

A scenic landscape of a river valley with mountains and a green arch graphic. The image shows a wide river flowing through a valley, with mountains on either side. The sky is a mix of blue and orange, suggesting a sunset or sunrise. A large, thick green arch is superimposed over the top of the image, spanning across the mountains. The overall tone is serene and natural.

**Sustainability Report 2025**

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**ALKEGEN**

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# Introduction

## About This Report

Thank you for your interest in Alkegen's 2025 Sustainability Report (the "Report"). As a leading global manufacturer of specialty materials, we recognize that responsible operations includes a strong commitment to Environmental, Social, and Governance ("ESG") priorities. Across our global operations, we prioritize operational efficiency and responsible resource use while strengthening workplace safety, supporting our people, and upholding robust governance practices. These priorities guide our approach to long-term value creation, shape our engagement with customers and stakeholders, and inform how we manage ESG-related risks.

This Report outlines our performance and progress throughout the 2025 calendar year and describes our strategy for advancement.

The Report includes Alkegen's climate-related disclosures and greenhouse gas ("GHG") inventory as well as information and data on Alkegen's majority-owned and controlled subsidiary, Luyang Energy-Saving Materials, Ltd., Co. ("Luyang"). For details regarding our historical sustainability performance, past disclosures are available on our website.

In 2025, we expanded the scope of our ESG disclosures by including indices prepared with reference to the Global Reporting Initiative ("GRI") Standards and the Sustainability Accounting Standards Board ("SASB"), and by detailing our continued alignment with the Task Force on Climate-related Financial Disclosures ("TCFD").

Those disclosures are available in the Appendices. Our ESG disclosures are also in accordance with California Senate Bill 261 (SB-261) and Senate Bill 253 (SB-253) requirements at the time of publication. Alkegen monitors global regulatory developments and works to remain compliant with applicable current and future requirements.

We invite stakeholders to learn more about Alkegen and our sustainability journey by visiting our website at [www.alkegen.com/sustainability/](http://www.alkegen.com/sustainability/).

# A Letter From Our CEO

## Dear Stakeholders, Employees, and Partners,

At Alkegen, sustainability is integral to our corporate strategy and informs how we create long-term value for our customers and stakeholders. We assess and manage our material sustainability impacts, risks, and opportunities across the value chain and integrate these considerations into our business operations and decision-making processes.

As a global company, we recognize that Environmental, Social, and Governance (“ESG”) matters are not just buzzwords, but are closely linked to our long-term performance and risk management. This Report describes our approach to embedding sustainability across the enterprise in support of long-term value creation and in accordance with applicable regulatory and reporting requirements.

Our **Mission**—to help people breathe easier, live greener, and go further than ever before— instructs how we operate and lead. Our insulation, filtration, and mobility Our products play a vital role in helping our customers operate safely and efficiently while delivering safe, energy-efficient solutions to their own customers. We strive to uphold these same standards in our own operations. I was appointed CEO in 2025 and am committed to continue to serve our customers, employees, and other stakeholders in carrying out our mission.

Sustainability informs our decisions across product innovation, capital investments, supply chain management, and enterprise risk planning. It impacts how we engage our teams and build trust with customers and communities. Our Board of Directors (“BOD”) and Senior Leadership Team (“SLT”) are actively involved in overseeing ESG performance and ensuring our actions reflect our corporate **Vision** and **Values**.

Looking ahead, we see sustainability as a catalyst for growth and value creation. Our materials already help industries reduce emissions, improve energy efficiency, and enhance safety. We continue pursuing technologies, partnerships, and processes that support long-term progress for ourselves and our customers in these areas.

To our employees, thank you for your daily dedication and commitment to safety and excellence. To our customers and stakeholders, thank you for your trust and collaboration. Together, we are building a stronger, responsible, and forward-looking Alkegen.

Sincerely,



**Brian Whittman**  
Chief Executive Officer (“CEO”)

# A Letter From Our CSO

## Dear Stakeholders,

I am proud to share Alkegen's 2025 Sustainability Report, which details our latest efforts to advance ESG principles throughout our business.

In 2025, we focused on driving value creation and demonstrating the positive business impacts of our efforts to reduce emissions intensity ("EI"), strengthen water stewardship, and increase waste diversion from landfills. We also advanced progress across our ESG pillars, including:

- Exceeded our annual enterprise emissions intensity reduction goals for Scope 1 and Scope 2 compared to 2024 levels;
- Began tracking and reporting recycling metrics, identified additional opportunities to reduce waste to landfills, and improved operational and process efficiencies;
- Underwent an assessment of our Scope 1 and Scope 2 data management policies and procedures;
- Launched Life Cycle Assessments ("LCAs") for select products;

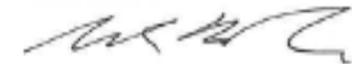
- Evaluated renewable energy procurement options in key global regions;
- Improved our EcoVadis score by 23 points and our percentile ranking by 38% since 2022;
- Launched a Global Layered Safety Program to identify and resolve compliance gaps and the root causes of safety incidents, provide training, and upskilling opportunities; and
- Strengthened our Enterprise Risk Management ("ERM") framework and Business Continuity Plans ("BCPs") to better address sustainability-related risks.

Our progress is made possible through the dedication of our global teams and the support of our partners and stakeholders. Our sustainability priorities remain organized around Safety, Environment, Employee Engagement, Diversity, and Social ("SEEDS™"), which fosters cross-functional collaboration and communication through monthly global and Business Unit ("BU") meetings, the Sustainability Committee, and employee engagement.

While we recognize that the nature of our production processes is energy intensive and may require reevaluation of our 2030 Environmental Performance Targets in the future, we are focused on continuous progress and ensuring that sustainability remains a source of value creation and innovation.

At Alkegen, we prioritize achieving positive outcomes through sustainability performance. I look forward to the work ahead and to continuing this journey with our stakeholders, customers, suppliers, and global teams.

Sincerely,



**William K. Piotrowski**

Senior Vice President, General Counsel, and Chief Sustainability Officer ("CSO")

## About Alkegen

Alkegen is a global leader with a specialization in manufacturing high-performance fibrous materials with unique chemistries that are engineered into blankets, felts, papers, boards, complex shapes, and mats. Alkegen combines over a century of expertise in high-performance filtration and catalysis technology, battery innovations, thermal management, construction and fire protection products. These products are highly specified by customers and undergo extensive qualification before integration into mission-critical equipment. Alkegen's portfolio includes high-temperature insulation materials—such as refractory ceramic fiber, polycrystalline wool, and aerogel composites — used across steel and aluminum manufacturing, petrochemical refining, glass production, and mineral processing. These solutions support essential components like blast furnaces, molten metal transport vessels, catalytic furnace linings, exhaust systems, and burner housings, and extend into residential products such as heaters and appliance insulation.

Alkegen materials technology extends into automotive emission control, electric vehicle battery safety, commercial building fire protection, aerospace insulation, and advanced filtration. Major automakers use Alkegen's ceramic fiber and polycrystalline wool mats for catalytic converter support, while Alkegen's low bio-persistence fibers and Alkegel™ solutions play a critical role in mitigating lithium-ion thermal runaway in vehicles and energy storage systems. Its Fyrewrap® products help protect occupants and first responders by safeguarding air ducts and communications infrastructure in high-occupancy buildings. Alkegen's micro-fine glass fibers are used in Absorbent Glass Mat ("AGM") battery separators and high-efficiency filtration media serving hospitals, clean rooms, schools, paint booths, water treatment, hydraulic systems, and fuel filtration. Across industries—from metals and minerals to hydrocarbons, automotive, and commercial infrastructure—Alkegen leverages deep materials engineering expertise and high-specification manufacturing to deliver customized, mission-critical solutions that help the world breathe easier, live greener, and go further than ever before.

### Materials That Move Your Business Forward



**INSULATION & THERMAL  
MANAGEMENT**



**FILTRATION &  
CATALYSIS**



**BATTERY &  
MOBILITY**



**FIRE PROTECTION &  
CONSTRUCTION  
MATERIALS**



**SEALING & GASKET  
SOLUTIONS**

# About Alkegen

## Our Mission

To Help People Breathe Easier,  
Live Greener, and  
Go Further Than Ever Before.

## Our Values

Grow.  
Be Bold. Move Fast.  
All Passion. No Politics.  
Do the Right Things,  
The Right Way,  
Always.

## Our Vision

To Become The World's  
Most Sought-After  
Specialty Materials  
Platform Dedicated To  
Sustainability and  
Human Health.

## Company Facts\*



Founding Year: In 2021,  
Unifrax and Lydall merged  
to combine 150 years of  
global service and support



~6,000 Total Employees



~60 Global Locations

\*The number of employees and locations decreased slightly from prior years due to a combination of plant consolidations and organizational restructuring. The referenced number of global locations includes manufacturing sites and excludes offices and warehouses.

# Executive Summary – 2025 ESG Achievements

For Alkegen, sustainability is the strategic effort to balance ESG and economic impacts that are beneficial to the business while protecting people and the environment. Notable 2025 ESG achievements are summarized below.

## Environmental

- Increased EcoVadis score to 59, reflecting strengthened sustainability practices and improved disclosure across environmental, labor and human rights, ethics, and sustainable procurement criteria, and earned the Committed badge to ESG for the second consecutive year.
- Underwent an audit of our Scope 1 and Scope 2 emissions data management processes and procedures and began implementing measures to advance compliance with the GHG Protocol.
- Expanded our disclosure coverage by reporting with reference to the GRI standards.
- Strengthened alignment with SASB and TCFD disclosures and, where appropriate, updated the TCFD index to reflect progress and ensure compliance with the CA Climate Rules and the Greenhouse Gas Protocol (“GHG Protocol”).
- Integrated EI calculations to assess site progress, improve efficiency, reduce usage and costs.
- Evaluated renewable energy procurement options in the U.S. and Europe to support global emissions reductions.
- Expanded enterprise-wide recycling efforts and reported volume of waste diverted from landfill.
- Advanced biodiversity initiatives and enhanced environmental compliance tracking through a fully implemented Health, Safety, and Environment (“HSE”) calendar.
- Expanded Scope 3 emissions disclosures (including Categories 3 and 5) and assessed resources needed to broaden data collection.
- Conducted LCAs for selected products.



## Social

- Delivered year-over-year improvement in LTIR and TRIR. Although performance landed just below internal targets, we strengthened investigation and prevention processes and launched a Global Layered Audit Program that increased engagement and surfaced targeted continuous-improvement (“CI”) opportunities.
- Assessed the effectiveness and proper use of required PPE and RPE, confirming 100% compliance across applicable roles, with quarterly verification processes in place to ensure ongoing adherence.
- Continued to cultivate and recruit top talent.

## Governance

- Transitioned leadership oversight of Human Resources (“HR”), to our CSO.
- Conducted an ERM audit to evaluate material risks and formed a cross-functional working group to implement a standardized enterprise-wide BCP.
- Initiated implementation of an Enterprise Quality Management System (“EQMS”), and the development of a supplier engagement portal with projected launch in 2026.
- Completed in-person audits of 3% of direct material suppliers, reaching 50% of our internal audit target.
- Prepared enterprise systems and select sites for alignment with the NIST Cybersecurity Framework (“CSF”) and the Trusted Information Security Assessment Exchange (“TISAX”), including pursuit of TISAX certification at certain sites.
- Advanced End-of-Life (“EOL”) systems upgrades across the organization.
- Established an AI Governance Working Group to promote responsible AI use and oversight.

# Executive Summary – Alkegen Environmental Performance Targets

## 2030 Environmental Performance Targets and Interim Goals\*

### 2030 Environmental Performance Targets

10% Reduction in Scope 1 and Scope 2 GHG emissions intensity (“EI”)\*\*

#### Interim Goals

2% Annual reduction at all manufacturing locations

### 2030 Environmental Performance Target

10% Reduction in freshwater withdrawals in high/very-high water-stressed regions

#### Interim Goal

2% Annual reduction at all manufacturing locations

### 2030 Environmental Performance Target

15% Reduction in waste to landfill

#### Interim Goal

3% Annual reduction at all manufacturing locations; track and expand recycling efforts at manufacturing locations

## 2025 Accomplishments

### Exceeded Interim Goal

Alkegen achieved a 5.5% annual reduction in Scope 1 EI and 5% annual reduction in Scope 2 EI compared to prior year; read more in [Energy and Emissions Management](#).

### Interim Goal Achieved

Alkegen’s water consumption in high or very high water stressed regions declined by 55% compared to 2024; read more in [Water Management](#).

### Progress Toward Interim Goal

Alkegen reported an 8% increase in the amount of waste to landfill which is attributable to improved data collection and quantification. In 2025, Alkegen began tracking recycling and confirmed that 71,053 metric tons of waste was diverted from landfills in 2025. This represents 70% of the total amount of waste generated at Alkegen manufacturing locations. Further details available in the [Waste Management](#) section.

\*The 2030 Environmental Performance Targets, Interim Goals, and Accomplishments reference Alkegen’s manufacturing locations and excludes Luyang sites.

\*\*EI for Scope 1 and Scope 2 are calculated using Alkegen revenue data as a normalization factor. Alkegen restated the baseline for energy, electricity, water, and waste emissions and consumption for all manufacturing locations, in 2024. Further information about our baseline is detailed in our 2024 Sustainability Report, available on our website at <https://www.alkegen.com/sustainability/>.

## Product Applications Across Markets Supporting the Low-Carbon Transition\*



### Battery and Energy Storage Systems

Insulation and thermal components for high power applications



### Electric & Low-Emission Mobility

EVs, hybrid systems, and efficiency-enhancing components



### Renewable Energy Infrastructure

Solar, wind, and grid modernization



### Industrial Efficiency & Emissions Control

Insulation, filtration, and catalysis for heavy industry



### Sustainable Construction & Building Efficiency

Thermal and acoustic insulation, fire protection



### Clean Air Systems

Industrial and commercial air filtration



### Water Treatment & Purification

Nonwoven and specialty filtration for both municipal and industrial applications



### Equipment Longevity & Resource Efficiency

Sealants, advanced materials that extend product life cycles, filtration efficiencies, and repellency capabilities

\*Product performance characteristics, efficiency metrics, and comparative statements referenced in this Report are derived from product testing or application-specific performance modeling. Reported figures represent typical results under defined testing conditions and are provided for informational purposes only. Actual performance and outcomes may vary depending on system configuration, operating environment, energy source, and end-use application. References to sustainability-related benefits – such as energy efficiency, emissions reduction, or resource conservation – reflect potential performance improvements achievable within a broader operational context and should not be interpreted as standalone environmental claims or verified environmental impacts. Alkegen continues to validate and refine product performance data in alignment with evolving industry standards and applicable regulatory guidance.

## Supporting Electrification Via Battery Storage

Our in-cell and in-pack battery technology materials can be used in electric-vehicle packs, grid-storage modules, and other high-rate energy-storage systems to enhance energy density, charging capability, and thermal protection in demanding environments. Materials such as **Inovion™** separator films, **SiFAB®** silicon-fiber anodes, **FyreWrap® LiB** materials and coatings, and **AlkeGel™** aerogel thermal barriers are designed to improve energy density and provide critical thermal protection, helping prevent battery degradation and thermal runaway.

These innovations play a meaningful role in enabling electrification and supporting renewable-energy integration by extending battery life and improving safety in demanding environments across industries.

- **SiFAB®** offers high reversible capacity greater than 2,000 mAh/g, enabling energy density improvement over graphite up to 20%.
- **Inovion™** separator films are available in thicknesses ranging from 35–60 μm, allowing battery designers to balance energy density and thermal safety based on application needs.
- **FyreWrap® LiB** thermal-barrier materials and coatings have proven high-rate and high-temperature performance – promoting safe, stable battery performance.
- **AlkeGel™ Prism** cell spacers and compression pads are a family of high-temperature, lightweight, aerogel-based insulating materials designed to prevent or delay thermal runaway propagation. These products are capable of withstanding temperatures up to 1260°C and are available in a range of thicknesses (2-10 mm) and densities (1145–300 kg/m<sup>3</sup>).



**SiFAB**  
Silicon Fiber Anode Battery Technology  
BY ALKEGEN

**inovion**  
BY ALKEGEN

**FyreWrap LiB**  
Thermal Runaway Protection BY ALKEGEN

**AlkeGel Prism**  
Aerogel Technology BY ALKEGEN

## Building Resilience with Advanced Materials

Alkegen's advanced materials portfolio delivers solutions that enhance building safety, integrity, and environmental performance across construction, infrastructure, and industrial applications. These solutions are engineered for durability, fire protection, noise reduction, water management, and sustainability.

Our **FyreWrap®** passive fire protection systems, **Texel®** geosynthetics, **Thermbond®** refractory solutions, and custom OEM nonwoven materials improve structural resilience, prevent flame penetration, and minimize noise and ground pollution.

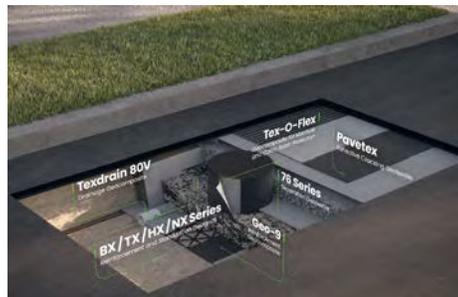
**Texel®** geotextiles are permanent, acid-resistant, and deliver a lifespan that exceeds the structures they protect.

The **Ecoduo®** membrane delivers superior acoustic insulation at just 3.2 mm thickness, ideal for residential and multi-story projects.

**VaporBlock® PLUS™** geomembrane features a seven-layer barrier for exceptional resistance to gas and moisture, helping control radon migration in building foundations.



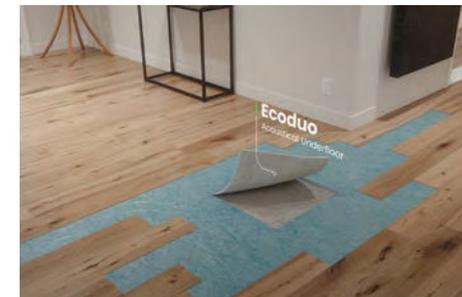
**FyreWrap**



**Texel®**



**Thermbond®**  
REFRACTORY SOLUTIONS



**ECODUO®**



**VaporBlock®**

## Enabling Clean Air and Water

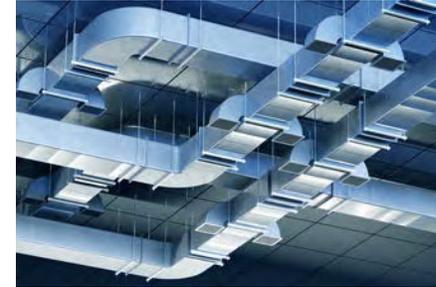
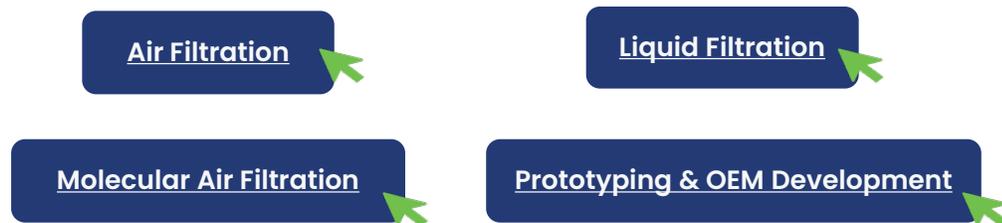
Our filtration and catalysis technologies support cleaner air and water by helping capture particulates, control emissions, and remove impurities from liquid and gas streams. Alkegen's filtration technologies are deployed in industrial emission-control systems, water-treatment plants, and manufacturing facilities to capture particulates and remove molecular contaminants from gas and liquid streams.

Solutions such as **LydAir®**, **LyPore®**, and **Purefrax® Hot Gas Filters** are engineered for efficiency and durability, enabling systems that support air-quality improvement and filtration efforts across a range of industrial applications.

**LydAir®** air filtration media is used across a wide range of applications, offering solutions from microglass to synthetics, and advanced membrane composites, which protect people, equipment, and environments. For example, **LydAir® MB** all-synthetic meltblown polypropylene multi-layered media is electrostatically enhanced and available in efficiencies from MERV 10 to MERV 16.

**LyPore®** high performance meltblown media is used in a wide range of liquid filtration applications. For example, **LyPore® MB** combines exceptionally high dirt holding capacity and very low pressure drop across a wide range of filtration efficiencies.

Learn more about our filtration product portfolio here:



## Enhancing Equipment Protection and Lifespan

Our sealants and advanced materials help extend the life of industrial equipment and components by protecting them from heat, corrosion, and mechanical wear. Sealants and advanced materials are applied in heavy-duty industrial equipment, automotive drivetrains, and industrial flanges where heat, corrosion, and wear are major drivers of maintenance and replacement cycles.

Products such as **Select-A-Seal**® are engineered to maintain tight seals under extreme conditions, supporting reliable equipment operation and reducing the frequency of part replacements. By helping to extend equipment lifespans, these materials promote efficient use of resources and can help lower maintenance and replacement costs over time.

Our sealing portfolio includes more than 60 different gasket materials, designed to address a broad range of performance demands and applications.

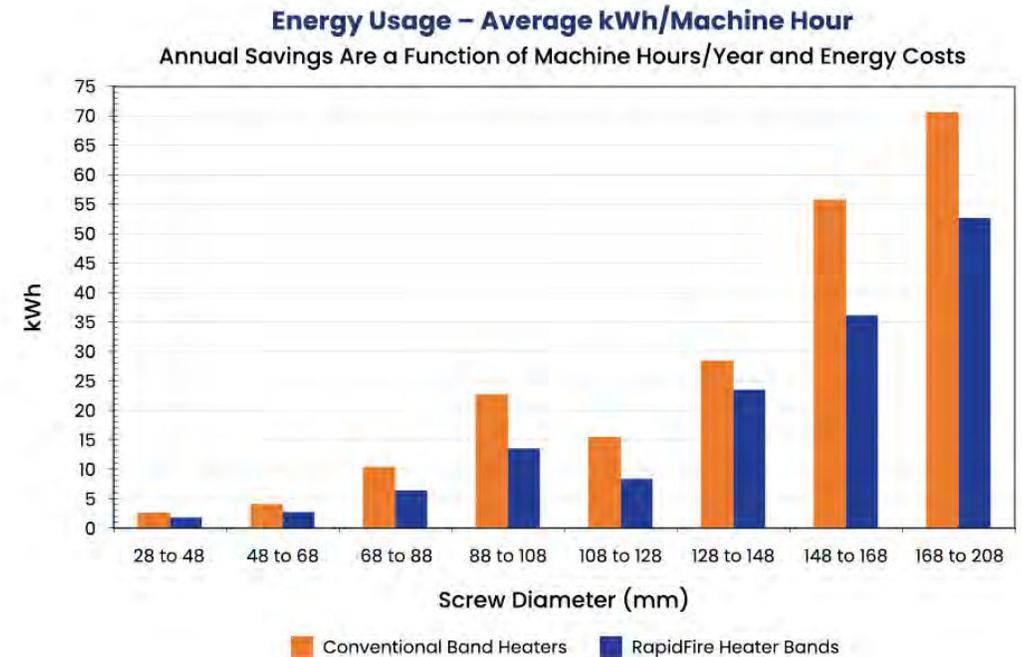
The innovative Rubber Edge Construction (“REC”) of our **Select-A-Seal**® products prevents salt ingress, moisture, and contaminants from penetrating the barrier with protection that withstands environmental impact for up to 15 years.

Our **RapidFire**® high-efficiency heater bands will reduce energy costs associated with plastic injection molding barrel heating by an average of 40%, depending on energy source, and resulting in a return on investment in as little as 12 to 24 months.

To learn more about how **Select-A-Seal**® products perform in real-world conditions, explore these case studies:

Read More:  
[Oil Pan for Diesel Engine Case Study](#)

Read More:  
[Axel Cover Pan for Truck Case Study](#)



## Promoting Insulation and Energy Efficiency

Our insulation solutions retain heat and improve process efficiency in industrial and building applications. Products such as **Insulfrax**®, **Excelfrax**®, and **PureFrax**® dP™ reduce heat loss and energy demand in high-temperature operations. **AlkeGel**™ aerogel blankets build on these advantages, offering ultra low-dust, fiber-enhanced insulation for both hot and cold applications with improved handleability, fire resistance, and acoustical performance.

