



Doing Right Report 2023



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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

Ergon is a relationship-driven, global organization 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 products 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*

Message From Our President & CEO

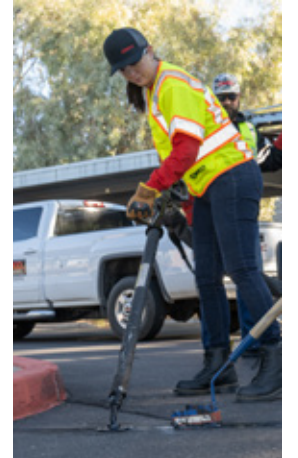
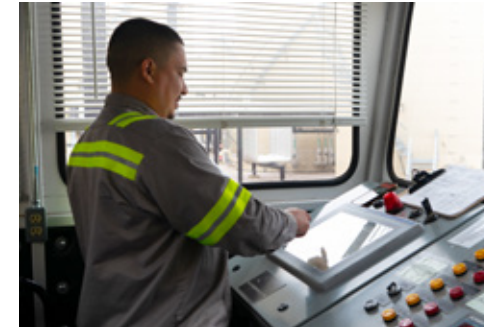


KRIS PATRICK
President & Chief Executive Officer
Ergon Inc.

There is much excitement in the air around the many opportunities that lie ahead for Ergon. We are investing in innovation and new avenues to provide the products our customers need to succeed. We have made significant changes to our organizational structure to streamline managerial decision-making and provide better focus. And we have revised and enhanced our policies and Global Code of Conduct to better reflect standard governance and the core values that drive our success. Most importantly, we are investing in our people through education, training, growing our workforce and keeping every Ergon employee safe every day.

All of these measures reflect our commitment to a long-term, multigenerational perspective to foster a business family culture that supports the success and sustainability of our employees, customers and communities for generations to come.

Our commitment to helping customers meet ESG requirements is evidenced by product innovation throughout the organization. Dedicated Ergon teams continue to work hard on projects to reduce our carbon intensity and improve our energy efficiency. Some projects have been identified based on a thorough greenhouse gas assessment (GHG) we completed with a leading global provider of ESG performance solutions.



Our focus on providing reliable products and services upon which our customers depend will not waver as the entire Ergon family works hard to make our world a better place. Companies within our Energy & Specialty Solutions and Pavement & Coating Resources business segments continue to produce and promote products developed to reduce harm to the environment without compromising performance. Ergon has also taken steps toward improving waste minimization and enhancing our overall health, safety and operational excellence efforts.

As a family-owned and -operated organization, we will always stay true to the family culture that permeates every interaction. Our front-line employees play a critical role in Ergon's success, and leadership fully supports them. Likewise, we prioritize our customers, intentionally developing relationships to make sure we understand their needs and can provide them with competitive advantages in their markets.

We are continuing our investment in a diverse group of future leaders, sponsoring and participating in the Summer Bridge engineering program at Mississippi State University. We are also collaborating with other universities on similar programs and research initiatives.

Furthermore, we have enhanced our community service efforts as well, involving more employees from across our family of companies to ensure we are making the greatest possible impact in the communities we serve.

With all this exciting change, innovation and forward-thinking, one thing that will remain consistent is who we are. Ergon is driven by our core values of *Empowered Service*, *Selfless Leadership*, *Purposeful Growth* and *Respectful Relationships*. We do things differently, and we do things right. **That's just the Ergon Way.**

Kris Patrick

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

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

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 vision allows us to provide holistic, efficiently engineered custom solutions and specialized services.



Our business segments

Ergon is a leader in delivering products and service solutions essential to manufacturing and infrastructure needs. We make strategic decisions that allow us to remain a preferred partner, offering innovation and specialized services and solutions that drive success for our customers. As we continue to grow, evolve and operate as *One Ergon*, we are excited to announce changes to our organizational structure. The Ergon family of companies is now aligned under four business segments.

Energy & Specialty Solutions (ESS)

This segment comprises Ergon's previous Refining & Marketing and Specialty Chemicals segments. ESS companies transform molecules that would otherwise be used as transportation fuels into non-combusted specialty naphthenic and paraffinic products for niche markets. We also manufacture resins, agents, additives and modifiers for specialty applications.

Pavement & Coating Resources (PCR)

This segment comprises our previous Asphalt & Emulsions segment, including Crafcro Inc. Our asphalt solutions extend the life of roadways around the world. PCR companies market and distribute neat and polymer modified paving asphalt, asphalt emulsions, specialty coatings, sealants and other road construction and maintenance products as well as roofing, industrial and commercial applications.

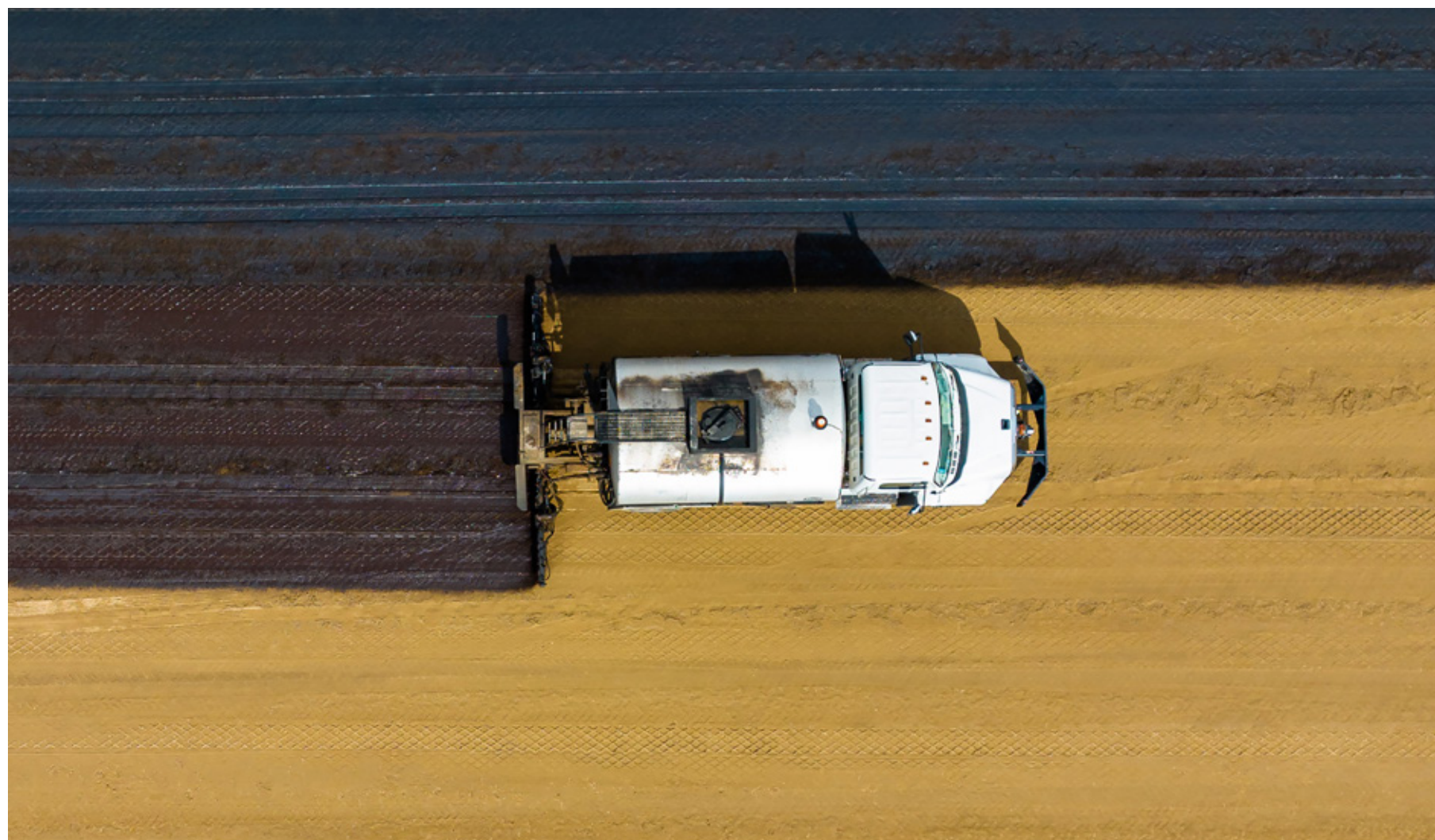
Integrated Services & Logistics (ISL)

This segment comprises our previous Midstream & Logistics and Construction & Real Estate segments. ISL's service companies are essential to North America's manufacturing supply chain and construction industry. Ergon companies and external customers both benefit from the efficiency and synergy of the businesses in the ISL segment.

Exploration & Production (EP)

This segment includes the company's oldest investments in oil and gas exploration and development. Ergon companies have been involved in such exploration and development since the 1970s.

Doing Right With Our Products



Our commitment to *Doing Right* and ESG principles

Doing Right with our products is an obligation to transparency in our sustainability reporting. Ergon fulfills this commitment by performing Life Cycle Assessments (LCAs) and by producing Environmental Product Declarations (EPDs) that communicate the environmental impacts and benefits associated with our products, processes and services to our stakeholders.

