

A collection of yellow geometric shapes, including squares, rectangles, and diamonds, scattered around the title text.

SUSTAINABILITY REPORT

RESONAC
Graphite Business Unit

FY2024

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Notes of appreciation

We would like to express our heartfelt gratitude to all colleagues who made this year’s Sustainability Report possible. The preparation of this report has required dedication, attention to detail, and true teamwork across our organization.

Despite a context that demanded adaptability, everyone involved has shown commitment and professionalism in ensuring accurate, transparent, and meaningful reporting. This achievement is the result of a fully internal effort, which makes us especially proud.

A very special mention goes to the project team, whose dedication and collaboration have made this document possible: Marta Escobar, Tania Cantú, Claudia Schicker, Inmaculada Sangiao, María Ameneiros, and all those who, through their contributions and reviews, have helped us shape a more robust and meaningful report.

We are equally grateful to the local teams and contributors, whose on-the-ground knowledge and diligent work have been vital in shaping this report. Their contributions have not only enriched our work but made it truly possible.

Thank you for turning challenges into opportunities to grow stronger together, and for demonstrating once again that our greatest strength lies in our people.

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César Castiñeira
President and CEO

1.1 Interview with the CEO

An interview with César Castiñeira, President and CEO of Resonac Graphite Business Unit.

Resonac Graphite Business Unit's Path Towards True Sustainability

We present the new Sustainability Report from the Resonac Graphite Business Unit (RGBU). This is a document intended not only to reflect on the steps we have taken so far, but also to lay the foundation for the road ahead. To do this, we have outlined our strategy in alignment with the Global Reporting Initiative (GRI) standards and the requirements of the Corporate Sustainability Reporting Directive (CSRD), adopting a double materiality approach that considers both the impact of our activities on the environment and the risks and opportunities these issues present to our business. 2024 has been a challenging year for RGBU, shaped by an increasingly complex global and geopolitical landscape. It has also been a year of significant internal changes that will undoubtedly shape the future of RGBU. We spoke with César Castiñeira, President and CEO of Resonac Graphite Business Unit, about all of this, as well as the challenges ahead.

What does the publication of the 2024 Sustainability Report mean to you?

I believe it is a necessary retrospective. When you look back at the journey with some perspective, it can be a source of inspiration for moving forward.

In that sense, our Sustainability Report should serve as a guide; something that inspires the greatest asset our company has: our people.

To me, this report represents a chapter in our company's history - one that records the key events that have shaped our activities this year, the achievements, the lessons learned, and also the areas that remain open for the next chapter. Every day, we are writing our own story, unique and unlike any other. It is unique because of the people who work at RGBU, and because we are guided by a set of shared values, no matter where we are. This report is about documenting how we have lived those values during this part of the journey in 2024.

You have just completed your first year as President and CEO of RGBU. How would you sum up these first 12 months in the role?

Taking on the leadership of RGBU has undoubtedly been one of the greatest professional challenges of my career. And I think that the word challenge, honestly captures what these first 12 months have meant. It has been an intense year, full of major hurdles, but also marked by significant achievements that allow us to look to the future with determination.

On the positive side, I'd highlight milestones such as the progress in our graphite project for electric vehicle batteries, which strengthens our commitment to the energy transition, and the integration of AMI with our traditional electrode business, which has

been further enhanced by the opening of the new AMITech Center - Europe (ATC-E) in RGS, a specialized facility for optimizing Electric Arc Furnaces (EAF) operations, offering swift, expert assistance to meltshops throughout the EMEA region. These advancements reinforce the flexibility of our business and our ability to differentiate ourselves and deliver added value to our customers.

At the same time, we have had to face tough decisions in the context of an overly complex global environment. Overproduction in Asia, particularly in China, along with geopolitical tensions, has severely affected the steel market and our electrode operations. As a result, we have had to implement a strict cost-containment policy and take painful structural actions, including the closure of our plants in Banting (Malaysia) and Sichuan (China), which were impacted by unsustainable market conditions.

Although the RGBU's Graphite Management Committee (GMC) endorsed all these decisions, they are part of the responsibility I took on a year ago and that I must face. Being a CEO means making tough choices, even the ones you wish you did not have to make. But at RGBU, we understand that sustainability starts with ensuring the viability of our own organization.

I trust that these measures will help us emerge stronger and solidify our position as a global leader, aligned with the major challenges of both today and tomorrow.

What internal and external factors have led to these decisions?

The decisions we have made are the result of a combination of external factors that directly affect our business and a thorough evaluation of our own operational structure. On the external front, the most decisive factor has been the strategy of certain Asian competitors who, through dumping practices, and often lowering prices below production costs, have put enormous pressure on global Graphite Electrode (GE) prices, significantly impacting all markets.

In the specific case of our plants in Banting (Malaysia) and Sichuan (China), there were also internal factors at play. Neither plant succeeded in establishing a solid customer base in its domestic market, which made their viability difficult from the outset. Despite sustained efforts to redirect orders and invest in improvements, both factories consistently posted negative results.

Furthermore, the lack of tariffs to level the playing field in these markets has worsened an already fragile situation. In this context, maintaining these operations would have compromised the overall sustainability of our business.

The reality is that the Graphite Electrode (GE) industry has changed substantially since 2017. Although global demand has slightly increased, the disproportionate capacity expansion by Chinese manufacturers -far beyond their domestic needs-

has created a structural imbalance in the market. As a result, cost control and resource optimization will continue to be key elements of our strategy in the short and medium term.

What are the main strategic risks we face and how are we preparing for them?

We are facing an uncertain and volatile global environment, where there is no single solution to the challenges ahead. However, we firmly believe that we are setting the right course to navigate this unclear future.

One of the main strategic risks is the structural pressure on prices, driven by excess installed capacity in Asia and unfair competition. Added to this are factors such as geopolitical uncertainty, the energy transition, evolving demand in key industries, and the need to adapt to increasingly demanding regulatory environments. In response to this outlook, our strategy is based on a comprehensive approach that combines sustainability, innovation, and customer focus.

First, we are strengthening our commitment to sustainability in its three dimensions: financial, social, and environmental. At our Graphite Electrode plants, we have begun converting furnaces to operate with renewable gases, which will significantly reduce our carbon footprint. We have also invested in new machining lines that are more automated, efficient, and safe, aiming

to enhance both competitiveness and operational safety.

At the same time, we are making our business more flexible by expanding into new graphite applications for sustainable mobility. This includes the pilot plant we are developing in A Coruña, Spain, to produce graphite used in electric vehicle batteries. This project is a forward-looking investment that was further solidified in 2024 with the full integration of our Energy Storage Materials and Tribology (ESTM) line (formerly part of Resonac's Mobility Division) into our business.

In addition, we are fully committed to our Customer Centricity strategy, which translates into higher value-added offerings and more customized solutions. In this regard, the integration of AMI Automation and its portfolio of products and services is key to differentiating ourselves.

The goal of all these measures is to build a more agile, flexible, and innovative RGBU, capable of meeting the challenges of both the industry and society.

We want to compete not only on price, but on performance and reliability. How does that philosophy translate into our value proposition for customers?

At RGBU, we are market leaders. That didn't happen overnight. We have spent decades developing production processes that set us apart; processes that underpin the reliability of our products and the quality of our services. That is the essence of our value proposition: competing through excellence.

In addition, the integration of AMI gives us a competitive advantage that no other Graphite Electrode manufacturer can offer when it comes to improving safety in steel plants, reducing costs, and supporting the path toward decarbonization.

We believe in what we do, in the value we deliver, and in the idea that sustaining that value requires a fair balance between cost, investment, and return. We also believe that the price of our products should reflect our investment in innovation, environmental protection, and people's well-being.

Ultimately, we believe in a model that benefits the entire value chain. And to make that happen, we also need the commitment of our customers, partners, and society. Only then can we maximize the positive impact of our actions on both our surroundings and in the social model that supports our way of life.

How important is psychological safety in the workplace to you, and how do you think it can impact RGBU's competitiveness?

Building a safe work environment, both physically and psychologically, is a top priority for me. I want RGBU to be a place where everyone feels free to express concerns or ideas, raise their hand to ask for help, or ask questions without fear of being judged or penalized. That kind of freedom is essential to building a strong, innovative, and human-centered culture.

Psychological safety is not about leniency or lowering standards. Quite the opposite, it is a concept that fosters collaboration, learning, and enables change.

I am absolutely convinced that embedding psychological safety as a core value of our culture is a competitive advantage. When people feel safe to speak up, question things, and contribute, organizations learn faster, correct mistakes more quickly, and can innovate through collective experience.

What does it mean to lead a company committed to sustainability in a market where not everyone plays by the same rules?

Committing to sustainability is not an option, it's a necessity. Those who do not understand this will simply be left behind, because financial, social, and environmental sustainability has become synonymous with survival in the world ahead.

That said, we're fully aware that not all countries or organizations share this vision. Some are using this period of transition to compete unfairly, avoiding commitments and maximizing short-term gains. In this context, staying true to our values is more important than ever. At RGBU, we believe values are non-negotiable.

But it's also clear that we need the public authorities to get involved and support this transition. We cannot move toward a sustainable economic model if players who don't follow the same rules are allowed to set the conditions, undermining those who are doing things the right way.

Sustainability requires a collective effort, fair rules, and above all, a shared vision for the future.

How do you assess this year's progress on sustainability?

The creation of our sustainability brand, Sparking Truth, provides us with a framework that makes co-creation with our partners (customers, suppliers, and collaborators) easier, so we can move forward together toward a more responsible and transparent model. Fortunately, many of our customers are choosing to buy responsibly. They recognize the

added value of sustainability in the products they consume and actively seek out companies that share values such as equality, inclusion, and environmental respect. In that sense, we aim to be the supplier of choice, that is, a strategic partner for those looking to build value with purpose.

We've also launched internal initiatives that strengthen this culture. One standout example is Resonac Women's Week, which had outstanding participation and highlights our commitment to equality and diversity.

Among the most significant achievements in corporate sustainability this year are the Gold Medal awarded by EcoVadis to our plant in Steeg (Austria) and the continued Silver Medal for our A Coruña plant (Spain). This external recognition validates the strength of our management systems in key areas such as the environment, labor and human rights, ethics, and sustainable procurement. It reflects our commitment to continuous improvement and excellence in sustainability.

We don't aim to simply meet standards; we want to become a benchmark for the industry. While there is still a lot of work to be done, this year's progress has been very positive.

And finally, what message would you like to leave for the stakeholders reading this report, regarding the future?

The future is not written. We are shaping it in real time with every decision we make, and at RGBU we have chosen to act. We are doing so responsibly, making brave decisions that reflect the business model we believe in; one that is excellent, fair, and truly sustainable.

We know we cannot control global challenges. But we can choose how we respond to them. And we have chosen to do so with integrity, courage, and a firm commitment to empathy, co-creation, and action. It's not just about meeting expectations, but inspiring. About restoring meaning to the word sustainability, beyond words. Because this is not just about us. It's about everyone.

This is not a challenge that just one organization can face alone. We need to join forces, collaborate with those who share a vision of a future where industry plays an active role in the solution.

We know this path won't be the shortest or the easiest, but it is the one we choose to take, because we believe every step counts, and every action sparks something.

And that's exactly what we want to do: ignite a spark that turns energy into action. A spark that inspires. That spreads. That moves people.

The question is simple.
Are you in?

1.2

Milestones 2024

Environmental



- 23.8% reduction in GHG Emissions (Scope 1+2) vs 2013 (base year)

Social



- II Edition of RGBU Women's Week
- Inauguration of Resonac- Sparking Truth Chair with Universidade da Coruña

Governance



- Gold Medal in ECOVADIS for Steeg and Silver Medal for 2 plants (Banting & A Coruña)
- Develop of our Sustainability Brand & Strategy – Sparking Truth
- Integration of Energy Storage Materials and Tribology (ESTM) business line, currently part of the Mobility Division, into the Graphite Business Unit (effective January 1st, 2025)
- Launch of the new ATC-E with AMI



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a path developed by action

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the compass that guide us

5. Together towards sustainability:
a natural footprint

2.1

About this report

WELCOME TO OUR JOURNEY. THESE ARE OUR COORDINATES

At Resonac Graphite Business Unit, we believe that sustainability is not a destination; it's the path we walk every day toward the future we envision for our business. A path that we also aspire to open to others, setting an example in our industry through values, responsibility, and excellence.

Like any journey, it requires clear coordination and direction. With this 2024 Sustainability Report, we share that direction with all our stakeholders. It's a roadmap that reflects our commitment to continuous improvement across Environmental, Social, and Governance (ESG) dimensions, and our purpose of creating real value in the short, medium, and long term.

This is the map that will guide you as you join us on this path. Come along, be part of the journey with us.

SCOPE OF THE SUSTAINABILITY REPORT

Resonac Corporation, headquartered in Japan, operates through various business units. This Sustainability Report, prepared by the Resonac Graphite Business Unit, whose main activity is the production of Graphite Electrodes, refers specifically to the operations of the following group companies that are part of the Resonac Graphite Business Unit, located in Spain, the United States, Austria, Germany, Japan, Malaysia, Italy, Mexico, and China.

LEGAL ENTITIES:

Resonac Graphite Spain S.A.U
Resonac Graphite America Inc.
Resonac Graphite Austria GmbH
Resonac Graphite Japan Corporation
Resonac Graphite Malaysia Sdn, Bhd
Resonac Graphite Italy S.r.l
Resonac Graphite Germany GmbH
Showa Denko Sichuan Carbon, Inc.
Showa Denko Carbon Mexico Holding, S. A. DE C. V.
AMI International, S.A.P.I.
AMI Automation LLC
AMI Brasil Automação e Manutenção Industrial Ltda.
AMI Sudamérica S.A.

CONTENT AND PREPARATION CRITERIA

To prepare this Sustainability Report, the compilation team followed the Global Reporting Initiative (GRI) standards, which allow for measurable data that can be verified by external agencies. In addition, internal corporate standards were also considered, even though these are not subject to independent external verification.

Regarding non-financial information and diversity, the report references EU Directive 2018/2001 as a guiding framework.

PRINCIPLES FOR THE PREPARATION OF THIS REPORT:

This report has been prepared in accordance with the principles outlined in GRI 1 and based on the following premises:

- ♦ **Accuracy**
Present information that is correct and sufficiently detailed to allow for an assessment of the organization's impact.
- ♦ **Balance**
Present information in an unbiased manner and provide a fair representation of both the positive and negative impacts of the organization.
- ♦ **Clarity**
Present information in a way that is accessible and understandable.
- ♦ **Comparability**
Select, compile, and present information systematically to facilitate analysis of changes in the organization's impacts over time, as well as comparisons with other organizations.
- ♦ **Completeness**
Provide enough information to evaluate the organization's impact during the reporting period.

- ♦ **Sustainability Context**
Present information about the organization's impacts within the broader context of sustainable development.
- ♦ **Timeliness**
Provide information on a regular basis and make it available in time for stakeholders to make informed decisions.
- ♦ **Verifiability**
Collect, record, compile, and analyze information in a way that allows it to be examined to determine its quality.

For any clarification on the information reflected in this sustainability report or on any aspect of the RGBU's sustainability performance, you can contact Resonac Graphite Business Unit at the following address:
RGBU_sustainability@resonac.com



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**3. Together towards change:
a path developed by action**

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Together towards tomorrow:
the compass that guide us

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Together towards sustainability:
a natural footprint



3.1

About us – Purpose and values

PURPOSE AND VALUES

Resonac Graphite Business Unit (RGBU) is a global leader in graphite solutions for key industries such as steelmaking, automotive, and beyond.

With over a century of expertise, we deliver a comprehensive value proposition that combines the production of high-quality Graphite Electrodes (GE) — for Electric Arc Furnaces (EAF), Ladle Furnaces (LF), and non-ferrous smelting — with innovative technologies and services that help steelmakers optimize operations, enhance safety, and reduce emissions.

At the same time, we are advancing the development of cutting-edge graphite materials for batteries, aiming to lead this growing market with innovative and sustainable solutions for the automotive and energy storage industries.

By offering not just the best graphite products, but also the tools, services, and expertise to use them more efficiently and responsibly, we empower our customers to improve the efficiency of the world’s largest recycling process — steelmaking — and to shape a more sustainable future for other critical industries as well.

RGBU is part of Resonac Holdings Corporation, a global chemical group with approximately 24,000 employees and leading technologies in petrochemicals, inorganics, aluminum, electronics, and advanced materials.

OUR PURPOSE: Change society through the power of Chemistry.

OUR VISION: We are the Global Leaders in Graphite-Related Products and Technologies, focused on safety and sustainability. With our people at our core, we will strive to be the employer and supplier of choice.

OUR MISSION: We drive sustainable Advancement of Society through our People, Partnership, and Innovative Technologies across multiple Graphite Markets.



1,885 worldwide employees
Resonac Graphite Business Unit



Our GE have melted almost 100
million tons of steel globally in 2024



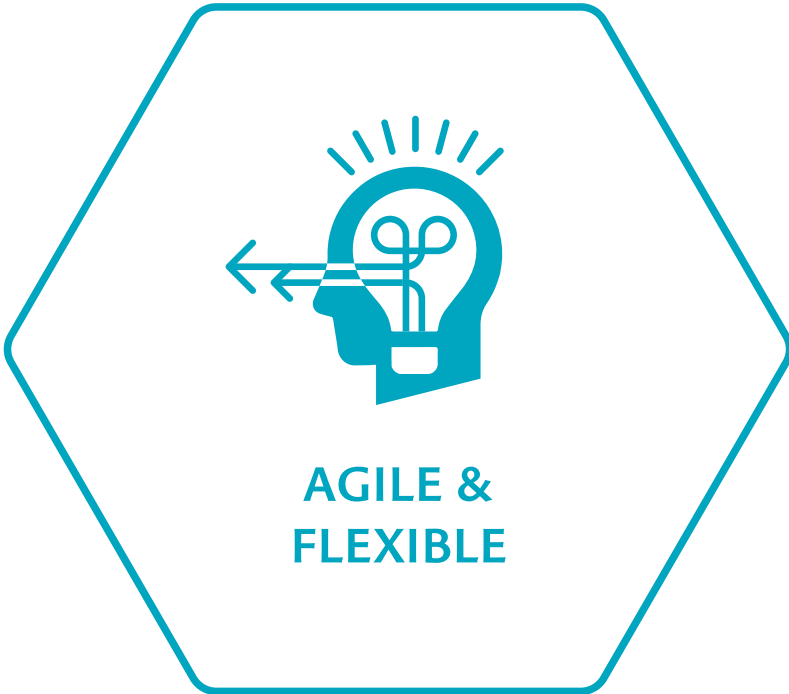
7 production sites and 5 offices
worldwide

OUR CORPORATE VALUES



PASSIONATE & RESULTS-DRIVEN

By infusing our work with pride and passion, leveraging our strengths, and focusing on performance, we strive to become a globally recognized industry leader in sustainability.



