

DOING RIGHT REPORT 2025





Contents

04	Message From Our President & CEO
10	Double Materiality Assessment
12	<i>Doing Right With Our Products</i>
24	<i>Doing Right For Our Planet</i>
32	<i>Doing Right By Our People</i>
46	<i>Doing Right Through Our Principles</i>

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

As a company with a global footprint in more than 100 countries, we recognize that our impact goes far beyond the products and services we provide. We have a real opportunity and responsibility to make a meaningful difference as we live out our mission to meet needs, support families and serve customers around the world.

The landscape is shifting quickly, especially in manufacturing and infrastructure. Regulations are evolving, and expectations around sustainability are rising. Awareness alone isn't enough anymore. We have to show in clear, measurable ways that we are doing the right thing.

At Ergon, we're navigating this with purpose, guided by our mission and our commitment to *Doing Right*. Over time, our efforts have grown to include more intentional goals around environmental stewardship, people support, governance and long-term investment in our employees, our processes and the next generation. But *Doing Right* isn't about checking boxes. It's about doing what's right because it's who we are.

We've always looked ahead, thinking about how today's decisions shape tomorrow. Whether it's our team members, our customers, or the communities we serve, we know our actions matter. And now, through tools like our annual *Doing Right* Report, we're sharing how we live that out — the *Ergon* way.

Kris Patrick



KRIS PATRICK
President & Chief Executive Officer
Ergon Inc.



FULL DEPTH RECLAMATION PROJECT

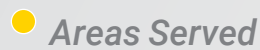
Ergon's horizons have expanded since we began, but our mission remains the same.

**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.





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

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 innovative and specialized solutions that drive success for our customers. The Ergon family of companies is aligned under three business segments.

We transform molecules into high-value solutions our customers utilize to improve the performance of products people use every day around the world. The ESS segment consists of Ergon's refinery operations and the marketing of various refined products, including specialty naphthenic, paraffinic and sustainable products for niche markets, as well as fuel and specialty chemical products. We also manufacture binders, agents, rejuvenators, additives and lubricating oils for a wide range of industrial applications.

Our asphalt solutions extend the life of roadways around the world. PCR companies produce, develop and market a variety of asphalt products, and are considered ***The Resource*** for paving asphalts and emulsions, specialty coatings, sealants and other applications for roofing, industrial and commercial needs.

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.

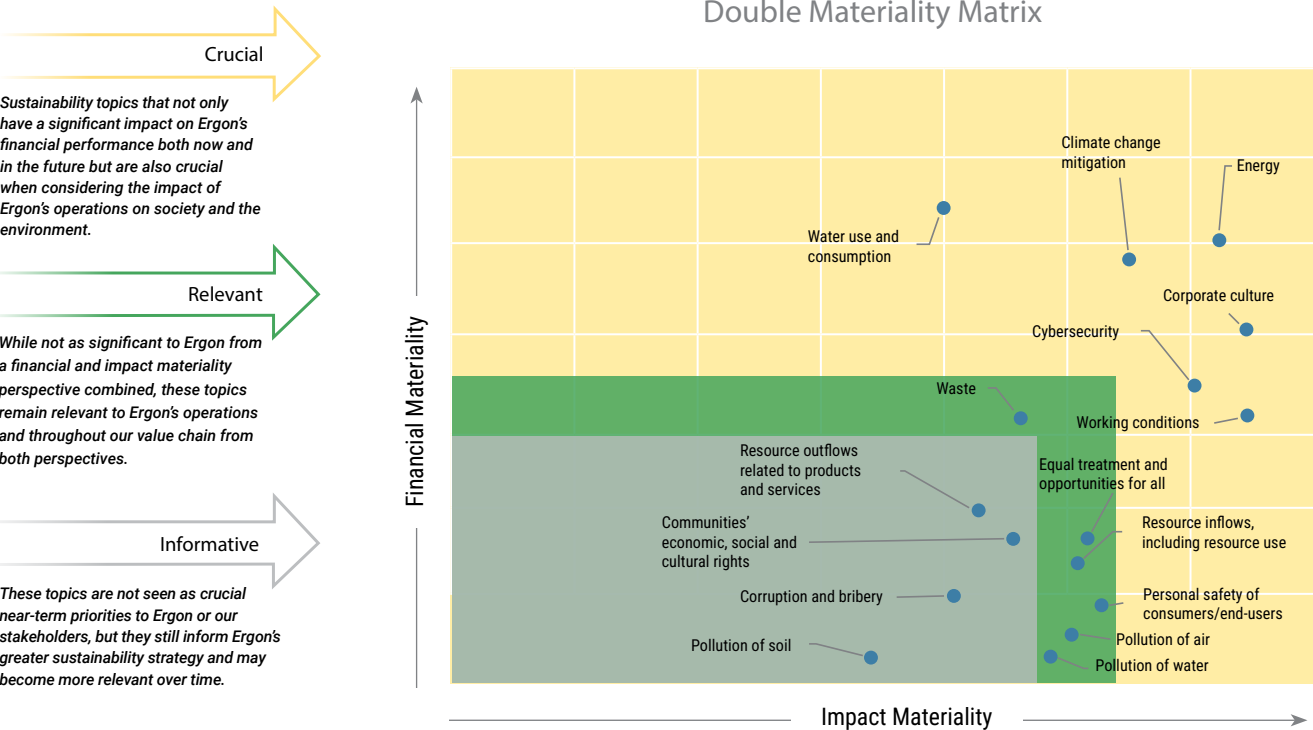
We Don't Just Say We're Doing Right – We Demonstrate It

The following report provides a comprehensive assessment of Ergon’s approach to *Doing Right* and our sustainability performance for calendar year 2024. The assessment includes input collected from both internal and external stakeholders, along with insight from known sustainability frameworks such as the Global Reporting Initiative (GRI), the Carbon Disclosure Project (CDP), the Task Force for Climate-Related Financial Disclosure (TCFD), the International Sustainability Standards Board (ISSB) and the European Corporate Sustainability Reporting Directive (CSRD). Leaders across Ergon use the compiled knowledge to inform and align our corporate sustainability strategy.

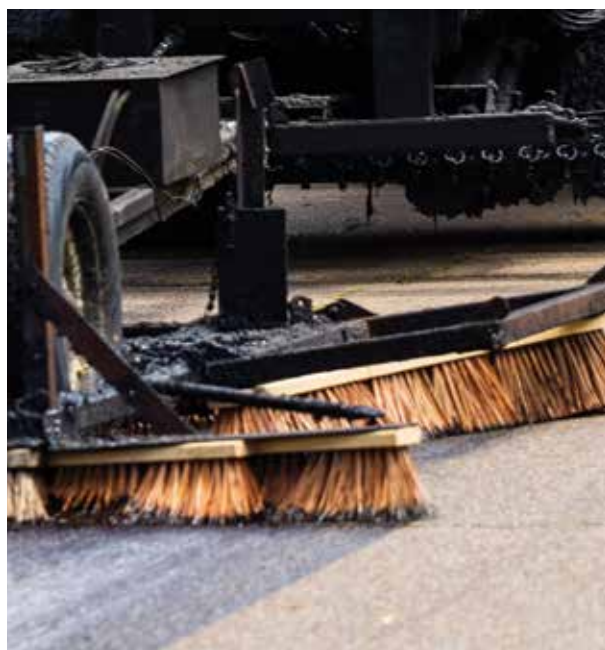
Double Materiality Assessment

In 2025, Ergon carried out a Double Materiality Assessment (DMA) to identify the issues that matter most for both our business and our impact on the world. The DMA was performed by a globally recognized sustainability consulting services and software provider and included industry benchmarking, management interviews, internal and external surveying of over 170 key stakeholders, and analysis by sustainability subject matter experts and cross-functional Ergon representation.

The results of the materiality assessment reaffirm the direction Ergon has taken over the past five years with our commitment to *Doing Right* with our products, for our planet, by our people and through our principles. We will continue to focus on these material topics, while recognizing that all topics in the assessment help to inform our strategic sustainability initiatives.



Theme	Material Topics	Definition	
Products	Resources inflows, including resource use	Virgin raw materials sourced and used by the company in its own operations and upstream supply chain including resource efficiency and sustainable sourcing.	● ● ○
	Resource outflows related to products and services	Materials and waste resulting from the company's operations and use of its products, including improvements in durability and recycling.	● ○ ○
Planet	Energy	Efforts to adopt more energy-efficient practices and technologies in the company's operations and throughout its value chain.	● ● ●
	Climate change mitigation	Actions taken by the company to reduce or prevent GHG emissions.	● ● ●
	Water use and consumption	The impacts of freshwater use and withdrawal for the company's operations, production processes and upstream supply chain, particularly short-supply regions.	● ● ●
	Waste	The company's infrastructure and approach to improving hazardous and nonhazardous waste management.	● ● ○
	Pollution of air	Release of emissions to the air (e.g., SOx, NOx, H2S and VOCs) that result from the company's own operations or supply chain.	● ● ○
	Pollution of water	Discharge of pollutants into water from the company's own operations or incidental spills and industrial hazards connected to infrastructure decommissioning or abandoned assets.	● ● ○
	Pollution of soil	Releases of harmful substances into sand, silts, shells and gravel, as well as the underlying groundwater resources as a result of regular company activities or along its supply chain.	● ○ ○
People	Working conditions	Policies and practices that address adverse impacts on the company's own workforce.	● ● ●
	Equal treatment and opportunities for all	Policies and practices that integrate equal treatment and opportunities among all company employees – also includes employee trainings and measures against workplace violence and harassment.	● ● ○
Principles	Personal safety of consumers and/or end-users	The company's approach to identify and manage any actual and potential adverse impacts on its consumers and/or end-users of its products.	● ● ○
	Corporate culture	Policies, commitments and values embedded within the company, fostering good governance, integrity, transparency and compliance.	● ● ●
	Cybersecurity	Company programs, policies and governance structures regularly updated to mitigate data breaches and other cyber risks.	● ● ●
	Corruption and bribery	Measures and policies implemented by the company to prevent, detect and address allegations or incidents of corruption and bribery.	● ○ ○
	Communities' economic, social and cultural rights	Includes actual or potential impacts the company has on communities' rights to adequate housing and food, water and sanitation, land-related impacts and security-related impacts.	● ○ ○



*Doing Right
With Our Products*



ENERGY & SPECIALTY SOLUTIONS

Ergon Is Helping to Strengthen Australia's Energy Grid With HyVolt

Australia's EnergyConnect project includes a 900-kilometer transmission line — the largest in the Southern Hemisphere — that will allow for shared energy between New South Wales (NSW), South Australia and Victoria. Through this transmission line, wide-scale renewable and affordable energy is accessible to Australian residents.

