

ERGON

UNITED BY SERVICE. DRIVEN BY SOLUTIONS.

DOING RIGHT REPORT 2022





Ergon's success is based on our ability to clearly understand the needs of our customers, both today and in the future.



LESLIE LAMPTON SR., ERGON FOUNDER

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Ergon is a relationship-driven, global organization comprised of a wide array of businesses.

We lead with compassion, expertise and care for our employees, the industries we serve and our communities. We strive to make the world a better place by delivering product and service solutions essential to evolving manufacturing and infrastructure needs. Our vision is to be the world's preferred partner for innovative and specialized solutions that drive customer success.

Ergon's legacy is built around doing the right thing. Honoring and learning from our experience, we constantly strive to advance our capabilities and our impact on people and businesses around the world. Sustainability and the principles of Environmental, Social and Governance (ESG) have been part of the Ergon story for decades, supported by our commitment to the continued success of this organization upon which so many people and businesses depend.

Core values of *Empowered Service, Selfless Leadership, Purposeful Growth and Respectful Relationships* enable the Ergon family to live out our mission of meeting needs, supporting families and serving customers.

The Ergon family is committed to *Doing Right*:

WITH OUR PRODUCTS.

As we develop innovative, quality products and solutions produced in an environment of impeccable compliance standards and ethical business practices.

FOR OUR PLANET.

As we work to define and measure our emissions, environmental and energy impacts, set realistic goals and implement solutions to achieve those goals.

BY OUR PEOPLE.

As we respect the dignity of every team member and encourage and foster career as well as personal growth in an environment that promotes safety, diversity and equality.

THROUGH OUR PRINCIPLES.

With an unwavering commitment to our core values which reinforces the focus on sustainability, health and safety, compliance with company policies, and the investment of our time and resources to serve our communities throughout the global Ergon organization.

We encourage our partners and suppliers around the world to uphold these same standards.

Our Commitment to Doing Right.





KRIS PATRICK
President & Chief Executive Officer
Ergon Inc.

Message from our President & CEO

Our Sustainability Story

Being mindful of how today's actions impact future generations has long been central to Ergon's mission of meeting needs, supporting families and serving customers. As a family-owned business, we are committed to a long-term, multi-generational perspective to foster a business family culture that supports the success and sustainability of our employees, customers and communities for generations to come. This is our legacy, and this is our future. This commitment will ensure Ergon's ability to thrive well into the future.

There is a common thread throughout the Ergon companies that contributes to our success. Across all our divisions, we do things other businesses can't or won't. We excel where chemistry matters, where markets need specialty products and where customer service is important. Pride in our work is part of our DNA. We don't let our customers down, and they trust that we know the chemistry and the services needed

for their applications better than anyone else.

Setting Sustainability Goals

Working with a leading global provider of ESG performance solutions, we completed a thorough assessment of the greenhouse gas emissions at each Ergon location worldwide. This initiative verified our previous internal carbon footprint analysis of Scope 1 and 2 emissions and will become the basis for our goal of continuous improvement of our company's carbon footprint. Work continues on defining our Scope 3 emissions.

Dedicated teams have spent countless hours identifying projects to reduce our carbon intensity and improve our energy efficiencies. Other fundamental goals will be targeted at waste minimization, employee development, health and safety, and community service as Ergon establishes clear sustainability targets for the future in the areas of our products, planet, people and principles.

We are determined to be a force for good with processes that address evolving social norms, an enterprise risk management framework and a culture that cares as much about our ecological footprint as we do other elements of our operations.

Innovating for the Future

Ergon's commitment to helping customers meet ESG requirements is evidenced through product innovation throughout the organization. These are just a few examples of the innovation that will continue to fuel opportunities across the Ergon family of companies:

- Our Asphalt & Emulsions division is leading the way in pavement preservation, developing materials designed to make bad roads good and good roads better.
- In response to requests for insulating oils that are biodegradable and offer increased fire safety, our Refining & Marketing division expanded the HyVolt product portfolio in April to include natural and synthetic esters.
- At Resinall, in our Specialty Chemicals division, roughly 65% of product development activities are directed towards renewable, bio-based products. They are working alongside our Asphalt & Emulsions and Refining &

Marketing segments to create innovative products and further our *One Ergon* goals.

Even after 22 years with Ergon, I continue to be amazed at the intelligent design of this organization. Each company was built for a purpose. Every business has a strategy. And beyond our focus on unparalleled customer service, we play an important role in the communities where we operate and for the families we support.

More dots on Ergon maps and more products in our portfolios are exciting, but I believe even more important is the positive impact we have on the lives of people around the world. May we never lose our focus on the fact that while we should strive to be profitable in our business, our higher calling is to impact the lives of our employees, customers and communities we serve in a positive way.

THE PRINCIPLES OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE HAVE BEEN PART OF THE ERGON STORY SINCE OUR BEGINNING IN 1954.

THESE PRINCIPLES REPRESENT WHO WE ARE TODAY, THE CULTURE WE STRIVE TO PROTECT AND THE VALUES THAT DEFINE US TO CUSTOMERS AND EMPLOYEES AROUND THE WORLD.



Ergon's horizons have expanded since we first began, but our mission remains the same.

**Meet needs.
Support families.
Serve customers.**

Ergon's future rests on our ability to protect the strengths that brought us here, but also to recognize that we must adapt, grow and evolve in our philosophy toward sustainability. Every company and every industry will no doubt be transformed by sustainability.

We conduct our business in a socially responsible and ethical manner that protects the environment. We strive to be a leader by emphasizing and encouraging innovative and creative solutions and continually improving our environmental performance.



We are One Ergon —
united in a shared purpose
to meet evolving needs,
today and tomorrow.

We are focused on cleaner products, supporting and protecting our people and our communities today and for future

generations, and ensuring the continued success of this organization upon which so many people around the world depend.



Ergon was built to serve industries essential to manufacturing and infrastructure around the world.

Because we are customer centric, diverse, highly integrated and manage various parts of the value chain, we see customer needs from a variety of angles. This allows us to provide holistic, efficiently engineered and custom solutions and specialized services.

Our business segments.

Refining & Marketing

Ergon's refinery operations and marketing of various refined products, including specialty naphthenic and paraffinic products, products for niche markets and fuel products

Ergon Refining, Inc. | Ergon International, Inc. | Ergon - West Virginia, Inc. | Process Oils, Inc.

Specialty Chemicals

Manufacturing of resins, agents, additives and modifiers for use as tackifiers for adhesives, binders for coatings, as well as softeners, rejuvenators, and rheological modifiers for asphalt, rubber compounding, metalworking and specialty applications

Resinall Corp

Asphalt & Emulsions

Production, marketing and distribution of neat paving asphalt, polymer modified asphalt, asphalt emulsions, specialty coatings, sealants and other road construction and maintenance products as well as roofing, industrial and commercial applications

Ergon Asphalt & Emulsions, Inc. | Ergon Asfaltos México HC, LLC | Bryan & Bryan Asphalt, LLC
Paragon Technical Services, Inc. | Crafcoc, Inc. | Blueknight Energy Partners, L.P.

Midstream & Logistics

Coordinate the purchase, transportation and terminaling of crude oil and finished products in domestic and international markets, providing reliability, quality control and added flexibility for third parties and the Ergon companies

Ergon Oil Purchasing, Inc. | Ergon Terminaling, Inc. | Ergon Trucking, Inc.
Magnolia Marine Transport Company | Ergon Marine & Industrial Supply, Inc.

Oil & Gas

Retail distribution network for propane, as well as oil and gas exploration and development

Lampton-Love, Inc. | Ergon Exploration, Inc. | Ergon Energy Partners, LP

Construction & Real Estate

Industrial and commercial construction and maintenance, insulation, scaffolding, painting and mechanical maintenance, as well as real estate services including property acquisition, development, management and brokerage

Ergon Construction Group, Inc. | Ergon Properties, Inc. | Mirror Lake Building, LLC

We have a service mindset
and provide high-value solutions
that give our customers the
competitive edge.

We strive to make the world a better place by
delivering products and service solutions essential
to evolving manufacturing and infrastructure needs.

We innovate niche-engineered products and
specialized services that enable a sustainable future
for our employees, customers and the communities
in which we serve.



**DOING RIGHT
WITH OUR
PRODUCTS**



Ergon has a unique ability to develop, produce and provide long-lasting, high-value solutions customers utilize to improve the performance of products people around the world use every day.

We refine and market specialty naphthenic and paraffinic products for niche markets as well as fuel products that serve our local communities. Ergon Refining in Vicksburg, Mississippi, is the world's leading manufacturer of specialty naphthenic products, and Ergon - West Virginia in Newell, West Virginia, produces a variety of paraffinic process and base oils.

A Commitment to Sustainability

Ergon Refining & Marketing (R&M) remains committed to meeting sustainability needs of the market, and the voice of the customer is an important consideration as we establish our sustainability path forward. Our facilities, products and supply chains have all been influenced over the past decade by our work to execute our strategic objectives associated to a greener, cleaner landscape.

Financial stability is a critical facet of sustainability for any organization. While identifying opportunities for the future, we never lose sight of the essential role Ergon plays in manufacturing around the world and the responsibility we have to ensure a viable future not only for the continued success of our customers, but also for our employees and the communities we call home.

A Commitment to Our Customers

Every region is as unique as the challenges they face. Thankfully, Ergon is not a one-size-fits-all solution. Our mission is to be the global leader in the supply of niche products to specialty applications. To accomplish that mission, we have established efficient, versatile, reliable assets in multiple regions around world, and each one is critical to our customers' success.

We will continue to invest significant resources toward pathways to growth, adapting to future needs that create mutual success for both our customers and the viability of our industry. Refining & Marketing's global distribution network and partnerships will contribute to more efficient delivery of products that our customers view as vital for the future.



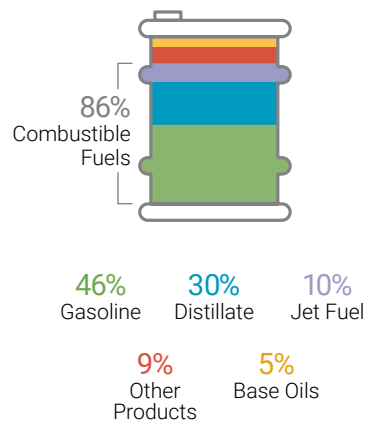
Ergon is different from other refiners.

We transform molecules that would otherwise be used as transportation fuels into products that do not generate emissions from combustion.

