



J.M. HUBER CORPORATION | 2025 IMPACT REPORT



## ***A note from our President & CEO, Glenn Fish***

In 2025, the J.M. Huber Corporation furthered its legacy as a long-standing, family-owned enterprise. We continued to invest in significant capital projects and initiatives designed to position the Company for future success, all amidst an uncertain economic and geopolitical environment. Through it all, our people remained agile, dedicated and engaged, while staying true to the Huber Principles every step of the way.

A significant change toward the end of 2025 was the departure of former President & CEO, Gretchen McClain. During her time at Huber, she demonstrated exceptional leadership and forged meaningful connections with our Huber people around the globe. I am honored to serve as her successor and build upon the accomplishments of someone I admire so greatly.

One of Gretchen's most impactful contributions that I will continue to advance is Vision 150. With four dimensions that outline what we want to achieve, Vision 150 encourages the development of our employees, drives us to develop innovative solutions for our valued customers, accelerates our creation of nature-friendly solutions and propels us to be a recognized and respected sustainability leader.

Above all else, we prioritized keeping one another safe during 2025. A significant piece of our Vision 150 and the top of our Huber Principles, our safety culture remains paramount to our day-to-day operations. We remain diligently focused on the continuous improvement our safety record and overall performance.

We also invested in our people by further expanding our learning and professional development offerings for employees, providing new ways for our teams to hone their crafts, broaden their abilities and take on new projects in their respective roles. Additionally, we focused on our Total Rewards and pay structures, ensuring we remain a competitive employer of choice in both the global talent marketplace and with our current employee base.

Huber's commitment to people extends beyond career growth and compensation, prioritizing building a well-rounded employee experience. This is demonstrated in our I Belong at Huber initiative, which is built on mutual respect, promoting equitable access to opportunity and setting the standard for a culture that honors the dignity of all people. Through our focus on Talent, Culture and Community, we continued to

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**Glenn Fish**  
President & CEO of  
J.M. Huber Corporation

create meaningful spaces for employees to connect with their authentic selves and one another.

Our Employee Resource Groups (ERGs) played a major role in creating these spaces throughout the year, offering opportunities to connect, build skills and make an impact in local communities. Hosting nearly 50 events in 2025, these groups also drove increased



The Active Minerals International team in Quincy, Florida.

global membership while keeping employees engaged and energized.

Beyond the walls of Huber, we remained dedicated to our Huber Helps program, successfully investing 1% of Huber's net income in not-for-profit organizations in the communities where we operate and that our employees call home. Through employee and shareholder-driven programs, we were able to make an impactful difference for deserving causes around the globe.

Another essential piece of Vision 150 is enabling the success of our customers and partners through delivering a differentiated experience rooted in innovative products, services and solutions. For us, this has meant fostering creative thinking, nurturing new ideas and proactively investing in clean technologies and innovation.

From seeing the result of first year of operation of the gas-fired powerplant in Bergheim, Germany, to watching the first go live of our new cloud-based ERP, to building a brand-new mill to expand the accessibility of our HEW products in the Western United States (US), Huber continues to push boundaries and turn ideas into reality.

These attributes do not go unnoticed. Huber was named a 2025 Gold Standard Best Managed Company for the sixth consecutive year. Sponsored by Deloitte Private and The Wall Street Journal, this program acknowledges the best and the brightest private companies in the US, honoring top performers and their management teams for their contributions throughout their industries and beyond.

Additionally, as active member of organizations like the World Business Council for Sustainable Development (WBCSD) and [Board.org](https://www.board.org), we spend time collaborating with forward-thinking, like-minded companies around the globe as we work to achieve net-zero emissions for the betterment of our planet.

For the third year in a row, we are proud to say that 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). I hope you enjoy the stories that lie ahead, as they serve as just a snippet of how Huber's high-performing teams are collaborating to improve lives *for generations*.

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### IN THIS REPORT

J.M. Huber Corporation shares its sustainability performance through our annual 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 2025 and covers Huber-owned and operated entities. This information 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](mailto:CorpComm@Huber.com) so it can be routed to the appropriate expert within Huber.

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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 US, with thousands of employees worldwide and \$2.5 billion in revenue for 2025.

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



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

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

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

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

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

**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.

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

**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.

**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.

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

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

**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.

**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.

**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.

**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

**TATE & LYLE**

**AgroSolutions**

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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. As our guiding star that lights the path forward, Vision 150 serves as our roadmap 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 requires 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.

This next chapter was officially launched at our 2024 Leadership Forum in Atlanta, Georgia. Following the launch, we've utilized materials like long-form video, webinars, talking points and posters to help bring this messaging to life for our global employee base. We remained intentional in this approach throughout 2025, ensuring that Vision 150 remains a stable, constant point of reference in our communications, strategies and daily work.



*“Vision 150 provides a lot of stability for the future. Knowing that the family wants to continue their ownership, knowing that we have got to the sixth generation, and that they continue to grow.”*

Teresa Schluter  
HR Manager, Active  
Minerals & BiCarb,  
HSM



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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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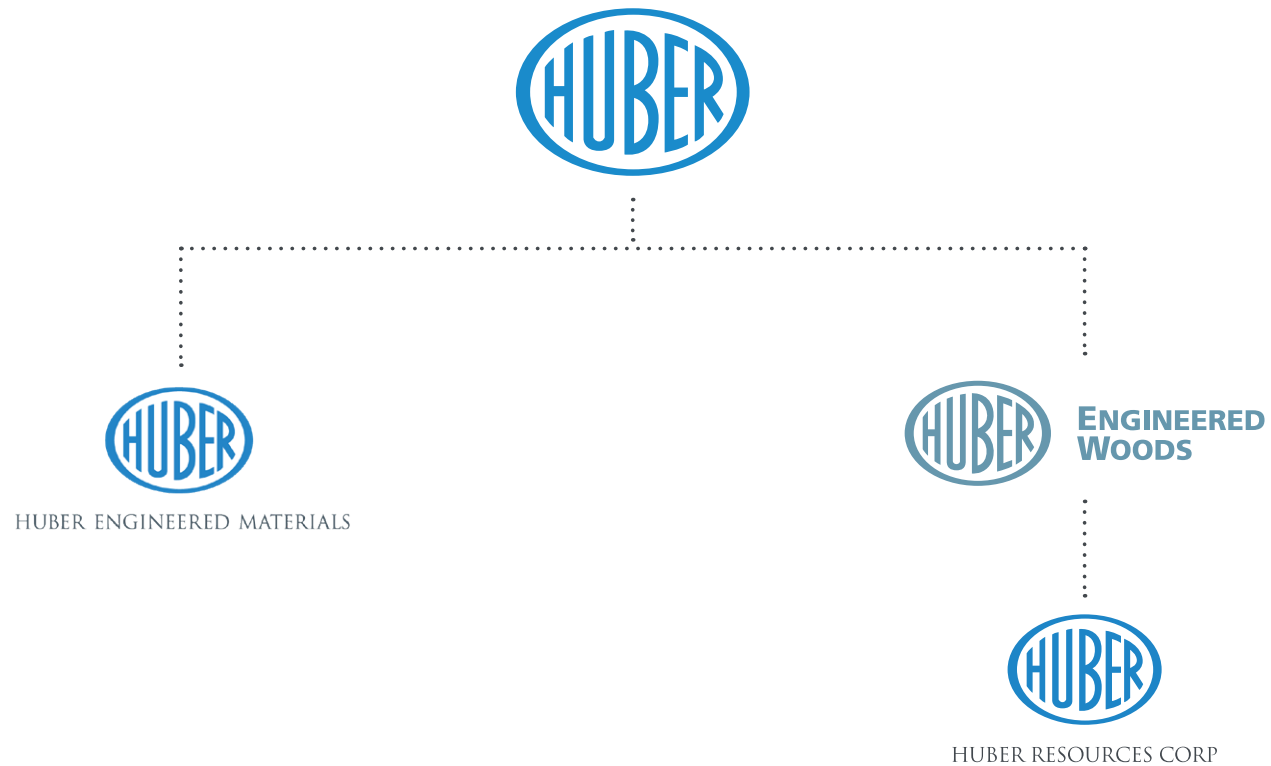
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# Our Portfolio of Businesses

## ***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.

During 2025, Huber developed and manufactured 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).



*This diagram represents the Huber portfolio structure as of December 31, 2025.*

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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)—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 2,100



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## 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 HAM 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 professional 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 (Attapulgate Clay & 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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One of HSM's Attapulgitite Mines in Climax, Georgia.

## 2025 Highlights

After a record-breaking year for productivity in 2024, HEM continued the positive momentum into 2025 with \$13.1 million in productivity gains for the year. Productivity-related activities included efficiency, sustainability and capacity creation projects, as well as insourcing initiatives and negotiating favorable contracts with key suppliers. Additionally, each site dedicated attention to key training and continuous improvement initiatives.

After two significant acquisitions within the HSM SBU during 2024, Active Minerals International, LLC (AMI) and Natrium, the team worked during 2025 to further integrate those organizations into Huber. Additionally, HEM completed an acquisition of The R.J. Marshall

Company's Additive Technologies and Alumina Trihydrate (ATH) assets to further expand the HAM business.

The launch of Project Horizon and the transition to Oracle Fusion Cloud Enterprise Resource Planning (ERP) was a major focus for the HEM business throughout 2025. Striving to adopt world-class processes, simplify workflows, introduce automation and boost efficiency, creating a more agile organization, this enterprise-wide initiative kicked-off within the HAS SBU at the Biolchim site in Medicina, Italy.

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## *High performance building envelope solutions*

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

**HEADQUARTERS:** Charlotte, North Carolina

**EMPLOYEES:** Approximately 1,000

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



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# Key Product Lines



- **AdvanTech® Subflooring** – 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® 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 adhesive 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™ Multi-Purpose Tape** – adheres and protects the jobsite from tough conditions inside and out.
- **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® 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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## 2025 Highlights

HEW’s five operating OSB mills ran effectively throughout the year, resulting in excellent Operational Equipment Effectiveness (OEE). Each mill successfully completed its annual outages within the allocated time frame. This essential task takes time to address any non-emergency maintenance issues to keep manufacturing sites in good working order.

HEW’s specialty product position, value proposition to customers and differentiated service model, contributed to resiliency during 2025 amidst depressed OSB pricing. Additional traction was gained with its non-OSB products, EXACOR® and accessories, such as AdvanTech™ Subfloor Adhesive, ZIP System™ Flashing Tape and the new ZIP System™ Multi-Purpose Tape. Accessory products such as AdvanTech™ Subfloor Adhesive and ZIP System™ Flashing Tape continued to expand its big-box retail store presence, entering into increased stocking locations across the US.

Progress continued toward the completion of HEW’s sixth OSB mill in Shuqualak, Mississippi. Once completed, the facility will significantly enhance manufacturing capacity and increase HEW’s ability to serve the US Western and Midwestern housing markets. On track to begin operation during 2026, the mill will employ more than 150 people and is expected to generate adjacent jobs in logging, hauling and hospitality industries.



The HEW booth at IBS 2025.

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HUBER RESOURCES CORP

## *Solutions for forest stewardship*

Huber Resources Corp. 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:** 41

**LOCATIONS:** 2 offices in the US



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## 2025 Highlights

Huber Resources Corp. (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 2025, HRC's timberland management group provided sustainable management services to over 1.5 million acres (607,028 hectares) of client timberlands in the US, including ~135,000 acres (54,633 hectares) of Huber-owned timberland. Over the course of the year, just under 281,000 tons of timber were harvested from client and Huber-owned land in Maine.

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

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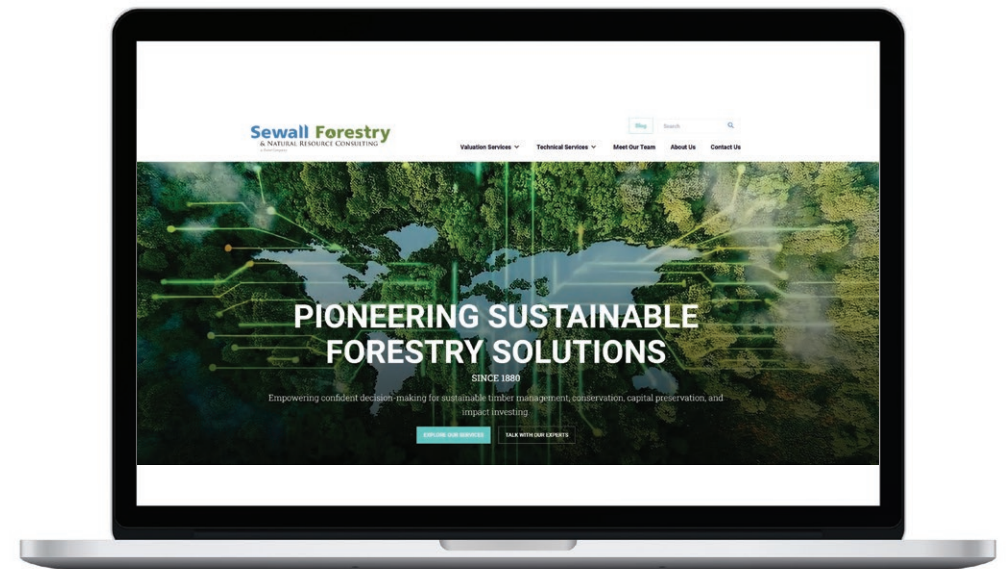
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HRC’s natural resource-based consulting team, **Sewall Forestry & Natural Resource Consulting (SFNR)** continued their work throughout 2025, advancing Huber’s position in timberland consulting worldwide. SFNR’s professionals assist public and private 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
- Geographic Information System (GIS) Analysis & Mapping
- Litigation Support

The SFNR team unveiled a new website (SewallForestry.com) in November 2025. The website highlights SFNR’s deep expertise in the industry, backed by a legacy of over 100 million acres (40,468,564 hectares) appraised across five continents. Featuring technology-forward visuals, clear messaging and modern infrastructure, the site better communicates SFNR’s mission, values and services to clients and partners across the globe. Acquired by HRC in 2021, SFNR continues to expand Huber’s global capabilities in key areas such as timberland appraisals, forest inventory management and forest modeling.



The homepage design of SFNR’s new website.

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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 cleaner, fresher 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, we keep innovation and customer centricity at the heart of what we do. We work to prioritize the needs of our customers, and work to 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.

## **Patents & Trademarks**

Huber safeguards its innovations through a robust intellectual property strategy designed to protect ideas, support commercialization and drive long-term value. Trade secrets are protected under the Company's Information Protection Policy, which outlines clear expectations and procedures for handling confidential information. When appropriate, we further protect our innovations through patents. Patent filing and maintenance decisions follow a strategic and cross-functional evaluation process that includes input from Huber's Research & Development, Marketing and Legal functions. The portfolio is actively managed throughout the 20-year life of a patent to ensure that Huber is effectively deploying its capital.



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At the end of 2025, Huber held 509 global patent assets, pending or granted. The patent portfolio evolves over time as assets are added, expire or are retired based on strategic needs.

Huber also actively protects the goodwill from its businesses and their innovations through its trademark portfolio, which includes 1,969 pending or registered trademarks around the world.

**1,969**  
PENDING OR  
REGISTERED  
TRADEMARKS

**509**  
GLOBAL  
PATENT  
ASSETS

## Portfolio Strategy

### WE OPERATE, WE PARTNER, WE INVEST

Huber is focused on the growth and long-term stability of our organization. As defined 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.

The sale of CP Kelco to global food and beverage ingredient solutions company, Tate & Lyle PLC (T&L), was a significant step in this journey. As a result of the transaction, which was completed on November 15, 2024, Huber owns approximately 17% of T&L shares and holds two seats on their Board of Directors. These seats are fulfilled by Cláudia Vaz de Lestapis, EVP, General Counsel & Corporate Secretary, and Heather Harding, members of the Huber Corporate Board of Directors and Chair of the Company's Audit & Finance Committee. Throughout 2025, Huber maintained steady progress and ultimately completed its Transition Service Agreement with T&L.

This transaction, the largest in Huber's 142-year history, has elevated Huber beyond being just an operator of niche businesses to also being a significant investor in a company positioned for sustained competitiveness and growth in the global food ingredients industry.

### MERGERS & ACQUISITIONS

As a private enterprise, Huber approaches Mergers & Acquisitions (M&A) with thorough consideration, evaluation and foresight for the future. 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 part of Huber—always with an eye on how well their culture will align with Huber's.

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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:

**Safety** assesses the safety protocols and processes of the acquired business against Huber’s Sustainability Management System (HSMS), working to achieve alignment with Company standards.

**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 for the acquisition 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 Enterprise Resource Planning (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 May 2025, HAM completed the acquisition of The R.J. Marshall Company’s Additive Technologies and ATH assets, excluding products that contain antimony trioxide (ATO). These assets, known for their high quality and performance, were acquired to integrate into HAM’s existing portfolio to provide customers with a seamless transition and continued access to the materials they rely on. In turn, the acquisition enabled HAM’s strategic goal of accelerating growth in specialty applications.

Prior acquisitions during the last five years include:

- 
**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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### CASE STORY

## *Project Horizon: Enabling Efficiency and Collaboration*

In 2025, our Company launched Project Horizon, a significant step forward in our ongoing efforts to prepare our businesses for long-term success by modernizing our operations and enhancing how we create value for customers and employees. Designed as a business-led, technology-enabled initiative, Project Horizon focuses on simplifying processes, improving data visibility and strengthening integration across functions and business units, enabling teams to work more efficiently and collaboratively in a rapidly evolving marketplace.

At the core of this initiative is the implementation of Oracle Fusion Cloud ERP, a modern, cloud-based platform that supports critical business processes across manufacturing, procurement, supply chain, finance and human resources. By standardizing best practices and adopting advanced digital tools, Project Horizon lays the groundwork for a more agile organization that is equipped to provide enhanced service to customers, adapt to change and make informed, data-driven decisions.

The first deployment of Project Horizon took place at the HAS Biolchim site in Medicina, Italy. The site demonstrated strong ownership, handling a wide range of essential tasks, ranging from system testing and integration validation through inventory loading and final readiness activities.

After months of work, the go-live successfully transitioned all operations to the new platform. In the days immediately following, members of the Project Horizon team were available to provide real-time guidance and support to Medicina, ensuring the adoption process was as smooth as possible.

“This go-live is a proud moment for our team. The dedication shown by our local employees and our global Project Horizon team members has been outstanding. Oracle Fusion Cloud gives us a modern, integrated foundation that will strengthen our operations and position us well for the future,” said Luca Donzelli, Director of EMEA/APAC Operations at HAS and Business Lead for Project Horizon.



The HAS team in Medicina, Italy, on the launch day of Project Horizon.

The successful implementation at HAS in Medicina marks an important milestone in Huber’s transformation journey. The implementation served as a successful pilot and collaboration model, uniting local expertise with global project resources to successfully deliver a complex project providing meaningful, sustainable improvements.

# Huber's 2025 Financial Performance

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*“Against a backdrop of economic and geopolitical uncertainty, Huber demonstrated exceptional resilience in 2025, pressing forward with significant investments in capital projects and initiatives that support future growth. Across the enterprise, our teams remained focused on operating efficiently and effectively, expertly navigating the headwinds facing many industries. Our strong performance is a testament to the quality of our market-leading businesses, our operational excellence and the commitment of our people.”*



**Jason Campbell**  
Executive Vice President &  
Chief Financial Officer

### TOTAL CONSOLIDATED REVENUE:

**\$2.5B**

**Revenue** is the total amount of money brought in by a Company for selling its products. Huber benefited from our strong portfolio structure during 2025. HEM revenues achieved record-high performance, driven by the acquisition of the Active Minerals business in 2024. The HEW business remained profitable, despite a weaker US housing market.