Hyosung Heavy Industries is supplying the project with energy-efficient, phase-shifting transformers. Ergon's HyVolt I Dielectric Fluid is the specialty oil supporting the performance of these transformers. HyVolt I provides long-term protection from corrosion and overheating, ensuring consistency in voltage and reducing maintenance issues over time.

"Hyosung selected HyVolt I uninhibited transformer oil for its superior quality and consistent performance, which are essential in ensuring the longevity and reliability of critical assets within Australia's transmission network," said Ergon's Juan Acosta, Vice President of Sales – Asia.

This extraordinary shared-energy project is transformative for the future of sustainable energy, and Ergon is proud to be a part of it. "Our involvement means contributing to a project that not only enhances the reliability and capacity of the grid but also supports Australia's transition to a more sustainable energy system," shared Juan.

Our contribution to EnergyConnect is just one of the many ways we are committed to *Doing Right* for our planet and being an advocate for energy security worldwide.



Ergon Refining Inc.



Resinall Corp



MOGoil

Energy & Specialty Solutions Improves in EcoVadis Rankings

Ergon companies continue to demonstrate a strong commitment to sustainable business practices that prioritize environmental stewardship, social responsibility and ethical operations. EcoVadis, a leading global sustainability rating platform, evaluates companies across four key categories: environmental impact, labor and human rights, ethics and sustainable procurement. In 2025, three Energy & Specialty Solutions (ESS) companies were recognized for their progress. Ergon Refining Inc. (ERI)* earned a Bronze badge, placing them in the top 35% of all rated companies, and Resinall Corp received a Committed badge, reflecting a solid performance and a rating of "good." Both companies saw notable improvements in their scores from 2023, especially in the Sustainable Procurement category. This progress was driven in part by the implementation of our Supplier Code of Conduct and supplier assessments initiatives that strengthen Ergon's responsible sourcing practices. Also in 2025, MOGoil received a bronze rating, representing their first medal distinction since participating in the EcoVadis evaluation.

Our involvement with EcoVadis reflects our ongoing effort to evolve with industry standards enabling us to better support our customers and align with their sustainability goals.

**ERI has received bronze or silver ratings since 2021.*

Supporting Customers Through Life Cycle Assessments

Ergon continues to advance our environmental stewardship through Life Cycle Assessments (LCAs), which are used to evaluate potential environmental impacts of products from raw material extraction through manufacturing and transportation to our customers. LCAs give our customers a clearer understanding of product-level impact while reinforcing Ergon's commitment to responsible practices.

Within the Energy & Specialty Solutions business segment, both Ergon Refining Inc. (ERI) and Ergon - West Virginia Inc. (EWV) completed product LCAs, which have provided insights to guide operational efficiency initiatives and support customer sustainability goals. In 2023, ERI completed cradle-to-gate LCAs for their naphthenic base oils, and in 2025, EWV completed cradle-to-gate LCAs on paraffinic base oils, and slack and pet waxes, covering raw material extraction, refinery production, and transportation to our network of terminals.

Within the Pavement & Coating Resources business segment, Crafcro Inc. finalized LCAs for two key products in 2024 — a polymer modified crack sealant for pavement applications and a polymer modified coating asphalt for roofing shingles — highlighting opportunities to reduce waste, save energy and standardize processes across production sites.



Water Conservation

Creating the initial LCAs for two of Crafcro's products revealed the importance of water to the Cheyenne manufacturing plant in Wyoming. While water is not used directly in the manufacturing process, part of the LCA process involves researching the source of the facility's electricity. The research found that about 40% of Cheyenne's electricity is provided by hydroelectric dams located on rivers across the state, an understanding that will allow Crafcro to be more proactive in the future. Water conservation is not just part of environmental stewardship; it's also smart business.



Ergon's Role in Advancing Sustainability Standards Across Industries

Across our business segments, our teams actively engage in industry associations and task forces dedicated to advancing sustainability practices. Through collaboration with leaders in the field, we help shape the development of new methodologies and higher standards. By working together, we ensure that our customers have access to the most innovative, effective and environmentally responsible solutions, ultimately driving success for everyone involved.

"Participating in industry associations can take many forms," said Mark Ishee, VP – Pavement Preservation & Specialty Products for Ergon Asphalt & Emulsions Inc. (Ergon A&E). "At each level, our core values and mission are validated. Through serving, we bring our customers' concerns to the forefront, foster growth of our employees, and share our experience, knowledge and expertise in ways that help assure the overall health of the industry segment represented."

Our Pavement & Coating Resources Teams are actively involved in hundreds of industry organizations across transportation, construction, engineering and materials sectors. Through their involvement, they support the development of Life Cycle Assessments (LCAs), Environmental Product Declarations (EPDs) and Product Category Rules – all of which are increasingly critical in demonstrating the environmental impact of materials. Ergon A&E has participated in the Asphalt Institute's (AI) industry-wide cradle-to-gate LCA and developed an emulsion LCA with the University of Nevada, Reno. We are also supporting efforts by the Association of

Modified Asphalt Producers (AMAP) to create industry EPDs – the next step after LCAs for additives – with Ergon team members appointed to this task force. Additionally, we are actively engaged in the Asphalt Emulsions Manufacturers Association's (AEMA) work on EPD development, further reinforcing our commitment to advancing sustainability across the asphalt industry.

Within Ergon's Energy & Specialty Solutions business segment, team members are driving sustainability conversations within the lubricants, greases and transformer oil industries. Through their roles in organizations such as the Technical Association of the European Lubricants Industry (TAELI), the Union of the European Lubricants Industry (UELI), the Society of Tribologists and



In 2025, Ergon's Kevin McGlumphy, Vice President – Technical Services & Field Engineering, was elected as Chair of the Asphalt Institute Foundation. In this role, Kevin supports a team of industry-leading professionals as they work toward advancements in asphalt.

Lubrication Engineers (STLE), the Asian Lubricants Industry Association (ALIA), ASTM International, CIGRE, American Fuel & Petrochemical Manufacturers (AFPM) and the National Lubricating Grease Institute (NLGI), they advocate for the harmonization of sustainability practices and standards – encouraging alignment with existing protocols, such as those developed by the International Organization for Standardization (ISO). These standardized protocols, including those for LCAs and product carbon footprinting, promote consistency and comparability across global markets. Our participation in these groups demonstrates Ergon's leadership in product stewardship and life cycle impact transparency.

Whether serving as committee members, chairs or technical advisors, Ergon employees are amplifying customer priorities, contributing specialized expertise and helping shape the future of sustainability across the industries we serve.



MAGNOLIA MARINE TRANSPORT'S CHARLES THORNTON SERVING ON THE CAPTAIN'S PANEL AT INLAND MARINE EXPO



LIVE HYVOLT DEMONSTRATION AT TRADE SHOW IN SOUTH KOREA

PAVEMENT & COATING RESOURCES

Associated Asphalt Lab Earns High AASHTO Proficiency Rating

As a part of Ergon's commitment to *Doing Right* with our products, we strive to ensure we provide quality asphalt solutions that meet the needs of customers and improve road performance long term. Ergon's Associated Asphalt laboratory in Savannah, Georgia, excellently represents this commitment. Receiving a 4.93/5.00 rating through the 2024 AASHTO re:source proficiency sample program, the Savannah lab earned the highest rating within the Ergon network of labs.

Across several states where we operate and supply roadway products, participation in this annual program is a key requirement for laboratory accreditation. This is an outstanding achievement for the Savannah Lab team members — Ben Elmore and Ed Soler, Laboratory Supervisor. "We're proud to represent a culture of excellence that prioritizes both precision and trust," said Ed. Ergon commends all of our lab teams for working to ensure we maintain a reputation as *The Resource* for quality asphalt solutions.

"Excellence is never an accident. It is always the result of high intention, sincere effort and intelligent execution; it represents the wise choice of many alternatives. Choice, not chance, determines your destiny."

Ben Elmore – Laboratory Technician I



The Ergon team takes pride in supporting the success of our customers with innovative, quality products, technical expertise and education on best practices.

When it comes to roadway infrastructure, we're committed to helping agencies understand how strategic pavement preservation methods can improve their overall roadway networks and allow them to treat more miles annually using their existing budgets. But don't just take our word for it. We feature a virtual trophy case of award-winning roadway projects on ergonasphalt.com. These awards features highlight how agencies utilize best, industry-recognized practices for improving road conditions within their networks — making the best use of taxpayer dollars.



Ergon and ADOT Accepting AEMA Award

The Arizona Department of Transportation (ADOT) was awarded the 2025 AEMA Past Presidents' Award for Emulsion Excellence for their 2024 Interstate Fog Seal Program featuring an emulsion supplied by Ergon Asphalt & Emulsions Inc. (Ergon A&E).

Background

Fog seals are part of the first line of defense when it comes to preserving pavements. They are more economical at \$0.40 - \$0.60 per square yard than alternative treatments like a mill and fill, which can cost \$8 - \$10 per square yard. ADOT fog seals approximately 3,000 lane miles annually to treat oxidation, mitigate raveling and delay the need for more costly maintenance over time.

Highlights

ADOT's award-winning 2024 program featured a polymer modified rejuvenating fog emulsion supplied by Ergon A&E. In just one weekend, Cactus Asphalt utilized seven distributor trucks and 14 transport trucks to apply the polymer modified rejuvenating fog seal emulsion to approximately 299 lane miles along the heavily trafficked SR 202 in Arizona. This application is expected to restore essential elements to the pavement that were lost due to aging and extend the service life of the treated sections by 2 - 4 years.

