

MAKING A DIFFERENCE





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MESSAGE FROM OUR CEO



There's
a better
way—
find it."

– Neal Savage

To Our Stakeholders,

Our founders — Kenneth, Neal, and Luke Savage — built this company to continue for future generations. In business for 78 years, we've become a global provider of supply chain infrastructure and solutions, moving and managing materials that matter so our Customers and Partners can **Feed the World, Power Our Lives, and Sustain the Planet**. We remain committed to living and leading according to the values in our *Vision and Legacy: Do the Right Thing, Find a Better Way, and Make a Difference*.

Creating sustainable supply chains and a more circular economy requires connection, collaboration, and commitment. Working with our many stakeholders, we're leading the way — from building out rail infrastructure that takes trucks off the road to optimizing North America's renewable fuels supply chain. Notably, we're nearing completion on the construction of a new soybean crush plant in Southeast Kansas (U.S.). The crush plant will provide an important source of feedstock for producing renewable fuels, food products, and animal feed. We're also working with partners to develop sustainable solutions for farmers and food producers, and supporting emerging markets for renewable diesel, biodiesel, and sustainable aviation fuel.

Additionally, we're focused on advancing our own sustainability. This includes increasing the efficiency of our equipment and facilities, reducing waste and recycling, and progressing on a path to continually improving environmental performance across our operations. Through our *One Savage* initiatives, we're also making a difference by creating a culture where all of our Team Members are valued, trusted

and respected. And through our *Savage Cares* community engagement and volunteerism, our team is making a positive impact for neighbors in need, with a focus on education, veterans and military families, and community health and safety.

We appreciate the opportunity to work with so many outstanding people and organizations. As we continue to grow with our Customers, we'll stay focused on sustainable supply chains and responsible growth. And by working together, we'll continue to achieve shared success and keep **Making a Difference**.



Be safe,

Kirk Aubry
PRESIDENT AND
CHIEF EXECUTIVE OFFICER

ABOUT SAVAGE

Founded in 1946, Savage is a global provider of supply chain infrastructure and solutions for our society. We're always evaluating our Customers' supply chains to help create safe, sustainable, and reliable solutions that meet their needs and fulfill the purpose of our company. Whether handling food-grade products, renewable diesel, or other commodities, everyday, more than 4,000 Team Members in about 200 locations around the world use ports, terminals, trains, trucks, and boats to *Make a Difference* by moving and managing 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.savageco.com.

OUR 2023 AWARDS & RECOGNITION



Military Friendly® Employer
Gold (5th consecutive year to receive a Military Friendly® designation)

Certified Evergreen®
company by
Tugboat Institute®

CERTIFIED



EVERGREEN®



Women In Trucking
Top Company for Women to Work For in Transportation



Wasatch Front (Utah)
Top Workplaces

Gallagher
Best-in-Class Employer



WHAT MAKES US DISTINCTIVE	HOW WE CREATE SUSTAINABLE VALUE
---------------------------	---------------------------------

How We Go to Market

We go to market under two brands:

1. **Savage**, our enterprise, energy, and infrastructure brand (Infrastructure Sector)



2. **Bartlett**, a Savage Company, our agriculture brand (Agricultural Sector)



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**.



TEAM



SOLUTIONS



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**.



DO THE RIGHT THING



FIND A BETTER WAY



MAKE A DIFFERENCE

Our People

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



REWARDED



TRUSTED



SUPPORTED

HOW WE CREATE SUSTAINABLE VALUE

Our Sustainability Strategic Priorities

ENVIRONMENTAL

- Create premium agriculture and infrastructure supply chain solutions that responsibly advance sustainability
- Utilize safe, efficient, and sustainable equipment to improve environmental performance

SOCIAL

- Protect Team Members, Communities, and Customers through our Safety, Health, & Environment (SH&E) culture and proprietary delivery systems
- Strengthen communities by supporting education, veterans and military families, and community health and safety
- Foster engagement through **Team Member Experience (TMx)** and **One Savage** 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

Our Sustainability Disclosure Topics

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

Health & Safety*
 Food Safety*
 Community Investment & Involvement
 Team Member Engagement & Inclusion

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

UN SDG Alignment¹



*These topics represent 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. The remaining topics included are considered priority areas for our business operations and stakeholders. For further details, see Frameworks for Our Sustainability Report on [Page 42](#).

¹Represents our alignment with the United Nations Sustainable Development Goals (UN SDGs). See UN SDG Index on [Page 48](#) for further details.

**Soybean Crush Plant
Construction: A Critical Link
in Advancing Renewable Fuels**

Bartlett, a Savage Company, is constructing a new soybean crush plant in Montgomery County, KS (near Cherryvale), which will be one of the leading soybean processing facilities in the U.S. Set to handle up to 45 million bushels of soybeans annually, the plant will play an integral role in helping to *Feed the World, Power Our Lives, and Sustain the Planet*. The facility will process soybeans into feedstock for refined vegetable oil, animal feed, and renewable transportation fuels, helping to drive economic development in Southeast Kansas and create more than 50 permanent jobs. The facility received its first truckloads of soybeans in February 2024 and is expected to be fully operational in Q3 of 2024. The plant is anticipated to help reduce greenhouse gas emissions by over 400,000 tons annually, while delivering up to 65 million gallons of renewable fuels feedstock for biodiesel, renewable diesel, and sustainable aviation fuel.



photo credit: Andy Taylor, Montgomery County Chronicle

OUR 2023 SUSTAINABILITY HIGHLIGHTS

0 DATA SECURITY
BREACHES

400,000+
ACRES
OF LAND IN OUR AGRICULTURE
SUSTAINABILITY PROGRAMS

>10 YEARS OF AVERAGE
TENURE FOR TOP
10 CUSTOMERS



FAVORABLE RATINGS
OF **76% (ENGAGEMENT)**
AND **75% (BELONGING)**
FROM OUR ANNUAL TEAM
MEMBER SURVEY



REDUCED OUR
TOTAL RECORDABLE
INCIDENT RATE (TRIR)
BY **34%** OVER THE
LAST FIVE YEARS

OVER
46,000

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



1.35 MILLION GALLONS
OF BIODIESEL USED
IN OUR OPERATIONS



LAUNCHED **5**
AGRICULTURAL
PILOT PROJECTS
TARGETING
ENVIRONMENTAL
IMPACT AVOIDANCE/
REDUCTION

“

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

– Savage Vision & Legacy



Our Sustainability Strategy

Our strategic approach to creating sustainable stakeholder value is embedded in our mission.

We develop supply chain solutions that create lasting value for our Customers, while also actively measuring and monitoring our own performance. Many of our systems and processes support both our mission and our sustainability efforts.