AGILE & FLEXIBLE

Through experiential learning, flexible thinking, and swift action, we evolve into a dynamic organization capable of rapidly adapting to the changing demands of sustainability.



OPEN MINDS & OPEN CONNECTIONS

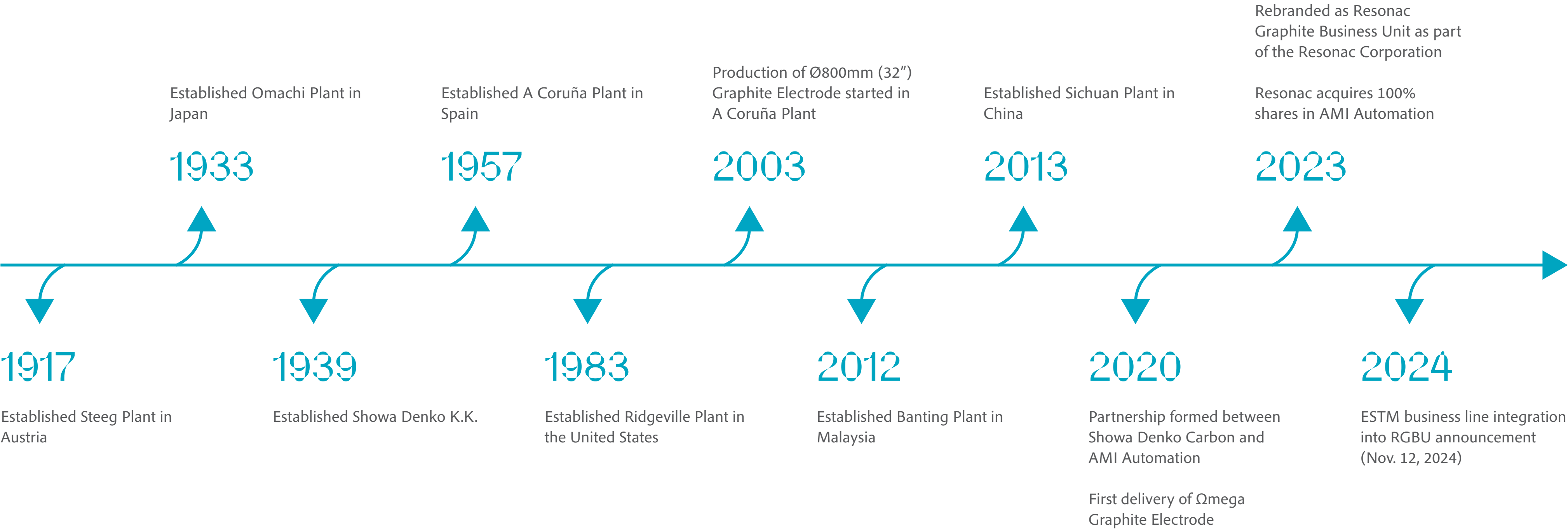
In demonstrating mutual trust and respect, and fostering collaboration that transcends boundaries, we seek to optimize value with all our stakeholders. Our open-minded approach encourages the exchange of ideas and innovations in sustainability.



SOLID VISION & SOLID INTEGRITY

We acknowledge the power and potential of chemistry and prioritize sustainability for future generations. Our solid vision is rooted in the belief that sustainable practices are integral to long-term success. By upholding our values of integrity with all stakeholders, we ensure that our synthetic graphite production processes are transparent, ethical, and environmentally responsible.

COMPANY TIMELINE



3.2

Resonac Graphite Business Unit Worldwide

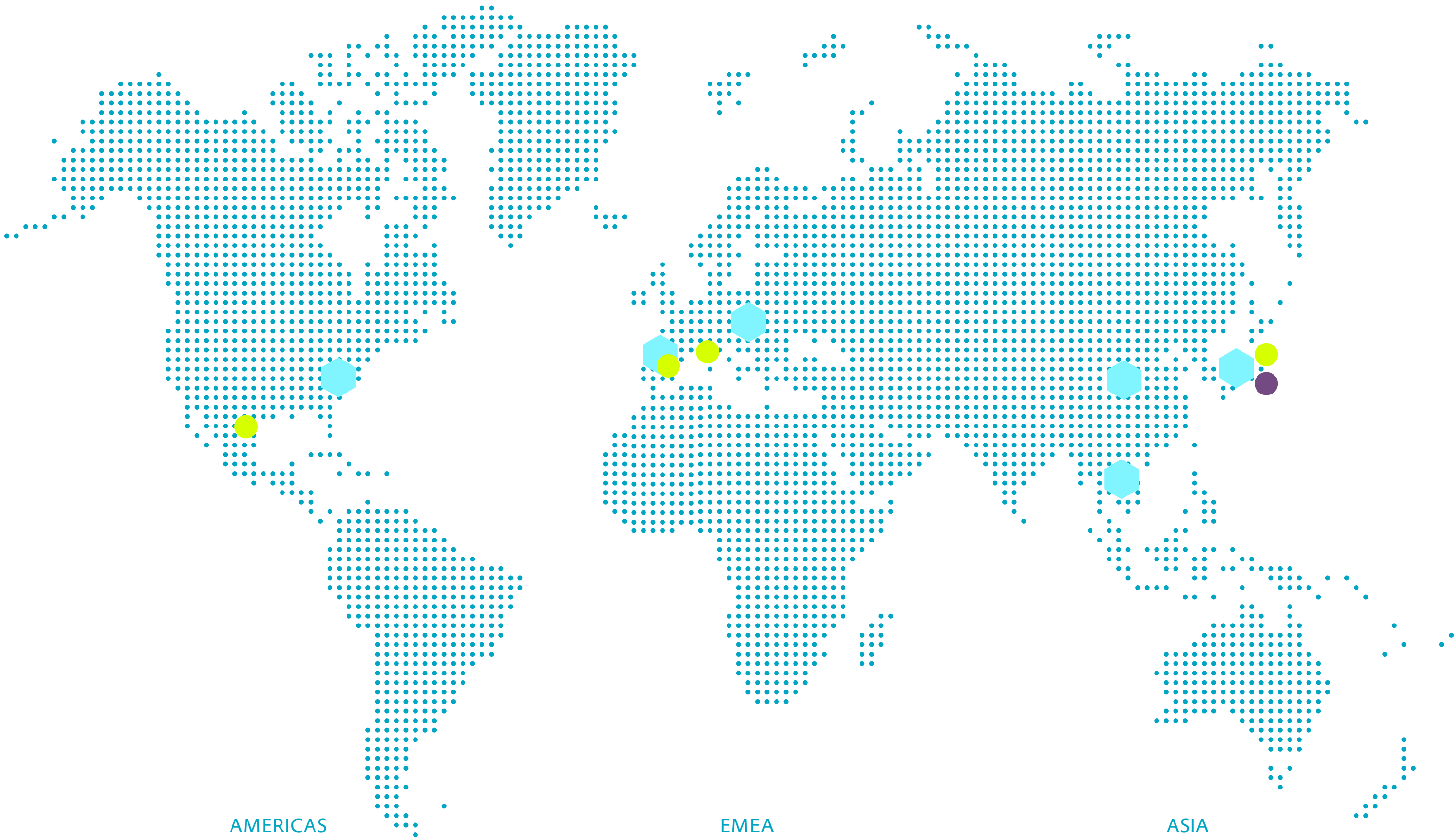
At Resonac Graphite Business Unit, we offer more than global manufacturing — we deliver complete, on site solutions wherever our customers operate.

Our six strategically located production sites ensure reliable, regionally aligned supply chains and short lead times. But what truly sets us apart is our ability to pair high-quality Graphite Electrodes with on-site technical expertise and dedicated customer support.

In addition, we operate a battery materials plant in Japan and the headquarters of AMI Automation in Monterrey, Mexico, from where we coordinate the technological services we provide to the steel industry.

With a presence that reaches across the globe, our network provides not just products, but also application insights, expert consulting, and tailored services for EAF and LF operations — empowering our customers to operate more safely, efficiently, and sustainably.

-  RGBU production plants in 2024
-  RGBU offices in 2024
-  ESTM production plant in 2024





Name:
Resonac Graphite Spain S.A.U (A Coruña, Spain)

Scope of Business:
Development and production of Graphite Electrodes (GE)

Main Products:
Φ550mm (22") – Φ800mm (32") Graphite Electrodes



Name:
Resonac Graphite America, Inc. (Ridgeville, USA)

Scope of Business:
Development and production of Graphite Electrodes (GE) and granular and powdered graphite and carbon materials

Main Products:
Φ350mm (14") – Φ800mm (32") Graphite Electrodes and granulated graphite products for the automotive friction market



Name:
Resonac Graphite Malaysia Sdn. Bhd (Banting, Malaysia)

Scope of Business:
Development and production of Graphite Electrodes (GE)

Main Products:
Φ450mm (18") – Φ800mm (32") Graphite Electrodes



Name:
Resonac Graphite Austria GmbH (Steeg, Austria)

Scope of Business:
Development and production of Graphite Electrodes (GE) and granular and powdered graphite and carbon materials

Main Products:
Φ350mm (14") – Φ600mm (24") Graphite Electrodes



Name:
Resonac Graphite Japan Corporation (Omachi, Japan)

Scope of Business:
Development and production of Graphite Electrodes (GE)

Main Products:
Φ200mm (8”) – Φ800mm (32”) Graphite Electrodes and corresponding connecting pins



Name:
Showa Denko Sichuan Carbon, Inc. (Sichuan, China)

Scope of Business:
Development and production of Graphite Electrodes (GE)

Main Products:
Φ350 mm (14”) – Φ700mm (28”) Graphite Electrodes



Name:
AMI International (Monterrey, Mexico)

Scope of Business:
EAF Optimization & Power Conversion Systems

Main Products:
DigitARC PX3 Electrode Regulator, SmartARC & SmartFurnace (Oxygen, Slag, Off Gas, Feeding & Post Combustion Modules), AI Expert Systems for Steelmaking, Scrap Classification Systems, L2 Systems, SVC Manufacturing & Retrofit, DC Furnace Power Rectifier Manufacturing & Retrofit, Coordinated Drive Systems for Rolling Mills, Automation & Control



Name:
Yamazaki Plant (Sakuragawa and Katsuta, Japan)

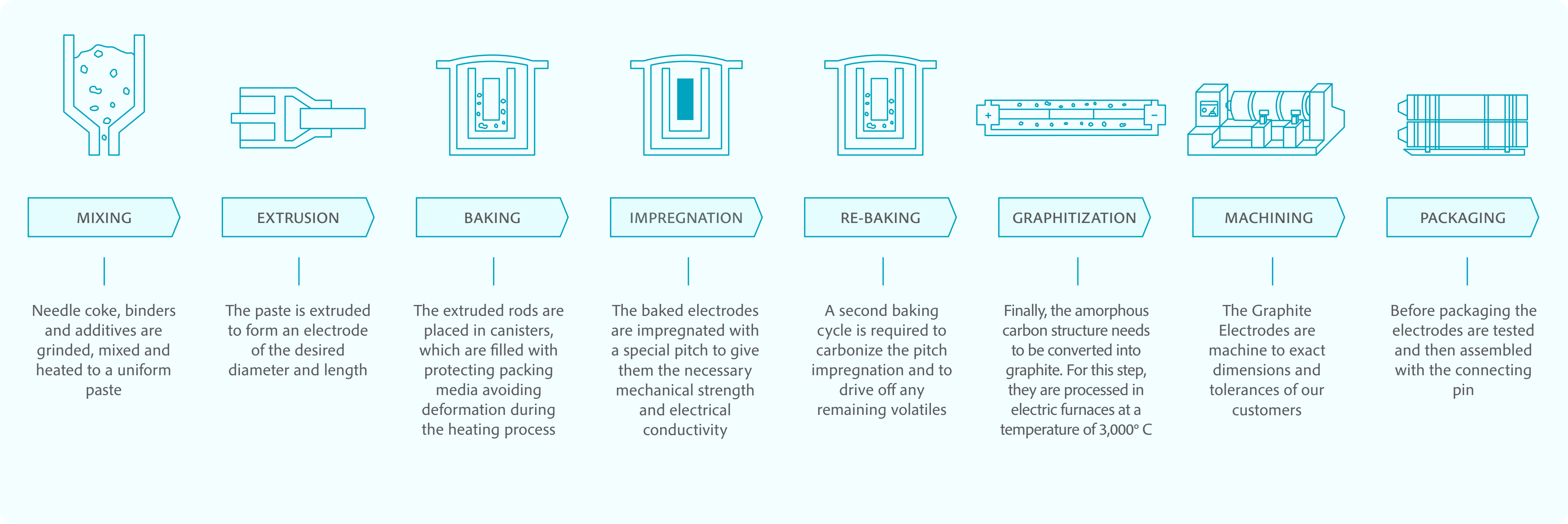
Scope of Business:
The development and manufacture of anode material for Lithium-Ion Batteries and Carbon products

Main Products:
Anode material for Lithium-Ion Batteries, Carbon Brush, Carbon Sliding Materials

PRODUCTION OF GRAPHITE ELECTRODE

Our six production sites are primarily dedicated to manufacturing Graphite Electrodes for EAF applications.

At the core of this process is the transformation of needle coke and binder pitch into high-performance synthetic graphite - a material engineered for precision, unlike mined natural graphite. This ensures superior consistency, purity, and conductivity to meet the rigorous demands of modern EAF and LF operations.





Graphite Electrodes in Ridgerville

3.3 Our business model

1. ADDING VALUE TO OUR CUSTOMERS

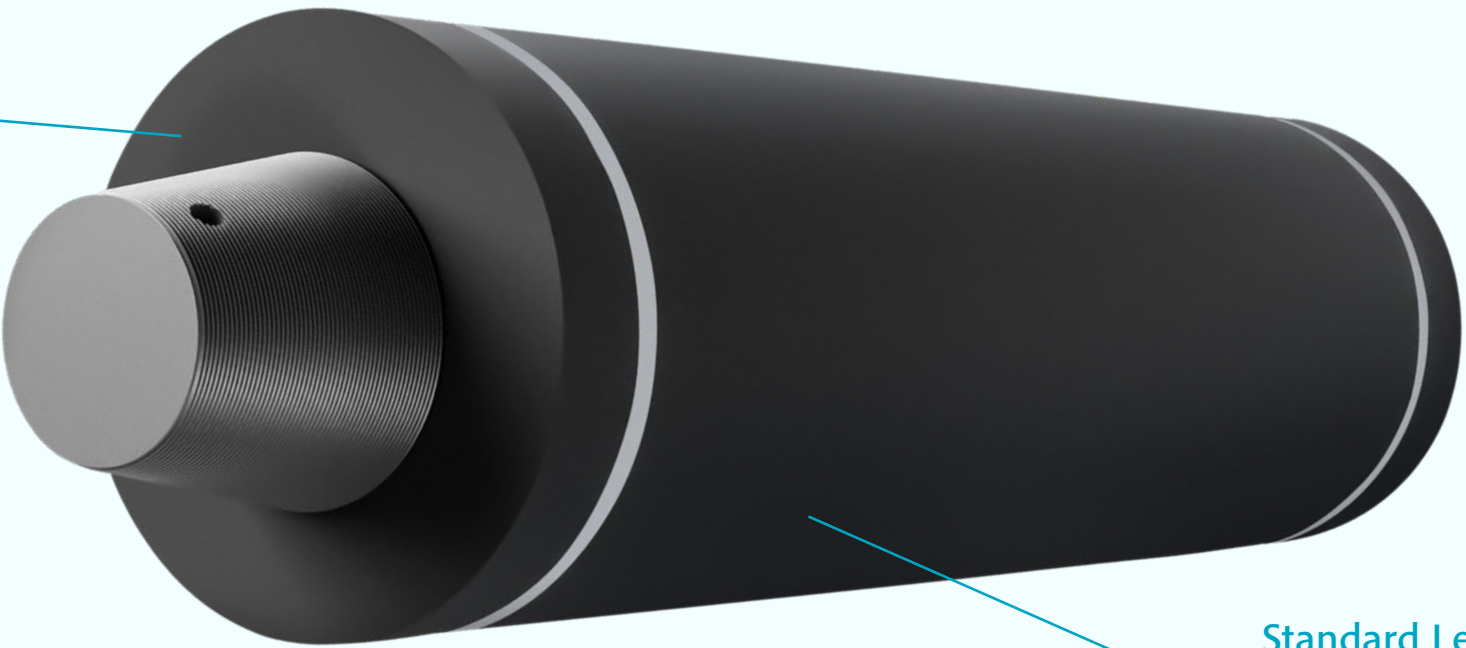
At Resonac Graphite Business Unit, we see ourselves not just as a product supplier, but as a strategic partner in performance.

Our business model is built on delivering solutions that create tangible value and adding this value to our customers — from safety and sustainability to operational efficiency and optimized electrode consumption through digital transformation.

Our commitment goes beyond Graphite Electrode production and supply as we additionally provide integrated services, training, technical consulting, and smart digital tools — all designed to help our customers increase their operational safety, optimize EAF and LF operation performance, reduce emissions, and improve cost efficiency.

Through close collaboration and an application-driven approach, we transform our products into performance enablers. Powered by a global network of experts and the advanced digital capabilities of AMI, we provide an integrated, full-service ecosystem tailored to address our customers’ evolving challenges — establishing ourselves as the preferred partner for sustainable steelmaking and beyond.

Standard Diameter:
350mm - 800mm
14" - 32"



Typical Weight:
0.3 - 3.2 tons

Typical consumption rate:
1- 2 kg graphite per ton of liquid steel

Standard Length:
1,500mm - 3,600mm
60" - 142"

From Electrodes to Solutions



Electric Arc Furnace melting process

We enable the sustainable advancement of society by empowering the Electric Arc Furnace at the core of low-emission steelmaking, fostering both steel recycling and low-carbon production of new steel with DRI.

2. HOW WE CREATE VALUE

- **Value-based approach**

We focus on long-term partnerships, helping our customers stabilize their operations across the economic cycle through improved furnace performance, extended electrode lifecycle, and reduced consumption.

- **Integrated solution**

Through our collaboration with AMI, we combine graphite expertise and automation technologies to offer advanced services — including monitoring systems, training, digital optimization and EAF startup support.

- **Application-driven mindset**

We move beyond the product itself. By analyzing how our Graphite Electrodes behave within the EAF and LF process, we unlock optimization potential and reduce waste and costs while boosting performance.

- **Sustainability through innovation**

EAF steelmaking — historically based on scrap recycling — is now at the center of the transition to low CO₂-emission steel, including new steel production using DRI. This cleaner and scalable route makes EAF one of the most viable technologies for industrial decarbonization.