### AFTER-TAX ROIC:

**12.2%**

**410 basis points 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).

### CAPEX:

**\$334M**

**Capital Expenditures (CapEx)** is the total amount of money invested in physical assets of the business. Our capital spending for value-maintaining activities (repair and maintenance) was approximately \$47 million during 2025. 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.

### R&D INVESTMENT:

**\$18.3M**

**0.7% of revenue in 2025**

**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.

### BUSINESS RESILIENCY CAPITAL PROJECTS:

**86.1%**

**of major capital project spend had business resiliency characteristics**

**Capital deployment decision-making** represents one of the most important responsibilities for Management and our Boards. Remaining consistent with our Vision 150 and our Huber Principles, we place high value on capital projects that are designed to improve our overall business resiliency strategy at Huber. In 2025, 86.1% of our CapEx projects (by cost) were designed to optimize process capabilities and efficiencies, reduce safety exposures and/or drive environmental compliance and stewardship.

### PROFIT SHARING:

**\$27.5M**

**Profit sharing** for 2025 was paid out to all eligible US employees in March 2026. 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.

### 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 nearly \$3 million in charitable donations throughout 2025, achieving our rolling three-year (2023-2025) target.

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# Our Sustainability Journey

## Where we've been

For generations, sustainability has been in our DNA. We take great pride in serving as a model 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.



*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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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, which has now been aligned with the Global Reporting Initiative (GRI) standard since 2023.

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's 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 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.



A view of Katahdin Lake, where Huber donated land to Baxter State Park in 2011 to keep it pristine for decades to come.

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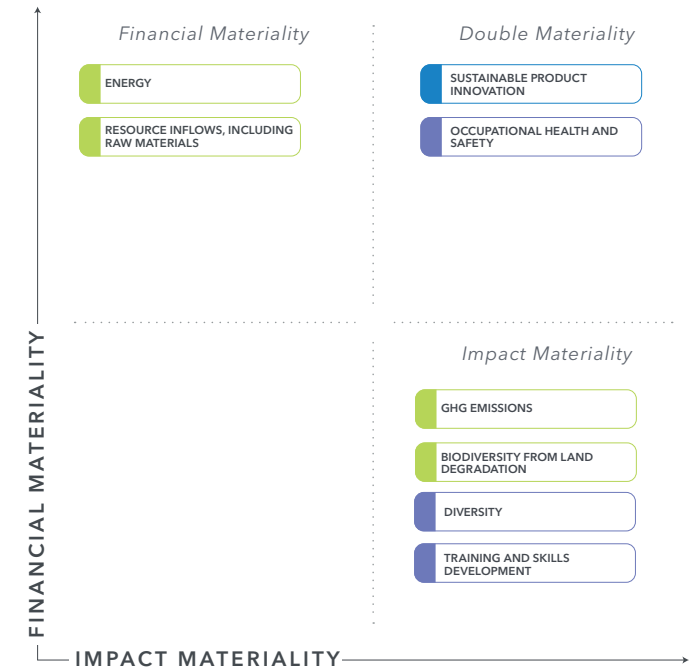
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# Materiality Assessment

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.

The year 2024 was our first year expanding our materiality assessment to include financial materiality, or Double Materiality (DMA). A 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.



The assessment was informed by EFRAG IG 1: Materiality Assessment Implementation Guidance, EFRAG IG 2: Value Chain Implementation Guidance and the European Sustainability Reporting Standards (ESRS).



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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2024 DOUBLE MATERIALITY ASSESSMENT—MATERIAL SUB-TOPICS

ENVIRONMENTAL			
<p><b>ENERGY (ESRS E1)</b></p>	<p>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.</p>	<p><b>BIODIVERSITY FROM LAND DEGRADATION (ESRS E4)</b></p>	<p>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.</p>
<p><b>GHG EMISSIONS (ESRS E1)</b></p>	<p>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.</p>	<p><b>RESOURCE INFLOWS, INCLUDING RAW MATERIALS (ESRS E5)</b></p>	<p>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.</p>
SOCIAL			
<p><b>DIVERSITY (ESRS S1)</b></p>	<p>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 &amp; Inclusion across all areas. Various mechanisms are employed to promote open dialogue on workplace inclusion.</p>	<p><b>OCCUPATIONAL HEALTH AND SAFETY (ESRS S1)</b></p>	<p>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.</p>
<p><b>TRAINING AND SKILLS DEVELOPMENT (ESRS S1)</b></p>	<p>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.</p>		
GOVERNANCE			
<p><b>SUSTAINABLE PRODUCT INNOVATION</b></p>	<p>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&amp;D capabilities, as well as the financial opportunity to incorporate sustainable solutions to meet customer and market demands.</p>		

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## Sustainability, For Generations

As represented in the pages above and further detailed in the pages to follow, 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 initiatives 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.

We've come to call this approach For Generations. Officially launched in our 2024 Impact Report, this language unites our global teams under the shared responsibility of sustainability—from the floors of our sites to the desks in our offices. Through educational opportunities and clear communication, For Generations empowers employees to feel passionate about their unique roles in this overall story, strengthening their connection to 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.

### 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.

### HUBER HELPS

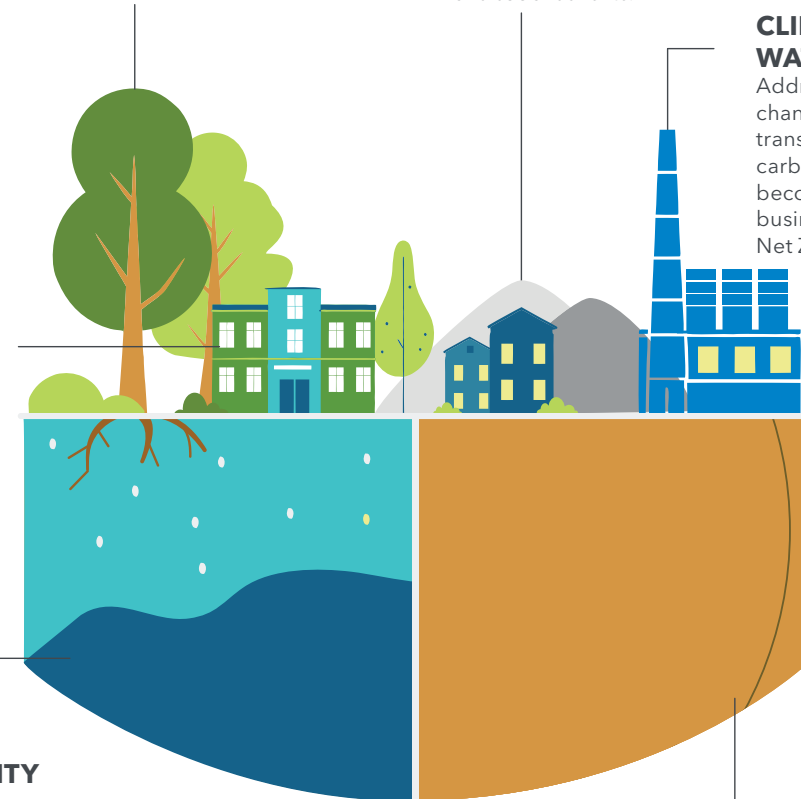
The Huber Helps program enables the Company to give back to the communities where we operate and where our employees live, creating a "ripple effect" of good around the world.

### CIRCULARITY

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

### 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.



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## Partners in Impact

We know that sustainability success cannot be achieved in a vacuum. By building a trusted network of purpose-driven peers, we are able to connect and collaborate with like-minded organizations, compare notes and ideas and ensure we remain at the forefront of ever-evolving best practices. These partnerships include organizations like:



*“The ESG & CSR Board is a peer intelligence community that gives senior sustainability practitioners at some of the world’s largest companies the opportunity to connect in a confidential, vendor-free space. By bringing these leaders together, they’re able to discuss challenges, share ideas, and make impactful changes, helping great companies grow even greater. Huber has very quickly emerged as a leading voice in our community, adding deep insights into conversations on everything from greenhouse gas emissions to corporate philanthropy. We’re honored to collaborate with Huber, and excited to help build a stronger, more responsible future together.”*

Andrew Dobbs, Senior Membership Director, ESG & CSR Board



### 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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# 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.

*"Huber is committed to fostering a workplace where all employees feel valued, inspired and well-equipped to reach their fullest potential through continued learning and effective leadership. Together, we're building an inclusive community where innovation thrives, teamwork flourishes and success is shared among many. This collaborative culture supports the growth and development of our people, enhancing Huber's overall ability to leave a long-lasting impact in all that we do."*

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



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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 diverse 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.

The team at HAM's Bauxite site during Safety Day 2025.



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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. By offering diverse roles and experiences, we help guide our people as they expand their knowledge, feed their curiosities and discover new passions through our many learning and development opportunities. Whether an employee of a few days or a few decades, we support them as they move toward 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) program using GPS, which includes a mid-year 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 2025, 1,472 employees received a performance review through the automated PATH process, which equates to 45% of our workforce. In total, this group was made up of 29% female employees and 71% male employees. Employees who are hourly and/or do not use PATH have their performances evaluated through alternate systems and processes.

An Individual Development Plan (IDP) is a plan created by an employee and their manager to support growth and development. It outlines short- and long-term goals, such as building new skills, completing projects, preparing for leadership roles or working toward future career opportunities.

The My Learning Library enables employees to strengthen existing skills, embrace new ones and explore career interests—from their very first day through retirement. Using Skillsoft’s Percipio platform, this immersive,



### MY LEARNING LIBRARY

**15,000**

*content views in 2025*

**1,500**

*learning hours completed*

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, to further hone their skills and knowledge. The My Learning Library had

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nearly 15,200 content views during 2025, with employees completing a total of 1,540 learning hours on the platform.

We also continued our successful internship program, welcoming 32 graduate and undergraduate interns across our Corporate, HEW, HEM and HRC 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 reflected a diverse range of ethnicities, genders, academic backgrounds and interests, and they benefited from informal mentorship, professional development activities and opportunities to network with peers and colleagues.

The Huber Mentoring Program completed its first official year in August 2025, engaging 320 employees across 20 countries. Interested employees were invited to apply as mentors or mentees, and were thoughtfully paired in formal, year-long mentoring relationships. The program gives



Some of the 2025 interns in the Atlanta, Georgia, office.

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.

CASE STORY

## The Meaning of Mentorship

Marianna Battain, Strategic Sourcing Manager (HAM), served as a mentor to Raquel Fonseca Correia, Regulatory Affairs Specialist (HAS), during the 2025 Mentoring Program. With Marianna based in Bergheim, Germany, and Raquel in San Giorgio Di Piano, Italy, the two were able to build a meaningful bond even across the miles.

*“From the start, there was a genuine openness and curiosity from both sides—to get to know each other and to learn from one another. I initially expected it might take longer to build rapport without meeting in person, but mutual curiosity proved to be a powerful driver of both meaningful connection and productive tension throughout our relationship.” — Marianna*



*“Mentorship is a two-way relationship built on mutual trust and respect. Evolving over time, it’s a continuous growth experience, focused on self-knowledge that cultivates awareness for improvement.”*

—Raquel



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Participants of the 2025-2026 Leadership Accelerator Program.

**LEADERSHIP AND TALENT REVIEW**

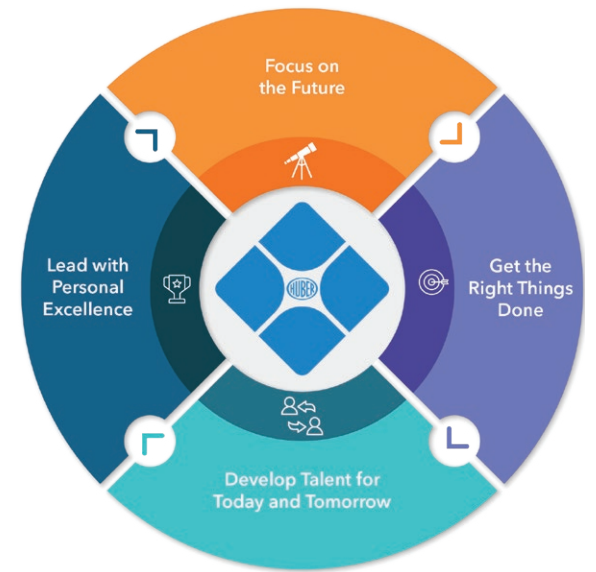
Aligned with Vision 150, Huber prioritizes the development of strong leaders who are deeply innovative, collaborative and energized to succeed.

This commitment is reflected in Huber’s Global Leadership Competencies, a set of 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.

Since their launch in 2024, the Competencies have now been woven into both the Talent Acquisition and PATH review processes.



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Huber also offers a wide breadth of development programs to enhance employees’ skills and further their careers. Rooted in our Huber Principles and aligned with our Global Leadership Competencies, these programs support employees at every stage of their careers, from entry-level roles through senior and executive leadership. Programs include:

**Aspiring Leaders Program**

This six-month program was designed for non-management employees to learn leadership skills, such as strategic communication, conflict management and creative problem solving. Employees attend virtual classroom sessions, complete online assignments available through the My Learning Library and network with fellow participants and guest speakers who are leaders across Huber. There were 87 graduates from the Aspiring Leaders Program in 2025.

**Manager Activation Program**

The Manager Activation Program is a foundational development experience for first-time people leaders, whether newly promoted or recently hired at Huber. This program features monthly 90-minute virtual sessions on leadership skills, technical capabilities, real-world scenarios, peer connection and expert insights from various functional leaders, offering real-time coaching and feedback. Between sessions, managers complete targeted activities and apply tools on the job to reinforce learning. A new program for 2025, the initial cohort was formed in October with 47 eligible managers.

**Leadership Accelerator Program**

This program was designed to develop well-rounded leaders by leveraging global best practices. Presented in partnership with the Terry College of Business at the University of Georgia (UGA), this intensive two-week program leverages UGA’s curriculum with Huber business philosophy and context, emphasizing three primary areas of focus: Strategic Thinking & Business Acumen, Operational Excellence and Leadership Development.



Graduates of the Aspiring Leaders Program from Huber’s sites around the world.

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Talent review sessions are conducted annually across our leadership teams and at individual plant locations. Succession plans developed during these talent review sessions are then calibrated at an enterprise level by the 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.



CASE STORY

*Strengthening Learning & Leadership with Huber Drumbeats*

Following the launch of our Global Leadership Competencies in 2024, the Learning & Development team prioritized building awareness and adoption of this new, shared set of skills across our global workforce during 2025.

This effort led to the rollout of Huber Drumbeats, a workshop series rooted in the Competencies and designed to build employee leadership skills. Prioritizing accessibility across our enterprise, workshops were offered both virtually and in-person at our plant locations. Topics for the sessions are selected in collaboration with the plant leadership teams, ensuring that content is relevant, applicable and aligned with the audience members.

The series kicked off in February 2025 at the HSM Natural Soda plant in Rifle, Colorado. The topics selected for the group were Building High Trust Teams and Embracing Change, which tie to the Developing Talent for Today & Tomorrow and Focus on the Future Competencies, respectively. Since then, Huber Drumbeats has made its way to 20 sites across our enterprise, with over 800 front line workers and operations managers having participated.

*“I am so very thankful to be working for a company that gives you opportunities to learn and develop. I feel that I have been growing not only at work, but also lessons I can bring home to my family and friends.”*

– Chad Tomlinson, Materials Coordinator, Broken Bow, Oklahoma

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## EMPLOYEE ENGAGEMENT

Huber aims to keep our workforce at the heart of everything we do. To do so, we place a 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 Surveys. These surveys provide a consistent, data-driven view of how our workforce experiences our culture, leadership and workplace.

The 2024 Employee Engagement Survey resulted in a 71% response rate across HEM, HEW, HRC and corporate employees. Our overall Employee Engagement Score of 73 exceeded the manufacturing industry benchmark set by our third-party survey partner Workforce Science Associates (WSA).

Our next full Employee Engagement Survey is planned for mid-year 2026. Once analyzed, the results will be used to assess progress against key engagement drivers identified in previous surveys and inform targeted action plans for corporate and portfolio business teams.

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 clear insight into how our employees perceive the Huber culture and understand any concerns or needs across the organization.

**71%**

*Engagement Survey response rate*

**73**

*overall employee engagement score*

## 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 access to career transition support services, when appropriate.

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# Safety, Health & Well-Being

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

**EMPLOYEE  
HIGH-ENERGY  
INJURIES**

**0**

**CONTRACTOR  
HIGH-ENERGY  
INJURIES**

**2**

**TOTAL  
RECORDABLE  
INJURY RATE**

**1.18**

**PROCESS SAFETY  
MANAGEMENT  
INCIDENTS**

**0**

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 1.18, which was an improvement over the 2024 TRIR of 1.34.\*

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 two high-energy incidents that occurred during 2025.

We are proud to share that there were no Process Safety Management (PSM) incidents during 2025. Process safety management focuses on the reduction of catastrophic risks related to high-energy exposures to our communities, the environment, employees and assets. At Huber, a PSM incident is defined as an event that results in significant property damage, fire, explosions, chemical release or injury.

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



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**ENVIRONMENTAL, HEALTH, SAFETY & SUSTAINABILITY TRAINING 2025**

**TOTAL EMPLOYEES  
TRAINED  
ON EHS&S TOPICS**  
**2,624**

**AVERAGE EMPLOYEE  
TRAINING HOURS**  
**20**  
*per employee*

**TOTAL CONTRACTORS  
TRAINED ON EHS&S  
TOPICS**  
**4,875**

**AVERAGE CONTRACTOR  
TRAINING HOURS**  
**1.3**  
*per contractor*

While there were no PSM incidents, our Safety & Sustainability personnel are prepared to thoroughly investigate should one arise, ensuring that we understand the root causes and prevent any similar incidents across each site and business.

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 global ethics line for employees to securely, verbally or in writing report any employment concerns, including health and safety issues. These reports can also be made anonymously.

Under the HSMS 230 standard, manufacturing sites are required to conduct a site-level risk assessment to identify credible risks including but not limited to scenarios involving occupational health and safety, process safety environmental aspects, business continuity and disaster response. This risk assessment must be updated periodically or when new information becomes available through changes made to the site, investigations

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 EHS&S policy
- Huber Sustainability Management System (HSMS)
- EHS&S and process safety organizational structure and relationship to line structure at Corporate EHS&S and process safety metrics
- 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

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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 with independent control layers 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 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 and work covered under Safe Work Permit Process. The system also has implicit 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.

### MINING SAFETY AND HEALTH ADMINISTRATION (MSHA)

HSM operates active mines and other manufacturing facilities in the US that fall under the jurisdiction of MSHA. MSHA inspections are conducted randomly at a

set frequency of twice or four times per year depending on the nature of the operation. As part of our commitment to world-class safety and regulatory compliance, we track the frequency and severity of MSHA citations at our operations. During 2025, there were 83 total citations at our manufacturing operations. Of those, 16 were categorized as “significant and substantial.” Each of these citations were investigated to identify both corrective and preventive actions, and learnings were shared throughout all facilities.

### MONITORING & IMPROVING

In 2025, Huber established the Global Safety Council—a common forum to learn, share and agree on safety priorities. It is comprised of operational leaders, safety leaders and front line safety committee employees to bring inclusivity and different perspectives. The committee meets quarterly, focusing on high-level learning events, HSMS and Life Saving Rules (LSR) focus topics, best management practices in operations and integration process and needs. The team works to build transparency in best practice sharing and learnings across all of Huber.

