



# Our Path Forward

## Sustainability Report

2024



**Ketjen**



## About This Report

**In our third annual sustainability report, we discuss Ketjen Corporation's (Ketjen or Company) approach to sustainability and how we are incorporating sustainability into our business practices.**

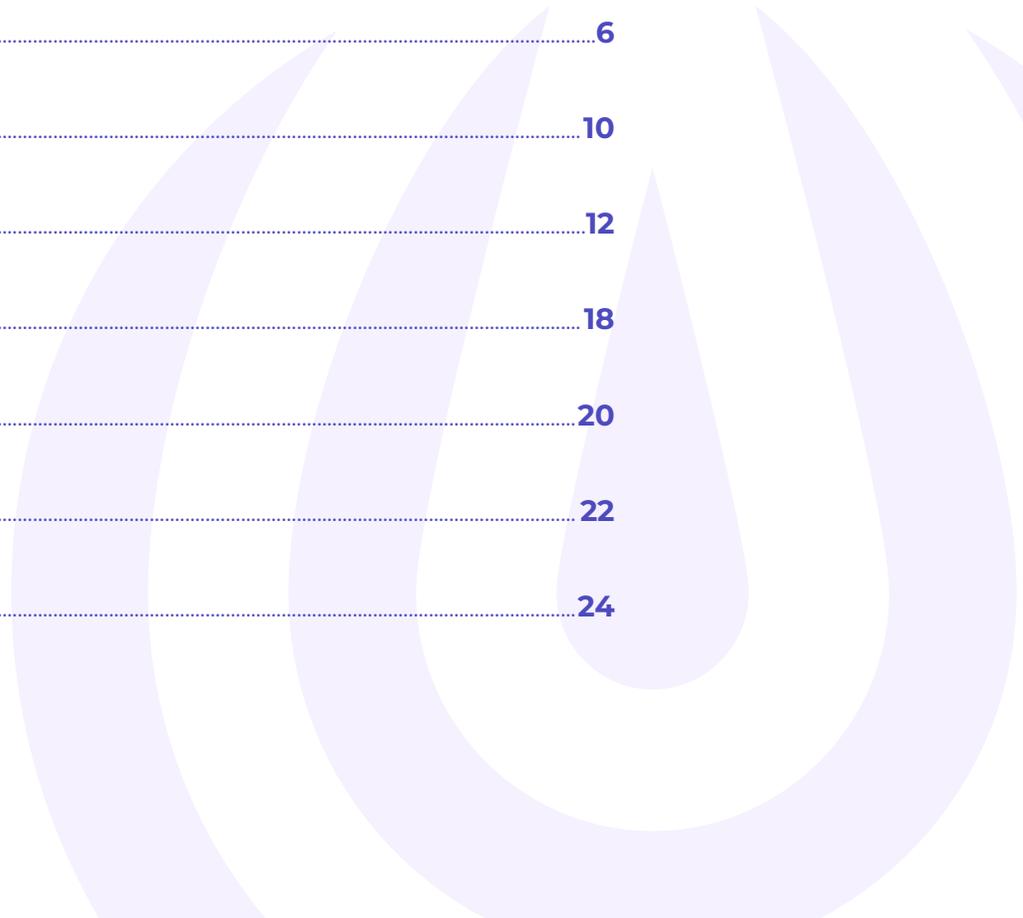
We are guided in our disclosure by the European Union's Corporate Sustainability Reporting Directive (CSRD) and other international reporting frameworks and standards. This report is structured according to the topics identified by a double materiality analysis conducted in 2024.

The information presented covers the 2024 calendar year, unless otherwise stated.

For any feedback on this report or questions about sustainability at Ketjen, please contact [Sustainability@Ketjen.com](mailto:Sustainability@Ketjen.com).

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# Welcome Message from Our President

**I am pleased to introduce Ketjen's 2024 Sustainability Report. The report reflects the transformation we have undergone in becoming a wholly owned subsidiary of Albemarle and celebrates our many milestones and achievements over the past year.**

In 2024, we continued to focus on advancing our sustainability strategy. Under the leadership of our Senior Sustainability Manager, we conducted a double materiality analysis to help us identify and prioritize our most significant environmental, social, and governance topics. The outcomes of this work were the foundation for Ketjen's Sustainability Framework, developed to guide us in the deployment of our sustainability strategy.

We enhanced our focus on safety by creating a unique position for a QHSE leader within Ketjen who was charged with maintaining a safe work environment and enhancing our proactive safety culture. We launched a Safety Blueprint to ensure that safety is recognized as everyone's responsibility. And we invested in our people and leadership development programs to help us attract and retain top talent in our industry.

We focused building on our operational and commercial excellence in 2024. Our teams worked diligently to set our company on course to even greater advancements, powerful new catalyst solutions such as our two new catalysts within our PULSAR® platform, and forward-looking innovations.



**Mike Simmons**  
President





This is an exciting time as we expand our markets and invest in new growth regions with a focus on four key objectives for 2025: working safe and delivering sustainable performance; delivering on financial commitments; delivering on growth initiatives; and developing our talent and culture to grow.”

We expanded our reach, strengthened our position in the market, and secured significant new contracts with key customers. We continued to invest in strategically significant initiatives such as our ZSM-5 expansion project in Bayport, Texas, which exemplifies Ketjen’s commitment to fulfilling the needs of our customers long into the future.

Throughout 2024, we continued to build bench strength and welcomed a new chief commercial officer whose mandate includes executing our commercial strategy and implementing operational best practices and systems to accelerate our global growth trajectory. We also invested in the digitalization of our company to ensure we align our IT capabilities with our business strategies and leverage resources across the organization. While we are fully dedicated to delivering exceptional products and value to our customers, we remain deeply committed to our employees, our neighbors, our communities, and the environment.

I would like to thank all our employees and partners for their dedication and commitment in advancing us toward the next chapter in Ketjen’s history. This is an exciting time as we expand our markets and invest in new growth regions with a focus on four key objectives for 2025: working safe and delivering sustainable performance; delivering on financial commitments; delivering on growth initiatives; and developing our talent and culture to grow. These objectives will ensure that Ketjen remains at the forefront of our industry and continues to shape the future of energy technology for years to come.

Sincerely,

**Mike Simmons**

President

# About Ketjen

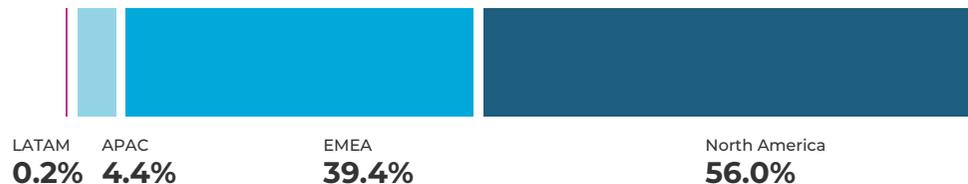
Ketjen develops and manufactures advanced catalyst solutions for the petrochemical and refining industries. We create value-added and performance-based products that help our customers drive efficiency, maximize the performance of their assets, and enable their sustainability ambitions.

