

# FOR GENERATIONS



## **2024 IMPACT REPORT** J.M. HUBER CORPORATION



# Sustainability, *For Generations*

Sustainability at Huber is our business resiliency strategy. It isn't just a term we throw around because it sounds "good" or "nice," or even just a way we describe our environmental impacts or goals. It delves deeper, illustrating how we have—and will continue to—ensure Huber's long-term success as an organization.

From our Circularity strategies to our Huber Helps community engagement program, our approach is all-encompassing. By strengthening a wide array of key facets of our business, we maintain operational excellence, effectively serve our wide customer base and continue our work towards our Vision to grow a thriving and connected family of sustainable solutions.

As you'll read within our Sustainability Journey and subsequent sections of this report, this is not a new passion for Huber. We have long embraced our role as a principled, family-owned business, always striving to do the right thing—even when no one is looking.

For this reason, our teams know that the responsibility of sustainability is shared. From the floors of our sites to the desks in our offices, everyone has an essential role to play in how we embody the For Generations mindset. Through educational opportunities and clear communication, we strive to empower our employees to feel passionate about their unique roles in this overall story, offering a strong vantage point of what this work means for them, for Huber and for our world.

## FORESTS & BIODIVERSITY

Huber's sustainable forestry management services contribute to carbon capture and storage while positively impacting biodiversity and habitat preservation.

## COMMUNITIES

The Huber Helps program enables the Company to give back to the communities where we operate and where our employees live, creating a "ripple effect" of good around the world.

## CIRCULARITY

Responsible use of resources across the entire product lifecycle from raw material sourcing to production to product end-of-life.

## PRODUCTS ON PURPOSE

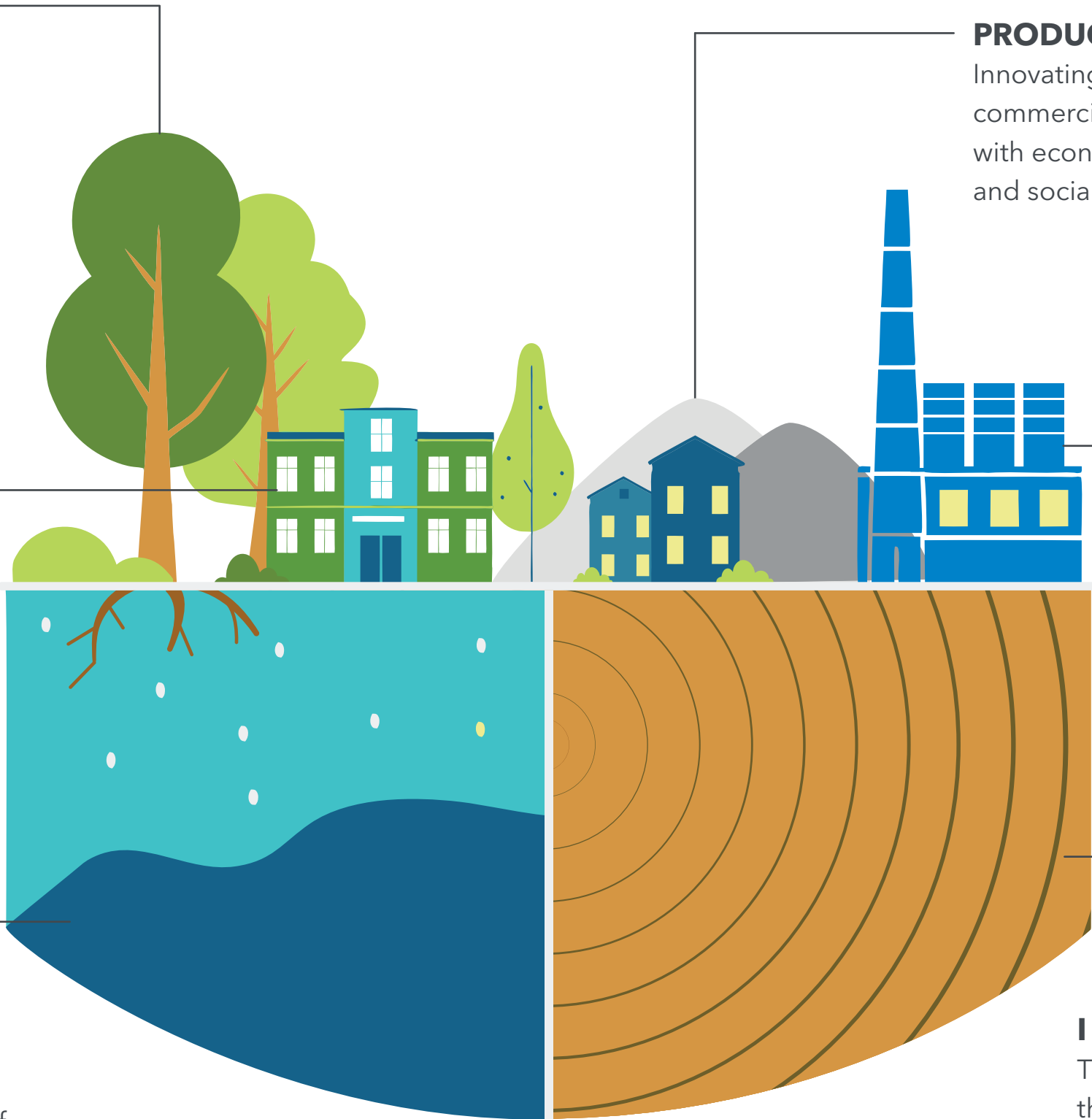
Innovating, creating, and commercializing products with economic, environmental and social benefits.

## CLIMATE & WATER

Addressing climate change and transitioning to a low carbon economy to become a more resilient business on our path to Net Zero.

## I BELONG AT HUBER

The Huber Principles create the foundation of our culture, ensuring that we always prioritize ethical behavior and respect and care for people; ensuring their health and safety, enabling meaningful engagement, and investing in their career journeys.



## A note from our President & CEO, Gretchen McClain

As a Company with an over 140-year legacy, the J.M. Huber Corporation has continued to embrace opportunities and seek pathways to position ourselves for long-term, multi-generational success. The year 2024 was no exception to this tradition, as we took monumental steps in the direction of where we are going and who we are striving to be.

In 2024 we launched Vision 150, the guiding star that will direct Huber's progress as we move towards our 150th anniversary in 2033. It inspires us to accelerate our development of nature friendly solutions, empowers our employees to reach their fullest potentials, centers our focus on delivering market innovation to earn brand loyalty and equips us to take bigger strides towards leading our peers in a carbon- and waste-free future as a recognized sustainability leader. With a renewed Purpose and Vision, we look forward to watching the progress unfold as we move forward with intention.

Throughout the year, our people demonstrated unwavering focus and dedication to driving key business objectives while remaining firmly aligned with the Huber Principles.

We continued to enhance our approach to learning, creating new opportunities for our people to grow, thrive and expand their skillsets.

We reaffirmed the importance of our I Belong at Huber initiative, demonstrating our commitment to serving as allies to one another, promoting equal opportunities to all employees and emboldening the unique voices of each person at Huber.

We remained dedicated to our Huber Helps program, successfully investing 1% of Huber's net income in not-for-profit organizations, allowing us to play an impactful role in the communities where we operate and that our employees call home.

We prioritized our work to operate sustainably. Of our manufacturing sites, 15 of 31 met our Zero Waste-to-Landfill threshold, and 33% of the energy usage at our sites came from renewable sources.

Our dedication to maintaining a thriving, sustainable business portfolio gained well-deserved recognition. Huber was named a 2025 Gold Standard Best Managed Company by Deloitte, a renowned global professional services firm, for the sixth consecutive year.

Huber was also one of three companies globally to receive the inaugural Environmental, Social and Governance (ESG) Award from The Conference Board, a non-profit business membership and research organization.

As an active member of the World Business Council for Sustainable Development (WBCSD), we spent the past year collaborating with more 750 forward-thinking, like-minded companies around the globe as we collectively work to achieve net-zero emissions for the betterment of our planet.

Last year, for the first time in the Company's history, we published Huber's first Global Reporting Initiative (GRI) aligned report. We are proud to say that, for a second year in a row, this report is aligned with both the GRI standards on economic, environmental and social performance, as well as the United Nations Sustainable Development Goals (UNSDGs).

The following pages demonstrate how Huber's high-performing teams are working in tandem to improve lives *for generations*.



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**Gretchen McClain**  
President & CEO  
of J.M. Huber  
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## IN THIS REPORT

J.M. Huber Corporation publicly shares its sustainability performance annually through the 2024 Impact Report. Our financial performance is also recounted through the Huber Annual Report, which is provided to the Huber family and shareholders.

The data included in this report is from calendar year 2024 and covers Huber owned and operated entities. Huber sold CP Kelco to Tate & Lyle in November of 2024, meaning that their data is included where deemed appropriate and/or relevant for the first 10 months of the year.

The information within this report has been carefully reviewed by our in-house teams, including subject matter experts and leaders, to ensure accuracy and transparency. 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 June 30, 2025.



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# About Huber

## *Improving lives for generations*

J.M. Huber Corporation enhances the performance of thousands of consumer and industrial products around the world. Our employees are motivated by our Purpose: To improve lives through sustainable solutions that we’re proud to tell our grandchildren about.

Our story began in 1883, when Joseph Maria Huber came from Munich, Germany, to America and created a single-plant dry color ink pigment business in Brooklyn, New York. Now headquartered in Atlanta, Georgia, Huber has grown to be one of the largest privately held, family-owned companies in the United States, with thousands of employees worldwide and \$3.2 billion in revenue for 2024.

We operate, partner and invest in a diverse portfolio of businesses that create products used in a broad range of applications including personal care, nutrition, agricultural nutrients and adjuvants, building materials, flame retardants and smoke suppressants, while also providing sustainable forestry services.

We are excited for our future guided by Vision 150, which sets the stage for who we want to be as an organization in the next decade and beyond when we will grow our reputation as a powerful force for good in the world.





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# Growing a Family of Sustainable Solutions...

## 140 years and counting



**1920s**  
Huber implements equal pay scales between Black and white employees and assigns Company housing based on seniority, not race.



**1941**  
Huber purchases its first tract of timberland and begins sustainable forestry practices.



**1973**  
Huber acquires the Calcium Carbonate Company, a producer of ground calcium carbonate for use in industrial applications as well as health and nutrition markets. Today this is part of HEM's Huber Specialty Minerals strategic business unit.



**1981**  
Huber acquires Solem Industries, a producer of non-halogenated fire retardants, forming the foundation of HEM's Huber Advanced Materials strategic business unit. Other bolt-on acquisitions follow over the years.

**Huber Principles**

1. Private Ownership
2. Highest Ethical Standards
3. Customer Orientation
4. Concern for People
5. Quality and Efficiency
6. Safety and Environmental Protection

**1987**  
Long part of our culture, the Huber Principles are formally introduced.

**2008**  
Huber begins the transition to a Portfolio Management Company.



**2023**  
Huber celebrates its 140th anniversary and begins development of Vision 150, our guiding star that outlines where we want to go as a Company over the next 10 years.

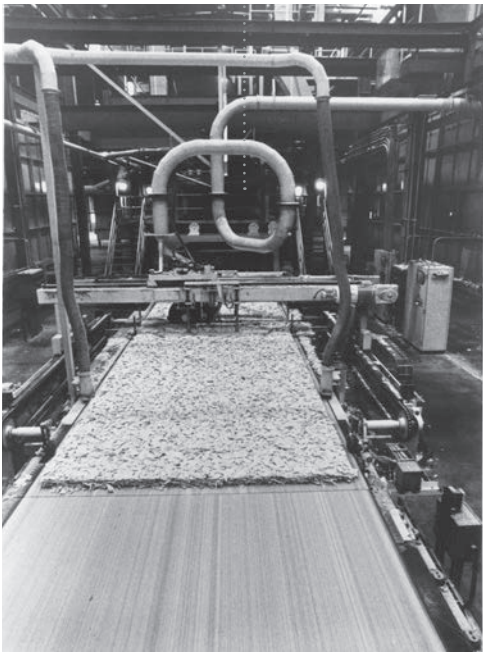


**1883**  
J.M. Huber Corporation is founded in the United States.

**1940s**  
Huber introduces employee benefits, including pensions, profit-sharing, paid holidays and sick leave.

**1946**  
Huber enters the specialty chemicals space, forming the foundation for today's Huber Engineered Materials portfolio business.

**1976**  
Environmental Affairs becomes a Corporate function at Huber.



**1983**  
Huber enters a new market by opening a plant to produce oriented strand board for the construction industry, forming the foundation of today's Huber Engineered Woods portfolio business.

**1990s**  
Huber undergoes a transformation to focus on specialty products, divesting most of its legacy businesses.



A HUBER COMPANY

**2019**  
Huber Engineered Materials enters the agricultural space with the acquisition of Miller Chemical & Fertilizer, LLC, now part of HEM's Huber AgroSolutions strategic business unit. Other bolt-on acquisitions follow.



**2024**  
Huber completes the sale of CP Kelco (originally acquired in 2004) to global food and beverage leader, Tate & Lyle. This is the largest transaction in Company history. Huber is an approximately 16% shareholder in Tate & Lyle and holds two board seats.

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# The Huber Principles

*Guiding us in all our business behaviors and decisions*



Throughout Huber’s history we have grown to meet the changing needs of our customers through our desire to improve lives for generations. During this time, our Principles have defined the Company’s culture, guided employees’ actions and supported growth while remaining in alignment with the longstanding ideals 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. These four core values guide us in our business decisions and behaviors. When our actions are in harmony with our Principles, we maintain the high standards we have set for ourselves and our Company.

After reaching our 140-year anniversary in 2023, we refreshed our Principles in early 2024 to remain aligned with continued evolution in important areas, such as environmental protection, culture and inclusion, innovation and more.

This is not the first time Huber has done this. Having been initially codified by former President and company founder Joseph Maria Huber’s grandson, Mike Huber, in 1987, our Principles were updated in 1994 and then again in 2011.

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 and understands that the organization will continue to evolve among an ever-changing world. For this reason, Huber finds it imperative to keep our Principles clear, relevant and reflective of our present-day existence and where we’re headed.



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# Vision 150

## Who we are and what we want to achieve together, rooted in the Huber Principles

Vision 150 is a demonstration of who we are and what we want to achieve together. Serving as our guiding star that lights the path forward, Vision 150 will be our roadmap and inspire us to accelerate our development of nature friendly solutions, empower our employees to reach their full potential, focus on delivering market innovation to earn brand loyalty and take bigger strides toward leading our peers into a carbon- and waste-free future as a recognized sustainability leader.

Success on this journey will require us to be directed by our Purpose: improving lives through sustainable solutions that we’re proud to tell our grandchildren about.

Where we are going as an organization and what we hope to achieve in the future is motivated by our Vision: accelerating our journey to grow a thriving and connected family of sustainable solutions. Both the Purpose and Vision are grounded by the Huber Principles, which are—and will always remain—the foundation of our business and set the tone for everything we do.

After thoughtful collaboration with key stakeholders from across our organization, we officially launched this next chapter at our 2024 Leadership Forum in Atlanta, Georgia with approximately 200 leaders from across the enterprise in attendance.

From there, we began the thoughtful roll out of this campaign to bring this message to life for our global employee base. This effort included webinars, training materials, posters and a long-form video featuring employees and Huber family members sharing their personal connections to Vision 150.



*“I’ve worked at Huber for 10 years, and the Company is people first. The culture, the family, it’s all about safety, getting our folks home every night. And so, to me, that’s just what Huber’s all about.”*

Jason Ralston  
Senior Director, Strategic Builders, HEW





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# Initiatives & Programs

## *Key programs strengthen our culture*

At Huber, our existing initiatives and programs will be key to helping us achieve Vision 150. Our longstanding community engagement, culture & inclusion and ethics efforts are not only represented within the Huber Principles, but they are also essential drivers of our Vision to grow a thriving and connected family of sustainable solutions.



**Huber Helps<sup>®</sup>**

In our global commitment to community engagement, Huber Helps donates 1% of our net income (based on a rolling, three-year target) annually toward philanthropic causes to make a significant, collective impact worldwide.



**I Belong  
at Huber<sup>®</sup>**

Our purpose 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.

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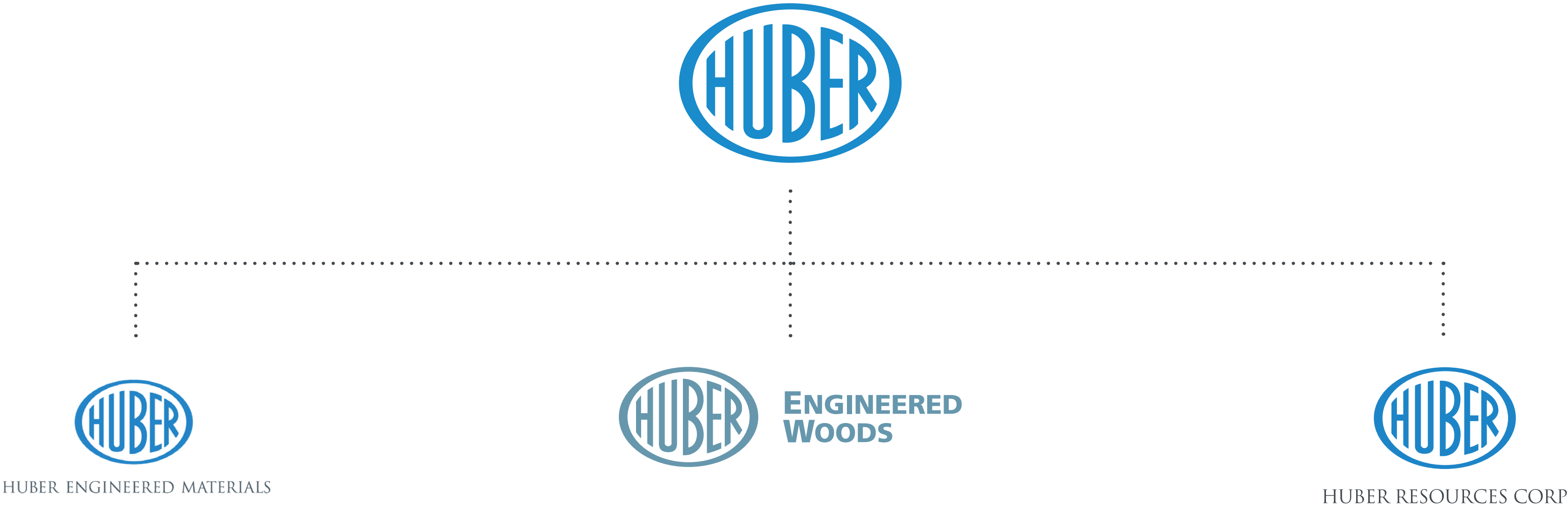
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# Our Portfolio of Businesses

## *Holding leadership positions in rapidly growing markets*

The J.M. Huber Corporation operates as a Portfolio Management Company. This structure gives our 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: Huber Engineered Materials (HEM), Huber Engineered Woods LLC (HEW) and Huber Resources Corp. (HRC).



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HUBER ENGINEERED MATERIALS

*Specialty ingredients for industrial, agricultural and consumer applications*

Comprised of three distinct strategic business units

(SBUs)—Huber Advanced Materials (HAM), Huber AgroSolutions (HAS) and Huber Specialty Minerals (HSM)—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 2,200

HEM’s Strategic Business Units

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



ADVANCED MATERIALS

LEADING IN INNOVATIVE AND SUSTAINABLE MATERIAL SOLUTIONS.

Key product lines within HAS include:

- 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.



AgroSolutions

**VISION:** TO ENHANCE GROWER’S ABILITY TO SUSTAINABLY NOURISH THE WORLD.

**MISSION:** ENABLING THE PROCESSIONAL FARMER TO REALIZE AND SUSTAIN GREATER GROWTH.

**BRAND PROMISE:** SOLVING YOUR AGRICULTURAL CHALLENGES WITH TARGETED PERFORMANCE.

- HAS consists of several companies across the world that lead the way in science, experience and education to develop products specifically engineered to deliver superior results, one crop at a time.
- The HAS product portfolio consists of a variety of plant nutrition, crop protection, crop production aids, biostimulants, biofertilizers, adjuvants, trace elements and water-soluble liquid and foliar fertilizers. These solutions serve the global agricultural industry, with a focus on fruits, vegetables, nuts, as well as row crops such as corn and soybeans.
- Operating companies within HAS include: Miller Chemical & Fertilizer, Biolchim, Cifo, Ilsa, West Coast Marine Bio Processing Corp. and Matésca.



SPECIALTY MINERALS

OFFERS A PORTFOLIO OF MINERAL SOLUTIONS THAT IMPROVE EVERYDAY PRODUCTS IN A RESPONSIBLE WAY.

HSM is organized into three business segments:

- **Soda (Natural Soda & Natrium)** produces Sodium Bicarbonate, which is primarily used as a functional additive to dairy cow feed. Other solutions include human health and nutrition applications—such as a leavening agent in baked goods and hemodialysis—and industrial applications, such as soda blasting.
- **Active Minerals (Attapulgit & Air Float Kaolin)** offers gelling grade products that serve the construction, agricultural and fiberglass markets.
- **Calcium Carbonate (Performance Minerals & Nutrition)** mines Ground Calcium Carbonate, serving various functions in end markets such as paints and coatings, flooring, animal nutrition and products, as well as human health and nutrition markets for products like multi-vitamins, antacids and calcium fortifications.



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Members of HEM's Natrium team in Cortland, New York.

HEM continued to grow throughout 2024 with the acquisition of two new businesses within HSM – Active Minerals International, LLC (AMI) and the Natrium Products Business (Natrium). As a result of the significant expansion experienced over the last five years, HSM undertook a restructuring, organizing the business by mineral segment: Sodium Bicarbonate, Active Minerals and Calcium Carbonate. This change increases the speed of decision making within the organization, further assisting HSM in maintaining the flexibility and responsiveness necessary for even greater success.

Across the organization, the HEM continuous improvement and operations teams partnered to achieve record-breaking productivity savings of \$17.9 million—a 12.5% increase over prior year. Productivity improvement activities included efficiency, sustainability and capacity creation projects, insourcing initiatives and negotiating favorable contracts with

key suppliers. Trainings and continuous improvements projects were prioritized at each site, from employees on the shop floor to plant managers.

Additionally, progress was made on the integration efforts of the Biolchim Group after its acquisition in November of 2022. This process has emphasized back-office functions such as Human Resources (HR), Information Technology (IT) and Finance, resulting in many upgrades to policies, programs, processes and technology.

The new gas-fired power plant at the HAM Martinswerk facility in Bergheim, Germany began operation in the fourth quarter of 2024. With natural gas now fueling 100% of the required steam and electricity for the entire facility, this is a significant step in both HEM and Huber's overall sustainability journey.

*“HEM is positioned by design to nurture and grow a portfolio of companies that deliver consistent performance to the Huber enterprise. Our people are focused on getting the right things done for our customers, our communities and one another, all while operating in diverse industries ranging from agriculture to automobiles. Our products meet the need for more sustainable, circular solutions, making a positive impact of the lives of people on a global scale.”*

**Dan Krawczyk**  
President  
Huber Engineered  
Materials





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ENGINEERED  
WOODS

High performance building  
envelope solutions

Founded in 1983, Huber Engineered Woods (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

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 that 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.



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HEW’s five operating OSB mills delivered strong production volumes, running with minimal downtime throughout the year and excellent Operational Equipment Effectiveness (OEE). Each mill successfully completed its annual outages within the allocated time frame—an essential task that takes time to address any non-emergency maintenance issues that need to be completed to keep manufacturing sites in good working order. Overall, 2024 was the highest total production at its mills in HEW’s history, with full-year records at two out of the five mills.

To add to much-needed manufacturing capacity, steady progress has continued on HEW’s sixth OSB mill in Shuqualak, Mississippi. As the largest organic capital deployment in Huber’s history, the facility will significantly

increase HEW’s ability to serve the US Western and Midwestern housing markets. The mill, when complete, will employ more than 150 people and is expected to generate adjacent jobs in the logging, hauling and hospitality industries.

Accessory products such as AdvanTech™ Subfloor Adhesive and ZIP System™ Flashing Tape have played an increasingly important role as HEW establishes more point-of-sale displays in big box stores and expands its ecommerce presence.

ZIP System® brand was named one of the 48 “exceptional” brands out of over 1,100 tested in Zonda’s 2024 Pro Brand Power Index. It earned an index score of 755, indicating that it wins 7.5 times more than the average brand within its category.



The HEW booth at IBS 2024.

*“HEW’s diverse range of responsibly crafted products empower families and businesses to build stronger, more sustainable communities. With extreme weather events on the rise, our teams are committed to developing cutting-edge solutions that safeguard against the effects of an ever-changing climate. Our progress is driven by a steadfast commitment to the strategies necessary to transform a culture of innovation into a powerful competitive edge.”*



**Brian Carlson**  
President  
Huber Engineered Woods and  
Huber Resources Corp.



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HUBER RESOURCES CORP

*Solutions for forest stewardship*

Huber Resources Corp. (HRC) provides timberland management services in the US for both Huber’s internally owned timberlands and third-party landowners, as well as providing timberland and natural resource consulting worldwide through its Sewall Forestry and Natural Resource Consulting business unit. HRC’s integrated system improves forest health, promotes regeneration, enhances wildlife habitat, creates forest diversity and maintains and improves watersheds utilizing methods that also enhance the value of timberlands and deliver sustained yield harvesting. HRC’s forestry practices also support and enhance carbon sequestration, a component of the Company’s long-term sustainability strategy.

Huber’s history of forest stewardship dates back to 1941, with its first purchase of Maine timberland.

**HEADQUARTERS:** Old Town, Maine

**EMPLOYEES:** Approximately 40

**LOCATIONS:** 2 offices in the US

*2024 Highlights*

HRC has managed timberlands for investors for over 60 years, supporting clients with a wide breadth of services:

- Forest Management Plans
- Forest Modeling and Timber Harvest Scheduling
- Financial Reporting, Full-Scope Accounting Services and Cash Management
- Regulatory Permitting and Notifications
- Geographic Information Systems
- Forest Road Design, Construction and Maintenance
- Recreational and Wildlife Management
- Lease Administration
- Property Tax Processing

Throughout 2024, HRC’s timberland management group provided sustainable management services to over 1.5 million acres of client timberlands in the US, including ~135,000 acres of Huber owned timberland. Over the course of the year, just under 249,000 tons of timber were harvested from client and Huber owned land in Maine. In comparison, approximately 450,000 tons of timber is consumed annually at HEW’s Easton, Maine plant for their product lines.

Sustainable forestry practices help the environment in many ways, from biodiversity conservation to carbon sequestration to reducing the risk of disease, drought or fire.

HRC’s natural resource-based consulting team, **Sewall Forestry & Natural Resource Consulting (SFNR)**, continued their work throughout 2024, advancing Huber’s position in timberland consulting worldwide. SFNR’s professionals assist public and private sector clients throughout the US, Canada and overseas with projects that range in size and scope, from municipal peer review services to large, multi-year highway design and site development projects. Their full list of services includes:

- Timberland & Natural Resource Appraisal
- Timberland Acquisition Due Diligence
- Forest Investment Consulting
- Forest Modeling & Harvest Scheduling
- Timber Inventory
- Forest Economics & Market Studies
- Wood Basket Analysis & Supply Studies
- Forest Cost Studies
- GIS Analysis & Mapping
- Litigation Support





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# Building Healthy Forests: The Value of Sustainable Forestry

Sustainable forestry practices play an essential role in safeguarding the health of our planet. Through HRC’s work within forests, Huber contributes to:

## BIODIVERSITY CONSERVATION

Maintaining a variety of tree species and ages supports a sustainable, healthy ecosystem for other plants and animals.

## CARBON SEQUESTRATION

Trees naturally absorb carbon dioxide from the atmosphere through photosynthesis, which helps reduce greenhouse gases and mitigates climate change.

## IMPROVED WATER QUALITY

By filtering pollutants and sediment from runoff, water quality improves for people, plants and wildlife.

## REDUCED AIR POLLUTION

Healthy trees mean clean, fresh air in nearby cities and towns.

## REDUCED RISK OF DISEASE, DROUGHT AND FIRE

Healthy forests are more resistant and resilient to these potentially catastrophic events.

## RESILIENT COMMUNITIES

Beyond physical value, sustainable forestry provides job opportunities for local workers, especially in rural areas where career prospects may be limited.



## What is a healthy forest?

A healthy forest is a continuous cycle of harvest and renewal, whether that occurs naturally or artificially. There are numerous characteristics that are indicators of when a forest is working effectively, including attributes like unique areas and forest stands, water and wetland buffers and lakes, rivers and/or streams. Diversity is also an important gauge, including its impacts on:

- **Species:** the number of different species in an area
- **Genetics:** the number of genetic variations within those species
- **Ecosystems:** the number of different ecosystems at play

HRC plays a large role in both the conservation and preservation of these areas, sustainably supporting these areas to truly thrive.



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# Growth & Innovation

*Enhancing and advancing our portfolio*

To continue to build and maintain Huber’s long-term competitive advantage, it is imperative that we keep innovation and customer centricity at the heart of what we do. This means we must focus on our customers’ needs—and anticipate the needs they don’t realize they have.

Equally as important is maintaining a balanced, thriving portfolio that stands the test of time. Doing so requires a thoughtful approach to Mergers & Acquisitions and integrations, always considering how to optimize growth and profitability.

All of this and, of course, keeping our responsibility to the environment paramount. The impact we have on the world is and has been a significant guiding light for us.

*“The world is changing fast, and the Huber Principle of Excellence inspires us to not only adapt but be proactive with regard to the challenges and opportunities we face. To survive and thrive, we must enhance the flexibility and resilience of our portfolio, ensure long-term value creation for the Huber family, move toward nature-friendly solutions and find balance between shareholder returns, organic investment and acquisitions.”*



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





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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 2024, Huber had 447 global patent assets, either pending or granted. The Company actively manages its patent portfolio, meaning that 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 1,966 pending or registered trademarks around the world.

Portfolio Strategy

WE OPERATE, WE PARTNER, WE INVEST

Huber is focused on the growth and long-term stability of our organization. As outlined within Vision 150, Huber is focused on building a flexible, resilient portfolio with balanced investment and returns. By continuing to evolve our portfolio into one that operates, partners and invests, we aim to further diversify our revenue streams and maximize value creation for years to come.

