures. This includes cyber threats, privacy breaches, IT disruption, loss or upsets of process-controlled systems, etc.

HUMAN RIGHTS & LABOR PRACTICES

The fundamental rights and freedoms inherent to all human beings that ensure they are able to live with dignity, freedom, equality, justice and peace, and the measures necessary to uphold these rights. Also refers to the legal rights and fundamental standards that regulate labor relations between the Company and employees, including stipulations of employment, working conditions, the right to collective bargaining, etc.

MARKET ACCESS, TRADE COMPLIANCE & DISTRIBUTION

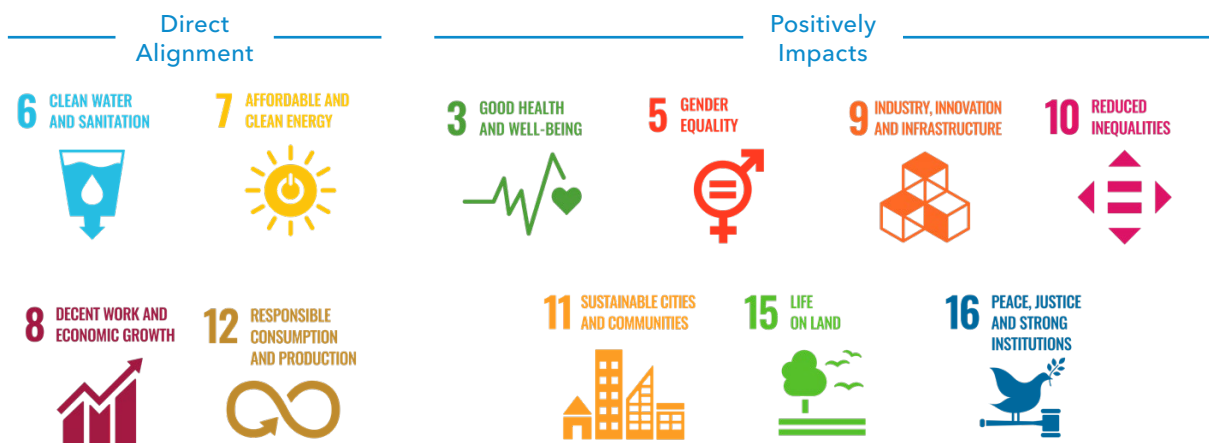
Upholding the guidelines or codes that dictate fair, ethical and moral conduct. This includes free trade, economic sanctions, logistics and distribution planning.

GEOPOLITICAL & SOCIETAL EVENTS

Economic, political and societal pressures that may pose risks to the company if not handled appropriately by national or subnational governments or agencies. It also encompasses the relationship between the company and governments/ officials and the practices adopted to influence public policy. This includes public policy practices, armed conflict, social movements, civil unrest, etc.

Huber's approach to sustainability aligns with a global set of objectives, the United Nations Sustainable Development Goals, known as the UNSDGs. This globally recognized set of goals is used by leading sustainable companies to substantiate and communicate how their initiatives are part of a worldwide effort to make progress on these critical objectives. While Huber supports all SDGs, our 2018-2022 Strategy directly aligned with four of these goals through our own sustainability objectives. We also positively impact an additional seven SDGs through our business practices, policies and procedures. Huber's next Integrated Business Strategy will also be informed by and aligned with the SDGs.

SUSTAINABLE DEVELOPMENT GOALS





Putting People First

BUILDING COLLABORATIVE, INNOVATIVE AND DIVERSE TEAMS

Everything we do at Huber is motivated by a desire to improve today for a better tomorrow. This is especially true in our approach to social responsibility, where the Huber Principles serve as guideposts to build a strong, sustainable company that will continue to enhance the lives of millions of people around the world for generations to come.

CP Kelco employees in Limeira, Brazil, demonstrate teamwork and inclusion.

"Huber takes a people-centric approach to innovation, sustainability and continuous improvement. Creating the next generation of sustainable products requires attracting, retaining and developing talent and empowering our people to use their different skills to bring creative solutions to the table. By providing meaningful work and development opportunities, and improving the communities in which we live and work, tomorrow will always be better thanks to Huber people."



Lily Prost
Executive Vice
President &
Chief HR Officer

Our Philosophy is based on:

- Improving the health, safety and well-being of our employees.
- Creating a collaborative culture that enables Huber to recruit and retain high-quality talent.
- Ensuring everyone—regardless of gender, ethnicity, age, sexual orientation or disability—can be their best selves at work.
- Enhancing our product portfolio so that everything we make has positive impact on our communities, customers, consumers and planet.
- Strengthening the communities in which we operate

Huber's foremost responsibility is to our people, so we are always looking for ways to prevent the frequency and severity of workplace incidents through improved processes and behaviors. Our Global Employee Family Assistance Program (EFAP) includes free and confidential assessments, short-term counseling, referrals and follow-up services to employees experiencing issues affecting their mental and emotional well-being.

It is important to us that our people grow, nurture their innate talent, and cultivate new skills that will help them move forward both professionally and personally. We continue to provide opportunities through our Learning Management System to

improve training access and administration and have leadership development programs that help strengthen our talent pool.

Our employees and leaders across the globe continue to showcase a collective passion for our I Belong at Huber Diversity, Equity & Inclusion initiative, which aims to build a culture that respects the dignity of all people, inspires belonging and promotes equitable access to opportunity.

Whether offering protection against hazardous weather events, improving energy efficiency or making life easier for farmers in water-stressed areas, we are committed to ensuring our products make a difference for millions of people across the world and positively impact society, the environment and the communities in which we operate.

Finally, we continued our long history of doing good in the world by expanding the reach of our Huber Helps community engagement and philanthropy program globally. We continue to add to our strategic partnerships to ensure we make a significant, collective impact in our three areas of focus: Affordable Housing, Education & Wellness, and Environment.

Nurturing Talent

An exceptional retention rate and successfully recruiting hundreds of new employees are just two among many strong indicators that Huber is providing a nurturing culture where people want to join and remain part of our organization.

TALENT MANAGEMENT

Our approach to talent management includes mentoring, training and other development programs. The majority of employees receive regular performance and career development reviews through our Performance at Huber (PATH) program using the Global People Solutions (GPS) human capital management system. Employees' performance and career interests are reviewed through a midyear checkpoint and then end-of-year annual performance reviews. In this two-way process, employees share their self-assessment and managers provide feedback. For employees who are not set up in GPS, non-PATH reviews are performed.

Huber's Learning Management System is designed to improve training access and administration. Courses are offered on DE&I topics like unconscious bias and inclusive leadership, as well as risk management, compliance and Environment, Health, Safety & Sustainability. In addition, Huber added Flexibility at Work (FAW) training, intended to help employees better contribute as virtual or hybrid workers, with manager education also available to help lead a distributed workforce.

As part of Huber's internship program, the Company welcomed 30 interns across all three

portfolio businesses and multiple functions. Each intern was assigned a mentor to help them make connections, learn the culture, and find and utilize the resources they need to be successful.

There are also development programs for certain functions within the portfolio businesses as well. In HEM, for example, to help promote a culture of innovation, the business launched its Engineering Development Program. This initiative provides three recent engineering graduates the opportunity to complete three one-year employment rotations at select HEM sites. At the end of each cohort's program, individuals will be permanently placed at a HEM site based on local needs and the employee's skillset.

After an initial pilot of our FAW program at the Huber offices in Atlanta, Georgia; Edison, New Jersey; Paris, France; and Lille Skensved, Denmark, in 2021, we rolled out the program to other locations throughout 2022. The FAW initiative includes on-site, hybrid and remote (on a case-by-case basis) arrangements, with flex time options as well for those who work a standard full-time week but start and end the workday outside of normal business hours.



Huber's second Leadership Accelerator Program class gathered at the Terry College of Business at the University of Georgia in October 2022.

LEADERSHIP AND SUCCESSION PLANNING

Huber invests in our talent to ensure we are preparing future leaders. We have succession planning in place for key roles, identification and development of talent, and assessment of skills required for future success. As part of this approach, we advanced talent development programs across the Company, including:

- **Core Leadership Development Program**, which is aimed at developing the company's top future leaders across the enterprise.
- **Leadership Accelerator Program** that Huber Engineered Materials developed in partnership with the University of Georgia's Executive MBA faculty, aimed at developing directors and managers across Corporate, CP Kelco and HEM. More than 50% of the participants were diverse employees.
- Ongoing leadership training that Huber Engineered Woods offers through the **University of North Carolina at Chapel Hill and the Center for Creative Leadership**, aimed at developing HEW's future leaders.
- **Aspiring Leaders Development Program** that CP Kelco developed in partnership with Emory Continuing Education, which provides leadership development sessions to a group of 25 early career emerging leaders throughout the Huber enterprise.

Nearly 150 leaders from around the world and each business participated in these immersive learning opportunities and strengthened our talent pool for the coming years.

The annual Huber Leadership & Talent review is an important element of the December Board of Directors meeting. Members of the Huber Management Council (HMC), Huber's senior leadership team,

highlight their existing organizational structure and leadership team composition, along with their current readiness regarding succession planning for these critical roles. Each executive spotlights a few specific individuals considered to be among the Company's top talent, as well as actions underway to enhance Huber's future leadership bench strength.

Almost 30 Huber leaders from our high-potential talent pool took on special assignments to help plan our initial approach to each of the five long-term sustainability/ESG priorities:

- Innovation
- Climate & Water Strategy
- DE&I
- Circularity
- Products on Purpose

This proved to be an excellent development initiative for the participants, several of whom led workshops on their respective areas of focus at the 2022 Huber Global Sustainability Summit in April.

EMPLOYEE ENGAGEMENT

The Company conducted an all-employee engagement survey in September, which reached a 76% response rate. Benchmarked against companies in our survey vendor's database, Huber's enterprise-wide aggregate Employee Engagement Score of 78 equaled or exceeded the norm for manufacturing companies in every category and measured favorably in several areas when compared to the global high-performing norm for companies across all industries.

While global companies saw employee engagement drop to pre-COVID-19 level, Huber's favorability score remained healthy compared to our last employee engagement survey in 2019. Positive engagement at Huber was driven by pride in the Huber Brand, confidence in the Company's future and trust in leadership. Leaders across the enterprise are working with employees to develop action plans based on the survey results, down to the local level.

Town halls, pulse surveys and focus groups are other forms of continuing the engagement and feedback process to provide the insights on how employees perceive their work environment.

Tenure/Turnover Metrics



4,885

Total number of Huber employees

(headcount on December 31, 2022)



11.1

Average years of service for Huber employees



37.1%

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



5.9%

Voluntary annual employee turnover rate at Huber, excluding retirement

(up from 4.7% in 2021 and 3.6% in 2020)



1,204

Total new employees

624

Newly hired employees

580

Employees who joined Huber through 2022 acquisition

Safety, Health & Well-Being

Huber's foremost responsibility in its Sustainability Strategy is to its people, which includes providing a safe work environment and looking for ways to reduce potential incidents through improved processes and behaviors. Our approach to safety covers all Huber employees, on-site contractors and visitors to a Huber location.

We have evolved from a focus on lagging metrics to a more transformative, proactive, risk-based and behavior-based approach to eliminate or at least reduce the possibility for high-energy safety exposures (situations that have the potential to cause serious injuries or fatalities, regardless of the actual outcome). To maintain our safety performance, teams around the world utilize innovative solutions to identify, assess and mitigate exposures within our workplaces.

Huber ended the year with a Total Recordable Injury Rate (TRIR) of 1.25, which exceeded last year's TRIR. Four of the five high-energy injuries were related to hot liquid exposure. Fortunately, each of the injured employees was treated with quality care at reputable wellness centers and has fully recovered with no lasting health impacts.

Environment, Health, Safety & Sustainability (EHS&S) personnel thoroughly investigate each high-energy incident to ensure we understand root causes so that, going forward, we can focus on prevention of similar incidents across each site and business. Employees are encouraged to report any hazardous work environments to supervisors or through the Enablon® risk management software.

To take a proactive approach to workplace safety, several sites within HEW and HEM utilize the SafeStart® behavior-based safety program to specifically address individual awareness around safety. As another example, CP Kelco plant employees in Wulian, China, identify exposures and recognize one another through the "Trust, Communications, Teamwork and Employee Engagement" program.

Eliminating workplace hazards and exposures that can lead to injuries remains the primary goal of safety efforts across the Company. We are committed to providing working environments where all employees can perform their tasks without unacceptable exposures and can go home as healthy as they came to work.



HIGH-ENERGY INJURIES

5

employees have fully recovered with no lasting impact.



TOTAL RECORDABLE INJURY RATE (TRIR)

1.25*

**Does not include our HEM facility in Breitenau, Austria, as the new acquisition was still in the data management integration process at the close of 2022.*



PROCESS SAFETY MANAGEMENT (PSM) INCIDENTS

0

Process safety management is at the core of the Huber Principle of EH&S Sustainability. PSM focuses on the reduction of catastrophic risks related to high-energy exposures to our communities, the environment, employees and assets. A PSM incident is defined as an event that results in significant property damage, fire, explosions, chemical release or injury. There were no PSM incidents affecting people or physical assets in 2022, an accomplishment that reflects world-class performance.

MONITORING AND IMPROVING

Huber's Corporate Internal Audit team completed five combined regulatory compliance and Huber Sustainability Management System (HSMS) conformance assessments in 2022, with one site achieving a gold (our highest internal rating for EH&S and Process Safety management system audits) and two sites reaching silver for the first time. Two other sites evaluated were earlier in their management system implementation and generated action plans to drive resilience and maturity.

Based on this and other feedback, we have worked to harmonize the HSMS audit cycle and schedule to ensure that our lower-risk facilities are receiving the same level of support as our higher-risk ones. We have also put together a 2023 training curriculum for site-level EHS&S leadership to focus on improving management system implementation and sharing of best practices from the subject matter experts at our highest performing facilities.

Each Huber business implements a set of initiatives each year to drive behavior that reduces health and safety risks. They evaluate a suite of leading indicators with the intention of influencing behaviors that reduce exposure and risks:



The **CP Kelco** team identified ergonomics exposures that required specific attention. While lifting, twisting and climbing are low energy tasks, this team focused on understanding the risks and training employees on how to work more safely while continuing to strive for design improvements. In the second half of the year, ergonomic injuries were significantly reduced across the business.



At **HEW**, the Easton, Maine, and Commerce, Georgia, mills upgraded their press fire suppression to a high-pressure water mist system for earlier detection, improved protection, reduced water use and easier clean up after an event. Similar systems are already in place at the mills in Broken Bow, Oklahoma, and Spring City, Tennessee.



Each of **HEM's** strategic business units has implemented behavior-based safety programs and/or the SafeStart® program to address low-energy repeat injuries. The HEM team also developed a risk-based resource matrix that will enable future changes to the EHS&S organization in the US and EU.

EMPLOYEE BENEFITS

Huber endeavors to provide a total rewards program that reflects the Company's family friendly philosophy while being competitive within the marketplace.

The Global Benefits Advisory Council is comprised of HR representatives from around the world. It was formed in 2019 to provide competitive and world-class programs as outlined in Huber's Global Benefits Philosophy Statement.