David Germade
EMEA President & CEO

Interview with David Germade EMEA President & CEO

What are the main challenges and opportunities in the region you lead?

The EMEA region includes diverse subregions, each with distinct challenges and opportunities. In the EU-27, we have a strong market share, reflecting our solid value proposition. A key opportunity is supporting customers transitioning from Basic Oxygen Furnace (BOF) to Electric Arc Furnace (EAF) operations. However, strengthening and expanding our presence remains a challenge.

In the CAMEA region, the competitive environment is tougher due to the lack of trade protections, leading to lower prices. Still, we see potential in combining electrode supply with AMI services to offer differentiated, value-added solutions.

In the NON-FERROUS segment, we are below our targets. Our focus is on growing market share in the short to medium term to boost performance and presence.

What trends or priorities are currently shaping our clients' decisions in this region, and how are we responding to them?

While client needs vary, common trends across EMEA are driven by the global steel market. Price competitiveness and reliability remain the top priorities and are essential to securing supplier status.

Once established, we work to become a preferred partner by addressing client-specific needs, with a focus on sustainability, flexibility, technical support, and supply chain reliability. This tailored approach helps us build stronger relationships and reinforce our market position.

What role does sustainability play in that dialogue?

Sustainability plays a central role in client discussions, encompassing environmental, social, and governance aspects. A holistic approach is essential, as clients increasingly prioritize long-term stability and responsible business practices.

Across the various subregions within EMEA, especially in the EU-27, environmental concerns are at the forefront. The shift from BOF to EAF operations highlights the growing importance of supporting clients in achieving their sustainability goals.

How is a culture of customer centricity fostered internally?

Customer centricity starts with a shared commitment across all teams to understand and anticipate client needs, including those shaped by evolving industry trends. Client feedback is integrated into strategic planning and operations to ensure flexible, responsive solutions.

Alignment across the organization is key. From leadership to frontline staff, everyone is encouraged to view their role through the lens of customer experience. Continuous training, open communication, and cross-functional collaboration empower teams to act proactively and solve issues quickly.

We celebrate client successes and learn from challenges, reinforcing a culture where every interaction builds trust and long-term partnership. Ultimately, customer priorities are embedded in every decision, enabling us to deliver lasting value in a changing market.



Interview with Daniel Dueñas Americas President & CEO

What are the main challenges and opportunities in the region you lead?

The Americas region continues to face significant challenges due to distortions in the global graphite electrode market, primarily caused by dumped and subsidized imports from non-market economies. These practices have resulted in unsustainable price pressures and pose a threat to the viability of domestic manufacturing.

Despite these headwinds, the situation presents a strategic opportunity to reinforce regional resilience. The business is responding by focusing on local production, innovation, and targeted investment. Notably, the launch of a state-of-the-art graphite electrode machining line at the Ridgeville, South Carolina facility aligns with the growing adoption of technologically advanced solutions in the graphite electrode industry. This investment enhances our ability to meet the evolving performance requirements of modern steelmakers while also strengthening local communities and improving supply chain sustainability.

What trends or priorities are currently shaping our clients' decisions in this region, and how are we responding to them?

Customers in the Americas are increasingly focused on enhancing supply chain resilience and improving operational efficiency. These priorities are being shaped by ongoing geopolitical

uncertainties and to a lesser degree an industry-wide shift toward decarbonization and digital transformation.

In response, RGBU is deepening strategic partnerships and investing in technologies that deliver added value beyond the graphite electrode itself. A key development has been the acquisition of AMI Automation, which enables the delivery of digital optimization solutions for EAF operations. These solutions assist customers in reducing operational costs, improving safety, increasing energy efficiency, and reducing carbon footprint. Furthermore, over 79% of the business's 2024 spend remained in the United States, reinforcing supply chain responsiveness and supporting domestic economic ecosystems.

What role does sustainability play in that dialogue?

The penetration of EAF in US Steelmaking is one of the highest, if not the highest percentage of EAF produces steel in the world. Resonac's graphite electrodes support EAF-based steelmaking, which produces up to 70% less CO₂ emissions than traditional steel production methods. This positions the business as a key contributor to the steel industry's sustainability transition.

Beyond product alignment, the company's commitment to domestic manufacturing [in the region for the region] plays a critical role in

reducing the environmental and financial impacts associated with long-distance transportation. This regional approach not only helps customers meet their carbon reduction targets but also enhances reliability and efficiency across the value chain. Resonac's sustainability efforts are comprehensive, encompassing environmental progress, social responsibility, and strong governance—principles embedded in the company's culture and operations.

What specific initiatives has RGBU implemented to place the customer at the center of its activity?

RGBU has implemented several initiatives across the Americas to reinforce its customer-first approach. A flagship example is the investment in the new graphite electrode machining line at the Ridgeville, South Carolina facility. Developed specifically to address the performance requirements of U.S. steelmakers, this facility ensures high-precision machining tailored to the needs of advanced EAF operations. The project also reflects a broader commitment to domestic manufacturing, as the facility was constructed using American steel, highlighting a closed-loop supply partnership with customers.

Additionally, in 2024 the company prioritized a localized supply chain strategy, with nearly 80% expenditure retained within the United States, directly supporting domestic employment, regional economies, and environmental goals through reduced transportation impact.



Hidemitsu Arai
Asia President & CEO

Interview with Hidemitsu Arai Asia President & CEO

What are the main challenges and opportunities in the region you lead?

The steel market has been stagnant due to oversupply from China. As a result, customers are struggling to manage cost pressures, which are ultimately passed on to us.

What trends or priorities are currently shaping our clients' decisions in this region, and how are we responding to them?

Historically, customers have valued quality and quick, stable supply. However, due to price pressure from the end market, they are increasingly focused on cost. We continue to strengthen our core capabilities and further diversify our offerings to enhance service performance with support from AMI.

What role does sustainability play in that dialogue?

We have a significant advantage in the hydropower ecosystem in Omachi, which can serve as a differentiator in customers' decision-making in certain cases.

How would you define the company's approach to customer centricity?

We have maintained long-standing and close relationships with key customers in Asia.

Since strong relationships are highly valued in the Asian business context, we make every effort to preserve and strengthen them by offering comprehensive products and services.



AMI Automation field services

3. ON THE PATH TO THE FUTURE OF STEELMAKING: THE KEY RESONAC-AMI ALLIANCE DRIVING CHANGE

Since 2023, Resonac and AMI have formed a strategic alliance that combines their strengths to drive sustainability and innovation in the steel industry. This partnership has integrated AMI into Resonac’s global vision, reinforcing their joint commitment to a more sustainable future and innovative solutions for steelmaking. Together, Resonac and AMI are paving the way toward a more efficient, responsible, and future-ready steel industry. The EAF is rapidly becoming the cornerstone of low-CO₂-emission steel production — not only from scrap, but increasingly from Direct Reduced Iron (DRI). This transition is essential to phasing out high-emission blast furnaces and supporting the shift toward a more sustainable steel industry.

Resonac and AMI are driving forces behind this transformation, enabling the industry’s journey toward lower emissions, greater efficiency, and continuous innovation:

- **Supersize Graphite Electrodes**
Designed for next-generation, high-capacity EAFs that demand higher throughput and reliability.
- **Expert consulting & training**
From GE handling to EAF start-up and material

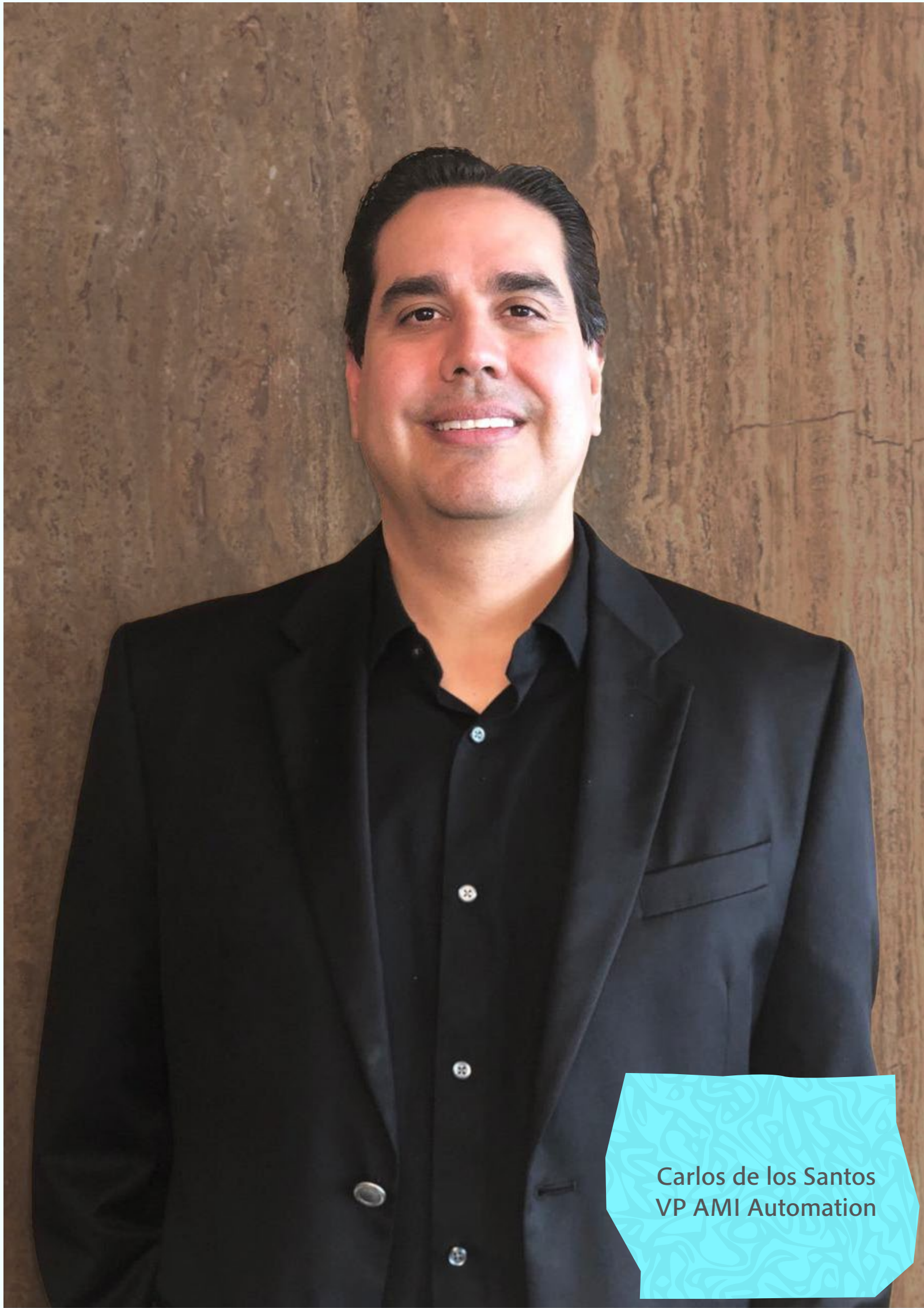
optimization, our Product Performance Development (PPD) team and AMI work together to support smooth operations and deliver technical excellence through an integrated approach.

- **World Class Optimization System for EAF**
AMI’s SmartFurnace® utilizes advanced AI-driven classification, computer vision measurement, feedback control and Industry 4.0 technologies to optimize Graphite Electrode consumption in the EAF. It enhances operational efficiency, reduces consumptions, increase productivity and improve the total costs of steel melting, and delivers critical functionality for innovative operators.
- **New combined products and services**
AMI technology and services and Resonac electrodes are combined to achieve synergy and adding value to our customers. New products like Carefree Service Package (CSP) and Bundle offers were created and now available on the market.
- **Monitoring Systems: BBx1**
AMI’s BBx1 is a cloud-based data acquisition and analytics platform designed to optimize electrode consumption in the EAF. It supports more sustainable steelmaking through smarter, data-driven process management. By monitoring key electrical and chemical variables in real time, the BBx1 empowers operators with actionable insights that help reduce energy waste and

improve efficiency. Its robust data storage and intuitive web-based analytics enable long-term performance tracking and continuous improvement, with the support of AMI knowledge and expertise.

- **Advanced Solutions**
AMI’s IoModules are solutions for monitoring and controlling critical aspects of the steelmaking process. The IoTrove® monitors, regulates, and optimizes Graphite Electrode consumption using advanced AI-driven classification and Industry 4.0 technologies. Enables dynamic electrode cooling control based on real-time oxidation feedback to reduce electrode consumption.
- **Power Solutions**
AMI’s power electronic solutions play a key role in enhancing Meltshop performance and energy efficiency. The DigiFCR® X4 is designed to fully upgrade the controls of existing DC EAF power rectifiers improving current regulation while also extending protection for the furnace. Meanwhile, the DigiSVC® is an advanced Static VAR Compensator that stabilizes voltage, improves power factor, and productivity.

Together, we help customers meet the growing expectations for efficiency, automation, and sustainability — and position EAF as a powerful driver of the global green transition.



Carlos de los Santos
VP AMI Automation

Interview with Carlos de los Santos VP AMI Automation

How is AMI's value proposition aligning with Resonac Graphite's overall sustainability and innovation goals?

AMI's value proposition aligns strongly with Resonac Graphite's commitment to sustainability and innovation, both in steelmaking operations of our common customers, as well as in Resonac's own business of supplying high-performance graphite electrodes.

AMI Meltshops' core products and our constantly developing AI techniques help customers run Electric Arc Furnaces (EAF) more efficiently, lowering overall emissions and supporting their sustainability goals. By improving electrical and chemical energy input efficiency, AMI reduces electricity use and cuts down CO₂ emissions. This technology, and the services provided by world-class AMI experts around the world, are part of Resonac's aim to deliver not only high-performance graphite electrodes, but a more sustainable steel industry.

What synergies are being generated between AMI's services and RGBU's graphite electrode offering?

CSP and GE bundle offers provide a unique combination of AMI technology and services with well-known Resonac graphite electrodes like a subscription model. Exclusive products and services are included in different packages to suit specific

customer needs, promoting co-creation and collaboration with our customers, strengthening ties for long-term partnerships.

How do you envision the future of digitalization and automation in electric furnaces, and what role does AMI, in alliance with RGBU, aspire to play in that change?

In a VUCA environment where volatility, uncertainty, complexity, and ambiguity shape the steel industry, digitalization and automation in electric furnaces will become not just an advantage but a necessity.

Future EAF operations will rely on adaptive Artificial Intelligence systems that can respond to circumstantial changes such as raw material quality shifts, energy price spikes, or unexpected operational disruptions, allowing producers to strike the right balance between efficiency, cost, and sustainability at any moment.

In this transformation, AMI, in alliance with RGBU,

delivers AI-powered furnace optimization that lowers emissions, reduces waste, and ensures consistent performance. This partnership combines AMI's expertise in advanced digital controls with Resonac Graphite's sustainable electrode solutions, creating a powerful offering that supports customers' operational resilience, sustainability goals, and innovation ambitions in a rapidly changing industry landscape.

4. BEYOND STEEL

Expanding our impact into non-ferrous industries

While steel remains a core focus of our business, we are increasingly bringing our expertise and technology to new sectors where electrification, efficiency, and sustainability are critical.

- **Silicon production**
Silicon is essential to the future: powering semiconductors, solar panels, battery systems, and digital infrastructure. The growing demand in this sector opens new opportunities for tailored smelting solutions.
- **Stone wool production**
Manufacturers are shifting from gas- and coal-based systems to electric smelting processes — requiring Graphite Electrodes for their newly electrified operations.
- **Other non-ferrous applications**
From ferro-chrome to titanium dioxide, our solutions are increasingly relevant across industries undergoing energy and process transformation.

By supporting these sectors with advanced materials and integrated services, we contribute to the broader sustainable transformation of industry — in line with global megatrends and energy transition.

5. BREAKING NEW GROUND:
ADVANCING SUSTAINABLE BATTERY
MATERIALS

Driving Synergies: Integrating ESTM into the
Graphite Business

In 2024, Resonac took a significant step in strengthening its graphite division by deciding to integrate the Energy Storage Materials and Tribology (ESTM) business line — previously part of the Mobility Division — into the Graphite Business Unit.

This integration brings together all of Resonac’s expertise related to graphite, creating synergies and enhancing operational flexibility. It also opens the door to leveraging part of the existing graphitization capacity, currently dedicated to electrodes, for developing products that support sustainable mobility.

This integration laid the groundwork for further progress on our path toward sustainable mobility. In parallel, 2024 also marked a major step in our diversification journey with the development of a new synthetic graphite initiative for lithium-ion battery applications.

Through this internal project, we aim to produce high-quality battery anode materials (BAM) using an innovative low-emission, fossil pitch-free process — aligned with our broader commitment to sustainable materials and decarbonization.

As part of this journey, RGS took a decisive step in 2024 by acquiring the land adjacent to the GE plant in A Coruña, Spain — over 168,000 m2, now being developed into a pilot facility for producing graphite for electric vehicle batteries.

Both these milestones mark the foundation of a graphite hub aimed at reinforcing our market leadership and expanding our presence in the

electrification sector, while staying true to our commitment to quality, environmental stewardship, and long-term value creation.

From Graphite Electrodes to advanced battery-grade solutions, we continue expanding our value proposition to support the next generation of clean technologies.



Alba Tuñas,
Project Director (top)
& Katsuya Sato,
Senior Professional of
Anode Materials (bottom)

Interview with Alba Tuñas and Sato Katsuya

What are the main developments that have taken place this year in the battery project?

Over the past year, we have achieved significant milestones in the development of the battery project. We have substantially improved product performance, tailoring it to the specific needs of our customers and strengthening our ability to deliver differentiated solutions. We also made major progress in demonstrating industrial technological viability, laying the groundwork for the installation and launch of the new pilot line scheduled for early next year. Furthermore, we reinforced strategic collaborations that will enable us to build an end-to-end business across the entire value chain. These accomplishments enhance our competitive position and bring us closer to sustainable commercial success.

What role can RGBU's battery project play for the future of electric mobility globally?

The RGBU battery project is poised to play a crucial role in the future of electric mobility worldwide. By applying RGBU's proprietary technology to the manufacture of anode materials, we will be able to produce materials with outstanding quick-charging capability and long cycle life. This will contribute significantly to the widespread adoption of electric vehicles, help reduce the carbon footprint of transportation, and foster local production of lithium-ion batteries, supporting a more sustainable and resilient industrial model.

How is the battery project being integrated into RGBU's overall ESG strategy?

The battery project is a key element of our ESG strategy. Through this initiative, we supply synthetic graphite products for a variety of industrial applications, helping to establish a stable and diversified profit structure. At the same time, the project enhances the reliability of our supply chain, reduces the carbon footprint of our operations, and shortens lead times thanks to more efficient and sustainable processes.