A Resource for Stakeholders and Ergon

Ergon’s Energy & Specialty Solutions (ESS) segment recently conducted a rigorous LCA for naphthenic base oil offerings produced at Ergon Refining Inc. (ERI) in Vicksburg, Mississippi. Seven products were included in the LCA study that Sphera, a data and consulting service focused on ESG principles, conducted on behalf of ERI. Assessment results will be made available to stakeholders as a resource in their decision-making and used to help identify product improvement opportunities and meet our sustainability goals.

Development of LCAs

Crafco Inc. is committed to meeting customer needs while reducing its environmental impact. To achieve this goal, the company has initiated the data collection process for creating LCAs. The first two LCAs will be available in 2024. By completing process mapping for all production facilities, Crafco has gained valuable insight into the best practices at each plant and has created a road map for future improvements to streamline energy-efficient production.

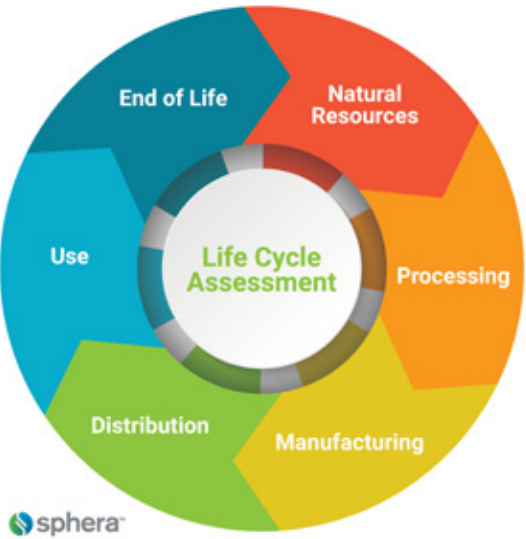
An LCA measures the environmental sustainability of a product through all stages of the life cycle.

A Growing Criterion

Increasing demand for relevant information communicated in a more user-friendly format has EPDs becoming a common design standard. Ergon Asphalt & Emulsions (Ergon A&E) participated in an industrywide cradle-to-gate LCA study on asphalt with the Asphalt Institute (AI). Completed in 2019, the AI LCA study is the most accurate representation of the environmental impact profile of asphalt produced in North America.

For asphalt emulsions, LCAs are very new and still developing. Currently, Ergon A&E is participating in AI’s newest LCA Study and is also working with the University of Nevada, Reno (UNR) and its Asphalt Research Group on an LCA for asphalt emulsions. The Association of Modified Asphalt Producers (AMAP) is also in the initial phase of creating a task force to perform an LCA for additives of their own, of which Ergon has been selected to be a part. Like AI, the goal of both UNR and AMAP is to develop an LCA and then produce an EPD.

Cradle-to-gate LCA calculations are often used to produce more user-friendly EPDs, which many transportation agencies are beginning to require and collect as part of procurement decisions.



Energy & Specialty Solutions

A Plus for a Circular Economy

A circular economy is one in which materials are created, reused and recycled, generating less waste and reducing the risk of a negative environmental impact. By seeking a special certification in this area, companies within Ergon's ESS business segment are taking steps to ensure customers can trust our commitment to sustainable products for a sustainable future. Process Oils Inc. (POI) and Ergon Refining Inc. (ERI) have begun the process of obtaining International Sustainability and Carbon Certification (ISCC), specifically ISCC Plus, to signify that Ergon and our suppliers meet global environmental and sustainability requirements. ISCC Plus covers bio-based and circular raw materials, which are vital to our ESS companies.

Both POI and ERI are expected to obtain this certification by 2024.



As a global sustainability rating platform, EcoVadis assists businesses in developing environmentally and socially responsible practices. Using a comprehensive approach, EcoVadis evaluates businesses' sustainability performance across four key categories, including environmental impact, labor and human rights, ethics and procurement. Two ESS companies have received 2023 EcoVadis scores. ERI improved from bronze rating in 2022 to a silver rating in 2023, and Resinall received a Bronze rating, representing their first medal distinction since participating in the EcoVadis evaluation. Engaging with our customers through EcoVadis signifies that we take feedback from our value chain seriously and are committed to continuous improvement.



Our product innovation

At Ergon, we are always working toward innovating products to meet our customers’ needs while considering the environmental impact of our solutions.

Energy & Specialty Solutions

ESS is not just a business segment — it’s what Ergon provides for the industries we serve.

Sustainable Solutions for the Base Oil and Process Oil Industries

Ergon recognizes the current push to include more sustainable raw materials in products throughout the global industrial sector. Considering this industrywide focus, Process Oils has been highly active in providing solutions utilizing third-party products that are resold or blended with Ergon’s own products. Some of these oils, listed at right, provide added product performance compared to incumbent raw materials, while some help lessen an inevitable performance loss for specific industries that will have to utilize alternatives to traditional base oils and process oils.

Electrifying the Future

Solutions for an electrified future. Ergon is developing a portfolio of readily biodegradable HyVolt Immersion Cooling products called the E-Series to cater to the demanding requirements of modern electrification technologies, while reducing harm to the ecosystem. Products include HyVolt DC (Direct Cooling), HyVolt UFC (Ultra-Fast Charging) and HyVolt EV (Electric Vehicle).



Learn about Ergon’s specialty oils.

RBD Vegetable Oils
Fully Renewable Solutions

Aurora Oils
Enhanced Bio-Based Solutions

EcoPrene and EcoGold Oils
Renewable Hybrid Solutions

NuovoPrene and NuovoGold Oils
Fully Recycled and Hybrid Solutions

HyVolt^{DC}
| Direct Cooling

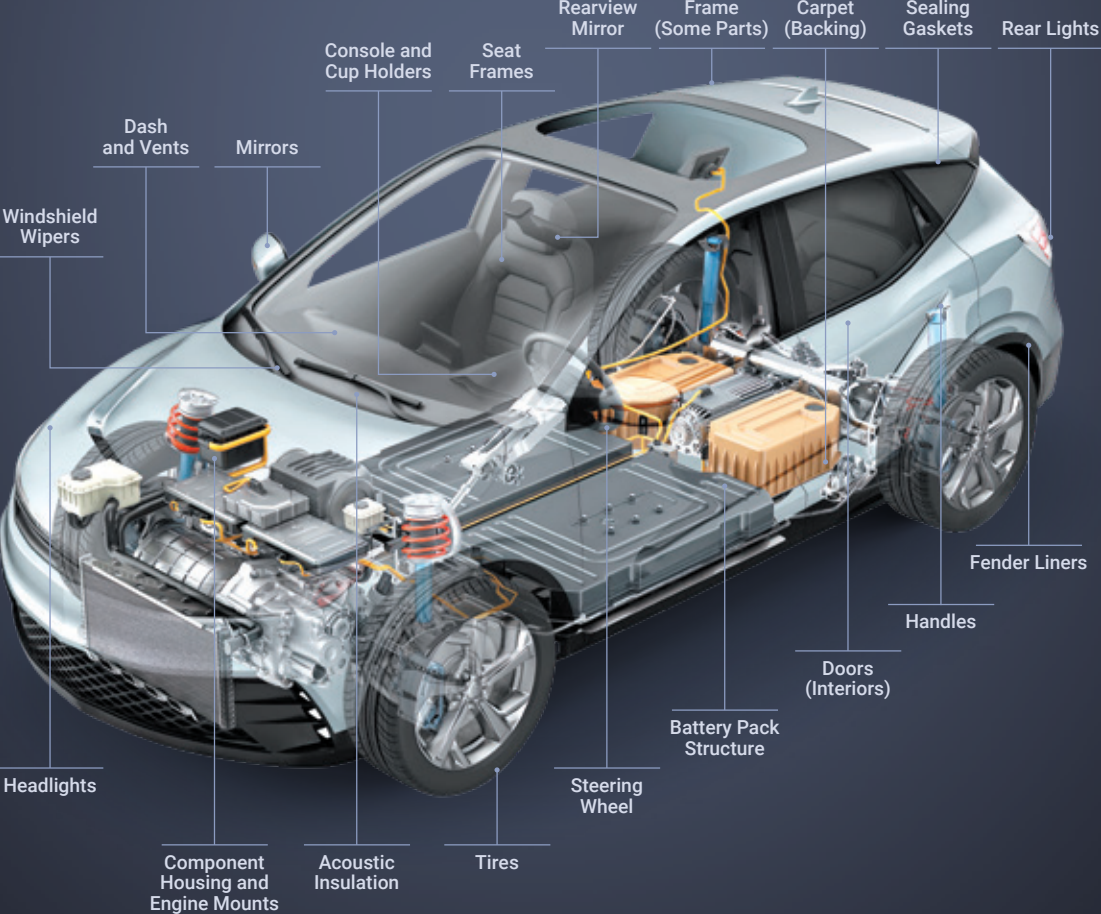
HyVolt^{UFC}
| Ultra-Fast Charging

HyVolt^{EV}
| Electric Vehicle



Our process oils are used for hundreds of individual parts in an electric vehicle.

HERE ARE JUST A FEW OF THEM.



Pavement & Coating Resources

Companies within Ergon's PCR business segment offer cost-effective, eco-friendly roadway solutions to help agencies achieve optimal long-term performance.



FDR on a Fly Ash Road

Ergon Asphalt & Emulsions' (Ergon A&E) engineered emulsion binder, FDR-EE, was used in the first full depth reclamation (FDR) application on a fly ash road in Georgia. The Effingham County Road Department was awarded the 2021 Asphalt Emulsion Manufacturers Association Presidents' Award for Emulsion Excellence for this project.