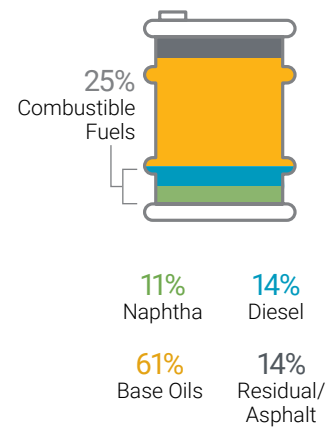


A significant portion of Greenhouse Gas (GHG) emissions come from the combustion of transportation fuels. Typical refiners are configured to maximize the volume of transportation fuels they produce.

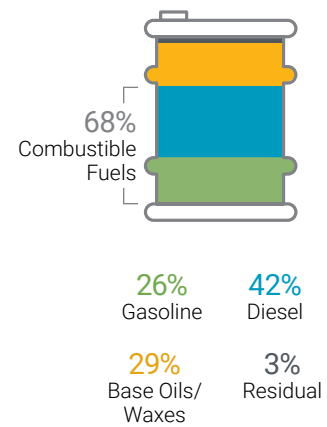
TYPICAL U.S. REFINERY PRODUCTION



ERGON REFINING PRODUCTION
Naphthenic Refinery



ERGON - WEST VIRGINIA PRODUCTION
Paraffinic Refinery



We are expanding our product portfolio to include renewable and recycled components that will not only protect our environment, but also give our customers competitive advantages for the future.



Recycling Products

Returning used materials back into action as something new not only reduces waste, but the process also requires less energy than obtaining virgin raw materials for production. Products that would go to landfill or be incinerated can find new life and contribute to a circular economy.

Recycling will be a critical part of the future for Ergon and for our customers. We have numerous projects and resources pointed toward bringing more recycled products into our specialty applications, and we are committed to being a major contributor in this space.

Renewable Solutions

Ergon purchased Process Oils Inc. (POI) in 2015. It is a subsidiary of Ergon Refining & Marketing. POI has relationships and partnerships with manufacturers of renewable products around the world.

POI has been working with both the process oil and lubricants markets to provide more sustainable options to mineral oils. During the past 10 years, we have launched numerous products specifically tailored to meet the market needs of the future. These products have displaced as much as 1.4 million gallons of traditional mineral oils, an equivalent volume of more than 150,000 barrels/year of crude oil processed for base oil purposes. This is just a start, and we expect that volume to more than double by 2030.



ESTER PRODUCTS

For applications where fire safety and increased biodegradability are critical, the use of alternative fluids is an excellent option. Ergon recently added HyVolt Natural and Synthetic Esters to its portfolio. These biodegradable oils have been engineered with high fire point and excellent moisture tolerance to meet the needs of transformer operators looking for solutions in applications with equipment deployed near bodies of water, crowded residential areas or specific industrial applications demanding this performance.

HyVolt NE is a vegetable-based fluid used as a dielectric and cooling medium in new and existing power and distribution transformers.

HyVolt SE is a synthetic ester with ultra-high oxidation stability that allows users to provide higher power output with options to run equipment at higher temperature.

Reducing environmental impacts

Over the past 15 years, Ergon R&M has invested more than \$300 million to adapt for the future, improving the safety of our facilities and reducing the environmental impact of our business. This is in alignment with Ergon's 50+ year strategy of investments that progress our mission to create a long-term, positive impact on future generations of employees, customers and the communities in which we serve.

Ergon R&M has and will continue to do significant work to research and engineer state-of-the-art technologies for reducing environmental impacts associated with producing and distributing our products.

Achieving energy efficiency

Research states that ~20% of all energy produced in the world is consumed by the global impact of friction. This is especially true in transportation, industrial and power-generation industries.

Ergon products are designed to reduce friction.

HyGold Base Oils are used around the globe to reduce energy demands of processes and products.

HyPrene Process Oils are used to save energy by reducing the effort required to mix materials in the manufacturing process without compromising performance.

Reducing emissions through logistical improvements

We work continuously to deliver products to market — and raw materials to our refineries — in the most efficient means possible. Efficiency equates to reduced energy consumption which equates to fewer GHG emissions. This core competency has been developed over the past 20 years and is a critical element of supporting our customers.

Over the past five years, we have relocated our product export terminal, reducing our transportation miles on exported barrels by >70,000 miles per year. We have also gained efficiency in our raw material supply network, reducing transport miles for raw materials by >40,000 miles per year.

Less Energy Required  Fewer GHG Emissions

Ergon - West Virginia, our paraffinic refinery, has invested \$130 MILLION over the past 25 years in improvements for clean fuels production and lowering energy demands.



Our asphalt solutions extend the life of roadways around the world.

Ergon Asphalt & Emulsions (EAE), the largest asphalt emulsions marketer in North America, has facilities from coast to coast in the U.S. and Mexico. Long considered the resource in the asphalt industry, companies within Ergon's Asphalt & Emulsions segment provide premium quality products, technical support, research and development, and education and training to help agencies achieve optimum roadway performance.

Ergon's vertically integrated lab and research facilities, Paragon Technical Services, test formulations and develop new products. Ergon companies also provide systems to protect industrial infrastructure. Our recent acquisition of Blueknight Energy Partners, the largest independent asphalt terminaling network in the country, further strengthens Ergon's long-standing position as the industry's resource leader.

% REDUCTIONS IN GHG EMISSIONS USING TREATMENTS OFFERED BY ERGON VS. CONVENTIONAL ROADWAY CONSTRUCTION

~44%
MICRO SURFACING

~51%
CHIP SEAL

Ergon has introduced long-life asphalt pavement technology in Mexico, yielding 35+ years of life extension for high-traffic roads.

In the past year, Ergon Asfaltos México has developed and introduced paving technologies that nearly double the life of high-traffic roadways. The improved surface conditions lead to significant environmental benefits such as reduced CO₂ emissions, energy savings and lower user costs.



The team at Ergon is actively involved in local, state, national and international organizations that are working not only to improve roadways and infrastructure, but to achieve a vision for net zero carbon emissions for the asphalt pavement industry.

WE HELP MAKE BAD ROADS GOOD AND GOOD ROADS BETTER.

EAE has pioneered the pavement preservation movement within the asphalt industry for more than 30 years, developing products and techniques to keep good roads good and make bad roads better. Team members provide educational opportunities to support agencies, contractors and consulting engineers. From general education to in-depth, network-specific analyses, Ergon is working every day to help improve roadways and stretch budgets.

Projects range from Ergon-sponsored SaveMyRoad.com, an educational resource for road planners to learn more about the benefits of pavement preservation, to contributions through Ergon's labs and partnerships with universities to research technologies that make roads last longer and allow for reductions in energy and emissions related to roadway construction.

\$1,000,000

contributed to the Asphalt Institute Foundation to promote industry innovation.

The Ergon Foundation gives back to the markets we serve by finding ways to support initiatives that benefit not only the entire industry, but in this instance, everyone who drives on the roadways across North America. In 2021, the Ergon Foundation made a \$1 million donation to the Asphalt Institute Foundation to support research initiatives that promote sustainability and innovation. A 501(c)3 nonprofit organization, the Asphalt Institute Foundation supports strategic research projects that are designed to advance and improve both the liquid asphalt industry and the welfare of the general public.



Asphalt pavement is the most recycled material by weight. Ergon’s role in this effort is in engineering products that make recycling possible. Old asphalt is not simply milled and reused – the process requires the addition of new asphalt or emulsions.

ERGON ASPHALT & EMULSIONS AND ALM HOLDING WERE RECENTLY GRANTED PATENTS FOR USE OF STEROL BLENDS AND STEROLS FROM ANIMAL WASTE AS AN ADDITIVE IN ASPHALT BINDER.

Reclaimed asphalt pavement (RAP) is perhaps the most widely recycled material in the world. Reclaimed asphalt shingles (RAS) may also be recycled into construction of new pavements. For the most part, RAP and RAS recycling has been limited in new surface layers or restricted to lower layers of pavement in roadway structure, primarily due to age-related deterioration of the RAP and RAS due to oxidation and degradation over the normal course of the lifespan of pavement or a roof.

Numerous additives and materials have been considered in attempts to retard the impact of asphalt binder aging on the long-term performance of asphalt mixtures. Such materials are generally marketed as rejuvenators with the intended purpose of reversing the aging that has occurred in recycled RAP and RAS materials. It is unlikely that these materials rejuvenate or reverse the aging of RAP and RAS, and they are primarily softening agents for the virgin asphalt binder used to produce mixtures containing RAP and RAS.

Ergon Asphalt & Emulsions Inc., along with development partners ALM Holding Company, have recently been granted

patents on technologies determined to provide retarded aging of asphalt binders and improved performance of recycled asphalt binders in RAP and RAS. Patent allowances include US 10,669,202 “Sterol Blends as an Additive in Asphalt Binder” and US 11,27,697 “Use of Sterols from Animal Waste as an Additive in Asphalt Binder.”

Through collaborative efforts of Paragon Technical Services and Mathy Technology and Engineering (a subsidiary of Mathy Construction Co.), we discovered triterpenoid materials that provide improvements in aging of asphalt binders close to true rejuvenation. Triterpenoids make up a major group of plant-sourced natural products that include sterols, triterpene saponins and related structures. Animal-sourced sterols or cholesterol are also included as effective asphalt binder age-retarding additives.

These sterol additives have also been disclosed to provide improved aging of asphalt binders from sources and processes known to exhibit poor aging characteristics. Also included is improvement to asphalt binders containing additives known to negatively impact binder aging.

Asphalt Recycling by the Numbers*

2.3 million

metric tons of CO₂e was spared from the atmosphere in 2020 through the use of reclaimed asphalt pavement (RAP) in new mixtures

87 million

tons of reclaimed asphalt pavement (RAP) was recycled into new mixes in 2020

93%

of asphalt mixture was reclaimed from old asphalt pavements and put back to use in new pavements in 2020

586,000

tons of recycled asphalt shingles (RAS) was put to use into asphalt mixes in 2020

24 million

barrels of virgin asphalt binder was replaced by recycled binder from RAP and RAS in 2020



*National Asphalt Pavement Association

Evotherm Warm Mix Technology

In an effort to reduce the risk of exposing road crews and the environment to hydrocarbons, Ergon Asphalt & Emulsions worked with Mathy Construction Co. to develop Evotherm warm mix asphalt technology, an environmentally friendly alternative to traditional hot mix applications. Since it was patented in 2007, Evotherm has been used on asphalt projects around the world.