These insulation solutions are widely used across industries – such as steel, aluminum, and petrochemical processing – where maintaining optimal furnace temperatures is critical for operational efficiency. They also play a vital role in aerospace applications, where extreme conditions demand advanced thermal management. Our high-temperature insulation materials, including **Saffil**® and **Fiberfrax**®, protect engine casings, exhaust systems, and payload heat shields during launch, flight, and re-entry. For cryogenic environments, **CryoTherm**® and **Cryo-Lite**® solutions insulate supercooled tanks and space systems to prevent boil-off and maintain fuel efficiency in orbit.

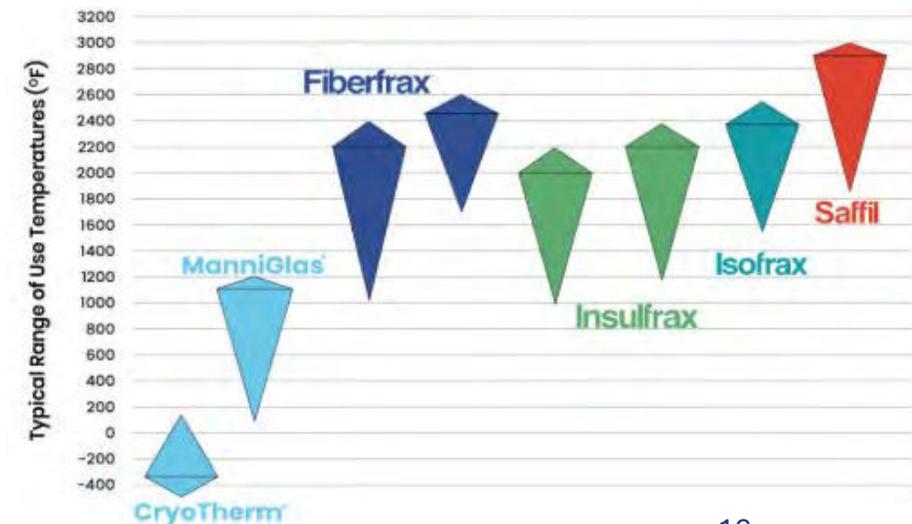
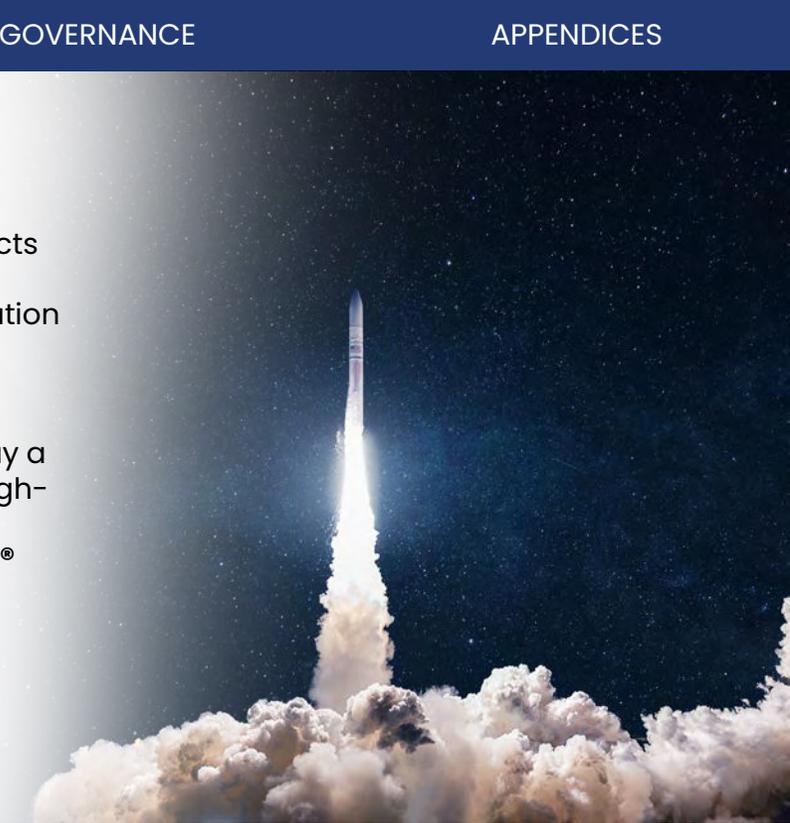
**PureFrax**® dP™ demonstrates up to a 64% reduction in pressure drop compared to Alkegen's standard hot-gas filters, contributing to an estimated >10% reduction in operational costs through lower energy use.

Compared to traditional aerogel blankets, **AlkeGel**™ products have up to 80% less dust and can be installed up to 20% faster – enhancing safety, cleanliness, and equipment protection.

Learn more [about AlkeGel](#)

High-temperature insulation portfolio designed for use in industrial processes from 752°F and 2462°F (400°C–1350°C), supporting reliable heat management in steel manufacturing and other energy-intensive environments.

Our **Moldafrax**™ engineered insulation for inlet and outlet piping in reformer furnaces meets ASTM, C795, ASTM C692, and ASTM C871 standards due to its superior thermal conductivity in critical industrial applications. These are key performance priorities for refiners and petrochemical operators working toward decarbonization targets.



## Promoting Insulation and Energy Efficiency

### Collaborating With Customers to Advance Product Performance and Sustainability

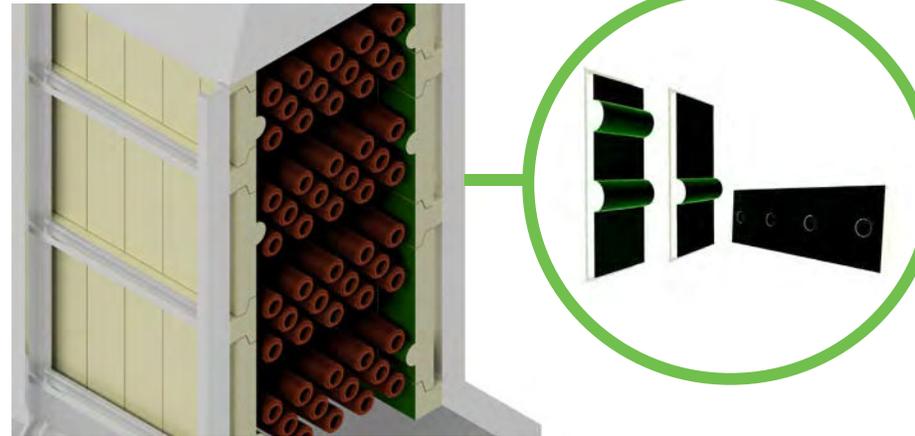
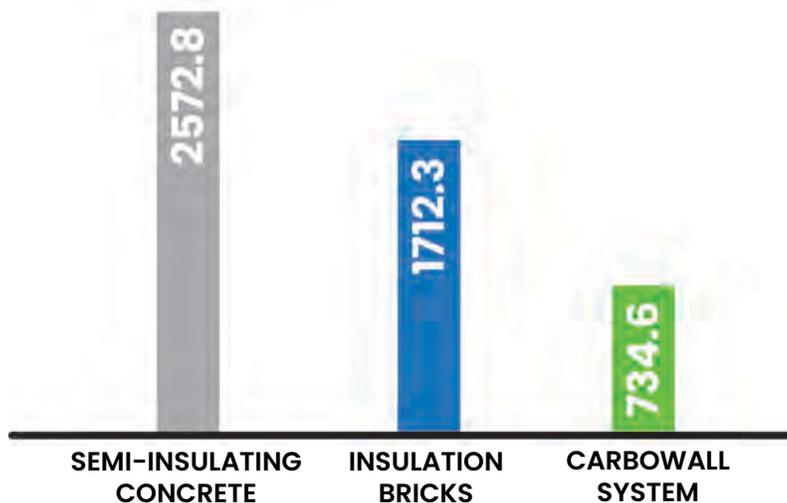
We aim to collaborate with customers who share a commitment to improving efficiency and reducing environmental impact. Together, we explore opportunities to enhance product performance and contribute to more sustainable operations. For example, we partnered with a customer to assess the performance of the **Carbowall® System**, an engineered insulation solution for chemical and petrochemical furnaces. The study showed how the system can help improve furnace efficiency, lower operational costs, and reduce related carbon emissions. Additional details are available in the white paper, accessible here:

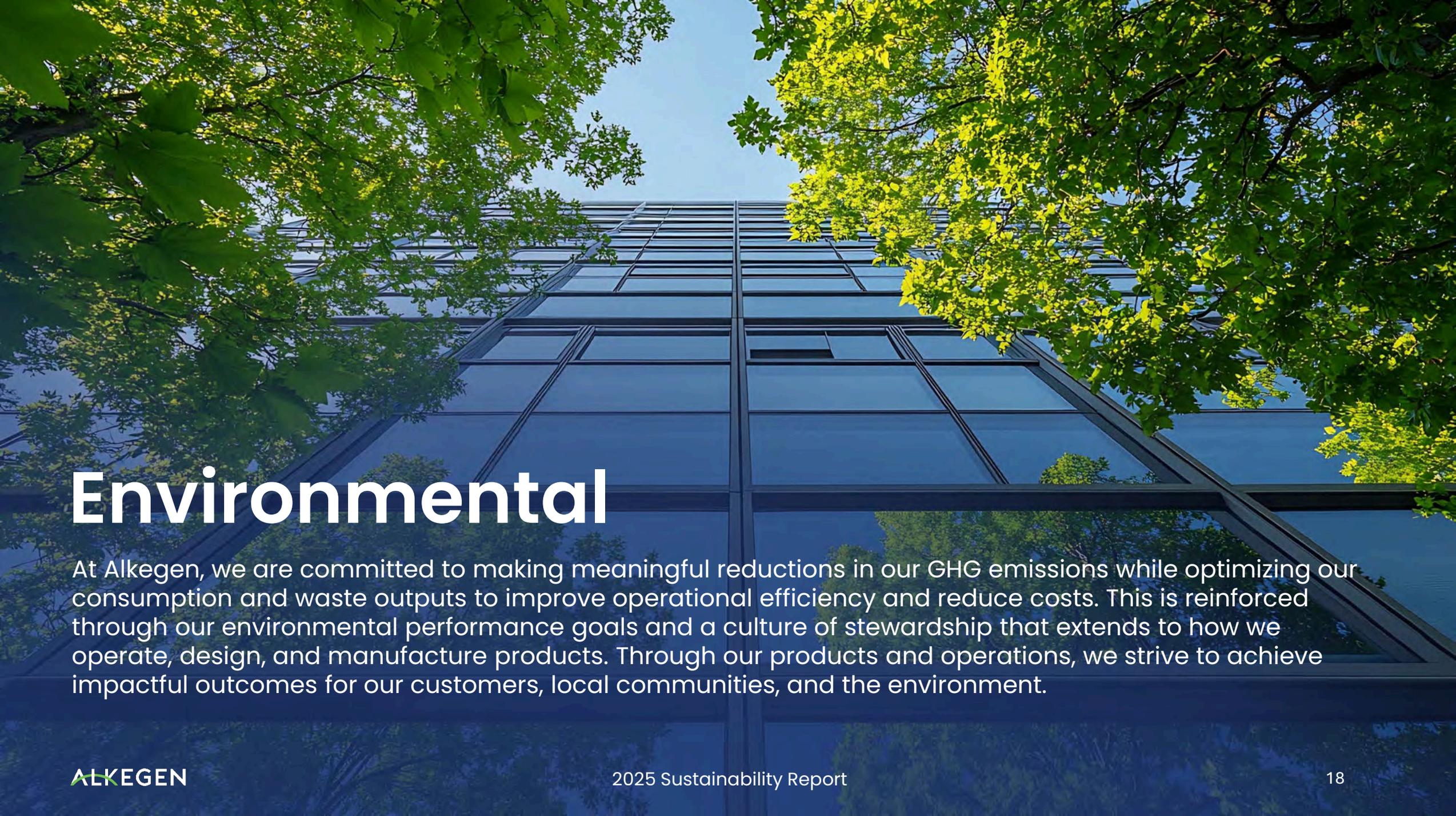
[Read Our Carbowall Whitepaper](#)

We also provide customers with tools to optimize insulation design and thermal performance using our specialty insulation materials. For example, our **Heat Flow Analysis Software** enables customers to calculate estimated cold face temperature, heat loss, and heat storage of refractory and insulation linings under a variety of application conditions. It can also conduct an environmental and economic analysis of various lining designs, including estimated fuel cost savings and CO<sub>2</sub> emission reductions under different operating scenarios. More information about the Heat Flow Analysis Software is available here:

[Access Our Heat Flow Tool Here](#)

HEAT LOSS COMPARISON (W/M<sup>2</sup>)





# Environmental

At Alkegen, we are committed to making meaningful reductions in our GHG emissions while optimizing our consumption and waste outputs to improve operational efficiency and reduce costs. This is reinforced through our environmental performance goals and a culture of stewardship that extends to how we operate, design, and manufacture products. Through our products and operations, we strive to achieve impactful outcomes for our customers, local communities, and the environment.

# Approach to Environmental Management

We view environmental management as essential to maintaining safe, efficient operations and producing high-quality products. Our approach is guided by several core principles:

- **Compliance:** We maintain global standards and monitor local requirements to ensure compliance with the applicable laws and regulations within each site's jurisdiction. This is reinforced through the HSE Compliance Calendar that provides enterprise visibility into regulatory compliance needs at each site. Accountability is reinforced during monthly BU HSE meetings and SEEDS™ calls and with individual site leadership, as required. Sites may also undergo inspections from the regulatory agencies. The Product Stewardship and Regulatory Compliance ("PSRC") Team supports the sites' adherence to and implementation of best practices. The PSRC Team also provides environmental compliance training at our sites on topics such as spill prevention and secondary containment for employees who manage hazardous materials and hazardous waste.
- **Leading Certifications and Standards:** Our HSE and quality programs are aligned and many sites are certified to ISO 9001, ISO 14001, ISO 45001, ISO 50001, or IATF 16949 standards. Our environmental data reporting is also aligned to recognized standards such as GRI, SASB, and TCFD.
- **Financial Planning and Viability:** When analyzing potential investments and projects, we consider environmental impact and regulatory requirements along with traditional investment criteria such as financial return on investment. Sustainability related initiatives are evaluated for value creation, impact on global operations, alignment with business strategy, and Alkegen's Mission, Vision, and Values. We also maintain a dedicated sustainability budget at the enterprise level to fund strategic initiatives.
- **Continuous Improvement:** Our approach is data-driven, and we regularly evaluate our progress leveraging performance dashboards where we track metrics, such as utility consumption and cost, waste generation and diversion from landfills, water usage, GHG emissions, recycling, and sustainability related IROs. Our data is updated in real time as utility invoices are received, which allows us to contemporaneously monitor production and consumption trends, cost, and opportunities for environmental and efficiency improvements.
- **Quantitative Targets:** We are intentional with our environmental efforts, working toward environmental performance targets and initiatives across what we define as the short-term (0-1 years), medium-term (2-5 years), and (5+ years).

Our **Environmental Sustainability Policy** guides our global operations and reflects our commitment to minimizing the environmental impacts of our operations and products and protecting the environment. Sites are responsible for adhering to the policy and managing day-to-day environmental activities and compliance, while ensuring operations align with our enterprise environmental performance targets and objectives.

## Snapshot of Certifications



## Data Collection and Quality

We keep data quality and integrity top of mind through contemporaneous collection and tracking. We continuously evolve our data management processes by leveraging technology, site engagement, and education. In 2024, we updated how we report environmental data by moving to a centralized platform with real-time access to primary source information on energy, electricity, water, and waste usage at the Alkegen sites. In 2025, we began tracking recycling at each manufacturing site, which provided insights into additional waste reduction and resource efficiency opportunities. Moving forward, we will further optimize our data collection capabilities to enable greater engagement with our utility vendors and service providers. We will also expand the scope of our disclosures to include all emissions sources and emissions data from non-manufacturing locations, consistent with GHG Protocol. These enhancements will allow improved visibility into data gaps and consumption trends to ensure progress in our reduction and efficiency goals.

We have a structured approach to collecting utility data that involves collaborating with our third-party utility data management vendor, utility providers, internal data collection team, and participation from manufacturing sites. Utility data is collected at regular intervals as the invoices are received and uploaded to a centralized data management platform. If invoices are unavailable, data gaps are filled using average values from prior months or similar usage periods. Where there is insufficient historical site data, Energy Use Intensity (“EUI”) values from the Commercial Building Energy Consumption Survey (“CBECS”) are used to provide site level usage estimates. Usage, cost, and emissions information digitally populate enterprise, BU, and site dashboards for energy, electricity, water, and waste. Further details about our utility data collection, reporting, and estimation methods are contained in the [Appendices](#).

In 2025, we made advancements in our data management, including:

- **Readiness Assessment:** Engaged an independent 3rd party auditor to conduct a GHG readiness assessment of our Scope 1 and 2 emissions data to ensure compliance with GHG Protocol, industry leading practices, and applicable regulatory requirements. This assessment evaluated our energy sources and locations of manufacture, policies and procedures, data management practices, data calculations and estimations, internal controls and review processes, as well as the methodology for consolidation and disclosure of all metrics. The findings from this assessment will result in enhancements to Alkegen’s disclosures such as future inclusion of emissions from non-manufacturing locations and reporting of all emissions sources and will support regulatory compliance.
- **Expanded Disclosures:** Reported on enterprise Scope 1 and Scope 2 EI progress and disclosed recycling data.
- **LCAs:** Conducted LCAs for select products, which will provide additional information about our carbon footprint and range of Scope 3 emissions.

# Energy and Emissions Management

As a manufacturer of advanced specialty materials, we rely on energy to power our operations and deliver quality products to our customers. Approximately 70% of Alkegen's Scope 1 emissions and 42% of our Scope 2 emissions are associated with the energy intensive processes required to manufacture our micro fine glass fibers ("MFGF").

As a result, energy consumption represents a key source of our Scope 1 and Scope 2 GHG emissions. In 2025, approximately 46% of Alkegen's total reported enterprise emissions were attributable to Scope 1, and 33% were attributable to Scope 2, and 21% were attributed to Scope 3. We prioritize reducing our footprint where able and set 2030 Environmental Performance Targets to achieve a 10% reduction in the intensity (emissions/net revenue) of Scope 1 and Scope 2 GHG emissions compared to our 2024 baseline year.

In 2025, Alkegen's manufacturing sites accomplished an approximately 5.5% reduction in Scope 1 Emissions Intensity ("EI") and a 5% reduction in Scope 2 EI.\* These reductions are attributable to targeted initiatives at our manufacturing locations aimed at improving operational and process efficiency and quality and reducing consumption, costs, and emissions. For example, our MFGF sites executed yield and process efficiency initiatives, which had the effect of improving quality and decreasing utility consumption. That portion of our business further optimized its asset base in line with market demand and made strategic decisions to relocate certain production activities to other sites. The MFGF sites also achieved an approximately 11% reduction in Scope 1 and 3% reduction in Scope 2 absolute emissions.

As part of the evaluation to identify all sites and energy sources, Alkegen identified that the 2024 data for Luyang utility consumption volume and emissions required revision to ensure inclusion of all sites. The revised 2024 consumption volume and emissions for Luyang is disclosed in this Report. In 2025, Luyang decreased their Scope 1 and Scope 2 emissions from prior year.

\*EI is calculated using Alkegen revenue data as a normalization factor. These percentage improvements are based on emissions data for Alkegen manufacturing locations and do not include Luyang locations. GHG Emissions and Energy Data for both Alkegen and Luyang manufacturing locations is disclosed in this Report.

## Energy and Emissions Management (continued)

While the enterprise achieved reductions, certain parts of the business increased production and experienced consumption and emissions increases. For example, expanded production lines at our **Pirson, New York** site resulted in increased utility consumption. To help address the increase, the site completed a multi-year investment in 2025, upgrading its air-cleaning systems to reduce pollutants released from the stacks and improve production efficiency. The Pirson site was also awarded a New York state grant and will upgrade its air compressor systems in 2026 to reduce electricity consumption and cost. Our manufacturing site in **Fulton, New York** also continued to be reliant on natural gas-powered boilers due to repeated shutdowns of the city-supplied steam facility, which forced increased energy consumption and Scope 1 emissions. The site used this period to make improvements to its steam condensate return system, which reduced energy consumption and water use when the city steam facility came back online in late 2025.

Relative to Scope 2 emissions, our Insulation, Sealing, and Construction (ISC) BU remains a significant contributor and comprised 38% of our Scope 2 emissions in 2025. Due to similar efficiency and utility reduction initiatives, the ISC BU achieved a 10% reduction in Scope 2 emission intensity in 2025.

In 2025, Alkegen began tracking recycling efforts and disclosed the amount of waste diverted from landfills. The Company also began disclosing Scope 3, Category 3 emissions and retroactively included this category of data for 2024.

Our 2030 Environmental Performance Targets, established in 2022, reflected the information and operating context available at that time. Since then, evolving market conditions, regulatory developments, and operational changes have influenced the feasibility and impact of our emissions-reduction initiatives. We are encouraged by the consumption and emissions reductions achieved this year and remain committed to advancing actions consistent with our 2030 Environmental Performance Targets. Progress toward achieving those targets is subject to factors such as evolving market and regulatory conditions, the effectiveness of additional initiatives implemented over time, and the availability and economic viability of renewable energy solutions. While these factors may affect the timing and extent of progress, we continue to monitor relevant risks and opportunities and adjust our strategy, as appropriate, to support ongoing emissions reductions.

## Sustainability Success Stories

Alkegen manufacturing sites remain focused on initiatives that reduce utility consumption and improve operational efficiency such as:



### Equipment Upgrades

Installation of fast closing doors at the warehouse and oven upgrades at our **Holywell, United Kingdom** site reduced heat loss, optimized performance, and energy efficiency. That site also installed Data Circuit-terminating Equipment (“DCE”) to reduce their electricity consumption. An air compressor upgrade and other equipment improvements contributed to reduced utility consumption at our **New Carlisle, Indiana** site. Efficiency initiatives at our MFGF manufacturing sites will also have an impact on our emissions. For example, Alkegen made a significant capital investment to upgrade the furnace at our **Lauscha, Germany** site, which will result in decreased Scope 1 emissions in 2026. Following an energy audit, the Company also shut down the furnace at our **Songyuan, China** site to improve efficiency, reduce consumption and environmental impact.



### Transition to More Efficient Fuel Sources

Our **Pune, India, Hoosick Falls, New York, Songyuan, China, and Bahrain** sites switched to cleaner and more efficient fuel sources, resulting in reduced energy use. Bahrain also upgraded its compressors resulting in a further reduction in electricity use.



### LED Lighting

Many sites upgraded to LED lighting and continue to transition as replacements are required.



### Energy Audits

Many sites engaged with third-parties or conducted internal energy audits to identify improvement opportunities. For example, our **Widnes, United Kingdom** site conducted an audit and identified opportunities to improve its energy efficiency by focusing on its steam system. Our sites in **Fulda, Germany, and North Augusta, South Carolina** worked to repair air compressor leaks and achieved reduced electricity consumption and Scope 2 emissions, as well as cost savings. Similarly, our **Green Island, New York** site leveraged findings from its energy audit to identify options for boiler upgrades that will reduce emissions, improved yield and efficiency, reduce downtime and costs.



### Equipment Shutdowns

Many sites installed timers or shut down equipment when not in use. For example, our **Beaver Falls, New York** site achieved cost savings and a 53% efficiency improvement in one month by optimizing equipment run time.



### Yield and Quality Optimization

In 2025, our manufacturing locations prioritized efficiency improvements to optimize yield and improve product quality which in turn, resulted in decreased utility consumption. At our **Tonawanda, New York** location, this diligence resulted in a 9.4% reduction in natural gas and a 9% reduction in electricity consumption. Similarly, our **Rochester, New Hampshire** location achieved a 13% increase in production while also improving the efficiency of utility usage.

### We have also taken meaningful steps to leverage renewable energy, including:



**Renewable Energy Procurement:** In 2024, we committed to a Virtual Power Purchase Agreement (“VPPA”) in South Africa. The project entails the development of approximately 20% solar and 80% wind power and will secure associated renewable energy certificates. The project is projected to go live between 2026 and 2027. This investment will help address ~1.7% of Alkegen’s Scope 2 emissions, secure a 53% renewable energy source, and achieve energy cost savings at our South Africa site.



