



2025 Sustainability Report



mlc.com/sustainability

Published October 21, 2026



Reliable Quality, Responsibly

5 INTRODUCTION

President's Letter / Who We Are / Values, Mission & Vision

13 STRATEGY

Sustainability Strategy / U.N. Sustainable Development Goals / Targets

21 PLANET

Climate Change / Life, Land & Water

39 PEOPLE

Health & Safety / Community / Professional Development / Human Rights

55 COMPANY

Corporate Governance / Responsible Conduct / Managing Corporate Risk

61 REPORTING

Reporting Methodology

65 APPENDIX

Data Tables / GRI Index / SASB Index / TFCF Index



Introduction

06 / PRESIDENT'S LETTER

08 / WHO WE ARE

10 / VISION, MISSION & VALUES

A WORD FROM OUR PRESIDENT



Each year, this report gives us a chance to step back from the pace of daily operations and look honestly at the progress we are making to achieve our sustainability targets.

In 2025, that work continued in practical, visible ways across our operations. We advanced major capital projects, evaluated new technologies, and continued building systems to support responsible growth. We also reduced carbon emissions by 8% against our 2022 baseline, surpassing our 2030 goal of 5%.

The role of lime in modern life makes this work especially meaningful. Our products support clean water, steel, glass, construction, agriculture, pollution control, and many other critical applications. At the same time, lime manufacturing is energy intensive, carries safety risks, and includes process emissions inherent to the chemical reaction of calcination.

That reality shapes our sustainability strategy. We know there is no single solution that will define a lower-carbon future for our industry. It will take operational discipline, continued investment, fuel flexibility, emerging technology, supportive infrastructure, and partnerships.

“Our focus is on disciplined execution. We will continue to make targeted investments, improve operating practices, strengthen safety systems, and evaluate new technologies where they show real potential. The goal is not to chase every possible solution, but to make steady progress where it matters most.”

Investing in Next-Generation Operations

In 2025, we advanced several major capital projects. We broke ground to transform our Bonne Terre site, including construction of a next-generation kiln that uses the latest sustainable technology. We invested in modernizing our facilities, advanced refractory recycling, reduced our reliance on solid fuel, and formed partnerships for carbon-capture.

For our people and communities, we continued investing in development, education, wellness, and support for charitable causes with local impacts.

We also looked for opportunities to make better use of the resources around us. A new pollinator habitat and our continued bird study with the World Bird Sanctuary are reminders that responsible operations consider the land surrounding our sites.

Continuous Improvement for Safety

We also faced challenges. Our safety performance in the first half of 2025 did not meet our high standards, which was a common theme across the industry. We responded by engaging outside expertise, listening to our teams, and identifying opportunities to enhance the controls, culture, training, and systems that help prevent injuries before they happen. We saw the positive results of that work in late 2025 and continuing into 2026.

Being transparent is important. Progress is not measured only by the projects we complete or the goals we meet. It is also measured by how we respond when the results tell us we need to improve. Our commitment is to report both with the same level of seriousness.

The Road Ahead

As we move forward, our focus is on disciplined execution. We will continue to make targeted investments, improve operating practices, strengthen safety systems, and evaluate new technologies where they show real potential. The goal is not to chase every possible solution, but to make steady progress where it matters most.

Thank you to the employees, customers, community partners, suppliers, and stakeholders who continue to challenge and support us. We are proud of the progress reflected in this report, mindful of the work ahead, and committed to building a stronger, safer, and more sustainable MLC for the future.



Paul Hogan
President and CEO, MLC



WHO WE ARE

MLC is a leading provider of lime and calcium solutions that support essential industries and everyday life. We provide lime solutions tailored for the needs of critical industries, such as drinking water, pollution control, raw materials, construction, and agriculture.

Because lime is an essential mineral and our operations carry real environmental, safety, and community responsibilities, we focus on operating with discipline, transparency, and accountability. Sustainability is part of how we manage risk, invest in our business, serve customers, and support the communities where we operate.

This is also a reflection of our unwavering core values. These values have guided how we work, make decisions, and hold ourselves accountable since our founding. They shape our sustainability strategy and provide the foundation for the commitments described in this report.

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All figures on page 9 reflect December 31, 2025.



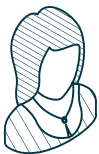
FOUNDED IN
1907



GLOBAL HEADQUARTERS:
St. Louis, Missouri

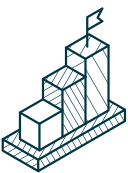


2
OPERATING COUNTRIES (US AND UK)

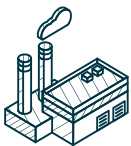


1,182
PEOPLE STRONG

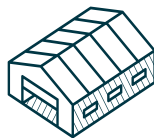
US: 908 EMPLOYEES
US CORPORATE: 109 EMPLOYEES
UK: 165 EMPLOYEES



14
ACQUISITIONS SINCE 2000



10
PRODUCTION OPERATIONS



10
DISTRIBUTION TERMINALS

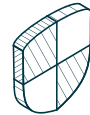


4
MLC TRUCKING SITES



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, Control Devices, and Calcium Products. 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.

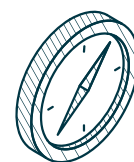
OUR MISSION

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



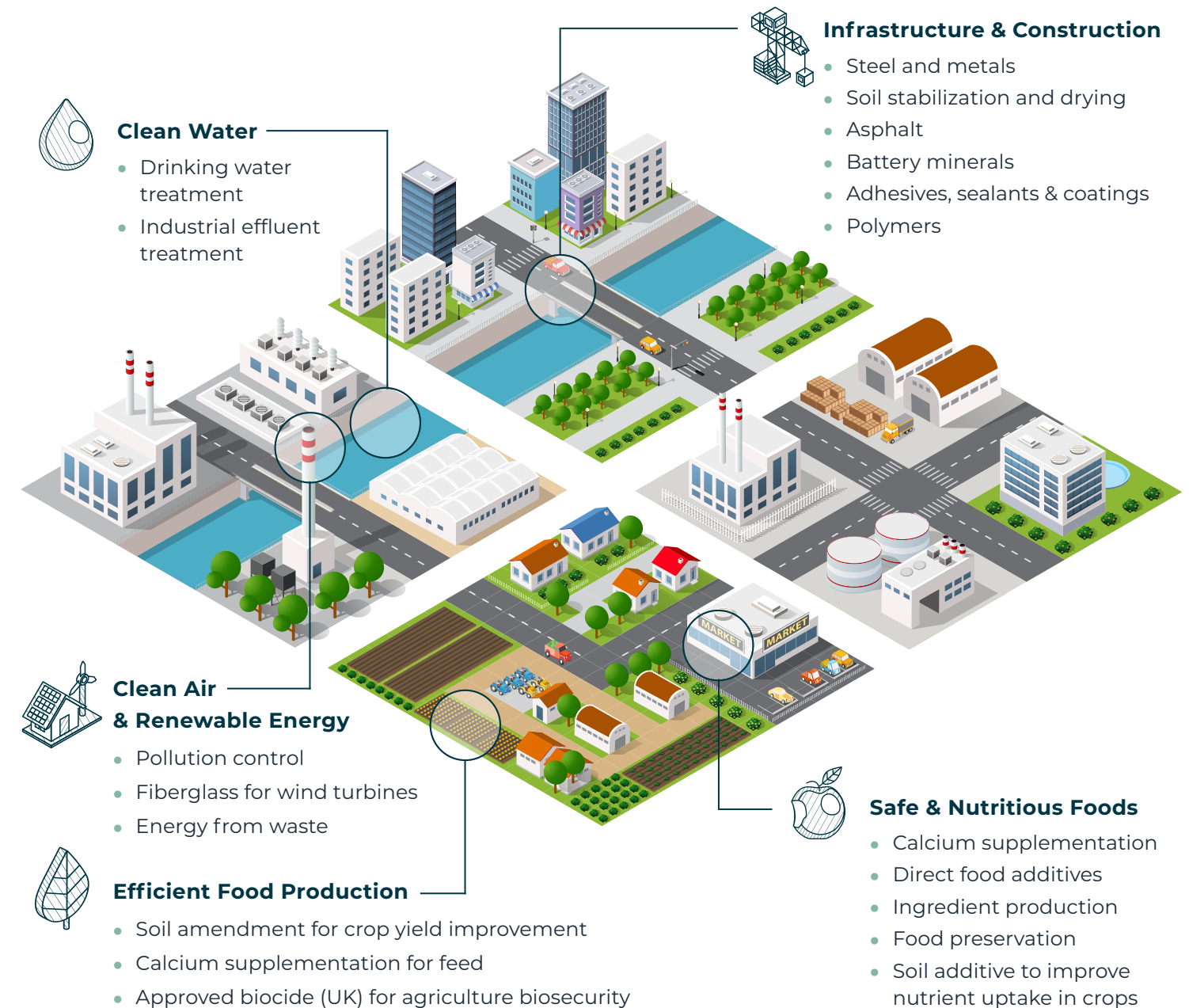
OUR VISION

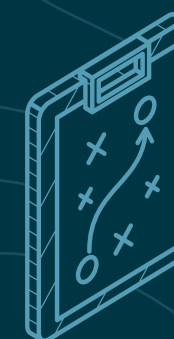
Global mineral solutions partner with an unparalleled commitment to **safety, service, and performance**



THE ROLE OF LIME IN DAILY LIFE

Lime plays an essential role in society. It serves as a building block and processing aid in widespread manufacturing processes, helps municipalities deliver clean water and energy, improves the quality and nutrition of food from farm to table, and enables environmental solutions that reduce pollution and manage waste responsibly.





Strategy

14 / SUSTAINABILITY STRATEGY

16 / U.N. SDGS

18 / TARGETS



SUSTAINABILITY STRATEGY

Reliable Quality, Responsibly

Sustainability is a core driver behind MLC's continuous improvement, an ethos embedded in our operations since our founding. We reinvest profits in the safety, sustainability, efficiency, and operational excellence of our business — because responsible growth is both the right thing to do and smart business.

“Reliable Quality, Responsibly” reflects the central mission at the heart of our strategy:

continue delivering consistent, high-performance lime solutions that are essential in critical industries, while promoting stewardship, ethical management, and accountability across the sustainability spectrum.

In pursuit of that goal, **we invest strategically, maximizing resources to improve in both short and long time horizons.**

- We focus on generating the highest impact in areas that matter most to stakeholders, using materiality assessments, regulatory requirements, operational data, and risk assessments to inform our priorities. See [Issue Prioritization](#) on page 58 for more details.
- We balance investments between short-term projects — implementing practical solutions available today — and longer-term initiatives for new technology solutions, which require us to innovate, form partnerships, and generate data.



Environment

Goals to Reduce & Repair Environmental Impact

- 1 **Lower** emissions, waste, and water use
- 2 **Steward** natural resources responsibly
- 3 **Enhance** fuel flexibility and operational efficiency
- 4 **Improve** resilience and economic performance



Social

Goals to Protect & Engage People

- 1 **Operate** safely
- 2 **Provide** rewarding, inclusive workplaces
- 3 **Maintain** robust quality controls to protect consumers
- 4 **Contribute** to good health, education, and prosperity in our communities



Governance

Goals to Measure & Prove Progress

- 1 **Manage** our impacts
- 2 **Track** performance against specific targets
- 3 **Strengthen** responsible business policies and programs
- 4 **Report** key metrics with transparency and accountability



U.N. SUSTAINABLE DEVELOPMENT GOALS

Strong communities, healthy environments, and inclusive economies create a better world for all. Our work advances the U.N. Sustainable Development Goals (SDGs) through product delivery, partnerships, and everyday actions.

GOAL 3

Good Health & Wellbeing

- Proactive health and safety management, wellness programs, and fair labor practices
- FCC lime for high-quality foods and nutrition
- ISO-certified management for occupational safety, quality, and food safety

GOAL 6

Clean Water & Sanitation

- Treatment of on-site water before releasing to the environment
- NSF-certified lime that meets standards for AWWA B202 10 and NSF/ANSI/CAN 60 Drinking Water Treatment Chemicals

GOAL 8

Decent Work & Economic Growth

- Pay-equity studies
- Supporting union relationships and upholding labor standards
- Paid education available to all full-time employees



GOAL 9

Industry, Innovation & Infrastructure

- Lime solutions to support energy, steel, cement, and construction
- Dedicated innovation and technical services team

GOAL 12

Responsible Consumption & Production

- Responsible management for a lime and limestone as finite, essential natural resources
- Identifying and reducing waste

GOAL 13

Climate Action

- Enhanced lime for pollution control
- Piloting alternative fuels for our kilns
- Transloading to reduce logistics emissions
- Anaerobic digestion energy

GOAL 15

Life on Land

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

MLC's approach to supporting the SDGs

People First
We support healthy, safe, and inclusive communities.

Planet Conscious
We protect the environment and promote climate action.

Partnerships
We collaborate with clients, communities, and industry to create lasting impact.

Prosperity for All
We build resilient infrastructure and support sustainable economic growth.

Integrity & Accountability
We operate responsibly and measure what matters.

