



Building on Our Foundation



Ketjen

2025

Sustainability Report

About This Report

In our fourth annual Sustainability Report, we outline Ketjen Corporation's (Ketjen or Company) approach to sustainability and how sustainability is embedded across our business practices. Our report is organized around the environmental, social, and governance topics that reflect both the impacts of sustainability issues on our business and the effects of Ketjen's operations on the environment and society.

We are guided in our reporting 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 2025 calendar year, unless otherwise stated.

For any feedback on this report or questions about sustainability at Ketjen, please contact Sustainability@Ketjen.com.



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Welcome Message from Our CEO

I am pleased to introduce Ketjen's 2025 Sustainability Report, which highlights key milestones achieved during a year of significant transformation.

2025 marked the beginning of a new era in our company's history and was a year defined by decisive action, renewed focus, and a strong return to performance. Our teams delivered solid results across sales, manufacturing, supply chain, and logistics, driving reliability, productivity, cost efficiency, and strong commercial performance. Our financial performance was primarily driven by strong sales in our CFT and FCC businesses, as well as enhanced operational discipline and better execution across the organization.

Importantly, on March 2, 2026, we completed the sale of our refining catalyst solutions business to KPS Capital Partners, known for their track record of strengthening industrial and specialty materials businesses. With KPS as our partner, we are building on our technical expertise, deep customer

relationships, and a strong market foundation to drive long-term, sustainable growth.

Sustainability remains integral to how we innovate and operate. In 2025, we focused on fostering a strong safety mindset to anchor Ketjen's safety performance. By reinforcing a culture of vigilance, learning, and accountability, we achieved zero environmental and process safety incidents across Ketjen's facilities.

As global energy systems continue to evolve, Ketjen's technologies play a critical role in balancing today's energy demands with future solutions, delivering measurable benefits for customers, communities, and the environment. In 2025, we continued to advance catalyst technologies that lower emissions, reduce waste, and improve efficiency across refining and petrochemical applications.



André Lanning
CEO

“With KPS as our partner, we are building on our technical expertise, deep customer relationships, and a strong market foundation to drive long-term, sustainable growth.”



Throughout 2025, we sharpened our strategic focus on our core business through disciplined portfolio optimization and by concentrating our resources on where we create the greatest value. We realigned our organization around this focus, including strengthening strategic marketing capabilities, enhancing cross-functional collaboration, and streamlining decision-making. These actions supported consistent execution of our strategy and strengthened our competitive position.

We expanded our presence in Asia and the Middle East through region-specific product offerings tailored to local market requirements, further advancing our global reach. In parallel, we delivered meaningful progress across commercial performance, operational excellence, innovation, and sustainability, supported by continued investment in capabilities, leading-edge technology, and talent.

These accomplishments reflect the extraordinary dedication and resilience of our employees. Throughout the ownership transition, teams across regions demonstrated focus, discipline, and pride, playing a central role in both the business turnaround and the successful completion of the sale.

I am excited about what the future holds as Ketjen enters its next chapter with confidence, clarity, and purpose.

Sincerely,

André Lanning

CEO



About Ketjen

Ketjen is a leading global manufacturer of advanced catalyst solutions used to process and de-contaminate crude oil and renewable feedstocks into fuels and chemicals for a wide range of applications, including petrochemicals, transportation, building, and agriculture, among others.

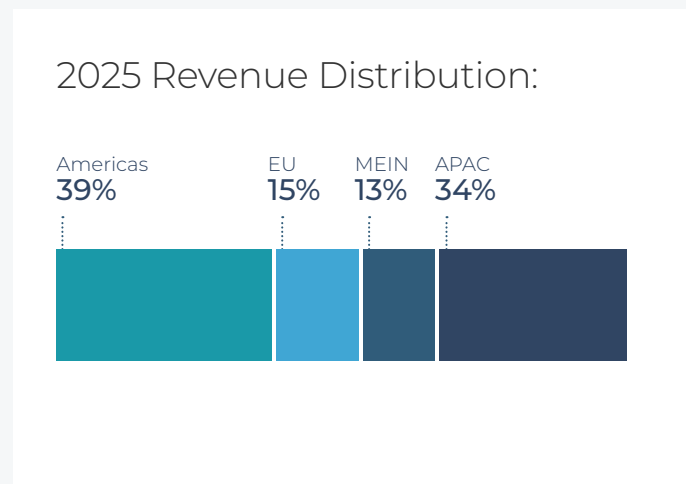
The Company's catalysts and additives improve the reliability, quality, and yield of fuels and chemicals refined from a variety of traditional and renewable feedstocks, enabling our customers to enhance efficiency, maximize the performance of their assets, and enable their sustainability ambitions. Our business comprises two divisions: Fluidized Catalytic Cracking (FCC) and Clean Fuels Technology (CFT).

In October 2025, KPS Capital Partners entered into an agreement with Albemarle Corporation to acquire a controlling stake in Ketjen Corporation's refining catalyst solutions business. On March 2026, Albemarle completed the sale of a controlling stake in Ketjen Corporation's refining catalyst solutions business (Ketjen) to affiliates of KPS Capital Partners, LP (KPS). KPS and Albemarle, through affiliates, own approximately 51% and 49% of Ketjen respectively, with KPS having a majority of the Board of Directors and complete operational control of Ketjen. Albemarle retains 100% of Ketjen's former Performance Catalyst Solutions (PCS) business.