**Global Procurement Analysis:** In partnership with an independent third-party expert, we performed an analysis of our renewable procurement options in 2025. This included evaluating a subset of our overall global load and analyzing renewable procurement levers in the EU, UK, and US. In 2026, we will continue to investigate cost-effective renewable energy procurement options that are aligned with our business strategy.

We continue to make strides in understanding our Scope 3 emissions. In addition to Category 5 (waste generated in operations), which we currently disclose, we added Category 3 (fuel and energy-related activities not Included in Scope 1 or Scope 2 Emissions) to our disclosures and are investigating additional categories that could enhance outlook into our operations and identify actionable efficiencies. For example, we began LCAs for select products, which will provide information regarding upstream and downstream impacts associated with our products. We also engaged vendors to assess the resource and financial considerations related to potential expansion of Scope 3 data collection and its alignment with our business strategy and regulatory requirements.

### Phases of Product Life Cycle Analysis (LCA)



## Alkegen GHG Emissions and Energy Data

### Market Based Emissions By Scope and Source

Scope (mtons CO <sub>2</sub> e)	2024*	2025	2024 v. 2025 Variance
<b>Scope 1**</b>	<b>185,097</b>	<b>176,301</b>	<b>-5%</b>
Natural Gas	185,097	174,900	-6%
Propane	-	762	-
Fuel Oil	-	637	-
Diesel	-	2	-
<b>Scope 2</b>	<b>132,125</b>	<b>125,174</b>	<b>-5%</b>
Electric Power	128,877	129,362	0%
• Green Power	(4,961)	(5,019)	1%
Steam	8,209	831	-90%
<b>Scope 3</b>	<b>83,337</b>	<b>82,512</b>	<b>-1%</b>
<u>Category 3: Fuel &amp; Energy Related Activities</u>	68,409	65,992	-4%
Electric Power-Upstream T&D Loss	9,643	9,782	1%
WTT-Electric Power	25,436	25,305	-1%
WTT-District Steam	955	97	-90%
WTT-Natural Gas	32,374	30,591	-6%
WTT-Diesel (Average Biofuel Blend)	-	0.4	-
WTT-Fuel Oil Number 1, 2 & 3	-	126	-
WTT-Propane	-	91	-
<u>Category 5: Waste</u>	14,927	16,520	11%
Waste to Landfill	14,927	16,187	8%
Recycling	-	333	-
<b>Total: Scope 1 + Scope 2</b>	<b>317,222</b>	<b>301,475</b>	<b>-5%</b>
<b>Total: Scope 1 + Scope 2 + Scope 3</b>	<b>400,558</b>	<b>383,987</b>	<b>-4%</b>

\*Emissions and consumption for 2024 disclosed here includes data received after publication of the 2024 Sustainability Report to ensure accuracy.

\*\*In 2024, Alkegen did not report in utility usage and emissions that had less than 5% impact on its emissions and therefore, that data is not available for comparison. Going forward, Alkegen will disclose consumption and emissions from all Scope 1 and Scope 2 sources, aligned with GHG protocol. See [Methodology and Disclosures](#) in the [Appendices](#) for further detail.

\*\*\*Green power electricity usage reflects the same underlying consumption already captured within the electric power stream. To avoid double counting, green power usage is excluded from the calculation of total electricity consumption.

### Location Based Emissions By Scope and Source

Scope (mtons CO <sub>2</sub> e)	2024*	2025	2024 v. 2025 Variance
<b>Scope 1**</b>	<b>185,097</b>	<b>176,301</b>	<b>-5%</b>
Natural Gas	185,097	174,900	-6%
Propane	-	762	-
Fuel Oil	-	637	-
Diesel	-	2	-
<b>Scope 2</b>	<b>133,475</b>	<b>116,798</b>	<b>-12%</b>
Electric Power	125,266	115,966	-7%
• Green Power***	-	-	-
Steam	8,209	831	-90%
<b>Scope 3</b>	<b>83,337</b>	<b>82,512</b>	<b>-1%</b>
<u>Category 3: Fuel &amp; Energy Related Activities</u>	68,409	65,992	-4%
Electric Power-Upstream T&D Loss	9,643	9,782	1%
WTT-Electric Power	25,436	25,305	-1%
WTT-District Steam	955	97	-90%
WTT-Natural Gas	32,374	30,591	-6%
WTT-Diesel (Average Biofuel Blend)	-	0.4	-
WTT-Fuel Oil Number 1, 2 & 3	-	126	-
WTT-Propane	-	91	-
<u>Category 5: Waste</u>	14,927	16,520	11%
Waste to Landfill	14,927	16,187	8%
Recycling	-	333	-
<b>Total: Scope 1 + Scope 2</b>	<b>318,572</b>	<b>293,098</b>	<b>-8%</b>
<b>Total: Scope 1 + Scope 2 + Scope 3</b>	<b>401,909</b>	<b>375,610</b>	<b>-7%</b>

## Alkegen and Luyang GHG Emissions and Energy Data

### Market Based Emissions By Scope and Source

Scope (mtons CO <sub>2</sub> e)	2024*	2025	2024 v. 2025 Variance
<b>Scope 1</b>	<b>215,523</b>	<b>204,274</b>	<b>-5%</b>
Natural Gas	215,523	202,318	-6%
Propane	-	764	-
Fuel Oil	-	1,190	-
Diesel	-	2	-
<b>Scope 2</b>	<b>764,968</b>	<b>677,475</b>	<b>-11%</b>
Electric Power	761,721	681,662	-11%
• Green Power	(4,961)	(5,019)	1%
Steam	8,209	831	-90%
<b>Scope 3</b>	<b>221,900</b>	<b>203,285</b>	<b>-8%</b>
<u>Category 3: Fuel &amp; Energy Related Activities</u>	206,972	186,543	-10%
Electric Power-Upstream T&D Loss	36,805	33,564	-9%
WTT-Electric Power	131,516	117,169	-11%
WTT-District Steam	955	97	-90%
WTT-Natural Gas	37,696	35,386	-6%
WTT-Diesel (Average Biofuel Blend)	-	0.4	-
WTT-Fuel Oil Number 1, 2 & 3	-	235	-
WTT-Propane	-	92	-
<u>Category 5: Waste</u>	14,927	16,742	12%
Waste to Landfill	14,927	16,409	10%
Recycling	-	333	-
<b>Total: Scope 1 + Scope 2</b>	<b>980,491</b>	<b>881,749</b>	<b>-10%</b>
<b>Total: Scope 1 + Scope 2 + Scope 3</b>	<b>1,202,391</b>	<b>1,085,033</b>	<b>-10%</b>

### Location Based Emissions By Scope and Source

Scope (mtons CO <sub>2</sub> e)	2024*	2025	2024 v. 2025 Variance
<b>Scope 1</b>	<b>215,523</b>	<b>204,274</b>	<b>-5%</b>
Natural Gas	215,523	202,318	-6%
Propane	-	764	-
Fuel Oil	-	1,190	-
Diesel	-	2	-
<b>Scope 2</b>	<b>766,318</b>	<b>669,098</b>	<b>-13%</b>
Electric Power	758,110	668,267	-12%
• Green Power**	-	-	-
Steam	8,209	831	-90%
<b>Scope 3</b>	<b>221,900</b>	<b>203,285</b>	<b>-8%</b>
<u>Category 3: Fuel &amp; Energy Related Activities</u>	206,972	186,543	-10%
Electric Power-Upstream T&D Loss	36,805	33,564	-9%
WTT-Electric Power	131,516	117,169	-11%
WTT-District Steam	955	97	-90%
WTT-Natural Gas	37,696	35,386	-6%
WTT-Diesel (Average Biofuel Blend)	-	0.4	-
WTT-Fuel Oil Number 1, 2 & 3	-	235	-
WTT-Propane	-	92	-
<u>Category 5: Waste</u>	14,927	16,742	12%
Waste to Landfill	14,927	16,409	10%
Recycling	-	333	-
<b>Total: Scope 1 + Scope 2</b>	<b>981,842</b>	<b>873,372</b>	<b>-11%</b>
<b>Total: Scope 1 + Scope 2 + Scope 3</b>	<b>1,203,741</b>	<b>1,076,656</b>	<b>-11%</b>

\*Luyang 2024 consumption data was revised to include data from all sites and application of the appropriate emissions factors. This revision resulted in an increase in the total 2024 emissions volume for Alkegen and Luyang combined.

\*\*Green power electricity usage reflects the same underlying consumption already captured within the electric power stream. To avoid double counting, green power usage is excluded from the calculation of total electricity consumption.

## Energy Consumption by Scope and Source

### Alkegen

Scope	2024	2025	2024 v. 2025 Variance
<b>Scope 1 (GJ)</b>	<b>3,676,745</b>	<b>3,494,710</b>	<b>-5%</b>
Natural Gas	3,676,745	3,474,187	-6%
Propane	-	12,746	-
Fuel Oil	-	7,750	-
Diesel	-	28	-
<b>Scope 2 (GJ)</b>	<b>1,583,528</b>	<b>1,474,675</b>	<b>-7%</b>
Electric Power	1,485,739	1,464,774	-1%
• Green Power	142,981	145,069	1%
Steam	97,789	9,901	-90%
<b>Total: Scope 1 + Scope 2 (GJ)</b>	<b>5,260,273</b>	<b>4,969,386</b>	<b>-6%</b>
<b>Scope 3</b>			
Category 3:			
Fuel & Energy Related Activities (GJ)	5,260,273	4,969,386	-6%
Electric Power - Upstream T&D Loss	1,485,739	1,464,774	-1%
WTT - Electric Power	1,485,739	1,464,774	-1%
WTT - District Steam	97,789	9,901	-90%
WTT - Natural gas	3,676,745	3,474,187	-6%
WTT - Diesel (average biofuel blend)	-	28	-
WTT - Fuel Oil Number 1, 2 & 3	-	7,750	-
WTT - Propane	-	12,746	-
Category 5: Waste (mtons)			
Waste to Landfill	28,688	31,097	8%
Recycling	-	71,053	-

### Alkegen and Luyang

Scope	2024*	2025	2024 v. 2025 Variance
<b>Scope 1 (GJ)</b>	<b>4,281,130</b>	<b>4,046,106</b>	<b>-5%</b>
Natural Gas	4,281,130	4,018,810	-6%
Propane	-	12,780	-
Fuel Oil	-	14,489	-
Diesel	-	28	-
<b>Scope 2 (GJ)</b>	<b>5,433,200</b>	<b>4,832,124</b>	<b>-11%</b>
Electric Power	5,335,412	4,822,223	-10%
• Green Power	142,981	145,069	1%
Steam	97,789	9,901	-90%
<b>Total: Scope 1 + Scope 2 (GJ)</b>	<b>9,714,330</b>	<b>8,878,231</b>	<b>-9%</b>
<b>Scope 3</b>			
Category 3:			
Fuel & Energy Related Activities (GJ)	9,714,330	8,878,231	-9%
Electric Power - Upstream T&D Loss	5,335,412	4,822,223	-10%
WTT - Electric Power	5,335,412	4,822,223	-10%
WTT - District Steam	97,789	9,901	-90%
WTT - Natural gas	4,281,130	4,018,810	-6%
WTT - Diesel (average biofuel blend)	-	28	-
WTT - Fuel Oil Number 1, 2 & 3	-	14,489	-
WTT - Propane	-	12,780	-
Category 5: Waste (mtons)			
Waste to Landfill	28,688	31,524	10%
Recycling	-	71,053	-

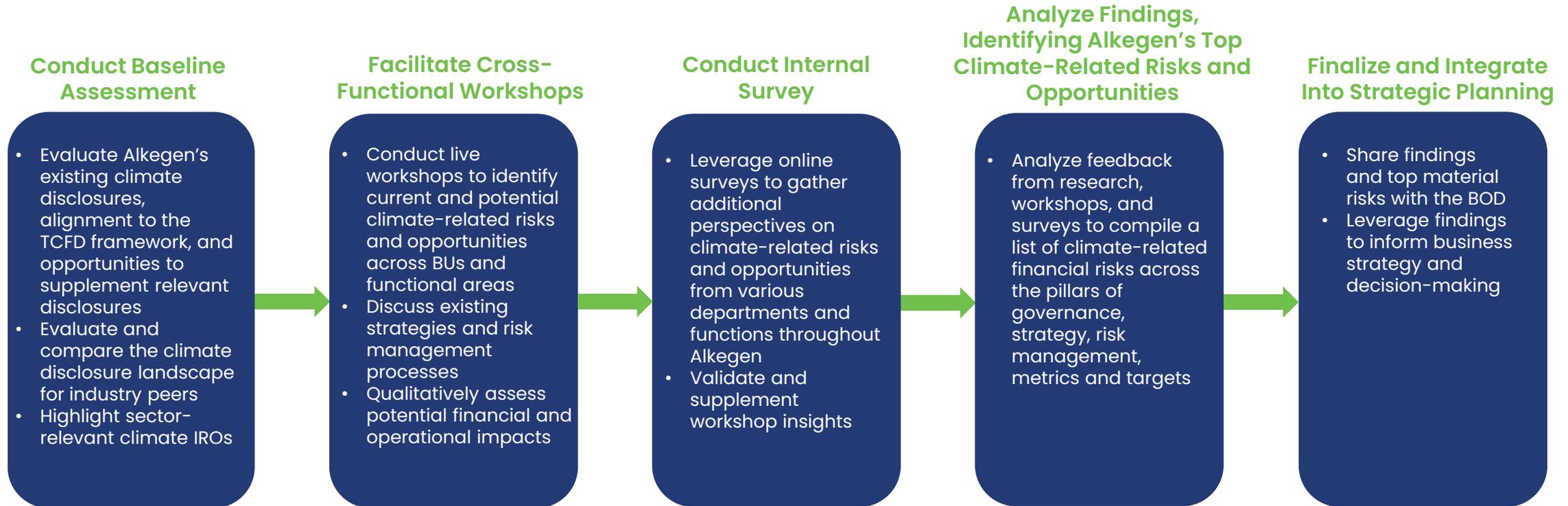
\*Luyang 2024 consumption data was revised to include data from all sites. This revision resulted in an increase in the total 2024 consumption volume for Alkegen and Luyang combined.

# Managing Climate-Related Risks

In 2024, we engaged a third-party consultant to conduct an assessment based on the TCFD framework to gauge company performance on climate change preparedness, data privacy and security, environmental management, ethics and compliance, product safety, stewardship, social and labor conditions, and sustainable procurement. The TCFD assessment updated the company's Materiality Assessment performed in 2021 and gathered insights from internal stakeholders to identify sustainability issues that are material to our business and document Alkegen's progress on sustainability topics. The assessment helped us evaluate potential climate-related risks and opportunities across our upstream, operational, and downstream activities over short-term (0-1 years), medium-term (2-5 years), and long-term (5+ years) time horizons. The assessment engaged our SLT and multiple departments to provide oversight, validate findings, and ensure results can inform future decision-making and planning. By understanding these risks and integrating effective responses, we strengthen our ability to operate as a more resilient enterprise.

## Our Assessment Process

In partnership with a third-party expert, our assessment followed a comprehensive process guided by the TCFD recommendations to identify Alkegen's top climate-related IROs. Our TCFD assessment\* evaluated climate-related IROs on 11 topics across the pillars of , strategy, risk management, metrics, and targets.



\*In the Climate-Related Financial Risk Disclosures: Draft Checklist, published in September 2025, CARB clarified that scenario analysis and quantitative financial impact modeling are not required at this time for companies reporting under SB-261. Consistent with this guidance, Alkegen has not undertaken scenario analysis or financial quantification as part of its current assessment. We recognize that methodologies for scenario analysis and quantifying exposure to climate-related risks are still evolving, require significant assumptions, and vary across industries. Alkegen will continue to monitor emerging practices and evaluate the need to incorporate these elements in future assessments.

## Top Climate-Related Risks & Opportunities Identified

### Transition Risks

**Policy and Legal:** Reporting obligations (e.g., Scope 3)

**Policy and Legal:** Sustainability/climate-related compliance

**Technology:** Fossil fuel dependence in manufacturing processes

**Market:** Evolving low-carbon transition dynamics in certain sectors where our customers operate, which may influence future demand patterns

**Market:** Customer expectations for sustainability disclosure and data

**Reputation:** Maintain position as a provider of products with sustainability performance attributes and outcomes

### Physical Risks

**Acute:** High temperature impacting workforce

**Acute:** Severe storms affecting manufacturing infrastructure

**Acute:** Low temperature affecting operations

**Chronic:** Water security and sourcing

### Climate-Related Opportunities

**Resource Efficiency:** Document energy efficiency from upgraded equipment

**Resource Efficiency:** Reuse water and explore filtration options

**Energy Sources:** Operationalize climate reporting and decrease emissions

**Energy Sources:** CA Climate Rules, Corporate Sustainability Reporting Directive (“CSRD”), regulatory compliance

**Energy Sources:** Collaborate with customers focused on emissions reductions

**Products/Services:** Perform LCAs to better understand environmental impacts

**Products/Services:** Further integrate environmental considerations in the R&D process

**Markets:** Access new markets such as the battery market

**Resilience:** Consider renewable energy opportunities

**Resiliency:** Supply chain diversity and fire and flood assessments

See the [TCFD Index](#) in the [Appendices](#) for our detailed assessment results.

## Management Strategies for Climate-Related Risks

We implement mitigation and adaptation measures to better position our enterprise against potential climate-related risks. Key actions include:

**Business Continuity and Insurance Protections:** Read more about business continuity and ERM in the [Governance](#) section.

**Mitigation Measures:** Efforts that address our GHG footprint, including energy efficiency initiatives and renewable energy procurement.

**Regular Site Consideration of Climate-Related IROs:** On a monthly basis, sites consider IROs unique to their geography and operations and that support enterprise objectives for continuity and resilience.

**Climate Regulatory Monitoring and Compliance:** This ensures Alkegen complies with applicable climate-related laws and regulations. Our PSRC team and HSE calendar supports visibility and accountability for site compliance.

**Supply Chain Due Diligence and Resilience Measures:** These measures include conducting risk evaluations incorporating environmental and sustainability factors, maintaining a diversified supplier base, and implementing contingency measures to address disruptions, shortages, and other issues impacting procurement.

**HSE Policies and Procedures:** This includes protocols for issues such as adverse weather or extreme temperatures which impact occupational health or the environment and are related to our manufacturing process.

**Property Acquisition and Development Due Diligence:** This includes evaluating physical and environmental hazards.

# Water Management

Water plays an important role in our manufacturing operations, supporting several critical production processes. We rely on water during various phases of the manufacturing process such as for cooling, forming, binder application, and other wet processes to shape and finish our products. While these purposes are essential to producing our advanced materials, we remain focused on conserving water through process improvement, technological enhancements, reuse, and other efficiency measures that reduce overall water consumption.

Our approach to water management considers the local regions in which we operate, paying particular attention to water scarcity and water-stressed areas. We set a 2030 target to reduce freshwater withdrawals by 10% in regions classified as high or extremely high in baseline water stress and work towards annual reductions to ensure progress.

In 2025, Alkegen's water consumption decreased by 13% overall and decreased by 55% in regions of high or extremely high baseline water stress. Improved data collection at the Luyang sites resulted in an increased volume of reported water withdrawal.

We implemented conservation measures such as:

- Installation of a filtration system in the groundwater catchment area at our **Sohna, India** site, which resulted in 80K liters of water now being reused daily.
- Adjustments to the production process resulting in an approximately 150 M3 per month water savings at our **Holywell, United Kingdom** site.
- Implementation of a process-water recovery system significantly reduced compressor operations and resulted in reduced water and energy usage at our **Derby, United Kingdom** site.
- Planned upgrades to the water filtration system at our **Rochester, New Hampshire** location. This will result in less water being withdrawn from the local municipality.
- With the installation of an effluent treatment plant, our **Pune, India** site now treats and reuses 100% of its wastewater.

- Our **Port Elizabeth, South Africa** installed a rainwater catchment tank to reuse that water in their production processes.
- Close monitoring of daily water usage and efficiency improvements at our **Saint Rivalain, France** site resulted in reduced usage despite increased production. The site is also working on an open water-cooling circuit to further reduce water consumption.

In 2025, Alkegen reevaluated our manufacturing locations against the World Resources Institute ("WRI") water risk indicators to confirm that .6% of its water withdrawal occurred within regions of high or extremely high baseline water stress. In contrast, 100% of Luyang's locations are within regions of high or extremely high baseline water stress.

Alkegen Water Consumption Data	2024	2025	YoY Change (%)
Water Withdrawal (m3)	2,380,101	2,074,127	-13%
Water Consumption**	-	-	-
Water Recycled (If applicable)**	-	-	-
Total Withdrawn in High or Extremely High Water Stressed Regions (%)	25,985	11,745	-55%
Percentage of Water Withdrawn in High or Extremely High Water Stressed Regions (%)	1.1%	0.6%	-48%
Alkegen and Luyang Water Consumption Data	2024	2025	YoY Change (%)
Water Withdrawal (m3)	2,903,753	3,051,949	5%
Water Consumption**	-	-	-
Water Recycled (If applicable)**	-	-	-
Total Withdrawn in High or Extremely High Water Stressed Regions (%)	549,638	989,567	80%
Percentage of Water Withdrawn in High or Extremely High Water Stressed Regions (%)	19%	32%	71%

\*See [Methodology and Disclosures](#) in the [Appendices](#) for further detail.

\*\*Total water consumption and recycling for all sites not available.

## Biodiversity Considerations

Alkegen recognizes the importance of protecting ecosystems and managing potential impacts on biodiversity. In 2024, Alkegen completed a preliminary assessment to better understand biodiversity-related considerations across our global operations. This initial evaluation included a review of the proximity of Alkegen locations to Key Biodiversity Areas (“KBAs”). The assessment identified that certain sites are located within or near biodiversity-sensitive regions. At this time, the assessment is qualitative in nature, and detailed metrics, such as a comprehensive list of affected locations or land, are not yet available. Alkegen will continue to refine its understanding of potential biodiversity impacts and identify appropriate risk-reduction and management strategies as the assessment matures.

The Company prioritizes environmental regulatory compliance and in 2025 focused on enhancement of its enterprise HSE Calendar to mitigate biodiversity risks, prevent accidents, and support safety and environmental responsibility. The PSRC and Safety teams also work directly with the sites to address issues that arise and could have an environmental impact.

# Waste Management

We are committed to responsibly managing and reducing the amount of waste sent to landfills. Our 2030 target is to reduce waste sent to landfills by 15% compared to our 2024 baseline year. We also set interim targets to ensure we remain on track and had an enterprise goal to achieve a 3% reduction in landfill waste in 2025. In 2025, Alkegen experienced an 8% increase in the amount of waste sent to landfill and diverted 71,053 metric tons of waste from landfill. The rise in landfill waste is largely due to increased scrutiny of our waste streams and improved data collection practices. As we began evaluating waste streams and tracking recycling data, we identified additional waste sources and new opportunities to recycle and divert waste from landfill.

We work to minimize waste generation at the source through process optimization, material recovery, and recycling initiatives across our sites. We also regularly evaluate opportunities to expand reuse and recycling to further reduce our landfill footprint.

We continue to strengthen our waste management practices by expanding the scope and accuracy of our data tracking. While not all vendors provide consistent waste volume data or regular reporting, we are working to enhance internal tracking methods and collaborate with waste removal partners to improve data reliability and engage with our sites to quantify waste at the local level, when possible. Increasing accountability for waste measurement has helped our sites better understand disposal costs and identify opportunities for savings through improved process efficiencies, recycling, and diversion.

In 2025, we began tracking recycling, which further enhances our understanding of the waste streams at our sites, better quantify material usage and cost, and identify opportunities for waste reduction and reuse. In 2026, we will work to further advance categorization and quantification of our waste streams.