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

Present

- **8%** reduced carbon emissions
- **9%** reduced energy use
- **19.5%** reduced solid fuel use

Short-term targets

- **5%** reduced carbon emissions

Medium-term targets

- **10%** reduced carbon emissions

Long-term targets

- **Carbon neutral**



People PROTECT & ENGAGE

- **1.82** injury rate
- **72%** engagement (2024)
- **41%** women in leadership
- **100%** pay equity
- **\$630**/employee for development

- **0** injuries
- **75%** engagement
- **50%** women in leadership
- **100%** pay equity
- **\$1,000**/employee for development

- **0** injuries
- **75%** engagement
- **50%** women in leadership
- **100%** pay equity
- **Continued** development growth

- **0** injuries
- **75%** engagement
- **50%** women in leadership
- **100%** pay equity
- **Continued** development growth



Company MEASURE & PROVE

- **Recertification audits** successful (0 findings from Ste. Genevieve ISO 9001:2015 audit)
- **Safety roadmap** developed inclusive of ISO 45001 certification procedures

- **Maintain** certifications
- Sustainability report **limited assurance** (GHG emissions)
- **Achieve ISO 45001 certification** in Ste. Genevieve

- **Maintain** certifications
- Sustainability report **reasonable assurance** (GHG emissions)

- **Maintain** certifications
- Sustainability report **reasonable assurance** (GHG emissions)

“ Transparency is paramount to ensuring that we are demonstrating our progress clearly and in an integral way that can be validated and demonstrated.

— FIONA WOODY, MLC DIRECTOR OF SUSTAINABILITY & ESG



Kiln construction, Bonne Terre, MO



Planet

23 / CLIMATE CHANGE

38 / LIFE, LAND & WATER



Aaron Cammack, Operations Supervisor - Verona, KY

REDUCE & REPAIR

Our environmental work starts with a practical understanding of our impact. Lime manufacturing requires energy, natural resources, and careful management of emissions, water, waste, and land.

We focus on reducing the impacts we can control, improving efficiency across our operations, and repairing or restoring natural systems where our business intersects with the environment.

This approach guides our work across climate, air quality, resource use, waste reduction, biodiversity, and responsible land stewardship. Protecting and conserving natural resources will ensure that we can support the evolving needs of society for many more years to come.

We focus on reducing the impacts we can control, improving efficiency across our operations, and repairing or restoring natural systems where our business intersects with the environment.

CLIMATE CHANGE

Our Carbon Footprint

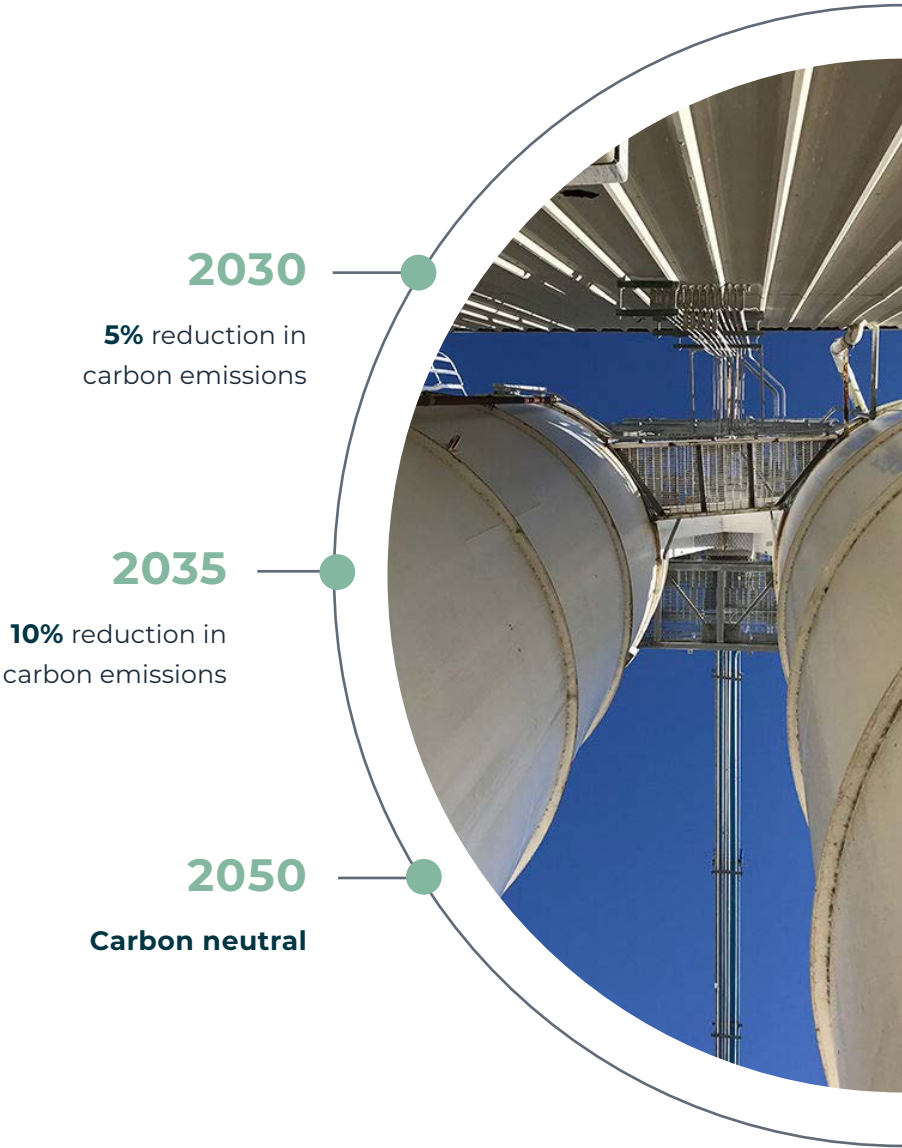
MLC operations produce greenhouse gas emissions from two primary sources: **the energy used to operate our facilities and the process emissions created when limestone is converted into lime.**

We track emissions from our lime and mineral operations, review performance through internal reporting and leadership oversight, and use that data to guide efficiency improvements, capital planning, and evaluation of lower-carbon technologies.

Climate Goals

Our ambition is to achieve carbon neutrality by 2050.

Because lime manufacturing includes unavoidable process emissions, reaching this goal will require a combination of near-term action, long-term planning, continued operational improvements, emerging technologies, supportive legislation and regulation, and the infrastructure needed to enable scalable decarbonization solutions.



Managing Carbon across Lime’s Lifecycle

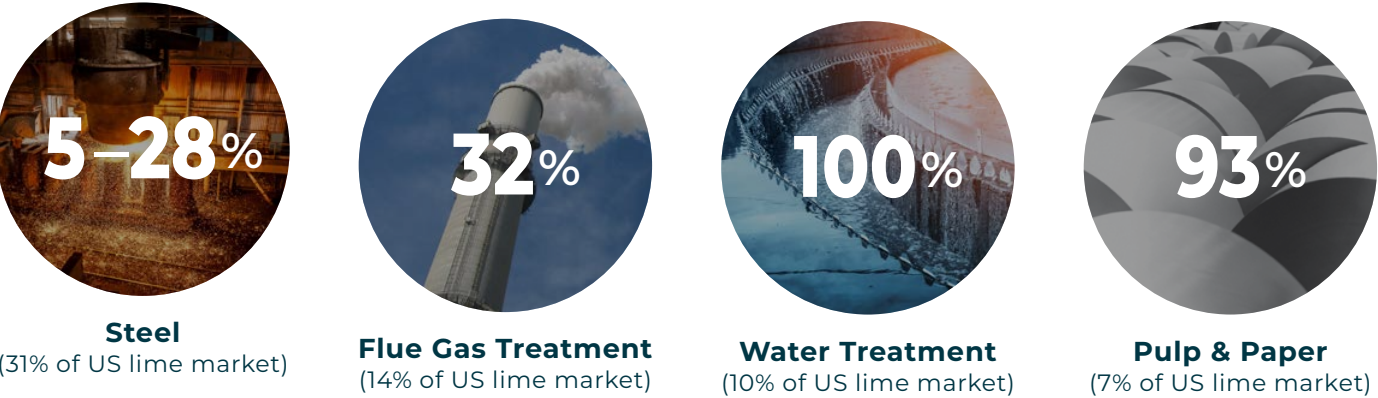
Lime as a Carbon Sink

While lime production is inherently carbon intensive, manufacturing data only tells part of the story. Lime products continue to interact with the atmosphere and impact our climate, long after they are delivered for use in myriad industries.

When lime is exposed to air, it permanently absorbs carbon dioxide, gradually converting back toward limestone. This process can eliminate a portion of the emissions generated from production.

This process is called **carbonation**, and it’s the focus of a growing body of research evaluating lime as a carbon sink. A literature review commissioned by the European Lime Association and conducted by Politecnico di Milano found that, depending on the application, an **average of 33% of production-related carbon dioxide** may be permanently reabsorbed over the product lifecycle, with some uses carbonating more quickly and completely than others.¹

Estimated Carbonation Rate in Major Lime Markets¹



1/ European Lime Association. “Lime as a Natural Carbon Sink: Examples of Mineral Carbonation in Lime Applications.” November 25, 2021. eula.eu/wp-content/uploads/2023/11/LIME-AS-A-NATURAL-CARBON-SINK.pdf

2/ See [Reporting Methodology](#) on page 62 for more information about how MLC calculates and presents sustainability data.

3/ Smart EPD. “Part B Product Category Rules for Lime Products.” Standard 1000-011, version 1, July 29, 2026. app.smartepd.com/api/pcr-library/672cfc8cb36ca0bcd134ab89/file.

Why This Matters

This research does not change our reported emissions data, nor does it reduce the importance of direct action to lower production-related emissions. Standard methodologies do not currently account for carbonation, so our calculations do not reflect this natural reabsorption process.²

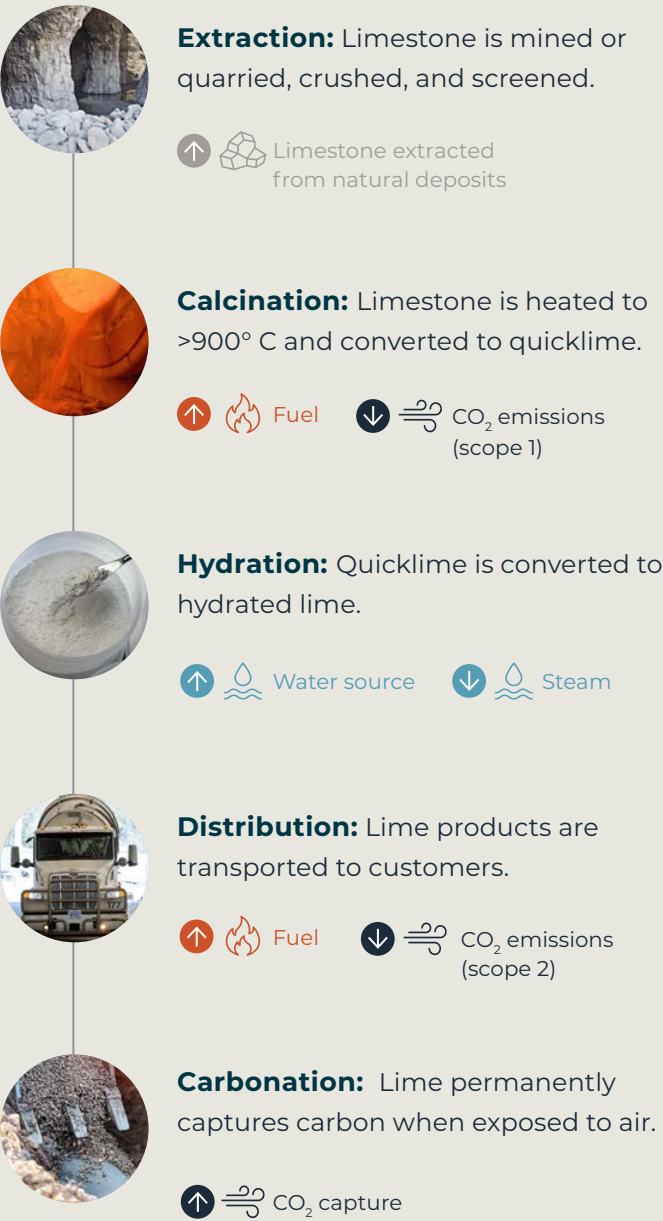
By discussing carbonation research together with our emissions data and reduction efforts, we aim to provide a **clearer, more complete view of lime products’ carbon lifecycle** while continuing to focus on practical pathways to reduce net carbon emissions.

Lime Product Category Rules

MLC is supporting industry efforts to strengthen and harmonize carbon accounting. In 2025, we partnered with other members of the National Lime Association to contribute to the development of new Product Category Rules for lime products.

Published in 2026, the rules provide a **common framework for lifecycle assessments and environmental product declarations**.³

The Life Cycle of Lime Products



2025 Climate Results

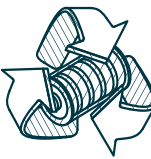
Across our lime manufacturing operations, we use a combination of engineered controls, operating practices, monitoring, inspections, and permit compliance programs to manage air emissions from kilns, material handling, and other production activities.