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. This is underscored by our **Team Member Experience (TMx)** initiative. We ensure

our Team Members are rewarded with competitive pay and growth opportunities, empowered to *Do the Right Thing*, and supported with career development and opportunities to *Make a Difference*. Further information on how we invest in our Team Members can be found [on our website](#).



Solutions



Our Customers count on us to bring solutions that add value – day in and day out. The Savage SystemSM is designed to create value when we first partner with

Customers, as we deliver results, and as we look for ways to elevate value for our Customers.

OUR PROCESS FOR DELIVERING VALUE TO OUR CUSTOMERS AND PARTNERS



We elevate the value we bring to Customers by finding a better way

We deliver reliable and sustainable solutions through our delivery system

We seek to understand our Customers' needs to design and create customized solutions.

Results



Our Customers count on us to deliver results consistently, reliably, and safely. Our delivery systems, including S7SM, give us a quality assurance operating framework to do just that. We've optimized our operating systems to consistently deliver high quality results. Delivering professional, safe, sustainable, and reliable value to Customers is at the heart of our delivery and quality management approach. Our teams are professionally trained to use our proprietary frameworks – 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 in their supply chains.

S7SM DELIVERY SYSTEM

Further information on S7SM can be found at www.savageco.com.





FEED THE WORLD



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.

 **100%**
of soy exports were issued a certificate of sustainability²

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 **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.



We measure the following sustainability metrics via our **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

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 to offset supply chain risk, reduce GHG emissions, and improve soil conservation and carbon sequestration. During 2023, we:

- Launched multiple pilot projects to promote regenerative agriculture and reduce emissions (see [Page 11](#) for further details).
- Partnered with Campbell Soup Company on a sustainability project aimed to benefit North Carolina wheat producers and the environment (see [Page 35](#) for further details).
- Announced the exploration of a joint venture in soybean crush and grain origination and export with South Korea-based POSCO INTERNATIONAL and Bartlett.
- Entered into a strategic partnership with Azure Sustainable Fuels to accelerate Azure's plans to produce sustainable aviation fuel by 2027³.

²Certificate of sustainability was in accordance with guidelines from the U.S. Soybean Sustainability Assurance Protocol.

³Jason Ray, President, Infrastructure Sector at Savage, also joined Azure's Board of Directors.



POWER OUR LIVES

SAVAGE

We're improving access to more eco-friendly freight transportation through expansion of the Savage Transload Network of more than 50 multi-commodity, rail-connected transload terminals that we own or operate across North America.

We support our Customers by creating customized, safe, and efficient solutions that help them responsibly manage or lower their emissions.

Reduced fuel costs, emissions, and traffic congestion



U.S. TRANSPORTATION GHG Emissions⁵

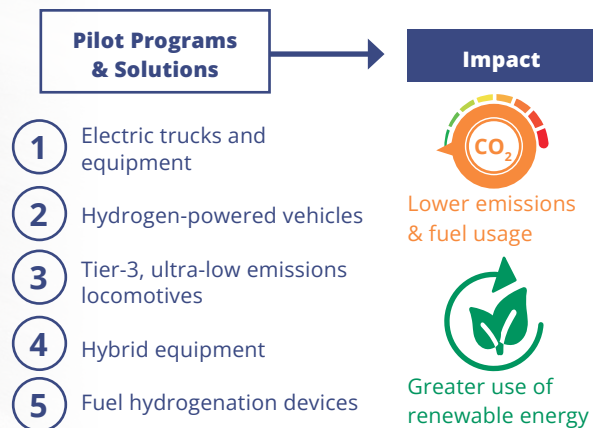


■ Rail 2%
■ Other modes of transport

Providing Key Links in Our Customers' Supply Chains

In 2023, Savage completed the final touches on our Silver Bow transload terminal in Montana, an innovative end-to-end supply chain solution developed to serve a mining Customer. Savage helps provide the supply chain to move containers of sulfide concentrates from a Jefferson County, Montana mine to Nevada mines. Sulfides are extracted from tailings from prior mining activities, loaded into Nevada-bound railcars at our transload terminal near Butte, MT, and repurposed into fuel. This process helps eliminate a potential source of water pollution, as our Customer works to return the land to pre-mining conditions, and reduces emissions by using rail and limiting the amount of trucking required.

We continue to invest in innovative solutions to reduce both our environmental impact, as well as our Customers' as follows:



⁴Based 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 operated near major hubs, product would need to move via truck direct to market.
⁵Based on 2021 statistics from the EPA, Fast Facts: U.S. Transportation Sector GHG Emissions 1990-2021, June 2023; <https://www.epa.gov/greenvehicles/fast-facts-transportation-greenhouse-gas-emissions>.



SUSTAIN THE PLANET



We participate in various programs to ensure we properly reuse, recycle, and dispose of waste and reusable materials⁶.



Contributing to a Safe Chemical Supply Chain

For decades, Savage’s transload network has participated in the American Chemistry Council’s (ACC) Responsible Care[®] program. To improve alignment, we’ve incorporated the Responsible Care[®] standards into S7SM, our quality assurance program, to ensure safe chemical management throughout the chemical supply chain.



We are actively participating in the energy transition.

We participated in the 2nd Annual Conservative Climate Summit, hosted by U.S. Congressman John Curtis at Utah Valley University in Orem, Utah. The summit provided an opportunity for meaningful discussion about bipartisan solutions for climate issues. Savage presented in a breakout session to discuss innovation and emissions reductions, together with the head of sustainability disclosures policy at Amazon.

⁶See Page 39 for further information on these organizations.

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



We launched multiple pilot projects to advance regenerative agriculture, while reducing Scope 3 emissions.

As part of our commitment to advancing regenerative agriculture practices, we’ve launched five pilot projects investing in regenerative practices aimed at reducing and eliminating Scope 3 GHG emissions and enhancing soil organic carbon levels, while improving farmer livelihoods. Under these projects, we work with our supply chain partners to understand the emissions of raw commodities within specific supply chains and track key performance indicators and engage third-party measurement, reporting, and verification partners to quantify the environmental impacts and provide environmental assets to project stakeholders. These practices, overseen by our on-staff certified crop advisors, involve implementing and troubleshooting various practices, such as cover cropping, reduced tillage, and nutrient management.

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 cultivating the trust of our Customers, Team Members, and other stakeholders. Savage’s corporate governance principles are part of our values-based, performance-driven culture. Our governance framework revolves around the values in our *Vision and Legacy* that have shaped our journey over our 78-year history.