The warm mix additives in Evotherm allow for a reduction in temperature during both

asphalt production and application. The result is a reduction of hydrocarbon fumes. In addition to reduced carbon emissions, Evotherm's environmental impact includes a significant reduction in volatile organic compounds, nitrogen oxide, dust and more. This is in keeping with results from the Federal Highway Administration's 2008 SCAN report that showed the environmental impacts of warm mix asphalt technologies. A few results from the report are shown below.

% EMISSIONS REDUCTIONS USING ERGON'S EVOTHERM VS. TRADITIONAL HOT MIX

30-40%
CO₂e

35%
SO₂

50%
VOC

10-30%
CO

60-70%
NO_x

20-25%
DUST



Crafco has made a commitment for all new projects, improvements, innovation and research and development to include elements of sustainability solutions, emission and energy consumption reductions and enhanced circularity strategies.

OVER 40 YEARS AGO, CRAFTCO DEVELOPED AND PATENTED AN EFFECTIVE SOLUTION FOR SEALING PAVEMENT CRACKS AND JOINTS USING A BLEND OF RECLAIMED RUBBER FROM RECYCLED CAR TIRES AND ASPHALT.

By blending scrap tire rubber into its sealant, Crafco is recycling over one million tires — or 10 million pounds of crumb rubber — every year, reducing waste that would otherwise end up in landfills. Reusing and repurposing used tires versus virgin polymer modifiers reduces crude oil consumption by over one million gallons each year. In 2021, Crafco's consumption of crumb rubber equated to reducing CO₂ emissions by approximately 30 million pounds versus

using virgin materials in the company's finished product.

Tire rubber already contains the oils and antioxidants required for effective sealant performance, thus reducing the need for using more natural resources. By using post-consumer recycled tire rubber, Crafco sealants save energy and resources by reducing the amount of polymers and chemicals consumed.

CRAFTCO'S NEW HIGH-PERFORMANCE, ENVIRONMENTALLY RESPONSIBLE PATCH PRODUCT **REDUCES VOC LEVELS BY 100%**.

HP ER is an organic, non-petroleum viscosity modifier with a proprietary blend of rejuvenating and adhesion-promoting additives.

By switching to sustainable bio-modifiers, Crafco's HP ER cold patch repair has eliminated the traditional diesel cutback, which had Volatile Organic Compound (VOC) levels of ~ 200 g/L, and reduced VOC levels to zero.



All Crafco application equipment has tier-four or higher, low-emission diesel engines. PLEXI-melt™ and NoBox™ packaging are fully consumable and create zero waste.

ErgonArmor's
Novocoat products
contain no VOCs.



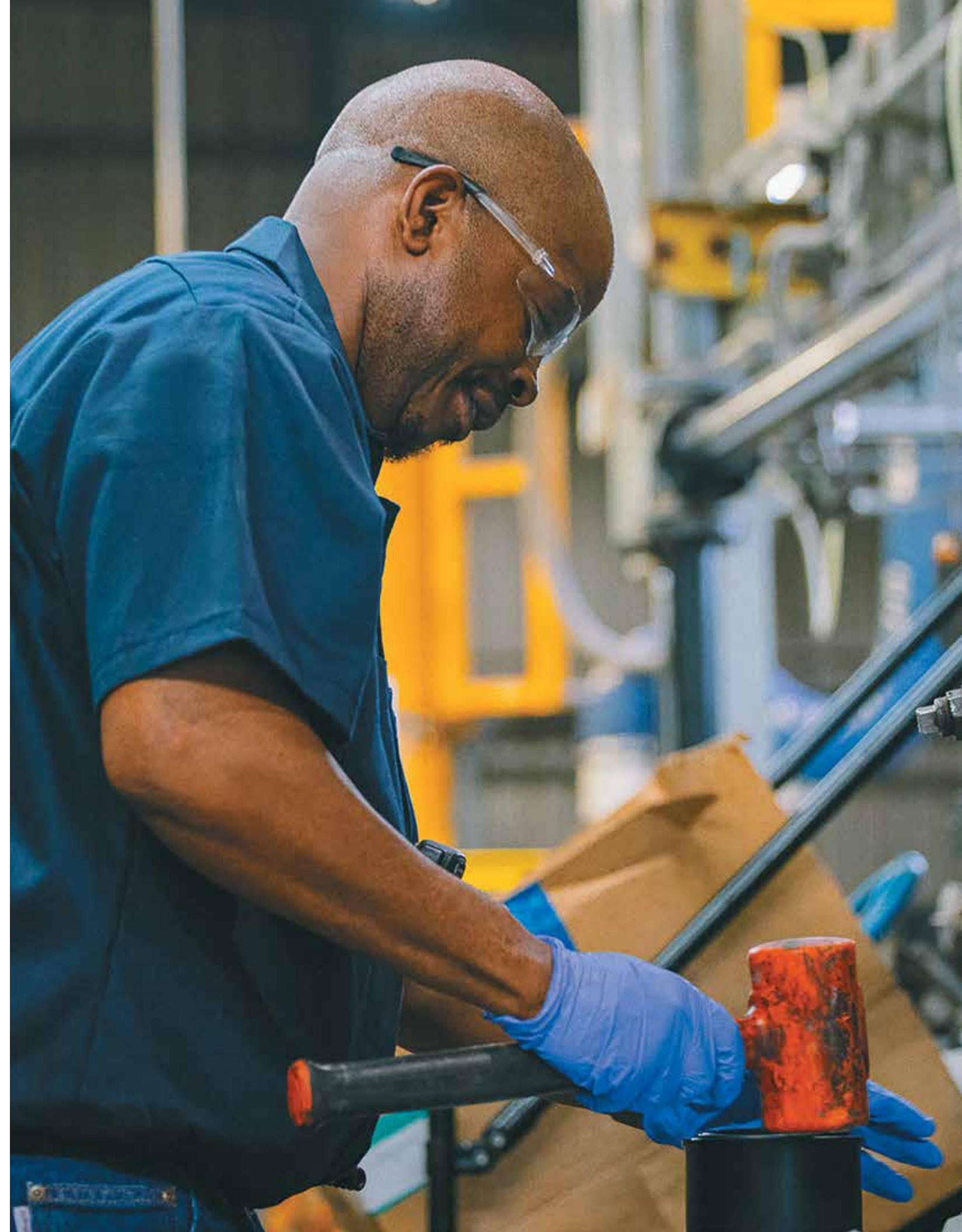
Novocoat products deliver proven corrosion protection solutions, including products that help prolong the service life and safety of bridge decks and structural supports around the world.

- **NOVOCOAT SC3300 Novolac Epoxy Lining** provides superior long-term chemical resistance for secondary environmental containment and bulk storage tanks
- **NOVOCOAT SC5400 LINING** aids in preventing groundwater contamination
- **NOVOCOAT SC2200 Rapid Set Pipe Coating** helps solve the problem of storm/wastewater infiltrating water treatment plants and alleviates pipe failure

Ertech extends
roof life by an average
of 10 years.



ErgonArmor's Ertech line offers a water-based restoration product that extends the life of a roof by an average of 10 years, depending on climate and conditions.



Our logistics companies are essential to the world's manufacturing supply chain.

ERGON'S MIDSTREAM & LOGISTICS COMPANIES COORDINATE THE PURCHASE, TRANSPORTATION AND TERMINALING OF CRUDE OIL AND FINISHED PRODUCTS IN DOMESTIC AND INTERNATIONAL MARKETS, PROVIDING RELIABILITY, QUALITY CONTROL AND ADDED FLEXIBILITY FOR OUR CUSTOMERS.

Ergon Oil Purchasing (EOP) utilizes the integration of Ergon's midstream assets to purchase crude for use in our refineries and for sale to customers. Over the past 10 years, EOP has worked to optimize our crude slate, *reducing GHG emissions related to crude transportation by approximately 70%.*

Magnolia Marine Transport Company, one of the largest inland waterways petroleum transportation fleets in the U.S., moves liquid products vital to the country's supply chain. Magnolia Marine operates by means of a comprehensive zero-harm system, making every effort to protect the ecosystem while performing important duties. Magnolia Marine's vessel general permit program requires weekly inspections of barges and boats to prevent potential environmental issues. The company has implemented a recycling program for waste from company vessels.

Ergon Marine & Industrial Supply (EMIS) provides mid-river refueling, fleet and supplies from terminals in Vicksburg, Mississippi, and Memphis, Tennessee.

In conjunction with the U.S. Coast Guard, EMIS operates the Vessel Information Center, which assists traffic navigating the lower Mississippi River during high-water events. Ergon's contributions in this area have earned numerous Meritorious Public Service Awards from the Department of Homeland Security and the U.S. Coast Guard. EMIS has been commended for "proactive casualty response actions, leadership and contributions."

Ergon Trucking is upgrading its fleet, investing in the new NextGen T680 Kenworth and 579 Peterbuilt trucks, both of which provide improved aerodynamics and Cummins engines that improve fuel efficiency by 2-4%. The interval between oil changes has been extended from every 25,000 miles to every 35,000 miles, producing less waste oil.

Drivers are trained to spot human trafficking activity through the Truckers Against Trafficking program.

Magnolia Marine Transport and Ergon Marine & Industrial Supply participate in Who Works the River community service events and youth education programs.

Ergon Marine & Industrial Supply volunteers as a 911 responder for Mississippi River emergencies, including search and rescue and barge recovery.



Ergon Terminaling invests in facility upgrades and sustainable efforts.