By utilizing polymer modified rejuvenating fog seal on their highways, ADOT not only delays the need for more expensive treatments, but they realize immediate cost savings up front — freeing up more funds to treat more network miles annually.

Scan To Review More
Award-Winning Projects





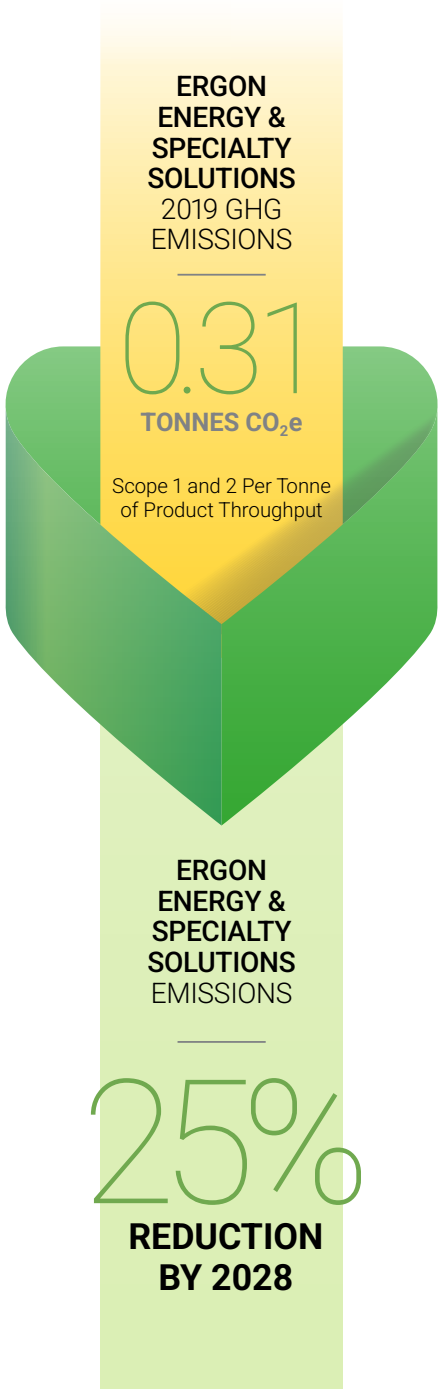
Doing Right For Our Planet



In 2025, due to organic and inorganic growth and in preparation for upcoming global regulations, Ergon completed a refresh of our GHG inventory calculations for Scope 3 emissions based on 2024 metrics. Now, utilizing data from Scope 1, Scope 2 and updated Scope 3 calculations, we can identify specific opportunities to

reduce carbon emissions and energy consumption with enhanced program goals that reflect updated benchmarks. This data allows us to best determine how to make the greatest positive impact across our family of companies through our efforts to do right for our planet.

Ergon has committed to decrease our carbon footprint across companies within the Energy & Specialty Solutions (ESS¹) business segment by 25% by 2028.



As an organization committed to *Doing Right* for our planet, Ergon has monitored energy consumption and GHG emissions for decades. In 2023, we introduced an intensity-based goal to reduce Scope 1 and Scope 2 GHG emissions at Ergon Refining Inc. (ERI) by 2026, utilizing a 2019 baseline of 0.33 tonnes of CO₂e per tonne of product throughput.

Since then, ERI has made significant progress in attaining that reduction goal. To further enhance our GHG reduction efforts, ESS leadership has leveraged Scope 1 and Scope 2 data, recent ERI and Ergon - West Virginia Inc. LCA insights, and planned ESS facility process improvements to expand the ERI initiative to a comprehensive, segment-wide strategy.

Multiple efficiency projects have been completed or are underway, with future projects being planned — all aimed at achieving this new ESS-focused emission reduction goal of 25% by 2028. We are confident that this enhanced goal will have a greater, positive global impact on our planet and our customers’ sustainability goals.

¹ The ESS business segment includes all refining and marketing and specialty chemical-related companies within Ergon. Companies include: Ergon Refining, Ergon - West Virginia, Ergon International, Ergon Solutions (dba Process Oils), MOGoil and Resinall Corp.

2024 ENERGY CONSUMPTION

0.89 GJ

consumed per tonne of product throughput

Access to 270,000 MW of wholesale power provided by wind, solar and hydroelectric sources through partnered utilities

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

2024 GREENHOUSE GAS EMISSIONS

0.05

TONNES CO₂e
(Scope 1) per tonne of product throughput

0.01

TONNES CO₂e
(Scope 2) per tonne of product throughput

2024 WASTE GENERATION

1.52

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

0.07

TONNES
hazardous waste generated per 1,000 tonnes of product throughput

Waste Diversion

Ergon - West Virginia Maintenance Shop

In April 2021, a fire devastated the Ergon - West Virginia Inc. (EWV) maintenance shop, prompting a year of careful planning and strategic reevaluation. When construction began in January 2022, the team set out to build a facility that would foster collaboration while prioritizing environmental responsibility. As part of this effort, the team repurposed materials from the original structure by crushing the existing foundation onsite and reusing the concrete as a backfill for the new building. This solution significantly reduced landfill waste, lowered emissions and cut costs associated with transporting and sourcing new material. The result

is a modern, nearly 40,000-square-foot facility featuring dedicated spaces for maintenance, fabrication, training and collaboration — designed to support cross-functional teamwork and operational success. The project stands as a testament to the team's resilience and forward-thinking mindset. In the face of adversity, they embraced the opportunity to do right for our planet — reducing waste, minimizing our carbon footprint and building a more sustainable future.



2024 ROADRUNNER WASTE METRICS

118

ERGON SITES USE
ROADRUNNER

1,497

TONNES OF CO₂e
AVOIDED THROUGH
LANDFILL DIVERSION

705

TONNES OF
WASTE DIVERTED

165,247,002 SMARTPHONES

ERGON'S YTD CO₂e EMISSIONS AVOIDED DUE TO WASTE DIVERSION ARE EQUIVALENT TO CHARGING APPROXIMATELY 165 MILLION (50%) OF THE 331 MILLION SMARTPHONES IN THE U.S.

Ergon began working with RoadRunner in December 2022. RoadRunner specializes in waste management solutions for businesses.



PAVEMENT & COATING RESOURCES

Improving Operational Efficiency Through Solar-Powered Technology

Through smart investments in technology, our Operations Teams are constantly finding new ways to improve efficiency — saving time, money and resources along the way. An example is how we have begun implementing solar-powered gauges to measure tank levels at select operating facilities within our Pavement & Coating Resources (PCR) business segment.

Traditionally, conduit and hard-wire power supplies are run to remote tanks, but such a setup can pose challenging logistics and expensive installation for tank farms that span large areas. In these cases, installing solar-powered radar gauges eliminates the need for costly installation, which is pivotal to the viability of a project.

Each unit includes a solar panel, battery and radio transmitter. The solar panel and battery combination powers the radar gauge and a local display. The radio transmitter then relays tank level data wirelessly to a receiver located in the terminal office, where it is accessed by Operators or Plant Managers. Wireless communication options — such as Bluetooth, Wi-Fi or cellular signals — can also be used to transmit real-time data to control systems or mobile devices.

Mounted on the roofs of storage tanks, these radar units emit signals that travel down through the tank. When the signal hits the air-liquid interface, it bounces back. By measuring the time it takes for the signal to return, the gauge calculates the liquid level in the tank. This data is used to calculate tank volume, providing accurate and consistent inventory readings.

Currently, the technology has been installed at several plants across the PCR network, with installations planned across additional facilities in the coming months and years. Each site considered for gauge installation is evaluated based on distance from available power and physical layout, making the gauges especially valuable where infrastructure gaps exist. By reducing installation time, labor and materials costs, this targeted investment is streamlining operations and making inventory monitoring more efficient and economically viable.



Rita



Doing Right
By Our People



ENERGY & SPECIALTY SOLUTIONS

Enhancing Safety and Efficiency Through Refinery Turnarounds

Refinery turnarounds (TARs) are among the most significant events in Ergon's operations, requiring extensive preparation, coordination and collaboration. These scheduled outages involve critical inspections, repairs and upgrades. Typically aligned with catalyst replacement cycles — every five years at Ergon Refining Inc. (ERI) and every four years at Ergon - West Virginia Inc. (EWV) — TARs are shaped by industry standards, operational history and strategic capital projects. Most of the work focuses on internal equipment inspections and high-priority items tied to safety, production and environmental goals. While some consider TAR planning to begin immediately after the previous event concludes, significant planning efforts typically commence approximately 18 months in advance. Cross-functional teams work together during this time to manage scheduling, resource allocation and equipment availability. A combination of classroom and hands-on training ensures teams are prepared to execute each TAR effectively. These purposeful investments strengthen process safety, while enhancing reliability and our shared commitment to *Doing Right*.



Newell, West Virginia

During spring 2025, the team at EWV completed the largest and most complex TAR in the refinery's history. Beginning in March and lasting nearly 50 days, this major effort required around-the-clock focus and a broad scope of work — including more than 500 tie-in points across process units. These connection points allow new equipment to integrate with existing systems and are essential for enabling future facility enhancements. In line with our ongoing commitment to safety and operational integrity, the team closed numerous process safety gaps and implemented key reliability upgrades. These improvements included enhancements to mechanical systems, new infrastructure supporting more efficient cooling and air distribution, and the addition of several in-line spare pumps.

Vicksburg, Mississippi

ERI commenced their scheduled turnaround in September 2025. Over the course of several weeks, major units were taken offline to allow for inspections, maintenance and the execution of strategic improvement projects. This TAR presented another opportunity to strengthen safety and reliability, and reinforce the long-term resilience of our operations. Enhancements included catalyst replacements in our existing hydrotreaters to ensure optimal performance and product quality are maintained. To further enhance the reliability and long-term resilience of our operations, the team completed several major projects, including the replacement and upgrade of hydrogen compression systems and a comprehensive overhaul of the refinery's electrical infrastructure — a significant investment that modernized and strengthened power distribution across the entire facility.