Albemarle separately also signed an agreement to sell its 50% stake in the Eurecat Joint Venture to Axens SA.

Ketjen is headquartered in Houston, Texas, and operates two manufacturing facilities, two research and technology centers, and two joint ventures in North and South America, Europe, and Asia. We serve global customers through operations in over 20 countries and through our strategic joint ventures in Japan and Brazil.

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



865
Employees¹

4
Production facilities²

3
R&D and technology centers²

1. Data is as of March 2026, upon completion of the sale of the refining catalyst solutions business to affiliates of KPS Capital Partners, LP. Includes permanent Ketjen employees. Excludes temporary employees and employees of our JVs.
2. Includes Ketjen's strategic JVs.

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 Snapshot¹



1. Data is as of March 2026, upon completion of the sale of the refining catalyst solutions business to affiliates of KPS Capital Partners, LP.

Recognition¹



B in Climate Change
B in Water Security



Our Approach to Sustainability

We are committed to advancing sustainability by implementing processes and best practices to achieve strong environmental, social, and governance performance and to enable our customers' sustainability ambitions.

Ketjen's sustainability strategy outlines our approach to sustainability, which includes the environmental, social, and governance aspects we consider in our operations and in the development and delivery of our solutions. Our strategy helps us set and advance our sustainability goals and drives our continuous improvement efforts.

Our report is organized around environmental, social, and governance topics identified through a 2024 double materiality assessment conducted for Ketjen as a standalone entity. This process informed our sustainability priorities by assessing the financial relevance of sustainability issues alongside the environmental and social impacts of our operations

Material Topics:

Social

Safety
Talent and Culture

Environmental

GHG Emissions
Pollution

Governance

Business Resilience
Ethics and Compliance
Responsible Sourcing

1. The 2025 EcoVadis and CDP were awarded to Albemarle. Ketjen data was included in the overall assessments.

Sustainability Framework

Our Sustainability Framework guides us in the deployment of our sustainability strategy.



At Ketjen, sustainability is in our chemistry. We're dedicated to building a more sustainable future by advancing catalyst technologies that support our customers on their sustainability journeys, while lowering our emissions and reducing waste."

Varsha Reddy, Sr. Manager, Sustainability



Robust and Resilient Business

Commercial Excellence

We aim to deliver the highest quality advanced catalysts that create measurable value for our customers.

Ketjen's organizational structure promotes efficiency and operational excellence, fostering a resilient, nimble business with an entrepreneurial mindset.

In 2025, we streamlined our operating structure into a unified model, aligning business priorities and internal stakeholders around a shared strategic lens for both internal planning and customer focus. New account manager roles manage all customer interactions, revenue generation, and profitability, delivering faster, more tailored service. We equip our commercial teams with best-in-class tools, training, and methodologies to drive performance, innovation, and enhance customer experience. Ketjen's Commercial Excellence group supports Ketjen's commercial strategy with a mission to simplify, optimize, and elevate the way we do business globally.

Strategic Marketing

In 2025, we established a Strategic Marketing team to advance our region-focused approach to product development and sales. The Strategic Marketing team shapes Ketjen's business and portfolio direction by translating market insights into growth strategies, monitoring the development of new products and the optimization of existing products to meet customer requirements, and enabling commercial excellence across regions. It serves as a critical link between strategy, innovation, and customer execution to bring a global perspective and ensures alignment between local and international market dynamics and trends, positioning the company for long-term success.

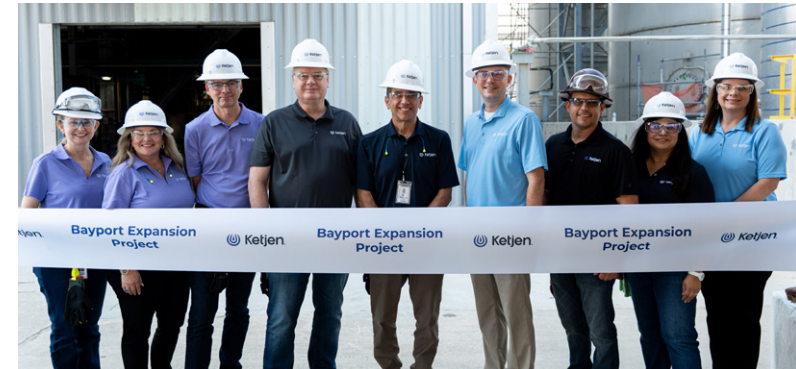


In 2025, the Strategic Marketing team helped reposition Ketjen from supplier to strategic partner, enabling deeper technical and strategic dialogues with our customers to meet their requirements.”

Henri Tausch, Chief Commercial Officer

ZSM-5 Expansion

In 2025 we launched the ZSM-5 zeolite plant in Bayport, Texas, one of Ketjen's largest capital projects to date. The facility boosts our global FCC catalyst leadership by producing high-quality FCC catalysts and additives for propylene and butylene production, helping refiners improve octane yields. This added capacity strengthens supply chain resilience and supports refiners in maximizing productivity and product yield.



Ketjen was joined by distinguished customers, partners, and industry leaders to commemorate the launch of our ZSM-5 catalyst plant. This investment marks a pivotal step in our long-term strategy to support our customers and continue catalyst innovation.

