



EMERY OLEOCHEMICALS

Sustainability Report 2022

Engineered for Performance | Sustainable by Nature™
www.emeryoleo.com



Embracing
sustainability

as our guiding
principle,

we embark
on a journey
towards

responsible

and
profitable
operations.



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1 SUSTAINABILITY COMMITMENT



Jay Taylor, Emery Oleochemicals Group Chief Executive Officer

For over 180 years, Emery Oleochemicals has been manufacturing sustainable products. Now, more than ever, we are committed to advancing our efforts to leave a smaller environmental footprint to help achieve planet habitability and people prosperity.

Understanding that acting responsibly for a sustainable future goes beyond doing only what is required by law, Emery Oleochemicals strives to create and follow best practices to become an industry leader in the chemical sector. To grow through sustainable and responsible actions, we invest for continuous improvement in new methods, processes, and equipment to ensure sustainable production on a global scale with minimal climate impact.

Being part of the change that is necessary for the health of our planet and the prosperity of future generations requires all of us to be engaged in sustainable practices

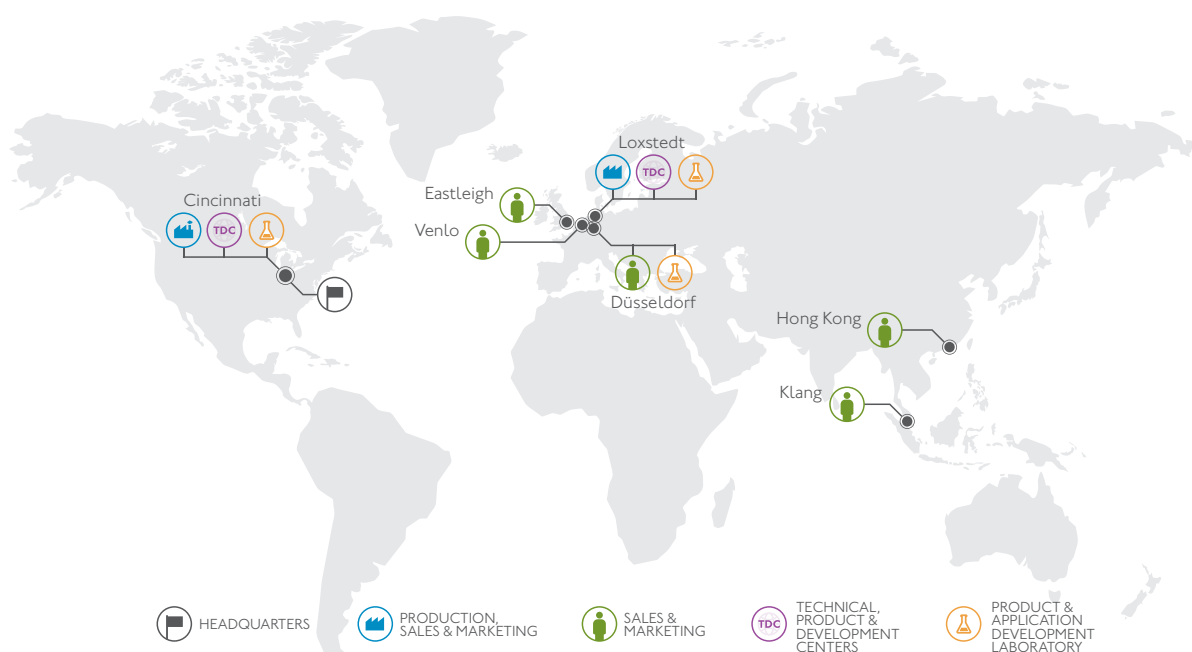
both at work and in our personal lives. This begins by educating ourselves and others on what sustainability means. The United Nations Sustainable Development Goals (SDGs), the Roundtable on Sustainable Palm Oil (RSPO), REACH registration, the EU EcoLabel, and the USDA BioPreferred® certification provide important guiding principles that Emery Oleochemicals follows and sets as standards to shape our corporate social responsibility and ESG culture and to drive our employees' behaviors.

Emery Oleochemicals proudly contributes to a more sustainable future through innovative and progressive ways to reduce our impact on the environment, providing an inclusive and safe workplace for our employees, holding our suppliers and vendors accountable to follow sustainable practices, and investing in the communities where we do business. This report outlines our ambitions, our progress, and our goals to act sustainably.





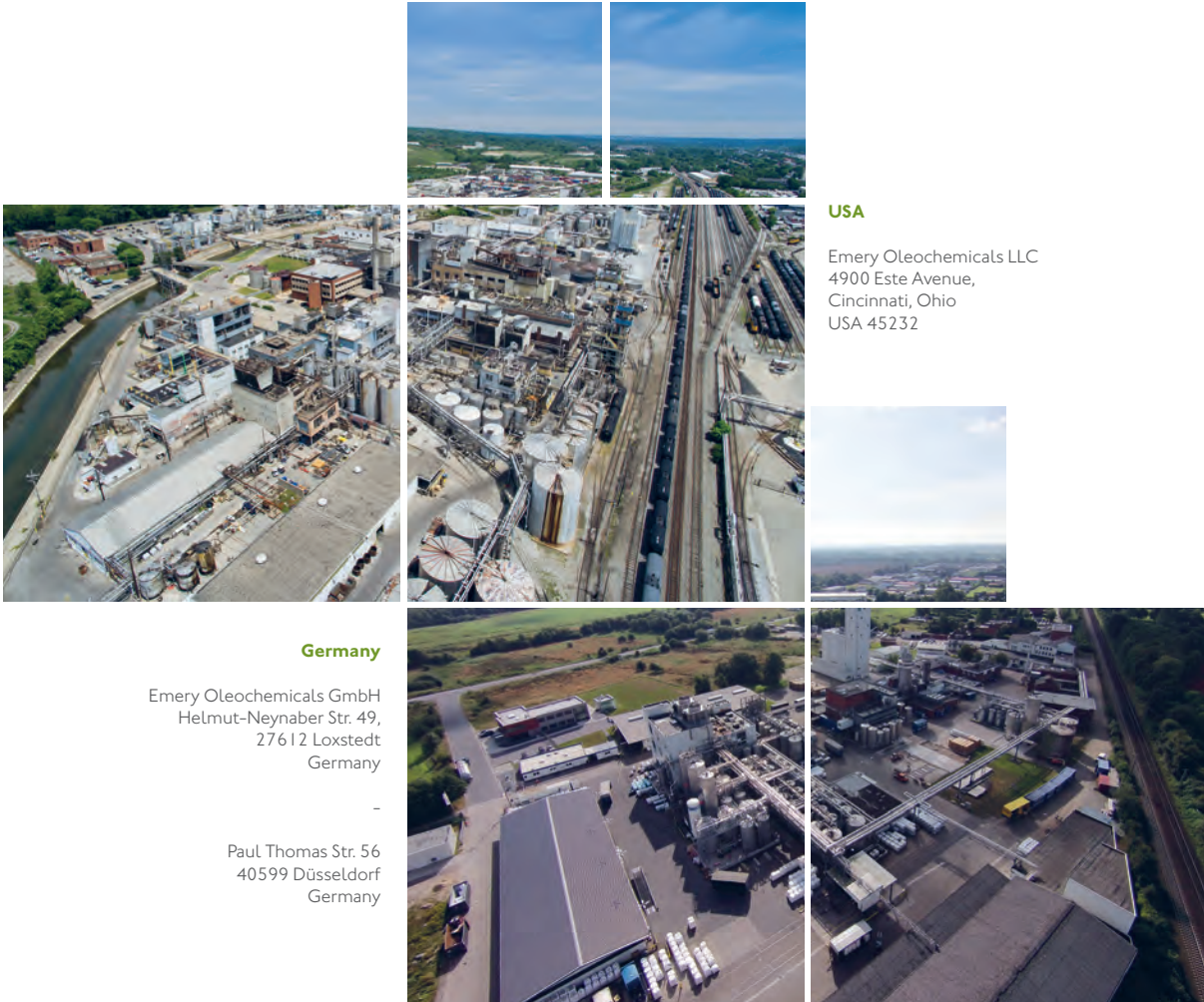
EMERY OLEOCHEMICALS' SITES



GLOBAL REVENUE IN USD: **689.8 MILLION**

Number of Emery's employees			
U.S.	EU	Asia	Total
311	166	6	483

EMERY OLEOCHEMICALS' LOCATIONS



USA

Emery Oleochemicals LLC
4900 Este Avenue,
Cincinnati, Ohio
USA 45232

Germany

Emery Oleochemicals GmbH
Helmut-Neynaber Str. 49,
27612 Loxstedt
Germany

Paul Thomas Str. 56
40599 Düsseldorf
Germany

Headquartered in Cincinnati, Ohio, USA, Emery Oleochemicals is equally owned by Sime Darby Plantation (SDP) and PTT Global Chemical Public Company Limited (GC). Our shareholders provide strategic oversight to a senior leadership team at Emery that manages our global operations through production

sites and administration in Germany and the USA, as well as sales and marketing offices in the UK, the Netherlands, Malaysia, and Hong Kong.