Driving Employee Retention Through Culture

Since our founding in 1954, Ergon has grown steadily and intentionally, evolving from a local service provider into a global organization supporting customers and partners in more than 100 countries. That growth has always been purposeful — especially when it comes to how we treat our people. As a family-owned, privately held company, we are committed to creating a workplace where individuals feel seen, valued and supported. That commitment continues to drive measurable outcomes. In 2023, our total turnover rate, excluding temporary and seasonal employees, such as interns, was 19%. In 2024, this rate dropped to 18%.

What's Behind the Numbers?

Ask anyone what makes Ergon different, and you'll often hear the word **family**. Ergon is a family-owned company, and the idea of family extends into how employees treat one another. From department gatherings to company-wide events, like our family picnics or crawfish boils, our culture fosters a sense of belonging. Paul Pinkerton, Corporate Human Resources (HR) Director, recalled a memory from his early days with Ergon: "Just weeks into my role, Mr. Lampton [Leslie Lampton Sr.] took the time to personally visit my office to learn about my background and family. His legacy continues today through his sons, Leslie, Lee, Bill and Robert — not just in how they lead, but in how they show up for employees." Our frontline managers play a key role in sustaining our culture. Our leadership development efforts focus on giving managers what they need to lead with confidence and stay connected to

their teams. Training opportunities and leadership programs across our business segments provide managers with tools to build a positive daily experience for all Ergon employees.

Values in Action

Employees frequently express, through stay interviews and informal feedback to the HR Team, that Ergon feels different. They cite fairness, growth opportunities and the company's long-term, people-first focus as key differentiators. "Our family approach goes beyond day-to-day



interactions and is reflected in how the company responds when employees face challenges," said Ben Tedford, Director of HR, Integrated Services & Logistics. "The level of care and responsiveness from leadership speaks volumes. You can say people are the priority, but it really resonates when you see it in action."

Transparency also plays a central role in reinforcing our culture. Events like the annual State of Ergon provide employees with visibility into company performance, strategy and values — reinforcing trust and our long-standing stewardship mindset.

Looking Forward

While our overall turnover rates remain low, we are committed to continuous improvement. A new HR-led initiative is enhancing the onboarding process across all facilities to help employees feel welcome and equipped for long-term success. We are building for the future by aligning how we lead, hire and grow with our values. These efforts strengthen our culture and ensure it's reflected at every level of the company.

~4,200

TOTAL ERGON
EMPLOYEES*

8.4

AVERAGE LENGTH
OF SERVICE
(Years)

18%

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

Gender

■ MALE 82%
■ FEMALE 18%

Age

■ < 30 16%
■ 30-50 48%
■ > 50 36%

31.3

AVERAGE TRAINING
HOURS PER
EMPLOYEE

Growing Up at Ergon

Part of what makes Ergon a unique place to work is the multigenerational workforce made up of people who started one week ago to people who have been part of Ergon for decades. When asked what makes the tenured employees stay so long, the consensus is that it is rare to find such a people-focused company that genuinely cares about the well-being and development of employees.

Kirk Latson – 40 Years of Purposeful Growth

Kirk Latson, who retired in July 2025, was a member of the Ergon family for over 40 years, serving in a dual capacity as the Senior VP – Fuels Marketing within the Energy & Specialty Solutions business segment and President of Ergon Marine & Industrial Supply Inc. (EMIS), part of the Integrated Services & Logistics business segment. Kirk's time with Ergon can be summed as one of growth, opportunity and mentorship.

Kirk joined Ergon's Lion Oil Company in 1985 and eventually transitioned to a lead role in our Fuels Marketing Division. Through this division, Ergon supplies fuel to jobbers, fuel distributors and businesses across multiple states.

While met with various challenges on the quest to ensure quality fuel for customers, Kirk and the team were able to find solutions and learn from their experiences, creating a blueprint for future team members to follow. "We didn't always get it right, but we were better for the experiences," said Kirk, who, in 2014, was asked to assume the role of President of EMIS while still leading Fuels Marketing.

As one of a few working in cross-segment roles at Ergon, Kirk is an example of our commitment to helping employees explore opportunities and grow purposefully into their own career paths, while mentoring others along the way. More than his work, Kirk has been praised by his managers and direct reports for his character, the wisdom he often shares and for leading by example.



Ergon's Fuels Terminal in Vicksburg, Mississippi

MMT's M/V Kelly Lee



Roger Harris – Continuous Learning

Roger Harris, who retired in June 2025, was able to explore many opportunities within Ergon's Magnolia Marine Transport Company (MMT) before moving up in the ranks and ultimately finding his place as Senior VP – Marine Operations. Roger joined MMT in 1987, just two months after graduating from the University of Southern Mississippi with a degree in business. He joined the company as a Purchasing Agent. After one year as a Purchasing Agent, where Roger was able to learn about the maritime industry, towboats and more, he was hired into an HR role to oversee administrative duties on behalf of crew

staff for all MMT vessels. "It was probably the most difficult job I've ever had because HR for a towboating company is a 24/7 job," said Roger.

"Back then, there were very few policies and documented procedures for navigating the position," he said. In fact, Roger was instrumental in helping to write and implement various policies,

including a safety management system, a quality assurance program and an American Waterways Operators Responsible Carrier Program to ensure MMT was compliant with regulatory requirements of governing agencies, customers and industry trade associations.

Additionally, as Ergon began to transition to the International Organization of Standardization (ISO) Management System across all companies, Roger was part of a team selected to learn the system and prepare the organization to meet ISO standards. "I was not alone in learning this, and management supported us through this training," said Roger. That support system is something MMT has emulated through their career pathway program, where entry-level Green Deckhands can move up through training and hands-on experience all the way to a wheelhouse position, such as Captain.

“Throughout their journey, deckhands receive mentorship and training, and also learn the importance of every role.”

Bob Walley — Culture Champion

After over 40 years of service, a time when it's common to retire or begin considering retirement, Bob Walley, Regional VP of Operations – Southeast, is just warming up.

Bob joined the Ergon family as a Midnight Loader for Ergon Refining Inc. in 1984. He recalled that even during that time, Ergon always had a pathway for progression for those interested. Bob took full advantage of this pathway, transitioning from loading trucks to working in the asphalt emulsion plant in the back of the refinery as part of Ergon Asphalt & Emulsions Inc. (Ergon A&E). A few years later, Bob moved to Texas to manage the first Ergon A&E facility in the state — in Waco. As Bob expanded his knowledge of asphalt facility operations and management, he had the opportunity to transition to managing the Birmingham, Alabama, facility, where he would spend 17 years until Ergon A&E's significant expansion into new markets sent him down a new career path.

Ergon A&E experienced exponential growth in 2009 due to the SEM Materials acquisition. With growth came the need to document best practices to ensure safety and product quality, while extending Ergon's culture and values to those joining the company. Bob's extensive experience managing Ergon A&E facilities made him instrumental in implementing best practices at newly acquired facilities across the Ergon network and sharing Ergon's culture with new employees. This role of helping to systematize facility operations and ensure compliance eventually led to a full-time position as Compliance Director in a dual capacity for Ergon A&E and Ergon Terminaling Inc.

While working as Compliance Director, Bob began to miss interacting with people on a more direct level and made the shift to Regional Operations Manager with Ergon A&E. In 2024, he was promoted to Regional Vice President, a role in which he now oversees over 25 locations in the Southeast Region. Bob has become the poster child for Ergon's core value of *Purposeful Growth*.

One of the things Bob has come to enjoy most about Ergon is speaking with those new to Ergon, bringing them into the family by sharing our culture, our values and our mission — the *why* behind how we operate.

"I believe in what we're doing at Ergon culturally," said Bob. "I have been here long enough to know firsthand that we truly are a company that cares about people. I plan to make sure those coming up understand how important this is to our success."

“I mean, I started loading trucks and now I’m a VP,” he said. “It took a lot of hard work, but Ergon will give you the opportunity to learn, take classes and do just about anything if you are committed and try.”



A Learning Organization

We support the Purposeful Growth of our family of employees while continuing to meet our customers' evolving needs.

Cross-Segment Exposure

Ergon offers ongoing education and training resources to encourage continuous learning among employees. Additionally, we offer cross-training and intercompany exposure opportunities to ensure employees understand the benefits and functions of different Ergon companies and the role each plays in ensuring customer success.

Pavement & Coating Resources

In 2024, Ergon partnered with Nouryon to organize an Asphalt Emulsion School, where a group of Ergon employees had the opportunity to gain an in-depth understanding of asphalt emulsions and their uses. Courses included emulsifier chemistry and applications, field applications and an asphalt binder class taught by Ergon's Dr. Codrin Daranga.

In March 2025, Crafcro hosted a live crack seal demonstration at Ergon's corporate headquarters in Flowood, Mississippi, where employees were invited to participate in the application.

Energy & Specialty Solutions

Employees at Ergon's refineries in Vicksburg, Mississippi, and Newell, West Virginia, regularly host new employees across business segments, including those in Corporate Services positions, offering a behind-the-scenes view of what goes into producing the specialty oils Ergon distributes around the world.

Integrated Services & Logistics

Our marine companies also host employees interested in life aboard vessels, offering tours from our Vicksburg locations.



Ergon & Nouryon Asphalt Emulsion School

Operational Excellence

In 2024, Ergon's Operational Excellence Department introduced a Safety Leadership Training course, produced and hosted by Stars International Inc. Through this two-day course centered on personal and professional development, attendees are given tools to enhance their interpersonal skills and help them with ways to take ownership to ensure safe practices at job sites.