325

engineers,
contractors, and
specialists at peak

1,400

tons of steel

3,500

cubic yards of
concrete poured

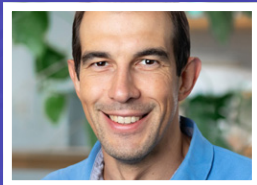
180M+

investment

Ketjen India hosted a two-day technical excellence workshop focused on technical exchange and collaboration in both CFT and FCC segments. The two-day program was attended by more than 50 participants from leading customer organizations.



Ketjen's FCC Technical Service Advisor, Chuck Novak, conducted a webinar on reliable operations and safety challenges of FCC slurry for the American Fuel & Petrochemical Manufacturers trade association.



At the 2025 AMI Chemical Recycling Conference, Ketjen's Business Development Director for Renewables, Jaap Bergwerff, delivered a presentation on the pivotal role of catalysis in enabling chemical recycling of waste plastics.

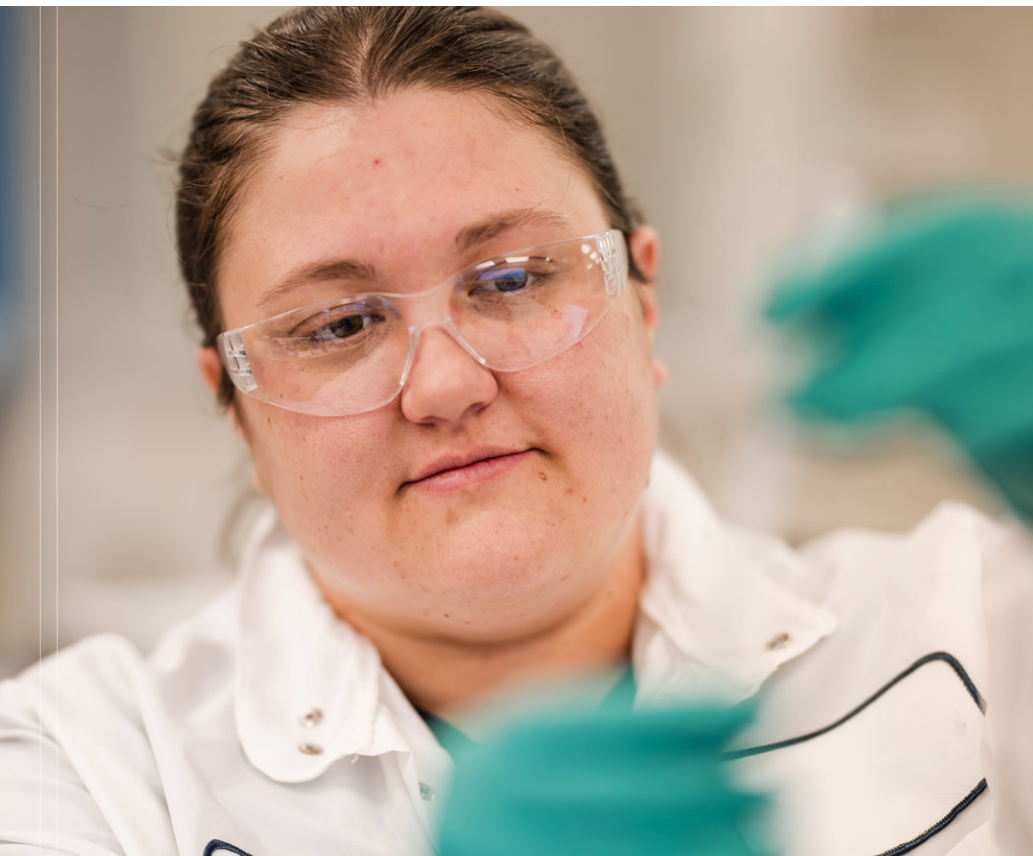
Industry Partnerships and Collaboration

We engage in collaborative relationships within our industry to help us bring leading-edge products to market. In 2025, we fostered key partnerships with an emphasis on our growth regions in Asia and the Middle East and continued to build on our strong collaboration with our strategic JV partners.

For more than 40 years, our joint venture, Fábrica Carioca de Catalisadores (FCC S.A.)—established in partnership with Petrobras and supported by Ketjen's R&D and CENPES, Petrobras' research and development arm—has positioned FCC S.A. as the leading catalyst supplier for renewable processing in South America.

We worked with Nippon Ketjen, our joint venture with Sumitomo Metal Mining, on catalyst technology for heavy feedstocks. The collaboration involved joint research on new carrier materials and metal solutions, with each partner focusing on complementary catalyst types to maximize resources and avoid duplication.

In early 2026, we entered into a Joint Development Agreement with Saudi Aramco Technologies Company to co-develop, test and deploy next-generation FCC catalysts and additives. The collaboration is designed to help elevate the performance of Aramco's refineries and affiliates by potential optimizing product yields and reducing environmental impact.



Our vision is to be an agile, high performing organization where efficiency, innovation, accountability, and collaboration drive excellence.”

Bob Leliveld, Chief Technology Officer

Our technology roadmaps guide our near- and long-term R&D investments and provide links between our customers’ needs, our license-to-operate requirements, and our plant capabilities.