Indigo Road, a fly ash road in Effingham County, Georgia, is frequented by 18-ton trucks hauling material from a local sandpit. Major distresses included many potholes and excessive dust that turned to mud after storms or contact with groundwater, which was ultimately weakening the road base.

Traditionally, the Effingham County Road Department would apply chip seals and asphalt overlays in an attempt to strengthen their fly ash roads, but excess mud and dust, both typical with these types of roadways, proved to be significant barriers to the

adhesion of subsequent treatments to improve durability and moisture resistance. The County set out to find a solution to improve these roads long term and provide a reliable, safe and durable route for local businesses and residents. They collaborated with Roberts Engineering, Ergon A&E and Ergon's Paragon Technical Services and determined an FDR would facilitate a stable road base able to resist moisture damage while also serving as a strong bonding agent for fly ash particles. With FDR applications, fewer trucks and less energy are used during construction, which helps reduce emissions. Indigo Road was the first to receive this treatment, which was followed by a prime coat to prepare and protect the newly constructed road base, and then a chip seal to facilitate return traffic and further seal out moisture, keeping the groundwater from rising to the surface. A 1.5-inch hot mix asphalt overlay would be applied as the final course for increased structural value and durability as well as a smooth, dust-free driving surface.



Paved With Gold

View the full fly ash road story and other award-winning projects on the Awards page on ergonasphalt.com.

Prime Time for ePrime

Ergon A&E's ePrime is an eco-friendly prime coat that is free of volatile organic compounds (VOCs) and allows for same-day paving, which saves construction time and money. Priming a road base with ePrime allows asphalt overlays to adhere to the aggregate base, preventing slippage and ensuring the asphalt stays in place. ePrime has been used across the U.S., even in Yosemite National Park. The agency overseeing the project needed an environmentally friendly prime coat that would allow for same-day paving and cross traffic.



Read about ePrime on Yosemite roads.



Crafco Acquires PoreShield™

In July 2023, Crafco announced the acquisition of PoreShield, a soy-based durability enhancer for concrete that can be used in all climates. PoreShield is a sustainable, renewable and environmentally friendly product that is 100% American-made, from farm to infrastructure. This patented product was created through a research collaboration between the Indiana Soybean Alliance (ISA), Purdue University and the Indiana Department of Transportation and was funded by soybean checkoff dollars.

With PoreShield, agencies can protect new and existing concrete infrastructure including PCCP joints, highways, bridges, buildings, pipes and walkways. PoreShield also permits the adhesion of materials like crack sealant or mastic for later repairs. It is nonhazardous with low odor and low VOCs and is simple to apply with a sprayer.



100%
AMERICAN-MADE



Learn more about PoreShield.



Doing Right For Our Planet

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 to support operations. Having this knowledge, our key business segments have incorporated energy-saving projects within operations and created process technology that lowers energy consumption as well.



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

Ergon recently completed validation of our GHG inventory calculations for Scope 1, 2 and 3 emissions and documentation of future opportunities to reduce energy consumption and GHGs. We continue our work with third-party experts to further develop program goals with a focus on reducing our CO₂e emissions and improving energy efficiency across business segments.

Ergon has made the commitment to decrease our carbon emissions by 25% by 2026 at Ergon Refining Inc., our naphthenic refinery in Vicksburg, Mississippi. Efficiency and energy savings projects are in progress to meet this goal.

As Ergon continues on its path to *Doing Right*, current and future initiatives, along with emerging technologies, will further drive emissions reductions at our facilities in the coming years.

*Explanation of Data Model: ESS has monitored energy consumption and greenhouse gas emissions for decades, and within the past two years, we have developed third-party validated internal models for determining our Scope 1 and 2 emissions.



2022 ENERGY
CONSUMPTION

1.00^{GJ}

consumed per tonne
of product throughput

Access to >225,000 MW of wholesale power
provided by wind, solar and hydroelectric
sources through partnered utilities

>140 operating sites located on or near major
U.S. and Mexico interstate modes of energy
transport

2022 GREENHOUSE
GAS EMISSIONS

0.06

TONNES CO₂e

(Scope 1) per tonne
of product throughput

0.01

TONNES CO₂e

(Scope 2) per tonne
of product throughput

2022 WASTE
GENERATION

0.88

TONNES

non-hazardous waste
generated per 1,000 tonnes
of product throughput

0.13

TONNES

hazardous waste generated
per 1,000 tonnes of product
throughput

Operational Efficiency

Demonstrated throughout the Ergon organization in all our operations is our ability to put the right assets and procedures in place to manage resources as effectively and efficiently as possible.

Recovering Waste Heat

Energy efficiency represents a large portion of our waste abatement efforts. Waste heat is the energy produced in industrial processes that is not put to any functional use and is lost. At Ergon Asfaltos México, the largest supplier of liquid asphalt and emulsion products and application services in Mexico, reusing energy through waste heat recovery technologies includes the installation of heat exchangers at the exhaust stream of hot oil heaters that preheat the air fed to the burners in three facilities. By capturing excess heat energy that would otherwise be released into the environment, we are reducing fuel consumption by roughly 10% and saving 10,560 GJ/year while achieving the same results for our customers.

Energy-Efficient Automation

Automation does not displace work but has proven beneficial in our ability to improve overall energy efficiency, invite new business opportunities and increase capabilities throughout our organization. By automating our systems and processes with the right technology, we are monitoring energy consumption more effectively than manual processes, resulting in optimized energy use, less error and greater accuracy for our customers.

Solar Technology

Energy produced from solar technologies has increased in recent years as demand grows for renewable energy and energy-efficient technology. Ergon’s commitment to meeting the demand for carbon-free energy is evident within all our operations, including our facilities in Mexico. The decision to convert two facilities to solar energy production through extensive solar farms (1,100 solar panels) is generating roughly 900 MWH/year of energy, reducing electrical energy consumption by 70%.

Operational Knowledge

Ergon’s demonstration to reduce waste in time, effort and resources while providing our customers with the same quality solutions extends from our organization’s energy awareness. Through a combination of training and development of personnel on proper equipment operation and increasing awareness of energy conservation measures, we work together to balance energy use and be better stewards of our resources and the environment.

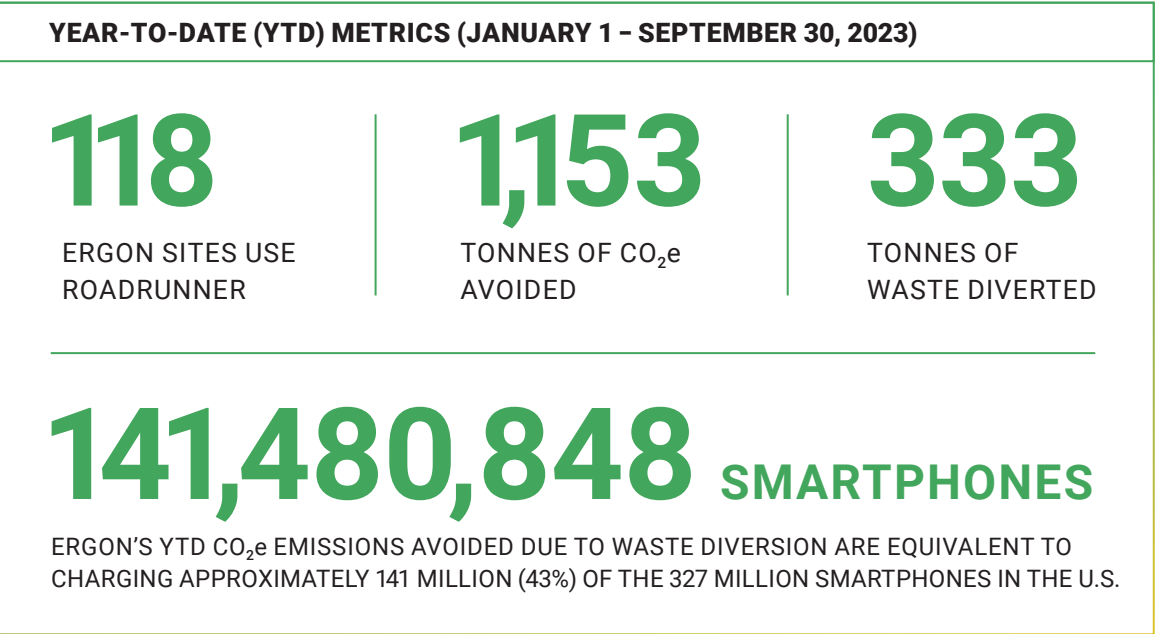


“There is no waste in nature. Every natural output becomes input for another natural process. We should see our goal as not just eliminating waste, but rather in converting what today seems to be waste into usable and valuable products and raw materials.”
Tom Knudson, Ergon Board Member

Improving Waste Diversion Efforts

Ergon has partnered with RoadRunner Recycling to become more efficient in the elimination of waste generated across our facilities.

At no cost to Ergon, RoadRunner provides recommendations on how to improve waste diversion efforts through recycling and other methods that reduce CO₂ emissions (CO₂e). RoadRunner also creates and analyzes waste profiles for participating facilities and negotiates pricing with waste haulers to cut Ergon’s waste bill. Quarterly waste reports provided by RoadRunner allow Ergon to see waste diversion progress, cost savings and more, and will allow us to set future waste production and reduction goals. Additionally, RoadRunner makes recommendations for equipment optimization, which includes analyzing and adjusting the number and size of waste containers and frequency of waste pickups per facility. Data collected through these efforts are being used to improve our reporting capabilities and will serve as a threshold for evaluating our waste strategy and diversion goals.



