

FINDING A BETTER WAY



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MESSAGE FROM OUR CEO



There's
a better
way—
find it."
— Neal Savage

To Our Stakeholders,

Our first CEO, Neal Savage, would often say, "There's a better way — find it." With complex societal, environmental, and supply chain challenges, it's more important than ever to find better ways to safely and sustainably move and manage what matters, so our Customers and Partners can **Feed the World, Power Our Lives**, and **Sustain the Planet**. As a values-based, performance-driven company, we're guided by the *Vision and Legacy* established by our founders — Kenneth, Neal, and Luke Savage — to always **Do the Right Thing, Find a Better Way**, and **Make a Difference** for our Team Members, Customers, and communities — all our stakeholders.

We're committed to driving positive change in the industries we serve, helping create sustainable supply chains and, where possible, facilitating a more circular economy. By delivering innovative solutions, we'll continue to build a resilient business that provides ongoing opportunities for people "to do things they never dreamed possible," while protecting the planet and leaving a legacy for future generations.

Throughout 2022, we focused on creating supply chain solutions that promote sustainable growth, responsibly advancing the energy transition, and supporting Customers in their sustainability journey. This includes developing sustainable solutions for farmers; optimizing the renewable diesel, biodiesel, and sustainable aviation fuel (SAF) supply chains and infrastructure; and utilizing safe, efficient, and sustainable equipment to improve environmental performance.

We continue to support communities where our Team Members live and work and help to make a difference locally and globally. This includes our volunteer efforts and financial support for programs and initiatives benefiting education, veterans and military families, and community health and safety. We also continue to make strides in fostering engagement, diversity, equity, and inclusion (DEI) at Savage through our Team Member Experience and belonging initiatives.

We've made measurable progress in strengthening our corporate governance and values-based culture as well as through our ongoing efforts to drive safety and efficiency throughout our organization. We're proud of the accomplishments our team has made to advance our environmental, social, and governance (ESG) strategy, while recognizing the importance to keep improving as we move forward. Together with our Customers and Partners, we'll continue to execute on our strategy and never stop **Finding a Better Way**.



Be safe,

Kirk Aubry
PRESIDENT AND CHIEF EXECUTIVE OFFICER



ABOUT SAVAGE

Founded in 1946, Savage is a global provider of infrastructure and solutions for essential supply chains in our society. We're always evaluating our Customers' supply chains to help create safe, sustainable, and reliable solutions that meet their needs and fulfill our purpose. Whether handling food grade products, renewable diesel, or other bulk materials, everyday, more than 4,000 Team Members in over 200 locations use ports, terminals, trains, trucks, and boats to *Find a Better Way* to move and manage what matters.

OUR PURPOSE

We move and manage what matters so our Customers and Partners can **Feed the World**, **Power Our Lives**, and **Sustain the Planet**.



FEED THE WORLD



POWER OUR LIVES



SUSTAIN THE PLANET

For more information about Savage, visit www.savageservices.com.

OUR 2022 AWARDS



Military Friendly® Employer
Silver (4th consecutive year to receive a Military Friendly® designation)

Top Company for Women to Work For in Transportation
by Redefining the Road Magazine (Women In Trucking Association)



Perfect Record Award and the Award of Merit
for multiple Utah-based operations from the Utah Safety Council

Utah Mining Association recognized three Savage operations with **safety excellence awards** (Coal Service Operation, Sunnyside Operation, and Savage Energy Terminal)



Best Abandoned Mine Land Enhancement Project Award
from the Virginia Department of Energy and the Metallurgical Coal Producers Association

Outstanding Achievement in Highway Safety
First place in under one million miles accident-free miles category



Certified Evergreen®
company by Tugboat Institute®

Healthcare Heroes Award
by Utah Business (Savage and our Benefits Team)



WHAT MAKES US DISTINCTIVE



Our Purpose

We move and manage what matters so our Customers and Partners can:



FEED THE WORLD



POWER OUR LIVES



SUSTAIN THE PLANET

Our Mission

We're supply chain experts. We partner with Customers who count on us to safely and sustainably deploy the right **team** and **solutions** to consistently deliver **results**.



Our Values

We live and lead according to the values in the *Vision and Legacy*: **Do the Right Thing**, **Find a Better Way**, and **Make a Difference**.



Our People

Our People are **rewarded** for rewarding work, **trusted** to take action, and **supported** to do the right thing.



HOW WE CREATE SUSTAINABLE VALUE

Our ESG Strategic Priorities

ENVIRONMENTAL

- Create supply chain solutions that responsibly advance sustainability
- Utilize safe, efficient, and sustainable equipment to improve environmental performance
- Protect Team Members, Communities, and Customers through our SH&E culture and proprietary delivery systems

SOCIAL

- Strengthen communities by supporting education, veterans and military families, and community health and safety
- Foster engagement through Team Member Experience (TMx) and DEI initiatives

GOVERNANCE

- Maintain strong corporate governance and values-based culture founded in our *Vision & Legacy*
- Strengthen our risk and opportunity management framework
- Execute our procurement strategy and supplier management initiatives

UN SDG Alignment¹



Our ESG Disclosure Topics

ENVIRONMENTAL

- Emissions & Energy Management*
- Fleet Fuel Management*
- Air Quality*
- Waste & Water Management
- Mobile Equipment Optimization
- Sustainable Agriculture Projects

SOCIAL

- Health & Safety*
- Food Safety*
- Team Member Engagement
- Diversity, Equity, and Inclusion
- Community Investment & Involvement

GOVERNANCE

- Supply Chain Services & Solutions*
- Environmental & Social Impact of Ingredient Supply Chain*
- Accident & Safety Management
- Corporate Governance & Business Ethics
- Human Rights
- Risk & Opportunity Management
- Information & Cybersecurity

¹Represents our alignment with the United Nations Sustainable Development Goals (UN SDGs). See UN SDG Index on Page 46 for further details.

*Our ESG Disclosure Topics represent either (1) a recommended disclosure topic under the guidance of the Sustainability Accounting Standards Board (SASB) standards for the Air Freight and Logistics and Agricultural Products industries applicable to our business (as indicated with an asterisk) or (2) a priority topic for our business operations and stakeholders. For further details, see *Frameworks for Our Sustainability Reporting* on Page 12.

Savage has been recognized as a **CERTIFIED EVERGREEN®** company by Tugboat Institute®

CERTIFIED



EVERGREEN®

Evergreen® companies are private, profitable, enduring, and market-leading businesses that put their people and purpose first. These companies complete an extensive, rigorous assessment to confirm their track record of continuous improvement and enduring excellence around values, practices, and people.

Savage received the **Best Abandoned Mine Land Enhancement Project Award**

As a result of the major role we played in reclaiming an abandoned mine site



and land restoration efforts in Clinchco, Virginia, Savage received an award for the **Best Abandoned Mine Land Enhancement Project** from the Virginia Department of Energy and the Metallurgical Coal Producers Association. Between November 2020 and June 2022, Savage recovered 245,711 tons of coal from the waste coal (GOB) pile and restored the land to its original contour, greatly reducing the environmental and community health hazard risks resulting from decades of mining practices that negatively impacted the surrounding wildlife habitat.

OUR 2022 ESG HIGHLIGHTS

0

DATA SECURITY BREACHES

OVER
50,000

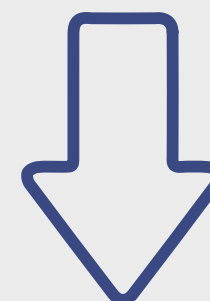
SAFETY, CAREER AND SKILLS DEVELOPMENT, DIVERSITY AND INCLUSION, AND BUSINESS ETHICS TRAINING COURSES COMPLETED

>10

YEARS OF AVERAGE TENURE FOR TOP 10 CUSTOMERS



JOINED THE CYCLIX 10 TO 90® COALITION TO HELP REDUCE PLASTIC WASTE THROUGH ADVANCED RECYCLING TECHNOLOGIES



REDUCED OUR TOTAL RECORDABLE INCIDENT RATE (TRIR) BY 38% OVER THE LAST FIVE YEARS

76%

ENGAGEMENT AND BELONGING SCORES FROM OUR ANNUAL TEAM MEMBER ENGAGEMENT SURVEY



LAUNCHED *ELEVATING WOMEN AT SAVAGE* AS PART OF OUR EFFORTS TO FOSTER AN INCLUSIVE CULTURE AND APPRECIATION FOR DIVERSE PERSPECTIVES



NEARLY **1 MILLION** GALLONS OF RENEWABLE FUEL OR BIODIESEL USED IN OUR OPERATIONS

“

Our Vision and Legacy for this Company is that it will continue for future generations.”

– *Savage Vision & Legacy*

Our Sustainability Strategy

Our sustainability strategy and strategic approach to creating long-term stakeholder value are embedded in our mission.

Our mission includes the creation of supply chain solutions that promote sustainable growth for our Customers, while also actively measuring and monitoring our own performance relative to ESG issues. Many of our systems and processes support both our mission and our ESG efforts.



We're supply chain experts. We partner with Customers who count on us to **safely** and **sustainably** deploy the right **team** and **solutions** to consistently deliver **results**."

– Savage Mission

TEAM



How we treat our Team Members is critical to delivering on our mission and purpose. We've added emphasis to this through our Team Member Experience (TMx) initiative and how we include people in our strategy.

We make sure our Team Members are **rewarded** with competitive pay and growth opportunities, **trusted** to *Do the Right Thing*, and **supported** with career development and opportunities to *Make a Difference*. For further information on how we invest in our Team Members so that together, we can *Find a Better Way*, please click [here](#).



SOLUTIONS



Our Customers count on us to bring solutions that add value – not only day one, but day in and day out. The Savage SystemSM emphasizes and reminds us to create value when we first create a solution, as we deliver results, and as we look for ways to elevate or add additional value.

OUR SYSTEM TO DELIVER VALUE TO OUR CUSTOMERS AND PARTNERS



RESULTS



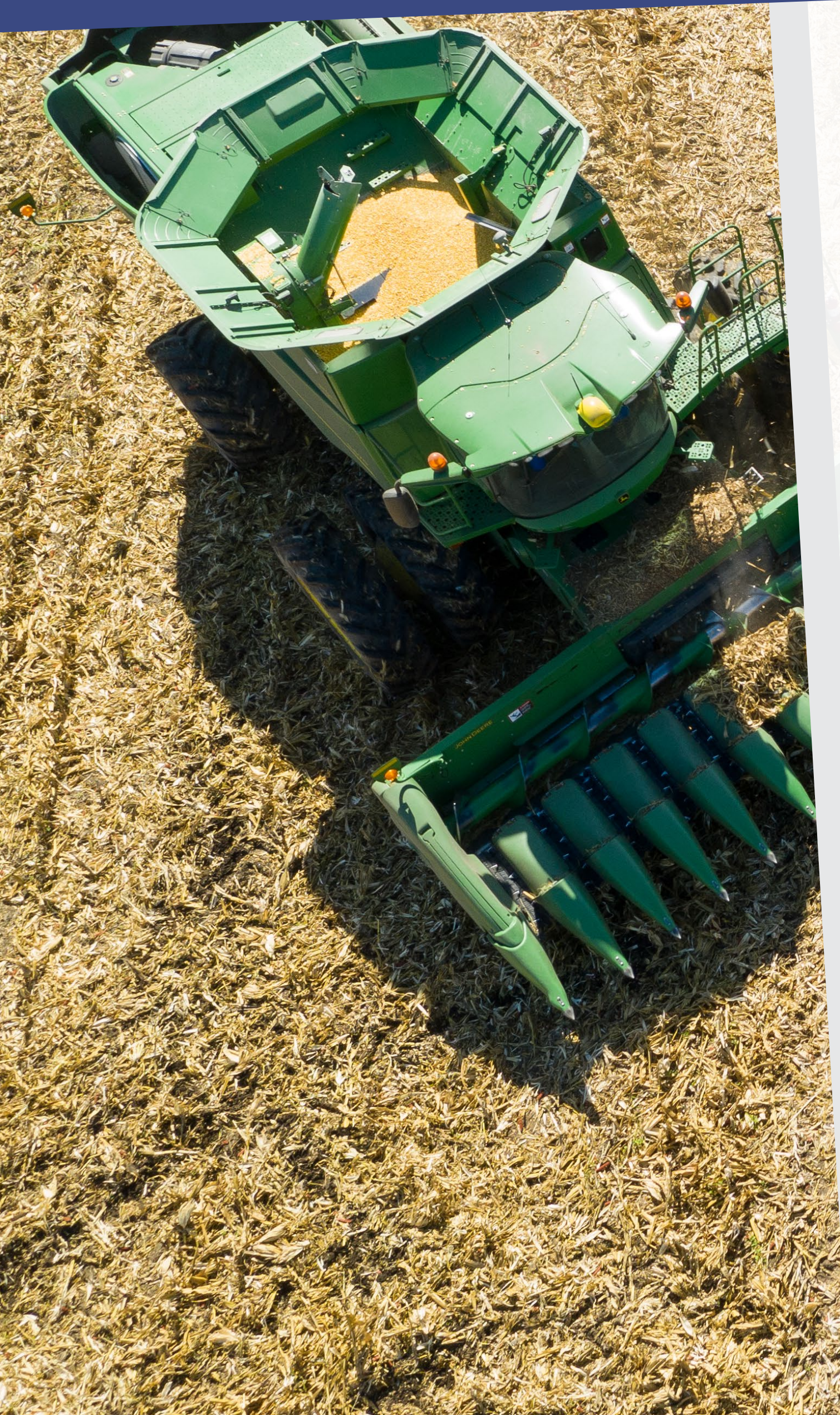
Our Customers count on us to deliver results. We need to deliver those results consistently, reliably, and safely – day in and day out. Our delivery systems, including S7SM, give us an operating framework to do just that. We've honed and continue to hone our operating systems to ensure our Customers get the best possible solutions every time.