We continue to invest in **operational efficiency, alternative fuels, emerging technologies, modernizing equipment, and optimizing logistics**, to reduce our environmental footprint while maintaining the reliable quality upon which our customers depend. From 2022–2025, MLC reduced energy use by 9% and scope-1 and scope-2¹ GHG emissions by 8%, exceeding our 2035 goal. These results demonstrate the efficacy of our sustainability strategy and issue prioritization,



8%

REDUCED GREENHOUSE GAS EMISSIONS
2022-2025, EXCEEDING 2030 GOAL
(scopes 1 and 2)



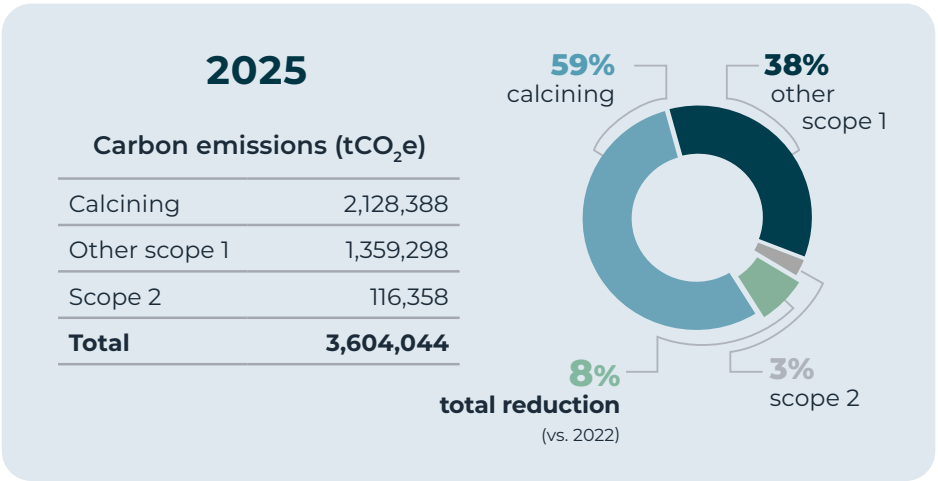
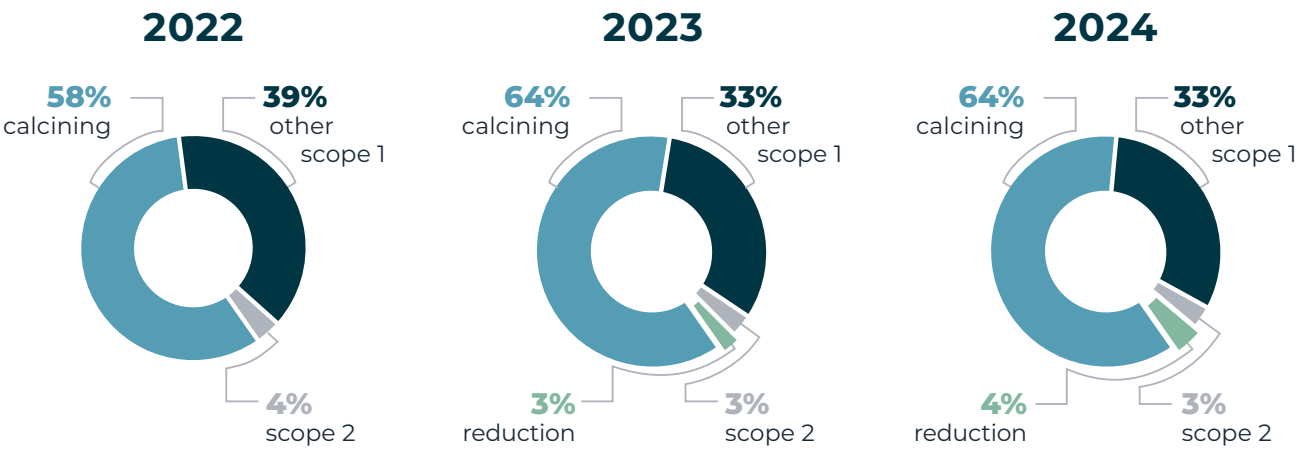
19.5%

REDUCED USE OF SOLID FOSSIL FUELS
DUE TO CLEAN ENERGY INVESTMENTS
(2025 v. 2022)



9%

REDUCTION IN TOTAL ENERGY
CONSUMPTION (2025 v. 2022)

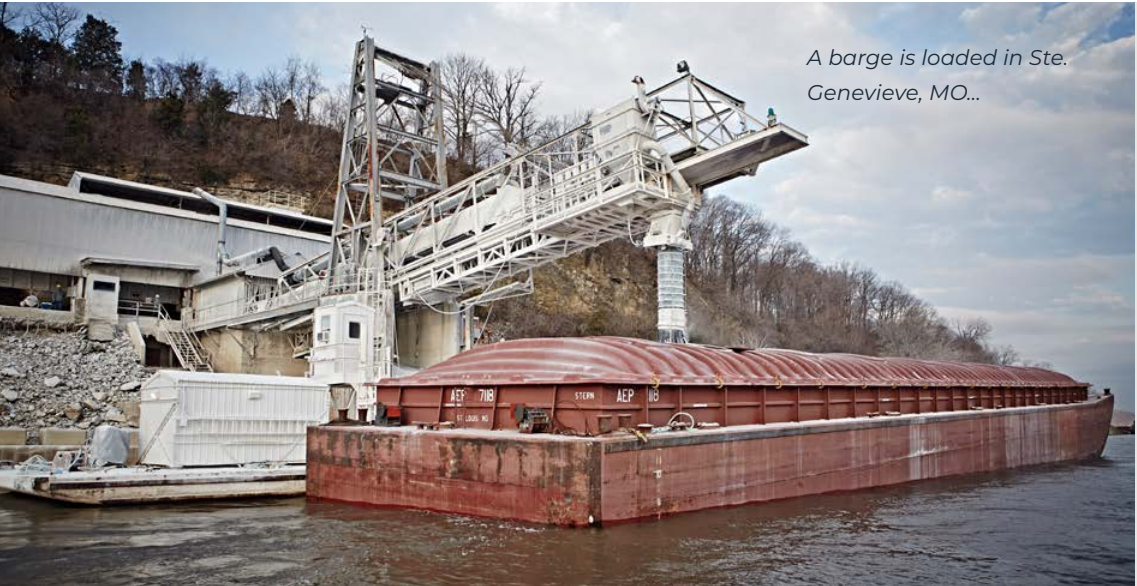


1/ Location-based scope 2 emissions



20,000

METRIC TONS OF ANNUAL CO₂ EMISSIONS
AVOIDED DUE TO TRANSLOADING



A barge is loaded in Ste.
Genevieve, MO...



...and unloaded in Vicksburg, MS for transloading to truck
for final transport to the customer.

PROJECT SPOTLIGHT

Innovating the Next Generation, Sustainable Lime Plant

In May 2025, MLC broke ground on a historic investment at our dolomitic lime facility in Bonne Terre, MO. After acquiring the operation in 2022, the company planned to completely transform the site and invest in a state-of-the-art, vertical-shaft kiln.

The kiln design incorporates the most advanced technologies available for pollution control and energy efficiency. This will reduce carbon emissions per ton manufactured and will eliminate the use of coal on site, with the addition of a new natural gas pipeline.

Engineering for the kiln also included innovations for operational excellence and product consistency, such as near-field infrared, online particle size analysis, and virtual silos.

Other investments in the site include advanced safety equipment and lab instrumentation, as well as a new office, quality lab, employee break and locker areas, and truck load-outs.



MLC's executive leadership team breaks ground on the Bonne Terre transformation project



“Investing and building a whole brand-new facility gives you the opportunity to move the needle on safety, to move the needle on technology, and ultimately move the needle on value to our customers and to our employees.

— TOM MCCOY, MLC DIRECTOR OF PROCESS TECHNOLOGY

PROJECT SPOTLIGHT

Investing in Alternative Fuels

Coal and petroleum coke have historically been the preferred fuels for lime plants. Because limestone deposits are often located in regions without robust gas infrastructure, solid fuels provided a reliable, economical option to achieve the high temperatures required for production.

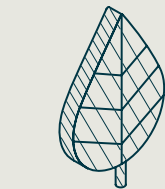
MLC has invested substantially in natural gas infrastructure, fuel flexibility, and process modifications since 2022, enhancing the resilience and sustainability of our operations. So far, this has **reduced our usage of coal and coke by 19.47%.**

We are also evaluating opportunities to increase use of renewable energy at our operations. We partnered with Centrica Energy Storage in 2025 to plan construction of a **hydrogen fuel plant** at our U.K. site. The Department for Energy Security and Net Zero shortlisted the project under the Hydrogen Allocation Round 2 initiative. This funding supplements our investment, advancing progress toward our climate targets by cutting carbon

emissions and natural gas dependence, securing a reliable source of green energy, and developing a model that could be leveraged at other sites.

Pending funding approval, Centrica will construct the hydrogen plant for anticipated commissioning in 2028. The plant will convert water into hydrogen and oxygen through electrolysis, providing 20% of the energy needed to fuel the site's lime kilns.

We also operate three **anaerobic digesters** at our U.K. site. We completed system improvements that **increased capacity utilization by 5% to 93.4%**, exceeding the standard benchmark of 92%. This increased output of bio-based energy for our operations and the local grid to 24.5 million kWh.



101.4%
BIO-BASED ELECTRICITY GENERATED
AT OUR UK SITE VS. TOTAL
CONSUMPTION

PROJECT SPOTLIGHT

Refractory Management

MLC established a routine to request recycling of all potential spent kiln refractories and new/old refractories past their usable life in MLC plants. Since inception in 2025, we have **recycled 323 metric tons of refractory**, representing a **deferred CO₂ generation of 148 tonnes.**



LIFE, LAND & WATER

We recognize that healthy ecosystems and biodiversity are essential to environmental resilience, community well-being, and the long-term sustainability of our operations.

Our approach to managing biodiversity focuses on understanding and minimizing potential impacts from our activities, supporting responsible land stewardship, and identifying opportunities to protect, restore, or enhance habitats in and around the areas where we operate.

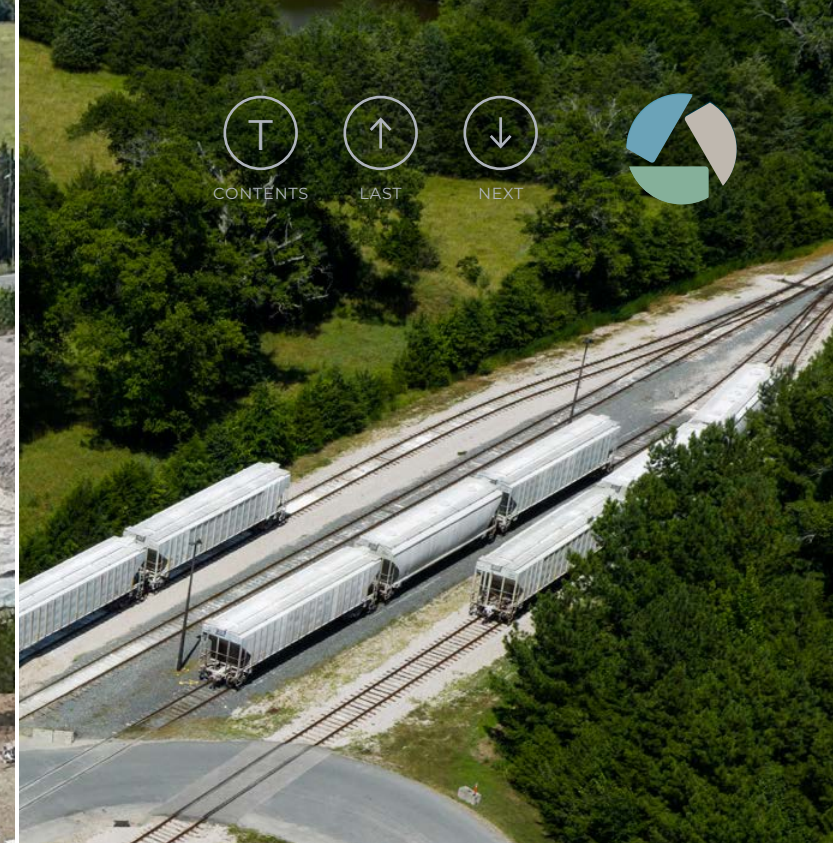
We integrate biodiversity considerations into relevant operational planning, permitting, reclamation, and site management practices, while working to comply with applicable environmental regulations and engage stakeholders where appropriate.

Through ongoing monitoring, responsible resource management, and continuous improvement, we aim to support ecosystem health and contribute to positive environmental outcomes across our operations.



“We're always trying to reduce waste, whether that be through different ways to crush, screen, sort, or blast the stone. It's a metric that we monitor on a daily basis, so we're always trying to look for new ways to reduce the amount of waste that we have. And then within the deposit itself, we utilize as much of it as we're able to.”

— GREG VELDEERS, MINE OPERATIONS MANAGER



CONTENTS



LAST



NEXT



Water Recycling

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

We recycle approximately 8,000 megaliters of water each year, including:

- All MLC-produced water is re-used internally.
- We pump a portion of stormwater that infiltrates our mine back to the surface to a blue pool, which is recycled for throughout the plant.
- Scrubber sludge is pumped into an impoundment, where solids settle and are disposed. Clear water is pumped to the surface and recycled in our wet scrubbers.