Ergon began working with RoadRunner in December 2022.



Ergon Terminaling, ErgonArmor and ISO Services Extend Service Life of Water Cut Meters

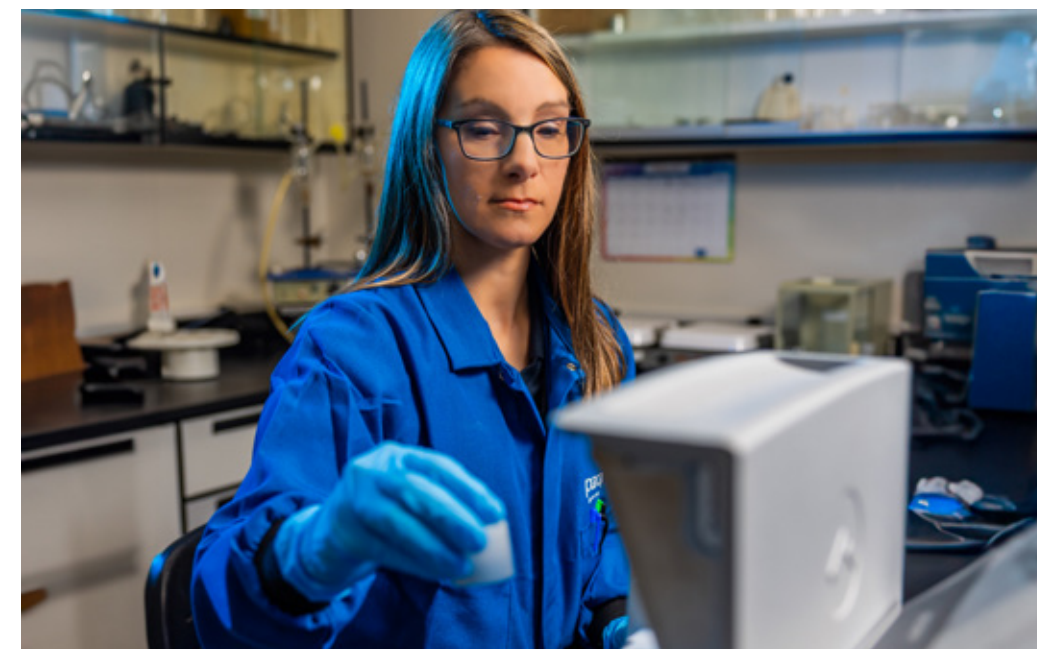
The collaboration between Ergon Terminaling Inc. (ETI), ErgonArmor and ISO Services, a division of Ergon Construction Group, to extend the service life of water cut meters at ETI's Magnolia, Ohio, terminal (ETI - Magnolia), is an example of how Ergon companies are synergistically consuming less energy while enhancing resource management.

Water cut, often used synonymously with water content, is the ratio of water produced to the volume of total liquids produced from an oil well. Water cut meters provide real-time, accurate measurements of water content present in a stream of crude oil flowing through a pipeline. Over time, the flow of oil can wear down the protective coating lining a water cut meter and impact its ability to generate accurate readings. When this happens, a water cut meter is often replaced. When several water cut meters at ETI - Magnolia were beginning to lose their protective coating, ETI focused their efforts on extending utility life through the application of a new protective coating.

The protective coating used to extend the utility of water cut meters at the Magnolia terminal was Novocoat SC3300, ErgonArmor's epoxy novolac coating. ISO Services, which specializes in industrial maintenance and construction, applied the product.

The water cut meters at the Magnolia terminal that could have easily been discarded for new equipment have received additional service life, thanks to Ergon companies working together under the *One Ergon* philosophy.

Doing Right By Our People

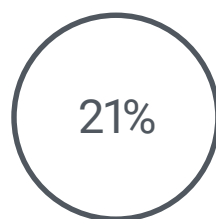




TOTAL ERGON EMPLOYEES*



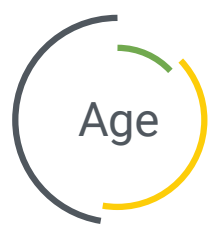
AVERAGE LENGTH OF SERVICE (Years)



TURNOVER RATE
(National Nonfarm Labor
Turnover Rate is 47.5%)



■ MALE 82%
■ FEMALE 18%



■ < 30 16%
■ 30-50 46%
■ > 50 38%



AVERAGE TRAINING HOURS PER EMPLOYEE

Ergon - West Virginia's Journey to Mental Wellness

As an organization committed to our people, we continue to discover that focusing on mental health and wellness is essential to supporting our employees and helping them experience personal growth. Ergon - West Virginia (EWV) has engaged the services of counselors to help employees navigate stress, anxiety and other mental health difficulties.

Providing access to mental health services can have a far-reaching impact on the Ergon family of employees, their dependents and our organization. Rather than being ashamed or embarrassed, more EWV employees are empowered to request appointments with their counselors. Privacy and confidentiality are important aspects of an employee-counselor relationship, yet a few employees have chosen to share their positive experiences in an effort to encourage others to embark on a path to healing and personal growth. These employees shared that they have worked through personal and familial situations that once held them back, managed insecurities that have boosted self-confidence and found new skills and motivations that have been instrumental in helping them manage stressful situations.

Having an established relationship with a trusted mental health counselor is a valuable resource to employees who now have the opportunity to talk to someone and receive help when situations arise, knowing they have the full support of management to prioritize their mental health.

Our efforts to destigmatize mental health will continue, as will our work to normalize asking for help.

Meet Yulia Austin, Ergon's Executive Vice President & Chief Human Resources Officer

It takes time to get to know an organization and its culture. And while the amount of time needed can vary, Ergon CEO Kris Patrick encouraged Yulia Austin, Ergon's first Chief Human Resources Officer (CHRO), to spend her first six months learning about what drives the organization. In essence, Kris wanted Yulia to take time to learn about the Ergon family.

"For Yulia to begin to learn about our organization, I wanted her to have time with our people," said Kris. "Our story has always been about the people. What better way to understand Ergon than through our family of employees." During Yulia's first 10 months as CHRO, she has visited 67 Ergon facilities.

Human Resources plays an important role in helping the people who carry an organization feel safe, valued and supported. The new CHRO role extends from our commitment to our growing family of employees, who Yulia is taking time to get to know. "Kris wanted me to travel to different facilities and meet as many people

as possible," said Yulia, who credits Kris's mentorship for her smooth transition. "Introducing a new face to an organization is not easy, but there are so many great leaders and people here who want to engage, which made a huge difference." According to Yulia, making a difference is what she cares about most as well. "I wanted to save the world in my childhood. Youthful idealism, perhaps, but I wanted to at least try and possibly have an impact on creating positive change in the lives of people."

Yulia was born in Azerbaijan after her family fled Ukraine during World War II and settled in the country's capital city, Baku. Shortly after graduating from high school, Yulia put herself in position to positively shape people's perceptions by earning her bachelor's degree in journalism and mass media from Azerbaijan State University. Not long after coming to the United States, Yulia again positioned herself to make a positive impact in people's lives by earning a master's degree in human resource development from Oklahoma State University.



Serving as CHRO and a trusted advisor to Kris, Yulia's focus is people-centric, with responsibilities that include further evolving Ergon's human resources strategy and operations through recruitment, talent management, leadership development, payroll, compensation and employee benefits. Yulia and her Human Resources (HR) Team work synergistically to provide strategic direction for the organization by articulating HR needs and plans to the Executive Team. Focusing on the right things, communicating and working together with the strengths of all Ergon segments is how Yulia directs her efforts and those of her department. "One Ergon means we share the same vision and understand that we are all working together toward one goal, which is *Doing Right* by our people and their families."

When asked what qualities enable Yulia to be successful in her position as CHRO at Ergon, "empathy & curiosity" was her reply. "My life has taught me how to anticipate change and create the best outcome for those around me."

Yulia Austin joined Ergon as Executive Vice President & Chief Human Resources Officer in December 2022. She is married with two children and lives in Ridgeland, Mississippi.

Our operational excellence

Standardizing Safety Solutions for the Ergon Family

Part of Ergon's overall commitment to achieving Operational Excellence was the formation of the Corporate Operational Excellence Department. Led by Brad Butler, Vice President of Operational Excellence, this department was created to ensure consistency in the safety and reliability of our organization. Part of the function of the Corporate Operational Excellence Team is streamlining both process and occupational safety efforts Ergon-wide. Occupational safety encompasses measures to reduce the risk of injuries and illnesses to employees. Process safety includes ensuring equipment and instrumentation reflect a standard that reduces the risk of safety hazards at Ergon facilities. Assisting with hazard analyses and ensuring Ergon learns from and shares our own incidents are additional functions of the department.

The vision for the Corporate Operational Excellence Department includes:

- Ensuring a highly skilled, trained and prepared workforce
- Leveraging technologies to increase efficiency and robust business processes
- Increasing visibility, communication and collaboration
- Driving performance value and continuous improvement

The Ergon Standard

Safety is part of the Ergon culture. Enhancing this culture is one of the ways we are continuously *Doing Right* by our people.