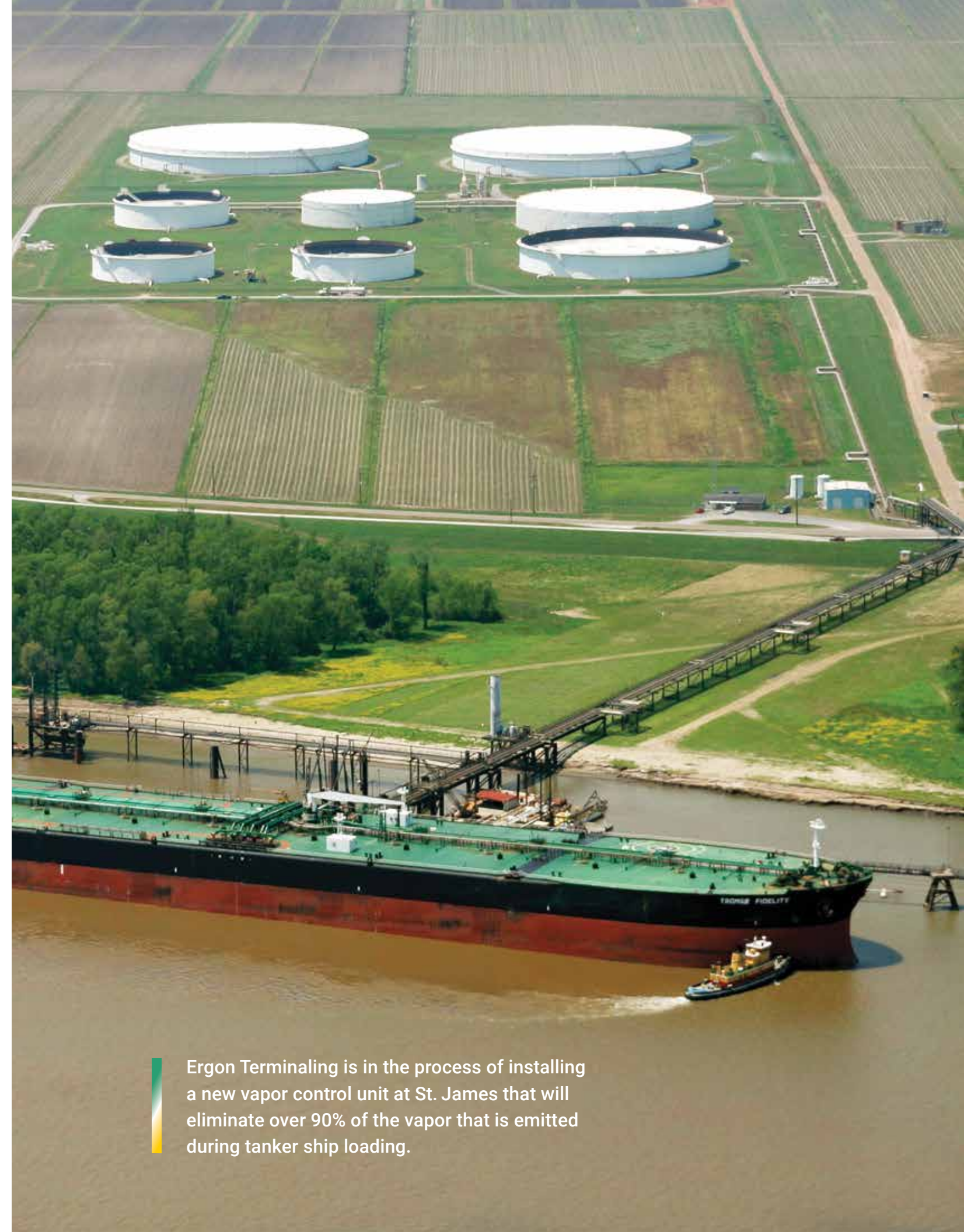
WITH STORAGE TERMINALS AND PIPELINES INTEGRAL TO LOGISTICS FOR THE ERGON COMPANIES AS WELL AS CUSTOMERS, ERGON TERMINALING SETS THE BAR HIGH WHEN IT COMES TO ENVIRONMENTAL RESPONSIBILITY, REGULATORY COMPLIANCE AND SAFETY.

Ergon recently acquired a fuel distribution terminal in southern West Virginia. While the facility was in operating condition after purchase, Ergon has invested \$2 million to bring it up to company standards, including:

- Installation of a safety railing system around the barge unloading dock to protect our shore team and barge crews
- A new vapor control unit to eliminate hazardous vapors during the gasoline truck loading process
- Additional tank containment to ensure that in the event of a tank release, no product will enter the Kanawha River
- Major electrical upgrades to ensure safe operation

Upgrades are not limited to newly acquired facilities. The Ergon Terminaling team recently identified an unsafe working condition in the St. James, Louisiana, facility, where an arm used to unload tanker ships was difficult to handle, increasing the possibility of injury. Ergon invested \$800,000 in a new state-of-the-art hydraulic loading arm to correct this condition.

Ergon Terminaling also conducts annual pipeline public awareness campaigns in communities, and facilities participate in scrap metal recycling programs. To reduce the amount of plastic sent to the landfills, and to help keep employees hydrated, Ergon Terminaling purchased water coolers for all facilities and provided each employee with a refillable water bottle.



Ergon Terminaling is in the process of installing a new vapor control unit at St. James that will eliminate over 90% of the vapor that is emitted during tanker ship loading.

Oil & Gas

Lampton-Love and its subsidiaries have provided propane to homes and businesses throughout the Southeast U.S. since 1956. Propane is the most environmentally clean and efficient gas on the market. Due to the convenience, portability, transportability and environmental advantages of propane, over half of the farms in the United States use it for a wide range of applications. And propane's cost-efficiency and reliability means that it will help keep operating costs down and productivity high.

The company's Go Gasman Green initiative converts vehicles and lawn equipment to run on propane.

All Lampton-Love company vehicles that are CARB-certified are converted to propane, which is a cleaner fuel source.

Lampton-Love recently partnered with Entergy to install LED lights in retail locations and the corporate office.

Through a partnership with the Mississippi LP Gas Board, the Property and Environment Research Center (PERC), and other propane dealers, Lampton-Love is helping design and provide labor and parts to construct a Mobile Liquefied Compressed Gas Safety and Training Trailer.

Ergon Exploration utilizes vapor recovery systems on liquid product tanks to improve safety and reduce emissions. The company's activities are efficient and limit emissions in several ways, such as recovery of low-pressure gas that otherwise could be vented into the atmosphere.

Specialty Chemicals

Resinall Corp manufactures resins, agents, additives and modifiers for a wide variety of specialty applications. Through continued collaborative projects with Ergon Refining, Process Oils Inc., Ergon Asphalt & Emulsions, Crafcro, ErgonArmor and Paragon Technical Services, the team at Resinall is involved in a multitude of projects related to innovation and sustainability. These range from bio-based products and natural esters to next-generation asphalt antiaging agents.

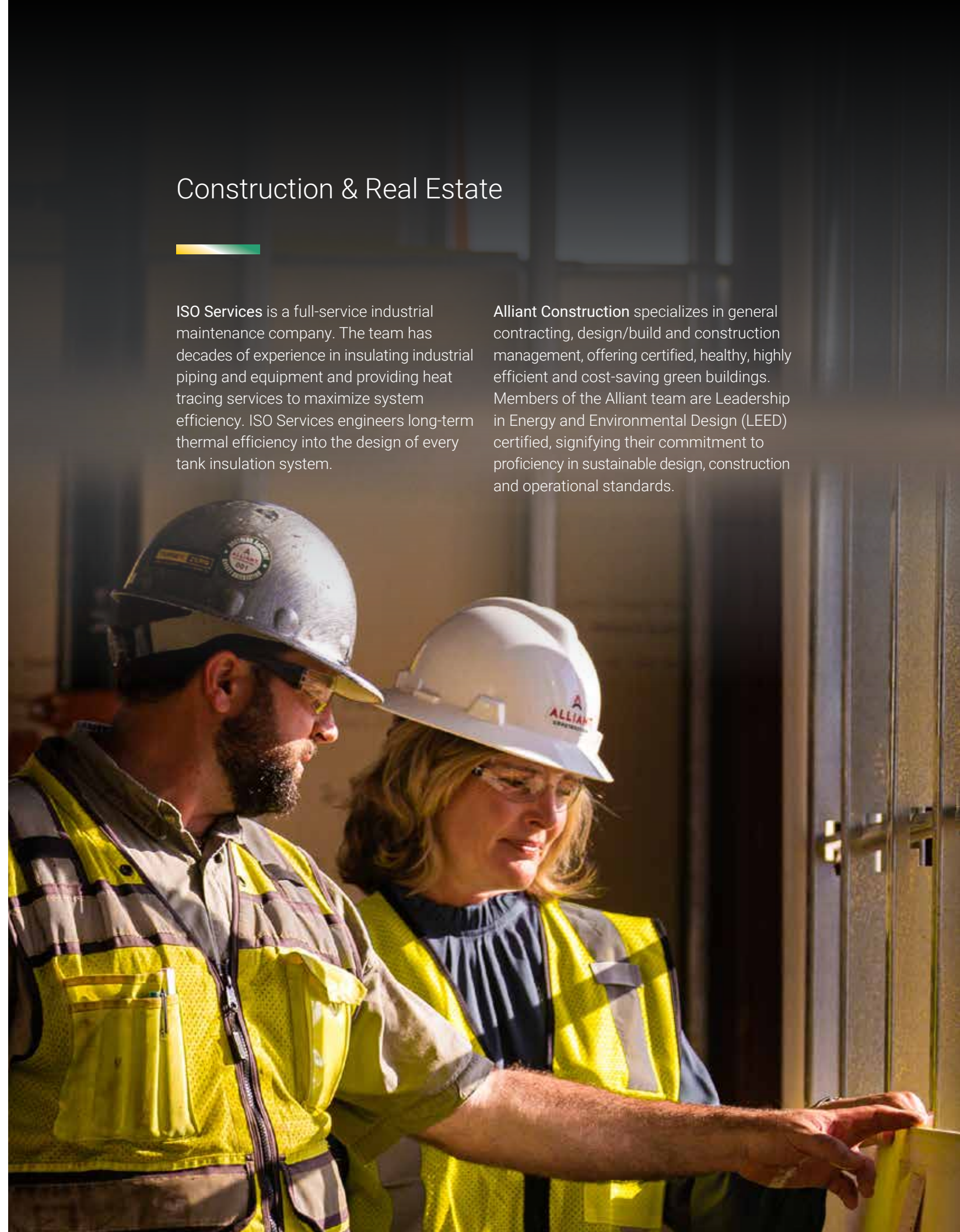
Approximately 65% of Resinall's new product development is directed toward the use of renewable raw materials. Resinall has also developed commercial products which consume all the company's scrap and rework.

Resinall is working with Paragon Technical Services in Ergon's Asphalt & Emulsions segment on patent-pending technologies to reduce effects of aging on asphalt and enable the use of higher levels of recycled materials in asphalt.

Construction & Real Estate

ISO Services is a full-service industrial maintenance company. The team has decades of experience in insulating industrial piping and equipment and providing heat tracing services to maximize system efficiency. ISO Services engineers long-term thermal efficiency into the design of every tank insulation system.