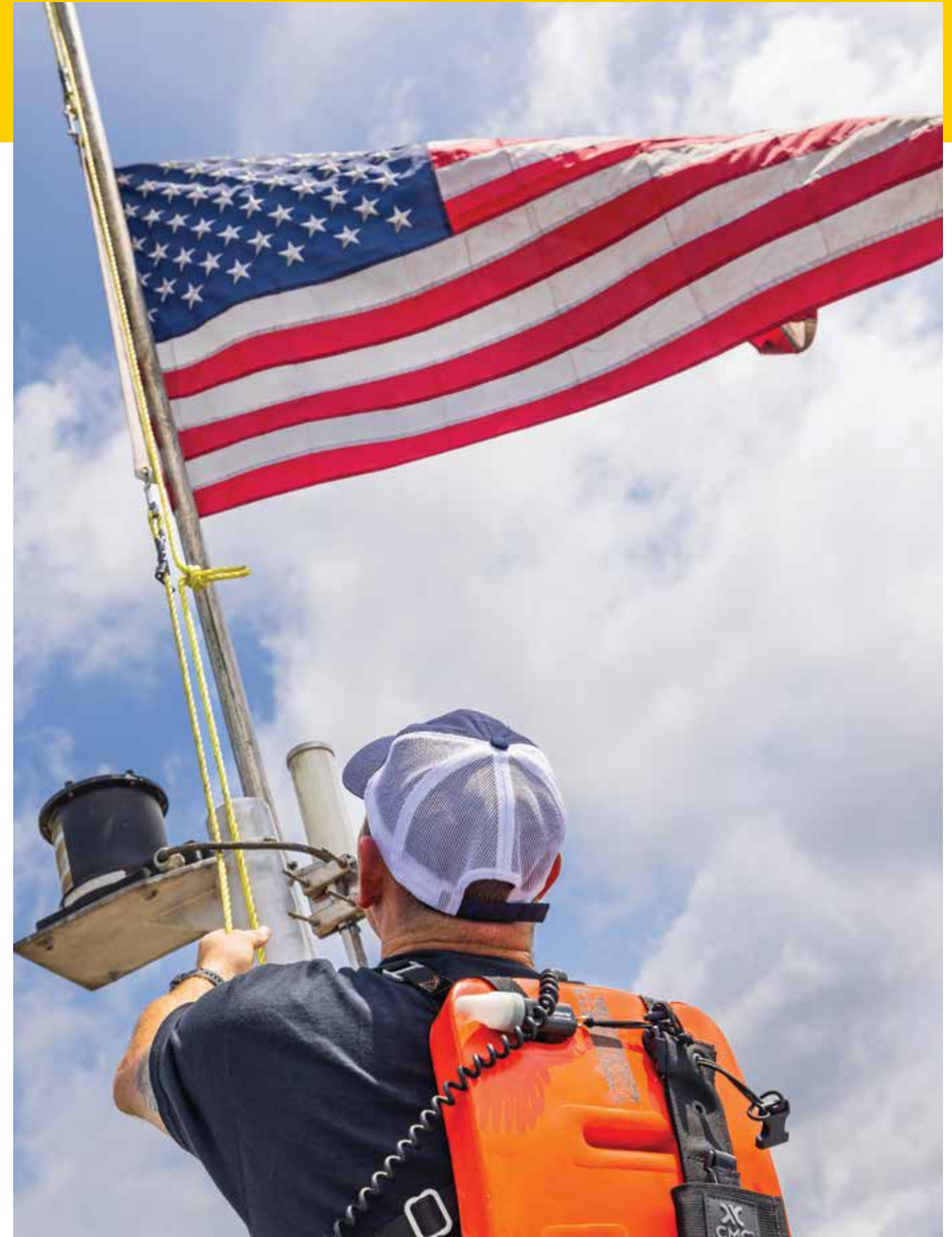
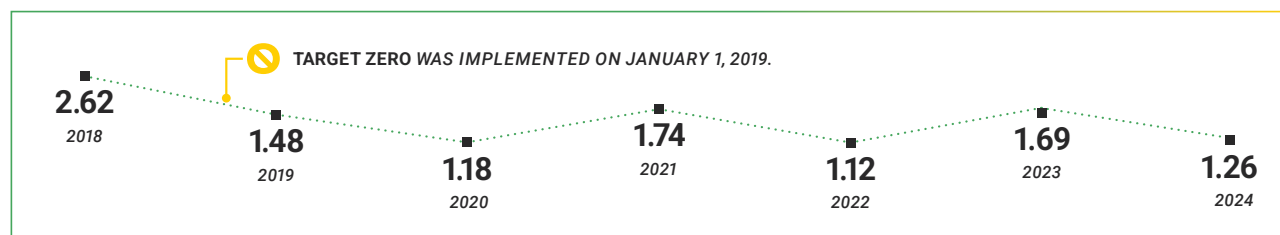
When asked about the ultimate goal of the Safety Leadership Training, Michael Babin, Ergon's Director of Health & Safety, shared: "Absolutely no one within the Ergon family needs to wait for a class or workshop to become a leader. Ensuring a safe and effective workplace is a job for everyone, and that's the point of the course."



According to Michael, leadership isn't limited to job titles or seniority. "It's about influencing positive outcomes, contributing to your team's success and taking ownership of situations," he said. "True leadership is doing the right thing, even if you must do it alone. This workshop helps employees recognize their ability to do the things they already have the power to do — to lead where they are. We want everyone to see leadership as a shared, collaborative responsibility among all the Ergon family."



Total Recordable Incident Rate Per 100 Employees Per Year



ENERGY & SPECIALTY SOLUTIONS

Uniting People and Purpose



MIROSLAV PRIBYL,
MANAGING DIRECTOR
ERGON INTERNATIONAL

We're committed to *Doing Right* by our people — not just in how we support one another internally, but also in how we engage with customers, suppliers and partners around the world. It's about creating a sense of belonging, building trust and working together toward

shared success. This culture would not be possible without our dedicated people, who are equally committed to this mission.

Miroslav "Miro" Pribyl embodies this commitment in his role as Managing Director of Ergon International, part of the Energy & Specialty Solutions business segment. Since joining the Ergon family through the 2023 acquisition of MOGoil — the company he co-founded in Germany

in 2006 — Miro has made it a priority to nurture a collaborative culture across his operations.

Based in Prague and closely connected to teams in Brussels and Berlin, Miro approaches leadership by focusing on aligning people and processes. Since stepping into his current role in September 2024, Miro has helped integrate Ergon International and MOGoil into a unified organization guided by shared values.

One of the first milestones toward that vision was a joint logistics initiative between MOGoil and Ergon International. By coordinating transatlantic shipments on shared vessels, the companies increased efficiency, reduced transportation costs and improved overall service to customers and partners.

With deep industry experience and a long-standing belief in the strength of close-knit teamwork, Miro is helping to carry forward the Ergon tradition of *Doing Right* by our people.



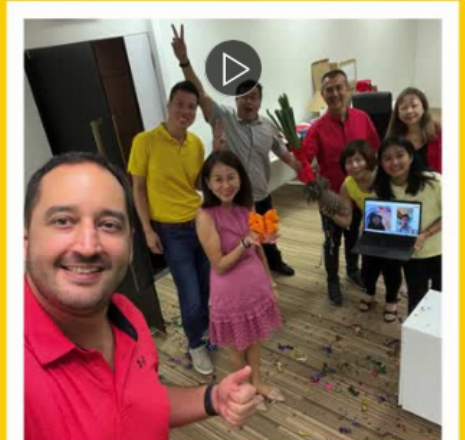
Ergon International's storage terminal
located in Antwerp, Belgium

Enhancing Our Presence in the Asia-Pacific Region

As the demand for energy resources increases, Ergon strives to be the preferred partner for dielectric fluids to support energy security efforts around the world.

Part of our efforts include enhancing our presence in the Asia-Pacific Region, where we have grown to be a leading supplier of HyVolt Dielectric Fluids for power transformers. As we continue to grow our presence in the region, our goal of extending our values while embracing the communities in which we serve remains a priority. To signify a merging of cultures and respect for the diversity of ideas and of people, the Ergon Asia Team rolled a pineapple on July 4, 2024, in celebration of the opening of a new Ergon Asia office in Singapore. In Asia, rolling a pineapple is a gesture believed to bring wealth and success. This celebration occurred on Independence Day in the U.S. and signified a new chapter for Ergon, one that will bring success for our organization, our employees, our customers in the region and the communities where we live and operate.

**Ergon Singapore
Rolled the Pineapple
into their new Asia
Headquarters.**



ONE YEAR LATER, WE DOUBLED OUR BUSINESS

Ergon has since consolidated our presence in the region with strong sales growth, deeper customer relationships and tailored solutions to support their success. We've also expanded our infrastructure with new tanks in Malaysia, Indonesia and Singapore — clear proof of our long-term commitment to the region.

Scan To View
the Celebration



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 Board of Directors



Bill Lampton
Chairman



Robert Lampton
Director



Amy Lampton Walker
Director



Barton Lampton
Director



George Biltz
Independent Director



Doug Haugh
Independent Director



Tom Knudson
Independent Director



Kris Patrick
Director/CEO

Directors Emeritus:
Leslie Lampton III
Lee Lampton

Advisory Directors:
Will Lampton
Patrick Lampton

BOARD OF DIRECTORS

MALE 87.5%
FEMALE 12.5%

ERGON LEADERSHIP TEAM

MALE 88.9%
FEMALE 11.1%

Members of Ergon's Board of Directors are strategically elected to ensure a balanced approach to Ergon's governance. The Lampton family's continued involvement in leadership, combined with counsel from Independent Directors, helps Ergon maintain our values and legacy of service while adopting best practices of other healthy companies.

In 2025, Will Lampton and Patrick Lampton were elected to serve as the Board's new Advisory Directors.

We are united by our shared values and commitment to the highest ethical standards.

ERGON MAKES DECISIONS WITH CONSIDERATION FOR THE LONG-TERM IMPLICATIONS OF OUR ACTIONS AS A BUSINESS FAMILY.

We implement and update organization-wide policies and training requirements to ensure alignment in our commitment to operate with the highest ethical standards and in accordance with domestic and international regulations.

In addition to an ever-evolving Global Code of Conduct, Ergon has implemented a Code of Conduct for our suppliers. This Supplier Code of Conduct was developed in keeping with our view that we hold our partners to the same standard of *Doing Right* as Ergon — reflecting our commitment to ensuring the integrity of products through the supply chain.

Annual Training Compliance

100%

- CODE OF CONDUCT
- ANTICORRUPTION
- TRADE & SANCTIONS
- TRAVEL & ENTERTAINMENT
- TECHNOLOGY & ACCEPTABLE USE
- ANTITRUST
- MOBILE DEVICE MANAGEMENT
- RETENTION POLICY
- AI USAGE POLICY

Our Corporate Governance Policies



Scan To View Our
Global Code of Conduct



Scan To View Our
Trade & Sanctions Policy



Scan To View Our
Supplier Code of Conduct



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 a 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 International Sustainability and Carbon Certification PLUS (ISCC PLUS).