Numerous EHS teams are embedded within Ergon companies across business segments. Corporate Operational Excellence is collaborating with these teams to develop, share, implement and/or enhance business processes. The current focus is collectively working toward the development of a standardized safety management structure that encompasses safety practices, procedures and resources which can be used across the organization. Efforts to establish this standardized structure include optimizing, documenting and communicating safety practices, lessons learned and ways to mitigate safety hazards across facilities.



SINCE JOINING ERGON IN 2020, BRAD BUTLER HAS BEEN INSTRUMENTAL IN LEADING EFFORTS TO OPTIMIZE ERGON-WIDE SAFETY PRACTICES.

Operational Excellence efforts are in keeping with the growing principles of our One Ergon philosophy, which include improving efficiency, support and collaboration among the Ergon family of companies.

The Operational Excellence Chart shows the 11 overarching principles driving the department's management of process and occupational safety efforts.



Empowered
Service

Selfless
Leadership

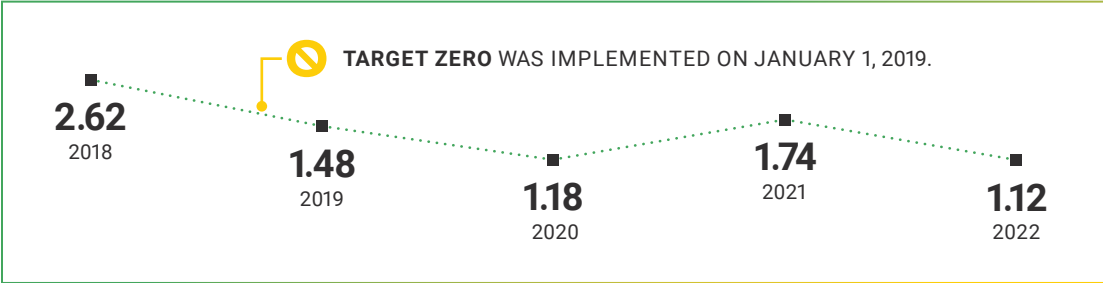
Purposeful
Growth

Respectful
Relationships

Moving Forward With Our Target: Zero Accidents. Zero Regrets.

The Corporate Operational Excellence Department is working with other Ergon departments to help shape future messaging for Target Zero, which is our initiative to encourage employees at every level to be intentional about safety. Part of this messaging will include an enhanced focus on ensuring employees are not only aware but feel comfortable exercising their Stop Work Authority should they notice any safety issues or potentially hazardous conditions. New Target Zero messaging will also focus on lifesaving rules in keeping with Ergon’s commitment to ensuring everyone can return home safe, healthy and whole every day. We will also increase and improve our high-value learning event documentation, which will feature real occupational incident examples to enhance employees’ awareness of potential hazards and ways to avoid them.

Total Recordable Incident Rate Per 100 Employees Per Year



Our team training

Ongoing training opportunities are part of a continued commitment from Ergon leadership to the Ergon family of employees. Training ranges from personal development to best practices for processes and safety operations, to career advancement and more.

Armstrong Steam Training

Ergon Asphalt & Emulsions’ (Ergon A&E) Operations Group, along with representatives from Corporate Maintenance and Engineering, attend annual steam training with Armstrong International, a manufacturer of steam traps used at Ergon A&E facilities. Ergon A&E uses steam boilers and hot oil heaters to heat asphalt plants. This heat is critical to production. The Armstrong steam training focuses on overall steam system management to efficiently heat equipment, reduce associated gas consumption and prevent wear and tear on equipment in the system. Intentional management of steam systems allows the plants to save money while maintaining the integrity of our asphalt products.

Jobsite Safety Training

In addition to an emphasis on internal employee training, Ergon provides training for contractors/subcontractors and those visiting our Energy & Specialty Solutions refineries. Within the Integrated Services & Logistics business segment, Ergon Construction Group employees and subcontractors must undergo safety orientation and training to work on jobsites overseen by the Alliant Construction and ISO Services divisions. Our goal is to ensure everyone can return home safe, healthy and whole.



A Great Safety Meeting

Ergon has developed a video to help employees at our facilities understand the right way to have effective safety meetings to start the workday. Safety meetings are a critical part of our efforts to ensure a safe and healthy workforce.

Spill Containment Drills

Ergon Terminals Inc. (ETI) in Magnolia, Ohio, hosts annual spill drills as required by the Pipeline and Hazardous Materials Administration. During spill drills, fire departments and HAZMAT teams throughout the Village of Magnolia and Carroll County are invited to learn or refresh their knowledge of the spill containment process and simulate the process based on a scenario created by ETI. Depending on the severity of an actual spill and the proximity of the spill

to Ergon's spill containment equipment, ETI is actively involved in live incidents and must not only host but also participate in drills. These drills are important for maintaining relationships with first responders and ensuring we are adequately prepared in case of a real emergency to protect citizens, businesses and the environment. *ETI employees must obtain OSHA's HAZWOPER certification to participate in spill containment.*



Promoting From Within

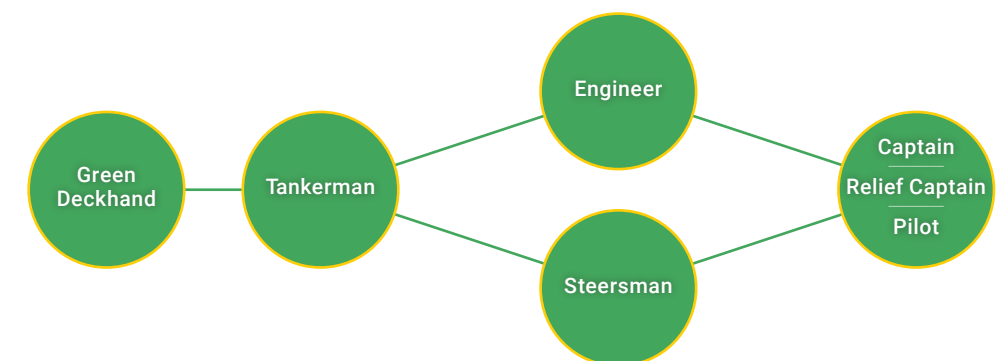
Part of *Doing Right* by our people is promoting capable talent from within the Ergon organization. Throughout Ergon companies, employees who express a desire to advance in their careers can hone their skills, learn new skills and position themselves for more career opportunities.

Integrated Services & Logistics

The Path to Career Advancement

Companies within Ergon's Integrated Services & Logistics (ISL) business segment have a long-standing commitment to purposeful employee growth. This commitment includes providing ongoing operational training as well as training based on employees' career advancement goals.

Magnolia Marine Transport Company (MMT) has training programs to keep employees up to date on systems and regulations changes. MMT personnel receive training in keeping with the needs of their current position and, if applicable, the position they aspire to. MMT's path to career advancement begins with the entry-level Green Deckhand and allows for promotions all the way to Pilot/Captain.



“

When we send Green Deckhands out there, the crew is geared to train them. They find out what their learning needs are, and we have systems in place to train them.

Chris Lenoir, *Director of Personnel*

MMT takes pride in the fact that almost 50% of the Steersmen and Captains started as Green Deckhands. Some MMT personnel who have engineering and other roles within the company also started with entry-level positions and were given the chance to advance. Not only does this speak volumes about how MMT values its employees and their personal achievement, but it also ensures the company retains well-trained staff with well-rounded operational know-how.

“Training is part of our culture at MMT,” said Michael Carpenter, MMT Senior Port Captain. “Instead of being afraid someone is going to take your job if you train them well, we take pride in helping others advance as we move forward.”

Leaders within other ISL companies including Ergon Construction Group (ECG), Ergon Marine & Industrial Supply (EMIS), Ergon Terminaling Inc. (ETI) and Ergon Trucking are also committed to providing advancement opportunities. In 2023, ETI launched the Regional Operator Exchange Program in which employees have an opportunity to learn and receive training on operations at various Ergon facilities for their

own development as well as to ensure a knowledgeable workforce able to adapt to operational changes as needed. Another goal for the program is to expand ETI employees’ vision of Ergon and expose them to career growth opportunities. According to David Ogletree, Regional Manager – South, “Some of our Facility Operators may only know Ergon as their one facility. By allowing them to travel to other terminals, learn from other Operators and acquire new skill sets, both the individual Operators and Ergon Terminaling as a whole benefit.”

The impact of Ergon ISL’s commitment can be seen in the many examples of employees who have started in entry-level positions and have gone on to earn management positions. Not only have they worked their way up, receiving support and mentorship along the way, but they understand the importance of paying it forward. Roger Harris, MMT’s Vice President of Operations, who started as a Purchasing Agent nearly 36 years ago, said: “We believe that our best people come from promoting from within, and that’s the reason we’ve developed those pathways for advancement to help move people up the ladder.”



MICHAEL CARPENTER
Senior Port Captain
MMT

Michael became Senior Port Captain for MMT in February 2012. In this position, Michael is responsible for the safety and security of MMT’s marine vessels and for overseeing pilot house personnel and other vessel and port operations. He joined MMT in June 1995 as a Green Deckhand and advanced to various positions throughout the company, including Tankerman and Captain, before being promoted to his current role. “I liked the challenge and saw it as a worthwhile opportunity to advance my career,” said Michael.

“This career will take you as far as you want to go, depending upon your drive and motivation.” In addition to obtaining the necessary licensing to advance to new positions, Michael is thankful for the mentors he’s had along the way. “I was fortunate to ride with legends of our industry who took the time to share their knowledge and craft with me and show me how to not only operate a vessel but manage a crew,” said Michael. “I’m grateful for their leadership.”