# Waste Management

## Reducing Waste Across Our Sites

In 2025, our sites continued to explore ways to mitigate waste and drive cost savings. Highlights included:

- **Rawtenstall, United Kingdom:** Our team at Rawtenstall conducted a diversion exercise on properly sorting cardboard and plastic straps. This effort helped properly sort cardboard and plastic waste for reuse and increased the site's overall recycling efforts to 166 tons for the year.
- **South Africa:** Our South Africa location began repurposing packaging containers and using the packing lids and bottoms to create layer pads for use in the warehouse. This initiative saves costs and enhances material efficiency by avoiding the need to purchase new layer pads. Repurposing of packaging material is also being done at other sites such as **Pune, India**.
- **Council Grove, Kansas:** Focus on waste reduction resulted in recycling of 14,000 lbs. of wet scrap material, >19,000 lbs. of pallets from July–December, and over 2 million gallons of water.
- **Globally:** All sites are focused on scrap reduction and yield improvement initiatives, which resulted in meaningful reductions in waste to landfills and quality improvement.

Alkegen Waste Data*	2024	2025	2024 v. 2025 Variance
Total Waste Landfill (metric tons)	28,688	31,097	8%
Total Waste Recycled (metric tons)	-	71,053	-
Total Waste Generated (metric tons)	-	102,151	-
Percentage of Waste Recycled (%)	-	70%	-

Alkegen and Luyang Waste Data	2024	2025	2024 v. 2025 Variance
Total Waste Landfill (metric tons)	28,688	31,524	10%
Total Waste Recycled (metric tons)	-	71,053	-
Total Waste Generated (metric tons)	-	102,577	-
Percentage of Waste Recycled (%)	-	69%	-

\*Waste data reflects non-hazardous waste sent to landfills from Alkegen's manufacturing locations. Waste from Alkegen's non-manufacturing locations and hazardous waste will be quantified and disclosed in 2026, consistent with GHG Protocol.

# Responsible Manufacturing and Innovation

Our approach to product development emphasizes strong governance, regulatory compliance, and proactive risk management. The PSRC team – managed by our CSO and the Director of PSRC – works closely with BUs, site leadership, and the HSE team to integrate HSE, sustainability, and regulatory considerations into product design and manufacturing. This collaboration ensures that materials, processes, and operations align with applicable global regulations and internal standards.

Alkegen integrates HSE, , and regulatory requirements into the development, manufacturing, use, and EOL management of our products. Our goal is to provide safe, compliant, and sustainable solutions that meet customer expectations and regulatory requirements across global markets. We minimize risk through:

- **Regulatory Compliance and Transparency:** We maintain robust programs to ensure compliance with REACH, TSCA, RoHS, California Prop 65, EU Deforestation Regulation (“EUDR”), Extended Producer Responsibility (“EPR”), and other global product regulations.

- The PSRC team also continually reviews the global regulatory landscape to evaluate the impact of applicable regulations and collaborates with our sites to ensure full compliance.
- **Chemicals Management and Hazard Reduction:** Our PSRC Team evaluates materials against restricted and prohibited substance lists – such as SVHC, REACH Annex XIV and Annex XVII, Perfluoroalkyl and Polyfluoroalkyl Substances (“PFAS”), California Prop 65, Persistent Organic Pollutants (“POPs”), and others – to minimize impact on human health and the environment.
- **LCA:** We developed cradle-to-gate LCAs on certain products to determine our product carbon footprint and will continue to evaluate priority products in our portfolio.
- **Supplier Engagement:** We ensure compliance and transparency across the supply chain through our Supplier Code, due diligence, collaboration, and training.

To strengthen consistency and accountability, Alkegen formalized leadership and reporting structures for environmental compliance and implemented a more robust HSE compliance calendar to improve visibility and accountability across our global footprint. This calendar helps sites track local regulatory deadlines and ensures timely reporting and permits compliance. Material product or manufacturing risks are escalated to the SLT, including our CEO, and corrective actions are monitored through BU HSE meetings and Global SEEDS™ calls.

Read more about our approach to quality management and chemical safety in the [Governance](#) section.

## Product Stewardship

Alkegen develops advanced materials that play an important role in improving industrial efficiency, safety, and environmental performance. Our product portfolio supports customers across a wide range of industries through four main categories: insulation, filtration, battery technology, and advanced materials. Many of our products are designed for use in applications that reduce energy consumption, support emissions control, or enable cleaner manufacturing processes.

In 2025, approximately 80% of our revenue was generated from products that support or enable renewable energy, energy efficiency, or pollution-control applications.\*

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\*The percentage (80%) refers to revenue from product lines whose primary application is to enable or support renewable-energy generation (for example: battery cell materials, insulation for energy storage or generation systems), improve energy efficiency (for example: high-performance insulation or sealing solutions that reduce waste heat), or reduce pollution (for example: filtration/catalysis media or advanced materials that enable emissions control). "Enable or support" means that the product is designed and sold for, and reasonably relies upon, one or more of the three above application areas. The calculation is based on Alkegen's internal product classification framework, using product-line sales data and management's assessment of application end-use. This figure is a management estimate and has not been externally assured.

### Conducting Life Cycle Assessments

We will leverage the results of cradle-to-gate LCAs to explore ways to continue enhancing our portfolio's sustainability profile and footprint.

In 2025, we started with a subset of products to conduct LCAs and engaged an external consultant to support this effort. In 2026, we will consider additional products for LCAs. The findings will provide insights regarding the footprint and environmental impacts of our products at different stages of their life span. Additional areas where our life cycle considerations helps guide decision making include the types of substances and materials we source and that comprise our products (read more in [Responsible Procurement and Sourcing](#) of the [Governance](#) section).



# Social

At Alkegen, our Mission starts with the individuals who bring it to life: on the shop floor, in the lab, and across our global communities. Through safe workplaces and purpose-driven community engagement, we continue to build a culture where every voice matters and every action strengthens the communities we serve.

# Occupational Health and Safety

Alkegen boosts our global safety culture through proactive governance, targeted campaigns, and enhanced transparency. Our HSE approach is rooted in accountability, prevention, and continuous improvement, with clear responsibilities defined at the site, regional, and enterprise levels to ensure every employee, contractor, and visitor returns home safely.

Our Global HSE Manual provides the guiding principles for our risk mitigation approach and incident response across all sites, including rigorous documentation of root causes and corrective actions. Our health and safety policies are aligned with the United States Occupational Health and Safety Administration (“OSHA”), EU-OSHA, and ISO 45001 standards, and we comply with all applicable federal, state, provincial, local and international safety regulations.

Our 7 Safety Absolutes serve as foundational pillars in our zero-harm safety culture, guiding operational discipline across all facilities. Critical controls – such as Lock Out Tag Out (“LOTO”), Hot Work, Working at Height, Electrical Safety, Driving Safety, Fixed Space, and Machine Safeguarding – address activities with elevated risks of serious injury or fatality. Each site is responsible for clearly communicating these absolutes to employees and visitors, reinforcing our commitment to proactive hazard identification, regulatory compliance, and continuous improvement in health and safety performance.

## Safety Programs and Engagement Strategies

In 2025, we relaunched and enhanced our Safety Stop Work program, which now includes a Quality Stop Work program. These trainings reinforce every employee's right and responsibility to halt work when safety or quality is at risk. Backed by leadership and embedded directly into the onboarding process for new employees, the programs ensure 100% compliance and protect workers from retaliation. We also advanced our ergonomic initiatives using advanced technologies to enable targeted interventions that reduce strain-related injuries and improve workplace design.

Incident learnings are shared across the enterprise via the Global HSE Hub, a centralized platform that promotes transparency and collective problem-solving. This platform enables real-time access to Root Cause Analyses ("RCA"), corrective actions, and best practices, helping teams learn from incidents and prevent recurrence.

To complement this digital knowledge-sharing, we regularly bring our leadership together to reinforce a culture of accountability and continuous improvement.

Each BU holds monthly HSE meetings to address issues specific to their manufacturing sites. These meetings provide a forum to share best practices across similar operations and collaboratively address challenges. Safety achievements, such as the number of days without a lost time incident, are celebrated to recognize positive outcomes.

In addition to these monthly BU HSE calls, we hold monthly Global SEEDS™ calls, bringing together over 200 leaders, including our CEO, SLT, and representatives from Operations, HR, and Commercial teams, alongside shop floor employees. These sessions review performance metrics across health, safety, environmental, and regulatory pillars, analyze compliance issues, and assess progress on sustainability initiatives. We also examine incidents from the prior month, sharing root causes and corrective actions to ensure continuous improvement and global alignment. Our discussions extend beyond immediate safety concerns to include strategic topics such as the performance of our Global Air Quality Monitoring Program and climate-related risks with material operational impact.



This disciplined approach ensures best practices are communicated across all sites, reinforces compliance with health and safety requirements, and strengthens our culture of care and accountability.

HSE personnel at each site are actively engaged in production processes, monitoring health and safety risks while also supporting mitigation efforts. RCA training is conducted regularly, using tools such as the “5 Whys” method to help teams identify and address the underlying causes of incidents.

In 2025, Alkegen achieved a significant milestone by updating the HSE Compliance Program for our R&D laboratories, ensuring full alignment with the Global HSE Manual. This update was driven by the addition of new laboratories supporting advanced projects such as battery materials and SiFAB® technologies. The Program reinforces consistent standards across all R&D sites, addressing top risks including non-standard work, chemical handling, slips, trips, falls, and equipment safety. These measures build on Alkegen’s strong safety record while positioning us to manage emerging risks associated with innovation and scale. More information about our HSE program is detailed in our 2024 Sustainability Report.

## Safety Training and Reporting

Safety training is essential for fostering a strong safety culture. Employees are required to complete the Code training. In addition to enterprise training and learning tools, each site is required to develop their own Learning Needs Analysis and conduct employee safety training customized to the needs of the site.

Health and safety metrics are tracked monthly and reviewed at the enterprise level to ensure accountability and drive continuous improvement. Safety performance remains a key metric for plant managers and safety professionals and is integrated into our operational scorecards.

All contractors receive on-site Health and Safety training aligned with Alkegen’s GHSM policies for contractor management and their performance is monitored through a centralized approval database and site-level protocols. Each site is required to ensure that contractors engaged in work on Alkegen sites are approved to do so and are fully conversant with their responsibilities in relation to safety when working within an Alkegen facility.

Contractors who are observed working contrary to Alkegen safety standards will be asked to leave the site and will be removed from the Approved Contractor List. We conduct internal audits to ensure compliance, and corrective actions are tracked through live site-level plans. We track all contractor injuries within our own safety data reporting structure and perform the same root cause analysis and investigation that is conducted for safety incidents involving Alkegen employees. In 2025, we had 1 Lost Time Incident (“LTI”) involving a contractor.

Safety reporting strengthens our safety performance by encouraging transparency and a commitment to continuous improvement. Employees can report hazards anonymously via a hotline or directly to supervisors. We emphasize protection against reprisals, a message reinforced through the Stop Work programs and daily briefings to ensure psychological safety and empowerment.

In addition, our Global HSE, PSRC, Environmental and Governance, and Legal Services teams remain in close contact with each site throughout the year to support safety efforts and respond to emerging issues.

## Alkegen Health and Safety Performance Data\*

### Workforce Safety Metrics

Alkegen Employees	2023	2024	2025
Fatality Rate, Direct Employees	0	0	0
High-Consequence Work Related Injuries	9	1	1
Recordable Work-Related Injuries	74	53	52
Lost Time Incident Frequency Rate** ("LTIR")	0.84	0.58	0.71
LTI Severity Rate	4.52	2.9	3.53
Near Miss Frequency Rate	10.81***	7	8.78

### Workplace-Related Injuries

Contractors	2023	2024	2025
Fatality Rate, Contractors	0	0	0
High-Consequence Work Related Injuries	0	0	0
Recordable Work-Related Injuries	0	0	1

Near Miss Frequency Rate ("NMFR")	0	0	0
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Alkegen Employees & Contractors	2023	2024	2025
TRIR	1.50	1.23	1.15
Total Fatality Rate	0	0	0
Rate of Days Away, Restricted, or Transferred ("DART")	1.09**	0.85	0.99
Days Lost Due to Injury	1,275	527	1,728

Number of Fires	15	13	7
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\*Health and Safety Performance Data includes Alkegen manufacturing locations and excludes Luyang sites.

\*\*Rates calculated based off 200,000 hours worked.

\*\*\*Alkegen conducted a reevaluation and recalculation of its historical safety data, resulting in revisions to the previously reported 2023 NMFR and DART rates.



While we set more stringent targets than industry standards, our 2025 performance fell slightly short of our internal goal of 1.04 recordable incidents. Following negative trends in our health and safety performance, our CEO, Safety Team, and BU Leadership converged to understand the issues and behaviors underlying the root causes of these trends. Alkegen’s SLT responded decisively, reinforcing accountability and accelerating corrective actions across all sites. The response included heightened focus on incident severity, reinforcement of rapid response protocols, integration of an electronic Pre-Task Risk Assessment (“PTRA”) tool to improve safety evaluations and ease of reporting, development of a Global Aspects and Impacts Register to better manage risks, and transparent communication of progress to ensure alignment with our safety commitments. We also expanded our safety teams at the enterprise and site levels, where needed.

A cornerstone of this focused effort was the implementation of the Global Layered Safety Audit Program, which is designed to uncover systemic risks and drive continuous improvement. Trained auditors from diverse functions conduct two-day peer audits across five critical HSE categories, informed by prior RCAs. Results are published internally, with accountable owners assigned and corrective actions tracked against strict deadlines, including 90 days for standard issues and 48 hours for any life-threatening hazards.

Corporate HSE monitors completion rates monthly, ensuring timely resolution. This structured approach addresses current gaps and aligns Alkegen with industry best practices, where layered audits and rapid corrective action are recognized as leading indicators of safety maturity. Alkegen maintains strict safety standards and remains laser-focused on addressing the issues that contributed to the failure to achieve our annual target. We also recognize our progress including a 6.5% reduction in our TRIR rate and a 46% reduction in the number of fires from the prior year. Moreover, a third of our manufacturing sites (22) recorded zero safety incidents for a second consecutive year.

**6.5%**  
Reduction in TRIR Rate

**22**  
Sites With Zero Safety Incidents

OSHA Recordable Accident Trends 2021-2025 YTD



Source of industry benchmark data: U.S. Bureau of Labor Statistics - Injuries, Illnesses, and Fatalities Census for “All other nonmetallic mineral product manufacturing.”

## Global Air Quality Monitoring Program

Alkegen takes a proactive approach to managing fiber and dust exposure across our operations. To protect worker health and ensure compliance, our PSRC team leads a comprehensive air-quality monitoring program conducted quarterly at all manufacturing sites and select customer locations.

Initially focused on Refractory Ceramic Fibers (“RCF”), the program has since expanded to include a broader range of airborne particulates. In 2025, Alkegen exceeded its target number of monitoring events, with exposure results remaining well below established thresholds. By prioritizing key sites, we delivered a **24% improvement in air quality** testing results through targeted capital investments, including enhanced dust collection and ventilation systems, complemented by strengthened preventive maintenance practices and workforce training on best-practices for fiber handling. As a value-added service, we also offer air-quality monitoring to customers at no cost, sharing results and recommendations to help improve workplace air quality and reduce occupational exposure.

We continue to provide sites with an educational platform to assess and visualize airborne dust exposure in real time and identify sources of elevated exposure. Training videos communicate proper handling and exposure controls directly to employees, provide a comparison of best and poor practices, and can be used for both internal employee and customer training.

If air-quality measurements exceed allowable thresholds, Alkegen activates a structured management process to ensure prompt resolution and learning across sites. This includes ensuring proper use of required PPE or RPE, conducting root-cause analysis and implementing a CAP within 30 days or less, and working with sites to ensure ongoing compliance with the CAP and improved air quality results.

To strengthen awareness and prevention, the PSRC team provides targeted education and training for both employees and customers. Each site can access an interactive platform that visualizes airborne dust exposure in real time, while training videos illustrate proper fiber-handling and exposure-control practices. These videos compare best practices with common mistakes to promote continuous improvement.

### Sustainability Success Story

The air quality monitoring results at our **Port Elizabeth, South Africa** site identified the need for operational upgrades to improve air quality conditions and production outcomes. By upgrading certain pieces of equipment, the site achieved an **86% reduction in air fiber exposure**, eliminated manual handling, reduced the number of exposure hours by **55%**, reduced processing time, improved yield, and achieved annual cost savings.

# Talent Management

Our approach to talent management is rooted in our core value to Grow and is guided by our commitment to inclusion, transparency, and continuous development. We invest in a workplace culture that attracts top talent, supports employee well-being, and fosters growth at every level. Alkegen's recruitment strategy includes targeted outreach, internal mobility, and a referral bonus program for certain roles. For emerging talent, we offer internships on an as-needed basis, tailored to business needs and local opportunities. In 2025, these efforts were supported by a streamlined onboarding process and a renewed focus on employer branding, helping us attract candidates who align with our values and vision.

As part of these recruitment efforts, we actively identify and highlight a range of qualified candidates throughout the hiring process and monitor recruitment and retention metrics. We enhanced these initiatives this year by improving recruitment tools and expanding outreach through use of local job boards, targeted marketing campaigns on social media, and a new referral program. As part of the hiring process, we verify candidates' age and complete all country-specific legally required documentation to confirm work authorization. In 2025, there was an intentional effort to build and cultivate a highly qualified, diverse workforce. We continue to focus on recruitment and career development opportunities to hire and retain talent.

## Compensation and Benefits\*

Alkegen's approach to benefits supports our workforce's well-being and development while maintaining a compensation structure that is equitable, competitive, and aligned with our strategic goals.

Our Compensation Philosophy and Guidelines serve as a framework for rewarding performance, ensuring fairness, and maintaining financial sustainability. These guidelines are informed by industry benchmarks and local market conditions across the regions in which we operate and are regularly evaluated to ensure competitiveness.

Our Global Total Rewards Philosophy includes an Annual Incentive Plan and a Sales Incentive Plan designed to motivate, recognize, and reward employees based on performance. The incentive plans provide the potential for an annual cash award tied to individual role and contribution, as well as Alkegen's overall financial performance. Performance metrics and weightings are reviewed annually by the SLT and approved by the CEO and BOD.

We complement our compensation structure with a comprehensive benefits package that promotes health, security, and professional development. While offerings vary by region, core benefits include:

- **United States:** Health, vision, and dental insurance; paid time off; life and disability coverage; parental leave; retirement plans; Employee Assistance Programs; funeral concierge services; beneficiary counseling; estate planning; travel assistance; fitness programs; and tuition reimbursement. Most benefits are available immediately or by the first of the month following hire.
- **Other Countries:** Employees receive similar core benefits, including paid time off; insurance; healthcare; and retirement provisions; as well as benefits required by local law. Additional offerings in select countries include meal vouchers and childcare support.

Recognizing that well-being drives performance and retention, we offer global programs that support physical, mental, and emotional health. This includes the Employee Assistance Program, which provides confidential counseling, life coaching, and mindfulness support to employees and their families. We also offer Focus Fridays, an initiative that creates space for deep work and personal development by limiting internal meetings and emails to allow uninterrupted time for reflection, learning, and creativity.

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\*Applicable benefits and policies may vary for salaried and union employees as well as geographic location.

## Alkegen 2025 Workforce Data

Region	Female	Male	Not Declared	Total
Africa	22	36	4	62
Asia	120	364	57	541
Australia	3	0	0	3
Europe	200	595	382	1,177
Middle East	1	16	52	69
North America	410	1,517	26	1,953
South America	23	90	39	152
<b>Total</b>	<b>779</b>	<b>2,618</b>	<b>560</b>	<b>3,957</b>

By Gender	Full-Time	Part-Time
Female	747	32
Male	2,581	37
Not Declared	516	44

By Region	Full-Time	Part-Time
Africa	62	0
Asia	540	1
Australia	2	1
Europe	1,110	67
Middle East	69	0
North America	1,919	34
South America	142	10

## Alkegen 2025 Workforce By Age, Gender, and Race/Ethnicity

By Age	Total
30 and Under	976
31-50	1,828
51 and over	1,153
By Gender	Total
Female	779
Male	2,618
Not Disclosed	560
By Race/Ethnicity	Total
White	1,389
Black	226
Hispanic/Latino	84
Multi-racial	166
Asian	55
Native American or Alaskan Native	12
African	27
Not Disclosed	1,998

## Luyang 2025 Workforce Data

Region	Female	Male
Asia	812	2036

## Alkegen Workforce Data (continued)

	2024		2025	
	New Hires	Turnover	New Hires	Turnover
Overall	845	1157	540	951
Voluntary	-	779	-	545
Involuntary	-	378	-	406
Total Turnover Rate	-	1157	-	951
Total New Hires	845	-	540	-
<b>Age Group</b>	<b>New Hires</b>	<b>Turnover</b>	<b>New Hires</b>	<b>Turnover</b>
30 and Under	346	268	159	370
31-50 Years Old	363	462	214	374
51 and Over	118	213	64	207
Not Disclosed	18	214	103	0
<b>Gender</b>	<b>New Hires</b>	<b>Turnover</b>	<b>New Hires</b>	<b>Turnover</b>
Female	186	235	101	168
Male	583	713	348	646
Not disclosed/blank	76	209	91	137
<b>Region</b>	<b>New Hires</b>	<b>Turnover</b>	<b>New Hires</b>	<b>Turnover</b>
Europe, Middle East, & Africa	110	205	118	174
Asia and the Pacific	101	248	100	77
North America	617	665	285	660
South America	17	39	37	40



## Parental Leave

Supporting families is a key part of our well-being strategy. Alkegen offers up to six weeks of paid bonding leave for eligible U.S. employees following birth, adoption, or fostering. This benefit is available to both parents and could be taken intermittently in full-week increments. The policy is designed to complement U.S. state and federal leave programs and ensures employees can prioritize family without financial strain. Parental leave is also provided to non-U.S. Alkegen employees consistent with local laws and regulations.

### Alkegen Parental Leave Data

Parental Leave	Female	Male	Not Declared
Entitled to Parental Leave	324	971	2
Took Parental Leave	5	15	0
Return to Work Number	5	14	0
Return to Work Rate	100%	93.33%	-
Retention Number	5	14	-
Retention Rate	100%	93.33%	-

## Labor Relations

We maintain positive labor relations across all operating regions in 2025. We uphold country-level union representation and contract terms, with no operations where the right to freedom of association or collective bargaining was at risk. In 2025, a total of 22 distinct collective bargaining or works council agreements were in place across various global Alkegen locations. Approximately 26% of Alkegen employees were covered by collective bargaining agreements, while 13% were covered by works council agreements, consistent with the prior year.

Our minimum notice periods for operational changes were respected across all sites, and we remain in good standing with representative unions and works councils.

## Employee Engagement

Employee feedback provides critical input that helps inform how we shape our culture, improve our workplaces, and support our people. We conduct quarterly Employee Pulse Surveys to better understand the evolving needs and experiences of our workforce. These surveys invite employees to rate various aspects of their work experience and provide open-ended feedback.

In 2025, our enterprise engagement score held steady at 7.5, with 65% of employees responding to the engagement survey. Focus groups were held at locations that received lower engagement scores to explore site-specific challenges and opportunities, and 70% of those sites experienced increased engagement following leadership visits and targeted improvement initiatives. Open communication was consistently cited as a key driver of this improvement.

Survey results are reviewed by HR, the SLT, and site leadership, with targeted action plans developed in response to employee feedback. These plans are designed to address specific concerns and reinforce Alkegen's commitment to responsiveness and continuous improvement. Employees are informed of survey outcomes through email updates, as well as reviews at the department, site, and BUs, monthly Global SEEDS™ calls, and CEO Townhall calls. Survey results are also reported to our BOD, ensuring visibility and oversight at the highest level.

Beyond surveys, employees are encouraged to participate in quarterly virtual briefings with our CEO. These open forums include updates on the business and ESG topics, with an open Q&A where employees can ask questions directly to the CEO. This type of interaction helps foster a culture of transparency and accountability.

### Employee Resource Groups

Alkegen's Employee Resource Groups ("ERGs") are a cornerstone of our commitment to fostering inclusion, connection, and community. Designed to strengthen peer networks and support talent, ERGs are empowered to set their own goals and drive meaningful impact within and beyond our organization. Their growing participation in 2025 reflects a positive influence on employee morale, well-being, and belonging – contributing to stronger collaboration, higher retention, and improved performance.

In 2025, we continued to have six ERGs:

- **Alkegen PACT:** Supporting working parents and caregivers
- **Alkegen Veterans:** Honoring and empowering our veteran community
- **Better Together:** Enhancing engagement and connection across the enterprise
- **The Culture Collective:** Celebrating and elevating cultural awareness
- **Serenity Now:** Promoting mental, physical, and social well-being
- **Women in Leadership:** Advancing professional growth for women and employees at all levels

Building on the foundation outlined in last year's Report, our ERGs have expanded beyond formal mentoring and professional development programs to offer broader networking opportunities and enhanced learning experiences in 2025 and beyond.