Board Diversity

We’re committed to a diverse board and leadership team, reflecting our Customers, Team Members, and the communities we serve. Our diverse board members bring varied backgrounds and experiences, which enriches our perspectives and practices.

Our Board at a Glance⁷



Our Governance Structure

OVERSIGHT	<p>Board of Directors (board) Comprised of 10⁷ members with deep industry and leadership expertise</p>	<ul style="list-style-type: none"> • Provides strategic guidance and oversight over business strategy, risk, and opportunity management, and overall company performance.
STRATEGIC DIRECTION	<p>Enterprise Leadership Team (ELT) + Group Leaders, Unit Leaders & Team Leaders Comprised of our senior enterprise, operating, and shared services leadership teams</p>	<ul style="list-style-type: none"> • Provides strategic direction and leads the business, including sustainability matters and endeavors. • Manages and prioritizes relevant business risks and opportunities.
INTEGRATION & IMPLEMENTATION	<p>Sustainability Committee Cross-functional leadership team</p>	<ul style="list-style-type: none"> • Evaluates risks and opportunities and identifies ways to enhance existing sustainability strategy. • Executes and integrates sustainability projects or helps advise and guide implementation while routinely reviewing performance.
OPERATIONAL EXCELLENCE	<p>Team Members + Delivery Systems Over 4,000 Team Members</p>	<ul style="list-style-type: none"> • Assesses sustainability-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 sustainability-related targets.

⁷Board composition as of December 31, 2023.

“

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

– *Savage Vision & Legacy*

Business Ethics

2023 Highlights

TEAM MEMBERS COMPLETED

3,819

**ANTI-CORRUPTION AND BRIBERY
POLICY ACKNOWLEDGMENTS**



**ALL OF OUR TEAM MEMBERS ARE REQUIRED
TO SIGN** OUR TEAM MEMBER HANDBOOK
TO ACKNOWLEDGE OUR ETHICS AND
COMPLIANCE-RELATED POLICIES

Our dedication to maintaining the highest standards of integrity, ethical business conduct, and *Doing the Right Thing* is embedded within our policies, tools, and resources, including our:




- Team Member Handbooks, which integrate our Standards of Conduct
- Safety, Health & Environmental Policy Statement and Manual
- Internal Controls
- Equal Employment Opportunity Policies
- Team Member Engagement & 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

Managing Risks & Opportunities at Savage

Effectively managing risk is fundamental to our commitment to creating long-term value and *Making a Difference* for our Customers and Partners. Our proactive approach implements an enterprise risk management (ERM) framework to identify, evaluate, and monitor financial and operational risks, including climate-related risks and opportunities (see [Page 33](#) for further details). Key elements of our ERM framework include:

- Appropriate and effective internal controls
- Effective internal audit capability to mitigate identified priority risks
- Financial risk management strategies
- Assignment of ownership of key risks and mitigation action plans
- Annual board report on our enterprise risk assessment and management program, which includes sustainability considerations

Identified Risks & Opportunities are Prioritized According to:

1.  **Impact to business**
2.  **Likelihood of occurrence**
3.  **Management preparedness**

Internal Supply Chain Management

We aim to collaborate with best-in-class suppliers who align with our safety and sustainability-focused values, with the ultimate goal of passing 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 onboarding and is expected to follow these core practices every day.

The Supplier Code of Conduct encompasses the following four principles:

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

As part of our effort to *Make a Difference*, we're currently building a long-term procurement strategy, including systems to collect and assess supplier information (including sustainability-related data) to enhance compliance and best practices. In 2023, we updated processes, procedures, policies, and requirements to roll out a new procurement and expense platform. We launched and provided training on the new platform for our Team Members in early 2024. In conjunction with implementing new systems, we've updated our purchase card and expense policies, programs, and controls to ensure compliance. We're also changing our travel vendor and will have better visibility for tracking travel-related Scope 3 emissions with our new vendor.

Information & Cybersecurity

Savage’s in-house Information Technology (IT) team proactively anticipates and manages the evolving cybersecurity landscape. Our commitment to safeguarding our data along with our Customers’ is embedded 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.

2023 Information & Cybersecurity Highlights

**ZERO
DATA SECURITY
BREACHES**



**ADVANCED OUR
TECHNOLOGY
INITIATIVES**



We employ comprehensive measures to leverage best practices in protecting our data, physical IT assets, and systems, while also enhancing awareness of potential threats. These measures include:

- **Cybersecurity log** to track threats/vulnerabilities, remediations, and change management records
- **Multi-layered protection approach using cutting-edge software tools** to continuously scan and block threats, including a regular external IP scan
- **Internal and external third-party cyber penetration tests**
- **Comprehensive Incident Response Plan**
- **Phishing tests for all Team Members** and remediation training, for applicable individuals
- **IT security awareness and phishing newsletter** for all Team Members
- **Cybersecurity Council meetings** with executive leadership participation to discuss risk updates, policy changes, IT project status, and key performance indicators
- **Subscription to various cybersecurity and IT publications** to stay abreast of the changing 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 safely move and manage what’s essential to their business. Health and safety form a core component of our culture and how we bring value to our Customers.

2023 SAFETY HIGHLIGHTS

Team Members Completed More Than:

✓ 33,500 Online Safety Courses

✓ 7,600 On-the-job Safety Assessments

✓ 2,000 Classroom Safety Courses



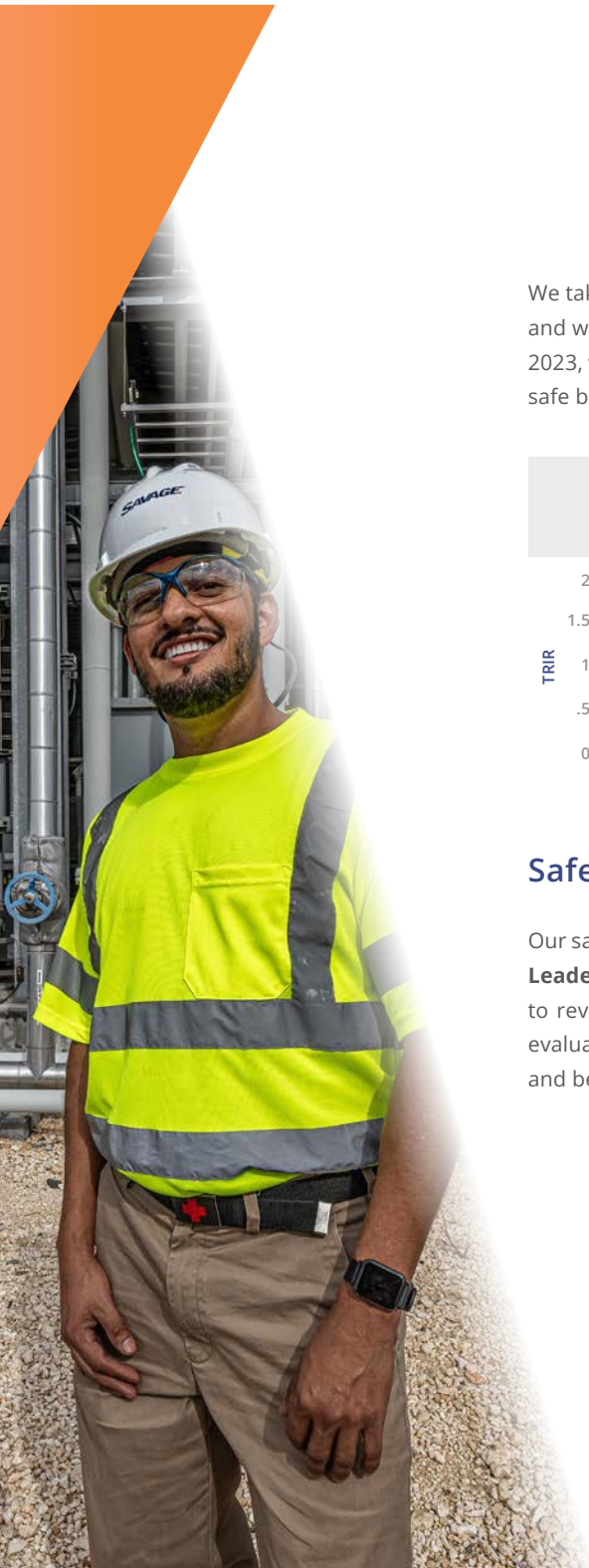
Approximately 26% of our more than 4,000 Team Members have completed our **Safety Specialist** or **Lead Safety Specialist** programs designed to create deep and broad safety ownership and accountability



Reduced our Total Recordable Incident Rate (TRIR) by 34% over the last 5 years

Maintained Industry-leading TRIR rates⁸

⁸Savage’s 2023 average TRIR was lower than 2022 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 2022 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, Industrial Facilities, Trucking, and Rail NAICS industries.



We take proactive measures to ensure the safety of our Team Members, Customers, and the communities in which we live and work. As a result of our efforts to continuously *Make a Difference*, we reduced our TRIR by 34% over the last 5 years. In 2023, we enhanced our safety leadership presence by increasing supervisor and manager visits to field locations to observe safe behaviors and procedures.



For the year ended 2023, our safety metrics were as follows:

Safety Metrics ⁹	Infrastructure	Agriculture	Total
TRIR	1.01	1.31	1.01
Fatality Rate	0	0	0
Lost Time Injury Rate	0.11	0.30	0.14

Safety-Driven Leadership & Keeping Safety Top of Mind

Our safety culture exists throughout all levels of our organization and begins with the tone set by our leadership. Our **Safety Leadership Council**, comprised of our enterprise leaders, business unit leaders, and SH&E management, meets regularly to review key safety performance indicators identified through our S7SM delivery system. They analyze trends, critically evaluate performance, proactively plan and implement corrective actions, exchange insights from incident investigations and best practices across operations and SH&E leadership, and oversee advancement in company-wide SH&E initiatives.

⁹Excludes data related to our operations in Mexico.

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

- Hazard and Analysis Prevention System
- Fitness for Duty policy
- 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

- **65-member** safety team
- Average of **14 years of SH&E experience** per Team Member
- Combined **15 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.

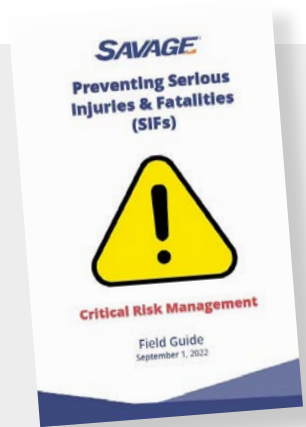


As part of implementing our delivery systems, our SH&E teams ensure a uniform application of our leading-edge SH&E practices across all our operations. We are committed to maintaining the technical expertise of our safety team and our collaborative safety culture. Through our **Safety Specialist** program, Team Members have an opportunity to participate in additional targeted safety trainings. 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.



Critical Incident Risk Management

Savage proactively works to prevent and prepare for any critical risks to prevent serious injuries and fatalities. Our **Critical Risk Management (CRM)** program sets forth our policies and procedures on identifying and controlling high-risk hazards. As part of this program, we provide a comprehensive Critical Risk Management Field Guide to ensure our Team Members are thoroughly trained on CRM. We have additionally integrated our risk register into our delivery systems, which serves as a central source of information cataloging the hazards specific to each phase of an operation and established safety risk mitigation controls. 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.



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.

Keeping Safe on the Road

We use training, technology, and feedback to improve safety in the communities where we work and for our teams. We deploy cutting-edge technology to improve safety and performance for our drivers, including tracking systems for vehicle locations and driving behaviors¹³, advanced fatigue management systems, driver-assist systems, including collision mitigation, lane-departure technology, and active braking technology, and comprehensive in-cab electronics, such as cameras and telematics monitoring systems.

¹⁰The 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.

¹¹Under the FMCSA Safety Measurement System, a lower BASIC percentile indicates better performance than a higher BASIC percentile. These percentiles represent a sector-weighted company average of driving performance data reported by the FMCSA and exclude data related to our operations in Mexico.

¹²A 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.

¹³Driving behaviors tracked include speeding, harsh braking, rapid acceleration, and seat belt usage.

Our Driving Performance

For 2023, our driver safety metrics reported by the Federal Motor Carrier Safety Administration (FMCSA)¹⁰ were as follows:

Safety Measurement System BASIC Percentiles ^{11,12} :	Company Total
Unsafe Driving	1%
Hours of Service Compliance	6%
Driver Fitness	1%
Controlled Substances/Alcohol	0%
Vehicle Maintenance	80%
Hazardous Materials Compliance	1%

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

S

SAVAGE DRIVERS

WELL RESTED • SAFETY FOCUSED • DISTRACTION FREE

P

PLAN AHEAD

PLAN TRIP • ESTABLISH ROUTE • CONDUCT INSPECTIONS
• SECURE CARGO • ORBIT VEHICLE (ONCE 'ROUND BEFORE I TAKE OFF)

A

ANALYZE SURROUNDINGS

CREATE A 360-DEGREE CIRCLE OF VIEW • LOOK 16 SECONDS AHEAD
• SCAN MIRRORS EVERY 8 SECONDS • KEEP EYES MOVING EVERY 2 SECONDS • CLEAR INTERSECTION BEFORE ENTERING

C

COMMUNICATE WITH OTHERS

LIGHTS • HORN • SIGNALS • EYE CONTACT • AVOID BLIND SPOTS

E

EXECUTE SAFE DRIVING

SEAT BELTS • 4-6 SECOND FOLLOWING DISTANCE
SPEED CONTROL • TURNS & CURVES • AVOID BACKING
• ALLOW AN ESCAPE PATH • AVOID CLUSTERS

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 while setting 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, and *SPACE Defensive Driving* program



One Savage: Team Member Engagement & Inclusion



Our Team Members are the heart of our success and play a critical role in delivering world-class customer service. We're committed to providing an environment where Team Members feel a sense of belonging and where every Team Member feels valued, appreciated, and respected. We continuously drive toward a diverse, equitable, and inclusive culture that reflects our values of *Do the Right Thing*, *Find a Better Way*, and *Make a Difference*.