Delivering professional, safe, sustainable, and reliable operations are at the heart of our delivery systems and quality assurance programs. Our teams have been professionally trained to use our proprietary, site-specific systems – including the S7SM Delivery System represented below – to ensure operations exceed Customer's expectations in seven core areas. We're continually refining our delivery systems to give our Customers the best possible results at every operation we run.

S7SM DELIVERY SYSTEM

For further information on S7SM, click [here](#).





FEED THE WORLD

We strengthen our agriculture Customers' sustainable supply chains by leveraging our closed-loop network of assets to provide traceable and sustainable solutions.

We're members of the U.S. Soybean Export Council, which focuses on U.S. soy as a sustainable source of nutrition and energy worldwide.



CERTIFICATE OF SUSTAINABILITY
100% of soy exports issued certificate of sustainability²



Field to Market[®]
 The Alliance for Sustainable Agriculture

We're members of Field to Market: The Alliance for Sustainable Agriculture, a collaborative body that brings together a diverse group of grower organizations, agribusinesses, and other members of the agriculture value chain, to advance sustainable agricultural practices through collaboration.

Sustainability metrics we measure via Field to Market's FieldPrint Calculator for all our projects:

- Energy Use
- Greenhouse Gas (GHG) Emissions
- Irrigation Water Use (when applicable)
- Land Use
- Soil Carbon
- Soil Conservation
- Water Quality

In our Agriculture Sector, we work with our Customers and growers to create a more resilient farming ecosystem to support and promote sustainable, traceable, and regenerative agriculture. Our end-user Customers have a growing desire for sustainable ingredients. We work with our network of Producers to implement regenerative agricultural practices and production of sustainable products.



Increased sustainability across the milling and baking supply chains



Regenerative on-farm practices to offset supply chain risk, reduce GHG emissions, and improve soil conservation and carbon sequestration

²According to the U.S. Soybean Sustainability Assurance Protocol.

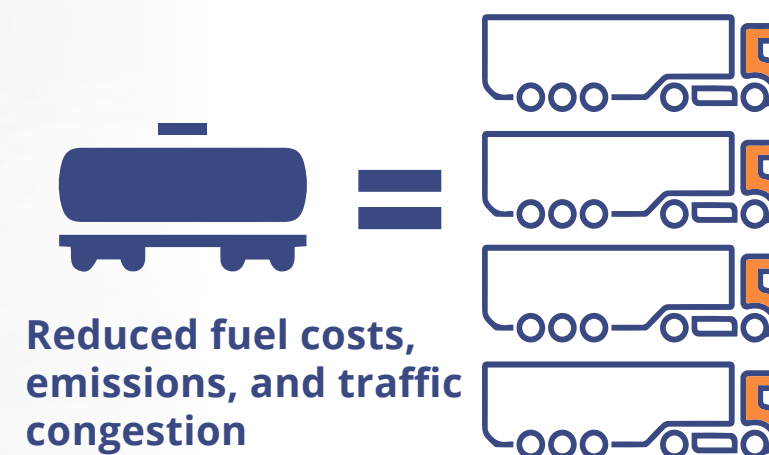


POWER OUR LIVES

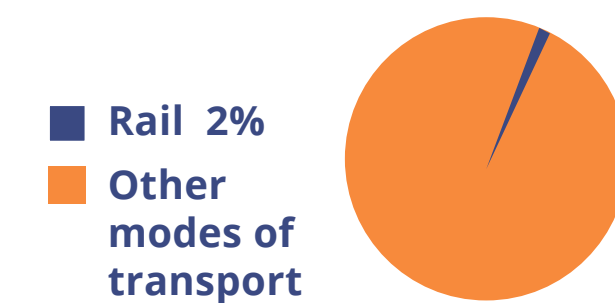
We support our Customers by creating customized, safe, and efficient solutions that help them responsibly transition to a lower-carbon environment.

We're continuing to expand our Savage Transload Network of more than 50 multi-commodity, rail-connected terminals that we own and/or operate across North America to provide one of the most eco-friendly modes of transportation for freight over land.

1 RAILCAR = 4 TRUCKLOADS OF FREIGHT
on average³



U.S. TRANSPORTATION
GHG Emissions⁴

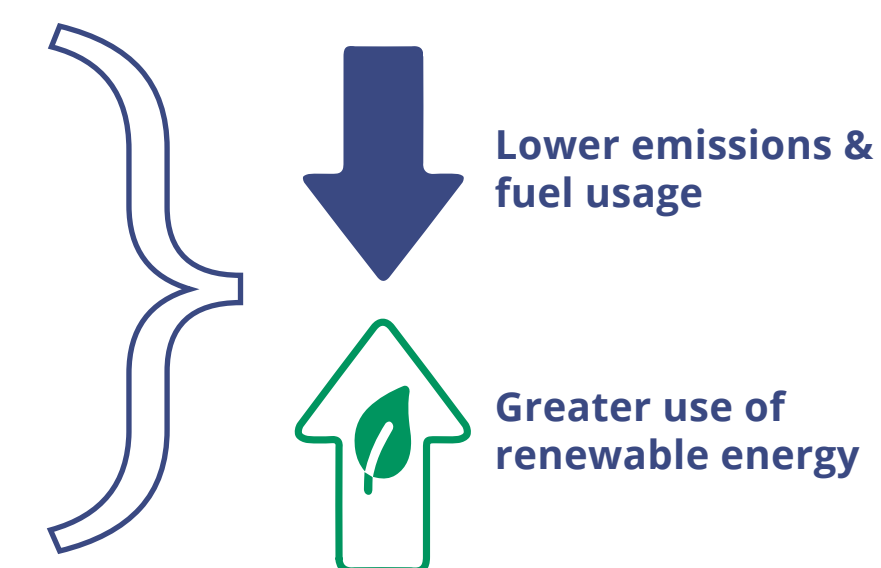


We continue to invest in innovative solutions to reduce our and our Customers' environmental impacts, such as piloting programs for and utilizing:

SOLUTIONS

- Electric trucks
- Hydrogen-powered vehicles
- Tier-3, ultra-low emissions locomotives
- Hybrid equipment
- Fuel hydrogenation devices

IMPACT



³Based on AAR estimates, one railcar can hold up to four truckloads of material. <https://www.aar.org/wp-content/uploads/2020/06/AAR-Sustainability-Fact-Sheet.pdf>. Assumes that without critical rail transload and railport facilities we operate near major hubs, product would need to move via truck direct to market.

⁴EPA. 2020 Fast Facts on Transportation Greenhouse Gas Emissions. <https://www.epa.gov/greenvehicles/fast-facts-transportation-greenhouse-gas-emissions>.



SUSTAIN THE PLANET

We're committed to creating premium supply chain solutions that responsibly advance sustainability and promote a circular economy.

REMOVING ENVIRONMENTAL HAZARDS FROM ABANDONED MINE LANDS

We remove waste coal piles (GOB) from abandoned mines in Virginia and work with the Virginia Department of Mines, Minerals and Energy (DMME) to restore areas to their pre-mining conditions. Savage has been recognized with the Best Abandoned Mine Land Enhancement Project award multiple times, including in 2022. The process includes:

- Removing waste coal that if left in place continues to contaminate streams and groundwater
- Blending the waste coal with other fuel sources to produce electricity for homes and businesses
- Restoring the land, rivers, and forests to its original state or as close as possible
- Planting tree seedlings and grass as part of the restoration process

We participate in various programs to ensure we properly reuse, recycle, and dispose of waste and reusable materials⁵.



⁵See Page 38 for further information on these organizations.



WE SOLD ENVIROSERVE TO FOCUS ON GROWTH IN OUR AGRICULTURE AND INFRASTRUCTURE BUSINESSES

From 2017 to 2022 we built a distinctive environmental services business to help sustain the planet. In January 2023, we sold our EnviroServe business, which provides 24-hour emergency response, environmental remediation, and waste management services. The value generated through the sale of our environmental services business will be reinvested in other projects, including those that advance our efforts to sustain the planet.

- Playing a significant role in strengthening the renewable fuels supply chain (see Page 35 for further details)
- Helping Customers and railroad Partners streamline first- and last-mile rail service
- Adding to our port and terminal operations across North America
- Understanding and reducing our Scope 1-3 GHG emissions

Contributing to a Safe Chemical Supply Chain



RESPONSIBLE CARE[®]
OUR COMMITMENT TO SUSTAINABILITY

For decades, Savage has participated in the American Chemistry Council's (ACC) Responsible Care[®] program. The objective of the program is to ensure safe chemical management throughout the chemical supply chain. While our Responsible Care participation is focused on our transload terminal operations, many aspects of the program were incorporated into S7SM, our quality assurance program.

Frameworks for Our Sustainability Reporting

To increase confidence in our practices, we've aligned our work with recognized, leading sustainability organizations and frameworks. The specific metrics included in our 2022 Sustainability Report were determined by assessing the most relevant and material areas for Savage and our stakeholders.

The information in this report follows Savage's disclosure practices of financial and non-financial data. Non-financial data included in this report was not subject to a third-party audit verification process. The ESG disclosures throughout this report are for the year ended December 31, 2022, unless otherwise noted.



Sustainability Accounting Standards Board

This report follows the guidance of the SASB standards of the International Financial Reporting Standards (IFRS) Foundation and the recommended disclosure topics for the "Air Freight and Logistics" and "Agricultural Products" industries applicable to our business. The SASB standards provide a standardized reporting approach that yields decision-making metrics, a method to help track progress, and supports comparability for our investors and other stakeholders. In addition to the disclosures recommended for our industry, we have also chosen additional priority topics for our business operations, which may be decision-useful to our stakeholders, such as those related to Team Member diversity and health and safety. Refer to our SASB Index on [Page 41](#), which highlights our responses to the suggested SASB Accounting Metrics.



Task Force on Climate-Related Financial Disclosures (TCFD)

Savage strives to understand and mitigate our climate-related risks and has integrated and adopted the recommendations from the TCFD to effectively guide and measure our progress. Beginning with governance, followed by strategy, risk management, and specific metrics, we continue to consider the impact of climate change on our business. Refer to our TCFD Index on [Page 44](#).



United Nations Sustainable Development Goals

In 2022, we began to align our strategy with the relevant UN SDGs. The UN SDGs are a global set of goals, targets, and indicators developed by the United Nations to guide countries, communities, and organizations in creating a more sustainable future. These goals are intended to address all aspects of sustainable development spanning a wide range of environmental and social initiatives. Refer to our UN SDG Index on [Page 46](#).

GOVERNANCE





We view the role of owners, board members, managers, and employees as a stewardship, always doing what is right, in balance, for our company, employees, and Customers."

– *Savage Vision & Legacy*

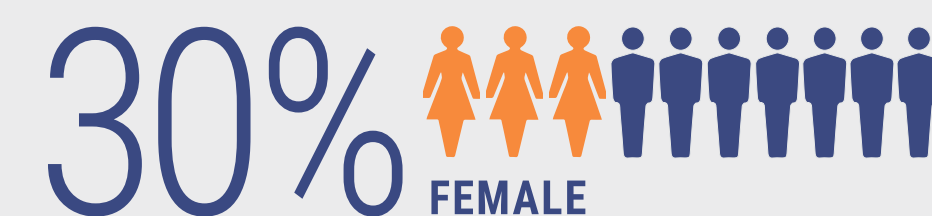
We know that adhering to best practices for corporate governance is essential to earning and maintaining the trust of our Customers, Team Members, and other stakeholders. Savage's corporate governance principles are embedded in our values-based, performance-driven culture. Our governance system is centered around our commitment to *Finding a Better Way* and the values in our *Vision and Legacy* that have guided us over our 76-year history.

Our Governance Structure

OVERSIGHT	Board of Directors (board)	Comprised of 10 members with deep industry and leadership expertise	<ul style="list-style-type: none"> Provides strategic guidance and oversight over business strategy, risk and opportunity management, and overall ESG performance.
STRATEGIC DIRECTION	Enterprise Leadership Team (ELT) + Group Leaders, Unit Leaders & Team Leaders	Comprised of our senior enterprise, operating, and shared services leadership teams	<ul style="list-style-type: none"> Provides strategic direction and leads the business, including on ESG topics and initiatives. Manages and prioritizes relevant business risks and opportunities.
INTEGRATION & IMPLEMENTATION	ESG Committee	Cross-functional leadership team	<ul style="list-style-type: none"> Educates on ESG-related risks and opportunities and identifies ways to enhance existing ESG strategy. Executes and integrates ESG projects or helps advise and guide implementation and routinely reviews performance.
OPERATIONAL EXCELLENCE	Team Members + Delivery Systems	Over 4,000 Team Members	<ul style="list-style-type: none"> Assesses ESG-related risks, opportunities, and impacts when setting objectives and making business and operating decisions. Leverages our S7SM Delivery System to help Customers meet their goals, including ESG-related targets.