	ISO 9001:2015 Quality	ISO 17025:2017 Laboratory Testing	ISO 14001:2015 Environmental Management	ISCC PLUS
Ergon Refining Vicksburg, MS	■	■	■	■
Ergon - West Virginia Newell, WV	■			
Resinall Corp Hattiesburg, MS	■			
Resinall Corp Severn, NC	■			
MOGoil Berlin, Germany	■			
Ergon Solutions (Process Oils)				■
Ergon International Waterloo, Germany				■

Ergon is a family company, with generations of founding family members actively involved in the business. What started with the vision of our Founder, Leslie Lampton Sr., is now a legacy being upheld by second-, third- and now fourth-generation family members who have committed to immersing themselves within the Ergon business and culture to ensure our legacy as a service company remains.

The Lamptons and the Ergon family work together to move the company forward, understanding the delicate balance between cultural preservation and innovation for future growth. From directors to area sales managers and other positions across Ergon companies, the Lamptons support Ergon’s progress and growth goals, and willingly invest resources into ensuring organizational success.

MARI LAMPTON WALKER



MR. & MRS. LAMPTON WITH MARI LAMPTON AND BARTON (FOURTH GENERATION)



BARTON LAMPTON

“Ergon has always been a part of my family. It’s never been forced upon me, but I take it personally because the man that started this company, I hold his name, and it’s just a part of me.”

– Leslie Barton Lampton V (Barton),
Fourth Generation

Maintaining the Family Business

The Lamptons take the responsibility of maintaining a successful family-owned business seriously, with 80% of the family across generations working within or on behalf of Ergon. **None of the members are obligated to be part of the company.** They are involved because they want to be, because they believe in what Mr. Lampton built and the impact Ergon has on many lives.

“Big Leslie [Mr. Lampton] cared for people,” said Barton. “No matter their position in the company, he cared for them. And that’s the legacy our family plans to uphold.”

Giving Back



ERGON AND LAMPTON FAMILY VOLUNTEER AT CANOPY CHRISTMAS READING

In addition to organizational success, the Lamptons and the Ergon family work together to help encourage and enhance the lives of others through charity events, like assisting Santa in reading to children at Canopy Children’s Solutions in Jackson, Mississippi, during Christmastime. In addition to Santa reading “’Twas the Night Before Christmas,” Lampton and Ergon family members spend time with the children, who are given books of their choice, according to counselor-approved reading levels. These books are funded by Ergon’s Information Technology Department. “I love this giveback opportunity because it is a simple event that leaves such lasting impressions on the children,” said Jana Branham, Executive Vice President & Chief Information Officer, who led the charge in creating this event.

Generational Continuity

The fourth generation of the Lampton legacy is now stepping up to learn the business. Barton, a mechanical engineering major at Mississippi State University, began his internship in 2024 and returned during the summer of 2025. “I started in the truck shop, in the maintenance shop, getting my hands dirty and working to understand the company and employees and how it’s run,” he said.

Mari Lampton Walker (fourth generation), a communications/broadcast journalism and business marketing major at Mississippi State, completed a summer internship with Ergon’s Marketing & Communications Department in 2025. During her time as an intern, she was introduced to various aspects of developing and distributing marketing and communications content for a global organization supporting a range of industries. “My favorite part has been traveling to Ergon plants with Tate Nations [Ergon Multimedia Specialist] and meeting all of the different people and seeing the impact Ergon has on them,” said Mari Lampton. “Being here and seeing how Ergon has helped others, and also knowing that it’s not just a corporate office, but that we’ve got places all over

the world, has pushed me to think differently about my future with Ergon.”

As they come of age, Lampton family members are encouraged to find their niche — similar to how Ergon employees are encouraged and supported through our Core Value of *Purposeful Growth*. They don’t just learn about Ergon overall, but they do so through the lenses of the fields they are particularly interested in, while honing those skills to contribute to the organization.

Whether working directly for an Ergon company, through involvement with the Family Assembly or through the Ergon Foundation Board, the Lamptons are encouraged to help ensure Ergon remains a service company that makes a positive impact on employees, customers and communities.

“It’s not all just about work,” said Mari Lampton. “Not only does Ergon want to give so much back to employees, but also to the communities.”



70 Years of Service

On April 30, 2025, the Ergon family concluded our yearlong celebration of 70 years of meeting needs, supporting families and serving customers. Our horizons have expanded from a one-room building in Jackson, Mississippi, to locations all around the world, but selfless service to improve the lives of others will always be at the heart of all we do. Type **#Ergon70** on Facebook, LinkedIn and Instagram for our year in review.



Service Is Our Legacy

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. In addition to ongoing donations to support these causes, for the past four years, the Foundation's Board of Directors, which now includes second- and third-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.

\$500,000 donated to employee-nominated charities across the U.S. in FY2025.

FY2025 Financial Gift Recipients: Employee-Nominated Charities

Abby's House
ASA Now
Bridge Builders Leadership Initiative
Carroll Sav-A-Life Center Inc / The Pregnancy Resource Center
CASA of Hinds County
Christian Motorcyclists Association
Crossroads Outreach Ministries
Deer Run Camps and Retreats
Doors of Hope
Edwards Street Fellowship Center
Eight Days of Hope
Fieldhouse for the Homeless
Foodbank of Southeastern Virginia
Hearts for the Homeless
Matt's House Shelter for Women and Children (Stewpot)
McClellan Fletcher Center
MountainTrue
New Way Mississippi
Outreached Arms
Philadelphia Transit
Southern Christian Services
Tennessee Children's Home
The Bridges Foundation
The Good Shepherd Community Center
The House of Grace Resource Center
The Way Station
World T.E.A.M. Sports (for Face of America Gettysburg)
Youngstown Bluecoats Org
Zacchaeus Tree Adoption Ministry

FY2024 Employee-Nominated Foundation Gift Recipient: Family Promise of Greater Phoenix

Family Promise of Greater Phoenix was one of the FY2024 employee-nominated Foundation gift recipients. This organization provides emergency shelter for families with children under 18 in the Phoenix, Arizona, metropolitan area. They also have a pet sanctuary in their main Day Center where families can shelter their pets and interact with them throughout the day.

The typical cycle from emergency shelter to graduation from the program with employment and housing is 60 days; however, the average cycle for families has been approximately 43 days with a 70% success rate (with the exception of the COVID-19 pandemic period). Upon graduation, the Family Promise provides

resources and long-term coaching, including money management, to help ensure participants can maintain life outside the shelter.

During the day, participants spend time at one of four Family Promise Day Centers, where they can take advantage of resources available to help them get back on their feet, including case management, social services, employment and housing plan support. In the evenings, Family Promise shelters families within the community, partnering with local churches that donate their facilities to host dinners and allow families to sleep at night. Other churches without room to accommodate hot meals or shelter donate food and other resources. "Members of the church

take time to not only provide dinner or shelter, but they fellowship with program participants as well," said Lotus Kaplan, Chief Development Officer for Family Promise. "It's business during the day, and at night, they receive love, support and just someone to talk to. That can go a long way. People love on them; they feel seen and heard, and know they are important people in the eyes of God. That combination can really be inspiring for families."

"It's amazing to see such an incredible village of organizations come together to support this amazing program," said Cathy Somers, Director of Brand Strategy for Crafcro Inc. She and other Crafcro employees were invited to fellowship with Family Promise participants during dinner at one of the churches. "It was truly a blessing to engage with one of the single mothers during the dinner to hear about all the ways Family Promise was helping her," she said.

Our Impact

ERGON FOUNDATION GIFT SUPPORTED 177 FAMILIES IN TOTAL

Shoes of Love Program – Each child upon entry into the program gets to pick out any pair of shoes they want, from sneakers to water shoes to ballet slippers. Once chosen, the shoes are shipped to the center with their names. "Sometimes they're receiving their first package in their life," said Lotus. "What we are teaching them is that they too have choices and that they matter."

Transportation – Many families don't have cars; donations help fund transportation to and from the Day Centers and churches where they eat and sleep.

Child Care Expenses – The Foundation gift supported 38 families with initial child care expenses, as it can be a long process for incoming families to get signed up and approved for state child support services in Arizona.



INTEGRATED SERVICES & LOGISTICS

Empowered Service in Action

Ergon's core value of *Empowered Service* isn't limited to the workplace — it's a mindset that enables our people to recognize a need and act, wherever they are.

This mindset was on full display when Ergon Midstream LLC drivers, Justin Snyder and Trey Shook, came across a serious accident on a freezing morning near Cumberland, Ohio. On December 5, 2024, while traveling along Highway 146, they spotted a tractor-trailer that had hit a power line pole and overturned into oncoming traffic. Inside, the driver was semi-conscious and trapped.

Without hesitation, Snyder and Shook stepped in. They worked together to help the driver safely exit the cab and then brought him into their heated truck to recover from the extreme cold. With no cell service available, Snyder walked to a nearby house to call emergency responders.

Their quick action and selfless response made a critical difference and serves as a powerful example of *Doing Right* beyond the workplace. And that's what makes the Ergon family unique. Our culture of caring for others is not just something we say — it's a part of who we are.



ERGON MIDSTREAM'S
JUSTIN SNYDER
AND TREY SHOOK
RECOGNIZED FOR THEIR
SELFLESS LEADERSHIP

Recognized for Safety Excellence

Ergon is committed to protecting our greatest asset: our people. That commitment is especially evident in the Integrated Services & Logistics (ISL) business segment, where our teams uphold rigorous standards to safeguard every job site, terminal, employee and those within the communities we serve.

ISO Services – Safety as the Blueprint for Success

In 2024 and 2025, ISO Services, a Division of Ergon Construction Group Inc. and part of the ISL business segment, received the Gold Chapter Award (Mississippi) and the National Diamond STEP Award from Associated Builders and Contractors (ABC). These awards affirm the safety standards we've established — and, even more importantly, celebrate the people who bring these standards to life every day.