Ketjen’s product management team evaluates new product proposals and assesses business case viability against market needs to ensure we focus and prioritize our resources where they create the greatest value. Emphasis on customer engagement positions Ketjen as a strategic partner, enabling deep technical and strategic dialogue and feedback.

Product Portfolio Spotlight

In 2025, we successfully expanded the global rollout of our QUASAR™ platform with diverse hydrotreating applications for producing clean transportation fuels. The market has shown exceptionally strong acceptance of this technology since its launch.

New Product Launches

Within our hydroprocessing portfolio, we introduced KF 647S, a new low-density catalyst tailored to serve our customers globally while providing the potential energy savings compared to the previous generation catalyst.

Within our FCC portfolio, we launched SaFeGuard™, a sustainable catalyst solution designed to address iron contamination in FCC feedstocks. We successfully conducted a full commercial trial of SafeGuard in which the catalyst demonstrated a 77% improvement in accessibility compared to traditional catalysts, enabling an increase in unit activity, improved bottoms cracking, and the ability to process lower-cost and more challenging feedstocks.

Renewables and Waste Plastic Oils

We support our customers on their energy transition journeys by providing catalyst solutions to process renewable, circular, and biogenic feedstock.

Ketjen's ReNewFCC™ platform enables integration of renewables into existing FCC units via co-processing. These catalyst solutions meet the challenges of processing such feeds by enhancing metals resistance, accessibility, and improved cracking performance.

Ketjen's ReNewFine™ platform is designed for producing renewable diesel and sustainable aviation fuel (SAF) from 100% renewable feedstocks. ReNewFine 102™ and ReNewFine 204™ are examples of newly introduced catalysts designed to turn waste oils and fats into clean, pure paraffinic hydrocarbon streams. These catalyst grades provide enhanced handling of contaminants such as metals and phosphorus, enabling operators to run their processes longer and more efficiently. Additionally, the excellent HDO selectivity of these catalysts results in optimal yields of renewable fuels. Ketjen also completed its portfolio of ReNewFine catalysts for hydroprocessing and upgrading waste plastic oils to convert them into feedstocks for steam crackers and other existing assets for the production of new plastics.



Driving Excellence through Continuous Improvement

We strive to deliver sustainable value to customers, employees, and stakeholders by fostering a culture of continuous improvement that empowers people, enhances processes, and eliminates waste.

In 2025, we established the Continuous Improvement (CI) organization within Ketjen to lead and facilitate the creation of a CI culture throughout our company. The goal of the CI organization is to build processes, strengthen functional capabilities, and enhance organizational competence to drive faster and more effective improvement cycles. The CI team partners with functional teams across the organization on strategic and commercial optimization initiatives by leveraging market conditions and sourcing opportunities, and operational and process efficiency by improving raw material utilization, increasing yields, and reducing waste in production.

CI Platform and Tracker

Ideas, large or small, have the potential to drive positive change and can originate in every corner of our company. In early 2026, we launched our CI Tracker which provides a centralized platform to capture improvement ideas, track progress, and measure impact across the organization.

Enterprise-wide Quality

In 2025, we introduced a dedicated enterprise-wide Quality team that focuses on supporting customers and on internal and external certification of our management work processes. Through a Quality Notification (QN) process, the team collects customer feedback and captures internally-identified issues. Our enhanced QN process has increased issue capture by 50% year over year and cut customer resolution time in half.



Continuous Improvement is driven by progress. Every idea, big or small, has the power to make meaningful impact and move us forward.”

Bridget Goode
Sr. Manager, Continuous Improvement



Our Digital Evolution

We leverage advanced analytics and AI tools to provide actionable insights for market intelligence, forecasting, research, resource allocation, operational efficiency, and customer engagement.

In 2025, we began deploying AI tools across our operations, R&D, and commercial functions to further enhance performance, innovation, and customer service.

Operational Efficiency

In 2025, we implemented process optimization software with an advanced predictive AI analytics functionality to conduct more expedient analysis of our production processes. The tool transforms our operational data into actionable insights that help us streamline our workflows, optimize our processes, improve productivity, and reduce waste.

Research & Development

In 2025, we piloted a market-leading R&D data tracking and management software with AI capabilities to help us aggregate data from multiple sources and mine our vast database of R&D-related data points. The tool accelerates our R&D workflows by centralizing data, giving our teams the ability to configure experiments. It uses our past data to suggest new experiments or identify important variables.

Customer Engagement

We pride ourselves on our strong customer relationships and our ability to provide tailored solutions that meet evolving market demands. Our Technical Excellence team works hand-in-hand with customers, maintaining a deep understanding of their operations, consistent with how the industry is evolving. In 2025, we introduced various AI capabilities to improve productivity and quality. Additionally, we began to monitor online customer data, with the intention of optimizing our service capabilities and providing our customers with faster responses and recommendations. We anticipate leveraging these capabilities in the near future with AI-enabled recommendations and enhanced supply chain operations.



Safety Excellence

Promoting a Strong Safety Culture

Ensuring a safe work environment for our employees, contractors, suppliers, and business partners is our highest priority.

We strive to maintain an incident-free, secure, and healthy workplace supported by a culture of shared responsibility, accountability, and open communication. We promote active leadership engagement and encourage broad participation from employees and contractors on safety matters.