Alliant Construction specializes in general contracting, design/build and construction management, offering certified, healthy, highly efficient and cost-saving green buildings. Members of the Alliant team are Leadership in Energy and Environmental Design (LEED) certified, signifying their commitment to proficiency in sustainable design, construction and operational standards.



Ergon is committed to reducing greenhouse gas emissions at our facilities and across all company service segments.

Ergon leverages our core capabilities to meet needs, support families and serve customers while responsibly *Doing Right* with our planet in mind. In daily business, one of Ergon's core capabilities is tracking our energy footprint which includes various fuel types, from combusting natural gas for producing hydrogen to purify and stabilize products, to fueling heavy-duty engines for on-road and

river transportation to deliver products and purchasing and generating our own electricity in order to support operations. Having this knowledge, our key business segments have incorporated energy saving projects within operations and created product technologies that lower energy consumption as well for the customer and environment.



DOING RIGHT FOR OUR PLANET



By understanding energy sources and our footprint, Ergon is in position to leverage our knowledge base of current and alternative energy choices to align with developing sustainable sources, including lower or carbon-free energy.

Through our network of sites, Ergon has partnered with local utilities, allowing access to renewable sources for electricity through regional wholesale markets. Those utilities are also making capital investments in additional renewable sources that will enable them to meet future greenhouse gas reduction goals and allow Ergon to further incorporate clean energy into our portfolio.

This year, Ergon focused on validating the cornerstone process of quantifying our carbon footprints in Scope 1 and 2 and documenting future opportunities to reduce energy consumption and GHGs across all business segments. During the past year, Ergon also enlisted third-party experts to help develop our sustainability program with the view of reducing our corporate carbon footprint. This included validating prior GHG inventory calculations and

methodology and developing tools to also determine Scope 3 contributions. In the upcoming year, we will establish emissions reduction strategy and goals based upon the results of these cumulative contributions and continue working in our team approach to create sustainable solutions and a path forward based upon the organization's goals.

Ergon's waste minimization efforts incorporate *Doing Right* by making conscious efforts to reduce waste across all spectrums within the company and recognizing that if we expend anything carelessly, extravagantly or to no purpose, we contradict our efforts. Our business units are focusing on recycling by intentionally designing products that incorporate materials previously destined for landfills. To ensure our efforts are successful, Ergon is developing our corporate waste strategy and diversion goals.

RENEWABLE PRODUCTS LAUNCHED BY PROCESS OILS INC. HAVE DISPLACED MORE THAN 1.4 MILLION GALLONS OF TRADITIONAL MINERAL OILS SINCE 2012 – EQUAL TO MORE THAN 2 MILLION BARRELS/YEAR OF CRUDE OIL PROCESSED FOR BASE OIL PURPOSES

| 2021 ENERGY CONSUMPTION | 2021 GREENHOUSE GAS EMISSIONS | 2021 WASTE GENERATION |
|--|---|---|
| <p>0.95 GJ consumed per tonne of product throughput</p> <p>Access to >190,000 MW of wholesale power provided by wind, solar and hydroelectric sources through partnered utilities</p> <p>>140 operating sites located on or near major U.S. and Mexico interstate modes of energy transport</p> | <p>0.07 TONNES CO₂e (Scope 1) per tonne of product throughput</p> <p>0.01 TONNES CO₂e (Scope 2) per tonne of product throughput</p> | <p>1.60 TONNES non-hazardous waste generated per 1,000 tonnes of product throughput</p> <p>0.08 TONNES hazardous waste generated per 1,000 tonnes of product throughput</p> |



Facility investments to better our planet.

Energy Efficiency at Our Corporate HQ

Another example of ways Ergon is *Doing Right* by our planet is the investment made in energy efficiency at our corporate headquarters. More than \$1 million has been invested since 2014 in assets designed to reduce energy consumption, resulting in an 18% reduction in kWh usage. We installed on/off LED lighting throughout the campus, which can reduce energy usage by 90% when compared to incandescent lights.

We also installed more efficient elevator motors as well as energy control technologies, including new chiller systems, Variable Frequency Drives (VFDs) on air handlers and an Energy Management System (EMS). These systems' controls are based on function and load requirements, leading to significant reductions in energy usage.

ERGON ASFALTOS MÉXICO HAS CONTRIBUTED \$700,000 TOWARD A MULTIYEAR INVESTMENT IN VOLTAIC SYSTEM SOLAR PANELS IN FACILITIES ACROSS THE COUNTRY, REDUCING DEPENDENCE ON FOSSIL FUELS BY 995 MWH/YEAR. THIS REDUCTION IS THE EQUIVALENT OF NEARLY 420 TONS OF CO₂ OR OF PLANTING 30,000 TREES.

Supply Chain Efficiency

We have reduced supply chain transportation for Refining & Marketing and our customers by approximately 500,000 miles cumulatively over the past few years.

Wastewater Treatment

At our Vicksburg refinery, Ergon has invested \$30 million in a state-of-the-art wastewater treatment facility which allows us to divert more than 3 million pounds of hazardous waste each year. Through the process of dissolved nitrogen flotation, any remaining dissolved or emulsified oil in the water is removed by injecting nitrogen, causing oil and particles to float to the top. The float is then skimmed off and recycled.

Water Conservation

Ergon conducts hydrostatic testing on new storage tanks and during tank inspections. Facilities located near rivers are able to pump water from the river into the clean tank, check for leaks and then release it back into the river. CRAFCO, located in Chandler, Arizona, does not have ready access to a river, so all water used for hydrostatic testing goes back into the emulsions they produce.



We understand that Ergon's success is tied to the success of both our customers and our employees. *Purposeful Growth* is a core value — one we live and breathe every day, with every decision and every solution.



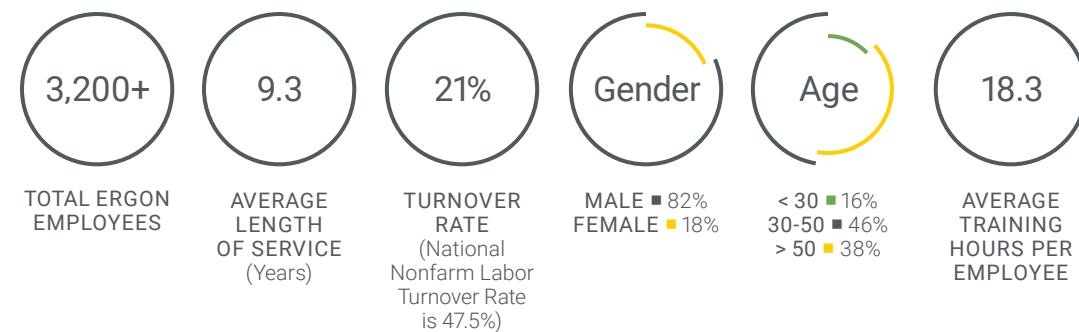
DOING RIGHT BY OUR PEOPLE

Family owned and operated, our focus is on reinvestment and not dividends, ensuring the longevity of this company upon which so many depend. We reinvest an average of 93% of earnings into people and facilities, maintaining a long-term focus on improving sustainable operations.

Our low turnover rate is a testament to both our focus on treating employees well and also our commitment to serve the low-employment communities in which we operate. This loyalty from our employees is shown through our 9.3-year average length of service.

We invest in present and future generations, empowering our people to realize their full potential. We want the Ergon family to know they are valued, and we are committed to providing the best opportunities for them to succeed.

Ergon's customers come from all walks of life, from all over the world, and so do we. Our people are a talented team with diverse backgrounds, culture, language, age, education and interests.



ERGON PROVIDES JOBS IN AREAS WITH UNEMPLOYMENT CONSISTENTLY 1.6 - 2.2% HIGHER THAN THE NATIONAL AVERAGE.



Ergon commits \$900,000 to sponsor a program for engineering students

For certain underrepresented groups, career opportunities for engineers can feel beyond reach. For companies like Ergon, filling engineering positions while developing a diverse workforce can often be a challenge. Ergon is proud to sponsor the Summer Bridge Program at the Bagley College of Engineering at Mississippi State University (MSU) — making a difference in the lives of these students and their families while also increasing the pool of engineers in Mississippi and beyond.



As the name suggests, the program is designed to bridge the transition from high school to college. Ergon has committed to a three-year sponsorship, covering the cost of the five-week residential program which offers students the opportunity to adjust to university life and includes coursework in mathematics, science and computer programming. Peer mentoring, soft skills training and social activities are also part of the program.

Participants receive on-campus housing, access to class instructors, peer mentors, textbooks and materials, and meal stipends. This year's students visited several facilities to get a real-world glimpse into the Ergon family of companies.

Teams completed an engineering research project aimed at providing the opportunity to learn engineering design while working to solve a real-world engineering challenge. Ergon employees tasked students with designing a new asphalt and emulsion tank. Each team determined the best material for improving road networks based on research and asphalt tests conducted in the Civil Engineering labs at MSU. With the asphalt selected and the design completed, students learned computer modeling skills through the 3D printing of a scale model of their storage tanks. A final project presentation competition, a celebratory lunch and a fitting challenge to “excel in the years to come” from Ergon Chief Executive Officer, Kris Patrick, rounded out the program.



Summer Bridge Program



Building Our Legacy Together

The diversity of our operations and our conservative financial principles are important, but nothing impacts Ergon's success as much as our world-class people. Company growth and employee growth go hand in hand. Whether attracting the right talent or developing our talent within, our focus is on meeting needs for future growth.

MAGNOLIA MARINE TRANSPORT COMPANY HAS ESTABLISHED PATHWAYS FOR ADVANCEMENT FOR EMPLOYEES. THE MAJORITY OF THE COMPANY'S ONSHORE PERSONNEL AND 50% OF WHEELMEN AND CAPTAINS STARTED THEIR CAREERS AS GREEN DECKHANDS AND WORKED THEIR WAY UP.

We are passionate about creating opportunities to develop Ergon's talented workforce. We genuinely care for our people and want the best for them, and we demonstrate it by providing resources to help strengthen skillsets and support advancement. Today's hire will become tomorrow's leader who will care for their employees and develop them the same way they were developed.

Hiring people who embody the values we hold dear — *Empowered Service, Selfless Leadership, Respectful Relationships and Purposeful Growth* — and honing those values through training and development ensures a sustainable future for Ergon.

Encouraging Growth, Purposefully

There are a myriad of ways we help develop employees once they become part of the Ergon family. Leaders throughout the

organization are constantly providing resources to help with this development, including free access to courses through a monthly LinkedIn Learning challenge, Dale Carnegie Training and the Rapid Learning Institute. Our Learning Management System includes training opportunities on a variety of topics related to various fields and Ergon operations.