With headquarters in Houston, Texas, we serve global customers through operations in 25 countries and through joint ventures in Japan, France, Germany, Brazil, India, Saudi Arabia, and the United States.

Our business spans three divisions: Fluidized Catalytic Cracking (FCC), Clean Fuels Technology (CFT), and Performance Catalysts & Curative Solutions (PCS).

Additional information on our product portfolio can be found on our [website](#).

## Workforce distribution:



**1,080**  
Employees<sup>1</sup>

**3**  
Production  
Facilities

1. All data is as of or for the year ended 31 December 2024. Includes permanent Ketjen employees. Excludes temporary employees and employees of our JVs.

## Our Vision

To be the leading provider of advanced catalyst and specialty chemical solutions, technologies, and insights that help meet the changing needs of our customers today and through their energy transition journey.

## Our Mission

To develop and produce safe, effective, and sustainable products that help our customers maximize the performance and economic potential of their assets.

# Our Values

At Ketjen, we pride ourselves on being a values-driven organization. Our core values guide us in our work and in our interactions with our stakeholders.

### Care

We improve the safety and support the well-being and resilience of our communities, employees, and environment.

### Collaboration

We work together, value each other, and encourage diverse thought to drive better outcomes.

### Accountability

We act with courage to take ownership of what matters and responsibly deliver results.

### Curiosity

We continuously learn and are comfortable taking informed risks to innovate.

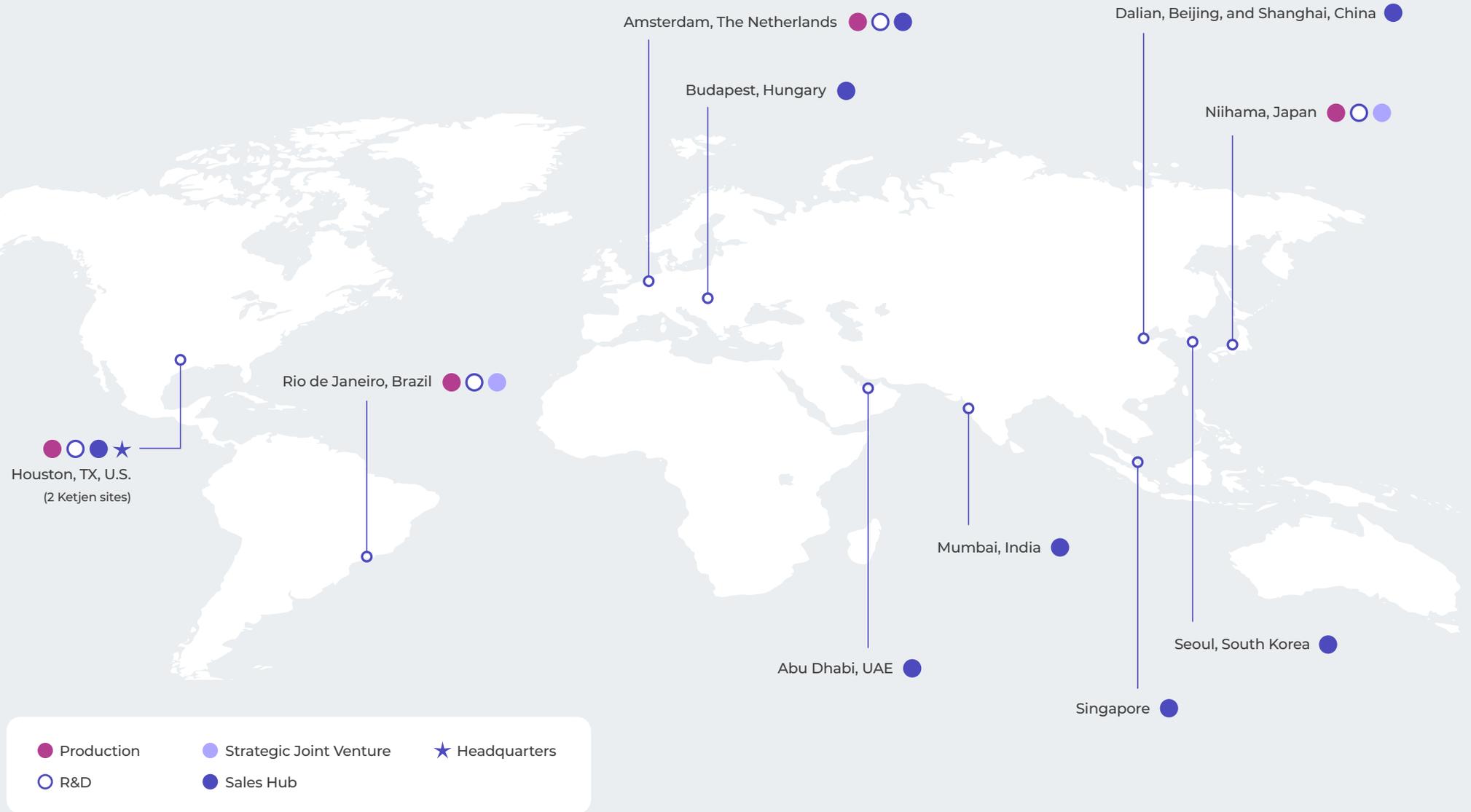
### Humility

We share the credit and value the ideas of others to achieve goals together.

### Integrity

We do what we say with honesty and transparency for the benefit of all.

# Ketjen Global Snapshot



## Our Leadership<sup>1</sup>

Ketjen's leadership team brings decades of business experience and expertise in the catalyst industry, sharing diverse perspectives, innovative approaches, and customer-centric solutions. The team is responsible for setting the direction and strategic approach of the Company, including how we engage on sustainability.



**Mike Simmons**  
President



**Henri Tausch**  
Chief Commercial Officer



**Shane Carr**  
Chief Operating Officer



**Atif Janjua**  
Chief Financial Officer



**Bob Leliveld**  
Chief Technology Officer



**Beth Radtke**  
Chief Human Resources Officer



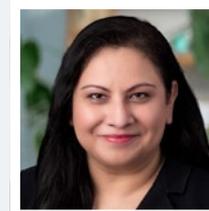
**Jenny Hebert**  
VP of Business Transformation



**Rodrigo Pinto**  
VP of Performance Catalyst and Curatives Solutions



**David Chromy**  
VP and Deputy General Counsel



**Romelia Hinojosa**  
Senior Communications Director

## Recognition<sup>2</sup>



B in Climate, B- in Water



1. As of 31 December 2024

2. The EcoVadis and CDP were awarded to Albemarle. Ketjen data was included in the overall assessments.

# Our Approach to Sustainability

**In 2024, we continued to work on fine-tuning our sustainability strategy to help us focus on advancing our customers' sustainability ambitions and contributing to a more sustainable future.**

We are committed to transparent disclosure of our sustainability performance, and we are guided in our reporting by international reporting standards and frameworks. As a company with operations in Europe, we are assessing the scope of the Corporate Sustainability Reporting Directive (CSRD), and we continue to look at how to align our reporting with the recommendations of the CSRD and other reporting frameworks.