Global Benefits Philosophy Statement:

- Deliver programs that reflect the Huber Principles and our company culture of rewarding employees.
- Strive to provide a total rewards package that aligns with and selectively leads market trends where we do business and have a sizable presence.
- Invest in employee well-being by delivering core and differentiated benefits programs that achieve sustained, balanced 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.



GLOBAL BENEFITS

Mental Health and Well-being – Huber introduced a new Global Employee Family Assistance Program. The EFAP unites various disparate programs under one provider with more robust and comprehensive offerings, including resources to help deal with stress, work toward one's life goals and adapt to different cultures. In 2022, 86% of eligible users registered for an account and 6% have participated in one or more activities, such as a counseling session or development class.



UNITED STATES

In the US, Huber offers quality programs and services for the physical and emotional health of employees, as well as their financial well-being, representing our holistic, inclusive approach to benefits.

- **Bright Horizons Caregiver Support** – Offers back-up child, adult and pet care services, as well as related services such as tutoring and standardized test preparation for students preparing for college.
- **Progyny Fertility Benefits** – Provides fertility treatments and services such as in vitro fertilization.
- **Hinge Health** – Physical therapy program where employees can complete exercises in the comfort of their home to help manage back and joint pain.
- **SNOO Bassinet Rentals** – Provides interactive smart bassinets that sense a baby's movement and rock it back to sleep, resulting in more rest for new parents.
- **US Parental Leave Program** – Increased to six weeks of paid leave as of January 1, 2022.

Huber Helps



A floating classroom on Lake Lanier will continue to welcome underprivileged youth in Georgia, thanks to a donation made by Huber Helps.

Huber employees and shareholders are passionate about the work they do to improve their communities. Established in 2018, the Huber Helps initiative builds upon Huber's long-standing tradition of being an excellent corporate citizen. As part of this commitment, Huber donates 1% of our net income (based on a rolling three-year target) to philanthropic causes across three areas of focus: Affordable Housing, Education & Wellness and Environment. The Company also makes donations related to Humanitarian Support when natural disasters occur.

Throughout 2022, Huber Helps extended its global reach by leveraging partnerships, implementing new initiatives and continuing to nurture successful programs.

In June, Huber Helps launched a global Employee Volunteer Time Off program, which allows employees to be paid (if an hourly worker) or to take non-vacation time off (for exempt workers) for up to eight hours annually for time spent volunteering to support local causes.

Huber continued to match donations made by US employees and retirees to educational institutions

"The past year was one of expansion for the Huber Helps program as we continue growing our footprint around the globe in meaningful ways with lasting impact. The program is not only driven by Huber's commitment to social responsibility and its principles, but also harnesses the passion that our people have for their local communities."

Lea Volpe
Vice President of
Communications
& Community
Relations



and not-for-profit organizations. It also facilitates the Huber family Nickel-A-Share program, where Huber shareholders can designate a donation from the Company, based on the number of shares they have, to charities of their choice. Huber's Board of Directors may also participate in the Corporation's Matching Gifts for Education Program.

AFFORDABLE HOUSING



Huber entered into a strategic partnership with Habitat for Humanity International (Habitat) in 2018. The relationship includes a \$500,000 annual sponsorship pledge and builds on previous support of Habitat by Huber Engineered Woods.

As part of our 2022 efforts with Habitat, we funded US-based Huber home builds as well as projects in Brazil, India and Singapore. The international projects were focused on home improvements involving water, sanitation and hygiene for 325 individuals.



Huber Helps has supported Team Rubicon, a nonprofit organization that unites the skills and experience of military veterans with first responders to rapidly deploy emergency response teams. The relationship began in 2021. This past year, Huber donated \$500,000 to Team Rubicon's Ready Reserve Fund, which aids immediate disaster response, long-term community rebuilds and international programs. This fund allows the organization to proactively launch disaster and crisis response operations to support vulnerable communities. When natural disasters occur, Huber has offered employee-matching contribution opportunities to support groups such as Team Rubicon, in addition to the company donations to meet crisis needs.



Since 2016, Huber has also provided financial contributions and Huber Engineered Woods products to the Gary Sinise Foundation's Restoring Independence, Supporting Empowerment (R.I.S.E.) Program. These contributions have helped in the building of over 30 custom-built, specially adapted, mortgage-free smart homes for wounded veterans and first responders.



EDUCATION & WELLNESS



In alignment with Huber's DE&I goals, Huber Helps made its first donation of \$250,000 to the Thurgood Marshall College Fund (TMCF) in February 2022. The donation was directed toward COVID-19 relief funding for 125 students in need, helping relieve financial stress so they could focus on their classes. Later in the year, Huber announced plans for \$10,000 scholarships for 40 TMCF students studying Science, Technology, Education and Mathematics (STEM) related degrees in the 2023-2024 school year.

Huber also embarked on a partnership with Project Lead the Way (PLTW) in April to help introduce STEM curriculum and classroom tools to elementary, middle and high school students across the US as part of PLTW's Launch program. After funding inaugural projects at two school districts in Virginia and Georgia, both near Huber plant and office locations, we increased our funding by \$500,000 to support and implement PLTW Launch programs in schools throughout communities in the US where the Company has operations.



PLTW

ENVIRONMENT



Huber Helps kicked off support of the Arbor Day Foundation by funding seven reforestation projects as well as implementing our first community engagement event with the CP Kelco office in Paris, France. The group planted over 300 trees in the nearby community of Montrouge to create a micro forest at the edge of a sports field, creating shade and green space where residents can exercise.



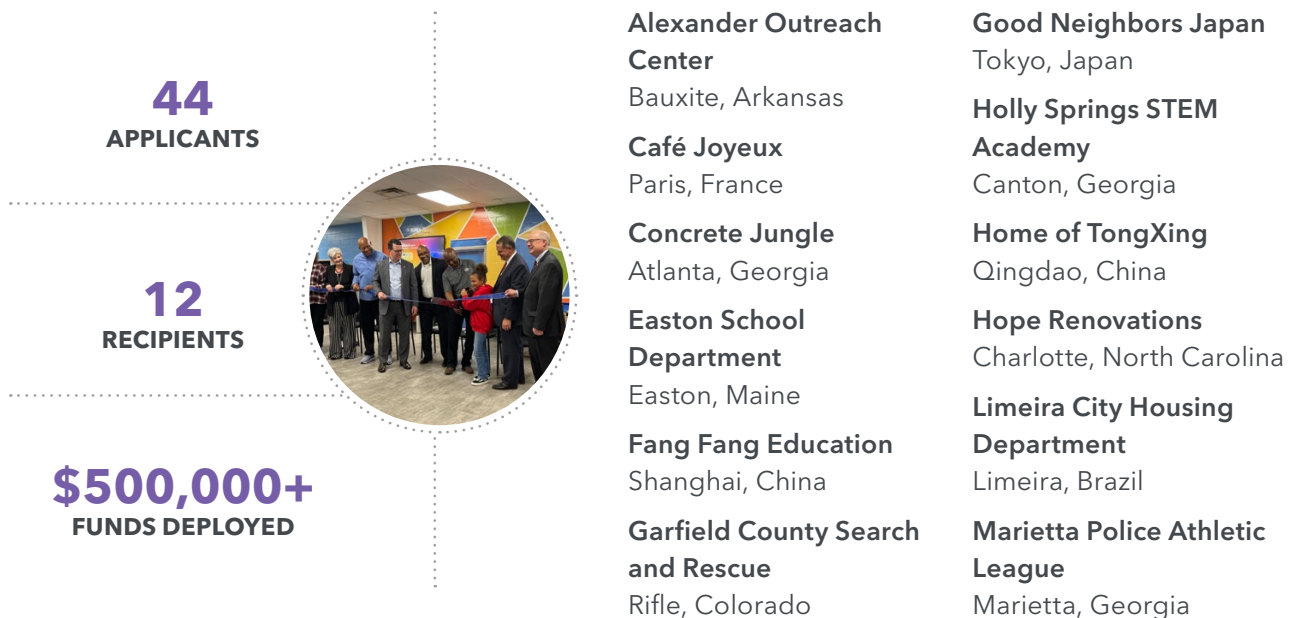
Huber increased its commitment to Chattahoochee Riverkeeper by funding scholarships for the Floating Classroom program that will provide environmental education to thousands of kids from Title 1 schools (those with high percentages of children from low-income families) in Georgia each year for the next three years.



CHATTAHOOCHEE RIVERKEEPER®

IMPACT YOUR COMMUNITY (IYC) PROGRAM

Since 2018, this annual Huber Helps program has supported projects that can benefit a community for multiple years or generations, offering the Company the opportunity to leave a legacy in a way that smaller contributions may not. The program continued to grow its global reach by funding 12 projects—five of them international.



Huber Helps also worked with our annual strategic not-for-profit partners to measure “impact” numbers, rather than just dollars donated. The numbers in the chart below help us understand how our program is impacting human lives around the world.

	Affordable Housing	Education & Wellness	Environment	Total
UNDERREPRESENTED ADULTS AND YOUTH IMPACTED/SERVED	6,144	3,726	1,600	11,470
HOUSES BUILT/IMPROVED	1,558			1,558
DISASTER RESPONSE OPERATIONS	21			21
TREES PLANTED			462,301	462,301
U.S. COMMUNITIES IMPACTED	38	27	11	76
INTERNATIONAL COMMUNITIES IMPACTED	4	1	2	7

Diversity, Equity & Inclusion

At Huber, we strive to listen and learn from each other's unique and diverse perspectives in our everyday decision-making. We stand firm in our commitment to serving as allies to one another, building upon our Diversity, Equity & Inclusion (DE&I) journey and taking actions that lead to lasting, meaningful change. Valuing different backgrounds, ideas and opinions is part of our DNA and embedded in our Huber Principle of Respect for People.

This global DE&I strategy we call



**I Belong
at Huber®**

encompasses
three key areas:



TALENT

Huber recognizes that our talented workforce is the Company's biggest competitive advantage. We want to invest in building a pipeline of candidates and developing a workforce that enables global diversity at every level of the organization.



CULTURE

We aim to create an inclusive environment where employees are encouraged to bring forward innovative solutions. To accomplish that, we need to ensure that all people are seen, all voices are heard, and every employee assumes the responsibility to be a visible ally and an advocate to one another.



COMMUNITY

We want to raise industry standards, be role models in our communities, and leave a lasting impact on our customers, suppliers and society. This is the legacy Huber will provide for future generations and is accomplished through our Huber Helps community engagement initiative.

Since launching I Belong at Huber in 2018, we have progressed in our efforts to embed DE&I into every facet of the Company. In the last year, DE&I Program Managers conducted face-to-face, customized Introduction to DE&I learning sessions with over 1,000 employees across the enterprise—including hourly employees.

The DE&I Program Managers have traveled throughout the United States to conduct these in-person DE&I sessions and are actively working to ensure all employees in our global manufacturing sites and offices have this opportunity as well. Ensuring all Huber employees have access to DE&I learning and development was a focus in 2022 and continues to be so in 2023.

OUR PROGRESS IN 2022 COMPARED WITH 2021:

<p>Diverse new hires:</p> <p>37.7% VS 38.6% in 2021</p> <p><i>(Diverse defined as US Minorities + Women globally.)</i></p>	<p>Workers from diverse groups employed in relation to the whole organization:</p> <p>31.2% VS 30.6% in 2021</p>	<p>Workers from diverse groups in top executive positions:</p> <p>36.4% VS 33.2% in 2021</p> <p><i>(excluding Boards of Directors)</i></p>
<p>Directors from diverse groups on the Huber Board and Management Boards:</p> <p>42.2% VS 37.5% in 2021</p> <p><i>(voting directors only for Corporate, CP Kelco, HEM and HEW)</i></p>	<p>Women employed in relation to the whole organization:</p> <p>21.3% VS 20.8% in 2021</p>	<p>Women in top executive positions:</p> <p>27.1% VS 25.1% in 2021</p> <p><i>(excluding Boards of Directors)</i></p>
	<p>Women on Huber Boards:</p> <p>27.2% VS 15.6% in 2021</p> <p><i>(Corporate, CP Kelco, HEM and HEW)</i></p>	



Huber recognized June as Pride Month as a way to reinforce our commitment to ensuring an inclusive environment for all employees regardless of their sexual orientation, gender identity or expression. Huber shared our position on the Company's LinkedIn, Facebook and Instagram social media profiles.

For the first time in Huber's history, we acknowledged and celebrated Pride Month throughout the enterprise. To recognize National Coming Out Day on October 11, the DE&I team offered "ABCs of LGBTQ+" learning sessions to further awareness, communication, respect and dignity towards lesbian, gay, bisexual, transgender, queer and/or questioning (LGBTQ+) identities and communities. This was one of several cultural holidays celebrated throughout the Huber enterprise with the aim of supporting the diversity of our workforce.

Each portfolio business has focused on formalizing a DE&I governance structure to include leaders and employees throughout our global operations. These DE&I leaders help set the standard for a culture that respects the dignity of all people, inspires belonging and promotes equitable access to opportunity.

The DE&I leaders play an advisory role on the execution of our strategy and are accountable for ensuring initiatives remain aligned with the Huber Principles, priorities within the business and overall enterprise goals. They also communicate, formally and informally, with employees the vision and mission of each business's DE&I efforts.

CP Kelco's DE&I Program Manager visited the Okmulgee, Oklahoma, and San Diego, California, manufacturing plants to deliver the *Inclusion Starts with I* learning session to more than 200 employees. This Introduction to DE&I learning session has provided our employees the space to examine their own cultural influences and role in building an inclusive workplace. People managers have received additional training on Inclusive Leadership.



Demonstrating commitment to DE&I, employees at HEM manufacturing sites across the US participated in introductory learning sessions presented by HEM's DE&I Program Manager throughout August and November 2022.

Employees at **Huber Engineered Materials** manufacturing sites across the US participated in introductory learning sessions presented by the HEM DE&I Program Manager. A total of 36 one-hour sessions reached more than 540 employees throughout the organization.

As a recruitment strategy in the US, HEM has a goal for 45% of qualified candidates presented to a hiring manager for roles at salary grades 31 and above to be diverse (US minorities and females). HEM overperformed in 2022, with an average diversity slate of 51%, which contributed to 43% diverse hires.

Huber Engineered Woods held in-person learning sessions on workplace inclusion designed to create an open dialogue about DE&I and Huber's commitment to an inclusive workplace for all employees. These sessions provided a setting for open and honest conversation that also enables participants to learn more about the experiences and backgrounds of others. HEW employees learned how Huber defines DE&I and how this connects to the Company's values and the organization's history. HEW will continue these learnings at every HEW location by the first half of 2023.

EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are cohorts of employees who come together based on a shared purpose, interest or background. ERGs help create a more inclusive workplace and promote cultural competency through engaging events, collaborative projects, and learning and developmental opportunities. Employees are invited to participate either as active members or allies. All ERGs are supported by engaged volunteers and guided by Executive leadership sponsors to ensure the groups' goals align with our DE&I strategy. The ASIA and WORTH ERGs were both launched in 2022. Together, our ERGs engage more than 450 unique participants globally.



Aspire Women's ERG

Huber's first ERG, which was started by Huber Engineered Woods employees in Charlotte, North Carolina, began in 2015 as a networking group but now also does philanthropic work.

Association for the Success & Inclusion of Asians & Pacific Islanders (ASIA)

Empowers Asian, Asian American and Pacific Islander employees and allies to create an inclusive, just and equitable community.