2023 ENGAGEMENT & ONE SAVAGE HIGHLIGHTS

- **Rebranded diversity, equity & inclusion (DEI) to One Savage** to align with the *Vision & Legacy* and culture of the company
- **Belonging (76) and engagement (77) survey scores are above industry benchmarks¹⁴**
- **Belonging and engagement scores increased overall as compared to 2020**
 - Overall scores for different ethnicities increased for engagement (+5 points) and for belonging (+3 points), compared to 2020
 - Overall scores for females increased for engagement (+4 points) and for belonging (+3 points), compared to 2020
- **Developed psychological safety training** for front line leaders as part of *Leading at Savage* training program.
- **Enhanced One Savage content in Lead Right leadership training**
- **Second year in a row awarded Women in Trucking award** (Top Company for Women to Work for in Transportation)
- **Launched financial counseling resource** "Your Money Line," giving Team Members unlimited access to a Certified Financial Planner
- **Implemented a program for breastfeeding mothers** to provide the ability to pump, store, and ship breast milk home during business travel for no cost
- **Launched a program for new mothers** providing access to guides that assist in navigating the workplace before and after giving childbirth, such as resources on the leave process and paid leave

¹⁴Benchmarks developed by third-party employee survey provider. Scores were based on a 79% response rate. Savage belonging score was higher than 72 benchmark (75% favorable rating). Savage engagement score was higher than 74 benchmark (76% favorable rating).

Training and Development


We're committed to equipping our Team Members with the knowledge and tools to embody our values-based, performance-driven culture 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 enables us to monitor training progress and ensure our Team Members have the requisite knowledge to perform their assigned responsibilities.



During 2023, Our Team Members Completed more than:

 **43,000** Safety courses & on-the-job safety assessments

 **880** Environmental impact & management courses

 **2,200** Leadership & career development courses

 **76%** of Team Members received career or skills-related training

 **74%** of Team Members received a regular performance / career development review



Savage Leadership Development Program

Recognizing outstanding performance and nurturing talent is the key to our success. We identify and provide leadership development opportunities to Team Members who demonstrate dedication to the *Savage Vision and Legacy*. These Team Members engage in the **Savage Leadership Development Program**, which features competency-based training, mentoring programs, and career development programs, including:


- **Safety Specialist and Lead Safety Specialist** – These leaders often become shift supervisors or are admitted to our **OnDeck** program. See Safety-Driven Leadership & Keeping Safety Top of Mind on [Page 19](#) for further details.
- **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.
- **Savage Leadership Development Program (SLDP)**, which includes Hire Right, Train Right, and Treat Right – 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, formally reviewing performance 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 and develop opportunities to teach and mentor our front-line leadership development course.

Team Member Engagement and Inclusion

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 promote a culture of inclusion, where Team Members of all races, genders, experiences, skills, and abilities come to work, grow their strengths, and *do things they never dreamed possible*.



Team Members by the Numbers¹⁵

 **75%** of Team Members responding to our annual engagement survey said they felt a sense of **belonging**

 **We're a Military Friendly® Employer**
9% of Team Members are military veterans or on active reserve

 **6%** of our truck drivers are **female**

¹⁵Metrics represent U.S. Team Members and are as of December 31, 2023.

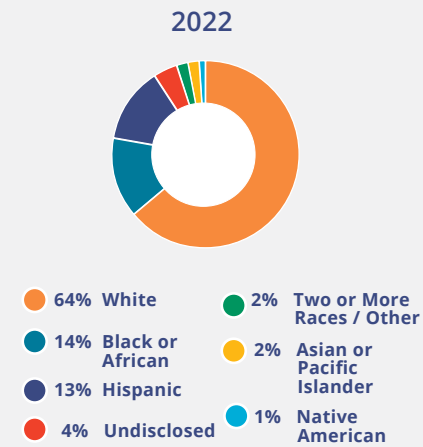
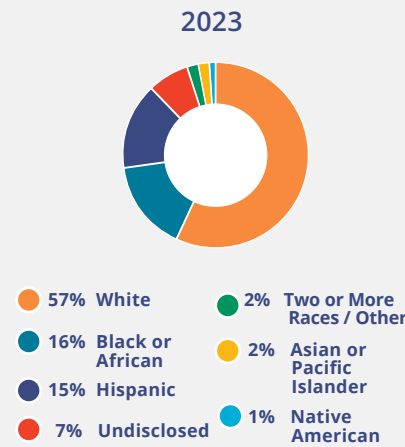
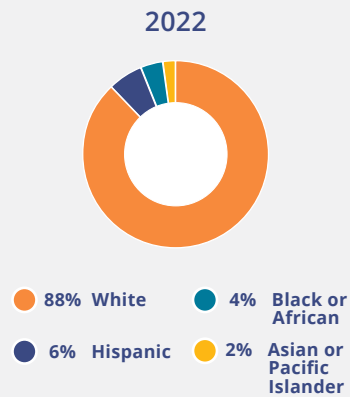
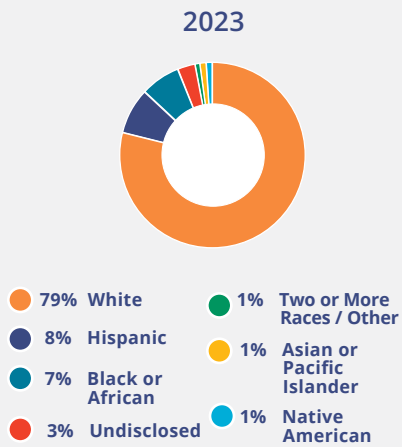
Gender Diversity Metrics

Members of Management

All Other Team Members



Ethnicity Diversity Metrics



5% increase in underrepresented ethnicities for members of management¹⁶



4% increase in underrepresented ethnicities for all Team Members¹⁶

¹⁶Underrepresented ethnicities is defined as employees from the categories of Asian or Pacific Islander, Black or African, Hispanic, Native American, or Two or More Races.