The innovative spirit of our people and their ability to drive new products to market quickly is exactly what is needed to help customers keep pace with our evolving world.

Assisting Managers With Recruiting

Over the past year, Ergon has introduced a new recruiting management tool to help reach a broader group of candidates. We have increased our presence on career platforms to share Ergon's story with prospects and opened lines of communication with multiple universities and colleges.

Simplifying the Onboarding Process

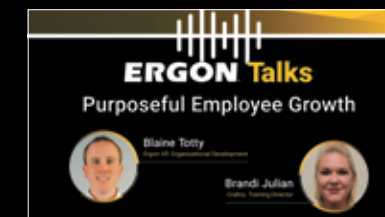
We have implemented a new electronic onboarding system focused on closing gaps in new employee setup and ensuring that employees are prepared to join our workforce as early as possible with minimal delay. Managers are now able to worry less with forms and procedures, instead focusing on the employee relationship, introduction to our culture and values, and giving new employees the tools they need to succeed.

Managing Performance

Ergon is in the process of rolling out a performance management platform to help set clear expectations. Performance management should be a continual process characterized by open and honest conversations between employees and managers, and that platform has been designed to support that relationship.

Ergon Talks Podcasts — Stories of the Ergon Family

Ergon Talks Podcasts are produced to help connect employees throughout our companies and facilities located around the world. Stories include how people came to Ergon, what the company has meant to them, how their jobs create value for our customers, and how they exhibit the values that Ergon holds dear. Ergon Talks Podcasts can be accessed by scanning the QR codes below.



We are a company that prioritizes safety over profit. This is consistently demonstrated in all of our actions.

Ergon launched Target Zero in 2019 as a renewed commitment to keep employees safe every day. The goal of our initial employee engagement campaign was to provide visual reminders of safety everywhere employees look. The basic tenets of going home safe every day include:

- Safety is who we are — it's a core value.
- Being safe is how we operate.
- To be safe, you have to intend to be safe.
- Practicing safety allows each of us to go home to our families.

This campaign was an undeniable success, thanks to our employees' commitment to safety. Recordable incidents fell by almost 50% — and Target Zero has become part of our culture. But we are not to zero yet, and we have more work to do.

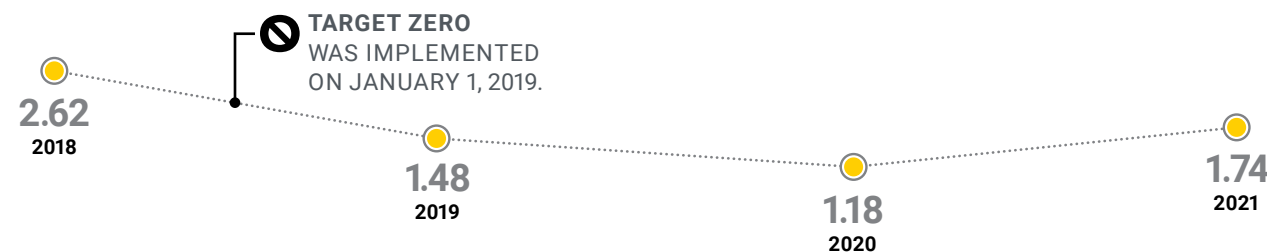
Ergon's TRIR trended up in 2021, primarily due to COVID-related factors, including a reduction in available staff due to absences from COVID illness

and quarantines and a smaller available labor pool related to federal and state COVID policies. Having to do more with less personnel, in some cases, contributed to increased overtime and fatigue — a trend that was experienced by many companies in the refining, terminaling and related industry sectors.

Ergon leadership has shared a renewed focus on keeping safety top of mind in 2022, and we have been pleased to see a return to pre-COVID levels of safety performance so far this year. As we strengthen this commitment, employees are seeing more training for energy-based hazard recognition. At integrated safety meetings, employees take time before work starts to talk about potential hazards. Most importantly, all employees are empowered to stop work when they think an unsafe condition or behavior may result in an unwanted outcome. Sometimes the most important work we can do is to stop working.

We remain committed to employee health and safety above all and expect injury rates to continue a downward trend in the future.

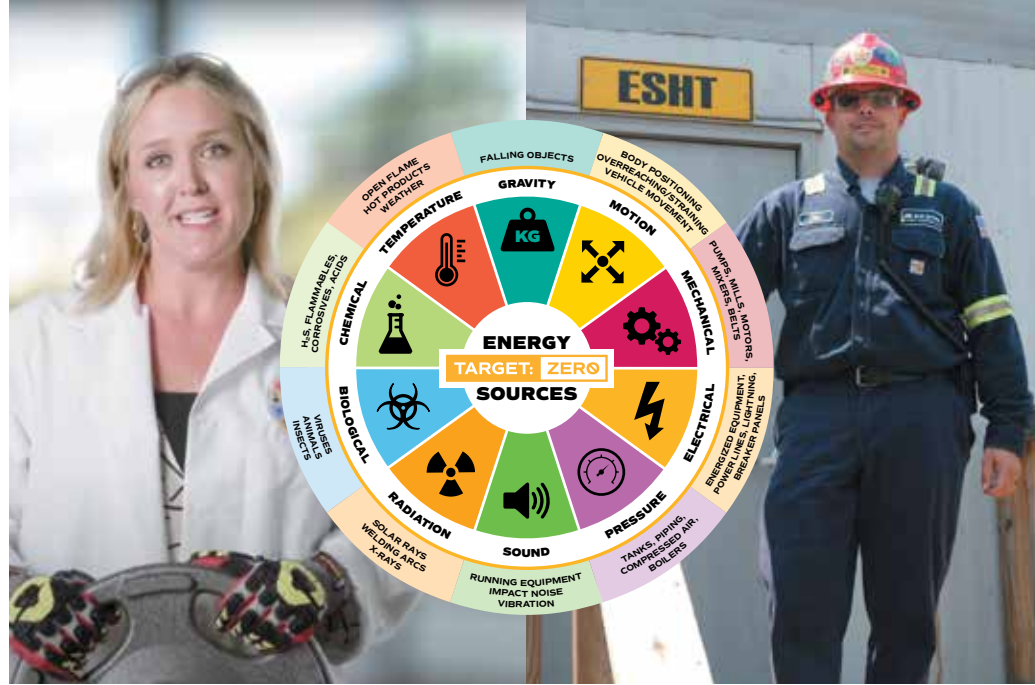
TOTAL RECORDABLE INCIDENT RATE PER 100 EMPLOYEES PER YEAR



FOR THE DREAMS WE SHARE

Safety impacts everyone. Protect yourself from falling objects and debris. Your loved ones are counting on you.
ergontargetzero.com

TARGET: ZERO
 ZERO ACCIDENTS. ZERO REGRETS.



Safety Campaigns. Going the extra mile to explain safe operations is one way we protect the Ergon family.

Recognizing that incidents are often the direct result of contact with sources of hazardous energy, Ergon developed a campaign around the energy wheel, identifying possible hazards and how to best control them. A series of animated videos offers an interesting way to learn how to safely interact with or avoid these hazards.

Ergon's Environmental, Health & Safety Department, along with Communications,

are always ready to share important safety information with the Ergon family. Recent examples include:

- **Hand Safety Education** – Ergon provided new work gloves to all employees
- **Safety Summer Campaign** – including Heat Awareness
- **3 Points of Contact** – teaching drivers how to safely enter and exit company vehicles



Safe every day. There is no imperative more important than executing our business *safe every day*. The American Fuel & Petrochemical Manufacturers Association (AFPM) has awarded Ergon Refining and Ergon - West Virginia Safety Achievement Awards for the facilities' outstanding occupational and process safety performance in 2021. One of the industry's premier awards, this is part of AFPM's ongoing mission to enhance and recognize outstanding workplace safety. Our team has earned this award four times over the past six years – three at our West Virginia refinery and once at our Mississippi refinery.

INFORMATION IS **POWER**

Research shows that the average person can only identify 45% of the hazards they face throughout the workday. That's why Ergon developed the Energy Wheel. Using this tool, employees can identify hazards during safety meetings and then see that hazards are controlled. Know the dangers you face and be prepared to stay safe!

TARGET: ZERO
ZERO ACCIDENTS. ZERO REGRETS.

Ergon management has been featured in a series of Target Zero posters highlighting the importance of recognizing safety hazards and empowering frontline employees to stop work anytime they see something unsafe.





Ergon Active is a total wellness initiative that is being launched in stages throughout the organization.

The program was designed to encourage employees to take a more active role in improving their physical and mental health with an active support system and some friendly competition. Ergon Active has grown from 37 Steppers from the program's introduction at Ergon Terminals to 238 Steppers across 35 Ergon companies and departments. These Steppers have logged 205,356,790 steps and 92,625 miles as of October 31, 2022.

In a recent challenge benefiting the American Cancer Society (ACS), 140 of 196 participants reached a goal of 100 miles in 30 days. They averaged 8,377 steps and 3.82 miles per day. Ergon contributed \$35 for each Stepper, raising \$4,900 for ACS. Other charities benefiting from Ergon Active challenges have included the Lily Pad Foundation and CASA for Children of Hinds County, Mississippi.

FEBRUARY 14, 2022 – OCTOBER 31, 2022

238
STEPPERS

205,356,790
STEPS

92,625
MILES





DOING RIGHT THROUGH OUR PRINCIPLES

Ergon's Core Values

THESE CORE VALUES HELP US LAY THE FOUNDATION FOR OUR CONTINUED SUCCESS AS *ONE ERGON*. THEY ARE A CONSTANT REMINDER OF WHY AND HOW WE WORK HARD FOR OUR CUSTOMERS AS WELL AS EACH OTHER.

Empowered Service

Together, we are committed to delivering unparalleled service. We do what's right, provide solutions and foster stronger relationships with our teams and customers. Employee safety is our top priority and the first consideration in all aspects of our service.