Black Employees Supporting Talent (BEST)

Launched to provide a safe and open space for Black employees to network, collaborate on community development-focused projects and provide additional professional development resources and opportunities.

Disabilities Advancement and Wellness Network (DAWN)

Huber's latest ERG works to increase awareness, provides educational opportunities on disability topics and creates an inclusive culture for employees whose lives have been impacted by disability.



Huber's Organization for Latinx Advancement (HOLA)

Facilitates visible commitment to the inclusion and valuing of Latinx employees and their allies through programs and activities that promote cultural and professional development, holistic wellness, networking, mentorship and leadership.





Members of the Young Professionals ERG attend a networking event at the Atlanta Botanical Gardens.



Veterans Engaging Together for Success (VETS)

Provides help and support to veterans to encourage each other through shared experiences, veteran recruitment, career development, outward engagement, professional growth and retention.

Women in Ops R Thriving at Huber (WORTH)

Offers women in operations roles at Huber tools that enable them to achieve success, develop and advance through the organization.



WOMEN'S INSPIRATION NETWORK

Women's Inspiration Network (WIN)

Supports women and their allies, promotes collaboration, fosters networking and encourages the advancement of women at Huber.



Working Parents (Supporting Parents & Caregivers)

Serves as an accessible resource for supporting parents and their allies in raising the next generation.



Young Professionals

Encourages team members in the early stages of their careers through education, networking opportunities and exposure to the Huber enterprise.



HUBER TALKS

Members of our ERGs have been experiencing the benefits of powerful conversations around DE&I since 2021 through a program called Huber Talks. Huber Talks are open and transparent, employee-focused, group-centered conversations guided by a facilitator. They are unscripted and may evolve organically depending on the depth and pace participants are willing to go. Our ERGs have proven that it is essential to have shared dialogue and create spaces where we all are seen, heard and valued.

Following the success of this pilot program, we introduced Huber Talks to the whole enterprise in March 2023. In 2022, Huber's ERGs held Huber Talks on a wide range of topics, including:



The **ASIA ERG** celebrated Asian Pacific Heritage Month by hosting a panel discussion about Asian American leadership featuring a member of the HEM Management Board.

The **WIN ERG** held a webinar where women from Huber Corporate, HEM, CP Kelco and HEW shared their stories about how they manage stress and maintain the boundaries between their work and personal lives.



HOLA celebrated its one-year anniversary as an ERG by holding a Huber Talks event to honor Hispanic and Latinx leadership with three external guest speakers.

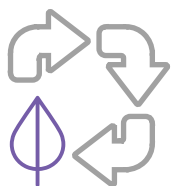
VETS held a virtual panel event with a US Army Major General, Huber President & CEO Gretchen McClain, HEW President Brian Carlson and Executive Vice President & Chief Sustainability Officer Don Young in honor of Veterans Day in the US, Armistice Day in Europe and Remembrance Day in the Commonwealth member states.



Products on Purpose

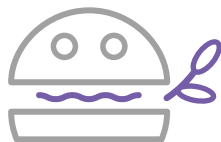
Our commitment to putting people first goes beyond our own locations and even the communities in which we operate. Each Huber business has a product portfolio aimed at making life better for customers and consumers. These include more sustainable ingredients for use in personal care applications, foods and beverages, and agriculture, as well as more resilient building materials, non-halogenated flame retardants and smoke suppressants, and sustainable forestry services.

In particular, Huber is focusing on several consumer trends where our products can offer a distinct societal benefit:



BIODEGRADABILITY

Consumers are becoming more aware of how the products they use affect the environment and are seeking products that are readily biodegradable at end of product life. CP Kelco's biodegradable FDC products, CELLULON® and ARBALON® Cellulose Liquids, have the potential to replace microplastics and other polymers in home care and personal care consumer products. They offer the same functionality as synthetic ingredients in liquid laundry detergent, body washes, soaps, shaving products, lotions and other similar applications, without the harmful, accumulative environmental impacts of synthetic materials.

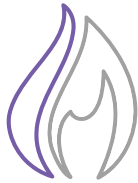
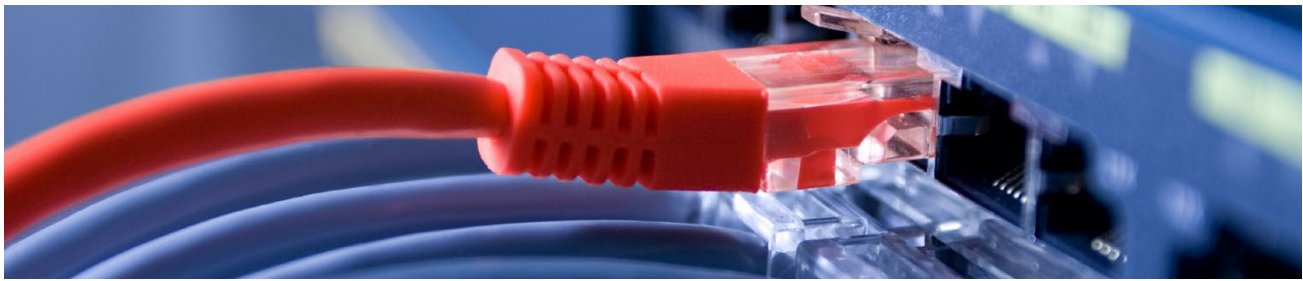


ALTERNATIVE PROTEINS

Many consumers are interested in plant-based products as alternatives or supplements to meats and dairy. CP Kelco is well-positioned to meet this demand. In addition to vegetarians, there is also a growing market for "flexitarians"—people who are not strictly vegetarian but are looking to reduce the amount of meat they consume to improve their health and contribute to a more sustainable planet.

For over a decade, CP Kelco's gellan products have enabled tremendous success for customers in the alternative dairy beverage segment. Texture is one area where plant-based alternatives are still evolving to better imitate meat. The solution that many producers use is the addition of hydrocolloids that gel at high temperature, which provides structure and releases a little water when bitten, offering a texture and juiciness closer to that of an animal-based product. Many of the hydrocolloids used in this application are synthetic, however, and CP Kelco's gellan, pectin, citrus fiber and carrageenan lines offer a similar experience with nature-powered ingredients.

CP Kelco is also exploring applications for vegan eggs, cheeses and condiments to meet the growing demand of consumers seeking innovative solutions that align with their dietary needs and preferences.



FIRE SAFETY

Huber is helping facilitate a shift toward less hazardous fire safety in consumer and industrial products. The Huber Advanced Materials (HAM) strategic business unit (SBU) of Huber Engineered Materials produces non-halogenated flame retardants and smoke suppressants. Unlike many alternative halogen-based solutions in the marketplace, which contain chlorine or bromine-based flame retardant additives that emit harmful gases when burned, HAM's products used as additives in polymer compounds result in less hazardous emissions when exposed to heat. This makes them much safer.

The SBU's alumina trihydrate (ATH), MAGNIFIN® magnesium hydroxide (MDH) and KEMGARD® smoke suppressant products are used in wire and cable, silicone rubber, foam insulation, commercial flooring, PVC pipe, electric vehicle batteries and more. Our solutions from HAM help deliver better battery stability, performance, reliability and safety, as well as enhanced flame retardancy and reduced vehicle weight, which gives cars and trucks better fuel efficiency and handling.

In addition, HEW's EXACOR® magnesium oxide (MgO) panels are fire resistant, making our built environments safer for occupants than traditional materials.



ENERGY-SAVING BUILDING MATERIALS

Products that enable energy efficiency are helping drive more sustainable built environments. The International Energy Conservation Code (IECC) was established to assist in the design of energy-efficient building envelopes. ZIP System® sheathing and ZIP System® R-sheathing from Huber Engineered Woods can be used to help meet energy code requirements by providing a continuous, rigid air barrier that decreases air leakage for greater energy efficiency. Additionally, ZIP System R-sheathing can be used to address building thermal performance requirements published by IECC by providing continuous insulation for both residential and commercial construction.



RESPONSIBLE FORESTRY AND AGRICULTURAL PRACTICES

Huber can maximize the efficacy of fertilizers and other agriculture solutions through safer, less toxic, more innovative solutions. HEM's Huber AgroSolutions SBU, which includes Miller and the Biolchim Group, specializes in sustainable, high-performing agricultural products. Miller produces fertilizers and adjuvants that make land more productive by enabling crop protection materials to adhere better to plants, reducing the need for reapplication and overfertilization. This, in turn, lowers the release of active ingredients into the water table. Additionally, higher yields on existing agricultural lands reduces the expansion into non-arable lands, thereby supporting biodiversity. Miller's nutritional products replace key depleting nutrients in the soil while their soluble fertilizers maximize efficacy in water-conscious drip irrigation systems, an important farm irrigation tool in water-stressed areas.

The Biolchim Group offers biostimulants and trace elements, as well as water-soluble, liquid and foliar fertilizers. These products provide nutrition for both the soil and the plant in order to help them during the whole lifecycle and at times of greatest need, such as flowering and fruit making. Biostimulants enable balanced use of fertilizers, thereby reducing their impact. The Biolchim Group has also placed focus on organic fertilizers to answer consumer demand for more organic crops.

Huber Resources Corp. ensures the responsible stewardship of timberlands it manages for third-party landowners in the US, as well as Huber's own timberland. To accomplish this, HRC utilizes an integrated system of responsible forestry practices designed to improve forest health, promote forest regeneration and deliver sustained yield timber harvesting. These combined strategic methods maintain or even improve watersheds, enhance wildlife habitat, and create forest diversity, while improving the value of timberlands and protecting the environment. HRC's forestry practices support and enhance carbon sequestration, a component of J.M. Huber's long-term sustainability strategy.

We continue to watch for emerging consumer trends as well as societal needs when developing plans for our strategic growth, whether by monitoring for new market opportunities or enabling and enhancing technologies.

CP Kelco initiated a project with Emory University to understand how societal benefits drive consumer behavior and can influence our communication channels in a business-to-business setting. This project involves mapping the societal benefits for CP Kelco ingredients and then creating a model that can be used for further product launches across Huber. Similar projects are under development in HEW and HEM.

By better understanding the sustainability attributes of our products, we can help our customers drive greater positive impacts.

Product Safety & Quality

As a multi-generational family enterprise, Huber takes the long view on ensuring product quality and the safety of customers and end consumers, including considerations regarding product ingredients and their potential near- and longer-term effects on consumer health. In an increasingly competitive market, this is among the ways Huber differentiates itself—making us the partner of choice for customers that require the highest quality ingredients for their own products.

CP KELCO

CP Kelco has manufacturing facilities on four continents and a customer base that spans the globe. Six of CP Kelco's seven plants are ISO 9001 certified (the internationally recognized standard for quality management). The new CP Kelco Citrus Fiber manufacturing site under construction in Brazil will complete the ISO 9001 certification process in 2023-2024.

CP Kelco has a Quality Issues Management (QIM) system that is compliant with ISO 9001 as well as Food Safety System Certification (FSSC) 22000.

The business's Quality and Food Safety Policy is communicated through training, made visible throughout the organization, and adopted and implemented by each of CP Kelco's manufacturing sites. CP Kelco proudly marked a decade of celebrating World Quality Day in the second week of November with a series of global and local events and webinars focusing on enhancing each site's quality and food safety culture.



A motivating poster about Quality Week provides inspiration to CP Kelco employees at the xanthan gum and diutan gum plant in Wulian, China.

CP Kelco has a well-defined Quality and Food Safety Strategy 2025 that was developed with input from internal functional leaders, regulatory groups, industry associations, customers and peer companies. The strategy comprises a list of activities and projects intended to constantly improve our systems, performance and the customer experience. Key initiatives of this strategy include the customer-facing Information Portal, with all relevant product information. CP Kelco also established the Product Service Group (PSG) in 2022 to better service customers and to create one point of contact for product-related questions.

The business received close to 3,000 product information requests from customers in 2022. Based on feedback, less than 3% did not meet the



The 30-plus employees of HEM's smallest HAM site, Marblehead, Illinois, produce alumina trihydrate used in plastic and rubber products.

customer's expectation. For customer complaints, CP Kelco had 97 plant-related confirmed complaints in 2022, which was an increase from 73 in 2021. This was mainly due to a single event at a supplier of packaging material. All confirmed complaints are thoroughly investigated, and actions are taken to improve our system resilience. Our response time on customer complaints improved from 27 days in 2021 to 18 days in 2022. There were no product recalls in 2022.

HUBER ENGINEERED MATERIALS

HEM, which also has a large and diverse global footprint similar to CP Kelco, uses the Enablon® system to track issues related to safety and quality throughout the business. The Huber Advanced Materials strategic business unit (SBU) of HEM produces non-halogenated flame retardants, smoke suppressants, calcined and activated oxides and urea resin, which are used in a number of applications, including safer thermosets, emission control, performance coatings, crop protection as well as lower rolling resistance tires. This results in improved fuel economy, as well as better battery stability and safety for electric vehicles. In 2022, HAM tracked 134 quality issues, a decrease of 19% from 2021, sharing best practices related to corrective and preventative actions to drive continual improvement.

HAM is introducing a Laboratory Information Management System (LIMS) at the Martinswerk

site in Bergheim, Germany. This system will be rolled out to all HAM plants. The LIMS will streamline laboratory processes, maintain data integrity, improve quality control and help ensure regulatory compliance, enabling efficient, fully automated and reliable worldwide communication between production and quality management teams.

HEM's SBUs also maintain certain registrations and certifications that allow our products to be used in important applications around the world. Within the Huber Specialty Minerals SBU, for example, the Nutrition and Natural Soda segments are certified to a Global Food Safety Initiative (GFSI) standard under FSSC 22000. These segments are also registered with the US Food and Drug Administration (FDA) and local health authorities as a food manufacturer. The Nutrition segment is registered with the FDA as a drug manufacturer of Active Pharmaceutical Ingredients (APIs), and with The European Directorate for the Quality of Medicines & HealthCare (EDQM).

The Performance Minerals segments are ISO 9001:2015 certified. These same sites maintain a National Sanitation Foundation/American National Standards Institute (NSF/ANSI) certification for Drinking Water Treatment and/or Plastic Piping, which allows our products to be used in the design and construction of drinking water systems.

HUBER ENGINEERED WOODS

HEW wood structural panel products meet the requirements of the US Department of Commerce PS 2, the *Performance Standard for Wood Structural Panels*, the National Building Code of Canada standard CAN/CSA O325, *Construction Sheathing*, and other proprietary performance standards to HEW that exceed PS 2 or CAN/CSA O325.

In addition to these industry standards, HEW products meet the requirements of approximately 60 third-party evaluation and listing reports from the International Code Council Evaluation Services (ICC-ES), the International Association of Plumbing & Mechanical Officials (IAPMO), Underwriters Laboratories (UL), Underwriters Laboratories Canada (ULC), Canadian Construction Materials Centre (CCMC), and various state and local entities within the United States.

ZIP System® sheathing, AdvanTech® and Huber Blue Plus® products had their lowest customer claims and complaints rates since the inception of the current tracking system, in 2008, 2009 and 2013, respectively.

HEW's Technical Services and IT teams collaborated on the implementation of customer complaints into the Salesforce platform, allowing our outside sale team to directly input claims for resolution of these issues. ZIP System® sheathing has a Class A rating from UL for external fire exposure when used on roofs with approved finished roof coverings, such as asphalt fiberglass shingles. Class A roof assemblies are those that are effective against severe fire test exposure. EXACOR® products have been issued several fire-resistant rated assemblies from the International Code Council (ICC) and UL, allowing the panels to be used as a part of fire-rated assemblies in Type III and Type V structures.