Global location details can be found at:
www.emeryoleo.com/locations





Our Vision:

To become a World Leader
in Value-added, Natural-based
Chemicals

Our Mission:

We are committed to delivering innovative solutions in natural-based chemicals to our customers and growing shareholder value through a market-driven approach. We will accomplish this through the strengths of our people, partnerships, research and technology capabilities, operational excellence, and total integration of our business value chain.

OUR SUSTAINABILITY MODEL

Science and innovation are our driving forces in the evolution of best practices and value creation. As we develop our technology and business, we are governed by our sustainability model. Long-term sustainability for the future of our employees, partners, investors, and the community at large remains the topmost priority. Emery Oleochemicals' sustainability model is a holistic approach that strives for planet habitability, people prosperity, and economic profitability. By integrating these visions, the company aims to create a positive and lasting impact on both the environment and society while maintaining strong business performance. The model is guided by four key pillars that drive operational excellence and align with our commitment to a sustain-

able future: Being a Preferred Partner, Future Proofing our Environment, Embedding Sustainable Supply Chains, and Ensuring Sustainable Product Stewardship.

These pillars collectively operationalize our sustainability vision, reflecting our unwavering dedication to a greener, more prosperous, and socially responsible future. The bridge to our daily operations is our core values of Partnership, Trust, Competitive Advantage, and Innovation which drive our journey towards a sustainable future. These values serve as a guide and a compass, propelling us towards a future where sustainability is ingrained into everything we do.

OUR SUSTAINABILITY MODEL				
Sustainability Vision				
	Planet Habitability	People Prosperity	Economic Profitability	
We grow and create value by acting sustainably				
Sustainability Pillars				
	Being A Preferred Partner	Future Proofing Our Environment	Embedding Sustainable Supply Chains	Ensuring Sustainable Product Stewardship
Definition	Create, nurture and maintain strategic partnerships with key stakeholders to meet and advance sustainability agendas	Respect and protect the environment and biodiversity around us and strive to continuously reduce our ecological footprint	Transition sustainable practices into an efficient and responsible supply chain management system	Offer products that protect environmental and societal interest while contributing to performance challenges and profitability
Core Values	PARTNERSHIP	TRUST	COMPETITIVE ADVANTAGE	INNOVATION

SOLUTIONS & INDUSTRIES

Emery Oleochemicals offers best-in-class natural-based chemical solutions and is committed to producing high quality, effective, and sustainable products that

contribute to the development of high performance and more environmentally friendly products for our customers. Our business units, supplied industries, and sustainable products are shown in the following:



 <p>Ag Agro Green</p>	<p>Green chemistry transforms natural-based renewable resources to create sustainable solutions for weed and insect control.</p>	<ul style="list-style-type: none"> · Crop Protection · Livestock Farming · Organic Gardening · Seed Treatments · Turf & Ornamentals
 <p>Bl Bio-Lubricants</p>	<p>Driving innovations utilizing natural-based fatty acids to create chemical solutions for outstanding performance and environmental safety.</p>	<ul style="list-style-type: none"> · Automotive · Greases · Industrial Lubricants · Metalworking Fluids · Oilfield · Marine Lubricants
 <p>Ep Eco-Friendly Polyols</p>	<p>Shaping tomorrow with proprietary technologies in renewable and recycled content chemicals for use in formulations for the urethanes industry.</p>	<ul style="list-style-type: none"> · Automotive · Building & Construction · Furniture & Bedding · Packaging
 <p>Gp Green Polymer Additives</p>	<p>Natural-based solutions that provide improved materials and processing efficiencies for the plastics industry.</p>	<ul style="list-style-type: none"> · Automotive · Building & Construction · Coatings & Inks · Electronics · Packaging · Toys & Sports Equipment
 <p>Ob OleoBasics</p>	<p>Responsible solutions from renewable resources suited for basic to niche applications.</p>	<ul style="list-style-type: none"> · Cleaning Chemicals · Food & Beverages · Paper · Pharmaceuticals · Textiles & Leather

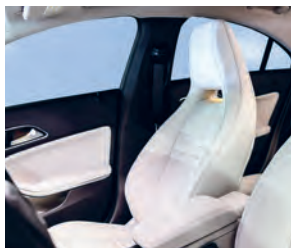
KEY SECTORS

Using proprietary technology, in-depth market insights and superior technical know-how, Emery Oleochemicals currently offers customizable solutions for many of the following high-growth sectors.

We provide manufacturers and formulators of end user goods and industrial products alike with best-in-class renewable solutions recognized for their ability to improve processing efficiencies, deliver outstanding technical performance, and enhance environmental safety.



Lawn Care



Automotive



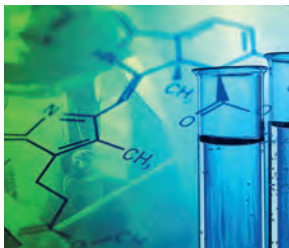
Building
and Construction



Food Packaging



Coatings



Chemical Intermediates



Lubricants



Toys & Sports



Pharmaceutical
Packaging



Personal Care



Electrical
and Home Appliances












Oilfield and Exploration

CORPORATE CITIZENSHIP

As Emery Oleochemicals embraces sustainability and innovation in our business, we are committed to making a positive impact on the communities in which we operate around the world. By uniting our employees in this common cause, we have identified relevant stakeholders in line with the needs of local communities, which are as diverse as our employees.

We contribute to a sustainable society and act as a corporate citizen by supporting various initiatives, charities, and organizations, a selection of which are listed below. These charities have been selected as they align with our commitment to positively impact the diverse communities surrounding our global operations.

 <p>Ronald McDonald House Charities:</p> <p>Emery Oleochemicals LLC contributes to the Greater Cincinnati chapter of this important charity to help provide a "home-away-from-home" for families so they can stay close to their hospitalized child at little or no cost.</p>	 <p>Bürger helfen Bürgern e.V.:</p> <p>Beginning in 2018, Emery Oleochemicals GmbH in Loxstedt has supported the Bürger helfen Bürger e.V. non-profit organization by participating in the "Wishing Tree" project to provide Christmas gifts to underprivileged children.</p>	 <p>University of Cincinnati:</p> <p>For almost 100 years, Emery Oleochemicals LLC has been partnering with the University of Cincinnati on a co-op program that brings in several UC students every year from the Engineering College to work as paid co-ops at Emery's Cincinnati Plant. We are very proud that today, at least 10 of our current full-time employees initially began their careers at the company as part of a co-op program, some having worked at Emery for over 40 years.</p>
 <p>Städtisches Kinderhilfswerk Düsseldorf:</p> <p>Since 2020, Emery Oleochemicals GmbH has contributed to the social aid project Christmas Wish-Tree which helps children from disadvantaged families to bring them a little joy for Christmas. Children place a handwritten card with their wish on a Christmas tree, and our Emery employees buy and wrap the donated presents on behalf of the company.</p>	 <p>NewPath Child & Family Solutions (Formerly St. Joseph Orphanage):</p> <p>Emery Oleochemicals LLC employees contribute Christmas gifts and monetary donations in addition to corporate donations, giving the children a small joy during this festive season. This is an employee-driven initiative that we are proud to have been supporting annually for over 20 years.</p>	 <p>Aktion Mensch e.V.:</p> <p>Emery Oleochemicals GmbH has supported this campaign for many years by purchasing an annual raffle ticket for employees. Aktion Mensch is committed to inclusion and a self-determined life for people with disabilities and equal opportunities for children and young people.</p>
 <p>Charity Walks:</p> <p>Emery Oleochemicals LLC proudly sponsors an employee team with a matching company donation to local charity walks. Organizations that Emery has contributed to since beginning this endeavor in 2016 include the Susan G. Komen Breast Cancer Foundation, the Alzheimer's Association of Greater Cincinnati, the Down Syndrome Association of Greater Cincinnati, and the Pancreatic Cancer Action Network.</p>	 <p>Aktion Deutschland Hilft e.V.:</p> <p>In 2021, Emery Oleochemicals GmbH appealed to its employees for donations to help flood victims in North Rhine-Westphalia, Germany, and in 2022, for victims of the crisis in Ukraine. The renowned German aid alliance has the aim of achieving an efficient use of donations to provide joint, rapid, and coordinated assistance to people in need.</p>	 <p>United Way:</p> <p>For over 50 years, Emery Oleochemicals LLC has supported the United Way through its annual fundraising campaign which helps people and families to be financially secure. In addition to the company's yearly donation, employees are also encouraged to donate.</p>

2

Achievements and Awards





EMERY OLEOCHEMICALS GMBH EARNS ECOVADIS SUSTAINABILITY SILVER MEDAL

Emery is pleased to announce its latest sustainability performance by receiving the EcoVadis Silver Medal in 2022 in recognition of our sustainability achievements.