What is the Resonac-UDC Sparking Truth Chair contributing to the project?

In today's environment, where innovation is essential for competitiveness, it is critical to collaborate closely with those who hold the expertise. The Resonac-UDC Sparking Truth Chair represents a strategic partnership that provides us with access to cutting-edge scientific knowledge and accelerates our technology development. It also helps us attract and train highly skilled talent in advanced battery technologies while bridging the gap between fundamental research and industrial application.

Through this collaboration, we are enhancing our innovative capabilities, building a strong pipeline of talent, and reinforcing our competitive edge in next-generation battery solutions.

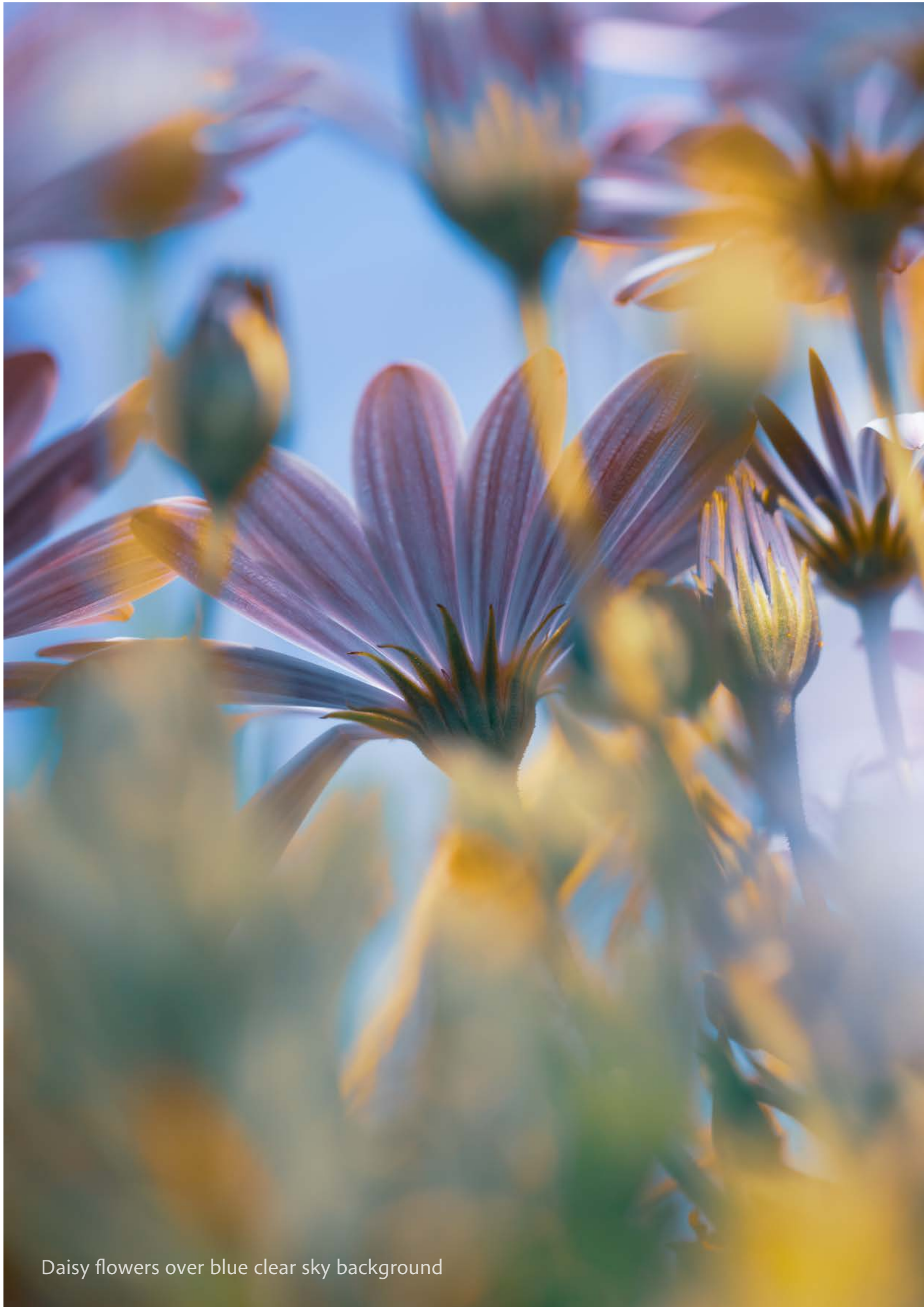
1.

2.

3.

4. **Together towards tomorrow:
the compass that guide us**

5. **Together towards sustainability:
a natural footprint**



Daisy flowers over blue clear sky background

4.1

Sustainable growth: our compass

Our commitment to the future is clear: we want to grow as a company, but always with the understanding that such growth must be rooted in a project that is sustainable in every sense; environmentally, socially, and economically.

That’s why we don’t focus on short-term goals. Our priority is the implementation of strategic initiatives that ensure the sustainability of our business and drive innovation, something especially important at this time, as the Graphite Electrode industry faces one of the greatest challenges in its history: an oversupply of production capacity, accompanied by a sharp drop in global prices. This situation is largely caused by new producers entering the market who prioritize profit over environmental and human responsibility, without considering the consequences.

We know the path to sustainable growth is not linear and comes with obstacles, but every step we take is guided by a clear, long-term vision; our compass on this journey. In our commitment to the balance between business, the environment, and

people -and to long-term financial stability- we have made additional efforts to improve our production processes, adopt new technologies, and explore opportunities in emerging markets such as the production of graphite for electric vehicle batteries.

Although today’s pricing environment is not sustainable in the long term, we continue to move forward with determination along our roadmap, firmly committed to our core values: innovation, quality, and customer satisfaction. We are confident that this approach will allow us to maintain market leadership and recover the returns needed to reinvest in our business.

Every action we take is part of this journey. These efforts underscore our commitment to strategic leadership, financial stability, and sustainability, contributing to a better future for all our stakeholders.

SPARKING TRUTH



Our Sparking Truth brand symbolizes our commitment to the future: igniting a spark for real and meaningful change in the realm of sustainability.

We want to demonstrate, through concrete actions, that it is possible to balance development with environmental responsibility. This initiative has marked a key milestone that guides and drives us collectively towards a more sustainable and responsible future.

Sparking Truth represents our desire to spark real transformation, showing that sustainability is not an abstract ideal, but an achievable practice. We invite all our stakeholders to join this movement and make a lasting impact. Now more than ever, it is vital for all interested parties to come together to create long-term impact. Every step, no matter how small, contributes to positive change.

This strategy is fully aligned with our values of Co-Creation, Empathy, and Action. We believe that achieving ambitious goals requires strong allies; that understanding the diverse realities around us is essential; and that true value lies in the real-world impact of our actions; beyond any promise. Together, through a shared vision, we can continue paving the way towards a better future.



Quality laboratory in Banting

Manifesto of Sparking Truth

It seems incredible that the 21st Century has managed to make sustainability look unsustainable.

Sustainability is a term we have already exploited beyond our capacity.

So much so that it paradoxically risks vanishing into smoke.

It's time to halt the talk and initiate the action.

While others are thinking about the present, jeopardizing the future, we believe that the time has come to do something different.

And we won't do it because the planet is sending us signals. Nor should it be done just to hit the headlines. We shouldn't do it just because others are doing it.

We will do it because we know it is the right thing to do.

And we know this because experience and the passage of time have taught us so.

The time to restore truth to sustainability has come.

And let me ask you something.

Are you in?

Because this is something we cannot achieve alone.

Yes, we know it may seem like a monumental shift.

But all we need to do is start up the engines.

And like any engine, it ignites with a single spark.

That precise moment in time where energy transforms into action.



A spark to initiate a motor of change.

A spark contributing to more equitable work.

A spark spreading the fervor for a greener surrounding.

A spark turning sustainability back into a reality.

A spark uniting us all.



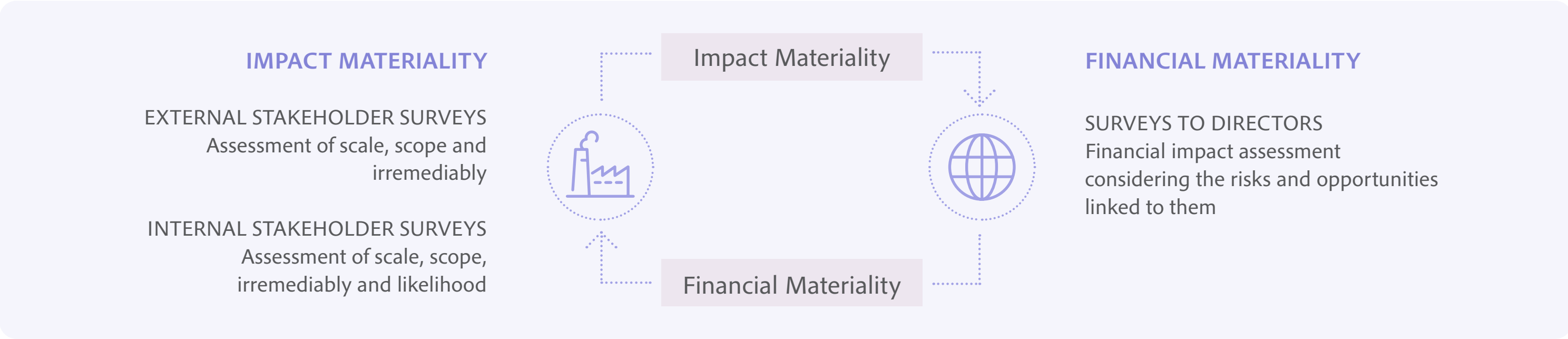


Resonac's offices in Banting

OUR RELEVANT ESG ASPECTS - DOUBLE MATERIALITY

We implement a strategic double materiality analysis to assess both the internal and external impacts of our organization. The guidelines set by Global Reporting Initiative (GRI) and the EU Sustainability Reporting Standards (ESRS) developed by the European Financial Reporting Advisory Group (EFRAG) are implemented on this approach that allows us to:

- Identify the most relevant environmental, social, and governance issues for our stakeholders.
- Evaluate how these issues affect our financial capacity and long-term sustainability.
- Prioritize actions that benefit both the company and the communities where we operate.



MATERIALITY ANALYSIS PHASES



- Understanding the Context**
- Internal document review
 - Identification of actual and potential impacts



- Assessing Impacts, Risks, and Opportunities (IRO)**
- Evaluation based on scale, scope, irresistibility and likelihood



- Double Materiality Analysis Results**
- Consolidation and visualization of findings from the impact, risk and opportunity assessment

DOUBLE MATERIALITY MATRIX
By ESRS

ENVIRONMENT

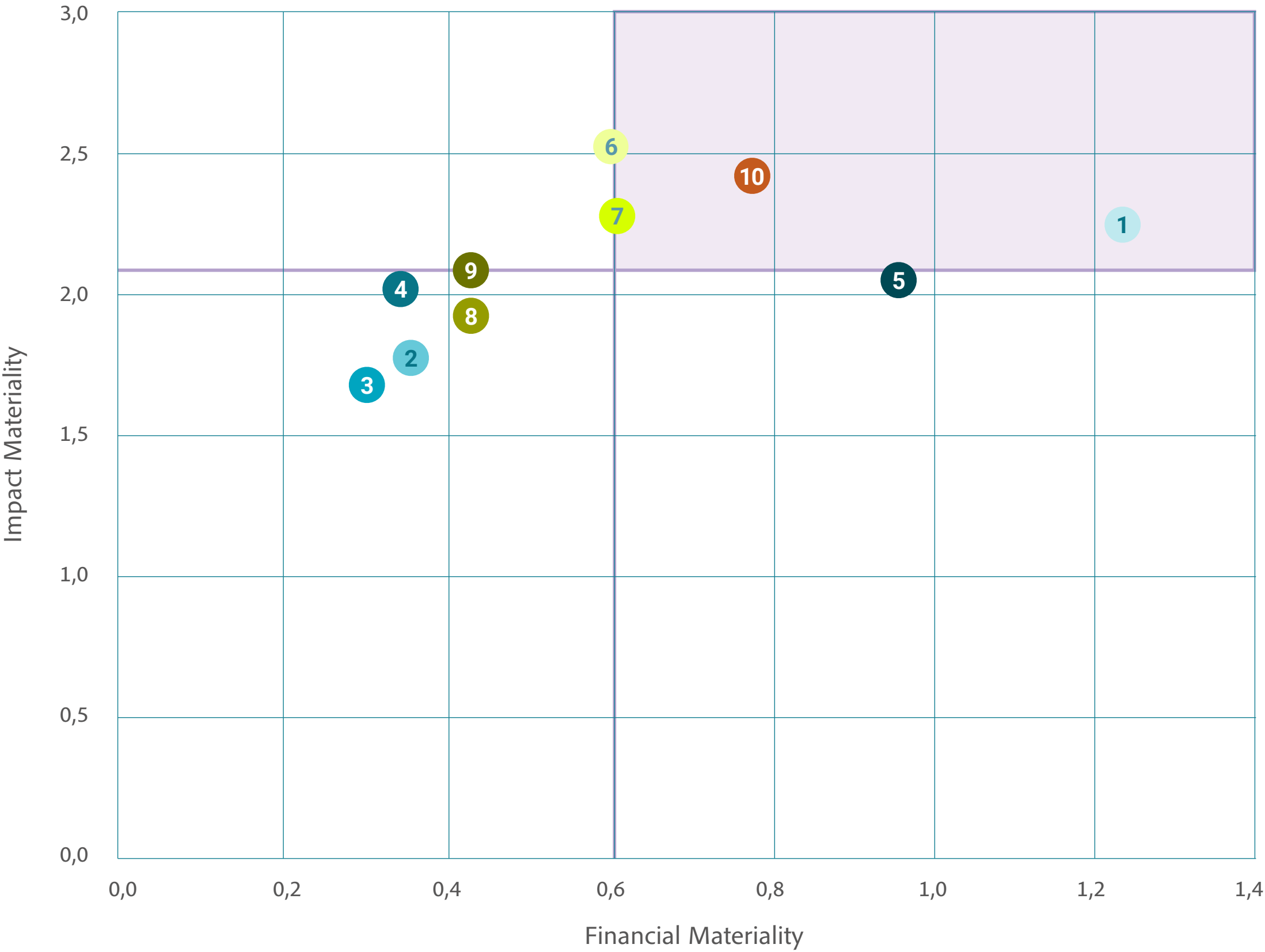
- 1. Climate change
- 2. Pollution
- 3. Water and marine resources
- 4. Biodiversity and ecosystems
- 5. Circular economy

SOCIAL

- 6. Own workforce
- 7. Workers in the value chain
- 8. Affected communities
- 9. Consumers and end-users

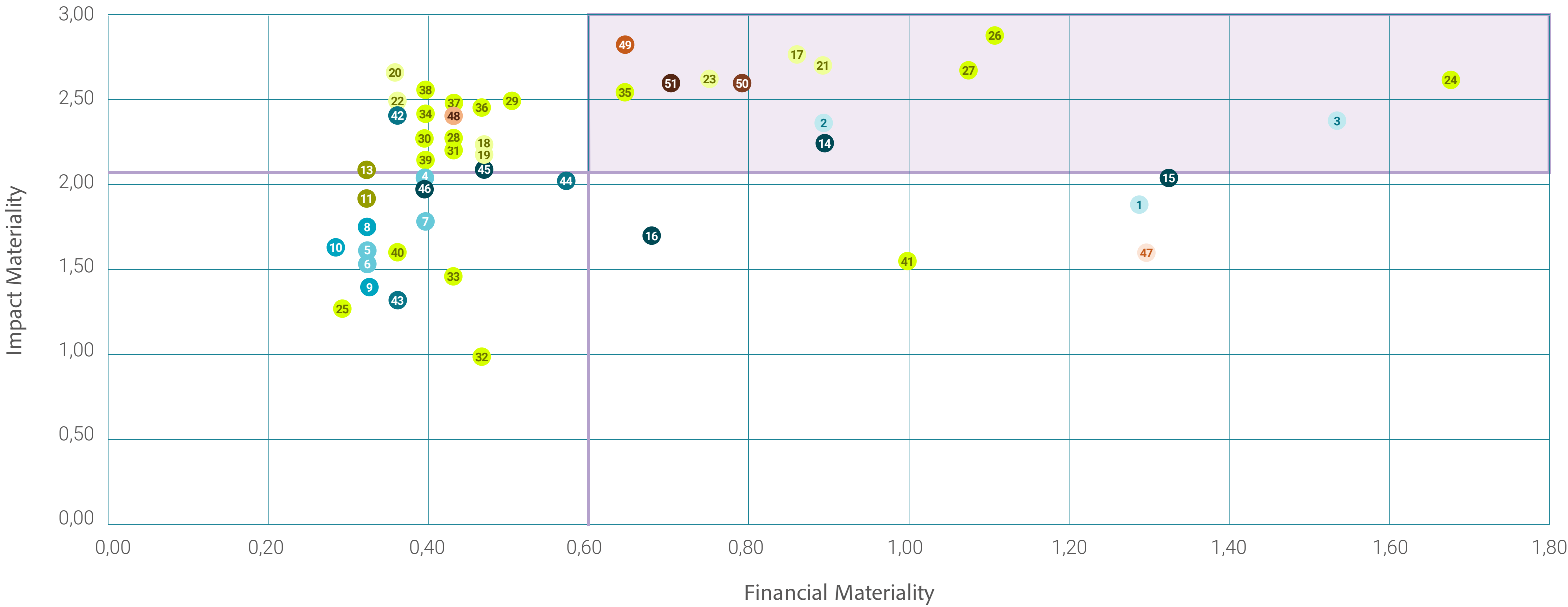
GOVERNANCE

- 10. Governance



DOUBLE MATERIALITY MATRIX
By SUB-SUB-TOPIC

- 1. Climate change adaptation
- 2. Climate change mitigation
- 3. Energy
- 4. Pollution of air
- 5. Pollution of water
- 6. Pollution of soil
- 7. Substances of very high concern
- 8. Water consumption
- 9. Water withdrawals
- 10. Water discharges
- 11. Direct impact drivers of biodiversity loss
- 12. Impacts on the state of species
- 13. Impacts on the extent and condition of ecosystems
- 14. Resources inflows, including resource use
- 15. Resource outflows related to products and services
- 16. Waste
- 17. Secure employment
- 18. Working time
- 19. Work-life balance
- 20. Health and safety
- 21. Training and skills development
- 22. Employment and inclusion of persons with disabilities
- 23. Diversity
- 24. Secure employment - Suppliers
- 25. Working time - Suppliers
- 26. Adequate wages - Suppliers
- 27. Social dialogue - Suppliers
- 28. Freedom of association - Suppliers
- 29. Collective bargaining - Suppliers
- 30. Work-life balance - Suppliers
- 31. Health and safety - Suppliers
- 32. Gender equality - Suppliers
- 33. Training and skills development - Suppliers
- 34. Employment and inclusion of persons with disabilities - Suppliers
- 35. Measures against violence and harassment in the workplace - Suppliers
- 36. Diversity - Suppliers
- 37. Child labour - Suppliers
- 38. Forced labour - Suppliers



DATA-DRIVEN SUSTAINABILITY: IMPLEMENTING AN ESG DATA COLLECTION TOOL

We have implemented a centralized tool for managing environmental, social, and governance data, enabling efficient ESG metric collection, more accurate monitoring of environmental impact and tracking progress toward our sustainability goals.