Together, we are **One Savage**.

As part of our continuing journey to enhance Team Member engagement and inclusion, 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 made a number of advances in 2023, including executed strategies to increase diversity in hiring, including targeted billboards and industry publications, and expanding our external network. We additionally shared DEI information in monthly communication toolkit for leaders to keep DEI initiatives top of mind. In 2022, the DEI Action Council launched **Elevating Women at Savage** (EWS). In 2023, EWS held numerous events to continue to foster an inclusive culture and appreciation for diverse perspectives by providing Team Members networking opportunities with senior female leadership and women in operations, including:



- *Provided opportunities for women leaders to network with members of our Enterprise Leadership Team and Savage Board.*
- *Regional luncheons for Team Members centered on supporting women and being an ally in the workplace.*
- *Several book club discussions on "How Women Rise: Break 12 Habits Holding you Back".*

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 reduce 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. Through **Savage Cares**, we provide volunteer service and support focused on the areas of Education, Veterans and Military Families, and Community Health and Safety. We encourage our Team Members to volunteer to help make their communities a better place and support neighbors in need. Savage provides **up to three hours per month (36 hours per year) of paid time for each Team Member to take part in volunteer activities** with recognized charities, non-profit and not-for-profit organizations, and other community organizations, including accredited schools.

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 about 2,280 students, with nearly 35% 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 and Business Management and Accounting, designed to help prepare students to begin careers or pursue additional technical education in these fields when they graduate from high school.

Supporting & Honoring Our Military



Team Members continued the tradition of honoring our veterans with **Wreaths Across America** in December 2023, a national day to recognize and lay wreaths in the places we remember and honor our veterans. As part of Wreaths Across America, the company and our Savage and Bartlett Team Members sponsored 1,032 wreaths and helped place wreaths on the graves of veterans in multiple states, where volunteers read each person's name out loud in memory

of their service. Additionally, leaders from across the company and their guests participated in a service project during our 2023 Savage Leaders Forum in Salt Lake City, Utah, in partnership with **Operation Gratitude**. Our team made 2,000 care packages for veterans and wrote approximately 500 thank you letters for veterans, deployed U.S. military members, and first responders. We also continued to support organizations that offer meaningful assistance to veterans, such as the **Utah Veterans Alliance**.

United Way

Team Members at our Service Support Center reached 21 consecutive years of 100 percent participation supporting communities in partnership with **United Way of Salt Lake**. Our CEO, Kirk Aubry, served on the United Way of Salt Lake’s board of directors for eight years, including as Board Chair. He is currently the Board Chair of Utah’s Promise, an organization focused on providing resources to improve education and access to basic needs.



Junior League of Salt Lake City

For several years, Savage has helped sponsor the **Junior League of Salt Lake City’s** annual **Community Assistance and Resource Event (CARE) Fair**, helping families needing routine medical, dental, and vision services along with community assistance information. These services are provided free of charge by the all-volunteer organization in partnership with supporting community organizations and volunteers. In 2023, Savage also provided support on behalf of our Elevating Women at Savage group for Junior League of Salt Lake City’s **Women Helping Women** project, where volunteers collect, prepare, and distribute donated professional women’s clothing. These clothes are given to women entering the workforce and who are in transition towards self-sufficiency.



United Way Day of Caring



More than 100 Savage Team Members engaged in “full contact philanthropy” during our **2023 United Way Day of Caring** service project at **LifeStart Village**, a self-sufficiency program that provides safe housing and supportive services for single-parent families recovering from homelessness, domestic violence, or drug abuse. The Savage team made a difference by clearing clogged drainage systems, trimming vegetation, painting curbs and parking spaces, cleaning and repairing equipment, building a gazebo, creating walkways, installing mulch, planting shrubs and flowers, and more.

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 practice their reading skills to improve their reading fluency and comprehension.

Kansas City “Big Couple of the Year”

Ag Sector Team Member Cody Nichols and his wife Caitlin were recognized by **Big Brothers Big Sisters Kansas City** as their 2023 **Big Couple of the Year**. Cody and Caitlin took Jeremiah under their wing to support, mentor, and help create a better future for him. They’ve had the chance to include him in activities including fishing, football games, and much more. Jeremiah has gained a big brother and sister who will forever be part of his life. Watch the video [here](#) and check out BBBS.org to learn how you can be involved in Big Brothers Big Sisters in your community today.



School Supplies Donated to Nevada Elementary Schools

Operations Manager Joe Reasbeck and Team Members at our Northern Nevada operation in Elko, NV teamed up to purchase, assemble, and deliver backpacks full of school supplies for 148 students. These bags and supplies were delivered to three elementary schools in his area, including Liberty Peak Elementary, South Side Elementary, and Spring Creek Elementary. This is the operation’s second year doing the drive to help prepare students for the new school year.



Helping Communities Combat Opioid Addiction



Our Infrastructure Sector operations in Price, Utah, partnered with **Four Corners Community Behavioral Health**, the national **Know Your Script** campaign, and the **C.A.R.E. Coalition** to increase awareness about the importance of prescription drug safety and resources available to those who are struggling with prescription drug addictions. The campaign is running in Carbon and Emery Counties, among the hardest hit areas in Utah for opioid addiction. Our operations provided 10 trailers to have “Know Your Script” wraps placed on them. The wraps were paid for by a grant obtained by Four Corners Community Behavioral Health to act as moving billboards, providing a public service announcement for the area.

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 a responsibility to be stewards of the world, and we believe that means engaging in environmental stewardship and aiding in a responsible energy transition. Whether designing a full solution, or purchasing new equipment, balancing environmental factors plays an important role in our decision-making process. Our Customers rely on us as a vital component of the supply chain to guide them in the balance of safety, efficiency, reliability and environmental stewardship. We are committed to minimizing our environmental footprint, not just because it’s good business but because it’s the right thing to do.

We strive to *Make a Difference* through strengthening our supply chains. Every year, Savage moves or manages millions of tons of critical products for our Customers. The materials we manage daily directly benefit consumers across the United States and globally.