ANDY MEASELLS
Vice President & General Manager
Alliant Construction
ECG

Andy joined Ergon in 2003 as the Facilities Manager for Ergon Properties. “I’ve built facilities for Ergon all over the country, so I was doing a lot of construction under the Facilities Manager title.” As Ergon set out to further establish a position as a leading General Contractor, Andy was provided the opportunity to advance in his career. In 2017, he was promoted to Vice President & General Manager for the newly formed Alliant Construction, a division of ECG. While there were some things he was familiar with, thanks to his 40 years of experience in the construction industry, there was still a learning curve on the administrative side for his new position. “I know a lot more about accounting in construction now,” said Andy. “I had to learn a lot about administrative construction tasks to

make sure we were making the right decisions as we came up with processes and procedures for Alliant.” Andy is thankful for the support he and his team have received as they have learned the ropes of operating a construction company and are consistently strategizing to create growth opportunities. “I’ve been learning ever since we started here, and I’m still learning every day,” said Andy. “Ergon has allowed us to build a company like this and supported us through the growing pains we’ve experienced.” Andy remains grateful to Ergon for investing in him and trusting him to lead Alliant toward long-term success. “I appreciate the opportunity and confidence management had in me and the tools they have given Alliant to succeed.”



DAVID OGLETREE
Regional Manager – South
ETI

David began as ETI's Regional Manager – South in January 2023. In this position, he oversees operations at ETI terminals in the Southern Region of the U.S., helping to ensure operational efficiency and grow customer relationships. He joined the Ergon family in 2002 as Strategic Procurement Buyer before transitioning to Ergon Terminaling in 2017 as Facility Manager for the Chattanooga, Tennessee, terminal. "It was a good move for me," said David. "I enjoy operations, how things work and creative problem-solving." David is thankful for

Ergon management's willingness to allow employees to explore areas of interest across our family of companies. Preparation for his transition to ETI and into his current position included compliance training, traveling to various terminals within ETI's network, getting to know Facility Managers and understanding the operational complexities of each facility. David is thankful to be part of the Ergon family and grateful to work for a company that cares. "Culturally, Ergon really cares about the employees," said David. "It's very important. They truly care."



BRUCE FICKIESEN
Northern Regional
Operations Manager
Ergon Trucking

As Northern Regional Operations Manager, Bruce oversees operations at six terminals in the Northeastern U.S. for Ergon Trucking. Bruce joined Ergon Trucking in January 2013 as a Crude Oil Driver for the Marietta, Ohio, terminal. Initially, he had no desire for advancement, but that quickly changed. One year after joining the Ergon family, Bruce transitioned to a position as a Dispatcher and then followed a newly found aspiration to become Facility Manager of the Marietta facility. He was promoted to his current position in 2020. Like others who have advanced throughout Ergon ISL companies, Bruce's training for

these positions consisted of on-the-job, in-the-field learning and mentorship from experienced managers. One thing he will always be grateful for is the support he has received from his mentors and those in corporate management. "You can tell people really want you to succeed in what you're doing," said Bruce. "There is an understanding that if each one of us succeeds, it makes Ergon better as a whole. I think we all have that same mentality, and that's what makes Ergon a great place to work."



JERA HOOD
Contracts Manager
EOP

As Contracts Manager for EOP, Jera oversees contract management, customs reporting and demurrage claim management for foreign crude imports as well as other operations and administrative tasks. Jera joined Ergon Inc. in 2005 as an Insurance & Contracts Analyst for the Risk Management Department. She learned about the job opening from her father, David Purvis, who started driving for Ergon Trucking in 1977 and retired as a VP/Director of Safety in 2016. During her time with Risk Management, Jera was exposed to various operations across Ergon companies.

While transferring to another company had not been on her

radar, one company in particular piqued her interest. "I got a little experience with each Ergon company while working for Risk Management," said Jera. "I always found EOP interesting. Gathering information for reporting foreign cargoes to the insurers was my favorite task." With full support from her manager, Jera transferred to EOP in 2015. "It was a pretty smooth transition," Jera said. Her new manager, Chris Eldridge, transferred from EAE at the same time. Jera's basic knowledge, coupled with Chris's operations skills and mentorship, gave them a strong start. "We had a lot to learn. Employees within EOP and the other Ergon entities we interact with were happy to help us learn the ropes."

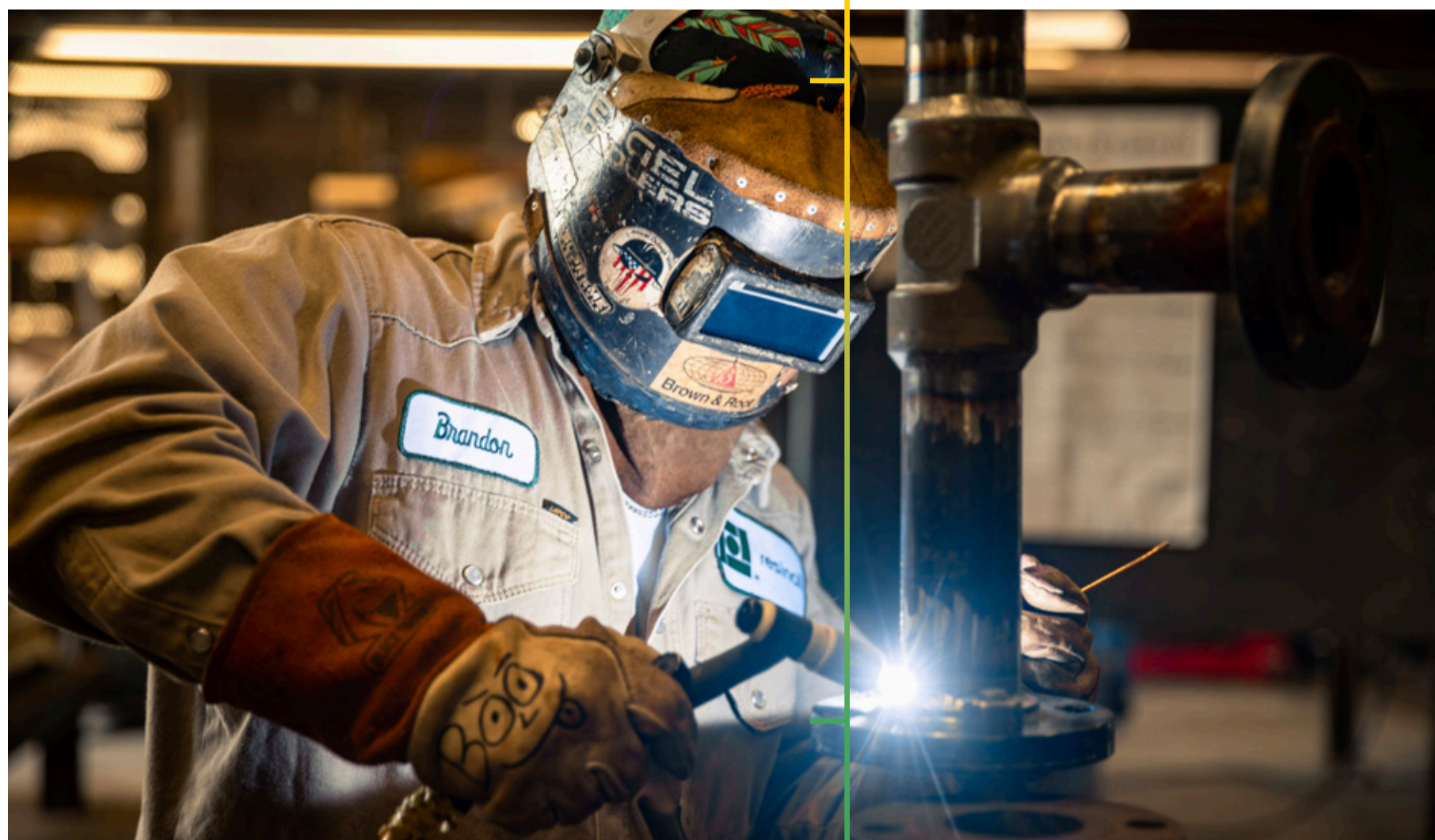


JOHNNY GERACHE
Manager of Marine Operations
EMIS

As Manager of Marine Operations for EMIS, Johnny oversees HR-related functions, including hiring and ensuring up-to-date licensing of Coast Guard personnel. He also oversees plant maintenance. Johnny began as a Crew Boat Operator and then worked as a Fuel Boat Operator before transitioning to a job in maintenance and, eventually, his current position. He has taken advantage of every advancement opportunity EMIS management has provided, not

only to advance but also to work in various areas throughout the company. Johnny attributes the success he's had in his current role to the experience he's gained working in various positions for EMIS. "It was a big learning process," he said. "It was a lot of grow as you go, but I'm thankful for the experience." Johnny is grateful to have worked 34 years for a company that treats him like family. "They really care about their people," he added.

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

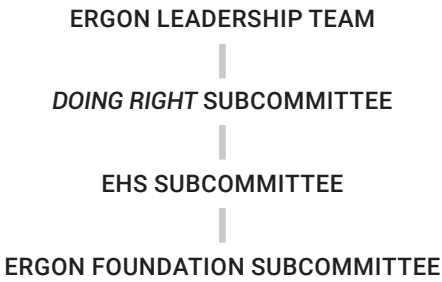
Employee growth and company growth go hand in hand. We build our legacy together to ensure future success.