We were assessed on sustainability criteria including environment, labor and human rights, ethics, and sustainable sourcing, and were ranked in the top 25% of companies assessed.

USDA BIOPREFERRED® PROGRAM: CERTIFICATION OF BIOBASED PRODUCTS

As part of our mission to provide high-quality, natural-based products to meet market needs, we participate in the USDA BioPreferred® Program which has a goal to increase the development, purchase, and use of biobased products. Due to their high biobased content (48 – 100%), many of Emery's Agro Green Solutions and Eco-Friendly Polyols products have been certified biobased by the USDA Certified Biobased Product Label.

In 2022, when the USDA BioPreferred® Program celebrated its 20th Anniversary as the Federal Government's official advocate and market accelerator for biobased products, Emery Oleochemicals was proud to be recognized by the USDA as a BioPreferred Program Champion.



3 Sustainable Development Goals





In 2015, Emery Oleochemicals embraced the United Nations' Sustainable Development Goals (SDGs), which provided us with an invaluable roadmap to align our sustainability efforts. The SDGs enable us to meaningfully contribute to global objectives, both on a broader scale and within the chemicals industry. For the

preparation of this report, our global management team carefully selected the most relevant SDGs by aligning the 17 SDGs and their 169 sub-goals with the core business of Emery. Notably, the same SDGs selected in 2015 continue to resonate with our management team today, underscoring their ongoing significance in shaping our sustainability approach.





We have assigned the SDGs to the three pillars of our sustainability vision as follows:

Economic Profitability



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

We aim to foster economic profitability by aligning our operations with SDG 8 on decent work and economic growth and SDG 9 on sustainable industrialization and innovations. To achieve inclusive and productive employment, decent work and sustainable economic growth (SDG 8), Emery adopts responsible business practices, ensuring fair wages and safe working conditions. By investing in research and innovation (SDG 9), our company enhances its efficiency, productivity, and competitiveness. Embracing sustainable technologies and practices reduces resource consumption and waste, resulting in cost savings and increased profitability. By embracing SDGs 8 and 9, Emery can create a positive impact on society and the environment while driving economic success and long-term sustainability.

People Prosperity



Ensure sustainable consumption and production patterns.



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

Emery Oleochemicals aims to achieve people prosperity by actively addressing SDG 12 on responsible consumption and production and SDG 17 on global partnerships. We focus on responsible consumption and production by adopting sustainable practices throughout our supply chain, promoting the efficient use of resources, and developing eco-friendly products. By supporting various initiatives, charities, and organizations, Emery Oleochemicals has a positive impact on the well-being of local communities.

Our company addresses SDG 17 by fostering collaborations with stakeholders, governments, and non-governmental organizations to enhance sustainable development initiatives. By working together, we can leverage expertise and resources, facilitating knowledge-sharing and capacity-building for sustainable practices.

Embracing SDGs 12 and 17 will not only lead to people prosperity within the company but also create a positive effect on society and the planet, contributing to a more cooperative and sustainable future.



We are reducing our carbon footprint by transitioning towards renewable energy.

Planet Habitability



Take urgent action to combat climate change and its impacts.



Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Ensuring planet habitability, Emery Oleochemicals can make a significant impact by addressing SDG 13 on climate change and SDG 15 on life on land. Our company contributes to SDG 13 by reducing our carbon footprint and transitioning towards renewable energy sources. Implementing energy-efficient practices and adopting sustainable technologies will not only mitigate greenhouse gas emissions but also support global efforts to combat climate change. Moreover, Emery promotes environmental conservation and the protection of life on land (SDG 15) through responsible sourcing of raw materials and reducing waste generation and disposal. In this way, the company can help preserve ecosystems and habitats, fostering a healthier planet.

By aligning with SDGs 13 and 15, Emery Oleochemicals can take an active role in safeguarding the environment, ensuring a habitable and resilient planet for future generations.

4

Materiality Assessment

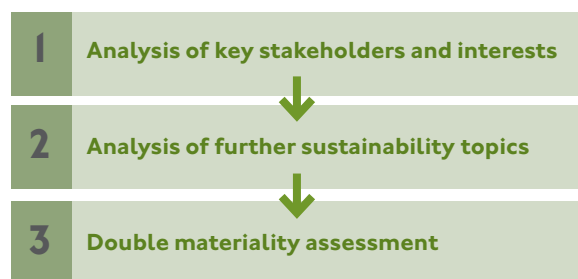


Our materiality
assessment helps us
to address
sustainability
proactively.



TO SYSTEMATIZE EMERY OLEOCHEMICALS' SUSTAINABILITY MANAGEMENT, WE CONDUCTED A THOROUGH MATERIALITY ASSESSMENT.

The materiality assessment is a valuable tool that allows Emery to gain a clear understanding of the most critical economic, environmental, and social issues that directly impact our business and stakeholders. By conducting this assessment, we can prioritize and focus our efforts on the areas that truly matter to our customers, investors, employees, and communities. This strategic approach enables us to optimize resource allocation, address sustainability challenges proactively, and identify opportunities for growth and positive impact. Moreover, the results of the materiality analysis strengthen the credibility of our sustainability reporting, demonstrating our commitment to transparency and responsible business practices. The assessment followed a number of comprehensive steps.

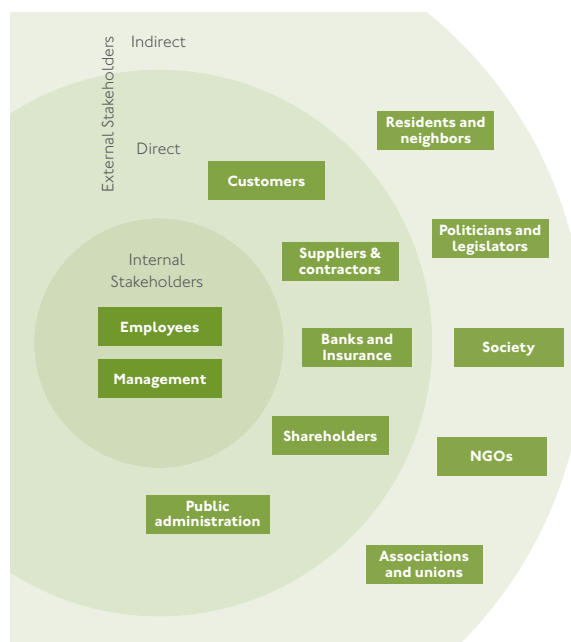


In the initial phase, our global management team conducted a comprehensive stakeholder analysis that spanned both internal and external stakeholders, encompassing direct business relations and indirect linkages. The outcomes were visually represented in a stakeholder map, providing a clear landscape view. We prioritize active engagement with vital stakeholders, such as customers, suppliers, shareholders, financial

institutions, and public administrations. Occasional interactions extend to indirect stakeholders — residents, neighbors, politicians, legislators, NGOs, associations, and unions. Based on this analysis, our global management team identified key interests for each group, informed by data generated for our environmental management system and the expertise of all departments. This assessment helps us better understand stakeholder interests and compile a preliminary list of potential and actual impacts of and on Emery.

Emery Oleochemicals' Stakeholders

Mapping the most important stakeholders



EMERY OLEOCHEMICALS' STAKEHOLDERS

	Internal stakeholders		External direct stakeholders				
	Employees	Management	Customers	Suppliers & contractors	Banks & Insurances	Shareholders	Public administration
Stakeholder interests	Fair and high pay	Economic profitability	Reliability	Human rights	Safe operations	Return on investment	Compliance
	Job security	Reliable, safe, and efficient production	High quality	Good prices	Covenants	Good governance and management	Community ties
	Work-life balance	Compliance	Competitive prices	Prompt payment	Sustainability	Growth opportunities	Excellent governance
	Working conditions	Employee satisfaction	Legal documentation	Reliability	Profitability	Company image	Accurate reporting

	External indirect stakeholders				
	Residents and neighbors	Associations	Politicians and unions	Society	NGOs
Stakeholder interests	Pollution control	Good labor practices	Compliance	Pollution	Sustainability
	Job opportunities	Engagement in industry	Job creation	Job opportunities	Labor rights
	Charitable support	Sharing innovations and best-practices	Transparency and accountability	Tax collection	Charitable support
	Information sharing	Charitable support	Community engagement	Charitable support	Certifications

During the second phase, we analyzed a range of possible sustainability topics that could be addressed in our reporting. Our approach began with an evaluation of sustainability reports from customers, suppliers, and competitors. We also analyzed documents from industry associations, unions, NGOs, and previous Emery sustainability reports to identify recurring challenges and impacts of the oleochemicals industry and its products. Furthermore, we explored relevant standards, regulations, and emerging sustainability trends, and used our survey of our most important suppliers in Europe. Geographic factors were also considered, as we evaluated sustainability challenges tied to our sites and sales offices. As a result, we developed a comprehensive

list of potential economic, environmental, and social topics by combining insights from various sources. This strategic analysis which aligns with the selected SDGs provides a strong basis for defining the scope of our reporting.