HUBER BECOMES INVESTOR IN TATE & LYLE

In June of 2024, Huber announced that it had entered an agreement to sell CP Kelco, one of the companies in our portfolio, to Tate & Lyle PLC (T&L)—a global food and beverage solutions business headquartered in London, United Kingdom.

Huber is still invested in CP Kelco, becoming a shareholder of about 16% in T&L after the sale was completed on November 15, 2024. Huber also now holds two seats on the T&L Board of Directors, currently filled by Cláudia Vaz de Lestapis, EVP, General Counsel & Corporate Secretary, and Glenn Fish, EVP & Chief Financial Officer (CFO). Cláudia and Glenn have been and will continue to be actively engaged in supporting the upward growth trajectory of this strengthened player in sustainable ingredient solutions.

As the largest transaction in Huber’s 142-year history, this transformative step has positioned Huber as not only an operator of niche businesses, but also as an investor and partner, while, in turn, building a combined entity that is set to compete and thrive within its respective markets.

1,996

PENDING OR  
REGISTERED  
TRADEMARKS

447

GLOBAL  
PATENT  
ASSETS



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MERGERS & ACQUISITIONS

As a private enterprise, Huber approaches Mergers & Acquisitions (M&A) with thorough consideration, evaluation and long-term foresight. We seek out companies that further our current business platforms or provide a strategic business adjacency, and assess their potential for continued growth and innovation as a potential part of Huber—always with an eye on how well their culture and Huber’s will align.

Following the close of an acquisition, departments from across our enterprise begin the formal process of welcoming these new team members to Huber. In addition to the Human Resources onboarding that new team members experience, here are just a few examples of the care we take with integrating our new colleagues into the Huber team.

**Risk Management** integrates the new business into our corporate insured risk programs, engaging our key external insured risk partners to ensure a smooth transition into Huber’s global programs.

**Legal** develops an Intellectual Property (IP) strategy in conjunction with overall business goals, plans and strategies.

**Information Technology (IT)** enacts a Technical Integration to deploy laptops, network, tablets and meeting rooms across new sites to secure the Huber environment, along with enabling new team members to have access to the Company email, shared calendars, meeting, collaboration and any other relevant applications. The team also analyzes main business processes and

applications like ERP, Sales, Manufacturing and Finance consolidations, to find the best way to integrate those processes within Huber without overlooking any best practices or potential ideas that the newcomers can potentially bring to Huber.

In April of 2024, HEM acquired the Natrium Products business assets from Natrium Products, INC., based in Cortland, New York, a leading manufacturer of specialty sodium bicarbonate (also known as baking soda) in North America. It serves water treatment & pool maintenance, cleaning products, plastics, food, as well as industrial and pharmaceutical applications. This acquisition brought 28 employees to HEM’s Huber Specialty Minerals (HSM) strategic business unit.

In June of 2024, HEM acquired Active Minerals International, LLC. (“Active Minerals” or “AMI”). AMI operates mines, processing plants and storage facilities primarily in the Southeast United States, with sales offices in Shanghai and Taiwan. Delivering to more than 70 locations worldwide, including Europe, Australia and Asia, AMI is composed of two mineral segments—attapulgitic clay and air-float kaolin.

Prior acquisitions during the last five years include:



**APRIL 1, 2019**—*Miller Chemical & Fertilizer, LLC*  
Approximately 100 employees  
HEM



**APRIL 1, 2021**—*Nutri Granulations*  
22 employees  
HEM



**AUGUST 2, 2021**—*Sewall Forestry & Natural Resource Consulting LLC*  
7 employees  
HRC



**DECEMBER 31, 2021**—*Natural Soda LLC*  
78 employees  
HEM

*MAGNIFIN Magnesiaprodukte GmbH & Co. KG*  
(remaining 50% ownership stake in the 50/50 joint venture)  
56 employees  
HEM



**NOVEMBER 2, 2022**—*Biolchim Group*  
400 employees  
HEM



**APRIL 2023**—*Compass Land Consultants*  
21 employees  
HRC



**APRIL 2024**—*Natrium Products*  
28 employees  
HEM



**JUNE 4, 2024**—*Active Minerals International, LLC*  
210 employees  
HEM



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# Huber’s 2024 Financial Performance

*Metrics to gauge progress toward strategic goals*

“Our teams successfully navigated a dynamic operating environment during 2024, delivering a strong financial performance resulting in the third-highest year of revenue and profitability in Company history. We also continued to invest in our operations, deploying nearly \$326 million in capacity expansions, upgrades and other growth initiatives. These efforts would not be possible without the tireless efforts and commitment of our Huber people.”



**Glenn Fish**  
Executive Vice President &  
Chief Financial Officer

CP Kelco financial data is fully included in 2023 and for 10 months in 2024.

TOTAL CONSOLIDATED  
REVENUE:

**\$3.2B**

↑ 2.1% vs. 2023

**Revenue** is the total amount of money brought in by a company’s operations. Huber had a positive year, benefiting from our strong portfolio structure. Recent acquisitions in HSM and strong demand in HAM and HAS within HEM coupled with better pricing and modest volume gains within HEW were key drivers of this increase.

TBL CAPITAL PROJECTS:

**76.3%**

*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 2024, 76.3% of our CapEx projects (by cost) are expected to improve employee safety, the environment and our financial results.

AFTER-TAX ROIC:

**11.4%**

3.3% over the hurdle rate

**After-Tax 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 8.1% on an after-tax basis).

PROFIT SHARING:

**\$19.2M**

**Profit sharing** for 2024 was paid out to all eligible US employees in March 2025. Profit-sharing has been a special benefit since the 1940s and is rare in corporate America today. The Huber family and the Company’s leadership feel strongly that we should continue to provide this unique program so eligible employees can share in Huber’s overall financial success.

CAPEX:

**\$325.5M**

**Capital Expenditures (CapEx)** is the total amount of money reinvested into the business. Our capital spending for value-maintaining activities (repair and maintenance) was approximately \$77.3 million during 2024. The balance of our funding each year has been for multiyear, 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.

COMMUNITY ENGAGEMENT/  
PHILANTHROPY:

**1%**

*of Huber’s three-year rolling  
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 \$3.7 million in charitable donations throughout 2024, achieving our rolling three-year (2022-2024) target.

R&D INVESTMENT:

**\$31.4M**

1.0% of revenue in 2024

**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.



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# Our Sustainability Journey

## Where we've been

Sustainability is in our DNA. Huber strives to be a good corporate citizen, devoted to doing the right thing for the right reasons. As society's expectations evolve, as technologies improve, so does the way we do business, always with an aim to reduce our negative impact and strengthen our ability to serve as a force for good.

This journey dates back 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 preserve biodiversity, while improving the value of timberlands and protecting the environment and sustaining timber yields.

Huber's early environmental remediation activities, in addition to sustainably managing its owned 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 annual *Impact 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.

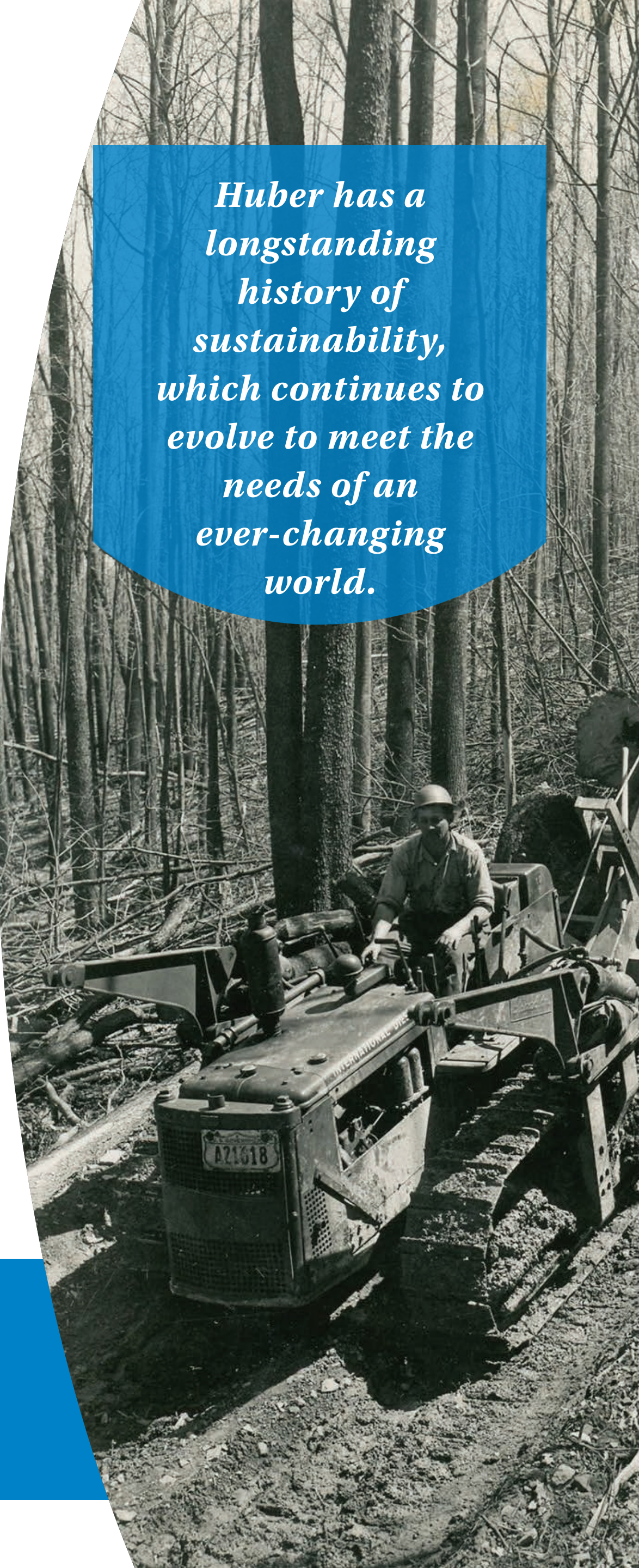
Huber launched the Company's first Sustainability Strategy in 2018. Based on a Triple Bottom Line framework that prioritized People, Planet & Profit in all crucial business decisions, Huber's 2018-2022 Sustainability Strategy was the Company's first comprehensive plan, though environmental mindfulness has been embedded in our culture for decades. During this time, we invested capital and implemented continuous improvement programs across Huber

Huber was a pioneer in selective timber harvesting, which enabled forests to regenerate faster, as seen here in West Virginia in 1966.

*Huber has a longstanding history of sustainability, which continues to evolve to meet the needs of an ever-changing world.*



*As president, Hans Huber (son of founder Joseph Maria Huber, employee from 1919-1961), an environmentalist who sought ways to limit "man's destructiveness," directed the Company to implement conservation activities to address its detrimental impacts on the planet.*





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with a goal of reducing our enterprise-wide energy, water and greenhouse gas (GHG) emissions footprint. The systems put in place to quantify these key metrics and the programs established at Huber sites globally will be instrumental as we track, plan and evolve within our ongoing sustainability journey.

Huber’s sustainability story has carried on beyond our rich history into the present day. This report will provide an in-depth view of our progress in these spaces within recent years and our aspirations for the future.

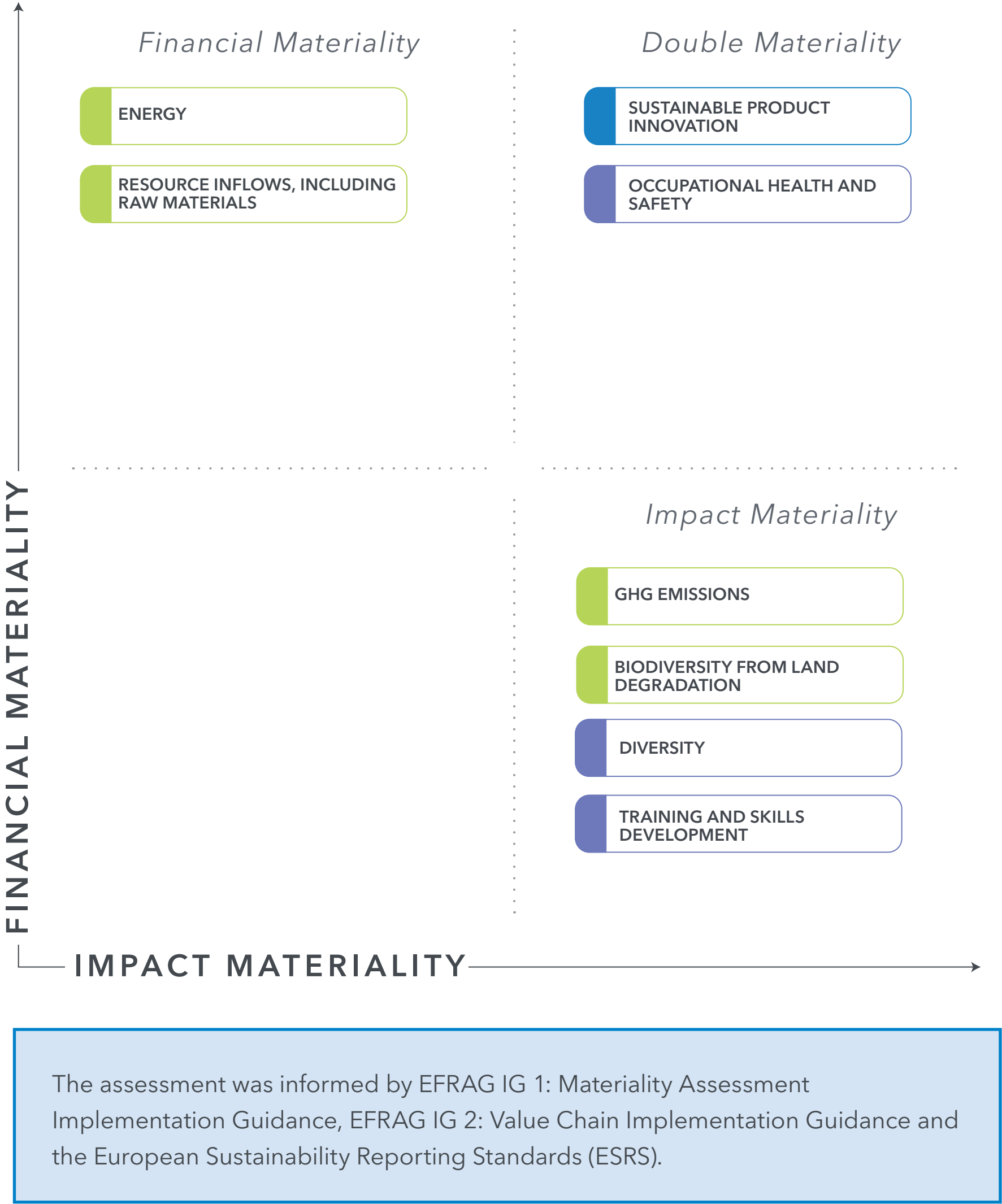
Materiality Assessment

A changing world means staying in tune with our stakeholders’ expectations. This means conducting periodic materiality assessments with those who have a vested interest in our activities to ensure we are focusing our efforts on what matters the most.

A Double Materiality Assessment (DMA) assists in identifying and addressing the positive and negative impacts, risks and opportunities associated with the sustainability topics that are most important to our stakeholders. It also serves as a critical first step towards meeting increasing regulatory requirements, including those of the EU Corporate Sustainability Reporting Directive, or CSRD. In 2024, we conducted our first DMA. This new methodology required us to assess our impacts through both a financial lens and an impact lens, evaluating risks and opportunities over multiple time horizons throughout the full value chain – supply chain, operations and product use.

Huber developed and executed a multi-phased process to determine materiality. This process included (1) scoping and value chain analysis, (2) identification of actual and potential impacts, risks and opportunities (IROs), (3) risk-based IRO assessment with stakeholders and (4) Huber Management Council calibration and consensus, resulting in a management-approved and prioritized list of Material Topics that are either financially material, material from an impact perspective or both. This methodology also established an IRO watchlist of topics not deemed material according to our 2024 thresholds but can be monitored annually moving forward.

Huber has determined eight material sub-topics through this process. Overall, these topics are already well-aligned and integrated within our Vision 150 aspirations. With the increasing disclosure requirements, like CSRD, all topics present opportunities for strengthening our strategic processes, governance and associated data.





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2024 DOUBLE MATERIALITY ASSESSMENT–MATERIAL SUB-TOPICS

ENVIRONMENTAL			
ENERGY (ESRS E1)	Huber manages energy consumption across the organization through our Vision 150 Climate activities. Continued dependence on fossil fuels can expose the Company to volatile energy and carbon prices, leading to potential financial risk.	BIODIVERSITY FROM LAND DEGRADATION (ESRS E4)	Land degradation involves processes by Huber that reduce biodiversity, ecosystem function, or their benefits. Huber Engineered Woods positively impacts this area through sustainable forestry practices to improve forest health, regeneration, diversity, watershed, wildlife habitats and land value while protecting the environment.
GHG EMISSIONS (ESRS E1)	Huber aims to reduce Scope 1, 2 and 3 emissions annually against a baseline, targeting long-term Net Zero. Key drivers include positive impacts from efficiency improvements, renewable energy adoption and sustainable forestry. The negative impact is the potential failure to meet the Net Zero target once established.	RESOURCE INFLOWS, INCLUDING RAW MATERIALS (ESRS E5)	At Huber, resource inflows include products and raw materials, particularly critical raw materials and rare earths, used in our operations and upstream value chain. The materiality driver stems from Huber Engineered Materials’ use of mined raw materials. There is a financial risk due to market transitions towards a circular economy and sustainable product designs that favor renewable, biodegradable materials over non-renewable, virgin ones. Replacing these mined materials with sustainable alternatives may be challenging.
SOCIAL			
DIVERSITY (ESRS S1)	At Huber, diversity encompasses the organization’s commitment to actively integrate and support all employees, regardless of gender, age, cultural background, skillset, race, religion, or sexual orientation. The materiality driver for this topic emphasizes the positive impact on both the organization and its employees through Huber’s comprehensive integration of Culture & Inclusion across all areas. Various mechanisms are employed to promote open dialogue on workplace inclusion.	OCCUPATIONAL HEALTH AND SAFETY (ESRS S1)	Occupational health and safety pertains to the measures that Huber implements to ensure a safe and healthy workplace, with an emphasis on risk prevention. The materiality drivers for this topic focus on the positive impact of the Huber Sustainability Management System on employee health and safety, as well as the financial risks associated with manufacturing operations, which involve inherent dangers. Health and safety incidents can potentially lead to significant operational disruptions.
TRAINING AND SKILLS DEVELOPMENT (ESRS S1)	This topic covers Huber’s methods for recruiting, engaging, managing, developing and retaining employees to build a skilled workforce and drive business growth. The materiality drivers for this topic consist of two positive impacts within our organization regarding the effectiveness of Huber’s Learning Management System and the potential to expand our comprehensive programs from interns to executives.		
GOVERNANCE			
SUSTAINABLE PRODUCT INNOVATION	Sustainable Product Innovation is the only material topic that Huber has chosen to add as a “Management Topic,” which is a non-ESRS specified sustainability topic that drives impact, risk or opportunity for our organization. Huber is leveraging technology and innovation to improve business operations and products for environmental and societal benefits. Key drivers include the positive impact of using its scale, scientific expertise and R&D capabilities, as well as the financial opportunity to incorporate sustainable solutions to meet customer and market demands.		



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, Vision 150 is directly aligned with five of these goals through our own sustainability objectives.

We also positively impact an additional six SDGs through our business practices, policies and procedures.



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CASE STORY

*Strategic Partners—Organizations Supporting Our Journey*

We know that sustainability success cannot be achieved in a vacuum. This means that after the conclusion of our five-year Sustainability Strategy in 2022, we made connection and collaboration with our trusted peers a priority throughout 2024. This process enabled us to build a trusted network of strategic partnerships as we navigated the next steps within our own journey.

One of these valued strategic partnerships is with **The Conference Board**—a nonpartisan, nonprofit entity, that offers Trusted Insights for What’s Ahead™. The member-driven think tank has expertise in economic indicators, sustainability, corporate philanthropy, social responsibility, education, diversity & inclusion and sustainable capitalism, serving more than 20,000 executives in their programs every year. By sharing insights, collaborating in case studies and participating in councils and events, Huber has gained tremendous value from this partnership.

Another key partner we collaborated with throughout 2024 is the **World Business Council for Sustainable Development (WBCSD)**. Huber is joined by more than 750 forward-thinking, international companies working together to achieve net-zero emissions, protect the earth’s ecosystems and achieve a more equitable future. As part of our collaboration with WBCSD, we joined the Climate Action Imperative Project to support development of science-based targets to address decarbonization and other climate-related initiatives. We are also members of WBCSD’s Forest Solutions Group which focuses on supporting the growth of sustainable working forests. This effort highlights the nature-based approach of providing a continuous supply of renewable materials for the bioeconomy while providing multiple benefits for people and the planet such as carbon sequestration, clean water, habitat and economic livelihoods.

*“After joining WBCSD in 2023, Huber continued to collaborate with peers from multiple organizations who share our sustainability aspirations throughout 2024. Our goals also align with those set by WBCSD, which include net-zero emissions and protecting earth’s ecosystems for generations to come. To support our journey, our people are currently engaged in WBCSD Forestry, Circularity and Climate project teams. Membership has enabled Huber to recognize and implement best practices that integrate sustainability with corporate strategies. This ensures business resiliency for Huber and our value chain partners across the globe.”*

*Howard Whittaker, Huber Senior Director of Environmental Engineering & Sustainability*



Whittaker meets with sustainability representatives from other global companies as part of the WBCSD “climate base camp.”



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Emily Thomas, Associate Director, Sustainability Reporting, presented to local corporate leaders in environmental stewardship and sustainability at our Atlanta, Georgia headquarters for NAEM's regional event.

Huber is a longstanding member of **The National Association for Environmental, Health & Safety, and Sustainability (EHS&S) Management (NAEM)**. As a Corporate Member company, Huber's Safety & Sustainability Leadership is represented at the NAEM Board of Regents, which is responsible for electing leadership and helps shape NAEM's strategic direction.

In October of 2024, Huber was proud to host the NAEM for its Atlanta Regional Event in our Atlanta, Georgia office.

Co-sponsored with **Arcadis**, local corporate leaders in environmental stewardship and sustainability gathered at our headquarters to network and discuss key topics in the EHS&S space. Presentations included a keynote on empowering the adoption of circularity programs and practices, as well as a synopsis of Huber's sustainability journey, presented by Emily Thomas, Associate Director, Sustainability Reporting.

**THIRD PARTY RATINGS & DISCLOSURES**  
Huber is committed to assessing our sustainable business practices against third-party standards on an annual basis. We invite our business partners to connect with us within these platforms, review our disclosures and scorecards and engage with us on our shared sustainability priorities and progress.



**EcoVadis**  
Using international sustainability standards covering 250+ industries and 185+ countries, this globally recognized platform assesses an organization's Environmental, Labor & Human Rights, Ethics and Sustainable Procurement practices.



**CDP**  
Huber discloses publicly through the CDP (formerly the Carbon Disclosure Project), an international not-for-profit that runs the global disclosure systems for cities, states and companies to manage and report their environmental impacts.



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- Culture & Inclusion
- Workforce by the Numbers
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# Putting People First

## *Cultivating growth and innovation through our people*

People are at the heart of all we do at Huber. We value and rely on our global employee-base to make everything we touch better—for our businesses, our shareholders, our communities, our customers and our planet.





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Huber doesn’t just talk about treating people right—we have made it one of the cornerstones of the Huber Principles and a key Dimension of Vision 150. Our commitment to our people is based on:

- Enhancing the health, safety and well-being of our employees.
- Fostering a collaborative culture that attracts and retains top talent.
- Promoting an inclusive environment where everyone—regardless of gender, ethnicity, age, sexual orientation, or disability—can thrive at work.
- Expanding our product portfolio to ensure everything we make positively impacts our communities, customers, consumers and the planet.
- Supporting and enriching the communities where we operate.

Above all else, safety is Huber’s highest priority. Sitting at the top of our Huber Principles diamond, it is a core component of our decision-making process as a Company. We have a variety of initiatives focusing on the safety of our facilities employees, contractors and visitors. As we continue to develop advanced safety systems and programs, we consistently strive for zero recordable incidents.

In 2024, we deepened our commitment to our people through the formalization of our global People & Culture function and the launch of specialized Centers of Excellence (CoEs) to provide more strategic and impactful support in Talent Acquisition, Compensation, Benefits and Learning & Development across each of our businesses.

At the core of our approach is the belief that our people are the most powerful force behind our success. That is why we are tailoring our employee experience and organizational culture at Huber to place more emphasis on growth, learning and collaboration. A key part of this effort is the introduction of our Global Leadership Competencies. This unified framework defines what great leadership looks like across our organization and empowers employees at all levels to grow, lead and contribute with greater impact.

Supporting our people goes beyond professional development. We also prioritize the physical, mental and emotional health of our employees. Through our global total well-being benefit we provide support not only to employees

but also to their families, reinforcing our commitment to holistic care.

Our organization remains committed to our I Belong at Huber program. The health and success of our business relies on a diverse, equitable and inclusive workplace where everyone can bring their whole selves to their roles each day. Our Employee Resource Groups (ERGs) remain active partners in this space, leveraging wellness tools to deliver relevant, inclusive programming tailored to their communities.

We have strengthened our heritage of giving back by advancing our Huber Helps global community engagement and philanthropy program. Through dedicated time, money and resources within our pillars of Housing, Education & Wellness and Environment, we have persisted in our priority of creating long-lasting positive impact across the globe.

Huber prioritizes people beyond just our locations and communities—a priority that is reflected in our diversity of products and offerings. From our resilient building materials to our non-halogenated flame retardants, to smoke suppressants to sustainable forestry services, Huber strives to improve the lives of our customers and our consumers.

*“Huber is dedicated to fostering a workplace where every employee feels valued, inspired and empowered to reach their fullest potential through continued learning and effective leadership. By working together, we’re creating an inclusive environment where innovation thrives, teamwork flourishes and success is shared among many. This collaborative culture supports the growth and development of talented teams, enhancing Huber’s ability to leave a lasting impact within the communities in which we operate.”*

**Laura Lee Gentry**  
Executive Vice President &  
Chief People Officer





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# Nurturing Talent

## *Supporting career success from pre-hire through retirement*

TALENT MANAGEMENT

We champion the career journeys of our employees at Huber. Offering diverse roles and experiences, our people are able to expand their knowledge bases, feed their curiosities and discover new passions as they take advantage of our numerous mentoring, learning and development programs. Whether an employee of a few days or a few decades, we guide them towards the next step in their career stories, encouraging and supporting internal mobility and exposure. Through our Global People Solutions (GPS) human capital management system, employees can easily access, review and apply for suggested job openings of interest within our enterprise, making their futures just one click away.

The majority of employees receive regular performance and career development reviews. All salaried employees participate in our formal Performance at Huber (PATH) process using GPS, which includes a midyear checkpoint to discuss performance and career interest followed by an end-of-year performance review. In these reviews, employees share their evaluation of their performance and managers provide feedback. Hourly employees, while not part of the PATH process in GPS, also receive performance reviews tailored to their roles that are conducted outside of the system. In 2024, approximately 50% of Huber employees received a PATH performance review.

Huber also encourages employees to create Individual Development Plans (IDPs). In 2024, we introduced a new tool that enabled every employee to be able to complete an IDP if they wish, with a dedicated form now available in GPS to streamline the process. An IDP is a collaborative tool aimed at fostering professional growth. Co-written during one-on-one sessions with managers, IDPs encompass near-term and long-term goals that are aligned with the organization’s engagement

strategy. These goals range from skill enhancement to project completion, leadership roles or promotions.

The My Learning Library enables employees to strengthen existing skills, embrace new ones and explore career interests—from their very first day through retirement. This immersive, expansive and accessible tool provides thousands of resources, including videos, e-books, audiobooks and virtual training courses. Not only can employees self-select content of interest to them, but managers are able to assign resources and trainings to direct reports, working with them to build IDPs to help them hone their skills and knowledge. The My Learning Library averages 892 visits per month.

We also continued our successful internship program by hosting 21 undergraduate and graduate interns across the enterprise representing each of our portfolio businesses and 10 different functional groups. The program is designed to engage interns in Huber’s culture and provide opportunities to gain hands-on experience through participating in projects, meetings and day-to-day interactions within our workspaces. The students represented a diverse group of ethnicities, genders, academic backgrounds and interests. Each of the interns benefited from informal mentorship, participated in professional development opportunities and engaged in inclusive networking events.

After a successful pilot in 2023, Huber launched its official Mentoring Program in August 2024. Interested employees were invited to apply as mentors or mentees, and those selected were thoughtfully paired in formal, year-long mentoring relationships. The program gives participants the chance to expand their professional networks, develop new skills and learn more about other departments and team

members within our Company. Throughout the program, mentoring pairs have engaged in structured yet flexible touchpoints, fostering meaningful conversations and authentic connections. A total of 320 employees across 20 countries began the program, which will conclude in August 2025.

MANAGING TERMINATION OF EMPLOYMENT

We support employees throughout their entire career journey—from pre-hire to their eventual departure from the organization. When an employee decides to move on from their career at Huber, we aim to meet them where they are, address any questions they may have and ensure their needs are met.

For our retirees, we believe that thorough planning and preparation allows our employees the easiest transition possible into their next chapter of life. For this reason, we provide comprehensive retirement guidance, including planning materials and personalized support through group and individual meetings.

In the circumstance that employee termination is involuntary, our processes are completed with dignity, respect and compassion for those affected, including providing severance and, when appropriate, access to career transition support services.



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Graduates of the 2024 LAP Program

LEADERSHIP AND SUCCESSION PLANNING

Huber supports our employees’ professional goals by offering a variety of development programs that will enhance their skills and help them grow their careers. These programs are strategically aligned with our Huber Principles and focus on cultivating the Global Leadership Competencies that drive our long-term success. These programs begin at the foundational level and continue up through senior and executive leadership. Programs include:

Leadership Accelerator Program (LAP)

LAP was created by Huber Engineered Materials in partnership with the University of Georgia’s Executive MBA faculty and is aimed at developing experienced professionals across Corporate, HEM and HEW. The training uses a balance of global best-practices in conjunction with facilitation by Huber to relate each topic back to Company-specific strategies and situations. We had 45 employees graduate from LAP in 2024.