RGBU'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS



5 GENDER QUALITY

Target 5.1 In March 2023, RGBU organized its first Women's Week, coinciding with International Women's Day, to highlight and promote the role of women in the industry.

6 CLEAN WATER AND SANITATION

Target 6.1 Implemented a closed water circuit with a water reuse tank for the green shop at the plant in A Coruña.

7 AFFORDABLE AND CLEAN ENERGY

Target 7.2 Utilization of 100% renewable electricity at the plant in Austria.
Target 7.2 A 1 MWp solar photovoltaic system was installed at the Malaysia plant, generating approximately 1.25 GWh annually and reducing CO₂ emissions by 975 tons.
Target 7.2 A hydroelectric power plant in Omachi, Japan, is part of the energy portfolio to support renewable energy usage.
Target 7.3 Recovering steam generated from heating pitch for use in the ring furnace at the plant in Austria.
Target 7.3 A heat recovery system was developed at the Spain plant for the baking and rebaking phases of Graphite Electrodes, reducing gas boiler consumption by 70% and electricity consumption by 30%.

8 DECENT WORK AND ECONOMIC GROWTH

Target 8.8 At our plant in America, we were honored with the annual Safety Award by the South Carolina Manufacturing Alliance, recognizing our strong commitment to employee well-being and a culture of safety.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.4 Implementing green hydrogen burners in the incinerator on two baking furnaces at the plant in Spain.
Target 9.4 Converted steam system, previously fueled by oil, to pellets (chip boilers) in Omachi, Japan.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target 12.5 Completion of the implementation of a Global Management Waste Project to harmonize and improve the waste management practices in all of RGBU.

13 CLIMATE ACTION

Target 13.2 Supplying electrodes of the same quality at the six plants globally reducing CO₂ emissions from transportation through local production / local consumption.
Target 13.2 Reduce CO₂ emissions related to movement within plants converting forklift vehicles to electric vehicles at the plant in Austria.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Target 16.5 Enhancing transparency by allowing audits and third party assessments, achieving ISO Certifications at our plants, and obtaining ECOVADIS Gold Medal at our Austria plant and ECOVADIS Silver Medal at our Spanish and Malaysia plants.



Javier Castiñeira
HSSE Global Coordinator

Interview with Javier Castiñeira

Walking towards the future: sustainability as a foundation

What role is RGBU playing in the sustainable transformation of the steel industry?

At Resonac Graphite Business Unit, we play an active leadership role in the sustainable transformation of the steel industry — not only in ambition, but also in scale. As one of the global leaders in sales volume of Graphite Electrodes, we have a responsibility to lead by example and use our position to accelerate change across the value chain.

Our approach combines environmental commitment, operational excellence, and strong governance. We're not just reducing our own carbon footprint — we are introducing certainty to the business through long-term partnerships, transparent reporting, and a governance model that promotes stability and shared goals across the supply chain. In a volatile and increasingly demanding market, we believe this certainty is a critical enabler of true sustainability.

We are also committed to creating a positive impact on our environment — and that includes our employees, local communities, and the broader society in which we operate. Sustainability for us means building a future where economic success, social well-being, and environmental protection go hand in hand.

What does "doing sustainability truthfully" mean to you? How does that translate into concrete decisions within RGBU?

"Doing sustainability truthfully" means embracing the full scope of sustainability — environmental, social, and governance. It's not only about reducing our own emissions, but also about ensuring that our entire value chain operates under the same principles. We believe that true sustainability cannot be achieved by outsourcing environmental damage, tolerating unfair trade practices, or working with companies based in regions where human rights and personal freedoms are not respected.

At Resonac Graphite Business Unit, we hold ourselves to high standards — and we expect the same from our suppliers and customers. What we want for ourselves — a responsible, fair, and future-oriented business model — we also want for our partners. This is a core element of our initiative, Sparking Truth.

We do not judge those who prioritize short-term gains by taking advantage of weak regulations or freedom restrictions — but we do not consider that true sustainability. For us, sustainability must be built on shared values, mutual respect, and the courage to choose the harder but fairer path.

This belief is translated into concrete decisions every day: choosing proximity over cheap distance, asking tough questions in supplier assessments, and being transparent about our challenges and ambitions. Sustainability is not a label — it's a responsibility we carry in everything we do.

What types of partnerships or collaborations do you consider essential for advancing toward a more sustainable industry?

At Resonac Graphite Business Unit, we believe that true sustainability is collaborative by nature. No company can do this alone — and certainly not in a complex, global industry like steel. That's why we actively promote partnerships that are grounded in proximity, transparency, and mutual benefit.

One of our core principles is local production for local consumption. This means building and reinforcing supply chains that are as local as possible — not only to reduce emissions and improve resilience, but also to ensure that everyone plays by the same rules. Collaborating with local companies and communities helps us build fairer ecosystems, where environmental and social

standards are not bypassed for the sake of cost.

We also believe in creating long-term trade agreements with both suppliers and customers — partnerships that aim to ensure profitability for everyone involved, without compromising competitiveness. We don't support a model where one player wins at the expense of another, or where we protect our own environment while damaging others far from our operations.

This kind of collaboration demands transparency and trust. It means being open about challenges, supporting each other through transitions, and recognizing that the health of the supply chain depends on the health of every link. For us, partnership is not a buzzword — it's the foundation

of sustainable progress.

Where do you see the greatest potential for RGBU to make an impact on sustainability in the coming years?

We are ambitious — and we want to lead the transformation we are promoting. While we may not be the largest player in the steel industry, our role is highly relevant. Graphite Electrodes are essential for electric arc furnace (EAF) steelmaking, and without them, recycling steel at scale simply isn't possible. That places us in a strategic position to support — and influence — the transition toward a more sustainable steel industry.

Steel is a global sector at the heart of world development, and yet it operates without a unified governance system. Governments regulate parts of it, but nobody covers the full picture. That's why we believe it's up to us — the industry itself — to create and follow ethical, transparent, and fair rules, based on trust and shared responsibility.

At RGBU, we are prepared to take that role. We have a strong industrial footprint in the three key regions of the world — America, Asia, and EMEA — which not only gives us global insight into customer needs and market dynamics, but also helps reduce supply chain disruption risks, ensuring a more resilient and reliable service to our partners.

We combine deep technical expertise in Graphite

Electrodes with regulatory knowledge of EAF operations through our involvement with organizations such as AMI. This positions us uniquely to support our customers, not just with products, but with strategic alignment, innovation, and guidance.

We believe this is a turning point for the steel industry. New energy sources, emerging technologies, and higher expectations from society are reshaping the sector. We are ready to face that future — and we are committed to doing so in a transparent and trustful way, as a reliable partner in building a more sustainable world.

4.2

The importance of a responsible financial strategy

Throughout 2024, the Resonac Graphite Business Unit (RGBU) remained focused on generating long-term value and positive impact for all stakeholders, despite a persistently challenging market environment.

In a context still marked by excess production capacity and depressed prices in the Graphite Electrode industry, RGBU has continued to face significant financial pressure. As a result, our operating margins remained negative during the year. Nevertheless, our total sales reached 623 million USD, reflecting the strength of our customer relationships and the global reach of our operations.

Instead of concentrating solely on short-term performance, we have continued to prioritize strategic investments aimed at ensuring the long-term sustainability of our business. These include continuous improvements in production efficiency, the development of new applications, and the exploration of opportunities in adjacent markets, such as battery materials for electric vehicles.

Our commitment to innovation, quality, and customer satisfaction remains unchanged. These pillars guide our efforts to adapt to market volatility while maintaining the capabilities required to lead the industry in the future.

We also recognize that financial resilience is essential to sustaining investment in technologies that reduce environmental impact and improve our

overall sustainability performance. That is why we continue working to ensure stable, value-generating growth across all our sites.

For more detailed financial information, we invite stakeholders to consult the annual accounts of each legal entity, where official financial statements and performance indicators are made available.

By maintaining our focus on long-term strategy, responsible leadership, and sustainability, RGBU continues to contribute to a more resilient and future-ready industrial landscape—one that balances competitiveness with positive impact.

TAX APPROACH AND DISCLOSURES

We are committed to paying our fair share of taxes and complying with all applicable tax laws and regulations.

Our tax approach is based on the following principles, included in the RGBU's Tax Code of Conduct, which applies to the RGBU.

- **Basic Philosophy**
The RGBU recognizes that the contribution to the growth of society through the payment of taxes in all operating regions is a corporate social responsibility.
- **Compliance**
The RGBU will comply with the applicable

legislation in each country in which it operates, following the OECD (Organisation for Economic Co-operation and Development) model tax treaty and transfer pricing guidelines.

- **Internal System for Compliance**
The RGBU allocates the right human resources to manage tax issues accurately. Through continuous training, we improve tax compliance awareness to get quick answers about new tax systems and regulations in all operating regions.
- **Tax Governance**
The Chief Financial Officer (CFO) is responsible for the fiscal governance of the RGBU. Under his leadership, Resonac's Tax Management Department collaborates with the Group's accounting departments to jointly address tax issues.
- **Tax Planning**
The RGBU will make the payment of the corresponding taxes using preferential tax systems and similar, increasing its corporate value. We will not engage in tax planning without relevant business activities or tax avoidance using tax havens.
- **Relationship with the Tax Authority**
The RGBU will endeavour to provide accurate and prompt information to the tax authorities of each country and region where it operates.

- **Appropriate response to transfer pricing taxation**
The RGBU determines transfer pricing based on the arm's length principle, considering functions, risks, assets, and contributions to profit. We apply prior price agreements to reduce fiscal risks and build consensus with tax authorities.
- **Scope of application of the Tax Code of Conduct**
This tax code of conduct shall apply to the transactions conducted by all constituent entities of the RGBU.
- **Nature of the Tax Code of Conduct**
This code of conduct complements the RGBU's corporate philosophy and code of conduct and is a declaration of our firm promise with our stakeholders.



Patricia Álvarez
Global Head of
Business Control

Interview with Patricia Álvarez Global Head of Business Control

How is the strategic roadmap aligned with RGBU's broader sustainability objectives? In a context marked by high uncertainty, how can we balance liquidity, cost containment, and strategic transformation projects, while staying true to our ESG commitments?

Our ESG commitments are a key pillar of our competitive differentiation and financial resilience. In a market where many players compete on price with significantly lower standards, our financial strategy is firmly grounded in ESG values as a driver of sustainability and market positioning.

Even as we undergo cost control and transformation processes, ESG-related initiatives remain a top priority, as they strengthen our customer value proposition and help us build a lasting competitive advantage in a highly challenging environment.

What lessons from recent years of economic uncertainty can help reinforce the resilience of our financial strategy?

The economic uncertainty of recent years has strengthened our financial strategy for the future, proving that resilience is built by prioritizing sustainable investments, protecting key budget lines, and staying focused on the needs and priorities of customers who share our values and goals, even in times of transformation and cost pressure.

What is RGBU's long-term view on the role of graphite in a more sustainable economy (batteries, electric mobility, etc.)?

RGBU sees graphite as a strategic material for accelerating the transition to a more sustainable economy.

It plays a critical role in key technologies such as lithium-ion batteries, electric mobility, and energy storage; sectors where demand for high-quality, traceable graphite is rising rapidly.

We are actively developing capabilities to supply graphite with a lower environmental footprint, full traceability, and more efficient production processes aligned with the highest ESG standards.

This vision strengthens our differentiation strategy in contrast to competitors focused on volume and price and positions us as a key partner in sustainable value chains.



Carmen Blanco
Director of Communications
& Branding

4.3

Communication: the bridge between us and our stakeholders

At RGBU, we believe communication is far more than just messaging; it's a powerful connector.

It bridges our purpose with the people who matter most: our stakeholders, both internal and external. Through communication, we bring our values to life, strengthen trust, and ensure our actions resonate beyond their execution.

This is especially true when it comes to sustainability and social responsibility. Communication reinforces our corporate culture by spotlighting the initiatives led by our Sustainability team and driving both internal engagement and external credibility. It helps position RGBU as a responsible industry leader; not just in what we do, but in how we share it.

Behind every project, there's a team ensuring the story is told clearly, meaningfully, and with purpose. That's what allows us to grow in every region, and as a global company committed to creating real, lasting change.

Because without communication, even the best initiatives risk going unnoticed. Without transparency, trust fades. And without awareness, impact loses its power.

INTERVIEW WITH CARMEN BLANCO, DIRECTOR OF COMMUNICATIONS & BRANDING

What role is the Communications area playing within RGBU?

Our role is to maintain open and honest communication with all our stakeholders, both internal and external.

This transparency fosters stronger engagement with our employees, as our goal is for them to feel valued and well-informed, which in turn boosts productivity within the company. The same applies externally; it helps build greater trust among the public and our clients.

In addition, we serve as a link with institutions, which benefits us at all levels. We also maintain a strong, ongoing relationship with the media to ensure that the image we project aligns with the company's needs.

What role does communication play in strengthening corporate culture, especially in terms of sustainability and social responsibility?

In my view, communication plays a crucial role in this field. We work closely with RGBU's Sustainability department, demonstrating our genuine commitment to sustainability and corporate social responsibility. I also believe this helps strengthen our own employees commitment to sustainability. All of this enhances our reputation and allows us to make a lasting positive impact on our society.



1.

2.

3.

4.

5. **Together towards sustainability:
a natural footprint**

5.1

Governance: our guiding principles

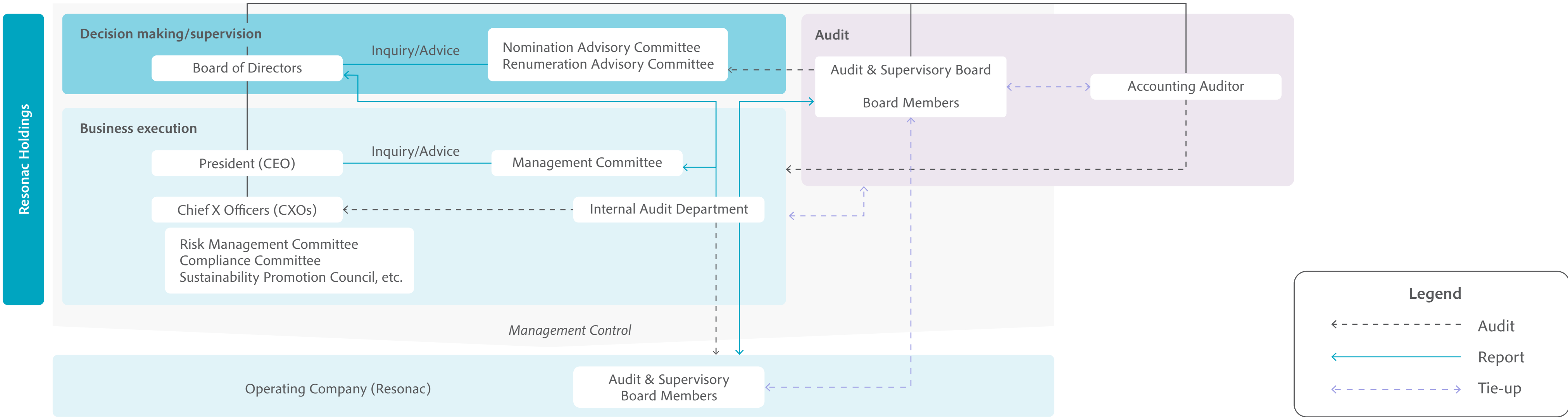
MORE THAN A REQUISITE

At RGBU, we understand governance as one of the key pillars on our path toward sustainability. These are the principles that guide us, always under the motto “Together towards sustainability” and aligned with our sustainable identity, Sparking Truth.

Our governance framework provides the necessary structure for making our daily operations a way to build a more sustainable future: we don’t aim for isolated milestones but rather turn every day into a steady and consistent step within our evolving journey, where every decision counts and every action adds up.

It’s not just about complying with regulations; it’s about going one step further. Our governance plan promotes ethical decision-making, responsible investment, and transparent oversight of ESG performance. Governance is integrated at every level of our business strategy: from risk management and capital allocation to board deliberations and operational execution.

1. GOVERNANCE SYSTEM: OUR STRUCTURE AT RESONAC



Resonac Holdings Corporation focuses on Group-wide strategy while staying agile in the face of business challenges. To ensure alignment and sustainable growth, management resources are coordinated across the Group through a structure that balances autonomy and collective responsibility.

A Corporate Officer System separates business execution from oversight, granting decision-making authority to CXOs and Business Unit leaders, while reinforcing the independence and accountability of the Board of Directors.

To support this, advisory bodies such as the Nomination and Remuneration Committees—mostly composed of Independent Outside Directors—guide key decisions like board appointments, ensuring diversity, experience, and fair judgment.

This governance framework enables RGBU to operate with agility while upholding strong ethical standards. It also reinforces our commitment to sustainability by integrating ESG priorities into leadership structures, corporate policies, and risk management systems.