Board Diversity

We're committed to a diverse board and leadership team that reflect our Customers, Team Members, and the communities where we work. Our board represents diverse backgrounds, experiences, and viewpoints, which enriches our perspectives and practices.



Business Ethics

2022 GOVERNANCE HIGHLIGHTS

SPEAK UP!



- **Reaffirmed our ethics hotline and policy** and implemented a communications campaign to make it easier to **Speak Up** to identify and address inappropriate or unsafe behavior. Our “Speak Up” culture encourages our Team Members to report any concerns or suspicious activity through multiple channels, including our hotline, when it needs to be anonymous. Our policy is to always conduct business affairs safely, honestly, and ethically, wherever we do business. We don’t tolerate retaliation in any form, and we’re committed to promptly investigating all reports of suspected misconduct or violations of company policy and treating all Team Members involved with fairness and respect.
- **Established a Human Rights & Anti-Human Trafficking Policy** to demonstrate our commitment to upholding human rights in our relationships with Team Members, Customers, and Partners and reinforce ongoing efforts to avoid complicity in human rights abuses.

TEAM MEMBERS HAVE COMPLETED

3,866

ANTI-CORRUPTION AND BRIBERY POLICY ACKNOWLEDGMENTS

100%

OF OUR **TEAM MEMBERS** HAVE SIGNED OUR TEAM MEMBER HANDBOOK, WHICH INCLUDES ACKNOWLEDGEMENT OF **OUR ETHICS & COMPLIANCE-RELATED POLICIES ACKNOWLEDGMENTS**



We expect that all business dealings be conducted with integrity and on the basis of what is fair and honest."

– *Savage Vision & Legacy*

Our commitment to the highest standards of integrity, ethical business conduct, and *doing the right thing* is codified within our *Vision and Legacy*, policies, tools, and resources including:

- Team Member Handbooks, which include Standards of Conduct
- Safety, Health & Environmental Policy Statement and Manual
- Internal Controls
- Equal Employment Opportunity Policies
- Diversity, Equity & Inclusion Policies
- Human Rights & Anti-Human Trafficking Policy
- Community Involvement Guidelines
- Internal Mobility Policy
- Pay Differential Policy
- Anti-Corruption Policy
- Lobbying & Political Contributions Policy
- Information Technology Policy
- Record Retention & Recorded Data Policies

Internal Supply Chain Management

We strive to partner with best-in-class suppliers who share our safety and sustainability-focused values, and to ultimately pass on these benefits to our Customers. Our **Supplier Code of Conduct** sets expectations for our suppliers to act ethically, safely, responsibly, and in compliance with applicable laws. Every supplier is provided with a copy during the supplier onboarding process and is expected to follow these core practices every day. The Supplier Code of Conduct covers the following four principles:

- Laws & Regulations
- Employees & Labor
- Environment & Sustainable Business Practices
- Integrity & Ethical Practices

As part of our effort to *Find a Better Way*, we're currently building a long-term supply chain strategy, including systems to collect and assess supplier information (including ESG-related data) to enhance compliance and best practices. We anticipate to roll out this program in 2023.



Managing Risks & Opportunities at Savage

Effectively managing risk is fundamental to our commitment to long-term value creation and *Finding a Better Way* for our Customers and Partners. Our proactive approach implements a robust enterprise risk management (ERM) framework to identify, evaluate, and monitor financial and operational risks, including climate-related risks and opportunities (see [Page 32](#) for further details). Key elements of our ERM framework include:

- **Appropriate and effective internal controls** with an effective and efficient internal audit capability to mitigate assessed material and priority risks
- **Financial risk management strategies** to reduce financial risks
- **Assignment of ownership of key risks** and creation and tracking of mitigation action plans
- **Delivery of an annual report on our enterprise risk assessment and management program to the board**, which includes reporting on ESG-related risks, opportunities, and mitigation activities

IDENTIFIED RISKS AND OPPORTUNITIES ARE PRIORITIZED ACCORDING TO:

1. Financial impact
2. Likelihood of occurrence
3. Magnitude of consequences

Information & Cybersecurity

Savage’s in-house IT team takes a proactive approach to our anticipations, responses, and management of the evolving cybersecurity landscape. Our commitment to protecting both our data, as well as the data of our Customers is codified in our comprehensive **Cybersecurity Policy**, which includes robust policies, practices, and procedures to protect our networks, operations, and our physical assets. Our Cybersecurity Policy addresses topics such as business continuity, network access restrictions, workstation security, international operations, and data breach response.

2022 Information & Cybersecurity Highlights

Zero Data Security Breaches



Hired a Chief Information Officer who oversees our cybersecurity program

Advanced our technology initiatives



We have comprehensive measures in place to leverage best practices in protecting our data, physical IT assets and systems, and raise awareness of potential threats, including:

- **Cybersecurity log** to track threats/vulnerabilities, remediations, and change management records
- **Multi-layered cybersecurity protection**, with cutting-edge software tools implemented to continuously scan and block threats, including a regular external IP scan
- **Third-party penetration test** (internal and external)
- **Comprehensive Incident Response Plan** (see further details below)
- **Phishing tests for all Team Members** and remediation training, for applicable individuals
- **IT security awareness and phishing newsletter** distributed to all Team Members
- **Cybersecurity Council meetings**, which includes executive leadership participation, to discuss updates to risks and vulnerabilities, policy changes, IT project status, and cybersecurity key performance indicators
- **Subscription to various cybersecurity and IT publications** to stay abreast of the changing cybersecurity landscape and best practices
- **Physical safeguards** at data centers, including biometric security

Our Incident Response Plan outlines a procedural policy to guide Team Members on appropriate responses to potential threats.



SOCIAL





A major purpose of the Company is to provide our people with opportunities for personal growth—to do things that they never dreamed possible."

– *Savage Vision & Legacy*

Team Member Health & Safety

Our Customers and Partners count on us to *Find a Better Way* to safely move and manage what's essential to their business. Our commitment to health and safety is woven into our company culture and is integral to how we elevate the value we bring to Customers.

Fitness for Duty Policy to ensure Team Members are in a physical, mental, and emotional state to perform the essential tasks of their respective role. The policy includes an occupational health assessment to ensure we set our Team Members up for success, by placing them in the right roles for their respective physical capabilities and ultimately, reduce on-the-job injuries

2022 SAFETY HIGHLIGHTS



Federal Motor Carrier Safety Administration (FMCSA)⁶ Safety Measurement System Behavior Analysis and Safety Improvement Category (BASIC) Percentiles **well below established intervention levels**



Reduced our Total Recordable Incident Rate by 38% over the last 5 years

Lower TRIR than applicable BLS⁷ industry average rates

Team Members completed more than

35,268 Online safety courses

2,572 Classroom safety courses

6,572 On-the-job safety assessments

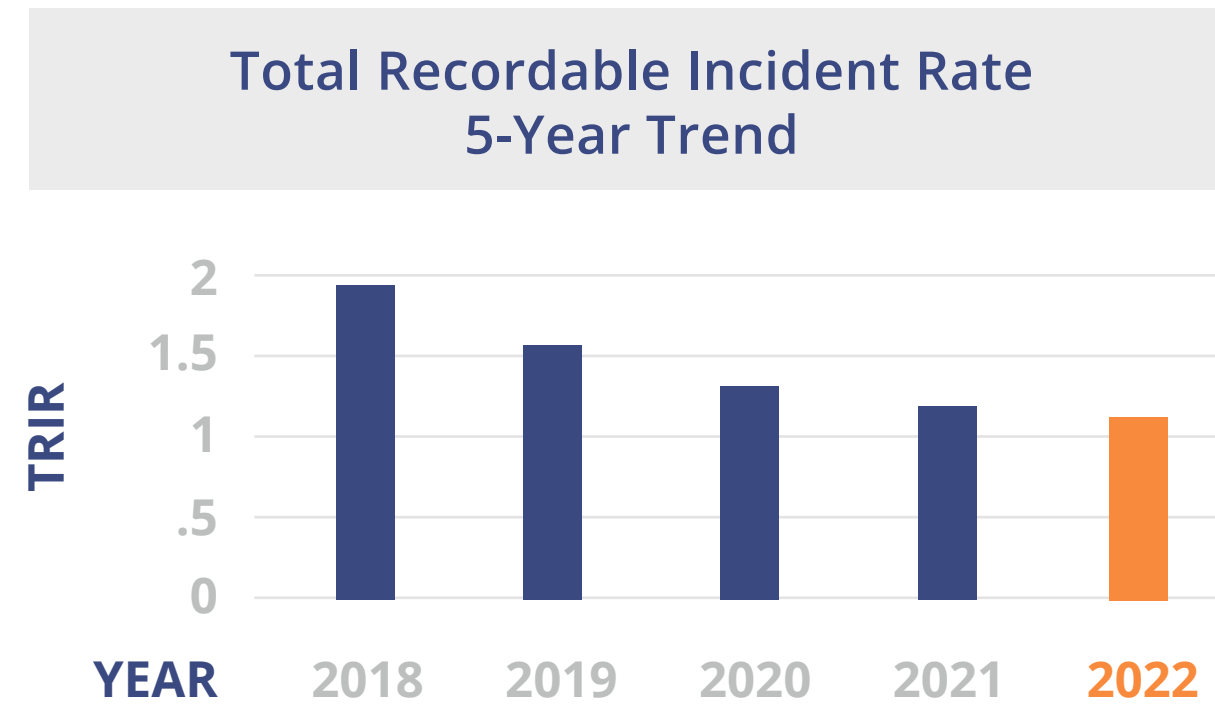


Approximately 23% of our more than 4,000 Team Members have completed our Safety Specialist or Lead Safety Specialist programs designed to create **deep and broad safety ownership and accountability**

⁶The FMCSA is a lead federal government agency within the U.S. Department of Transportation responsible for regulating and providing safety oversight of commercial motor vehicles. FMCSA's mission is to reduce crashes, injuries, and fatalities involving large trucks and buses, and partners with industry, safety advocates, and state and local governments to improve safety through regulation, education, enforcement, research, and technology.

⁷Savage's 2022 average TRIR was lower than 2021 applicable industry rates obtained from the Bureau of Labor Statistics (BLS). The BLS publishes safety rates based on the North American Industry Classification System (NAICS), and 2021 was the last time BLS published these rates. NAICS rates are selected based on the best possible fit compared to the Savage organizational structure. Our comparison included BLS TRIR data for the Agriculture, Environmental, Industrial Facilities, Trucking, and Rail NAICS industries.

We take proactive measures to ensure the safety of our Team Members and the communities in which we live and work. As a result of our efforts to continuously *Find a Better Way*, we reduced our TRIR by 38% over the last 5 years. In 2022, we enhanced our safety leadership presence by increasing supervisor and manager visits to field locations to observe and ensure safe behaviors and procedures.



SAFETY METRICS ⁸	2022			
	INFRASTRUCTURE	AGRICULTURE	ENVIRONMENTAL	TOTAL
TRIR	0.91	2.4	2.16	1.14
FATALITY RATE	0.06	0	0	0.04
LOST TIME INJURY RATE	0.2	0.15	0.17	0.17

Safety-Driven Leadership

Our Safety Leadership Council, comprised of our enterprise leaders, business unit leaders, and SH&E management, meets regularly to:

- Review key performance indicators of safety performance identified through our S7SM delivery system,
- Review performance metrics to analyze trends and critically evaluate our safety performance,
- Proactively plan and implement corrective actions,
- Share learnings from incident investigations and best practices among operations and SH&E leaders, as needed, and,
- Coordinate and review progress on company-wide SH&E initiatives.

⁸Excludes data related to our operations in Mexico.