There were three HSMS Internal Compliance & Conformance Audits conducted in 2025,

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	FOR ALL EMPLOYEES				FOR WORKERS WHO ARE NOT EMPLOYEES			
	HEM		HEW		HEM		HEW	
Hours Worked	5,911,104				1,789,275			
Hours Worked	3,708,805		2,202,299		434,118		1,355,157	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Fatalities as a result of work-related injury	0	0	0	0	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0	0	0	0	0
Recordable work-related injuries	26	1.4	9	0.85	4	1.84	4	0.59
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
Recordable work-related ill health	0	0	0	0	0	0	0	0
Main types of work-related ill health	n/a				n/a			

in addition to one Compliance Audit & Gap Assessment. All sites improved results from their previous assessments. Crystal Hill, Virginia, maintained their Gold rating, while Bauxite, Arkansas, achieved Gold for the first time and became the first site to go from a "Needs Improvement" score to Gold in one audit cycle. Fairmount, Georgia, achieved a Silver rating, also improving from "Needs

Improvement." Our team in Rifle, Colorado, completed a compliance Audit and Gap Assessment with no major findings.

The Safety & Sustainability team organized a technical training session for site-level Safety & Sustainability leadership across all businesses in March 2025. The session was hosted by the Crystal Hill, Virginia, site

and attended by 47 Safety & 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

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and an overview of regulatory compliance planning. The sessions were intended to help newly acquired teams and new managers acclimate to Huber’s Safety & Sustainability practices while building a network of peers to assist with common challenges.

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

### HUBER ENGINEERED WOODS

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. Earning and maintaining this distinction is a multi-step process. After applying for entry into the program, sites are rigorously evaluated on-site by OSHA representatives and special government employees (SGEs). Currently, HEW’s Easton, Maine, Broken Bow, Oklahoma, and Crystal Hill, Virginia, sites are all VPP Star facilities.



CASE STORY

## Huber’s Inaugural Operations Summit

In June 2025, more than 70 plant and mill leaders from Huber Engineered Materials (HEM) and Huber Engineered Woods (HEW) came together in Atlanta, Georgia, for the first Huber Operations Summit—a gathering built around the simple idea of learning from each other. The Summit was an opportunity to bring the Safety-first, learning culture Dimension of Huber’s Vision 150 to life, fostering open dialogue, peer connection and shared problem solving to support operations employees and strengthen their teams across the Company.

The idea to host the Summit grew out of conversations across the portfolio about talent and leadership at the operations level. The featured sessions covered a wide range of priorities, from business updates and Vision 150 progress to discussions on safety, environmental regulations and future technology. Workshops and

peer exchanges focused on developing and retaining talent, strengthening employee engagement and sharing strategies for continuous improvement.

Plant Manager (HEW) in Easton, Maine, Bill Schettler, shared that attending the Summit reinforced the value of connecting with peers across the organization. “We know our own operations well, but learning about how others run theirs was eye-opening. Sometimes silos form, even within a business. Seeing those barriers break down across Huber really stood out to me.”

Looking ahead, operations leaders will continue building on the momentum from their meeting in Atlanta, aiming to keep ongoing gatherings consistent. In turn, this will provide a forum for leaders to address shared challenges together and further strengthen this essential dimension of Vision 150.

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Team members at the HAM site in Marblehead, Illinois, showing off their skills in the forklift rodeo.

**Easton, Maine:** This site completed a CAPEX project in the ash yard to mitigate exposures around fugitive dust, building structural concerns, combustible material and mobile equipment interaction. The team continues to focus on employee engagement in safety with the STAR team, annual safety fair, employee suggestions, Huddle Cards and 5S\* audit program. Additionally, the team developed a method to reuse blowdown water from their boiler to offset the required water for their log conditioning ponds, resulting in significant reduction in water usage.

**Commerce, Georgia:** This site has utilized a 5S plus safety audit process to continuously improve work areas throughout the plant. The team uses SafeStart Committee to focus on employee engagement in safety by

keeping information fresh and recognizing good observation submissions. A major CAPEX project was completed to maintain proper environmental abatement systems. Employees participated in live burn training at a local training facility, enhancing the fire brigade's abilities for emergency response.

**Crystal Hill, Virginia:** The site demonstrated strong safety culture engagement through a highly participative 10 day Safety Fair, achieving broad employee involvement and measurable awareness of Life Saving Rules and HSMS principles. The site received a second Gold HSMS audit rating with multiple best practices recognized. Data integrity improvements enhanced environmental reporting accuracy and audit readiness, while sustainability focused capital investments reduced waste, material

loss and environmental impact. Innovation and learning are reinforced through robust knowledge sharing, training, apprenticeships and cross site collaboration, complemented by extensive community engagement.

**Spring City, Tennessee:** All employees 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. The team performed a major rebuild of their dryer Regenerative Thermal Oxidizer (RTO), developing new design and installation plans which reduced the amount of downtime needed to complete this project.

\*5S is a lean manufacturing methodology focused on workplace organization and standardization.

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**Broken Bow, Oklahoma:** The team identified over 180 potential hazards and mitigated them prior to an issue occurring. The site recognizes employees with the STAR card program, resulting in over 1,800 cards presented to employees. Some CAPEX projects focused on RTO improvements, HVAC refrigerant upgrades and logistical improvements for loading rail cars. This outstanding site received the OSHA VPP Star of Excellence award for their demonstrated mature safety program.

**HUBER ENGINEERED MATERIALS**

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

In December 2025, HEM launched a refreshed version of their Life Saving Rules (LSR). Broadcasted across the SBUs, the HEM LSR serve as non-negotiable guidelines designed to prevent serious injuries and fatalities. They focus on critical behaviors and safe practices that protect our people every day—reinforcing Huber’s commitment to safety as a core value.

Important updates included:

- Greater emphasis on stopping work, reinforcing that if the LSR conditions are not met, or if there is any question about the safety of the task at hand, all team members should stop the job and take action until the potential risk of danger is resolved.
- Updated icons for each LSR to more clearly and accurately reflect the activities associated with each rule.

The launch of these refreshed materials included a wide array of materials, including posters, banners, stickers and digital screens in multiple languages to ensure ease of access and adoption moving forward. Managers also received detailed toolkits to help guide their site’s specific needs.



The refreshed HEM Life Saving Rules poster.

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CASE STORY

## Celebrating Safety Around the Globe

Each year, many sites across our enterprise take the time to celebrate safety in fun, creative and meaningful ways. Doing so further reinforces the importance of safe operations, reminding that safety isn't just a rule, but a way of life at Huber. Check out just some of the highlights below from how sites throughout our organization brought safety to life during 2025.

### Easton, Maine (HEW)

The HEW mill in Easton, Maine, hosted a two-week Safety Fair. Themed "Bring Safety Home," the event offered a variety of ways for employees to interact with safety and wellness both inside and outside of the workplace. Along with on-site activities, employees received take-home materials like crossword puzzles and word searches to reinforce key safety concepts and were encouraged to complete a SafeStart story with their families. Participation in these activities earned tickets, which could be redeemed for prizes, helping sustain engagement and excitement throughout the event.

*"The Safety Fair helps reinforce safety concepts in a simple, engaging way. It gives employees a chance to have some fun, have conversations, learn from each other, and build morale while bringing the Easton team together. The more we use these practices, the more they become habits, helping people to stay aware, make better decisions, and support their overall health and well-being on and off the job."*

Shane Pierce  
EHS&S Manager, Easton, Maine (HEW)



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*“Working for an organization that prioritizes safety gives my team and me a real sense of pride. When a company sets aside time for training—or even dedicates an entire day to celebrating safety—it proves that safety isn’t just a slogan, it’s something we live by every day.”*

*Matt Yeats, Plant Manager, Broken Bow, Oklahoma (HAS)*



**Marble Hill, Georgia (HSM)**

The HSM team in Marble Hill, Georgia, welcomed local responders and law enforcement for preparedness discussions and live demonstrations, including a low-angle rescue and a K9 search-and-retrieve exercise. Vendors and consultants also led valuable sessions on topics like home first aid response and disaster readiness. Local employees played a major role in making the day both informative and fun—leading product showcases, organizing games like cornhole and putt-putt and hosting prize raffles throughout the day.

“Organizing Safety Day around a focused theme like Emergency Preparedness allowed us to bring safety full circle—emphasizing its importance not only at work, but also during our commute and at home. It reinforces to our employees that we care deeply about their well-being in every environment, whether they’re in uniform or in a T-shirt and sneakers,” remarked Dylan Soles, Environmental, Health & Safety (EH&S) Manager.

**Crystal Hill, Virginia (HEW)**

The Crystal Hill, Virginia, mill emphasized engagement and education at their 10-day Safety Fair. A major highlight was the Safety Slogan Contest, which received 98 submissions from 72 employees. The winning slogan was printed on high-visibility T-shirts that were distributed to all local employees, while five runners-up had their

slogans and names featured on two facility banners. Other activities included such as a quiz on the Life Saving Rules (LSR), a puzzle featuring key HSMS terminology, a “Find and Correct a Hazard” Challenge and a Fire System Scavenger Hunt. Employees were able to earn coins through participation and were eligible to win prize packages generously donated from local vendors.

“I want employees to feel like they’re engaged and that they truly have a voice in our safety program. Whether it’s stopping by my office or sharing a new idea, every employee has the opportunity to make a difference. That engagement leads to better solutions—and ultimately, a safer facility for everyone,” shares Michael LaPradd, Health and Safety Manager.

**Hanover, Pennsylvania (HAS)**

The HAS team in Hanover, Pennsylvania, kicked off the day with a fire drill, followed by hands-on fire extinguisher training and a friendly competition to see who could put out a fire the fastest. The day also included a warehouse safety scavenger hunt, where employees searched for staged safety items while also identifying actual safety concerns throughout the space. The winners of this exercise took home fire extinguishers and fire blankets to reward their commitment to safety and attention to detail.

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**Qingdao, China (HAM)**

The Safety Day celebrated with the HAM team in Qingdao, China, focused on commuting safely through training sessions on traffic-related injuries, preventive driving and e-bike safety. Employees also explored how Huber products support the automotive industry, visited a local garage and participated in the launch of the “Eat Smart, Move More, Live Well” initiative, which encourages healthy lifestyle habits. The day wrapped up with a BBQ lunch and exercise sessions led by on-site coaches, making it a well-rounded and energizing experience for all.

*“At Huber, investing in safety reflects a culture of care, responsibility and respect. It builds trust, boosts morale and creates a secure environment where employees can thrive. When people feel protected, they’re more engaged — and the positive impact extends far beyond the workplace.”*

Helen Lu  
North Asian HEM  
HR Manager



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**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, 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 families.

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 split 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

**PROFIT SHARING PROGRAM**

**2,057**  
eligible employees

**\$27.5M**  
payouts made for 2025 performance

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 2026, payouts went out to 2,057 eligible employees based on the Company’s 2025 performance. These payouts totaled \$27.5 million.

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**GLOBAL BENEFITS PHILOSOPHY STATEMENT:**

- Deliver benefit 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.
- Offering **highly competitive employer programs** as another way we recognize that retaining and benefiting our employees is key to the **Company's success.**

**Benefits**

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:

**US Non-Union Benefits:**

- Health (Choice of 3 Plans - 1 PPO/2 HDHP (High-Deductible Health Plan) with annual employer contribution, Wellness Credit discount option with Rx, Dental (2 Plan Options)
  - Vision
  - Healthcare Flexible Spending Account (FSA)
  - Dependent Care Flexible Spending Account (DCFSA) and/or
  - Health Savings Account (HSA)
- 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, 401(k)Match (6.25% for employee 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

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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 services through a wide network of health care providers, including 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.

To promote Mental Health Awareness Month in the US, we distribute a comprehensive newsletter on mental health 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.

**Additional Benefits**

Aligned with our prioritization of our people and those who mean the most to them, Huber provides a total well-being benefit to all employees, regardless of if they are enrolled in a medical plan with us or not. Offered through an external vendor, this benefit offers a wide-range of easy-to-use tools to support the overall wellness of our employees. These tools include access to a



Baby Hayes loves his Huber gifts.

wide-network of providers offering virtual, in-person or live chat therapy options, as well as a self-care library, with resources covering how to improve sleep, manage anxiety, practice meditation, relieve stress, achieve personal goals and more. Participation is fully confidential, allowing employees to feel confident and secure when accessing the support they need.

Employees can also 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

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opioid cessation programs, virtual physical therapy for joint issues, midlife care (menopause support) and more.

Huber is also 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.

Additionally, 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—a tax-advantaged savings account designed for individuals with disabilities.

**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.

**PARENTAL LEAVE**

	Global	US Only
Employees who were entitled to parental leave in 2025	3,323	2,325
Male	2,687	1,941
Female	636	384
Employees who took parental leave in 2025	103	89
Male	90 (87%)	83 (93%)
Female	13 (13%)	6 (7%)
Total employees who returned to work in the reporting period (2025) after parental leave ended	93	86
Male	86 (92%)	80 (93%)
Female	7 (8%)	6 (7%)

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.

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Housing for Huber's plant workers in Louisiana in 1920.

## Culture & Inclusion

### *I Belong at Huber*

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

This commitment goes back more than a century to the early days of the Company's carbon black business in the US. Employees at a newly built site in Louisiana were paid equally across the board, and assignments for the on-location workforce housing were determined by seniority rather than race.

At a time when racial segregation was the norm across the South, these practices prompted local protests. 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.

In 2018, we came to call this approach "I Belong at Huber," 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.

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## I Belong at Huber®

Our strategy focuses on three pillars:



### CULTURE

We aim to create an inclusive environment where employees feel empowered to share ideas and drive innovation. We encourage every employee to take responsibility as an ally and advocate for a workplace where everyone can contribute and succeed.

Huber’s approach to culture and inclusion extends beyond traditional classroom training. Inspired by the 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 one another’s heritage to developing professional skillsets, I Belong at Huber is driven by engaging our people in experiences that are interactive, unique and meaningful.

We partner with Talent Acquisition and Learning & Development Centers



### TALENT

Huber recognizes that our talented workforce is the Company’s biggest competitive advantage. We invest in building a strong pipeline of candidates and developing talent at every level of the organization to support a globally diverse workforce.

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.

In 2025, Talent Acquisition anchored Huber’s strategic hiring priorities, delivering results despite a complex market. The team accelerated time-to-hire, maintained an inclusive approach to sourcing talent and earned strong hiring leader satisfaction. Key initiatives included scaling the Talent Acquisition Centers of Excellence across the enterprise and enhancing internal hiring processes. These efforts not only increased efficiency but also established a solid foundation for 2026.



### COMMUNITY

We want to ensure we are the role model for customers, suppliers, community 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.

Head to our [Workforce by the Numbers](#) section to access our employee statistics.

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 and participation in our ERGs.

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 2025. Should an employee have a concern about discrimination, they can report it through

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various channels, from a conversation with their manager to a confidential call to Huber’s Ethics Line. If such an incident surfaces, it is reviewed and any needed remediation plan is implemented, as part of our Principles in Action ethics program.

**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 the Young Black Leadership Alliance (YBLA), an organization based in Charlotte, North Carolina, dedicated to developing young Black leaders through educational and service opportunities. Through collaboration, we are able to foster connections within the communities in which we operate and further drive our impact as an organization.

By actively participating in and collaborating with industry associations, membership organizations and advocacy groups, Huber demonstrates its dedication to fostering a diverse, equitable and inclusive workplace culture at all levels. Through this engagement, we gain valuable insights and best practices that help shape our approach and drive positive impact within our

Company, the manufacturing industry and beyond.

**HUBER ENGINEERED WOODS**

Huber Engineered Woods is taking a proactive approach to fostering a more inclusive and diverse workplace culture. Consistent with Huber’s approach in fostering real-world experiences that promote understanding and a sense of belonging for all employees, HEW has transitioned to a local network model. Similar to how Huber structures all of its ERGs, each group is structured as a collaborative effort among site leadership, HR representatives and two or three employees from different functions who are energized by the Company’s Culture & Inclusion strategy and actively engaged in supporting it.

As part of this transition, HEW has taken action to continue to foster an inclusive and equitable workforce. For example, a total of 350 employees within HEW participated in Psychological Safety sessions during 2025. Conducted in-person, these sessions reinforce the importance of creating a space where employees feel comfortable to share ideas, empowered to ask questions and openly discuss concerns or mistakes.



*“The Huber Helps Grant has had a multi-level impact on the development of YBLA leaders and the communities they serve. Huber’s partnership and presence at our Career Exploration Day equipped our high school Ambassadors and Collegiate Emerging Professionals with valuable insight and preparation for the opportunities and challenges ahead.*

*By serving alongside our young leaders during MLK Day, Huber helped foster meaningful relationships and a strong support network while contributing to the distribution of thousands of meals for families in need and gifts of appreciation for local schools.*

*Through its continued support, Huber Helps has provided the resources necessary to empower our leaders not only to achieve success, but to lead lives of significance through service, leadership, and impact on others.”*



John Martin, CEO and Co-Founder YBLA

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Building on this foundation, HEW has formed seven local Culture & Inclusion Networks co-led by employee volunteers across each site. 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, hosting a variety of events ranging from volunteering for local causes to celebrating International Women’s Day.

**HUBER ENGINEERED MATERIALS**

During 2025, HEM actively engaged 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 has prioritized creating an inclusive culture while expanding its international presence.

After a successful round of “Psychological Safety Learning” sessions in the US in 2024, this program was provided to 285 employees in Germany during 2025. Launched to raise awareness and promote open dialogue about the importance of collaborative, trust-based environments, the full programming was comprised of 22 sessions over the span of five days. Accessibility was a key priority, with a total of 241 employees attending in person and 44 employees participating virtually.

Culture & Inclusion has been integrated into the onboarding process for new HEM hires. After first launching in 2024, participation in Introduction to Workplace Inclusion is now a permanent fixture for all new employees joining the HEM organization. This ensures that inclusivity and diversity are ingrained from the onset of their careers with the business.



The Culture & Inclusion network team for HEW’s mill Crystal Hill, Virginia.

HEM also piloted 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. A total of 30 employees participated in this program from October 2024 through October 2025.

Employees from within HEM were actively engaged in Huber’s ERGs during 2025. In addition to general membership, there were a total of 24 HEM employees in leadership positions, including 11 co-leads, nine pillar leads and four executive sponsors.

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HEM contributed \$3,000 to each of Huber’s ERGs that was allocated to philanthropic and community engagement activities. The funds were utilized by eight of the groups 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 selected organizations and causes are in alignment with the Huber Helps strategic pillars. Through continued investment in education, cross-cultural communication and community support, HEM has worked to build a more inclusive workplace while strengthening its global operations and customer relationships.

CASE STORY

*ASPIRE Women’s ERG Celebrates 10 Years*

The year 2025 marked a decade since the founding of the ASPIRE Women’s ERG—Huber’s very first ERG. What was originally started by HEW employees as a networking group for women has become a pillar of Huber’s Culture & Inclusion efforts, setting a high standard for ERGs across the organization.

Over the course of the last ten years, ASPIRE has vastly expanded its impact, evolving into a group that fosters meaningful connection both within Huber and externally within the local community.