AUDIT & SUPERVISORY BOARD MEMBERS



Toshiharu Kato
Full-time Audit & Supervisory Board Member

Term of office: 6 years

- Attendance at BoD meetings in 2024: 15/15
- Attendance at A&S Board meetings: 14/14



Mitsuo Katayose
Full-time Audit & Supervisory Board Member

Term of office: 1 year

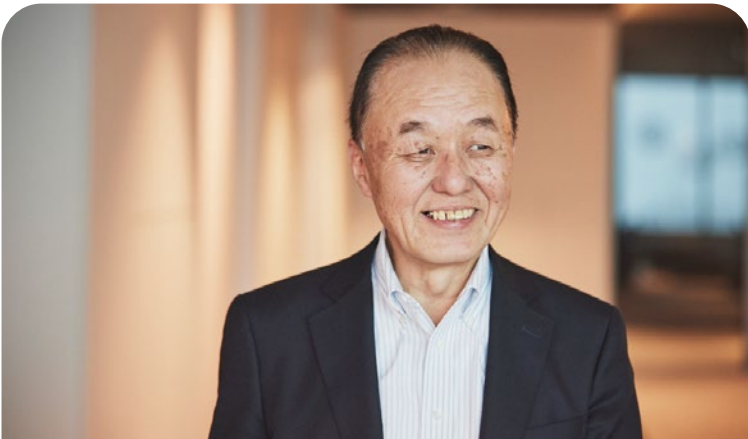
- Attendance at BoD meetings in 2024: 12/12
- Attendance at A&S Board meetings: 11/11



Masako Yajima
Outside Audit & Supervisory Board Member / Foreign Law Joint Enterprise Partner, Nishimura & Asahi

Term of office: 5 years

- Attendance at BoD meetings in 2024: 15/15
- Attendance at A&S Board meetings: 14/14



Yasuyuki Miyasaka
Outside Audit & Supervisory Board Member / President, Yasuyuki Miyasaka CPA Office

Term of office: 3 years

- Attendance at BoD meetings in 2024: 15/15
- Attendance at A&S Board meetings: 14/14



Kiyoko Toda
Outside Audit & Supervisory Board Member

Term of office: 1 year

- Attendance at BoD meetings in 2024: 12/12
- Attendance at A&S Board meetings: 11/11

A BOARD OF DIRECTORS COMMITTED TO SUSTAINABILITY

The Board of Directors of Resonac Holdings Corporation is ultimately responsible for overseeing the company’s sustainability strategy, policies, and performance.

Sustainability is a key focus in Board meetings, where progress on environmental and social goals is reviewed within the framework of financial performance, thus ensuring financially responsible and future-secure sustainability.

The Board delegates key responsibilities to advisory committees, such as the Nomination Advisory Committee and the Remuneration Advisory Committee, which help ensure that the company’s strategic steps reflect long-term sustainability aspirations.

Resonac’s risk management system also includes sustainability-related risks. Risk owners and promoters are designated in each division and department, enabling a comprehensive and proactive approach to identifying, assessing, and managing ESG risks. These risks are communicated and monitored through the Board, ensuring a direct link between sustainability oversight and corporate governance so that the company’s overall strategy guarantees sustainability across all areas.

To guarantee continuous improvement, the Board undergoes an annual evaluation of its effectiveness. This evaluation includes the adequacy of the Board’s oversight of ESG matters, reflecting our commitment to good governance and responsible leadership.

Resonac Holdings Corporation Board Directors (1/2)



Hidehito Takahashi
Representative Director;
President and Chief Executive Officer
(CEO)

[Term of office: 8 years](#)

- Attendance at BoD meetings in 2024:
15/15

[See our website for career summary](#)



Kohei Morikawa
Board Director, Chairman of the Board
President, Chairman of Japan Association
for Chemical Innovation

[Term of office: 9 years](#)

- Attendance at BoD meetings in 2024:
15/15

[See our website for career summary](#)



Hideki Somemiya
Board Director,
Chief Financial Officer (CFO)

[Term of office: 3 years](#)

- Attendance at BoD meetings in 2024:
15/15

[See our website for career summary](#)

Resonac Holdings Corporation Board Directors (2/2)



Tomomitsu Maoka
Board Director, Chief Strategy
Officer (CSO) / Chief Risk Management Officer
(CRO)

Term of office: 3 years

- Attendance at BoD meetings in 2024:
15/15

See our website for career summary



Nori Imai
Board Director, Chief Human Resource Officer
(CHRO)

Term of office: 1 year

- Attendance at BoD meetings in 2024:
12/12

See our website for career summary



Tetsuo Tsuneishi
Outside Director

Term of office: 2 years

- Attendance at BoD meetings in 2024:
15/15

See our website for career summary



Kenji Yasukawa
Outside Director

Term of office: 1 year

- Attendance at BoD meetings in 2024:
12/12

See our website for career summary



Masaru Onishi
Outside Director

Term of office: Newly appointed

- N/A

See our website for career summary



Izumi Sakakibara
Outside Director

Term of office: Newly appointed

- N/A

See our website for career summary

COMPOSITION OF THE MANAGEMENT TEAM OF RESONAC CORPORATION

- 1

Hidehito Takahashi
Chief Executive Officer (CEO)
- 2

Hideki Somemiya
Chief Financial Officer (CFO)
- 3

Tomomitsu Maoka
Chief Strategy Officer (CSO)
Chief Risk Management Officer (CRO)
- 4

Nori Imai
Chief Human Resource Officer (CHRO)
- 5

Shigeru Fujita
Chief Marketing Officer (CMO)
- 6

Nami Matsuko
Chief Sustainability Officer (CSuO)
- 7

Naobumi Shimpo
Chief Operations, Manufacturing and Engineering Officer (CMEO) Chief Quality Officer (CQO)
- 8

Masato Fukushima
Chief Technology Officer (CTO)
- 9

Hiroyuki Yamashita
General Manager, Electronics Business Headquarters
- 10

Yasushi Makabe
General Manager, Hard Disk Business Unit
- 11

Makoto Takeda
General Manager, Device Solutions Business Unit
- 12

Satoshi Hara
General Manager, Mobility Business Headquarters
- 13

Takafumi Sakurada
General Manager, High Performance Materials Business Headquarters
- 14

Hirotsugu Fukuda
Representative Director and President Crasus Chemical Inc.
- 15

Hiroshi Adachi
General Manager, Basic Chemicals Business Unit
- 16

Hidenori Abe
CTO for Semiconductor Materials
- 17

Minoru Nomaru
Chief Digital Information Officer (CDIO)
- 18

César Castiñeira
General Manager, Graphite Business Unit



CURRENT GLOBAL MANAGEMENT COMMITTEE + CEO’S OFFICE (as of June 1st, 2025)

GMC (Global Management Committee): main strategic decision-making body of RGBU, bringing together leaders from key business areas and functions.
CEO’s Office: direct support to the CEO, coordinating the strategic agenda and ensuring alignment across the organization.

CORPORATE GOVERNANCE SYSTEM OF
RESONAC GRAPHITE BUSINESS UNIT

Resonac Corporation operates through multiple business units, including the Graphite Business Unit (RGBU). The Graphite Management Committee (GMC) is the primary decision-making body of the RGBU. GMC members bring a wide range of knowledge, experience, and international perspectives. This diversity contributes to our resilience and agility in addressing global ESG challenges.

The GMC brings together professionals from Asia, Europe, and the Americas, reflecting the multicultural nature of our operations and customer portfolio. This cultural diversity, combined with the technical and strategic backgrounds of its members -ranging from regulatory compliance and operations to engineering and business development- enriches decision-making and fosters a global mindset in our sustainability strategy.

In 2024, generational diversity is also reflected within the committee: 50% of its members are between 30 and 50 years old, while the remaining 50% are over 50. This age distribution fosters a valuable balance between experience and fresh perspectives, enhancing our capacity to address both immediate operational needs and the long-term ambitions of our transformation journey.

GMC (GLOBAL MANAGEMENT COMMITTEE)



CEO’S OFFICE





Nami Matsuko
CSuO of Resonac
Corporation

Interview to Nami Matsuko (CSuO of Resonac Corporation)

From the Corporation's perspective, what strategic role does the Graphite Business Unit play in Resonac Corporation's overall vision?

The Graphite Business Unit plays a very important role in realizing Resonac's Corporate vision, as it provides world-class graphite products and technologies, with a strong focus on sustainability.

One of its key contributions is enabling more efficient and environmentally friendly steel recycling through electric arc furnaces. That directly supports our broader corporate purpose.

But beyond the products themselves, the Graphite Business Unit is also setting the standard for sustainability efforts across the entire Resonac Group. For example, RGBU has a much higher share of renewable energy use; globally it's around 26%, and in Austria it's already at 100%, with Spain at 41%. That's significantly above the group average, which is only 7.5% at this point. This business unit is also very active in community engagement and in 'employer of choice' initiatives. These programs are not just internal successes:

they've become model cases that inspire and guide other business units.

How is Resonac integrating sustainability into its business model and decision-making at the corporate level?

We began taking a much more strategic approach to sustainability about three years ago, right after the integration of two separate chemical companies into the new Resonac. At that time, we redefined sustainability as a core management priority; something that would enhance our long-term corporate value and support our transformation into a world-class functional chemical company.

We started by launching a monthly Sustainability Council, which includes all executive management. The purpose was to make sure that everyone understood just how central sustainability is to our business growth and to society. In the first year, our focus was on identifying what really matters, our material issues, and putting in place ways to track non-financial performance indicators like environmental metrics, safety, and people-related data.

In the second year, we expanded participation in the Council to include the heads of each Business Unit. That's also when we launched company-wide carbon neutrality projects. At the same time, we created the role of 'Sustainability Partners' in each business unit and in the CXO office. These partners

work closely with the corporate sustainability department to plan and implement initiatives tailored to their specific needs.

Now we're in the third year, and we're seeing even deeper integration. The Business Unit heads are actively discussing products that reflect our Resonac values, or what we call 'Resonac Pride' products. They're also analyzing the business risks and opportunities linked to climate change, responding to sustainability demands from major clients, and taking part in decisions around capital allocation for sustainability investments. So, we've come a long way, but this is still very much an ongoing journey.

**ORGANIZATIONAL PERFORMANCE
EVALUATION: GUIDED BY TRUE NORTH
TO IMPROVING RESULTS**

The performance of the Graphite Business Unit is evaluated annually through a set of “True North Key Performance Indicators” defined by the Graphite Management Committee (GMC), reflecting our commitment to a sustainable business.

These indicators include accident frequency and severity rates, the number of compliance incidents, employee engagement (eNPS), and the cash-to-cash cycle.

This evaluation framework supports both short and long-term decision-making and strategy execution based on realistic and measurable analysis.

While variable compensation across the organization is currently linked to specific performance indicators, such as safety, other ESG indicators have begun to be assessed and are progressively being integrated into our performance evaluations.

The RGBU continues to advance, step by step, towards a greater alignment between incentive structures and sustainability goals, aiming to foster a culture of accountability and continuous improvement.

2. ETHICS AND INTEGRITY

**THE GOVERNANCE SYSTEM: NAVIGATING
THE INTERNAL KEYS**

Resonac Corporation is a multinational company, with offices in various countries and customers around the world. Because each country and region where we operate has its own customs, laws, and regulations, we work with Global Compliance Standards (GCS) that allow us to evaluate performance on a worldwide scale.

To ensure regulatory compliance across all our locations, the RGBU implements GCS through periodic reviews and risk assessments tailored locally. In 2024, the compliance team carried out structured activities to identify and monitor legal risks. These activities included regular regulatory reviews, compliance risk mapping, and employee training on ethics and integrity.

Our staff receive regular training on our business conduct policies, including anti-corruption practices. This training is mandatory for key positions and includes real-life scenarios and appropriate reporting mechanisms. Internal control measures are implemented at each plant or center, and compliance structures are adapted to regulatory environments, achieving full alignment not only with company standards but also with the legal regulations of each country in which we operate.

The RGBU also maintains a Conflicts of Interest Policy, which applies to all employees and is reviewed periodically. Declarations of interest are collected from relevant positions to ensure transparency in decision-making.

At RGBU, we understand that ethical behavior and legal compliance are not just legal obligations but essential factors for building sustainable relationships with our communities, customers, partners, and the planet - and, of course, an absolute cornerstone for the sustainability and transparency of the project.

A strong compliance framework ensures that our operations are conducted with transparency and fairness, reinforcing stakeholder trust and long-term value creation.

We believe true integrity means doing the right thing, even when no one is watching. This principle is deeply rooted in our corporate culture and empowers every employee to act with responsibility, consistency, and purpose, fostering individual accountability by providing the tools needed to make the right decisions.

To fulfill our purpose -Changing society through the power of chemistry- we must respond to our responsibilities to all stakeholders and society at large, delivering value consistently. One of the key elements supporting our efforts is thorough regulatory compliance.

Code of Conduct

At RGBU, we believe that ethical behavior and integrity are fundamental to the long-term success of our business. Our commitment to these values is reflected in our Code of Conduct, which places special emphasis on honesty, fairness, respect, and sustainability.

Resonac Corporation published the latest version of its Code of Conduct in November 2022. This document serves as a guide for all Resonac executives and employees (including those in RGBU) and details specific behaviors aligned with the company’s values and sustainability goals. This ensures that the entire team has the necessary tools to ensure that daily work and decision-making processes maintain consistency and integrity throughout the organization, aligning with the company’s sustainability and transparency objectives.

The Code of Conduct is available on the Resonac website for all employees and stakeholders. The Code of Conduct reflects the essential principles for building a strong and sustainable business:

- **Safety**
We act on the basis of “safety takes precedence over everything else”.
- **Honesty and Integrity**
We act with honesty and integrity in all of our

dealings with customers, suppliers, employees, and other stakeholders.

- **Compliance with the law**
We comply with all applicable laws and regulations.
- **Fairness and respect**
We treat all stakeholders with fairness and respect.
- **Sustainability**
We are committed to sustainable business practices that protect the environment and promote the well-being of our communities.

Likewise, there are various measures in place to ensure that our employees understand and comply with our Code of Conduct, such as:

1. **Providing training on the Code of Conduct**
All employees are required to complete training on the Code of Conduct
2. **Establishing a whistleblowing hotline**
Employees are encouraged to report any suspected violations of the Code of Conduct to the company's whistleblowing hotline
3. **Investigating allegations of misconduct**
All allegations of misconduct are investigated thoroughly

4. **Taking disciplinary action**
Disciplinary action, up to and including termination of employment, may be taken against employees who violate the Code of Conduct

Our commitment to ethics and integrity has enabled us to build a strong reputation among our customers, suppliers, employees, and other stakeholders, giving our company a brighter outlook. We are proud of our reputation as an ethical and trustworthy company.

We believe that our commitment to ethics and integrity is a key factor in our long-term success.

We are committed to continuing to uphold these values in everything we do.

Supplier code of conduct: Integrating every piece into the journey towards excellence

At RGBU, we ensure that all our suppliers and subcontractors comply with all applicable national and international laws and regulations, as well as with our RGBU Supplier Code of Conduct. This code is based on the principles of the United

Nations Global Compact, the Universal Declaration of Human Rights, and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Its purpose is to ensure that the suppliers and subcontractors we work with are aligned with the values that define us as a company.

Each supplier must implement an appropriate compliance management system and take the necessary measures to ensure that their own supply chain adheres to these standards. This includes informing and training their employees in this Code of Conduct.

- Key Principles:
- Compliance with laws and regulations
 - Business Integrity
 - Respect for human rights and labor rights
 - Environmental protection

Summary of Our Supplier Code of Conduct

Monitoring and verifying ESG compliance by suppliers is a key element of sustainable supply chain management. That's why Resonac Group and Resonac Graphite Business Unit (RGBU) have established clear expectations for suppliers in the areas of ethics, sustainability, and social responsibility, including the Supplier and Subcontractor Code of Conduct. These resources are shared with the aim of increasing mutual corporate value through aligned practices and shared accountability.

RGBU is committed to strengthening sustainability throughout its entire supply chain.

The company expects its partners to comply with the provisions of this Code and to ensure that their own subcontractors do the same. Any violation may result in the termination of existing supply agreements.

In 2024, RGBU implemented the Supplier Sustainability Survey to systematically assess ESG maturity and performance.

Key suppliers were invited to complete this structured evaluation, which covered critical areas such as environmental practices, labor conditions, human rights, anti-corruption, and governance. A total of 330 suppliers participated in this assessment, providing valuable insights into the ESG practices across our supply chain.

The survey allowed us to share results with suppliers and establish key focus areas, as well as conduct follow-up actions, such as additional assessments or on-site audits, to ensure alignment with expected standards. This is how we ensure that our suppliers are aligned with our business values and objectives.

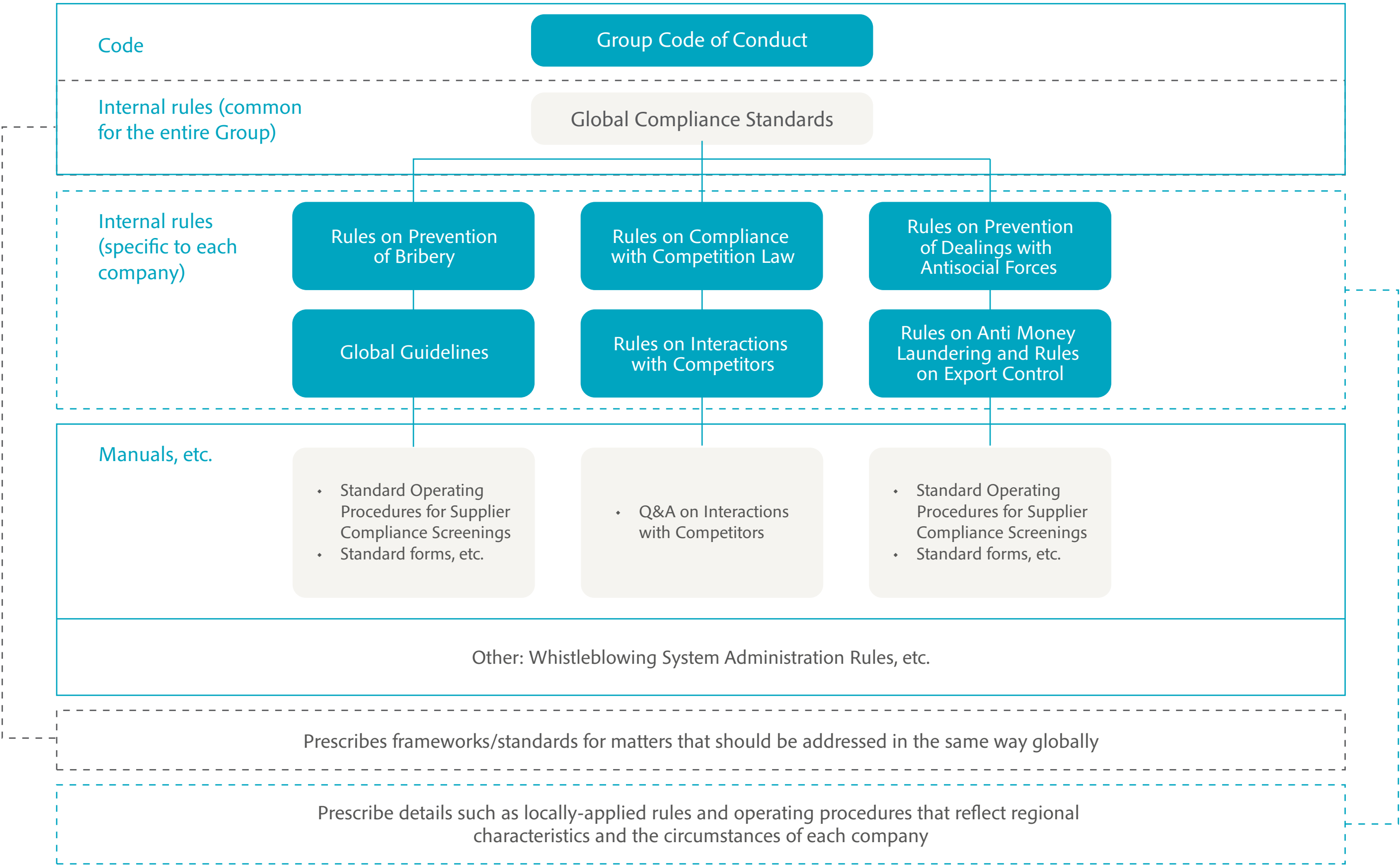
Looking ahead, RGPU is exploring the integration of third-party ESG rating tools, such as the EcoVadis assessment methodology, to further strengthen supplier risk evaluation and enable more consistent comparison of sustainability performance.