Selfless Leadership

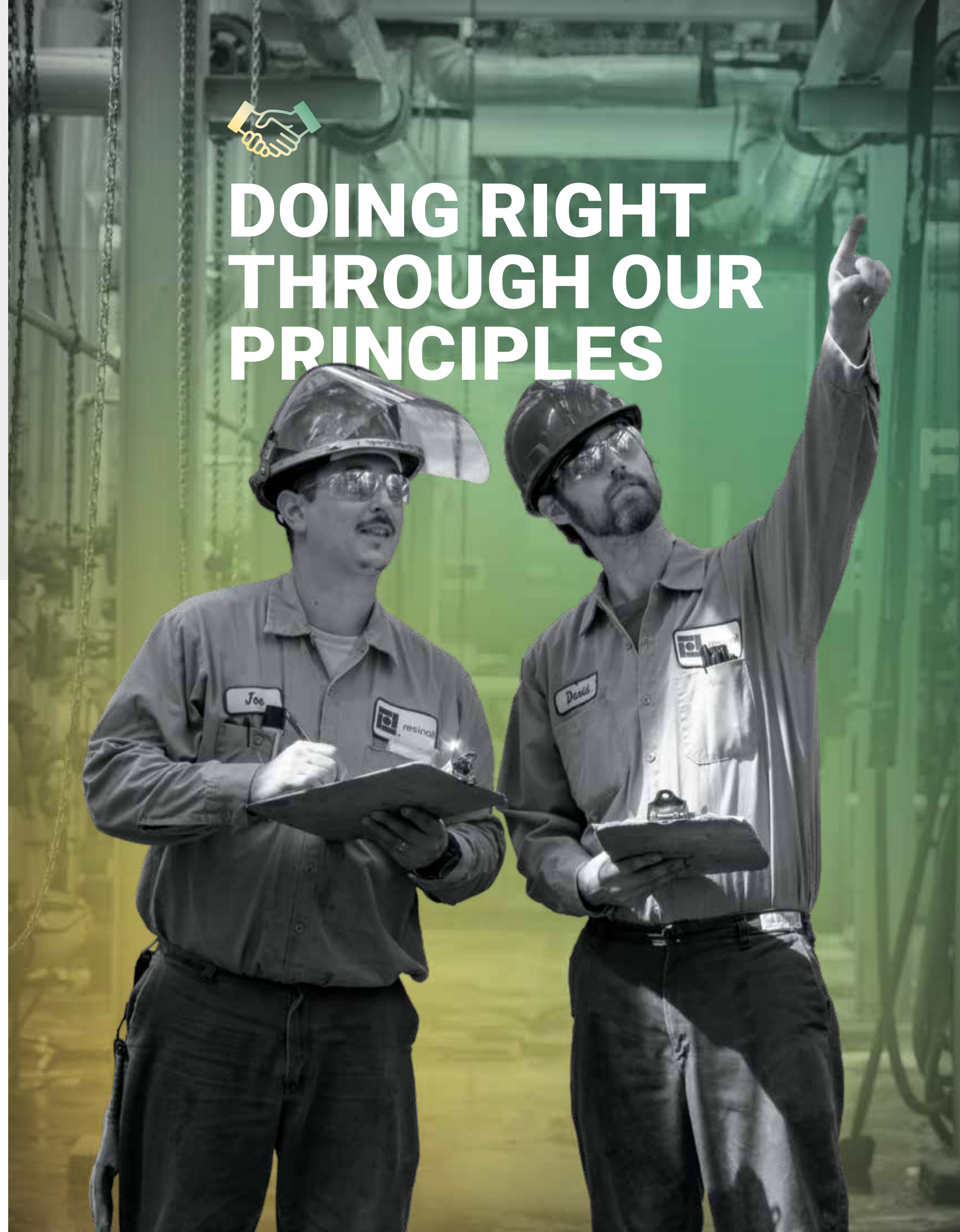
We lead with compassion and put those around us before ourselves. We don't say we're the experts; we demonstrate it through technical expertise, category innovations and genuine care for what we do.

Purposeful Growth

Employee growth and company growth go hand in hand. We build our legacy together to ensure future success.

Respectful Relationships

Together, we foster a culture of respect, acceptance and diversity of ideas and of people. Our differences make us stronger, and we are united by our shared values.



At Ergon, we lead with compassion, demonstrating expertise and care for our industry and our communities.

The Lampton family and management realized years ago that in order to continue Ergon's transition to a new generation of leadership, guidance from experienced professionals outside the organization would be a great asset. They would help the Board and management think about the governance process and how a family-owned company can adopt best practices that healthy public companies utilize. After an exhaustive search

and interview process, three Independent Directors joined the Board in 2017.

In addition, Ergon has multiple tiers of management ensuring decisions made contribute to the sustainability of the organization, including the Executive Management Team, Senior Management Team and a variety of subcommittees such as the ESG Subcommittee.



Ergon CEO Transition

Emmitte J. Haddox, who has served as President and Chief Executive Officer since 2016, retired on September 30, 2022. A friend and trusted advisor to the Lampton family since the 1960s, Mr. Haddox joined Ergon as a financial advisor when he retired from his CPA firm in 2010. He has served on the Board of Directors, the Executive Management Team and as President of the Ergon Foundation. Kris Patrick assumed the role of President and CEO on October 1, 2022. Mr. Haddox will remain on Ergon's Board.

"Emmitte has led the successful transition of this organization since 2016, and Ergon's growth and performance have been nothing less than stellar during his tenure," said Tom Amonett, Chairman of the Board. "He has epitomized the character and values of Ergon, and we will forever be grateful for the many contributions he has made to this organization."



Ergon's Board is made up of 3 Independent Board Members, our recently-retired CEO and 4 Lampton Family/Stockholders: (left to right, front row) Robert Lampton, Amy Lampton Walker, Leslie Lampton III, Chairman Tom Amonett; (back row) Emmitte J. Haddox, Bill Lampton, Tom Knudson, Tom Gilbane

BOARD OF DIRECTORS

EXECUTIVE MANAGEMENT TEAM

SENIOR MANAGEMENT TEAM

ESG SUBCOMMITTEE

ONE ERGON SUBCOMMITTEE

EHS SUBCOMMITTEE

ERGON FOUNDATION SUBCOMMITTEE



Barton Lampton was appointed to the Ergon Board of Directors in November 2022.

The eldest of the third generation of the Lampton family, Barton Lampton has taken the seat previously held by his father, Leslie Lampton III. This step is a continuation of the family's

commitment to the long-term success of the company.

Barton has served in numerous roles throughout his 20+ year career with Ergon, including leadership positions in Ergon Terminaling, Ergon Asphalt & Emulsions and Ergon Oil Purchasing, where he currently serves as General Manager and President. He has also served on the Senior Management Team and as a Member and Chair of the Lampton Family Council.

We are united
by our shared values.

Decisions are made with the Ergon family in mind, always considering long-term implications of actions on our company and our people.

Because of this, we are thoughtful and strategic in our approach. Growth is aligned with a clear vision and purpose. We are never complacent. Our goal is to build and strengthen teams, capabilities and facilities so we are best prepared to meet changing needs.

Code of Conduct

The Ergon companies are committed to the highest standards of ethical conduct. Each employee follows an established Code of Conduct and is expected to adhere to the highest ethical standards in doing business. These standards are in place to deter wrongdoing by promoting the following:

- Honest and ethical conduct
- Avoidance of conflicts of interest
- Full, fair, accurate, timely and understandable disclosure in reports, documents and other public communications
- Compliance with applicable governmental laws, rules and regulations
- Prompt reporting of possible violations to the Code of Conduct
- Accountability for adherence to the Code of Conduct



Ergon's ethics hotline offers a simple way to file anonymous reports and trust that incidents will be investigated appropriately.

1.844.537.0746
Mexico: 1.800.681.1539
ergon.ethicspoint.com



The second generation of the Lampton family, sons of Ergon's founder, Leslie Lampton Sr.: (left to right) Robert, Lee, Leslie and Bill.

A legacy of culture and values.

Ergon has been guided by the values our founder, Leslie Lampton Sr., instilled in the second and third generations of his family and in the people he hired — trust, humility, character, integrity, resolve and respect. Since his passing in 2018, the Lampton family and Ergon leadership have developed a process to affirm values shared throughout the organization, building a solid foundation for coming together as *One Ergon*. Ergon's ongoing Culture and Values Engagement Campaign was launched in June 2020, further strengthening the Ergon family.

ANNUAL TRAINING COMPLIANCE

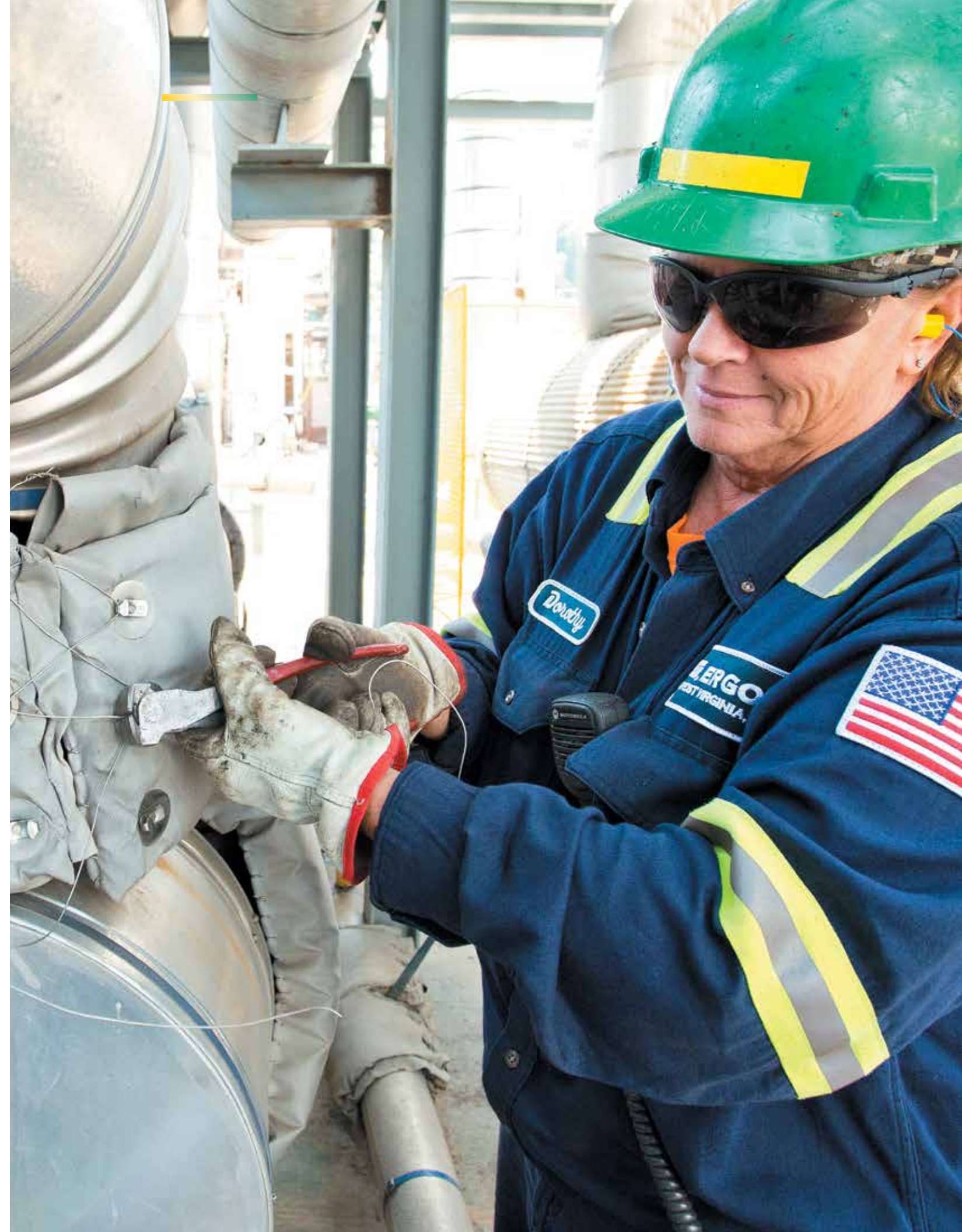
100%

Code Of Conduct
Anticorruption
Travel & Entertainment
Technology Acceptable Use

Ergon is committed to safe operations, efficiency and providing a reliable and secure source of high-quality products that consistently meet customers' requirements.