Aspiring Leaders Development Program (ALDP)

Developed in partnership with Emory Continuing Education, ALDP provides leadership development sessions to early career emerging leaders throughout the Huber enterprise. The program is designed to build skills needed to lead and manage others such as self-awareness, communication and change management. There were 40 employees who graduated from ALDP in 2024.

Foundations of Leadership

Currently offered for HEW employees, this three to six month program is designed to equip frontline supervisors and managers with the necessary skills to foster an inclusive and supportive work environment for their teams. Participants develop skills in a range of areas, including leading people, coaching, managing performance and employee development, and using emotional intelligence.

Throughout the summer and fall each year, talent review sessions are conducted across our leadership team levels and at individual plant locations. The process is then rolled up and calibrated in an enterprise Leadership Talent Review, facilitated by our HR Leadership team. This is followed by a similar calibration session with members of Huber’s senior leadership team, the Huber Management Council (HMC), ensuring alignment at the highest levels of the Company. This work is finally presented at the annual Leadership & Talent Review during the December Board of Directors meeting, where senior leaders gain line of sight into succession planning efforts and the strength of our leadership pipeline. The Board reviews and refreshes the prior year’s plans, reinforcing our commitment to developing a robust, diverse talent bench and ensuring long-term business continuity.



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EMPLOYEE ENGAGEMENT

Huber aims to keep our workforce at the heart of everything we do. To do so, we place heavy focus on the employee experience – listening intently to feedback that we use to inform our actions at all levels of the organization. The most important way we measure what matters to our people is through our Employee Engagement and Pulse Surveys. Conducted on an alternating annual cycle, these surveys provide a consistent, data-driven view of how our workforce experiences our culture, leadership and workplace.

Huber alternates between conducting a full Employee Engagement Survey and a shorter Pulse Survey every year. In 2024, Huber conducted a full Employee Engagement Survey

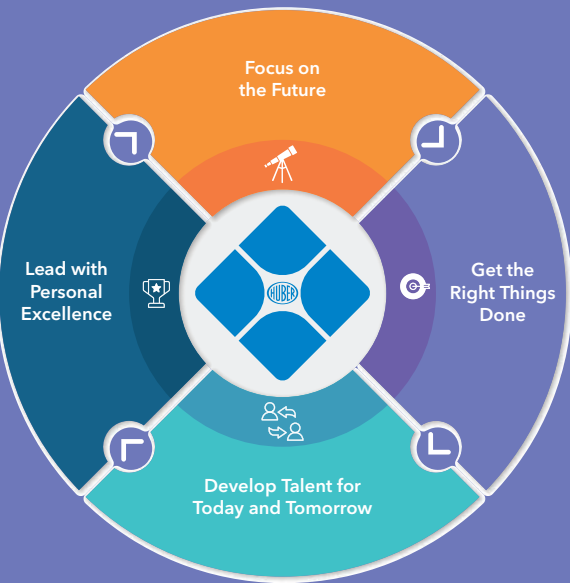
with HEM, HEW, HRC and Corporate employees, resulting in an overall response rate of 71%. Our overall Employee Engagement Score of 73 exceeded the manufacturing industry benchmark set by our third-party survey partner Workforce Science Associates, although there was a three-point decline from our 2023 Pulse Survey and our 2022 Employee Engagement Survey. Employees cited Belonging, Valued Contribution and Leadership Trust as their top three Drivers of Engagement at Huber. Employees also identified opportunities for improvement, which we will continue to work diligently to address. While surveys form the basis of Huber’s engagement strategy, other feedback channels build on this foundation and help us deepen our understanding of the employee experience. These include stay interviews, question-and-

answer sessions during enterprise and business-specific town halls, surveys deployed in the flow of work and targeted focus groups. We also encourage open, ongoing conversations between employees and their managers, leaders and peers.

Regularly gathering data and feedback from our workforce is imperative to thoughtful decision making and strategy building, offering us a clear vantage point into how our employees perceive the Huber culture and understand any concerns or needs across the organization.

CASE STORY

Huber’s Global Leadership Competencies : Unlocking our Employees’ Fullest Potential



With Vision 150, we are focused on building an inclusive learning culture where everyone can learn, grow and further develop their unique skillsets. Reaching our Vision requires strong leaders who are deeply innovative, collaborative and energized to succeed.

For this reason, Huber’s People & Culture team developed a set of Global Leadership Competencies. These are observable skills and behaviors that contribute to workplace success at all levels of the organization, from early professional all the way through to senior management and executives. Carefully crafted to guide the growth of our employees, these Competencies offer a common language to describe how we work together, what we expect from each other and how to maximize our potential at Huber.

There are four main competencies: Lead with Personal Excellence, Focus on the Future, Develop Talent for Today and Tomorrow and Get the Right Things Done. Each individual Competency is supported by clearly defined skills and behaviors, along with curated development resources from Huber’s My Learning Library to help employees actively build their capabilities in each area.

*“The Global Leadership Competencies are grounded in Huber’s Principles and serve as a guidepost for individual growth and accountability. They not only support career planning and personalized development but also provide a consistent foundation across key people initiatives—from hiring and onboarding to learning, leadership development and performance management. Ultimately, they help shape a more connected and empowering employee experience across Huber.”*

Carlos Hernandez,  
Director of Learning &  
Talent Development





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# Safety, Health & Well-Being

***Our culture of engagement embodies living by the Huber Principles***

CP Kelco safety data is included for 10 months in 2024.



For all Huber employees, on-site contractors and visitors to our locations, it is the Company’s responsibility to provide a safe working environment. Maintaining our world-class safety culture takes everyone’s active engagement and attentiveness. As part of our collective commitment, we prioritize engaging the workforce in identifying process and behavior improvements that can be implemented to eliminate or reduce potential incidents.

Huber ended the year with a Total Recordable Injury Rate (TRIR) of 1.34, which was an increase over the 2023 TRIR of 0.97.

A high-energy injury is defined as an event caused by sources of energy that are more likely to result in a severe outcome. We use energy classification to help prioritize incidents and near-hits that could produce severe outcomes, even if the outcome was marginal or negligible. By this definition, there were four high-energy incidents that occurred during 2024.

There were also two Process Safety Management (PSM) incidents. Process safety management 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.

Both PSM events occurred at the same site, with two separate spills of flammable material from different parts the process, producing the potential for a large fire. Both spills were otherwise contained with no further loss.

Huber employees are encouraged to report any hazardous work environments to supervisors or through the Enablon® risk management software. This system enables employees to document reported hazards and follow up actions, as well as anonymous reporting of hazards, events and near-hits by employees. Huber also has a

*At the pinnacle of the Huber Principles diamond is Safety & Sustainability, which guides our behaviors. Our engaged employees provide the heart, commitment and innovative spirit that drives our world-class safety culture—and the Company provides the tools and processes to ensure we can all continue to monitor for and manage risks, and make improvements to our workplace.*



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ENVIRONMENTAL, HEALTH, SAFETY & SUSTAINABILITY TRAINING 2024\*

TOTAL EMPLOYEES TRAINED  
ON EHS&S TOPICS

2,304

AVERAGE EMPLOYEE  
TRAINING HOURS

25.64  
*per employee*

TOTAL CONTRACTORS TRAINED  
ON EHS&S TOPICS

5,062

AVERAGE CONTRACTOR  
TRAINING HOURS

1.23  
*per contractor*

\*does not include CP Kelco.

global ethics line for employees to securely, verbally or in writing, report any employment concerns, including health and safety issues. Though it is not our preference, these reports can also be made anonymously.

Under the Huber Sustainability Management (HSMS) 230 standard, manufacturing sites are required to conduct a site-level risk assessment to identify credible risks to site personnel and operations, including occupational health and safety risks. This risk assessment must be updated when new information becomes available through changes made to the site, investigations conducted on incidents and near-hits occurring at the site, lessons learned from other Huber or non-Huber owned facilities, self-assessments and audits conducted at the facility, etc.

Risks that are deemed unacceptable according to the J.M. Huber Risk Matrix are required to be eliminated, and where elimination is not possible, mitigated using the hierarchy of controls.

Risk assessments, the personnel conducting them and the efficacy of mitigations are assessed via site-driven self-assessments and via company-directed internal audits at least once every three years. Any findings from

these self-assessments and audits are themselves risk ranked for prioritization and tracked to closure to improve the overall efficacy of the management system.

Occupational health and safety requirements are incorporated into the HSMS, both implicitly and explicitly. Though not mandated by legal requirements, we have voluntarily created and implemented the HSMS as part of our commitment to world-class safety performance. The HSMS is originally derived from Responsible Care® 14001 and is compatible with ISO standards but is not based on these directly.

The HSMS covers all manufacturing locations and their employees worldwide but does not have any standards directly pertaining to administrative and office locations. The Occupational Health and Safety activities covered explicitly by the standard include any work involving mobile equipment, Lockout/Tagout or energy isolation, line breaking, confined space, electrical work, work at heights, hot work, machine guarding, any non-routine work or “plan B” activities, any work involving special hazards. The system also has implicit

Our HSMS-350 standard requires sites to train all employees on a myriad of topics, either during their new-hire orientation or periodically throughout their tenure. These include, but are not limited to:

- Huber S&S policy
- Huber Sustainability Management System
- EHS&S and process safety organizational structure and relationship to line structure at Corporate
- Employee roles in the HSMS, including importance of their input and contribution to the effectiveness of the HSMS and the benefits of improved system performance
- Importance of conforming to the EHS&S Policy, HSMS, EHS&S and process safety related procedures and work instructions
- Importance of EHS&S and process safety compliance and safe operation, and the role of all employees in maintaining compliance and ensuring safe working conditions
- Importance of asking questions and raising concerns with management, including use of the Huber Ethics Line
- Significant EHS&S and process safety risks at the site

- EHS&S and process safety compliance obligations including environmental aspects that are relevant to each employee’s job and function
- Site-specific EHS&S and process safety training
- Site emergency response procedures
- How to inspect and maintain critical equipment
- Lifesaving (cardinal) rules and associated procedures
- Permit to work system
- How to recognize and control workplace hazards and exposures (i.e., conducting Job Safety Analysis and/or and method statements)
- How to conduct a risk assessment and use the Huber Risk Matrix
- How to conduct an exposure assessment using the Hazard-Initiating Event-Target (HIT) model
- How to report a significant event
- How to investigate a significant event
- Emergency response plans and procedures
- General employee awareness concerning the impacts of their job, and roles and responsibilities they must fulfill

requirements to control or mitigate any risks associated with credible scenarios that could affect worker health and safety, and requires sites to identify and comply with all applicable local health and safety regulations.

Huber does not have a centralized Occupational Health Services function. Identification and mitigation of health risks is covered by the site-level risk assessment process under HSMS-230.



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	FOR ALL EMPLOYEES						FOR WORKERS WHO ARE NOT EMPLOYEES					
	8,970,190						2,002,594					
	CP KELCO <small>(10 months)</small>		HEM		HEW		CP Kelco <small>(10 months)</small>		HEM		HEW	
Hours Worked	2,880,668		3,301,209		2,051,357		764,024		334,220		159,949	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Fatalities as a result of work-related injury	0	0	0	0	0	0	0	0	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0	0	0	0	0	0	0	0	0
Recordable work-related injuries	22	1.53	24	1.45	11	1.07	6	1.57	1	0.6	0	0
Main types of work-related injury	Mainly low/medium energy injuries such as cuts, muscle sprains/strains, falls/trips.						Mainly low/medium energy injuries such as cuts and muscle sprains					
Fatalities as a result of work-related ill health	0	0	0	0	0	0	0	0	0	0	0	0
Recordable work-related ill health	0	0	0	0	0	0	0	0	0	0	0	0
Main types of work-related ill health	n/a						n/a					

MONITORING & IMPROVING

Eight HSMS Internal Compliance & Conformance Audits were conducted in 2024, in addition to one Compliance Audit & Gap Assessment. All sites improved their results from their previous assessments. There were six gold-rated sites total, the highest number awarded during any year of the audit program to date. Easton, Maine and Lille Skensved, Denmark, maintained their gold rating, while Commerce, Georgia, Marblehead, Georgia, San Diego, California and Spring City, Tennessee achieved gold for the first time.

Kennesaw, Georgia maintained their ‘Silver’ rating and Quincy, Illinois achieved ‘Silver’ for the first time. No ‘Bronze’ medals or ‘Needs Improvement’ ratings were issued in 2024.

The Safety & Sustainability team organized a technical training session for global EHS&S personnel from all businesses in March of 2025. The session was hosted by the Crystal Hill, Virginia site and attended by 47 EH&S and Sustainability professionals from HEM, HEW and Corporate. The sessions featured an in-depth plant tour of the Crystal Hill facility, an overview of core HSMS principles with examples of implementation provided by the Crystal Hill team, a day focused on integrating Human Organizational Performance (HOP) principles into current Huber systems and practices presented by SPARTAN and an overview of regulatory compliance planning presented by Environmental Resource

Management (ERM). The sessions were intended to help newly acquired teams and new EHS&S managers acclimate to Huber’s Safety & Sustainability practices while building a network of peers to assist with common challenges.



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

HUBER ENGINEERED WOODS

*Spring City, Tennessee:*

All employees at the Spring City site completed SafeStart training to improve awareness of human factors, such as rushing or tiredness, that contribute to safety incidents and the error reduction techniques that can be used for prevention. The site trained key people in emergency response incident command focusing on site-specific loss control needs.

*Easton, Maine:*

This site refreshed the Safe Work pre-job planning program resulting in the completion of over 5,000 pre-job safety assessments. A total of 108 skill assessments were completed through the sites “On the Job” training program. Additionally, 15 employees led continuous improvement events that enhanced workplace conditions, such as better pipe labeling in the Boiler House and upgrades to the hydraulic hose rebuild station to improve hose quality and reduce leaks.

*Crystal Hill, Virginia:*

An alternative log truck route was created to reduce log truck traffic during log line operations, minimizing debris strikes and improving operational efficiency. Additionally, magnetic switches have been installed on the guards for finishing equipment to enhance safety and prevent incidental access to equipment. Light Barriers with area scanning radar units that provide more reliable and wider-reaching coverage have replaced traditional safety mats to improve safety.

*Commerce, Georgia:*

The site has utilized a 5S plus safety audit process to continuously improve work areas throughout the plant. More than 80% of the plant population participated in SafeStart training. The site achieved Gold Status for the Huber Sustainability Management System Audit.

*Broken Bow, Oklahoma:*

This site built a strong relationship with the Broken Bow Fire Department during 2024. One of the firemen with an Occupational Safety & Health Degree acquired all the proper credentials to do our Fire Brigade, Incipient and Confined Space Rescue training.

Broken Bow, Oklahoma also created a safety contest called “Endzone Blitz” during football season (October to December 2024). They established 8 teams consisting of 21 employees per team. These teams included everyone at the site, including management. The goal was to be the first team to have all players complete their requested EHS&S criteria for the game. Each play had to submit:

- Two Near Hit submissions
- Two SafeStart “Rate Your State” Star Cards
- Two SafeStart stories during pre-shift meetings
- Participate in ME/5S area walks
- At least one EHS&S Improvement submission

The contest resulted in 200 near hits reported, over 300 SafeStart stories, over 300 SafeStart “Rate Your State” cards, 100% participation in 5S initiatives and over 160 EHS&S Improvement submissions. The winning team received a ruck sac with their team’s name on it as well as a catered lunch.



CASE STORY

*HEM Global Safety Day*

In June of 2024, all HEM sites around the world participated in the second annual Global Safety Day. The day boasted a wide array of activities all related to safety in some way, shape or form. From taking a group exercise class, to participating in a forklift skills challenge, to listening to a presentation from the American Foundation for Suicide Prevention, teams from all around the world were reminded how Huber’s safety initiative goes beyond just the training walls and into their day to day.

Employees in Qingdao, China take part in a group exercise session to promote mental and physical health.





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HUBER ENGINEERED MATERIALS

Most HEM sites have behavior-based safety programs to keep employee well-being at the forefront of their operations.

After thoroughly testing equipment, the Martinswerk Power Plant project was officially completed in 2024. The project in Bergheim, Germany was completed with zero safety incidents and is now fully operational.

EMPLOYEE BENEFITS

Total Compensation

The Corporation’s compensation philosophy is designed to recognize and reward the contributions of all employees globally. Huber offers a comprehensive benefits package to all eligible employees in the US and locally competitive benefit packages in other countries where it operates. In turn, these compensation practices motivate our teams to build long-term shareholder value and reward those who conduct business effectively and take care of our customers. Furthermore, our compensation programs are designed to:

- Attract and retain top talent by securing the highest quality candidates who will shape and drive Huber’s success.
- Deliver pay for performance by aligning compensation with the achievement of both short-term and long-term financial objectives that build shareholder value.
- Align with values by supporting our Purpose, our Vision and the Huber Principles.

Huber provides US, non-union employees with an annual “My Total Rewards” statement. In addition to salary information, the statement offers a summary of incentive earnings,

CASE STORY

Setting the Standard as OSHA VPP Star Sites

The Occupational Safety and Health Administration (OSHA)’s Voluntary Protection Program (VPP) recognizes employers and workers for the implementation of effective safety and health management systems as they strive to keep employee engagement high and illness and injury rates low. Currently, HEW’s Easton, Maine, Broken Bow, Oklahoma and Crystal Hill, Virginia sites are all VPP Star facilities.

Earning and maintaining this distinction is a multi-step process. After submitting an application for entry into the program, sites are rigorously evaluated on-site by OSHA representatives and special government employees (SGEs).

If approved, each site self-assesses on a yearly basis against program standards and is required to maintain incident rates 50% below industry averages to stay in VPP.

Every 3-5 years, each site is audited in-person. These audits are incredibly detailed and include both formal and informal interviews with the site’s employees to gain their perspectives on current safety practices and measures, as well as their comfort level communicating with management about potential issues or recommendations.



Evaluators consider the four main VPP elements: management leadership and employee involvement, worksite analysis, hazard preventions and control and safety and health training, as well as twenty-nine sub elements throughout the site.

“Being a VPP Star facility helps anyone who visits our site understand that safety is that darn important, and we’re going to take great care of them while they’re here.” - Mike LaPradd, Health & Safety Manager, Crystal Hill, Virginia.

In addition to the Star certification program, employees have also taken part in becoming certified SGEs, conducting audits alongside OSHA representatives for other current or hopeful VPP Star sites.

Becoming an SGE includes a vigorous selection and training process to get employees up to speed on how to successfully complete these audits and uphold OSHA standards. Once training is complete, SGEs not only assist OSHA with audits, but also attend conferences at a regional and national level to stay up to date on current safety information and recommendations. Currently, there are seven employees across HEW sites who are SGEs.

“They’re completely energized. They experience the latest and greatest in safety and then can make recommendations for us at our site. Whether it’s new ear plugs, glasses, machine guarding—it aids our ability to keep Huber ahead of the curve.”

Ray Gaston, Health & Safety Manager, Broken Bow, Oklahoma





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healthcare benefits, insurance coverage, time off and more. Employees are encouraged to use this information to help in tax preparation, estate planning or retirement planning, ensuring that they are maximizing the benefits available to them and their family.

For members of the Huber Board and senior executives, our Proxy Statement declares that a significant portion of compensation be linked to performance—both that of the Corporation and of the employee. This is accomplished by:

- Motivating, recognizing and rewarding individual excellence.
- Paying annual short-term incentives based on the Corporation’s annual financial results and individual performance.
- Linking long-term compensation to building sustainable shareholder value.

**Incentive Plans – Profit-Sharing**

Since its launch in 1947, Huber’s Profit-Sharing Program has enabled workers to share in the prosperity they have helped build. As Hans Huber explained at the time, “The success of any business is due to a combination of initiative and work on the part of the employees, together with money and enterprise on the part of the owners. This Company feels that when a business has earnings over and beyond these claims, such earnings should not all go to the owners, but that a division of extra profits should be made between the owners and the employees.”

Huber’s Profit-Sharing program was an uncommon benefit during its inception and remains a rarity in present-day US-based corporations like ours.

Currently, each eligible employee receives the same percentage payout applied to their eligible compensation, regardless of role or level.

Profit-sharing is available to US non-union workers. In March 2025, payouts went out to 2,354 eligible employees based on the Company’s 2024 performance. These payouts totaled \$19.2 million.

**Benefits**

*Global Benefits Philosophy Statement:*

- Deliver programs that reflect the **Huber Principles** and our company culture of rewarding employees.
- Strive to provide a **total benefits package** that **aligns with and selectively leads** the **market trends** where we have a sizable business 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.

Huber benchmarks its benefits from a competitive market perspective to ensure alignment with the basic principles of Group global benefit strategy and, further, market practice. As new countries of operation are added through acquisition, Huber evaluates the benefit offerings against our benefit philosophy and performs in-depth country benefit analysis.

Huber’s benefit strategy focuses on the total well-being of an employee, providing comprehensive and progressive benefits tailored around four pillars: Physical, Financial, Emotional and Social. Eligible US employees have access to benefits starting the first of the month after their hire date. Prospective hires, current and former employees have access to the Huber Benefits Hub – an interactive platform with resources regarding all our benefits programs, informational videos, plan documents, access flyers and more.

**US Non-Union Benefits:**

- Medical (Choice of 3 Plans - 1 PPO/2 High Deductible with Annual Employer funding) Wellness Credit discount option/ Rx, Dental (2 Plan Options)
- Vision
- Healthcare Flexible Spending Account (FSA)
- Dependent Care Flexible Spending Account (DCFSA)
- Health Savings Account (HSA)

*Huber’s New Total Well-Being Benefit*

We know that a strong company culture starts with the prioritization of our people and those who mean most of them. In recognition of this universal truth, Huber decided to introduce a new total well-being benefit this year.

Offered to all Huber employees through an external vendor, regardless of location or if they are enrolled in a medical plan with us or not, this benefit offers a wide-range of easy-to-use tools to support the overall wellness of our people.

This includes access to a wide network of health providers, offering the opportunity to find someone to work with who best aligns with their identity, culture or background. These trusted providers offer real-time scheduling for flexible therapy options—virtually, in-person or via live chat—even on nights and weekends.

Employees can access a self-care library, filled with resources to help improve sleep, manage anxiety, practice meditation, relieve stress, achieve personal goals and more. Additionally, there is assistance available for managers who may have concerns about an employee’s mental well-being, which is accessible 24/7.

Participation is fully confidential, allowing employees to feel confident and secure when accessing the resources they need.



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Voluntary Options:

- Critical Illness, Accident and Hospital Indemnity (to help cover the unexpected costs and earn cash rewards by completing a health screening), Identity Theft, Legal, Pet Insurance, Supplemental Life, Spouse/Child Life, Supplemental AD&D.

Huber Provided:

- Basic Life Insurance, Business Travel Insurance, Short- and Long-Term disability, Survivor Benefit \$2,500, Caregiver Support, Employee Total Well-being benefit, 401K Match (125% match on the first 5%), Parental Leave (detailed more below), Profit Sharing, 5% Non-Elective Contribution annually.

**US Union Benefits:** Benefits for union members are agreed to via the Collective Bargaining Agreement and differ from those for non-union employees.

**All US employees:** All employees in the US can take advantage of free enrollment in Working Advantage, which is an online comprehensive program that includes many categories of discounts: Tickets, Home Life, Family & Wellness, Electronics, Retail, Finance and Automotive.

**Benefits in Other Nations:** Benefits provided by the government are typically an important part of employees’ overall income. This same magnitude of government benefits is generally not available to US employees. Our unionized employees in the US are excluded from profit-sharing because their compensation is determined through collective bargaining agreements.

\*Benefits outside the US based on Country Specific Requirements

**Mental Wellness**

We understand that the emotional and psychological well-being of our employees is crucial to their success, both personally and professionally. Our goal is to equip our people with impactful and easily accessible tools to guide them through whatever obstacles life may bring.

For employees and dependents enrolled in a Huber medical plan, Mental Health Offerings include:

- Access to a licensed therapist or psychiatrist by phone or video, seven days a week between the hours of 7AM and 9PM.
- Employees enrolled in a medical plan have access to therapy and teletherapy, including a wide network of health care providers offers many in-network options for seeing a psychologist, psychiatrist, or licensed therapist. Employees/ dependents can choose to see their preferred mental health professional virtually for support, too. Virtual appointments are billed similarly to in-person visits.
- Access to one-on-one support from an experienced and qualified team of coaches, counselors, nurse practitioners, physicians and researchers to aid in quitting/reducing substance usage, such as alcohol, smoking, vaping, chewing and/or opioid dependence.

Mental Health Awareness seminars are provided for US and Global participants as stand-alone resources and annual refresher courses in Mental Health Awareness are provided for both US and Global Human Resource Partners to provide guidance to their employees.

In the US, promoting Mental Health Awareness Month, US distribution of a comprehensive Mental Health Newsletter to all employees outlining the various benefits to support our employees’ emotional well-being to equip them with tools and resources to help them feel supported.

In 2024, 397 employees went through Psychological Safety Training over the course of 38 sessions held across HEM, HEW and Corporate.

**Additional Benefits**

Employees can get customized support through free, voluntary benefits that address specific health needs. Examples include care for diabetes and pre-diabetes diagnosis, hypertension diagnosis, nicotine, alcohol or opioid cessation programs, virtual physical therapy for joint issues (269 members engaged since program launch), midlife care (menopause support), and more.

New for 2025, Huber has partnered with Carrum Health to offer employees the best care with access to top quality doctors at world-class hospitals. Carrum Health covers a wide range of non-emergency surgical and medical care from top doctors in the country who specialize in a variety of conditions. Covered surgeries include cardiac, orthopedic, spine, urology, bariatric, hysterectomy and more, as well as services for cancer care, substance use disorders and pain management. Most, if not all, costs are completely covered, with second-opinion appointments always free.

Huber offers a 529 College Savings plan, providing a \$25 company match per paycheck (earn up to \$650/year) to support savings for educational goals, whether it’s an employee, their children or a family member. Currently, we have 231 unique accounts and 175 members actively enrolled. Huber is also now expanding to include 529 ABLE accounts.



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**Benefits for Working Parents**

Huber is committed to offering exceptional benefits to support our working parents and their families.

Parental Leave is available to all US non-union full-time employees with at least six months of continuous full-time employment eligible for up to six weeks (240 hours) of paid parental leave (where the employee has more than three months but less than six, eligible for one week/40 hours). Females giving birth are also entitled to Short Term Disability (STD). Employees outside the US may have equivalent or greater Maternity/Paternity leave provided by the country in which they reside.

For employees in the US looking to start or expand their family, Huber offers Family Planning Benefits for fertility, adoption and surrogacy.

Our medical plans offer in-network prenatal care, breast pump coverage and lactation consultants, an incentive program for expectant parents to encourage pre-natal visits and increased dental benefits for expectant mothers that offers one additional cleaning during pregnancy.

Beyond physical care, Huber seeks to provide programs and opportunities to ease the transition that comes with welcoming a new family member. When Huber is notified of newborns, they send out a “Welcome Baby” box, with toys, a book and a Huber onesie for the new addition. Parents and grandparents have the opportunity to rent a smart bassinet for up to six months at no cost to the employee. Huber also offers Caregiver support through an external vendor that provides back-up child, elder and pet care services, as well as related family services like tutoring and standardized test preparation for students preparing for college. Caregivers can also utilize the DCFSA to help support the needs of their dependents.

	Global	US Only
Employees who were entitled to parental leave in 2024	3239	2172
Male	2610	1803
Female	629	369
Total employees who took parental leave in 2024	77	65
Male	69 (90%)	60 (92%)
Female	8 (10%)	5 (8%)
Total employees who returned to work in the reporting period (2024) after parental leave ended	77	65
Male	69 (90%)	60 (92%)
Female	8 (10%)	5 (8%)



Baby Ella’s gifts from Huber make her smile.



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# Culture & Inclusion

## I Belong at Huber

Building an inclusive, diverse, equitable culture has been part of Huber’s story since the very beginning.

This narrative goes back as far as a century ago, when the Company was starting its carbon black business in the US. Employees at the newly built site in Louisiana were paid equally across the board, and assignments for the on-location workforce housing were determined by seniority—not race.

For the South in 1920, this was far from the status-quo that was racial segregation at that time. So much so that an angry group of local people marched onto the property in protest. Hans Huber, son of founder Joseph Maria Huber, held firm in his stance. Either the community would have to allow Huber to operate on the basis of equality, or Hans was prepared to move his carbon black operation elsewhere.

Hans’ story of the pursuit of doing what’s right is just one of the many examples throughout Huber’s history that remains at the heart of who we are today. Respect for People, one of the Huber Principles, has consistently served as the bedrock behind furthering a culture that values different ideas, opinions and backgrounds.

We eventually came to call this approach “I Belong at Huber” in 2018, which formalized our unwavering dedication to maintaining our inclusive work environment. Foundational work took place in 2020 to continue evolving and progressing Huber’s People and Culture strategy to reflect our priorities more comprehensively for the next few years.

Huber’s approach to culture and inclusion extends beyond traditional classroom training. Inspired by the renowned Winters Group’s 4E Model, the Company

encourages employees to explore the space with immersive experiences. The research shows that the combination of exposure, experience and education leads to empathy—the ability to understand and share the feelings of others across cultural differences, which is at the heart of true inclusion.

From celebrating Lunar New Year, to learning about the power of active listening, to amplifying the professional journeys of immigrant employees—I Belong at Huber is driven by engaging our people in experiences that are interactive, unique and meaningful.

*We are dedicated to fostering an inclusive workplace that respects differences and promotes equitable access to opportunities and ensures every employee worldwide feels a sense of belonging and value. Our shareholders, Board of Directors, leaders and employees at every level believe that more diversity leads to more complete and broader solutions that better meet the needs of our customers around the world as well as address the challenges all businesses face.*



### I Belong at Huber®

Our Culture & Inclusion Strategy focuses on three pillars:



#### CULTURE

We aim to create an inclusive environment where employees are encouraged to bring forward innovative solutions. To accomplish that, we energize our workforce where every employee embraces their responsibility as a visible ally and advocate of an inclusive environment that will deliver innovative solutions.



#### 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 at every level of the organization that enables global diversity of talent, a key, competitive advantage for the Company.



#### COMMUNITY

We want to ensure we are the role model for customers, suppliers, communities and stakeholders by raising standards with an inclusive mindset, creating sustainable business and community impact. This is the legacy Huber will provide for future generations and is accomplished through our Huber Helps community engagement initiative.