Keeping Safety Top of Mind

We work diligently to foster an environment where safety is always top of mind. Our commitment is codified in our strong SH&E policies and procedures and embedded within various tools and systems, such as our:

- Centralized SH&E function to ensure a uniform application of our leading-edge SH&E protocols across the globe
- Consideration of SH&E implications during the design/build phase of each project, with a focus on implementing best available control technology
- Required routine safety training for all Team Members, including leadership, to reinforce SH&E rules, procedures, operation-specific safety protocols, and job-specific safety procedures
- Hazard and Analysis Prevention System
- Stop-Work Obligation
- 5S work area optimization system
- Safety Specialist program
- SH&E site and facility audits
- Review of contractor safety incident rates during contractor selection process
- Routine inspections and observations
- Incident reporting and root cause analysis process
- Monthly site-specific and quarterly organization-wide communications meetings
- Excellence councils to drive company-wide improvement

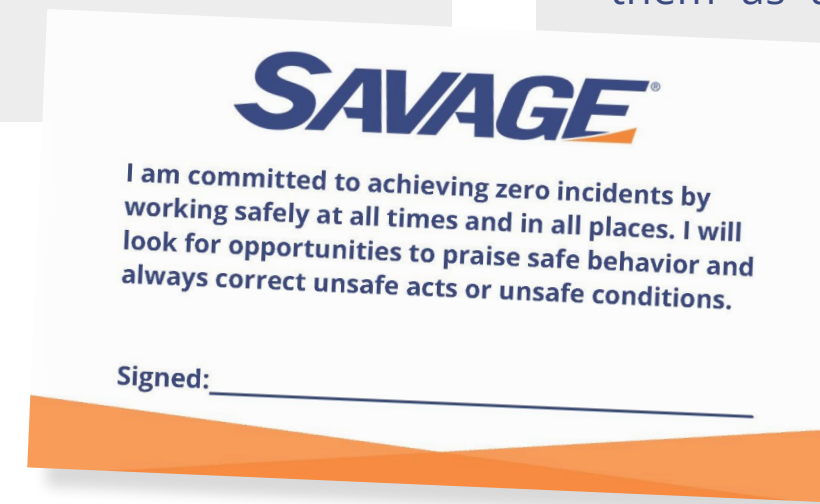


Our Dedicated Safety, Health & Environmental Team

As part of implementing our delivery systems, our centralized SH&E function ensures a uniform application of our leading-edge SH&E practices across all our operations.

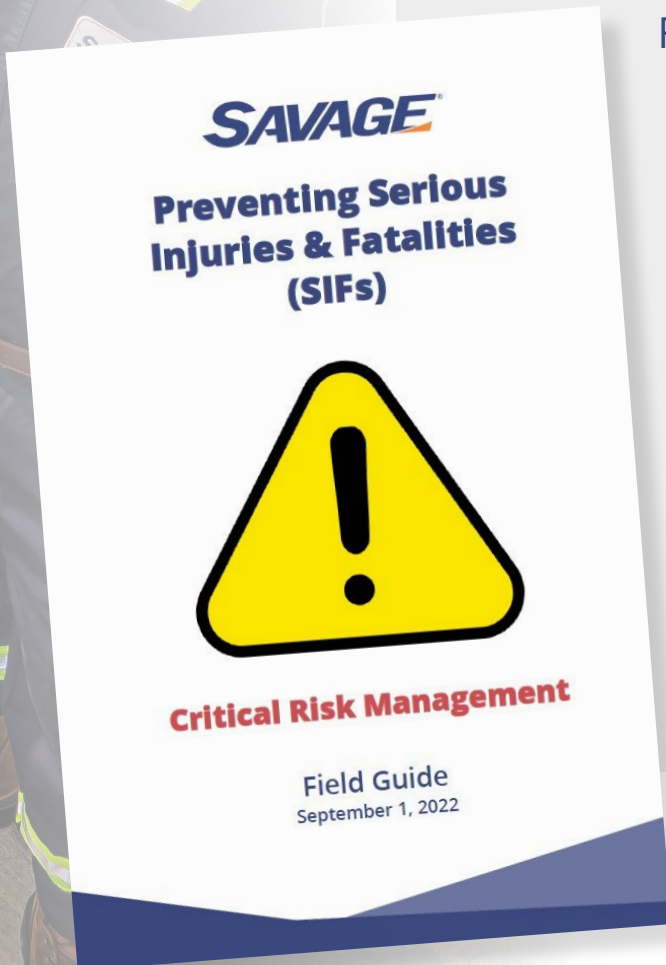
- **60-member** safety team
- Average of **14 years of SH&E experience** per Team Member
- Combined **17 Certified Safety Professionals®** and **Associate Safety Professional®** certifications
- Provides in-depth SH&E expertise globally

Team Members pledge to adhere to our safety expectations and policies when they sign their **Safety Commitment Card** as part of their graduation from introductory site training. We encourage Team Members to carry this card with them as a constant reminder of the important role they play in maintaining a safe workplace.



Critical Incident Risk Management

Savage proactively works to prevent and prepare for any critical risks to prevent serious injuries and fatalities. In 2022, we implemented a Critical Risk Management (CRM) Program, which focuses on identifying and controlling high-risk hazards. To thoroughly train our Team Members on CRM, we developed a robust Critical Risk Management Field Guide as part of the program.



Integrated into our delivery systems, our risk register is a central source of information cataloging the hazards specific to each phase of an operation and established risk mitigation controls from a safety perspective. It also notes the severity of each risk, as well as the probability rating and reasoning. For each hazard, we develop a preventive procedure focused on lowering risk levels.

Through our **Safety Specialist Program**, Team Members have an opportunity to participate in additional targeted safety training. The program is designed to develop front-line leaders who model Savage's safety culture and deliver strong performance. Safety Specialists lead monthly safety meetings, address unsafe behaviors, and proactively engage Team Members to improve safety performance.



Keeping Safe on the Road

We use training, technology, and feedback to improve safety in the communities where we work and for our teams.

Our SPACE Defensive Driving Program is designed to enhance our team's safe driving performance.



Our Professional Driver Expectations

- We continually compile and review driver safety data collected by the in-cab monitoring systems to identify driving behaviors that can be improved and provide real-time feedback and set related goals for improvement
- We formally document individual training plans, including our in-depth SH&E and role-specific driver trainings
- Role-specific policies and procedures
- SPACE Defensive Driving Program

The Results:



All of our FMSCA metrics fall well below established intervention levels – signaling industry-leading performance. For the year-ended 2022, our driver safety metrics reported to the FMSCA are as follows:

Safety Measurement System BASIC Percentiles ^{9,10}	Company Total
Unsafe Driving	3%
Hours of Service Compliance	21%
Driver Fitness	6%
Controlled Substances/Alcohol	0%
Vehicle Maintenance	39%
Hazardous Materials Compliance	53%



In-cab systems capture video, speed, traffic conditions, hard braking, upcoming traffic signals, and various other metrics, which allow for feedback and improvement for drivers.

Using cutting-edge technology to improve safety and performance

- Advanced fatigue management systems
- Driver-assist systems, including collision mitigation, lane-departure technology, and active braking technology
- Comprehensive in-cab electronics, including cameras and telematics monitoring systems
- Tracking system for vehicle locations and driving behaviors¹¹

⁹Under the FMCSA Safety Measurement System, a lower BASIC percentile indicates better performance than a higher BASIC percentile. Excludes data related to our operations in Mexico.

¹⁰A company's combined FMCSA scores make up an Inspection Selection Score (ISS), which determines a recommendation regarding how frequently a company's vehicles should get inspected. Like FMCSA Basic scores, lower ratings indicate better performance. Our current combined ISS score has a top tier rating.

¹¹Driving behaviors tracked include speeding, harsh braking, rapid acceleration, and seat belt usage.

Team Member Engagement, Diversity, Equity & Inclusion

Our Team Members are the heart of our success and play a critical role in delivering world-class customer service. We continuously invest in providing an environment where our Team Members have the opportunity *to do things they never dreamed possible*.

2022 ENGAGEMENT & DEI HIGHLIGHTS

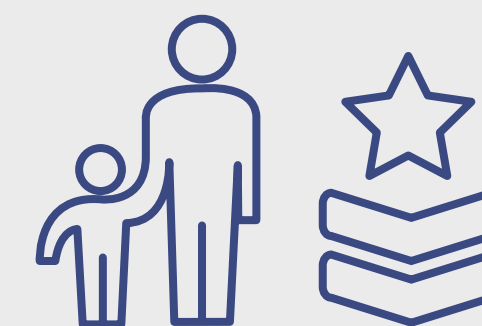
- **Piloted and updated onboarding program.** Piloted our new *Start Right* onboarding program, a comprehensive 90-day program, in which new Team Members are partnered with a mentor to deepen their understanding of our company culture and develop an ongoing mentorship relationship to ensure they feel supported from day one.
- **Launched *Leading at Savage***, a new front-line supervisor leadership development course designed to accelerate leadership readiness. The program deploys tenured Savage leaders who teach and mentor future leaders by providing strategies to handle real-world leadership challenges, while leading by our *Vision and Legacy*. The interactive program includes a personality assessment and role-playing scenarios to help our front-line leaders strengthen their coaching approach, while deepening their understanding of our organization and of themselves as leaders.
- **Developed *One Savage DEI video*** to raise awareness and promote a sense of inclusiveness and belonging at work.

INCREASED BELONGING & ENGAGEMENT SURVEY SCORES FROM 2021



76%
76%

belonging score, higher than 72% benchmark¹²
engagement score, higher than 73% benchmark¹²



Implemented **Paid Parental & Military Leave**



Recognized as a **Top Company for Women to Work For in Transportation**

Launched ***Elevating Women at Savage*** (EWS) to foster an inclusive culture and appreciation for diverse perspectives by providing Team Members with an opportunity to network, collaborate, and hear perspectives from senior female leadership and women in operations



Pay equity study for all salaried exempt Team Members indicated no statistically significant pay gaps for both our female and minority Team Members, further demonstrating that our compensation programs are effective at ensuring pay equity

¹²Benchmarks developed by third-party employee survey provider.

Healthcare Hero



Lee Ann Sanford

We're proud of our Team Members and how they exemplify our *Vision and Legacy* every day. The Savage Benefits Team and Benefits Analyst Lee Ann Sanford were recognized as a **Healthcare Hero by Utah Business** for their efforts on a mental health campaign for Team Members, which included information on mental health resources, webinars, and sharing awareness stories.

Training & Development

We're committed to ensuring our Team Members have the knowledge and tools to bring our values-based, performance-driven culture to life for our Customers and Partners. That's why our formal training programs are available for every Team Member. Our training is delivered through *SavageU*, which includes computer-based modules, on-the-job training and assessments, and instructor or virtual-led classrooms taught by qualified instructors. Our learning management system allows us to track training and development progress and make sure our Team Members have the requisite knowledge to perform their assigned responsibilities.

During 2022, Our Team Members Completed More Than



44,412 Safety courses & on-the-job safety assessments

531 Environmental impact & management courses



5,007 Leadership & career development courses



Over 72% of Team Members participated in Unconscious Bias and *Leading at Savage* courses

Over 88% of Team Members received career or skills-related training



Savage Leadership Development Program

Recognizing excellent performance and growing talent is the key to our success. For this reason, we identify and provide leadership development opportunities for Team Members who demonstrate dedication to the *Savage Vision and Legacy*. These Team Members participate in the *Savage Leadership Development Program*, which includes competency-based training, mentoring programs, and career development programs, such as:

- **Safety Specialist and Lead Safety Specialist** – See Keeping Safety Top of Mind on Page 20 for further details. These leaders often become shift supervisors or are admitted to our *OnDeck* program.
- **OnDeck** – Uses active coaching, classroom training and on-the-job training, to provide Team Members with the knowledge and experience to be successful operations managers.
- **Lead Right, New Manager Training** – Designed to support operations managers after transitioning into leadership and prepare for greater responsibilities, such as managing full teams.
- **Hire Right, Train Right, and Treat Right Leadership Development Program** – Provides our Team Leaders with training and continuous support to improve on leadership and managerial skills.
- **Team Member Performance System (TMPS)** – Serves as a framework for how we expect Team Leaders and Team Members to work together to deliver results, with four key actions including: setting performance goals, asking for and providing real-time feedback, reviewing performance formally quarterly and annually, and collectively identifying ways to develop careers.
- **Authorized Instructor** – Aims to grow our pool of skilled trainers by providing experienced Team Members an opportunity to develop training skills. Participants must satisfy certain years-of-service and job-specific safety training requirements to be eligible to lead Savage training courses.
- **Advanced Leadership Program (ALP)** – Designed to deepen and broaden leadership skills and prepare Team Members to take on greater responsibility across the company, including a session to develop our Team Members’ unique leadership brands and opportunities to teach and mentor our front-line leadership development course.

Team Member Recognition: Scott Pringle, 2022 Savage Founders Award Recipient

In his 10 years with Savage, Scott has exemplified an outstanding commitment to *Do the Right Thing, Find a Better Way, and Make a Difference*, while living and leading by the *Savage Vision and Legacy*. Scott started his journey at the Montreal Transload operation and advanced his career through the *Savage Leadership Development Program*.




- 2013 Joined Savage
- 2014 Operator
- 2014–17 Safety Specialist and Lead Safety Specialist Certifications
- 2017 Promoted to Assistant Manager
- 2018 Graduated *OnDeck* Program; Promoted to Operations Manager
- 2021 Promoted to General Manager
- 2022 Awarded the Savage Founders Award




Diversity, Equity & Inclusion

Team Members by the Numbers¹³

We strive to incorporate the right people, solutions, processes, and technology to solve complex challenges for our Customers every day. Our team is the most important part of our solutions. To ensure diversity of skillset and thought, we're proud of our culture of inclusion, where Team Members of all races, genders, experiences, skills, and abilities come to work, grow their strengths, and *do what they never dreamed possible*.