## Training and Development

We believe that growth is a shared responsibility. That's why we offer a wide range of learning and development programs to support personal and professional advancement.

Annual Performance Reviews are a cornerstone of our talent strategy. These reviews give employees the opportunity to reflect on accomplishments, set career goals, and receive feedback that supports growth. Managers undergo extensive training to ensure reviews are fair, consistent, and focused on merit. Training includes bias awareness and tools for building tailored development plans for top talent, as well as strategies to support employees who need additional resources to succeed. In 2025, our annual performance review process covered 32% of the workforce, with plans underway to expand coverage in future years.

Leadership development helps Alkegen ensure leadership readiness and support succession planning.

We offer the following programs for emerging leaders:

- **Acclimate:** A six-week onboarding program for newly appointed managers. In 2025, 32 managers completed this program.
- **Accelerate:** A cohort-based program focused on developing core managerial skills such as delegation and team leadership. In 2025, 69 employees completed this program, an approximately 46% increase over 2024 participation.
- **Aspire:** This virtual program emphasizes strategic thinking and leadership coaching through real-world case studies led by senior leadership. In 2025, 20 employees participated in this program.

Alkegen's transition assistance programs, including the Navigator Institute, provide support for employees navigating career changes, retirement, or relocation. These resources are designed to ensure continuity, confidence, and clarity during times of transition, reinforcing our commitment to employee success.

In addition to professional development programs, employees have access to on-demand eLearning training on key ESG-related topics such as:

- **Cybersecurity:** All employees receive quarterly and ongoing cybersecurity training on topics such as security awareness, phishing, and artificial intelligence ("AI").
- **Code of Conduct:** Mandatory annual Code training is provided for all employees. Office-based staff complete it virtually, while plant operators receive in-person sessions. In 2025, the Code training provided additional education on the Equal Employment Opportunities Policy and Giving and Receiving of Business Gifts Policy. Training on the availability and use of the Compliance Line is also provided in multiple languages.
- **Health and Safety:** Education on topics such as hand safety, fall protection, and working in confined spaces.
- **Sustainability:** Various sustainability modules, such as training about the environmental impacts of pollution and waste.

# Stakeholder Engagement

We engage with our stakeholders on Alkegen's sustainability strategy and progress through multiple channels, programs, and initiatives. This includes:

## Employees

Monthly global SEEDS™ Program and BU calls; CEO and executive briefings; global and regional town halls; the Alkegen Insider, digital employee newsletter; site-level engagement activities; training and development programs; employee engagement surveys and responsive actions; employee recognition and feedback platforms.

## Customers

Direct engagement through account managers, sales, customer service, and product development teams; sustainability data sharing (e.g., ESG surveys, collaborations); product-related materials (Safety Data Sheets ("SDS"), technical data sheets); participation in trade shows and customer events; innovation projects to meet performance and sustainability needs; air quality monitoring at select customer manufacturing sites, and training about exposure reduction strategies.

The Alkegen App was launched in 2025 where customers can access all SDS and Product Information sheets, and engage with customer support.

## External Stakeholders

Quarterly engagement with Alkegen's external stakeholders, such as its ownership group, BOD, and independent advisory boards, etc. regarding strategic direction and sustainability performance that create value, enhance efficiency, and generate innovation.

## Value Chain Partners

Supplier Code; Global Supplier Quality and ESG Manual, onboarding engagements; ongoing supplier assessments and audits; Corrective Action Plans ("CAPs") and performance reviews; ongoing collaborations on responsible sourcing, regulatory compliance; supplier engagement, and training.

## Communities

Corporate sponsorship for Global Community Impact Day and volunteer initiatives; philanthropic partnerships, donations, and corporate matching contributions for community events; local site-driven community service projects; partnerships with community organizations; open-house events and educational plant tours.

## Contractors

Pre-qualification and onboarding programs; on-site safety training and compliance monitoring; contractor orientation and certification requirements; HSE performance reviews; contractor feedback mechanisms to promote continuous improvement.

## Regulatory Bodies

HSE compliance and permit reporting to federal, state, provincial and local agencies; regulatory disclosures including but not limited to reporting for Registration, Evaluation, Authorization, and Restriction of Chemicals ("REACH") Regulation, Restriction of Hazardous Substances ("RoHS"), Toxic Substances Control Act ("TSCA"); sustainability and climate-related disclosures (e.g., conflict minerals due diligence and TCFD-aligned reporting); participation in consultations or industry working groups; third-party audits; certification and verification processes.

## Trade + Industry Associations

Active participation and leadership in trade and industry associations, publications, events and conferences; collaboration on safety, performance, and sustainability standards; joint research or advocacy initiatives; benchmarking and peer learning.

# Community Engagement

Alkegen's commitment to community engagement is grounded in responsiveness, inclusion, and partnership. We aim to be a conscientious corporate neighbor, using our global reach to make a meaningful impact through employee-led service, philanthropic giving, and strategic partnerships.

We invest in initiatives and programs that reflect our values and resonate with our workforce. Our flagship partnership with Buffalo Prep remains a cornerstone of our community strategy, allowing us to support underrepresented youth with access to high-quality college preparatory education. Our commitment includes a four-year scholarship and board-level engagement, reinforcing our belief in education as a pathway to equity.

We also celebrated our annual Global Community Impact Day, a company-wide period of service that brought employees together across regions in a shared commitment to giving back where it matters most within their own communities. Teams around the world dedicated meaningful time and energy to initiatives that supported education, health, environmental care, food security, and social well-being. Our Community Impact Day Report with highlights from our volunteer efforts is available on our website.

By focusing on local needs and building genuine connections, employees contributed through purposeful actions that strengthened community spaces, supported families and vulnerable groups, and created opportunities for learning and growth.

Together, these efforts reflected Alkegen's continued commitment to responsible citizenship, teamwork, and making a positive, lasting difference in the communities we serve.

Read More:  
Global Community  
Impact Day Report 2025



## Community Engagement (continued)

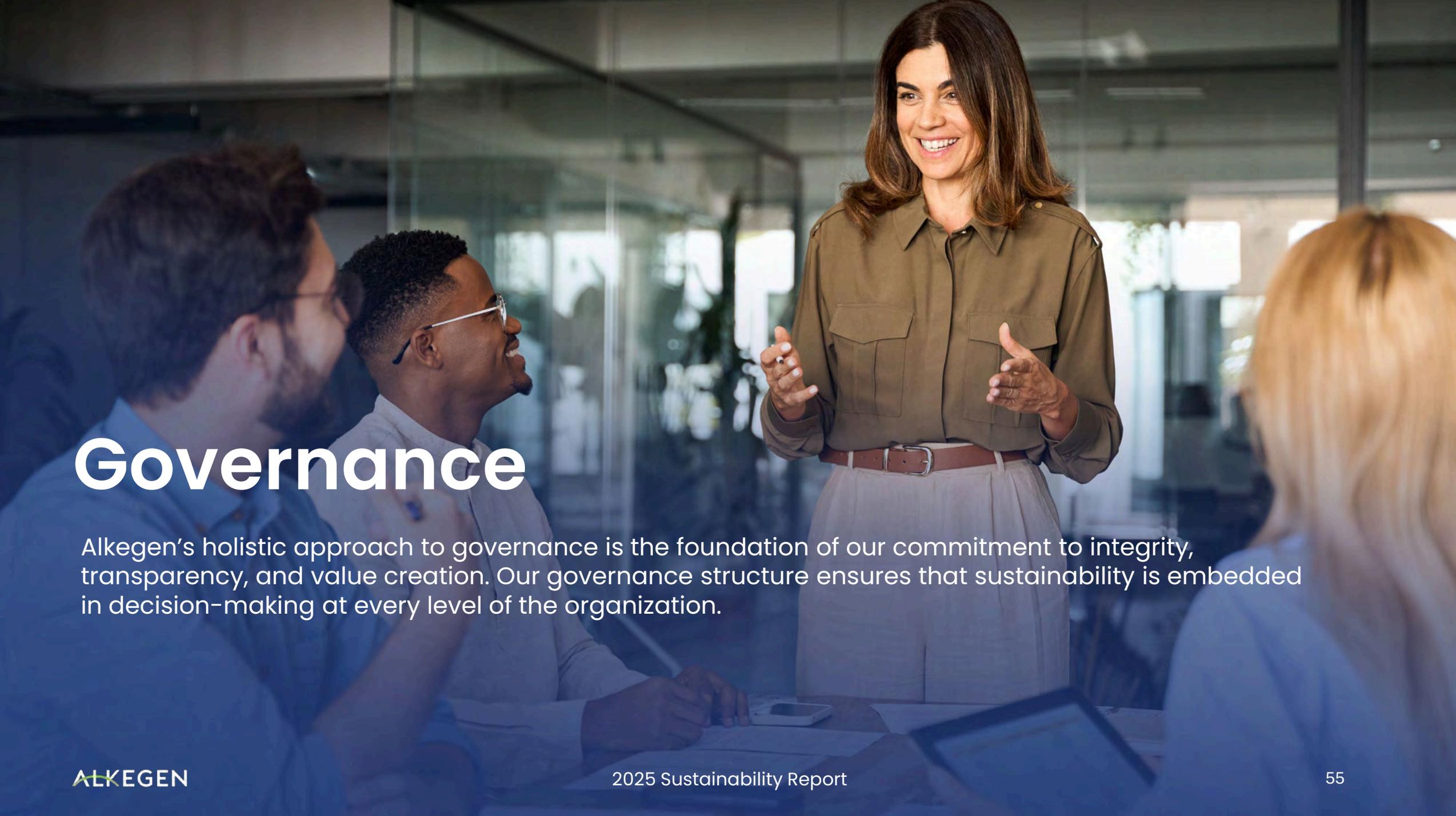
In 2025, we focused on initiatives that created lasting impact, fostered inclusion, and strengthened the social fabric of the communities where we operate. At our Dallas, Texas headquarters, the International Women’s Day Summit became a defining moment of the year. More than 100 participants, including employees and external leaders, came together under the theme “Accelerate Action” to share insights on resilience, leadership, and equity. The Summit was televised and our global sites also held their own celebrations.

Our engagement also reached deeply into local communities. In Mumbai, India, employees worked to improve living conditions for nearly 100 vulnerable residents, providing essentials that made a tangible difference in daily life. In Pune, India, volunteers equipped two schools serving children with visual and hearing impairments with specialized tools – from braille paper to audiometers – creating inclusive learning environments for more than 240 students. In Tonawanda, New York, our team rallied to support Haven House, a local women’s shelter, ensuring families had the resources they needed during the winter season.

We also opened our doors to future leaders through a “Students at the Workplace” event at our Dallas, Texas headquarters, offering young people a glimpse into career pathways and encouraging them to embrace curiosity, confidence, and self-discovery. This initiative reflects our broader commitment to preparing the next generation for success while reinforcing Alkegen’s culture of learning and inclusion.

Community engagement remained a core pillar of the SEEDS™ program in 2025. Each monthly SEEDS™ call spotlights an employee-led volunteer effort or local community event, and our SLT regularly recognizes employees who go above and beyond in service to others.





# Governance

Alkegen's holistic approach to governance is the foundation of our commitment to integrity, transparency, and value creation. Our governance structure ensures that sustainability is embedded in decision-making at every level of the organization.

# Sustainability Governance and Leadership Oversight at Alkegen

Sustainability is championed at the highest levels of Alkegen. Our BOD oversees ESG performance and receives updates on the progress of SEEDS™ initiatives during quarterly meetings, as well as more frequent updates on material issues impacting the business.

Our BOD, CEO, and SLT oversee compliance, business operations, and strategies to reduce risk and identify growth opportunities. The BOD provides oversight of material topics impacting the company, including ESG-related risks and opportunities. Our CEO, CSO, and SLT are actively engaged in driving ESG strategy and performance. Our CSO, who also serves as Senior Vice President and General Counsel, reports directly to the CEO and sits on the SLT. This dual role ensures clear communication and transparency across the functional areas.

Financial oversight is led by the BOD and CEO, with day-to-day management by the CFO and the finance and accounting teams. Compliance is reviewed quarterly and annually by third-party auditors to support our financial disclosures. There are 5 C-suite employees, 1 of which is female.

# Sustainability Governance and Leadership Oversight at Alkegen (continued)

Alkegen's Sustainability Committee's Chairperson reports on SEEDS™ activities and sustainability priorities to the SLT, Human Health and Environmental Sustainability Advisory Board ("HHESAB"), employees, and external stakeholders. The Sustainability Committee evolved in 2024 from the SEEDS™ Committee to include representation from the Safety, PSRC, Environment, Governance, Customer Experience, Procurement, Sales, Operations, Quality, HR, Information Technology ("IT"), Legal Services, and Finance teams. This change supported visibility, communication, and consideration of climate related IROs throughout different functions in the business.

In addition to the BOD and SLT, Alkegen has external advisory boards which provide subject matter expert guidance on key areas impacting our operations and products. They include:

- **HHESAB:** Provides guidance on domestic and international environmental issues and potential human health impacts relative to our operations and our products. It complements our Product Stewardship Program ("PSP") and includes experts in environmental sciences, human health science, toxicology, law, manufacturing, and regulatory and compliance matters. In 2025, we added board members with additional expertise in applied epidemiology, toxicology, and industrial hygiene. HHESAB members may be engaged to advise on related topics that arise during the year, in addition to quarterly meetings.
- **Battery Advisory Board:** Supports product development, commercialization, battery recycling, and regulatory compliance. It meets quarterly and includes experts in clean energy, power generation, and storage.

Additional detail about Alkegen's sustainability governance and leadership oversight is contained in its 2024 Sustainability Report.



# Ethics and Integrity

Our Code promotes compliance with laws, regulations, and policies while upholding the highest standards of ethical conduct. It is regularly reviewed, with any necessary changes approved by our SLT, and available in six languages.

All Alkegen employees and officers as well as our consultants, contractors, agents, suppliers, vendors, distributors, business partners, and temporary employees must review and confirm alignment with our Code. Suppliers are not required to acknowledge our Code if they provide their company's own Code and its content aligns with ours.

We reinforce the Code and issues pertinent business conduct such as human rights, environmental stewardship, corporate social responsibility, anti-corruption and anti-bribery, global trade compliance, protection of the Company's confidential information and intellectual property ("IP"), through annual training. In 2025, 96% of employees completed the training, which is offered virtually for office-based employees and delivered in-person for manufacturing employees without regular email access.

The Code incorporates Alkegen's policies on human rights, non-retaliation, conflicts of interest, anti-corruption and anti-bribery, anti-harassment, health and safety, environmental stewardship and sustainability, corporate social responsibility, charitable and political activities, trade compliance, responsible sourcing, global trade compliance, antitrust and fair competition, fair dealing, conflicts of interest, gifts and entertainment, product quality and safety, protection of company assets, accurate recordkeeping, confidential information and IP, and data privacy.

Alkegen maintains its governance oversight at Luyang, as previously reported, and Luyang continues to operate as a public company in compliance with all applicable laws and regulations of the People's Republic of China. In 2025, Luyang's site in the XUAR region of China was closed, eliminating the potential risks associated with doing business in that region.

## Ethics & Compliance Reporting

Employees can confidentially report suspected ethics violations or workplace concerns through our Compliance Line, which is our 24/7 ethics hotline operated by an independent third party. When a report is made, Alkegen has a standard process by which Legal Services evaluates the issues and promptly notifies our CEO, CFO, HR, and applicable BU leaders. Investigations and coordination of corrective actions – which may include disciplinary action and/or relevant education and training to affected parties – generally occurs within 30 days, depending on the issues and availability of information needed to complete the investigation. We also review reports quarterly to evaluate any trends or issues that might need to be addressed in greater depth. During the reporting period, Alkegen experienced 1 confirmed incident of corruption and no monetary losses as a result of legal proceedings associated with fraud, bribery, corruption, or other unethical business practices. Luyang also experienced 1 confirmed incident of corruption and no monetary losses as a result of legal proceedings associated with fraud, bribery, corruption, or other unethical business practices.

# Enterprise Risk Management

When appropriate, employee training and follow-up about underlying issues raised in a Compliance Line report is distributed through internal channels such as onsite posters, intranet, senior management briefings, and the annual Code training.

Our ethical standards extend to our vendors through the Supplier Code and contractual terms.

Alkegen's integrated approach to risk management enables us to anticipate challenges, protect our people and assets, and build resilience across our operations. Our ERM framework is embedded throughout the organization, enabling cross-functional teams to identify, assess, and respond to material risks that could impact our business, stakeholders, or strategy. The ERM process is reviewed and updated to reflect evolving business and market conditions, regulatory landscapes, and stakeholder expectations.

We monitor a wide range of material IROs, including legal, regulatory, geopolitical, supply chain, climate-related, cybersecurity, human capital, sustainability, product, and technology risks.

They are prioritized based on human health and safety impact, business impact, severity, likelihood, and timing.

Our SLT and BU leadership are responsible for the day-to-day identification and management of risk, with support from our Legal Services Department. The BOD provides oversight of material ERM matters as they arise, while advice and counsel are provided by our in-house Legal Services department and external boards.

ERM activities are integrated across functions such as Safety, PSRC, Finance, Procurement, HR, IT, Legal Services, Customer Experience, Commercial Quality and CI. Risks are identified through multiple channels, including:

- Export Control Due Diligence
- Supply Chain Risk Assessments
- Internal and Third-Party Audits
- Enhanced Supplier Onboarding and Standardized Risk Matrices
- Compliance Line Reports and Analysis
- BCPs at the Site and Enterprise Level
- Annual Insurance Portfolio Reviews
- Periodic Training to Raise Awareness of Emerging Risks
- Certification of Manufacturing Sites to International Environmental Standards

# Enterprise Risk Management (continued)

In 2025, Alkegen conducted an ERM survey through the Office of the General Counsel, engaging approximately 40 leaders across the SLT, BUs, and functions. The survey comprised approximately 50 risk statements, with participants evaluating each based on likelihood and degree of potential impact. The risk inventory was comprehensive, encompassing financial, information technology, people, sales, operational, and other enterprise-wide risks. Based on the results, Alkegen identified our most significant enterprise risks and is actively progressing mitigation plans, with governance oversight and audit mechanisms to monitor implementation and effectiveness of the associated actions.

Our monthly HSE calls and the findings from our Global Layered Safety Audit Program also serve as a platform for sharing best practices, identifying risks, and coordinating corrective actions. These efforts strengthen our ability to respond quickly to potential compliance issues and maintain operational continuity.

Our ERM approach is informed by external assessments and global standards. In 2024, we engaged a third-party consultant to conduct a TCFD-based assessment, which updated our Materiality Assessment and identified climate-related risks such as fossil fuel dependence, transition challenges in low-carbon operations, and water scarcity. Insights from this assessment guide our short-, medium-, and sustainability priorities and have been integrated into R&D and capital expenditure processes to ensure environmental considerations, return-on-investments (“ROI”), and operational efficiencies are factored into decision-making.

We also monitor evolving local and global regulations, including but not limited to the EU’s CSRD and related initiatives under the EU Green Deal to ensure compliance and timely reporting, where applicable.

## Sustainability and ERM Integration

Sustainability-related risks are fully integrated into our ERM framework and reflect our commitment to embedding ESG into core business processes for resilience. These include:

- **Climate-Related Risks:** This takes into consideration extreme weather events, regulatory shifts, and transition risks associated with decarbonization.
- **Product Regulatory Compliance:** This effort ensures we comply with emerging regulations to mitigate human health and environmental impact of products.
- **Supplier Due Diligence:** We incorporate ESG factors into our supplier risk matrix and annual reviews.
- **New Product Development:** This now includes sustainability impact assessments.

# Cybersecurity and Data Privacy

Data protection and business continuity are essential to earning trust and maintaining resilience. Cybersecurity oversight is provided by our BOD, with updates delivered through quarterly risk and compliance briefings. Our Chief Information Officer (“CIO”) is on the SLT and is responsible for escalating high-risk issues and reporting on cybersecurity posture.

Our comprehensive set of policies establishes the framework to govern data protection and information security. These include:

- Acceptable Use Policy
- Computers, Online Service Access, and Electronic Communications Policy
- Communications Policy
- Cybersecurity Incident Response Policy
- Data Protection Policy
- Information Security Policy
- Business Continuity and Disaster Recovery Plans
- Storage And Archiving of Documents and Records Policy
- Record Retention Schedule and Policies
- Third Party Risk Management Policy
- Removable Media Policy
- Ethical Standards Policy
- Online Communications Policy
- AI Governance Policy (2025)

These policies apply to Alkegen employees and are accessible on our intranet. We also comply with applicable laws and regulations that govern data privacy, including but not limited to the EU General Data Protection Regulation (“GDPR”). Our Data Protection Policy, which outlines our process for handling personal data, is available on the intranet. Employees also have the right to request access and erasure to their personal data, with full details available on the internal company portal.



# Cybersecurity and Data Privacy (continued)

Visitors to our external corporate website can review our Privacy and Cookie Policy, which explains what information is collected, how that information is used, and identifies a resource to contact with any questions or concerns. Any limited personal data processing is conducted for specific and legitimate business purposes, in full compliance with the GDPR and applicable privacy laws.

In 2025, Alkegen did not experience any material data breaches, nor was there any unauthorized or involuntary disclosure of users' or customers' personal information.

## Global Network Protection

Alkegen takes a comprehensive approach that leverages multiple methods to detect and protect against malicious activity across our global networks. Key elements include:

- **24/7 Monitoring:** A third-party security operations center monitors our network around the clock.
- **Regular Testing:** We conduct quarterly vulnerability scans and annual penetration testing to identify and address potential weaknesses.
- **Internal and External Oversight:** We conduct internal monitoring of our enterprise walls and engage external consultants for annual independent audits.
- **Advanced Security Tools:** Our system includes real-time AI-powered threat detection, enterprise-grade firewalls, ransomware protection, and a secure email gateway that scans all inbound and outbound messages. We review the system quarterly, and its performance is integrated into our broader enterprise risk assessments.
- **Endpoint Protection:** Multi-factor identification and continuous endpoint monitoring are provided by third-party experts.
- **Industry Collaboration:** Our IT team works with experts inside and outside the industry to stay current with the evolving cyber landscape.
- **Framework Alignment:** Our cybersecurity framework is modeled on the NIST CSF used by all U.S. federal agencies. In 2025, we conducted a gap assessment to evaluate alignment with the NIST CSF and TISAX, with TISAX certification for certain sites targeted for 2026. TISAX is a cybersecurity standard designed for the automotive industry. Certification will further demonstrate our commitment to information security and allow us to better serve our customers in the automotive industry.
- **Employee Access Controls:** Our IT team partners with HR to monitor internal processes and protect confidential information. All employee laptops are encrypted to prevent unauthorized data access. When an employee leaves the company, built-in IT controls automatically revoke access, trigger system-wide notifications, and ensure the return of company-owned technology.
- **Third-Party Risk Management:** We conduct information security due diligence for third-party vendors. Our contracts include confidentiality clauses and propose liability for breaches, and vendors are screened for certifications and internal security controls. We are currently updating our third-party risk management policy to reflect evolving cybersecurity standards.

## Business Continuity and Disaster Recovery

In 2025, we continued modernizing our infrastructure to reduce vulnerabilities and maintain a secure, resilient IT environment. Initiatives throughout the year included:

- **Replacing Equipment:** Replacing and/or upgrading unsupported and EOL equipment, where possible. EOL equipment that remains in service is isolated from production networks, with plans to migrate to newer software.
- **Decommissioning:** Decommissioning legacy servers and computers.
- **Upgrading Systems:** Deploying new enterprise-grade systems across sites.
- **Business Continuity Measures:** Ensuring each BU maintains a BCP for potential interruptions to network hardware and services.
- **Data Protections:** Backing up critical data to back-up servers, which are then copied to immutable storage.
- **Offloading IT Logs:** These logs go to a third-party Security Operations Center (“SOC”) that monitors Alkegen’s network 24/7.
- **Endpoint Detection and Response (“EDR”):** Equipping enterprise PC’s and servers with EDR software which actively monitors and isolates ransomware and provides real time threat detection.
- **Firewalls:** Implementing enterprise grade firewalls.
- **Multi-factor Authentication:** Protecting VPN client access with multi-factor authentication.
- **Email Monitoring:** Scanning all inbound and outbound messages through a secure email gateway.
- **Domain Name System (“DNS”) Security:** Configuring security on laptops and across the company network.
- **Incident Response Plan:** Establishing an Incident Response Plan that is supported by our third-party SOC, which detects, isolates, and reports cybersecurity incidents to the Alkegen team and actively shuts down any ransomware attack detected on the network.