This proactive approach reinforces the practical implementation of the Supplier Code of Conduct and supports RGPU's broader commitments to sustainability, responsibility, and integrity across the entire value chain.

ESTABLISHMENT OF GLOBAL COMPLIANCE STANDARDS

To ensure compliance across the entire Group, Resonac Corporation has established the Global Compliance Standards (GCS). The GCS define structures and frameworks that the Resonac Graphite Business Unit implements to ensure not only compliance with laws and regulations, but also alignment with the compliance standards required by the international community, and, of course, by the corporation itself.

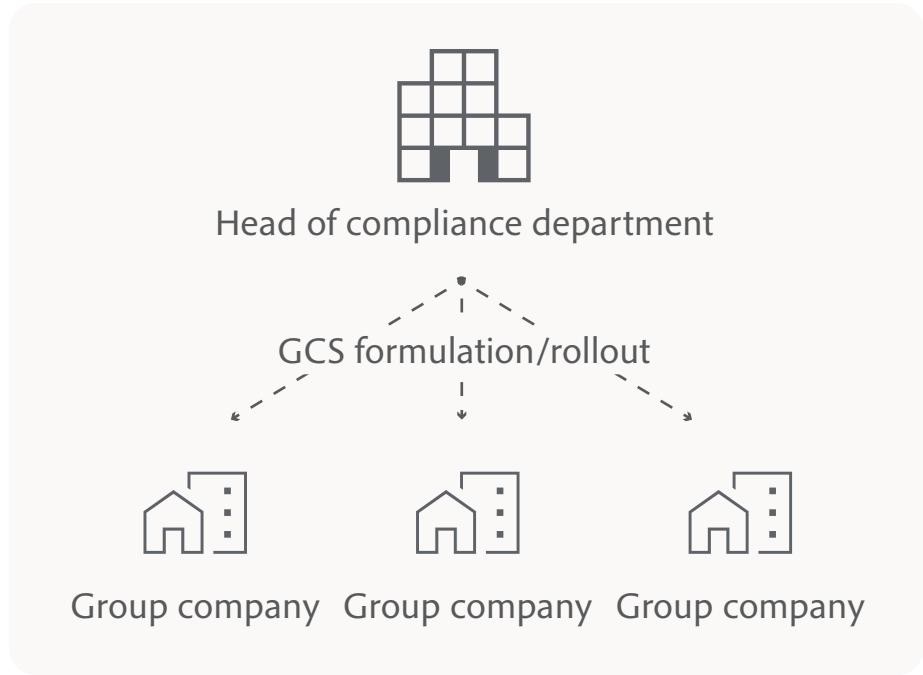
We believe that a well-designed and effectively implemented GCS framework helps prevent misconduct or detect it at an early stage, as well as enables swift action in the event any irregularities are identified.





Brown grass field

Starting from the foundation of the Global Compliance Standards (GCS), Group companies (including RGBU) develop rules and manuals, and establish structures to prevent, monitor, and address legal and regulatory violations, while also promoting corrective actions.



- **Oversight division (head office compliance department)**
Identifies changes in local regulations and the social environment and formulates a policy to cope with each compliance risk phenomenon and event.
- **Regional Compliance Officer**
Supports compliance activities of group companies in their region through training and education, distribution of compliance tools, audits and sharing good practices.

- **Group companies (business execution department)**
Implement rules based on the policy autonomously and independently endeavor to design mechanisms for ensuring legal compliance.

WHISTLEBLOWING CHANNEL: TRANSPARENCY AND SUPERVISION

Resonac Corporation provides its employees, suppliers, and customers with a whistleblowing channel, allowing both internal and external stakeholders to report concerns regarding any violation or suspected violation of laws, regulations, or the Resonac Group Code of Conduct.

This whistleblowing channel is available on the corporate website, ensuring complete confidentiality for whistleblowers, even when reports are submitted anonymously.

The Japanese whistleblowing system (TSUHO Hotline) is available to all RESONAC employees worldwide, including the Graphite Business Unit, and is promoted on Resonac’s Japanese website, where the Code of Conduct is also published. However, in line with the company’s own principles, it has been adapted to European regulations. As such, we also maintain a whistleblowing hotline accessible to all employees in Spain, Austria, and Italy, as well as to all employees of REU (Resonac Europe) and RGG (Resonac Graphite Germany) in Germany. The whistleblowing system is a key tool for the early

detection of misconduct, and it ensures transparency and security. To enhance its value and support sustainable development, Resonac Corporation strictly manages the system to strengthen the self-regulation capabilities of each organization within the group (including RGBU). This approach helps maintain stakeholder trust and ensures legal and regulatory compliance.

When a report is received through the channel, the compliance department at the central office, led by Michael Kuschnick (Head of Compliance at RGBU), forwards the details to the members of the Audit Oversight Committee C. These members review the progress and management of the reports, as well as the corrective actions taken.

In 2024, a total of five reports were received through the whistleblowing channel. All cases were reviewed and managed according to our internal procedures, reinforcing our commitment to early detection, transparency, and corrective action when needed.

Transparency is not just a legal obligation – it is the foundation of our corporate credibility.

By fostering a safe and accessible environment for reporting, we continue to strengthen our integrity systems and promote responsible business conduct throughout the organization.

CORPORATE POLICIES

In addition to the Code of Conduct of Resonac Corporation, there are multiple corporate policies that address different issues related to business conduct:



Code of Conduct

Describing general rules of work-related behavior applicable for all employees of Resonac Group.



Supplier Code of Conduct

Describing rules of behavior and applicable standards for suppliers all along the supply chain.



Conflict of Interest Policy

Describing measures to be taken to avoid potential conflicts of interest between employees and Resonac.



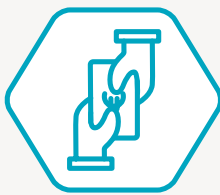
Anti-Money Laundering Policy

Describing measures for the prevention of money laundering and terror financing.



Anti-Trust Policy

Describing rules of behavior when dealing with competitors.



Anti Bribery Policy

Describing measures to avoid bribery.



Anti-corruption, Gifts & Hospitality Policy

Describing rules regarding the acceptance of gifts by employees.



Whistleblower Policy

Describing the possibilities to use the whistleblower hotline established for use in all Resonac Graphite Business Unit entities in Europe.



Tax Code of Conduct

Commitment to compliance with local and international tax laws, emphasizing its responsibility to contribute to societal growth through appropriate tax payments.



Export Control Policy

Describing measures to avoid violations of applicable export restrictions as well as of sanctions.



Safety, Health and Environmental Policy

Sets out the company's commitment to contributing to sustainable development and the realization of a sustainable society, by prioritizing continuous improvement in health and safety conditions, the prevention of equipment-related accidents, and effective environmental management.



Quality Policy

Establishes our commitment to delivering high-quality products and services, fostering continuous improvement, and meeting or exceeding customer expectations and regulatory requirements.



REACH Declaration

Declares the company's compliance with the EU REACH Regulation regarding the Registration, Evaluation, Authorization and Restriction of Chemicals used in our products and operations.



Procurement Policies / Guidelines

Describing principles for responsible sourcing, supplier selection, and sustainable procurement practices.

The compliance department provides advice regarding company policies and can be contacted if there are questions relating to policies and responsible business conduct.

HUMAN RIGHTS AT THE CORE

Human rights are always at the center of all our decisions and operations, and our commitment to them always remains a top priority. Our corporate policies are aligned with the United Nations Guiding Principles on Business and Human Rights, as well as with the Ten Principles of the UN Global Compact.

RGBU conducts regular human rights due diligence to identify and assess human rights risks within our operations. We take measures to mitigate these risks, such as developing and implementing human rights policies and procedures, training employees on this topic, and engaging with stakeholders on human rights issues.



Human Rights

Principle 1
Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2
Make sure that they are not complicit in human rights abuses.



Labour

Principle 3
Businesses should uphold the freedom of association and the effective recognition of right to collective bargaining.

Principle 4
The elimination of all forms of forced and compulsory labour.

Principle 5
The effective abolition of child labour.

Principle 6
The elimination of discrimination in respect of employment and occupation.



Environment

Principle 7
Businesses should support a precautionary approach to environment challenges.

Principle 8
Undertake initiatives to promote greater environmental responsibility.

Principle 9
Encourage the development and diffusion of environmentally friendly technologies.



Anti-Corruption

Principle 10
Businesses should work against corruption in all its forms, including extortion and bribery.



DISCRIMINATION CASES: EQUITY AND EQUALITY

Discrimination can take many forms, including:

- Imposition of unequal burdens
- Denial of benefits

We are committed to a workplace where all employees are treated with respect and dignity, regardless of race, color, religion, sex, national origin, age, disability, or any other protected characteristic.

In 2024, RGBU received no reports of discrimination. We are proud of our inclusive environment and our commitment to diversity and equity. However, we know there is always more work to be done. We will continue striving to create a workplace where everyone feels safe, respected, and valued.

TRANSPARENCY AND ACCOUNTABILITY: SHIELDED AGAINST CORRUPTION

The Compliance Department is responsible for ensuring that the company complies with all applicable laws, regulations, and internal policies. This includes conducting risk assessments of corruption in all departments. No cases of corruption were detected in 2024 within RGBU.

The strategy to continue improving in this area includes the following actions:

- Implementing a more robust system for screening employees and third parties for corruption risks
- Conducting more frequent audits of anti-corruption controls
- Providing more training to employees on anti-corruption laws and policies

	A Coruña	Steeg	Omachi	Banting	Sichuan	Ridgeville	Monterrey	Wiesbaden	Gersthofen	Genova	Tokyo
Anti-corrupution training by employee	0	0	394	200	2	0	241	0	0	0	24
Management employees trained	0	0	25	60	1	0	35	0	0	0	12
Non-management employees trained	0	0	369	140	1	0	206	0	0	0	12

Training in relation to anti-corruption regulations 2024



Person holding a plant

COMPLIANCE WITH LAWS AND REGULATIONS

RGBU is fully committed to complying with all applicable laws and regulations across every area of its operations. Our compliance framework includes a Code of Conduct for employees and suppliers, mandatory training, accessible reporting channels, and structured procedures for addressing potential violations through our whistleblower system.

In 2024, RGBU was not subject to any significant penalties or non-monetary sanctions, and no legal incidents were reported related to product labeling, marketing communications, customer data protection, product safety, or anti-competitive practices.

Furthermore, we have no record or indication of operations or suppliers where the right to freedom of association and collective bargaining has been at risk. The same applies to significant incidents or risks related to child labor or forced labor.

RGBU remains committed to upholding fundamental labor rights and continues to strive for a transparent, accountable, and law-abiding value chain.

3. TRANSPARENCY

At RGBU, we actively work to foster transparent communication and build strong relationships with

our customers, stakeholders, and employees. Our commitment to transparency is further reinforced through our third-party certifications, including ISO and EcoVadis, which validate the rigorous standards we uphold across all our processes. This dedication to transparency and adherence to recognized, measurable standards not only strengthen our relationships but also keeps building trust in our company.

These sustainability and transparency are core components of our business strategy and help strengthen our relationships with stakeholders such as customers, suppliers, employees, communities, and society at large. That’s why we voluntarily and actively participate in third-party evaluations and audits, such as those provided by EcoVadis, in line with internationally recognized standards like ISO 14001, ISO 9001, ISO 50001, and ISO 45001.

These initiatives and ratings enhance our credibility and competitive edge and underscore our strong commitment to ethical, sustainable, and responsible business practices.

ECOVADIS

We are proud to share the progress we’ve made in our EcoVadis sustainability ratings in 2024. Our Steeg plant has been awarded the EcoVadis Gold Medal, representing a significant improvement over the previous year. We have also maintained the EcoVadis Silver Medal at our A Coruña plant and

are pleased to announce that our Banting plant in Malaysia has received an EcoVadis Silver Medal for the first time.

These achievements mark an important milestone in our sustainability journey, clearly reflecting our commitment to sustainability, social responsibility, and environmental protection throughout our value chain. They also highlight our collaborative efforts toward a sustainable future, confirm that we are on the right path, and inspire us to continue striving toward our sustainability goals.

At RGBU, we believe in expanding sustainable business practices, strengthening our corporate social responsibility, and transparently demonstrating our commitment to ethical excellence. Our voluntary participation in EcoVadis since 2022, through our legal entity in A Coruña, allows us to assess our sustainability efforts, drive continuous improvement, and build trust with our stakeholders.

Engaging with EcoVadis allows us to:

- Assess our performance in Environment, Labor & Human Rights, Ethics and Sustainable Procurement
- Identifying and prioritizing sustainability risks and opportunities
- Benchmarking our performance against industry peers
- Evaluate sustainability practices and transparency throughout our value chain

ISO CERTIFICATION

ISO standards are internationally recognized benchmarks that define the best practices for quality, safety, efficiency, and consistency across various industries.

Legend

ISO 9001:2015

Quality Management System

ISO 14001:2015

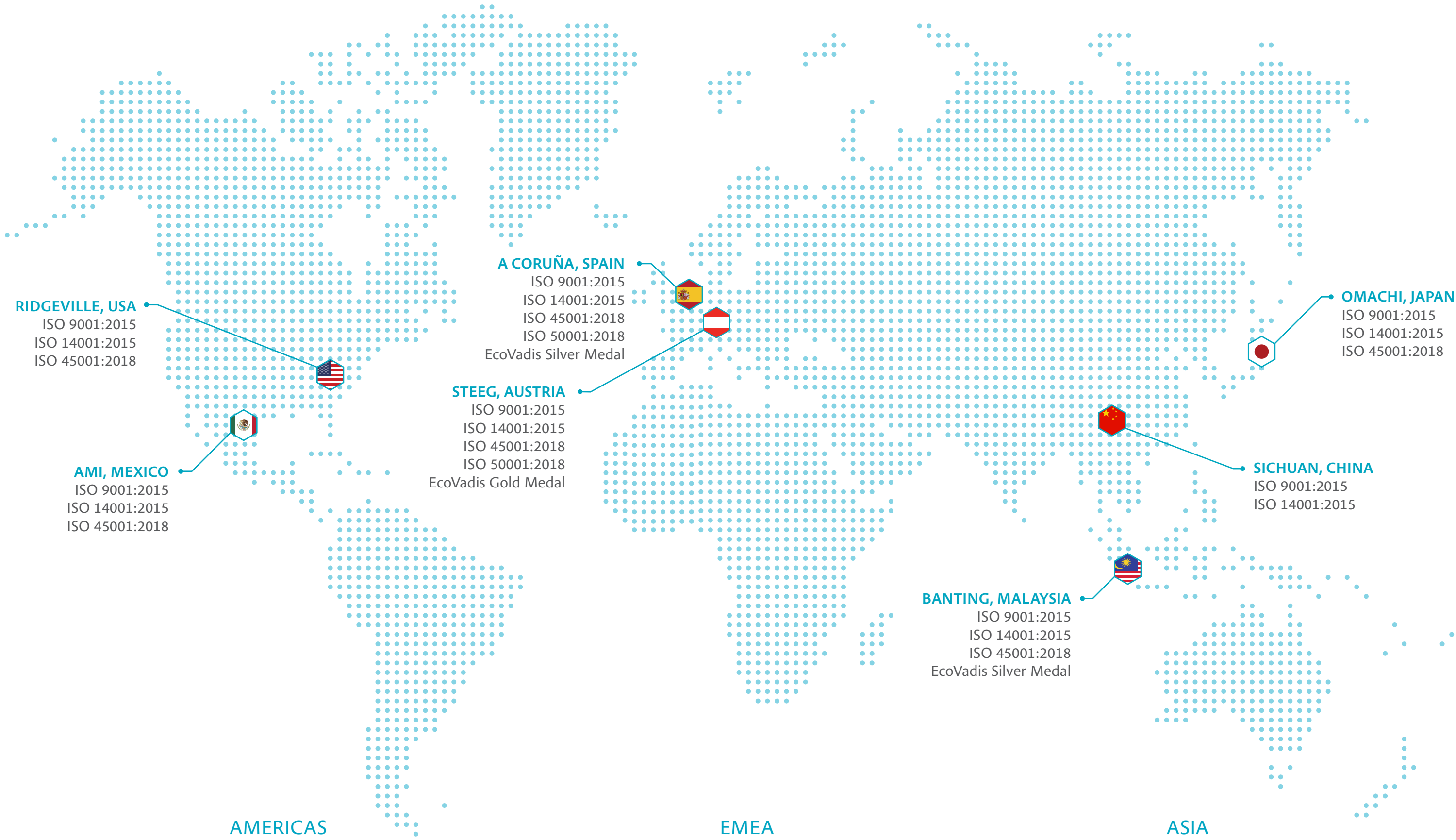
Environmental Management System

ISO 45001:2018

Health and Safety Management System

ISO 50001:2018

Energy Management System





Small plant growing out of the ground

At RGBU, we believe that sustainability is not built solely through visible actions, but also through ethical decisions, robust structures, and a culture of integrity.

Good governance means taking care of the present without compromising the future. That is why we continue to strengthen our governance practices to move forward, together, towards a more transparent, fair, and sustainable business model.

SSC Software solution for our non-financial reporting

In today’s fast-paced business world, data is the heartbeat of informed decision-making. Organizations worldwide have come to recognize the undeniable value of non-financial data, encompassing environmental, social and governance (ESG) aspects. However, efficiently collecting, managing, and interpreting this data has often been an arduous task.

RGBU is using for the non-financial reporting of all its legal entities, the SCCS software solution, developed by Sphera. For RGBU it is not only a strategically in our journey towards comprehensive sustainability and corporate responsibility regarding our company purpose “change society through the power of

chemistry.”

The motivation for RGBU to use this software solution that manages all ESG data, including the calculation of the Product Carbon Footprint (PCF) of our products in accordance with the GHG (Greenhouse Gas) Protocol standard, can be multifaceted:

Streamlined Data Collection & Quality Assurance
Simplifies our data collection across various ESG domains creating comprehensive database in compliance with the GRI (Global Reporting Initiative) and CSRD (Corporate Sustainability Reporting Directive). In addition to this the PCF (Product Carbon Footprint) of our products is calculated automatically with this tool in streamlined processes.