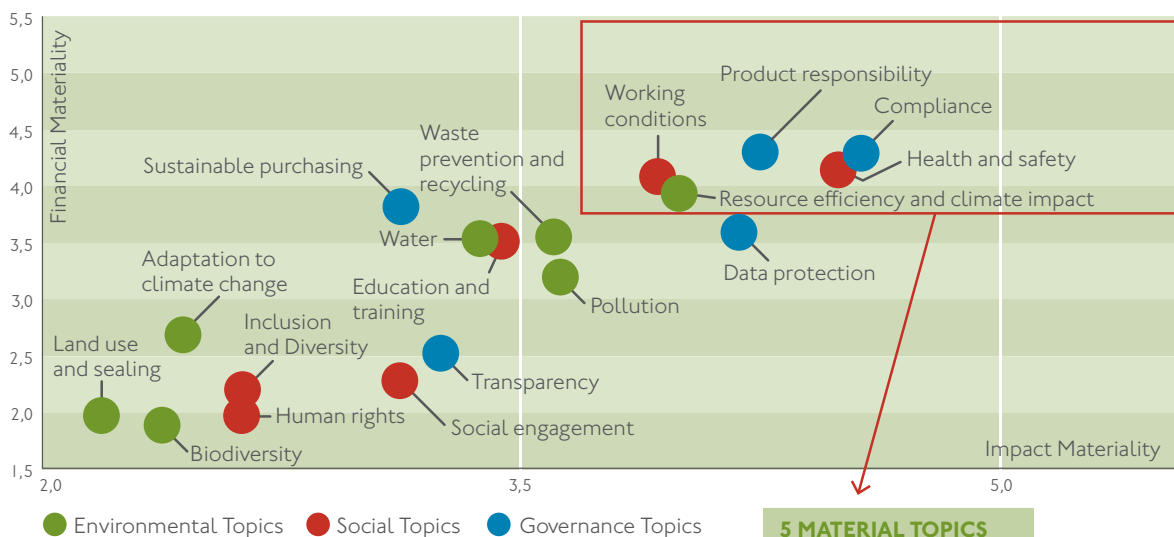
In the third phase, we conducted a double materiality assessment. This assessment entailed a thorough evaluation of each sustainability aspect from two distinct perspectives: sustainability relevance and financial impact. The sustainability relevance reflects our company's actual and potential impact on the

identified topics, encapsulating an inside-out approach often termed “impact materiality”. This assessment delved into both the positive and negative impacts of our activities, considering their magnitude, scope, and likelihood of occurrence to assess the severity of impacts. Concurrently, we explored the financial impact that each sustainability topic could exert on Emery, representing an outside-in approach also coined “financial materiality”. This facet encompassed the actual and potential influence of these topics on our financial performance.

Our global management team undertook the task of assessing and rating these topics through a

comprehensive survey. Subsequently, the individual responses were compiled, and the results were discussed for accuracy, completeness, balance, and clarity. This thorough process facilitated a nuanced understanding of each topic’s significance, ultimately defining the topics to be addressed in this report. A sustainability aspect is considered material in the sense of double materiality if it has been identified to have a high sustainability relevance and financial impact. The materiality matrix below presents the survey and discussion results which were discussed with external sustainability experts. The following five topics were identified as most material: compliance, health and safety, product responsibility, resource efficiency, and climate impact, as well as working conditions.

EMERY`S MATERIALITY MATRIX



5 MATERIAL TOPICS

Environment:

- Resource efficiency and climate impact

Social:

- Health and safety
- Working conditions

Governance:

- Compliance
- Product responsibility

In the following sections, Emery aims to comprehensively report on the potential and actual impacts of the material sustainability topics and the remediation taken. The sustainability report only includes data for its current operations and assets in the U.S. and Europe. We do not anticipate any further negative impacts than those described for each of the material topics. If there are public grievances regarding any negative impacts, they will of course be received and dealt with by the persons in charge in our company. We confirm that we will incorporate all external suggestions and address stakeholder grievances as far as possible. The effectiveness of the grievance mechanisms and other remedies will be tracked on a case-by-case basis.

As a change from previous sustainability reports, Emery Oleochemicals made a strategic decision in 2021 to divest its manufacturing operations in Malaysia, in line with the company’s focus on building its specialty chemicals portfolio.

5 Sustainability Goals

Goals within our sustainability report play a pivotal role in shaping our commitment and progress across the material topics. These goals serve as compass points, guiding our efforts and actions towards measurable and impactful outcomes. For each of our material topics, we have set ambitious goals that form the foundation of our commitment to responsible business practices.

These goals collectively illuminate our path towards a sustainable future, enabling us to transparently track, improve, and communicate our performance across the material topics central to our mission. In the following, we have summarized the key goals for our material topics.





KEY GOALS FOR OUR MATERIAL TOPICS

	Compliance	Health & Safety	Product Responsibility	Resource Efficiency & Climate Impact	Working Conditions
GOALS	1. Maintain 0 corruption cases globally	Achieve 0 loss time cases, fires, and injuries, ensuring a safe and injury-free operating environment for all	Strive to maximize the renewable raw material content in our products	Strive for net 0 GHG emissions by 2050	Develop programs to proactively address employee attrition and involuntary separation where regional rates meet or exceed local, industry, or country benchmarks
	2. Regularly train global management, sales, and purchasing (supply chain) on corruption and anti-trust	Implement online safety briefings to improve accident prevention training at our German sites by 2023	Maintain 0 non-compliant product complaints	Reduce Scope 1 & 2 GHG emissions in Germany by 40% and in the U.S. by 25% by the year 2030	Expand health and wellness initiatives in each region to reduce health risks and improve the quality of life for our employees
	3. Expand the Letter of Representation process to supervisors in Germany by 2023	Achieve a 90% safety inspection rate, ensuring safe working conditions through comprehensive assessments and compliance with safety standards at our U.S. site by 2023	Provide RSPO alternative for palm-derived products	Achieve ISO 50001 certification by 2024 in our U.S. operations	Expand trainee and skill development opportunities, benchmarking regional programs and implementing best practices globally

6

Leadership: Driving Innovation & Sustainability



Our Board of
Directors helps drive
sustainable
development
and progress



EMERY CREATES THE STRUCTURE TO ACHIEVE SUSTAINABILITY GOALS.

We have a comprehensive governance structure in place that drives sustainable development and progress and is designed and operated by our shareholders. Emery Oleochemicals is governed by a Board of Directors (BOD), an Executive Committee, a Risk Audit Committee, and a Management Committee. The chairperson of Emery's BOD is an executive from one of its shareholder companies, not a senior executive in Emery Oleochemicals. The BOD leadership position changes every 3 years with the Chairperson of Emery's BOD switching between an executive from SDP and an executive from GC as part of the Joint Venture Agreement. When a member of the BOD or any other committee member resigns, our shareholders carefully select a new member taking into account relevant business experience, diversity, independence, financial expertise as well as management skills. Our shareholders ensure that there is no conflict of interest with Emery Oleochemicals prior to them being selected for these governing bodies. More information can be found at:

www.emeryoleo.com/leadership

Emery Oleochemicals' BOD helps drive sustainable development and progress, ensuring alignment, synergies, and tracking methods are consistent between our shareholder companies and Emery. Emery's senior management also meets with relevant topical experts to organize the structure necessary to meet our

sustainability goals and is involved in providing and reviewing shared information. The company only discloses data that is internally reliable. Relevant data is also shared with Emery's shareholders at regularly scheduled Executive Committee and BOD meetings throughout the year. If any concerns arise, they are immediately reported to the BOD and the Executive Committee. Emery does not seek external assurance or audits on its sustainability reporting.

Emery Oleochemicals' BOD reviews the company's budgets and capital expenditures annually to vet data while also evaluating 5-10 year business projections to confirm alignment. As Emery is a private company owned via a 50:50 joint venture, information on remuneration policies of the governance body or senior executive is not available for public reporting. Compensation rates are determined based on region and industry-specific market benchmarks to fairly compensate all Emery employees. This market comparison occurs at all levels of the organization and within all regions. Compensation, bonuses, and percentage increases are approved by our BOD.