We also recognize the value of AI in improving productivity and other business applications. To ensure responsible and secure use of AI technologies, we formed an AI Governance Working Group in 2025. This cross-functional team is responsible for developing policies and tools to guide how we use AI across the enterprise and implemented a new AI Governance Policy. Quarterly training sessions now include guidance on AI risks and best practices.

We are enhancing our ERM strategy by evaluating opportunities to strengthen our BCPs and disaster recovery capabilities. As part of this effort, we are in the process of codifying our Business Continuity and Disaster Recovery (“BC/DR”) Plan, which will include clearly defined roles and responsibilities, recovery workflows for critical business functions, and ransomware-specific protocols such as system isolation, communication plans, and safe restoration criteria.

These BC/DR plans will be tested annually to ensure effectiveness and alignment with organizational or system changes. We are currently evaluating internal resources and assigning a task force to develop a standardized enterprise template that is aligned with international quality standards and other best practices in 2026.

## Cybersecurity Training and Awareness

Regular training and awareness campaigns enable us to build a strong cybersecurity culture. All employees with email access, independent contractors, sales personnel, suppliers, and business partners are required to complete our annual cybersecurity training, which covers topics such as phishing, email scams, hacking trends, and general cybersecurity hygiene. We are working to expand training access to manufacturing employees who do not have regular computer access.

We regularly communicate with employees on cybersecurity to ensure everyone is informed and aware of the latest risks and threats. Our IT team also conducts quarterly phishing campaigns to evaluate employee awareness and identify gaps to improve training.

## Intellectual Property

We treat IP as a strategic enterprise-wide priority, embedding safeguards across our operations, partnerships, and digital platforms. Our commitment to IP protection enables us to deliver innovative solutions with confidence knowing that our ideas, technologies, and customer relationships are secure. IP protection is addressed in our Code, which outlines employees' responsibilities in safeguarding Alkegen's intangible assets. All BUs and functions are governed by policies designed to reduce business risk and maintain our competitive advantage.

We maintain strict internal controls to ensure that IP is protected across all BUs and geographies. These controls are supported by:

- **Non-Disclosure Agreements ("NDAs"):** These apply to employees, contractors, and partners.
- **Policies:** These include but are not limited to our Third-Party Risk Management Policy, Data Protection Policy, and Record Retention Policy and Schedule;
- **Ongoing Employee Training:** These cover confidential information and IP, including our annual Code training;
- **Confidentiality Obligations:** The obligation to protect IP extends beyond employment;
- **Invention Disclosure Process:** This provides guidance for identifying innovations that require protection;
- **Internal and External Counsel:** Our internal Legal Services Department engages with external legal experts to collaborate, protect, and monetize IP; and
- **On-Site Visitor Controls:** This prevents unauthorized access to sensitive information.

# Supply Chain Management

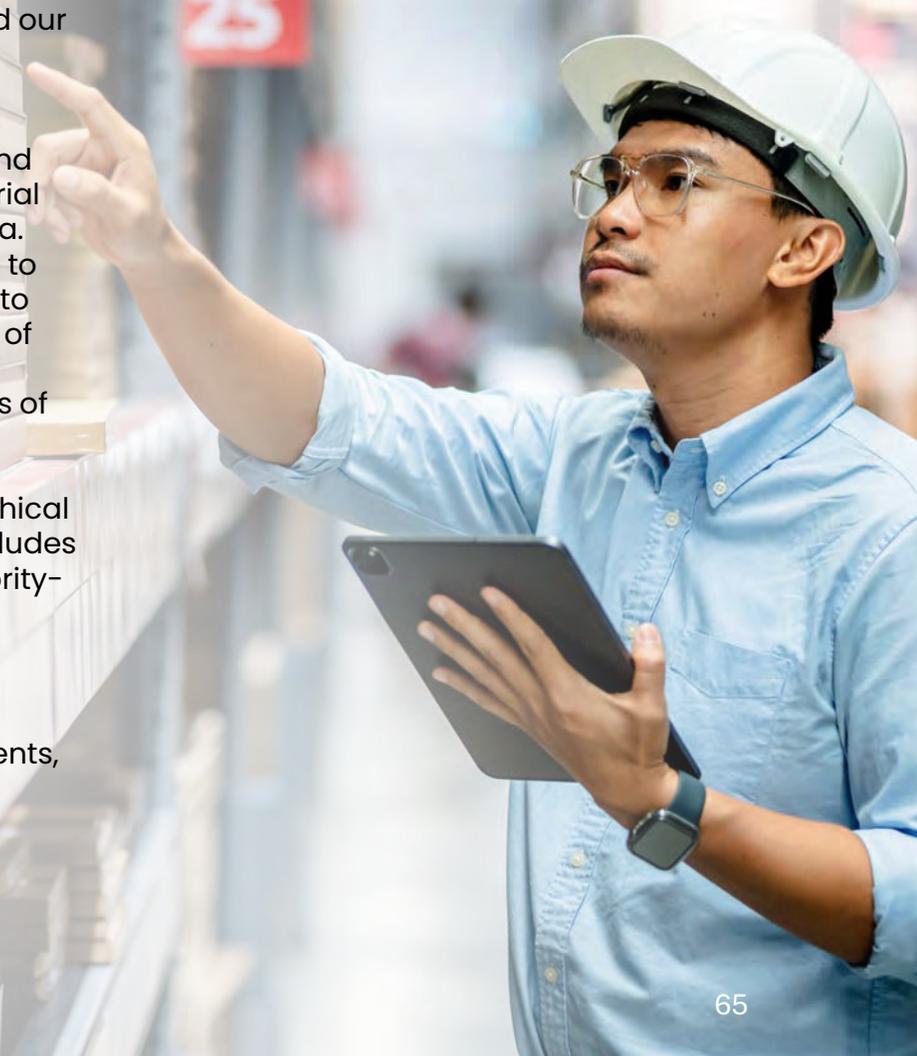
Alkegen's supply chain is built on a foundation of responsibility, resilience, and trust. We restructured our management framework so that our CSO now leads Global Supplier Quality and CI, and our CFO leads the Global Procurement teams. Weekly updates on supply chain metrics, procurement initiatives, and significant supply chain interruptions are shared with our SLT, which reports material matters to the BOD quarterly. Supply chain issues are also addressed in daily Safety, Quality, Cost, Delivery, People ("SQCDP") meetings and monthly global BU calls, ensuring timely identification and management of risks.

Our suppliers are an important extension of the Alkegen team, and we require them to uphold Alkegen's ethical standards and compliance requirements. We partner with vendors who share our commitment to ethical business practices, environmental stewardship, and human rights. All suppliers are required to comply with our Supplier Code, which outlines expectations, including compliance with applicable laws and regulations, HSE standards, fair competition and ethical dealings, avoidance of conflicts of interest, non-discrimination and inclusive work practices, and prohibition of child labor, forced labor, and human trafficking.

These requirements are reinforced through our Alkegen Global Supplier Quality and ESG Manual and contractual terms, which integrate compliance expectations from the Code and our Terms and Conditions of Purchase.

Environmental and sustainability criteria are included within our supplier questionnaire and evaluation process, and 100% of direct material suppliers are evaluated against these criteria. Alkegen has begun extending this screening to indirect material suppliers and will continue to expand coverage over time. In parallel, 100% of direct and indirect material suppliers are evaluated against the Code and the portions of the Global Quality and ESG Manual that are aligned to the Code requirements, including expectations related to human rights and ethical conduct. The supplier questionnaire also includes questions regarding classification as a minority- or woman-owned business.

To monitor risks and opportunities, we use a combination of on-site audits, supplier self-assessments, internal supplier risk assessments, and chemical declarations.



# Supply Chain Management (continued)

In 2025, we achieved approximately 50% of our goal of onsite supplier audits. We hired more staff to support these audits in 2026 and support accomplishment of this goal.

More than 500 suppliers conducted self-assessments (ESG and Quality) to help us evaluate supplier risk. These supplier self-assessments and the Alkegen internal supplier risk assessment scores are tracked and actioned to reduce overall supply chain risk in the Supplier Risk Matrix. Plant Quality, Supplier Quality, Plant Buyers, or Global Category Managers follow a documented Supplier Risk Management Standard Operating Procedure and engage with suppliers who receive high risk scores and implement a Quality Improvement Plan ("QIP"). If risk has increased based on successive quarters of an unacceptable scorecard, the team will meet with the supplier and determine an appropriate response, which may include termination of the supplier relationship depending on the risk exposure. High-risk assessment areas and sole sources for raw materials are a primary focus for risk reduction. Actions to date have resulted in a 12% risk reduction YoY to the supply chain.

As part of the supplier assessment process and the review of standard supplier documentation, including the Global Supplier Quality and ESG Manual, the Supplier Approval Team will assess the supplier's sustainability activities and any related opportunities for reuse and recycling.

In 2025, Alkegen implemented daily screening of our direct raw material suppliers used in the production of Alkegen products to ensure compliance with applicable laws, including U.S. regulations and economic sanction requirements. This rigorous process reinforces our commitment to ethical sourcing, regulatory adherence, and operational resilience. We strengthened supplier engagement through evaluations of indirect suppliers. In 2025, Alkegen implemented a centralized supplier portal, which will allow greater transparency of supplier compliance data and support product regulatory compliance. The system is expected to be fully implemented in 2026.

When risks are identified, we prioritize supplier development over disengagement, collaborating on corrective actions such as adopting human rights policies or strengthening internal controls. Our Procurement and Quality teams work closely to ensure suppliers support Alkegen's sustainability goals.

## Contingency Planning

Contingency planning is another company-wide priority, especially regarding raw material availability and labor shortages. Our Global Procurement team identifies suppliers needing support, while our Supplier Quality team provides targeted training. Climate-related risks and opportunities are integrated into our TCFD assessment and supplier risk matrix. Risks include monetary losses from supply chain disruptions due to severe weather, while opportunities include strengthening supplier engagement and building resilience strategies.

## Responsible Procurement and Sourcing

Alkegen's HSE Policy guides responsible sourcing decisions, requiring consideration of health and environmental impacts when selecting raw materials or developing new products. We encourage recycling and energy conservation efforts that reduce waste.

Our Global Supplier Quality and ESG Manual requires a declaration of chemical compliance and encourages suppliers to support Alkegen's 2030 Environmental Performance Targets. Suppliers are recommended to implement environmental management systems to monitor and improve performance.

We request that suppliers propose sustainable procurement strategies that reduce lifecycle impacts. This may include recycled packaging, landfill reduction, removal of declarable substances, efficient energy and water use, and improved recyclability of materials.

Alkegen supports efforts to eliminate conflict minerals linked to human rights abuses. Our Conflict Minerals Policy aligns with the Responsible Minerals Initiative ("RMI"), U.S. Securities and Exchange Commission ("SEC"), and Organization for Economic Co-operation and Development ("OECD") guidelines. In 2025, we achieved a 100% CMRT and EMRT response rate from all impacted suppliers, supporting compliant sourcing of 3TGs, cobalt, and mica.

## Human Rights in the Supply Chain

Alkegen is committed to respecting human rights across our operations and supply chain. We enforce this standard through our Code, Supplier Code, Global Supplier Quality & ESG Manual, as well as our Human Rights Policy, which prohibits all forms of forced labor, child labor, and human trafficking. The Human Rights Policy also aligns with international standards, including the Universal Declaration of Human Rights and relevant ILO Conventions.

We require suppliers to uphold fair working conditions, safe workplaces, and non-discriminatory practices. Compliance with the UK Modern Slavery Act and the EU Supply Chain Act is mandatory, including provisions for minimum wage, rest policies, freedom of association, and worker voice.

Supply chain compliance is monitored through pre-selection due diligence, risk assessments, self-assessments, and audits. Material issues are escalated to the Legal Services Department and reviewed by the SLT to ensure alignment with laws and company policies.

## ESG Considerations in Supplier Evaluations

In 2025, we implemented a global supplier risk matrix, which integrates ESG factors into our supplier evaluations. This system – which will be updated annually – helps us assess and manage risks while ensuring our supply chain remains ethical, reliable, and aligned with customer expectations.

For example, our local sourcing strategy reduces tariff exposure and contributes to lower emissions, supporting our broader climate goals. By supplying regionally, we minimize transportation-related impacts and support local economies. In 2025, we began collecting data on supplier proximity to our operations as well as the types of transportation used, enabling us to further optimize logistics, reduce our environmental footprint, and better understand our Scope 3 emissions sources. While no major disruptions occurred in 2025, our supplier risk matrix and mitigation strategies position us to effectively respond to global events and evolving market conditions. For example, we plan for alternative supply options to respond to potential delays in delivery to reduce business impacts.

## Quality Management

Quality is a key pillar of Alkegen's supply chain strategy and ERM framework. Quality performance oversight is embedded in our governance structure, with monthly reporting to our SLT and accountability at the site level through our operational improvement and efficiency programs. In 2025, we launched a Global Quality Group with expanded capabilities and technologies to strengthen supply chain due diligence and enhance customer service.

We also onboarded a new EQMS in 2025 to centralize documentation and processes across all sites. The EQMS includes modules for document control, complaint management, safety, an SDS library, and an Advanced Product Quality Planning ("APQP") tool, with phased implementation continuing into 2026. This system also incorporates a supplier portal improving communication and engagement with our supply chain.



## Quality Management (continued)

Alkegen tracks quality key performance indicators (“KPIs”) at the enterprise, BU, and site levels related to customer complaints, product returns, internal material losses, and costs of poor quality. Weekly operations and procurement meetings include quality metric reviews. Site quality managers are responsible for responding to customer complaints within 24 hours, completing RCAs within five days, and targeting closure of Corrective Action Requests (“CARs”) within 30 days or less depending on the customer’s specific requirements. The new EQMS will support better visibility of our KPIs and will drive continuous improvement and operational excellence.

From 2022 through 2025, Alkegen experienced zero product recalls and no monetary losses due to legal proceedings related to product safety.

In 2025, we conducted product warranty recall traceability exercises to assess each site's capability to do a product recall, confirm traceability, and assess monetary risk. The outcome of those exercises informed revision of our Warranty/Recall Procedure and will drive corrective actions to be implemented by the sites in 2026. In addition, all sites have a Non-Conforming Materials Containment Procedure to ensure customer notification, if necessary. These efforts build on our 2024 enterprise traceability drills and reinforce our commitment to product safety and operational resilience. In 2025, Alkegen experienced no incidents of non-compliance regarding the health and safety impacts of our products.

Alkegen empowers employees with Stop Work authority to halt production if a quality issue is identified, ensuring that impacted products are not shipped to customers. Monthly quality and safety calls include metrics on stop work events, corrective actions, and lessons learned.

Suppliers are evaluated for maturity and quality- and sustainability-related risk through ESG and Quality Management Self-Assessments, which incorporate 45 ESG-related criteria and assess alignment with international standards, including but not limited to ISO 9001 and IATF 16949. Supplier scorecards assess delivery, quality complaints, supplier responsiveness to CARs, Production Part Approval Processes (“PPAPs”), and documentation compliance. Suppliers that fall short may be assigned a QIP, while those who submit all required documentation receive a 5% scorecard incentive.



## Regulatory Compliance

Alkegen is committed to maintaining compliance with country specific federal, state, local, provincial HSE operational and product regulations where we operate. These include, but are not limited to, the OSHA, TSCA, California Proposition 65, the EU-OSHA, REACH, and RoHS. As described in Alkegen's 2024 Sustainability Report, Alkegen's dedicated PSRC Team is integrated into multiple facets of operations to ensure human health and regulatory compliance. Specifically, the Product Stewardship and Regulatory Compliance team maintains responsibility for:

- Ensuring compliance with applicable global product regulations;
- Assessing and correcting all physical and chemical health hazards in our manufacturing processes and surrounding environments;
- Monitoring air quality, including dust and fiber levels, at internal and customer manufacturing sites;
- Educating the organization on environmental and regulatory human health requirements and developing best practices to reduce risk; and
- Maintaining a record of all chemicals sourced externally with applicable health, safety, and regulatory compliance information.

Our HSE Policy requires all sites to maintain comprehensive chemical safety programs. Efforts to uphold these standards include:

- **Chemical Management:** Chemical inventories are reviewed annually – or more frequently when new materials are introduced or modified – to ensure compliance with evolving regulatory requirements.
- **Supplier Adherence and Diligence Measures:** Our Global Supplier Quality and ESG Manual mandates that 100% of suppliers comply with all applicable chemical regulations. Carcinogenic, mutagenic, or toxic substances must be disclosed with appropriate warnings, and suppliers must provide up to date SDSs for all products in Alkegen's HSE database. In 2025, we started to implement a supplier data collection tool with full implementation in 2026 to obtain information to ensure compliance with global chemical regulations that apply to our materials and products.
- **Product Stewardship:** Alkegen integrates stewardship principles across the New Product Introduction ("NPI") stage gate process across R&D, manufacturing, and procurement to evaluate the presence and impact of regulated materials and emerging contaminants such as PFAS, HSE permitting impacts before and during launch, and identify opportunities to mitigate HSE risks. While PFAS may be required in limited applications due to customer specifications or lack of viable alternatives, Alkegen continues to migrate toward PFAS-free solutions wherever feasible.
- **Transparency and Stakeholder Communication:** Alkegen regularly engages with employees, customers, and other stakeholders regarding product health and safety impacts. All Alkegen products have publicly available SDSs on our website. In 2024, we enhanced transparency by introducing a new "Mega Menu" that expands access to SDSs, technical data, and product information for both internal and external users. With the new Alkegen Mobile App, customers can instantly access a full library of product information and SDSs and find information faster with smart search filters. Search criteria include Product Family, Product Form, Industry, Product Name, and Application Case. The Live Chat is monitored 24/7, and for longer inquiries, our email support team typically responds within 24 hours. An easy-to-access survey is also built into the app and monitored by dedicated team members who help collect and report on concerns for future improvements.



## Enabling Industry Engagement and Cross-Sectoral Advancement

Alkegen actively engages with industry peers, policymakers, and research institutions to advance responsible manufacturing, support evidence-based policy, and strengthen HSE performance across sectors. Through these collaborations, we help shape best practices, inform research, and contribute to the development of science-based standards for safer, more sustainable industrial materials.

A key area of focus is High-Temperature Insulation Wool (“HTIW”), which supports energy efficiency and fire protection in demanding industrial applications. These materials reduce energy costs and greenhouse gas emissions through their low thermal conductivity, low heat storage, and thermal shock resistance.

- **HTIW Coalition (North America) and ECFIA (Europe):** Alkegen continued its membership in the HTIW Coalition in North America and is a founding member of ECFIA, the European association representing the HTIW industry in matters of HSE performance. These organizations develop and promote best practices on occupational safety, fiber handling, and regulatory compliance, in collaboration with OSHA and other regulatory and scientific bodies.
- **Product Stewardship Program (“PSP”):** In partnership with these associations, Alkegen developed a voluntary PSP for RCF products to protect workers involved in manufacturing, installing, or removing RCF materials. OSHA has commended Alkegen’s PSRC team for its best practice recommendations, which have helped improve industry standards and exposure control.
- **CARE Program (Europe):** The Control and Reduce Exposure (“CARE”) initiative extends this work across Europe, engaging health and safety communities in all EU member states. More than 30 years of studies under these programs have found no significant adverse clinical or respiratory outcomes from occupational exposure to ceramic fibers. Proactive management has steadily reduced exposure levels at Alkegen sites and customer facilities and outperforming the industry standards since 1990.
- **European Metals (formerly Eurometaux) and REACH Leadership:** Beyond HTIW, Alkegen participates in broader policy and regulatory initiatives. As a member of European Metals – the European Non-ferrous Metals Association – and a Lead Registrant under the EU’s REACH regulation, we help ensure compliance for manufacturing and importing substances such as glass fibers and polycrystalline wools into the EU and contribute to shaping responsible chemical management practices across the sector.

Through these partnerships, Alkegen bridges industry, science, and policy to drive safer production, strengthen regulatory frameworks, and promote innovation across the materials sector.



# Conclusion

# Conclusion

Sustainability is at the heart of Alkegen’s Vision and how we create enduring value. Even as we navigated leadership changes this year, our compass did not waver. We remain true to our Mission, Vision, and Values – and to serving customers with materials that help people breathe easier, live greener, and go further than ever before. That focus, anchored in disciplined execution and enterprise resilience, continues to guide our strategy and the outcomes we pursue.

In 2025, we reinforced the foundations for progress by elevating transparency, strengthening governance, and delivering tangible outcomes through the integration of ESG into our operations. We prioritized data quality and risk management, reinforced a culture of safety and accountability, and engaged our stakeholders with greater clarity and purpose. Together, these advancements built confidence, accelerated momentum, and positioned Alkegen for value creation.

Looking ahead, our ambition is to translate momentum into compounding impact – enhancing value-chain transparency, advancing process and operational efficiency, evaluating renewable energy pathways, and continuing to deliver business value through our sustainability achievements. With the passion of our people and the partnership of our stakeholders, we will keep pushing the boundaries of innovation and stewardship to build a future that is healthier, safer, and more sustainable for the communities we serve.



## GRI Index

Alkegen has reported the information cited in this content index with reference to the GRI Standards.

DISCLOSURE	DISCLOSURE TITLE	LOCATION
<b>General</b>		
2-1	Organizational details	<a href="#">About Alkegen</a>
2-2	Entities included in the organization's sustainability reporting	<a href="#">About This Report</a> ; <a href="#">About Alkegen</a>
2-3	Reporting period, frequency, and contact point	<a href="#">About This Report</a>
2-4	Restatements of information	<a href="#">Energy and Emissions Management</a> ; <a href="#">GHG Emissions and Energy Data</a> ; <a href="#">Water Management</a> ; <a href="#">Health and Safety Performance Data</a> ; <a href="#">Methodology and Disclosures</a>
2-5	External assurance	We have not received external assurance
2-6	Activities, value chain, and other business relationships	<a href="#">About Alkegen</a>
2-7	Employees	<a href="#">Talent Management: Workforce Data</a>
2-8	Workers who are not employees	<a href="#">Talent Management: Workforce Data</a>
2-9	Governance structure and composition	<a href="#">Sustainability Governance and Leadership Oversight</a>
2-10	Nomination and selection of the highest governance body	<a href="#">Sustainability Governance and Leadership Oversight</a>
2-11	Chair of the highest governance body	Jose Feliciano
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">Sustainability Governance and Leadership Oversight</a>
2-13	Delegation of responsibility for managing impacts	<a href="#">Sustainability Governance and Leadership Oversight</a>
2-14	Role of the highest governance body in sustainability reporting	<a href="#">Sustainability Governance and Leadership Oversight</a> The Report is reviewed by the functional leaders responsible for the topical areas and select members of the SLT, with final approval by the CEO, prior to publication. The BOD reviews ESG performance as well.