In 2024, in preparation for reporting requirements under the CSRD, we conducted a double materiality analysis, that considers two perspectives – financial and impact materiality. As part of the analysis, we engaged with and sought input from both internal and external stakeholders. These included employees, customers, suppliers, communities, and industry associations who helped us identify topics that are uniquely meaningful to our business and reflect the issues where we impact people and the environment.

We advance sustainability by implementing processes and best practices to achieve sector-leading environmental, social, and governance performance and to enable our customers' sustainability ambitions.

The topics identified through this assessment as most important to our business and stakeholders include:

## Environmental

GHG Emissions  
Pollution

## Social

Safety  
Talent and Culture

## Governance

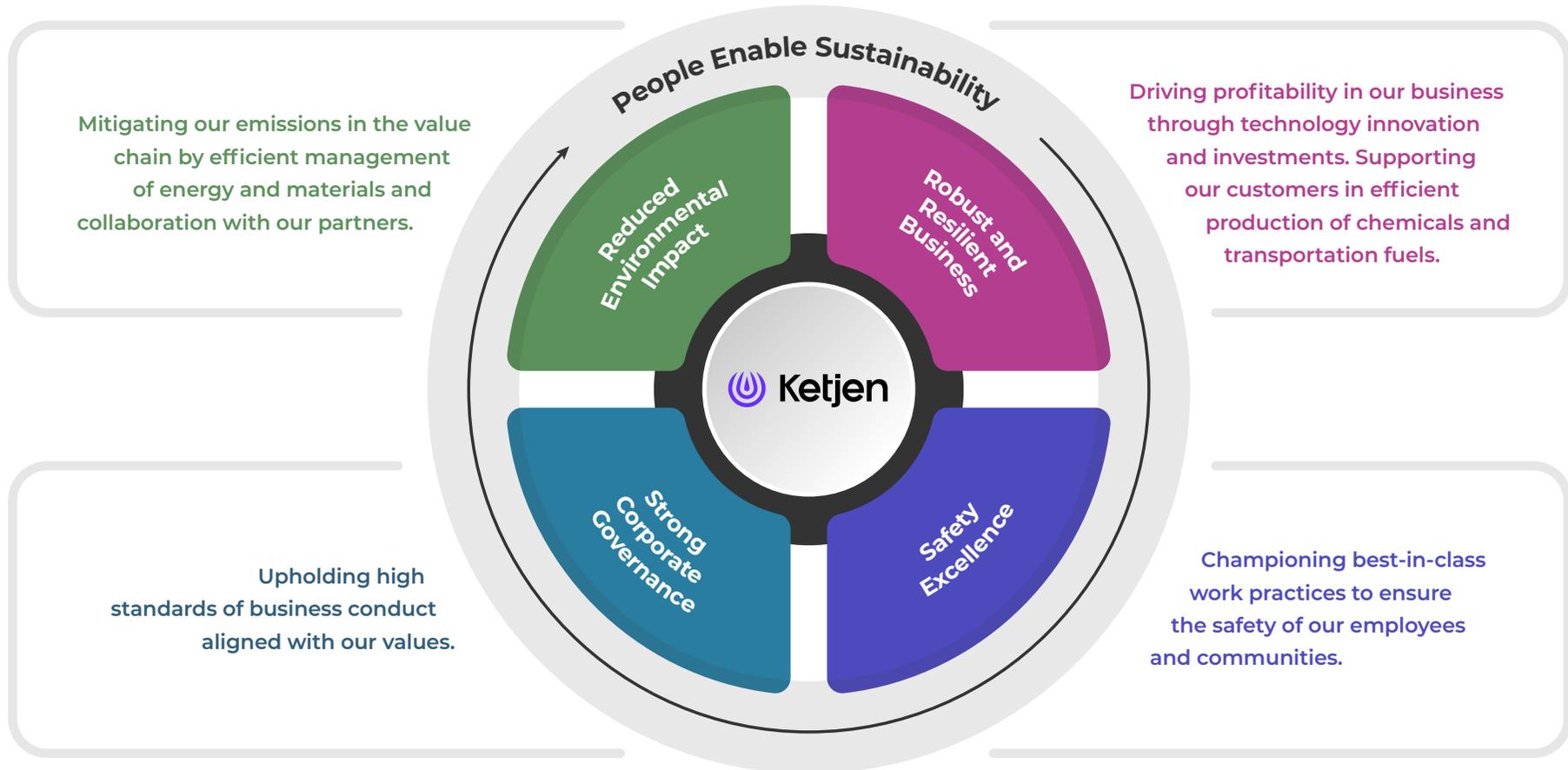
Business Resilience  
Ethics and Compliance  
Responsible Sourcing



# Sustainability Framework

We applied the results from the materiality analysis to the development of Ketjen's Sustainability Framework, which guides us in defining our strategy, setting and advancing our goals and targets, and drives our continuous improvement efforts.

Investing in talent and fostering a people-centric, values-based culture. Empowering our people to achieve premium business results and generate value for our stakeholders.