Ketjen's [Quality, Health, Safety, Security, and Environment \(QHSE\) Policy Statement](#) defines each employee's responsibility to conduct business in a safe, secure, and environmentally responsible manner. The policy promotes proactive risk identification and mitigation before incidents occur. Our QHSE intranet page provides easy access for our employees to QHSE policies, procedures, and best practices.

QHSE tools such as our Life Saving Rules, SCAN (Survey, Consider, Act, Notify), and Safety Blueprint establish rigorous standards and controls to protect people across all Ketjen facilities. The tools are designed to foster a proactive mindset by prompting thought-provoking dialogue that broadens safety risk assessments and helps embed stronger, more consistent safety behaviors. Our safety program is supported by robust and ongoing safety training initiatives.

In 2025, we continued to build our QHSE organization by restructuring and expanding the QHSE team with the addition of new roles and the introduction of dedicated QHSE leads for each area, including Product Stewardship, HSE, Quality, and Continuous Improvement.

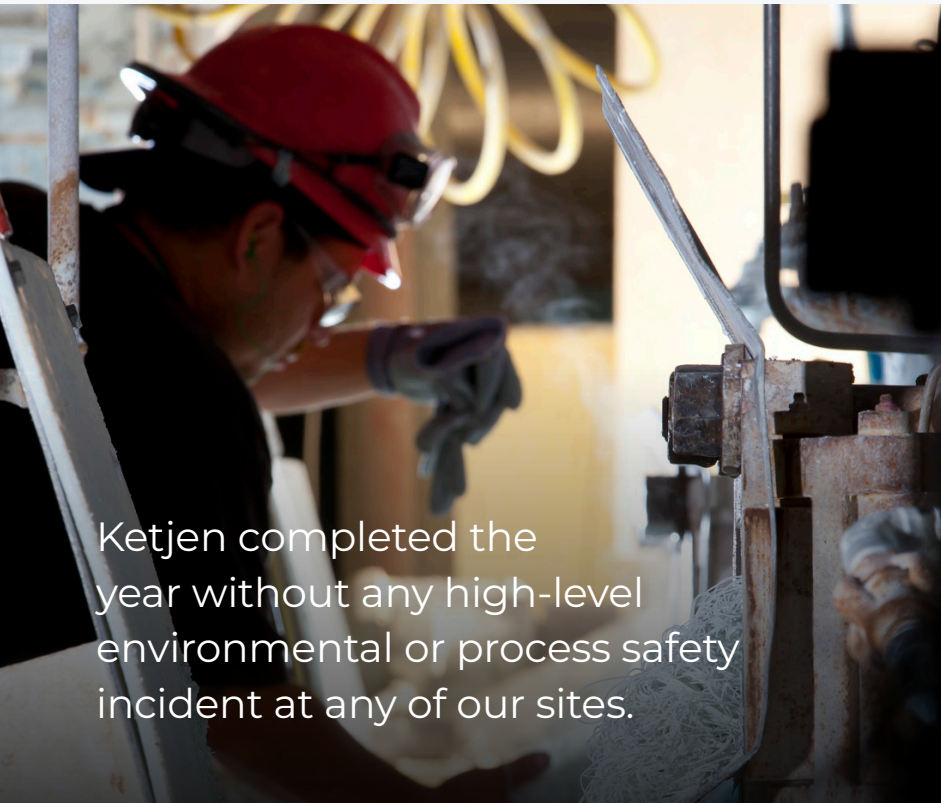


In September 2025, Ketjen's Bayport site celebrated two years without injury.

Safety Action Plan

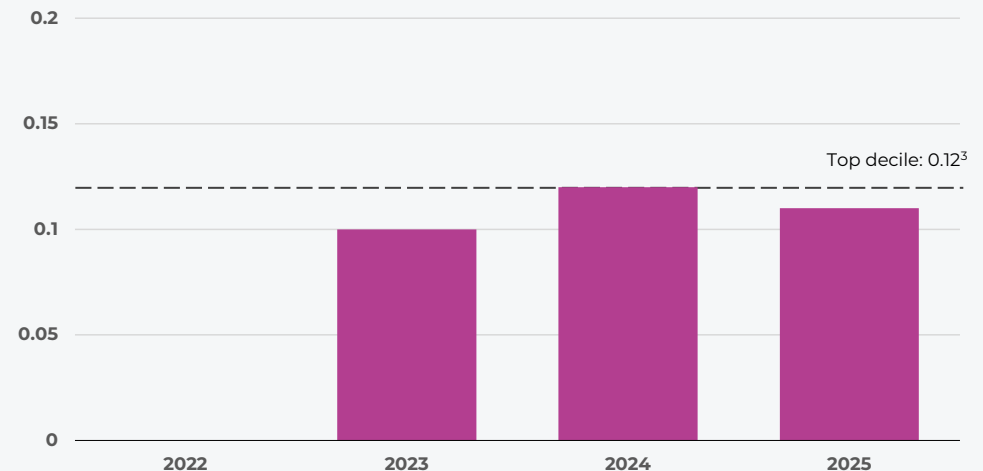
Ketjen's safety performance reflects our continued commitment to employee well-being. In 2025, we developed and implemented the Ketjen Safety Action Plan to address three key areas: our sense of vulnerability on every task, the consistent application of fundamental safety practices (especially for routine, repetitive work), and the importance of onsite supervision. This initiative has helped sharpen our focus, increase accountability, and improve on our previous performance standards through more intensive learning.