Climate Risk Management

Our commitment to being an accountable and trusted supply chain partner resonates across multiple industries. We proactively work to identify and mitigate climate-related risks and impacts across the full lifecycle of our business activities. This includes enhancing 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. Our climate-related risks and opportunities are evaluated across 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 • Launching agriculture pilot projects aimed at advancing regenerative agriculture and reducing Scope 3 emissions 	<ul style="list-style-type: none"> • Investing approximately 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 35 • 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 36
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 • Improve handling efficiency, while reducing fuel consumption and GHG emissions in our operations see Page 37 • 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"> • 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 EQUIPMENT¹⁷	23% fuel savings
	2% higher productivity
	17% higher efficiency
RAIL TRANSPORT¹⁸	1 gallon of fuel can move a ton of goods:
	• 130 miles in a truck
	• Nearly 500 miles in a train
ULTRA-LOW EMISSIONS LOCOMOTIVES¹⁹	55% fuel savings
	70% air emissions reduction ²⁰
	50% noise level reduction
	30% higher efficiency

¹⁷Reflects estimated savings using hybrid trucking technology, as compared to conventional trucking.

¹⁸Reflects usage of rail transport of Customer's freight over long distances as compared to conventional trucking. Source: AAR (<https://www.aar.org/issue/freight-rail-climate-change/>).

¹⁹Reflects 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.

²⁰Reflects reductions in both NO_x and PM₁₀.

SPOTLIGHT: MAKING A DIFFERENCE FOR OUR PRODUCERS & CUSTOMERS



In 2023, Bartlett, a Savage Company, launched a new sustainability project with Campbell Soup Company to support the implementation of regenerative farming practices in North Carolina. The project is focused on improving soil health and conservation by providing technical and financial assistance to Charlotte-area producers of soft red winter wheat. It will include 10,000 acres of farmland that supply wheat to Bartlett's flour mill in Statesville, NC. Bartlett supplies flour to Campbell's Snacks division used to make Lance® Crackers at their Charlotte, NC bakery. Participating wheat producers will improve crop sustainability and help reduce greenhouse gas emissions by taking steps such as adding cover crops, reducing tillage, and implementing nutrient measurement plans. Bartlett's certified crop advisors will meet with participating wheat producers to help determine the practices that are likely to yield the best results based on their farmland's characteristics. The initiative will baseline and track progress year over year, utilizing digital tools and industry-based measurement standards.

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 for the environment and superior as compared to 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.



Renewable Fuels Production Process

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 4 of the nation's 14 active renewable diesel plants.

4

DISRIBUTION & 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 *Make a Difference* for our Customers and communities, we have implemented a variety of strategies to reduce our overall environmental footprint:

Infrastructure Sector

- Regular fleet updates: 98% reduction in nitrogen oxide (NO_x) and particulate matter (PM₁₀) emissions since 2010 from our diesel engines
- New in-cab technology and resulting driver behavior, together with the implementation of fuel hydrogenation devices, has improved our vehicles' average miles-per-gallon efficiency by up to 4.5%, extending the life of emissions control equipment and reducing 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

Agriculture Sector

- 400,000+ acres of land in our agriculture sustainability programs
- Five agriculture pilot projects targeting environmental impact reduction, including Scope 3 emissions reduction
- Utilize low emission equipment when working on new or existing facilities

- Savage began adoption of the California Air Resource Board diesel engine certification across our fleet in January 2022
- 1.35 million gallons of biodiesel was used in our operations during 2023

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



As an important step in our journey to *Make a Difference*, we engaged a third party to help us calculate our GHG emissions and obtain a full emissions inventory for 2023 so that we can continue to assess our performance and develop strategies to manage our emissions. We will continue to review and implement additional measures to enhance our approach to emissions data collection and remain dedicated to establishing emissions reduction strategies and identifying opportunities to reduce GHG emissions and other air pollutants from our operations in the future.

In our operations, Scope 1 GHG emissions generally result from diesel and gasoline consumption by our vehicles and equipment (mobile and stationary combustion sources). 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). We follow the guidance established by the Greenhouse Gas Protocol to track and gather our Scope 1 and 2 GHG emissions and provide usage data to a third-party who assists in our emissions calculations. Refer to About This Report on [Page 41](#) for further information on our emissions calculation methodology.

The tables below summarize our Scope 1 and 2 GHG and air quality emissions for the year-ended December 31, 2023:

GHG Emissions – Scope 1	Agriculture	Infrastructure	Corporate Overhead ²¹	Total
Total Global Scope 1 emissions (MT CO ₂ e)	6,959	114,176	258	121,393
Total fleet fuel consumed (MT CO ₂ e)	3,347	110,502	24	113,873
% of fuel consumed that is renewable	0%	0%	0%	0%

GHG Emissions – Scope 2	Agriculture	Infrastructure	Corporate Overhead ²¹	Total
Total operational energy consumed (MT CO ₂ e)	22,806	10,949	205	33,960
% of grid electricity	100%	100%	100%	100%
% renewable	0%	0%	0%	0%

Air Quality Emissions in Metric Tons	Agriculture	Infrastructure	Corporate Overhead ²¹	Total
Emissions of nitrous oxides (NO _x)	7	309	0.21	316
Emissions of sulfur oxides (SO ₂)	0.04	1	0	1
Emissions of particulate matter (PM ₁₀)	0.28	6	0.01	6

²¹Represents emissions from corporate offices and other corporate overhead operating activities.



Waste & Water Management

Waste Management

We strive to responsibly manage disposal of waste and promote recycling to keep our environment and waterways clean and safe for our Team Members and the communities in which we live and work. We collaborate with a number of organizations to advance these initiatives as we strive to manage waste throughout our operations.

Recycling Post-Use Plastics



Savage is a member of 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 Recycling Post-Use Plastics is 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, Operation Clean Sweep participating locations include transload terminals and rail facilities operated by the company in: Auburn, ME; Portland, ME; Santa Fe Springs, CA; Henderson, CO; Melvindale, MI; Charlotte, NC; Raleigh, NC; Greenville, SC; Henderson, NV; New Stanton, PA; Cleveland, OH; Cincinnati, OH; Columbus, OH; Doraville, GA; Miami, FL; Elizabeth, NJ; Buffalo, NY; Beaumont, TX; San Patricio County, TX; and Montreal, Quebec (Canada).



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 go to the trash, including electronics, packing supplies, and unusable or damaged office supplies.

Water Management

Water usage and wastewater generation at our facilities are generally not substantial. We primarily use water for 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 remain proactive in our efforts to decrease the amount of water that we do consume. For example, whenever possible, we design, build, and operate facilities to reduce and reuse water. We’ve also implemented measures to minimize decorative landscaping and use foliage that requires minimal irrigation. Whenever we generate wastewater in our operations, we look for opportunities to recycle.

Water Management in Thousand Cubic Meters	Agriculture	Infrastructure	Corporate Overhead ²²	Total
Total water withdrawn/purchased	95	306	4	405
Total water consumed	95	306	4	405

Managing 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.