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Fostering an inclusive culture starts with continuing to build a diverse employee base. We will continue to partner with Talent Acquisition and Learning & Development Centers of Excellence to strengthen recruiting capabilities and development opportunities to build a robust talent pipeline and ensure we have streamlined processes to attract and develop our workforce at every level of the organization. Efforts throughout 2024 towards our talent acquisition processes have included using paid posting campaigns to widen the candidate pool for job openings and visiting colleges for earlier career positions. This work ensures that Huber continues to attract and develop its workforce at every level of the Company.

Head to our Workforce by the Numbers section to access all the statistics of our team members.

A significant focus has been foundational learning and awareness to prepare our employees to be comfortable with bold, inclusive conversations. This type of tuned-in learning happens in a few ways at Huber, including online training for new hires, in-person training for all employees, external participation through various conferences, events, field trips, as well as participation in our Employee Resource Groups (ERGs) and group discussions through our Huber Talks program.

Our aim is to go beyond a culture that does not tolerate discrimination to truly be one that embraces inclusion. There were no incidents of discrimination reported during 2024. Should an employee have a concern about discrimination, they could report it through various channels, from a conversation with their manager to a confidential call to Huber’s Ethics Line. If such an incident was surfaced, it would be

reviewed and any needed remediation plan would be implemented, as part of our Principles in Action ethics program. (Learn more in the Business Excellence section.)

**Strategic Partnerships**

Huber has forged strategic partnerships with several influential organizations and associations dedicated to advancing our Culture & Inclusion initiatives.

One such partnership is with Women in Manufacturing, a national and global trade association dedicated to supporting, promoting and inspiring women who have chosen a career in the manufacturing industry. Through collaboration, we are able to foster connections within the manufacturing space and drive workforce development across our organization.

By actively participating in and collaborating with these industry associations, membership organizations and advocacy groups, Huber demonstrates its dedication to fostering a diverse, equitable and inclusive workplace culture at all levels.

Huber’s active participation and collaboration with these industry associations, membership organizations and advocacy groups affords us valuable insights within this landscape, helping to shape best practices within our Company, the manufacturing industry and beyond.



*“Our partnership with Women in Manufacturing continues to be a meaningful way to stay connected within the manufacturing space while championing the advancement of our workforce across all levels. One of the ways that we engage is through participation at their annual Summit. In collaboration with our Women in Ops R Thriving at Huber (WORTH) ERG, Huber sponsored 11 employees to attend the Women in Manufacturing Summit which reinforced the importance of allyship, industry knowledge-sharing and community. We are proud to collaborate with an organization that shares our commitment to belonging and development and look forward to continuing to expand opportunities for learning, connection and impact in the future.”*



Monica Estrada, Culture & Inclusion Program Manager



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I Belong at Huber is amplifying inclusion impact across the manufacturing sector. Senior Communications Specialist Cassandra Maddox led “Using Strategic Communications to Drive your Inclusion Strategy” at the Alliance’s Fall 2024 Diversity & Inclusion Council Meeting.

The roundtable discussion with manufacturing leaders highlighted Huber’s impact-driven approach that leverages storytelling and demonstrates how employees’ authentic experiences elevate workplace engagement through heritage months, ERG programming and educational content.

“The Manufacturers Alliance has benefited greatly from its partnership with Huber. Through sharing successful strategies with other manufacturing companies, Huber leads by example.” - Athena Polydorou, Managing Director, ESG Community

By collaborating with industry peers, we’re fostering collective progress that strengthens the broader manufacturing ecosystem, positioning Huber as a thought leader in inclusive workplace transformation.

**Huber Engineered Woods**

Huber Engineered Woods is taking a proactive approach to cultivating a more inclusive and diverse workplace culture. Following Huber’s approach in fostering real-world experiences that promote understanding and a sense of belonging for all employees, HEW is transitioning to a local network model, structuring each group as a collaborative effort between site leadership, HR representatives and two or three employees from different functions who are energized by the Company’s Culture & Inclusion strategy and actively seeking to get involved.

The initial plan is to start small, with one or two initiatives per location that help support the overall Talent, Culture and Community pillars. This grassroots approach aims to create a more organic and personalized experience, tailored to the unique needs and dynamics of each site.

In preparation for this transition, HEW has taken significant strides to lay the groundwork for a more inclusive and equitable workplace. For instance, all employees, including hourly, across the business completed Bold Inclusive Conversations training, with nearly 800 employees participating in these in-person, site level learning sessions in 2024. This interactive training addresses how to foster constructive dialogue across differences and allows employees to learn more about themselves, their peers and key concepts.

Approximately 300 leaders from across the enterprise graduated from Foundations of Leadership, a three to six-month program, which is designed to equip frontline supervisors and managers with the necessary skills to foster an inclusive and supportive work environment for their teams. Participants develop skills in a range of areas, including leading people, coaching, managing performance and employee development and using emotional intelligence. Course instructors used pre- and post-training evaluations to gather participant feedback. Those who took the course gave it a 96% Satisfaction rating.

Building on this foundation, HEW has formed seven local Culture & Inclusion Networks co-led by 47 employees across various sites. The focus of these networks is to advance intercultural education and experience, as well as community service. These networks have engaged employees in a wide range of ways this past year. They hosted 22 cultural events and 24 community events throughout the year, including a Lunch & Learn event centered around Women and Leadership, volunteering at a food bank to package meals for senior citizens and celebrating Asian American Pacific Islander (AAPI) Month across multiple HEW locations.

We continue to learn more and investigate how to best support our LGBTQ+ colleagues. The Charlotte, North Carolina office hosted a lunch and learn with PFLAG (Parents,



The Aspire ERG at a volunteer event and donation drive to support the Charlotte Metro Police Department Animal Care and Control.

Families and Friends of Lesbians and Gays) in August. With over 400 chapters and 200,000 members across the US, PFLAG is the largest organization focused on allyship for the LGBTQ+ community in the country, offering peer support, education and volunteer efforts nationwide. The event provided education on terminology, current challenges the LGBTQ+ community is facing and how we can foster allyship so that employees feel comfortable and respected at work.



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The Young Professionals ERG at their “Pickleball Social” networking event.

**Huber Engineered Materials**

HEM is actively engaging employees at all levels, ensuring that Culture & Inclusion philosophies are embedded into the core of their operations. Through targeted training programs, language learning initiatives and community support, HEM is fostering an inclusive culture while expanding its international presence.

One of the notable milestones in HEM’s efforts was providing “Psychological Safety Learning” to more than 220 participants at plant sites across the US. The program launch aimed to raise awareness and promote open dialogue about the importance of collaborative, trust-based environments.

Culture & Inclusion has been integrated into the onboarding process for new HEM hires. In 2024, about 60 new employees at the Atlanta office and at various plant locations participated in this training, ensuring that inclusivity and diversity are ingrained from the onset of their careers with the business.

HEM has launched a language learning pilot program through Babbel for Business to help employees communicate more effectively with customers and colleagues in their native languages. This initiative aims to improve cross-cultural understanding and customer service. The program offers individual learning at employees’ own pace, access to 14 different languages, a comprehensive approach covering speaking, reading, writing and listening, pronunciation training with integrated speech recognition and diverse learning activities including lessons, vocabulary training, games and podcasts.

HEM contributed \$3,000 to each of Huber’s ERGs to be allocated to philanthropic and community engagement activities. The funds were utilized by 10 of the groups (excluding the HEW women’s group, Aspire and the EMEA chapter of the Women’s Inspiration Network), supporting

efforts to increase empowerment and independence among the women, minority, veteran, disabled and LGBTQ+ communities; mitigate hunger in local communities; encourage STEAM education for girls; and support breast cancer research. All activities align with the Huber Helps strategic pillars. Through continued investment in education, cross-cultural communication and community support, HEM is building a more inclusive workplace while strengthening its global operations and customer relationships.



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Employee Resource Groups: Connection, Understanding, Appreciation

When working in a diverse setting with people from many walks of life, it’s important to create opportunities to not just acknowledge perspectives and backgrounds that differ from our own, but take time to really appreciate, understand and even learn and grow from them.

Our 12 Employee Resource Groups (ERGs) at Huber are voluntary, employee-led groups designed to connect employees who share a purpose, interest or background, offering psychologically safe spaces that encourage employees to present their authentic selves at work. These groups create environments where employees with shared identities or backgrounds can openly discuss their experiences, challenges and perspectives without fear of judgment or misunderstanding. Additionally, ERGs welcome allies who, while not sharing the same lived experiences, can expand their own understanding by listening to and learning from colleagues whose backgrounds differ from their own. This exchange enriches our entire organization as allies gain invaluable insights that help build a more inclusive workplace culture for everyone.

Huber’s ERGs are supported by Culture & Inclusion Program Managers and are guided by an Executive Sponsor. By embedding leadership involvement within the program’s framework, these ERGs are an integral part of the I Belong at Huber initiative, sharing common goals with our overall culture and inclusion strategy.

ERG members receive a wide range of valuable opportunities, including cross-functional networking, knowledge sharing with peers, professional development activities and direct exposure to Senior Leadership.

OUR COHORTS

All employees are invited to join any employee resource group, participate as active members or simply show allyship, interest or even curiosity by attending the array of events our ERGs organize.

	<b>ASPIRE WOMEN'S ERG</b>	Huber’s first ERG, which was started in 2015 by Huber Engineered Woods employees in Charlotte, North Carolina, as a networking group. Its focus has expanded to include philanthropic work.		<b>VETERANS ENGAGING TOGETHER FOR SUCCESS (VETS)</b>	Provides help and support to veterans to encourage each other through shared experiences, veteran recruitment, career development, outward engagement, professional growth and retention.
	<b>ASSOCIATION FOR THE SUCCESS &amp; INCLUSION OF ASIANS &amp; PACIFIC ISLANDERS (ASIA)</b>	Empowers Asian, Asian American and Pacific Islander employees and allies to create an inclusive, just and equitable community.		<b>WOMEN IN OPS R THRIVING AT HUBER (WORTH)</b>	Offers women in operations roles at Huber tools that enable them to achieve success, develop and advance through the organization.
	<b>BLACK EMPLOYEES SUPPORTING TALENT (BEST)</b>	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.		<b>WOMEN'S INSPIRATION NETWORK (WIN)</b> <b>WIN EMEA</b>	Supports women and their allies, promotes collaboration, fosters networking and encourages the advancement of women at Huber.  There is also an EMEA (Europe, Middle East and Africa) chapter of WIN, for employees within those regions to connect.
	<b>DISABILITIES ADVANCEMENT AND WELLNESS NETWORK (DAWN)</b>	Works to increase awareness, provides educational opportunities on disability topics and creates an inclusive culture for employees whose lives have been impacted by disability.		<b>WORKING PARENTS (SUPPORTING PARENTS &amp; CAREGIVERS)</b>	Serves as an accessible resource for supporting parents and their allies in raising the next generation.
	<b>EMPOWERING LGBTQ+ THROUGH UNITY, ALLYSHIP AND LEADERSHIP (EQUAL)</b>	Our newest ERG launched in April 2024, EQUAL aims to create a supportive and empowering environment for our LGBTQ+ colleagues to authentically express themselves, cultivate a sense of belonging and advance their professional development.		<b>YOUNG PROFESSIONALS</b>	Encourages team members in the early stages of their careers through its pillars of professional development, networking and community service.
	<b>HUBER'S ORGANIZATION FOR LATINX ADVANCEMENT (HOLA)</b>	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.			



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EVENTS

ERG initiatives have cultivated a powerful sense of belonging, professional growth and community impact across the organization. The engaging events hosted by ERGs are an integral part of this process, as they create platforms for shared purposes, interests and backgrounds to converge, while also offering exposure to new thoughts, ideas and beliefs. In turn, this work fosters a support system that transcends hierarchical level, race, gender identity, etc.

These events come in all different shapes and sizes. Employee-led panel discussions and webinars offer resonant learning experiences and shedding light on diverse perspectives through brave storytelling and open dialogue. Volunteer events give members the opportunity to come together to make a positive impact within their local communities. Social gatherings and celebrations provide a window into new cultures and traditions.

**Juneteenth (Freedom Day) Celebration**

*Black Employees Supporting Talent (BEST)*  
Our BEST ERG hosted a Juneteenth Celebration featuring a djembe drumming and dancing demonstration from Ayoka, a unique cultural art and educational program. Traditionally, drums hold deep historic and symbolic significance that began in African communities. The event had employees of all tenure levels and positions up on their feet enjoying the infectious music and spirit of the day.

**Meal Packing with Local Food Bank for Seniors**

*ASPIRE*  
The Aspire ERG hosted a Volunteer Time Off (VTO) event in the Charlotte, North Carolina office to pack meals for local seniors. These meal boxes aim to improve the health of low-income elderly individuals by supplementing their diets with nutritious foods. Each box contained 40 to 50 pounds of food, including canned fruits and vegetables, peanut butter, cereal, pasta, bottled juice, beans and more. While initially asked to pack at least 600 boxes, the group was able to complete a total of 750, even further expanding their impact for the day.

**The ABCs of LGBTQ+**

*Empowering LGBTQ+ through Unity, Allyship and Leadership (EQUAL)*  
Members of our Employee Resource Groups have experienced the benefit of powerful conversations since 2021 through Huber Talks—open and transparent, employee focused, group-centered conversations guided by a facilitator. These unscripted conversations promote empathy, allyship and inclusive leadership, inspiring employees to support colleagues from underrepresented groups. Sessions with ERG leaders and external speakers are especially impactful, helping create a workplace where all employees feel seen, heard and valued.

To deepen our understanding and strengthen our commitment to fostering an inclusive culture, our EQUAL ERG partnered with members of Huber’s Culture & Inclusion team to offer comprehensive training sessions called “ABCs of LGBTQ+.” These virtual sessions provided valuable insights and knowledge about LGBTQ+ history, terminology and experiences.

Djembe drumming and dancing at the BEST ERG’s Juneteenth celebration.





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# Workforce By the Numbers

HEADCOUNT	TURNOVER	HIRING	ACQUISITION	TENURE	TENURE	DIVERSITY	DIVERSITY
<div>3,374</div> <div>Total number of Huber employees</div>	<div>6.5%</div> <div>Voluntary annual employee turnover rate at Huber, excluding retirement</div>	<div>431</div> <div>Total new employees</div>	<div>241</div> <div>Employees gained through 2024 acquisition</div>	<div>10.3</div> <div>Average years of service</div>	<div>40.1%</div> <div>Percentage with Huber for less than 5 years (up from 37.1 in 2022)</div>	<div>32.7%</div> <div>Percentage of diverse new hires</div>	<div>18.5%</div> <div>Women in top executive positions</div>

<div>33.1%</div> <div>From diverse groups in top executive positions, excluding Boards of Directors</div>	<div>28.9%</div> <div>From diverse groups in relation to the whole organization</div>	<div>450</div> <div>Belong to vulnerable or minority groups</div>	<div>494</div> <div>Under 30 years old</div>	<div>1,651</div> <div>Between 30 and 50 years old</div>	<div>1,229</div> <div>Over 50 years old</div>	<div>22%</div> <div>Of total workforce across all locations who are covered by formal collective agreements, excluding CP Kelco</div>
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Total Employees	3,374	Total Regular Employees	3,317	Total Temporary Workers	57	Total Full-Time Employees	3,245	Total Part-Time Employees	129
Male	2,727	Male	2,684	Male	43	Male	2,645	Male	82
Male %	81%	Male %	81%	Male %	75%	Male %	82%	Male %	64%
Female	647	Female	633	Female	14	Female	600	Female	47
Female %	19%	Female %	19%	Female %	25%	Female %	18%	Female %	36%
Americas	2,335	Americas	2328	Americas	7	Americas	2,326	Americas	9
Asia	964	Asia	914	Asia	50	Asia	845	Asia	119
Europe, Middle East & Africa	75	Europe, Middle East & Africa	75	Europe, Middle East & Africa	0	Europe, Middle East & Africa	74	Europe, Middle East & Africa	1

**Notes:**  
Headcounts on December 31, 2024  
Diversity metrics are based on Self Identification and are for US employees who are not white  
Diverse is defined as US Minorities and Women globally  
Huber does not at present have a mechanism for employees to self-identify as nonbinary, so this total is unknown.



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# Huber Helps

## Our Ripple Effect of Good

Huber’s long-standing tradition of being an excellent corporate citizen continues to inspire employees and shareholders to make a positive difference on a global scale. Established in 2018, the Huber Helps program enables the Company to give back to the communities where we operate and that our employees call home, creating what we call our “ripple effect of good” that can be felt around the world.

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: Housing, Education & Wellness and Environment. These areas of focus were selected strategically because, as a family-owned business, they represent our desire to invest in the well-being and success of generations to come.

We achieve our commitment by implementing funding opportunities through local site initiatives, employee and shareholder-driven programs and strategic not-for-profit partnerships. To ensure equitable community engagement across our global enterprise, the Huber Helps program is structured to empower all of our local sites to utilize their local philanthropy budgets. We offer employee-driven funding and volunteer initiatives that are available to

all employees and annually analyze locations where projects have previously been funded to ensure a geographically equitable distribution of investments.

Huber Helps works with its Executive and Technical Committees—which consist of appointed employees and Huber family representatives—to gain feedback and representation across all of Huber’s businesses. The Huber Management Council and Board of Directors are updated annually to ensure robust governance and transparency.

In 2024, Huber Helps deployed over \$3.7 million in charitable donations, achieving our rolling three-year (2022–2024) target of 1% of net income. The program extended its global reach by leveraging partnerships and continuing to nurture successful programs.

*“Through Huber Helps, we advance Huber’s commitment of improving the world today for a better tomorrow. We are proud to be able to support meaningful causes on a global scale that leave a long-lasting, positive impact, led by the passion and enthusiasm of our employees.”*



**Lea Volpe**  
Vice President of Communications & Community Relations



# Huber Helps®

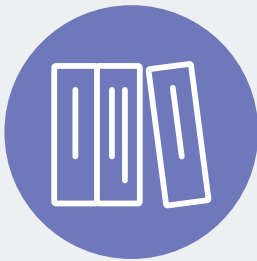
# 1%

of our net income

### AREAS OF FOCUS



**Housing**



**Education & Wellness**



**Environment**

- Local site initiatives
- Employee and shareholder-driven programs
- Strategic not-for-profit partnerships
- Volunteer opportunities

# \$3.7 million

deployed in 2024



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Housing: Building Essential Foundations



In partnership with **Habitat for Humanity International**, Huber Helps fulfilled its annual \$500,000 pledge by funding and completing a variety of home builds, renovations and rebuild projects around the world.

- **US:** Huber sponsored home builds in Atlanta, Georgia, Hanover, Pennsylvania, Bangor, Maine and Cortland, New York, providing our local teams with the opportunity to participate in volunteer build days. These projects also received HEW AdvanTech® and ZIP System® product donations.
- **Limeira, Brazil:** Huber funded an additional 7 homes as an extension of the 31 homes that received water, sanitation and hygiene (WASH) renovations in 2023.
- **Singapore:** Huber supported 37 individuals from 18 households improve their access to proper housing through 20 project HomeWorks sessions.
- **Kecel, Hungary:** Huber sponsored four projects to help local families with renovations that will be implemented in 2025.

Huber’s support for the **Gary Sinise Foundation** included 1 cash-sponsored homes for the Restoring Independence, Supporting Empowerment (R.I.S.E.) Program and HEW product donations for 7 R.I.S.E. homes that were built throughout 2024. These contributions helped to create custom-built, specially adapted, mortgage-free smart homes for wounded veterans and first responders



For the second year in a row, Huber served as **Team Rubicon’s** Challenge Match of \$150,000 for their Giving Tuesday campaign. A total of \$365,000 was raised for the Ready Reserve Fund, which provided 97 domestic and international disaster relief operations that served over 3M individuals throughout 2024.



CASE STORY

A Million Dollar Milestone

In early 2025, Huber Helps and HEW celebrated reaching milestone contributions in our sponsorship of the Gary Sinise Foundation (GSF) and efforts to support severely wounded veterans and first responders within the United States.

With a donation of \$125,000 cash sponsorship and HEW product donations of ZIP System® sheathing and AdvanTech® subflooring towards the building of a specially adapted home for a Retired U.S. Army Capt., we officially have donated \$1 million to 50 homes through GSF’s R.I.S.E. program.

These significant contribution milestones were announced and celebrated at the 2025 International Builders Show on HEW’s Best of Social Awards stage. HEW employees and Huber leadership were joined by a GSF R.I.S.E. recipient, who spoke about the life-changing impact that receiving his specially adapted home had on him and his family to commemorate this special achievement.



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## Environment: Growing Greener Communities



Huber Helps continued investing in global reforestation projects through **Arbor Day Foundation** by contributing \$250,000 towards the planting of 74,429 trees in Northeast Mississippi and the Atlantic Rainforest of São Paulo, Brazil, restoring 96 acres (approximately 39 hectares).



Through a donation of \$40,000 to the **Chattahoochee Riverkeeper** (CRK), Huber Helps funded 1,600 scholarships allowing underserved youth in Georgia to participate in hands-on, STEM based educational experiences regarding water conservation and stewardship.



In recognition of our valued partnership throughout the years, Huber will be honored with CRK's River Guardian Award in September 2025. Each year, CRK selects community leaders and institutions who embrace their mission of protecting the Chattahoochee River, its tributaries, lakes and watershed. Since 2022, Huber's support of the Lake Lanier Aquatic Learning Center and West Point Lake Floating Classroom has provided more than 4,800 student scholarships.



CASE STORY

### Branching Out with Trees Atlanta

In October of 2024, Huber employees rolled up their sleeves to plant trees on the campus of Georgia State University with Trees Atlanta, a nonprofit organization dedicated to protecting and improving the city's urban forest.

Over the course of the day, the group planted a total of 60 trees to barren areas of campus walking trails, offering students, faculty and staff valuable benefits like improved air quality and shade coverage. Additionally, this hands-on opportunity allowed Huber employees to engage directly within their community while fostering teamwork and camaraderie.

*"Teaming up with my colleagues to plant trees was an absolute blast. Not only did we get to give Mother Nature a helping hand, but we also had a fantastic time bonding and making some unforgettable memories."*

Andrea Johnson-Hall  
HRIS Manager





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CASE STORY

STEM Education for Shuqualak Students

When Huber invests in a new location, we aren’t just investing in our business—we’re investing in the local community at large.

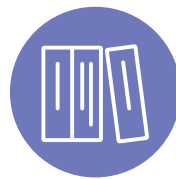
Huber’s plans to invest in STEM education in the community through a partnership with PLTW were initially announced at the Shuqualak Mill Groundbreaking Ceremony, where community members and Huber leadership celebrated HEW’s sixth Oriented Strand Board (OSB) plant.

Through the \$150,000 donation from Huber Helps for PLTW grants, 20 teachers from local Noxubee and Kemper County school districts received STEM training, allowing them to then implement new programming for the 2024-2025 school year.



*“This is another excellent example of Huber’s dedication to being a great member of the communities we operate in. Knowing that this investment will aid in the local school’s STEM programs and help prepare those students that could be part of our future workforce is exciting.”*

Elden Padgett  
Shuqualak Plant Manager



Education & Wellness: Backing Brighter Futures



Huber Helps partnered with the **Thurgood Marshall College Fund** to award ten students a \$10,000 scholarship for their 2024-2025 academic school year. These scholarships assisted students enrolled at Historically Black Colleges and Universities (HBCUs) across seven states in the US who are studying Engineering, Biology, Computer Science and Finance.

PLTW



**Project Lead the Way** (PLTW) received \$150,000 to provide science, technology, engineering and mathematics (STEM) programming for 1,200 students in Mississippi.



A donation of \$120,000 was made to Couleurs de Chine for the **Fang Fang Education Project** that will fund three years of education support through scholarships for underprivileged girls in the Danian region of Guangxi, China.



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CASE STORY

*When Disaster Strikes, Huber Unites*

In times of crisis, our people at Huber impress us with their readiness and willingness to jump in and support those in need. During the critical moments brought on by numerous devastating natural disasters over the last 12 months, our teams have come together to bring critical relief to impacted areas, demonstrating our deep-seated dedication to the Huber Principles, both inside and outside of the organization.

**HURRICANES IN THE SOUTHEASTERN US**

When Hurricane Helene & Hurricane Milton struck the southeastern US, Huber swiftly acted, launching multiple relief initiatives.

The Company leveraged its long-standing partnership with Team Rubicon (TR), organizing a match campaign in October for the Ready Reserve Fund. This raised a total of \$39,126 to support relief efforts across five states. As a result, TR volunteers deployed over 1,350 responders, serving 101 communities and completing hundreds of critical operations, including debris removal and assistance requests.

Additionally, HEW contributed \$100,000 to Samaritan’s Purse—an organization that provides humanitarian aid and relief operations.

Beyond financial contributions, HEM employees in Marble Hill, Georgia, rallied together to collect \$2,000 worth of essential supplies for neighboring North Carolina families. A Huber father-son duo, Marty and Brandon Moss, personally delivered the donations and assisted with local search and rescue operations, showcasing Huber’s hands-on approach to disaster relief.

**WILDFIRES IN LOS ANGELES, CALIFORNIA**

Following catastrophic destruction from wildfires in Southern California, Huber Helps matched donations made by Huber employees and family members to TR’s ongoing relief support in the affected areas. Cumulatively, this resulted in \$60,000 given directly to the Ready Reserve Fund, which increases the efficiency and capacity of TR’s response to these operations.

**FLOODING IN RIO GRANDE DO SUL, BRAZIL**

Intense flooding in the southern state of Rio Grande do Sul in Brazil impacted 463 cities and more than 2 million people. Most of the affected areas are concentrated in marginalized low-income communities, adding additional devastation to already dire circumstances.



To support those affected by these circumstances, Huber Helps allocated \$25,000 through Habitat for Humanity Brazil to purchase disaster relief kits for families in need. A trusted strategic partner of Huber’s, Habitat for Humanity organized a disaster response to the flooding that involves home emergency repairs, hygiene and cleaning and shelter support kits.

Additionally, the Huber Family donated \$10,000 to the ILSA Solidária Project – an internally organized project that allocates funds to sustainability projects in the community surrounding the ILSA Brazil site. These funds assisted families who were forced to leave their homes find shelter, as well as the rebuilding affected homes, donating of household appliances and other essential items.

There were also local initiatives organized by HR teams in Brazil that collected clothing and food donations for those in need.



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Employee and Shareholder Driven Programs

The **Volunteer Time Off** (VTO) program was launched in 2022 to further encourage volunteerism in recognition of the value these efforts bring to our employees, our communities and Huber as a whole. This program allows for up to 8 hours of paid time off annually for volunteering to support local causes.

Based on feedback gathered from numerous stakeholders, employees are now able to book VTO hours in 1-hour increments, offering increased flexibility and widening the opportunities available to participants.

We saw an uptick in participation for this international program in 2023, including 210 US employees, who logged a total of 1,408 hours for a total company investment of \$70,904. This number does not include the number of employees in other nations who participated, a metric we hope to be able to track in the near future.

Huber continued to match donations made by US employees and retirees to educational institutions and not-for-profit organizations through its **Matching Gifts** program. It also continued to facilitate 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. Some of Huber’s family members had the opportunity to attend Huber Helps events throughout the year as family ambassadors, which helps create meaningful ties between the shareholders and Company employees.



Impact Your Community Program

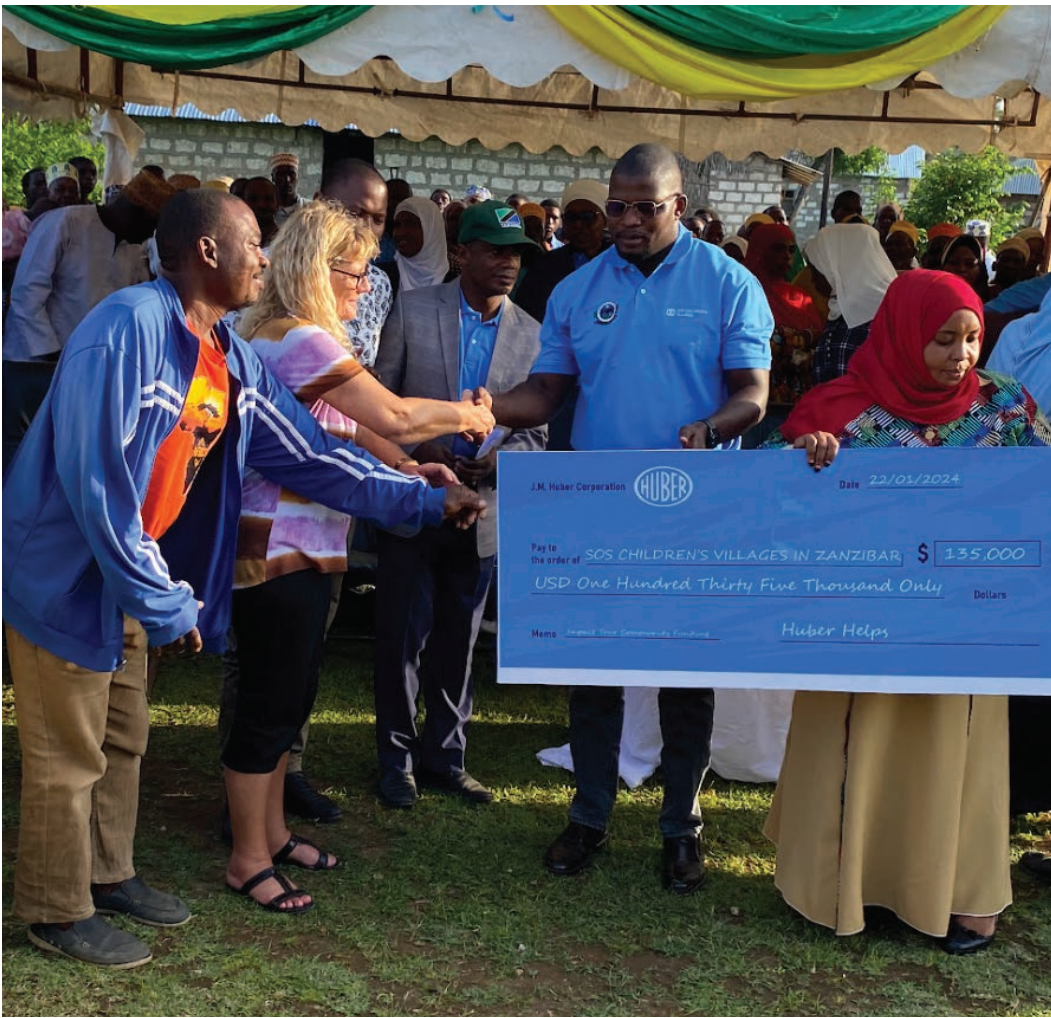
The annual **Impact Your Community** (IYC) grant program funds employee-nominated projects that can benefit a community for multiple years or generations, offering the Company the opportunity to leave a legacy in a way that smaller contributions may not. Since launching in 2018, the program has provided over **\$3.7 million to 69 organizations** in communities where Huber operates and that employees call home.