Eduardo Nunez, Safety & Training Manager and recipient of ABC's 2024 Safety Professional of the Year Award, is one of these people. Nunez's proactive approach, situational awareness and mentorship make him a role model on every job site. His ability to lead by example while encouraging others to speak up and stay alert reflects the kind of safety-first mindset we strive to cultivate across Ergon.



EDUARDO NUNEZ
SAFETY & TRAINING MANAGER

At ISO Services, safety is a shared responsibility — not only among employees, but also with our partners and customers. As our customer base continues to grow, each new relationship becomes an opportunity to learn, adapt and improve. We actively exchange knowledge at every industrial facility where we work, sharing and applying safety insights across a range of areas — from facility orientations and personal protective equipment use, to confined space procedures and strategies. We also value two-way feedback, which helps strengthen our safety practices and elevate standards across the industry.

From executive management to those on the front lines, we are building a stronger, safer workplace. Recognitions like the State Gold Chapter Award, National Diamond STEP Award and Nunez's well-earned Safety Professional of the Year Award show that when we focus on people and commit to *Doing Right*, we create an environment where safety and success go hand in hand.

Our Safety Culture in Action

In addition to industry recognition, it is equally important for employees to be recognized among their Ergon family to both foster a sense of appreciation and highlight examples of the standard of excellence established as part of our safety culture.

Ergon Terminaling Safety Awards

During the first half of 2025, the Integrated Services & Logistics Management Team went on a Safety Awards tour to celebrate the accomplishments of employees at various Ergon Terminaling Inc. and Ergon Midstream LLC facilities without recordable incidents.*

Ergon Terminaling – Baton Rouge, Louisiana (Since 2017)
 Ergon Terminaling – Chattanooga, Tennessee (Since 2017)
 Ergon Terminaling – Magnolia, Ohio (Since 2017)
 Ergon Terminaling – Ironton, Ohio (Since 2017)
 Ergon Terminaling – Knoxville, Tennessee (Since 2017)
 Ergon Terminaling – Marietta, Ohio (Since 2021)
 Ergon Terminaling – Hugheston, West Virginia (Since 2022)
 Ergon Midstream – Marietta (Bell's Run), Ohio (Since 2023)

*As of December 31, 2024



Magnolia Marine Transport Company (MMT)

MMT Management presented the 2024 Vessel Gold Safety Awards to crews aboard 17 vessels within the fleet.

Congratulations to the following:

M/V Ana Louise
 M/V Ann Elise
 M/V Charlotte
 M/V Deborah Miles
 M/V Dennis Ross
 M/V Dorothy Elise
 M/V Emily Davis
 M/V Frances Swayze
 M/V Gene Neal
 M/V Jody McMin
 M/V Katherine Berry
 M/V Kathy Azlin
 M/V Kelly Lee
 M/V Lester Cruse
 M/V Linda Taylor
 M/V Margaret Ann
 M/V Mr. Lampton

2024
Vessel Gold Safety
Award Winners

To obtain these awards, vessel crews must maintain strict adherence to safety standards year-round. Such standards include no Lost Time Accidents and no spills, and crews must be up to date on all training by the end of the calendar year, among other criteria. MMT crew members who helped their vessels earn the 2024 Gold Safety Award have upheld these and more standards as part of a non-negotiable commitment to safe operations, while navigating thousands of miles, transferring millions of gallons of product and overcoming daily challenges like weather and river conditions. *That's the Ergon way.*

When disaster strikes, Ergon's people rise to the occasion. In 2024 and 2025, our coordinated response to natural disasters across the Southeast proved the power of working as One Ergon.

Hurricane Helene Relief

In late September 2024, Hurricane Helene made landfall as a Category 4 storm, impacting communities from Florida to Virginia. Ergon employees quickly mobilized to support recovery efforts in several affected areas. In Tennessee, Associated Asphalt partnered with a local customer (Maymead) to set up a central relief hub in Mountain City, where employees served approximately 3,200 meals to storm victims and volunteers.

In Georgia, Ergon Asphalt & Emulsions Inc.'s (Ergon A&E) Bill Evans partnered with the Washington County Sheriff's Department to deliver a trailer of water, sports drinks and food. He later hauled a second load — comprised of supplies from Ergon and local community donations — to Soperton, an area that was hit especially hard. Meanwhile, Resinall employees in North Carolina contributed to Operation Thanksgiving Blessing by packing and shipping 26 skids of critical supplies for Avery County families. Ergon - West Virginia Inc. also provided supplies for hurricane relief in North Carolina, delivering items to a local fire department for distribution to those in need.

Hurricane Milton Relief

Just weeks after Helene, Hurricane Milton struck Florida as a Category 3 storm in early October. Ergon family immediately responded by helping to meet immediate needs across affected areas. In partnership with the Florida Chapter of the American Public Works Association, Ergon A&E deployed their disaster relief truck to Manatee County and Bradenton to store and distribute food. With help from local catering partners, employees served more than 2,600 meals to first responders and community members. Fuel shortages added to the challenge, prompting Ergon Trucking and Fuels Marketing to deliver nearly 7,000 gallons of fuel to Tampa for use in recovery operations. The Ergon A&E Team coordinated on-site logistics to keep generators and vehicles running, exemplifying the power of teamwork and service.

Tornado Relief in Mississippi

Mississippi, part of "Dixie Alley," has experienced some of the most frequent and deadly tornadoes in the U.S. With our company headquartered in Flowood, we take seriously our responsibility to support communities across the state.

After the March 2025 tornado that struck Tylertown, Matthew Woodall (Fuels Marketing) and Seth Spiers (Ergon A&E) led a coordinated relief effort to support recovery operations. In the hours immediately following news of the devastation, volunteers from across Ergon's business segments mobilized through a partnership with Grindstone Ministries. The team quickly secured a split truck, established logistics and facilitated the donation of 1,000 gallons of on-road diesel and 500 gallons of gasoline — critical fuel that powered Grindstone Ministries' equipment for search, rescue and rebuilding.

Scan To View the
Tylertown Relief Video



Doing Right, One Swing at a Time

At Ergon, supporting the communities where we live and work is part of who we are. Whether through employee-led efforts or company-wide initiatives, we strive to make a positive difference in the lives of others. One way we have been able to give back is by hosting charity golf tournaments to benefit organizations that are making a difference in our local communities every day.

Ergon Refining Inc. (ERI) hosts annual golf outings in support of local nonprofits. In 2024 and 2025, the ERI Team raised a combined total of over \$136,000 for local nonprofits. ERI also allocated over \$20,000 of the funds raised in 2025 toward scholarships for students within the Vicksburg-Warren School District. Ergon’s ISO Services, Lampton-Love Inc., Ergon Trucking Inc., Magnolia Marine Transport Company and Ergon Solutions Inc. (Process Oils) were proud to participate in the 2025 event. Together, these teams exemplified the supportive and collaborative spirit of the Ergon family as we work to meet needs in the communities we serve.

\$ 136,000

NONPROFITS SUPPORTED:

GOOD SHEPHERD COMMUNITY CENTER AND PRESCHOOL

THE LITTLE LIGHT HOUSE

CATCH-A-DREAM FOUNDATION

BEAUTIFUL DELIVERANCE MICAH’S MISSION



2025 ERI Golf Tournament



“It was quite the honor to be the recipient of the [proceeds from the] first Ergon [Refining] Annual Golf Tournament. Ergon staff and vendors went above and beyond. There is a certain kind of magic that occurs when nonprofits and corporations become partners. Our partnership with Ergon has allowed us to create sustainability and to better meet the needs of our community. For that, we will forever be grateful. The Good Shepherd Family thanks Ergon for this generous contribution.”

Cindy McCarley, LPC
Executive Director, Good Shepherd Community Center and Preschool

Ergon - West Virginia (EWV)
EWV proudly sponsored their 22nd Annual Charity Golf Tournament on August 10, 2024. This long-standing event has raised significant funds for nonprofit organizations over the years. In 2024 alone, the tournament brought in \$52,000 — all of which was donated to the Alzheimer’s Foundation. Then, in 2025, the annual tournament brought in \$107,000, with proceeds going to the Alzheimer’s Foundation and other local charities.

Ergon, Inc.
Giving back was in full swing at the Ergon Open Golf Tournament, held on April 12, 2025, at The Refuge Golf Course in Flowood, Mississippi. This biannual event brought together members of the Ergon family to raise funds for the Little Light House.* Thanks to the generosity of our donors, volunteers and participants, we raised over \$11,000 to support this impactful organization and its mission.

**The Little Light House is an organization that focuses on Christian educational and therapeutic services for special needs children and their families.*

Making Greater Strides
Ergon’s 2024 Breast Cancer Awareness Campaign resulted in a significant amount of funds raised toward the American Cancer Society’s (ACS) Making Strides Against Breast Cancer Initiative. Ergon was recognized by the ACS as the second-highest fundraising team in the U.S. A research grant was named in honor of the *Ergon Family* for the second year in a row. This three-year grant, with the Baylor College of Medicine, will be used to explore the role of mitochondrial respiratory chain formation in promoting chemotherapy resistance in triple negative breast cancer.



2024 BREAST CANCER AWARENESS CAMPAIGN RESULTS

\$229,447

893

STEPPERS

60+

COMPANIES

2,452,588,677

STEPS TAKEN

\$ 43,480

TOTAL FUNDS DONATED
AS OF SEPTEMBER 30, 2025

Fit for Service

Ergon is enhancing our physical wellness commitment across our family of companies, offering free health screenings, resources on healthy eating and staying fit, and programs that provide exclusive access to a network of gyms and other resources. There are also various opportunities for friendly competition through step challenges as part of our Ergon Active program. Ergon Active is a wellness initiative implemented in 2022 to encourage employees to take steps toward healthier lifestyles. Ergon donates funds to nonprofits on behalf of employees who complete these step challenges.