We hold ourselves accountable through established internationally recognized standards and certifications, including ISO 9001:2015, the international standard for a quality management system; ISO 17025:2017 for laboratory testing; ISO 14001:2015, which specifies the requirements for an environmental management system that an organization can use to enhance its environmental performance; and ISO 45001:2018, the international standard for an occupational health and safety (OH&S) management system.

| | ISO 9001:2015 Quality | ISO 17025:2017 Laboratory Testing | ISO 14001:2015 Environmental Management | ISO 45001:2018 Health & Safety Management |
|--|--------------------------|---|---|---|
| Ergon Refining Vicksburg, MS | ● | ● | ● | |
| Ergon - West Virginia Newell, WV | ● | | | |
| ErgonArmor Memphis, TN | ● | | | ● |
| ErgonArmor Kansas City, KS | ● | | | ● |
| Resinall Corp Hattiesburg, MS | ● | | | |
| Resinall Corp Severn, NC | ● | | | |



Operational Excellence

Ergon recently developed an Operational Excellence management system to lay the foundation for a set of *One Ergon* operating principles and practices.

The 11 elements of the Ergon Operational Excellence model align with *Doing Right* by focusing on improving and protecting our people and the communities where we live and work. Implementation of these practices will create a safer, more reliable and more profitable organization through:

- Guidance from our core values
- A highly skilled, trained and prepared workforce
- Leveraging technologies to increase efficiency and provide more robust business processes
- Increased visibility, communication and collaboration

In the coming years, this model will be established throughout Ergon business units. By driving performance, value and continuous improvement, our persistent journey to excellence will continue.



Empowered Service | **Selfless Leadership** | **Purposeful Growth** | **Respectful Relationships**



Supporting our communities and people in need.

The Ergon Family

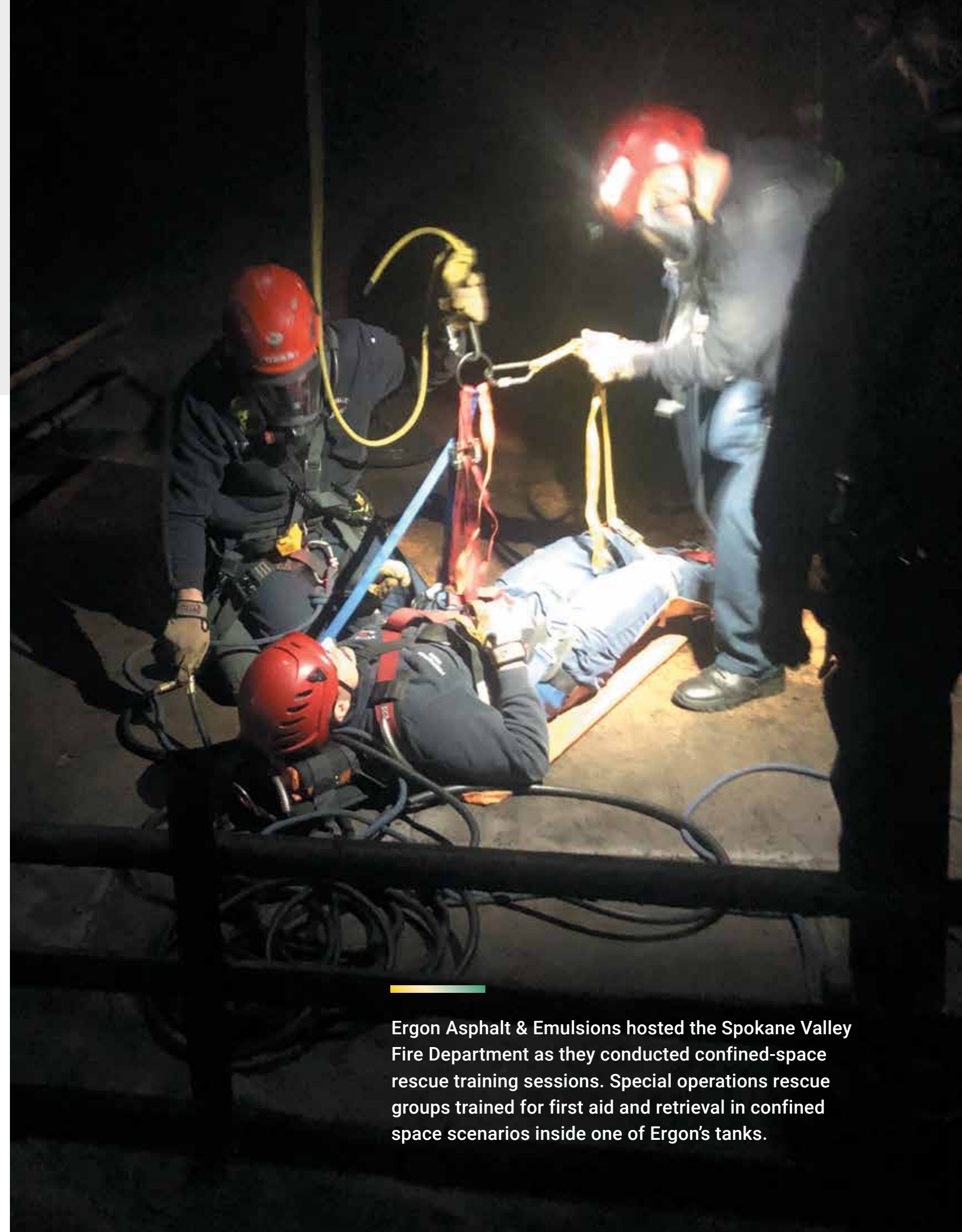
From fundraising events involving entire facilities to individual efforts, employees throughout the Ergon family give generously of their time, talents and blessings to help their communities and others in need. Departments are encouraged to join together to identify charities their teams choose to support.

The Ergon Foundation

The mission of the Ergon Foundation is to support education, religious, health and cultural causes in communities where Ergon customers, employees and their families live and work.

In calendar year 2021, the Foundation donated \$8,141,500.

The Ergon Foundation Board of Directors accepted nominations from employees for \$500,000 of 2021 financial gifts. Organizations designated as 501(c)(3) by the IRS and in keeping with the Foundation's defined areas of giving were eligible.



Ergon Asphalt & Emulsions hosted the Spokane Valley Fire Department as they conducted confined-space rescue training sessions. Special operations rescue groups trained for first aid and retrieval in confined space scenarios inside one of Ergon's tanks.

Ergon employees volunteer their time and resources to a wide variety of causes, including:

- Adopt-A-Highway
- American Cancer Society
- Andre House
- Baptist Children's Village
- Boys & Girls Clubs
- Broadway Wharf Cleanup
- Canopy Children's Solutions
- Chambers of Commerce
- Chester and Newell, WV,
Volunteer Fire Departments
- Children's Hospital of Mississippi
- City of Chester Beautification Committee
- Dempsey Centers for Quality Cancer Care
- Extra Table
- Feeding America
- Gracious Givers of Arizona
- Habitat for Humanity
- House of Grace
- Hurricane Disaster Relief Efforts
- Idaho Coastal Conservation Association
- International Ballet Competition
- Jackson, Mississippi, Water Relief
- La Vernia Community Food Bank
- Mentoring College Students
- Mississippi Blood Services
- Mountaineer Food Bank
- Rescue Mission of the Mahonig Valley
- Salvation Army Family Store
- Shower Power
- Stewpot Community Services
- Sunnybrook Children's Home
- Supporting Local First Responders
- Teaching STEM Classes at Richland
Upper Elementary
- The Brightside Project
- The Lily Pad Foundation
- The Little Light House, Central Mississippi
- Title 1 School Volunteer Programs
- Toys-for-Tots
- Truckers Against Trafficking
- Valley of the Sun United Way
- Vicksburg Warren College and
Career Academies
- Vicksburg Warren Economic
Development Foundation
- Warren Central High School Life Skills Class
- Youth Outdoors Unlimited





Ergon Asfaltos México has joined forces with other companies raising money to build facilities for Donadores Altruistas, pictured below. Poor families whose children are patients in the public hospital will benefit from meals, shelter for mothers and activities ranging from psychological orientation to medical treatment.



Larry Tomkins, VP – Southeast Region for Ergon Asphalt & Emulsions, has championed the Ergon family in raising \$150,000 for the American Cancer Society in the ongoing campaign for breast cancer research and patient support.



Warren Griffin, with a subsidiary of Ergon Asphalt & Emulsions, along with his wife, started Support Joey's Heart in honor of son (Joseph Michael Travieso) whose life ended from an overdose on his 27th birthday in 2019. The organization serves the community by sharing awareness about mental health and overdose prevention.





Committed to *Doing Right*:

- 💧 With Our Products
- 🌍 For Our Planet
- 👥 By Our People
- 🤝 Through Our Principles

The Ergon Family will continue to honor and protect the strengths that brought us here — working in lockstep toward a bright, sustainable future for our employees and their families, our communities and the customers we are honored to serve around the world.

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