# Robust and Resilient Business

## Commercial Excellence

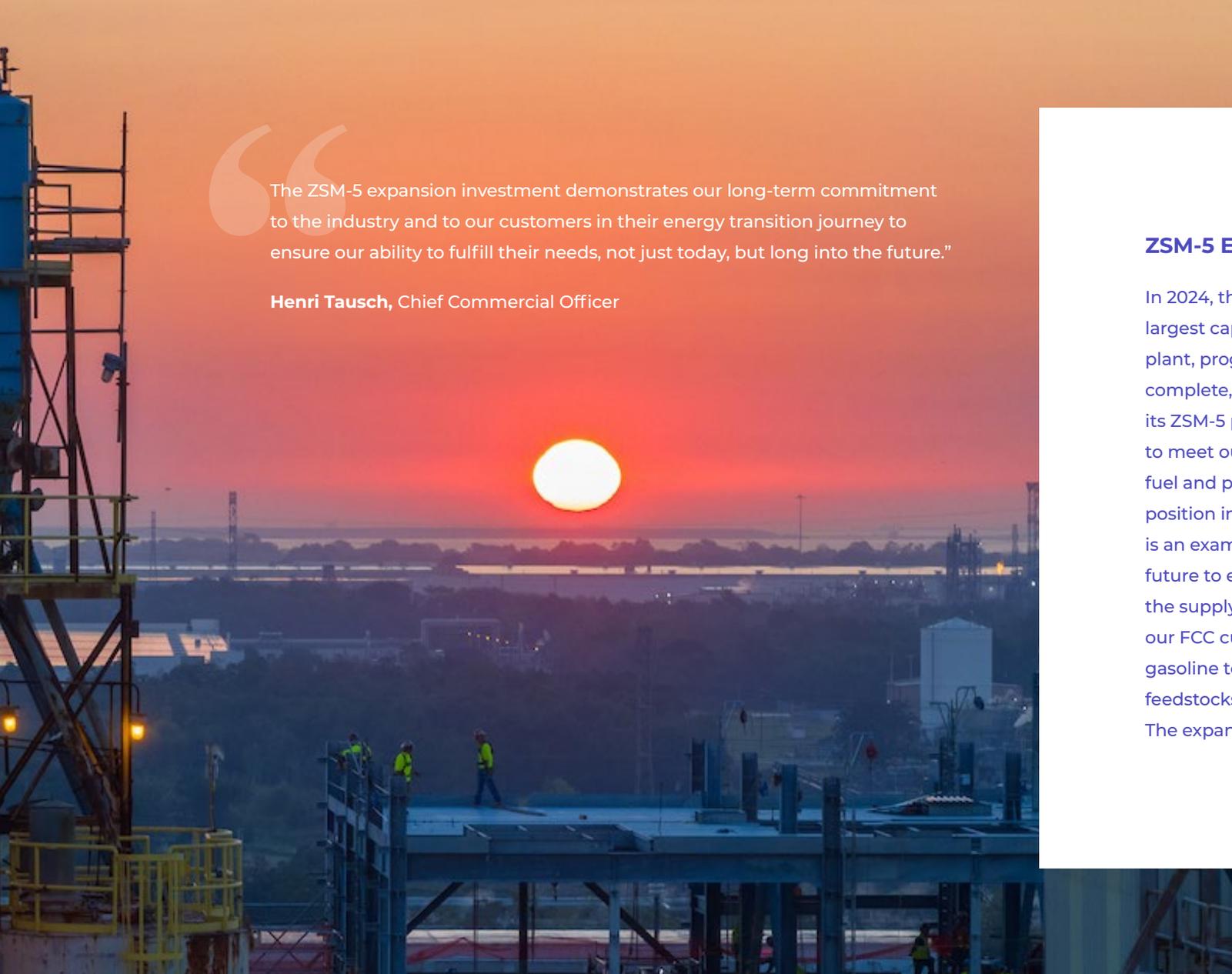
We are committed to delivering the highest quality advanced catalyst and performance-based solutions for our customers to enable them to address the production of fuels and materials of today and into the future. In 2024, we realigned our organization to drive efficiency and operational productivity with the aim of creating a robust, resilient, and nimble business with an entrepreneurial mindset.

We have a large technical excellence team that collaborates with our customers and is in tune with the customers' operations and latest industry demands. Our current Chief Commercial Officer, who joined Ketjen in mid-2024, is leading the strategic transformation of the commercial organization, with a focus on market expansion and growth. Under his leadership, the organization is accountable for advancing Ketjen's commercial strategy and fostering key partnerships with an emphasis on our growth regions in Asia and the Middle East to deliver value, growth, and sustainability for the business.

In 2024, we redesigned our IT organization to align with our business strategies. We hired new IT talent to drive higher productivity with digital enablement of our operations. We streamlined and enhanced Ketjen's IT operations to provide dedicated support across locations and invested in advanced data analytics and digital tools for better business insights. This has allowed us to service our customers with digital solutions that provide improved efficiency and added value through application expertise delivered by models and simulations.

Additionally, we have improved our ability to gather real time data and monitor the performance, productivity, raw material consumption, and energy efficiency of our plants with the goal of optimizing production processes. We enhanced our web portals that allow us to share information with our customers and monitor the performance of our catalysts in our customers' units. This allows for fast and automated reviews through our expert centers in real time and without the delays that are incurred through travel time to sites.





“The ZSM-5 expansion investment demonstrates our long-term commitment to the industry and to our customers in their energy transition journey to ensure our ability to fulfill their needs, not just today, but long into the future.”

**Henri Tausch**, Chief Commercial Officer

## ZSM-5 Expansion

In 2024, the ZSM-5 expansion project, Ketjen's largest capital investment at our Bayport, Texas plant, progressed toward completion. Once complete, the project will enable Ketjen to double its ZSM-5 production capacity. This will allow us to meet our customers' growing needs in the fuel and petrochemicals markets and grow our position in olefins maximization. The project is an example of how Ketjen is investing in the future to ensure consistency and reliability in the supply of catalyst and additives to support our FCC customers as the market shifts from gasoline to greater demand for petrochemical feedstocks used in the production of polymers. The expansion will be complete in 2025.

## Technology and Innovation

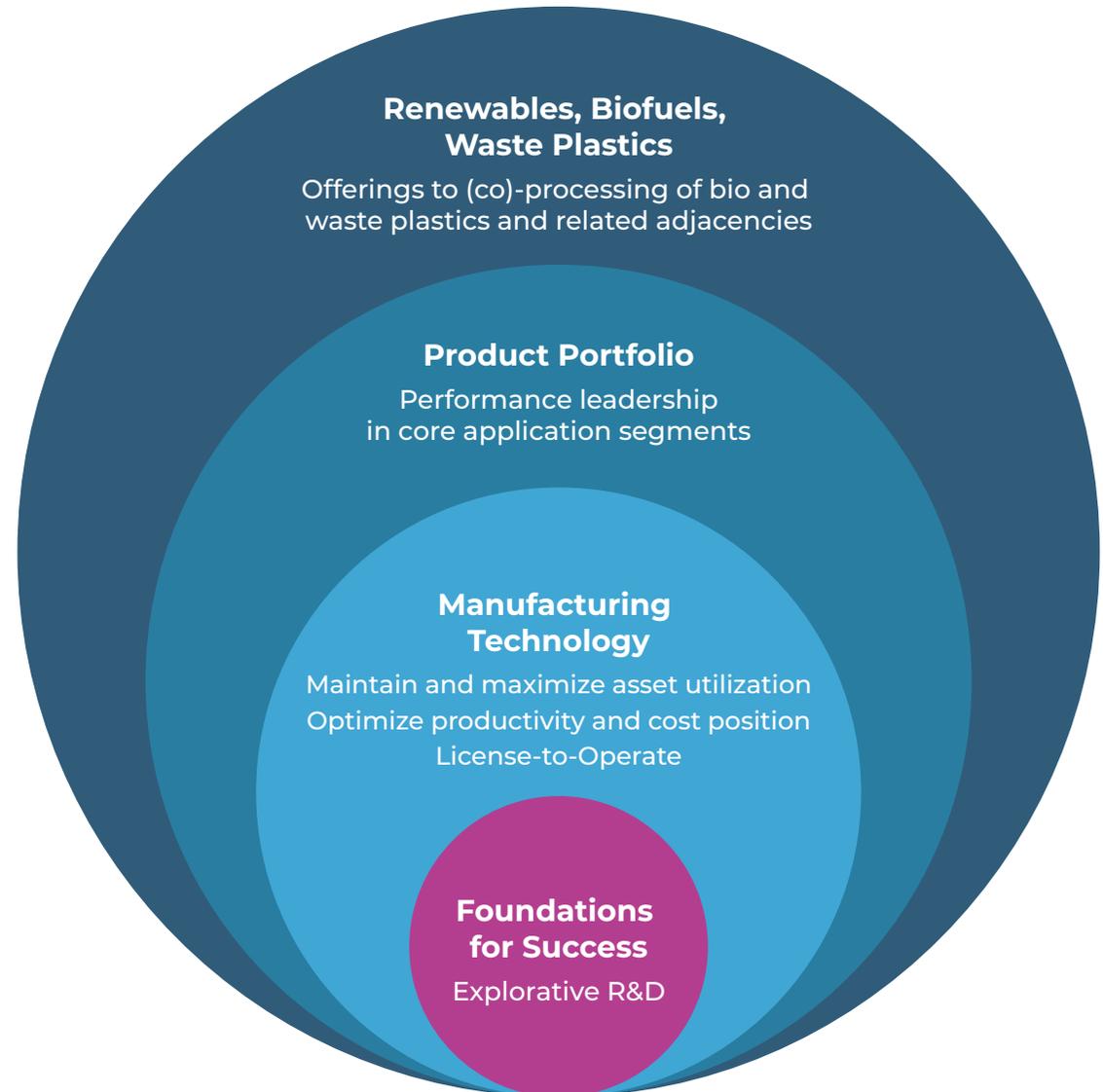
**Innovation of hydrotreating catalysts remains essential for the industry and for a sustainable energy transition. In 2024, we introduced two new catalysts within our PULSAR® and QUASAR™ platforms and two new catalysts within our ReNewFine™ platform.**