Supervisors now share a weekly one-page safety summary of past incidents with their teams, ensuring that everyone stays informed about recent events and the lessons they provide. We also relaunched our SCAN Program with new material that incorporates a "sources of energy" analysis based on the Energy Wheel safety tool, which helps employees identify and mitigate underlying risk drivers. We foster open dialogue between management and frontline employees, allowing issues that require a heightened level of focus to be discussed and addressed promptly. Additionally, our QHSE newsletters, which we introduced in 2025, aim to raise awareness of the QHSE resources we have available and encourage more frequent use of these resources throughout the organization.



Safety Performance Data¹

Total Recordable Injury Rate (TRIR)²



For more information, please see the [Ketjen QHSE Policy Statement](#).

1. Data represents Ketjen corporation's refining catalyst solutions business. Estimates used for corporate personnel hours 2022-2024.

2. TRIR uses U.S. Occupational Safety and Health Administration ("OSHA") 200,000 hours

3. Per 2020 ACC ISGA Recordables for medium-sized companies

Strong Corporate Governance

We believe that ethics and compliance are fundamental to building trust with our customers, suppliers, communities, and other stakeholders.

Compliance

Code of Conduct

Our [Code of Conduct](#) is intended to deter misconduct, promote ethical and responsible business conduct, ensure compliance with applicable laws and regulations, and encourage internal reporting of concerns. All employees, officers, and directors of the Company must sign and adhere to the Code. A confidential, anonymous helpline is available 24 hours a day, seven days a week, in multiple languages, for employees to report any activity that may be in violation of the Code, without fear of retaliation.

Labor Practices

Ketjen ensures compliance with all applicable labor and immigration laws, regulations, and rules, including applicable standards of the International Labor Organization.

Ketjen provides function- and region-specific, in-person, and online compliance training, and we include “integrity questions” in leadership meetings to raise awareness and share best practices, with plans to extend this to all employees in 2026.





Responsible Sourcing

We require our suppliers to comply with our [Code of Conduct for Business Partners](#), and include environmental, social, and governance topics in supplier relationship management meetings. In 2025, we expanded our supplier onboarding to include a broad set of sustainability-related topics, including questions on human rights practices and ISO certification checks. We also introduced risk assessments to help us identify high-risk regions for raw material sourcing. Additionally, we strive to source raw materials as close as possible to our production locations where feasible to lower the carbon footprint of our products.

Product Stewardship and Regulatory Compliance

We are committed to complying with applicable laws and regulations concerning our operations. Ketjen's Product Stewardship team ensures regulatory compliance, environmental performance, and life cycle responsibility, which safeguards people, ecosystems, and downstream value chains while guaranteeing continuous, safe market access in demanding regulatory climates. They ensure appropriate hazard communication, support reporting, and respond to customer regulatory inquiries. In 2025, the team enhanced internal visibility of regulatory data and compliance guidance, delivering strong performance amid a rapidly evolving landscape. They completed key final product registrations through K REACH to enable imports into Korea and maintain business continuity with major customers.

Mineral Sourcing Initiatives

Throughout 2025, we continued to leverage our due diligence process to help us determine if tungsten is sourced from the Democratic Republic of Congo or adjoining countries from mines controlled by non-governmental military groups. We aim to determine the supply chain of the cobalt used in our products and use the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) and Extended Mineral Reporting Template (EMRT) to qualify our minerals suppliers. This provides visibility into the minerals supply chain from the origin of the smelters to refiners and processors and supports 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.

Reduced Environmental Impact

Environmental Stewardship

At Ketjen, we aim to lead our industry through advanced manufacturing and development practices that continuously evolve to meet the highest standards. Wherever feasible, we minimize the environmental footprint of our operations, with a focus on lowering greenhouse gas emissions, reducing energy use, and minimizing waste. Guided by a commitment to continuous improvement, we pursue innovative and sustainable approaches to deliver solutions that address environmental and societal needs, both now and in the future.

Energy

Enhancing operational efficiency allows us to reduce both energy consumption and carbon emissions. We prioritize replacing outdated, energy-intensive equipment and implementing process and machinery improvements where feasible. In 2025, we installed a new boiler, compressors, and cooling tower to improve efficiency at our Bayport plant.

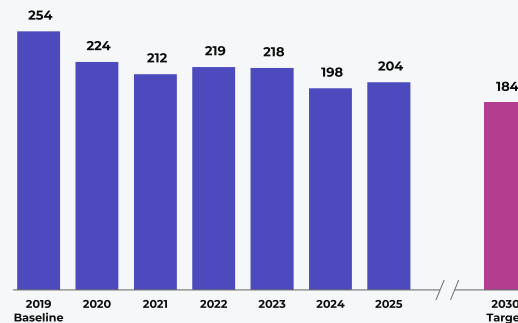
Where possible, we source renewable electricity for our operations. In 2025, we met 50% of our Amsterdam site's electricity demand through renewable energy certificates.

Progress Toward Targets¹

In 2025, we continued to make progress to reduce our scope 1 and 2 emissions in line with former targets. In 2026, we aim to revisit our targets and goals for Ketjen as an independent company.

Progress Toward Target - Absolute

(kt CO₂e)



Life Cycle Assessments

To meet the rising demand from our customers for carbon footprint data, we've streamlined our Life Cycle Assessment (LCA) process following the standards and guidance from the GHG Protocol. We use automated digital tools that allow us to respond to customers in a timely, accurate, expedient, and reliable manner.