*“ASPIRE’s lasting impact can be seen in the meaningful opportunities it has fostered for women to connect, develop and support one another professionally and personally. I’m proud to be part of the 10-year legacy this ERG has built and excited to see how it continues to evolve.”*

Natasha Lindsey, Communications Specialist and ASPIRE ERG Co-Lead



**March 2025:** ASPIRE hosted a flower arranging lunch and learn in celebration of International Women’s Day.



**September 2025:** ASPIRE members participated in a Volunteer Time Off (VTO) event in September to support Hospitality House, an organization dedicated to providing housing for the families of patients seeking medical care.



**October 2025:** ASPIRE joined the fifth annual Pink Cupcake Walk, raising awareness for breast cancer. The team raised \$1,000 to support the Go Jen Go organization, which offers financial aid to local individuals and families in the Greater Charlotte, North Carolina, area battling breast cancer.

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## Employee Resource Groups: Connection, Understanding, Appreciation

Huber's workplace is a diverse setting with people from many walks of life. For this reason, it's important to create opportunities for us all to not just acknowledge perspectives and backgrounds that differ from our own, but to genuinely appreciate, understand and learn from them.

Our 12 ERGs at Huber are voluntary, employee-led communities designed to connect employees who share a purpose, interest or background. They foster psychologically safe environments where employees can show up as their authentic selves and openly share 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.



EQUAL ERG members attend the Atlanta Pride Run 5k.

At the membership level, employees receive a wide range of valuable opportunities, including cross-functional networking, knowledge sharing with peers, professional development activities and direct exposure to senior leadership.

For employees wanting to get more involved, Huber's ERGs each have a dedicated group of volunteer leaders who plan events, host meetings and keep members engaged throughout the year.

Additionally, each of these groups are guided by an Executive Sponsor and supported by Huber's Culture & Inclusion Program Manager.

In total, our ERGs saw a global membership increase of almost 11% in 2025. These groups are an integral part of the I Belong at Huber initiative, sharing common goals with our overall culture and inclusion strategy.

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## OUR COHORTS

All employees are welcome to join any ERG, get involved as active members or simply show allyship and curiosity by participating in the events offered throughout the year.

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

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BEST ERG's Juneteenth Celebration in Atlanta, Georgia.

**EVENTS**

ERG initiatives have cultivated a powerful sense of belonging, professional growth and community impact across the organization. The engaging events hosted by ERGs play a key role in this effort, bringing people together around shared purposes and interests while introducing new perspectives and ideas. In turn, this work fosters a support system that transcends hierarchical level and differences in background and identity.

These events come in all different shapes and sizes. Employee-led panel discussions and webinars offer resonant learning experiences and shed 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.

Huber's ERGs hosted a total of 46 events throughout the year, offering opportunities to serve local communities, further develop professional skillsets and grow deeper connections with one another.

**Savor our Stories: Celebrating Caribbean Heritage Month**  
*Black Employees Supporting Talent (BEST) & Huber's Organization for LatinX Advancement (HOLA)*

In a collaboration with our BEST and HOLA ERGs, Huber hosted its first celebration for Caribbean American Heritage Month. The virtual and in-person event featured presentations from volunteers covering Barbados, The Bahamas, Jamaica, Panama, Curacao and Trinidad and Tobago. In-person attendees at the Atlanta, Georgia, office received samples of cuisines from each country presented.

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**Painting with Purpose**

*Disabilities Advancement and Wellness Network (DAWN) & Working Parents ERGs*

The DAWN and the Working Parents (Supporting Parents & Caregivers) ERGs hosted a Paint with Purpose volunteer event, fostering creativity and camaraderie to benefit the Foundation for Hospital Art.

Employee volunteers at the Atlanta, Georgia, office as well as the Huber Engineered Materials (HEM) site in Bauxite, Arkansas, worked diligently to paint their color-coded, pre-drawn art pieces. The two murals completed in Atlanta were then donated to a children’s advocacy center in Marietta, Georgia, while the mural in Bauxite went to the Arkansas Children’s Hospital in Little Rock.

Additionally, refreshments at the event in Atlanta were served by Java Joy—a program created to provide meaningful employment for adults with disabilities while giving the community one-of-a-kind opportunities for engagement.

**“Do it Scared” Virtual Book Club**

*Young Professionals (YP) & Empowering LGBTQ+ through Unity, Allyship & Leadership (EQUAL) ERGs*

The YP and EQUAL ERGs hosted a virtual book club discussion centered on “Do It Scared” by Ruth Soukup. The session featured a thoughtful and engaging conversation with Carlos Hernandez, Director, Learning & Talent Development for Huber, who shared insights on courage, growth and facing fear in both personal and professional contexts. The session also featured smaller breakout groups, where attendees shared their key takeaways from the book and discussed ways to apply those sentiments going forward.



Employees in Bauxite, Arkansas, with their finished artwork from the Paint with Purpose ERG event.

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# Workforce By the Numbers

<b>HEADCOUNT</b> <b>3,323</b> <i>Total number of Huber employees</i>	<b>TURNOVER</b> <b>5.8%</b> <i>Voluntary annual employee turnover rate at Huber, excluding retirement</i>	<b>HIRING</b> <b>398</b> <i>Total new employees</i>	<b>ACQUISITION</b> <b>0</b> <i>Employees gained through 2025 acquisition</i>	<b>TENURE</b> <b>10.2</b> <i>Average years of service</i>	<b>TENURE</b> <b>41%</b> <i>Percentage with Huber for less than 5 years</i>	<b>DIVERSITY</b> <b>38.8%</b> <i>Percentage of diverse new hires</i>	<b>DIVERSITY</b> <b>19.8%</b> <i>Women in top executive positions</i>
<b>34.5%</b> <i>From diverse groups in top executive positions, excluding Boards of Directors</i>	<b>29.5%</b> <i>From diverse groups in relation to the whole organization</i>	<b>459</b> <i>Belong to vulnerable or minority groups</i>	<b>481</b> <i>Under 30 years old</i>	<b>1,643</b> <i>Between 30 and 50 years old</i>	<b>1,199</b> <i>Over 50 years old</i>	<b>19%</b> <i>Of total workforce across all locations who are covered by formal collective agreements</i>	

<b>Total Employees</b>	3,323	<b>Total Regular Employees</b>	3,270	<b>Total Temporary Workers</b>	53	<b>Total Full-Time Employees</b>	3,221	<b>Total Part-Time Employees</b>	102
Male	2,687	Male	2,645	Male	42	Male	2,619	Male	68
Male %	81%	Male %	81%	Male %	79%	Male %	81%	Male %	67%
Female	636	Female	625	Female	11	Female	602	Female	34
Female %	19%	Female %	19%	Female %	21%	Female %	19%	Female %	33%
Americas	2,362	Americas	2,356	Americas	6	Americas	2,358	Americas	4
Asia	69	Asia	68	Asia	1	Asia	69	Asia	0
Europe, Middle East & Africa	892	Europe, Middle East & Africa	846	Europe, Middle East & Africa	46	Europe, Middle East & Africa	794	Europe, Middle East & Africa	98

**Notes:**

Headcounts on December 31, 2025

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 2025, Huber Helps deployed over \$3 million in charitable donations, achieving our rolling three-year (2023–2025) target of 1% of net income. The program extended its global reach by leveraging partnerships and continuing to nurture successful programs.



AREAS OF FOCUS



Housing



Education & Wellness



Environment

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

**1%**  
*of our net income*

**\$3.7 million**  
*deployed in 2025*

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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 repair projects around the world. Projects included in Huber's renewed commitment for 2025-2026 include:

**US:** Huber is sponsoring home builds in Los Angeles, California, Macon, Georgia, and Providence, Rhode Island, to support those in need of a safe, comfortable and affordable place to call home.

**Mexico & Colombia:** In partnership with Inter-American Cement Federation, funds donated to the "100,000 Floors to Play On" initiative will be used to replace dirt floors with concrete, serving as a catalyst to improve health outcomes for vulnerable families by helping to reduce diseases in homes while promoting growth and cognitive development of children.

**New Zealand:** Funded projects include home repairs and home improvements designed to foster healthier living conditions and climate resiliency.

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Huber’s support for the **Gary Sinise Foundation** included one cash-sponsored home for the **Restoring Independence, Supporting Empowerment (R.I.S.E.)** Program and HEW product donations for **seven R.I.S.E. homes** that were built throughout 2025.

Additionally, Huber hit milestone contributions to the GSF and their R.I.S.E. Program, with HEW product donations reaching **\$1 million in value** for supporting a total of 50 homes and Huber Helps cash donations to GSF programming reaching \$1 million since 2016.



For the third year in a row, Huber served as **Team Rubicon’s (TR)** Challenge Match for their Giving Tuesday campaign, raising **\$150,000** to fuel the work of Greyshirt volunteers who serve communities before, during and after disasters.

Huber also fostered and matched donations to **TR’s Ready Reserve Fund** for local natural disasters, including the flooding in Central Texas and the wildfires in Los Angeles, California. The Ready Reserve Fund enables volunteers to rapidly respond to disasters across the US, year-round. In total, this effort raised approximately **\$8,000** for the fund.

CASE STORY

## *Tools & Teamwork: Huber Employees Volunteer for Local Home Builds*

Throughout 2025, Huber employees had the opportunity to participate in build days across the US. With tools in hand and safety glasses on, teams worked tirelessly, tackling everything from framing to landscaping, and often getting the opportunity to work alongside the future homeowners who would soon call the build their forever home. In addition to employee volunteerism, these projects also received HEW AdvanTech® and ZIP System® product donations.



Lilburn, Georgia  
Gwinnett Walton Habitat for Humanity



York, Pennsylvania  
York Habitat for Humanity



Ithaca, New York  
Habitat for Humanity of Tompkins and Cortland Counties

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## Education & Wellness: Backing Brighter Futures



Through our partnership with **Project Lead the Way (PLTW)**, Huber invested \$170,000 into Science, Technology, Engineering and Mathematics (STEM) grants for schools in Noxubee and Kemper counties near Shuqualak, Mississippi, for the 2024-2025 school year through, expanding learning opportunities for 1,400 students and providing training for 12 teachers.

For the 2025-2026 school year, Huber Committed to an additional ten STEM grants, impacting nine different schools across four states: Georgia, North Carolina, Texas and Oklahoma.

### CASE STORY

## *Enhancing Healthcare Access for Rural Georgians*

During 2025, Huber participated in the Georgia HEART Hospital Program—an effort aiming to improve healthcare access for people in small communities in Georgia.

Through the Georgia HEART tax credit initiative, hospitals in these rural areas receive much-needed funding to help expand and improve their services. These funds have supported the purchase of essential medical equipment such as MRI machines, X-ray detectors, 3D mammogram equipment and CT scanners to make critical improvements in areas like maternity and newborn care, surgical services, diagnostic care and overall patient care.

Huber’s tax credits directed a total of \$600,000 to six different hospitals, all of which will make a measurable contribution toward better health outcomes for people in these communities.



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# Environment: Growing Greener Communities



Huber renewed its annual partnership with the **Arbor Day Foundation**, contributing **\$100,000** to support critical ecosystem restoration efforts through four reforestation projects in both the US (California, Georgia and North Carolina) and in Germany.

California: 24 acres restored

Georgia: 68 acres restored

North Carolina: 83 acres restored

Germany: 3 acres restored



Huber's 2025 funding for the **Chattahoochee Riverkeeper (CRK)** provided a total of **1,110 floating classroom scholarships** to students from Title I schools across the state of Georgia.

Huber also was the recipient of CRK's 2025 River Guardian Award, in recognition of our contributions that have provided more than **4,800 students in Georgia** the opportunity to board the Floating Classrooms and learn about water sustainability and stewardship since 2021.



*"Through Huber Helps, we advance Huber's purpose of improving lives for generations. We take great pride in supporting meaningful causes on a global scale, contributing to lasting, positive impact through initiatives inspired and driven by the passion and enthusiasm of our employees."*



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

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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. The 8 hours can be booked in 1-hour increments, offering flexibility in the volunteer opportunities employees can take advantage of.

We saw an uptick in participation for this international program in 2025, with 308 participating employees who logged 1,451 hours for a total Company investment of \$72,000.

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.



### VOLUNTEER TIME OFF

**308**  
Employees

**1,451**  
volunteer hours

**\$72,000**  
Company Investment

HEW employees from the Commerce, Georgia, site utilizing our VTO program to support the Boys and Girls Club of Jackson County.

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## 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 \$4 million to 78 organizations in communities where Huber operates and that employees call home.

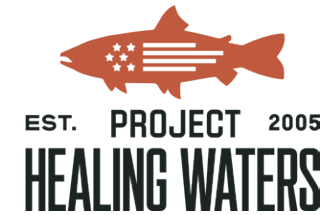
Nine nonprofit organizations were selected to receive a grant through the Huber Helps 2025 IYC program, totaling over \$500,000 in distributed funds. These recipients were selected from 70 applications submitted by employees globally, marking the largest number of applications the IYC program has received in program history. From building safe playgrounds and recreation areas to providing resources to support children and adults with cognitive disabilities, these projects will leave a long-lasting impact for generations to come. Some of the projects selected for 2025 include:



**Le Chiavi di Casa Foundation** in **Bologna, Italy**, received IYC funding to advance its mission of supporting families of people with disabilities through personalized guidance and resources to plan for their children's futures. The deployed funds will be used to renovate two apartments, helping these individuals achieve greater independence in their daily lives.



**Emaús Novos Alagados** in **Salvador, Brazil**, will be utilizing the IYC grant to make the renovations necessary to re-open the Escola Poplar school. Located in the underserved community of Novos Alagados, many local families live in poverty and rely on the school for daily meals and childcare while both parents work to earn a living. The re-opening of the school will provide consistent educational opportunities and daily meals for 120 children, as well as provide much-needed social service for many of the communities 21,000 residents.



**Project Healing Waters** in the **US** strives to heal the veteran population through the therapeutic art of fly fishing. Funding their National Destination program, this grant will remove obstacles, expand opportunity and provide life-changing, often lifesaving, experiences to those who have given so much.

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Samantha Bankert, Technical Services Specialist at PathStone's ribbon cutting ceremony in Hanover, Pennsylvania.

In addition to celebrating our 2025 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 **PathStone**, a private, not-for-profit organization dedicated to eliminating poverty and strengthening communities throughout New York, Pennsylvania, New Jersey, Ohio, Indiana, Virginia, Vermont and Puerto Rico. PathStone was selected in 2024 to build a pavilion at their site in Hanover, Pennsylvania, to support children participating in their Migrant & Seasonal Head Start program. Now complete, this pavilion will provide a safe shelter for children from underserved migrant families in the community from weather elements, including heat and rain.

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# Products on Purpose

## Keeping the planet in mind

The Products on Purpose pillar is an essential piece of our work as we continue to improve lives through our solutions. Initially introduced following the 2020–2021 materiality assessment, this component of our broader Sustainability program goals is now embedded into both Vision 150 and our For Generations story.

Understanding that the critical attributes of the environmental and social impact of our products will evolve and expand over time, Huber not only innovates, but strives 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 into the communities in which we operate.

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

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

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HAM 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 much safer. 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

*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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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.

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

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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, lowers the release of active ingredients into the water table. Additionally, higher yields on existing agricultural lands reduces the expansion into non-arable lands, thereby supporting biodiversity. Miller's nutritional products replace key depleting nutrients in the soil while their soluble fertilizers maximize efficacy in water-conscious drip

irrigation systems, an important farm irrigation tool in water-stressed areas.

The Biolchim Group offers biostimulants and trace elements, as well as water soluble, liquid and foliar fertilizers. These products provide nutrition for 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 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.



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**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.**

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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.

**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 2025, HEM received 98 total sustainability related requests, compared to 80 in 2024, representing a 22.5% increase in customer engagement year over year. Most requests contained specific questions across a wide range of topics, including product footprint information via Life Cycle Assessments, sustainable procurement and supply chain evaluation, water usage and voluntary sustainability reporting, among others.

**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 a full pipeline of 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.

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. The team continued its main focus on understanding customer and market needs and how to develop value propositions with the commercial organization to drive growth. This work will continue throughout 2026 as we refine the methodology and integrate it more broadly into portfolio decision-making and our innovation process.

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# Product Safety & Quality

## Assuring our World-Class Standards

All of our products (100%) have been assessed for health and safety through Safety Data Sheets (SDS). These are available to our customers, and include safe use, sourcing, substances and disposal.

### HUBER ENGINEERED MATERIALS

Throughout the business, HEM uses the Enablon® system to track issues related to safety and quality. In 2025, the HAM strategic business unit received 189 customer complaints, sharing best practices related to corrective and preventative actions to drive continual improvement.

HAM utilizes a Laboratory Information Management System (LIMS) at the Martinswerk site in Bergheim, Germany. This system is connected to its 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 creates a better understanding of

relationships between production and lab parameters. 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 SDS, updated in compliance with Reg. 878/2020 in the EU or with other local regulation if required. A team prepares the SDS with specific software in 23 different languages.

Normally the EU standard is accepted in EMEA-APAC, but when in some cases (i.e., Australia, New Zealand, China) a specific format is required, Biolchim provides it. Biolchim-Cifo has an automatic system 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



Container of Hubercarb® G3, an ultra-fine, high-purity ground calcium carbonate produced by HSM.

SDS, if they have made a purchase in the last 12 months.

For marketing, multi-language labels have also been implemented for products that are regulated for specific hazards to ensure compliance in regions where products are shipped for Safire®.

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In other areas of the organization, HSM received 85 customer complaints and HAS received 867 customer complaints.

**HUBER ENGINEERED WOODS**

HEW's 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 326 quality claims for 2025. The SDS provided by HEW includes 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:

1. Hazard information with pictograms and tox-ecotox classification. This 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 rules. A specific team works daily to keep this updated to the latest regulations, considering every toxicological update on each substance in a timely manner. This also includes the compliance of dangerous goods transportation rules.
2. Overall labeling compliance is maintained for agrochemical products such as fertilizers, bio stimulants and pesticides.
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 is proved by technical data, ensuring no contrast with safe use and sustainability rules and principles.

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# Environmental Stewardship

## *Caring for our climate*

As a long-standing family-owned enterprise spanning multiple generations, we have upheld a commitment to environmental stewardship. In order to continue to improve lives through sustainable solutions, we act as 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 HSMS 230 standard, all sites are assessed to quantify the risks our operations pose to their local environment and populations. Credible risk scenarios 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 they 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 any new potential risks are identified, assessed and controlled.

Our Safety & Sustainability policy guides Huber's commitment to responsible environmental operations across all of our manufacturing sites. The policy, along with the 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 emissions 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 200 standard, 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

0

**NOTICE OF VIOLATION (NOVS)**

2

**REPORTABLE RELEASES**

1

**PERMIT EXCEEDANCE**

5

**ISO14001 CERTIFIED FACILITIES**

San Giorgio di Piano (CIFO), Medicina (Biolchim), Arzignano (ILSA), Bergheim and Breitenau

*"As part of our deep commitment to environmental stewardship, Huber embraces a long-term perspective in our business practices to meet the needs of our internal and external stakeholders. We continuously prioritize optimizing our operations and supply chain to make our products more sustainable. By taking immediate actions and implementing bold, multi-year initiatives, we are consistently making great strides in protecting the environment for today and for years to come."*



**Jennifer Aspen Mason**  
Executive Vice President & Chief Sustainability Officer

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been determined, sites must document the equipment, tasks and activities needed to ensure compliance with all applicable obligations into the sites' "compliance plan" and ensure that they are 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 2025, Huber had no NOV's, two reportable releases and one permit exceedance. Huber paid €200 in environmental fines in 2025.