In recognition of its positive reputation in the marketplace, HEW's AdvanTech® oriented strand board maintained its number one ranking for Highest Overall Quality and Brand Most Used in the OSB category in *Builder* magazine's annual brand use study for the 20th consecutive year. Similarly, HEW's ZIP System® brand was the number one Quality Brand for Exterior Sheathing in the annual *Builder* magazine survey of the construction industry, its seventh consecutive win.

QUALITY CERTIFICATIONS



CHEMICALS & SUBSTANCES OF CONCERN

As part of the Huber Sustainability Management System, procedures from the American Institute of Chemical Engineers Center for Chemical Process Safety guidelines have been incorporated for sites with process safety management risks.

We address our raw materials and other chemical use within our risk management practice and are compliant with all international regulations for product registration and product safety (e.g., Registration, Evaluation, Authorization and Restriction of Chemicals, known as REACH, in the European Union).

Environmental Stewardship

SAFEGUARDING OUR PLANET

Fulfilling our goal to improve today for a better tomorrow requires us to be responsible stewards of the environment, dedicated to leaving a light footprint and preserving ecosystems for future generations. One of the cornerstones of our approach to sustainability and codified in our Environmental Health & Safety (EH&S) Sustainability Principle, protecting our planet is a part of our legacy. Owned by a multi-generational family, we've been committed to environmental sustainability for generations. But this dedication to protecting our planet and our communities has never been more critical than it is today.



Our approach to **environmental performance** is based on developing and using emerging technologies and innovations to:



Lighten planet impact from our operations, supply chain and products.



Minimize climate- and water-related risks.



Utilize resources responsibly across the product lifecycle with an emphasis on the use of ethical and sustainable practices.

“Huber takes a long-term view regarding the way we conduct business, which is reflected in our deep commitment to protecting the environment. To meet the needs of our internal and external stakeholders, we’re committed to making improvements to our operations and supply chains to help make our products more sustainable. By taking immediate actions and implementing longer, multi-year initiatives, we can do our part to protect the environment today and for future generations.”

Don Young
Executive Vice
President &
Chief
Sustainability
Officer



In 2022, Huber completed its first five-year Sustainability Strategy, with reductions in the amount of energy and CO₂ used per metric ton of production. We further improved our environmental footprint by utilizing more energy derived from renewable sources and, through operational excellence, by increasing our percentage of waste diverted from landfill to beneficial by-product or reuse by 5% in 2022 compared to 2021.

Our resource efficiency hierarchy enables us to innovate products that use less energy and water and ensure we improve our overall efficiency. We also partner with suppliers and customers who share our sustainability values. Finally, we are committed to responsibly using resources across the product lifecycle, from raw material sourcing to a product’s end of life, with an emphasis on the use of ethical and sustainable raw materials and practices.

Environmental Performance

Huber's first comprehensive Sustainability Strategy used 2017 as a baseline, with a five-year goal to reduce our energy, water and CO₂e* emissions intensity by 10% each. Our sustained (rolling 12-month) usage intensity relative to the baseline for three key areas was:

INTENSITY METRICS



ENERGY

↓ **0.3%**



WATER

↑ **1.9%**



CO₂e EMISSIONS

↓ **5.6%**

Huber was impacted by several variables that prevented the Company from reaching our 10% reduction goals for energy, water and carbon emissions intensity. These include the COVID-19 pandemic's effects on some of our end markets, 2022 global energy market challenges and increased customer demand for products that require more water and energy to produce compared to our 2017 product portfolio.

Although we fell short of our goals, the learnings derived over the 2018-2022 period will serve as a strong foundation upon which to build bolder, next-generation sustainability commitments. Our plan to meet these goals will be enabled by innovative enterprise-wide approaches to lower carbon emissions, including new energy efficient equipment and processes at our European facilities in Großenbrode, Martinswerk and Lille Skensved.



RENEWABLE
ENERGY

34%

Huber's renewable energy sources include direct and indirect use of such renewable sources as biomass, solar, hydro (water), wind and geothermal.



ZERO WASTE-
TO-LANDFILL

11 of 21
manufacturing
facilities

Huber's internal Zero Waste-to-Landfill criteria requires diverting at least 90% of a manufacturing facility's waste from landfills.



NOVs

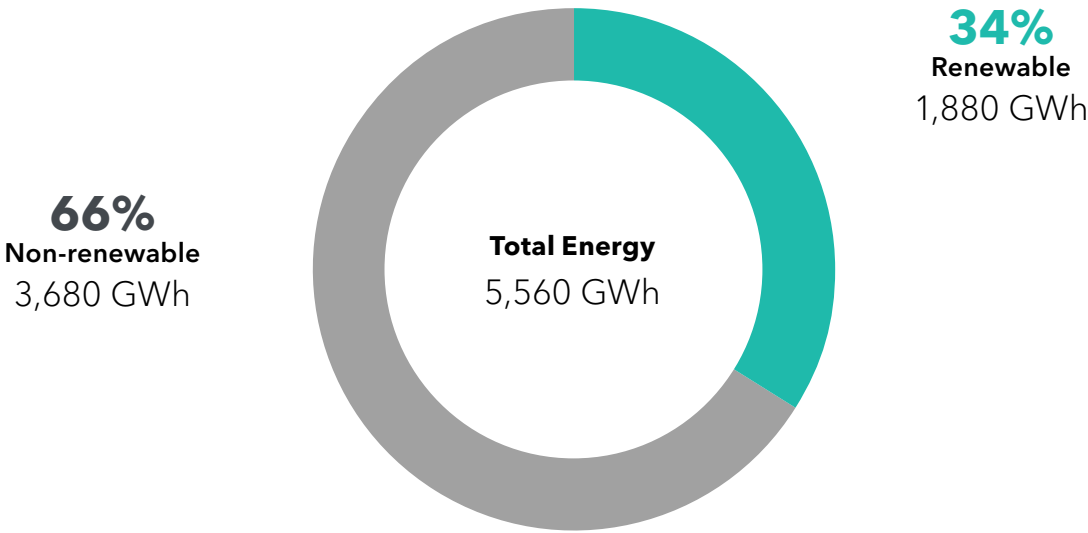
(Notice of Violations)

0
in 2022

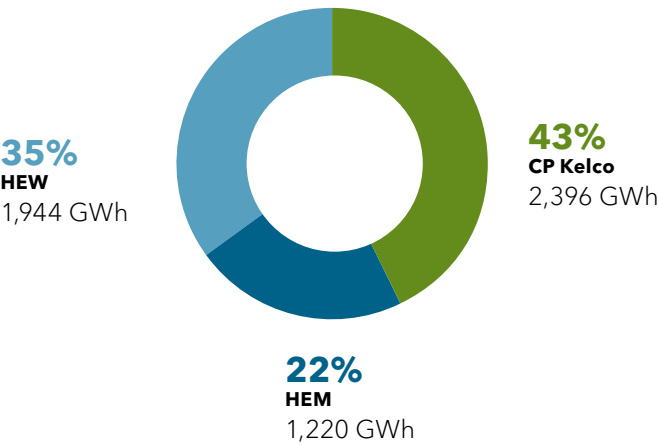
However, there were three non-material NOVs with no environmental impact.

TOTAL ENERGY
GIGAWATT HOUR (GWh)

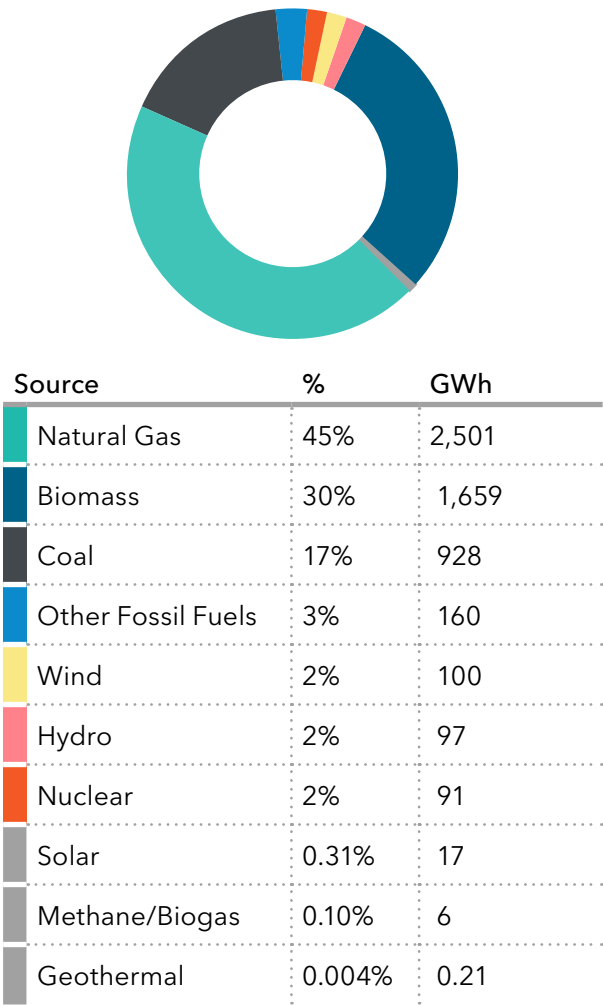
RENEWABLE/NON-RENEWABLE



BY PORTFOLIO BUSINESS



BY SOURCE (DIRECT AND INDIRECT)



Notes:
Renewable energy sources are based on publicly available relative electricity grid factors/sources.

All reported data exclude sites acquired by HEM in 2021 in La Mirada, California; Rifle, Colorado, and Breitenau, Austria.

GHG EMISSIONS
METRIC TONS (MT)

J.M. HUBER CORPORATION

SCOPE 1

Direct greenhouse gas emissions from sources owned or controlled by Huber.

735,966 MT

SCOPE 2

Indirect greenhouse gas emissions from the generation of purchased electricity, heating and other utilities consumed by Huber.

487,295 MT

CP Kelco	HEM	HEW	CP Kelco	HEM	HEW
316,937 MT	295,229 MT	123,800 MT	290,424 MT	93,417 MT	103,455 MT

Total Scope 1 & 2 GHG emissions increased by 1% from 2021 to 2022, driven by a 7% increase in the use of non-renewable fuels for purchased power from the electrical grids or other purchased energy sources. There was a 2% decrease in Scope 1 carbon emissions versus 2021, mainly driven by improved efficiency and reliability at sites across Huber.

WATER INTAKE
CUBIC METERS (m³)

J.M. HUBER CORPORATION

11,258,001 m³

CP Kelco	HEM	HEW
6,466,529 m ³	4,315,711 m ³	475,761 m ³

WASTE

NON-HAZARDOUS

J.M. HUBER CORPORATION

521,584 MT

Landfilled			Byproduct Reuse			Waste-to-energy			Recycled		
8%			65%			22%			6%		
41,191 MT			337,711 MT			113,021 MT			29,661 MT		
CPK	HEM	HEW	CPK	HEM	HEW	CPK	HEM	HEW	CPK	HEM	HEW
6,497 MT	20,892 MT	13,802 MT	255,944 MT	5 MT	81,762 MT	101,950 MT	114 MT	10,957 MT	17,985 MT	9,744 MT	1,932 MT

HAZARDOUS

J.M. HUBER CORPORATION

1,177 MT

CP Kelco	HEM	HEW
106 MT	1,067 MT	4 MT

Notes:

All reported data exclude sites acquired by HEM in 2021 in La Mirada, California; Rifle, Colorado, and Breitenau, Austria.

Hazardous waste is classified and managed in compliance with regulatory requirements.

Climate & Water Strategy

CLIMATE RISK

We understand climate change impacts occur within and beyond our manufacturing operations. Because of this, Huber seeks to minimize physical and transitional climate- and water-related risks and impacts and realize improvement opportunities by partnering with suppliers and customers who share our sustainability values. By understanding these potential impacts, we can proactively address emerging risks to ensure operational resilience and supply chain reliability.

Physical climate-related risks at our operations—and more often within the supply chain—have been assessed and mitigation plans have been developed. As part of a Climate Risk & Opportunity Assessment project in partnership with Aon, a professional services firm specializing in financial risk mitigation products, we conducted in-depth quantitative physical and transitional climate risk modeling and near-term natural catastrophe risk modeling. This project encompassed nearly 100 sites globally, including all Huber-owned manufacturing asset locations, certain key supplier manufacturing locations and 36 raw material growing regions that support certain Huber businesses, such as wood baskets, citrus and seaweed harvest areas.

In 2022, two Huber facilities operated in areas considered to be impacted by water scarcity: Wulian, China, and San Diego, California. At these facilities, responsible water usage is considered a “right to operate” issue and additional focus is placed on identifying water recycling and usage reduction projects. Since 2017, CP Kelco’s facility in Wulian has reduced their water intensity, or water usage per ton of product, by over 29%.

The Corporate Risk Team also monitors owned operations and supplier locations and regions by using drought and flood monitoring tools (NOAA, WRI Aqueduct and SEDEX).

Transitional risks are often the result of policy action, such as moving economies from fossil fuels to renewable energy sources. While Huber seeks to be on the leading edge of adopting sustainability best practices, there are some inherent operational risks as the global economy makes this shift.

Transitional risk assessment is a component of our quantitative climate modeling. This approach looks at our exposure to the various categories of transition risks, including litigation, reputational damage, new technology, carbon pricing and market fluctuations for certain products as the world transitions to a lower-carbon economy.

OPERATIONAL EXCELLENCE

Operational excellence includes efforts that reduce downtime while improving reliability and asset availability. Reducing unplanned downtime can yield benefits in safety, energy efficiency, quality and productivity, while minimizing waste. This was a key contributor to Huber’s overall outstanding profitability in 2022 and is a cornerstone of sustainability by enabling us to do more with less.



In response to the Russian invasion of Ukraine, **CP Kelco** teams at the pectin manufacturing plants in Lille Skensved, Denmark, and Großenbrode, Germany, took steps to reduce production costs and ensure continuity of service to customers. This included balancing our production capabilities in Europe and Brazil to best meet customer needs and enabling the European plants to switch temporarily from natural gas to fuel oil, ensuring critical supply chain continuity in a time of uncertain fuel supply options.

The effort also reduced CP Kelco's energy spend by nearly 8% while also buffering against a potential natural gas supply shortage.

HEM continued its focus on continuous improvement in operational efficiency. At the Quincy Nutrition plant in Illinois, the team replaced compressed air with blowers to prevent dust from entering a mill's bearings. Using blowers to provide the necessary air is more efficient than running compressors to generate compressed air. Keeping the bearings clean helps extend the time between maintenance while maintaining product quality and throughput.

Other plants deployed a suite of unit operation advances—the Martinswerk facility reduced total energy demand from one area of the plant by 17,000 megawatt hours (MWh) versus an original target of 3,000 MWh, demonstrating the power of innovative, sustainable mindsets in our employees.