This circular approach reduces water consumption and potential negative impacts of discharge to local water systems.



2,246 tons

OF WASTE RECYCLED IN 2025

Land Preservation

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.

Our Ste. Genevieve site includes 6,500 acres of land. Because a large portion of this land is situated above a mine, we use it to promote local agriculture and biodiversity.

- 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.

At our UK operation, we restore quarried land to the same or better than it was before.

- 65 acres have been restored for agriculture.
- An old, disused quarry was turned into a village eco-park, restoring the land using lime-treated biosolids from wastewater plants.
- We have planted over 20,000 trees and several kilometers of hedgerows over two decades.



PROJECT SPOTLIGHT

Making Room for Nature

MLC has partnered 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.

Scope

The purpose of the annual study is to determine which bird species are nesting at our lime operation in Ste. Genevieve, MO, as well as which species are breeding successfully. Our 2025 study included 103 songbird nest boxes (standard and Peterson) and 3 kestrel nest boxes.

Method

From April 8 – August 6, boxes were inspected every 9–12 days, and numbers of eggs and chicks were recorded. Chicks were banded prior to fledging if possible, and adults were banded if caught on the nest (if they did not have a band already).

Results

In the midst of the manufacturing process, which is often seen as environmentally disruptive, bird species have shown the ability to nest successfully and thrive. Heavy precipitation from April through July resulted in ant infestations in many of the nest boxes, reducing the number of days available for birds to nest. There were approximately 45 active nests.

Nesting species observed:

- American kestrels
- Carolina chickadees
- Eastern bluebirds
- Eastern phoebes
- Robins
- Tree swallows



Chickadee eggs



Bluebird adult, chicks, and eggs (right)



Phoebe chick



Kestrel chicks and fledgling (right)



PROJECT SPOTLIGHT

Supporting Native Pollinators



At the edge of an active industrial facility, a quiet transformation began with a simple question: could unused land serve a greater purpose?

The team walked the property looking for an area that would not interfere with operations, safety zones, or future expansion. They found two sunny, open parcels — land that had been routinely mowed but served little ecological value. With the right planning, it could become a **habitat that supported bees, butterflies, moths, hummingbirds, and other native pollinators** that rely on flowering plants for food and shelter.

To move from idea to action, the facility **partnered with the Missouri Department of Conservation**. Together, they evaluated the site’s sunlight, soil, drainage, and existing vegetation, then developed a preparation plan to give native plants the best chance to establish.

The work required patience. Before any seed could be planted, unwanted vegetation had to be controlled, the ground had to be prepared for good seed-to-soil contact, and the team had to think beyond the first growing season to long-term maintenance.

Seed selection was just as important as site preparation. With guidance from conservation experts, the facility chose a native Missouri seed mix designed to provide blooms across the growing season. The mix included grasses for structure and wildflowers to provide nectar and pollen at different times of year, creating food sources from spring through fall. **The goal was not a manicured landscape, but a resilient one — rooted in plants adapted to Missouri’s climate and capable of supporting wildlife over time.**

When planting day arrived in February 2025, the seed was spread across the prepared ground with the understanding that restoration is a commitment, not a one-day event. The first season would focus on establishment, with careful monitoring and management to reduce weeds and encourage native growth.

In time, what had once been an underused strip of industrial property will become a living corridor of color and movement, proof that even **working landscapes can make room for nature when intention, expertise, and stewardship come together.**

PROJECT SPOTLIGHT

Process Optimization for Operational Excellence

Recently, we implemented several technological and process advancements across various mining operations in Ste. Genevieve, MO aimed at improving resource management, safety, efficiency, and environmental impact.

1 Monitoring Process Health

Added process routines in hydrated lime facility to monitor process health and predict problems

RESULTS: Identified inefficiencies that, once corrected, enabled us to produce hydrate using less lime feed and generating less waste

2 Reducing Waste-to-Landfill

Tested hydrators to optimize use of higher-CO₂ material in the process

RESULTS: Repurposed a waste stream into a productive feedstock

3 Reducing Fines Waste

Tried a portable crushing station with an MMD 500 sizer for 6 mos. to evaluate potential to reduce fine particles created by stone crushing and sizing, relative to our existing cone crusher system

RESULTS: Demonstrated potential for reduced fine particle generation, but also a shift in smaller-sized stone produced in crushing

4 Managing Our Deposit Wisely

Implemented geographic modeling software that can pinpoint maximum extraction targets

RESULTS:

- **Improved mining efficiency** to ensure our deposit lasts for generations
- **Simplified stone quality tracking**
- **Enhanced safety** by enabling us to navigate our deposit while mitigating ground control issues outside our typical domain

5 Improving Filtration Process

Replaced bags in hydrate filtration process, developed improved processes for managing airflow, and trialed new membrane bags that stay cleaner for longer

RESULTS: Enhanced process efficiency, reduced waste, and identified an opportunity for continuous improvement



Michael DeFrancesco, Safety Specialist, stone crushers in Ste. Genevieve mine



People

- 41 / HEALTH & SAFETY
- 48 / COMMUNITY
- 50 / PROFESSIONAL DEVELOPMENT
- 52 / HUMAN RIGHTS



PROTECT & ENGAGE

MLC’s work begins with people: the employees who operate our facilities, the teams who serve our customers, the contractors and partners who support our operations, and the communities that make our business possible.

Our single, most important objective as an organization is simple: everyone goes home safe at the end of their shift. Lime manufacturing is essential work, but it carries real risks, so we continue to strengthen the systems, training, facilities, and behaviors that help protect people on the job and support their wellbeing beyond the workplace.

It also means creating rewarding jobs, building a culture where people are engaged and supported, and staying connected to the places we call home. Through professional development, employee health programs, charitable giving, volunteering, and local partnerships, we aim to help our people and communities thrive alongside our business.

Our single, most important objective as an organization is simple: everyone goes home safe at the end of their shift.

HEALTH & SAFETY

Protecting people is one of the clearest ways we live our values and fulfill our responsibility to one another. We track and act on leading indicators that help us identify risk early, strengthen controls, and reinforce safe work practices before an incident occurs, such as:

- Maintaining health and safety standards across our operations
- Conducting regular inspections and hazard assessments
- Providing employee training to reinforce safe work practices
- Encouraging proactive reporting of incidents, near misses, and potential hazards

We also review safety performance, investigate incidents, and apply lessons learned to strengthen controls and reduce the likelihood of recurrence. Through leadership engagement, employee participation, emergency preparedness, and ongoing improvement efforts, MLC works to protect people, support operational resilience, and promote a culture where safety is understood as a shared responsibility.

“We do everything we can to ensure employees make it through their entire career without being injured or having any type of health effect from working at our sites. Even if there’s no history of injuries, even if our likelihood of injury is very low, we still drive improvements and challenge ourselves to do better.”

— JOHN CONARD, MLC DIRECTOR OF SAFETY

Health & Safety Goals

- **Prevent Injuries:** Our true north: zero reportable or lost-time injuries. Performance ceilings to guide our progress:
 - › Recordable incident rate (RIR) ≤ 1.00
 - › Lost-time incident rate (LTIR) ≤ 0.40
 - › Experience modification rate (EMR) < 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.

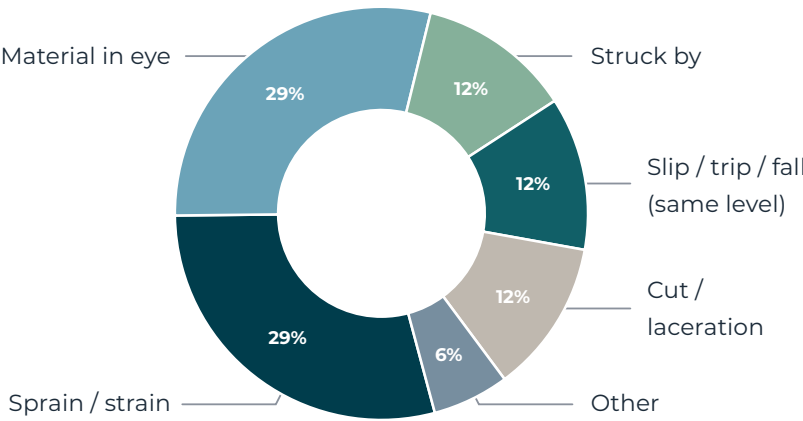
2025 Results for Health & Safety

The first half of 2025 was challenging from a safety perspective. As a company, we took stock of the trend and began recalibrating. We doubled down our focus on injury prevention and partnered with third-party experts to identify opportunities for improvement.

We partnered with **dss+ Consulting** (formerly DuPont Sustainable Solutions) to **conduct a global safety culture audit** across our operations. The work helped us take a disciplined look at both leading and lagging indicators, listen to employees, and pinpoint opportunities to strengthen our facilities, behaviors, training, and safety systems. This built on the work we completed in the previous audit and follow-up actions completed in 2021–22.

Those insights shaped three focus areas for our **2026 Safety Roadmap: our systems, training, and culture.**

2025 Recordable Injuries by Type



2025 Safety Results

Recordable Injury Rate (RIR)	1.82
Lost-time Injury Rate (LTIR)	0.75
Experience Modification Rate (EMR)	0.67 (Jan. 1–Apr. 30) 0.71 (May 1–Dec. 31)
Defense Implementation Rate (DIR)	840

Seeing the Results

The roadmap reflects the work already underway and the steps we are taking to do everything within our power to prevent injuries, strengthen controls, and support safer decisions every day.

By the latter part of 2025, **safety performance improved, and progress continued into 2026** with injury rates tracking well

below industry benchmarks.

While our ultimate goal remains zero injuries, the improvement reinforces the importance of acting quickly, learning from the data, and staying focused on our most important objective: everyone goes home safe at the end of every shift.

Focus Areas: 2026 Safety Roadmap

Systems

- Improve Housekeeping**
Implement 6S methodology (sort, set in order, shine, standardize, sustain, safety) and establish a “Pride in Workplace” standard
- Certify to ISO 45001**
Certify that our safety management scheme in Ste. Genevieve meets ISO standards
- Standardize Globally**
Update and harmonize policies, Life Saving Standards, and risk assessment tools across all sites

Training

- Strengthen Safety Skills**
Enhance task-specific training for employees and contractors
- Elevate Safety Leadership**
Enable front-line leaders to champion safety within their teams, with advanced leader training for skills such as standard work and communication
- Improve Access**
Provide more safety materials and communications in formats for mobile devices.

Culture

- Develop a Safety Brand**
Distill our safety journey into a memorable brand, driving engagement and making safety collateral more cohesive
- Learn More from Incidents**
Improve learning teams and root-cause maps to innovate new ways to prevent injuries
- Observe Real Practices**
Update auditing to reflect everyday behaviors and instill more in-the-field coaching



Carrie Gardner, Southern Regional Safety Manager, fits an employee with a silica monitor for air quality assurance.



MLC's Mine Rescue Team participates in a mock scenario for underground rescue.



Jonathan Kennedy, Senior Environmental and Regulatory Affairs Manager

PROJECT SPOTLIGHT

Early Detection Saves Lives

In 2024, MLC began offering a new health benefit to employees: **on-site ultrasound screenings** from [CardiOptics](#) to detect early signs of disease, enabling employees to manage health proactively.

CardiOptics specializes in **preventive screenings for cardiovascular disease, vascular conditions, and soft tissue cancers**. Their services are designed to be pain-free, non-invasive, and quick, typically taking about 20 minutes per participant. Screenings are administered by nationally-certified sonographers using the latest ultrasound technology, the same that's used in hospitals.

These screenings are offered on-site in a private setting, minimizing disruption to our workflow while providing employees with confidentiality.



Benefits to Employees

- **Early Detection:** CardiOptics focuses on identifying health issues before they become symptomatic, which can help reduce the risk of serious events like heart attacks or strokes.
- **Non-Invasive Testing:** The screenings require no needles, no blood draws, and no removal of clothing, making them convenient and low-stress.
- **Comprehensive Reports:** The imagery is evaluated by board-certified radiologists. Participants receive confidential individual reports for to share with their physician.
- **Cost-Effective:** Screenings are offered to employees as an MLC-paid benefit, at a fraction of the cost of similar tests in traditional clinical settings, which can cost thousands of dollars.

EMPLOYEE TESTIMONIAL:

I was offered the CardiOptics scan with what I felt was 100% good health. They found a golf-ball-sized growth on my kidney, which was totally unknown to me even though I'd had recent blood tests and kidney function tests for other issues, and these showed no abnormalities.