In addition to implementing and maintaining the HSMS, five Huber facilities—San Giorgio di Piano (CIFO), Medicina (Biolchim), Arzignano (ILSA), Bergheim and Breitenau are ISO14001 Certified.

## 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



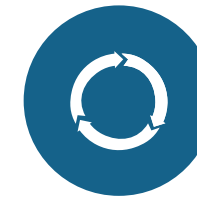
Develop science-based targets to reach Net Zero emissions by 2050 or sooner



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

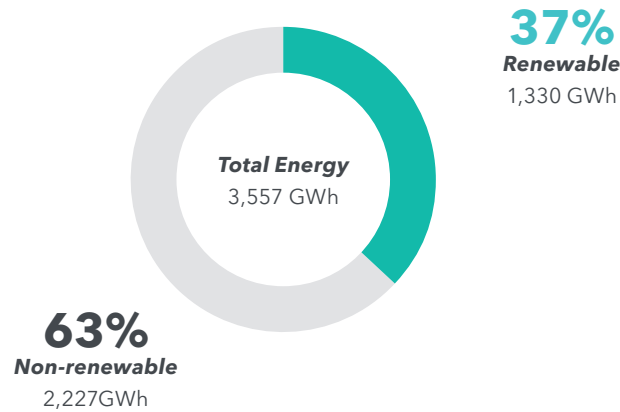
## Doing more while using and emitting less

A look back on Huber’s core business performance on our journey to Vision 150, compared to 2024.

### ENERGY

Our energy intensity ratio is 0.82 megawatt hours (MWh) per ton, where our denominator is our produced tonnage for 2025. This ratio only uses energy consumption within the organization.

#### RENEWABLE/NON-RENEWABLE



### TOTAL ENERGY GIGAWATT HOUR (GWH)

	HEM	HEW	TOTAL HUBER
Energy consumption	1,717	1,840	3,557
Non-renewable energy consumption	1,669	558	2,227
Renewable energy consumption	48	1,282	1,330
Electricity consumption	248	267	515
Steam consumption	0	0	0
Electricity sold	3	0	3
Heating sold	0	0	0
Cooling sold	0	0	0
Steam sold	0	51	51

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## CARBON EMISSIONS

**15%**  
**CARBON REDUCTION**  
 2025 vs. 2023

Huber uses an operational control approach as outlined in the GHG Protocol for calculating CO<sub>2</sub>e emissions. For the period from January 1-December 31, 2025, we include manufacturing facilities globally, and we exclude administrative offices, R&D facilities and other non-manufacturing environments as de minimus.

Emission calculation methodology aligns with the WRI GHG Protocol. Energy consumption (electricity, fuels, heat) is collected at each manufacturing site using invoices, meter readings and site records. Data is aggregated using an enterprise data management system, converted to standard units and validated monthly. Relevant and corresponding emission factors are applied to calculate Scope 1 and Scope 2 (market-based and location-based) emissions inventories. In line with the GHG Protocol, biogenic emissions are reported separately from Scope 1 emissions. We have no production, imports or exports of ozone-depleting substances (ODS).

In accordance with the GHG Protocols for recalculating base year emissions, we

adjusted our 2023 emissions profile for the divestiture of CP Kelco and the acquisition of Active Minerals International. As a portfolio company, we incorporate acquisitions and their emissions as quickly as practical—data for 2025 excludes manufacturing activities in Kecel, Hungary, Vancouver, British Columbia, Canada, and our newest site in Cortland, New York.

Since our 2023 base year, Huber has reduced absolute Scope 1 and market-based Scope 2 emissions by 15%. This progress aligns with our Vision 150 aspirations for a 55% reduction in Scope 1 and 2 emissions by 2033 on our pathway to Net Zero by 2050 or sooner.

Our emissions intensity ratio is 0.14 metric tons of CO<sub>2</sub>e per metric tons of product produced in 2025. 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. Other greenhouse gas emissions are not material to our operational sectors.

Of our total Scope 1 CO<sub>2</sub>e, 371,510 is CO<sub>2</sub>, 4,947 is CH<sub>4</sub> and 4,832 is N<sub>2</sub>O. Scope 1 CO<sub>2</sub>e as well as biogenic emissions, are calculated



## CASE STORY

## *Martinswerk Powerplant's Impact on Scope 1 Emissions Reduction*

In late 2024, the HAM Martinswerk plant officially switched its energy generation from lignite coal to natural gas. A major milestone in sustainability for Huber, this change resulted in significant efficiency gains in energy and steam production.

In its first full year of operation, **Scope 1** emissions from the plant were **reduced by 44% in 2025** in comparison to 2024—a **decrease of 89,000 tons of CO<sub>2</sub>(e)**. Additionally, the project has resulted in the elimination of coal ash (fly ash) and coal deliveries.

With the conversion and the resulting emissions reduction, we've taken a considerable step toward meeting European climate targets for CO<sub>2</sub> emissions. Moving forward, Huber will continue to optimize its operations to maximize efficiencies and further reduce emissions.

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**TOTAL SCOPE 1 EMISSIONS**

Direct greenhouse gas emissions from sources owned or controlled by Huber

**381,289**

*metric tons of CO<sub>2</sub>e*

**HEM**

**HEW**

299,520

81,769

using conversion and emission factors from IPCC 2006 Guidelines for National Greenhouse Gas Inventories and Global Warming Potentials (GWP) from IPCC AR5.

Huber’s 2025 Biogenic CO<sub>2</sub> emission were 490,192 MT from onsite combustion of biomass. These are excluded from our Scope 1 emissions. Location-based Scope 2 CO<sub>2</sub>e is calculated using 2021 eGrid factors for US facilities and 2016 IEA factors for non-US facilities. In alignment with the GHG Protocol, Market-based Scope 2 emissions utilize residual emission factors, Green E 2024 in the US and AIB European Residual Mixes 2024 in the EU, except for sites with credible renewable electricity certificates or contracts.

Huber worked with an external consultant to develop an 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

**TOTAL LOCATION-BASED SCOPE 2 EMISSIONS**

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

**208,862**

*metric tons of CO<sub>2</sub>e*

**HEM**

**HEW**

111,061

97,801

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 2025, 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).

**TOTAL MARKET-BASED SCOPE 2 EMISSIONS**

**214,867**

*metric tons of CO<sub>2</sub>e*

**HEM**

**HEW**

109,741

105,126

**NON-GHG AIR EMISSIONS**

EMISSIONS	METRIC TONS
Hazardous Air Pollutants (HAPS)	220
Heavy Metals	0.078
Nitrous Oxides	985
Particulate Matter (PM)	775
Persistent Organic Pollutants (POPs)	0
Sulfur Dioxide	106
Volatile Organic Chemicals (VOCs)	1,239

Tonnage represents only sites required by local regulation to report annual emissions.

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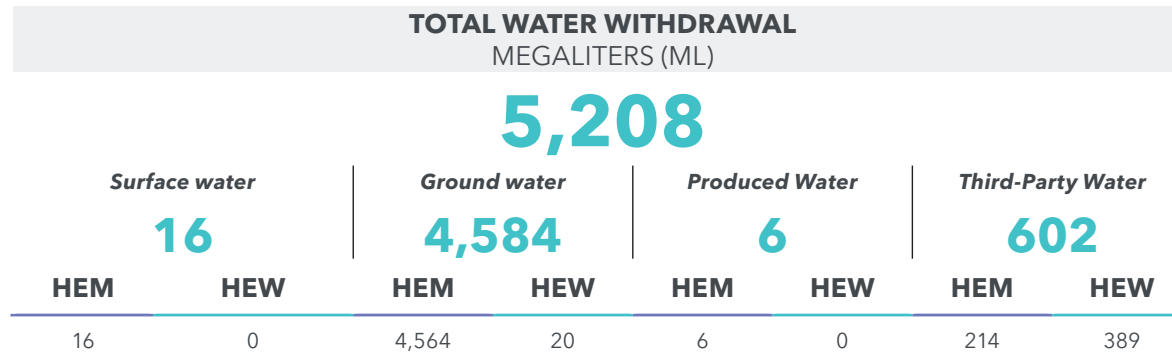
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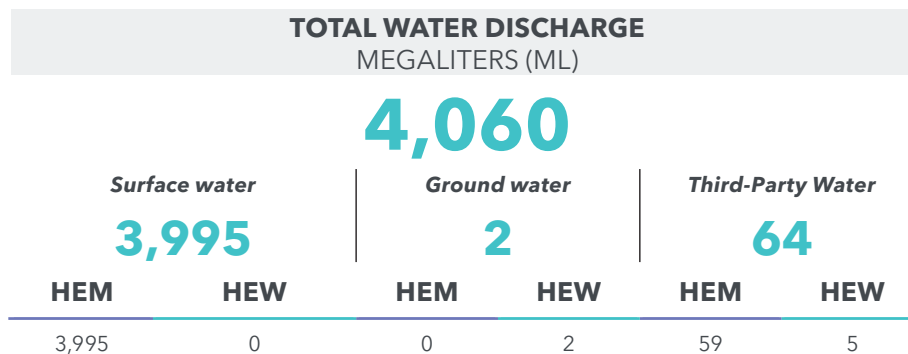
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**WATER**

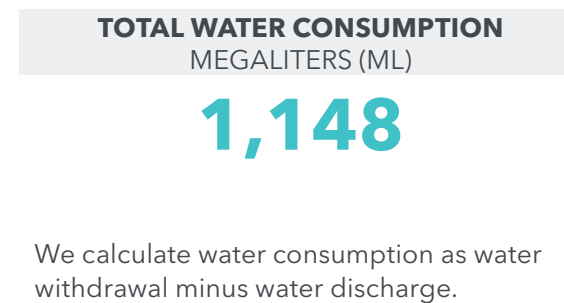
Huber has historically measured the water used during manufacturing processes as the sole water usage metric. However, a significant portion of Huber’s sites do not use water in the manufacturing processes. Water usage is low for those operations, with no wastewater generated. Water usage in 2025 captured 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.



No water was withdrawn from sea water sources.



No water was discharged into sea water sources.



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## WASTE

### TOTAL WASTE METRIC TONS (MT)

**217,573**

### TOTAL NON-HAZARDOUS WASTE METRIC TONS (MT)

**216,696**

<i>Landfilled</i>		<i>Byproduct Reuse</i>		<i>Waste-to-Energy</i>	
<b>19,752</b>		<b>112,681</b>		<b>18,057</b>	
HEM	HEW	HEM	HEW	HEM	HEW
7,598	12,154	31,471	81,210	156	17,901
<i>Recycled</i>		<i>Reclaimed Material</i>		<i>Diverted Waste</i>	
<b>8,284</b>		<b>12,304</b>		<b>45,617</b>	
HEM	HEW	HEM	HEW	HEM	HEW
6,674	1,610	12,304	0	45,617	0

### TOTAL HAZARDOUS METRIC TONS (MT)

**887**

HEM	HEW
887	0

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# Climate & Water Strategy

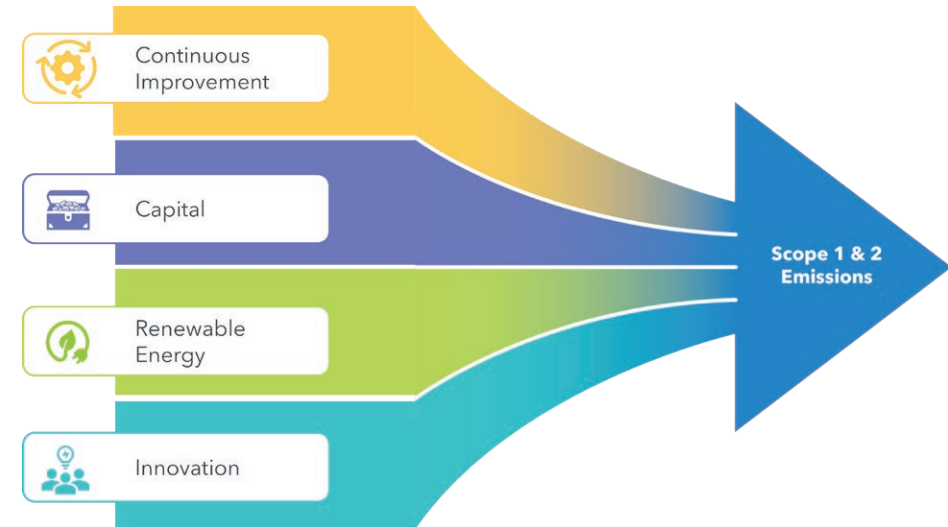
## ***Bold aspirations and action***

Aligned with a rapidly changing world and stakeholder expectations, Huber is engaging bolder and longer-term climate aspirations and actions.

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

In 2025, we launched our science-based target plan to reach a net zero carbon emission footprint by 2050 or sooner. Aligned with our 150th Anniversary and as our near-term milestone, we have set reduction targets for 2033 to cut total Scope 1 & Scope 2 emissions by 55% from our 2023 base year. We've already made significant progress toward our aspirations, and we have line of sight to additional reductions using four main levers.

**Continuous Improvement (CI):** Our CI teams work to identify both quick-hit and longer-term efficiency and capability improvements that help our manufacturing facilities do more with less. From changing out single-speed motors for ones that are more resilient and use less energy, to improving insulation around heated equipment to maximize gas savings, our efforts in CI help us grow our capabilities and lower our emissions.



**Sustainability Capital:** We have a pipeline of capital expenditure aimed at getting us closer to our 2033 aspirations and beyond. Smart deployment of projects with sustainability benefits, beyond incremental improvements, help us move the needle on Scope 1 and Scope 2 emissions. In 2025, we realized the value of sustainability capital with our Martinswerk power plant conversion, reducing our overall Scope 1 footprint by over 100k metric tons of CO<sub>2</sub>(e).

**Renewable Energy:** Reducing our Scope 2 emissions, specifically those from our purchases of electricity, is a top priority within our decarbonization roadmap. In 2025, we partnered with Schneider Electric Advisory Services to evaluate options for renewable electricity sourcing, contractual instruments and other methods to achieve long-term reductions in our Scope 2 footprint. In 2026, we'll continue to evaluate our best go-forward options to reach our near-term targets and our net zero aspiration.

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The solar array system at the HAM site in Marblehead, Illinois.

**Innovation:** Even though we have tangible, foreseeable reductions in our Scope 1 emissions, we know we will need additional innovation to our products and processes to achieve our aspirations. Our culture of innovation will help drive us toward emissions reductions where there are currently few viable options ready to be implemented. We’ve engaged our entire workforce in finding new ways to reduce our carbon footprint. We recently launched an Innovation Award for individuals or groups that identify creative and achievable carbon reductions.

### UNDERSTANDING OUR CARBON FOOTPRINT

Huber sites began gathering specific sustainability data on a monthly basis starting in 2017. Our process captures electric, fuel and purchased energy usage at the site level, which is uploaded to the Enablon data management system. Through comparison of these data with GHG accounting protocols and global electrical grid 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

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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. The SBT decarbonization plan was reviewed by Huber Management in 2025, and officially launched in the third quarter of the year.

Our manufacturing sites within each business are consistently driving for improved efficiency in resource utilization. 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**

**Governance**

**Board Oversight**

Huber is privately owned and adheres to many of the best practices of publicly traded enterprises, including maintaining robust governance structures. Huber is governed by a Board of Directors with a majority of independent directors.

The Corporate Board of Directors has a standing Safety & Sustainability Committee comprised of four voting members from

the Board and one non-voting member that reports to and assists the Board in monitoring the integrity and sufficiency of the Company’s safety and sustainability programs. The Committee Chairperson is a fifth-generation Huber family member, offering the family the opportunity to actively and frequently provide guidance and direction towards the Company’s sustainability efforts—particularly those pertaining to lessening the organization’s impact on climate-change and water scarcity, as well as Huber’s dependence on finite natural resources.

The Board Committee Chairperson works closely with the Executive Vice President & Chief Sustainability Officer (EVP & CSO) to provide oversight on the execution of the Huber Sustainability Strategy and reports progress back to the J.M. Huber Board of Directors, elevating climate-related issues and risks as necessary.

**Management Oversight**

Huber’s Safety & Sustainability Council, comprised of functional and portfolio leadership, assures alignment of business sustainability strategies across the organization and serves as a conduit to the Safety & Sustainability Committee of the Board. Huber’s Safety & Sustainability function governs the climate risk assessment

process and is responsible for reporting progress through leadership and the Board. Huber’s businesses are ultimately responsible for their respective climate-related risk mitigation controls and the strategic allocation of resources.

**Strategy**

Huber integrates climate-related risks and opportunities as a core consideration in its long-term strategic planning, with success measured by creating a more sustainable future. Executing climate risk management as a forward-looking practice creates output and insights that strengthen and promote our overall strategy and goals. The organization is committed to advancing its climate goals by investing in sustainable innovation across its products, operations and growth initiatives. Climate is also considered in each step of Huber’s strategy setting and financial planning, as demonstrated in due diligence practices and in product research and development.

These efforts are designed to align with our broader sustainability vision and reinforce our role in driving a low-carbon, resilient future.

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Climate Related Risks

TRANSITIONAL RISKS

RISK	DESCRIPTION	POTENTIAL IMPACT			MITIGATING ACTIVITIES
		Short Term	Mid Term	Long Term	
Market	Risk of abrupt and unexpected increases in energy costs or reductions in energy availability under a climate transition.	M	M	M	<ul style="list-style-type: none"> <li>• Explore fuel switching and energy efficiency upgrades, and renewable energy sourcing.</li> </ul>
Market	Risk of decreased customer demand for products and services that may be perceived as carbon-intensive in a transitioning economy.	L	M	M	<ul style="list-style-type: none"> <li>• Track and respond to evolving customer sustainability expectations;</li> <li>• Maintain certifications and transparency to retain and build market trust;</li> <li>• Conduct Life Cycle Assessments (LCAs) to identify emissions hotspots.</li> </ul>
Market	Risk of increased cost of raw material inputs to meet the carbon transition.	L	L	L	<ul style="list-style-type: none"> <li>• Explore fuel switching and energy efficiency upgrades, as well as renewable energy sourcing;</li> <li>• Investigate raw material optionality to lower overall carbon footprint;</li> <li>• Review business continuity plans for climate-related disruptions;</li> <li>• Evaluate cost-effective alternatives for fuel and raw materials.</li> </ul>
Reputational	Risk that a perceived lack of action, transparency, or alignment with climate-related commitments and sustainability standards may lead to reputational damage for J.M. Huber.	L	L	L	<ul style="list-style-type: none"> <li>• Set and disclose science-based carbon emissions aspirations;</li> <li>• Maintain sustainability certifications, voluntary and compliance-based disclosure cadence to retain and build stakeholder trust.</li> </ul>
Policy & Legal	Risks from emerging or new climate regulations on products or operations.	L	L	M	<ul style="list-style-type: none"> <li>• Optimize operations to meet emissions and sustainability standards;</li> <li>• Track and prepare for emerging sustainability regulation;</li> <li>• Consider policy advocacy to shape regulation where appropriate.</li> </ul>
Policy & Legal	Risk that continued and increased demand for emissions disclosures in accordance with international standards will increase costs for business.	L	L	L	<ul style="list-style-type: none"> <li>• Optimize operations to meet emissions and sustainability standards;</li> <li>• Track and prepare for emerging sustainability regulation;</li> <li>• Consider policy advocacy to shape regulation where appropriate.</li> </ul>
Technology	Risk from the substitution of existing products with lower emissions options, unsuccessful investment in new technologies, and costs to transition to lower emissions technology.	L	L	M	<ul style="list-style-type: none"> <li>• Explore capital investment in lower-emissions technologies;</li> <li>• Evaluate cost-effective alternatives for fuel and raw materials;</li> <li>• Investigate raw material optionality to lower overall carbon footprint;</li> <li>• Conduct Life Cycle Assessments (LCAs) to identify emissions hotspots.</li> </ul>
Technology	Risk that a lack of a strong business case or anticipated ROI slows action on company climate goals.	L	L	L	<ul style="list-style-type: none"> <li>• Set and disclose science-based carbon emissions aspirations;</li> <li>• Educate stakeholders on low-carbon investment value proposition;</li> <li>• Explore capital investment in lower-emissions technologies.</li> </ul>
Technology	Risk from the substitution of existing processes with lower emissions options, unsuccessful investment in new technologies, and costs to transition to lower emissions technology.	L	L	M	<ul style="list-style-type: none"> <li>• Explore capital investment in lower-emissions technologies.</li> <li>• Evaluate cost-effective alternatives for fuel and raw materials.</li> </ul>

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**PHYSICAL RISKS**

RISK	DESCRIPTION	POTENTIAL IMPACT		MITIGATING ACTIVITIES
		2025	2045 (SSP2-4.5)	
Chronic	Extreme heat events have intensified in recent decades and will continue to do so under future warming, potentially impacting employee health and productivity.	L	M	Prioritize employees' health, safety and wellbeing through Huber's Sustainability Management System that focuses on reducing risk and integrating best practices.
Chronic	Extreme rainfall and pluvial flood risk will continue to increase, especially central and eastern states and urban areas, potentially impacting operations and value chain transportation.	M	M	Review business continuity plans for climate-related disruptions.