The program continued to grow its global reach in 2024, funding **15 projects** from a pool of over **50 applicants**.

**THERAPY VOL’ALE APS (FLY THERAPY)**  
In Asti, Italy received IYC funding to support 400 plane rides for children with disabilities, giving them the opportunity to experience the sense of lightness and freedom offered by the experience of flying in an aircraft.

**MOBILE LOAVES & FISHES**  
In Austin, Texas will use their IYC grant towards their Community First! Village program, which provides individuals emerging from chronic homelessness with affordable, permanent housing and essential resources. This funding will directly support the move-in of eight to ten new residents per month and will maintain the physical structure of 500 homes and community buildings.

**YOUNG BLACK LEADERSHIP ALLIANCE**  
In Charlotte, North Carolina offers programming to support the development of future leaders. Their IYC funding will go towards their Ambassador Program, which focuses on equipping high school students with skills in leadership, college and career readiness and community service.



IYC check ceremony for the SOS Children’s Village in Pemba, Zanzibar.

In addition to celebrating our 2024 recipients, Huber Helps also remains in touch with IYC recipients from years past and watches excitedly as their funded projects and initiatives come to life.

This includes recipients like **SOS Children’s Village**, which was selected in 2023 to build a school for children in **Pemba, Zanzibar**.

Now complete, the school features eight classrooms and washing and toilet facilities and has officially welcomed its first 400 students as of January 2025. A major asset to the surrounding community, this facility offers equal education opportunity for local students across all living conditions and poverty levels. As it continues to operate, the school is expected to increase levels of attendance and grade level progression, as well as improve students’ reading and writing skills.



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# Products on Purpose

## Keeping the planet in mind

The Products on Purpose pillar, which came from the 2020–2021 materiality assessment, is an inspiring part of Huber’s broader Sustainability program goals. This material topic is now embedded into Vision 150 to accelerate our journey to grow a thriving and connected family of sustainable solutions.

Understanding that the critical attributes of the environmental and social impact of our products will evolve and expand over time, Huber will not only innovate, but work to enhance customer collaboration and inspiration as we aspire to grow our portfolio of brands. Our commitment to putting people first goes beyond our own locations and even the communities in which we operate.

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

**Huber is working to promote a shift toward less hazardous fire safety in consumer and industrial products.**

The HAM strategic business unit within HEM 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, making them a safer option. Their 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.



These solutions 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, enhancing the safety and protection of those structures.

**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 HEW 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.



*The spirit of Products on Purpose will enable the aspirations embedded within Vision 150 to grow a business of highly innovative products that will enable a sustainable future.*



Broaden product assessments to include social impacts



New products aligned with UNSDGs or customer/consumer sustainability goals



Sustainable product sales



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*Huber can maximize the efficacy of fertilizers and other agriculture solutions through safer, less toxic, more innovative solutions.*

Within HAS, 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, helps lower the release of active ingredients into the water table. Additionally, higher yields on existing agricultural lands reduce the expansion into non-arable lands, thereby supporting biodiversity. Miller’s nutritional products help replace key depleting nutrients in the soil while their soluble fertilizers improve 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 soil and plants 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-compliant fertilizers to answer consumer demand for more organic crops and regenerative agriculture. Within the Biolchim group, Ilsa S.p.A. green biotechnologies at micro scale focus on leather trim cuts waste in the tannery industry to enable a circular economy solution to one industry’s waste, while creating innovative agricultural solutions within their own sales markets.



*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, preserve biodiversity 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 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.





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KEEPING CUSTOMERS ENGAGED

Gathering our customers’ perspectives on Sustainability is critical for Huber businesses. HEM maintains dedicated resources to engage with customer requests for information on our Sustainability capabilities and progress as they work on their own goals. In 2024, this group received more than 80 requests from customers on over 200 unique Sustainability topics, with most containing specific questions across a range of topics related to understanding our own product footprint information via Life Cycle Assessments, as well as how we handle topics around waste minimization and Circularity within our operations. This represented an increase of 60% more customers engaging with Huber in this area than the previous year.

Following the work from HEM’s HSM SBU in 2023, the HAM SBU engaged in their own customer survey on Sustainability in 2024. Results clearly indicated that our customers are committed to carbon reduction, including reducing their energy usage, along with increasing the sourcing of sustainable materials from companies like Huber. Additionally, their feedback reinforced that our efforts to continue proactive development and sharing of Life Cycle Assessments (LCA) and partnering with companies like Ecovadis to create more supply chain transparency are well aligned with their goals. Ultimately, they want to hear more about our products and find creative ways to increase collaboration to jointly achieve our mutual goals.

DRIVING COMPETITIVE ADVANTAGE

Customers are increasingly requesting more engagement to jointly consider how to mutually innovate across sustainability topics that will enable both companies to accelerate toward achieving long-term goals.

HEW has integrated sustainability into its innovation strategy, acknowledging it as both a responsibility and an opportunity. Currently, HEW is managing over five projects that directly impact sustainability. The Company continues to conduct

large-scale trials on partial resin substitution with bio-based resin and trials to recycle some of the trim waste from manufacturing.

In the second half of 2024, HEM’s Product Sustainability Workstream team launched a collaborative effort to develop our product sustainability assessment (PSA) methodology, inspired by the WBCSD’s PSA framework and aligned with Vision 150. The first version was released in early 2025 and piloted across four product groups to identify innovation opportunities and enhance our customer value proposition. This work will continue throughout 2025 as we refine the methodology and integrate it more broadly into portfolio decision-making and our innovation process.

The discussion covered a range of insightful topics, beginning with a reflection on Vision 150 and its implications for innovation. This included guest speaker, Dr. Andre Calmon from Georgia Tech University, who provided valuable perspectives on Sustainable Business Model Innovation. The conversation also delved into the Products on Purpose Pillar, exploring insights from the Materiality Assessment and key considerations.

Perspectives were shared from across Huber’s businesses, enriching the dialogue with their experiences. Artificial Intelligence also was a topic of discussion, highlighting how it can be leveraged to harness new possibilities. Lastly, the session included an exploration of Life Cycle Assessment (LCA) and strategies for optimizing product footprints, emphasizing sustainability and efficiency.

This session built upon a Huber-wide Innovation gathering from October 2023, where groups spent time networking, sharing best practices and looking for inspiration on how Innovation can drive each of the businesses forward, as Sustainable practices and product attributes are becoming more critical considerations of differentiation.



Chris Cassell, from Lowe’s Home Improvement and customer of Huber Engineered Woods, speaks to a gathering of Huber employees to highlight the importance of Sustainability in how they engage their supply partnerships.



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# Product Safety & Quality

## Assuring our World-Class Standards

As a multi-generational family enterprise, Huber has a far-sighted approach to ensuring product quality and safety of customers and end customers. Considering product ingredients and their potential near- and longer-term effects on consumer health is one of the ways Huber differentiates itself within an increasingly competitive market, making us the partner of choice for customers that require the highest quality ingredients for their own products.

We are in 100% compliance with labeling, including safe use, sourcing, substances and disposal. All our products have been assessed for health and safety through Safety Data Sheets (SDS) , to which all of our customers have access.

	HEM	HEW
Incidents of non-compliance with health and safety regulations resulting in a fine or penalty	0	0
Incidents of non-compliance with health and safety regulations resulting in a warning	0	0
Incidents of non-compliance with health and safety voluntary codes	0	0
Total incidents of non-compliance with health and safety regulations and/or voluntary codes	0	0

HUBER ENGINEERED MATERIALS

Throughout the business, HEM uses the Enablon® system to track issues related to safety and quality. In 2023, the HAM SBU received 105 customer complaints, a decrease of 14% from 2023, sharing best practices related to corrective and preventative actions to drive continual improvement. A detailed root cause analysis was conducted for 22 of these to uncover the underlying issues, enable effective solutions and prevent recurrence. HAM has also introduced a new marketing and sales structure to support our global strategy to accelerate sustainable, profitable growth by focusing on specialty products and solutions.

HAM introduced a Laboratory Information Management System (LIMS) at the Martinswerk site in Bergheim, Germany. This system is connected to its Enterprise Resource Planning (ERP) system and analytical devices. The LIMS streamlines laboratory processes, maintains data integrity, improves quality control and enables efficient, fully automated and reliable worldwide communication between production and quality management teams. With a connected web-application laboratory data is merged with measurement results from the production equipment. Both data types can be visualized together. This already leads to a better understanding of relationships between production and

*Each of the businesses within Huber’s diverse portfolio demonstrates a deep commitment to safety and quality through their attentive processes and procedures that keep today’s standards in mind.*



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lab parameters. It is a big step on the way to Industry 4.0, the integration of intelligent digital technologies into manufacturing and industrial processes. The LIMS will be rolled out to all HAM plants in the coming years.

In the Biolchim Group (Biolchim, Cifo, ILSA and subsidiaries) within HAS, all commercial products have safety data sheets, updated in compliance with Reg. 878/2020 in the EU or with other local regulation if required. A specific team prepares the SDS with a specific software in 23 different languages.

Biolchim-Cifo has an automatic system in place connected with their ERP (Dynamic AX), which automatically sends the SDSs to each customer when:

- They buy for the first time,
- Every 12 months or
- In the event of an important update to the SDS, if they have made a purchase in the last 12 months.

The Regulatory and IT Departments are working on an advanced stage for a similar system external to the ERP. Ilsa will be fully included.

For marketing, multilanguage labels have also been implemented for products considered to be “hazardous” to

ensure compliance in regions where products are shipped. The process for the Safire® nitrogen-phosphorus products has been updated, with packages starting to be migrated to the new branding standards.

HSM received 264 customer complaints.

HAS received 737 customer complaints. ILSA data was unavailable.

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 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.

HEW had 277 quality claims for 2024, up from 246 in 2023, or a 12.6% increase year-over-year. The Safety Data Sheets provided by HEW include AdvanTech®, ZIP System®, TruSpec®, PerformMAX® and Huber Blue Plus® panels, as well as such accessories as ZIP System™ Liquid Flash and ZIP System™ Tape.

- At HAS, the labels for agrochemical products are composed of parts:
1. Hazard information with pictograms and tox-ecotox classification. This part is prepared in accordance with EU CLP (Reg. 1272/2008) and REACH (Reg. 1907/2006), which come from the Globally Harmonized System (GHS) of classification and labelling of chemicals and according with local roles. A specific team works daily to keep this part updated to the latest regulations, considering every toxicological update on each substance in a timely manner. This part also includes the compliance of the dangerous goods transportation roles.
  2. Compliance with the roles specific for the agrochemicals products, and all the information mandatory for fertilizers, biostimulants and pesticides, are included and maintained updated, including nutrients, raw materials to be disclosed and contaminants.
  3. Mode of use: an agronomical department set the indications for the application of the products, considering safe usage and the minimum impact on the environment.
  4. Marketing section: all the information reported in this part is proved by technical data, ensuring no contrast with safe use and sustainability roles and principles.



- Environmental Performance
- Climate & Water Strategy
- Circularity Strategy

# Environmental Stewardship

## *Caring for our climate*

As an over 140-year-old family-owned enterprise spanning multiple generations, we have long upheld a commitment to environmental stewardship. In order to continue to improve lives through sustainable solutions, we must be conscientious caretakers of the environment, committed to minimizing our impact on both climate and nature. A fundamental aspect of our sustainability efforts, outlined in our Safety & Sustainability Principle, is the protection of our planet through environmentally friendly products and sustainable supply chains. This devotion to our environment and the communities in which we live and operate is more vital now than ever before.



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Environmental Compliance

Water and air pollution pose global threats to ecosystems, human health and economic stability. Huber operates in compliance with federal, state and local regulations, including operational permits for air and water emissions. Where we believe appropriate, we apply more stringent internal performance standards than those required by law. We regularly conduct audits to assess conformance with and resiliency of our management system and compliance with our legal obligations.

Under the Huber Sustainability Management System (HSMS) 230 standard, all sites are assessed to quantify the risks they pose to their local environment and populations. Credible risks are prioritized and mitigated using a standard hierarchy of controls, with elimination of risks being preferred before substitution, engineering and administrative controls are implemented. All controls used to mitigate risks are added to the sites’ list of “critical equipment, tasks and activities” to ensure these are maintained. Sites are required to create action plans to mitigate risks with insufficient controls, as

well as monitor changes to the site, the local environment and the regulatory landscape to ensure that any new potential risks are identified and managed.

Our Safety & Sustainability policy guides Huber’s commitment to responsible environmental operations across all of our manufacturing sites. The policy, along with the Huber Sustainability Management System (HSMS) standards are made available to all relevant stakeholders on the HuberConnects intranet document management system. Site management is responsible for the implementation of pollution prevention policies, standards and standard operating procedures (SOPs).

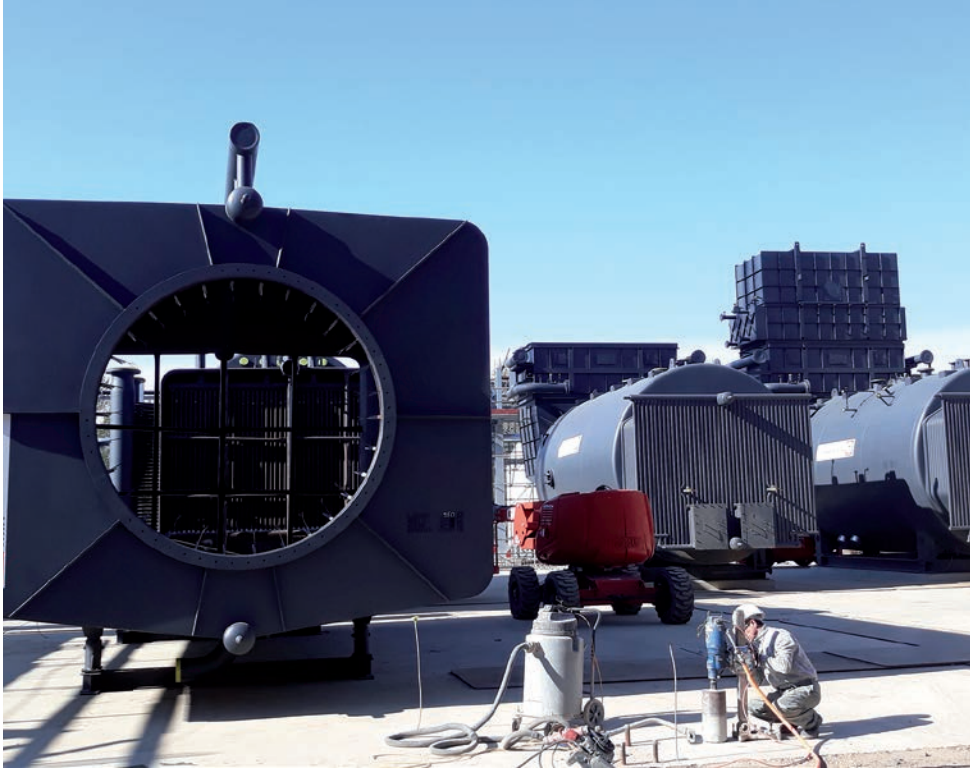
In accordance with our regulatory obligations, air and water pollutants are monitored and measured, and critical equipment is inspected. Compliance records are retained at the site, and stored in the Enablon Data Management System.

Under the HSMS standard 200, sites are required to identify and document all the potentially regulated activities they perform and the regulatory obligations that apply

to their operation. Once applicability has been determined, sites must document the equipment, tasks and activities needed to ensure compliance with all applicable obligations into the sites “compliance plan.” All equipment, tasks and activities required to maintain compliance are added to the site’s lists of “critical equipment, tasks and activities” to be monitored and maintained to ensure ongoing compliance. Sites are additionally required to evaluate changes to the site and regulatory landscape to ensure all changes are addressed and compliance maintained.

In 2024, Huber had 1 minor Notice of Violation (NOV), 1 reportable release and 7 permit exceedances. There were no instances of environmental fines.

In addition to implementing and maintaining the Huber Sustainability Management System, five Huber facilities, San Giorgio di Piano (CIFO), Medicina (Biolchim), Arzignano (ILSA), Martinswerk and Breitenau are ISO14001 Certified.



1  
MINOR NOTICE OF VIOLATION (NOV)

7  
PERMIT EXCEEDANCES

5  
ISO14001 CERTIFIED FACILITIES  
*San Giorgio di Piano (CIFO), Medicina (Biolchim), Arzignano (ILSA), Martinswerk and Breitenau*

“Deeply committed to environmental stewardship, Huber embraces a long-term perspective in our business practices to meet the needs of our internal and external stakeholders. We strive to improve our operations and supply chains to make our products more sustainable. Through immediate actions and the implementation of longer, bolder, multi-year initiatives, we are continually making progress to protect the environment today and for future generations.”



Jennifer Aspen Mason  
Executive Vice President &  
Chief Sustainability Officer



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**Vision 150 Sustainability Focus**

As part of Vision 150, Huber is focused on understanding and reducing our environmental footprint across the value chain, aligned with our strategic and material focus areas.



**Climate & Water**



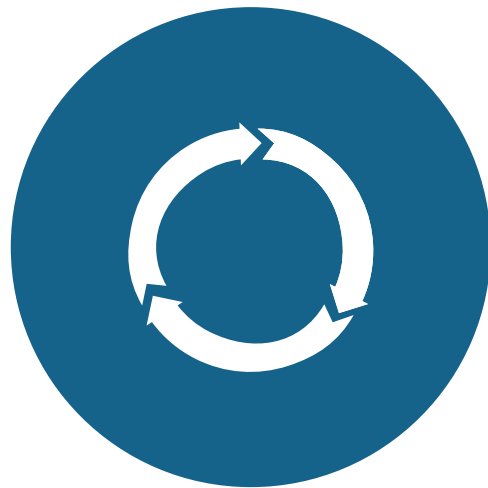
Develop science-based targets to reach Net Zero emissions by 2050 or sooner



Water conservation in highly stressed global areas



Sustainable forestry management



**Circularity**



75% of raw material suppliers will meet top quartile sustainability performance



100% of Huber sites will meet Zero Waste to Landfill Standards



100% of product portfolio covered by environmental impact assessments



**Products on Purpose**



Broaden product assessments to include social impacts



New products aligned with UNSDGs or customer/consumer sustainability goals



Sustainable product sales



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# Environmental Performance

## Doing more while using and emitting less

A look back on Huber’s core business performance on our journey to Vision 150, compared to 2023. Core business performance includes HEM and HEM and excludes CP Kelco.

### 2024 RESULTS COMPARED TO 2023

ENERGY  
**1.53%**  
*absolute reduction*

WATER  
**+6.35%**  
*increase*

CARBON  
**1.70%**  
*absolute reduction*

ZERO WASTE-TO-LANDFILL  
**42%**  
*10 out of 24 manufacturing facilities*

RENEWABLE ENERGY  
**39%**





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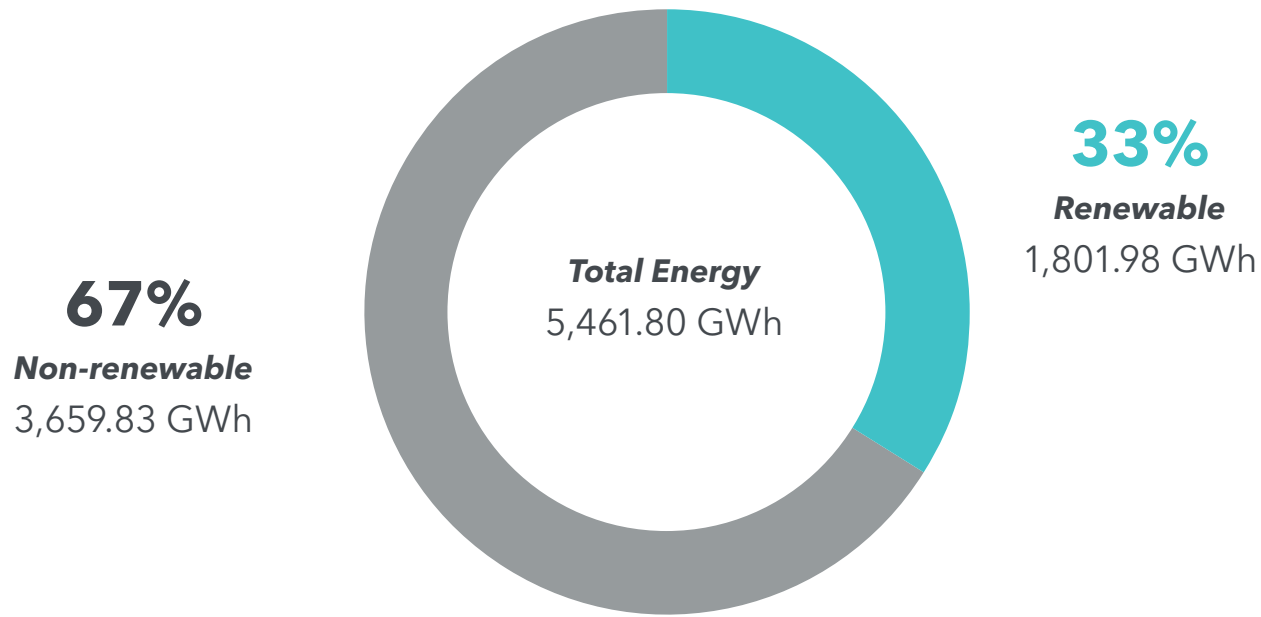
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ENERGY

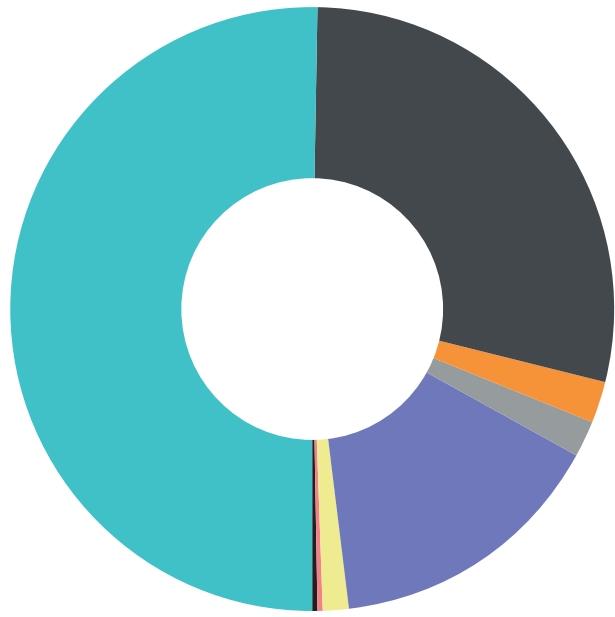
Our current Huber energy intensity ratio is 3.26 million British thermal units (MMBtu) per ton with HEM and HEW, where our denominator is our produced tonnage for 2024. This ratio only uses energy consumption within the organization. Our energy intensity ratio including our 2024 ownership of CP Kelco is 4.9 million British thermal units (MMBtu) per ton.

TOTAL ENERGY  
GIGAWATT HOUR (GWh)

RENEWABLE/NON-RENEWABLE



BY SOURCE (DIRECT AND INDIRECT)



	CP KELCO <i>(10 months)</i>	HEM	HEW	TOTAL HUBER
Energy consumption	1,894.39	1,664.52	1,902.90	5,461.80
Non-renewable energy consumption	1,480.28	1,617.08	562.47	3,659.83
Renewable energy consumption	414.11	47.44	1,340.43	1,801.98
Electricity consumption	297.85	223.48	276.56	797.89
Steam consumption	399.99	417.76	0	817.75
Electricity sold	1.84	2.28	0	4.12
Heating sold	30.93	0	0	30.93
Cooling sold	0	0	0	0
Steam sold	0	0	47.53	47.53

SOURCE	%	GWh
Natural Gas	50.6%	2,761.5
Biomass	28.5%	1,553.9
Coal	0.0%	0.0
Hydro	2.3%	126.8
Wind	1.9%	101.8
Oil and other Fossil Fuels	14.9%	881.9
Nuclear	1.5%	83.1
Solar	0.3%	15.9
Methane/Biogas	0.1%	3.2
Geothermal	0.0%	0.4



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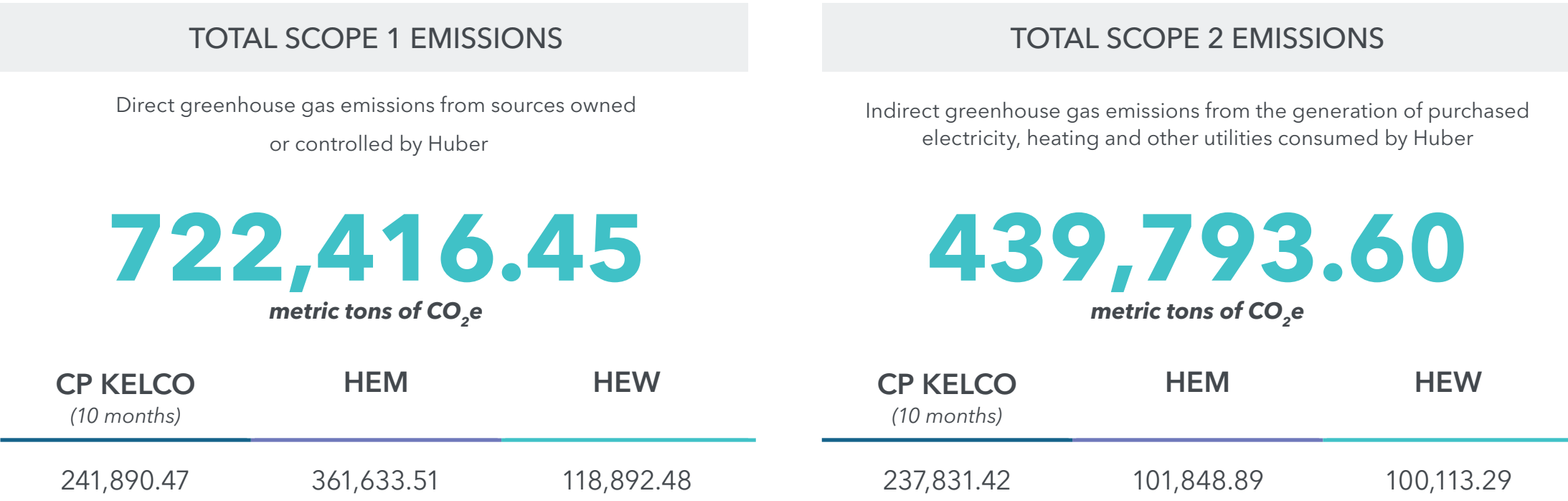
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EMISSIONS

Our emissions intensity ratio is 0.31 metric tons of CO<sub>2</sub>e per metric tons of product produced in 2024, compared to 0.45 metric tons of CO<sub>2</sub>e per metric tons of product produced in 2023. This ratio includes Scope 1 and Scope 2 emissions, and includes CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.



Footnote: Both Scope 1 and Scope 2 values include CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O gases. GHG protocol is used for the emission factors, and the GWP source is the IPCC SAR.

We have no production, imports or exports of ozone-depleting substances (ODS).

Huber worked with an external consultant to develop a preliminary assessment of our Scope 3 emissions footprint. As part of this process, we examined each of the Scope 3 emissions categories to determine the top drivers for our Scope 3 emissions. The assessment indicated that purchased goods and services (Category 1, including raw materials) will be a major driver to reduce Scope 3 emissions across all Huber businesses. Additionally, Categories 4 and 9, which relate to our upstream and downstream transportation (from suppliers and to customers) as material to our efforts, as well as areas where we can connect ongoing continuous improvement and productivity goals to our carbon reduction journey and truly make a difference. In 2024, Huber launched an initiative to improve our data gathering approach, which will help us develop the sound information around our Scope 3 emissions needed in preparation for validated science-based targets. These efforts include improvements in supplier and carrier data collection, but also designing new ways of capturing critical sustainability data within our core operating and transactional systems (Oracle).

We chose 2023 as our preliminary base year to measure progress relative to Scope 1, 2 and 3 emission reductions. This timeline meets our maximum ten-year window for target reductions (per SBT recommendations) and aligns with our Vision 150 target date of 2033.

NON-GHG AIR EMISSIONS	
EMISSION	METRIC TONS
Hazardous Air Pollutants (HAPS)	199.38
Heavy Metals	0.059
Nitrous Oxides	899.50
Particulate Matter (PM)	543.97
Persistent Organic Pollutants (POPs)	0
Sulfur Dioxide	95.31
Volatile Organic Chemicals (VOCs)	1,184.12
Other substances	474.95

Footnote: Tonnage represents only sites required by local regulation to report annual emissions and does not include CP Kelco or Biolchim sites.



