



2024 Sustainability Report



MLC™
AN HBM COMPANY



mlc.com/sustainability

Published October 22, 2025



Reliable Quality, Responsibly

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Introduction



A WORD FROM OUR PRESIDENT



Our sustainability report is a valuable tool to hold MLC accountable for our commitments. We have set forth specific, measurable goals for our business, providing a trajectory to generate benefits for people and planet.

We do this because we believe that action matters more than words. Sustainability is one of our five core values, but I want to focus on another one: Integrity.

It would be easy for us to simply tell a story about how sustainability is embedded in how we operate. However, we hold ourselves accountable by backing up our statements with data and evidence and following a well-established ISO methodology.

While there might be easier methods to report our sustainability efforts, Integrity is our responsibility to our stakeholders, providing the accuracy, verification, and transparency they deserve. Aligning with globally recognized reporting standards also makes our reporting more straightforward and easier to understand.

“ It would be easy for us to simply tell a story about how sustainability is embedded in how we operate. However, we hold ourselves accountable by backing up our statements with data and evidence and following a well-established ISO methodology. ”

Goals for People, Planet, and Company

The lime industry faces unique climate challenges. As a leader in lime manufacturing, we recognize both the responsibility and the incredible opportunity we have to help drive transformative change in our industry.

We’re sharing our progress, setbacks, and plans to contribute toward making our industry carbon neutral by 2050. It’s an ambitious goal that will require every player in our space to innovate, collaborate, and rethink how we do business. The stakes are high, but so is our determination to lead this transition.

Beyond climate action, we’re transforming how we manage our environmental footprint. We are focused on responsible use of land and water, reducing waste, and proving that lime operations can coexist with healthy ecosystems.

Our targets for benefiting people drive a workplace culture based on preventive safety, individual development, and engagement. We’re also investing heavily in our communities because we believe business success and community prosperity go hand-in-hand. Our partnerships with local nonprofits, schools, healthcare providers and researchers, first responders, and community services create ripple effects that extend far beyond our facility gates.

Finally, our governance structures, ethics programs, and supply chain standards reflect our commitment to doing business the right way, even when it’s harder or more expensive. We seek to work with suppliers who share our values and push our entire value chain toward higher standards.

The Road Ahead

Our responsibility is to continue reporting progress toward our sustainability targets, even when there may be setbacks. We’re not waiting for perfect solutions; we’re creating them. We are investing in the sustainable technologies that are available today, while cementing partnerships to help us evaluate the feasibility of next-gen solutions.

This report contains stories of sustainability projects, honest assessments of our performance, and specific commitments with deadlines attached. We invite you to hold us accountable, challenge our thinking, and join us in building an industry that future generations can be proud of.

Paul Hogan
President and CEO, MLC



WHO WE ARE

At MLC, our commitment to sustainability is at the core of our operations. We are dedicated to reducing our environmental footprint and fostering a culture of responsibility.

To ensure transparency and accountability, we have begun regularly reporting on our progress. Our 2024 Sustainability Report reflects our ongoing commitment to responsible business practices and continuous improvement in environmental and social performance, engagement, and transparency. This commitment is reinforced by our 2024 EcoVadis ratings.

MLC is driven by our core values. We rely on these values as we build our sustainability strategy, develop our commitments to people and planet, and importantly how we share our progress transparently. We hold ourselves to a high reporting standard because it is how we demonstrate integrity, and it is what our customers expect.



FOUNDED IN
1907



GLOBAL HEADQUARTERS:
St. Louis, Missouri



2
OPERATING COUNTRIES (US AND UK)



1,283
PEOPLE STRONG

US: 1,011 EMPLOYEES
US CORPORATE: 94 EMPLOYEES
UK: 178 EMPLOYEES



13
ACQUISITIONS SINCE 2000



10
MANUFACTURING OPERATIONS



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DISTRIBUTION TERMINALS



5
MLC TRUCKING SITES

MLC is an HBM Holdings company. HBM is a privately held global conglomerate focused on strategically acquiring and partnering with middle-market industrial companies. HBM invests in and builds high-performing companies within mission-critical industries, including aerospace and defense, environmental, medical devices and instruments, and packaging. HBM's portfolio of companies includes MLC, Schafer Industries, HarperLove, and Control Devices. For more information, visit hbmholdings.com.





OUR CORE VALUES



Integrity

Act with honesty and deliver on our commitments.



Customer Satisfaction

Deliver value to customers through partnership, innovation, and service.



Operational Excellence

Fortify our reliability and agility by driving best-in-class performance.



Sustainability

Contribute to a better future for our business, people, and communities.



Our Responsibility to Each Other

Work safely as a team, welcome other backgrounds and perspectives, and help those in need.

OUR MISSION

Utilize the essential mineral lime to support the evolving needs of society.



OUR VISION

Global mineral solutions partner with an unparalleled commitment to safety, service, and performance



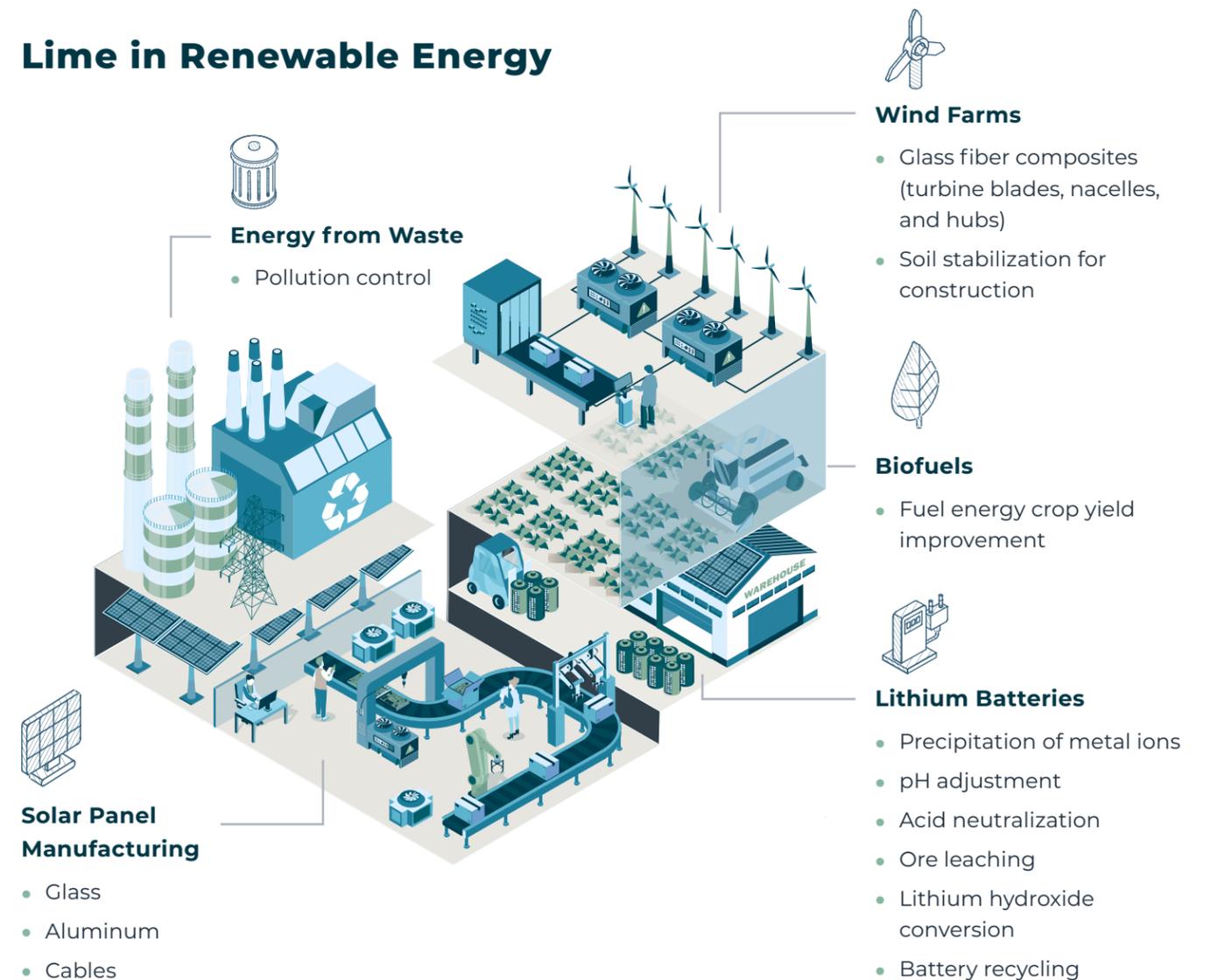
LIME: A CRITICAL INPUT IN MODERN INDUSTRY

Lime is working behind the scenes in nearly every part of modern life. It plays a vital role in the production of materials, infrastructure, and technologies. It helps to deliver clean drinking water to your tap, power your home, strengthen the roads you drive on, and improve the food in your kitchen. As an essential mineral, lime underpins everyday life

and economic progress.

MLC supplies high-performance lime products that industries rely on to operate cleaner, safer, and more efficiently. MLC's lime is versatile with a strong performance, making it indispensable in critical processes.

Lime in Renewable Energy





Hydrated Lime in Asphalt: Enhancing Performance and Sustainability

In some markets for lime, material selection influences not only performance and economy, but also sustainability.

According to the National Lime Association, hydrated lime has been a trusted additive in hot mix asphalt (HMA) across the U.S. since 1910, primarily to combat moisture damage and stripping. However, recent research reveals that lime offers a wide range of additional performance and environmental benefits, making it a multi-functional and sustainable modifier for asphalt pavements.¹

1/ Anderson, Howard et al. Hydrated Lime and Liquid Anti-Strip Additives: Moisture-Induced Damage Resistance Study. Utah Department of Transportation Research Division. February 1, 2024. rosap.nhtl.bts.gov/view/dot/74058

Key Performance Benefits

- **Improved Rut Resistance:** Lime increases the stiffness of both the asphalt binder and the mix, helping pavements resist deformation under heavy traffic and high temperatures.
- **Enhanced Durability in Cold Climates:** It boosts toughness and reduces the risk of cracking at low temperatures.
- **Slower Aging:** Lime alters the oxidation process in asphalt, significantly reducing age-related hardening and extending pavement life.
- **Better Moisture Stability:** By chemically modifying clay fines, lime enhances the mix's resistance to moisture damage and improves durability.
- **Upgrades Marginal Aggregates:** Lime can improve performance of lower-quality aggregates, reducing the need for high-grade materials.

Sustainability Benefits

- **Extended Pavement Life:** By reducing stripping, rutting, cracking, and aging, lime-treated asphalt lasts significantly longer, minimizing the frequency of repairs and reconstructions. This leads to lower resource consumption and reduced emissions over the pavement's lifecycle.
- **Reduced Waste:** Lime enables use of marginal aggregates, conserving high-quality natural resources and reducing quarrying impacts.
- **Lower Maintenance Needs:** Longer-lasting pavements mean fewer maintenance interventions, which translates to less energy use, fewer traffic disruptions, and lower greenhouse gas emissions.
- **Improved Resilience:** Lime-treated pavements are more resistant to extreme weather conditions, supporting climate-resilient infrastructure.

Superior Anti-Stripping Action

Moisture-induced stripping weakens the bond between asphalt and aggregate. Hydrated lime effectively prevents this by:

- **Strengthening the chemical bond** between binder and aggregate.
- **Neutralizing polar molecules** that would otherwise form water-attracting compounds.
- **Dispersing fine lime particles** throughout the mix to enhance mechanical strength.

Synergistic Effects with Polymers

When used together, hydrated lime and polymer modifiers deliver compounded benefits, for high-performing pavements that meet the most demanding specifications.





Strategy



SUSTAINABILITY STRATEGY

Sustainability remains a core driver of MLC's continuous improvement — an ethos embedded in our operations since our founding in 1907.

Reliable quality, responsibly means continuing to promote stewardship, ethical management, and responsibility across the sustainability spectrum while continuing to grow in a responsible manner, generating positive impacts for people and planet.

We continue to reinvest profits in strengthening the sustainability, efficiency, and operational excellence of our business. This long-term approach isn't just responsible—it's smart business. It enables us to:



Reduce & Repair Environmental Impact

Reduce our emissions, waste and water use while stewarding natural resources responsibly, and improving efficiency, resilience, and economic performance.