 **76%** of Team Members responding to our annual engagement survey said they felt a **sense of belonging**

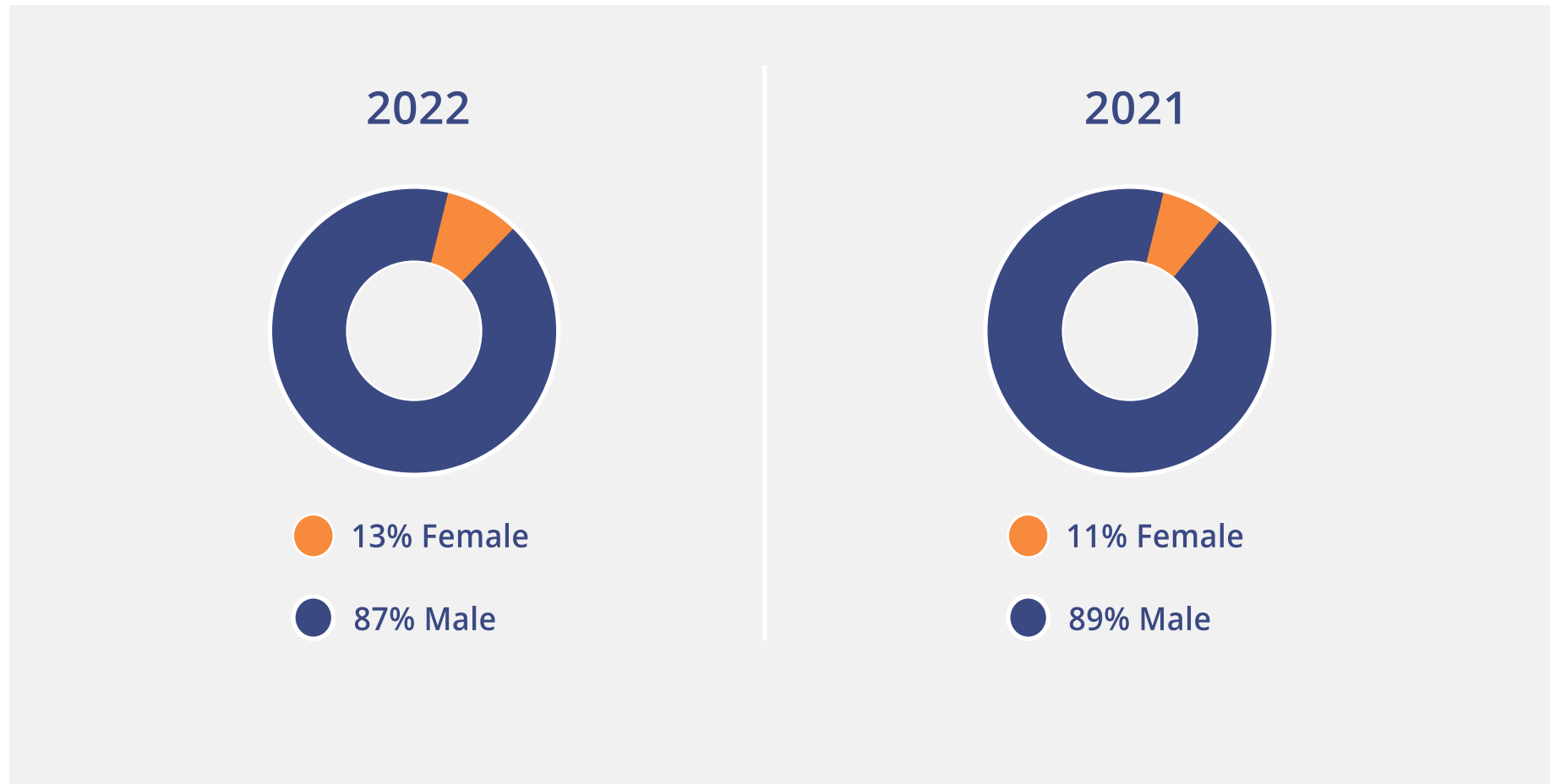
 WE'RE A **MILITARY FRIENDLY®** EMPLOYER
8% of Team Members are military veterans or on active reserve

Over  **72%** of Team Members participated in **unconscious bias & inclusive leadership** training courses

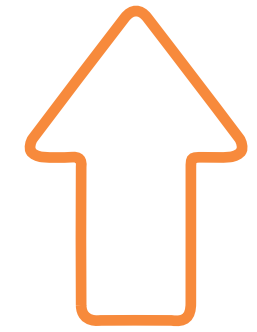
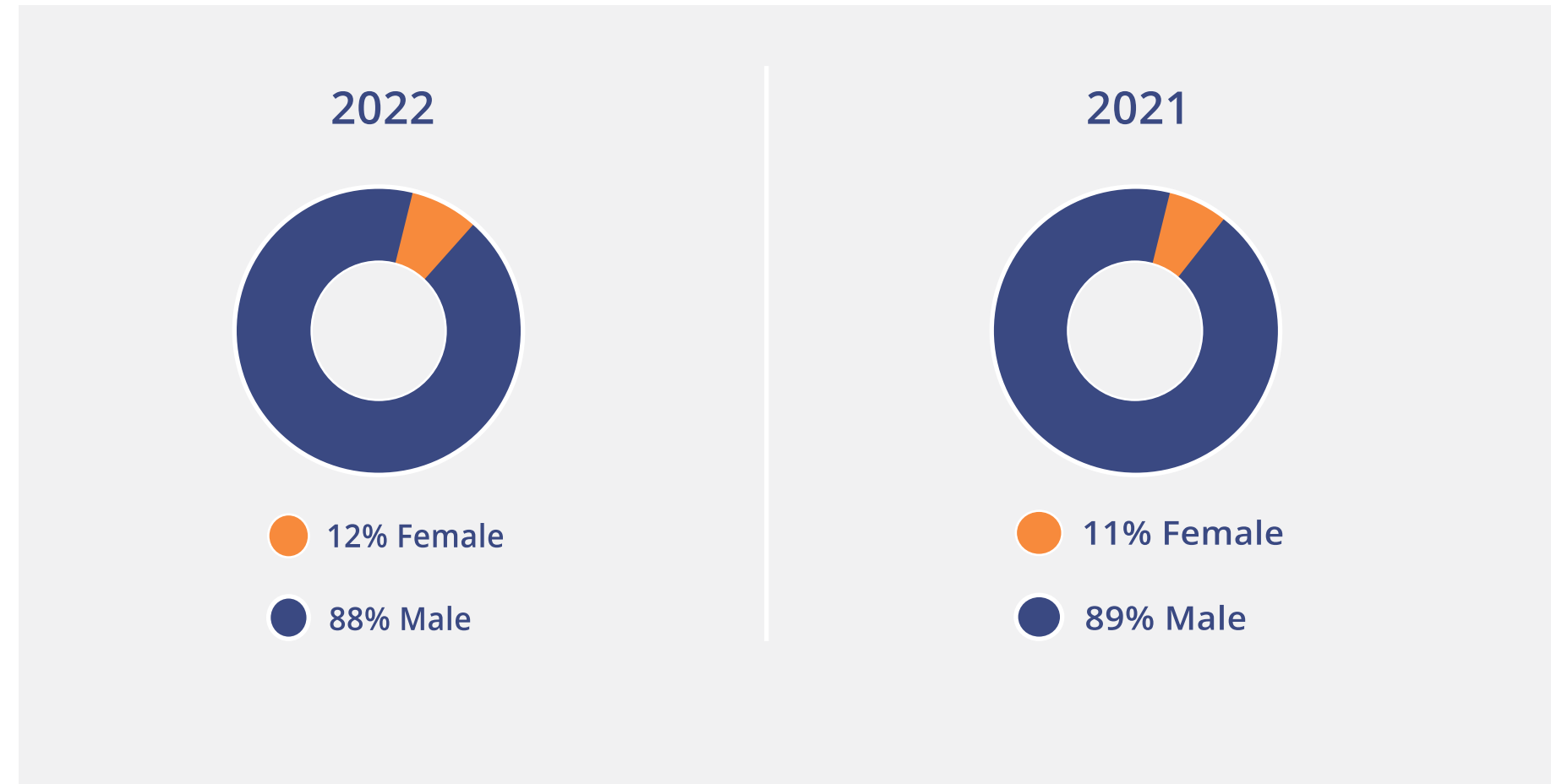
¹³Metrics represent U.S. Team Members and are as of December 31, 2022.

GENDER DEI METRICS

Members of Management

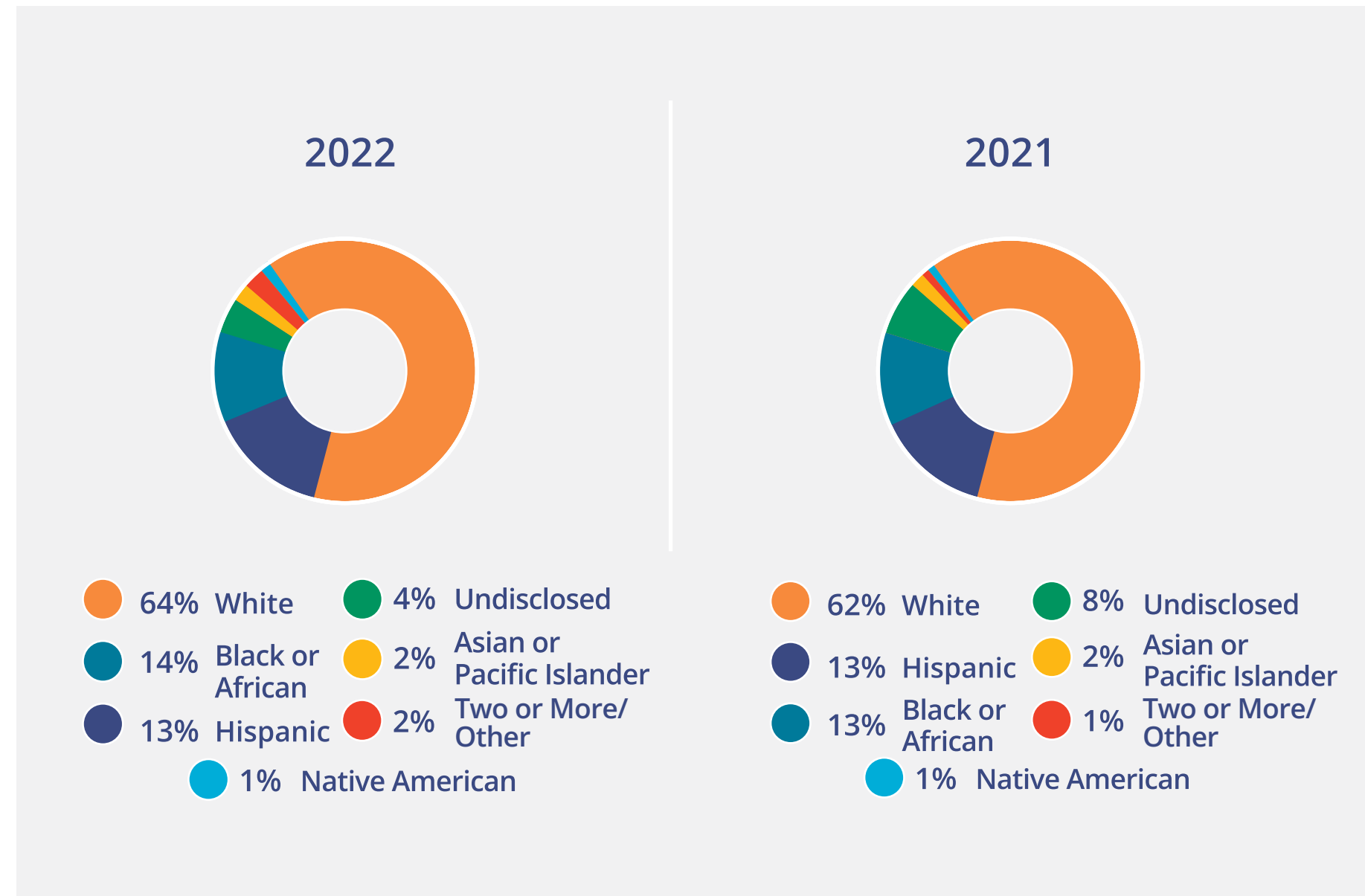
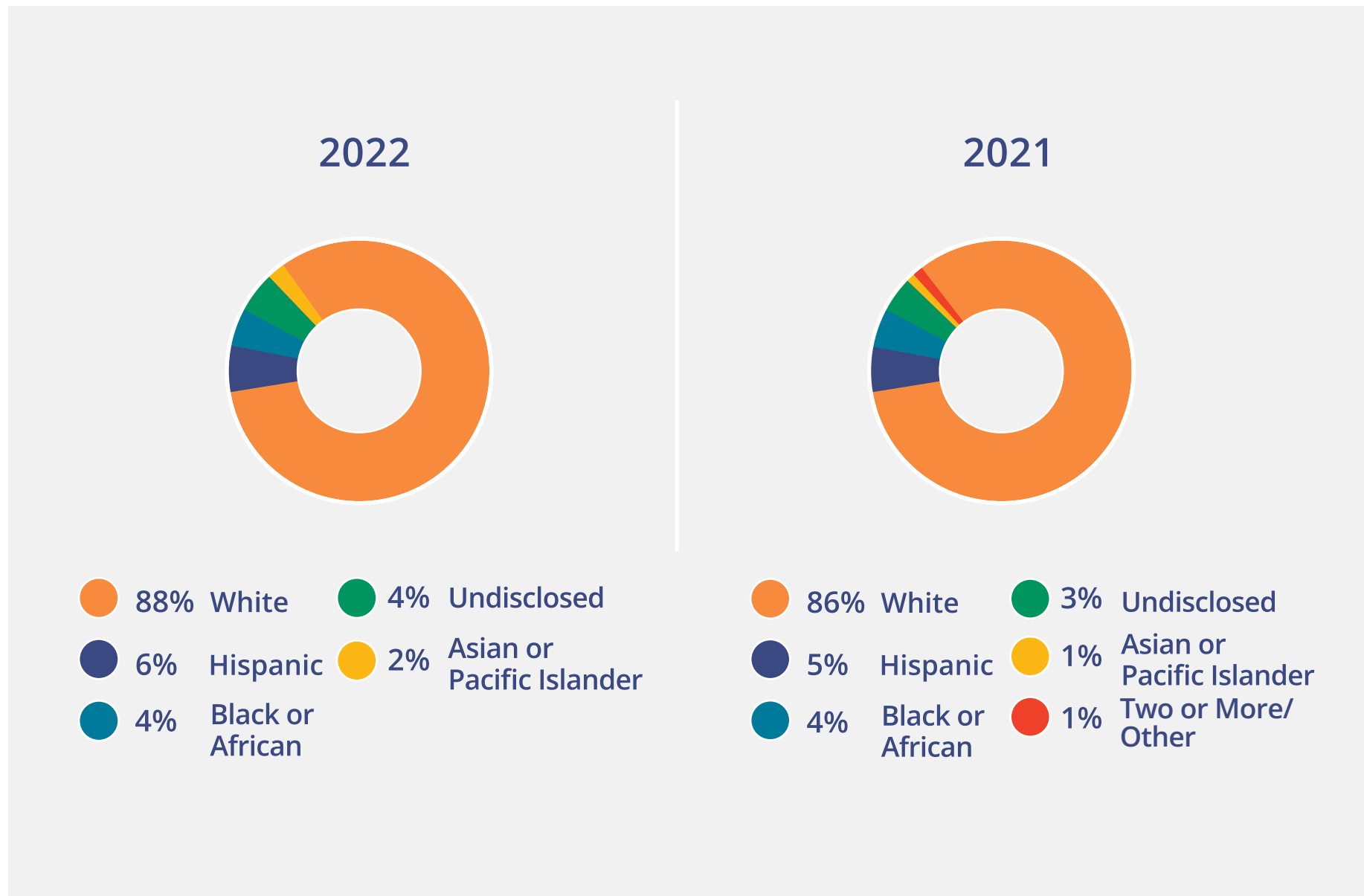