Technology and innovation are the cornerstones of our company. Through Ketjen's science and engineering excellence and our research and development (R&D) centers in Amsterdam and Houston, we focus on providing our customers with the most innovative and complete solutions aimed at tackling energy and material challenges.

### Technology Roadmaps

In 2024, we developed technology roadmaps for our FCC and CFT teams. The roadmaps form the basis of our innovation portfolio for the coming years and provide links between our customers' needs, our license-to-operate requirements, and our plant capabilities. They guide us in our near and long-term R&D investments and the development of our innovation portfolio in alignment with Ketjen's strategic priorities.

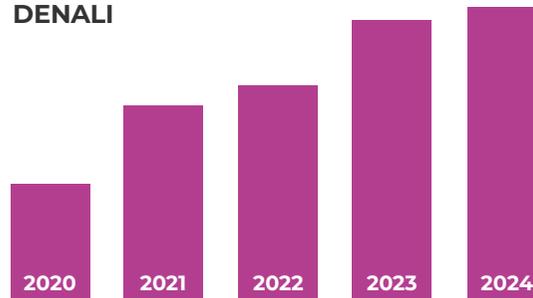
## Ketjen's Technology Roadmap



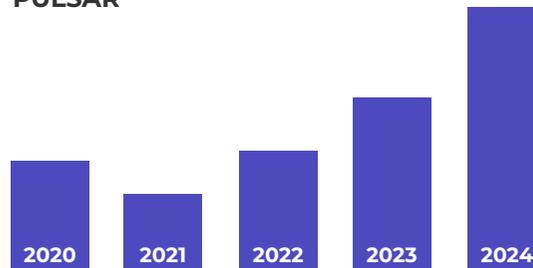


## Market Penetration

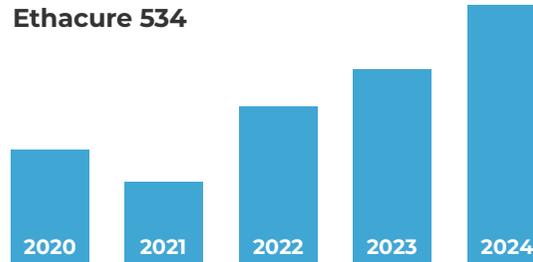
### DENALI



### PULSAR



### Ethacure 534



## Industry-Leading Technologies

**Ketjen catalysts set industry standards.**

Our pioneering **DENALI**<sup>®</sup> catalysts with zeolite technology ZT<sup>™</sup>-600 deliver improved yields, especially improved coke selectivity which can lead to a 5-10% reduction of CO<sub>2</sub> emissions from the unit compared to conventional FCC catalysts.

**PULSAR**<sup>®</sup> is Ketjen's catalyst technology for middle distillates hydrotreating and FCC Pre-Treat, developed to maximize the intake of cracked feedstock and increase cycle length while preserving operating stability.

**Ethacure 534**<sup>®</sup>, a curatives product was first introduced in Japan for roof coating applications to meet industrial standards and specifications.

### Celebrating 40 Years of Collaboration

Partnerships and collaboration help us bring leading-edge products and services to market. In 2024, Ketjen, Petrobras, and their joint venture Fábrica Carioca de Catalisadores (FCC S.A.) marked 40 years of commercial and technical cooperation. This collaboration between Ketjen's R&D and CENPES, the R&D arm of Petrobras, recently resulted in the first commercial trial of ReNewFCCTM with 100% renewable feedstock consisting of soybean oil. The partnership has positioned FCC S.A. as the leading catalyst supplier in South America. In 2024, Ketjen and CENPES signed a 10-year extension of the cooperation agreement.

### Fueling the Future

Ketjen is a leading provider of advanced catalyst solutions for co-processing renewable feedstocks together with fossil hydrocarbon streams to decrease their carbon-intensity. Additionally, we have a wealth of experience in developing catalyst solutions for the production of renewable fuels. As an example, for almost 20 years, we have been in a partnership with NESTE, a trailblazer in the development of renewable fuel production. NESTE uses Ketjen's ReNewFineTM catalysts in their NEXBTLTM process to facilitate the production of renewable diesel and sustainable aviation fuel from waste and residue oils and fats.

### Plastic Recycling

Catalysts play a key role in the recycling of plastic waste, and Ketjen's innovations have the potential to considerably reduce the impact of plastic waste on our environment. In 2024, our R&T and commercial teams, in collaboration with process licensors and operators active in the space of chemical recycling of plastics, continued their research and work to develop the optimal catalyst solution for waste plastic oil recycling.



### Industry Recognition

We are proud to be recognized by our industry for our innovation. Ketjen's SaFeGuardTM solution was a finalist in Gulf Energy Excellence Awards' Best Catalyst Technology category. The awards honor the best innovation and technological advancements across various market segments in the refining industry. Our SaFeGuardTM technology is designed for FCC customers who process feedstocks with high levels of iron particle contaminants. SaFeGuardTM prevents catalyst fouling and premature deactivation, thereby increasing a unit's operating window, maximizing conversion, and improving profitability.

## Customers

Customers and their needs are at the core of Ketjen's mission and purpose. We pride ourselves on our strong relationships and collaborations with customers and partners to provide solutions that meet our customers' evolving demands, help them maximize their profits, and achieve their sustainability goals. Keeping customers informed of Ketjen's innovations and investments is a key priority. In 2024, we launched The Drop, our new digital, bi-monthly newsletter to update customers on Ketjen's latest product developments and strategic investments. We also feature industry trends and share customer success and partnership stories in the publication.

## Industry Partners and Associations

Ketjen has a long history of forging collaborative partnerships within our industry and participating in industry forums. Partnerships provide access to new markets and help us advance sustainability. We work with industry partners who enable us to combine our deep expertise in chemistry and catalysts with the required know-how and ability to build and operate new and improved processes. We engage with and participate in several international industry associations and consortia to stay abreast of regulatory developments and increase our presence and visibility in energy transition activities.