**CLIMATE-RELATED OPPORTUNITIES**

RISK	DESCRIPTION	POTENTIAL IMPACT			ADAPTION MEASURES
		Short Term	Mid Term	Long Term	
Reputational	Increased ability to attract and retain talent, if employees and candidates perceive J.M. Huber as taking positive action on climate change and sustainability.	L	M	H	<ul style="list-style-type: none"> <li>• Pursue sustainability as a talent attraction and retention strategy;</li> <li>• Share Huber's sustainability story internally and externally to engage employees and stakeholders</li> </ul>
Reputational	Opportunity to improve J.M. Huber's reputation under a climate transition due to perceived positive action, transparency, and alignment with climate-related commitments and sustainability standards.	L	L	M	<ul style="list-style-type: none"> <li>• Set and disclose science-based carbon emissions aspirations;</li> <li>• Maintain sustainability certifications, voluntary and compliance-based disclosure cadence to retain and build stakeholder trust</li> </ul>
Products & Services	Seek new markets in low-emission products/services, development of climate adaptation solutions, development of new products or services through R&D and innovation.	L	L	M	<ul style="list-style-type: none"> <li>• Pursue development of lower carbon products;</li> <li>• Explore expansion into markets favoring sustainable solutions;</li> <li>• Explore use of marketing to emphasize environmental benefits and differentiate from competitive solutions.</li> </ul>
Resource Efficiency	Opportunity to contribute to and benefit from better use of resources, such as more efficient modes of transport, more efficient production and distribution processes, use of recycling/upcycling, more efficient buildings and reduced water usage and consumption.	L	L	L	<ul style="list-style-type: none"> <li>• Optimize manufacturing and logistics (e.g., bulk shipping, warehouse efficiency).</li> </ul>
Technology	Opportunity from the successful substitution of existing operations with lower emissions options and investments in new technologies.	L	L	M	<ul style="list-style-type: none"> <li>• Pursue development of lower carbon products;</li> <li>• Optimize manufacturing and logistics.</li> </ul>

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**Risk Management**

**Identification, Assessment and Management of Climate-Related Risks**

Huber’s climate risk management framework leverages its enterprise risk management approach to determine the most critical climate risks. Our reporting aligns with the Task Force on Climate-Related Financial Disclosures (TCFD) framework, which we have been using since 2022 to guide our assessment of climate risks and opportunities. Huber’s Safety & Sustainability function is the governance body for climate risks responsible for identifying, assessing, prioritizing and mitigating physical and transition risks related to climate issues. To assess these risks, we identified relevant assets and operations, and used scenario analysis to evaluate the likelihood and impact of risks and opportunities across multiple time horizons (up to 2045).

Physical risk analysis included our sites and key suppliers, modeling them for chronic and acute perils under SSP2-4.5 from present day to 2045. SSP2-4.5 represents a “middle of the road” pathway that informs a realistic view of impacts to our business and operations.

Transition risk and opportunity likelihood and impact were evaluated through a series of interviews and a workshop. These discussions focused on the impacts of transition risks and

opportunities, such as regulatory changes, market shifts and technological disruption to our operations, products and stakeholders. We used the “Below 2°C” scenario, which represents increasing stringency of climate policies that eventually limit global warming to below 2°C, to inform our analysis of transition risks and opportunities.

The findings are summarized into a climate risk register, ownership is assigned and mitigation progress is tracked to ensure we are adequately managing our climate risks. Critical risks are reported to the Board as identified, however, the climate risk register is refreshed and reviewed by the Board on a biennial basis.

Huber’s Enterprise Risk Management dashboard has a 3-year timeframe and includes risk tiers based on EBITDA impacts and likelihood of impact. Climate risks and opportunities are inherently longer-term, so assignment of short-term EBITDA or revenue impacts are less certain when compared to other enterprise risks. As such, the Enterprise Risk Management Council of the Board maintains a Watch List of specific risk groupings, including Climate risks.

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

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

Water management is a vital part of Huber’s Sustainability strategy. Fresh water is supplied by onsite groundwater wells in rural areas and from municipal water suppliers in urban and suburban sites. Some sites have onsite wastewater treatment systems which ensure we meet regulatory and receiving waters requirements.

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. 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.

Huber has been tracking water usage as an internal company metric at its sites for over 30 years. The withdrawal of fresh water, efficient use of the water in our processes and properly treated wastewater for discharge

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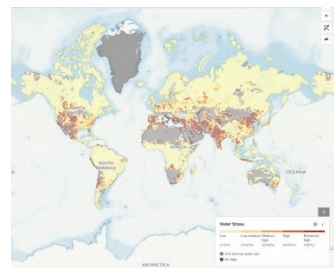
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is viewed as a foundational environmental stewardship responsibility. As a 140-year-old family-owned business that protects lakes, rivers and oceans near where our employees, stakeholders and neighbors live, Huber has water conservation and protection as a core part of the corporate climate and water strategy. Individual sites and businesses often develop specific goals to meet unique needs for the impacted sites, communities or



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

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.

Under the HSMS, 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 has potential for impact, the site is required to implement mitigating

controls to prevent releases and monitor the efficacy of those controls to ensure they are effective.

As part of Vision 150, we will develop longer term aspirational goals to consider water stewardship opportunities that go beyond site boundaries and the immediate communities around our sites. Collaborative efforts with communities, supply chain partners and external partners are evaluated for opportunities to reduce risks to suppliers and customers as part of our long-term value chain strategy.

Through our HRC business, we leverage responsible forestry management and harvesting practices to meet the goals of

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

sustainable forestry management guidelines, which 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 Sustainable Forestry Initiative (SFI) standards to source sustainably grown and harvested timber to supply the wood fiber needed for our site manufacturing processes. SFI is 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. 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 vital to meeting carbon emission reduction goals for businesses that operate in the forestry products industries.



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CASE STORY

### *The Fox River Conservation Project*

During 2025, the HRC and Sewall Forestry teams completed a pivotal project on the Fox River and its tributary, Casey Creek, in the Upper Peninsula of Michigan.

Located within one of the forest reserves managed by HRC, the Fox River is held in high esteem by anglers for its renowned brook trout fishery. With no industrial uses, limited timber harvesting and only a small number of residential properties along its banks, its lack of development and untouched characteristics create a premier habitat for trout.

Decades after their installation, the river's original culverts reached the end of their functional life. These tunnel-like structures designed to channel water past obstacles were not only structurally failing, but their perched position disrupted the natural stream flow and blocked aquatic species, especially native brook trout, from reaching critical spawning habitat upstream. Additional issues included increased downstream sedimentation, which resulted in decreased water quality, as well as a public safety hazard, as the crossings are part of the main road system utilized by vehicle and foot

traffic within the preserve.

The HRC team got approval to utilize a Michigan Department of Natural Resources Fisheries Habitat

Grant to create a solution to this problem. Led by Graham Fox, Assistant Operations Forester, and Dave Boehlke, Operations Manager, the team secured the permitting needed and worked to design new bridges focused on restoring the natural flow and habitat connectivity of Fox River and Casey Creek. Installed in August 2025, these bridges were engineered to span the full width of each stream channel, eliminating barriers and allowing fish and other aquatic organisms to move freely once again. The streambanks were armored with rounded fieldstone riprap, offering stabilization, erosion and sedimentation prevention and enhanced habitats for aquatic invertebrates and amphibians.



A new clear-span bridge over Casey Creek installed by HRC.; The previously failing culverts at a Fox River crossing that were replaced by clear-span bridges.

With the bridges now in place, Fox River and Casey Creek have been reconnected with an additional three miles of upstream waterways and 16 acres of upstream lakes. Native trout populations can now traverse these crossings to the very headwaters of Fox River and Casey Creek to vital spawning habitat.

The completion of this work emphasizes Huber's commitment to creating lasting environmental and community impacts through thoughtful and sustainable conservation projects.

# 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 organizations impact through innovation, intentionality and partnerships.

### 2033 CIRCULARITY OBJECTIVES:

- **Supply Chain Sustainability:** By 2033, 75% of our raw materials suppliers by spend will meet top quartile ESG performance through recognized frameworks.
- **Operational Circularity:** By 2033, 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.

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## 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.**

Huber has also begun integrating supplier contract clauses regarding environmental, human rights and labor principles. In 2025, 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.

The global Sustainable Procurement Teams achieved our 2024 objective to assess the sustainability of 100% of our Top Tier suppliers, defined as suppliers with whom we exceed a specific spend threshold or are considered critical/high risk. Huber leverages multiple tools to review Top Tier supplier risk assessments and responsible sourcing audits. When Top Tier suppliers do not use the Ecovadis Supply Chain tool, or have no available data, Huber has developed a supplementary Huber Social Responsibility &

Sustainability Questionnaire. These data are used to evaluate our supply chain risks and opportunities and deepen engagement with valued supply chain partners.

In 2025, HEM assessed 5 new suppliers using environmental or social criteria. HEW’s Top Tier Supplier list remained the same from 2024, and no new supplier assessments were conducted.

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

HEM has continued to work to understand the current and future impact of diverse ownership in their supply chain. Their supplier diversity program has been in place for over a year, and has seen an increase in their supply base of diverse suppliers.

HEM tracks all 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 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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**SUPPLIER ASSESSMENTS AND MATERIALS USED**

	HEM	HEW
Suppliers screened using environmental criteria <sup>1</sup>	100%	100%
Negative environmental impacts in the supply chain <sup>1</sup>	0	0
Suppliers screened using social criteria <sup>1</sup>	100%	100%
Negative social impacts in the supply chain <sup>1</sup>	0	0
Proportion of spending on local suppliers <sup>2</sup>	68%	99%
Weight of renewable materials used (metric tons) <sup>3</sup>	Information not available	3,566,794
Weight of non-renewable materials used (metric tons)	Information not available	105,490

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.



*Driving Collaboration with EcoVadis*

Huber continues 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.

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## Operational Circularity

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

### OPERATIONAL CIRCULARITY

Manufacturing locations across our portfolio businesses continued to make meaningful progress in 2025 in reducing landfill disposal, expanding recycling programs and identifying beneficial reuse opportunities for byproduct streams. In 2025, approximately 93% of Huber’s total waste by mass was diverted away from landfill, through recycling, reclaimed material use, byproduct reuse and other recovery pathways.

Within HEM, we built on our 2024 foundation of understanding waste generation by advancing site-level action planning and accountability. Waste Workshops were completed at five of the six legacy sites that had not yet met Huber’s 90% Zero Waste to Landfill (ZWL) threshold. These workshops brought together cross-functional teams, including Quality, Purchasing, Production and EHS, to identify practical, site-specific opportunities to improve diversion performance.

As a result, waste registers have now been established at most sites and are actively used to prioritize and track opportunities. In 2025, efforts focused on implementing initiatives that could be executed with minimal capital investment or external dependencies, enabling near-term progress. Regular follow-up discussions were also established to support accountability and maintain implementation momentum.

### CASE STORY

## Railcars & Waste Reduction

The HAM site in Kennesaw, Georgia, began utilizing railcars in 2025 to further meet customer needs while reducing the plant’s overall environmental impact.

Previously, the product produced at the site was bagged in supersacks, which would then be wrapped in plastic, placed on pallets and loaded onto trucks to be distributed.

With this new process, 50% of the plant’s product is now loaded onto bulk railcars and shipped directly to the customer. In addition to the enhanced efficiency aspect, this new system is kinder to the environment, reducing both the amount of waste that was formerly required for the packaging materials and the amount of fuel emissions by eliminating the need for distribution trucks.



Previously, product was bagged in ‘supersacks,’ oversized plastic bags which were placed on pallets and shrink-wrapped for shipping.



One of the bulk railcars utilized in this new process.

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## Product Circularity

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

These efforts are already yielding results: four of the five focus sites significantly improved their diversion rates, with increases of at least 35%. This progress reflects the value of improved waste visibility, structured planning and cross-functional engagement.

In 2026, Huber will focus on formalizing and advancing the opportunities identified through the 2025 Waste Workshops and waste register process at the five focus sites, translating these into structured, site-level ZWL implementation plans. In parallel, we will expand the ZWL standard process to additional manufacturing locations that have not yet undergone detailed evaluation, beginning with baseline waste assessments and establishment of waste registers. This approach will enable more consistent data, improved visibility and a scalable pathway to achieve ZWL across the broader network.

## 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.

HEM began conducting life cycle assessments in 2021 within the Huber Advanced Materials SBU. As of 2025, we have completed LCAs on 82% of the HEM portfolio, as calculated by revenue. In the past year, we had completed LCAs for HuberCal, Kemgard and ReCal and by

year end finished a system-wide LCAs for HSM's performance minerals portfolio and the Pergopak product line within Huber Advanced Materials. We now cover over >95% of our HAM and HSM portfolio by revenue.

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 LEED points for LEED certification. The Advantech®, ZIP System® and Tru-spec® specialty product LCAs are updated periodically, including in 2025, and per change guidelines to assure we represent a 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.

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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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Employees at the 20th anniversary celebration of HAM's Marblehead, Illinois, plant.

# 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.

*"Huber navigates dynamic landscapes with a strong foundation in corporate governance. Offering a stable foundation and alignment with the Huber Principles, this approach ensures that we operate in compliance with laws and regulations and effectively identify and mitigate risks. We remain steadfast in our commitment to doing business 'the right way' as we develop innovative new products, deploy capital and pursue opportunities for growth."*



**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.

### 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.

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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 review and update 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.

**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 directors*  
 (maximum two current members of management)

One also serves as the Huber CEO, and one also serves as the Family Operations Director.

**CURRENT BOARD OF DIRECTORS**

**50%**  
*Diverse Members*

**5.6 Years**  
*Average Tenure*

**57.3**  
*Average Age*

In 1979, the Corporate Board of Directors included the first female director, a descendant of Joseph Maria Huber. Presently, the Huber Board is evenly split between male and female directors, and five 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.

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The Corporate Board of Directors. Front row: Pamela Butcher, Lulu Pajolek (Non-Voting Director), Gretchen McClain (retired December 2025). Back row: K'Lynne Johnson, Zachary Seely, Sam Cecala, Glenn Fish, Jeff Vincent (Board Chair), Ben Huber (Non-Voting Director), George Willis, Molly Heaney. Not pictured: David Fubini and Heather Harding.

## 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.

## 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 Corporate Board of Directors. 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 two 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-

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Voting Directors attend all meetings and are treated as full board members with the duty to contribute, but without the right to vote.

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.

Authority is delegated in a variety of ways, from the bylaws of the corporation to the Board adopting an annual Omnibus Resolution reserving authority to itself as well as delegating authority to various officers.

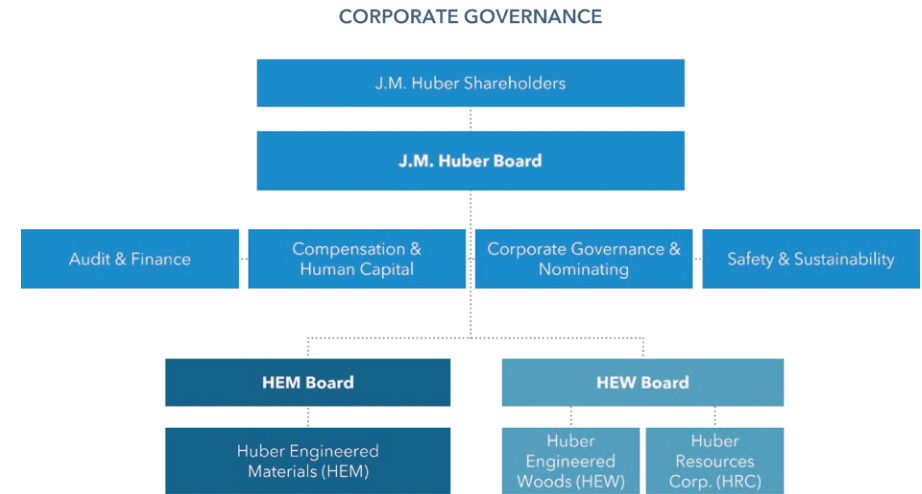
The Huber Management Council (HMC) is comprised of presidents of our two main portfolio businesses as well as functional leads for various areas of responsibility (Business Development, Communications, Finance, Human Resources, Information Technology, Legal, Sustainability, etc.).

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 aspirations 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



Safety & Sustainability Committee in 2009. This history and emphasis on Safety & Sustainability make us a leader on the topic of integrating our sustainability initiatives into our governance structure.

The Safety & Sustainability 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 who stepped 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.

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**Stakeholders**

The Board of Directors represents all Huber shareholders as it continues its mission to protect and grow the shareholders’ 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.

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.

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 alignment between the Board and Huber’s management.

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

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independent. Furthermore, these CSFs are interwoven with the Board’s own goals and objectives.

There have been occasions when the performance of a director or a member of management did not align with the goals of the Board, necessitating a dismissal that occurred with the Principle of Respect for People being foremost in that process.

**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

the Director for Shareholder Relations, fee for Directors, and per Committee Chair.

- **Performance Unit Plan (PUP)** – \$145,000 [as of 1/1/2026] 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**

Several of Huber’s board members belong to the National Association of Corporate Directors (NACD), an association encompassing over 1,750 boards and more than 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 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, five HEM sites in Bergheim, Germany, Breitenau, Austria, Medicina, Italy, San Giorgio di Piano, Italy, and Arzignano, 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 2025, 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



Morning mill meeting at the HSM’s AMI site in Gordon, Georgia.

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

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## 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.

During the year, 3,750 training courses were completed by employees, which are each about 30 minutes in duration:

- EU General Data Protection Regulation
- Global Anti-Bribery
- Global Anti-Trust
- Global Anti-Money Laundering
- Global Business Ethics
- Global Conflicts of Interest
- Global Fraud
- Harassment Prevention

This resulted in a cumulative total of approximately 1,859 hours of training provided by our vendor, Skillsoft, during 2025.