Protect & Engage People

Operate safely, provide rewarding and engaging jobs, maintain robust quality controls to protect consumers from health hazards and support good health, education and prosperity in our communities.



Measure & Demonstrate Progress

Measure and manage our impact, set specific targets, maintain robust programs and policies that promote responsible business operations, report key metrics and progress.

We continue to reinvest profits into strengthening the sustainability, efficiency, and operational excellence of our business. This long-term approach isn't just responsible — it's smart business.





U.N. SUSTAINABLE DEVELOPMENT GOALS (SDG)

As a lime producer, MLC operations have the potential to slow progress toward the SDGs. We are committed to mitigating those risks while maximizing the ways we support the goals. MLC has prioritized 7 goals as material to our operations.



GOAL 3 Good Health & Wellbeing



- Proactive **health and safety management**, wellness programs, and fair labor practices
- **Lime solutions** for water treatment, pollution control, agriculture, nutrition, and food preservation
- Continuous compliance to **ISO quality and safety standards**

GOAL 8 Decent Work & Economic Growth



- Routine **pay-equity studies** for fair compensation
- **Workplace culture** based on proactive safety management, engagement, and individual growth
- Supporting our existing **union relationships**, with a commitment to upholding labor standards

GOAL 12 Responsible Consumption & Production



- Measuring and driving down our **greenhouse gas footprint**
- Responsible management for a **finite natural resource** essential to society – the mineral lime
- Identifying and **reducing waste**

GOAL 6 Clean Water & Sanitation



- **Treatment of on-site water** before releasing to the environment
- **Lime solutions** for municipal drinking water treatment

GOAL 9 Industry, Innovation & Infrastructure



- Over **1000 employees** on two continents, with a vision to continue growing
- Lime solutions to support infrastructure, including green energy, steel, cement, and construction

GOAL 13 Climate Action



- **Lime solutions** for emissions related to energy production
- Piloting **alternative fuels** for our kilns
- Reducing **supply chain emissions** through a network of transloading and distribution terminals
- **Anaerobic digestion** at our U.K. site to generate power

GOAL 15 Life on Land



- Partnership with the **World Bird Sanctuary** to support bird populations
- Leasing land to farmers with **responsible farming practices**
- Restoration of **quarried land**



OUR PATH: SUSTAINABILITY TARGETS

While there is no sustainability finish line, we celebrate and learn from the progress we have made in recent years. Starting from a baseline of 2022 unless otherwise noted, we have short-term, mid-term and long-term commitments.

This report outlines our targets, performance, and progress across three pillars: Planet, People, and Company. Our progress against these commitments are reported within the following sections.



Planet

REDUCE & REPAIR



People

PROTECT & ENGAGE



Company

MEASURE & DEMONSTRATE

Short-term



- **5%** reduced carbon emissions
- **0** injuries
- **75%** engagement
- **50%** leader diversity
- **100%** pay equity
- **\$1,000**/employee for development

Medium-term



- **10%** reduced carbon emissions
- **0** injuries
- **75%** engagement
- **50%** leader diversity
- **100%** pay equity
- **Continued growth** in development

Long-term



- **Carbon neutral**
- **0** injuries
- **75%** engagement
- **50%** leader diversity
- **100%** pay equity
- **Continued growth** in development
- **Maintain** certifications
- Sustainability report **limited assurance** (GHG emissions)



Planet



REDUCE & REPAIR

We recognize that our operations contribute to global emissions and are committed to reducing our footprint in a meaningful way.

With our improvements, there also come improvements for our customers. Since we are part of their scope 3 emissions, when we win, they win.

Our footprint is large, but our resolve to reduce it is larger.

Our environmental focus is on reducing and repairing our impact. Protecting natural resources will ensure that we can support the evolving needs of society for many more years to come.

Every mining activity takes place within a natural environment (land, water, air, and communities). This undeniable connection means we have a profound responsibility to support the environment while ensuring we meet the needs of our customers.

CLIMATE CHANGE

Climate Strategy

Lime production generates a considerable amount of carbon dioxide (CO₂), which contributes to global emissions.

However, a significant share of this CO₂ is naturally reabsorbed during the use of lime products. When exposed to the atmosphere, lime reacts with CO₂ and gradually converts back into limestone, effectively capturing and storing the carbon permanently. Recent studies indicate that between 23% and 33% of the CO₂ released during lime production is reabsorbed throughout the product's lifecycle. In certain applications, such as water treatment and flue gas cleaning, this carbonation process happens almost immediately. Globally, lime and lime-based materials have the potential to sequester millions of tons of CO₂ annually. Current methodologies do not recognize reabsorption and therefore our calculations do not reflect this reabsorption process.

Our ambition is to be carbon neutral by 2050.

Due to the nature of the process emissions from lime manufacturing, carbon neutrality will require not only our own commitment to new strategies, but also technological advancements, supportive legislation and regulation, and appropriate infrastructure.

That is why our commitments include near-term actions along with long-term planning.



12%

REDUCTION IN TOTAL AIR POLLUTANTS 2022 – 2024



14%

REDUCTION IN ENERGY CONSUMPTION 2022 – 2024



Near-Term Actions for Climate Change

Mining is intrinsically linked to nature, as it depends on earth's geological and ecological systems to access and extract raw materials. Every mining activity takes place within a natural environment (land, water, air, and communities). This undeniable connection means we have a profound responsibility to support the environment while ensuring we meet the needs of our customers.

In 2024 MLC invested significant resources in operational efficiencies, fuel flexibility, research and development, technical services, and equipment upgrades.

Fuel Flexibility

Between 2022 and 2024, MLC has committed significant capital with the sole purpose to enhance the fuel flexibility of its operations. This includes infrastructure for cleaner-burning natural gas — such as kilns, pipelines, and burners. We also completed a feedstock study and made other improvements to enhance the efficiency of our anaerobic digester plants in the UK, which generate renewable, bio-based energy. These investments not only **reduced our reliance on solid fossil fuels**, it also allows us to adapt to changes in fuel availability without compromising production targets.

MLC continues to invest in greener fuel sources available today, while also forming partnerships to **pilot the feasibility of new fuel technologies** as they become available, with the goal of producing low-carbon lime.

Sustainable Innovation

MLC is not only focused on innovating low-carbon lime, but also **enhancing the sustainability of our customers' products and processes**.

Our technical services team is fully staffed with Ph.D. scientists and engineers. We partner with customers to optimize their use of lime for efficiency, safety, volume reductions, and production reliability. We routinely provide applications support, auditing, mobile equipment solutions, and technical training. This translates to **reduced carbon footprint and waste, as well as safer operations and cost savings**.

Our **Agile Innovation & Marketing Solutions (AIMS)** provides focus to drive these technical service projects, as well as new solutions development for sustainable lime applications.



101.4%
RENEWABLE ELECTRICITY
GENERATED AT OUR UK SITE
VS. TOTAL CONSUMPTION



2
PILOTS LAUNCHED FOR LOW-
CARBON LIME TECHNOLOGIES

Efficient Freight, Cleaner Future

As part of our commitment to reducing our environmental impact, we are strategically shifting lime product shipments from truck to rail. **Rail transportation is significantly more fuel-efficient and produces up to 75% fewer greenhouse gas emission compared to trucks.**¹

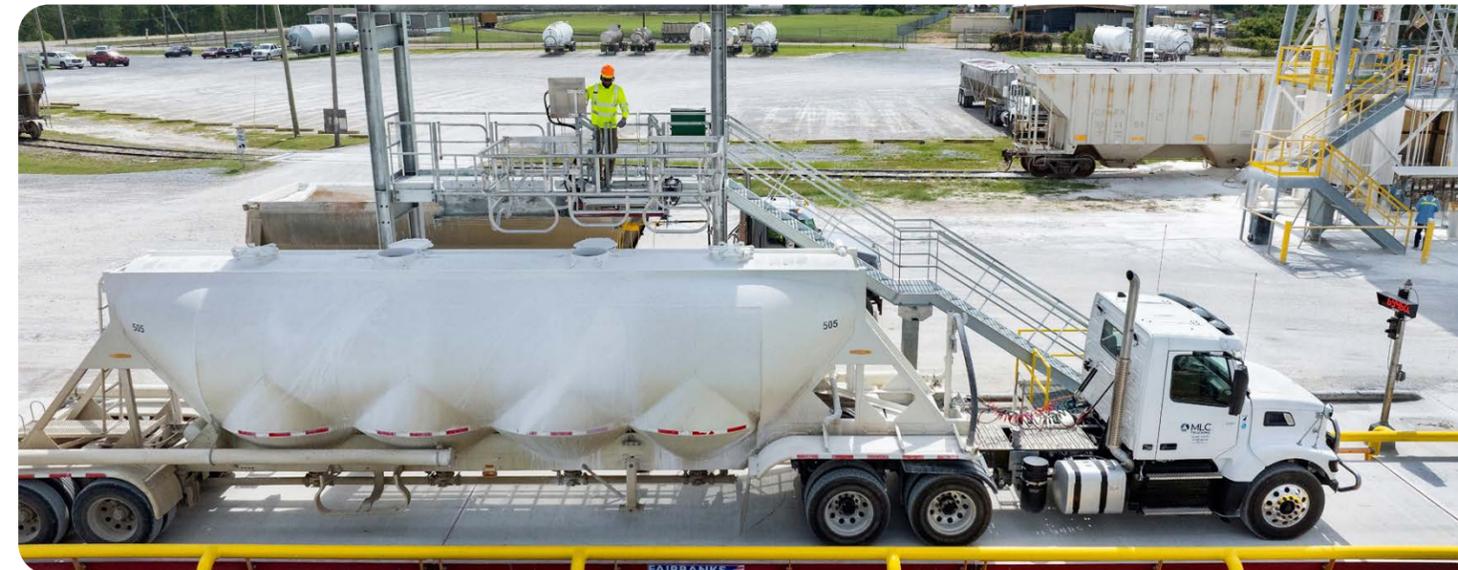
In 2024, this transition helped us avoid an estimated 20,000 metric tons of CO₂ emissions, according to external sources. By prioritizing rail, we are not only optimizing our logistics but also reinforcing our role in building a more sustainable supply chain.



20
TRANSLOAD-ENABLED
SITES FOR PRODUCTION &
PACKAGING



20,000
METRIC TONS OF CO₂
EMISSIONS AVOIDED DUE TO
TRANSLOADING IN 2024



At MLC's production facility in Vicksburg, MS, lime arriving via rail or barge is transloaded to trucks

1/ The Positive Environmental Effects of Increased Freight by Rail Movements in America. Association of American Railroads. June 2020. [aar.org/wp-content/uploads/2020/06/AAR-Positive-Environmental-Effects-of-Freight-Rail-White-Paper-62020.pdf](https://www.aar.org/wp-content/uploads/2020/06/AAR-Positive-Environmental-Effects-of-Freight-Rail-White-Paper-62020.pdf)



Long-Term Planning for Climate Change

In 2024, MLC applied for DOE funding to conduct a Pre-FEED study to investigate the integration of multiple innovative technologies to reduce greenhouse gas emissions, energy, and waste in lime manufacturing.

This project was selected for negotiation by the DOE's Industrial Efficiency and Decarbonization Office. That funding has since been put hold. However, we will continue to work with our partners to investigate and evaluate innovative technologies that support the decarbonization of lime, such as novel kiln technologies, alternative fuels, and carbon capture.

Climate Risk Assessment

Understanding and managing climate risk is essential to MLC's long-term resilience and value creation. In 2024, we completed a corporate climate risk assessment to identify, evaluate, and begin integrating climate-related risks into our broader management strategy.

We know that climate change is not a distant threat. It is actively reshaping markets, disrupting operations, and driving regulatory developments today.

Considering climate risks across four categories (human capital, physical assets, financial risks, and regulatory risks) across the short (1-3 years), medium (4-9 years), and long (10+ years) terms provides us with a holistic view of specific risks and opportunities.

Our analysis identified key physical risks, such as flooding, sea level rise, and extreme weather

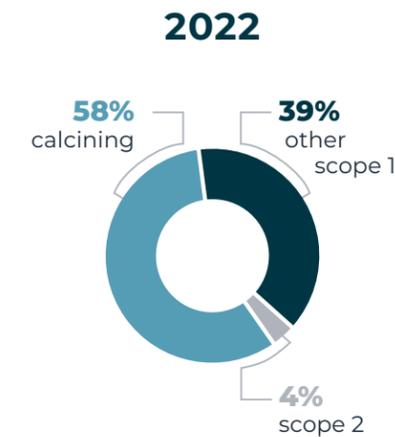
events, as well as transition risks such as regulatory mandates, transition costs, and evolving customer expectations.