All Other Team Members



2% increase in percentage of females in management roles and 1% increase for all Team Members

ETHNICITY DEI METRICS



1% increase in reported ethnicity in management and 2% increase in reported ethnicity in all Team Members

Together, we are #OneSavage.

As part of our continuing DEI journey, we formed a DEI Action Council in 2021. Comprised of approximately 60 Team Members from across our company, the Council is tasked with strengthening our culture of diversity and promoting equity and inclusion. The DEI Action Council developed our DEI roadmap and we've made a number of advances in 2022, including:

- Launched our *Elevating Women at Savage* initiative
- Recommended Team Member paid parental and military leave
- Executed strategies to increase diversity in hiring, including targeted billboards and industry publications, and expanding our external network
- Translated benefits and training documents to Spanish and French
- Shared DEI information in monthly communication toolkit for leaders to keep DEI initiatives top of mind, including topics such as unconscious bias
- Celebrated the diversity of our Team Members through creation of a DEI video

Women in Trucking

Many of our women drivers are active in the *Women in Trucking Association (WIT)*, a not-for-profit organization formed to encourage the employment of women, promote their accomplishments, and minimize obstacles faced by women in the industry. Since its inception in 2007, *WIT* has been committed to sparking conversations around gender diversity in the industry, drawing attention to key issues, showcasing success stories, and ultimately increasing the number of women in transportation.



Community Investment & Involvement

Making a difference is embedded in who we are as a company. We apply the same passion and approach to working with our Customers and through our efforts to support positive change in the communities where we live and work. Our focus areas for company giving and involvement include education, veterans and military families, and community health and safety. Through *Savage Cares*, we provide volunteer service and support to many charitable and community organizations.

Savage-Hillcrest Impact Network for Education (SHINE)



Started in 2021, SHINE, a partnership between Savage, Hillcrest High School, Canyons School District, and United Way of Salt Lake's Promise Partnership Regional Council, has helped make a difference for Hillcrest High School students, their families, and the Midvale community. Hillcrest High School is a socio-economically diverse public school of approximately 2,000 students, with over 40% of the student body living below the poverty line. SHINE helps to equip students with resources to thrive through the following programs:

- **Hillcrest Free Market** – a community hub at the school that provides free food, supplies, and resources for Hillcrest students and their families, to help ensure they have basic needs met so students can go to school ready to learn.
- **Career and Technical Education Pathways**, including Transportation Technology and Business Management and Accounting – a network to help prepare students to begin careers or pursue additional technical education in these fields when they graduate high school.

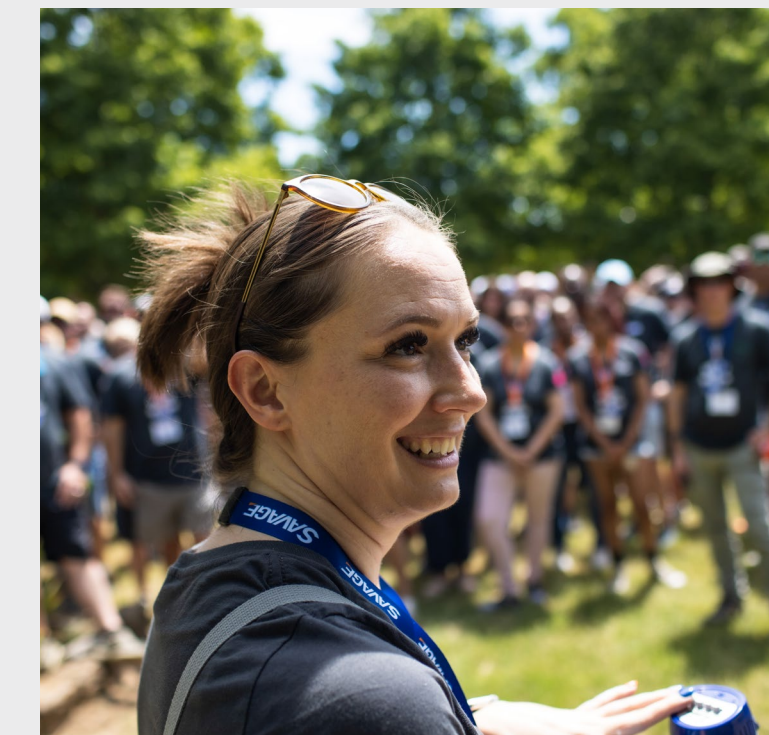
United Way



Team Members at our Service Support Center reached 20 consecutive years of 100 percent participation supporting communities in partnership with United Way of Salt Lake. Our CEO, Kirk Aubry, has been on the United Way of Salt Lake's board of directors for 8 years and is the current Board Chair.

Friends of Shelby Park

Leaders from throughout the company and their guests helped with environmental restoration, community center enhancements, grounds beautification, and construction at Shelby Park and Bottoms in Nashville, Tennessee at our 2022 Savage Leaders Forum. In one short afternoon, the team of about 400 Savage Team Members and family members tackled 1,260 acres of cleanup and landscaping enhancements; picnic table, fencing, and trash bin holder construction; and assembly of Park Explorer kits and seed packets.



Supporting and Honoring Our Military



Team Members continued the tradition of honoring our veterans with Wreaths Across America in December 2022, a national day set aside to lay wreaths in the places we remember and honor our veterans. Team Members laid 1,540 wreaths on graves where volunteers read the person's name out loud in memory of their service. We also continued our financial support to the Utah Veterans Alliance to help provide needed resources for veterans.

United Way Day of Caring



Team Members at our Utah-based Service Support Center took part in the annual United Way Day of Caring at Kostopulos Dream Foundation/Camp Kostopulos (Camp K) with United Way of Salt Lake. This event allowed us to show our appreciation for the work Camp K does to enrich the development of people of all abilities, and it

lets our team make a difference. In an effort to maintain and beautify the camp, we reinforced fences, decks, and boardwalks, as well as cleaned the pond, horse stalls, and storage sheds so children and adults can enjoy a cleaner and safer experience at Camp K.

Great Leaps Reading Fluency Program

Savage partners with United Way of Salt Lake and Midvale Elementary to support students participating in the Great Leaps Reading Fluency Program, a comprehensive reading and language program. Midvale Elementary is a dual immersion school (English/Spanish) with over 700 students, 50% of which come from Spanish-speaking homes. Savage Team Members volunteer weekly to help Midvale Elementary students improve their reading fluency and comprehension by practicing their reading skills to help provide needed reading assistance.



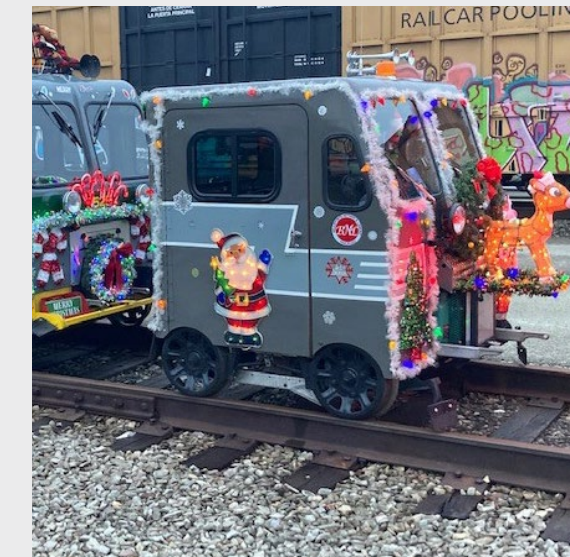
Maine Emergency Management Agency (MEMA) and Department of Environmental Protection (DEP)



We're committed to keeping our communities safe. Team Members, along with five other transportation companies, participated in MEMA and DEP's hazardous materials tank trailing rollover class. Transportation Manager Scott Clark and Safety Specialist and Driver Roger Harmon instructed nearly 80 first responders on the characteristics of an FRP trailer, which typically hauls hydrochloric acid or sodium hypochlorite.

Marine Toys for Tots Foundation

Team Members helped safely collect unwrapped toys for children in need in mini-railcars along a 17-mile route throughout Westmoreland County, Pennsylvania with the National American Railcar Operators Association, a non-profit dedicated to the preservation, restoration, and safe and legal operation of railroad equipment use for maintenance purposes. Team Members also helped monitor the railcars being set on and off the track to provide a safe and secure place for the group of rail speeder cars to access the Carload Express tracks.



Tooele Education Foundation



Savage contributed \$10,000 to support construction of the Tooele Education Foundation's Learning Lodge at the Ophir Canyon Education Center, which provides educational and recreational opportunities for students, teachers, and the general public in the Tooele County School District, in Utah.

ENVIRONMENT





We expect our people to be progressive, relentlessly seeking improvement—asking the question, “How can we become better tomorrow than we are today?”

– *Savage Vision & Legacy*

Environmental Stewardship

We have an obligation to leave the world better than we found it, and we believe that means considering environmental stewardship and assisting in a responsible energy transition. Whether designing a full solution, or purchasing new equipment, environmental considerations are part of the criteria we use to make decisions. Our Customers trust us as a vital component of the supply chain, always with a focus on environmental stewardship in mind. We strive to minimize the impact of our operations on the environment, not just because it’s good business but because it’s the right thing to do.

We strive to *Find a Better Way* to strengthen supply chains. Every year, Savage moves or manages millions of tons of critical products for our Customers. The materials we manage every day directly benefit consumers throughout the United States and around the world.

Climate Risk Management

Our commitment to being a responsible and trusted supply chain partner resonates across multiple industries. We actively work to identify and mitigate climate-related risks and impacts across the full lifecycle of our business activities. This includes increasing risk awareness in the short, medium, and long-term. We integrate climate-related considerations into key business planning and our annual enterprise risk assessment and management process. We evaluate these risks and opportunities in three categories:



TRANSITIONAL

relates to changing market forces and consumer preferences, including how industries must adapt their business activities and investments to mitigate carbon emissions.



REGULATORY

results from legal, regulatory, policy, and liability actions associated with climate change.