7

Material Topics

In this chapter, we embark on a comprehensive journey through our material topics. For each material topic, we follow the same systematic structure to ensure a consistent and comprehensive exploration of our sustainability efforts across various topics. We begin by introducing and summarizing our commitment and presenting our defined goals, illustrating our focused direction and dedication. After the introduction, we present our main challenges and elaborate on the systems and approaches implemented, shedding light on the crucial measures and indicators that underscore

our commitment. We conclude each material topic by sharing notable examples of projects, policies, approaches, and measures that exemplify our tangible efforts. Through this structured approach, we aim to provide our stakeholders with a holistic understanding of how Emery Oleochemicals is navigating these key areas, ensuring transparency, accountability, and the pursuit of a sustainable future.



COMPLIANCE

Sustainability Dashboard: Compliance

Emery Oleochemicals has a strong commitment to comply with all applicable laws governing our business operations, both foreign and domestic, and to always conduct our business activities with integrity. We are extremely proud of having another year where we had 0 cases involving corruption, bribery, or anti-trust allegations in 2022. The company’s comprehensive compliance policies are continuously communicated to

all employees, including, among others, anti-bribery, anti-corruption, anti-trust, and ethical business practices. Regular training, a global employee hotline, and a strict Code of Conduct further ensure adherence. Suppliers, customers, and employees alike are guided by Emery Oleochemicals’ commitment to compliant and ethical business practices. Below, we list Emery’s most significant goals in this vital domain.

Goals	Maintain 0 corruption and anti-trust cases globally.	Regularly train global management, sales, and purchasing (supply chain) on corruption and anti-trust.	Expand the Letter of Representation process to supervisors in Germany by 2023.
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COMPLIANCE: THE FOUNDATION OF OUR SUSTAINABILITY JOURNEY

Compliance is the cornerstone of our sustainability journey, as we strictly adhere to relevant laws, regulations, and customs. We ensure compliance as it forms the foundation of productive and sustainable operations, ensures fair competition, mitigates legal risks and promotes a level playing field within the business landscape. Our strong commitment to compliance is reflected in our track record of 0 incidents of corruption and noncompliance, resulting in 0 fines or sanctions.

Emery Oleochemicals faces a spectrum of challenges in upholding compliance across all our operations. Our exposure to the various compliance requirements from customers, suppliers, shareholders, financial institutions, and insurers, as well as various regulations and laws necessitates the ongoing task of monitoring, updating, and harmonizing our compliance systems and policies. In interaction with these different stakeholders, ensuring continuous communication flows and consistent retrieval of compliance data presents an ongoing challenge that demands efficient collaboration mechanisms. As a global company, harmonizing compliance across multiple regions can be complex due to differences in regulations.

To ensure a culture of compliance, a robust framework of policies is carefully crafted to cover various areas. These policies include anti-bribery, anti-corruption, anti-trust, conflicts of interest, international business, no gift, political contributions, and whistleblowing ensuring various facets of compliance. Our employees have access to these policies via an internal SharePoint site. A global hotline is available to report any deviations anonymously. Moreover, we have a comprehensive Code of Conduct in place that is communicated to all employees, and regular training is provided on anti-corruption and compliance. The Code of Conduct integrates a number of the compliance topics and policies listed above and addresses various human rights issues, such as equal opportunity and the prohibition of forced and child labor, sexual harassment, and discrimination. In 2022, all five department managers in Loxstedt received compliance training. All new employees are introduced to the Code of Conduct as part of their onboarding.

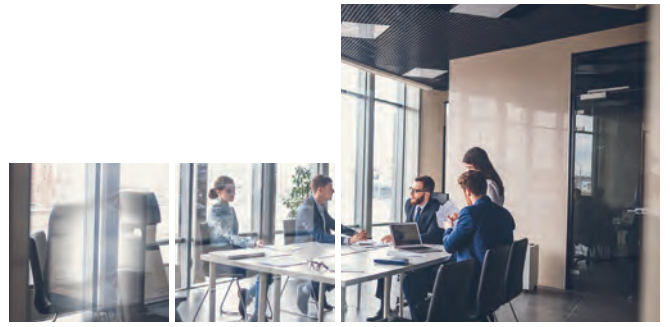
Our commitment to compliance extends to our suppliers and buyers through our Sourcing with Respect Guidelines, which emphasize compliance with national labor laws, anti-corruption, and whistleblower policies, and anti-competitive practices. Additional mechanisms include, for example, monitoring the effectiveness of an integrity system, employee anti-bribery training, participation in integrity pacts, and supplier engagement programs.

There are several processes and mechanisms that vet compliance at Emery. The Risk & Audit Committee meets quarterly and plays a key oversight role. This committee is made up of members of our BOD, ensuring comprehensive governance coverage. Within the organization, a thorough Letter of Representation (LOR) process reinforces compliance and informs the Group Chief Executive Officer (GCEO) and Group Chief Financial Officer (GCFO) of the possible deviations at all levels of the organization. Our commitment to compliance is further demonstrated by our strong corporate governance framework, risk management and robust internal control processes in place. An annual statutory audit is also conducted by external auditors on the financial statements of the Group and its subsidiaries in accordance with United Kingdom adopted International Accounting Standards. In addition, customers and suppliers regularly conduct audits on our business and manufacturing processes to ensure compliance.

In summary, compliance is deeply embedded in Emery's processes ensuring the integrity of our operations.

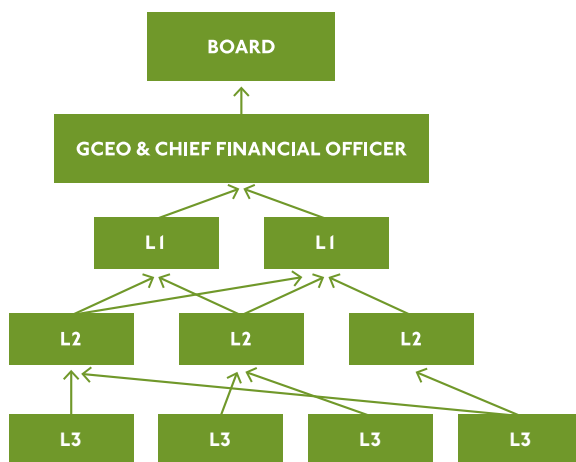
Letter of Representation (LOR)

Emery's LOR process is a key pillar of our compliance management framework, providing our BOD with critical assurance of the integrity of our systems, policies, procedures, and possible deviations. It serves as a comprehensive tool for identifying risks and non-compliance. Our LOR process begins with employees who have unique insight into the day-to-day application of, and compliance with, policies and procedures.



(L3; level 3 in the figure). Their professional judgment, supported by personal insights and documented evidence, is communicated to the hierarchy level above (L2), contributing to the assurance provided. This exercise is repeated at the next level (L1), culminating in a roll-up assurance to our GCEO and GCFO identifying where our corporate protocols are properly followed and where there is room for improvement.

The LOR covers a number of dimensions and seeks assurances on matters such as accurate financial reporting, compliance with ethical standards in each country of operation, and the absence of conflicts of interest with employees' duties. Two strict rules underpin the LOR process: supervisors refrain from influencing the sign-off process of subordinates, and employees are encouraged to provide assurances only when supported by tangible data or knowledge. Once the assurances and deviations have been collated, a comprehensive report summarizing the key findings is presented to the Board of Directors. Finally, the Board, the GCEO, and the GCFO agree on the assurances to be given and decide on the steps to be taken. The LOR reinforces our commitment to maintaining a compliance-driven organizational ethos.



Whistleblower Policy and Confidential Communication

Emery Oleochemicals has established a Whistleblower Policy to provide a means for all employees, agents, vendors, contractors, suppliers, consultants, customers, as well as members of the public, to raise concerns about improper conduct within Emery without fear of retaliation. We offer protection to those who report such allegations. Emery has established the Whistleblower Policy to raise genuine concerns about possible improprieties in matters of financial reporting, compliance, and suspected violations of Emery's Code of Conduct and to disclose any improper conduct or other malpractices within Emery. Any employee or stakeholder who has knowledge or is aware that any improper conduct has been, is being, or is likely to be committed within Emery is encouraged to disclose by filling out a prescribed Whistleblower Report Form.

We are committed to an environment where open, honest communications are the expectation, not the exception. We want employees to feel comfortable in approaching their supervisor or management in instances where they believe violations of policies or standards have occurred. In situations where employees or other stakeholders prefer to place a confidential report, they are encouraged to use a local hotline which is hosted by a third-party hotline provider to report alleged violations against our written standards and policies. The information provided will be sent to Emery staff by the service provider on a totally confidential and anonymous basis and we ensure that comments will be heard and addressed appropriately.