Identifying potential risks allows us to improve our mitigation or management strategies, ensuring our operations are resilient to potential climate shocks or transition impacts.

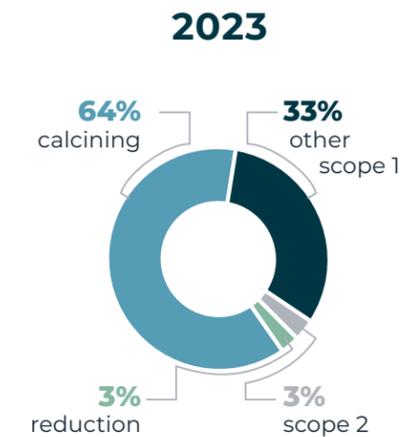
The opportunities we have identified reaffirm the strategic advantage of our lime products and drive data-driven, informed decision making for our marketing strategy and operational efficiency investments.

We also see technology developments being a key area of growth both in terms of rapid growth in artificial intelligence and steady advancements in carbon capture technologies.

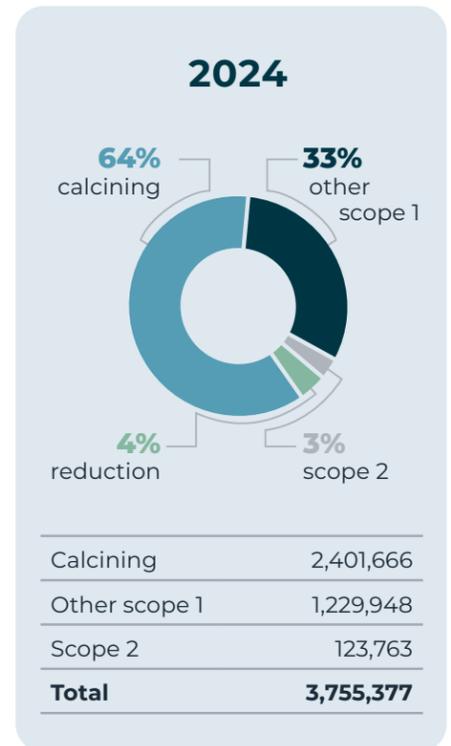
METRICS: CARBON EMISSIONS



Calcining	2,258,343
Other scope 1	1,517,669
Scope 2	143,326
Total	3,919,338



Calcining	2,442,518
Other scope 1	1,244,498
Scope 2	123,587
Total	3,810,603



Calcining	2,401,666
Other scope 1	1,229,948
Scope 2	123,763
Total	3,755,377

2030 Target



2035 Target



2050 Ambition



¹Total carbon emissions (mt CO₂e) for MLC scopes 1 and 2 as compared to 2022 baseline



LIFE, LAND & WATER

Mining and industrial practices have an impact on the environment, and it is our responsibility to minimize that to the extent possible. MLC is committed to being a good steward for land, water, and biodiversity.

Environmental Stewardship

Responsible Water Management

MLC is committed to the sustainable use and protection of water to mitigate the effects of water scarcity and water pollution.

- All MLC produced water is re-used internally.
- When stormwater infiltrates our mine, we pump a portion of the water back to the surface to MLC's blue pool, which is recycled for various purposes throughout the plant.
- Scrubber sludge is produced from lime manufacturing. This is pumped into an impoundment in the mine, where solids settle and are disposed in accordance to applicable regulations. Clear water is pumped back to the surface and recycled in our wet scrubbers.

Last year, we recycled over 8,000 ML of water at our Ste. Genevieve site due to having a semi-closed loop system. This circular approach to water usage **reduces our need for water consumption and reduces the potential negative impact on communities by limiting discharge levels to local water systems.**

Land Management & Restoration

We manage our land in a responsible manner, protect native habitats, and restore land to the same or better condition than how we found it.

Responsible Land Use

Our Sainte Genevieve, Missouri facility sits on an underground mine, making much of the above-ground land a haven for nature. MLC owns roughly 6,500 acres of above-ground property. Approximately **2,500 acres are leased to farmers** who responsibly steward the land they farm. Approximately **3,000 acres are home to native tree and bush species** that are managed to ensure a healthy balance of old and new growth.

Quarried Land Restoration

At our UK operation, we restored **65 acres of previously quarried land** to productive agricultural land. We also restored an old, disused quarry at Elsham using lime treated biosolids from wastewater plants into an **eco-park open to villagers.** We have planted over 20,000 trees and several kilometers of hedgerows over two decades.

Measuring Biodiversity

MLC has maintained a partnership with the **World Bird Sanctuary (WBS)** since 2016 to conduct songbird nesting studies annually, providing assurance that lime operations do not interfere with local species.

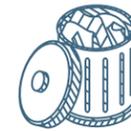
Progress in 2024

- 3.4% reduction in waste production
- More than 8,000 mega liters of water recycled or re-used in operational processes, reducing reliance on the local water table



8,000

ML OF WATER RECYCLED IN 2024



3.4%

REDUCTION IN WASTE PRODUCTION 2022 – 2024



American kestrel chick



Tufted titmouse chicks



Carolina chickadee eggs



Banded Eastern phoebe



Eastern bluebird chick

Our 2024 study in partnership with the World Bird Sanctuary included 100 songbird nest boxes, 3 kestrel nest boxes, and 2 tree swallow nest boxes at our Ste. Genevieve, MO operation. From April 1 – August 8, boxes were inspected every nine days, eggs and chicks were counted, and birds were banded (if not already). We observed nearly 200 chicks hatched, the highest number since our studies with WBS began.

Spotlight: Customer Partnership for Sustainability

In water treatment, lime softens, adjusts pH, and improves purity. Quicklime (“calcium oxide”) is commonly used because it is safer and more efficient relative to alternative chemistries.

Many municipal water treatment plants in the U.S. were constructed during the 1970s – 80s. With facilities designed to last 50 years and equipment for 20, these municipalities are facing significant projects to continue providing a reliable supply of drinkable water to communities.

The City of Liberty, Missouri water treatment partnered with MLC to evaluate the safest, most efficient methods to update its aging infrastructure. The existing system slaked quicklime with water to produce a slurry of hydrated lime (“calcium hydroxide”). This process involves an exothermic reaction that generates high heat and pressure, necessitating careful design and operation. Additionally, quicklime introduces insoluble elements such as grit and other non-functional materials.

Customer Sustainability Needs

As part of upgrades, Liberty decided to evaluate switching from quicklime slaking to a system that produces a slurry from dry hydrated lime. However, it needed analytics to make an informed decision before committing to permanent equipment.

Liberty partnered with MLC to conduct an on-site audit and trial. Sustainability considerations included efficiency, safety, waste, and maintenance.

Methodology

MLC provided mobile systems for lime make-down, mix, and pumping. The company’s technical team performed a baseline audit before launching the 14-day trial period and cost-benefit analysis.

The trial provided baselines and quantifiable improvements, enabling the City of Liberty to make a strategic decision to invest in hydrated lime slurry.

Liberty continued to utilize MLC mobile equipment during construction of the new system to keep the plant operational.

Outcomes

The trial identified that switching to liquid calcium hydroxide would provide significant benefits to Liberty in the form of sustainability and cost savings.

- **Safety:** Hydrate eliminated the hazard associated with quicklime slaking, as well as increased cleanliness and improved handling for plant operators.
- **Waste:** Sludge was reduced from 13,000 tons/year to 9,000 tons/year, reducing waste.
- **Equipment lifespan:** The switch eliminated the need for a grit system and reduced equipment damage as a result of grit, reducing maintenance and replacement requirements.
- **Emissions:** Less sludge means less haulage of waste via dump truck. Lower volume requirements also reduce the supply chain emissions.



MLC equipment in use at the City of Liberty, MO water treatment

Conclusion

The transition not only enhanced safety and sustainability, but also simplified plant maintenance and improved cleanliness. With assistance from MLC, equipment manufacturer Merrick, and years of operational experience, the City of Liberty successfully modernized its water treatment plant to better serve its community for years to come.

Waste Reduction: Sludge produced per year (tons)

	Baseline (Quicklime)	Result (Hydrate)
Sludge flow (MG)	75	49
Lime lbs used (MG)	2.14	2.40
Sludge generated (T)	13,090	9,506
Raw flow (MG)	1,168	1,208
Backwash flow (MG)	22.3	24.7
Finished flow (MG)	1,007	1,166



HydroLime™ HDE make-down system



HydroLime™ Tank 8000 mix system



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TRUCKING

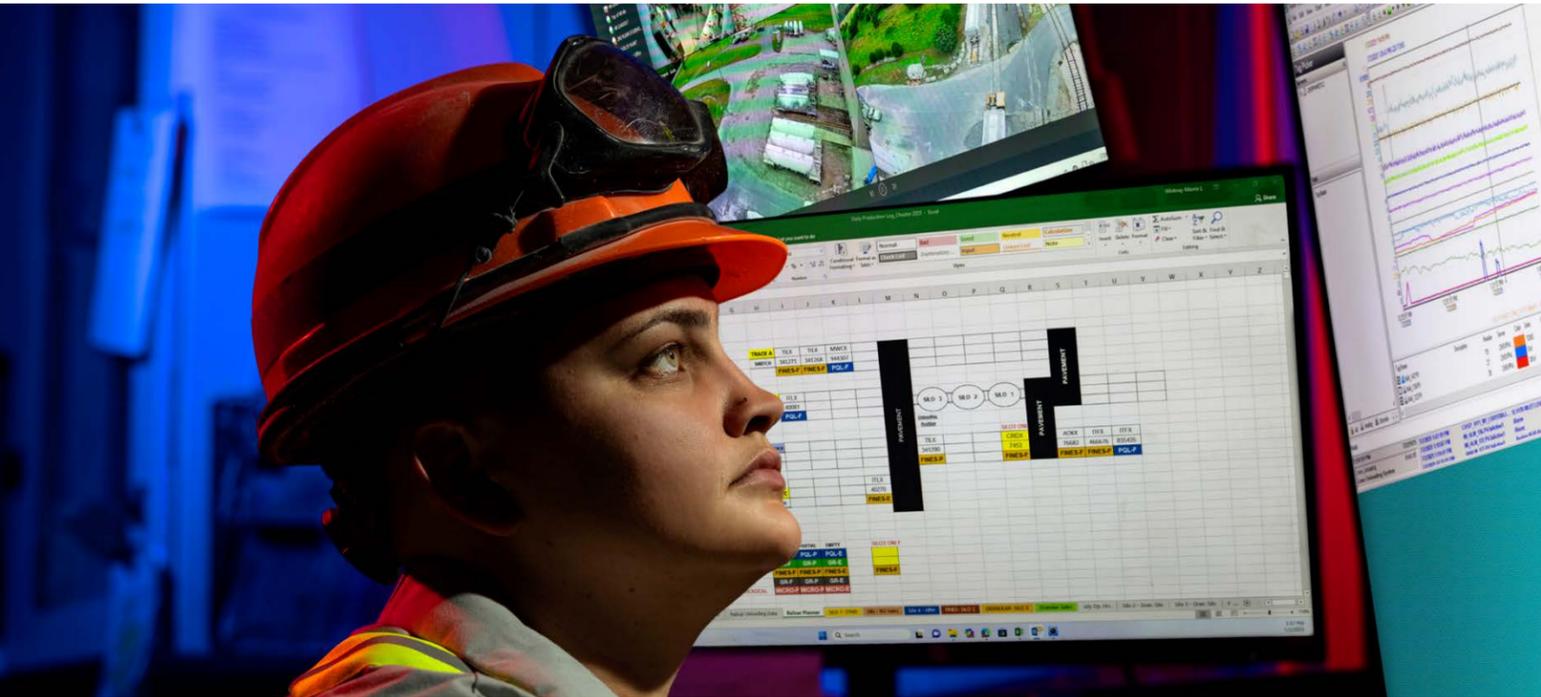
US DOT 1147353

ICC-MC-463735

Operated by
FLCO Trucking Company, LLC



People



PROTECT & ENGAGE

Protecting people and providing engaging, rewarding jobs is not just a priority; it's our responsibility. Our success depends on the wellbeing of our employees, consumers, and communities.

As a lime manufacturer, it is our culture to foster the health and safety of the people who produce, deliver, and use our products. In addition to employees and consumers, we also promote good health, education, and prosperity in our communities.