# Safety Excellence

## Fostering a Safety Culture

**Creating a safe work environment for our staff, contractors, suppliers, and business partners is our highest priority.**

Our goal is to maintain an incident-free, secure, and healthy work environment where each of us is accountable for safety. We promote a strong safety culture through open lines of communication, expecting management to be actively involved in safety initiatives, and through both employee and contractor participation, as well as recognition programs. These programs help keep us focused on safety and encourage a shared responsibility for maintaining a safe workplace. Through the implementation of our Life Saving Rules, SCAN, and our Safety Blueprint, we maintain rigorous protocols to protect employees across all facilities. Our dedication to the well-being of our employees is reflected in our strong safety record.

**In 2024, we achieved a total recordable injury rate of 0.09 compared to the top decile performance of 0.12.<sup>1</sup>**

1. Per 2020 ACC ISGA Recordables for medium-size companies

## Quality, Health, Safety, and Environment Organization

In 2024, we continued to leverage Albemarle's safety policies while building out safety programs more targeted to Ketjen's business. We established a Quality, Health, Safety, and Environment (QHSE) organization to champion global QHSE best practices across our company. This included hiring a QHSE director to develop QHSE standards and programs and drive continuous improvement across the organization with the aim of creating and maintaining the highest standard of QHSE practices across all our facilities.

We authored Ketjen's [Quality, Health, Safety, Security, and Environmental \(QHSE\) Policy](#). The policy emphasizes personal accountability for safety and security by outlining the responsibility every Ketjen employee has to conduct business in a safe, secure, and environmentally responsible manner. It encourages a proactive approach to mitigating risks before they lead to incidents. We also launched a QHSE intranet page designed to be a comprehensive resource hub, providing our employees with a centralized location for easy access to policies, procedures, and best practices related to QHSE.

## Safety Blueprint

We promote a culture of accountability and proactivity by empowering team members to identify potential safety risks and intervene before they can happen. In our continuous improvement efforts, we developed Ketjen's Safety Blueprint. The tool is designed to promote a proactive mindset by sparking thought-provoking discussions to encourage broader safety risk assessments and develop more ingrained safety habits.



## Global Lab Safety Initiative

Our Global Lab Safety Initiative is a subprogram of our overall safety program and is championed by our R&D organization. Its mission is to create a healthy and safe lab environment with the aim of preventing injury to lab personnel, limiting property loss due to safety incidents, and reducing the incident rate. The lab safety committee is responsible for fostering a culture of continuous improvement and driving safety initiatives and best practices across all our lab facilities.

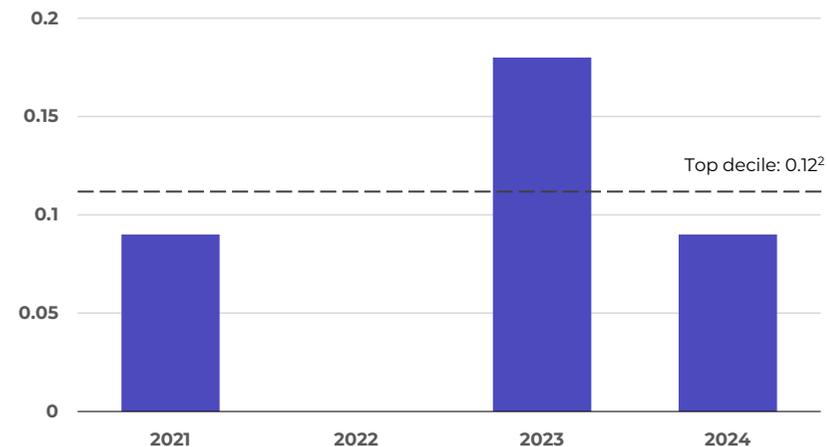


## Safety Performance

In 2024, we achieved a total recordable injury rate of 0.09, significantly lower than our top quartile industry peers, demonstrating our teams' commitment to maintaining a safe and secure work environment. In September, our Pasadena, Texas facility reached one full year without a recordable injury. Our Bayport, Texas site also marked a year-long recordable injury-free streak, including over three years without a recordable injury in the operating plants. Our Amsterdam facility achieved its own impressive safety milestone, reaching four years without a recordable injury in September. Unfortunately, shortly after achieving this milestone, one of our facilities experienced a recordable injury, which reminded us that each task requires attention to detail, every time, to strive for an injury-free workplace.

## Safety Performance Data

### Total Recordable Injury Rate (TRIR)<sup>1</sup>



1. TRIR uses U.S. Occupational Safety and Health Administration ("OSHA") 200,000 hours
2. Per 2020 ACC ISGA Recordables for medium-size companies

# Reduced Environmental Footprint

## Environmental Stewardship

At Ketjen, we are committed to being responsible stewards of the environment, and we strive to be an industry leader in our production and development methods, which are constantly evolving to align with the highest possible standards. Where possible, we mitigate the environmental impacts of our business activities with a particular emphasis on reducing our carbon emissions and energy consumption. We strive for continuous improvement by searching for innovative and sustainable ways to develop solutions that meet environmental and societal needs today and for generations to come.

## Energy

Focusing on operational efficiencies helps us reduce our energy consumption and carbon emissions. We replace obsolete, less energy efficient equipment and focus on machinery process improvements where possible. We leverage renewable electricity at our facilities where feasible. In 2024, 50% of our electricity needs at the Amsterdam site were covered by renewable energy certificates.

In 2024, at our Bayport, Texas site, we focused our CFT operations on our more efficient South line. Using the same energy inputs, we are producing more product with higher efficiency, which has led to an overall equipment effectiveness (OEE) increase of 25%.

## Case Study: Energy Savings at Amsterdam

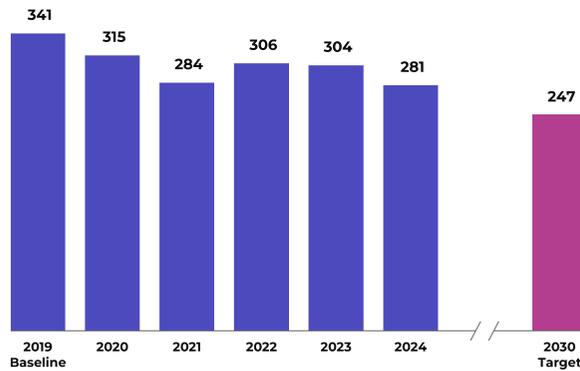
In 2021, we introduced our emissions reduction program at our Amsterdam site, which has led to a decrease of 4 kton CO<sub>2</sub> equivalents in 2024 versus not having implemented the program. Compared to our 2019 baseline of 66 kton CO<sub>2</sub>e, this represents a 6% reduction of site emissions. The savings realized in 2024 were achieved as a result of integrating initiatives into day-to-day operations, expansion of operational capabilities to a majority of products in the catalyst portfolio, productivity and automation enhancements, and modified operational behavior. Some of these initiatives include increasing the solids content of the feed to the spray dryer leading to lower energy requirements for water evaporation, recycling waste heat from different calciners to dryers, thereby reducing the load of burners, and installing a burner system to our Denitrification (DeNO<sub>x</sub>) unit with better turndown to reduce necessary air heating.