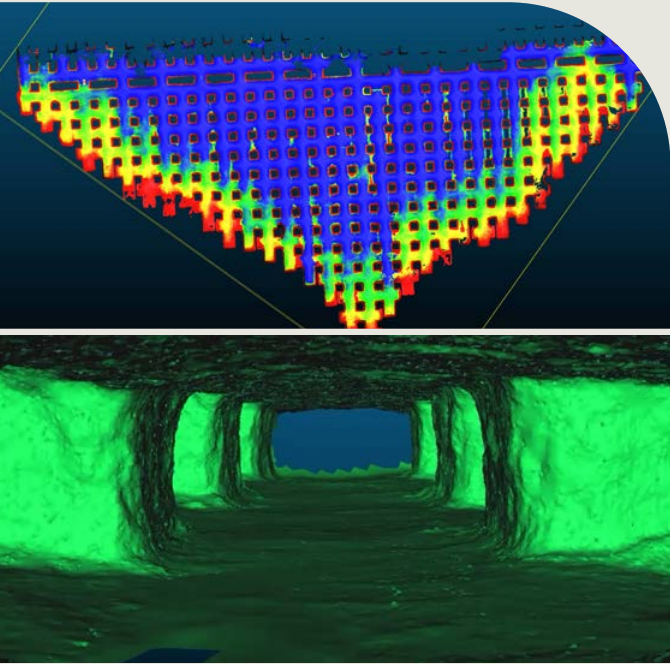
The scan, once viewed by medical professionals, led to additional CT scanning, which identified stage-1 kidney cancer. From being diagnosed to it being removed was 41 days.

My surgeon informed me that most of these types of cancers are not found until stages 3 or 4, when the cancer has spread to other parts of the body. If this had been the case and I had not had the scan, then the outcome would have been very different. I feel very fortunate that MLC offered this scanning and meant that I had a cure rather than treatment.

PROJECT SPOTLIGHT

LiDAR for Ground Control

MLC's ground control plan includes the use of light detection and ranging (LiDAR) to scan, process, and evaluate our Ste. Genevieve mine. We use this technology to **evaluate pillar stability** throughout most of our mine, including all active areas. Our drone allows us to **explore and evaluate inactive areas** without putting an employee in harm's way. Additionally, a 3D digital perspective of our mine allows us to **make informed decisions** for operational, safety, and quality purposes.



PROJECT SPOTLIGHT

Virtual Training for Haulage

MLC takes a structured approach to on-the-job safety training. This includes a dedicated trainer for new employees, providing a structured approach to onboarding.

One of the tools MLC's learning team has adopted is a **virtual simulator for training employees IN how to operate haulage vehicles**. The simulators provide an opportunity for employees to learn skills in a setting that is free of underground hazards before moving into the production environment.

This is an example of how investing in equipment innovations helps us to improve safety skills and minimize risk.



PROJECT SPOTLIGHT

Developing a Medical Standard for Treating Lime-in-Eye



Lime presents a serious hazard to the eyes because of its chemical reaction with moisture.

When exposure occurs, treatment time matters: acting quickly and correctly can directly affect outcomes. But not every medical facility is prepared to urgently handle this type of injury, making clear guidance especially important in the moments after an incident.

To strengthen emergency response, MLC’s safety team worked with medical professionals in Ste. Genevieve to develop a set of **standard practices for treating lime-in-eye injuries quickly and effectively.** The recommendations are based on verified procedures and are intended to support medical professionals when urgent care is needed.

By giving providers clear, practical guidance, the standard helps reduce uncertainty, improves response time and reinforces MLC’s commitment to protecting people from the specific hazards of working with lime.

MLC primarily protects employees from eye injuries by containing lime processes to mitigate exposure risk. Eye wear provides a second layer of protection required at all sites. In cases where lime exposure is hard to mitigate, we invest in powered air-purifying respirators (PAPRs) such as the one shown above, worn by Aaron Cammack at MLC’s Verona, KY site.

PROJECT SPOTLIGHT

Supporting the Future of Mine Rescue

MLC’s Mine Rescue Team works routinely with equipment manufacturers to explore opportunities to improve existing designs, helping make emergency response more effective and safer for the people who rely on that equipment in high-risk situations.

In 2025, MLC became the first team to **upgrade to the new Draeger ProAir breathing apparatuses,** reflecting our focus on practical innovation that improves readiness today.

The team also saw an opportunity to **support education for future underground responders by donating its previous-generation breathing apparatuses** to Missouri S&T students learning mine rescue.

Together, these actions show how safety leadership can reach beyond our own operations: investing in technology innovation helps make us safer now, while sharing high-quality equipment helps strengthen mine rescue knowledge and preparedness for the industry’s future.



MLC’s Mine Rescue Team donated breathing equipment to Missouri S&T for rescue training. Pictured: Jesse Gegg, Safety Systems and Training Manager, and Charlie Gegg, Mine Compliance Coordinator and member of the MSHA Mine Rescue National Hall of Fame

COMMUNITY

Our communities are more than places where we operate. They are where our employees live, raise families, volunteer, and build lasting relationships. That connection shapes how we engage locally, listen to community needs, and support causes that reflect our values.

Across our locations, we work to be a constructive neighbor by staying connected with local leaders, including through the Community Advisory Panel at our largest facility, and by supporting organizations that strengthen **education, health, youth development, community services, environmental stewardship, animal welfare, arts, and culture.**

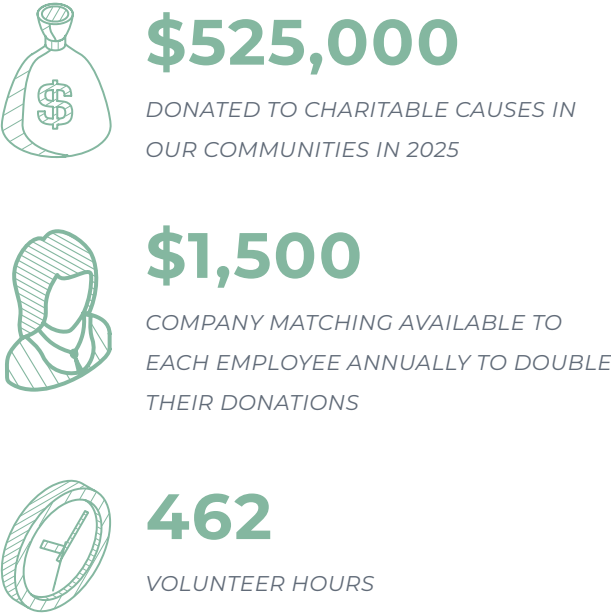
2025 Impacts

Charitable Contributions

Driven by MLC's Charitable Giving Committee, the company contributed approximately \$525,000 to organizations working directly in the communities where our employees live and work.

Volunteerism

Employees gave their time and energy through hands-on volunteer efforts with organizations such as Wrawby Parish Council, Rebuilding Together St. Louis, Habitat for Humanity, and Angels' Arms — turning community support into visible improvements for families, neighborhoods, and local gathering places.



Employee Benefits for Charity

We updated our Charitable Giving Policy in 2025, providing employees with more opportunities to support causes they care about. The policy provides opportunities for **paid-time-off to volunteer** for charitable causes. In addition, all employees are eligible for company matching; MLC will **match employee donations to qualified non-profits at 100%, up to \$1,500** per employee per year.

SPOTLIGHT ON GIVING

Wrawby Parish Council

When the Wrawby Parish Council needed to upgrade their play park area, our Community Fund stepped in with a donation of over £3200 (\$4200).



Daniel Taylor, Health and Safety Facilitator

Angels' Arms

Employees built bicycles for foster children, along with a company donation. Angels' Arms serves over 100 children and their families every year.



Rebuilding Together St. Louis

Employees volunteered to help provide home modifications and repairs for income-qualified older adults, veterans, and people with disabilities.



Habitat for Humanity

MLC partnered with Habitat for Humanity of SE Missouri again, continuing our support of families in our communities near our Missouri MLC locations.



PROFESSIONAL DEVELOPMENT

MLC supports employees' professional development through programs designed to upgrade skills, strengthen career pathways and encourage continued employability.



Career development opportunities are available to full-time employees and include in-house training, external specialized courses, professional certifications, educational assistance, and 100%-paid university tuition.

MLC also offers an accelerated development program to build bench strength and prepare employees for future roles.

 **\$2.5 million**
TOTAL PROVIDED IN SCHOLARSHIPS
TO EMPLOYEE DEPENDENTS

 **\$737,373**
INVESTED IN PROFESSIONAL
DEVELOPMENT IN 2025

SPOTLIGHT ON GIVING

Supporting Education for Employees' Dependents

Named for MLC's founder, the Harry B. Mathews, Jr. Scholarship Program supports college-ready dependents of employees of HBM Holdings portfolio companies. This program and our ongoing investment in education has been a time-honored tradition for more than 25 years.

Student applicants' anonymous credentials are evaluated by an employee committee, which

selects the scholarship awardees based on GPA, standardized test scores, and submitted essays.

HBM's program has two scholarship categories: **four-year scholarships of \$8,000 per year**, and **two-year scholarships of \$4000 per year**.

This program represents an investment of over **\$2.5 million** since its inception.



2025 winners of the Harry B. Mathews, Jr. Scholarship Program with their families. Winners from other HBM Holdings portfolio companies are not shown. Front L-R: Emma Mittermeyer, Aiden Roth, Emilee Gillam. Back L-R: Michael and Jamie Mittermeyer, Corey and Tracy Roth, Paul Hogan, Aimee and Scott Gillam.

HUMAN RIGHTS

MLC’s operations influence people across our value chain, from employees and contractors to suppliers and neighboring communities. Responsible business conduct means preventing adverse impacts while supporting the health, safety, dignity, and wellbeing of those connected to our activities.

We use internationally recognized human rights standards as a foundation for our approach, including the United Nation's [Guiding Principles on Business and Human Rights](#)¹ and [Universal Declaration of Human Rights](#)² and the [International Labour Organization Core Conventions](#)³. These principles guide how we evaluate risks, strengthen labor practices, engage with communities, and maintain channels for raising concerns.

Our efforts remain centered on anticipating and managing human rights risks in areas most relevant to our business, including workplace safety, fair working conditions, land use, and meaningful community engagement.



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](#)

2/ Universal Declaration of Human Rights. United Nations General Assembly. December 10, 1948. [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](#)

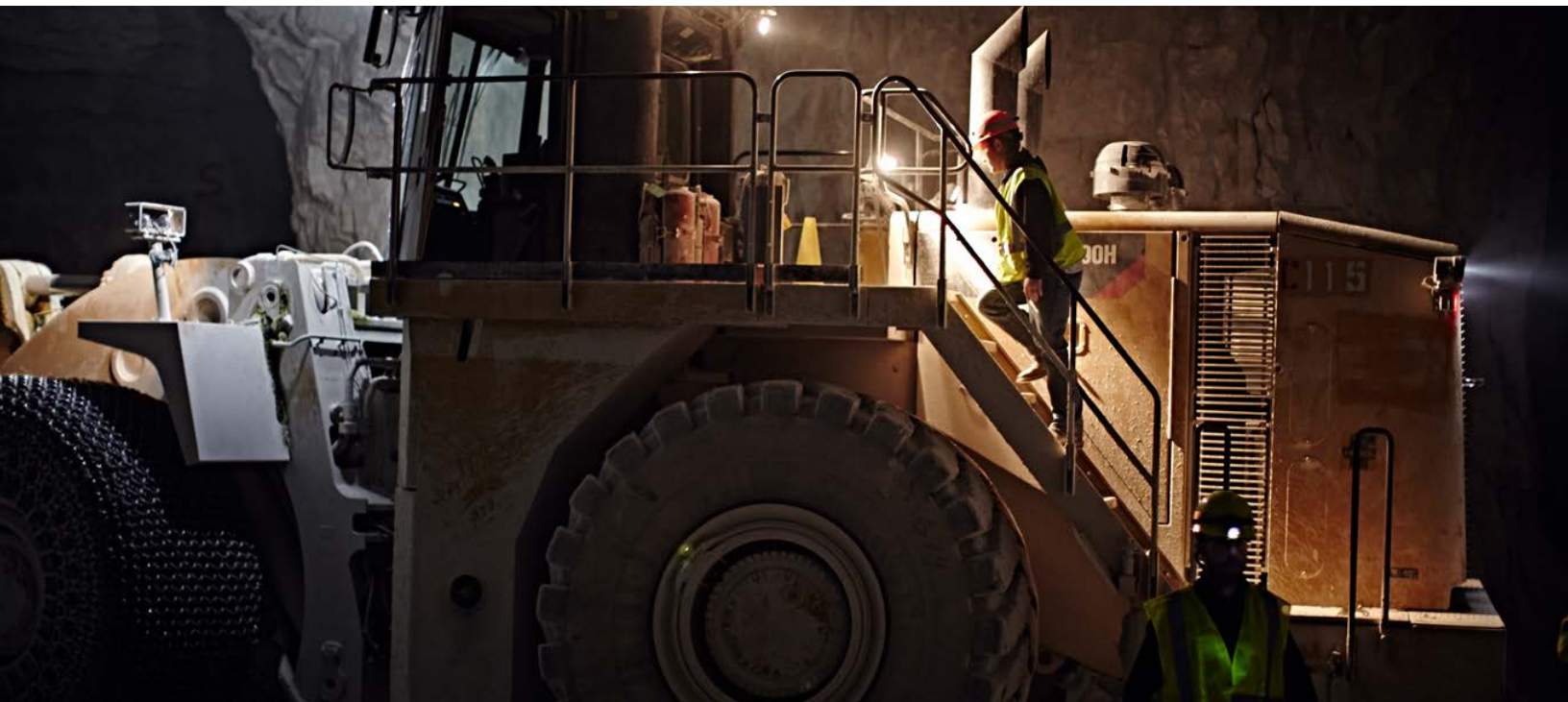


Company

57 / CORPORATE GOVERNANCE

58 / RESPONSIBLE BUSINESS CONDUCT

60 / MANAGING CORPORATE RISK



MEASURE & PROVE

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

Responsible governance helps create long-term value for MLC's stakeholders by strengthening board and management accountability, building trust in our people and brand, and guiding ethical decision-making. Our Code of Conduct, Mission, and Values provide the framework for operating responsibly and with integrity as we deliver Reliable Quality, Responsibly over the long term.