PHYSICAL

impacts to the physical environment include acute, event-related, and chronic or progressive risks caused by the effects of carbon emissions released into the atmosphere. Examples include extreme weather events including abnormal temperatures, floods, and destructive storms as well as changes in weather patterns.

As part of our risk assessment process, we evaluate the various potential transitional, regulatory, and physical risks to our operations due to climate change. The following table outlines these potential climate-related risks and financial impacts, as well as our mitigation opportunities and current action plans. Our assessment continues to evolve as we monitor overall demand for our supply chain solutions.

TYPE OF RISK	CLIMATE-RELATED RISKS	POTENTIAL FINANCIAL IMPACTS	MITIGATION STRATEGIES / OPPORTUNITIES	CURRENT HIGHLIGHTS / ACTION PLAN
TRANSITIONAL	Increasing consumer preferences for lower-carbon products / services	Decreased revenues due to reduced demand for products / services	<ul style="list-style-type: none"> • Diversification and business composition adjustments, including expanding into environmental and agricultural solutions • Investments in renewable energy assets and services, with a current focus on expanding access to renewable fuels 	<ul style="list-style-type: none"> • Invested over half a billion dollars in the renewable fuels space • Regularly work with Customers to move product from truck to rail, resulting in reduced emissions (see Page 34) • Educate Customers on new lower emissions solutions, including hybrid equipment • Provide services that regularly strengthen the entire value chain for the supply, production, and distribution of renewable diesel and biodiesel (see Page 35)
REGULATORY	Legal, regulatory, policy, and liability actions associated with climate change	Limited access to capital and increased compliance and operating costs	<ul style="list-style-type: none"> • Regularly monitor laws and regulations, including those related to GHG emissions that impact our and our Customers' operations • Voluntarily pursue efforts to reduce our GHG emissions and other environmental impacts across our value chain • Pilot renewable projects, such as electric trucks and hydrogen vehicles 	<ul style="list-style-type: none"> • Conducting a carbon intensity analysis on our soybean crushing facility being constructed in Kansas • Expanded waste management business to help Customers responsibly manage waste byproducts • Improving handling efficiency, while reducing fuel consumption and GHG emissions in our operations (see Page 36) • Implemented pilot programs with next generation, low emissions vehicles in certain geographies
PHYSICAL	Increased frequency and severity of extreme weather events	Increased capital expenditures and insurance costs; Interruption of operations and damage to assets	<ul style="list-style-type: none"> • Consider ways to incorporate climate science in our business planning for our Agriculture Sector • Diversify suppliers and geographical areas • Ensure operational planning for facility interruptions and maintain adequate insurance protection for assets 	<ul style="list-style-type: none"> • Implemented a robust storm response plan, which includes pre-staging equipment, evacuation planning, and programs to support our Team Members and Customers during and after a storm • Regularly support and provide technical expertise to farmers implementing regenerative agricultural practices (see Page 9)

Supporting our Customers' Environmental Targets

As we develop customized solutions for our Customers, we work diligently to educate them about environmental impact reduction strategies and longer-term cost savings by utilizing less carbon-intensive services, such as the use of hybrid equipment, rail transport, and ultra-low emissions locomotives:

HYBRID EQUIPMENT¹⁴

23% fuel savings
2% higher productivity
17% higher efficiency

RAIL TRANSPORT¹⁵

1 gallon of fuel can move a ton of goods:
• 30 miles in a truck
• 410 miles in a train

ULTRA-LOW EMISSIONS LOCOMOTIVES¹⁶

70% fuel savings
90% emissions reduction¹⁷
85% noise level reduction
75% higher efficiency

¹⁴Reflects estimated savings using hybrid trucking technology, as compared to conventional trucking.

¹⁵Reflects usage of rail transport of Customer's freight over long distances as compared to conventional trucking.

¹⁶Reflects estimated savings by using our five tier-3 compliant, ultra-low emissions locomotives as compared to conventional locomotives for operations in California, Ohio, and Saudi Arabia.

¹⁷Reflects reductions in both NOx and PM₁₀.

SPOTLIGHT: THE SAVAGE RAILPORT— SOUTHERN IDAHO



Savage's southern Idaho railport, located in Pocatello, is the first intermodal terminal in Idaho and has helped significantly reduce the number of trucks on the road between Pocatello and Salt Lake City, Utah, improving the efficiency and cost-effectiveness of freight transportation in the region.

Since its completion in 2021, the Savage Pocatello railport has helped reduce Customers' carbon emissions and alleviate highway congestion, by providing an "on-ramp" where Idaho producers and shippers can load containers of agricultural products onto railcars, rather than having to truck containers long distances to access rail transport.

Finding a Better Way for our Customers

Driscoll Tophay is a fast-expanding premier alfalfa and forage export business. The company transports more than 4,000 containers of high-volume crop exports, such as alfalfa, a soil conservation crop, from Pocatello, Idaho to Pacific Northwest seaports annually. Driscoll TopHay relies on Savage's railport to help transport these crops safely and sustainably, with lower environmental impact and transportation costs.

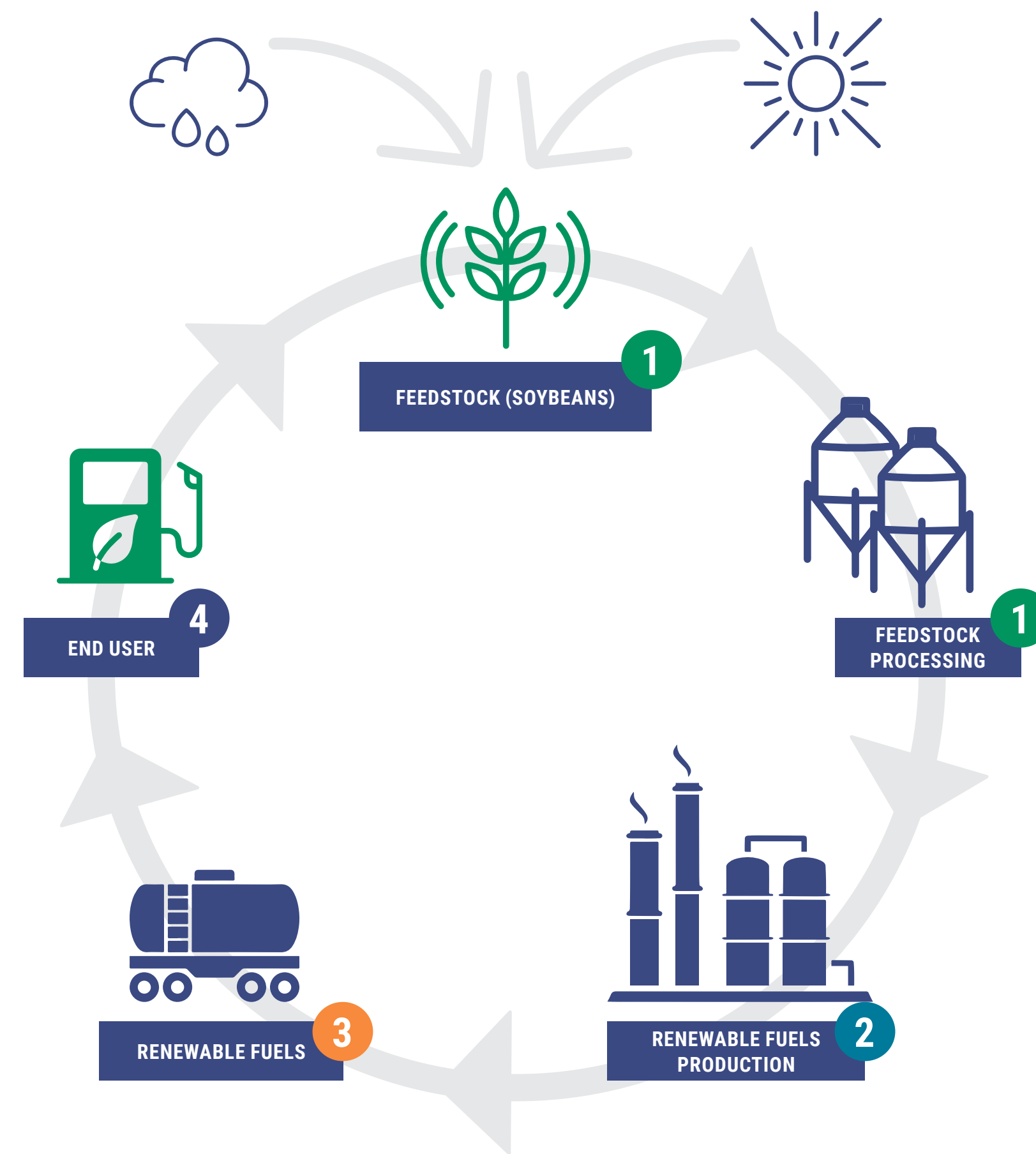


SPOTLIGHT: STRENGTHENING THE RENEWABLE FUELS VALUE CHAIN

From the procurement and handling of raw materials to shipping the final product, Savage strengthens the entire supply chain for the production and distribution of renewable diesel, biodiesel, and sustainable aviation fuel. These fuels are produced from non-petroleum renewable resources such as soybean oil, fats, vegetable oils, waste cooking oils, crop residues, wood, garbage, and other biomass materials, and are more sustainable and better for the environment than traditional fuels. They are also used to meet the federal Renewable Fuel Standard and other state programs requiring a reduction in the carbon footprint of transportation fuels.

A CRITICAL LINK IN THE RENEWABLE FUELS VALUE CHAIN

In 2022, we began construction of a soybean crushing facility in Montgomery County, Kansas, expected to be operational in 2024. Annually, the facility is estimated to crush approximately 49 million bushels of soybeans to produce 539 million pounds and 1 million tons of soybean oil and meal, respectively.



1. FEEDSTOCK PROCUREMENT / HANDLING, PRODUCTION, SUPPLY & MARKETING

We collaborate with multiple Partners to purchase and source feedstocks, such as soybeans converted to soybean oil. Once complete, we'll process certain feedstock through our crushing facility and handle all feedstock logistics and related by-products. We additionally build feedstock aggregation and distribution points.

2. FUEL PRODUCTION & PROCESSING

We design, build, and operate customized facilities to support the needs of our Customers' refineries and other production and processing facilities, focusing on safe and reliable operations.

3. TRANSPORTATION, TRANSLOADING & LOGISTICS MANAGEMENT

We provide transportation management, transloading, storage and terminaling, and other logistics solutions throughout the renewable fuels value chain. We currently manage rail activities for 5 of the nation's 14 active renewable diesel plants.

4. DISTRIBUTION & USE OF FINISHED FUEL

We not only provide design, engineering, and construction of terminal and other assets, driving out inefficiencies and applying best-in-class environmental controls, but also support the distribution and transportation management of the final renewable fuel products.

Emissions, Energy Management & Air Quality

We strive to limit our carbon footprint, emissions, and other environmental impacts, and we know our Customers rely on us as an integral component of their sustainable supply chain. As we work to *Find a Better Way* for our Customers and communities, we have implemented a variety of strategies to reduce our overall environmental footprint:

- Regular fleet updates: 98% reduction in nitrogen oxide (NO_x) and particulate matter (PM₁₀) emissions since 2010 from our diesel engines
- Improved in-cab electronics and implementation of fuel hydrogenation devices: Combined improvements from equipment and resulting driver behavior adjustments have delivered up to 4.5% increase in the average miles-per-gallon efficiency in our vehicles, extended the life of emissions controls equipment, and reduced NO_x and GHG emissions
- Continuous research: Performing various testing on different oil types on specific fleets of trucks to identify ways to improve the life of the equipment and reduce the wear and contamination of the oil
- Piloting new technologies: Researching the impacts of using fully electric locomotives, hydrogen vehicles, class A electric trucks, and renewable diesel/blends in equipment

Savage began adoption of the California Air Resource Board **diesel engine certification** across our fleet in January 2022

Nearly **1 million gallons of renewable or biodiesel used** in our operations during 2022

Our Commitment to Energy Conservation

Our Service Support Center in Midvale, Utah is LEED-certified and demonstrates our commitment to energy conservation and efficient use of natural resources using the latest construction designs and materials. Highlights include:

- LED lighting and the most efficient fixtures and controls for each application
- High-efficiency HVAC and plumbing equipment, such as chillers, boilers, fans, pumps, water heaters, and packaged air conditioning units
- Optimized HVAC and lighting controls with strategies such as duct static pressure reset, supply air temperature reset, intelligent scheduling, and daylighting



We follow the guidance established by the Greenhouse Gas Protocol to track and gather our Scope 1 and 2 GHG emissions. We provide usage data to a third-party who assists in our emissions calculations. In our operations, Scope 1 GHG emissions generally result from diesel and gasoline consumption by our vehicles and equipment (mobile and stationary combustion sources).