17,000
MWh
REDUCTION
IN ENERGY
DEMAND



10%
INCREASE IN
PRODUCTIVITY

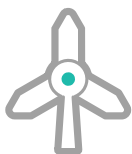
HEW's mill in Easton, Maine, became the first plant in the business to equip each maintenance technician with a personal tablet that allows full-time access to the Computerized Maintenance Management System (CMMS), drawing libraries and troubleshooting guides while they are on location. Technicians are now able to clock in and out of a job, access detailed machine information, check stocked part availability, document observations and enter work orders all without leaving their work area to access fixed-base computer terminals. The rollout of these tablets has allowed for more precise, real-time identification and reporting of maintenance issues, reducing downtime and increasing productivity by up to 10%.

EVOLVING OUR CLIMATE STRATEGY

The execution of our first five-year Sustainability Strategy put new systems and initiatives in place to transition to our Climate & Water strategy in development for 2023 and beyond. These include:



Development of a new CapEx Planning Tool to capture the capital and operating investments required to implement projects and systems needed to meet long term climate impact goals.



Collaboration with external partners to develop potential pathways to 100% renewable energy for all Huber manufacturing sites by 2033.



Partnering with external consultants to understand challenges, goals and timelines necessary to align with bold, science-based targets essential to achieving our long-term decarbonization goals across our Scope 1, 2 and 3 emissions.



Joining the World Business Council for Sustainable Development (WBCSD) and collaborating with companies across multiple business sectors to discuss climate-related innovation, sustainability frameworks and how companies can build corporate resiliency in the face of changing climate impacts. Huber joined the WBCSD Avoided Emissions workstream in 2022 and contributed through thought leadership to the development of a newly launched “Guidance on Avoided Emissions.” This supports the broader contributions and collaboration of cross-industry companies to leverage a consistent, reliable and transparent framework supporting global decarbonization.

With the materiality assessment of Huber’s ESG priorities, we’re confident that our stakeholders—both internal and external—will support our continuing commitment to meaningful, impactful climate and water actions that fulfill Huber’s purpose of improving today for a better tomorrow.

Circularity Strategy

To create a more sustainable business—and world—Huber strives to responsibly use resources across the product lifecycle, from raw material sourcing to a product's end of life, with an emphasis on ethical and sustainable practices.

SUSTAINABLE PROCUREMENT

Huber seeks to do business with partners that share our values, thereby increasing the scope of our positive impact. Our approach to sustainable procurement includes working with our suppliers to determine how they affect our global sustainability footprint and ways we can work together to reduce our collective environmental impact. This helps ensure that our commitment to sustainability is reflected throughout a product's entire lifecycle.

We also apply a social lens to our supplier assessments to ensure that our supply chain is aligned with our Respect for People Principle and is free from egregious human rights violations including child labor and forced labor.

The global Sustainable Procurement Team achieved our 2022 objective to assess the sustainability of 100% of our Top Tier suppliers, defined as suppliers with whom we exceed a specific spend threshold or are considered critical/high risk. Huber leverages multiple tools, including the Supplier Ethical Data Exchange (Sedex) platform, to review Top Tier supplier risk assessments and responsible sourcing audits.

When Top Tier suppliers are not Sedex members, or have no available data, Huber has developed a supplementary Huber Social Responsibility & Sustainability Questionnaire. These data are used to evaluate our supply chain risks and opportunities and deepen engagement with valued supply chain partners.

In 2022, there were no known incidents of human rights violations within our operations or our Top Tier supply chain.

Another element of sustainable procurement involves improving digital tools to drive efficiency in logistics, which helps reduce non-traditional "waste" involved in the sourcing of raw materials. The Huber Engineered Materials Supply Chain Planning transformation initiative seeks to eliminate waste and mitigate risk by providing more accurate information to customers to enable better downstream planning. The project's goals are to reduce inventory and external warehousing needs, improve customer service through fewer errors and delayed shipments and to increase employee productivity.

IN 2022:

100%

of our targeted suppliers went through a sustainability assessment

35%

of our buyers received training on sustainable procurement practices

80%

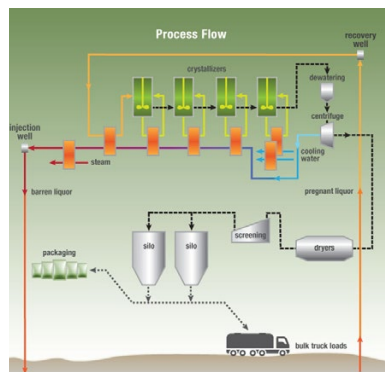
of targeted suppliers have agreed to align with our Sustainable Procurement Charter/Supplier Code of Conduct
(up from 69% in 2021)

42%

of targeted suppliers have conducted on-site audits that include environmental and social topics

PRODUCT LIFECYCLES

Sustainable manufacturing requires lifecycle thinking. We recognize the importance of understanding the full impact associated with our products across their lifecycle, from raw material extraction to end of life disposal. Huber integrates Life Cycle Assessments (LCA) as a tool to understand the environmental impacts of our raw material selection, transportation methods, and our own manufacturing operations, while informing opportunities to focus our impact reduction efforts. The output of these assessments increases transparency and serves as a differentiator for our customers and our consumers.



from <https://www.naturalsoda.com/about-us/our-unique-process/>

Huber Engineered Materials completed lifecycle assessments (LCAs) on its fine precipitated hydrate and pinolene-based products in 2022 and began LCAs for its alumina trihydrate (ATH) offerings. This allows us to provide primary footprint data to our customers, in support of their own climate reduction strategies.

HEM also used the LCA approach to understand and compare the carbon footprint of products from the Natural Soda business, which Huber acquired on December 31, 2021. This revealed that the carbon footprint of Natural Soda's sodium bicarbonate products, including manufacturing, transportation and eventual disposal, is only about half that of the alternative products available on the market. The HEM team endeavors to apply comparative assessments to help differentiate our products based on validated sustainability claims.

CP Kelco has completed cradle-to-gate LCAs on three key products, Citrus Fiber, Fermentation Derived Cellulose (FDC) and Pectin. In 2022, CP Kelco initiated four LCAs for Gellan Gum, Xanthan Gum, Diutan Gum and Carrageenan.



Huber Engineered Woods has been leveraging the power of LCAs since 2014, when they conducted the Company's first cradle-to-grave LCA for their Advantech®, ZIP System® and Tru-spec® specialty products. This study was refreshed in 2019 and published through an Environmental Product Declaration (EPD).

As we continue to expand our LCAs across the portfolio of products, we are looking at ways to positively impact biodiversity while improving and protecting natural systems in the areas where our raw materials are sourced, where our facilities operate, and the environments where our products are used or consumed. We also recognize that our purchased goods and services matter. CP Kelco sources 100% RSPO-certified glycerin as raw material. (The Roundtable on Sustainable Palm Oil, or RSPO, is a global, multi-stakeholder initiative to deliver deforestation-free palm-oil.)

Huber endeavors to incorporate zero waste design into the new product development process, including utilizing raw materials that can be regenerated, such as sustainably sourced trees or seaweed. Huber Engineered Woods' mills have been third-party certified to the Sustainable Forestry Initiative (SFI) Standard. SFI is an organization that advocates for sustainable forest management and sound timber harvesting practices that promote tree growth and regeneration.

RESOURCE EFFICIENCY HIERARCHY

Manufacturing locations in each portfolio business made good progress on diverting waste from landfills, establishing new recycling programs and finding alternative uses for some of their byproduct streams. In fact, 65% of our total waste by mass was diverted away from landfill and towards beneficial reuse in 2022, compared to 60% in 2021.

At CP Kelco's Brazilian facilities, we upcycle citrus peel from the juicing industry to produce pectin and citrus fiber. Our Innovation Team designed our patented peel washing process that drastically reduces the need for fresh water compared to traditional peel washing processes and results in a higher pectin yield. Process water from our pectin extraction process is recycled as fertigation (fertilized irrigation) for local eucalyptus tree groves, providing nutrients to support the growth of biomass that fuels our operations.

The plant in Limeira, Brazil completed installation of a new evaporator in June, which converts effluent into useful byproducts, generating molasses (used for cattle feed), d-limonene (an essential oil used in cleaning products, fragrances and home care applications) and FERPEC® (an organic fertilizer used in nearby citrus orchards).



At HEM, rather than disposing limestone ore that does not meet strict bright white color standards in calcium carbonate products, the business began using it to produce ReCal® PreC calcium carbonate for use in carpet backing and other applications where visual appeal is less critical. Its status as a pre-consumer recycled product helps carpet manufacturers achieve Leadership in Energy and Environmental Design (LEED) certification for their products. Calcium carbonate is a major component of carpet volume and is a more sustainable option than a commonly used component, fly ash, which is sourced from coal.

The HEM plant in Bauxite, Arkansas, was able to reclassify its primary waste stream, hydracalcide, to a non-hazardous waste stream. This allowed the site to use the material for landfill cover material instead of waste disposed inside the landfill. The site also worked with a pallet vendor to initiate a recycling program, successfully eliminating another landfill waste stream.

Wood ash produced from the Huber Engineered Woods manufacturing process in Commerce, Georgia; Easton, Maine, and Broken Bow, Oklahoma, that was formerly sent to landfill is now being used as a beneficial byproduct. Through research and work with state agencies, HEW concluded that the ash has nutrient and environmental properties that make it a suitable soil amendment, which allows beneficial reincorporation into the natural environment.

Business Excellence

APPLYING AND BUILDING ON BEST PRACTICES

Huber takes a long-term view regarding our approach to capital deployment, commercial and operational excellence, as well as customer-centric innovation. This is bolstered by an internal and external accountability structure that ensures Huber's sustainable future through compliance, resilience, value creation and strategic direction. By doing business with the highest ethical standards, we can achieve profitable growth that allows us to effectively meet the needs of our customers and reinvest in our people and our operations. Excellence in people leads to excellence in business execution, which is a hallmark of our company. Through our own internal awards programs, as well as third-party recognition, our people and leaders have received accolades for the work they do to make Huber a high-performing, well-run enterprise.





Claudia Vaz De Lestapis
Executive Vice
President,
General Counsel &
Corporate Secretary

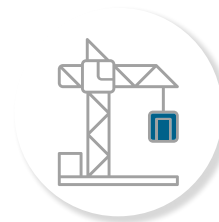
“Huber’s unique approach to corporate governance offers stability in a turbulent world. As we expand our portfolio of sustainable products and enter new markets, our governance structure and leadership teams keep us focused on doing business ‘the right way’ as we pursue profitable growth. This helps ensure we make decisions according to the Huber Principles, operate in compliance with laws and regulations and effectively identify and mitigate risks.”

Huber’s most important asset is its good name—a reputation that the Company has built over the past 140 years. Although 2022 was tumultuous, our nimble teams adapted to keep our customers supplied with quality products. As a testament to this, several of our manufacturing sites have achieved or maintained high-level certifications for sustainability performance and food safety, in addition to rigorous compliance audits from Huber’s internal teams.

Thanks to the thoroughness of our management processes, Huber executed a substantial capital deployment program, increasing capacity at some sites and enabling development of new, innovative products at others.

Huber also remained alert and attentive to current and future threats to the organization. Our risk management and ethics programs help drive consistency in our conduct everywhere we operate. In an ever-changing world, Huber’s approach to business excellence is a source of stability.

PROCESSES THAT ENABLE:



CAPITAL DEPLOYMENT



INCREASING CAPACITY



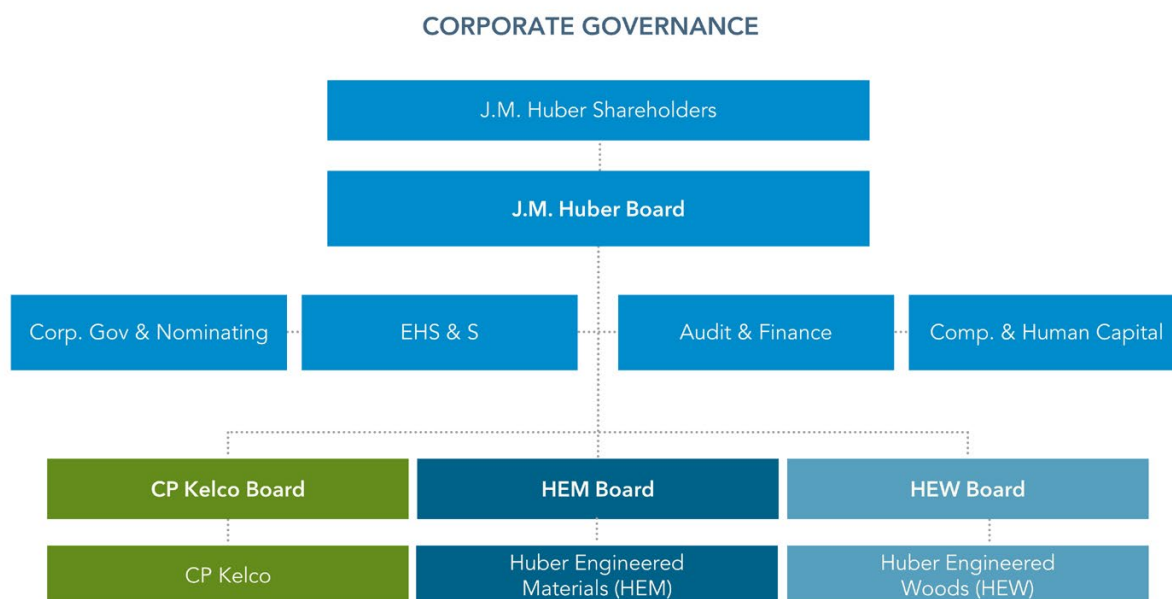
INNOVATIVE PRODUCTS

Governance

Although Huber is privately owned, the Company adheres to many of the best practices of publicly traded enterprises, including maintaining robust governance structures. Under the Portfolio Management Company (PMC) organizational model, Huber’s three largest portfolio businesses—CP Kelco, Huber Engineered Materials and Huber Engineered Woods—each have their own dedicated Management Board, whose members have significant experience in the relevant industries they serve. This ensures that Huber leaders within each portfolio business are supported by a Board with both the expertise and governance rigor to help drive the business forward toward their goal of developing purposeful, innovative products and services.

The Company also has a Board of Directors with four standing committees:

			
Audit & Finance	Compensation & Human Capital	Corporate Governance & Nominating	Environmental, Health, Safety & Sustainability (EHS&S)
Aids the Board in upholding rigorous financial reporting standards, ensuring the quality and integrity of Huber’s accounting and financial reporting, maintaining an effective capital structure and keeping the Company’s enterprise risk processes up to date.	Helps the Board guide Huber’s employee compensation philosophies, management development strategies and culture.	Assists the Board in matters of corporate governance by providing oversight of Board organization, operations and effectiveness.	Guides the Board in developing and implementing Huber’s sustainability initiatives.



Operational matters are left to the Management Boards, with appropriate oversight from the Huber Corporate Board. In addition to increased autonomy, the PMC structure also encourages greater accountability for each business to achieve outstanding performance. This frees up Huber's Corporate Board to focus on overall portfolio strategy and critical resource allocation decisions.

These boards include outside (independent) Directors, Huber management and members of the Huber family. To cultivate future family leaders, the Corporate and Management Boards also include Non-Voting Director positions. Non-Voting Directors attend all meetings and are treated as full board members with the duty to contribute, but without the right to vote.

The Huber Corporate Board of Directors' first Environmental Committee was established in 2005 and was succeeded by the current EHS&S Committee in 2009. This history and emphasis on

EHS&S make us a leader on the topic of integrating our sustainability initiatives into our governance structure.