Reports can be submitted to the following domain:

www.emeryoleo.ethicspoint.com

HEALTH AND SAFETY



Sustainability Dashboard: Health & Safety

Emery Oleochemicals has an unwavering commitment to health and safety. Acknowledging its impacts on the well-being and health of its employees, Emery places high importance on maintaining a safe and nurturing

working environment. This commitment is reflected in the implementation of a comprehensive Occupational Health and Safety Management System that complies with regional regulations and covers all employees within the organization. In the following, we outline Emery Oleochemicals' primary goals in this domain and present our resolute focus on promoting a culture of well-being and safe operations.

Goals	Achieve 0 loss time cases, fires, and injuries, ensuring a safe and injury-free operating environment for all.	Implement online safety briefings to improve accident prevention training at our German sites by 2024.	Achieve a 90% safety inspection rate, ensuring safe working conditions through comprehensive assessments and compliance with safety standards at our U.S. site by 2023.
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Safety First: Prioritizing Health and Well-Being

Health and safety is a crucial topic for Emery Oleochemicals as our employees work in an industrial manufacturing setting. Moreover, it affects labor productivity, costs, regulatory compliance, corporate image, and social responsibility. We, therefore, place the health and safety of our employees and other stakeholders above all else.

Emery Oleochemicals encounters several challenges in ensuring health and safety. The ever-evolving health and safety regulations require constant updates of our systems which can be difficult to harmonize across regions. Furthermore, due to the dynamic nature of the chemical industry, maintaining a constant vigilance over best practices remains crucial. Mitigating risk and maintaining a safe working environment within complex operations requires strategic allocation of resources, continuous training, and a culture of shared responsibility.

Therefore, we have implemented a comprehensive Occupational Health and Safety Management System that

fulfills regional regulations such as the German Labor Security Act and the American Occupational Safety and Health Act (OSHA). The system has been implemented based on internal standards and every employee is covered to a different extent depending on the safety risks in their workplace. Temporary and contract workers receive comprehensive training, including fire safety training, and are covered by Emery's health and safety management system which is not externally audited.

As part of this commitment, we have implemented a variety of measures to prevent accidents and injuries. Examples of these measures include our risk assessment, department specific training, hazard identification involving employee feedback, implementation of a Process Safety Management System (PSM), and a fire and emergency system. All employees are provided with personal protective equipment (PPE) required by their job specific hazards. As a systematic review of the management system, we regularly conduct Hazard and Operability (HAZOP) studies for plant safety and perform hazard analysis and risk management. Actual adverse impacts are addressed with a detailed lost time incident investigation and a Serious Potential Incident (SPI) investigation to prevent threshold chemical spills, fires, or serious near misses, among others. A safety

committee made up of our works council in Germany and departmental safety representatives in the U.S. initiate actions to further develop occupational safety protocols and keep stakeholders informed about our incidents. The works council in Germany involves both employees and management and meets regularly with an external company doctor to keep up-to-date with new regulations and injuries. In the U.S., the safety committee is driven primarily by management.

To monitor the effectiveness of our actions, we use leading indicators such as safety suggestions and safety observations and lagging indicators such as the number and type of accidents, incidents, lost time and days. From this information, we have learned that the main causes of accidents are trips and falls. Measures to prevent trips and falls include continuous trainings, signs to use handrails, and improved cleaning plans.

Despite all our precautions, accidents can happen. Thanks to rigorous hazard analysis, we were able to prevent all hazards from contributing to serious injuries during the reporting period. In 2022, we had 0 fatal accidents and 0 serious injuries from work-related incidents or illnesses among our employees and workers who work on-site at our facilities. 5 minor work-related injuries were recorded among our employees in the U.S., 1 in Germany, and 0 among our contractors. Each incident prompts a thorough analysis of circumstances, reasons, and possible remedies to improve accident prevention measures.

Job Safety Analysis in Occupational Safety

The analysis of job safety and potential hazards empowers us to proactively identify and mitigate risks, ensuring a safer work environment for employees and minimizing the occurrence of accidents and injuries. The process of job safety analysis is used to analyze any work or operation that may present hazardous situations. To thoroughly evaluate the potential hazards of a certain operation, it is crucial to break it down into individual steps. Care must be taken not to make the breakdown too detailed or too general. Hazard identification is a critical step and requires the involvement of knowledgeable operational personnel. All potential hazards, for instance, related to impacts from a falling or flying object, falls, ergonomic issues, and environmental exposures to vibrations, noise, heat, or cold must be carefully considered and recorded. After identifying any potential hazards for each step of the operation,

we consider what control measures are necessary to eliminate or minimize the hazards using the hierarchies of control. As the job analysis evolves over time due to process changes, the initial process hazard analysis is periodically reviewed and revalidated to ensure consistency with current operations and address health, safety, and environmental concerns.

Employee Health Benefits

To foster employee health, we have a health promotion program in place that includes a variety of measures. This program addresses ergonomics to ensure well-being at the workplace but also includes services such as fitness programs, subsidized medical care, and basic health support.

In the U.S., we are members of 'Go365', a wellness and rewards program that helps employees focus on their health and well-being through rewards and incentives. Employees can complete health-promoting activities, earn points, increase their status, and receive premiums to spend on items in the Go365 Mall. By integrating rewards with health, Go365 provides tools and support to help members live healthier lives and reduce healthcare costs. In Germany, we partner with Hansefit, the leading corporate fitness provider for a successful work-life balance with healthy, motivated employees. Companies receive a corporate fitness program that allows their employees to train with all partners in the program both on- and offline for an unlimited time. This gives all sports enthusiasts plenty of opportunities to stay fit and healthy.

We also offer programs to use a mammography van at our site, flu shots, cervical cancer vaccines, biometric screening in the U.S., and colorectal cancer screening in Germany. We also ensure that each shift has a first aider and that employees, depending on their job requirements, regularly undergo medical examinations by an external doctor or the plant nurse at the site in Cincinnati. The confidentiality of the workers personal health information is always maintained. In addition, we train managers and supervisors to effectively fulfill their health and safety responsibilities and conduct internal health and safety audits.

PRODUCT RESPONSIBILITY



Sustainability Dashboard: Product Responsibility

Emery Oleochemicals is strongly committed to product responsibility as we work diligently to minimize harm and embrace positive change with our products. Underpinned by a conscious choice of renewable resources, many of our products exemplify our concern for sustainability, embodying safety, quality, and regulatory compliance. This ethos extends throughout our supply chain, guiding careful material selection, environmen-

tally responsible manufacturing processes, and robust disclosure. Downstream, our strict compliance with REACH, the EU EcoLabel and the USDA BioPreferred® Program as well as our focus on biodegradability underpin our commitment to quality and sustainability. The following outlines the goals that support our strong commitment to product responsibility.

Goals	Strive to maximize the renewable raw material content in our products.	Maintain 0 non-compliant product complaints.	Provide RSPO alternative for palm-derived products.
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Product Responsibility: Prioritizing Safety, Quality, and Sustainability

Product responsibility is paramount to Emery Oleochemicals as we offer safe and high-quality products. We understand product responsibility as an obligation and duty to ensure that the products we manufacture and market meet the highest standards of safety, quality, sustainability, and regulatory compliance. This includes both upstream and downstream processes of product responsibility. It involves the careful selection of raw materials and manufacturing processes to minimize environmental impact and maximize resource efficiency. Many of our products are made from renewable resources to contribute to this cause. Moreover, we provide relevant information, guidance, and training to promote the responsible use and disposal of our products. Product responsibility ensures that our products make a positive contribution to society and the environment while meeting customer needs and expectations.

We face several challenges in promoting product stewardship throughout our supply chains. Our diverse range of chemical products requires continuous monitoring of impacts throughout their lifecycle, from production to disposal. Extracting meaningful data

along the supply chain, calculating impacts across business units and products, and using it to inform decision-making is inherently challenging. In addition, meeting evolving regulations and consumer expectations while ensuring accurate labelling, safe handling, and transparent communication requires robust collaboration, resource allocation, and proactive risk assessment.

We promote sustainability downstream of our supply chain by a variety of measures. We strictly comply with the regional REACH regulations and deliver products of the highest quality. Therefore, we prioritize biodegradability to minimize environmental impact. Our natural herbicides effectively control weeds while being eco-friendly and safe for a variety of uses. All our products are accompanied by information on potentially hazardous contents that might produce an environmental or social impact as well as on the safe use and disposal. 100% of our products are assessed for potential health and safety impacts. Many of our products are used to optimize efficiency, extend machine life, and reduce maintenance. Our extensive labeling and product information help ensure safe use. Emery has an impeccable compliance record, with no incident involving violations of voluntary codes or regulations that resulted in fines, penalties, or warnings.