Our goal is to keep training 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

# 5,633

*Training courses completed*

	CORP	HEM	HEW	HRC	TOTAL
EU General Data Protection Regulation	9	11	1	1	22
Global Anti-bribery	50	396	87	3	536
Global Antitrust	40	294	60	3	397
Global Business Ethics	20	82	44	2	148
Global Conflicts of Interest	54	365	89	2	510
Global Fraud	38	371	85	2	496
Global Workplace Harassment Prevention for Employees	37	316	60	3	416
Harassment Prevention for US Employees - Workplace	51	405	122	4	582
Global Anti-Money Laundering	31	360	246	6	643
<b>TOTAL</b>	<b>330</b>	<b>2,600</b>	<b>794</b>	<b>26</b>	<b>3,750</b>

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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.

## EMPLOYEES TRAINED\*

JOB ROLE	EMPLOYEES TRAINED*			TOTAL
	AMERICAS	ASIA	EMEA	
Contributor	371		23	394
Director	5			5
Executive	4			4
Expert	15		1	16
Manager	248	2	32	282
Professional	151	8	47	206
Revenue Developer	35	8	37	80
Specialist	61	2	15	78
Senior Manager	76		6	82
Vice President	3			3
<b>TOTAL</b>	<b>969</b>	<b>20</b>	<b>161</b>	<b>1,150</b>

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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, 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.

Huber offers a “Guidelines for Ethical Behavior” document as a resource for both new and current employees. Available via our internal intranet, this guide brings together the four Huber Principles, our Code of Ethics and the process to follow to share a question or concern.

Huber’s monitoring processes are overseen by the Principles & Policy Committee, a subset of the HMC, 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 13 Ethics Line reports during 2025, 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 mandatory Ethics Questionnaire, delivered annually to employees with compliance requirements as part of their normal job responsibilities. Distributed in 2025 to 1,568 members of Huber’s workforce, this 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 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:

- P**inciples      **O**pen, honest communication
- I**n                **W**isdom and guidance
- A**ction         **L**iving by the Huber Principles



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# Capital Deployment

## *Reinvesting in 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 \$334 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 86% 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.

### **BERGHEIM, GERMANY**

The HAM Martinswerk site in Bergheim, Germany, made significant investments to the production systems for its Pergopak® matting agents products in 2025, investing in new, highly efficient technology for the milling of calcined-alumina. In turn, the product-specific energy consumption has decreased, as well as a reduction in carbon emissions due to eliminating unnecessary transport of materials.

The Martinswerk team also introduced post-consumer recycled (PCR) content to its plastic stretch and shrink hoods for finished product packaging. Not only do these plastics perform well, but they also help the HAM customer-base meet their increasing value chain sustainability requirements for packaging. Manufactured on a fully automated packaging line, this change has reduced costs while also lowering employee health risks by minimizing manual handling and dust exposure.



The HSM team celebrating the opening of the Marble Hill training center.

### **MARBLE HILL, GEORGIA**

HSM's Marble Hill, Georgia, site unveiled their brand-new training center. The state-of-the-art building includes office space, a large meeting room for local training and events, a break room, a kitchen and updated bathrooms and locker rooms. This investment has significantly expanded the Marble Hill team's ability to come together, build skills and collaborate effectively.

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Aerial photo of HEW's sixth OSB mill in Shuqualak, Mississippi.

### MEDICINA & SAN GIORGIO DI PIANO, ITALY

From March to September 2025, the HAS SBU made enhancements to its sachet packet machinery. In addition to improved operational efficiency, capacity and safety improvements, this investment has improved sealing performance for the HAS customer base. As a result, the team gained additional flexibility to further optimize the utilization of the Italian manufacturing network.

### SHUQUALAK, MISSISSIPPI

Progress continued toward the completion of HEW's sixth OSB mill in Shuqualak, Mississippi, with both construction and hiring efforts proceeding throughout the year. The largest organic capital deployment in Huber's recorded history, the mill will increase the manufacturing capacity needed to serve the US Western and Midwestern housing markets. The facility is set to begin production in 2026.

### EASTON, MAINE

The Easton Team developed a plan to reuse a portion of blowdown water from their boiler, to prevent it from going to a wastewater treatment facility and to reduce water usage. The team is diverting up to 60% of the total blowdown water to their log conditioning ponds. The plant continues to supply a neighboring plant with steam, reducing the use of compressed natural gas by 2.5 million gallons (2025). The team is exploring options with alternative electric equipment to reduce propane gas usage.

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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, our enterprise-wide Anti-Corruption Policy 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.

### ANTI-CORRUPTION PROGRAM STRUCTURE

REGULATION	COMMUNICATIONS	TRAINING
US Foreign Corrupt Practices Act, UK Bribery & Country Laws	Huber Anti-Corruption Policy	Leadership Team Training, Skillsoft Platform, FCPA, Anti-Corruption, Fraud Awareness
COMPLIANCE MONITORING & MANAGEMENT	AUTOMATION	AUDIT
Risk profile based on channel structures and country risk	Automated Screening Capabilities	Targeted Internal Audits based on identified focus areas, country risk, commercial channel risk
Audit commercial agreements, verify appropriate control language	<i>Thomson Reuters One Source, BvD Compliance Catalyst, BvD Orbis, Credit Risk Monitor, Dun &amp; Bradstreet</i>	

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 2025.

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**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: Thompson Reuters Integration Point, 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 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”).

For example, 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”).

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;

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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’s active monitoring and analysis included 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 project line within the portfolio, placing significant focus on the elements most core to our sustainable competitive advantage. 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

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technologies have the potential to enhance our efficiency and decision-making processes significantly, certain AI platforms may pose a threat of loss of intellectual property, among other risks.

At Huber, we are enabling responsible AI adoption by embedding strong governance, security and accountability into how AI is designed and used across the company. Our approach ensures AI solutions scale quickly while protecting data, maintaining trust and aligning with our enterprise risk and compliance standards. This foundation allows teams to innovate confidently and apply AI where it delivers the greatest business impact.

We created our first-ever Artificial Intelligence Responsible Use Policy in 2024 to help ensure that employees and contractors who use AI can do so in a productive, ethical and lawful manner that complies with the Huber Principles and Company policies.

Then, in late 2025, Huber successfully launched an AI Chat Tool within our environment designed to enhance productivity and support daily tasks across the enterprise. Following this launch, our IT team has been offering hour-long training sessions to equip employees with how to best leverage and incorporate this tool



in their work. Available in a multitude of scheduling options and languages, these instructor-led sessions provide use-cases and interactive demonstrations that are aligned with guidelines detailed in the aforementioned policy.

**DATA PRIVACY & CYBERSECURITY**

More than 2,700 employees and contractors took part in Huber’s annual Cybersecurity Awareness Training, which is available in seven languages. This yearly initiative is focused on bolstering workforce education on AI and awareness of the latest fraud threats such as Business Email Compromise, Vishing (Voice Phishing) and other forms of social engineering. Additionally, in October, IT Security and Corporate Communications joined the National Cyber Security Alliance’s

Cyber Security campaign to further raise awareness about digital security and empower our people to protect their personal data. Huber also completed two simulated phishing campaigns.

The result of the first simulation showed that Huber performed lower than the intended target. Through sustained awareness efforts, the subsequent campaign significantly outperformed peer organizations in employees’ ability to recognize and appropriately ignore email threats. In 2026, 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 internal Cybersecurity Program Assessment, which provided a maturity assessment of our

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cybersecurity program. The results of this assessment confirmed our Company is slightly ahead of peer industry counterparts, while also highlighting areas of opportunity.

Huber conducted a comprehensive Security Posture Assessment with our Security Information and Event Management (SIEM) provider. All priority remediation recommendations have since been addressed.

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

To keep our protections on pace with the growing complexity of cyberattacks, while improving our network connectivity, Huber implemented a software-defined wide area network (SD-WAN) across the enterprise with the help of next-gen devices in December 2025. 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 management risk assessments using an internal, cross-functional risk matrix. New risks are identified through monitoring the external environment, and internally, such as when new information becomes available through change management, incident investigations, analysis of events that have occurred at Huber sites and process hazard reviews.

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

Huber’s incident response framework allows for the creation of Incident Response Teams (IRTs) that include representatives from different functions, portfolio businesses and major regions depending on the type, severity and duration of the incident.

Huber’s crisis management elements include having established relationships with third parties in order to draw on their expertise for guidance and support if needed.

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CASE STORY

## *Engaging the Enterprise: An Interactive Approach to Cyber Risk Awareness*

As part of Cybersecurity Awareness Month in October 2025, Huber took a unique approach in reinforcing its commitment to protecting people, data and systems.

Through a live, interactive webinar titled True (Cyber) Crime at Huber – Behind the Scenes with IT, Risk & Audit, employees were invited to examine cyberattacks in a compelling, accessible and engaging format.

The webinar was designed to move beyond traditional awareness training and leveraged a true-crime style storytelling format. Over the course of the hour-long session, subject matter experts in areas such as IT, Risk Management and Internal Audit guided the audience in examining two examples of cyberattacks Huber had experienced, outlining how the threats were identified, contained and mitigated. By grounding the discussion in real events, the webinar reinforced the relevance of cybersecurity to employees’ everyday roles while highlighting the strength of Huber’s cross-functional response.

Elements such as interactive polling and trivia questions kept the session exciting, offering employees data-driven insights into the

evolving cyberthreat landscape while emphasizing the effectiveness of the Company’s security protocols.

A reenactment of the February cyber incidents was a major highlight of the session, complete with roleplay between an “unsuspecting employee” and a “cybercriminal.” This dramatization helped employees see how quickly threats can unfold—and, more importantly, how everyday actions can either increase risk or help stop attackers in their tracks.

With a total attendance of 329 employees globally, this event not only championed Huber’s perspective on shared responsibility within cybersecurity but also demonstrated the benefit of finding creative ways to outline complex topics to a broader audience.

*“Cybersecurity is a top priority for Huber, and we have extensive technology in place to protect our organization. However, as cyber threats become increasingly more sophisticated, our greatest defense is an informed, proactive employee workforce. By equipping our teams to identify the warning signs of potential risks, we are able to safeguard ourselves at the highest caliber.”*



**Dwain Wilcox**  
Executive Vice President &  
Chief Information Officer

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# Recognition

## *Celebrating an award-winning culture*

Our Company and our people had the honor of receiving several prestigious awards throughout 2025.

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

In addition to external recognition, the Company also celebrated employee teams for successful projects and excellent performance through our own internal awards programs.

Together, these accolades demonstrate who we are as we operate this multi-generational business with the Purpose of improving lives for generations.



### **US BEST MANAGED COMPANY** *Deloitte Private & The Wall Street Journal*

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 business performance while highlighting key facets within our operations, including talent acquisition efforts, leadership development, continuous improvements and other critical strategies.

We also spotlighted our People & Culture efforts with our I Belong at Huber initiative, as well as our positive impact on communities worldwide with our Huber Helps program, all tying back to our Vision 150 overall.

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**RIVER GUARDIAN AWARD**  
*Chattahoochee Riverkeeper*



Huber was honored by the Atlanta-based Chattahoochee Riverkeeper (CRK) with their 2025 River Guardian Award.

Highlighted at their 31st Annual Patron Dinner on September 19, 2025, this yearly award recognizes Huber’s support for CRK’s Lake Lanier Aquatic Learning Center and West Point Lake Floating Classroom since 2021. The Floating Classroom program engages students through STEM-based, hands-on science curriculum that is tailored for each grade level and meets Georgia’s Standards of Excellence. Activities include science experiments, wildlife viewing, watershed mapping and ecology lessons that teach students the importance of protecting the Chattahoochee River.

In total, Huber’s investment in CRK has provided more than 4,800 students with the opportunity to board the floating classrooms and learn about water sustainability and stewardship.

**RESPONSIBLE INNOVATORS AWARD**  
*Region of Emilia-Romagna*



Biolchim—one of the businesses within the HAS SBU—received a special mention at the 11th annual Responsible Innovators Award, presented by the region of Emilia-Romagna in Italy. This recognition was for Biolchim’s Progetto Sociale al Quadrato, which promotes an inclusive workforce and creates shared value in local communities. Receiving this accolade reinforced that our HAS team members are not only prioritizing innovation and new product development but also creating opportunities to collaborate and building long-lasting relationships in the communities where Huber operates.

**ENVIRONMENTAL AWARD - LAND RECLAMATION**  
*Georgia Mining Association*



Active Minerals within the HSM SBU received a 2025 Environmental Award for excellence in Land Reclamation through the Georgia Mining Association. This annual award recognizes the highest standard in the state of Georgia for minimizing the environmental effects of mining and returning mined lands into their former state. Our AMI teams consistently re-evaluate and work to implement new and improved mining and reclamation programs that align with industry best practices and extend well beyond the minimum regulatory requirements.

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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 2025 marked the 15th anniversary of the Mike Huber Awards, which recognize teams that demonstrate exemplary performance with respect to the Huber Principles. This program highlights how employees are living and working by our enduring values that continue to drive success today.

The 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 WILDFIRE RESPONSE EFFORTS**

The Natural Soda team showed remarkable resilience and unity during the Lee and Grease Fires, one of Colorado's largest wildfire events in history. Lasting for over a month in August 2025, the fires threatened employees' homes, disrupted transportation and repeatedly endangered the plant's ability to operate.

They navigated long detours, stayed on-site or in temporary lodging and coordinated with law enforcement to move products through closed routes. The team also engaged additional carriers and an alternate transload site to ensure deliveries continued without interruption.

Despite it all, the team stayed committed to one another, the community and Huber's mission, exemplifying the Huber Principles and demonstrating immense courage and adaptability in the face of extraordinary circumstances.



From left to right: Natural Soda team in Rifle, Colorado, working to install the new crystallizer tank as part of the planned maintenance outage; Mudslides and road closures made coming to and from the site challenging.

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### SILVER FOR CONTINUOUS IMPROVEMENTS

The team in Easton, Maine, overcame longstanding winter production challenges caused by the harsh climate through a dryer optimization project. This two-year effort brought together operations, safety and sustainability, maintenance and technical experts to apply disciplined engineering and cross-functional problem-solving to significantly improve the dryer system's cold weather performance. The resulting enhancements yielded exceptional gains, with the mill processing over 250,000 additional pounds of wet strands per day and breaking 28 production records throughout 2025.

### BRONZE (TIE) FOR CUSTOMER EXPERIENCE

HEW's Customer Engagement and Tour Program hosted more than 100 customized tours in 2025, designed to showcase world-class manufacturing, product performance and the Innovation Center, while deepening understanding of customer needs. Incorporating seamless coordination across operations, innovation, commercial, safety and quality, visitors depart with a clear appreciation of HEW's capabilities, craftsmanship and overall continuous improvement culture. The program has delivered meaningful impact for prospective customers, reinforcing HEW's leadership in high-performance building materials.

### BRONZE (TIE) FOR ADVANCING GROWTH

The acquisition of The R.J. Marshall Company's Additive Technologies and ATH assets marked a major strategic advancement for the HAM SBU. This acquisition was complex in nature, with HAM assuming full responsibility for production, quality, supply chain integration and customer onboarding using existing Huber sites. Through intensive cross-functional collaboration and a disciplined integration effort, the deal closed quickly and efficiently, further illustrating how enterprise-wide excellence, innovation and an ownership mindset can create substantial strategic and financial value.

Product information display in the R&D and Innovation Center.



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# Outstanding Safety & Sustainability Awards

## Achieving world-class performance

With top-tier sustainability performance and operational excellence vital to our competitive edge, our annual Outstanding Safety & Sustainability Awards recognize locations within our Company that embody these commitments through their daily operations and initiatives on-site.

Four locations across Huber received the 2025 Outstanding Safety & Sustainability Performance Award.



2025 OUTSTANDING  
SAFETY & SUSTAINABILITY  
PERFORMANCE AWARDS

### BAUXITE, ARKANSAS

*HAM*

Bauxite’s recognition highlights a strong, learning-driven approach to risk reduction and system maturity. Following a recordable injury early in the year, the site demonstrated commitment to continuous improvement by implementing a highly effective corrective action. It was this same improvement-focused mindset that led to the site’s rapid advancement in HSMS performance, achieving Gold Status in 2025, supported by enhanced safety walks that integrate 5S, energy identification and regulatory alignment with rigorous action tracking in Enablon. Additional contributions included developing a comprehensive digital system for contractor safety management, a successful transition from MSHA to OSHA and the development of in-house environmental reporting and training processes.



### CRYSTAL HILL, VIRGINIA

*HEW*

Amongst a longstanding legacy of accomplishments within the safety and sustainability space, this site stood out for reducing exposures on the finishing line, improving ergonomics and equipment that reduced waste and improved process efficiency. The team demonstrated strong safety culture engagement in their highly participative 10-day safety fair. Additionally, they spent time engaging within the local community, participating in meaningful initiatives to support veterans, address food insecurity and improve work force development.



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**EASTON, MAINE**

*HEW*

Following their successful application to the Mike Huber Awards, the Easton site’s remarkable accomplishments earned them additional recognition within safety and sustainability. Most notably, these accomplishments include significantly improving safety with the rebuild of the ash yard and building, eliminating structural, fire, dust and traffic hazards. The team also worked to establish a strong safety culture with the STAR team, SafeStart programs and pre-job planning huddles. They also made significant impacts in sustainability through creating reuse for boiler blowdown water in steam ponds, reducing water usage by 10,000 gallons per day and providing steam to a local partner, offsetting 2.5 million gallons of natural gas annually.



**HANOVER, PENNSYLVANIA**

*HAS*

Hanover’s receipt of this award reflects a comprehensive, site-wide commitment to risk reduction, employee engagement and environmental stewardship. Throughout the year, employees drove forward a high-performing safety culture that centers around hazard identification, action closure and cross-site learning, supported by transparent data tracking through Enablon. An example of this culture can be found in the transformative changes made to high-risk operations by implementing engineered controls that materially reduced mobile hazard exposures. Additionally, the site advanced sustainability through various upgrades and capital improvements, as well as played an active role in community engagement opportunities to support local housing, childcare and food security programs.



One location received the **2025 Rising Star Award**, which celebrates the remarkable strides made by Huber sites that are newer, smaller or up against significant challenges.

**AIKEN, SOUTH CAROLINA**

*HSM*

The Rising Star award recognized the Aiken site for their disciplined, system-driven approach to eliminating high-risk exposures while advancing forward a deeply embedded safety culture. Executing targeted engineering controls that significantly reduced employee exposures to moving equipment and maintenance hazards, alongside robust pedestrian-vehicle segregation measures, the site experienced a standout year zero recordable injuries, zero citations and external recognition from the Georgia Mining Association. The site also delivered measurable occupational health improvements while reinforcing sustainability through waste reduction, recycling initiatives and lifecycle assessments to better understand product impacts. Coupled with a strong learning environment, leadership development and active community partnerships in emergency preparedness, Aiken exemplified operational excellence and a proactive, forward-looking commitment to protecting people, performance and the environment.



# Assurance



## Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by J.M. Huber Corporation ("Huber") to provide limited assurance in relation to the Selected Information set out below and presented in the 2025 Impact Report (the "Report").