The EHS&S Committee helps chart the Company's sustainability journey in the spirit of the Huber Principles. This ensures that the Company reaches its goals in ways that have a positive impact on our stakeholders. The Committee Chair is a fifth generation Huber family member, serving in this role for five years, which enables shareholders to actively provide guidance and direction to the Company's strategic sustainability efforts, particularly those related to health and safety and our climate and water strategy.

Compliance

Standardizing our approach to maintaining compliance, managing risk and adapting to change helps drive consistent results at Huber locations around the world. Our approach is based on a “plan-do-check-act” cycle of continuous improvement.

Huber first began tracking its sustainability performance in the early 1990s with the development of the Huber Environmental Performance Index (HEPI). This was replaced by the Global Environmental, Health & Safety Management System in 2005, which was enhanced in 2018 to become the Huber Sustainability Management System (HSMS).

The HSMS is based on and designed to be consistent with relevant international standards, such as ISO 14001 and Responsible Care 14001; these global environmental management guidelines are designed to help organizations improve their resiliency with respect to compliance, risk and change management. In addition to their HSMS conformance, five Huber sites—CP Kelco plants in Lille Skensved, Denmark; Großenbrode, Germany; and Limeira, Brazil, and the Huber Engineered Materials facilities in Bergheim, Germany, and Breitenau, Austria—have pursued and achieved ISO 14001 Certifications from external certifying organizations. Additionally, all Huber Advanced Materials production sites are certified according to ISO 9001: 2015.

As part of the HSMS, dedicated, trained and qualified EHS&S site leadership at each Huber location conduct site-level assessments to identify

process safety and EHS&S risks associated with products, materials, chemicals, equipment, occupational safety exposures, environmental aspects, operational and business processes and more. EHS&S leadership is responsible for providing access to health and safety services, such as appropriate Personal Protective Equipment (PPE) relevant to the site-specific risks.

In addition to assessing risk, sites must also identify all applicable permits, regulations and enforceable standards and compile them into a single plan that details how the site maintains continuous compliance with all regulatory obligations. The process is ongoing, with updates made based on site performance, changes and corporate lessons learned.

Our employees are empowered to improve performance, whether suggesting a change based on their day-to-day work, continuous improvement initiatives at the sites, through organized site-led Energy Treasure Hunts focused on energy intensity improvement, or by using Huber’s EHS&S Data Management platform (Enablon®) to record, track and analyze performance and share best practices.



During HAM’s Safety Day 2022, employees in Fairmount, Georgia, participated in a Hazard Hunt to identify potential risks related to the theme, “Avoid Slips, Trips and Falls One Step at a Time.”

TRAINING

Depending on their role and responsibilities, Huber employees received Compliance training as part of our established three-year rotation schedule, so the number of people required to complete the courses varies annually. New employees receive this within 90 days of joining the Company. During the year, 1,280 employees completed 3,276 courses–1,546 hours–in the following areas:



We leveraged the Huber Learning Management System to initiate training, track progress and provide reminders as needed, targeting a completion rate of 100%.

In accordance with the Huber Sustainability Management System (HSMS) Standards on Training, Competence and Awareness, it is the responsibility of the Huber portfolio businesses to document, implement and maintain processes to provide adequate training to Huber employees related to health, safety and environmental issues. This training is to align with the site-specific risks and the compliance obligations associated with the manufacturing technologies, materials, equipment and processes. EHS&S training topics and courses will vary due to the nature of the employee's role and the site's operations. All new hires receive tailored EHS&S training upon joining the Company.



The Occupational Safety and Health Administration (OSHA) recertified CP Kelco's site in San Diego in the California division of Star Voluntary Protection Program (VPP) in January 2022, marking the facility's 20th year in the program.

MARKET ACCESS, TRADE COMPLIANCE & DISTRIBUTION

From environmental performance to governance, global trade compliance plays an integral role across the Huber enterprise. Selling nearly 5,000 products into more than 110 countries, Huber utilizes Thomson Reuters ONESOURCE® powered by Integration Point as the company's Global Trade Management platform, which is an integral part of the Company's Compliance program.

Huber's Global Trade team is also actively involved in every M&A opportunity that reaches the due diligence phase, such as Huber Engineered Materials' acquisition of the Biolchim Group. The Italy-based organization had never been owned by a US company, and Huber had to ensure it was compliant with US trade laws and sanctions.

Throughout the year, Sales and Marketing teams worked to enter new markets and strengthen customer relationships in areas where we already operate:

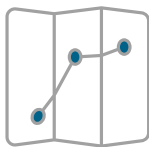
- CP Kelco launched an initiative to improve collaboration between the Innovation, Marketing and Commercial functions to create stronger links with our customers.
- At HEM, the Huber AgroSolutions SBU entered the Brazilian market with a new sales agent and two distributor partners.
- HEW's annual sales meeting engages employees who interact daily with customers and prepares them to better respond to their needs. In 2022, the event brought together representatives from Marketing, Technical and Research & Development, as well as outside experts.

Capital Deployment

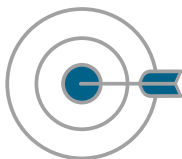
One of the most important aspects of our approach to sustainability is the responsible reinvestment of our profit into business resiliency. In 2022, we executed the largest organic capital deployment program in over a decade, positioning Huber for future profitable growth as a trusted supplier. Throughout the year, Huber reinvested nearly \$274 million into its businesses to fund new growth and innovation projects, as well as critical initiatives designed to strengthen the long-term competitive position of our existing portfolio.

As a key objective of this strategy, proposed capital investments must include an analysis of their sustainability attributes. Nearly 80% of our capital spending was funneled into projects that will provide significant positive impacts beyond economic performance, with positive sustainability characteristics including improved employee safety and environmental efficiency.

Here are some key investments we made in our capital deployment decision-making process:



Development of an enterprise-wide CapEx planning tool began in the second quarter of 2022. The new tool will enable a 10-year visibility of site, business and enterprise-wide investment projects related to impacting our financial and environmental performance. The tool will be used for annual and multi-year planning of project implementation budgets and timelines, with tracking of financial and sustainability impacts and start dates. Actual and forecast spending will also be linked to live financial transaction tracking systems to provide the most accurate reporting and forecasting visibility.



While Huber was completing the fifth year of our Triple Bottom Line improvement strategy, benchmarking also began to determine what our future climate and water strategies should include. Huber and business sustainability leaders engaged multiple external consultants and partnered with numerous customers, suppliers and climate strategy thought leaders to determine key metrics and goals necessary to address our most urgent climate needs for the future. Completing the 2018-2022 Sustainability Strategy, as well as the 2022 benchmarking efforts, will lay the foundation for our future climate strategy.

CP KELCO



Okmulgee, Oklahoma – Several large investment projects came online in 2022 to improve the business's production capacity and environmental footprint. The \$75 million investments in projects to improve the plant's distillation, VOC (volatile organic compounds) scrubber and bagger system capability are now complete, with process integration for the site underway.

Limeira, Brazil – A new molasses evaporator was installed to reduce water consumption which also generated byproducts through the evaporation process. Water recovered through the evaporation process is now used for front-end peel wash makeup water, reducing well water usage by 83.5 million gallons per year (316,000 cubic meters or m³ per year).

A \$3 million peel wash and transfer system also came online in 2022, eliminating on site truck traffic by 20 trucks per day. The project also reduced CO₂e emissions by 30 metric tons.

316,000 m³

REDUCTION IN
WELL WATER
USAGE



Großenbrode, Germany – The pectin plant began a project in 2021 to recapture waste heat from the natural gas turbine on site. The project was completed in August 2022, leading to a reduction of 750 metric tons of CO₂ per year, a 4% reduction in the site's CO₂ emissions while also reducing costs.

Wulian, China – Several water conservation projects were implemented to capture and reuse seal water (used for lubrication and flushing of mechanical seals in equipment such as pumps) that previously was sent to process drains. This change resulted in 1.3 million gallons (4,900 m³) of water usage reduction in 2022.

Insulation on the IPA scrubber has reduced the absorbing water usage by 3,000 gallons (11.4 m³) per day, or 1.1 million gallons (4,160 m³) per year. As a result, the water usage at the plant has been reduced by 6.0% per metric ton of production compared to 2021 water consumption. Since 2017 (our Sustainability Strategy's base year), the Wulian plant has reduced its water intensity by 29%—critical progress in an area designated as water stressed in our most recent climate risk evaluation.

29%

REDUCTION
IN WATER
INTENSITY SINCE
2017



HUBER ENGINEERED MATERIALS



HEM continued work on a \$92 million natural gas power plant at the Martinswerk site in Bergheim, Germany, with an estimated completion in the third quarter of 2023. Once commissioned, the site's fuel source for power generation will change from coal to natural gas, which will reduce the site's carbon emissions by approximately 40%—and the consolidated emissions for the entire Huber enterprise by 8%. The design change will also enable a future fuel conversion to hydrogen once that fuel source is available in the region. The site also began work on a project to reuse water currently being discharged, which will result in savings of approximately 132 million gallons (500,000 m³) of water per year.

Other Martinswerk improvements include projects to increase the efficiency of the spray dryer and evaporation processes, which resulted in a 6% decrease in purchased energy and an 8% decrease in water consumption compared to 2021.

6%
DECREASE IN
PURCHASED
ENERGY



HUBER ENGINEERED WOODS



37%
REDUCTION
IN ELECTRICAL
ENERGY
CONSUMPTION

HEW had multiple projects that improved site uptime and reduced energy usage across the business. The mill in Easton, Maine, completed a thermal oil pump system upgrade project to provide improved reliability and efficiency to meet the needs of increased operating demand. The upgrade also reduced energy costs by \$55,000 per year, with a 37% reduction in electrical energy consumption.

HEW's site in Broken Bow, Oklahoma, completed a regenerative thermal oxidizer conversion in 2022, which reduced natural gas consumption by 50%, enabling the site to meet their energy intensity reduction target of 10% while maintaining environmental compliance for removal of volatile organic compounds (VOCs).





Fun Fact: Hans Huber, President from 1921-1957, suffered through terrible summertime allergies. Starting in the late 1930s, he and his wife, Catherine, regularly escaped to the cooler, ragweed-free northern forests of Maine. It was during one of these retreats that Hans met James Sewall, a local forestry consultant who recommended that Huber invest in Maine timberland. Hans took the advice, and the Company acquired its first tract of timberland in 1941.

Beyond our internal plant capital program, Huber has designated cash reserves to enable other strategic investments, especially M&A. Last year, we completed the acquisition of the Biolchim Group, which is being integrated into the Huber AgroSolutions strategic business unit of Huber Engineered Materials.

Additionally, Huber Resources Corp. has acquired 27,500 acres (11,130 hectares) of timberland in northern Maine, near HEW's Easton mill, as a long-term investment hold. This land acquisition is the first step in a long-term growth strategy. Timberlands not only provide a stable return on investment, but they also secure a supply of wood for nearby mills. HRC's forestry practices support and enhance carbon sequestration, a component of Huber's long-term sustainability strategy.

These acquired properties had in fact been a part of Huber's timber business for many years. Huber originally purchased this land in 1942 and held it until 2009. During the economic downturn, Huber sold this property as part of a larger land sales strategy.

HRC, which manages timberlands for third-party landowners, continued to manage the property for the new owner over the last 13 years, so this transaction felt right at home for us. This acquisition, along with future purchases, is part of Huber's continued investment and proud ownership in sustainable forestry.

Risk Management

Huber employs holistic financial reporting, and each portfolio business is audited annually. The Company maintains several robust processes to plan for and protect its financial stability, including budget forecasting, a formal risk appetite statement and a process for protecting its intellectual property. We also publish an annual report and proxy statement for shareholders.

Huber engages in detailed peer benchmarking by portfolio business as well as the whole corporation. In addition to financial ratings from Moody's and S&P, these agencies have acknowledged our commitment to Environmental, Social & Governance.

Business decisions throughout the organization are made based on a risk's acceptability. Prioritized risks are managed strategically through business process adaptations (commercial and operational) and capital funding deployment for mitigation efforts. Huber also carefully evaluates risk when it comes to new product development and Mergers & Acquisition activity—the Company has at times abandoned an acquisition opportunity because the business in question was deemed too risky from a safety or compliance perspective, or its culture did not align with the Huber Principles.

DATA PRIVACY & CYBERSECURITY

Huber continues to update its cyber awareness program in response to a rise in threats against information technologies. When new threats emerge, we make efforts to enhance our training programs.

More than 4,000 employees and contractors took part in Huber's annual Cybersecurity Awareness Training, which is available in six languages. This initiative is focused on bolstering workforce awareness of the latest fraud threats such as Business Email Compromise, Phishing, Ransomware and other forms of social engineering. Additionally, in October, IT Security and Corporate Communications joined the National Cyber Security Alliance's Cyber Security campaign to further raise awareness about digital security and empower our people to protect their personal data. Huber also completed two simulated phishing campaigns.

"Cybersecurity is a priority for Huber, and we are committed to helping workforce members become better equipped to guard against these threats. Extensive technology is in place to protect the Company, but systems and software are not enough. Huber's greatest defense against these increasingly sophisticated cyber threats is an informed, proactive workforce where each individual takes responsibility for their online presence."

Dwain Wilcox
Executive Vice
President &
Chief Information
Officer





The result of these two campaigns showed Huber performed on par or better than peer companies in recognizing or ignoring email threats. In 2023, Huber will continue to educate and bring awareness to workforce members, including contractors authorized to use Huber equipment, of evolving cyber threats and vulnerabilities.

Huber also underwent an external Cybersecurity Program Assessment, which provided an independent maturity assessment of our cybersecurity program. The results of this assessment confirmed Huber is slightly ahead of peer manufacturing companies while also highlighting areas of opportunity.

As cyber threats are becoming everyday occurrences, companies like Huber are focusing efforts on how they will recover and reduce the impact to their organization when a major cyber incident occurs. To ensure Huber is ready, we conducted a tabletop exercise with HEW to test our ability to respond to a cyber attack. The half-day event helped participants better understand their roles and accountabilities during an incident.

The exercise also aided in improving Huber's overall cyber incident response plan. Similar events are planned with CP Kelco and HEM in 2023.

To keep our protections on pace with the growing complexity of cyber attacks, Huber implemented 140 next generation firewalls across all locations to enhance our capability to both protect our organization and quarantine a compromised location in the event of a breach. Additionally, these new firewalls provide enhanced visibility and forensics capabilities by centralizing the collection of critical logs and data that can be continuously monitored for malicious activity. CP Kelco and HEM also utilize cybersecurity systems and procedures to protect process control networks which are critical to manufacturing continuity and process safety layers of protection. HEW has an established industrial control systems (ICS) cybersecurity management program which incorporates industry recognized best practices.

Huber did not experience a confirmed or significant business interruption due to cyber attacks in 2022. Managed Incident statistics and investigations included:

5

instances of malware

6

incidents of lost/stolen
pieces of equipment

470

phishing email events

INTELLECTUAL PROPERTY

In an increasingly competitive business environment, Huber must protect and expand its competitive position for each major product line within the Huber portfolio, with a particular focus on the specific “crown jewels” that comprise the heart of Huber’s sustainable competitive advantage over the long run. Investing in innovation is not enough; we also take steps to protect and leverage our innovations and intellectual property.