Upstream of our supply chain, we place a high value on responsible sourcing to promote ethical practices and support local communities. We strive to offer products made from renewable resources, reducing our dependence on finite fossil fuels. In addition, many of our products meet the European Ecolabel standards, reflecting low ecotoxicity. In 2014, we introduced the Sourcing with Respect Guidelines to promote supply chain transparency, minimize environmental impact, protect human rights, and prevent corruption in our supply chain. These guidelines are in line with the principles of the United Nations Global Compact and promote responsible and ethical partnerships.

Emery serves sensitive industries, and its products are used in plastics, oilfields, and lubricants for various applications in automotive and industrial devices. To minimize negative impacts both upstream and downstream, we focus on efficiency, renewable materials as part of our Sourcing with Respect Guidelines, green production and develop business in a broad spectrum of applications and market sectors. To track progress, we calculate average renewable raw materials using mass balance solutions and strive to maximize the renewable raw material content in our products. As we strive towards a more sustainable future for those critical industries and beyond, we promote responsible use of our products.

Sourcing with Respect Guidelines (SRG)

Emery Oleochemicals aspires to develop and maintain a supply chain that is built on the principles of traceability and responsibility. We source natural and sustainable oils and fats and are part of a complex supply chain involving thousands of businesses. Leading multinationals as well as smaller regional and local manufacturers make up our customer network that works with different sustainability requirements. Our operations in the U.S. and Germany offer unique sustainability challenges as well as opportunities. Moreover, we work in some of the world's most highly regulated sectors as well as in parts where there are no clear sustainability criteria. In this context, we have developed our Sourcing with Respect Guidelines (SRG). The SRG encapsulates our aspirations to be a world leader in value-added, natural-based chemicals by trusting and partnering with other responsible companies to drive innovation while also providing a competitive advantage.



OUR SRG VALUES

Through our SRG, we seek to promote, enhance and support:

- Respect for our planet and the natural environment which supports present and future generations
- Respect for human dignity and decent working conditions
- Respect for our suppliers with which we grow together



OUR SRG PRINCIPLES

We are guided by the 10 principles of the United Nations Global Compact (UNGC). The UNGC encourages companies to embrace and embed universal principles in their business. The UNGC addresses human rights, labor, the environment and corruption, and provides a framework for engagement by enlightened global business.

Our SRG is an aspirational platform for building a sustainable supply chain. We work together with our partners and suppliers to improve our collective environmental, social, and financial performance through resource savings and innovation. Designed as a tool to determine the sustainability standards upheld by all our suppliers, the SRG Self-Assessment has allowed us to better engage in responsible sourcing and determine the total environmental and social impact of our operation. Suppliers either sign and commit to the SRG as part of the contract agreement or complete a self-assessment checklist and submit core indicators and sector-specific documentation depending on the size of the contracts. In the self-assessment, we ask our suppliers, for example, if they have a human rights policy, offer employee training on human rights, or implemented mechanisms to monitor the effectiveness of such policies. Emery Oleochemicals maintains a zero-tolerance policy regarding corruption and forced labor issues. By partnering with suppliers that demonstrate support for our key objectives, we aim to improve our collective environmental, social, and financial performance.

Requirements of the 'Sourcing with Respect Guidelines' for different suppliers:



RESOURCE EFFICIENCY AND CLIMATE IMPACT



Emery Oleochemicals is committed to environmental stewardship with a focus on resource efficiency and climate protection. We have comprehensive environmental management systems in place based on ISO 14001 to track energy intensity ratios, and we regularly conduct an analysis of our carbon emissions. Guided by this standard, Emery has implemented a number of

carbon reduction measures including optimizing our boilers to reduce natural gas consumption globally. In Germany, we purchase only green electricity. Emery also works to prevent and responsibly manage waste, as this helps us to increase resource efficiency while minimizing operating costs.

Goals	Strive for Net 0 GHG emissions by 2050.	Reduce Scope 1 & 2 GHG emissions in Germany by 40% and in the U.S. by 25% by the year 2030.	Achieve ISO 50001 certification by 2024 in our U.S. operations.
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Focus on Efficiency: Our Commitment to Climate and Resource Protection

In a world increasingly conscious of environmental challenges and our shared responsibility, resource efficiency, climate impact and waste management are at the center of Emery Oleochemicals’ commitment to the environment. As a global leader in the production of high-performance, natural-based chemicals, we recognize the impact of our operations on the environment and invite our stakeholders to explore our ongoing initiatives to reduce our environmental footprint, mitigate greenhouse gas emissions and improve waste management practices in our operations.

We face some challenges in addressing resource efficiency and climate impacts across our operations. Therefore, we pay close attention to resource use and process efficiency. In addition, we are constantly confronted with complex and evolving environmental regulations that vary significantly across regions and countries.

At Emery Oleochemicals, our industrial processes require heating which is primarily derived from natural gas through the generation of steam and more directly, in some applications to heat thermal oil systems. Electricity is consumed from off-site generation sources and is used in all manufacturing operations to power

electrical loads associated with continuous process chemical plant operations. Emery also consumes large quantities of water from private and municipal sources for steam generation and process cooling. We do not produce, import, or export ozone depleting substances.

To reduce any negative impact on the environment and promote resource efficiency, Emery has globally implemented environmental management systems based on ISO 14001. Emery’s energy management system in Germany is also ISO 50001 certified, and Emery U.S. aims to be certified by 2024. Guided by these standards, we have implemented a variety of measures and processes to reduce resource consumption and promote efficiency. For example, at our U.S. facilities, we perform annual maintenance and calibration of boiler burner management systems to optimize gas consumption and boiler thermal efficiency. The return of condensate to the boilers is tracked as part of an ISO 14001 environmental management plan to reduce gas and water consumption. At our German site, we purchase only green electricity and have redesigned our cooling water circuit to promote resource efficiency.

Energy consumption

	Emery U.S.		Emery Germany	
	Renewable	Non-renewable	Renewable	Non-renewable
Natural Gas (MWh)	0	902,440	0	39,479
Electricity (MWh)	0	101,678	5,054	0
Diesel/FO (MWh)	0	1,889	0	94
Propane (MWh)	0	47	0	0
Total (MWh):	0	1,006,054	5,054	39,573

The energy consumptions relates only to our production sites in the U.S. and Germany.

Greenhouse gas emissions

	Emery U.S.	Emery Germany
Gross direct (Scope 1) GHG emissions in tons CO ₂ e	176,278	7,304
Gross location-based energy indirect (Scope 2) GHG emissions in tons CO ₂ e	45,896	0

Emery U.S. bases the calculation on USEPA AP42 emissions factors and Emery Germany on GHG Protocol.

Energy intensity ratios

	Emery U.S.	Emery Germany
KWh / ton of product	4,144	868
kg CO ₂ e / ton of product	927	147

The energy intensity ratio includes both electricity and natural gas.

Emissions to air

	Emery U.S.	Emery Germany
NO _x	88.77 tons	2.36 tons
SO _x	0.85 tons	0 tons
Persistent organic pollutants (POP)	0 tons	0 tons
Volatile organic compounds (VOC)	21.71 tons	0 tons
Hazardous air pollutants (HAP)	6.02 tons	0 tons
Particulate matter (PM)	9.39 tons	0.66 tons

Waste Management

Emery Oleochemicals is committed to waste prevention and responsible waste management as it not only reduces our environmental footprint, but also minimizes operating costs and increases resource efficiency. By recycling waste materials, we contribute to the conservation and reuse of valuable resources and reduce the demand for virgin materials. We have a number of measures in place to improve the recycling of waste

streams. At both manufacturing sites, Emery works with various contractors to collect industrial and consumer metals, paper and paperboard for recycling. In addition, used intermediate bulk containers from raw materials are regularly collected and cleaned by a third party. These containers are used internally in Germany and resold to other companies in the U.S. We also send non-commercial residuals to an anaerobic digester for biogas conversion in the U.S.

	Emery U.S.	Emery Germany
Total waste generated in tons	13,475	5,719

	Emery U.S.		Emery Germany	
	Onsite	Offsite	Onsite	Offsite
Total waste diverted from disposal	2,226	402	0	119
Total weight of hazardous waste diverted in total	0	0	0	1
Recycling	0	0	0	1
Total weight of non-hazardous waste diverted	2,226	402	0	118
Preparation for reuse	2,226	0	0	0
Recycling	0	402	0	118

All data is expressed in tons.



WORKING CONDITIONS



Sustainability Dashboard: Working Conditions

For Emery Oleochemicals, excellent working conditions are a cornerstone of our commitment to sustainability. Industry-leading total compensation programs are offered to employees, including competitive pay, healthcare, wellness, and retirement contributions. Emery's holistic approach embraces the health, wellness, and skill

development of our employees throughout their entire career. Empowering performance reviews, comprehensive training programs, and a strong anti-discrimination policy underscore our commitment to fostering a nurturing and equitable work environment. Below we outline our goals and initiatives that demonstrate our strong focus on continuously improving working conditions.