Our Code of Conduct, Mission, and Values provide the framework for operating responsibly and with integrity.

CORPORATE GOVERNANCE

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.

Organizational Structure & Sustainability Governance

This section summarizes the organizational structure used to oversee, manage, and report on sustainability-related impacts, risks, opportunities, and performance. The structure is designed to support clear accountability from executive leadership through functional teams, enabling coordinated decision-making, transparent reporting, and alignment with the organization's sustainability strategy.

Organizational Structure Overview

Sustainability leadership is embedded within the broader business. Executive-level oversight provides strategic direction, while operational leaders and subject matter experts are responsible for implementation, data collection, risk identification, performance tracking, and continuous improvement. This model supports consistent communication between leadership and functional teams and helps ensure that sustainability considerations are integrated into business planning and day-to-day decision-making.

Governance Roles and Responsibilities

- **Executive oversight** provides strategic direction, reviews sustainability priorities, and supports alignment between sustainability objectives and business goals.
- **Sustainability leadership** coordinates sustainability strategy, reporting, stakeholder engagement, and progress toward goals and commitments.
- **Functional leadership** implements sustainability-related policies, initiatives, and controls within relevant departments and business units.
- **Operational teams and subject matter experts** support data collection, performance monitoring, issue escalation, and implementation of improvement initiatives.
- **Reporting and control owners** maintain documentation, validate data, and support internal review processes for sustainability disclosures.

ETHICS, INTEGRITY & RESPONSIBLE BUSINESS CONDUCT

We are committed to conducting business ethically, responsibly, and in a manner that respects the rights, dignity, and safety of the people and communities connected to our operations.

MLC’s approach to responsible business conduct is guided by our [values](#) and Code of Conduct. These expectations apply to employees and inform how we engage with customers, suppliers, communities, and one another. The Code reinforces our commitment to integrity, excellence, sustainability, safety, and teamwork, and supports consistent decision-making across the organization.



Dianne Tolliver, Communications Specialist;
Amber Gergen, Category Manager

Policy Commitments and Governance

MLC maintains policies and procedures that support ethical conduct, compliance with applicable laws and regulations, and responsible management of business relationships. These commitments are embedded through employee communications, training, management accountability, and operational procedures designed to prevent misconduct and support timely response when concerns are identified. Some examples include:

- Code of Conduct expectations for employees and leaders
- Business ethics, anti-corruption, antitrust, and records retention policies
- Training and communications that reinforce expected behaviors and reporting responsibilities

Additional Policies

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

Ethics & Compliance Helpline

MLC encourages employees and other stakeholders to report concerns or seek guidance when they believe conduct may be inconsistent with our Code of Conduct, enterprise policies, or applicable law. Concerns may be raised through a manager, an HR representative, the Ethics & Compliance website at [mississippilime.ethicspoint.com](#), or the confidential Ethics Hotline at 1-844-348-5679. Reports can be made in good faith without fear of retaliation. MLC does not tolerate reprisal against any individual who raises a concern, asks a question, or participates in an investigation in good faith.

Rankings and Ratings

EcoVadis is a rating platform to assess and share sustainability performance across the supply chain. Annual ratings score how well a company manages sustainability risks across environment, labor and human rights, ethics, and sustainable procurement. Badges and medals are awarded to indicate a company's score and relative ranking.



EcoVadis Committed
Badge (MLC US)



EcoVadis Bronze
Medal (MLC UK)

Creating Shared Value

MLC contributes to the economic wellbeing of the communities where we operate through the direct value we generate and distribute, including employee wages and benefits, payments to suppliers and service providers, taxes paid to support public services, and community investments.

We recognize that our role extends beyond financial performance to include the broader effects that our operations, capital investments, local procurement, workforce development, charitable giving, and volunteerism have on local economies and community resilience. By maintaining safe, efficient, and responsible operations; investing in our facilities and people; and supporting local partnerships, MLC helps create shared economic value while strengthening the long-term vitality of the communities that support our business.

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)

MANAGING CORPORATE RISK

MLC’s corporate risk assessment process is designed to support long-term resilience, informed decision making, and sustainable value creation across the organization.

Each year, we evaluate key enterprise risks that may affect our operations, financial performance, people, customers, supply chain, communities, and strategic objectives. This process helps us identify emerging issues, prioritize areas of potential impact, and strengthen the mitigation and management strategies that support business continuity and responsible growth.

Climate-Related Risk

Climate-related risk is included as part of this broader corporate risk assessment because climate change can influence multiple dimensions of business performance.

Physical risks may affect facilities, infrastructure, logistics, and employee safety, such as:

- Flooding
- Extreme weather
- Heat stress

Transition risks may also influence markets, capital planning, compliance obligations, and product strategy, including:

- Evolving regulations
- Changing customer expectations
- Energy and technology shifts
- Potential cost impacts

Risk Assessment Process

To provide a consistent view of risk, MLC considers potential impacts across short, medium, and long time horizons and evaluates risks through categories such as human capital, physical assets, financial exposure, regulatory requirements, and reputation. Integrating climate risk into this process allows us to assess climate-related issues alongside other enterprise risks rather than treating them as separate or isolated environmental concerns.

The insights from our corporate risk assessment inform planning, resource allocation, operational improvements, and cross-functional collaboration. By identifying potential risks and opportunities early, we are better positioned to strengthen resilience, adapt to changing conditions, and make data-driven decisions that support our customers, employees, communities, and long-term business strategy.



Reporting



REPORTING METHODOLOGY

Methodology

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

We prepared this report with reference to the **Global Reporting Standards**. It includes our:

- [Global Reporting Initiative Index](#)
- [Sustainability Accounting Standards Board Index](#)
- [Task Force on Climate-Related Financial Disclosures Report](#)

We use the **Greenhouse Gas (GHG) Protocol** as the basis for our GHG inventory.

This report covers performance from January 1, 2025 to December 31, 2025. Sustainability targets use 2022 as the baseline year, unless otherwise indicated.

Unless otherwise noted, references to Mississippi Lime Company, LLC (“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
- Minsterport Limited dba Singleton Birch

This report is available at mlc.com/2025-MLC-Sustainability-Report.pdf.

Issue Prioritization

MLC prioritizes the sustainability issues that matter most to our business and stakeholders. Our material topics are consistent with those identified in our previous reports. These priorities reflect the most relevant sustainability issues for MLC, based on our rigorous double-materiality assessment.

We evaluate material issues through two lenses:

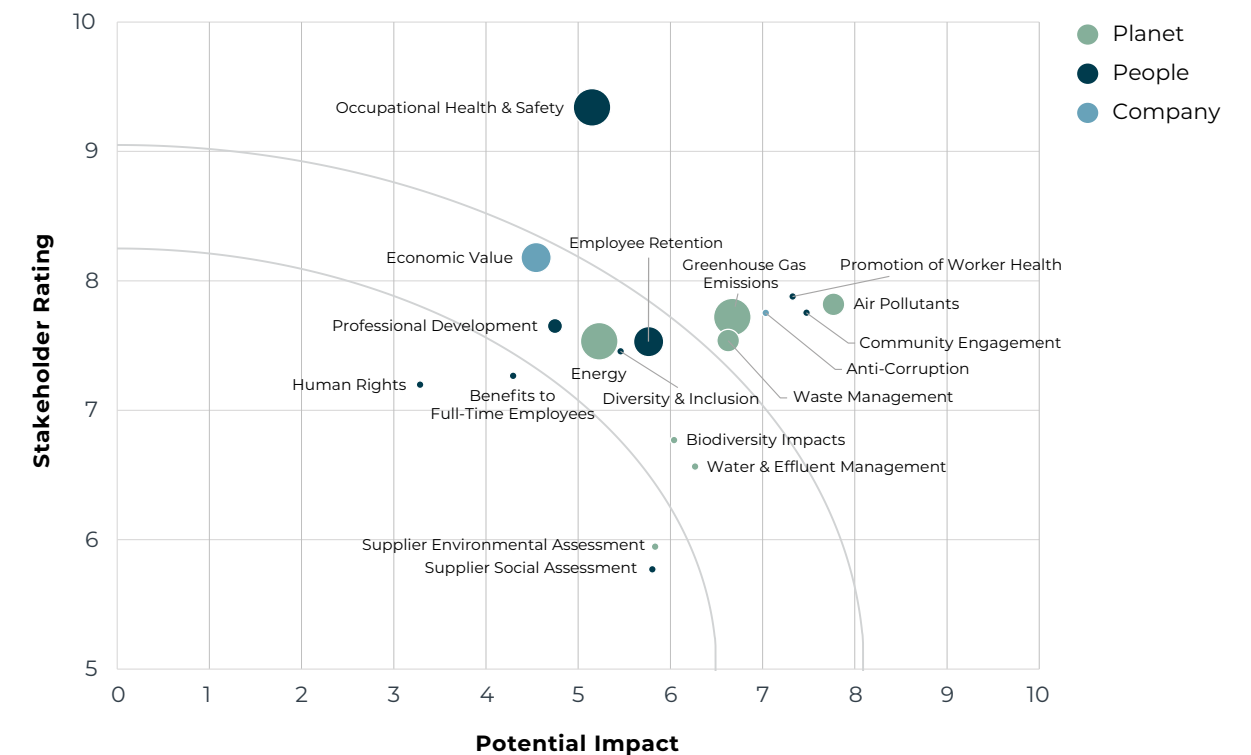
- **Outward impacts:** Our impact on the environment and society
- **Inward impacts:** Risks or opportunities that exceed their thresholds and impact our operations and financial performance

Materiality Assessment

MLC’s most recent comprehensive materiality assessment used location-specific and contextual analysis, peer benchmarking, stakeholder engagement, and impact assessment to identify and prioritize the sustainability topics most critical to our business and stakeholders.

Since then, we have continued to monitor industry trends, stakeholder expectations, and regulatory developments to keep our priorities — improved safety performance, employee health and wellbeing, and greenhouse gas reductions — aligned with our sustainability strategy and external context. Our next double materiality study is scheduled for 2027.

Materiality Assessment Results (2022)



Material Topics



Planet

- Greenhouse Gas Emissions
- Air Pollutants
- Waste Management
- Energy
- Biodiversity Impacts
- Water & Effluent Management



People

- Occupational Health & Safety
- Promotion of Worker Health
- Community Engagement
- Employee Retention
- Professional Development
- Diversity & Inclusion
- Benefits to Full-Time Employees
- Human Rights



Company

- Anti-Corruption
- Economic Value
- Supplier Environmental Assessment
- Supplier Social Assessment



Appendix

66 / DATA TABLES

70 / GRI INDEX

86 / SASB INDEX

92 / TCFD INDEX

DATA TABLES

Air Pollutants

Air Pollutant Type (units in metric tons)	2023 (t)	2024 (t)	2025 (t)
CO	2,782	2,553	2,664
NOx	5,315	5,302	5,558
SO2	1,899	2,095	2,012
Particulate Matter ¹	177	166	163
Particulate Matter (PM2.5)	654	630	655
Particulate Matter (PM10)	1,408	1,366	1,400
Volatile Organic Compounds (VOCs)	165	196	173
Hazardous Air Pollutants (HAPs)	39	55	34
Total Air Pollutants	12,439	12,363	12,659

Greenhouse Gas Emissions

Scope	2022 (tCO ₂ e)	2023 (tCO ₂ e)	2024 (tCO ₂ e)	2025 (tCO ₂ e)
Scope 1 Emissions	3,776,012	3,687,016	3,631,614	3,487,686
Scope 2 Emissions (location-based)	143,326	123,587	123,763	116,358
Total Greenhouse Gas Emissions	3,919,338	3,810,603	3,755,377	3,604,044

Energy Consumption

Fuel Type (units in gigajoules)	2022 (GJ)	2023 (GJ)	2024 (GJ)	2025 (GJ)
Biodiesel	43,266	48,759	23,411	0
Coal	13,777,176	10,492,502	10,038,709	9,675,532
Coke	1,557,054	1,948,281	2,507,260	2,673,613
Diesel	323,716	316,545	251,293	311,015
Electricity	817,335	784,933	787,591	820,243
Gasoline (Petrol)	6,337	8,013	8,759	8,147
Natural Gas	2,343,385	2,920,080	3,018,075	3,640,000
Propane	1,638	2,403	1,321	847
Used Oil	2,709	4,163	3,236	1,526
Total Energy Consumption	18,872,616	16,525,679	16,639,655	17,130,924
Total reduction in energy consumption since 2022				9.2%
Reduction of coal and coke consumption since 2022				19.5%

Employee Data

Employees	2023	2024	2025
Employees by Region:			
US (total)	877	1,011	908
UK	164	178	165
US Corporate	81	94	109
Employees by Type:			
Full-time (total)	1,117	1,260	1,170
At MLC location	1,102	1,240	1,153
Remote location	15	20	17
Part-time (total)	12	12	12
Temporary ²	5	10	10
Non-guaranteed	0	1	0
Employees by Gender:			
Men	972 (87%)	1,072 (84%)	1,026 (87%)
Women	150 (13%)	211 (16%)	156 (13%)
Unionized Employees:			
LOCAL 169	241	242	244
LOCAL 829	221	219	227
UCL 953701	30	31	32
Governance Employees ³ by Gender:			
Men			19 (59%)
Women			13 (41%)
Total Employees	1,122	1,283	1,182

Retention	2023	2024	2025
New Hires by Type:			
Full-time	258	146	163
Part-time	5	0	3
Total New Hires	263	146	166
Turnover by Gender:			
Male	158 (87%)	173 (89%)	186 (87%)
Female	24 (13%)	22 (11%)	28 (13%)
Turnover by Age:			
18-24 Years	33 (18%)	37 (19%)	41 (19%)
25-34 Years	51 (28%)	68 (35%)	47 (22%)
35-44 Years	41 (23%)	47 (22%)	41 (19%)
45-54 Years	23 (13%)	18 (9%)	29 (14%)
55-64 Years	24 (13%)	49 (23%)	36 (17%)
Over 64 Years	10 (5%)	11 (5%)	20 (9%)
Total Turnover	182	195	214

Investment in Wellness & Growth	2024	2025
Employee Wellness Program ⁴	\$ 208,974	\$ 150,912
Professional Development	Not tracked	\$ 737,374

1 / Not all facilities are required to report all pollutants.