To strengthen these protections, the Legal function worked with CP Kelco and HEM to develop and implement product line-specific intellectual property strategies. Key outcomes included extended country trademark protection for key product lines, integration of newly acquired trademark portfolios from our 2022 acquisitions, development of intercompany agreement strategies to facilitate sharing and ownership of intellectual property rights influencing global manufacturing and sales of products, and alignment with the business to defend patent and trademark assets and engage in invalidity proceedings against potential third party intellectual property assets.

HEW continues with its strategies to enforce its patent rights and commercialize new products through internal development, extension of its product lines and acquisition of new technologies.

ASSESSING AND ADDRESSING RISK

Risk management also involves preparing for and monitoring external events that have the potential to affect Huber’s employees, locations, operations, customers or supply chain.

As a part of Huber’s Enterprise Risk Management structure, operational management teams conduct

regular business management risk assessments using an internal, cross-functional risk matrix. New risks are identified through monitoring the external environment, and internally, such as when new information becomes available through change management, incident investigations, analysis of events that have occurred at Huber sites and process hazard reviews.

All risks are aggregated at the corporate level and prioritized. Risk mitigation plans are developed based on potential impact or severity, likelihood and whether it is a near-term or long-term possibility.

Huber’s incident response framework allows for the creation of Incident Response Teams (IRTs) that include representatives from different functions, portfolio businesses and major regions depending on the type, severity and duration of the incident. Huber’s crisis management elements include having established relationships with third parties in order to draw on their expertise for guidance and support if needed.

RUSSIAN INVASION OF UKRAINE

Russia’s war with Ukraine increased transactional risk and complicated logistics in the affected areas, and has continued to disrupt global industrial manufacturing, energy and agricultural markets. Following the invasion, a cross-functional IRT assembled to address risk exposures and implement solutions to mitigate the impacts to Huber employee safety and business operations.

As part of our response to the conflict, we have put a rigorous process in place to ensure that Huber remains in compliance with the comprehensive sanctions implemented by the United States, European Union, United Kingdom and Canada.



COVID-19

The COVID-19 IRT has supported the objectives of employee safety and continuity of operations throughout the global pandemic. As the situation has evolved, the IRT has shifted its focus to contemporary concerns such as the effects of COVID in China (both business demand and our production capabilities), key supply chain constraints and more. When COVID-19 restrictions lifted in China during December 2022, case rates rose dramatically, with an estimated 900 million people being infected. Although infections have declined significantly since then, safety protocols were still in place at Huber's operating locations in China as of April 2023.

The Company continues to monitor both employee and local case rates in the areas where we operate and will take any necessary actions as needed to protect our people and to mitigate the spread of COVID.

WEATHER-RELATED RISKS

We expanded the Incident Response program for Huber to deepen our evaluation of physical and transitional climate risk, with further program enhancement planned throughout 2023. Huber launched a Climate Risk & Opportunity Assessment project in partnership with Aon, a professional services firm specializing in financial risk mitigation products, to assess portfolio-wide climate risks and opportunities. The project includes a detailed quantitative modeling effort regarding acute natural hazard exposures as well as longer-term chronic climate exposures and will inform the 2023 Integrated Business Strategy development priorities.

Principles in Action



Huber takes a collaborative approach to ensuring its ethics program is responsive to the everchanging global business landscape, compliant with laws, regulations and corporate policies, as well as relevant to our workforce. We do this by forming cross-functional workgroups, such as the Huber Ethics & Compliance Council, Labor Management Team and Incident Response Team, to monitor the new threats and opportunities Huber faces, strengthening our programs accordingly under the auspices of the Ethics Office.

To engage employees with our ethics program, Huber launched Principles in Action in 1999. Using the Huber Principles to guide our business conduct, the Ethics Office has been updating the program to help guide employee behavior, identify risk areas they may come across in their jobs, and explain what actions to take and avoid.

To help new employees and provide a convenient refresher for the workforce, “Guidelines for Ethical Behavior” was updated in March 2023. The streamlined guide brings together the four Huber Principles, Code of Ethics and the process to share a question or concern.

Huber’s monitoring processes are overseen by the Principles & Policy Committee, a subset of the Huber Management Council, with support from Human Resources and Legal. Most matters

are raised and addressed through HR and management channels. Huber’s Ethics Line is available 24 hours a day online or by phone, so employees anywhere can easily report concerns anonymously.

We take employee ethics concerns seriously and use a strict whistleblower procedure. Once reported, Huber follows a diligent process to promptly review and investigate any issues.

There were 16 Ethics Line reports during the year, and all were thoroughly investigated at the site level. No material or systemic issues were uncovered during the inquiry and in all cases, there was direct feedback to the employee who made the report regarding the findings.

One of the tools we use to measure how well Huber is adhering to its values and policies is the Ethics Questionnaire, delivered annually to employees with compliance requirements as part of their normal job responsibilities, which in 2022 was about 2,000 members of Huber’s workforce. The questionnaire assesses the year’s activities and provides another opportunity for employees to raise any issues regarding adherence to the Huber Principles, DE&I practices, safety protocols or compliance matters. The overall results of the Ethics Questionnaire were free of any material concerns and consistent with a robust ethics program.

Leading by Example

Huber received several prestigious awards in 2022 and was held up as a positive example in the fields of sustainability and governance. This validation further cements Huber as a leader among privately held family-owned companies.

The Company also recognizes employee teams for successful projects and excellent performance through our own internal awards.

Together, these accolades demonstrate how we use the Huber Principles and our ESG priorities to operate a multi-generational business with a purpose.

EXTERNAL RECOGNITION



The International Institute for Management (IMD), a prestigious Swiss business school, published a case study on Huber, J.M. *Huber Corporation: Leadership Succession in the Face of Two Economic Crises* (2022), detailing how the Company's approach to sustainability and good governance helped facilitate CEO leadership transitions in 2009 and 2022.

The document is part of a database for use in class discussions at IMD and other leading business schools across the globe. A synopsis prepared by IMD, titled "In the Field with Huber," is available on [Huber.com](https://huber.com). Huber previously received IMD's 2013 Global Family Business Award as well as their 2020 Sustainability in Family Business Award.

Huber received a 2022 Family Business Award from the University of Vermont (UVM) Grossman School of Business. The awards recognize outstanding first-generation, multi-generation and global family enterprises that have demonstrated a commitment to creating sustainable business through leadership and innovation. Huber was one of four honorees, receiving the 11th annual award in the "Multi-Generational Family Enterprise" category.



Deloitte, a renowned global professional services firm, has named Huber on its list of Best Managed US Companies for the fourth year in a row. Top performing private companies are chosen to receive this award based on how well they are run, their achievements and their contributions to society. This latest honor means Huber has been included every year since the program began in the US in 2019.

Outstanding EHS&S Performance Awards for 2022



Huber's Outstanding Environment, Health, Safety & Sustainability Performance award recognizes manufacturing sites that achieve world-class sustainability performance. This longstanding internal program fosters a strong culture by rewarding excellent execution of key 2022 EHS&S strategies and initiatives, especially those related to reinforcing Huber's safety culture and our environmental performance goals. In 2022, the top quartile (six) of Huber's plants emerged as examples of how this holistic approach contributes to business success and inspires other sites.

BROKEN BOW, OKLAHOMA – HUBER ENGINEERED WOODS

This is the fifth win at HEW's largest continuous-press plant, which manufactures ZIP System® roof and wall sheathing and AdvanTech® subflooring. Over the past year, the 160 employees at the site:

- Sustained zero recordable injuries, process safety management or fire incidents.
- Engaged in identifying exposures (especially related to mobile equipment) including through the SafeStart® program and recognition by the US Occupational Safety and Health Administration's (OSHA) as a "STAR of Excellence" site.
- Applied the tenets of Triple Bottom Line in project design and manufacturing processes, including projects associated with thermal oil fire protection and the design of a new regenerative thermal oxidizer (RTO) with associated safety and energy use improvements.
- Reduced natural gas consumption related to new RTO commissioning by 50%.
- Sustained Zero Waste-to-Landfill (ZWL) status through continued beneficial use of ash for agricultural soil amendments.
- Supported community engagement through multiple employee-nominated Huber Helps projects.
- Expanded SafeStart program initiatives to include contractors, who acknowledged that they felt fully included in Huber's commitment to an exemplary safety culture.

EASTON, MAINE – HUBER ENGINEERED WOODS

A third-time winner, this plant manufactures ZIP System® roof and wall sheathing and AdvanTech® subflooring. As part of its EHS&S performance over the past year, the 140 employees at the site:

- Strengthened safety culture through multiple programs including daily risk management meetings, safety committees, employee submissions leading to quarterly safety recognition events and a Safety Huddle Card program (with employees making almost 1,700 submissions) for hazard recognition and elimination.
- Built off the mill's recognition as a Gold-level Huber Sustainability Management System (HSMS) site, sustained performance through a full HSMS system review.
- Deployed TBL Capital Expenditure focused on thermal oil management, which is a key driver for production, energy efficiency and safety risk management.
- Delivered 133,000 MMBtu of renewable energy steam from its biomass boiler to a neighboring business to support their sustainability objectives while also generating \$1.5 million in revenue for the Easton plant operations.
- Sustained ZWL status by converting fly ash into a patented bedding material for dairy cattle and as an agricultural soil amendment.



LIMEIRA, BRAZIL – CP KELCO

This is the fourth consecutive win for CP Kelco's South American food gums facility. The Limeira plant manufactures pectin, which is used as a gelling agent, viscosity builder and stabilizer in food and beverage products. In 2022, Limeira's 212 employees:

- Strengthened safety culture, reflected by zero high energy injuries (since 2015) and PSM incidents in 2022.
- Sustained a high level of overall business performance, enabled by its Gold-level of HSMS implementation, reflected in the site's application of multiple risk management and employee engagement efforts.
- Embedded TBL philosophy in CapEx project design and implementation. A prime example is the Molasses Evaporator project, which reduced effluent generation by 83% and significantly reduced well water usage, as well as reduced truck traffic by 60% with associated reduced carbon emissions and noise impacts in the nearby residential areas.
- Received official recognition for using 100% renewable electricity—Huber's first site to attain this.
- Sustained ZWL status, through continued conversion of waste to value-adding commercial products, generating almost \$3 million in sales.
- Supported community engagement through multiple Huber Helps projects.



MARBLEHEAD, ILLINOIS – HUBER ENGINEERED MATERIALS

Winning this award for a third consecutive year, Marblehead is one of HEM's smallest Huber Advanced Materials sites, producing alumina trihydrate used in plastic and rubber products. Demonstrating significant EHS&S leadership, the 32 employees:



- Engaged in identifying exposures and designing projects, facilitated through a Safety Committee (100% attendance), Root Cause Analysis and Continuous Improvement projects.
- Sustained a high-level Occupational Safety performance through a focus on risk assessments, safe work permits and Gemba walks (Lean Six Sigma Management technique).
- Conducted a Point Kaizen event (Lean Six Sigma technique) to identify waste reduction opportunities and projects—the first HEM site to do so.
- Utilized the Huber EHS&S Data Management platform, based on Enablon® software, to focus on repeat or high-risk safety exposures and used Power BI data visualization software to portray objectives and actions in a highly visible manner, enhancing accountability.
- Leveraged solar array installed in 2021 by directing power to air compressors and lithium extraction processes, with associated cost and carbon emission implications.
- Collaborated with HEM's site in Quincy, Illinois, on Huber Helps community engagement initiatives, including preparation for a Habitat for Humanity house build.

BERGHEIM, GERMANY – HUBER ENGINEERED MATERIALS

This is the second award for this HAM site since it was first recognized in 2018. This site represents Huber's largest manufacturing site and produces specialty chemicals including fire retardant products that are used to provide fire-related protection to people, property and equipment. The 530 employees at the site:



- Identified and eliminated risks resulting in elevated safety performance.
- Maintained engagement through participation in Behavior Based Safety Committee, training Safety Days and active employee communication.
- Received a Silver rating level for the site's HSMS performance, which is noteworthy considering the relative newness of the site within the Huber framework.
- Grew exponentially its adoption of the Enablon data management tool and is now leveraging multiple years of data to inform decisions including the use of heat maps for exposure identification and mitigation.
- Improved energy reduction five times the 2022 target.
- Began designing a system for water reuse that will have significant water use reduction and associated cost implications beginning in 2023.



WULIAN, CHINA – CP KELCO

This is the fourth consecutive year that CP Kelco's Asian facility has won this award. Wulian manufactures biogums, a key ingredient for the global food, beverage and energy industries. The 240 employees at the site had a year of notable safety performance:

- Sustained Occupational and PSM Safety (11 years without an incident and elimination of higher safety risk manufacturing processes or equipment) through identifying exposures and employee recognition through the "Trust, Communications, Teamwork and Employee Engagement" program.
- Applied TBL principles in project design and manufacturing processes.
- Reduced electricity use intensity by 4.3% and steam use by 3.8% compared to the previous year.
- Improved water use intensity by 6%.
- Sustained ZWL status, avoiding disposal of 100 tons of hazardous waste with consequential associated cost savings.
- Integrated EHS&S into business planning which has contributed to employee health, high performance environmental compliance, enhanced operational reliability and elevated business performance.

Mike Huber Awards

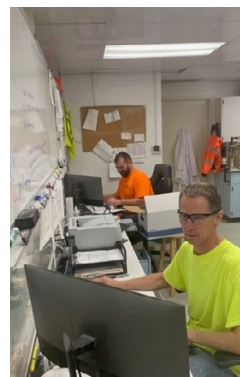
The Mike Huber Awards—Huber’s highest form of employee recognition—honor the former CEO who formalized the Huber Principles in 1987. The year 2022 marked the 12th anniversary of the Mike Huber Awards, which recognize teams that demonstrate exemplary performance with respect to the Huber Principles.

The 53 entries received showed how Huber people around the world make a significant, positive difference through collaboration and a commitment to our guiding values. The Huber Management Council (HMC) selected the top three submissions. The following slate of honorees has been presented to the Huber Corporate Board of Directors and endorsed by the Huber Family Council Board.



GOLD: Nutrition Business Transformation

Huber Engineered Materials



Nutrition team members at Quincy embrace the Huber Principle of Excellence and work together to optimize operations.

The Huber Engineered Materials Nutrition business, a segment of the Huber Specialty Minerals strategic business unit, has transformed the food and pharmaceutical-grade calcium carbonate supplier with sites in Quincy, Illinois, and La Mirada, California.

From improving performance in Quincy and integrating the La Mirada acquisition in 2021, the team has achieved tremendous results over the last six years. The Huber Principle of Excellence guided the team as they worked since 2016 to significantly improve product reliability, make operations far

more effective, capture new business and deepen partnerships with existing customers, and firmly establish itself as a trusted supplier through this transformation.

SILVER: Manufacturing Process Improvements

Huber Engineered Woods

Innovation is a core competency for the employees at Huber Engineered Woods, which was displayed when a cross-functional team rallied around an opportunity to make their manufacturing process even better. In 2017, a group comprised of employees across R&D, Innovation, Engineering and Operations began to explore ways to improve the reliability and sustainability of their manufacturing processes with the goals of reducing raw material waste, improving product performance and operational capacity, as well as minimizing maintenance costs and critical safety risks posed to teams and contractors.