Making a Difference in the Communities We Serve



Ergon Asia Makes Spirits Bright for Children

Ergon is dedicated to the core value of *Respectful Relationships*. During the Christmas season, members of the Ergon Asia Team had the joy of sharing special moments with the children at Saung Angklung Udjo in Bandung, Indonesia. Together, the group celebrated the spirit of harmony and giving, inspired by the school's mission to preserve culture and live in balance with nature. Additionally, a day of stories, music and laughter cultivated an atmosphere of connection, kindness and gratitude. Moments like these are how we extend our values to make a positive impact on the communities in which we serve.



CLOCKWISE: MAGNOLIA MARINE TRANSPORT CLEANING LOCAL ELEMENTARY SCHOOL GROUNDS, PINK UP THE PACE 5K FOR BREAST CANCER AWARENESS, ASSEMBLING SCHOOL SUPPLIES FOR LOCAL ELEMENTARY SCHOOL, PACKING MEALS FOR LESS FORTUNATE WITH EXTRA TABLE ORGANIZATION

Our Impact

As part of our commitment to invest in future generations, Ergon contributes to initiatives that encourage youth to take part in an array of disciplines where they can see themselves as contributors. Another aspect of investing in the future is equipping young people with soft skills needed to make good impressions that give way to opportunities to display their skillsets. Ergon continues to support STEM* education and training, understanding that these are the building blocks of a global society, while also encouraging personal and professional development for future leaders.

Summer Bridge Program for Engineering Students

Since 2022, Ergon has proudly supported Mississippi State University's Summer Bridge Program through the Bagley College of Engineering — a long-standing initiative designed to prepare incoming students for success both in the classroom and in their careers. With a renewed three-year commitment totaling \$900,000, Ergon is helping to expand the program's reach and long-term impact.

Founded more than 30 years ago, the program has been revitalized through Ergon Inc. Today, it offers students hands-on learning, statewide facility tours, housing and a full math credit — helping participants enter the fall semester calculus-ready and confident in their ability to succeed in a rigorous engineering program. Each summer, the program welcomes 35 - 55 students and plays a vital role in launching academic and professional development pathways.

**In 2024,
Ergon renewed
a three-year
commitment
to the Summer
Bridge Program.**



2025 SUMMER BRIDGE STUDENTS
VISIT ERGON FACILITIES

Jordan Gillespie and Naima Bradley, members of the 2022 cohort, are two examples of students who have grown personally and professionally as a result of this program. For Jordan, the experience helped him adjust to college life and build the confidence to pursue opportunities — including his internship with PACCAR. “Bridge taught me not to limit myself, and that confidence has helped me throughout my college career,” he said. Naima experienced a similar transformation. Initially shy and reserved, she found that the supportive community built through Summer Bridge helped her grow more vocal and self-assured.

Beyond the summer, Jordan and Naima have remained active in the program's year-round Book Club, which supports students in developing soft skills, building community and continuing personal growth. They have also participated in career readiness workshops led by Ergon mentors, where students receive guidance on resume building, interview preparation, networking and presentation skills. Naima credits these workshops with helping her earn a spot as a Bagley College of Engineering Ambassador — a leadership role that has given her the chance to grow professionally while supporting others. “Knowing how to present myself professionally and having a polished resume made a huge difference,” she said. “I’m very grateful for that.” She’s also continuing to build real-world experience through MSU’s Summer Undergraduate Research Experience program — a collaboration with the University of Mississippi Medical Center — where she’s working in a professor’s lab as part of her senior design project.

*(Science, Technology, Engineering and Math)

Now, both Jordan and Naima are paying it forward by using their Summer Bridge experiences to mentor incoming engineering students. “It’s rewarding to see them stressing over something and be able to say, ‘You’ll be fine. Just look at me — I’m fine. You’re going to be fine,’” Jordan shared. Naima returned in formal capacity as a 2023 Summer Bridge counselor, helping to lead and guide the incoming class. “Having that background helped me relate to them,” she said. “They knew I had been in their shoes, and that made it easier for them to ask questions and trust the process.”

Looking ahead, Ergon plans to enhance our involvement in the program by encouraging ongoing employee participation across multiple disciplines to help support students’ multifaceted professional development needs.



JORDAN GILLESPIE



NAIMA BRADLEY

*Scan to Learn More
About Summer Bridge*



2025 SUMMER BRIDGE PROGRAM



STEM Event for Public School Girls

Ergon was a proud sponsor of the American Heart Association’s 2024 STEM Goes Red event in Mississippi. Through this annual event, middle school girls within the Jackson Public School District were able to explore science, technology, engineering and mathematics (STEM) disciplines through hands-on workshops. “It’s [STEM Goes Red] a tangible way for them to get exposure to the industry,” said Rhyen Plumlee, Ergon’s Manager, Business Development and Strategy for Asia, who expressed she did not know what an engineer was when she was the girls’ age. “If you don’t see someone in a certain career path when you’re growing up, you don’t know it’s an option for you,” she said. In addition to sponsoring the event, Ergon hosted one of the workshops where the girls learned about asphalt emulsion and created a heart out of emulsion material.



Professional Dining Etiquette

Ergon sponsored and attended the W.E.B. Du Bois – Harvey Honors College table at the Jackson State University Career Services Center’s Etiquette Dinner. During the event, students enjoyed a five-course meal while receiving hands-on guidance in professional dining etiquette and appropriate conduct in a business setting.



Ergon Refining Promotes a Future in STEM

Ergon Refining Inc. (ERI) returned as a sponsor in the Society of American Military Engineers (SAME) STEM/Engineering and Construction Camp in Vicksburg, Mississippi, in June 2025. The weeklong camp, designed for high school juniors and seniors interested in STEM (Science, Technology, Engineering and Mathematics) majors, introduced 40 students to mechanical, chemical and industrial engineering fields, as well as construction, while highlighting innovative careers located in Vicksburg and across the U.S. We began our partnership with the SAME Camp in June 2023, serving lunch and participating during the U.S Army's Engineer Research and Development Center Young Engineers Panel.

ERI has since expanded involvement with the SAME Camp in June 2024 and again in 2025. Not only did we provide lunch for and participate in the Young Engineers Panel, but we also hosted a mock simulation of a day on the job. As part of the simulation, the ERI Team created four workstations to immerse scholars in a

professional career setting, where they had a chance to experience interactive, real-life workflows step-by-step. Through these sessions, students were introduced to vital skills for working in laboratories and production facilities. Students explored the process of tank transfers with a hands-on training tool that uses valves to transfer water from one tank to the other. Another exercise included practicing safety methods with the Vicksburg Fire Department, including learning to use a fire extinguisher.

The SAME Camp supports the next generation by helping them explore what's available across the Magnolia State with a focus on workforce development and economic growth in Vicksburg. Our participation reflects the mission of our Energy & Specialty Solutions (ESS) companies — working together to make a long-term, positive impact on future generations and the communities we serve.



... and more

Extending Our Values

At Ergon, we are passionate about our mission and values, and how they have contributed to our success, and we want to share why they work for us in hopes of encouraging other individuals and organizations to enhance their efforts to make a positive impact on customers and in communities.

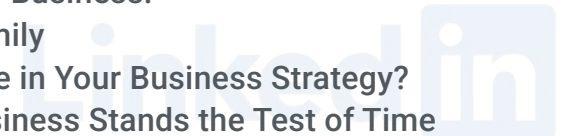
Kris Patrick, President & CEO of Ergon Inc., is now highlighting Ergon's mission of meeting needs, supporting families and serving customers, along with the core values that shape our organization, through LinkedIn articles. He began publishing these articles in 2024 with the intention of communicating the building blocks of Ergon's success for over 70 years and our forward-thinking approach to preparing for the future. Whether it is through offering quality asphalt, providing energy and transportation solutions to meet customers' needs, maintaining a positive family-centered relationship with our employees or actively working toward sustainable solutions for our future, Kris outlines in his articles how we're able to stay true to our mission and remain a preferred partner in the global marketplace. Follow him on LinkedIn for more insights into *the Ergon way*.



Scan Here To Read
the LinkedIn Articles

Look for the LinkedIn articles online, including:

- Ergon Supports a Circular Economy
- Preserving the Roads That Connect Us – *The Ergon Way*
- The Lifeblood of Global Energy
- Navigating a Successful Family Business: Lessons From the Lampton Family
- How Are You Prioritizing People in Your Business Strategy?
- Four Keys to Ensuring Your Business Stands the Test of Time





Energy & Specialty Solutions

- Ergon Refining, Inc.
- Ergon Solutions, Inc. dba Process Oils, Inc.
 - MOGoil GmbH
 - Ergon International, Inc.
 - Ergon - Latin America, LLC
 - Ergon México, S. de R.L. de C.V.
 - Ergon Oil (Singapore) Pte. Ltd.
 - PT Ergon Oil Indonesia
- Ergon - West Virginia, Inc.
- Ergon Chemicals, LLC
 - Resinall Corp

Pavement & Coating Resources

- 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
 - Ergon Asphalt Holdings II, LLC
 - Associated Asphalt Partners, LLC
 - Paragon Technical Services, Inc.
- Crafco, Inc.

Integrated Services & Logistics

- Ergon Oil Purchasing, Inc.
- Ergon Terminaling, Inc.
 - Ergon - St. James, Inc.
 - Ergon - Baton Rouge, Inc.
- Ergon Midstream, LLC
- Ergon Trucking, Inc.
- Magnolia Marine Transport Company
- Ergon Marine & Industrial Supply, Inc.
- Ergon Construction Group, Inc.
 - Alliant Construction (Division)
 - ISO Services (Division)
- Ergon Properties, Inc.
- Lampton-Love, Inc. and Subsidiaries

Core Business Services

- Ergon, Inc.
- Mirror Lake Building, LLC
- Magnolia Assurance Company
- Ergon Innovations & Insights, LLC
- Ergon Acquisition Corp.

***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.





PRINTED ON RECYCLED PAPER

An aerial photograph of an industrial facility, likely a refinery or petrochemical plant. The foreground is dominated by numerous large, cylindrical storage tanks of varying sizes. In the background, a complex of industrial structures, including distillation columns and piping, is visible. The facility is situated near a body of water, with a forested area in the distance. The entire image is overlaid with a semi-transparent green filter.

ERGON®

P.O. Box 1639

Jackson, MS 39215

+1 601 933 3000

ergon.com