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.



ERGON’S BOARD OF DIRECTORS
(Front – left to right): Amy Walker, Bill Lampton and Robert Lampton
(Back – left to right): Barton Lampton, former Ergon CEO Emmitte Haddox and Independent Board Members Tom Knudson, Tom Gilbane and Tom Amonett



The Lampton family and management realize guidance from experienced professionals outside of the organization is important to helping Ergon continue to improve governance efforts and learn how family-owned companies can adopt best practices of healthy public companies.

In addition to the Independent Board Members currently serving, Doug Haugh and George Biltz have agreed to serve on Ergon’s Board of Directors effective November 2023, as rotation of Independent Board Members begins.

Both Doug and George bring their expertise in strategic leadership to the Board, each having experience helping to streamline processes, lead change efforts and promote centralized operating structures.

BOARD OF DIRECTORS

MALE 87.5%
FEMALE 12.5%

ERGON LEADERSHIP TEAM

MALE 78%
FEMALE 22%

Annual Training Compliance

100%

CODE OF CONDUCT
ANTICORRUPTION
TRAVEL & ENTERTAINMENT
TECHNOLOGY ACCEPTABLE USE

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.

Code of Conduct

The Ergon companies are committed to the highest standards of honest, ethical conduct. Ergon’s Global Code of Conduct was updated in 2023 to strengthen our corporate governance. The revisions aligned the Code to reflect Ergon’s Core Values, creating a more robust tool to be used globally across all Ergon companies. Each employee follows this 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:

- 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 of the Code of Conduct
- Speak-up culture
 - Promoting human rights
 - Protecting our environment and community
 - Safeguarding our assets, proprietary and personal information and data privacy
 - Maintaining zero tolerance for corruption



Ergon’s ethics hotline* offers a simple way to file anonymous reports. Incidents will be investigated appropriately.

U.S./International: 1.844.537.0746
Mexico: 1.800.681.1539
ergon.ethicspoint.com

*Handled by third party

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	■			

A Family That Gives

Giving back is a principle that has been part of the fabric of Ergon since 1954. It's an important part of our mission to meet needs, support families and serve customers. As Ergon's founding family, the Lamptons set the tone for charitable giving, starting with our Founder, Leslie Lampton Sr., and continuing with the second, third and even some fourth-generation Lampton family members. Their heart of service has been embedded into the Ergon culture and now beats in tune with Ergon family members organization wide.

The Lamptons hold an annual Family Assembly where they focus on specific goals in three-year rotations. Goals include ensuring generations of Lamptons learn about their family history and the importance of strengthening their relationships, learning about the Ergon organization, which is so deeply intertwined with their history, and discussing ways to ensure the family continues to support the organization. Every third year, they focus on hosting a community outreach event to carry on the family legacy of selfless service.

In 2023, the Lamptons held an outreach event in which they extended participation to Ergon employees for a greater impact. The specific event was a Giving Back/Day in the Country with Canopy Children's Solutions. Canopy, based in Mississippi, provides services for orphaned children and children suffering from abuse, addiction, psychiatric illness and developmental disorders. Ergon hosted approximately 65 children at Kearney Park Farms in Flora, Mississippi, where they enjoyed many outdoor activities, including fishing, horseback riding and more. Patrick Lampton, who steered planning for the event, said: "As the Lord continues to bless Ergon with so much, giving back and serving the ones who need it the most is something we will continue to do. The Ergon family has been part of this mission for a long time, and we are happy to do it as one!"



CANOPY DONATED A TREE TO ERGON THAT WAS PLANTED AT KEARNEY PARK TO SIGNIFY FAMILY VALUES AND SERVE AS A GESTURE OF APPRECIATION FOR WHAT ERGON HAS DONE FOR CHILDREN IN NEED.

The Ergon Foundation

Another way Ergon and the Lampton family are giving back to communities is through charitable gifts from the Ergon Foundation. Since 1981, the mission of the Foundation has been to support education, religious, health and cultural causes. The Foundation’s Board of Directors, which includes second-generation Lampton family members, has allocated \$500,000 annually to distribute as a financial gift among nonprofit organizations nominated by Ergon employees. Employees are asked to nominate 501(c)3 organizations dedicated to making a difference in their communities.

Baptist Children’s Home of North Carolina	Lifesong for Orphans
Bless This Child Ministries	Lifting Lives Family Shelter
Children’s Advocacy Center of Independence County, Arkansas	Lighthouse Rescue Mission
Christian Motorcyclists Association	No Stone Unturned
Cross Eyed Missions	Pilots for Patients
Fieldhouse for the Homeless	South Plains Food Bank
Foundation on the Rock	Special Olympics of MS
Hancock County Extension 4-H (West Virginia University Foundation)	Sumter United Ministries
Heart Gallery of Tampa	The Way Station
Heroes and Horses	Treasure House
House of Refuge	Truckers Against Trafficking
Joni & Friends	Warren County Habitat for Humanity
	Wingard Home, Inc.

FY 2023 Financial Gift Recipients





IN JULY 2023, ERGON TERMINALING AND ERGON TRUCKING HOSTED A FISH FRY, WHICH FED ALMOST 60 WORKERS BUILDING ONE OF THE SAFE HOUSES FOR THE SAFE HARBOR PROGRAM.

Foundation Gift Recipient Spotlight

One of the recipients of the Foundation's financial gift in FY 2022 was Eight Days of Hope, an organization dedicated to providing relief for victims of human trafficking. Funds went toward Eight Days' construction of a safe house for the Safe Harbor program in Ohio, which will serve girls ages 14-19 who are recovering sex-trafficking victims. Services through Safe Harbor will include medical and physical care, therapy, education and religious care provided by a staff pastor and with help from local churches. Safe Harbor will also offer group therapy for families and relatives of victims where appropriate. The girls will also learn social and relational skills, including self-regulation, job skills training and more. Learn more about Safe Harbor at safeharborohio.org.

Ergon and the Lampton family were proud to support an organization that embodies the principles of the Foundation and is *Doing Right* by helping sex-trafficking victims acclimate into society with holistic, trauma-informed guidance.

A Service Company

The Lamptons have also extended support to Ergon companies to get their teams involved in various community service projects and campaigns important to them. Employees are periodically given time off for community service endeavors. And there are multiple Ergon-wide campaigns for various organizations each year. Every fall, Ergon supports the Breast Cancer Awareness Campaign benefiting the American Cancer Society for which we raised over \$160,000 in 2022, and the Healthy Heart Campaign benefiting the American Heart Association's Go Red for Women Initiative for which Ergon raised \$27,000 over nine weeks in the spring of 2023. "The Lamptons continually make investments back into the company each year, and they support employees in their efforts to do right in communities," said Kris Patrick, Ergon President & CEO. "A lot of what we're able to do as employees and as a business family is the direct result of the investments that they've made."

Ergon is thankful for the example set forth by the Lampton family and will continue in our goals of *Doing Right* in the communities we serve.

\$161,000

2022 BREAST CANCER AWARENESS CAMPAIGN BENEFITING THE AMERICAN CANCER SOCIETY

\$27,000

2023 HEALTHY HEART CAMPAIGN BENEFITING THE AMERICAN HEART ASSOCIATION'S GO RED FOR WOMEN INITIATIVE

2023 HEALTHY HEART CAMPAIGN



CRAFCO Q2 2023 DONATION
CrafcO donated to the Arizona Department of Veterans' Services to help fund programs that benefit veterans and their families. "CrafcO has many Veterans on staff and many other employees whose family members have sacrificed for their country through military service. Giving back is a small way of showing thanks for their dedication, courage and selflessness." – Alessandra Crawford, CrafcO Marketing Promotions Manager

2022 MAKING STRIDES BY THROWING PIES CONTEST



Teams at Ergon Corporate participated in this fundraiser during Ergon's breast cancer awareness campaign. Scan the QR code to watch the pie-throwing contest.

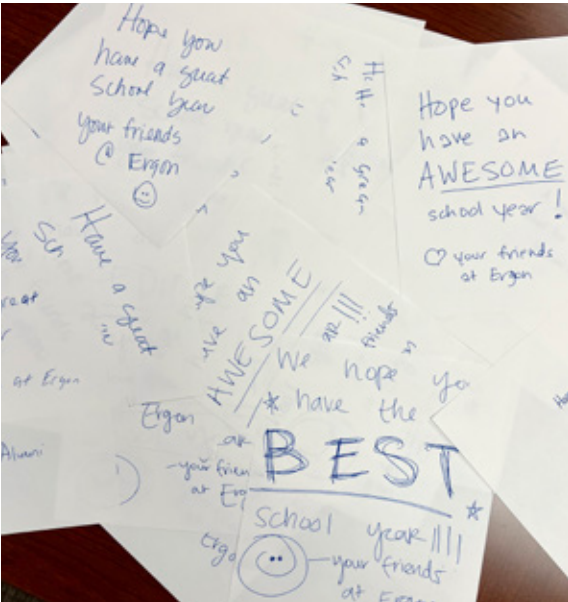


Doing Right Together in Communities Worldwide

Doing Right through service is one of the most impactful ways to better our communities. Ergon’s Energy & Specialty Solutions (ESS) employees have committed to doing their part to help Rebuild, Serve, Give and Protect communities, extending the reach of lasting change by volunteering their time and resources to outreach efforts. Through various acts of service, employees are living out the ESS mission of working together to provide long-lasting, positive impact.