In 2025, we achieved a 7% increase in overall equipment effectiveness (OEE) at our Bayport Zeolite production plant due to improved efficiency and productivity.

1. Data represents Ketjen corporation's refining catalyst solutions business.



To comply with new Dutch emissions regulations, a boron scrubber was installed at our Amsterdam site to minimize emissions of gaseous boron compounds from our production process.

Waste Reduction Initiatives at Our Sites

At Ketjen, we continuously seek out ways to reduce waste arising from our production processes by maximizing raw material utilization and recycling materials where feasible.

Historically, waste solids were generated at our plants due to filter cloth breakthroughs and occasional settler overflows and were disposed of as chemical waste. In 2025, cross-functional collaboration among our Continuous Improvement, Technology, and Operations teams resulted in the implementation of an innovative process change within one of our advanced catalyst technologies, enabling the recycling of this waste stream. Additionally, we identified opportunities to recover materials from our HPC business and partnered with a metals recycling company to divert over 35% of the scrap generated for metals recovery. At our Bayport site, we achieved significant improvement in our FCC raw material utilization efficiency. Collectively, these actions have led to considerable cost savings while delivering meaningful environmental benefits.

Emissions

We actively monitor the air and water emissions from our manufacturing processes with inline measurements that are part of our production automation system. At our Amsterdam site, we are committed to the ongoing reduction of dust emissions to help ensure a safe workplace and surrounding environment, while maintaining compliance with regulations governing substances of high and very high concern. In 2025, we focused on dust emissions reduction in our HPC plant by introducing new enclosed equipment to minimize dust leakage.

People Enable Sustainability

Our people drive our performance.

At Ketjen, we believe our people and culture are central to our success and competitive advantage. We care about the physical, emotional, and financial well-being of our employees and strive to support them at every stage of their careers. We offer competitive compensation, including performance incentives and comprehensive benefits, while creating opportunities for growth and development. By investing in continuous learning and skills and leadership training, we provide our people with tools that enable them to succeed and grow.

Employee Development

We champion employee development and performance to foster continuous learning, build skills, and support leadership growth. We strive to provide our leaders with the tools and skills to foster high engagement and performance among their teams. To encourage leadership at all levels of our organization, our leadership development opportunities are tailored to employees at various stages of their careers.

In 2025, we launched our Leadership Essentials course, designed to provide targeted development opportunities for our people leaders around the world. With a focus on accountability, decision-making, and coaching for performance, the course offers a deeper understanding of the critical role managers play in ensuring the successful implementation of key people processes.

Through our LEAD (Leadership Education And Development) program, available to all employees, we support aspiring and new leaders in building essential skills and help experienced leaders refine and expand their leadership toolkit. In 2025, we delivered 22 leadership development sessions, engaging over 250 participants across the organization.



Building our Talent Pipeline

We develop our talent pipeline by fostering partnerships with universities and technical schools. Our internship program offers hands-on experience, serving as a pathway to full-time employment. In 2025, we again achieved a 100% acceptance rate for all full-time offers extended to interns.

Employee Recognition

We believe that excellence deserves recognition. The Ketjen Excellence Awards Program celebrates standout achievements in technology and innovation, operations, commercial excellence, and talent and culture, reinforcing our shared commitment to business excellence and delivering on our OKRs.



By fostering a culture of continuous improvement and development, we empower our employees to make their mark at Ketjen while driving innovation and excellence across the company.”

Amanda Lambert, Chief Human Resources Officer

Inclusion and Belonging

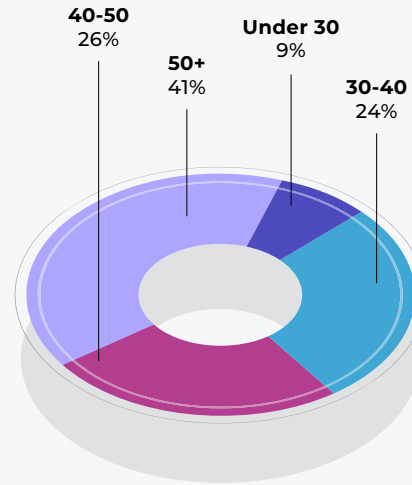
As a company with a global reach, we are committed to attracting and retaining a diverse workforce. We aim to create an inclusive, values-driven culture in which employees are encouraged to recognize, respect, and celebrate a diversity of backgrounds, cultures, experiences, ideas, and talents across our organization. We strive to foster a workplace where every individual feels valued, supported, is motivated to contribute to our collective success, and has a true sense of belonging.

Ketjen is an equal opportunity employer. We base our employment decisions on merit and qualifications to provide equitable opportunities for individuals from all backgrounds to develop, advance, and succeed in their career ambitions.