Our workplace culture is based on engagement, teamwork, and inclusivity. We strive to create an environment where everyone can participate and flourish.

It is our culture to foster the health and safety of the people who produce, deliver, and use our products.

HEALTH & SAFETY

Operating safely and reliably is what enables our organization to be a high-performing, world-class, responsible supplier of calcium products.

Safety is a fundamental value and a primary focus. Working safely at MLC is not optional; it is a condition of employment. We are accountable for each other's safety regardless of title or position. We continuously evaluate and improve our safety processes and practices to ensure we meet our commitment of providing a safe and healthy work environment.

This includes every stage of producing and delivering our products — from cradle to gate, our most important priority is to protect the safety of our employees, our communities, and the people who use our products.

As technology evolves, we will be vigilant and adapt to new safety techniques. Integral to our Vision, Mission, and Core Values, MLC is committed to providing a safe and healthy work environment.

Health & Safety Goals

- **Prevent Injuries:** Maintain a recordable injury rate (RIR) and lost-time injury rate (LTIR) of 0.00, with a ceiling of 0.9. Achieve experience modification rate (EMR) of less than 1.00.
- **Implement proactive improvements:** Increase the reporting of near-misses and follow-ups (defense implementation rate, DIR) at all our locations.
- **Maintain continuous compliance** for all MLC safety standards and processes.
- **Harmonize:** Certify that the safety management scheme at our largest site in Ste. Genevieve meets ISO 45001 standards, in addition to our UK certification.



Leading Indicators for Safety

Leadership

Our safety department includes regional, location-specific, and supply chain leaders for dedicated oversight. In addition, our Safety Steering Committee includes subgroups focused on standards and procedures, auditing and compliance, and training.

Training

- New-hire Mine Safety and Health Administration training (40 hours required)
- Annual refresher classes (8 hours required)
- Task- and location-specific training
- Dedicated Safety Training Committee

Continuous improvement

Learning teams investigate incidents and near misses to apply learnings to our standards and processes. In 2024, we implemented a new Early Prevention Program as a result of key learnings about preventing soft tissue injuries and sprains.

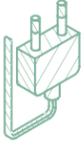
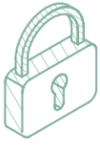
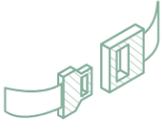
Technology

In 2024, we continued to expand our EH&S platform launched the prior year to enhance resources, communication, and traceability. This includes the addition of clicklearn training to supplement our in-person safety training.

Standards & Procedures

Lime operations face a number of routine hazards that must be proactively managed to reduce risk. MLC's "Life-Saving Standards" are used to enhance awareness and engagement for these hazards. Violating any one of them — regardless of seniority or level — can result in immediate termination.

Global Life Saving Standards

 Fall protection	 Safely lowering	 Red tape hazards
 Electrical safety	 Heat stress	 Lock, tag, try
 Confined space	 Seat belts	 Line breaking



11
EMPLOYEES IN DEDICATED SAFETY ROLES



42
LEARNING TEAMS CONDUCTED IN 2024



5,176
REPORTS ADDED TO OUR EH&S SYSTEM IN 2024, INCLUDING (BUT NOT LIMITED TO):
4,147 INTERNAL AUDITS,
566 SAFETY REQUESTS,
109 NEAR-MISS REPORTS &
299 INCIDENT REPORTS

Underground Life Saving Standards

 Mine check-in	 Scaling	 Cones & barriers
 Mobile equipment	 Self rescuers	



Drill for confined space rescue training



Spotlight: Securing the Subsurface

Advancing Safety Innovation with LiDAR and SLAM

In 2023, MLC began using **light detection and ranging (LiDAR)** and **simultaneous localization and mapping (SLAM)** to scan and assess 87 million square feet of our underground mine at Sainte Genevieve, Missouri (an average of 500,000 square feet per week!).

These tools supplement our mine ground control program by providing data we can analyze to **identify and proactively control geological hazards**, reducing risk to employees.

LiDAR scanning returns millions of data points in three-dimensional space — including northings, eastings, and elevations — which allows us to determine if our geology is changing and if we should address any concerns. The result is a thorough summary showing each mine pillar's factor of safety, width-to-height ratio, and if its shape or condition is changing. We can generate a visual representation of the stability ranking for

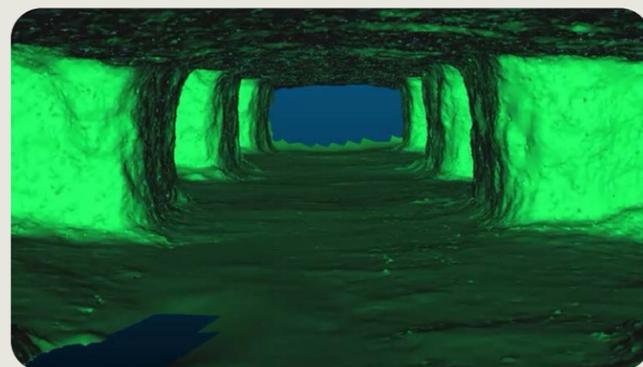
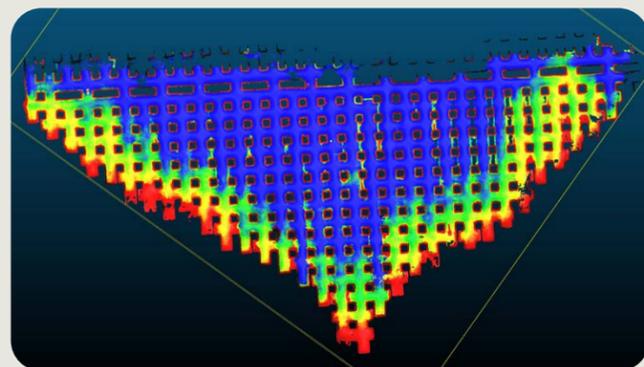
each pillar and have developed a failure analysis calculation to determine the overall strength of the area surrounding individual pillars.

Setting up this process and ensuring data accuracy was a mammoth task for the team involved and included third-party validations to ensure our results are representative and reasonable.

So far, the data shows that no pillars are below the minimum factor of safety. We identified a few pillars we are monitoring more closely for changes.

In 2024, our Mine Engineering team conducted an analysis on pillar design for upcoming mining areas. Geological evaluation has reviewed anticipated mining conditions and numerically simulated the increased strength from future pillar designs for each set of conditions.

The team also presented at the National Lime Association 2024 annual meeting to share learnings about the value and applications of this technology with industry peers.



The Silent Servants for Mine Safety

MLC's Mine Rescue Team members routinely go **above and beyond MSHA requirements**. They volunteer their time to research new technologies, travel and support competitions, conduct monthly drills, and contribute to evolving best practices. Their quiet dedication ensures that we're equipped with the knowledge and tools needed to serve our workplace and industry in critical moments.

The team collaborates with technology partners to optimize their effectiveness for mine rescue, **Dräger** for their **ProAir breathing apparatus** and **Atlas 46** for military-grade **MSA self rescuer restraints, medical gear bags, and PPE**.

In 2024, the first-aid team members became **certified first responders**, completing 40 hours of emergency medical responder training with the St. Francois County, Missouri Ambulance District. The training included skill and knowledge assessments that far exceed MSHA-required training.

These examples are testaments to the team's commitment to mine rescue excellence through continuous improvement. The team embraces the mindset that "the best never rest" and continuously strive for perfection.

Constantly honing their emergency response capabilities ensures that MLC is not solely dependent on the Ste. Genevieve fire department or ambulance district — both of which are valuable resources but have limited capacity.



2024 Missouri Regional Contest



Charlie Gegg, Mine Compliance Coordinator, was inducted into the MSHA National and Missouri Mine Rescue Halls of Fame in 2024.

HUMAN RIGHTS

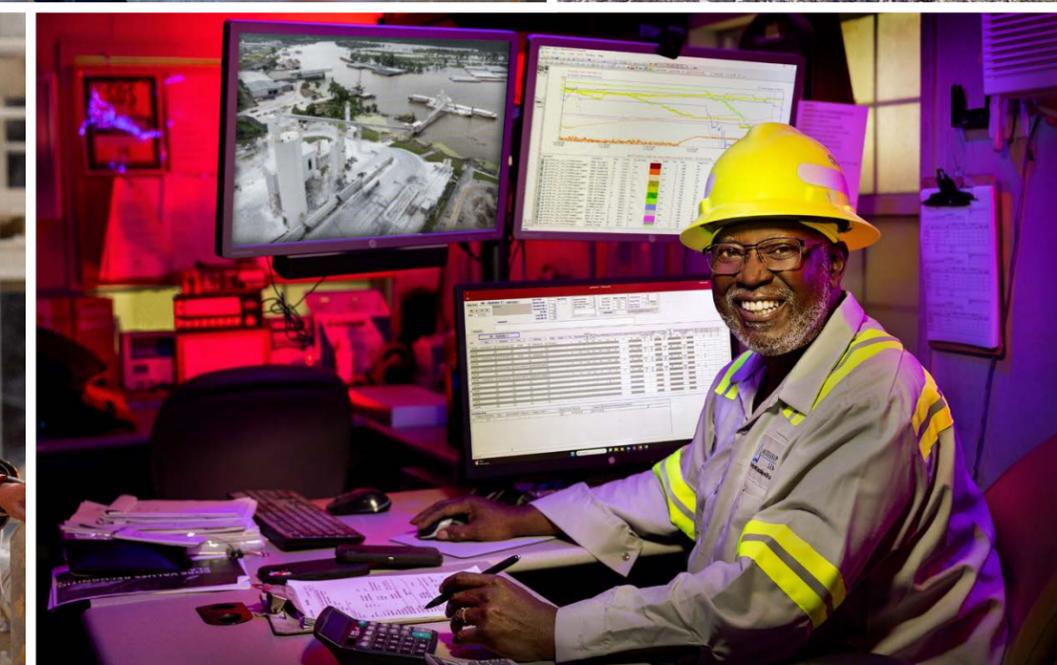
Our operations have a direct and indirect impact on people, including our employees and contractors, as well as workers in the supply chain and the communities where we operate. We acknowledge our responsibility not only to avoid causing harm, but to contribute positively to the wellbeing of those affected by our activities.

We are committed to aligning our practices with the [UN Guiding Principles on Business and Human Rights](#),¹ the [UN Universal Declaration of Human Rights](#),² and the [International Labour Organization's Core Conventions](#).³ These frameworks inform our

management of human rights due diligence, labor practices, community engagement, and grievance mechanisms.

We focus on proactively identifying, addressing, and mitigating human rights risks, particularly in areas such as workplace safety, fair labor conditions, land use, and community engagement.

Our 2024 third-party audit confirmed there were no instances of child or forced labor in our operations and reflected our commitment to paying a living wage.



1/ Guiding Principles on Business and Human Rights. United Nations Human Rights Office of the High Commissioner. April 2011. [ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr_en.pdf](https://www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr_en.pdf)
2/ Universal Declaration of Human Rights. United Nations General Assembly. December 10, 1948. [un.org/en/about-us/universal-declaration-of-human-rights](https://www.un.org/en/about-us/universal-declaration-of-human-rights)
3/ Conventions, Protocols and Recommendations. International Labour Organization. [ilo.org/international-labour-standards/conventions-protocols-and-recommendations](https://www.ilo.org/international-labour-standards/conventions-protocols-and-recommendations)



ENGAGEMENT

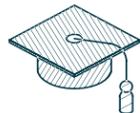
Employee Engagement

In 2024, we conducted a global employee engagement study. The results showed high employee participation (63%), strengths in safety, respect, and collaboration, and opportunities for improvement in feedback, recognition, and communication.

Since the results came in, our teams have formulated over 140 initiatives that are being implemented, including those within the following topical areas.