The tables below summarize our Scope 1 GHG and air quality emissions of our mobile and stationary combustion sources for the year-ended December 31, 2022:



GHG Emissions – Scope 1	2022
Total fuel consumed in vehicles and mobile equipment (MT CO _{2e})	139,652
% of fuel consumed that is natural gas	Negligible
% of fuel consumed that is renewable	Negligible
Total Global Scope 1 emissions (MT CO _{2e})	140,473

Air Quality Emissions in Metric Tons	2022
Emissions of nitrous oxides (NO _x)	320
Emissions of sulfur oxides (SO _x)	1
Emissions of particulate matter (PM ₁₀)	4

In May 2022, we implemented software to capture our utilities emissions data for our 139 owned or controlled facilities. This is an important step in *finding a better way* and understanding our full emissions inventory baseline.

Our utilities include natural gas, electricity, and district steam. We consume natural gas for heating or drying operations at our facilities (scope 1 emissions), electricity to heat, cool, and power our facilities (scope 2 emissions), and district steam generated by others (scope 2 emissions). For the eight-month period ending on December 31, 2022, our utilities GHG emissions consisted of 34,536 MT CO_{2e} for Scope 1 and 28,313 MT CO_{2e} for Scope 2. Air quality emissions included 27,021 MT of NO_x, 173 MT of SO_x, and 2,185 MT of PM₁₀.

We are sharing our utility emissions data to maintain transparency with our stakeholders, but will continue to improve and refine our utility data collection processes and plan to disclose a full year of utilities-related emissions in 2023.

Waste & Water Management

Waste Management

We're committed to the proper disposal of waste and to recycling, where possible, to keep our environment and waterways clean and safe for our Team Members and the communities in which we live and work. We are involved with a number of organizations which help support us with these initiatives as we strive to *Find a Better Way* to manage waste throughout our operations.

Recycling Post-Use Plastics



Savage has joined the Cyclyx 10 to 90® coalition, working to divert plastics away from landfills and increase plastic recycling rates from 10 to 90 percent. We work to responsibly and safely move and manage over 3.5 million tons of plastic materials (most of

this in pre-consumer pellet form) annually through our network of transload terminals and other sites across North America. New circularity centers in development by Cyclyx will allow a more significant amount of post-use waste plastic to be transformed into usable feedstock than is possible with today's recycling infrastructure – helping create a more circular supply chain.



Operation Clean Sweep

Savage participates in the Operation Clean Sweep® (OCS) program, which follows best practices provided by the American Chemistry Council (ACC) and Plastics Industry Association (PLASTICS) to contain plastic resin and help keep the environment and waterways clean and safe. Currently

participating locations include transload terminals operated by the company in Auburn, ME; Santa Fe Springs, CA; Melvindale, MI; Charlotte, NC; Henderson, NV; New Stanton, PA; Cincinnati, OH; Columbus, OH; Midvale, UT; Doraville, GA; Miami, FL; and at the Savage Gulf Rail facility in San Patricio County, TX.

“We're excited to join Cyclyx and other industry partners, including some of our Customers, to drive innovations that enable more plastic to be recycled and to significantly reduce plastic waste. We hope our supply chain expertise can help create a more sustainable future by modernizing the supply chain for waste plastic and drastically reducing the environmental impacts.

– Kirk Aubry, Savage President & CEO

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The Savage Service Support Center facility management team is striving to reduce the amount of office waste by reusing, donating, or recycling items before they hit the trash, including electronics, packing supplies, and unusable or damaged office supplies

Helping Communities Recover from Hurricanes

Our Team Members quickly responded to help Florida communities recover from damage after Hurricane Ian. We helped residents and businesses clean up storm debris, removed water from streets, basements, and other flooded areas, provided portable toilets, laundry trailers, and shower trailers, and transported damaged materials to our waste treatment and processing facility in Mulberry, Florida to be properly disposed of.

Water Management

Our operations do not require significant use of water. We use water primarily for purposes of equipment maintenance and sanitation. Water is also used in operating and cooling our office buildings and maintaining landscaping.

We recognize that water is one of the world's most precious resources and continue to actively seek ways to do our part and reduce the amount of water we consume. For example, whenever possible, we design, build, and operate facilities to reduce and reuse water. We've also taken action to minimize decorative landscaping and use foliage that requires minimal irrigation.



Finding a Better Way to Mangle Our Water Consumption



The landscaping at our Service Support Center uses a mix of drought-tolerant species. The irrigation system installed uses subsurface drip and surface bubblers to conserve water, and the landscaping is a xeriscaping design.

FORWARD-LOOKING STATEMENTS

Certain information included in this Sustainability Report may constitute forward-looking statements within the meaning of applicable securities laws, including, but not limited to, statements regarding Savage's plans to: move forward with identified climate change opportunities, foster programs regarding diversity and inclusion, and plans to seek opportunities to further integrate sustainability factors into our business. Readers are cautioned not to place undue reliance on forward-looking statements as they are subject to a number of assumptions and known and unknown risks and uncertainties that may cause the actual results, performance, or achievements of the company to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements. The forward-looking statements contained herein are made as of the date of this document. The company assumes no obligation to update or otherwise revise these forward-looking statements, whether as a result of new information, future events, or otherwise.



SAVAGE[®]

SASB INDEX

The SASB framework aims to provide a standard for companies to disclose financially-material and decision-useful ESG information to investors and other stakeholders. The following index maps our performance under each of the relevant suggested disclosure topics for the Air Freight and Logistics and Agricultural Products industries. Other topics disclosed throughout this report beyond the scope of these standards are not reflected in this index.

As our businesses continue to grow and evolve, we expect to advance and refine our disclosures over time. Metrics and disclosures are reported on an enterprise-wide level, unless otherwise indicated. For sector-specific metrics and disclosures, please send questions via our website, www.savageservices.com/contact.

CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE
GREENHOUSE GAS EMISSIONS				
TR-AF-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO ₂ e	140,473 ^{18,19}
TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Qualitative	n/a	Page 36
TR-AF-110a.3	Total fuel consumed in vehicles and mobile equipment	Quantitative	Gigajoules (GJ)	1,994,919
			Metric tons (t) CO ₂ e	139,652
	Percentage natural gas	Quantitative	Percentage (%)	Negligible
	Percentage renewable	Quantitative	Percentage (%)	Negligible
AIR QUALITY²⁰				
TR-AF-120a.1	Emissions of NO _x (excluding N ₂ O)	Quantitative	Metric tons (t)	320
	Emissions of SO _x	Quantitative	Metric tons (t)	1
	Emissions of PM ₁₀	Quantitative	Metric tons (t)	4

¹⁸Represents Scope 1 GHG emissions from our vehicles and equipment only (mobile and stationary combustion sources). Refer to Page 37 for further details on Scope 1 emissions related to utilities.

¹⁹Scope 1 GHG emissions were calculated in accordance with the World Resource Institute's (WRI) Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol), using their pre-built transportation and stationary combustion calculators which utilize emission factors from the U.S. Environmental Protection Agency (EPA).

²⁰Represents air quality emissions related to our vehicles and equipment only (mobile and stationary combustion sources). Refer to Page 37 for further details on air quality emissions related to utilities.

SASB INDEX

CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE
ENERGY MANAGEMENT				
FB-AG-130a.1	(1) Operational energy consumed (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	Page 37
FOOD SAFETY				
FB-AG-250a.1	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	(1) 0.68%, (2) 100% corrective action rate. All non-conformances were classified as minor.
FB-AG-250a.2	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Quantitative	Percentage (%) by cost	Not applicable ²¹
LABOR PRACTICES				
TR-AF-310a.1	Percentage of drivers classified as independent contractors	Quantitative	Percentage (%)	Not applicable ²²
TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative	Reporting currency (USD)	Immaterial for disclosure
EMPLOYEE HEALTH & SAFETY²³				
TR-AF-320a.1	Total recordable incident rate (TRIR)	Quantitative	Rate	1.14
	Fatality Rate	Quantitative	Rate	0.04
	Lost time injury rate (LTIR)	Quantitative	Rate	0.17
SUPPLY CHAIN MANAGEMENT				
TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	Quantitative	Metric tons (t) CO ₂ e per ton-kilometer	Partially disclosed ²⁴
ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN				
FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Qualitative	n/a	Page 9

²¹Savage's Agriculture Sector Tier 1 suppliers consist of producers from which Savage sources raw commodities, which are not eligible for GFSI certification. During 2022, 100% of the product milled at Savage flour mills was certified to a GFSI-recognized food safety program.

²²Wherever possible, drivers are Savage Team Members (not contractors).

²³Excludes data related to our operations in Mexico.

²⁴Refer to discussion of Greenhouse Gas Emissions beginning on Page 36.

SASB INDEX

CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE
INGREDIENT SOURCING				
FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Qualitative	n/a	Page 9
FB-AG-440a.2	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	Percentage (%)	1.34%
ACCIDENT & SAFETY MANAGEMENT				
TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Qualitative	n/a	Page 19
TR-AF-540a.3	Number of recordable, at-fault road accidents	Quantitative	Number	4
TR-AF-540a.4	Safety Measurement System BASIC percentiles ²⁵ for:			
	(1) Unsafe Driving	Quantitative	Percentiles	3%
	(2) Hours-of-Service Compliance	Quantitative	Percentiles	21%
	(3) Driver Fitness	Quantitative	Percentiles	6%
	(4) Controlled Substances/Alcohol	Quantitative	Percentiles	0%
	(5) Vehicle Maintenance	Quantitative	Percentiles	39%
	(6) Hazardous Materials Compliance	Quantitative	Percentiles	53%

²⁵Under the FMCSA Safety Measurement System, a lower BASIC percentile indicates better performance than a higher BASIC percentile. Excludes data related to our operations in Mexico.

TCFD INDEX

We're committed to continuing to increase transparency and alignment of our reporting with the recommendations established by the TCFD. The TCFD has developed voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders. Below is a summary to where these disclosures can be found in this report.

CATEGORY	TCFD RECOMMENDATION	SUPPORTING RECOMMENDED DISCLOSURE	LOCATION OF DISCLOSURE
GOVERNANCE	Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	<i>Our Governance Structure</i> ; Page 14
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	<i>Our Governance Structure</i> ; Page 14 <i>Managing Risks & Opportunities at Savage</i> ; Page 16
STRATEGY	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.	<i>Environmental Stewardship</i> ; Page 32
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	At this time, Savage has not conducted a 2°C or lower scenario analysis. We are, however, committed to continuing to enhance our understanding of climate-related risks and opportunities and the ways in which they impact our business, strategy, and financial planning, and will assess this initiative in the future.

TCFD INDEX

CATEGORY	TCFD RECOMMENDATION	SUPPORTING RECOMMENDED DISCLOSURE	LOCATION OF DISCLOSURE
RISK MANAGEMENT	Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	<i>Managing Risks & Opportunities at Savage; Page 16</i> <i>Environmental Stewardship; Page 32</i>
		b) Describe the organization's processes for managing climate-related risks.	
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
METRICS & TARGET	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<i>Emissions, Energy Management & Air Quality; Page 36</i> SASB Index; Page 41
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	
		c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	We have not yet set climate-specific targets, as we're focused on establishing our GHG emissions baseline and enhancing our approach to ESG data collection. We will continue to evaluate the feasibility and relevance of setting climate-specific targets in the future.

UN SDG INDEX

We recognize our responsibility in the development of sustainable cities and resilient communities and are committed to continuing to make positive contributions towards the UN SDGs across our operations. The SDGs that we align to the most are as follows:

UN SDG	SAVAGE ALIGNMENT
	<ul style="list-style-type: none"> Working with our Customers and growers to create a more resilient farming ecosystem, with a focus on sustainable, traceable, and regenerative agriculture Partnerships with Customers at both ends of the supply chain to cultivate high-level environmental and economically sustainable solutions Partnerships and participation with organizations that advance sustainable and regenerative agriculture, such as Field to Market and U.S. Soybean Export Council
	<ul style="list-style-type: none"> Robust safety and critical risk management programs, with high focus on safety and hazard management in operations, including integration within our S7SM Delivery System Driver safety training and driving safety technology / controls implemented Regular team meetings and organization-wide communications to emphasize safety culture and best practices Routine SH&E site and facility audits Comprehensive Team Member benefits, including paid parental and military leave and development of mental health resources
  	<ul style="list-style-type: none"> <i>SavageU</i> provides various training on topics such as technical and job-specific knowledge & skills, safety, career development, leadership, unconscious bias, data security, business ethics, regulatory compliance, and environment Comprehensive leadership and career development programs DEI Council efforts, including pay equity analysis Human Rights & Anti-Human Trafficking Policy Other company-wide policies, such as human rights and safety <i>Speak Up!</i> Policy and hotline
  	<ul style="list-style-type: none"> Adopting innovative technologies to create customized solutions for our Customers' needs to drive sustainable growth and support the transition to a lower-carbon economy Initiatives to limit consumption and reduce emissions for our Customers as well as within our operations, such as renewable fuel projects, piloting innovative solutions, transitioning customers from truck to rail, and use of cutting edge emissions reduction technologies Strengthening the entire biodiesel, renewable diesel, and sustainable aviation fuel value chains Consideration of climate-related risks and opportunities in enterprise risk management system Obtaining baseline emissions data to trend and plan to establish reduction initiatives / targets. Plans to continue expanding sustainable procurement initiatives Increasing focused on supporting a circular economy and expanding waste management and recycling initiatives