## GRI Index (continued)

DISCLOSURE	DISCLOSURE TITLE	LOCATION
<b>General (continued)</b>		
2-15	Conflicts of interest	<u>Ethics and Integrity</u> In addition to our Code, we also maintain policies on Ethical Standards and Conflicts of Interest, Giving and Receiving of Business Gifts, Anti-Bribery and Corruption. These policies are always accessible by employees and available to external stakeholders, upon request.
2-16	Communication of critical concerns	<u>Occupational Health and Safety: Safety Programs and Engagement Strategies</u> ; <u>Ethics and Integrity: Ethics and Compliance Reporting</u> ; <u>Enterprise Risk Management</u> We also maintain Anti-Harassment and Non-Retaliation Policies to address communication of critical concerns and protection of reporters.
2-17	Collective knowledge of the highest governance body	<u>Sustainability Governance and Leadership Oversight</u>
2-22	Statement on sustainable development strategy	<u>A Letter from our CEO</u> ; <u>A Letter from our CSO</u>
2-23	Policy commitments	<u>Ethics and Integrity</u>
2-24	Embedding policy commitments	<u>Ethics and Integrity</u>
2-25	Process to remediate negative impacts	<u>Sustainability at Alkegen</u> ; <u>Environmental</u>
2-26	Mechanisms for seeking advice and raising concerns	<u>Occupational Health and Safety: Safety Programs and Engagement Strategies</u> ; <u>Ethics and Integrity</u>
2-27	Compliance with laws and regulations	<u>Approach to Environmental Management</u> ; <u>Responsible Manufacturing and Innovation</u> ; <u>Occupational Health and Safety</u> ; <u>Ethics and Integrity</u> ; <u>Supply Chain Management: Compliance and Chemical Use</u>
2-28	Membership associations	<u>Sustainability at Alkegen: Stakeholder Engagement</u>
2-29	Approach to stakeholder engagement	<u>Sustainability at Alkegen: Stakeholder Engagement</u>
2-30	Collective bargaining agreements	<u>Talent Management: Labor Relations</u>

## GRI Index (continued)

DISCLOSURE	DISCLOSURE TITLE	LOCATION
<b>Material Topics</b>		
3-1	Process to determine material topics	<u>Managing Climate-Related Risks</u> Our first Materiality Assessment was conducted in late 2021 and described in our 2022 Sustainability Report. Our impact materiality assessment process and matrix is also discussed in the 2023 Sustainability Report. Our 2024 Sustainability Report details the TCFD assessment process and disclosures. Sustainability financial materiality is addressed through our alignment with the SASB and TCFD standards.
3-2	List of material topics	<u>Managing Climate-Related Risks</u> For an overview of our TCFD Disclosures and updated material topics, see our <u>2024 Sustainability Report</u> .
3-3	Management of material topics	The management of material topics is detailed throughout each topic's respective section of this Report.
<b>Biodiversity</b>		
101-1	Policies to halt and reverse biodiversity loss	<u>Water Management: Biodiversity Considerations</u>
101-2	Management of biodiversity impacts	<u>Water Management: Biodiversity Considerations</u>
101-4	Identification of biodiversity impacts	<u>Water Management: Biodiversity Considerations</u>
101-5	Locations with biodiversity impacts	<u>Water Management: Biodiversity Considerations</u>
<b>Climate Change</b>		
102-1	Transition plan for climate change mitigation	<u>Environmental</u> Alkegen has not published a formal climate transition plan. The company has 2030 carbon-intensity reduction targets covering Scope 1 and 2 emissions and defined a pathway to achieve them.
102-2	Climate change adaptation plan	<u>Managing Climate-Related Risks</u>
102-4	GHG emissions reduction targets and progress	<u>Energy and Emissions Management</u>
102-5	Scope 1 GHG emissions	<u>Energy and Emissions Management: GHG Emissions and Energy Data</u>

## GRI Index (continued)

DISCLOSURE	DISCLOSURE TITLE	LOCATION
<b>Climate Change (continued)</b>		
102-6	Scope 2 GHG emissions	Energy and Emissions Management: GHG Emissions and Energy Data
102-7	Scope 3 GHG emissions	Energy and Emissions Management: GHG Emissions and Energy Data
102-8	GHG emissions intensity	Energy and Emissions Management: GHG Emissions and Energy Data
102-9	GHG removals in the value chain	Not applicable – Alkegen does not invest in or conduct GHG removal activities within its value chain at this time.
102-10	Carbon credits	Not applicable – Alkegen does not invest in carbon credits at this time.
<b>Energy</b>		
103-1	Energy policies and commitments	<u>Energy and Emissions Management</u>
103-2	Energy consumption and self-generation within the organization	Energy and Emissions Management: GHG Emissions and Energy Data
103-4	Energy intensity	Energy and Emissions Management: GHG Emissions and Energy Data
103-5	Reduction in energy consumption	Energy and Emissions Management: GHG Emissions and Energy Data
<b>Anti-Corruption</b>		
205-2	Communication and training about anti-corruption policies and procedures	<u>Ethics and Integrity</u>
205-3	Confirmed incidents of corruption and actions taken	<u>Ethics and Integrity</u> : Ethics and Compliance Reporting
<b>Water and Effluents</b>		
303-1	Interactions with water as a shared resource	<u>Water Management</u>
303-3	Water withdrawal	<u>Water Management</u> : Water Data
303-5	Water consumption	<u>Water Management</u> : Water Data

## GRI Index (continued)

DISCLOSURE	DISCLOSURE TITLE	LOCATION
<b>Waste</b>		
306-1	Waste generation and significant waste-related impacts	Waste Management
306-2	Management of significant waste-related impacts	Waste Management
306-3	Waste generated	Waste Management: Waste Data
306-4	Waste diverted from disposal	Waste Management: Waste Data
<b>Supplier Environmental Assessment</b>		
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management
<b>Employment</b>		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Management: Compensation and Benefits
401-3	Parental leave	Talent Management: Parental Leave
<b>Occupational Health and Safety</b>		
403-1	Occupational health and safety management system	Occupational Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
403-3	Occupational health services	Talent Management: Compensation and Benefits; Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety: Safety Programs and Engagement Strategies
403-5	Worker training on occupational health and safety	Occupational Health and Safety: Safety Training and Reporting
403-6	Promotion of worker health	Talent Management: Compensation and Benefits
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety: Global Air Quality Monitoring; Supply Chain Management: Quality Management; Supply Chain Management: Compliance and Chemical Use
403-9	Work-related injuries	Occupational Health and Safety: Health and Safety Performance Data

## GRI Index (continued)

DISCLOSURE	DISCLOSURE TITLE	LOCATION
<b>Training and Education</b>		
404-2	Programs for upgrading employee skills and transition assistance programs	<u>Talent Management</u> : Training and Development
404-3	Percentage of employees receiving regular performance and career development reviews	<u>Talent Management</u> : Training and Development
<b>Diversity and Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	<u>Talent Management</u> : Workforce Data; <u>Sustainability Governance and Leadership Oversight</u>
<b>Freedom of Association and Collective Bargaining</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<u>Talent Management</u> : Labor Relations
<b>Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	<u>Supply Chain Management</u>
<b>Customer Health and Safety</b>		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<u>Supply Chain Management</u> : Quality Management
<b>Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<u>Cybersecurity and Data Privacy</u> : Global Network Protection

## SASB Index\*

Alkegen reports to SASB's Industrial Machinery and Goods Standard within the Resource Transformation Sector. Additionally, we've included select disclosures from other standards as they relate to Alkegen's operations.

SASB Topic	SASB Metric Code / Description	Disclosure Response
<b>Water Management**</b>	RT-CH-140a.1 – (1) Total water withdrawn; (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress (Quantitative, m <sup>3</sup> ; %)	(1) Total water withdrawn: 2,074,127 m <sup>3</sup> ; (2) Total water consumption data for all sites not available; Water withdrawn in high or extremely high baseline water-stress regions: 11,745m <sup>3</sup> ; estimated .6% consumed in high or extremely high stress regions
<b>Energy Management</b>	RT-IG-130a.1 – (1) Total energy consumed; (2) Percentage grid electricity; (3) Percentage renewable	(1) Total energy consumed: 4,969,386 GJ; (2) Percentage grid electricity: 29%; (3) 3%
<b>Workforce Health and Safety</b>	RT-IG-320a.1 – (1) TRIR; (2) Fatality rate; (3) NMFR	(1) TRIR: 1.15; (2) Fatality rate: 0; (3) NMFR: 8.78
<b>Fuel Economy and Emissions in Use-Phase</b>	RT-IG-410a.1 Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Not applicable
	RT-IG-410a.2 Sales-weighted fuel efficiency for non-road equipment	Not applicable
	RT-IG-410a.3 Sales-weighted fuel efficiency for stationary generators	Not applicable
	RT-IG-410a.4 Sales-weighted emissions of (1) nitrogen oxides (NO <sub>x</sub> ) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines and (d) other non-road diesel engines	Not applicable

\*The data disclosed on the SASB Index reflects Alkegen manufacturing locations and excludes Alkegen's non-manufacturing site and Luyang locations.

\*\*Resource Transformation – Chemicals Standard metric

## SASB Index\* (continued)

SASB Topic	SASB Metric Code / Description	Disclosure Response
<b>Materials Sourcing</b>	RT-IG-440a.1 – Description of management of risks associated with the use of critical materials	<p><u>Supply Chain Management</u>: Compliance and Chemical Use</p> <p>We conduct conflict minerals due diligence and use limited amounts of critical materials in our products. We have not seen material risks of supply disruption and can use alternative materials, if necessary. Learn more on our website, Doing Business with Alkegen – Supplier Code: <a href="https://alkegen.com/wp-content/uploads/2022/09/Alkegen-Supplier-Code-of-Conduct.pdf">https://alkegen.com/wp-content/uploads/2022/09/Alkegen-Supplier-Code-of-Conduct.pdf</a></p>
<b>Product Lifecycle Management**</b>	RT-EE-410a.3 – Revenue from renewable-energy-related and energy-efficiency-related products (Quantitative)	80% of revenue derived from products that support or enable renewable energy, energy efficiency, and pollution-control applications (percentage disclosed instead of dollar amount due to private ownership).***

\*The data disclosed on the SASB Index reflects Alkegen manufacturing locations and excludes Alkegen's non-manufacturing site and Luyang locations.

\*\* Resource Transformation – Electrical and Electronic Equipment

\*\*\* Metric includes battery, filtration, advanced materials, emission and pollution control, and industrial products as well as renewable energy-related products

## Activity Metrics

SASB Metric Code / Description	Disclosure Response
RT-IG-000.A – Number of units produced by product category	Not disclosed, as this information is confidential.
RT-IG-000.B – Number of employees	<u>Talent Management</u>

# TCFD Index

This disclosure index references the TCFD recommendations regarding climate-related risks and opportunities. The information in this index was prepared to align with applicable requirements within California Senate Bill 261 (SB 261), as of the date of this publication.

RECOMMENDED DISCLOSURES	LOCATION/RESPONSE
<p><b>Governance: Disclose the organization's governance around climate-related risks and opportunities.</b></p>	
<p><b>a) Describe the board's oversight of climate-related risks and opportunities.</b></p>	<p>Our BOD provides oversight of Alkegen's sustainability programs and performance. The BOD receives quarterly updates regarding our SEEDS™ metrics and sustainability initiatives, which include updates on our climate strategy and material IROs impacting the business. The BOD considers material climate-related issues that have a significant impact on business strategy, major plans of action, risk management policies, and annual budgets.</p>
<p><b>b) Describe management's role in assessing and managing climate-related risks and opportunities.</b></p>	<p>Alkegen's CSO provides executive leadership and oversight in assessing and managing climate-related IROs. The CSO also serves as Senior Vice President and General Counsel, reports directly to the CEO, and is a member of Alkegen's SLT. The SLT, which includes the CEO, CFO, CSO/General Counsel, BU Presidents, and leaders of the R&amp;D, HR, and IT teams, is regularly briefed on sustainability performance, including climate-related metrics, goals, and regulatory developments. The CSO provides quarterly SEEDS™ updates to the BOD that encompass climate-related indicators under the environmental and governance components of SEEDS™. The CSO also oversees Global Health and Safety, PSRC, HR, Global Supplier Quality and CI, and the Environmental and Governance programs, ensuring alignment between enterprise strategy, compliance, and operational performance.</p> <p>Management oversight of climate-related issues occurs through multiple channels. Monthly global SEEDS™ calls engage the SLT, BU, and site leaders on progress toward environmental and climate-related goals, as well as performance trends and risk mitigation actions. Climate-related issues identified at the site or business-unit level are evaluated based on materiality and escalated to senior management when strategic or enterprise-level responses are needed. Members of the SLT participated in Alkegen's 2024 climate risk assessment process alongside external consultants, contributing operational insights and strengthening internal expertise in climate-risk identification, scenario analysis, and adaptation planning.</p> <p>Alkegen's Sustainability Committee meets as needed to discuss cross-functional sustainability and climate strategy, enterprise compliance with evolving climate-reporting and stakeholder requirements, and implementation of energy, emissions, and resource-efficiency initiatives. The Committee includes leaders from Global Health and Safety, PSRC, Environmental and Governance, Customer Experience and Commercial Excellence, Supplier Quality and CI, Global Procurement, HR, IT, Legal Services, and Finance. It is coordinated by the Director of Environmental and Governance, who reports to the CSO.</p>

# TCFD Index (continued)

## RECOMMENDED DISCLOSURES

## LOCATION/RESPONSE

**Strategy: Disclose the actual and potential impacts of material climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.**

### a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

In our assessment, we defined time horizons as follows: short-term (0-1 years), medium-term (2-5 years), long-term ( years). Below is an overview of climate-related risks and opportunities identified across each time horizon:

Type	Identified Risks	Short	Medium	Long
Policy and Legal	Reporting obligations (Scope 3, CA Climate Rules)	X	X	X
Policy and Legal	Regulatory compliance	X	X	X
Technology	Fossil fuel dependence in manufacturing processes	X	X	X
Market	Low-carbon transition difficult in oil and gas industries	X	X	X
Market	Customer expectations for disclosure and energy usage	X	X	X
Market	Peer adaptiveness to environmental expectations	X	X	X
Reputation	Maintaining position as a specialty materials platform dedicated to sustainability and human health.	-	X	X
Acute	High temperatures impacting workforce	X	X	X
Acute	Severe storms affecting manufacturing infrastructure	X	X	X
Acute	Low temperatures affecting operations	X	X	X
Chronic	Water scarcity and sourcing	X	X	X

# TCFD Index (continued)

RECOMMENDED DISCLOSURES	LOCATION/RESPONSE				
<b>Strategy: Disclose the actual and potential impacts of material climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</b>					
<b>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</b>	In our assessment, we defined time horizons as follows: short-term (0-1 years), medium-term (2-5 years), long-term (5+ years). Below is an overview of climate-related risks and opportunities identified across each time horizon:				
	Type	Identified Opportunities	Short	Medium	Long
	Resource Efficiency	Consider energy efficiencies from upgraded equipment	X	X	X
	Resource Efficiency	Reuse water and explore filtration options	X	X	-
	Energy Sources	Operationalize climate reporting and decrease emissions	X	X	-
	Energy Sources	CSRD (Scope 3) compliance	X	X	-
	Energy Sources	Collaborate with customers and suppliers focused on emissions reductions	X	X	X
	Products / Services	Perform LCAs to understand environmental implications	X	X	-
	Products / Services	Enhance integration of sustainability considerations in R&D process	X	-	-
	Markets	Access new markets such as the battery market	X	X	X
	Resiliency	Identify opportunities to leverage sources of renewable energy	X	X	X
	Resiliency	Consider grant opportunities to increase operational resiliency	X	X	-
Resiliency	Supply chain diversification, fire and flood assessments	X	X	X	

# TCFD Index (continued)

RECOMMENDED DISCLOSURES	LOCATION/RESPONSE					
<p><b>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</b></p>	<p>Climate-related risks and opportunities have the potential to influence our business model and value chain. For physical risks, potential effects include reduced workforce productivity during extreme heat, increased energy use to maintain operations, and potential disruption to facilities or suppliers due to severe weather events or water scarcity. These conditions could lead to temporary increases in operating costs, interruptions to production, or asset impairment. For transition risks, evolving regulatory requirements, customer expectations, and technology trends may shape how we operate, design products, and engage with suppliers. New or more stringent climate policies may necessitate additional investment in energy efficiency, product innovation, and value-chain transparency. Under less ambitious policy pathways, changes may occur more gradually but will still require ongoing adaptation.</p> <p>We are taking steps to build resilience where we deem appropriate and are evaluating additional measures to ensure our preparedness. For an overview of our adaptation and mitigation strategies, see <a href="#">Energy and Emissions Management: Management Strategies for Climate-related Risks</a>.</p> <p>Below is a detailed overview of the potential financial impacts associated with each identified climate-related risk and opportunity.</p>					
	Classification	Identified Opportunities	Revenues	Expenditures	Assets and Liabilities	Capital and Financial Planning
	Climate-related Risks					
Policy and Legal	Reporting obligations (Scope 3)	X	X	-	X	
Policy and Legal	Regulatory compliance (CSRD)	-	X	-	X	
Technology	Fossil fuel dependence in manufacturing processes	-	X	X	-	
Market	Low-carbon transition difficult in certain industries	X	X	-	-	
Market	Customer expectations for disclosure and energy usage	X	X	-	-	
Reputation	Maintaining position as a sustainable alternative	-	X	-	-	
Acute	Severe storms affecting manufacturing infrastructure	X	X	-	-	
Acute	Low temperatures affecting operations	X	X	-	-	
Chronic	Water scarcity and sourcing	X	X	-	-	

# TCFD Index (continued)

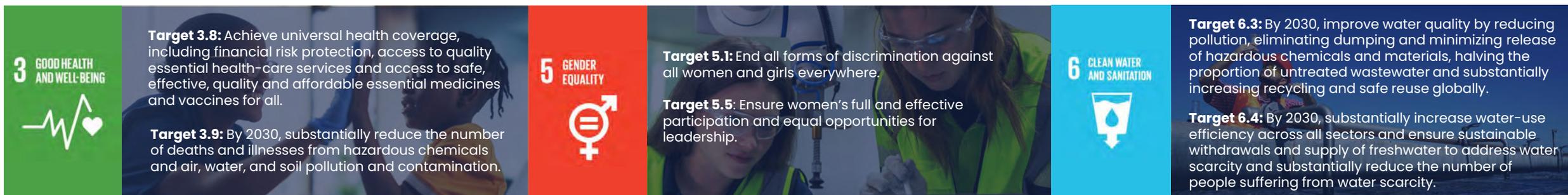
RECOMMENDED DISCLOSURES	LOCATION/RESPONSE					
	Classification	Identified Opportunities	Revenues	Expenditures	Assets and Liabilities	Capital and Financial Planning
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<b>Climate-Related Opportunities</b>					
	Resource Efficiency	Document energy efficiencies from upgraded equipment	X	X	-	-
	Resource Efficiency	Reuse water and explore filtration options	X	X	-	-
	Energy Sources	Operationalize climate reporting and decrease emissions	X	X	-	-
	Energy Sources	Scope 3 compliance	X	X	-	X
	Energy Sources	Collaborate with customers focused on emissions reductions	X	X	-	-
	Products / Services	Perform LCAs to understand environmental implications	X	X	-	X
	Products / Services	Further integrate environmental considerations in R&D process	X	X	-	-
	Markets	Access new markets such as the battery market	X	-	-	X
	Resiliency	Consider renewable energy opportunities	-	X	-	-
	Resiliency	Leverage grants to increase operational resiliency	-	-	-	X
	Resiliency	Supply chain diversification and fire and flood assessments	X	X	-	-
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>Alkegen has not conducted quantitative climate-related scenario analysis. Further analysis on the impact of climate-related issues on the business strategy may be considered in the future. Alkegen made several changes to its business to mitigate risks and capture opportunities, including but not limited to setting 2030 Environmental Performance Targets, appointment of a CSO that is a member of the SLT, and divesting from the Thermal Acoustic Solutions business to focus on BUs that more closely align with the company's Mission and Vision. See <a href="#">Energy and Emissions Management: Management Strategies for Climate-related Risks</a> for an overview of current adaptation and mitigation measures.</p> <p>In a future scenario analysis, Alkegen may consider a diverse group of scenarios, such as:</p>					
	<ol style="list-style-type: none"> <li><b>Business-as-Usual:</b> Rapid technological progress and global market integration continue to drive economic growth, but emissions and climate impacts rise as fossil fuels remain prevalent.</li> <li><b>Aggressive Mitigation:</b> A coordinated global shift toward sustainable development to reduce the worst climate impacts. Decarbonization efforts focus on production gains and logistics costs through carbon pricing and border adjustments, while innovation and circular solutions expand.</li> </ol>					

# TCFD Index (continued)

RECOMMENDED DISCLOSURES	LOCATION/RESPONSE
<p><b>Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b></p>	
<p><b>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</b></p>	<p>Alkegen discloses key metrics related to its environmental performance, including Scope 1 and Scope 2 GHG emissions intensity, absolute emissions, energy and electricity consumption, water and waste usage, reduction targets, safety performance, and SEEDS™ program goals. See <a href="#">Energy and Emissions</a> for detailed data, trends, and <a href="#">Methodology and Disclosures</a>.</p> <p>In alignment with the <a href="#">California Air Resources Board's (CARB) draft SB-261 Climate-Related Risk Disclosure Checklist</a>, Alkegen notes that financial disclosure of climate-related impacts is not required at this time, and calculation methodologies for such figures continue to evolve. Accordingly, the company focuses on operational metrics most relevant to its climate-risk management and sustainability strategy and provides qualitative insight into potential financial impacts (see the <a href="#">Energy and Emissions Management</a> section).</p>
<p><b>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.</b></p>	<p>See our 2025 GHG Emissions and Energy Data, in the <a href="#">Energy and Emissions Management</a> section; See also <a href="#">GHG Footprint</a> in the <a href="#">Appendices</a>.</p>
<p><b>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</b></p>	<p>Alkegen set environmental performance targets to mitigate the environmental impacts of its operations and support long-term climate-risk management. Alkegen's targets are intensity-based and measured against a 2024 baseline. The company aims to achieve:</p> <ul style="list-style-type: none"> <li>• A 10% reduction in the intensity of Scope 1 and Scope 2 GHG emissions by 2030</li> <li>• A 10% reduction in freshwater withdrawals in high and extremely high water-stressed regions by 2030</li> <li>• A 15% reduction in the amount of waste sent to landfills by 2030</li> </ul> <p>Each BU implements initiatives targeting approximately a 2% annual reduction in Scope 1 and Scope 2 emissions, a 2% annual reduction in freshwater withdrawals, and a 3% annual reduction in waste sent to landfills. Progress toward these goals is reviewed monthly at the enterprise level to evaluate likelihood of achieving our 2030 Environmental Performance Targets. See the <a href="#">Sustainability at Alkegen</a> section for a summary of 2025 progress toward our 2030 and interim targets.</p>

# Alignment with United Nations Sustainable Development Goals

In addition to company objectives, we support efforts to address global challenges. The United Nations Sustainable Development Goals (“SDGs”) provide a widely accepted framework for driving progress in environmental, social, and economic areas. We outlined the SDG Targets most relevant to our business and Alkegen’s associated initiatives that were highlighted in our 2024 Sustainability Report and continue to be corporate priorities.



**Target 3.8:** Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Target 3.9:** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.



**Target 5.1:** End all forms of discrimination against all women and girls everywhere.

**Target 5.5:** Ensure women’s full and effective participation and equal opportunities for leadership.



**Target 6.3:** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

**Target 6.4:** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

## Associated Initiatives

### Target 3.8

- Provide competitive benefits that promote the health and wellbeing of our employees and their dependents.
- For all locations of operation, provide access to medical insurance, leveraging government medical plans where available.

### Target 3.9

- Site-level and customer air quality monitoring for fiber and dust exposure.
- Chemical safety programs and pollution prevention controls.
- Dedicated team devoted to ensuring compliance with environmental regulations.
- Employee health and safety training and exposure prevention policies.

## Associated Initiatives

### Target 5.1

- Maintain enterprise Code of Conduct (“Code”) and policies prohibiting discrimination, harassment, intimidation, bullying, abusive conduct, or retaliation.
- Maintain Supplier Code and Global Supplier Quality & ESG Manual, which enforces principles of the Alkegen Code throughout the supply chain.
- Promote integrity and the highest standards of ethical conduct.
- Advance hiring and promotion practices focused on individual merit.
- Management training and oversight to ensure employees are evaluated based on quantifiable metrics that reduce the potential for bias and ensure recognition for performance.

### Target 5.5

- Focus on hiring and promotion within local communities with strong recruitment practices and competitive benefits.
- Support initiatives that provide equal opportunity for employment, income, and advancement in all our departments, programs, and worksites.
- Implement workplace and leadership development programs.
- Maintain Employee Resource Groups (“ERGs”) such as the Women In Leadership ERG.

## Associated Initiatives

### Target 6.3

- Maintain programs to improve water quality by minimizing releases of hazardous chemicals and materials.
- Monthly BU calls during which environmental issues, risks, and opportunities (“IROs”) are discussed and water reduction initiatives are evaluated.
- Improved enterprise HSE calendar to ensure transparency and support compliance with regulatory requirements related to resource use.