Modernize employee break areas



Improve development & training programs



Enhance employee recognition



Implement new communication technologies

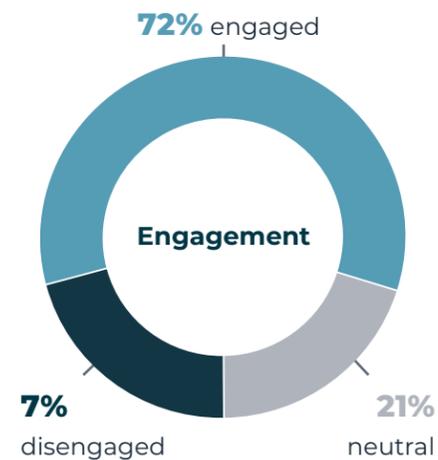
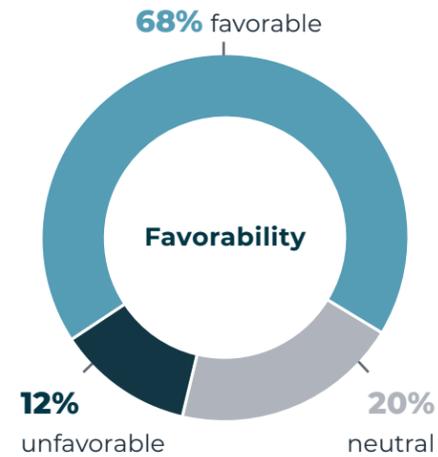


Expand teams for analysis, HR, data, and supply chain



Improve methods to capture employee voice

2024 Employee Survey¹



Culture: the Engine behind MLC

An engaging workplace culture is one where employees collaborate effectively, trust leadership, and believe their work matters. Our culture drives results because it puts people first.

MLC tracks workplace performance and sets continuous improvement goals. This includes areas that have a direct relationship with culture, such as safety, employee development, inclusion, and turnover. We also anonymously survey our employees to pin down aspects that are hard to calculate, like engagement, sense of belonging, and work-life balance.

In 2024, MLC was recognized by Newsweek as one of America's Greatest Workplaces.² Additionally, we were recognized for excellent performance in Mental Wellbeing. MLC was selected through independent nomination followed by a rigorous, five-part evaluation process. This recognition helps to validate that we continue excelling at driving a company culture based on teamwork, personal growth, and integrity.

Fair Labor Practices

We seek to represent the communities in which we operate and mitigate bias in our practices. We are focused on diversity and inclusion, equal opportunities for growth and development, and ensuring pay equity across our organization.

This helps us to ensure that everyone is treated fairly and that our organization benefits from different backgrounds and perspectives. We ensure pay equity with every new hire and job change. Additionally, we routinely conduct company-wide pay equity assessments. Because of diligence in ongoing practices, we have no pay equity issues.



1/ Results determined by 2024 anonymous, third-party survey. Engaged is defined as either "fully engaged" (strongly agree) or "key contributor" (agree).

2/ America's Greatest Workplaces 2024. Newsweek. [newsweek.com/rankings/mlc](https://www.newsweek.com/rankings/mlc)



Career Development

Career paths can be as unique as our employees, each with their own objectives and milestones. To support the growth goals of all team members, MLC offers educational assistance for employees to enhance their current skills and further their education.

Such programs include in-house training, specialized courses outside the company, professional certifications, 100% paid university tuition and an accelerated development program to build bench strength. In 2024, 21 employees took advantage of the tuition assistance program, which is open to all full-time employees.



MLC volunteers helped build a trail at Hawn State Park, MO in partnership with Friends of Hawn, 2024

Community Engagement

At MLC, we believe in giving back to and engaging with our communities and supporting causes that align with our core values.

We engage with prominent members of the community at all our locations, including a Community Advisory Panel at our largest facility.

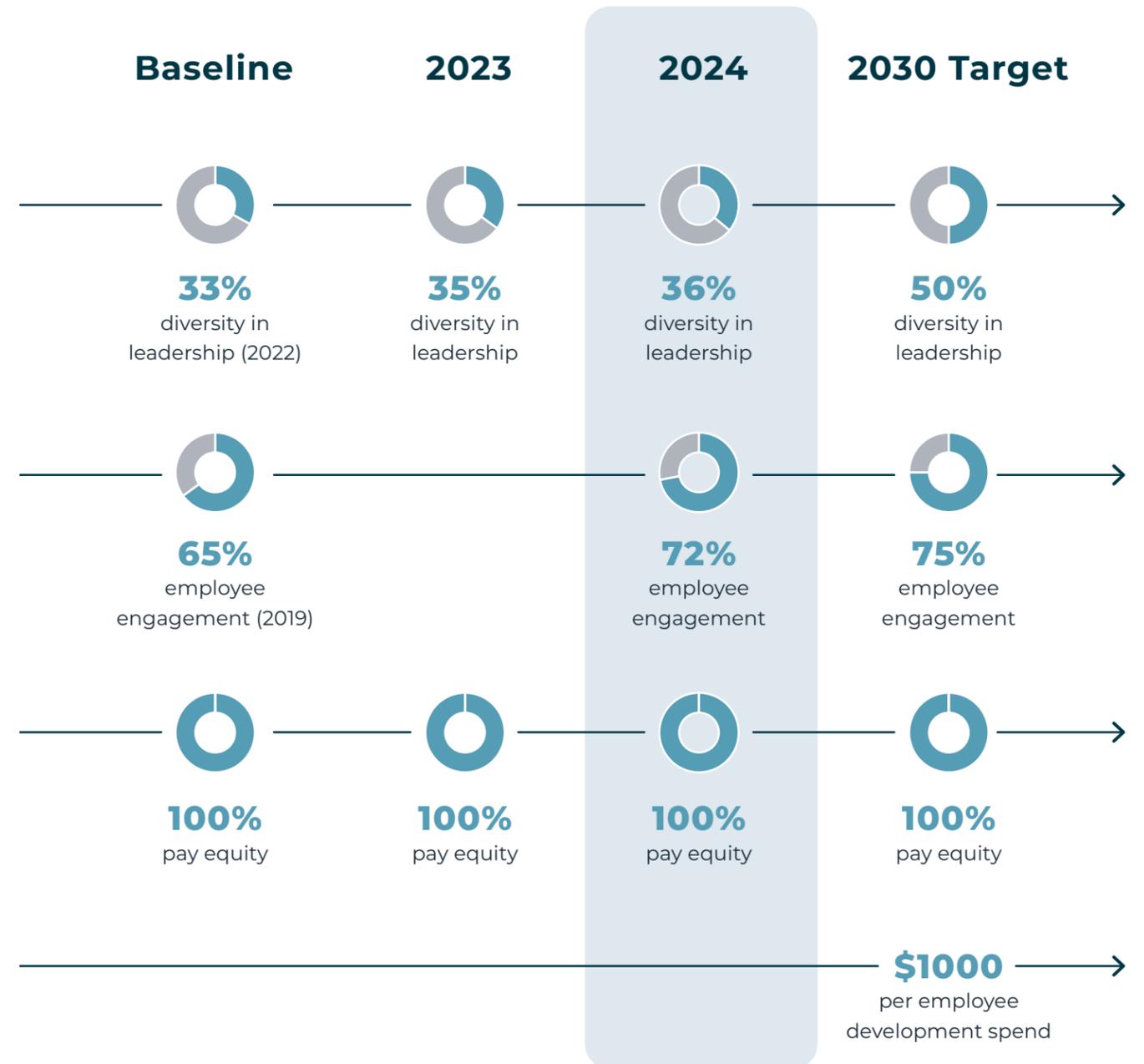
We support organizations within the communities where we operate that fall into the following categories:

- Education
- Health and medical, including research advancement
- Community services, especially those enhancing youth development
- Environmental and animal support
- Arts and culture development

In 2024, we contributed approximately \$350,000 to local organizations benefiting our communities.

Our employees participated in several volunteer opportunities, supporting organizations such as Rebuilding St. Louis, Habitat for Humanity, Pedal the Cause, United Way, and Women into Manufacturing and Engineering.

METRICS: ENGAGEMENT



Spotlight: Habitat for Humanity

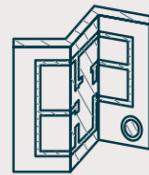
MLC partnered with Habitat for Humanity of Southeast Missouri again in 2024. This work helps to support families in our communities near three MLC locations: our headquarters in St. Louis and our operations in Ste. Genevieve and Bonne Terre.

MLC and Habitat split the volunteer hours across 5 different build dates to accommodate 50 MLC participants. This approach ensures that every volunteer can make meaningful contributions while working closely with Habitat site leaders, maximizing our impact and reducing safety risk.



400

HABITAT FOR HUMANITY
VOLUNTEER HOURS
DEDICATED IN 2024



5

BUILDS SUPPORTED WITH
FINANCIAL AND VOLUNTEER
SUPPORT IN 2024





Company



MEASURE & DEMONSTRATE

We align our sustainability management with our mission and strive to set the standard for best practices in the lime industry.

At MLC, responsible governance strategy creates long-term value for our stakeholders, strengthens board and management accountability, and builds trust in our people and brand. MLC's Code of Conduct, Mission, and Values provides the framework to run our business responsibly and with integrity, supporting our commitment to delivering Reliable Quality, Responsibly over the long-term.

We are committed to measuring our impact and putting controls in place to ensure our data is accurate and represents our progress.

CORPORATE GOVERNANCE

MLC has established processes and structures that align our climate governance to international sustainability standards and frameworks.

MLC is a private company governed by a Board of Managers and owned by HBM Holdings Company ("HBM"). The President and CEO of HBM serves as the Chair of MLC's Board, which provides oversight of MLC's compliance with legal and regulatory requirements.

Policies Enforced

- Environment, Social, and Governance (ESG)
- Human Rights
- Business Ethics
- Code of Conduct
- Supplier Code of Conduct
- Safety

Certification Schemes

MLC maintains the following certifications for management standards within the following areas, dependent on location and relevance.

- ISO 9001 (quality)
- ISO 14001 (environment)
- ISO 45001 (safety)
- ISO 50001 (energy)
- FSSC 22000 (food safety)
- AIB International (food safety)
- Kosher-Pareve (food)
- Halal (food)

Business Continuity

MLC has plans and procedures in place to provide operational continuity and mitigate risk during events that have the potential to disrupt our business, such as natural disasters, unplanned outages, cyberattacks, or system failures.

This includes a comprehensive crisis plan, site-specific and environmental emergency response plans, inventory planning, security protocols, data back-ups, and offsite access to critical systems, ensuring continued service to our customers even in the event of an unforeseen interruption.



Organizational Structure

Board Oversight

The MLC Board of Managers is informed of ESG related risks. When large investments are required, the Board is ultimately responsible for approving mitigation efforts. As it relates to climate change and our low-carbon transition, MLC's Board delegates responsibility of impact management to the President and CEO of MLC. The CEO reports back to the Board through regular reports or during quarterly board meetings.

Management's Role

The President & CEO of MLC has further delegated the day-to-day management of climate-related risks, opportunities, sustainability initiatives, and sustainability reporting to the Director of Sustainability & ESG. MLC has established an executive-level Sustainability subcommittee, led by the Director of Sustainability & ESG with oversight by the President and CEO of MLC.



RESPONSIBLE SUPPLY CHAIN

Assessing Human Rights Risks

In 2024, we partnered with Business for Social Responsibility (BSR) to identify the most salient human rights risks in MLC's tier 1 supply chain and to develop strategies for the management of those risks.

This assessment enabled MLC to evaluate supply chain risks by assessing both inherent country-level factors and specific procurement category risks, providing a comprehensive view of potential vulnerabilities across different geographical areas and procurement types.

Our next steps will be to use the information and recommendations that resulted from this assessment to strengthen existing due diligence, formalize supplier engagement, increase transparency and improve our human rights strategy.

MLC's Supplier Code of Conduct

The Code sets out the expectations we have of our vendors to mitigate their environmental and social impacts. Potential vendors agree to comply with our code of conduct when choosing to do business with us. In 2024, we strengthened our Supplier Code of Conduct to explicitly require agreement by suppliers to the terms and conditions of our code by signing and returning the document.

As we continue to progress in our ESG journey, we are strengthening our supplier engagement strategy. We are looking to further integrate sustainability into our vendor engagements, evaluations, and overall assessments to reduce supplier risk and ensure operational readiness.



ETHICS & VALUES IN PRACTICE

Each of us are responsible for ensuring that all individuals are treated with respect and dignity.

MLC operates according to our values and Code of Conduct. The Code sets out the expectations of our employees to embody integrity, excellence, sustainability, safety, and teamwork - which represents what we stand for and how we conduct ourselves with our customers, suppliers, communities and one another.

Ethics & Compliance Helpline

We hold ourselves to the highest standard of integrity and ethical behavior. We promote and reaffirm this regularly in our day-to-day operations. We encourage individuals to report situations in which they have a good-faith belief that any circumstance or action has violated our Code of Conduct, enterprise policy or applicable law. Those who wish to report a concern can do so through different channels:

- Manager or HR representative
- mississippilime.ethicspoint.com
- Confidential Ethics Hotline: 1-844-348-5679

MLC will not take any action — or tolerate any reprisal — against any party for raising an issue in good faith.