Giving Back

A barrier to education for many students is a lack of adequate supplies. Tools needed to excel are often outdated and shared by multiple students. ESS Corporate held a Back-to-School Drive to collect backpacks, notebook paper, pencils, pens and other supplies to help provide students at Pearl Junior High School in Mississippi with the resources needed for a quality education. They even included handwritten notes encouraging students to have a great school year.



Imparting Real Life Skills

Last year, Ergon Refining Inc.’s (ERI) dedication to making communities strong impacted students at Warren Central High School in Vicksburg, Mississippi. Through donations collected from ERI employees, a grant was awarded to the community-based class with funds going toward a washer, dryer, refrigerator and other appliances to help students learn real life skills. Jennifer Ray Cain, the teacher for the community-based class, said the resources provided will help students learn to cook, clean and wash clothes.

Serving Is a Two-Way Street

Ergon - West Virginia’s (EWV) commitment to community service includes giving back at the Mountaineer Food Bank (MFB), a nonprofit hunger relief program that believes in a West Virginia where no one goes to bed hungry. Beginning in 2022, every month, employees at EWV help in this mission by volunteering time at MFB to unload trucks, pack food boxes and hand out food to residents in need.

Employees have also donated toys and food to the Brightside Project event, Bright Christmas, a faith-based nonprofit that works to equip and empower area children in need. Thirty-five EWV employees invested 235 hours working together to organize meals and toys for children.

Extending the Reach Internationally

Ergon’s commitment to *Doing Right* includes international outreach efforts in areas such as Pereira, a city in western Colombia. The Order of the Missionaries of Charity, founded by Mother Teresa, is an international organization dedicated to helping those in need. Through a \$1,500 donation, ESS’s Latin America Team was able to provide food and cleaning supplies to approximately 100 elderly people in the area.



Caring for Mexico

Ergon Asfaltos México (EAM), part of the Pavement & Coating Resources business segment, donated funds to Asilo Vivir de Amor, an organization committed to helping less fortunate elders who lack family support, and Ivan Varo, which was developed to support poor children in the Istmo Region, one of the lowest-income areas in Mexico.



Stepping for a Cause

Ergon Active is a total wellness program developed to help employees take steps toward healthier lifestyles. Ergon Active Steppers have had the chance to not only improve their lives but to improve the lives of others through numerous walking challenges. In 2023, we hosted one challenge on behalf of the American Heart Association during American Heart Month in March and one on behalf of the Lily Pad Foundation in Mississippi. Ergon donated funds on behalf of employees who completed each challenge. Since the introduction of Ergon Active in 2022, we now have over 400 steppers across 60+ companies and have raised \$25,035 through various walking challenges.

400+
STEPPERS

60+
COMPANIES

\$25,035
RAISED THROUGH VARIOUS
WALKING CHALLENGES
AS OF OCTOBER 22, 2023



The Ergon Family Rallies Together for Rolling Fork

When disasters occur, Ergon's Disaster Relief Teams are ready and willing to assist with *One Ergon* principles on full display to help those in the communities we serve.

On March 24, 2023, an EF4 tornado struck the town of Rolling Fork, Mississippi, destroying homes and businesses. Rolling Fork is approximately 45 miles from the city of Vicksburg, Mississippi, home of Ergon Refining Inc.

Ergon employees rallied together to support the Mississippi Department of Transportation, first responders, fire departments, law enforcement, linemen

and residents as cleanup and rescue efforts commenced.

Taking care of the home front were Ergon employees from Jackson, Vicksburg and surrounding areas, who donated food, money and other resources, including their time to help with food preparation and serving meals. Over the course of three days, Ergon fed over 8,000 people.

Some employees who could not physically be present donated funds to help families impacted by the tornado. Ergon matched employee donations, resulting in \$60,000 total.

Ergon is always looking for opportunities to help our communities, especially during challenging times. A service company through and through — that's just part of the *Ergon Way*.

Empowering Future Leaders

Ergon Sponsors Summer Bridge Program and Book Club at Mississippi State University

Ergon understands the importance of investing in the development of young talent. For this reason, we are proud to sponsor the Mississippi State University (MSU) Summer Bridge Program for incoming engineering students. The purpose of this five-week program is to help grow the number of underrepresented graduates in engineering. “I applied to Summer Bridge because I thought it would be a good outlet to meet more people who look like me because there’s not a lot of representation for African Americans in engineering,” said Jordan Gillespie, Summer Bridge Alumnus and Book Club Member.

During the Summer Bridge Program, Ergon works with MSU to help students become acclimated to university life, which includes taking STEM-related academic courses, participating in engineering research, peer

mentoring and more. In addition to on-campus learning, students have regular Q&A sessions with Ergon’s subject matter experts in the science and engineering fields, where they can gain insight into their final Summer Bridge engineering project.

Ergon has also sponsored a book club initiative to further equip Summer Bridge participants with valuable soft skills for their academic and professional careers. Ergon CEO Kris Patrick enjoys reading and recommending books about leadership, development and other topics to his family, friends and colleagues. We have extended Kris’s idea of personal and professional development through literature to Summer Bridge participants through the book club, which has seen an impressive participation rate of nearly 50% among the 2022 Summer Bridge students.



Cultivating Soft Skills

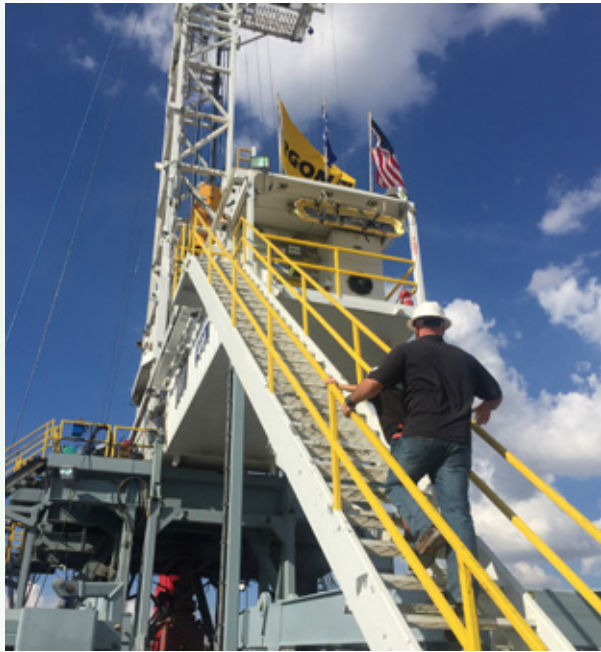
Among the soft skills students can develop through the selected book club literature are adaptability, problem-solving, critical thinking and effective communication. Through exploring diverse perspectives and confronting challenges presented in texts such as *Who Moved My Cheese*, *Question Behind the Question* and *Engineering U*, students gain a more profound understanding of real-world situations and enhance their ability to deal with life’s complexities. “Through the book club, I’ve gained more perspective on who I am as a person,” said Jordan. “We also still get to keep a connection with Ergon.”

Assisting these future leaders in achieving personal and professional success is how we are *Doing Right* to secure a more professional, diverse and skilled engineering workforce.



MSU’s Summer Bridge Program was selected as one of the recipients of the *INSIGHT Into Diversity* magazine’s 2023 Inspiring Programs in STEM Award. This award is given annually to colleges, universities and organizations that have established cutting-edge programs, events and initiatives devoted to the work of improving diversity, equity and inclusion in STEM.





Energy & Specialty Solutions

This segment comprises our previous Refining & Marketing and Specialty Chemicals segments.

Ergon Refining, Inc.

- Ergon International, Inc.
- Ergon Oil (Singapore) Pte. Ltd.
- PT Ergon Oil Indonesia
- Ergon - Latin America, LLC
- Ergon México, S. de R.L. de C.V.

Ergon - West Virginia, Inc.

Ergon BioSciences, Inc.

Process Oils, Inc.

Ergon Chemicals, LLC

Resinall Corp

Pavement & Coating Resources

This segment comprises our previous Asphalt & Emulsions segment, including Crafcó.

Ergon Asphalt & Emulsions, Inc.

- Ergon Asfaltos México HC, LLC
- Ergon Asfaltos México S. de R.L. de C.V.
- Ergon Asphalt Holdings, LLC
- Ergon Asphalt Partners, LP
- Bryan & Bryan Asphalt, LLC
- Trinity Asphalt, Ltd.
- ErgonArmor
- Sumter Coatings, Inc.
- Paragon Technical Services, Inc.

Crafcó, Inc.

- Crafcó (WuXi) Pavement Preservation
- Equipment Co., Ltd.

Integrated Services & Logistics

This segment comprises our previous Midstream & Logistics and Construction & Real Estate segments.

Ergon Oil Purchasing, Inc.

Ergon Terminals, Inc.

- Ergon - St. James, Inc.
- Ergon - Baton Rouge, Inc.

Ergon Trucking, Inc.

Magnolia Marine Transport Company

Ergon Marine & Industrial Supply, Inc.

Ergon Construction Group, Inc.

- Alliant Construction
- ISO Services

Ergon Properties, Inc.

Lampton-Love, Inc., and affiliated companies

Exploration & Production

This comprises our previous Oil & Gas segment.

Ergon Exploration, Inc.

- MSLATX Pipeline Company

Ergon Production, Inc.

- Ergon Energy Partners, LP

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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