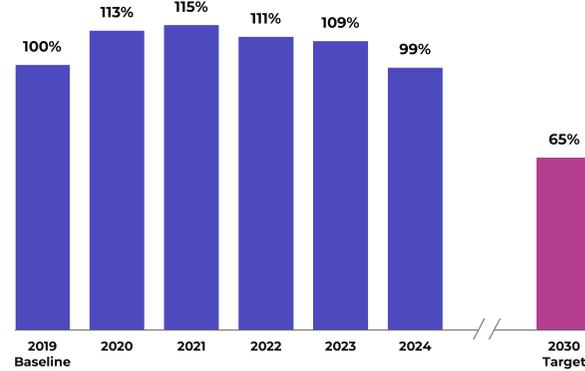
## Progress Toward Targets

In 2024, we continued to make progress to reduce our scope 1 and 2 carbon intensity by 35% by 2030 in alignment with science-based targets. We remain on track on an absolute basis and behind on an intensity basis.

### Progress Toward Target - Absolute (kt CO<sub>2</sub>e)



### Progress Toward Target - Intensity (relative intensity)



## Life Cycle Assessments

We are continuing to see increased demand from our customers for information on the carbon footprint of our products. In 2024, we leveraged digital tools to improve the efficiency with which we can respond to these customer requests. We focused on streamlining and centralizing our data collection process for Life Cycle Assessments (LCAs) by building automated workflows that enable us to calculate product carbon footprints more accurately, quickly, and reliably.

## Air Emissions

At our Amsterdam site, we aim to continuously reduce our dust emissions from the plant in an effort to ensure a safe workplace and surroundings and to meet regulations as they relate to substances of high and very high concern. In 2024, we replaced obsolete equipment with a state-of-the-art technology upgrade, which resulted in reduced emissions. We continue to actively monitor the air and water emissions with inline measurements that are a part of our production automation system. We are working to install additional equipment in 2025 to ensure that total emissions remain at the desired levels.

# Strong Corporate Governance

**At Ketjen, we believe that strong corporate governance is the cornerstone of business excellence. We view business ethics and compliance as the foundation for building trust with our communities, customers, suppliers, and other stakeholders.**



## Compliance

**In early 2025, we hired a Sr. Director of Compliance whose responsibilities include further developing Ketjen's Compliance program.**

### Code of Conduct

In 2024, we continued to leverage Albemarle's compliance program. Our [Code of Conduct](#) defines how we lead, serve, and collaborate in our work. All employees, officers, and directors of the Company are required to sign and adhere to the Code. It is intended to deter improper actions, encourage honest, ethical, and responsible conduct, promote compliance with applicable laws and regulations, and prompt internal reporting of violations. Ketjen employees and stakeholders have access to an anonymous helpline available 24 hours a day, seven days a week, in multiple languages to report any activity that may be in violation of the Code, without fear of retaliation. In 2024, the eCode was made available to our employees via the Ketjen website for easy access.

## Responsible Sourcing

We aim to source materials from suppliers who share our values and commitment to ethics, environmental responsibility, and human rights. Our suppliers are required to comply with our [Code of Conduct for Business Partners](#), which outlines our expectations to operate in full compliance with all applicable laws and regulations. In 2024, we enhanced our supplier onboarding due diligence to include sustainability-related questions on our supplier questionnaire. We also introduced environmental, social, and governance topics to our supplier relationship management meetings, which we conduct on a regular basis to maintain strong working relationships with our suppliers. Additionally, we have begun to source raw materials closer to our production locations to shorten our supply chain. We anticipate that this will lower transportation costs, provide faster delivery times, and contribute to the carbon footprint reduction of our products.

## Regulatory Compliance

At Ketjen, we are committed to adhering to the laws and regulations of the jurisdictions in which we operate. Our product stewardship team is responsible for managing the health, safety, and environmental aspects of our products across our value chain to enable business growth, maximize value, mitigate risks, and ensure we are compliant with regulations where applicable. The team stays current on the evolving regional, national, and global regulatory landscape and industry standards by monitoring and applying relevant regulations such as the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). The team is also responsible for the development of documentation to ensure appropriate hazard communication. They facilitate data availability for annual reporting activities, and, together with the regulatory team, respond to customer regulatory questionnaires.

## Conflict Minerals

We leverage Albemarle's due diligence process to help us determine if "conflict minerals" such as gold, tantalum, tungsten, and/or tin are sourced from the Democratic Republic of Congo or adjoining countries from mines controlled by non-governmental military groups. We also undertake due diligence to determine the supply chain of the cobalt used in our products. We use the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) and Extended Mineral Reporting Template (EMRT) to gather information on and qualify our minerals suppliers. These templates describe the whole minerals supply chain from the origin of the smelters to refiners and processors and support our due diligence process in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. Responses from our suppliers are vetted by both our procurement team and the Albemarle compliance team.



# People Enable Sustainability

**We are dedicated to ensuring the physical, emotional, and financial wellbeing of our employees.**

We offer competitive wages, complete with performance incentives and comprehensive benefits. Attracting and retaining top talent is essential to our success. As such, we actively champion employee development and performance to promote continuous learning, enhance skills, support leadership growth, and cultivate an inclusive workplace where every individual feels a sense of belonging.

At Ketjen, 2024 was a foundational year during which we designed and delivered talent and culture programs unique to our organization.

## Ketjen Anniversary

In January 2025, Ketjen commemorated its one-year anniversary of transitioning to a wholly owned subsidiary. Employees at our locations celebrated Ketjen as a standalone business and our many achievements over the past year.

## Employee Engagement

We believe that an engaged workforce means that employees are motivated, feel connected to, and are invested in their work and the success of our company. In 2024, we rolled out select initiatives to enhance employee engagement. We introduced “stay interviews”, facilitated by Ketjen Human Resources staff, to gain employee perspectives on Ketjen’s strengths and opportunities for improvement related to talent retention. Insights from these interviews are helping us shape our talent and culture programs.

In 2024, we continued facilitating employee roundtable sessions with Ketjen President, Mike Simmons. These sessions, which are open to all employees, allow senior management to share business updates and company news and afford employees the opportunity to ask questions and provide feedback directly to our leaders. In our first year of the program, we held 10 sessions at six global locations and engaged over 150 employees.





## Measuring Employee Engagement

We measure the success of our employee engagement initiatives through our empowerment surveys. In 2024, survey participation increased by 12% year over year, and we improved our performance score by 6% in the key focus areas of communication and growth and development.

## Building our Talent Pipeline

At Ketjen, we believe in the importance of supporting the next generation of talent through mentoring and internship opportunities. We foster partnerships with universities and technical schools to aid in creating a future talent pipeline. Our internship program is designed to offer hands-on experience for students with the goal of developing an early career talent pipeline. In 2024, we provided internship opportunities for five co-op students and 10 interns at our US locations and achieved a 100% acceptance rate for all full-time offers extended.