Business Ethics

It has always been, and continues to be, the intent of MLC that our employees maintain the highest ethical standards in conducting company affairs.

Employees shall interact with co-workers, suppliers, customers, and other persons doing or seeking to do business with MLC in a manner that excludes considerations of personal advantage.

An employee's primary duty is to always act in the best interest of MLC to the best of their ability to avoid conflicts of interest, corruption or the appearance of corruption and anti-competitive behavior. MLC maintains relevant policies in the areas of business ethics, antitrust, and records retention.



Reporting Process



REPORTING METHODOLOGY

This report was developed by MLC management with oversight from the executive-led Sustainability Subcommittee. We remain committed to transparent, consistent, and accountable sustainability reporting.

- This report, along with our 2024 Global Reporting Initiative (GRI) Index, 2024 Sustainability Accounting Standards Board (SASB) Index, and Task Force on Climate-Related Financial Disclosures (TCFD) Report, is available at mlc.com/wp-content/uploads/2025/10/2024-MLC-Sustainability-Report.pdf.
- We prepared this report with reference to the Global Reporting (GRI) Standards.
- We continue to use the greenhouse gas (GHG) Protocol as the basis for our GHG inventory.

Unless otherwise noted, references to Mississippi Lime Company ("MLC") include our full portfolio of operations and entities:

- Mississippi Lime Company, LLC dba MLC;
- FLCO Trucking, LLC dba MLC Trucking;
- Mississippi Lime Bonne Terre, LLC dba MLC;
- Mississippi Lime Calera, LLC dba MLC;
- Singleton Birch Limited;
- Birch Chemicals Limited dba Singleton Birch;
- Birch Energy Limited dba Singleton Birch;
- Birch Lime Limited dba Singleton Birch;

- Birch Solutions Limited dba Singleton Birch;
- Birch Waste Limited dba Singleton Birch; and
- Minsterport Limited dba Singleton Birch.

This report covers performance from the 2024 calendar year (January 1 through December 31, 2024). Our emissions and sustainability targets use 2022 as the baseline year, unless otherwise indicated.

Issue Prioritization

MLC continues to prioritize the sustainability issues that matter most to our business and stakeholders. Our material topics remain consistent with those identified in our previous 2023 report (shown at right). These priorities continue to reflect the most relevant sustainability issues for MLC, based on our rigorous double materiality assessment.

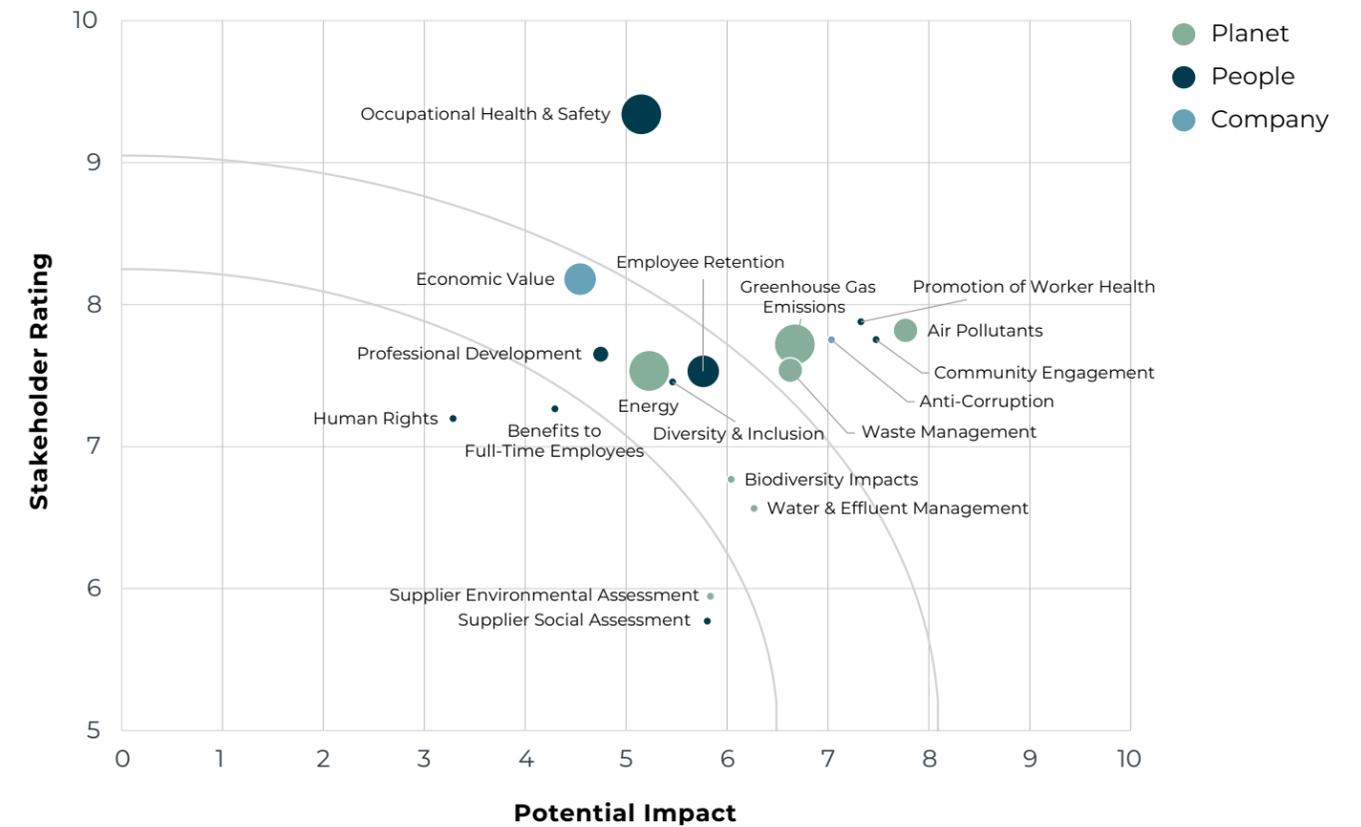
We actively evaluate material issues through two lenses:

- Our impact on the environment and society (outward impacts)
- Risks or opportunities that exceed their thresholds and impact our operations and financial performance (inward impacts)

Our most recent comprehensive, location and contextual-based materiality assessment, conducted in 2022, involved peer benchmarking, stakeholder engagement, and impact analysis and allowed us to prioritize our efforts over the most critical material topics.

Since then, we've continued to monitor industry trends, stakeholder expectations, and regulatory developments to ensure MLC's priorities of improved safety performance, employee health and wellbeing and greenhouse gas reductions remain aligned with our sustainability strategy and external context.

Materiality Assessment Results





Appendix



DATA TABLES

Air Pollutants

Air Pollutant Type	2023	2024	Units
CO	2,639	2,413	metric tons
NOx	5,234	5,203	metric tons
SO2	1,899	2,089	metric tons
Particulate Matter (PM2.5)	653	629	metric tons
Particulate Matter (PM10)	1,403	1,361	metric tons
Particulate Matter ¹	177	154	metric tons
Volatile Organic Compounds (VOCs)	33	42	metric tons
Hazardous Air Pollutants (HAPs)	39	55	metric tons
Total Air Pollutants	12,077	11,947	metric tons

Emissions

Scope	2022	2023	2024	Units
Scope 1 Emissions	3,775,992	3,687,016	3,631,614	CO2e
Scope 2 Emissions	143,326	123,587	123,763	CO2e

Energy Consumption

Fuel Type	2022	2023	2024	Units
Electricity	817,335	784,933	787,591	GJ
Natural Gas	2,343,385	2,920,080	3,018,075	GJ
Propane	1,638	2,403	1,321	GJ
Coal	2,532,103	2,041,847	2,122,963	GJ
Coke	251,276	326,491	420,164	GJ
Used Oil	2,709	4,163	3,236	GJ
Gasoline	6,337	8,013	8,759	GJ
Diesel	323,716	316,545	251,293	GJ
Biodiesel	43,266	48,759	23,411	GJ
Total	6,321,765	6,453,234	6,636,813	GJ
Percentage of Grid-Electricity	12.93	12.07	11.87	%

1/ Not all facilities are required to track or report total PM.

Employee Data

Employees	2023	2024
Total Employees	1,122	1,283
<i>Employees by Region:</i>		
US	877	1,011
UK	164	178
US Corporate	81	94
<i>Employees by Type:</i>		
Full-time	1,117	1,260
Part-time	12	12
Remote	15	20
Temporary	5	10
Non-guaranteed	-	1
<i>Employees by Gender:</i>		
Men	972 (87%)	1,072 (84%)
Women	150 (13%)	211 (16%)
<i>Unionized Employees:</i>		
LOCAL 169	241	242
LOCAL 829	221	219
UCL 953701	30	31

Retention	2023	2024
Total New Hires	263	146
<i>New Hires by Type:</i>		
Full-time	258	146
Part-time	5	0
Total Turnover	182	195
<i>Turnover by Gender:</i>		
Male	158 (87%)	173 (89%)
Female	24 (13%)	22 (11%)
<i>Turnover by Age:</i>		
18-24 Years	33 (18%)	37 (19%)
25-34 Years	51 (28%)	68 (35%)
35-44 Years	41 (23%)	47 (22%)
45-54 Years	23 (13%)	18 (9%)
55-64 Years	24 (13%)	49 (23%)
Over 64 Years	10 (5%)	11 (5%)

Wellness Spend	2024
Employee Wellness Program	\$ 124,549
CardiOptics Screening	\$ 84,425
Total Wellness Spend	\$ 208,974



Water

Activity	2023	2024	Units
Water Consumption	521	1,030	mega liters
Water Discharge	4,906	4,983	mega liters
Water Recycled	516	8,049	mega liters

Waste

Waste Type	2023	2024	Units	Percent Change
Hazardous	17	2	metric tons	-88%
Non-hazardous and Universal	1,402	75	metric tons	-95%
Trash	912	594	metric tons	-35%
Special Waste	143	614	metric tons	329%
Stone Tailings	1,040,347	991,757	metric tons	-5%
Process Waste	258,483	244,796	metric tons	5%
Landfill Leachate	36,540	45,294	metric tons	24%
Recycled Waste	1,957	1,661	metric tons	-15%
Total	1,339,802	1,293,944	metric tons	-3.40%

Tailings Facilities

Location	Ownership Status	Closure Status	Construction Method	Current Tailings Amount
Bonne Terre, MO	MLC owned and operated, off-site landfills	Active	Other	
Calera, AL	Third-party owned and operated, off-site landfills	Active	Other	Minimal
Chester, SC	MLC owned & operated, off-site landfills	Active	Other	Minimal
MLC Trucking — Ste. Genevieve, MO	MLC owned & operated, off-site landfills	Active	Other	Minimal
Prairie du Rocher, IL	MLC owned and operated	Active	Other	Minimal
Ste. Genevieve, MO	MLC owned and operated	Active	Other	
Verona, KY	Third-party owned and operated	Active	Other	Minimal
Vicksburg, MS	MLC owned and operated, off-site landfills	Active	Other	Minimal
Weirton, WV	MLC owned and operated, off-site landfills	Active	Other	Minimal



GRI CONTENT INDEX 2024

Statement of Use: MLC has reported the information cited in this GRI content index for the period January 2024 to December 2024, unless otherwise stated, with reference to the GRI Standards. GRI 1: Foundation 2021.