### Target 6.4

- Promote water conservation and reuse initiatives across sites.
- Monitor freshwater withdrawals in water-stressed regions.
- Work toward 2030 enterprise water withdrawal target.

# Alignment with United Nations Sustainable Development Goals



## Associated Initiatives

### Target 7.2

- Commit to renewable energy projects globally through virtual power purchasing agreements and where aligned with business strategy.
- Investigate global renewable energy procurement opportunities.

### Target 7.3

- Implement thermal-management and insulation solutions that reduce energy use.
- Conduct operational energy-efficiency and consumption reduction projects at our manufacturing locations.

## Associated Initiatives

### Target 8.5

- Support economic growth in the global communities where we operate.
- Maintain policy of equal pay for equal work.
- Uphold new hire and promotion practices that focus on individual merit and train managers to evaluate employees based on quantifiable metrics that reduce the potential for bias.

### Target 8.8

- Implement comprehensive HSE management systems.
- Uphold Code, policies, and business procedures to protect human and labor rights and ensure a safe and working environment.
- Prioritize employee engagement and development initiatives.
- Support ethical recruitment and mitigate risk of worker exploitation.
- Alkegen does not participate in international migrant worker recruitment program, and verifies age and legal authorization to work, prior to hire.

## Associated Initiatives

### Target 12.5

- Maintain responsible chemical management programs.
- Promote pollution prevention, waste-to-landfill reduction, recycling and reuse initiatives.
- Maintain SEEDS™ sustainability program promoting circularity.

### Target 12.6

- Produce specialty materials and products designed to advance sustainability and improve human health.
- Comply with applicable laws and regulations and maintain accountability for responsible consumption and production.
- Publish Sustainability Report in alignment with leading disclosure frameworks, on an annual basis.

## Associated Initiatives

### Target 13.2

- Set and work toward 2030 GHG EI reduction targets.
- Maintain operational emissions tracking and reduction initiatives.
- Remain committed to minimizing environmental impact and enhancing sustainability across our organization. Alkegen monitors energy and water use, waste, and greenhouse gas emissions and works to reduce environmental impact in those areas.

### Target 13.3

- Focus on enterprise 2030 Environmental Performance Targets and local progress to minimize potential impacts from manufacturing operations.
- Leverage insights from 2024 climate risk and opportunity assessment using the TCFD framework.

# GHG Footprint

## 2025 Alkegen GHG Footprint\*

Category	MT tCO2e	% of Total + Scope 2 Emissions	Scope 1 Consumption (GJ)
<b>Scope 1 Emissions</b>	<b>176,301</b>	<b>58%</b>	<b>3,494,710</b>
• Natural Gas	174,900	58%	3,474,187
• Fuel Oil	637	0.2111%	7,750
• Propane	762	0.2529%	12,746
• Diesel	2	0.0007%	28
• Refrigerant Gas	Deemed immaterial	<1%	-
<b>Scope 2 Emissions</b>	<b>125,174</b>	<b>42%</b>	<b>1,474,675</b>
• Grid Electricity	124,343	41%	1,464,774
• Green Power**	(5,019)	-	145,069
• Steam	831	0%	9,901
<b>Total Scope 1 + Scope 2 Emissions</b>	<b>301,475</b>	<b>100%</b>	<b>4,969,386</b>
Category	MT tCO2e	% of Total Scope 1 + Scope 2 + Scope 3 Emissions	Consumption
• Scope 3, Category 3: Fuel and Energy-Related Activities Not Included In Scope 1 or Scope 2	65,992	17%	4,969,386 GJ
• Scope 3, Category 5: Waste	16,520	4%	102,151 mtons
<b>Total Scope 3 Emissions***</b>	<b>82,512</b>	<b>21%</b>	<b>-</b>

\*All values are reflective of market-based emission factors.

\*\*Green power electricity usage reflects the same underlying consumption already captured within the electric power stream. To avoid double counting, green power usage is excluded from the calculation of total electricity consumption.

\*\*\*Reported Scope 3 emissions includes Category 3 and Category 5. Additional Scope 3 categories are not currently tracked across the enterprise.

	Alkegen
Total Energy Consumed (GJ)	4,969,386
Grid Electricity (% of Total Energy)	29%
Renewable Energy (%)	3%

# GHG Footprint (continued)

## 2025 Alkegen and Luyang GHG Footprint\*

Category	MT tCO <sub>2</sub> e	% of Total Scope 1 + Scope 2 Emissions	Consumption (GJ)
<b>Scope 1 Emissions</b>	<b>204,274</b>	<b>23%</b>	<b>4,046,106</b>
• Natural Gas	202,318	23%	4,018,810
• Fuel Oil	1,190	0.1350%	14,489
• Propane	764	0.0867%	12,780
• Diesel	2	0.0002%	28
• Refrigerant Gas	Deemed immaterial	<1%	-
<b>Scope 2 Emissions</b>	<b>677,475</b>	<b>77%</b>	<b>4,832,124</b>
• Grid Electricity	676,644	77%	4,822,223
• Green Power**	(5,019)	-	145,069
• Steam	831	0%	9,901
<b>Total Scope 1 + Scope 2 Emissions</b>	<b>881,749</b>	<b>100%</b>	<b>8,878,231</b>
Category	MT tCO <sub>2</sub> e	% of Total Scope 1 + Scope 2 + Scope 3 Emissions	Consumption
• Scope 3, Category 3: Fuel and Energy-Related Activities Not Included In Scope 1 or Scope 2	186,543	17%	8,878,231 GJ
• Scope 3, Category 5: Waste	16,742	2%	102,577 mtons
<b>Total Scope 3 Emissions***</b>	<b>203,285</b>	<b>19%</b>	<b>-</b>

\*All values are reflective of market-based emission factors.

\*\*Green power electricity usage reflects the same underlying consumption already captured within the electric power stream. To avoid double counting, green power usage is excluded from the calculation of total electricity consumption.

\*\*\*Reported Scope 3 emissions includes Category 3 and Category 5. Additional Scope 3 categories are not currently tracked across the enterprise.

	Alkegen and Luyang
Total Energy Consumed (GJ)	8,878,231
Grid Electricity (% of Total Energy)	54%
Renewable Energy (%)	2%

# Methodology and Disclosures

Alkegen's GHG inventory is consistent with the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Initiative (GHG Protocol) for corporate GHG accounting and reporting. Alkegen defines its organizational boundary conditions consistent with the GHG Protocol according to the "control approach" for Scopes 1 and 2 sources. This means the scope of Alkegen's organizational boundaries includes locations in the company's ownership or under its control where Alkegen has responsibility of GHG emissions from these locations. The "control approach" is the most appropriate organizational boundary for Alkegen because it reflects where Alkegen can influence decisions that impact GHG emissions. Alkegen's boundary includes manufacturing plants and excludes office buildings, business centers, and warehouses; those non-manufacturing locations will be included in Alkegen's disclosures in 2026.

All methodologies are based on guidance from the GHG Protocol. Emission factors are from governmental and non-governmental organizations' sources include the United States Environmental Protection Agency (EPA), the United States Environmental Protection Agency (EPA) Mandatory Reporting Rule (MRR), International Energy Agency (IEA), Department for Environment Food and Rural Affairs (DEFRA), and Environment Canada. Additionally, where available, we utilize utility-specific emission factors that support our market-based inventory. As of 2022, we utilize IPCC's Sixth Assessment Report (AR6) as our source for global warming potentials.

Utility data is collected at regular intervals as the invoices are received. If invoices are not available, data gaps are filled using average values from prior months. Where there is insufficient historical site data, Energy Use Intensity (EUI) values from the Commercial Building Energy Consumption Survey (CBECS) are used to provide site level energy usage estimates. In 2025, approximately 2% of Alkegen's Scope 1 data and 9% of its Scope 2 data was estimated.

Common Name	Formula	SAR Report	AR4 Report	AR5 Report	AR6 Report
Carbon dioxide	CO <sub>2</sub>	1.00	1.00	1.00	1.00
Methane	CH <sub>4</sub>	21.00	25.00	28.00	
	CH <sub>4</sub> - Fossil				29.80
	CH <sub>4</sub> - Non-Fossil				27.00
Nitrous oxide	N <sub>2</sub> O	310.00	298.00	265.00	273.00
Nitrogen trifluoride	NF <sub>3</sub>		17,200.00	16,100.00	17,400.00
Sulfur hexafluoride	SF <sub>6</sub>	23,900.00	22,800.00	23,500.00	24,300.00

## Definitions

**Market-Based (MB):** quantifies Scope 2 GHG emissions based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own

**Location-Based (LB):** quantifies scope 2 GHG emissions based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries

# Glossary

Abbreviation	Definition
<b>3TGs</b>	The metals Tantalum, Tin, Tungsten and Gold and their ores. United States (“U.S.”) legislation defines 3TG metals as “Conflict Minerals”, wherever extracted
<b>AI</b>	Artificial Intelligence
<b>AGM</b>	Absorbent Glass Mat
<b>BC/DR</b>	Business Continuity and Disaster Recovery
<b>BOD</b>	Board of Directors
<b>BSO</b>	Behavioral Safety Observation, a technique used in workplaces to identify and address unsafe behaviors that could lead to accidents or injuries
<b>BU</b>	Business Unit
<b>C-Suite Employee</b>	Number of individuals in C-suite positions defined as CEO plus any senior executives that report directly to the CEO, as of the end of the calendar year for which data is being provided
<b>CAP</b>	Corrective Action Plan, a structured approach to addressing non-conformance and reducing the risk of incident or recurrence
<b>CAR</b>	Corrective Action Request
<b>CARE</b>	European Control and Reduce Exposure program dedicated to reduction of occupational exposures to HTIW
<b>CAO</b>	Chief Accounting Officer
<b>CB ECS</b>	Commercial Building Energy Consumption Survey
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CI</b>	Continuous Improvement
<b>CIO</b>	Chief Information Officer
<b>CSO</b>	Chief Sustainability Officer
<b>CSRD</b>	Corporate Sustainability Reporting Directive, an EU regulation requiring comprehensive and granular disclosures covering environmental, social, and governance topics

# Glossary (continued)

Abbreviation	Definition
<b>DART</b>	Rate of Days Away, Restricted, or Transferred a measure of three different metrics: <ol style="list-style-type: none"> <li>1. The number of days an employee is absent because of a work-related illness or injury;</li> <li>2. The number of days an employee is placed under work restrictions (e.g. no heavy lifting, must sit while working, etc.); and</li> <li>3. The number of days an employee is transferred to another job because they cannot fulfill their normal duties</li> </ol>
<b>DCE</b>	Data Circuit-terminating Equipment
<b>DNS</b>	Domain Name System
<b>EAP</b>	Emergency Action Plan
<b>ECFIA</b>	European trade organization representing the High Temperature Insulation Wool (“HTIW”) industry in matters relating to health, safety, and the environment
<b>EDR</b>	Endpoint Detection and Response
<b>EED</b>	Energy Efficiency Directive
<b>EOL</b>	End of Life
<b>EPR</b>	Extended Producer Responsibility
<b>ERG</b>	Employee Resource Group, a voluntary employee-led group for employees who share a common identity, background, or interest
<b>ERM</b>	Enterprise Risk Management
<b>ESG</b>	Environmental, Social, and Governance
<b>EU</b>	European Union
<b>EUDR</b>	EU Deforestation Regulation
<b>EUI</b>	Energy Use Intensity
<b>GDPR</b>	General Data Protection Regulation, an EU regulation on data privacy and security
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>HHESAB</b>	Alkegen’s external Human Health and Environmental Sustainability Advisory Board
<b>HSE</b>	Health, Safety, and Environment
<b>HTIW</b>	High Temperature Insulating Wool

## Glossary (continued)

Abbreviation	Definition
<b>IATF</b>	International Automotive Task Force
<b>IATF 16949</b>	Internationally recognized standard for quality management systems in the automotive industry, published by the IATF
<b>IED</b>	Industrial Emissions Directive
<b>IP</b>	Intellectual Property
<b>IRO</b>	Issues, Risks, and Opportunities
<b>ISO</b>	International Organization for Standardization, an independent, non-governmental, international standard development organization composed of representatives from the national standards organizations of member countries
<b>ISO 9001</b>	Internationally recognized standard for quality management systems, published by ISO
<b>ISO 14001</b>	Internationally recognized standard for environmental management systems, published by ISO
<b>ISO 45001</b>	Internationally recognized standard for occupational health and safety management systems, published by ISO
<b>ISO 50001</b>	Internationally recognized standard for energy management systems, published by ISO
<b>KBA</b>	Key Biodiversity Area
<b>KPI</b>	Key Performance Indicator
<b>LCA</b>	Life Cycle Analysis, methodology for assessing environmental impacts associated with the various stages of the life cycle of a commercial product, process, or service
<b>LFI</b>	Learning From Incidents, processes through which employees and the organization seek to understand any negative safety events to prevent similar future events
<b>LTIR</b>	Lost Time Incident Rate, also known as "Lost Workday Case" as defined by U.S. OSHA, a measure of days away from work and/or days of restricted work activity beyond the date of injury or onset of illness
<b>MFGF</b>	Micro Fine Glass Fiber
<b>MOC</b>	Management of Change process, a structured approach to guiding and implementing changes effectively
<b>NMFR</b>	Near Miss Frequency Rate
<b>NIST CSF</b>	National Institute of Standards and Technology ("NIST") Cybersecurity Framework ("CSF")
<b>NPI</b>	New Production Introduction

## Glossary (continued)

Abbreviation	Definition
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>OSHA</b>	U.S. Occupational Health and Safety Administration
<b>PPA</b>	Power Purchase Agreement, a long-term contract between a buyer and a power generator, to purchase electricity or renewable energy at a fixed price, for a set period
<b>PPAP</b>	Production Part Approval Processes
<b>PFAS</b>	Perfluoroalkyl and Polyfluoroalkyl Substances, a group of manufactured chemicals that have been used in industry and consumer products since the 1940s because of their useful properties. There are thousands of different PFAS, some of which have been more widely used and studied than others.
<b>PPE</b>	Personal Protective Equipment
<b>Proposition 65</b>	California law requiring warning about significant exposures to chemicals that cause cancer, birth defects, or other reproductive harm
<b>PSRC</b>	Product Stewardship and Regulatory Compliance
<b>PSP</b>	Product Stewardship Program
<b>PTRA</b>	Pre-Task Risk Assessment
<b>QIP</b>	Quality Improvement Plan
<b>R&amp;D</b>	Research and Design
<b>RCA</b>	Root Cause Analysis
<b>RCF</b>	Refractory Ceramic Fiber
<b>REACH</b>	EU regulation on the Registration, Evaluation, Authorization and Restriction of Chemicals
<b>REC</b>	Rubber Edge Construction
<b>Recordable Incident</b>	Per U.S. OSHA, a work-related injury or illness that results in any of the following: Death; Day(s) away from work; Restricted work activity or job transfer; Medical treatment beyond first aid; Loss of consciousness; or Significant injury or illness diagnosed by a physician or other licensed health care professional
<b>Reportable Incident</b>	As defined by U.S. OSHA, any incident that results in work-related death, in-patient hospitalization, amputation, or loss of an eye
<b>RMI</b>	Responsible Minerals Initiative
<b>RoHS</b>	EU Directive on the Restriction of Hazardous Substances in electrical and electronic equipment
<b>RPE</b>	Respiratory Protective Equipment

# Glossary (continued)

Abbreviation	Definition
<b>SASB</b>	Sustainability Accounting Standards Board
<b>SDS</b>	Safety Data Sheets
<b>SEC</b>	Securities and Exchange Commission
<b>SEEDS™</b>	Alkegen's internal sustainability program, named after its five pillars, Safety, Environment, Engagement, Diversity, and Social
<b>Scope 1</b>	Direct emissions from sources that are owned or controlled by the organization
<b>Scope 2</b>	Emissions caused indirectly from the generation of purchased electricity, heat, or steam that an organization consumes in business operations
<b>Scope 3</b>	All other indirect emissions not included in Scope 2. Examples include emissions from the production of purchased goods and services, fuel and energy-related activities, waste generated in operations, and business travel
<b>SLT</b>	Alkegen's Senior Leadership Team
<b>SOC</b>	Security Operations Center
<b>SQCDP</b>	Safety, Quality, Cost, Deliverable, People
<b>TSCA</b>	U.S. Toxic Substances Control Act addressing the production, importation, use, and disposal of specific chemicals
<b>TAS</b>	Thermal Acoustical Solutions, BU divested in March 2023
<b>TCFD</b>	Task Force for Climate-Related Financial Disclosures
<b>TISAX</b>	Trusted Information Security Assessment Exchange
<b>TRI</b>	Total Recordable Incidents, a measure that encompasses all fatalities, lost time injuries, cases restricted from work, cases of substitute work due to injury, as well as medical treatment cases by medical professionals. Does not include injuries that only require first aid and no time off work
<b>TRIR</b>	Total Recordable Incident Rate, also defined by U.S. OSHA as the "Recordable Rate," a measure of the number of incidents which have occurred on-site, within a calendar year, according to a certain number of hours worked by 100 employees. A recordable incident can include anything from a worker who had to take time off work due to an injury, to someone losing consciousness on-site
<b>UL-certified</b>	Safety certification compliance with the Underwriters Laboratories standards
<b>UNSDGs</b>	United Nations Sustainable Development Goals
<b>VPPA</b>	Virtual Power Purchase Agreement
<b>VOCs</b>	Volatile Organic Compounds
<b>YoY</b>	Year over Year

## References

Page	Reference	Hyperlink
39	Select-A-Seal® case study: Oil Pan for Diesel Engines	<a href="https://www.alkegen.com/wp-content/uploads/2025/09/Case-Study-SAS-gasket-for-Oil-Pan-for-Diesel-Engine_A-5843_020625.pdf">https://www.alkegen.com/wp-content/uploads/2025/09/Case-Study-SAS-gasket-for-Oil-Pan-for-Diesel-Engine_A-5843_020625.pdf</a>
39	Select-A-Seal® case study: Axle Cover Pan for Light-Duty Trucks	<a href="https://www.alkegen.com/wp-content/uploads/2025/09/Case-Study-SAS-gasket-for-weight-reduced-axles_A-5842_020625.pdf">https://www.alkegen.com/wp-content/uploads/2025/09/Case-Study-SAS-gasket-for-weight-reduced-axles_A-5842_020625.pdf</a>
40	Alkegel™ product information	<a href="https://www.alkegen.com/products/alkegel/">https://www.alkegen.com/products/alkegel/</a>
41	Carbowall® Whitepaper	<a href="https://www.alkegen.com/carbon-emissions-reduction-white-paper/">https://www.alkegen.com/carbon-emissions-reduction-white-paper/</a>
41	Heat Flow Tool	<a href="https://www.alkegen.com/heat-flow/">https://www.alkegen.com/heat-flow/</a>
56	2025 Global Community Impact Day Report	<a href="https://www.alkegen.com/wp-content/uploads/2026/01/Community-Impact-Day-2025-Report.pdf">https://www.alkegen.com/wp-content/uploads/2026/01/Community-Impact-Day-2025-Report.pdf</a>

## Forward-Looking Statements

This Sustainability Report contains “Forward-Looking Statements” within the meaning of Section 21 E of the Securities Exchange Act of 1934, as amended. Any statements contained in this Sustainability Report that are not statements of historical fact may be deemed to be Forward-Looking Statements. All such Forward-Looking Statements are intended to provide management's current expectations for the future operating and financial performance of the Company based on current assumptions relating to the Company's business, the economy, and future conditions. Forward-Looking Statements generally can be identified through the use of words such as “believes,” “anticipates,” “may,” “should,” “will,” “plans,” “projects,” “expects,” “expectations,” “estimates,” “forecasts,” “predicts,” “targets,” “prospects,” “strategy,” “signs” and other words of similar meaning in connection with the discussion of future operating performance. Because Forward-Looking Statements relate to the future, they are subject to inherent risks, uncertainties, and changes in circumstances that are difficult to predict. Accordingly, the Company's actual results may differ materially from those contemplated by the Forward-Looking Statements. Investors, therefore, are cautioned against relying on any of these Forward-Looking Statements. They are neither statements of historical fact nor guarantees or assurances of future performance. Forward-Looking Statements in this Sustainability Report include, among others, statements relating to:

- Overall economic, business, and political conditions and the effects on the Company's markets, including with respect to elevated interest rates, inflationary pressures, the Russian invasion of Ukraine, Hamas's attack on Israel and Israel's military response, and tensions between PRC and Taiwan;
- Ability to attract and retain key personnel, including the ability to manage potential business disruptions due to unanticipated resignations of one or more members of management;
- Inability to implement the Company's business strategy in a timely and effective manner;
- Loss of significant market share, customers and customer relationships;
- Amount of capital expenditures required by the Company;
- Possibility that the Company's intellectual property is not adequately protected;
- Labor disturbances or shortages;
- Potential product liability claims for products the Company manufactures;
- Potential liability under indemnification agreements with the Company's distributors or under the Company's product warranties;
- Impact of changes in applicable laws, regulations, and interest rate policy;
- Potential liability and remediation costs from environmental matters;
- Outlook for the full year 2026;
- Competition from other companies;
- Ability to improve operational effectiveness;
- Expected vehicle production in the North American, European or Asian markets;
- Potential inability to deliver products in a timely manner resulting in negative customer impacts;
- Growth opportunities in markets served by the Company;
- Integration and financial performance of acquisitions;
- Expected costs and future savings associated with restructuring or other cost savings programs;
- Expected gross margin, operating margin, and working capital improvements from cost control and other improvement programs;
- Fluctuations in energy and raw material commodity costs, including inflation;
- Supply chain and transportation disruptions impacting raw material availability and customer demand;
- Product development and new business opportunities;
- Future strategic transactions, including, but not limited to, acquisitions, joint ventures, alliances, licensing agreements and divestitures;

## Forward-Looking Statements (continued)

- Potential impacts from cyber intrusions, including ransomware;
- Pension plan funding;
- Future cash flow and uses of cash;
- Future earnings and other measurements of financial performance;
- Ability to meet cash operating requirements;
- Substantial level of indebtedness and the Company's ability to service its indebtedness;
- Ability to meet financial covenants in the Company's Credit Agreement; Future impact of the variability of interest rates and foreign currency exchange rates and impacts of hedging instruments;
- Expected future impact of recently issued accounting pronouncements upon adoption;
- Future effective income tax rates and realization of deferred tax assets;
- Potential liabilities impacting Luyang under uncertain PRC laws having a material impact on the Company's business and reputation;
- Impairment intangible assets; and
- The expected outcomes of legal proceedings and other contingencies, including environmental matters .

All Forward-Looking Statements are inherently subject to a number of risks and uncertainties that could cause the actual results of the Company to differ materially from those reflected in Forward-Looking Statements made in this Sustainability Report, as well as in press releases and other statements made from time to time by the Company's authorized officers. Such risks and uncertainties include, among others, the risk factors included in Item 1A of this Sustainability Report. The Company does not assume any obligation to update any Forward-Looking Statements, whether as a result of new information, future events or otherwise.

### Cautionary Note

Used in the context of this Report, the terms "material", "materiality", "significant", "key", "select", "severe", and other terms that are similar to those used in any laws, regulations or other legal requirements or standards are not intended to be construed in accordance with legal requirements or standards.

Although data in this Report has been internally reviewed using accepted scientific and technical methodologies, we may disclose information in this Report that differs from prior or future reports due to the availability of new data, evolution in underlying standards, science, regulations, industry-driven changes to methodologies, or improvements in data collection, among other reasons. Data and metrics shown in this Report may also incorporate estimates, assumptions, or be subject to rounding. Information related to statements on GHG emissions, including the methodologies and processes used to calculate such emissions or reductions of such emissions, can be found in the Appendices.

References in this Report to products or technologies that "support," "contribute to," "enable," or "advance" environmental or sustainability outcomes are not intended as quantified environmental performance claims or guarantees. Such descriptions are based on the intended design, use, or application of Alkegen products within a broader system and should not be interpreted as assertions of inherent environmental benefit, life-cycle performance, or compliance with any specific ecolabel, certification, or regulatory definition. Nothing in this Report is intended to, nor shall it be construed to, create any legal obligation, warranty, or representation on the part of Alkegen, its affiliates, or subsidiaries, including in connection with product performance or suitability for a particular purpose.



**Thank you**

ALKEGEN