2 / Count of temporary employees includes both full-time and part-time positions.

3 / Governance employees defined as director-level and above.

4 / Variance in employee wellness spend due to participation.

Water

Activity (units in megaliters)	2023 (ML)	2024 (ML)	2025 (ML)
Recycled	8,049	8,049	8,049
Discharged	4,906	4,983	7,676
Consumed	521	606	615

Waste

Waste Type (units in metric tons)	2023 (t)	2024 (t)	2025 (t)
Hazardous (total)¹	17	18	53
Non-hazardous (total):	1,351,657	1,321,611	1,682,413
Trash	912	688	842
Special waste	143	614	556
Construction and demolition	-	-	112
Mineral (total):	1,312,095	1,273,893	1,620,804
Process (US only)	258,483	244,796	554,826
Tailings	1,053,612	1,029,097	1,065,978
Recycled	2,046	1,661	2,246
Leachate	36,540	45,294	36,749
Total waste (excluding recycled)	1,349,628	1,319,968	1,680,221

1/ Hazardous waste includes special waste.

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 2025

Statement of Use: MLC has reported the information cited in this GRI content index for the period January 2025 to December 2025, 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	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 the U.K.
	2-2	Entities included in the organization’s sustainability reporting	MLC and Singleton Birch are included in this sustainability report. See list of entities on page 62.
	2-3	Reporting period, frequency and contact point	The reporting period is for the fiscal year of 2025. Published October 21, 2026. MLC reports on an annual cycle. Contact point: Courtney Munch, ESG Reporting Specialist, cpmunch@mlc.com .
	2-4	Restatements of information	N/A
	2-5	External assurance	HBM is audited each year by EY. Their scope covers HBM and all operating companies, including MLC.
	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 mlc.com/markets/. See 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 67.
	2-8	Workers who are not employees	See Employee Data Table on page 67.
	2-9	Governance structure and composition	See Company Section beginning on page 55.
	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
	2-12	Role of the highest governance body in overseeing the management of topics	The MLC Board of Managers is informed of ESG-related risks. When large investments are required, the Board of Managers is ultimately responsible for approving mitigation efforts. As it relates to climate change and our low-carbon transition, MLC’s Board of Managers 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 including: - Quarterly meetings to review company progress - Regular progress reports regarding climate-related risks, opportunities, and strategies - Annual presentations of full-year progress and results The President and CEO of MLC has further delegated 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 & CEO.
	2-13	Delegation of responsibility for managing impacts	The board delegates responsibility for impacts to the CEO of MLC. See Organizational Structure Overview on page 57.
	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 leadership level.
	2-16	Communication of critical concerns	Board receives 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.



GRI STANDARD		DISCLOSURE TITLE	RESPONSE
GRI 2: General Disclosures 2021	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, as this is family-based.
	2-19	Remuneration policies	[Omitted — confidential]
	2-20	Process to determine remuneration	[Omitted — confidential]
	2-21	Annual total compensation ratio	[Omitted — confidential]
	2-22	Statement on sustainable development strategy	See Sustainability Strategy on page 14.
	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, and ESG.
	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 had one air emission limit exceedance for PM concentration at Melton Ross, UK. 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 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 67.
GRI 3 Material Topics	3-1	Process to determine material topics	See Reporting Methodology on page 62.
	3-2	List of material topics	See Issue Prioritization on page 62. There were no changes to Material Topics from previous report.

GRI STANDARD	DISCLOSURE TITLE		RESPONSE
GRI 3 Material Topics	3-3	Management of material topics	See Issue Prioritization on page 62.
14.1 GHG emissions	3-3	Management of material topics	See " Managing Carbon Across Lime's Lifecycle " on page 24.
	102-1	Transition plan for climate change mitigation	See TCFD disclosures on page 92.
	102-2	Climate change adaptation plan	See TCFD disclosures on page 92.
	102-3	Just transition	See Employee Data Tables on page 67.
	102-4	GHG emissions reduction targets and progress	See Climate Change section beginning on page 23.
	102-5	Scope 1 GHG emissions	See GHG Emission Data Tables on page 66.
	102-6	Scope 2 GHG emissions	See GHG Emission Data Tables on page 66.
	102-8	GHG emissions intensity	[Omitted — confidential]
	102-10	Carbon credits	0 carbon credits
	103-1	Energy policies and commitments	MLC's United Kingdom location has ISO 50001:2018 certification for energy management that involves improving energy tracking, developing policies to improve efficiency and reduce consumption, and continuous improvement.
	103-2	Energy consumption and self-generation within the organization	See Energy Consumption Data Table on page 66.
14.2 Climate adaptation and resilience	3-3	Management of material topics	See Managing Corporate Risk on page 60.
	201-2	Financial implications and other risks and opportunities due to climate change	MLC conducted a climate risk assessment that graded 25 physical and transitional risks, such as acute physical risks (event-driven), chronic physical risks (long-term shifts in climate patterns), consumer preferences, regulatory, and technological on their potential financial and non-financial impacts and their likelihoods. More information on identified risks and opportunities in TCFD Section 3: Strategy on page 92.
14.3 Air emissions	3-3	Management of material topics	See Climate Change section beginning on page 23.
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	See Air Pollutant Data Table on page 66.
14.4 Biodiversity	3-3	Management of material topics	See Life, Land & Water section beginning on page 30.
	101-2	Management of biodiversity impacts	At our United Kingdom operation, we have restored 65 acres of previously quarried land to agricultural land, which is producing crop yields at least as high as that prior to quarrying. Our long-range plan includes continued land restoration projects as we move through the quarry. See Life, Land & Water section beginning on page 30.
14.5 Waste	3-3	Management of material topics	Our lime and limestone operations generate process and non-process waste streams that must be managed responsibly to protect people, the environment, and the communities where we operate. Common waste streams include limestone screenings, off-specification lime, kiln roll-out, baghouse dust or lime kiln dust, hydrate tailings, scrubber sludge (collectively known as tailings), as well as used oil, tires, batteries, lamps, demolition debris, scrap metal, pallets, and e-waste. MLC waste disposal policies require each facility to identify, handle, store, recycle, repurpose, treat, or dispose of waste in accordance with applicable regulations, safety data sheet (SDS) guidance, site procedures, and housekeeping standards. Through designated storage areas, qualified third-party vendors, required documentation, and efforts to reduce, reuse, recycle, and divert materials from disposal, MLC works to minimize waste-related impacts and improve resource efficiency across our operations.
14.5 Waste	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.



GRI STANDARD	DISCLOSURE TITLE		RESPONSE
14.5 Waste	306-3	Waste generated	See Waste Data Table on page 68 for available data.
	306-4	Waste diverted from disposal	See Waste Data Table on page 68 for available data.
	306-5	Waste directed to disposal	See Waste Data Table on page 68 for available data.
14.6 Tailings	3-3	Management of material topics	Our lime and limestone operations generate process and non-process waste streams that must be managed responsibly to protect people, the environment, and the communities where we operate. Common waste streams include limestone screenings, off-specification lime, kiln roll-out, baghouse dust or lime kiln dust, hydrate tailings, scrubber sludge, (collectively known as tailings), as well as used oil, tires, batteries, lamps, demolition debris, scrap metal, pallets, and e-waste. MLC waste disposal policies require each facility to identify, handle, store, recycle, repurpose, treat, or dispose of waste in accordance with applicable regulations, Safety Data Sheet guidance, site procedures, and housekeeping standards. Through designated storage areas, qualified third-party vendors, required documentation, and efforts to reduce, reuse, recycle, and divert materials from disposal, MLC works to minimize waste-related impacts and improve resource efficiency across our operations.
	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	Tailings disposal methods	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	Tailings facilities	See Tailings Facilities Data Table on page 69.
	3-3	Management of material topics	MLC manages our impact on water by promoting responsible water use, protecting water quality, and supporting the availability of clean, economical drinking water through its lime products. Across our lime operations, we seek to reduce water-related impacts by reusing produced water internally, recycling stormwater and process water where feasible, and managing scrubber sludge and associated water in accordance with applicable regulations. Through these practices, MLC works to conserve water resources, mitigate risks related to water scarcity and pollution, and improve operational efficiency.
14.7 Water and Effluents	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.
	303-2	Management of water discharge-related impacts	MLC facilities that discharge stormwater/wastewater operate under water quality permits issued by US states or the UK Environment Agency, which 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	1504 megaliters of water withdrawn from ground and surface sources, 691 megaliters of municipal water used
	303-4	Water discharge	See Water Data Table on page 68 for available data.
	303-5	Water consumption	See Water Data Table on page 68 for available data.
	3-3	Management of material topics	As stewards of the land where MLC operates, we work with stakeholders to support responsible land management and long-term value for our host communities. While MLC has no planned closures, we continue to consider environmental, financial and social factors in how we manage our sites, including opportunities for progressive reclamation, remediation, beneficial reuse and, where appropriate, long-term monitoring and maintenance.
	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.
14.8 Closure and Rehabilitation	14.8.5	Approval and review of closure and rehabilitation plans	N/A
	14.8.6	Land disturbed and rehabilitated	MLC has rehabilitated 65 acres of previously quarried land in the UK.
	14.8.7	Estimated life of mine (LOM)	[Omitted — confidential]
	14.8.8	Financial provisions for closure and rehabilitation	N/A
	14.8.9	Post-mining transition	N/A



GRI STANDARD	DISCLOSURE TITLE		RESPONSE
14.9 Economic impacts	3-3	Management of material topics	See " Creating Shared Value " on page 59.
	201-1	Direct economic value generated and distributed	[Omitted — confidential]
	203-1	Infrastructure investments and services supported	See pages 28–29 .
14.10 Local Communities	3-3	Management of material topics	See Community section on page 48.
	413-1	Operations with local community engagement, impact assessments, and development programs	100% of operations engage with the local community through building relationships with local organizations, such as the bureau of commerce, fire stations, and police stations, as well as MLC donations to local programs and organizations. Sainte Genevieve additionally has a community panel to directly engage with the local community.
	413-2	Operations with significant actual and potential negative impacts on local communities	Kiln operations generate airborne emissions other sites may generate dust and truck traffic.
	14.10.4	Grievances from local communities	0 reported grievances
14.11 Rights of Indigenous Peoples	3-3	Management of material topics	MLC has no operations or reserves near or on Indigenous land
	411-1	Incidents of violations involving rights of Indigenous Peoples	0 incidents or violations involving rights of Indigenous Peoples
	14.11.3	Operations and proven reserves where Indigenous Peoples may be affected	0 operations or proven reserves where Indigenous Peoples may be affected
	14.11.4	Free, prior, and informed consent	MLC has not been involved in a process of seeking free, prior, and informed consent from Indigenous Peoples.
14.12 Land and resource rights	3-3	Management of material topics	N/A
	14.12.2	Involuntary resettlement	N/A
14.12 Land and resource rights	14.12.3	Violations of land and natural resource rights	0 violations of land and natural resource rights
14.13 Artisanal and Small-Scale Mining	3-3	Management of material topics	N/A
	14.13.2	Mine sites where ASM is present	There is no ASM present or in close proximity to MLC sites.
	14.13.3	Incidents involving ASM	N/A
14.14 Security practices	3-3	Management of material topics	N/A
14.15 Critical incident Management	3-3	Management of material topics	MLC takes a coordinated, risk-based approach to critical incident management to help protect people, operations, customers, communities, assets, and our reputation. Our preparedness framework includes crisis communications protocols, site-specific emergency response procedures, environmental response guidance, health and safety standards, cybersecurity controls, business continuity planning, and regular review of roles, contacts, and response procedures. These resources are designed to support timely escalation, clear accountability, coordinated decision-making, regulatory and stakeholder communication, and post-incident evaluation. Through ongoing training, emergency response planning, incident reporting, learning teams, and continuous improvement processes, MLC works to mitigate potential impacts, strengthen operational resilience, and maintain our ability to serve customers during unforeseen disruptions.
	306-3	Significant spills	No significant spills in 2025
	14.15.4	Sites with emergency preparedness and response plans	100% of mine sites have emergency preparedness and response plans in place.