A master mat of the oriented strand about to enter the press to become the premium brand of OSB, AdvanTech® subflooring.

Through a series of projects with extensive collaboration between departments, innovative thinking and a constant drive for success, the team exceeded their own goals. Their accomplishments will positively impact the business for years to come.

BRONZE: CP Kelco Mercury Transformation

CP Kelco

With Customer Obsession as the aspirational theme, in 2018, CP Kelco launched Project Mercury, a cultural transformation designed to create a customer-centric mindset, identify and strengthen strategic partner relationships through differentiated services and exceptional customer experience, while also supporting value-driven and sustainable growth.

Rooted in the Huber Principles of Excellence and Respect for People, Mercury is built on best practices in change management, organizational transformation theory, customer value creation and project management. The integrated transformation took a whole-systems approach and involved changes in organizational capabilities and structure, a cultural shift to achieve growth through improved customer experiences as well as ensuring all employees understood their contribution to Customer Experience.



CP Kelco employees in San Diego, California, received t-shirts emblazoned with the customer journey map, a visualization of the potential interaction points and experiences a customer goes through from becoming aware of CP Kelco, all the way to post-purchase.



What's Next

HUBER'S SUSTAINABILITY JOURNEY CONTINUES

Huber is celebrating the culmination of our integrated 2018–2022 Triple Bottom Line Sustainability Strategy. As we reflect on the accomplishments, recognition and learnings of the past five years, we are poised to enhance our commitment, performance and transparency.

Developing the Integrated Strategy

With **Environmental, Social & Governance goals as our compass**, Huber's innovative teams are working to build a more sustainable company—and world—for future generations. Through 2023, we are developing new, bold and impactful commitments for our 10-year Integrated Business Strategy. Here's what to expect:



PUTTING PEOPLE FIRST

- Deeper employee engagement in our sustained safety culture.
- Enhanced predictive analytics to evolve occupational and process safety.
- More robust succession planning across the enterprise.
- Integrating learning and development into our culture.
- World-class organizational DE&I cultural competency.
- Diverse workforce and an inclusive culture contributing to being an employer of choice.



REDUCING OUR CLIMATE IMPACT

- Informed by enterprise-wide climate risk assessment.
- Transition to renewable energy.
- Near and long-term, science-based aligned carbon reduction targets, including Scope 1, 2, and 3 emissions (through 2050, the target date for global net zero emissions as set in the Paris Agreement, or sooner).



PRODUCTS ON PURPOSE

- Expanded sustainability valuation and commercialization for full portfolio of products that includes intentional and measurable societal and environmental benefits.
- Purposeful and innovative product design that integrates the lifecycle mindset from ideation through consumer use and end of life.



CIRCULARITY

- Waste is designed out across the product lifecycle from ideation and design to end of life.
- Maximized positive impact through partnerships.
- Raw materials are strategically and sustainably sourced.
- Key biodiversity risks are addressed, and opportunities unlocked.



COMMUNITY ENGAGEMENT

- Huber's corporate social responsibility program will be best in class.
- Community engagement activities will be first rate and we will enhance our Government Relations efforts.
- Externally recognized everywhere we operate for business excellence and being an employer of choice.

With a focus on sustainability excellence—governance, performance and transparency—Huber's internal teams and outstanding partners are deeply engaged in fine-tuning the details of our Integrated Business Strategy.

Stand by for our Vision 150 launch in January 2024.

Appendix

TRANSPARENCY BUILDS TRUST

At Huber, we believe that transparency builds trust and accountability, which contribute to driving real improvement and change. Huber is committed to continuous improvement across all sustainability issues. By being transparent about our sustainability efforts, we demonstrate that the organization takes appropriate actions when assessing and responding to near- and long-term climate-related risks and opportunities, showing our commitment and resiliency to all of our stakeholders.



Reporting Platforms Overview

By working with third-party rating agencies to share our performance, we strengthen relationships with our partners across the supply chain while also using this data for continuous improvement.



Huber utilizes the Supplier Ethical Data Exchange (Sedex) platform as a supplier to provide transparency to customers regarding our responsible, social and environmental manufacturing practices through self-assessments and SMETA (Sedex Member Ethical Trade Audit) results. CP Kelco currently has six manufacturing sites registered with Sedex and Huber Engineered Materials has one. We currently use this platform to provide transparency to 47 Huber customers.

Our buyers also use Sedex as a tool to gain insight into the responsible, social and environmental manufacturing practices of our own supply chain. Huber is currently connected to 66 active supply chain partners (100 manufacturing facilities) in the platform.



Using international sustainability standards covering 200+ industries and 160+ countries, the EcoVadis platform assesses an organization's Environmental, Labor & Human Rights, Ethics and Sustainable Procurement practices. Huber is an active supplier on the platform. In June 2022, Huber received a Silver rating from EcoVadis. This year, Huber increased our scores for Human Rights, Ethics and Sustainable Procurement. We will continue our commitment to continuous improvement and ESG excellence in alignment with EcoVadis criteria.



For 12 years, Huber has reported to the CDP, a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. In 2022, Huber was recognized as Management Level and achieved a "B-" score for our Climate Change disclosure. Huber's score exceeds the average performance North American businesses as a whole ("C") and is on par with the chemicals sector average of "B-". Huber received an "A" in Governance, and an "A-" in Risk Management Processes.

These high scores from one of the gold standards of third-party environmental performance ratings signify that Huber is taking coordinated and appropriate action on climate issues.

GRI Content Index

J.M. Huber has reported the information cited in this GRI Content Index for January 1st through December 31st 2022 with reference to the GRI Standards.

GRI 1 Foundation 2021 used.

GENERAL INFORMATION		
Disclosure	Pages and Information	GRI Standard
Organizational Details	<ul style="list-style-type: none"> Page 4, Legal name, ownership, headquarters Page 100, Countries of operation 	2-1
Reporting Information	<ul style="list-style-type: none"> Page 6, Portfolio of businesses Page 1, Reporting period, contact point, and report publication date 	2-2 2-3
Products and Markets	<ul style="list-style-type: none"> Page 8, CPK Products Page 11, HEM Products Page 14, HEW Products Page 17, HRC Services 	2-6

ENVIRONMENTAL STEWARDSHIP		
Disclosure	Pages and Information	GRI Standard
Sustainability Strategy	<ul style="list-style-type: none"> Page 2-3, CEO Message Pages 25-27, history, timeline and strategy Page 58, EVP & Chief Sustainability Officer statement Page 92, What's next for Huber's sustainability journey 	2-22
Material Topics	<ul style="list-style-type: none"> Pages 28-29, process to determine material topics Pages 30-31, list of material topics 	3-1 3-2

Disclosure	Pages and Information	GRI Standard
Energy Consumption and Intensity	<ul style="list-style-type: none"> Page 59, Energy intensity reduction and percent renewable energy 	302-3
	<ul style="list-style-type: none"> Page 60, Total energy consumption (GWh) and renewable/non-renewable breakdowns 	302-1
Water Consumption	<ul style="list-style-type: none"> Page 61, Total water intake and business breakdown 	303-5
	<ul style="list-style-type: none"> Page 62, Identifying and mitigating water related impacts 	303-1
Scope 1 Emissions	<ul style="list-style-type: none"> Page 61, Total scope 1 emissions in metric tons and breakdown by business 	305-1
Scope 2 Emissions	<ul style="list-style-type: none"> Page 61, Total scope 2 emissions in metric tons and breakdown by business 	305-2
Emissions Intensity	<ul style="list-style-type: none"> Page 59, CO₂e emissions intensity reduction 	305-4
Circularity	<ul style="list-style-type: none"> Pages 66-67, Product Life Cycle Assessments and Circularity measures within the businesses 	306-2
Waste Generated	<ul style="list-style-type: none"> Page 61, Total waste generated, broken down by hazardous / non-hazardous and per business 	306-3
Wasted Diverted from Disposal	<ul style="list-style-type: none"> Page 59, Zero waste-to-landfill sites Page 61, Total waste in metric tons diverted from disposal per business Page 67, Resource Efficiency Hierarchy 	306-4
Waste Directed to Disposal	<ul style="list-style-type: none"> Page 61, Total waste in metric tons that was landfilled per business 	306-5
Sustainable Procurement	<ul style="list-style-type: none"> Page 65, Targeted suppliers assessed and screening methods 	308-1, 414-1

PUTTING PEOPLE FIRST		
Disclosure	Pages and Information	GRI Standard
Employees	<ul style="list-style-type: none"> Page 36, total number of Huber employees and average years of service, fluctuation during reporting year 	2-7
Infrastructure and Service Investments	<ul style="list-style-type: none"> Pages 24 and 40–43, Huber Helps 	203-1
New Employees and Turnover	<ul style="list-style-type: none"> Page 36, total number of new Huber employees and turnover rate 	401-1
Benefits	<ul style="list-style-type: none"> Page 39, Global and United States Benefits 	401-2
Parental Leave	<ul style="list-style-type: none"> Page 39, Parental Leave Program 	401-3
Health & Safety Management	<ul style="list-style-type: none"> Page 37, Health and Safety Strategy and Enablon risk management software 	403-1
Hazard Identification and Risk Assessment	<ul style="list-style-type: none"> Page 38, Internal auditing and risk reduction Page 72, EHS&S Risk Assessment and Health Services 	403-2 403-2, 403-3
Employee Health & Safety Training	<ul style="list-style-type: none"> Page 37, SafeStart® Safety Program and Trust, Communications, Teamwork and Employee Engagement Program Page 74, EHS&S Training 	403-5
Promotion of Worker Health	<ul style="list-style-type: none"> Page 33, Global Employee Family Assistance Program Page 39, Physical and emotional health programs for employees 	403-6

Disclosure	Pages and Information	GRI Standard
Work Related Injuries	<ul style="list-style-type: none"> • Page 37, High-energy injuries, TRIR, PSM Incidents for reporting period • Page 38, Monitoring and Improving 	403-9
Training	<ul style="list-style-type: none"> • Pages 33-34, Learning Management System • Page 35 Leadership and Succession Planning 	404-2
Diversity and Equal Opportunity	<ul style="list-style-type: none"> • Pages 45, DE&I progress data • Page 46, Pride and LGBTQ+ learning sessions 	405-1
Child Labor and Forced Labor Risk	<ul style="list-style-type: none"> • Page 65, Mitigation of human rights risks within the supply chain 	408-1, 409-1
Local Communities	<ul style="list-style-type: none"> • Page 24, percent of net income donated through Huber Helps • Page 40, Huber Helps and Volunteer Time Off • Pages 41-42, Partnerships with non-profits • Page 43, Impact Your Community Program 	413-1
Customer Satisfaction	<ul style="list-style-type: none"> • Pages 54-56, Customer feedback, complaints and solutions • Page 56, REACH risk management practice for substances of concern 	416-1

BUSINESS EXCELLENCE		
Disclosure	Pages and Information	GRI Standard
Governance Structure	<ul style="list-style-type: none"> • Page 45, Board Diversity Metrics • Pages 69-70, Huber corporate governance, Board of Directors committees and Family Governance 	2-9
Highest Governance Body	<ul style="list-style-type: none"> • Page 70, Board of Directors EHS&S Committee's Role • Page 71, Committee Chair 	2-12 2-10
Policy Commitments and Integration	<ul style="list-style-type: none"> • Code of Ethics • Pages 30-31, Foundational Topics embedded in operation and management • Page 31, Alignment and integration of UNSDGs 	2-23 2-24 2-25
Seeking Advice and Raising Concerns	<ul style="list-style-type: none"> • Page 36, Employee Engagement Survey • Page 82, Employee Ethics Questionnaire • Page 83, Ethics Line 	2-26
Stakeholder Engagement	<ul style="list-style-type: none"> • Page 27, Bi-Annual Huber Global Sustainability Summit • Page 28, Materiality assessment feedback • Page 64, External Partnerships • Page 65, Supplier Engagement • Page 70, EHS&S Committee positive impact on stakeholders • Page 95, Reporting Platforms 	2-29
Financial Performance	<ul style="list-style-type: none"> • Pages 23-24, Revenue, investments and philanthropy 	201-1
Employee Training	<ul style="list-style-type: none"> • Page 35, Leadership development training • Page 72, Courses completed by employees 	404-1
Disclosure: Anti Corruption Training	<ul style="list-style-type: none"> • Page 73, Ethics Compliance Training 	205-2

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, Global Innovation Center of Excellence, Regional Application Lab

AMERICAS

Houston, Texas — Sales, Regional Application Lab, Customer Support

Limeira, São Paulo, Brazil — Manufacturing (Pectin), Customer Service, Sales Regional Application Lab, Global Innovation Center

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

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

San Diego, California, US — Manufacturing (Gellan Gum, Fermentation-Derived Cellulose/RDLA), Sales

EUROPE, MIDDLE EAST AND AFRICA

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

Großenbrode, Germany — Manufacturing (Pectin), Customer Support

Lille Skensved, Denmark — Manufacturing (Pectin, Carrageenan, Refined LBG), Customer Service, Global Innovation Center, Regional Application Lab

Paris, Levallois-Perret, France — Sales, Customer Support

Zanzibar, Tanzania — Seaweed Procurement

ASIA PACIFIC

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

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

Singapore — Sales, Customer Service, Technology/Neutral Dairy Beverages Center of Excellence, Regional Application Lab

Tokyo, Japan — Sales, Customer Service

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

Huber Resources Corp.

Minocqua, Wisconsin, US — Office

Old Town, Maine, US — Headquarters

Huber Engineered Materials

Atlanta, Georgia, US — Global Headquarters

AMERICAS

Bauxite, Arkansas, US — Manufacturing (Huber Advanced Materials, HAM)

Fairmount, Georgia, US — Manufacturing and Technical Center (HAM)

Hanover, Pennsylvania, US — Manufacturing, Sales (Miller Chemical & Fertilizer, Huber AgroSolutions, HAS)

Kennesaw, Georgia, US — Manufacturing (HAM)

La Mirada, California — Manufacturing (Nutri-Granulations, Huber Specialty Minerals, HSM)

Marble Falls, Texas, US — Manufacturing (HSM)

Marble Hill, Georgia, US — Manufacturing (HSM)

Marblehead, Illinois, US — Manufacturing (HAM)

Quincy, Illinois, US — Manufacturing (HSM)

Rifle, Colorado, US — Manufacturing (Natural Soda LLC, HSM)

São Paulo, Brazil — Office (The Biolchim Group, HAS)

Vancouver, British Columbia, Canada — Manufacturing (West Coast Marine Bio-Processing Corp, HAS)

EUROPE

Arzignano, Italy — Manufacturing (The Biolchim Group, HAS)

Bologna, Italy — Manufacturing (The Biolchim Group, HAS)

Bergheim, Germany — Manufacturing (HAM)

Hannover, Germany — Office (The Biolchim Group, HAS)

Kecel, Hungary — Manufacturing (The Biolchim Group, HAS)

St. Jakob-Breitenau, Austria — Manufacturing (MAGNIFIN Magnesiaprodukte GmbH & Co. KG, HAM)

Warsaw, Poland — Office (The Biolchim Group, HAS)

ASIA PACIFIC

Hampton, Victoria, Australia — Office (The Biolchim Group, HAS)

Te Puke, New Zealand — Office (The Biolchim Group, HAS)

Qingdao, Shandong, China — Office (HAM, The Biolchim Group, HAS)

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