GRI STANDARD	DISCLOSURE TITLE	RESPONSE
GRI 2: General Disclosures 2021	2-1 Organizational details	Mississippi Lime Company, LLC ("MLC") is a privately owned incorporated entity headquartered at 3870 S. Lindbergh Blvd., Ste 200. St. Louis, MO 63127-1308 operating in the U.S. and U.K.
	2-2 Entities included in the organization's sustainability reporting	MLC and Singleton Birch are included in this sustainability report.
	2-3 Reporting period, frequency and contact point	The reporting period is for the fiscal year of 2024. Published in October 2025. MLC reports on an annual cycle.
	2-4 Restatements of information	1) 2023 Scope 1 & 2 numbers are updated. There was a broken formula in our calculator, which has since been corrected. 2) Energy Consumption numbers are updated.
	2-5 External assurance	HBM Holdings Company ("HBM") is audited each year by E&Y. Their assurance covers HBM and all operating companies.
	2-6 Activities, value chain and other business relationships	Manufacture of cement, lime, and plaster according to the International Standard Industrial Classification of All Economic Activities (ISIC) classification system. See website Markets page at www.mlc.com/markets. See website Products page at mlc.com/products. MLC engages in business relationships when it is mutually beneficial to all parties involved including industry associations.
	2-7 Employees	See Employee Data Table on page 63.
	2-8 Workers who are not employees	See Employee Data Table on page 63.
	2-9 Governance structure and composition	See Company Section starting on page 51.
	2-10 Nomination and selection of the highest governance body	The board consists of 6 members and 3 retained non-voting advisors. The voting members include 4 family members plus the CEO of HBM and the CEO of MLC.
	2-11 Chair of the highest governance body	HBM CEO appointed by the board
	2-13 Delegation of responsibility for managing impacts	The board delegates responsibility for impacts to the CEO of MLC.
	2-14 Role of the highest governance body in sustainability reporting	Secretary of the board is responsible for reviewing and approving sustainability reporting
	2-15 Conflicts of interest	Conflicts of interest are reviewed, considered and addressed, as appropriate, at the company level
	2-16 Communication of critical concerns	Board sees a summary of all issues reported to the hotline. Additionally, the board meets quarterly to review company progress. When critical concerns arise the board is informed of the concerns and any impact or outcomes.
	2-17 Collective knowledge of the highest governance body	Initial ESG introduction and awareness trainings to the Board. ESG expertise exists within our contracted law firm.
	2-18 Evaluation of the performance of the highest governance body	No formal process for this since this is family based.
	2-22 Statement on sustainable development strategy	See Sustainability Strategy starting on page 15.
	2-23 Policy commitments	We look at best practice and rely on globally recognized standards when developing policies. These standards include but are not limited to the International Bill of Human Rights, Ethical Trade Initiative Base Code (ETI), United Nations Global Compact (UNGP), the International Labor Organization (ILO) and the Organisation for Economic Co-operation (OECD). Additionally, we rely on and follow all applicable regulations pertaining to our business. We rely upon global and national standards that ensure precautionary principles are upheld.
	2-24 Embedding policy commitments	All new hires are required to review and sign the employee handbook which contains all policies and procedures. All employees are required to review and sign the employee handbook when changes are made. In addition, we conduct corporate-wide trainings, job-specific trainings, management trainings, and operations trainings that cover policies and procedures including anti-harassment, anti-corruption, business ethics, data security, ESG, etc.



GRI STANDARD	DISCLOSURE TITLE	RESPONSE
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	All hotline cases are reviewed and closed out with documented actionable steps as applicable. Since the inception of our grievance mechanism in 2017 there have been 39 reports. Of those only one required further investigation and was determined not to be in violation of policy.
	2-26 Mechanisms for seeking advice and raising concerns	In an effort to create an environment where employees feel comfortable giving authentic feedback, we leverage several communication methods to meet employees' needs. Safety and sustainability are top priorities, so we actively seek real-time feedback on how we can improve in these areas, including suggestion forms. We also host regularly scheduled luncheons and business update meetings so employees have opportunities to ask questions about any concerns. Some employees prefer to leverage our company-sponsored technology platforms to share feedback, while others prefer to stay anonymous through suggestion boxes or surveys. For employees who prefer to make use of our open-door policy, they may choose to give feedback directly to members of leadership, who are always willing to listen. All employees are invited to provide feedback through the performance evaluation process and re-occurring employee engagement surveys as well. Regardless of the method used, the concerns are heard and addressed. If concerns are reported to Management or Human Resources and remain unresolved, employees are encouraged to contact our Ethics Reporting Hotline at 1-844-348-5679
	2-27 Compliance with laws and regulations	MLC has had no violations, citations, or required corrective actions as it relates to environmental issues. MLC is regularly inspected by MSHA on a quarterly basis and at times MSHA has alleged violations of safety regulations. All alleged violations are either contested if disagreed with or accepted and resolved. There are currently no outstanding compliance issues.
	2-28 Membership associations	See website page for Memberships, Certifications, and Policies at mlc.com/sustainability/memberships-certifications-and-policies.
	2-29 Approach to stakeholder engagement	Creating opportunities for robust local engagement is an important part of MLC's culture. We have a long-standing Community Advisory Panel (CAP) that serves our Sainte Genevieve location. This panel is composed of local elected officials, public servants, and health experts. The CAP routinely identifies and organizes opportunities to be involved in the community in meaningful ways through leadership and active support. In addition, the CAP provides feedback on MLC activities and operations. At our smaller locations our employees participate in chambers of commerce and other local business associations. We also partner with local emergency services, educational institutions and various other entities within our communities to support their needs. We routinely engage with customers to understand their needs, provide safety training, technical support and to share progress in the area of sustainability. Unions have negotiated contracts on a regular basis allowing for open lines of communication between Unions and Leadership.
	2-30 Collective bargaining agreements	Employees who are not part of collective bargaining agreements are not covered under those contracts. See Employee Data Table on page 63.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See Reporting Process section on page 57.
	3-2 List of material topics	See Reporting Methodology on page 58. There were no changes to Material Topics from previous report.
	3-3 Management of material topics	See Company section starting on page 51.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Omission: Due to the competitive nature of our industry and market, any information related to our revenue, operating costs, investments, and generated or distributed economic value could be used to gain a competitive advantage.
	201-2 Financial implications and other risks and opportunities due to climate change	See Climate Risk Assessment on page 28.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Centralized finance functions limits risk of corruption due to limited financial access. We have controls in place that safeguard against corruption, including internal and external audits.
	205-2 Communication and training about anti-corruption policies and procedures	MLC has a Code of Conduct/Business Ethics policy that is highlighted in our MLC Master Employee Handbook. 100% of MLC's employees and governance body are required to acknowledge that they have read and agree to the terms of the employee handbook upon hire. When changes are made all employees are required to read and acknowledge agreement. MLC routinely conducts best practice audits to ensure corruption is not occurring. Training is provided to all employees with additional training provided to leaders.
	205-3 Confirmed incidents of corruption and actions taken	0 confirmed incidents of corruption.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	See Energy Consumption Data Table on page 62.
	302-4 Reduction of energy consumption	See Energy Consumption Data Table on page 62.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	MLC consumes water primarily from third-party water providers. Our outfall water is a result of rainwater that falls within the footprint of our facilities. Such water is tested to ensure safety and cleanliness while following all applicable regulatory requirements before discharging back into water systems. The water used as part of our lime production processes is maintained on-site and reused.



GRI STANDARD	DISCLOSURE TITLE	RESPONSE
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	MLC facilities that discharge storm water / waste water operate under government-issued water quality permits that outline the discharge standards and limits applied to facility-specific discharges; such limits are determined by the states in consideration of the characteristics of the receiving waterbodies.
	303-3 Water withdrawal	See Water Data Table on page 64.
	303-4 Water discharge	See Water Data Table on page 64.
	303-5 Water consumption	See Water Data Table on page 64.
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Mobile, AL production site is adjacent to an IUCN Protected Landscape/seascape. Prairie du Rocher production site is adjacent to an IUCN Protected Landscape/seascape. We utilized the USGS PAD US Data Explorer tool to identify the areas.
	304-2 Significant impacts of activities, products and services on biodiversity	Risks - Alterations to the land at production sites, as well as underground and surface water usage, waste water, and gas emissions and waste at production sites may affect biodiversity in their respective areas. Risk Reduction Measures - MLC has policies in place to ensure the responsible management of waste and water to reduce our direct, indirect and likelihood of impacts on local ecosystems. Our operations follow all local, state, and federal laws and regulations at is pertains to biodiversity and ecosystem impacts.
	304-3 Habitats protected or restored	MLC owns ~6,500 acres of land. 2,500 acres is leased to farmers for responsible stewardship and 3,000 acres are managed to ensure a healthy native ecosystem. Our Singleton Birch site has restored 65 acres of previously quarried land, planting 20,000 trees and several kilometers of hedgerows.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	See Emissions Data Table on page 62.
	305-2 Energy indirect (Scope 2) GHG emissions	See Emissions Data Table on page 62.
	305-3 Other indirect (Scope 3) GHG emissions	We measure and manage scope 3 emissions internally using the spend based methodology as outlined in the GHG Protocol.
	305-4 GHG emissions intensity	Omission: Confidentiality Constraints.
	305-5 Reduction of GHG emissions	See Emissions Data Table on page 62.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	See Air Pollutant Data Table on page 62.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	MLC utilizes a finite natural resource, limestone. Therefore, managing waste and identifying opportunities to reduce waste in our operations is a priority. We track our various waste streams and seek ways to reduce, eliminate or repurpose waste whenever possible.
	306-2 Management of significant waste-related impacts	a. For certain types of waste, such as E-waste, third-party waste management collects and repurposes or recycles the waste. b. Third-party waste management is documented by way of bills of lading and waste manifests that must have disposal copies returned to MLC c. Waste-related data (e.g., non-hazardous waste, universal waste, hazardous waste, recycled waste) is provided by vendors upon waste pickups; the data is entered into spreadsheets by various MLC personnel and maintained for future reference/review.
	306-3 Waste generated	See Waste Data Table on page 64.
	306-4 Waste diverted from disposal	See Waste Data Table on page 64.
	306-5 Waste directed to disposal	See Waste Data Table on page 64.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	MLC has not screened any new suppliers based on environmental criteria.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	See Employee Data Tables on page 63.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	All full-time employees are eligible for: employer-paid life insurance with an option to purchase voluntary life and/or accidental death/dismemberment for employee, spouse & children; health care, including medical, dental, and vision (benefit guide available upon request); employer-paid short-term and long-term disability; and 401(k) with Safe Harbor and employer match.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	a. MLC has adopted a formal safety and health management system. ii. MLC uses KPA Flex as its Safety Management System. iii. This system was implemented voluntarily in order to more efficiently record incidents, safety audits and ensure timely corrective actions. b. This system is used mostly by management, however, all employees have access and the ability to conduct audits and complete incident reports and various other safety forms, including safety suggestions, near misses, and good catches.



GRI STANDARD	DISCLOSURE TITLE	RESPONSE
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	MLC incorporates the use of workplace examinations by all employees prior to beginning work. Said examinations are done each shift. MLC also conducts formal risk assessments and job hazard analyses (JHAs) on an as-needed basis. For example, MLC has recently conducted JHAs on ergonomic risks associated with certain tasks. Contractor risk assessments are also done prior to completing high risk work. Incidents, regardless of size, are reported in the KPA Flex system and investigations into root causes are conducted through formal learning teams. The hierarchy of controls are utilized during this investigation. Defenses and corrective actions are created and formal communications go out to all employees. Employees are also notified during safety talks and formal safety meetings. All employees are trained and instructed on the requirement to remove themselves from an unsafe condition.
	403-5 Worker training on occupational health and safety	MLC conducts numerous types of training on an annual basis, including New Miner Training, Annual Refresher Training, Site Specific Hazard Awareness Training, Experienced Miner Training, Task Training, First Aid Training, Microlearnings, etc.
	403-6 Promotion of worker health	A live benefit orientation is provided to all new hires (in person or virtual). In addition, an annual enrollment is offered with live in-person and virtual informational meetings available for employees to attend. Comprehensive health benefits are available to all full-time employees that includes the following (benefit guide available upon request): <ul style="list-style-type: none"> • Medical with a health savings account (HSA) and an employer contribution into the HSA, including various case management programs available to members with specific needs (such as diabetes, maternity, cancer, etc.) • Dental (voluntary) • Vision (voluntary) • Employee assistance program (EAP) • Health care advocate / "conciierge" • Wellness program with resources for physical, mental, and financial wellbeing
	403-9 Work-related injuries	<p>a. 0 fatalities; 0 high-consequences work-related injuries; 16 MSHA/OSHA reportable injuries, 1.4 Reportable Rate; Main types of injuries: lime/material in eyes, soft-tissue/overexertion; 2,286,106 hours.</p> <p>b. N/A</p> <p>c. 0. MLC investigates all injuries, regardless of consequence, to determine root cause and proper defenses. Investigations are conducted at the time of the incident by the collection of evidence and interviews of witnesses and injured parties. Learning teams are also held that consist of multiple stakeholders discussing the facts and developing root cause and corrective actions.</p> <p>d. MLC has developed multiple safety standards as well as life-saving standards to reduce employee exposure to injury. MLC also conducts numerous audits and examinations to identify condition based and behavioral based risks.</p> <p>e. 200,000.</p> <p>f. All MLC employees are included in these calculations.</p> <p>g. (# of reportables x 200,000)/total employee hours.</p>
	403-10 Work-related ill health	<p>0 fatalities, 0 occupational illnesses</p> <p>2.3: 0 fatalities</p> <p>2.4: MLC has a chemical list on-site of all hazardous chemicals. MLC also has access to safety data sheet (SDS) information for every chemical stored and used on site and has a formal hazard communication standard that is compliant with all state and federal regulations.</p>
GRI 404: Professional Development	404- 2 Programs for upgrading employee skills and transition assistance programs	MLC offers a tuition reimbursement benefit (highlighted in the MLC Master Employee handbook), including role-specific ongoing training.
	404- 3 Percentage of employees receiving regular performance and career development reviews	100% of MLC employees receive regular performance reviews.
GRI 412: Human Rights	412- 1 Operations that have been subject to human rights reviews or impact assessments	See Responsible Supply Chain on page 55.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	MLC has not screened any new suppliers based on social criteria.
GRI 3-3 Mining Disclosure	14.6.1 Report whether the organization complies with or has committed to comply with a recognized international standard on tailings management, and, if available, provide a link to the most recent publicly disclosed information	No international standard. We follow MLC procedures.
	14.6.2 Report the tailings disposal methods by the organization	MLC has disposal procedure documents that must be adhered to. Additionally, MLC has standard work documents for hourly employees outlining the proper tailings disposal methods.
	14.6.3 Report the tailing facility locations	See Tailings Facilities Data Table on page 55.