GRI STANDARD	DISCLOSURE TITLE		RESPONSE
14.16 Occupational health and safety	3-3	Management of material topics	See People section on beginning on page 39.
	403-1	Occupational health and safety management system	a. MLC has adopted a formal safety and health management system. i. MLC uses Novara Flex as its safety management system. ii. This system was implemented voluntarily to more efficiently record incidents and 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.
	403-2	Hazard identification, risk assessment, and incident investigation	MLC incorporates the use of workplace examinations by all employees prior to beginning work. Workplace examinations are performed each shift. MLC also conducts formal risk assessments and job hazard analyses (JHAs) on an as-needed basis. For example, MLC recently conducted JHAs on ergonomic risks associated with certain tasks. Contractor risk assessments are also performed prior to completing high-risk work. Incidents, regardless of size, are reported in MLC's Novara 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 are disseminated 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.
	403-3	Occupational health services	MLC provides onsite physical therapy, biometric screenings, cardiovascular screenings, audiology screenings, and respiratory screenings. Transportation to health services are also provided as needed.
	403-4	Worker participation, consultation, and communication on occupational health and safety	MLC has a variety of safety committees made up of a mix of employees and safety professionals, and the company conducted a safety audit in 2025 that included interviews with employees.
	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, and microlearnings.
	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): - Medical, with a health savings account (HSA) and employer contribution to the HSA, which includes various case management programs available to members with specific needs, such as diabetes, maternity care, cancer, etc. - Dental (voluntary) - Vision (voluntary) - Employee assistance program (EAP) - Health care advocate / health care "concierge" - Wellness program with resources for physical, mental, and financial well-being
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We uphold our own safety standards at customer sites. We also provide training on safe handling of our products. MLC approaches product stewardship as an extension of our promise to deliver Reliable Quality, Responsibly. We work to understand the full role our lime and limestone solutions play in customers' operations and in the communities and markets we serve, with a focus on safety, quality, regulatory compliance, and continuous improvement. Our stewardship practices include maintaining robust quality management systems, evaluating customer and regulatory requirements, providing product information and Safety Data Sheets, supporting safe handling and use through customer training and technical guidance, and responding to feedback through established complaint and corrective action processes. Through collaboration among quality, safety, environmental, technical services, sales, and operations teams, MLC strives to ensure our products are produced, delivered, and used responsibly while helping customers improve performance, reliability, safety, and environmental outcomes.
	403-8	Workers covered by an occupational health and safety management system	MLC has implemented its own occupational health and safety management system, which covers all employees and workers. Our UK facility has achieved ISO 45001:2018 certification for occupational health and safety, and our US operations are working on obtaining the same certification.

GRI STANDARD	DISCLOSURE TITLE		RESPONSE
14.16 Occupational health and safety	403-9	Work-related injuries	a. 1 fatality, 0.08 fatality rate; 0 high-consequences work-related injuries; 22 recordable injuries, 1.82 recordable incident rate (RIR); main types of injuries: lime/material in eyes, soft-tissue/overexertion; 2,412,192 hours. b. N/A c. 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 consists of multiple stakeholders discussing the facts and developing root cause and corrective actions. 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. e. Calculations based on 200,000 hours. f. All MLC employees are included in these calculations.
	403-10	Work-related ill health	a. 0 fatalities, 1 recordable case of work-related ill health from carpal tunnel syndrome b. N/A c. 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 communications standard that is compliant with all state and federal regulations.
14.17 Employment practices	3-3	Management of material topics	We strive to provide a safe, respectful, and inclusive workplace where employees are treated fairly, supported in their development, and empowered to contribute to continuous improvement. Our practices are guided by applicable labor and employment laws, our Code of Conduct, human rights expectations, and policies that address safety, equal employment opportunity, anti-harassment and non-discrimination, business ethics, fair compensation, and responsible workplace conduct. We support employee wellbeing through comprehensive health and wellness resources, training, development opportunities, regular performance conversations, and channels for employees to share feedback or raise concerns without fear of retaliation. Through these practices, MLC works to strengthen engagement, build capability, protect health and safety, and foster a culture where employees can do meaningful work and contribute to the long-term success of the company and the communities we serve.
	202-1	Ratio of standard entry level wage by gender compared to local minimum wage	[Omitted — confidential]
	401-1	New employee hires and employee turnover	See Employee Data Tables on page 65.
	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, and children ● Health care — includes medical, dental and vision (benefit guide available upon request) ● Employer paid short-term disability (STD) and long-term disability (LTD) ● 401(k) with safe harbor and employer match
	404-1	Average hours of training per year per employee	The average employee receives 40-hour MSHA New Miner training as a new hire, 8 hours of annual refresher training in years following New Miner training, plus task training dependent on task assignments, and 4-8 hours first aid training
	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.
	414-1	New suppliers that were screened using social criteria	MLC has not screened any new suppliers based on social criteria.
14.18 Child labor	3-3	Management of material topics	MLC is committed to conducting business in an ethical and responsible manner. We respect and support principles aimed at protecting and promoting human rights as stated in the International Bill of Human Rights and seek to avoid complicity in human rights abuses. In addition to complying with applicable laws and regulations where we do business, MLC supports the Ethical Trading Initiative (“ETI”) Base Code labor standards. We also recognize and uphold the guidelines and conventions as established by the United Nations Global Compact (UNGP), the International Labor Organization (ILO) and the Organisation for Economic Co-operation (OECD). The Company believes that the employment relationship should be voluntary, and the terms of employment must comply with applicable laws and regulations. We oppose all forms of slavery, human trafficking, forced labor, and child labor.
	414-1	New suppliers that were screened using social criteria	MLC has not screened any new suppliers based on social criteria.

GRI STANDARD	DISCLOSURE TITLE		RESPONSE
14.19 Forced labor and modern slavery	3-3	Management of material topics	MLC is committed to conducting business in an ethical and responsible manner. We respect and support principles aimed at protecting and promoting human rights as stated in the International Bill of Human Rights and seek to avoid complicity in human rights abuses. In addition to complying with applicable laws and regulations where we do business, MLC supports the Ethical Trading Initiative (“ETI”) Base Code labor standards. We also recognize and uphold the guidelines and conventions as established by the United Nations Global Compact (UNGP), the International Labor Organization (ILO) and the Organisation for Economic Co-operation (OECD). The Company believes that the employment relationship should be voluntary, and the terms of employment must comply with applicable laws and regulations. We oppose all forms of slavery, human trafficking, forced labor, and child labor.
	414-1	New suppliers that were screened using social criteria	MLC has not screened any new suppliers based on social criteria.
14.20 Freedom of association and collective bargaining	3-3	Management of material topics	MLC respects employees' rights to freedom of association and collective bargaining, including the right to join or not join lawful organizations of their own choosing. We comply with applicable labor laws, including the National Labor Relations Act, and our policies are designed to protect workers' legally protected rights. Where employees are covered by collective bargaining agreements, those agreements prevail in matters they address, and we maintain regular communication with union representatives through the bargaining process.
	14.20.3	Strikes and lockouts	0 strikes or lockouts
14.21 Non-discrimination and equal opportunity	3-3	Management of material topics	MLC is committed to providing a workplace free from discrimination, harassment, and retaliation. We prohibit discrimination against employees and applicants in all aspects of employment, including recruitment, hiring, training, promotion, compensation, benefits, transfers, layoffs, terminations, and other employment decisions, based on any characteristic protected by applicable law. Employment decisions are based on legitimate job-related criteria, and we work to support objective, equitable employment opportunities for all qualified individuals. Employees are expected to treat one another with dignity and respect, and leaders are responsible for supporting a workplace culture that reinforces equal opportunity and inclusion.
	404-1	Average hours of training per year per employee	The average employee receives 40-hour MSHA New Miner training as a new hire, 8 hours of annual refresher training in years following New Miner training, plus task training dependent on task assignments, and 4-8 hours of first-aid training.
	405-1	Diversity of governance bodies and employees	See Employee Data Tables on page 67.
	405-2	Ratio of basic salary and remuneration of women to men	MLC conducts pay equity reviews for all positions when a job opening is created. HBM also conducts enterprise pay equity studies, with the most recent 2022 study finding 100% pay equity and the next planned for 2027.
	406	Incidents of discrimination and corrective actions taken	0 incidents of discrimination
14.22 Anti-corruption	3-3	Management of material topics	See Ethics, Integrity, & Responsible Business Conduct on page 58.
	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.
14.23 Conflict-affected and high-risk areas	3-3	Management of material topics	N/A, MLC has zero locations of operation in conflict-affected or high-risk areas.
	14.25.2	Operations in conflict-affected and high-risk areas	MLC has zero locations of operation in conflict-affected or high-risk areas.
	14.25.3	Due diligence for conflict-affected and high-risk areas	N/A
	14.25.4	Management of impacts in conflict-affected and high-risk areas	N/A

SASB CONTENT INDEX 2025

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

CATEGORY	ID	TOPIC	RESPONSE
Greenhouse gas	110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	See GHG Emissions Data Table on page 66.
	110a.2	Discussion of long- 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 section beginning on page 23.
Air quality	120a.1	Air emissions of the following pollutants: (1) CO, (2) NO (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM ₁₀), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	See Air Pollutants Data Table on page 66.
Energy	130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	See Energy Consumption Data Table on page 66.
Water management	140a.1	(1) Total water withdrawn, (2) total water consumed; (3) percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 2,195 megaliters of water withdrawn (2) See Water Data Table on page 68. (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.
	140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	0 incidents of non-compliance
Waste & HW management	150a.4	Total weight of non-mineral waste generated	41,434 metric tons of non-mineral waste produced
	150a.5	Total weight of tailings produced	See Waste Data Table on page 68 for available data.
	150a.6	Total weight of waste rock generated	See Waste Data Table on page 68 for available data.
	150a.7	Total weight of hazardous waste generated	See Waste Data Table on page 68 for available data.
	150a.8	Total weight of hazardous waste recycled	See Waste Data Table on page 68 for available data.
	150a.9	Number of significant incidents associated with hazardous materials and waste management	0 significant incidents.
	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.
Biodiversity impacts	160a.1	Description of environmental management policies and practices for active sites	See Planet section beginning on page 21.



CATEGORY	ID	TOPIC	RESPONSE
Biodiversity impacts	160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	Limestone mining and lime production do not produce acid rock drainage
	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.
Security, human rights & rights of indigenous peoples	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.
	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.
	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/human-rights-policy.pdf .
Community relations	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.
	210b.2	(1) Number and (2) duration of non-technical delays	0 delays or shutdowns due to regulatory changes.
Labor practices	310a.1	Percentage of active workforce employed under collective agreements	See Employee Data Tables on page 67.
	310a.2	(1) Number and (2) duration of strikes and lockouts	0 delays or shutdowns due to strikes.
Workforce health & safety	320a.1	(1) 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) direct employees and (b) contract employees	(1) 1.82 RIR; (2) 0.08 Fatality Rate; (3) 9.87 NMFR; (4) average employee receives 8 hours of annual refresher training plus undetermined task training and 4-8 hours first-aid training, as well as 40-hour new-hire training.
Business ethics & transparency	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. Upon hire, all employees are required to acknowledge/sign that the handbook was read.
	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.



CATEGORY	ID	TOPIC	RESPONSE
Tailings storage & facilities	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 69 for available information.
	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).
	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.
	000.A	Production of (1) metal ores and (2) finished metal products	N/A
	000.B	Total number of employees, percentage contractors	See Employee Data Tables on page 67.

TCFD CONTENT INDEX 2025

CATEGORY	ID	PROMPT	RESPONSE
Governance	a	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. Reference: Governance Section on page 57.
	b	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. Reference: ESG Policy Statement available at mlc.com/MLC-ESG-policy.pdf.
Strategy	a	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	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.
	b	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.
	c	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	a	Describe the organization’s processes for identifying and assessing climate-related 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.
	b	Describe the organization’s processes for managing climate-related risks.	MLC conducted a climate risk assessment that graded 25 physical and transitional risks such as acute physical risks (event-driven), chronic physical risks (long-term shifts in climate patterns), consumer preferences, regulatory, and technological on their potential financial and non-financial impacts and their likelihoods. More information on identified risks and opportunities in TCFD Section 3: Strategy.
	c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s 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.
Metrics & targets	a	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	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. Reference: Planet Section (page 21), Data Tables (page 66)
	b	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	See GHG Emissions Data Tables on page 66.
	c	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	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 has emissions by 10% by 2035 from 2022 baseline. ● An ambition to achieve carbon neutrality by 2050. Reference: Planet Section (page 21), Data Tables (page 66)



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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