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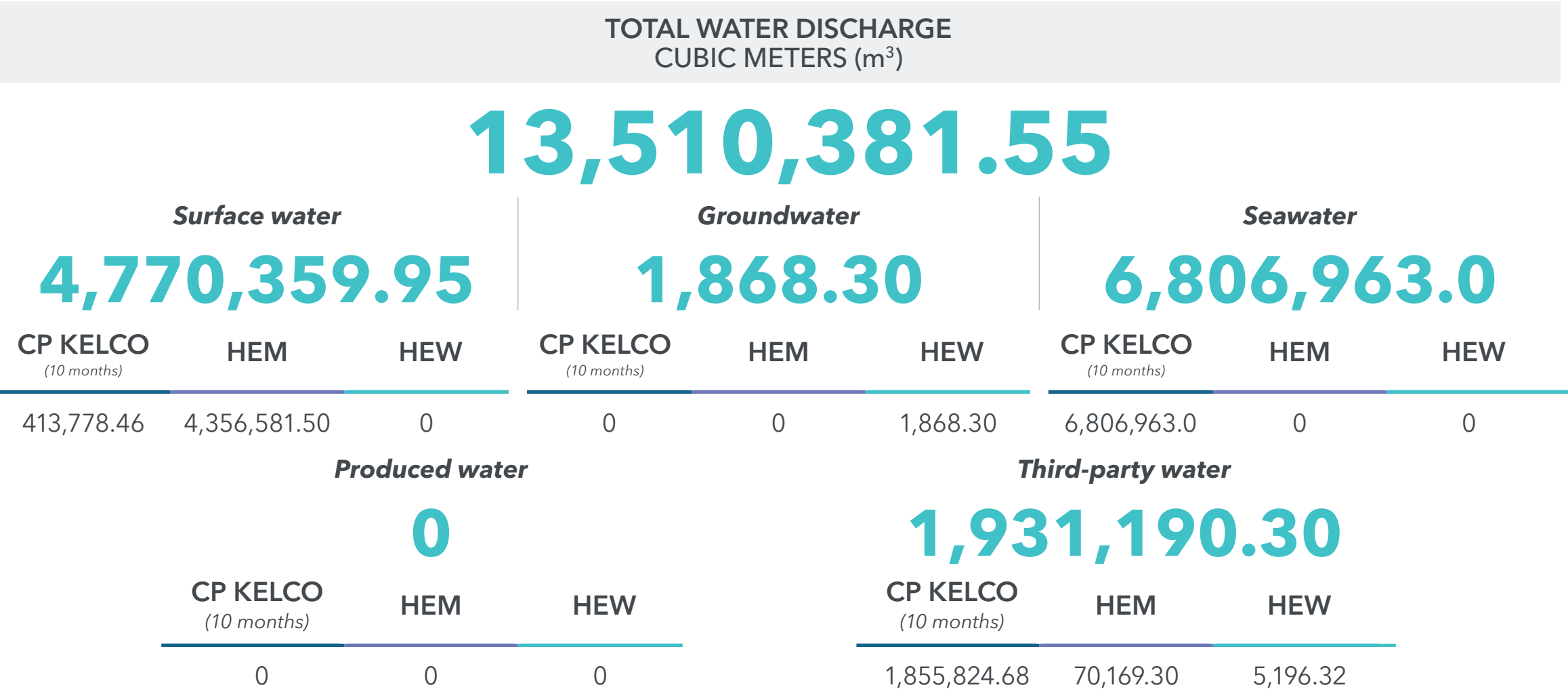
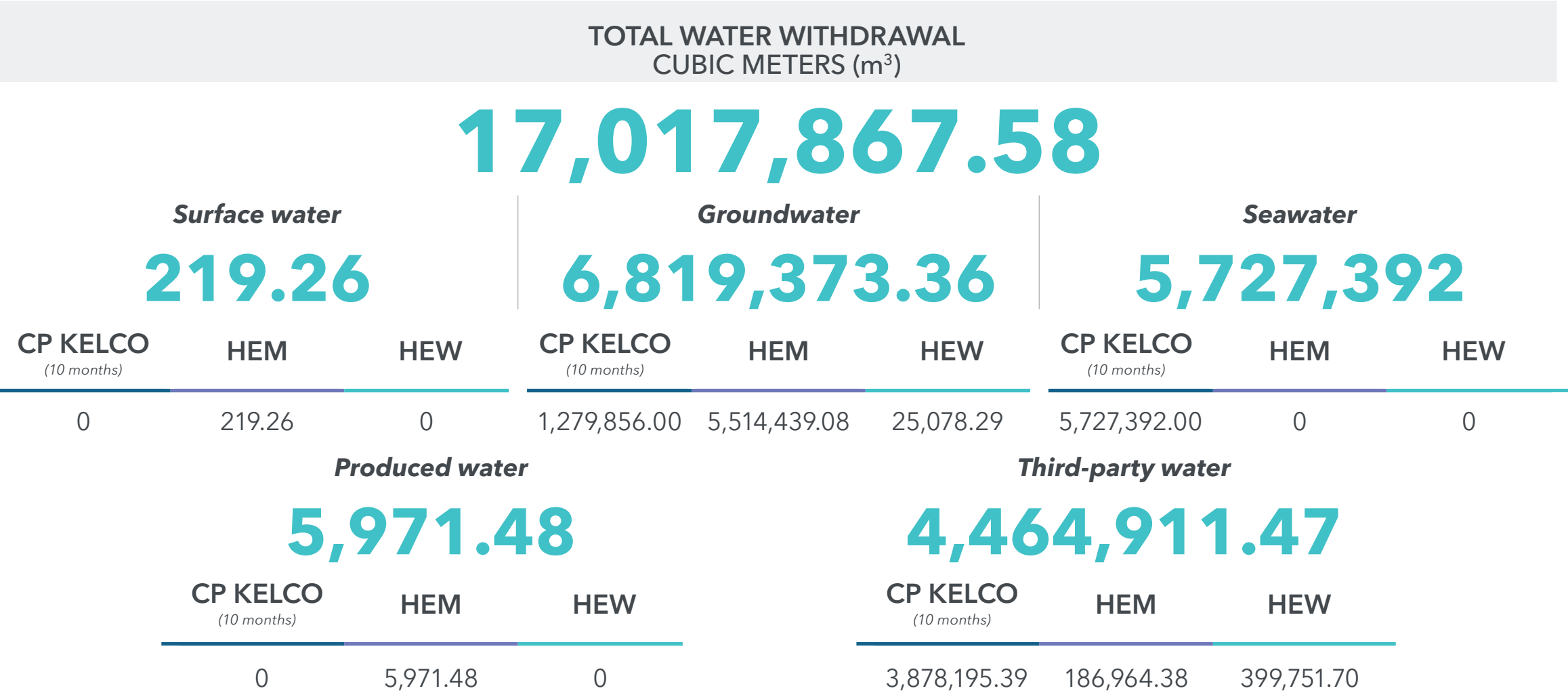
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WATER

Huber has historically measured the water used during manufacturing processes as the sole water usage metric. However, a significant portion of Huber’s sites do not use water in the manufacturing processes. Water usage is low for those operations, with no wastewater generated. Water usage in 2024 captured the full water footprint of a site’s water usage. We changed our water accounting methods mid-year 2023 to reflect this new water consumption accounting method at each site. This method captures water intake and wastewater discharge volumes.



TOTAL WATER CONSUMPTION  
MEGALITERS

3,507,486.03

WATER POLLUTANTS	
POLLUTANT	METRIC TONS
Inorganic Pollutants	0.0
Microplastics and plastic particles	0
Nitrates	0
Oils	0
Pathogens	0
Pesticides	0
Phosphates	0
Other Nutrients and/or Oxygen Demanding Pollutants	0
Other physical pollutants	0.958
Other pollutants	0
Other synthetic organic compounds	0

Footnote: Tonnage represents only sites required by local regulation to report annual emissions and does not include CP Kelco or Biolchim sites.



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# Climate & Water Strategy

## ***Bold aspirations and action***

Aligned with a rapidly changing world and stakeholder expectations, Huber is engaging bolder and longer-term climate aspirations and actions. We are developing climate and water goals aimed at helping us reach net zero emissions, work to identify and address water risks in highly stressed areas and sustainably manage forests.

### **CLIMATE & WATER STRATEGY GOAL 1:** ***Develop Science Based Targets to Reach Net Zero Emissions by 2050 or Sooner***

Huber worked with external consultants in 2024 to identify our 2023 Carbon Emissions Baseline for Scopes 1, 2 and 3. Workshops were conducted for each business unit to identify projects, innovation ideas and value chain opportunities that could be used as levers to meet near-term emission reduction goals for 2033. Huber is committing to emission and reduction methodologies centered on GHG Protocol to develop science-based targets in alignment with 1.5C goals Net Zero by 2050 or sooner. Highlights include:

- Mapping a potential pathway for enterprise wide short- and long-term Scope 1 & 2 emission reductions.
- Engaging with value chain and external partnerships needed to establish Scope 3 emission reduction plans.
- Developing 5-yr plans to manage climate related trade-offs for investment and innovation project pipelines.

In 2025 we are launching our Science Based Target plan to reach a net zero carbon emission footprint by 2050 or sooner.

### **UNDERSTANDING OUR CARBON FOOTPRINT**

Huber sites began gathering specific sustainability data on a monthly basis starting in 2017. The information captures monthly electric, fuel and purchased energy usage at the site level, which is uploaded to the Enablon data management system. Through comparison of this data with greenhouse gas (GHG) accounting protocols and global electrical EGRID factors, we are able to calculate our Scope 1 and 2 Carbon Emissions Footprint for each site, as well as the associated business and Huber as a whole.

In 2023, the Company performed the first preliminary Scope 3 assessment. This led to the first “draft Carbon Footprint” for Huber, with a 2021 baseline for benchmark purposes. The Scope 3 assessment was based on high-level secondary data, which provided a directional view of where we could confidently head to for the future.

In 2024, we fine-tuned the Scope 3 data and also reviewed all GHG protocol assumptions for Scope 1 and 2 emissions calculations. We engaged with Huber’s Internal Audit team to identify improvement opportunities in our data management program for the past three years. We worked with an external Science Based Target development consultant to review our current systems and collaborate on tools/systems improvements. This effort provided near and long-term integration plans, with the goal of official third-party validation of the plan. The plan will be reviewed by Huber Management in 2025, with an official launch of the SBT decarbonization plan in the second half of 2025.

Upon completion, Huber will have a validated Science Based Targets decarbonization plan that meets net zero goals by 2050 or sooner. This validated plan will also align with GRI guidelines and feed regulatory reporting requirements such as CSRD.

**A Net Zero by 2050 (1.5°C)**  
*has been chosen for transition risk, whereby significant economic changes would be expected to limit carbon emissions.*



The solar array system at the ILSA site in Molfetta, Italy.



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OPERATIONAL EFFICIENCY

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 2024 and is a cornerstone of sustainability by enabling us to do more with less.

In 2024, HEM engineers participated in the US Department of Energy (DOE) Energy Bootcamp, gaining valuable training in efficiency best practices and strengthening our in-house capabilities. HEM also participated in the DOE’s Industrial Assessment Center (IAC) program in 2024 which offers no-cost energy assessments by regional universities’ engineering students and faculty. Thanks to these efforts, HEM realized 28,000+ MWh in energy savings, paving the way for a 15% carbon emissions reduction by 2026. The HEM sites will continue to take advantage of these opportunities in 2025.

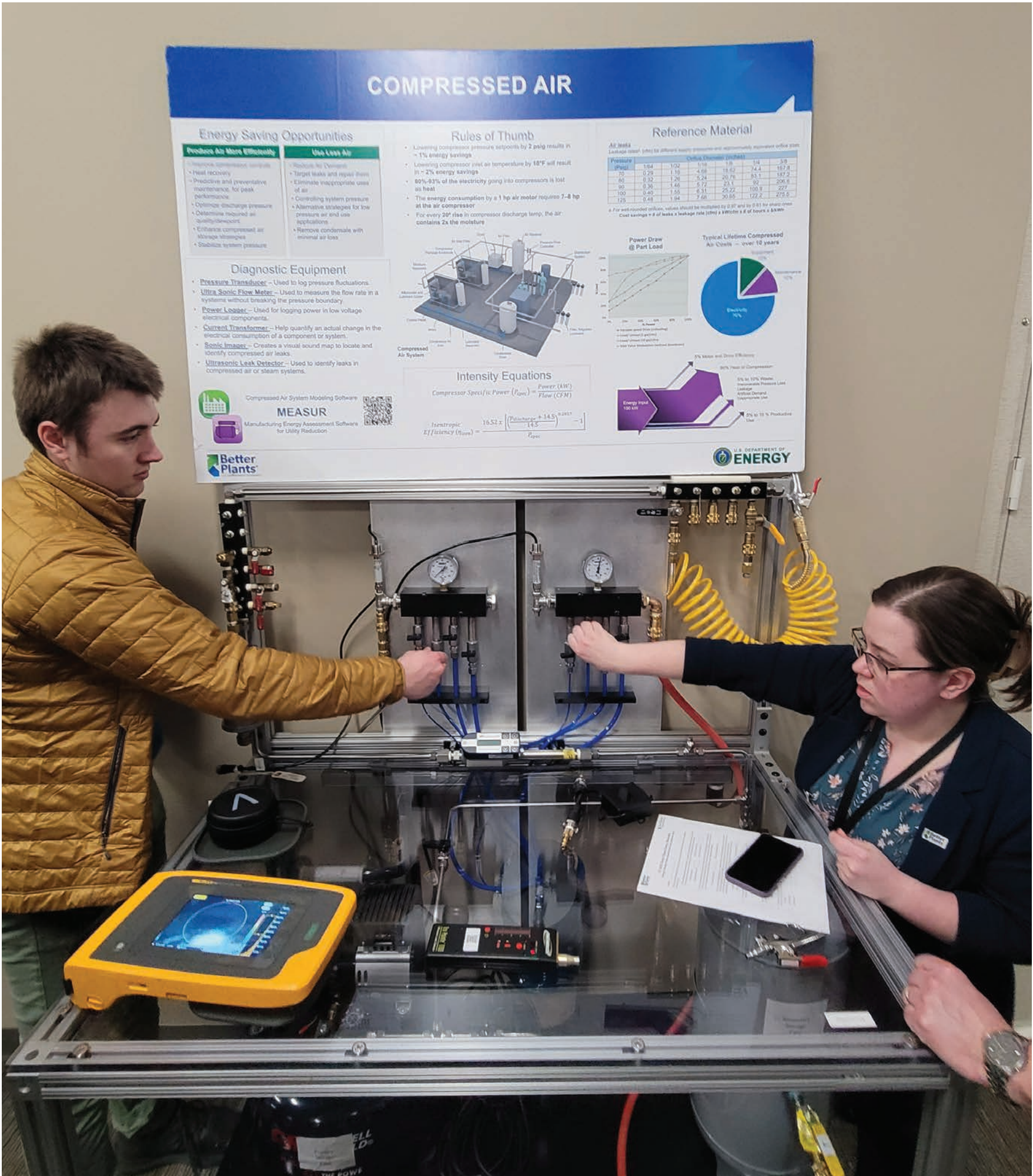
In addition to implementing the Huber Sustainability Management System (HSMS), two Huber facilities, Arzignano (ILSA) and Martinswerk are also certified for ISO50001, Energy Management.

CLIMATE RISK

Huber worked with external consultants in 2023 to develop climate risk profiles for corporate and each portfolio business, providing an overview of transitional and physical risk profiles for manufacturing and value chain entities across the globe. This assessment will be revisited in 2025 to reflect any changes to our business risk profiles based on market or climate related impacts introduced since 2023.

In 2023, top climate physical risks were identified for each business. Water flow variations (coastal flooding, drought and other high water stress conditions) and the impact of changing temperature extremes were noted as significant, especially for regions currently impacting strategic supply chain partners.

Transitional climate risks were identified as evolving regulatory mandates for emissions related to products and operations. Shifts in customer/consumer values were also identified as our products impact the emissions footprint downstream of our value chain. These same risks are being recognized by many strategic suppliers of raw materials and capital goods, leading to increased cost of raw materials and services.



HEM Engineers Elliot Anderson and Alexandra Botts at the Department of Energy sponsored Energy Bootcamp. The pair revealed hidden energy waste in compressed air systems.



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**CLIMATE & WATER STRATEGY GOAL 2:**  
***Water Conservation in Highly Stressed Global Areas***

Huber has been tracking water usage as an internal company metric at its sites for over 30 years, regardless of regulatory mandates. The withdrawal of fresh water, efficient use of the water in our processes and properly treated wastewater for discharge is viewed as a foundational environmental stewardship responsibility. As an over 140-year-old family-owned business that protects lakes, rivers and oceans near where our employees, stakeholders and neighbors live, Huber has water conservation and protection as a core part of the corporate climate and water strategy. Huber reviews water related risks and goals on an annual basis, with individual sites and businesses often developing specific goals to meet unique needs for the impacted sites, communities or business supply chains. Huber also engages in local, state and federal government and conservation groups to stay in touch with regional or global information impacting our operation sites. Historically, Huber has partnered with regulatory agencies and non-profit organizations to develop and maintain water management programs beneficial for the communities we live and work in.

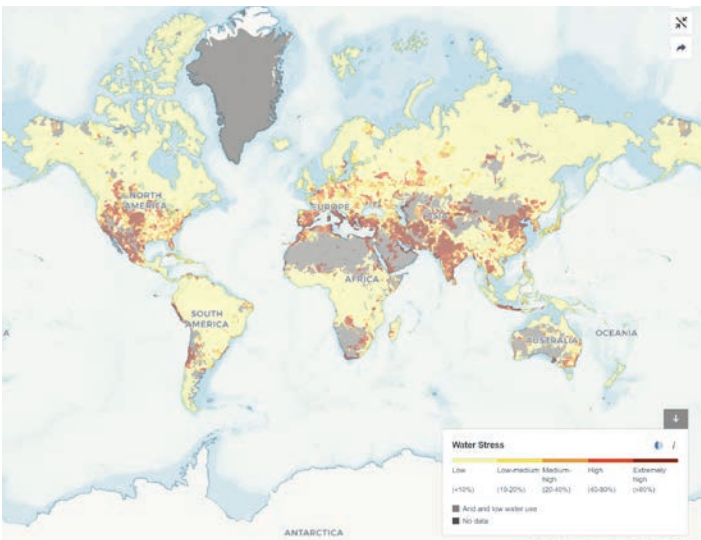
Huber leverages third-party experts to identify all water-related risk impacts for our manufacturing sites, as well as critical supply chain locations where raw materials are grown or manufactured. This third-party assessment is done every two years, most recently completed in 2023. Internally, Huber’s

corporate and business-level Sustainability teams leverage the World Resources Institute (WRI) Aqueduct tool for considering short- and longer-term risks associated with water-stressed areas. Sites located in these areas provide water management plans to reduce the risk of drought or other water stress conditions.

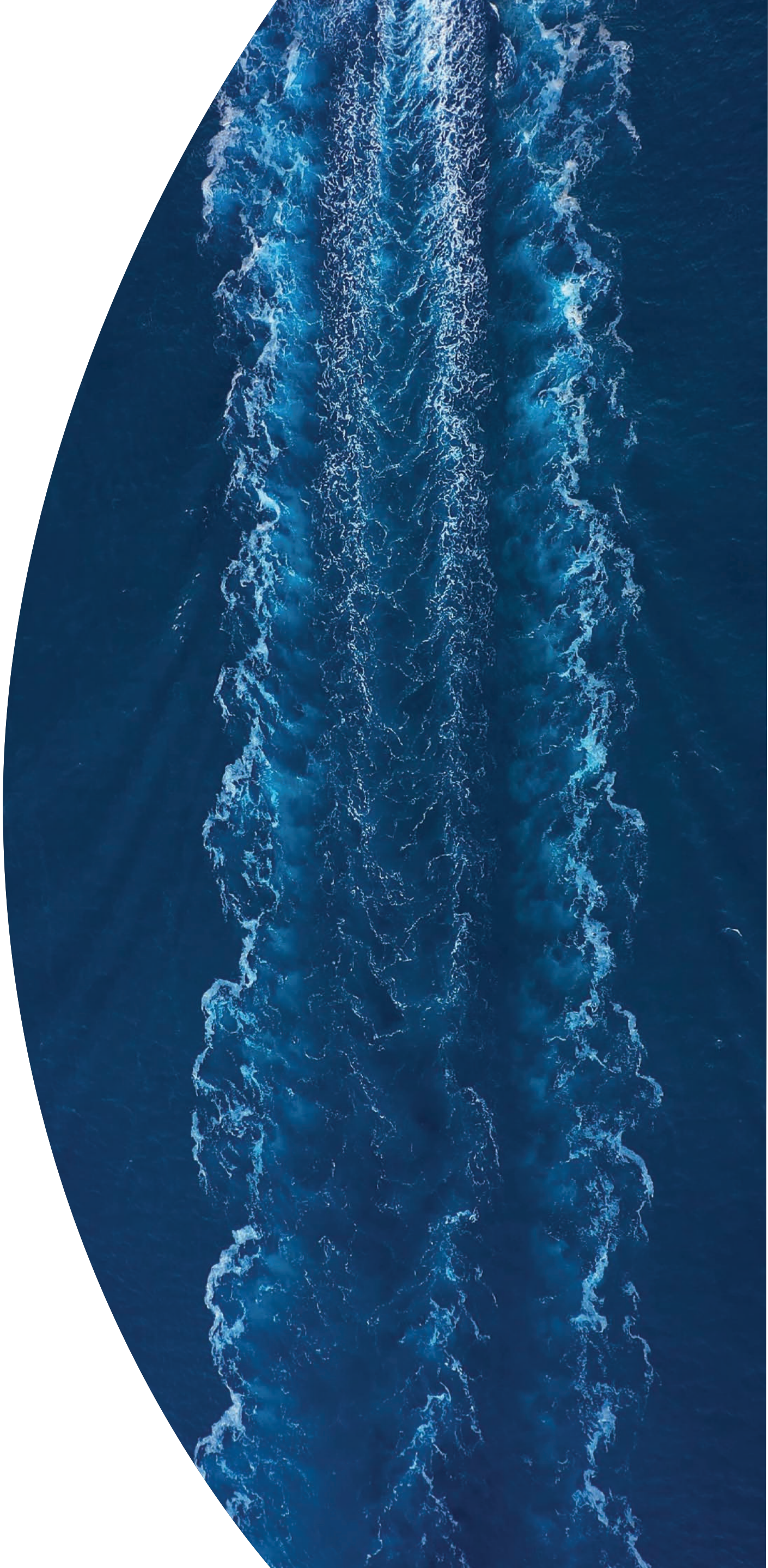
Under the Huber Sustainability Management System, regardless of any local discharge requirements, sites are required to perform a risk assessment to determine if there are any credible scenarios where adverse harm to the environment could result from site activities, including discharges to water. If a site determines that tangible harm could result from its activities, the site is required to implement mitigating controls to prevent harm and monitor the efficacy of those controls to ensure they are effective. Under this standard, internally developed water quality standards (at the site level, the business level or both) may or may not be part of the set of controls a site would implement to ensure no adverse environmental harm occurred as a result of its activities. However a profile of the receiving water body is necessarily a component of the evaluation.

HEM has manufacturing sites that use water in their production processes which, in turn, generates wastewater. Fresh water is supplied by onsite groundwater wells in rural areas and from municipal water suppliers in urban and suburban sites. Most sites have onsite wastewater treatment systems which provide removal of all pollutants to meet regulatory and receiving waters requirements.

HEM’s Martinswerk site in Bergheim, Germany, completed a water reuse project in 2023, capturing and reusing once-pass through cooling water to reduce water intake. The project resulted in a reduction of 379 million gallons of water intake in 2024.



Water Stress Map from the [World Resource Institute's Aqueduct](#) tool





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Huber reviewed water intake and usage for all sites in 2024. Only three HEM sites were identified, each of which were in medium WRI water stress areas that also had significant water usage in their processes. These three sites have identified the risks and associated mitigation projects should future water stress risks become elevated. Sites that have significant water intensity processes that are impacted by high water stress conditions (such geographic high-water stress or drought conditions), will develop water conservation plans to lower their water intake and/or discharge to address site specific risks. This risk assessment is performed annually across all of Huber. As part of Vision 150, we will develop longer term aspirational goals to consider water conservation opportunities that go beyond site boundaries and the immediate communities our sites are located in. Collaborative efforts with communities, supply chain partners and external partners will be explored for opportunities to reduce risks to suppliers and customers as part of our long-term value chain strategy.

**CLIMATE & WATER STRATEGY GOAL 3:**  
***Sustainable Forestry Management***

Through Huber Resources Corp., we leverage sustainable forestry management and harvesting practices to meet the goals of the Sustainable Forestry Initiative (SFI), an organization that advocates for sustainable forest management and sound timber harvesting practices that promote tree growth and regeneration while protecting water quality, biodiversity, wildlife habitat and species at risk. Doing so maximizes forest growth for our clients as well as our Huber-owned timberlands. These management practices focus on long-term forest growth and risk reduction, which combines years of experience with the latest forest monitoring and modeling technology.

Our HEW Manufacturing sites also leverage SFI standards to source sustainably grown and harvested timber to supply the wood fiber needed for our site manufacturing processes. Huber’s commitment to SFI principles ensures good forestry practices are leveraged across all wood baskets we depend on.

Sustainable forestry management practices de-risk potential for forest fires and other damage from pests and diseases. By maintaining healthy growing forests that include a commitment to no deforestation, the forest’s surrounding ecosystem and wildlife habitat are also preserved, which is important to biodiversity. Our strategic harvesting methods are designed to maintain or even improve watersheds and wildlife habitats.

Sustainable forests are recognized as one of the most important natural carbon sequestration systems essential to decarbonization and are vital to meeting carbon emission reduction goals for businesses that operate in the forestry products industries.





# Circularity Strategy

## *Responsible use of resources across the product lifecycle*

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.

Our Vision 150 Circularity objectives seek to integrate these philosophies across the value chain and reduce our organization’s impact through innovation, intentionality and partnerships.

### 2033 CIRCULARITY OBJECTIVES:

- **Supply Chain Sustainability:** 75% of our raw materials suppliers by spend will meet top quartile ESG performance through recognized frameworks.
- **Operational Circularity:** 100% of Huber sites will have achieved Huber’s Zero Waste to Landfill standard.
- **Product-Specific Circularity:** Conduct environmental impact assessments on 100% of product portfolio by 2026 and establish improvement targets. Innovate products and process design to achieve targets by 2033.

### SUSTAINABLE SUPPLY CHAIN

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 the role that they play in 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, forced labor and freedom of association.

To assess inherent and actual supply chain risk, Huber’s businesses have developed internal policies and procedures setting forth expectations and actions for our buyers. As these expectations are developed, our buyers are formally trained.

Across the enterprise, 57% of our buyers received training on sustainable procurement practices.

HEM has developed a Supplier Code of Conduct that sets forth our expectations for our suppliers to comply with Huber’s Environmental, Human Rights & Labor, Ethical Standards, relevant regulations and commit to sustainable practices.

Huber has also begun integrating supplier contract clauses regarding environmental, human rights and labor principles. In 2024, these clauses were included in:

- 100% of HEM supplier contracts, as their contract templates have language in them that includes Huber’s Code of Ethics.
- 100% of HEW supplier contracts, which contain a commitment to conformance to the law.

There were no known incidents of human rights violations within our operations or our Top Tier supply chain.

Throughout the year, HEM has worked to understand the current and future impact of diverse ownership in their supply chain. HEM has noted an increase in their supply base of diverse suppliers.

Of HEM’s diverse supplier base, 74% is women-owned.

Huber aims to incorporate zero waste design into the new product development process, including utilizing raw materials

## Sustainable Supply Chain

*Definition:*  
*Reducing social and environmental risk and impact of our supply chain “from ground to gate” through strategic supplier assessment and engagement.*

that can be regenerated, such as sustainably sourced trees. HEW’s mills have been third-party certified to the SFI Standard.

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 HEM 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.



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HUBER ADVANCED MATERIALS SBU DIGS DEEPER INTO SUPPLY CHAIN TRANSPARENCY

The Huber Engineered Materials Supply Chain Purchasing organization has continued to engage and partner more deeply with our raw material suppliers. In 2024, the team pursued deeper investigation and explored additional insights into the practices within one of our most critical supply chains.

Though the alumina inputs (hydrate) into the HAM SBU are strategic in many ways, their unique standards require a high-level of attentiveness. For this reason, the team leveraged an organization that specifically assesses many of our partners within this industry. The Aluminum Stewardship Initiative (ASI), through their ASI Performance Standard Audits, has given the teams a new vantage point into the efforts and progress of our suppliers. Transparency into Environmental,

Social and Governance topics, their own responsible sourcing initiatives, LCA documentation, Operational Waste and Water Management, as well as overall risk identification around Safety, Emissions, Labor or Ethics, enables deeper conversation and possibilities for collaboration and joint goal alignment.

SUPPLIER ASSESSMENTS AND MATERIALS USED		
	HEM	HEW
Suppliers screened using environmental criteria <sup>1</sup>	93%	100%
Negative environmental impacts in the supply chain <sup>1</sup>	0	0
Suppliers screened using social criteria <sup>1</sup>	93%	100%
Negative social impacts in the supply chain <sup>1</sup>	0	0
Proportion of spending on local suppliers <sup>2</sup>	65%	99%
Weight of renewable materials used (metric tons) <sup>3</sup>	Information not available	3,695,690
Weight of non-renewable materials used (metric tons)	Information not available	110,737

1. All supplier data is in reference to each business unit and their definitions and groups of “Top Tier” or “Critical” suppliers.  
2. Local has been defined as a material being bought and used within the same continent.  
3. HEW renewable material is wood.



CASE STORY

Driving Collaboration with EcoVadis

In 2024, Huber continued to engage more deeply with EcoVadis, a globally recognized sustainability assessment platform, as a key partner for future supply chain sustainability collaboration. We took great steps forward in how we engage and assess our suppliers. To date, we have assessed almost 5,000 suppliers within the Ecovadis tools to understand inherent risk across our extended value chain. While this assessment highlighted an overall low risk supply chain, this visibility allows teams to identify opportunities to collaborate more with suppliers where some potential for Sustainability or Carbon risk might exist.

From automating Inherent Risk assessments of suppliers to gaining a new perspective on carbon risk, more proactive supplier engagement is critical moving forward in both core sustainability topics (Ethics, Labor and Human Rights), and in the path to have better Scope 3 data and action planning as we aspire towards our Climate goals. Ecovadis is the right partner for the next stage of our journey.



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OPERATIONAL CIRCULARITY

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, nearly 94% of our total waste by mass was diverted away from landfill and towards beneficial reuse in 2024.

In 2024, HEM made significant progress toward our Zero Waste to Landfill (ZWL) goals by focusing on a critical first step: understanding what waste we generate before we can effectively divert it. We gathered a comprehensive baseline of waste streams and diversion efforts from six legacy sites that have not yet met Huber’s 90% diversion threshold. This assessment included input from Quality, Purchasing, Production and S&S to identify current practices, challenges and the most impactful opportunities for improvement—both internally through process changes and education, and externally where additional support is needed. In 2025, we will continue this momentum by conducting Waste Workshops at each remaining non-ZWL legacy site, bringing together cross-functional

teams to build awareness, establish waste registers and close gaps in data collection and reporting. We’ll also work to confirm baselines by quantifying the most significant waste streams still going to landfill, enabling better tracking of progress against our goals.

Also within 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.

**Operational  
Circularity**  
*Definition:  
Optimizing our  
manufacturing  
processes to design  
out waste and  
maximize efficiencies  
and finding  
beneficial reuse  
opportunities for  
byproduct streams.*

CASE STORY

Converting Byproducts into Products

Leather

One of HEM’s most recent acquisitions, ILSA is a pioneer in the circular economy.