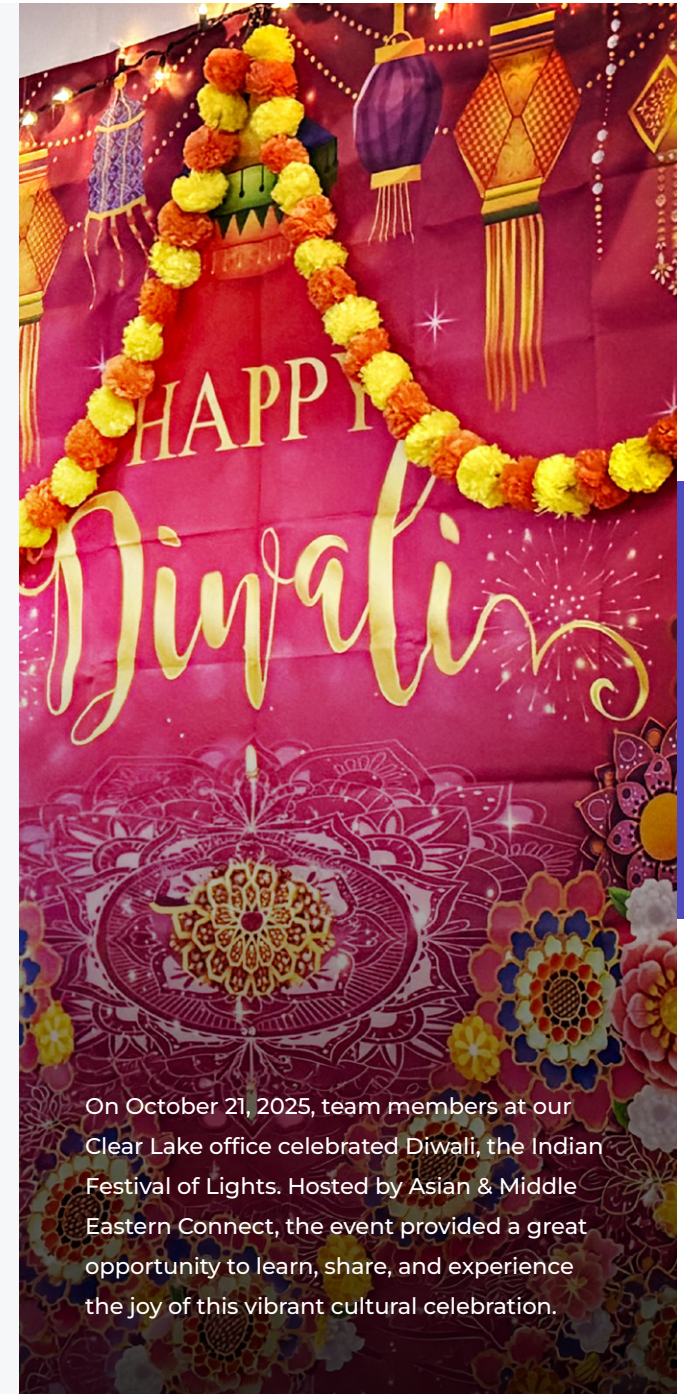
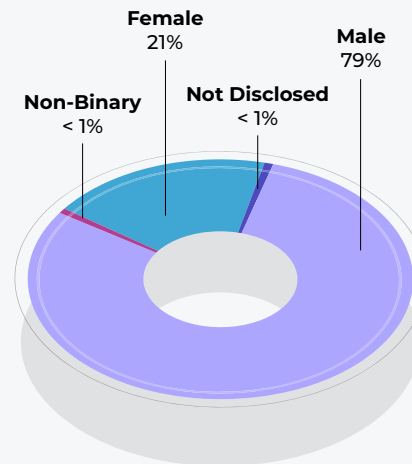
Ketjen Connects

Our employee-led resource groups, known as “Connect groups” empower our people to unite around shared interests and important workplace matters, while encouraging mentoring and networking throughout our organization. Open to everyone at Ketjen, they create inclusive forums for meaningful conversation and cross-cultural learning through philanthropy, community involvement, and professional development opportunities.

Global Workforce by Age



Global Workforce by Gender



Communities

We strive to be good corporate citizens and to make a positive impact on the communities in which we live and work. Ketjen Cares, our community engagement program, was developed to support our corporate and employee philanthropic and volunteering initiatives.

From Awareness to Action

In recognition of Breast Cancer Awareness month, our Women Connect Houston and Black Employee Connect groups organized interactive presentations, information sessions, and activities to raise awareness of the disease. Over 160 Ketjen employees, family members, and friends participated in the 2025 Susan G. Komen Race for the Cure and made monetary donations of more than \$8,000.



Recycling with Purpose

At our Amsterdam site, after employees noticed redeemable plastic bottles being discarded rather than recycled, Ketjen partnered with a local food bank to turn deposits into donations. Staff now bring bottles from home with all proceeds from the deposit redemptions donated to the food bank. The Albemarle Foundation matched funds collected, doubling the contribution to over €1,100 in 2025 and enabling the delivery of 92 healthy food packages to families in need.



CYCLE Bike Build

For over a decade, Ketjen's Bayport and Clear Lake employees have volunteered with CYCLE (Changing Young Children's Lives through Education). The children's charity rewards students with new bicycles for achieving their literacy goals. In 2025, Ketjen employees contributed 90 volunteer hours to build bicycles.



BEing Connected

Members of Ketjen's Black Employees Connect group (BE Connect) joined forces with King Levi Masonic Lodge to support their annual school supply drive in downtown Houston. This community outreach program ensures local children have the tools they need to succeed in school. In 2025, BE Connect donated 100 backpacks filled with school essentials, hygiene products, and snacks.





Ketjen

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