In 2024, our Amsterdam site hosted a group of five students from the University of Utrecht. The students were given the challenge to conceive inspiring and meaningful experiences for Ketjen employees to engage in sustainability to increase our company's impact. The students developed a theoretical financial investment model for Amsterdam employees to invest in sustainability initiatives with a guaranteed return on investment over a certain payback period.

## Leadership Development

At Ketjen, we recognize that our company's culture and talent are key factors that contribute to the success of our business and differentiate us within our industry. As Ketjen continues to transform, we aim to create a culture where our leaders have the skills and tools to foster high engagement and performance in their teams. In 2024, we launched two new leadership programs, called LEAD and ASCEND, with four strategic goals in mind: bridging executive leadership to front-line leadership to support the execution of Ketjen's transformation; empowering and engaging a broader level of leadership to influence better business outcomes; increasing the understanding of company performance and key business drivers; and aligning and advancing individual and team goals with a clear line of sight to objectives and key results (OKRs).

Ketjen LEAD (Leadership Education And Development) is a global career development program available to all employees. This training provides aspiring and new leaders with ongoing foundational leadership skills and helps experienced leaders polish existing skills in their leadership toolkit. Our ASCEND program was developed specifically for members of Ketjen's Leadership Council (KLC) to support their professional growth as leaders specifically in areas of developing a strategic mindset, driving accountability, and coaching for performance.

## Employee Recognition

Every year, as part of our talent recognition efforts, we acknowledge employees who have made an outstanding contribution to Ketjen. The Ketjen Excellence Awards Program celebrates employee achievements in the areas of technology and innovation, operations, commercial, and talent and culture in alignment with our OKRs.



**Our second annual Ketjen Excellence Award recipients included 20 winning projects, recognizing over 120 employees. A sample of the winning projects included:**

- A comprehensive production and maintenance training program at Bayport
- A R&D innovation project on upgrading liquified waste plastics
- A collaborative effort between Ketjen Amsterdam and MyTec, a technical training program in the Netherlands

Ketjen's sustainability team received a Ketjen Excellence Award for enhancements to our company's sustainability program, which includes our 2024 double materiality assessment and the development of Ketjen's Sustainability Framework.

# Inclusion and Belonging

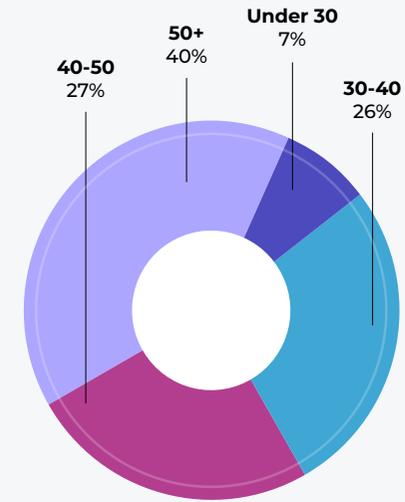
We pride ourselves on building and maintaining a workforce that reflects diversity globally, and strive to create an inclusive, values-driven environment where all employees have opportunity to understand and celebrate the diverse backgrounds, cultures, experiences, ideas, and talents of their colleagues.

Ketjen is an equal opportunity employer. Our employment decisions are based on merit and qualification so that individuals from all backgrounds have the chance to advance and succeed in their careers.

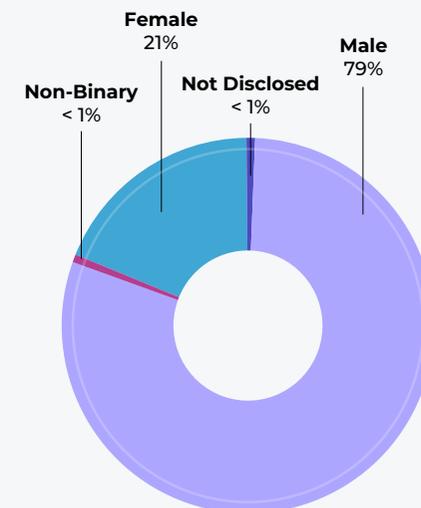
## Diversity in Manufacturing

We believe in a workforce that supports and empowers employees developing careers in the manufacturing sector. Ketjen's employee resource groups, called "Connect groups", are open to all and provide inclusive platforms to encourage dialogue and promote cross-cultural understanding by focusing on philanthropy, community, and professional development. To celebrate International Women's Day in 2024, our Women's Connect group hosted an in-person and virtual panel discussion honoring the achievements and resilience of women globally and provided insights on and suggestions for career advancement for employees of all backgrounds.

Global Workforce by Age



Global Workforce by Gender



# Communities

At Ketjen, we strive to make a positive impact in the communities in which we live and work. In 2024, we established Ketjen Cares, our community engagement program to support our corporate and employee philanthropic and volunteering initiatives.

In 2024, employees from Bayport, Pasadena and Clear Lake donated a total of \$263,000 to support local community efforts through the Albemarle Foundation.

## 2024 Community Engagement Highlights

### Connecting at Ketjen

Our BE Connect Houston and Women's Connect Houston employee resource groups partnered to participate in the 2024 Susan G. Komen Race for the Cure. Nearly 100 Ketjen employees and their families walked or ran in the race representing Ketjen and made monetary donations totaling \$8,600 to the organization to help raise awareness about breast cancer and fund research into the causes and treatment of the disease.



### Weekend of Science

On Saturday, October 5th, Ketjen's Amsterdam location welcomed 100 visitors as part of the Weekend of Science, a Netherlands-wide event organized by the NEMO Science Museum, in collaboration with the Dutch Ministry of Education, Culture, and Science. Guests toured our R&D facilities and heard about how we make and test our catalysts. At the end of the tour, visitors had the opportunity to try their hand at experiments and learn more about careers at Ketjen. The event provided an opportunity to introduce families, neighbors, and students interested in chemistry careers to our company and industry.





### Family Day

On May 25, Ketjen's Amsterdam site hosted the annual Family Day. Over 150 colleagues, accompanied by their families, were invited to take part in a comprehensive tour of our R&D facilities, as well as our HPC and FCC sites, to gain a deeper understanding of Ketjen's operations.



### 10th Annual CYCLE Bike Build

In 2024, our Bayport and Clear Lake employees celebrated a decade of volunteering with CYCLE (Changing Young Children's Lives through Education). The children's charity rewards students with new bicycles for improving academic performance. In 2024, Ketjen employees contributed roughly 90 volunteer hours to build bicycles.



### Mentoring Matters

Ketjen employees continued to support Jackson Intermediate School in Pasadena, Texas, through our student mentorship program and community partnership. During scheduled lunches throughout the year, our skilled mentors help students explore future career opportunities through informative presentations and advice. At our 7th Annual Holiday Gift Drive, employees donated 274 gifts and made a \$950 cash donation for additional gift purchases to help students and families in need.



# Ketjen

## CONTACT US

[Sustainability@Ketjen.com](mailto:Sustainability@Ketjen.com)

[www.ketjen.com](http://www.ketjen.com)