Since 1956, it has been producing high-efficiency fertilizers and biostimulants through the recovery of organic nitrogen from tanned leather trimmings. The byproducts of the leather sector are thus transformed from waste disposed in landfills to raw material used for the production of fertilizers.

ILSA has also created the Global Amino Acids Production (GAP) program, which aims to set up small facilities close to small-scale tanning clusters to convert leather-based byproducts into fertilizers. The very portable and moduable design of the GAP program allows for each system to be suitable for the surrounding tanning district. The resulting products of the GAP program will be absorbed by

the ILSA facilities, where solid fertilizers are produced for organic farming. This process does not generate any solid waste, and the process water can be purified and returned to water networks.

**Wood ash**

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.





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PRODUCT CIRCULARITY

Huber’s environmental impact starts with the impacts associated with our products. To make meaningful improvements in making our products more sustainable, we must first understand what our impacts and drivers are. For this reason, Huber continues to work through conducting LCAs on our product portfolio, which allows us to measure and understand the environmental impacts starting from raw materials all the way to the gate of our manufacturing facilities (cradle-to-gate) or to the end-of-life (cradle-to-grave). These assessments require efforts from administrative functions all the way to site employees at our manufacturing facilities across the globe. This collaboration is only a partial testament to Huber’s devotion to product stewardship. All Huber LCAs are critically reviewed externally by an independent party to assure a quality study was conducted and in conformance with ISO 14040 and 14044.

Huber Engineered Materials began conducting life cycle assessments in 2021 within the Huber Advanced Materials SBU. As of 2024, we have completed LCAs on 51% of our HEM portfolio, as calculated by revenue. Throughout this past year, we accomplished LCAs for HuberCal®, Kemgard® and ReCal® and kicked off LCAs for HSM’s performance minerals portfolio and Pergopak®. We are on track to cover >90% of our HAM and HSM portfolio by revenue by end of this year.

HEW has been leveraging the power of LCAs and environmental product declarations (EPDs) since 2014, when they conducted the Company’s first cradle-to-grave LCA for their AdvanTech®, ZIP System® and Tru-spec® specialty products. Not only do these Environmental Product Declarations (EPDs) provide transparency that enables builders to make more informed decisions on product selection from an environmental lens, but they also help building projects earn points for LEED certification. The Advantech®, ZIP System® and Tru-spec® specialty product LCAs were updated in 2024 to represent a more current environmental footprint and enable us to track our product environmental performance over time.

As we pursue building our product environmental baseline across Huber’s entire portfolio of products, we continue to learn and shape how we can make life cycle informed decisions and integrate life cycle thinking into the way we do business.

**Product Circularity**  
*Definition:*  
*Innovating a more circular product portfolio through intentional material selection, informed design and value extension.*



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# Business Excellence

*A reputation over 140 years in the making*

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 enables us to effectively meet the needs of our customers and reinvest in our people and our operations. 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.





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# Business Excellence

*A reputation over 140 years in the making*

Huber’s reputation has been over 140 years in the making as we’ve kept customers supplied with high quality products and services. 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 our disciplined management processes, Huber executed a substantial capital deployment program, building new facilities, increasing capacity and enabling development of new, innovative products.

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.

Ribbon-cutting for the new HAS Innovation Center in Hanover, Pennsylvania.



*“Huber navigates a dynamic, ever-evolving world with a strong foundation in corporate governance. Offering stability and a clear alignment with the Huber Principles, this approach helps to ensure that we operate in compliance with laws and regulations and effectively identify and mitigate risks. We are steadfast in our commitment to do business ‘the right way’ as we continue to develop new products, deploy capital and pursue growth opportunities.”*



**Cláudia Vaz de Lestapis**  
Executive Vice President, General Counsel & Corporate Secretary



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# Governance

## Leveraging best practices of public and private companies

Although Huber is privately owned, the Company adheres to many of the best practices of publicly traded enterprises, including maintaining robust governance structures. Our highest governance body is the Huber Corporate Board of Directors.

Select directors serve on the Huber Board’s four standing committees, which meet quarterly or more often, if needed, and present their recommendations to the Board. Each Committee also receives assistance from one or two representatives from Huber management.

### SELECTION

One of the four standing committees, the Corporate Governance & Nominating (CG&N) Committee prepares the slate of director candidates presented for election or reelection at each Annual Shareholders Meeting, which takes place in June. The CG&N is also responsible for succession planning within the Huber Board and its committees, as well as vetting candidates to fill interim Board vacancies, as needed.

The CG&N Committee regularly surveys the skillset and expertise of each Board Director to identify any potential gaps that can stem from the rotation of directors or new trends calling for additional competencies.

Criteria considered by the CG&N includes broad experience, wisdom, integrity, ability to make independent analytical inquiries, understanding of the Corporation’s businesses and business environments and willingness to devote adequate time to Board duties. The Board seeks candidates with the character, judgment, business acumen, financial literacy and depth and diversity of experience that would be typical for a business of the Corporation’s range and complexity. For example, all current directors have experience

within sustainability, with the majority having had direct responsibility for this area and/or would consider it a specific competence. The same can be said for other functional expertise, including R&D, HR, IT, Legal, Operations, Sales & Marketing and Accounting & Finance.

These requirements are then used to select potential new candidates and achieve board diversity of talent. This diversity also includes the types of directors who serve on the Huber Board.

The Board and the CG&N regularly reviews and updates the director candidate interview and selection process.

In recruiting and nominating outside directors, beyond recruiting for a broad diversity of talents, the CG&N seeks backgrounds, perspectives and other diversity criteria consistent with the Company’s standard practices in nominating directors. The Board does not discriminate on any basis including gender, race, ethnicity, sexual orientation, culture or nationality. In addition, the Board also considers other factors that are important for a diverse, global family-owned business.

### FOUR STANDING COMMITTEES OF THE HUBER BOARD



#### Audit & Finance

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.



#### Compensation & Human Capital

Helps the Board guide Huber’s employee compensation philosophies, management development strategies and culture.



#### Corporate Governance & Nominating

Assists the Board in matters of corporate governance by providing oversight of Board organization, operations and effectiveness.



#### Safety & Sustainability

Guides the Board in developing and implementing Huber’s sustainability initiatives.

### THE BOARD CURRENTLY EMBODIES THE PREFERRED COMPOSITION OF:

6

**independent directors**  
(minimum four)

Including the Board Chair. Independent directors are defined as those who are neither current nor former members of management, have no commercial or close family relationship with any member of management, have not been on the Board more than 15 years, are not members of the Huber family and have no other relationship with the Corporation that, in the opinion of the Board, could be considered to affect their ability to exercise independent judgment as a director. The first non-family member joined the Board in 1984.

3

**family directors**  
(minimum two)

The family has a particularly inclusive nature, with descendants of the founder granting shares of ownership stakes to their children and spouses, a rather unusual practice among family businesses that extends to positions of both Company and family governance. Board membership was extended to family beyond direct descendants of the founder in 1979. These family directors represent the voice of the shareholders on all matters before the Board, including remuneration for directors, executives and employees.

2

**company director**  
(maximum two current members of management)

Two company directors (two current members of management is the maximum), one also serves as the Huber CEO, and one also serves as the Family Operations Director.



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CURRENT BOARD OF DIRECTORS

60%

Diverse

6.3 Years

Average Tenure

56.8

Average Age

In 1979, the Huber Corporate Board included the first female director, a descendant of Joseph Maria Huber. Presently, the Huber Board is evenly split between male and female directors, and six of the 10 directors represent a minority or vulnerable group. Both men and women serve on each of the four Board Committees.

Finally, in the selection of Board members, it is imperative to consider avoiding conflicts of interest. In December of 2024, the CG&N Committee revised the Director Policies and Disclosures Agreement that is signed by all Corporation Board Directors to streamline obligations, clarify disclosures and address the Company’s policy on overboarding—being on too many boards to serve our organization effectively—to ensure adequate time commitment to Huber. These revisions also help directors manage more effectively their confidentiality restrictions with outside public companies’ commitments.

COMMUNICATION OF CRITICAL CONCERNS

The Board Chair acts as a direct liaison between the Board and management of the Corporation through the CEO. The Board Chair is in regular contact with the CEO to help ensure overall Board-Management alignment. Every March, the Chief Ethics Officer and General Counsel report on compliance issues and the results of the Annual Ethics Survey. No critical concerns arose from the recent report or the survey results.



The Huber Board of Directors. Back row: Heather Harding, Ben Huber (Non-Voting Director), Sam Cecala, K’Lynne Johnson, Molly Heaney, Andries Vaisman (Non-Voting Director), and George Willis. Front row: Pamela Butcher, Jeff Vincent (Board Chair) and David Fubini. Not pictured: Gretchen McClain and Zachary Seely.

DELEGATION

Management Boards

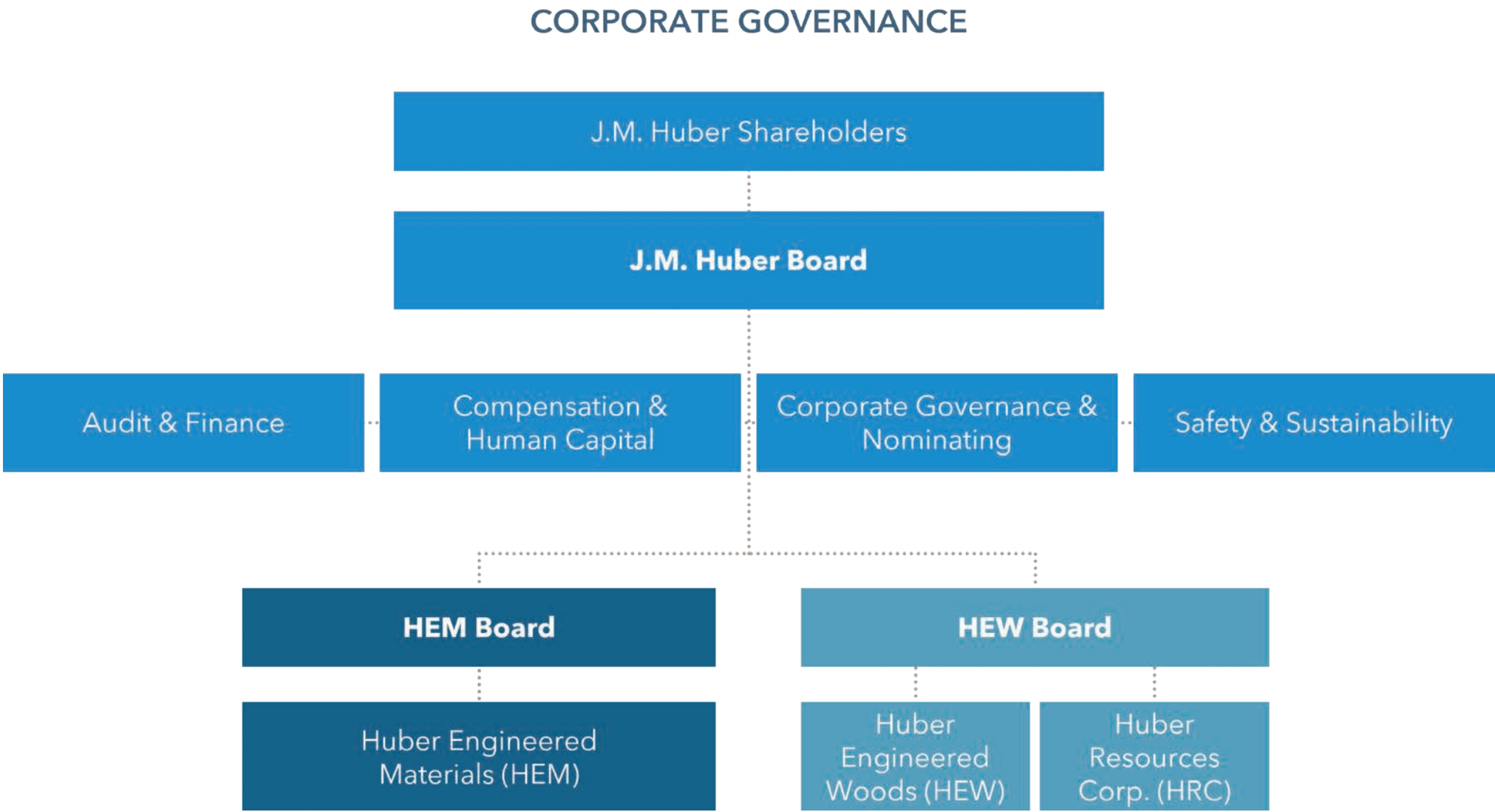
Under the Portfolio Management Company (PMC) organizational model, Huber’s two largest portfolio businesses—Huber Engineered Materials and Huber Engineered Woods—each have their own dedicated Management Board, whose members have significant experience in the relevant industries they serve. This ensures 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.

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 the Huber Board to focus on overall portfolio strategy and critical resource allocation decisions.

The CG&N Committee has responsibility for evaluating outside director candidates for the three portfolio Management Boards. These boards also have directors from the Huber family as well as Company executives. 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.



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Annually, the Huber Board (and business Management Boards) review and adopt an Omnibus Resolution by which it reserves authority to the Board and delegates authority to various management throughout the organization.

The Huber Management Council (HMC) is comprised of presidents of our two main portfolio businesses, as well as functional leads for various areas of responsibility (Business Development, Communications, Finance, Human Resources, Information Technology, Legal, Sustainability).

Biographies for all of Huber’s directors and HMC members can be found in the [Leadership section of Huber.com](#).

SETTING BUSINESS DIRECTION

Huber’s business direction is governed by our Board, led by the Huber Management Council and grounded by the Huber Principles. The Huber Principles have long guided the Company to keep safety and sustainability as our top priorities, and this impetus has been further strengthened by Vision 150. The Board helped provide strategic guidance on the decisions made as we prepared to unveil our new Vision and Purpose in early 2024 and ensured they met the interests of our shareholders and aligned with the ideals of the Huber family.

The Huber Corporate Board of Directors’ first Environmental Committee was established in 2005 and was succeeded by the current S&S Committee in 2009. This history and emphasis on S&S make us a leader on the topic of integrating our sustainability initiatives into our governance structure.

The S&S Committee helps chart the Company’s sustainability journey in the spirit of the Huber Principles, ensuring that the Company reaches its goals in ways that positively impact our stakeholders. The Committee Chair is a fifth generation Huber family member, stepping into the role as of January 1, 2025. This enables shareholders to actively provide guidance and direction to the Company’s strategic sustainability efforts, particularly those related to health, safety and our climate and water strategy.

Stakeholders

The Board of Directors represents all Huber shareholders as it continues its mission to protect and grow shareholder’s assets, ensure the continuity of the enterprise and provide corporate governance.

It has the ultimate responsibility for the conduct of the corporation by selecting the CEO. For the continuity of strong leadership, these directors ensure that appropriate succession

plans are in place for key members of management, particularly the Huber Management Council.

Directors also carefully consider the proper interests of other Huber constituents, such as employees, customers, suppliers, creditors and communities in which Huber operates.

Encompassing all of this is the natural environment on which all of us depend.

Responsibility to these stakeholders is top of mind as the Board reviews and discusses the corporate mission, goals, strategies and plans; monitors execution; examines results and ensures that corporate policies and practices are consistent with the Huber Principles.

Staying Informed

Collectively, the Board must maintain an awareness of significant trends in social, economic and political environments and their impact on the Corporation. It must also develop and maintain an understanding of shareholder expectations and concerns. As a family-owned business, the Corporation should embody the core values of the Huber family and leverage its unique position to address public issues with integrity and responsibility.



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The Board requires that all information necessary to enable effective functionality is of high quality and delivered in a timely manner. Directors may reasonably rely on management, independent experts and committees on which the Director does not serve, for such information, reports, opinions and statements relevant to matters under consideration by the Board. Directors take seriously their responsibility to stay informed about the efforts of those to whom work has been delegated.

The Board holds four regular meetings a year and adds special meetings when necessary. The HMC is routinely invited to report on the management of the organization’s impacts on the economy, environment and people.

Guidance continues on an individual level, with directors serving as a resource for the CEO and others in the Corporation, offering their perspective, experience and contacts to provide constructive advice and criticism.

**Oversight**

The CG&N Committee is responsible for the annual Board performance evaluation, to ensure the effectiveness of each director in the various governance processes. The results of the self-evaluation survey are shared with all the directors, without attribution. The Company Secretary conducts follow-up interviews with each director to provide feedback confidentially.

The CEO and management have Critical Success Factors (CSFs) to achieve annually. As part of overseeing the management of the organization’s impacts on the economy, environment and people, the Board conducts quarterly reviews of the status of these CSFs, meaning these evaluations are not independent. Furthermore, these CSFs are interwoven with the Board’s own goals and objectives.

**Remuneration**

The Compensation & Human Capital (CHC) Committee is responsible to the Board for overseeing the development and administration of compensation and benefit policies and

programs for all employees. For more detail, head to the Putting People First section.

The CHC is presented with market information based on competitive survey data aimed at understanding current executive compensation pay practices. The CHC also reviews peer group analysis and survey data to ensure that the overall compensation program is competitive and promotes retention while considering the Corporation’s business performance, each executive’s experience, prior performance and anticipated future performance, relative compensation among executives, industry wide business conditions and the mixture of fixed and variable compensation. Additionally, the CHC receives input from the CEO on compensation design and the total remuneration for their direct reports.

CHC is also responsible for the review of compensation for executives and the Board of Directors. Among its duties, the CHC conducts a detailed review of the Chief Executive Officer’s total compensation annually, as well as a review of the compensation of the CEO’s direct reports, including the Huber Management Council.

The remuneration policy for members of the Huber Board covers:

- **Annual retainer** – Board and Board Committee Meeting Fees are compensated by an annual retainer (75% of regular meetings must be attended in order to receive that retainer). This is a set amount depending on role, and it can be deferred too. There is a fee for Board Chair, fee for Directors, and per Committee Chair.
- **Performance Unit Plan (PUP)** – \$130,000 per year of deferred compensation designed to reward directors of the Huber Board for achieving long-term appreciation in the Fair Market Value of the Company; 60% of the compensation will be automatically deferred and 40% of the compensation will either be deferred or paid in cash based on the director’s annual election. The actual number of Performance Units held by each Board member will vary depending on how much of a director’s cash payments they defer each year.

**Membership**

Many or several of Huber’s board members belong to the National Association of Corporate Directors (NACD), an association encompassing 1,750 boards and 24,000 individuals. Huber joined the group to develop strong governance leadership in its Corporate and Management Boards of Directors. In 2019, the New Jersey Chapter of NACD honored us as the Private Company Board of the Year for the strong governance and leadership from our Huber Board of Directors.



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# Compliance

## Driving consistent results

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.

The Huber Sustainability Management System (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 help organizations improve their resiliency with respect to compliance, risk and change management.

In addition to their HSMS conformance, three HEM sites in Bergheim, Germany; Breitenau, Austria; and Medicina, Italy, have achieved ISO 14001 Certifications from external certifying organizations. Additionally, all Huber Advanced Materials production sites, part of HEM, are certified according to ISO 9001: 2015.

Under the HSMS, manufacturing sites are required to identify and document all applicable regulatory requirements that apply to their operations. This list is used to generate a compliance plan, which details how the location meets each requirement, who on site is responsible for monitoring compliance with the requirement, and documents any equipment, training, certifications or licenses are required to do so.

The HSMS requires sites to periodically self-assess their own compliance plans to ensure they are complete and effective. In addition, Huber and an external consulting firm conduct an internal audit every three years at each manufacturing location to verify efficacy and completeness of the site’s compliance plan. In 2024, Huber received no legal or regulatory compliance fines.

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 Safety & Health Data Management platform (Enablon®) to record, track and analyze performance and share best practices.

**TRAINING**  
Depending on their role and responsibilities, Huber employees received compliance training as part of our established three-year rotation schedule. This means that the number of people required to complete the courses varies annually. New employees receive training within 90 days of joining the Company.

There were 5,633 training courses completed by employees within HEM, HEW, HRC and Corporate during 2024.

5,633  
*Training courses completed, excludes CP Kelco*

	CORP	HEM	HEW	HRC	TOTAL
EU General Data Protection Regulation	10	15	5		30
Global Anti-bribery	56	399	131	8	594
Global Antitrust	21	55	29		105
Global Business Ethics	54	398	127	8	587
Global Conflicts of Interest	58	400	129	8	595
Global Fraud	88	504	242	10	844
Global Workplace Harassment Prevention for Employees	71	418	177	9	675
Harassment Prevention for US Employees - Workplace	87	470	628	33	1218
Global Anti-Money Laundering	102	596	275	12	985
TOTAL	547	3,255	1743	88	5,633



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This resulted in a cumulative total of 2,941 hours of training provided by our vendor, Skillsoft, during 2024. Global Anti-Money Laundering was added to the curriculum in 2024 as part of our efforts to provide the most up-to-date training available to employees.

Our goal is to keep trainings relevant to each employee’s specific role. This, in turn, helps us to avoid over-training, ensuring we are making the most valuable use of our people’s time and that the content they are required to complete is impactful and useful to their respective positions.

In accordance with the 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. Safety & Health 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 Safety & Health training upon joining the Company.

MARKET ACCESS, TRADE COMPLIANCE & DISTRIBUTION

Because we sell a wide variety of products around the world, global trade compliance plays an integral role across the Huber enterprise. From environmental performance to governance, Huber utilizes Thomson Reuters ONESOURCE® 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.

JOB ROLE	EMPLOYEES TRAINED*			
	AMERICAS	ASIA	EMEA	TOTAL
Contributor	48		45	93
Director	6			6
Executive	4			4
Expert	13		4	17
Manager	331	5	54	390
Professional	145	12	127	284
Revenue Developer	46	1	55	102
Specialist	70	2	26	98
Senior Manager	85		13	98
Vice President	1			1
TOTAL	749	20	324	1093

\* Does not include CP Kelco



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# Principles in Action

*Our guidelines for ethical behavior*

Huber’s collaborative approach to ethics ensures that our program remains responsive to the ever-evolving global business landscape, compliant with laws, regulations and corporate policies and relevant to our workforce. Our cross-functional workgroups, such as the Huber Ethics & Compliance Council, Labor Management Team, Huber Management Council (HMC) and Incident Response Team monitor new threats and opportunities Huber faces, strengthening our programs accordingly under the guidance of the Ethics and Compliance Office.

Launched in 1999, Principles in Action is Huber’s longstanding ethics program. Built on the foundation of the Huber Principles, this program helps employees identify risk areas they may encounter within their respective roles, explain what actions to take and avoid and emphasizes their personal responsibility to maintain and strengthen the trust of colleagues, business partners, shareholders and neighbors to uphold Huber’s good name.

To both help new employees and provide a refresher for our employee base, “Guidelines for Ethical Behavior” was updated in March of 2024. This streamlined guide brings together the four Huber Principles, our 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 report concerns verbally or in writing, even anonymously if they prefer.

We take employee ethics concerns seriously and adhere to a strict whistleblower procedure. Once reported, Huber follows a diligent process to promptly review and investigate any issues. There were 21 Ethics Line reports during 2024, 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 regarding the findings back to the employee who made the report.

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 2024 was about 1,630 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, culture or inclusivity concerns, safety protocols or compliance matters. The overall results of the mandatory Ethics Questionnaire were free of any material concerns and consistent with a robust ethics program.



## Meet our Mascot: Pia the Owl

A name with Old Greek and Latin origins, Pia’s meaning focuses on being virtuous and honorable. In many cultures around the world, owls symbolize wisdom, good judgment and knowledge.

Taken together, our mascot stands for:

- |                   |  |
|-------------------|--|
| <b>P</b> inciples | <b>O</b> pen, honest communication     |
| <b>I</b> n        | <b>W</b> isdom and guidance            |
| <b>A</b> ction    | <b>L</b> iving by the Huber Principles |



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# Capital Deployment

## Reinvestment in our business resiliency

One of the most important aspects of our approach to sustainability is the responsible reinvestment of our profit into projects that drive business resiliency. Throughout the year, Huber reinvested over \$326 million 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. Approximately 76% of our capital spending was funneled into projects that will provide significant impacts beyond economic performance, with positive sustainability characteristics including improved employee safety and environmental efficiency.

Beyond our internal plant capital program, Huber has designated cash reserves to enable other strategic investments, especially M&A. (See the Mergers & Acquisitions section.)



HUBER ENGINEERED MATERIALS

### BERGHEIM, GERMANY

On December 3, 2024, the HAM Martinswerk site officially switched its energy generation from lignite coal to natural gas – a significant milestone in sustainability. The natural gas-fired plant is now producing 100% of the required steam and electricity needed for the entire facility. As operations progress, carbon dioxide emissions at the facility are expected to decrease by 40%, leading to overall reductions of 31% for HAM, 27% for HEM and 11% for Huber overall. In addition, 10,000 tons of fly ash emissions are eliminated along with approximately 7,200 annual truckloads of coal deliveries.

### MOLFETTA, ITALY

The completed installation of a solar panel system at the HAS facility in Molfetta, Italy is contributing towards the use of 100% renewable energy sources. Spanning approximately 16,150 square feet (1,500 square meters), the system is strategically located at the southernmost HAS site in Europe. The abundant solar radiation ensures outstanding energy efficiency, generating 419 MWh of 100% renewable electricity annually. Around 70% of this clean energy will be used directly on-site, cutting the facility’s reliance on the grid by more than 16%, with peaks of 100% during summer daytime seasons. Additionally, the system will reduce CO<sub>2</sub> emissions by approximately 148 tons per year—the equivalent of planting 7,385 trees annually.

### HANOVER, PENNSYLVANIA

HAS unveiled their brand-new Innovation Center in October 2024. The state-of-the-art structure is expertly designed to bring together technology, innovation and sustainability efforts.

The Innovation Center spans 5,600 square feet (about 520.3 square meters) and is designed to enhance research capabilities and operational efficiency for HAS. It features modern meeting rooms, a 1,150-square-foot greenhouse (about 107 square meters) with advanced technologies for improved product testing and a cutting-edge research laboratory. It also is co-located with the Miller Chemical and Fertilizer manufacturing facility and administrative offices.

The vision for the center is to foster collaboration, drive creativity and develop a new generation of HAS products while pushing the boundaries of sustainable agricultural practices to benefit communities globally.

The new gas-fired plant at HAM’s Martinswerk site is active and reducing emissions significantly.





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Future site of HEW's sixth OSB mill in Shuqualak, Mississippi.



**SHUQUALAK, MISSISSIPPI**  
After breaking ground in 2023, progress continued throughout 2024 on HEW's sixth OSB mill in Shuqualak, Mississippi. The largest capital deployment in Huber's history, the mill will add to the much-needed manufacturing capacity to serve the US Western and Midwestern housing markets. Construction has been going well on-site, with production expected to begin in 2026.

**SPRING CITY, TENNESSEE**  
This HEW plant completed a major rebuild of its Regenerative Thermal Oxidizer. Many months of planning went into ensuring the project could be completed safely and within a 14-day time frame. The rebuild included replacing towers and combustion chambers, installation of higher-grade refractory, new glaze resistant ceramic media and control system upgrades to the latest technology. Flow meters were added to the natural gas lines as it is expected to achieve more efficient use of natural gas. The improved air flow through the system also helps the plant meet productivity goals.



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# Risk Management

## Our defense against uncertainty

### CORRUPTION

While doing business globally is exciting, it also poses risks related to corruption. An abuse of entrusted power for private gain could adversely impact employees, customers or others in our supply chain and even the Company itself.

To help our workforce understand these risks and avoid exposure, we refreshed the Huber Anti-Corruption Policy for the whole enterprise in May of 2024, which details the following:

- Huber does not tolerate any form of corruption, extortion or embezzlement.
- Huber employees must never—directly or through intermediaries—offer or promise any personal or improper advantage to obtain or retain a business or other advantage from a third party, whether public or private.
- Huber employees shall not pay or accept bribes, arrange or accept kickbacks and shall not take any actions to violate, or cause its business partners to violate, any applicable anti-bribery laws and regulations, including the US Foreign Corrupt Practices Act of 1977 and the UK Bribery Act 2010.

Huber requires [Compliance training](#) on a three-year rotation schedule based on an employee’s role and associated responsibilities. The details of this training are discussed further in the Compliance section of this report.

No incidents of corruption were reported during 2024.

### CORRUPTION ASSESSMENT

Huber assesses 100% of its current operating locations and administrative offices—31 US locations and 15 in other countries—for risks related to corruption. Our monitoring also includes third-party sites and third-party commercial agreements (distributors, agents, warehouse operations,

freight forwarders and customs brokers).

Huber’s risk-based model for the anti-corruption program employs a layered approach:

1. Regulatory awareness in the countries where we operate.
2. Communications through our enterprise level Anti-Corruption policy.
3. Training through online and direct training (Foreign Corrupt Practices Act or FCPA, anti-bribery, fraud awareness, business ethics) for employees.
4. Continuous monitoring of all customers, vendors and related third-party companies through a range of automated screening platforms including: Thomson Reuters One Source, BvD Compliance Catalyst, BvD Orbis, Credit Risk Monitor, Dun & Bradstreet.
5. Targeted internal audits based on country risk (Transparency International Corruption Perception Index), and commercial channel risk (distributors, end customers).

Huber has a process to assess and identify whether there are significant risks related to corruption. Third parties have the highest potential risk of corruption exposure. For this reason, the Company has its partners sign a supplemental agreement

## ANTI-CORRUPTION PROGRAM STRUCTURE

### REGULATION

US Foreign Corrupt Practices Act, UK Bribery & Country Laws

### COMMUNICATIONS

Huber Anti-Corruption Policy

### TRAINING

Leadership Team Training, Skillsoft Platform, FCPA, Anti-Corruption, Fraud Awareness

### COMPLIANCE MONITORING & MANAGEMENT

Risk profile based on channel structures and country risk  
Audit commercial agreements, verify appropriate control language

### AUTOMATION

Automated Screening Capabilities  
*Thomson Reuters One Source, BvD Compliance Catalyst, BvD Orbis, Credit Risk Monitor, Dun & Bradstreet*

### AUDIT

Targeted Internal Audits based on identified focus areas, country risk, commercial channel risk

to abide by anti-corruption best practices in compliance with governmental regulations and the Convention on Combating Bribery of Foreign Public Officials in Business Transactions and the Convention’s Commentaries (collectively, the “OECD Principles”).