SASB CONTENT INDEX 2024

Statement of Use: SASB: Metals & Mining standard used.

SASB CODE	DISCLOSURE	LOCATION
EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	See Emissions Data Table on page 62.
EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	See Climate Change on page 25.
EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) Nox (excluding N2O), (2) Sox, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	See Air Pollutants Data Table on page 62.
EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) 6,636,813 Giga Joules, (2) 11.87%, (3) 3%
EM-MM-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	(1) and (2) See Water Data Table, (3) 0% of operations are in regions with High or Extremely High Baseline Water Stress. However, our Bonne Terre site is 15 kilometers from areas with Extremely High Water Stress which may spread in the region.
EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	0 incidents of non-compliance
EM-MM-150a.4	Total weight of non-mineral waste generated	See Waste Data Table on page 64.
EM-MM-150a.5	Total weight of tailings produced	See Waste Data Table on page 64.
EM-MM-150a.6	Total weight of waste rock generated	See Waste Data Table on page 64.
EM-MM-150a.7	Total weight of hazardous waste generated	See Waste Data Table on page 64.
EM-MM-150a.8	Total weight of hazardous waste recycled	See Waste Data Table on page 64.
EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	0 significant incidents
EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	MLC utilizes a finite natural resource, limestone. Therefore, managing waste and identifying opportunities to reduce waste in our operations is a priority. We track our various waste streams and seek ways to reduce, eliminate or repurpose waste whenever possible. For certain types of waste, such as E-waste, third-party waste management collects and repurposes or recycles the waste. Third-party waste management is documented by way of bills of lading and waste manifests that must have disposal copies returned to MLC. Waste-related data (e.g., non-hazardous waste, universal waste, hazardous waste, recycled waste) is provided by vendors upon waste pickups; the data is entered into spreadsheets by various MLC personnel and maintained for future reference/review.
EM-MM-160a.1	Description of environmental management policies and practices for active sites	See Planet section starting on page 23.
EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	0% of acid rock.
EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	0% of MLC proved and probable reserves are in or near sites with protected conservation status or endangered species habitats. However, the Mobile, AL production site is adjacent to an IUCN Protected Landscape/seascape, and the Prairie du Rocher production site is adjacent to an IUCN Protected Landscape/seascape.
EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	0% of MLC proved and probable reserves are in or near areas of conflict. MLC's proved and probable reserves are located in the United States and United Kingdom where there are currently no active conflicts.
EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	0% of MLC proved and probable reserves are in or near indigenous land.
EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	See Human Rights Policy at mlc.com/wp-content/uploads/2024/09/MLC-Human-Rights-Policy.pdf .



SASB CODE	DISCLOSURE	LOCATION
EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Creating opportunities for robust local engagement is an important part of MLC's culture. We have a long-standing Community Advisory Panel (CAP) that serves our Sainte Genevieve location. This panel is composed of local elected officials, public servants, and health experts. The CAP routinely identifies and organizes opportunities to be involved in the community in meaningful ways through leadership and active support. In addition, the CAP provides feedback on MLC activities and operations. At our smaller locations our employees participate in chambers of commerce and other local business associations. We also partner with local emergency services, educational institutions and various other entities within our communities to support their needs. We routinely engage with customers to understand their needs, provide safety training, technical support and to share progress in the area of sustainability. Unions have negotiated contracts on a regular basis allowing for open lines of communication between Unions and Leadership. See Engagement section starting on page 44.
EM-MM-210b.2	Number and duration of non-technical delays	0 delays or shutdowns due to regulatory changes
EM-MM-310a.2	Number and duration of strikes and lockouts	0 delays or shutdowns due to strikes
EM-MM-320a.1	(1) MSHA all-incidence rate, (2) fatality rate, (3) near-miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	(1) 1.4 RIR; (2) Fatality Rate: 0; (3) N/A, we track near misses but do not track the rating currently; (4) average employee receives 8 hours of annual refresher training plus undetermined task training, 4-8 hours first aid training, as well as 40 hour new hire training.
EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	MLC has a Code of Conduct/Business Ethics policy that is highlighted in our MLC Master Employee handbook. All employees upon hire are required to acknowledge/sign that the handbook was read.
EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	MLC's manufacturing locations are in the US and UK. MLC does not produce in any country below the international average according to Transparency International's CPI.
EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP	See Tailings Data Table on page 65.
EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	Workers are tasked with daily monitoring and maintaining stability of dumpsite and tailings management (production process).
EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	Standard emergency response, but no specific tailings response. No-difference in hazards from Ste. Genevieve mine. MLC's emergency response team performs regular tests and exercises on a monthly basis.



TCFD CONTENT INDEX 2024

TOPIC	DISCLOSURE	DISCLOSURE DESCRIPTION	RESPONSE
Governance	Disclose the organization's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities.	In 2024, MLC continued to evolve its ESG governance structure to reflect the increasing complexity and urgency of climate and sustainability issues. The ESG Risk & Sustainability Subcommittee expanded its oversight to include biodiversity and human rights risk. Monthly leadership meetings cover all aspects of environmental, social, and governance related targets, sustainability strategies, technological investments, and regulatory developments. See Company section starting on page 52.
		Describe management's role in assessing and managing climate-related risks and opportunities	The day-to-day management of our environmental sustainability strategy and initiatives are overseen by the Director of Sustainability and ESG. This involves oversight of energy and emissions targets, reduction activities, as well as our ESG Policy Statement available at mlc.com/wp-content/uploads/2025/06/MLC-ESG-Policy.pdf .
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. - a description of what they consider to be the relevant short-, medium-, and long-term time horizons, taking into consideration the useful life of the organization's assets or infrastructure and the fact that climate-related issues often manifest themselves over the medium and longer terms - a description of the specific climate-related issues potentially arising in each time horizon (short, medium, and long term) that could have a material financial impact on the organization; and - a description of the process(es) used to determine which risks and opportunities could have a material financial impact on the organization.	Opportunities: Increased need for lime products for soil stabilization, expanding EV markets, laborers moving away from other industries due to changing climate in specific regions (e.g. Agriculture). Risks: Health and safety of employees in hotter or colder temperatures and during extreme weather events. Infrastructure damage due to extreme weather events. River levels increasingly not suitable for barge shipping. Climate related laws imposing taxes or increased regulatory costs. Increased cost of energy along with instability of energy supply.
		Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Potential impacts from climate related risks range from minor & likely (rerouting shipments due to low river levels) to catastrophic & unlikely (entire sites under water due to sea level rise). Considering each risk, the likelihood of it occurring and the impact of it occurring is incorporated into corporate strategic and financial plans. The climate risk assessment is the first stage of MLC's broader corporate risk assessment which is led by the Director of Sustainability and ESG.
		Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	The findings from qualitative and quantitative scenario analyses related to climate change informed our strategy and approach to managing climate-related risks and opportunities through our (1) establishment of targets for Scope 1 and Scope 2 emissions by 2035, (2) identification of emissions-reduction projects to support our 2050 carbon neutral ambition, and (3) the agile and responsive nature of our business that allows us to address short- and medium-term risks while positioning ourselves for success in the long term.
Risk Management	Disclose how the organization identifies, assesses and manages climate-related risks	Describe the organization's processes for identifying and assessing climate-related risks. Organizations should describe their risk management processes for identifying and assessing climate-related risks. An important aspect of this description is how organizations determine the relative significance of climate-related risks in relation to other risks.	MLC uses both bottom-up and top-down approaches to identify climate-related risks and opportunities within the company. The ESG and Operation teams maintain regular identification and oversight of any company level risks (i.e., acute and chronic physical risks) related to climate change that may impact our physical assets, reputation, profitability, and access to capital. Cross-functional perspectives from the ESG Risk & Sustainability subcommittee provide additional assistance in the identification of company-wide market risks and opportunities related to climate change as part of a regular corporate-wide risk assessment. See Climate Risk Assessment on page 28.
		Describe the organization's processes for managing climate-related risks. Organizations should describe their processes for managing climate-related risks, including how they make decisions to mitigate, transfer, accept, or control those risks. In addition, organizations should describe their processes for prioritizing climate related risks, including how materiality determinations are made within their organizations.	See Climate Risk Assessment on page 28.
		Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management. Organizations should describe how their processes for identifying, assessing, and managing climate-related risks are integrated into their overall risk management.	MLC's climate-risk assessment was the first stage of a corporate-wide risk assessment which covers a much broader scope than climate risk and opportunities. This corporate risk assessment is led by the sustainability department which allows sustainability to remain a central topic across the different risks and opportunities. See Climate Risk Assessment on page 28.



TOPIC	DISCLOSURE	DISCLOSURE DESCRIPTION	RESPONSE
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<p>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <hr/> <p>Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks</p> <hr/> <p>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	<p>MLC monitors and reports on our Scope 1 and 2 emissions and internally manages our Scope 3 greenhouse gas (GHG) emissions. We also monitor and report on indirect and direct energy consumption and air pollutants. See Planet section on page 23 and data tables on pages 62-65.</p> <hr/> <p>See Emissions Data Table starting on page 62.</p> <hr/> <p>We set the following climate-related targets to drive progress on operational sustainability: - Reduce Scope 1 and 2 greenhouse gas emissions by 5% by 2030 from 2022 baseline. - Reduce Scope 1 and 2 greenhouse gas emissions by 10% by 2035 from 2022 baseline. - An ambition to achieve carbon neutrality by 2050. See Planet section starting on page 23 and Data Tables on pages 62-65.</p>



DISCLAIMER

The information in this report and MLC's sustainability reporting and website, inclusive of charts, graphs and commentary, and all other information presented, may contain forward-looking statements, estimates, or projections based on expectations as of the original date of those materials. Those statements, estimates and projections are not guarantees of future results or performance and are subject to certain known and unknown risks and uncertainties that are difficult to predict, are often beyond our control and could cause actual results to differ materially. Additionally, material issues over time may change as the context of climate change shifts systems and future regulatory, technological, and market shifts are equally changing and unpredictable.

The presented information may also discuss previously non-public financial and statistical information. Our approach to the disclosures included in this report and MLC's sustainability reporting and website differs from our approach to the disclosures we include in our mandatory regulatory reports, such as to the Environment Protection Agency EPA. This report and our sustainability reporting and website are intended to provide information from a different perspective and for potentially different users or stakeholders.

Climate data and methodologies are rapidly evolving; those underlying our climate-related analysis and strategy remain subject to evolution over time, especially as MLC is maturing in sustainability strategy and sustainability reporting processes. As a result of improvements to the quality and completeness of our data, data processes, changing business operations, and updates to our methodology over time, we may include information in future disclosures that differ from those contained in this report.

Unless otherwise specified, all information (including forward-looking information) speaks only as of the date on which it is made, and we disclaim any obligation to update or delete any outdated information contained in this report or in our website materials. All content is the property of MLC.



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