Goals	Develop programs to proactively address employee attrition and involuntary separation where regional rates meet or exceed local, industry, or country benchmarks.	Expand health and wellness initiatives in each region to reduce health risks and improve the quality of life for our employees.	Expand trainee and skill development opportunities, benchmarking regional programs and implementing best practices globally.
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Thriving Together: Fostering Excellent Working Conditions

Establishing favorable working conditions is pivotal to Emery's sustainability journey, nurturing a workforce that thrives both individually and collectively. By prioritizing safety and well-being, we empower employees to unleash their full potential, fostering innovation and collaboration that fuels our enduring growth and harmonizes with our core principles.

Emery faces several challenges in promoting optimal working conditions. Balancing the needs and expectations of employees while ensuring their safety, well-being, and professional growth requires a comprehensive approach that encompasses policies, processes, and actions to develop a nurturing corporate culture. In addition, navigating stringent data privacy regulations to protect the confidentiality of employee information and mitigating potential consequences of labor law violations, can be challenging and resource intensive. Addressing these challenges requires constant attention and a commitment to evolve as internal and external conditions change. Emery ensures that our working conditions always comply with local employment

regulations. We take great care to ensure that the rights, obligations, and responsibilities within the employer-employee relationship are respected, adjusting our policies and processes as necessary. Emery's strict non-discrimination policy, supported by a whistleblower policy and hotline, ensures a respectful environment in which any violation can be expressed. However, there has not been a single report of discrimination, or physical, psychological, or verbal abuse in the workplace in 2022.

We understand a nurturing corporate culture extends to employees even when they are not working. We offer our full-time employees a comprehensive benefits package, including healthcare, wellness programs, paid time off, flexible work arrangements, and retirement plans. Temporary employees also receive benefits through their respective employers. We extend our commitment to employee well-being to those who expand their families through childbirth or adoption. We offer time off for prenatal care, recovery, and bonding, always in accordance with local regulations. This commitment to favorable working conditions is reflected in the 82 new hires in 2022, despite 63 departures due to retirement, personal circumstances, and other reasons.

Number of Employees

Emery values diversity in all forms. We celebrate the contributions of our employees and value their differences, including each person's individual

experience of gender. For this reason, we do not report headcount using established definitions of male and female.

U.S.	EU	Asia	Total
Number of employees			
311	166	6	483
Number of permanent employees			
297	161	6	464
Number of temporary employees			
14	5	0	19
Number of non-guaranteed hours employees			
0	0	0	0
Number of full-time employees			
297	149	5	451
Number of part-time employees			
0	17	1	18

Total
number of
employees

483

One of the key themes of our good working conditions is the sharing of knowledge and continuous learning. Our desire to recruit a diverse employee population requires Emery to consider applicants with diverse experience. Not all of our new hires possess the skills necessary to be successful immediately upon their entrance to the organization. We provide robust on-the-job training at all levels of the organization, utilizing the knowledge, skills, and abilities of our most senior employees throughout the process. On average, our employees receive 33 hours of training. This includes improving operational skills such as crane training and firefighting, as well as individual and collective administrative training in areas such as data security and health and safety. These training programs ensure that Emery employees worldwide possess the knowledge they need to safely and effectively perform their work today and build the skills necessary to achieve their career goals in the future. Emery also maintains regional apprenticeship programs to support student trainees as they pursue their career and educational goals. Tuition reimbursement programs are regionally offered. Work/study positions are also available for students seeking an apprenticeship, internship, or co-operative education experience.

Regular performance reviews, accessibility of management, and structured feedback, as well as global and local bonus schemes, contribute to this culture of growth. Management layers are structured so that an employee's direct supervisor is often working on the same shift and within the same area, fostering an environment where feedback can be informally offered, as needed throughout the year. Formal reviews also take place, primarily after each fiscal year, when individual and team objectives are measured and shared. Moreover, we identify career development opportunities through a global succession planning system that facilitates individual development plans based on input from both employees and managers. This ensures alignment with organizational and individual needs.

We value each employee's contribution. We benchmark knowledge, skills, and abilities against market data, and offer equal pay for comparable roles within the same region and industry. Individuals performing the same work, within the same region, at an hourly or non-exempt level, will always receive the same remuneration. In addition, we follow collective agreements where they are available, and uniformly administer working conditions for specific groups of employees. 124 German employees are covered under collective bargaining agreements (26% of all employees). In all cases, with or



Jay Taylor, Group CEO, shares company updates with employees in a town hall meeting in Cincinnati, Ohio.

without collective agreement, Emery is committed to valuing the contributions of all employees without regard to age, gender, or other demographic characteristics.

In addition to our regular employees, there are 12 positions in the U.S. that are contracted through an external provider. The individuals who fill these positions regularly work at Emery but are managed by their employer. Despite their contract status, Emery works to ensure that the working conditions for contract employees are comparable to those that work directly for Emery. Care is taken to select external providers who have a good reputation for protecting the health and welfare of their employees. Safety training is provided to ensure the individuals who perform this work possess the knowledge to safely complete their tasks. Should a contract employee encounter an issue that is not consistent with Emery's commitment to safety and well-being within our workplace, the same tools to raise issues, report concerns, and seek resolution are offered.

In summary, Emery's tireless efforts to promote optimal working conditions underscore our commitment to employee well-being, growth, and an inclusive workplace.

Town Hall Meetings and Works Councils

Transparent and open communication is at the heart of our sustainability initiatives, exemplified by our town

hall meetings in the U.S. and works councils in Germany. These meetings demonstrate our commitment to fostering a culture of inclusivity and transparency. Regular town hall meetings and works councils provide a platform for employees to gain insight into the company's ongoing operations and current projects. Importantly, these meetings provide each employee with a direct line of communication with management, allowing them to ask questions and provide feedback. We recognize that some questions or concerns may be more easily raised anonymously, so our works council and employee representatives sometimes act as intermediaries between employees and management, protecting employees' privacy.

In addition, our commitment extends to comprehensive weekly management meetings and monthly result announcements to all employees, ensuring that information flows seamlessly through all levels of our organization. This practice reinforces transparency and empowers our people with the knowledge to actively contribute to our business.

GRI INDEX

Standard Number	Topic	Disclosure Number	Disclosure Title	Disclosure Requirements
GRI 2: General Disclosures	The organization and its reporting practices	2-1	Organizational details	p. 5-6
		2-2	Entities included in the organization's sustainability reporting	p. 5
		2-3	Reporting period, frequency, and contact point	p. 44 We aim to report every 2 years and follow the financial reporting period from January 1 to December 31.
		2-4	Restatements of information	p. 21
		2-5	External assurance	p. 25
	Activities and workers	2-6	Activities, value chain, and other business relationships	p. 9-10
		2-7	Employees	p. 38
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	Governance	2-9	Governance structure and composition	p. 25
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		2-11	Chair of the highest governance body	p. 25
		2-12	Role of the highest governance body in overseeing the management of impacts	p. 25
		2-13	Delegation of responsibility for managing impacts	p. 25
		2-14	Role of the highest governance body in sustainability reporting	p. 25
		2-15	Conflicts of interest	p. 25
		2-16	Communication of critical concerns	p. 25
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		2-23	Policy commitments	p. 22-23, 28-29
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Standard Number	Topic	Disclosure Number	Disclosure Title	Disclosure Requirements
GRI 2: General Disclosures	Strategy, policies and practices	2-25	Processes to remediate negative impacts	p. 28-29
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		2-27	Compliance with laws and regulations	p. 28-29
		2-28	Membership associations	Information unavailable as there is no relevance to the report.
	Stakeholder engagement	2-29	Approach to stakeholder engagement	p. 20-21, 28-29
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Material Topic: Compliance

GRI 3: Material Topics	Disclosure on material topics	3-3	Management of material topics	p. 27-29
GRI 205: Anti-corruption	Topic disclosures	205-3	Confirmed incidents of corruption and actions taken	p. 28
GRI 206: Anti-competitive behavior	Topic disclosures	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 28

Material Topic: Health and safety

GRI 3: Material Topics	Disclosure on material topics	3-3	Management of material topics	p. 30-31
GRI 403: Occupational Health and Safety	Topic disclosures	403-1	Occupational health and safety management system	p. 30
		403-2	Hazard identification, risk assessment, and incident investigation	p. 30-31
		403-3	Occupational health services	p. 30-31
		403-4	Worker participation, consultation, and communication on occupational health and safety	p. 31
		403-5	Worker training on occupational health and safety	p. 30-31
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		403-8	Workers covered by an occupational health and safety management system	p. 30

Standard Number	Disclosure Number	Disclosure Title	Disclosure Requirements
GRI 403: Occupational Health and Safety	403-9	Work-related injuries	p. 31 We worked 586,800 hours in the U.S. and 223,529 hours in Germany

Material Topic: Product responsibility

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