### ENGAGEMENT SUMMARY

<b>Scope of our assurance engagement</b>	Whether the following Selected Information for 2025, as indicated on pages 82 and 83, is fairly presented in the Report, in all material respects, in accordance with the reporting criteria.  Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
<b>Selected Information</b>	<ul style="list-style-type: none"> <li>• Scope 1 GHG Emissions (mtCO<sub>2e</sub>)</li> <li>• Scope 2 GHG Emissions – Location based (mtCO<sub>2e</sub>)</li> <li>• Scope 2 GHG Emissions – Market Based (mtCO<sub>2e</sub>)</li> <li>• Biogenic CO<sub>2</sub> Emissions (mtCO<sub>2e</sub>)</li> </ul>
<b>Reporting period</b>	January 1, 2025 – December 31, 2025
<b>Reporting criteria</b>	<ul style="list-style-type: none"> <li>• Huber's Basis of Reporting</li> <li>• The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions</li> <li>• GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions)</li> </ul>
<b>Assurance standard and level of assurance</b>	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
<b>Respective responsibilities</b>	<p>Huber is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS' responsibility is to provide a conclusion to Huber on the agreed assurance scope based on our engagement terms with Huber the assurance activities performed and exercising our professional judgement.</p>

### OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

### OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting 2 in-person site visits to Huber manufacturing sites in Quincy (IL) and Spring City (TN) in the US to review source data and local reporting systems and controls;
- Evaluating the conversion factors, emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



June 9, 2026  
Malvern, PA

ERM Certification & Verification Services Incorporated  
[www.ermcvs.com](http://www.ermcvs.com) | [post@ermcvs.com](mailto:post@ermcvs.com)

### THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

### OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Huber in any respect.

# TCFD Content Index

J.M. Huber has reported the information cited in this GRI Content Index for January 1st through December 31, 2025 in accordance with the GRI Standards.

GRI 1 Foundation 2021 used.

*“As a privately held Company, we view sustainability reporting as an important way to build trust and transparency with our stakeholders. Over the past year, we have made meaningful progress in advancing our reporting approach and strengthening our disclosures. As climate-related reporting expectations continue to evolve, we have expanded our reporting to include alignment with the Task Force on Climate-related Financial Disclosures (TCFD). Reporting in accordance with the Global Reporting Initiative standards continues to provide a strong foundation for our ESG journey and helps us clearly communicate our impact. We remain committed to continuous improvement, upholding our principles, and sharing our progress with transparency and integrity.”*



Maddie Knighton  
Corporate Sustainability Analyst

DISCLOSURE	LOCATION	PAGE	OMISSION	
			REASON	EXPLANATION
<b>GRI 2: GENERAL DISCLOSURES 2021</b>				
2-1 Organizational details	<a href="#">About Huber (cover)</a> <a href="#">Appendix &lt; Huber Locations Around the World</a>	Pg. 5		
2-2 Entities included in the organization's sustainability reporting	<a href="#">About Huber &lt; Portfolio of Businesses</a>	Pg. 10		
2-3 Reporting period, frequency and contact point	<a href="#">Table of Contents &lt; In This Report</a>	Pg. 4		
2-4 Restatements of information	Any restatement of previously reported data is explained in a footnote under the respective disclosure.			
2-5 External assurance	<a href="#">Assurance</a>	Pg. 126		

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			REASON	EXPLANATION
2-6 Activities, value chain and other business relationships	<a href="#">About Huber &lt; Portfolio of Businesses</a>	Pg. 10		
2-7 Employees	<a href="#">Putting People First &lt; Diversity Equity &amp; Inclusion &lt; Workforce by the Numbers</a>	Pg. 64		
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>	Pg. 102		
2-10 Nomination and selection of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Selection</a>	Pg. 102		
2-11 Chair of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Selection</a>	Pg. 102		
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>	Pg. 105		
2-13 Delegation of responsibility for managing impacts	<a href="#">Business Excellence &lt; Governance &lt; Delegation</a>	Pg. 104		
2-14 Role of the highest governance body in sustainability reporting	<a href="#">Business Excellence &lt; Governance &lt; Setting Business Direction</a>	Pg. 105		
2-15 Conflicts of interest	<a href="#">Business Excellence &lt; Governance</a>	Pg. 102		
2-16 Communication of critical concerns	<a href="#">Business Excellence &lt; Governance &lt; Staying Informed</a>	Pg. 102		
2-17 Collective knowledge of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Staying Informed</a>	Pg. 106		
2-18 Evaluation of the performance of the highest governance body	<a href="#">Business Excellence &lt; Governance &lt; Oversight</a>	Pg. 106		

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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>	Pg. 106		
2-20 Process to determine remuneration	<a href="#">Business Excellence &lt; Governance &lt; Remuneration</a>	Pg. 106		
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>	Pg. 30		
2-23 Policy commitments	<a href="#">Business Excellence &lt; Principles in Action</a>	Pg. 111		
2-24 Embedding policy commitments	<a href="#">Business Excellence &lt; Principles in Action</a>	Pg. 111		
2-25 Process to remediate negative impacts	<a href="#">Business Excellence &lt; Risk Management &lt; Assessing and Addressing Risk</a>	Pg. 118		
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>	Pg. 40 Pg.111		
2-27 Compliance with laws and regulations	<a href="#">Business Excellence &lt; Compliance</a>	Pg. 108		
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>	Pg. 31 Pg. 57		
2-29 Approach to stakeholder engagement	<a href="#">Business Excellence &lt; Governance &lt; Stakeholders</a>	Pg. 106		
2-30 Collective bargaining agreements	<a href="#">Putting People First &lt; Workforce by the numbers</a>	Pg. 64		
<b>GRI 3: MATERIAL TOPICS 2021</b>				
3-1 Process to determine material topics	<a href="#">About Huber &lt; Materiality Assessment</a>	Pg. 28		

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3-2 List of material topics	<a href="#">About Huber &lt; Materiality Assessment</a>	Pg. 28		
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>				
3-3 Management of material topics	<a href="#">About Huber &lt; Financial Performance</a>	Pg. 25		
201-1 Direct economic value generated and distributed	<a href="#">About Huber &lt; Financial Performance</a>	Pg. 25		
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>	Pg. 80		
201-3 Defined benefit plan obligations and other retirement plans	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits</a>	Pg. 52		
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Huber Helps</a>	Pg. 47		
203-1 Infrastructure investments and services supported	<a href="#">Putting People First &lt; Huber Helps &lt; Housing: Building Essential Foundations</a>	Pg. 48		
203-2 Significant indirect economic impacts	<a href="#">Putting People First &lt; Huber Helps &lt; Education &amp; Wellness: Backing Brighter Futures</a>	Pg. 68		
	<a href="#">Putting People First &lt; Huber Helps &lt; Environment: Growing Greener Communities</a>	Pg. 69		
<b>GRI 204: PROCUREMENT PRACTICES 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 96		
204-1 Proportion of spending on local suppliers	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 97		
<b>GRI 205: ANTI-CORRUPTION 2016</b>				
3-3 Management of material topics	<a href="#">CODE OF ETHICS Business Excellence &lt; Risk Management &lt; Corruption</a>	Pg. 114		
205-1 Operations assessed for risks related to corruption	<a href="#">Business Excellence &lt; Risk Management &lt; Corruption Assessment</a>	Pg. 115		

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205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Business Excellence &lt; Compliance</a>	Pg. 109		
	<a href="#">Business Excellence &lt; Risk Management &lt; Corruption</a>	Pg. 114		
205-3 Confirmed incidents of corruption and actions taken	<a href="#">Business Excellence &lt; Risk Management &lt; Corruption</a>	Pg. 114		
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016</b>				
3-3 Management of material topics	<a href="#">Business Excellence &lt; Risk Management &lt; Anti-Competitive Behavior</a>	Pg. 85		
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>	Pg. 116		
<b>GRI 301: MATERIALS 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>	Pg. 96		
301-1 Materials used by weight or volume	<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>	Pg. 97		
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
<b>GRI 302: ENERGY 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Energy</a>	Pg. 80		
302-1 Energy consumption within the organization	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Energy</a>	Pg. 81		
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>	Pg. 81		

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302-4 Reduction of energy consumption			Information unavailable / incomplete	Data not available but likely to become more accessible in the near future
<b>GRI 303: WATER AND EFFLUENTS 2018</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Climate &amp; Water Strategy</a>	Pg. 80		
303-1 Interactions with water as a shared resource	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Climate &amp; Water Strategy Goal 2</a>	Pg. 91		
303-2 Management of water discharge-related impacts	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Climate &amp; Water Strategy Goal 2</a>	Pg. 91		
303-3 Water withdrawal	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Water</a>	Pg. 84		
303-4 Water discharge	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Water</a>	Pg. 84		
303-5 Water consumption	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Water</a>	Pg. 84		
<b>GRI 304: BIODIVERSITY 2016</b>				
3-3 Management of material topics	<a href="#">About Huber &lt; Sustainability Journey &lt; Materiality Assessment</a>	Pg. 27		
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.</a> <a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 20 Pg. 96		
304-3 Habitats protected or restored	<a href="#">About Huber &lt; Portfolio of Businesses &lt; Huber Resources Corp.</a> <a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 17 Pg. 96		

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304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations			Information unavailable / incomplete	Data not available
<b>GRI 305: EMISSIONS 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 80		
305-1 Direct (Scope 1) GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 83		
305-2 Indirect (Scope 2) GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 83		
305-3 Other indirect (Scope 3) GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 83		
305-4 GHG Emissions intensity	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 83		
305-5 Reduction of GHG emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance</a>	Pg. 82		
305-6 Emissions of ozone-depleting substances (ODS)	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 82		
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Emissions</a>	Pg. 83		
<b>GRI 306: WASTE 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Operational Circularity</a>	Pg. 98		
306-1 Waste generation and significant waste-related impacts	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Operational Circularity</a>	Pg. 98		
306-2 Management of significant waste-related impacts	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Operational Circularity</a>	Pg. 98		
306-3 Waste generated	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Waste</a>	Pg. 85		

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			REASON	EXPLANATION
306-4 Waste diverted from disposal	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Waste</a>	Pg. 85		
306-5 Waste directed to disposal	<a href="#">Environmental Stewardship &lt; Environmental Performance &lt; Waste</a>	Pg. 85		
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 95		
308-1 New suppliers that were screened using environmental criteria	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 96		
308-2 Negative environmental impacts in the supply chain and actions taken	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 97		
<b>GRI 401: EMPLOYMENT 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a> <a href="#">Putting People First &lt; Employee Benefits</a>	Pg. 35 Pg. 51		
401-1 New employee hires and employee turnover	<a href="#">Putting People First &lt; Workforce by the numbers</a>	Pg. 64		
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>	Pg. 52		
401-3 Parental leave	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits for Working Parents</a>	Pg. 54		
<b>GRI 402: LABOR/MANAGEMENT RELATIONS 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a>	Pg. 35		
402-1 Minimum notice periods regarding operational changes			Information unavailable / incomplete	Information varies by location
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 41		

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			REASON	EXPLANATION
403-1 Occupational health and safety management system	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 43		
403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 42		
403-3 Occupational health services	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 43		
403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Business Excellence &lt; Compliance</a>	Pg. 108		
403-5 Worker training on occupational health and safety	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 43		
403-6 Promotion of worker health	<a href="#">Putting People First &lt; Employee Benefits &lt; Benefits</a>	Pg. 43		
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>	Pg. 43		
403-9 Work-related injuries	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 44		
403-10 Work-related ill health	<a href="#">Putting People First &lt; Safety Health and Wellbeing</a>	Pg. 44		
<b>GRI 404: TRAINING AND EDUCATION 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Nurturing Talent</a>	Pg. 35		
404-1 Average hours of training per year per employee	<a href="#">Business Excellence &lt; Compliance</a>	Pg. 109		

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			REASON	EXPLANATION
	<a href="#">Putting People First &lt; Nurturing Talent &lt; Talent Management</a>	Pg. 35		
404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Putting People First &lt; Nurturing Talent &lt; Leadership and Succession Planning</a>	Pg. 37		
	<a href="#">Putting People First &lt; Nurturing Talent &lt; Managing Termination of Employment</a>	Pg. 40		
404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Putting People First &lt; Nurturing Talent &lt; Talent Management</a>	Pg. 35		
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Culture &amp; Inclusion</a>	Pg. 55		
405-1 Diversity of governance bodies and employees	<a href="#">Putting People First &lt; Culture &amp; Inclusion &lt; Workforce by the Numbers</a>	Pg. 64		
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
<b>GRI 406: NON-DISCRIMINATION 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Culture &amp; Inclusion</a>	Pg. 56		
406-1 Incidents of discrimination and corrective actions taken	<a href="#">Putting People First &lt; Culture &amp; Inclusion</a>	Pg. 56		
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>				
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>	Pg. 95		
<b>GRI 408: CHILD LABOR 2016</b>				
3-3 Management of material topics	<a href="#">CODE OF ETHICS</a>			

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			REASON	EXPLANATION
408-1 Operations and suppliers at significant risk for incidents of child labor	<a href="#">Environmental Stewardship &lt; Circularity Strategy</a>	Pg. 95		
<b>GRI 409: FORCED LABOR 2016</b>				
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>	Pg. 95		
<b>GRI 413: LOCAL COMMUNITIES 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Huber Helps</a>	Pg. 65		
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>	Pg. 71		
413-2 Operations with significant actual and potential negative impacts on local communities	<a href="#">Putting People First &lt; Huber Helps</a>	Pg. 71		
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>				
3-3 Management of material topics	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 96		
414-1 New suppliers that were screened using social criteria	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 97		
414-2 Negative social impacts in the supply chain and actions taken	<a href="#">Environmental Stewardship &lt; Circularity Strategy &lt; Sustainable Supply Chain</a>	Pg. 97		
<b>GRI 416: CUSTOMER HEALTH AND SAFETY 2016</b>				
3-3 Management of material topics	<a href="#">Putting People First &lt; Product Safety and Quality</a>	Pg. 76		
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>	Pg. 76		
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>	<a href="#">Pg. 76</a>		

# TCFD Content Index

DISCLOSURE	LOCATION	PAGE NUMBER	DESCRIPTION
<b>GOVERNANCE: DISCLOSE THE ORGANIZATION’S GOVERNANCE AROUND CLIMATE-RELATED RISKS AND OPPORTUNITIES</b>			
a) Describe the board’s oversight of climate-related risks and opportunities	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Climate Risk &gt; Governance &gt; Board Oversight</a>	Pg. 88	See "Board Oversight" section for details.
b) Describe the management's role in assessing and managing climate-related risks and opportunities.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Climate Risk &gt; Governance &gt; Management Oversight</a>	Pg. 88	See "Management Oversight" section for details.
<b>STRATEGY: DISCLOSE THE ACTUAL AND POTENTIAL IMPACTS OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION’S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING WHERE SUCH INFORMATION IS MATERIAL.</b>			
	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Transitional Risks</a>	Pg. 89	See "Transitional Risks" table for details.
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Physical Risks</a>	Pg. 90	See "Physical Risks" table for details.
	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Climate-Related Opportunities</a>	Pg. 90	See "Climate-Related Opportunities" for details.
b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Risk Management &gt; Identification, Assessment, and Management of Climate-Related Risks</a>	Pg. 91	See "Identification, Assessment, and Management of Climate-Related Risks" for details.

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DISCLOSURE	LOCATION	PAGE NUMBER	DESCRIPTION
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including 2°C or lower	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Risk Management &gt; Identification, Assessment, and Management of Climate-Related Risks</a>	Pg. 91	See "Identification, Assessment, and Management of Climate-Related Risks" for details.
<b>RISK MANAGEMENT: DISCLOSE HOW THE ORGANIZATION IDENTIFIES, ASSESSES, AND MANAGES CLIMATE-RELATED RISKS.</b>			
a) Describe the organization's process for identifying and assessing climate-related risks.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Risk Management &gt; Identification, Assessment, and Management of Climate-Related Risks</a>	Pg. 91	See "Identification, Assessment, and Management of Climate-Related Risks" for details.
b) Describe the organization's process for managing climate-related risks.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Risk Management &gt; Identification, Assessment, and Management of Climate-Related Risks</a>	Pg. 91	See "Identification, Assessment, and Management of Climate-Related Risks" for details.
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Climate Risk &gt; Governance &gt; Strategy</a>	Pg. 88	See "Identification, Assessment, and Management of Climate-Related Risks" for details.
<b>METRICS AND TARGETS: DISCLOSE THE METRICS AND TARGETS USED TO ASSESS AND MANAGE RELEVANT CLIMATE-RELATED RISKS AND OPPORTUNITIES WHERE SUCH INFORMATION IS MATERIAL.</b>			
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Energy</a>	Pg. 81	See graph and table in "Total Energy" section for energy usage metrics.
	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Carbon Emissions</a>	Pg. 82	See tables in "Carbon Emissions" section for carbon metrics.
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Carbon Emissions</a>	Pg. 83	See tables in "Carbon Emissions" section for Scope 1 and 2 metrics, as well as details on Scope 3.
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<a href="#">Environmental Stewardship &gt; Environmental Performance &gt; Vision 150 Sustainability Focus</a>	Pg. 82	See paragraph in "Carbon Emissions" section that details our Vision 150 aspiration for a 55% reduction in Scope 1 and 2 emissions by 2033.

# 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 ADVANCED MATERIALS**

### **Americas**

Bauxite, Arkansas, US – Manufacturing

Fairmount, Georgia, US – Manufacturing, Technical Center

Kennesaw, Georgia, US – Manufacturing

Marblehead, Illinois, US – Manufacturing

### **Europe**

Bergheim, Germany – Manufacturing, Technical Center (Martinswerk GmbH)

St. Jakob-Breitenau, Austria – Manufacturing (MAGNIFIN

Magnesiaprodukte GmbH & Co. KG)

### **Asia Pacific**

Qingdao, Shandong, China – Office

## **HUBER AGROSOLUTIONS**

### **Americas**

Hanover, Pennsylvania, US –

Manufacturing, Innovation Center (Miller Chemical & Fertilizer, LLC)

São Paulo, Brazil – Office (Biolchim do Brazil Imp. e Com. Ltda.)

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

### **Europe**

Arzignano, Italy – Manufacturing (Ilsa S.p.A.)

Kecel, Hungary – Manufacturing, (Matécsa Kft)

Medicina, Italy – Manufacturing (Biolchim S.p.A.)

Molfetta, Italy – Manufacturing (Ilsa S.p.A.)

San Giorgio di Piano, Italy – Manufacturing (Cifo S.r.l.)

Hannover, Germany – Manufacturing (Biolchim Deutschland GmbH)

Warsaw, Poland – Office (Biolchim Polska Sp z o.o.)

### **Asia Pacific**

Hampton, Victoria, Australia – Office (Biolchim Australia)

Te Puke, New Zealand – Office (Biolchim New Zealand)

Qingdao, Shandong, China – Office (Biozim (Qingdao) Biotechnology Co., Ltd.)

## **HUBER SPECIALTY MINERALS**

### **Americas**

Aiken, South Carolina, US – Manufacturing (Active Minerals International, LLC.)

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

Cortland, New York, US – Manufacturing (Natrium Products Inc.)

Eatonton, Georgia, US – Technical Lab (Active Minerals International, LLC.)

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

Houston, Texas, US – Office, R&D Lab (Active Minerals International, LLC.)

La Mirada, California, US – Manufacturing

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

Marble Falls, Texas, US – Manufacturing

Marble Hill, Georgia, US – Manufacturing

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

Quincy, Illinois, US – Manufacturing

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

### **Asia Pacific**

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

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

## **HUBER ENGINEERED WOODS**

### **Americas**

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.**

### **Americas**

Minocqua, Wisconsin, US – Office

Old Town, Maine, US – Headquarters