Managing Water Quality for Our Customers



As part of our commitment to effective water management, Bartlett tracks the Water Quality Index for all our Field to Market projects. The metric is a ratio that helps indicate how effective management practices are at reducing the risk of nutrient loss.

²²Represents water usage from corporate offices and other corporate overhead operating activities.

ABOUT THIS REPORT

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 disclosures throughout this report are for the year ended December 31, 2023, unless otherwise noted.

Basis of Presentation for Emissions

We have prepared our GHG emissions calculations for the year ended December 31, 2023 in accordance with the World Resources Institute and World Business Council for Sustainable Development's Greenhouse Gas Protocol standards and guidance (collectively, the GHG Protocol):

- Scope 1 emissions have been prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition)
- Scope 2 emissions have been prepared in accordance with the GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard

We present our emissions under the operational control approach, accounting for emissions from operations over which we have the full authority to introduce and implement our operating policies.

Use of Estimates and Estimation of Uncertainties

We base our estimates and methodologies on historical experience, available information, and various other assumptions that we believe to be reasonable. Emissions data presented is subject to measurement and uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary. Savage nor their affiliates or representatives make any representation or warranty (express or implied) with respect to the information contained in this report (including, without limitation, information obtained from third parties) and each of Savage and their respective affiliates and representatives expressly disclaim any and all liability based on or relating to the information contained in, or errors or omissions from this report, based on or relating to the reader of this report, or any other written or oral communications transmitted to the readers of this report.

The Savage logo is displayed in a bold, white, sans-serif font with a registered trademark symbol. The letter 'A' is stylized with a horizontal bar that tapers to the right. The logo is positioned in the lower right quadrant of the page, overlaid on a background image of an industrial facility with large domes and a body of water in the foreground.

Forward-Looking Statements

Certain information included in this Sustainability Report may constitute forward-looking statements within the meaning of applicable securities laws and may include statements regarding our sustainability plans, goals, and operational strategies. Readers are cautioned not to place undue reliance on forward-looking statements as they are subject to a number of risks and assumptions 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.

Frameworks for Our Sustainability Report

To increase confidence in our practices, we've aligned our work with recognized, leading sustainability organizations and frameworks. The specific metrics included in our 2023 Sustainability Report were determined by assessing the most relevant and material areas for Savage and our stakeholders.

Sustainability Accounting Standards Board (SASB)

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 43](#), 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 46](#).



United Nations Sustainable Development Goals (UN SDGs)

Savage is committed to supporting the UN SDGs, 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 48](#).



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.savageco.com/contact.

Code	Accounting Metric	Category	Unit of Measure	Response
GREENHOUSE GAS EMISSIONS¹				
TR-AF-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO ₂ e	121,393 ²
TR-AF-110a.2 FB-AG-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 37
FB-AG-110a.3	Fleet fuel consumed	Quantitative	Metric tons (t) CO ₂ e	113,873
	Percentage renewable	Quantitative	Percentage (%)	0%
AIR QUALITY¹				
TR-AF-120a.1	Emissions of NO _x (excluding N ₂ O)	Quantitative	Metric tons (t)	316
	Emissions of SO _x	Quantitative	Metric tons (t)	1
	Emissions of PM ₁₀	Quantitative	Metric tons (t)	6

¹For a breakdown of emissions related to our sectors, see [Page 38](#).

²Scope 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).

SASB INDEX

Code	Accounting Metric	Category	Unit of Measure	Response
ENERGY MANAGEMENT³				
FB-AG-130a.1	Operational energy consumed	Quantitative	Metric tons (t) CO ₂ e	33,960
	Percentage grid electricity	Quantitative	Percentage (%)	100%
	Percentage renewable	Quantitative	Percentage (%)	0%
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) 1.20%, (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 ⁴
LABOR PRACTICES				
TR-AF-310a.1	Percentage of drivers classified as independent contractors	Quantitative	Percentage (%)	Not applicable ⁵
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 & SAFETY⁶				
TR-AF-320a.1	Total recordable incident rate (TRIR)	Quantitative	Rate	1.01
	Fatality Rate	Quantitative	Rate	0
FB-AG-320a.1	Lost time injury rate (LTIR) ⁷	Quantitative	Rate	0.14
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 ⁸
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

³For a breakdown of emissions related to our sectors, see [Page 38](#).

⁴Savage's Agriculture Sector Tier 1 suppliers consist of producers from which Savage sources raw commodities, which are not eligible for GFSI certification. During 2023, 100% of the product milled at Savage flour mills was certified to a GFSI-recognized food safety program.

⁵Wherever possible, drivers are Savage Team Members (not contractors).

⁶Excludes data related to our operations in Mexico.

⁷SASB codes TR-AF-320a.1 and FB-AG-320a.1 recommend disclosure of the near miss frequency rate. However, we have elected to disclose the LTIR, as management utilizes this rate as part of our internal safety performance management process.

⁸Refer to discussion of greenhouse gas emissions beginning on [Page 37](#).

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 (%)	8.78%
ACCIDENT & SAFETY MANAGEMENT				
TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Qualitative	n/a	Page 18
TR-AF-540a.3	Number of recordable, at-fault road accidents	Quantitative	Number	16
TR-AF-540a.4	Safety Measurement System <i>BASIC</i> percentiles ⁹ for:			
	(1) Unsafe Driving	Quantitative	Percentile	1%
	(2) Hours-of-Service Compliance	Quantitative	Percentile	6%
	(3) Driver Fitness	Quantitative	Percentile	1%
	(4) Controlled Substances/Alcohol	Quantitative	Percentile	0%
	(5) Vehicle Maintenance	Quantitative	Percentile	80%
	(6) Hazardous Materials Compliance	Quantitative	Percentile	1%

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.

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 of where these disclosures can be found in this report.




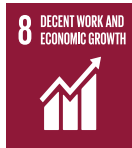




Category	TCFD Recommendation	Supporting Recommended Disclosure	Location of Disclosure
GOVERNANCE	Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Our Governance Structure; Page 13
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	Our Governance Structure; Page 13 Managing Risks & Opportunities at Savage; Page 15
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.	Environmental Stewardship; Page 33
		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.	Managing Risks & Opportunities at Savage; Page 15 Environmental Stewardship; Page 33
		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.	Emissions, Energy Management & Air Quality; Page 37 SASB Index; Page 43
		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, such as our pilot projects • 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"> • SavageU 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 • Human Rights & Anti-Human Trafficking Policy • Other company-wide policies, such as Speak Up! 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 • Launching agriculture pilot projects aimed at reducing environmental impact and Scope 3 emissions • 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



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