The distributor represents and warrants that it and all of its affiliates or agents shall act in accordance with the principles described in the OECD Principles and shall comply with all applicable laws implementing the OECD Principles, including:

1. the laws and regulations of the United States of America, including the FCPA;
2. the laws and regulations of the United Kingdom, including the UK Bribery Act 2010;
3. the applicable laws and
4. the applicable anti-bribery laws of any other relevant state as well as any applicable local laws related to corruption, kickbacks or money laundering (all aforementioned laws collectively referred to hereinafter as the “Anti-Bribery Laws”).



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Without limiting the generality of the foregoing, the distributor represents and warrants that it and its affiliates, officers, employees and other persons acting on its behalf will not directly or indirectly request, induce, make, offer, authorize, pay or promise to make payments, loans, gifts of money, valuables, goods or transfer “anything of value” (whether such value is assessable or not):

1. to any customer, supplier or any employee of any customer or supplier, intending to induce any person to perform improperly one of their functions in their position of trust and responsibility, or as a reward for improper performance, in order to buy or sell goods or services, or in order to obtain or retain business or a business advantage;
2. to a state functionary, official or employee of the government of any nation, or any department, agency or instrumentality of the government of any nation, or public international organization; or to an employee of any corporation or entity owned or controlled by the government of any nation; or to an immediate family member of such state functionaries, officials or employees for the purpose of influencing such officials or employees in order to obtain any improper advantage, or in order to assist in obtaining or retaining business;
3. to any political party, political party official or candidate for public or political party office for the purpose of influencing such officials or candidates in order to obtain any improper advantage, or in order to assist in obtaining or retaining business; or

4. to any other person or third party knowing, believing, or suspecting that such third party will give the payment, gift or thing of value, or any portion thereof, to any of the foregoing persons in order to obtain or retain business, or for any other improper advantage or purpose in connection with the performance of this Agreement in violation of any applicable laws and regulations.

ANTI-COMPETITIVE BEHAVIOR

According to the [Huber Code of Ethics](#): “Competition: Employees may find it necessary to meet with their counterparts at competing companies. During these meetings, they must manage contact with competitors with care and such contact must always be organized in a way that ensures compliance with competition regulations. Employees will not engage in fraudulent behavior by intentionally deceiving someone to gain unfair or illegal advantage.”

GEOPOLITICAL & SOCIETAL EVENTS

The geopolitical risk team issues a quarterly Country-Level Political & Operational Risk Score Report to key leaders in the organization that covers everything from civil unrest to conflict between nations and groups to natural disasters, detailing the degree to which these situations impact business activities including logistics, critical infrastructure, global industrial manufacturing, energy and agricultural markets and the flow of key raw materials.

During the past year the geopolitical risk team has expanded its active monitoring to include analysis of the Middle East

conflict, China’s activities in the Western Pacific region and constraints on global maritime freedom of navigation in the Red Sea.

- Political Risk – Includes all the events that affect the normal functioning of government institutions, creating a climate of uncertainty as a result. In this category are included both the events that are legal and relatively predictable (i.e., the outcome of a referendum, or the change of government after an election) and those who are not legal and are unpredictable (i.e., a military coup or a revolution).
- Operational Risk – Refers to all the events that have the potential to disrupt the regular day-to-day operations, whether they are related to the quality of infrastructure, logistics and supply chain, or to natural events. We also consider the geographical context and local topography.

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.

Artificial intelligence (AI) technologies are becoming increasingly prevalent. While these technologies have the potential to enhance our efficiency and decision-making processes significantly, depending on how the technology works, an AI platform can pose a threat of loss of intellectual

*“The Huber Principles help to drive a consistent and proactive approach to risk management that is prevalent at every level of the Huber organization, yielding a culture of safety, accountability and environmental responsibility that is best in class.”*

Stephen Allen  
Aon Managing Director & Account Executive





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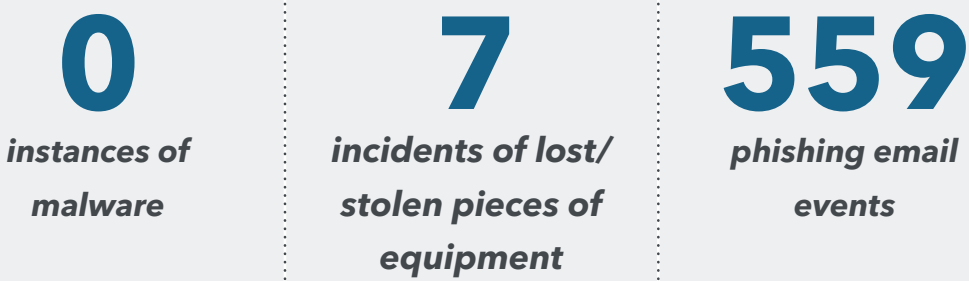
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**Huber did not experience a confirmed or significant business interruption due to cyber-attacks in 2024.**

MANAGED INCIDENT STATISTICS AND INVESTIGATIONS INCLUDED:



property, among other risks. In February of 2024, Huber launched its first-ever Artificial Intelligence Responsible Use Policy, to help ensure that employees and contractors who use AI can do so in a productive, ethical and lawful manner that complies the Huber Principles and Company policies.

DATA PRIVACY & CYBERSECURITY

More than 4,000 employees and contractors took part in Huber’s annual Cybersecurity Awareness Training, which is available in six languages. This yearly 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 Huber 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.

The result of these three campaigns showed Huber performed either on par or ahead of our peer companies in recognizing or ignoring email threats. In 2025, Huber will continue to educate and bring awareness to workforce members, including our board members and shareholders, 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 our Company is slightly ahead of peer industry counterparts, while also highlighting areas of opportunity.

Huber conducts regular external penetration tests to identify any gaps in our Cybersecurity program. We have mitigated all the risks identified in all previous penetration tests, and have our next one scheduled for the third quarter of 2025.

As cyber threats are becoming everyday occurrences, we are focusing our efforts on emergency preparedness, ensuring we can effectively respond and recover if or when a major cyber incident occurs.

To keep our protections on pace with the growing complexity of cyberattacks, while improving our network connectivity, Huber is implementing a software-defined wide area network (SD-WAN) across the enterprise with the help of next-gen devices. These devices provide enhanced visibility and forensics capabilities by centralizing the collection of critical logs and data that can be continuously monitored for malicious activity.

HEM also utilizes 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 that incorporates industry-recognized best practices.

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 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.



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CASE STORY

Cybersecurity in Action: Defending Against Threats

The security of our systems and the protection of our people and data are primary concerns at Huber. In early 2025, Huber’s Information Technology (IT) team identified a sophisticated and persistent vishing (voice phishing) attack targeting the Company, in which a threat actor impersonated an internal IT technician.

In the first instance, the attacker used a spoofed phone number that mimicked a legitimate Huber IT contact in an attempt to deceive an employee into granting unauthorized access to their computer.

A second, related incident occurred just a few days later, targeting another remote employee. In this case, the attacker followed a multi-step approach, first sending a series of phishing emails and then making a direct phone call using a spoofed number. Again, while impersonating a Huber IT representative, the attacker attempted to execute malicious files on the employee’s device.

In both instances, Huber IT immediately detected the threat and quarantined the devices, effectively isolating them from the network. Necessary precautions were taken surrounding the employees’ systems, including cleaning them of any infections and resetting passwords. In turn, these actions effectively neutralized the threat and minimized risk to the broader enterprise.

In addition to these technical steps to protect Huber and employee data, Huber IT rolled out enhanced communication, training and prevention protocols to equip employees with the knowledge and tools necessary to spot and stop future attacks.

All employees were reminded:

- Huber IT will never call without an existing ticket. Any unsolicited phone call is not part of the normal process.
- Verification is essential. If contacted by someone claiming to be from IT, employees should hang up and call back using official contact information.

- Remote access should never be granted without a prior ticket confirmation and validation through the official Helpdesk email or phone number.
  - Urgency is a red flag. If a call or request feels rushed or unusual, employees should stop and verify through proper channels.
  - Suspicious activity must be reported immediately to the IT Helpdesk.
- These protocols were reinforced through team briefings, manager talking points and access to key educational resources on our Huber Connects platform.
- These incidents highlighted the increasing complexity of cyber threats and reinforced the critical importance of proactive defense measures, employee awareness and rapid incident response. As threats of this nature continue to evolve in sophistication and scale, Huber will remain agile and steadfast in its defense strategies. Continued progress in security infrastructure, employee training and incident response capabilities will persist as a core component of our enterprise risk management framework.

“Cybersecurity remains a top priority for Huber. While extensive technology is in place to protect the Company, systems and software are not enough. Our greatest defense against increasingly sophisticated cyber threats is an informed, proactive workforce, where each individual is equipped to identify the warning signs of potential risk. In doing so, we are able to protect ourselves at the highest caliber.”



Dwain Wilcox  
Executive Vice President &  
Chief Information Officer





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# Recognition

## *Celebrating an award-winning culture*

In recognition for our efforts, our Company and our people had the honor of receiving several prestigious awards throughout 2024.

Acknowledgment from third parties is validation of the inclusive, collaborative and innovative culture that we take great pride in, further cementing our position as a leader among privately held, family-owned companies.

In addition to externally received accolades, the Company also recognized employee teams for successful projects and excellent performance through our own internal awards programs.

Together, these accolades demonstrate how we uphold the Huber Principles as we operate this multi-generational business with the Purpose of improving lives for generations.

### US BEST MANAGED GOLD STANDARD COMPANY

*Acknowledging the power of private enterprises*



Recognizing private company success

**GOLD WINNER**

Huber was selected as a 2025 US Best Managed Company by Deloitte, a global consulting firm. Further, due to our track record of recognition as a US Best Managed Company for the past five consecutive years, we were additionally recognized as a Gold Standard honoree.

Sponsored by Deloitte Private and The Wall Street Journal, this program aims to acknowledge the power of private companies in the US, honoring the top performers for their successful management, achievement and contributions throughout their industries and beyond.

Applicants are evaluated and selected by a panel of external judges focused on assessing hallmarks of excellence in four key areas: strategy, ability to execute, corporate culture and governance/financial performance.

Our application encapsulated our continued high business performance, while showcasing who we are at our core. We shared our continued People & Culture efforts with our I Belong at Huber initiative, our positive impact on communities worldwide with our Huber Helps program and our excitement around Vision 150 as we navigate the next decade as a 140+ year old company.

### ESG LEADERSHIP AWARDS

*Recognition for our green approach*



Jennifer Aspen Mason, EVP & Chief Sustainability Officer, accepting The Conference Board's Inaugural ESG Leadership award on behalf of Huber..

Huber was one of three recipients of The Conference Board's inaugural Environmental, Social, Governance (ESG) Leadership Award in 2024. A member-driven think tank, The Conference Board established this honor to celebrate organizations that have gone beyond their public sustainability commitments by holding ESG at the core of their businesses, aiming to inspire others to follow suit.

Huber was recognized in good company at the ceremony in New York City, where we were commended for our unwavering

dedication to community development and education and the associated benefits for organizations, stakeholders, society and the environment.



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MIKE HUBER AWARDS

Huber’s highest honor for teams

The Mike Huber Awards—Huber’s highest form of employee recognition—honor the former CEO who formalized the Huber Principles in 1987. The year 2024 marked the 14th anniversary of the Mike Huber Awards, which recognize teams that demonstrate exemplary performance with respect to the Huber Principles. As Huber celebrates 141 years of progress, this program highlights how employees are living and working by our enduring values that continue to drive success today.

The Huber Management Council (HMC) selected the top submissions. The following slate of honorees has been endorsed by the Huber Family Board and the Huber Corporate Board of Directors.



GOLD FOR LONG-TERM STRATEGIC GROWTH

The sale of CP Kelco to Tate & Lyle (T&L) was the largest and most complex transaction in Huber’s history—a strategic move to drive long-term growth. The decision to divest CP Kelco was grounded in a thorough market analysis, recognizing T&L’s ability to propel the business forward while securing Huber a 17% ownership stake and a substantial annual dividend stream. The team exemplified excellence as they navigated complex challenges, coordinated diverse teams and met a compressed timeline. Beyond financial gains, the initiative reinforced Huber’s commitment to strategic partnerships, innovation and value creation for all stakeholders, solidifying its position in the food ingredients industry.

SILVER FOR CARBON REDUCTION

The Martinswerk Journey to Net Zero project, completed between 2019 and 2024, successfully transitioned the Martinswerk site’s energy source from high-carbon lignite to low-carbon natural gas, significantly reducing its environmental impact. Achieving a 50% reduction in CO<sub>2</sub> emissions from primary energy use and a 40.5% overall footprint reduction, the project also brought tangible benefits to the local community by eliminating Fly Ash and coal dust exposure, reducing truck traffic, minimizing urea disposal needs and enhancing safety.

BRONZE FOR PARTNERSHIP AND INNOVATION

A strategic partnership between HEW and Arbec Forest Products has been instrumental in addressing growing market demand while maintaining high-quality standards since 2015. By leveraging Arbec’s manufacturing capabilities, this partnership positively contributed to product volume throughout 2024, increasing capacity without expanding HEW’s carbon footprint.

Celebrating the inauguration of the gas-fired power plant at Martinswerk.





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OUTSTANDING SAFETY & SUSTAINABILITY AWARDS  
Achieving world-class performance

Aiming for top-tier sustainability performance and recognizing operational excellence as vital to our competitive edge, Huber has a longstanding commitment to employee safety and environmental stewardship. Our annual Outstanding Safety & Sustainability Awards recognize locations within our Company that exemplify this commitment through their daily operations and ongoing on-site initiatives.

Two plants earned the 2024 Outstanding Safety & Sustainability Performance Award, experiencing no high-energy injuries or Process Safety Management near misses, Notice of Violations or exceeded permits. Beyond meeting key safety and sustainability metrics, these teams fostered employee engagement, collaborated on risk mitigation and shared best practices, strengthening both workplace culture and community ties.



2024 OUTSTANDING  
SAFETY & SUSTAINABILITY  
PERFORMANCE AWARDS



CRYSTAL HILL, VIRGINIA  
HEW

- Reduced waste to landfill by 25%
- Installed machine guard monitors that prevent equipment from running when guards are open and also improved fall protection in the warehouse for rail car loading, preventing falls onto rail
- Rebuilt Regenerative Thermal Oxidizers (RTO) emissions abatement equipment that removed inefficiencies that had developed from aging equipment, resulting in energy reduction and an improvement of destruction efficiency of pollutants



MARBLE HILL, GEORGIA  
HEM

- Installed rock guards on loaders, enclosed noise sources with engineered barriers and access platforms to eliminate work-at-height exposure
- Reduced diesel consumption by 7,500 gallons via mine planning improvements
- Upgraded fan system to increase throughput by 8.7% with zero added energy; reduced CO<sub>2</sub>e by 86 MT/year

One site received the **Rising Star Award**, which celebrates the remarkable strides made by Huber sites that are newer, smaller or up against significant challenges.



ILSA S.p.A, Arzignano, Italy  
HEM

- First Italian site to adopt our Sustainability Data Management Tool
- Processed 38,000 tons of leather waste, diverted 99% from landfill

- Reduced fall hazard risk via innovative engineering controls, such as automated handrails and anchoring lifelines
- Achieved a 40% reduction in Lost Time Injury Frequency Rate (LFTIR) year-over-year



# GRI Content Index

J.M. Huber has reported the information cited in this GRI Content Index for January 1st through December 31, 2024 in accordance with the GRI Standards.

GRI 1 Foundation 2021 used.

*“As a privately held company, reporting in accordance with the Global Reporting Initiative standards helps us set a strong foundation for our reporting evolution, while building trust and providing transparency for our stakeholders. We look forward to maintaining our commitments, upholding our principles, and being able to comprehensibly tell our impact story through data.”*

Maddie Knighton  
Corporate Sustainability Analyst



DISCLOSURE	LOCATION	OMISSION	
		REASON	EXPLANATION
GRI 2: GENERAL DISCLOSURES 2021			
2-1 Organizational details	<a href="#">About Huber (cover)</a> <a href="#">Appendix &lt; Huber Locations Around the World</a>		
2-2 Entities included in the organization's sustainability reporting	<a href="#">About Huber &lt; Portfolio of Businesses</a>		
2-3 Reporting period, frequency and contact point	<a href="#">Table of Contents &lt; In This Report</a>		
2-4 Restatements of information	Any restatement of previously reported data is explained in a footnote under the respective disclosure.		
2-5 External assurance		Information unavailable / incomplete	The data in this report has not been externally assured.
2-6 Activities, value chain and other business relationships	<a href="#">About Huber &lt; Portfolio of Businesses</a>		



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DISCLOSURE	LOCATION	OMISSION	
		REASON	EXPLANATION
2-7 Employees	<a href="#">Putting People First &lt; Diversity Equity &amp; Inclusion &lt; Workforce by the Numbers</a>		
2-8 Workers who are not employees		Information unavailable / incomplete	Temporary and/or contractors are often employed through a third party and are not included in headcount numbers. The work performed is variable, but often Manufacturing, IT, Finance and other professional services.
2-9 Governance structure and composition	<a href="#">Business Excellence &lt; Governance</a>		
2-10 Nomination and selection of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Selection</a>		
2-11 Chair of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Selection</a>		
2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Business Excellence &lt; Governance &lt; Setting Business Direction</a>		
2-13 Delegation of responsibility for managing impacts	<a href="#">Business Excellence &lt; Governance &lt; Delegation</a>		
2-14 Role of the highest governance body in sustainability reporting	<a href="#">Business Excellence &lt; Governance &lt; Setting Business Direction</a>		
2-15 Conflicts of interest	<a href="#">Business Excellence &lt; Governance</a>		
2-16 Communication of critical concerns	<a href="#">Business Excellence &lt; Governance &lt; Staying Informed</a>		
2-17 Collective knowledge of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Staying Informed</a>		
2-18 Evaluation of the performance of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Oversight</a>		



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		REASON	EXPLANATION
2-19 Remuneration policies	<a href="#">Business Excellence &lt; Governance &lt; Remuneration</a> <a href="#">Putting People First &lt; Employee Benefits &lt; Total Compensation</a>		
2-20 Process to determine remuneration	<a href="#">Business Excellence &lt; Governance &lt; Remuneration</a>		
2-21 Annual total compensation ratio		Confidentiality constraints	Sensitive data that cannot be provided
2-22 Statement on sustainable development strategy	<a href="#">Introduction &lt; Sustainability, For Generations</a>		
2-23 Policy commitments	<a href="#">Business Excellence &lt; Principles in Action</a>		
2-24 Embedding policy commitments	<a href="#">Business Excellence &lt; Principles in Action</a>		
2-25 Process to remediate negative impacts	<a href="#">Business Excellence &lt; Risk Management &lt; Assessing and Addressing Risk</a>		
2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Putting People First &lt; Nurturing Talent &lt; Employee Engagement</a> <a href="#">Business Excellence &lt; Principles in Action</a>		
2-27 Compliance with laws and regulations	<a href="#">Business Excellence &lt; Compliance</a>		
2-28 Membership associations	<a href="#">About Huber &lt; Sustainability Journey &lt; Strategic Partners</a> <a href="#">Putting People First &lt; Culture &amp; Inclusion &lt; Strategic Partners</a>		
2-29 Approach to stakeholder engagement	<a href="#">Business Excellence &lt; Governance &lt; Stakeholders</a>		
2-30 Collective bargaining agreements	<a href="#">Putting People First &lt; Workforce by the numbers</a>		
GRI 3: MATERIAL TOPICS 2021			
3-1 Process to determine material topics	<a href="#">About Huber &lt; Materiality Assessment</a>		



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DISCLOSURE	LOCATION	OMISSION	
		REASON	EXPLANATION
3-2 List of material topics	<a href="#">About Huber &lt; Materiality Assessment</a>		
GRI 201: ECONOMIC PERFORMANCE 2016			
3-3 Management of material topics	<a href="#">About Huber &lt; Financial Performance</a>		
201-1 Direct economic value generated and distributed	<a href="#">About Huber &lt; Financial Performance</a>		
201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">Environmental Stewardship &lt; Climate &amp; Water Strategy &lt; Goal 2</a>		
201-3 Defined benefit plan obligations and other retirement plans	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits</a>		
GRI 202: MARKET PRESENCE 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a>		
202-1 Ratios of standard entry level wage by gender compared to local minimum wage		Information unavailable / incomplete	Data not available
202-2 Proportion of senior management hired from the local community		Information unavailable / incomplete	Data not available
GRI 203: INDIRECT ECONOMIC IMPACTS 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Huber Helps</a>		
203-1 Infrastructure investments and services supported	<a href="#">Putting People First &lt; Huber Helps &lt; Housing: Building Essential Foundations</a>		
203-2 Significant indirect economic impacts	<a href="#">Putting People First &lt; Huber Helps &lt; Education &amp; Wellness: Backing Brighter Futures</a> <a href="#">Putting People First &lt; Huber Helps &lt; Environment: Growing Greener Communities</a>		
GRI 204: PROCUREMENT PRACTICES 2016			
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>		



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				REASON	EXPLANATION
204-1 Proportion of spending on local suppliers		<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>			
GRI 205: ANTI-CORRUPTION 2016					
3-3 Management of material topics		<a href="#">CODE OF ETHICS</a> <a href="#">Business Excellence &lt; Risk Management &lt; Corruption</a>			
205-1 Operations assessed for risks related to corruption		<a href="#">Business Excellence &lt; Risk Management &lt; Corruption Assessment</a>			
205-2 Communication and training about anti-corruption policies and procedures		<a href="#">Business Excellence &lt; Compliance</a> <a href="#">Business Excellence &lt; Risk Management &lt; Corruption</a>			
205-3 Confirmed incidents of corruption and actions taken		<a href="#">Business Excellence &lt; Risk Management &lt; Corruption</a>			
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016					
3-3 Management of material topics		<a href="#">Business Excellence &lt; Risk Management &lt; Anti-Competitive Behavior</a>			
206-1 Legal actions for anti-competitive behaviour, anti-trust and monopoly practices		<a href="#">Business Excellence &lt; Risk Management &lt; Anti-Competitive Behavior</a>			
GRI 301: MATERIALS 2016					
3-3 Management of material topics		<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>			
301-1 Materials used by weight or volume		<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>			
301-2 Recycled input materials used				Information unavailable / incomplete	Data not available
301-3 Reclaimed products and their packaging materials				Information unavailable / incomplete	Data not available
GRI 302: ENERGY 2016					
3-3 Management of material topics		<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Energy</a>			



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DISCLOSURE	LOCATION	OMISSION	
		REASON	EXPLANATION
302-1 Energy consumption within the organization	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Energy</a>		
302-2 Energy consumption outside of the organization		Information unavailable / incomplete	Data not available
302-3 Energy intensity	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Energy</a>		
302-4 Reduction of energy consumption		Information unavailable / incomplete	Data not available but likely to become more accessible in the near future
GRI 303: WATER AND EFFLUENTS 2018			
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Climate &amp; Water Strategy</a>		
303-1 Interactions with water as a shared resource	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Climate &amp; Water Strategy Goal 2</a>		
303-2 Management of water discharge-related impacts	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Climate &amp; Water Strategy Goal 2</a>		
303-3 Water withdrawal	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Water</a>		
303-4 Water discharge	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Water</a>		
303-5 Water consumption	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Water</a>		



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				REASON	EXPLANATION
GRI 304: BIODIVERSITY 2016					
3-3 Management of material topics	<a href="#">About Huber &lt; Sustainability Journey &lt; Martieriality Assessment</a>				
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			Information unavailable / incomplete	Data not available	
304-2 Significant impacts of activities, products and services on biodiversity	<a href="#">About Huber &lt; Portfolio of Businesses &lt; Huber Resources Corp. Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>				
304-3 Habitats protected or restored	<a href="#">About Huber &lt; Portfolio of Businesses &lt; Huber Resources Corp. Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>				
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations			Information unavailable / incomplete	Data not available	
GRI 305: EMISSIONS 2016					
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>				
305-1 Direct (Scope 1) GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>				
305-2 Indirect (Scope 2) GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>				
305-3 Other indirect (Scope 3) GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>				
305-4 GHG Emissions intensity	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>				
305-5 Reduction of GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance</a>				
305-6 Emissions of ozone-depleting substances (ODS)	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>				



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		REASON	EXPLANATION
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>		
GRI 306: WASTE 2016			
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Operational Circularity</a>		
306-1 Waste generation and significant waste-related impacts	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Operational Circularity</a>		
306-2 Management of significant waste-related impacts	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Operational Circularity</a>		
306-3 Waste generated	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Waste</a>		
306-4 Waste diverted from disposal	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Waste</a>		
306-5 Waste directed to disposal	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Waste</a>		
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016			
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>		
308-1 New suppliers that were screened using environmental criteria	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>		
308-2 Negative environmental impacts in the supply chain and actions taken	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>		
GRI 401: EMPLOYMENT 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a> <a href="#">Putting People First &lt; Employee Benefits</a>		
401-1 New employee hires and employee turnover	<a href="#">Putting People First &lt; Workforce by the numbers</a>		



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		REASON	EXPLANATION
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits</a>		
401-3 Parental leave	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits for Working Parents</a>		
GRI 402: LABOR/MANAGEMENT RELATIONS 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a>		
402-1 Minimum notice periods regarding operational changes		Information unavailable / incomplete	Information varies by location
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018			
3-3 Management of material topics	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
403-1 Occupational health and safety management system	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
403-3 Occupational health services	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Business Excellence &lt; Compliance</a>		
403-5 Worker training on occupational health and safety	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
403-6 Promotion of worker health	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits</a>		
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Information unavailable / incomplete	Data not available
403-8 Workers covered by an occupational health and safety management system	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		



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		REASON	EXPLANATION
403-9 Work-related injuries	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
403-10 Work-related ill health	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>		
GRI 404: TRAINING AND EDUCATION 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a>		
404-1 Average hours of training per year per employee	<a href="#">Business Excellence &lt; Compliance</a>		
404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Putting People First &lt; Nurturing Talent &lt; Talent Management</a> <a href="#">Putting People First &lt; Nurturing Talent &lt; Leadership and Succession Planning</a> <a href="#">Putting People First &lt; Nurturing Talent &lt; Managing Termination of Employment</a>		
404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Putting People First &lt; Nurturing Talent &lt; Talent Management</a>		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Culture &amp; Inclusion</a>		
405-1 Diversity of governance bodies and employees	<a href="#">Putting People First &lt; Culture &amp; Inclusion &lt; Workforce by the Numbers</a>		
405-2 Ratio of basic salary and remuneration of women to men		Information incomplete / unavailable	Further discussions required to determine how to quantify and measure the information
GRI 406: NON-DISCRIMINATION 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Culture &amp; Inclusion</a>		
406-1 Incidents of discrimination and corrective actions taken	<a href="#">Putting People First &lt; Culture &amp; Inclusion</a>		



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				REASON	EXPLANATION
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016					
3-3 Management of material topics	<a href="#">CODE OF ETHICS</a>				
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>				
GRI 408: CHILD LABOR 2016					
3-3 Management of material topics	<a href="#">CODE OF ETHICS</a>				
408-1 Operations and suppliers at significant risk for incidents of child labor	<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>				
GRI 409: FORCED LABOR 2016					
3-3 Management of material topics	<a href="#">CODE OF ETHICS</a>				
409-1 Operations and suppliers at significant risk for incidents of incidents of forced or compulsory labor	<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>				
GRI 413: LOCAL COMMUNITIES 2016					
3-3 Management of material topics	<a href="#">Putting People First &lt; Huber Helps</a>				
413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Putting People First &lt; Huber Helps &lt; Employee and Shareholder Driven Programs</a>				
413-2 Operations with significant actual and potential negative impacts on local communities	<a href="#">Putting People First &lt; Huber Helps</a>				
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016					
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>				
414-1 New suppliers that were screened using social criteria	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>				



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		REASON	EXPLANATION
414-2 Negative social impacts in the supply chain and actions taken	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>		
GRI 416: CUSTOMER HEALTH AND SAFETY 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Product Safety and Quality</a>		
416-1 Assessment of the health and safety impacts of product and service categories	<a href="#">Putting People First &lt; Product Safety and Quality</a>		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Putting People First &lt; Product Safety and Quality</a>		
GRI 417: MARKETING AND LABELING 2016			
3-3 Management of material topics	<a href="#">Putting People First &lt; Product Safety and Quality</a>		
417-1 Requirements for product and service information and labeling	<a href="#">Putting People First &lt; Product Safety and Quality</a>		
417-2 Incidents of non-compliance concerning product and service information and labeling	<a href="#">Putting People First &lt; Product Safety and Quality</a>		
417-3 Incidents of non-compliance concerning marketing communications	<a href="#">Putting People First &lt; Product Safety and Quality</a>		



# Huber Operations Around the World

## CORPORATE

### Americas

Atlanta, Georgia, US – Global Headquarters

Edison, New Jersey, US – Office

### Europe, Middle East and Africa

Dublin, Ireland – Office

## HUBER ENGINEERED MATERIALS

Atlanta, Georgia, US – Global Headquarters

### Americas

Aiken, Georgia, US – Manufacturing (Active Minerals International, LLC., HSM)

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

Climax, Georgia, US – Manufacturing (Active Minerals International, LLC., HSM)

Cortland, New York, US – Manufacturing (HSM)

Eatonton, Georgia, US – Manufacturing (Active Minerals International, LLC., HSM)

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

Gordon, Georgia, US – Manufacturing (Active Minerals International, LLC., HSM)

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

Houston, Texas, US – Office, Manufacturing (Active Minerals International, LLC., HSM)

Kennesaw, Georgia, US – Manufacturing (HAM)

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

Macon, Georgia, US – Office (Active Minerals International, LLC., HSM)

Marble Falls, Texas, US – Manufacturing (HSM)

Marble Hill, Georgia, US – Manufacturing (HSM)

Marblehead, Illinois, US – Manufacturing (HAM)

Quincy, Florida, US – Manufacturing (Active Minerals International, LLC., HSM)

Quincy, Illinois, US – Manufacturing (HSM)

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

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

Sparks, Maryland, US – Office (Active Minerals International, LLC., HSM)

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)

Molfetta, Italy– 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)

Shanghai, China – Office (Active Minerals International, LLC., HSM)

Taipei, Taiwan – Office (Active Minerals International, LLC., HSM)

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

Shuqualak, Mississippi, US – Manufacturing

Spring City, Tennessee, US – Manufacturing

## HUBER RESOURCES CORP.

Minocqua, Wisconsin, US – Office

Old Town, Maine, US – Headquarters