- **Efficiency and Timesaving**
The cumbersome process of manually gathering, processing, and checking data was significantly reduced. Automatized calculations and centralized data management reduce manual work and minimize errors.
- **Enhanced Reporting**
The platform enables us to create comprehensive and visually engaging reports and dashboards. This empowers us to better communicate our sustainability efforts to internal and external stakeholders. Our organization can better recognize and manage its impacts on people and the planet. We can identify and reduce risks, seize new opportunities, and act towards becoming a

transparent and trusted organization in a more sustainable world.

- **Transparency & Credibility**
With this software solution the RGBU legal entities can document our sustainability efforts in a reliable and verifiable manner, building trust among customers, investors, and partners.
- **Regulatory Compliance**
Meeting legal requirements and standards, such as the EU Taxonomy or the Carbon Border Adjustment Mechanism (CBAM), becomes more manageable.

For the first time, we can analyse our company’s situation from a holistic perspective, gaining insights that will drive us to make more informed decisions, set ambitious targets and enhance our global performance. This software solution, is a powerful tool that is reshaping how we approach data, consistent with our agile and flexible values.

As we embrace this new era of data-driven decision-making, RGBU is excited to explore the endless possibilities this software brings to our journey towards sustainability and corporate responsibility. With this platform, the power of non-financial data has never been more accessible, relevant, or impactful.

5.2

Environment: nurturing every step

¹ International Energy Agency (IEA) and the American Chemical Society (ACS).

² Worldsteel CO₂ emission global average intensity by production route (tonnes CO₂ per tonne of crude steel cast) (Sustainability Indicators 2024 report - worldsteel.org).

1. DECARBONIZATION

DRIVING DECARBONIZATION EFFORTS

Decarbonization is one of the fundamental pillars of our sustainability strategy. Our commitment is clear: to minimize our carbon footprint through the adoption of energy-efficient practices, strong investment in renewable energy sources, and the continuous pursuit of innovative solutions.

The path we are following has a shared goal: to lead the transition toward an economically and environmentally sustainable model, helping to build a more livable and fairer world for the generations to come.

For us, this journey is a thread that connects the past with the present and guides the future.

IMPACT ON THE STEEL INDUSTRY

The steel industry is one of the main sources of greenhouse gas emissions, accounting for

approximately 7% to 9% of global CO₂ emissions¹. Steel production is a highly energy-intensive process, with a significant portion of its emissions stemming from the use of fossil fuels in blast furnaces and other equipment involved in its manufacture.

There are two main types of steelmaking processes:

- Blast Furnace-Basic Oxygen Furnace (BF-BOF) process
- Electric Arc Furnace (EAF) process

BF-BOF PROCESS

This traditional method uses coke a coal derivative as the energy source to heat iron ore in a blast furnace. The resulting iron is then converted into steel in a basic oxygen furnace. This process is highly polluting: approximately 2 tons of CO₂ are emitted for every ton of steel produced¹.

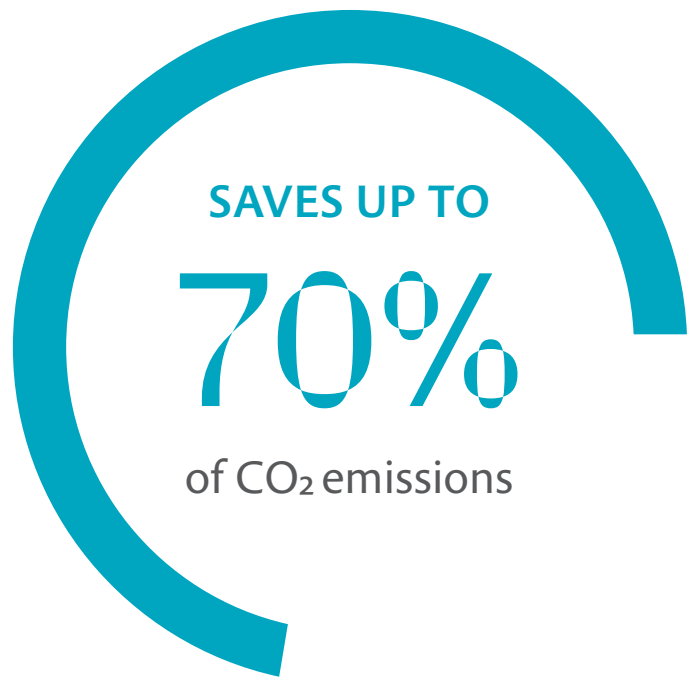
EAF PROCESS

In contrast, the Electric Arc Furnace (EAF) generates extreme heat using electricity to melt scrap metal or to produce new steel from Direct Reduced Iron (DRI). This more modern method stands out for its energy efficiency, high level of automation, and lower environmental impact. Since it does not rely on fossil fuels to generate heat, the EAF process emits significantly less CO₂ than the traditional method. However, some emissions still

remain, as much of the electricity used still comes from non-renewable sources.

ROLE OF GRAPHITE ELECTRODES IN THE DECARBONIZATION PROCESS OF THE STEEL SECTOR

Steel production using Electric Arc Furnaces (EAF), traditionally focused on scrap recycling, has become the cornerstone of the transition toward low-CO₂ steelmaking. This technology, which also enables the production of new steel from Direct Reduced Iron (DRI), offers a cleaner, more efficient, and scalable pathway, positioning itself as one of the most promising options for industrial decarbonization.



Our commitment to sustainability is not just a statement, but a guiding principle that informs every step of our electrode production process.

From the selection of raw materials such as coke and pitch (by-products of petroleum refining) to our direct contribution to the global steel recycling cycle, we integrate sustainability into every steps of our operations.

Graphite Electrodes play a vital role in the circular economy by giving new life to waste materials.

They are essential not only in the production of steel from scrap but also of new steel in low-emission processes based on Direct Reduced Iron (DRI). We take on the responsibility of minimizing our environmental impact with full commitment.

Moreover, our dedication to the planet doesn't end with the product's useful life: we work to ensure that our electrodes follow a waste-free usage cycle, fully aligned with a truly sustainable model.

Our customers operate Electric Arc Furnaces, where Graphite Electrodes are the core of the melting process. Compared to steel production from iron ore in blast furnace-basic oxygen furnace (BF-BOF) routes, using our products in the EAF process can reduce CO₂ emissions by up to 70%. In the case of DRI-based steelmaking, the reduction reaches approximately 40%².



PERSPECTIVE FOR REDUCING EMISSIONS IN THE PRODUCTION PROCESS OF GRAPHITE ELECTRODES

The steel industry is undergoing a time of transformation. Demands to reduce CO₂ emissions are increasing: governments are enforcing stricter regulations, and customers are seeking more sustainable products. In response, the sector is turning to new technologies and manufacturing processes with lower environmental impact. On this path, the Electric Arc Furnace (EAF) plays a leading role, and with it, Graphite Electrodes, which are essential to advancing towards a cleaner future.

Roadmap to carbon neutrality in 2050

- Reduction of Scope 1+2 GHG emissions by 30% by 2030 from fiscal year 2013.
- Achieve net-zero Scope 1+2 GHG emissions by 2050.
- Reduction of Scope 3 GHG emissions in the categories purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and waste generated in operations (categories 3.1, 3.3, 3.4 and 3.5 according to GHG-Protocol) by 20% by 2030 from fiscal year 2023.

Paths to progress in sustainability

There are several ways to reduce emissions in the production of Graphite Electrodes. Some of the

- most promising include:
- Incorporating renewable energy sources.
 - Improving energy use efficiency.
 - Investing in innovative technologies.

Challenges along the way

As with any process of change, there are also challenges. The cost of renewable energy, the lack of advanced technologies to recycle and reuse materials, and the investment required to develop new solutions are real obstacles.

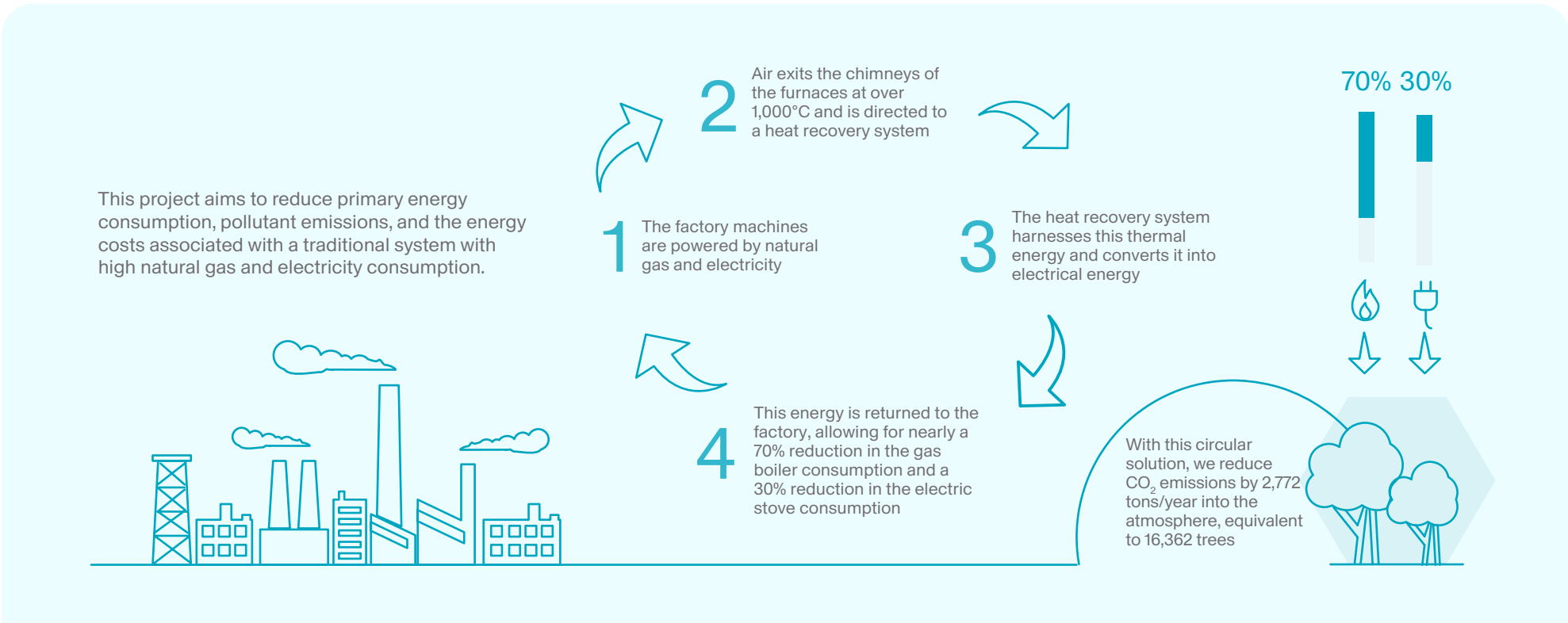
Even so, at RGBU we continue moving forward with steady steps. Our commitment to sustainability is clear, and we are working every day to achieve cleaner, more efficient processes that are respectful of the environment.

Decarbonization projects underway



Long-term agreements (PPAs) with renewable energy supplier

Location: A Coruña (Spain)
Project description: Power Purchase Agreement (PPA) is a contract between a buyer and a seller of electricity. PPAs can be used to secure a supply of renewable electricity at a fixed price for a specified period. In 2023, we signed a long-term Power Purchase Agreement to secure 40% of the electricity consumption for Resonac Graphite Spain (RGS). This PPA, which became operational in 2024, guarantees a supply of renewable electricity, reducing our carbon footprint and contributing to our sustainability goals.



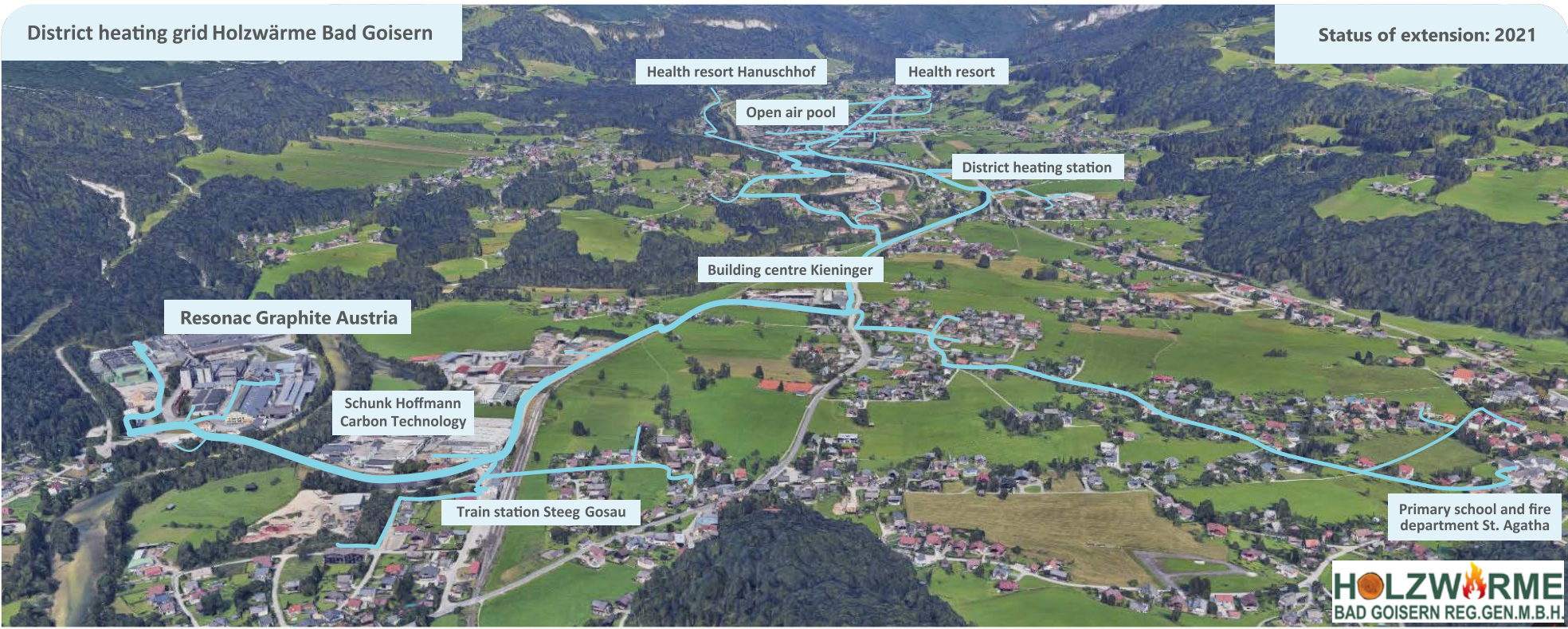
Heat recovery system

Location: A Coruña (Spain)
Project description: A heat recovery system has been installed at RGS in 2022. Thanks to this system, the production plant will take advantage of the thermal energy that is lost in the baking phase of Graphite Electrode, through the chimneys of its furnaces, which will allow it to save up to 70% in boiler gas consumption and 30% of the electric consumption of the stoves. This heat is a valuable source of energy that is often wasted during production. To prevent this waste, the installed system can recover thermal energy and reintegrate.



Solar Panel project

Location: Banting (Malaysia)
Project description: Resonac Graphite Malaysia (RGM) installed 1 MWp of solar photovoltaic panels on the roof of its existing building. The system generated in 2024 1,313,635 kWh, reducing CO₂ emissions by approximately 1,000 tons.



Waste heat utilization in the local district heating system

Location: Steeg (Austria)
Project description: RGAT, in cooperation with Holzwärme Bad Goisern, utilizes waste heat from the Steeg plant to supply the local district heating system with thermal energy. This initiative, started over 10 years ago, aims to support the local community in Bad Goisern by providing thermal energy that would otherwise be wasted. The district heating network spans approximately 27 km and serves over 350 households, offices, hotels, and companies. During the summer months (mid-May to early October), the network operates solely on thermal energy from the Steeg plant. By the end of 2024, RGAT had provided over 110 GWh of thermal energy to the heating network.



Reducing the mobility CO₂ footprint of our staff

Location: Steeg (Austria)
Project description: To reduce CO₂ emissions and promote eco-friendly commuting, RGAT introduced a program in 2022 allowing employees to lease e-bikes or regular bikes for professional and private use, taking advantage of Austria's input tax deduction for company bicycles.

Location: A Coruña (Spain)
Project description: To reduce CO₂ emissions and support sustainable transportation, RGS has installed 6 electric vehicle (EV) chargers of 22 kWh. This initiative is part of our broader commitment to eco-friendly practices and aims to facilitate employees' commuting with electric vehicles.



100% green electricity

Location: Steeg (Austria)
Project description: Resonac Graphite Austria is committed to sustainable energy practices. We have secured about 40% of our electricity consumption directly through Power Purchase Agreements (PPAs) with green energy (solar) producers. To cover the remaining energy consumption, we purchase green electricity certificates. By buying these certificates, RGAT supports renewable energy projects that generate green power, thereby displacing the need for energy from conventional, carbon-intensive sources. This dual approach ensures that our plant's electricity needs are met with CO₂-neutral energy, aligning with our commitment to reducing our carbon footprint and promoting sustainable development.



Green Energy Initiative

Location: Banting (Malaysia)
Project description: In 2024, RGM subscribed to the Green Electricity Tariff (GET) program by Tenaga Nasional Berhad (TNB), increased subscription to 130 Blocks (equivalent to 1,560,000 kWh/year) from renewable energy sources. This initiative resulted in an estimated reduction of 1,182 tons of CO₂ emissions.



Wood Chip Boiler and LNG Boilers

Location: Omachi (Japan)
Project description: In 2024, the Omachi plant replaced its outdated heavy oil boiler system by introducing a combination of wood chip and LNG boilers to supply steam for Graphite Electrode production. This initiative is expected to reduce approximately 3,000 tons of CO₂ emissions annually.

The wood chip boiler uses locally sourced biomass from the Northern Japanese Alps region, promoting regional forestry, reducing transport emissions, and supporting local employment. It also enhances the plant's energy resilience and allows flexibility for future use of alternative biomass fuels.

To ensure stable steam supply and operational reliability, a high-efficiency LNG boiler was also installed. This system offers cleaner combustion than heavy oil and integrates features such as waste heat recovery and exhaust gas utilization, improving both energy efficiency and the workplace environment.

ENERGY 2024

Energy is our main operating material and therefore an essential pillar of our sustainable development, with direct effects on the environment, the economy, and people's lives. RGBU is actively committed to optimizing energy consumption, investing in renewable energy sources and implementing energy-efficient practices and solutions for a sustainable future.

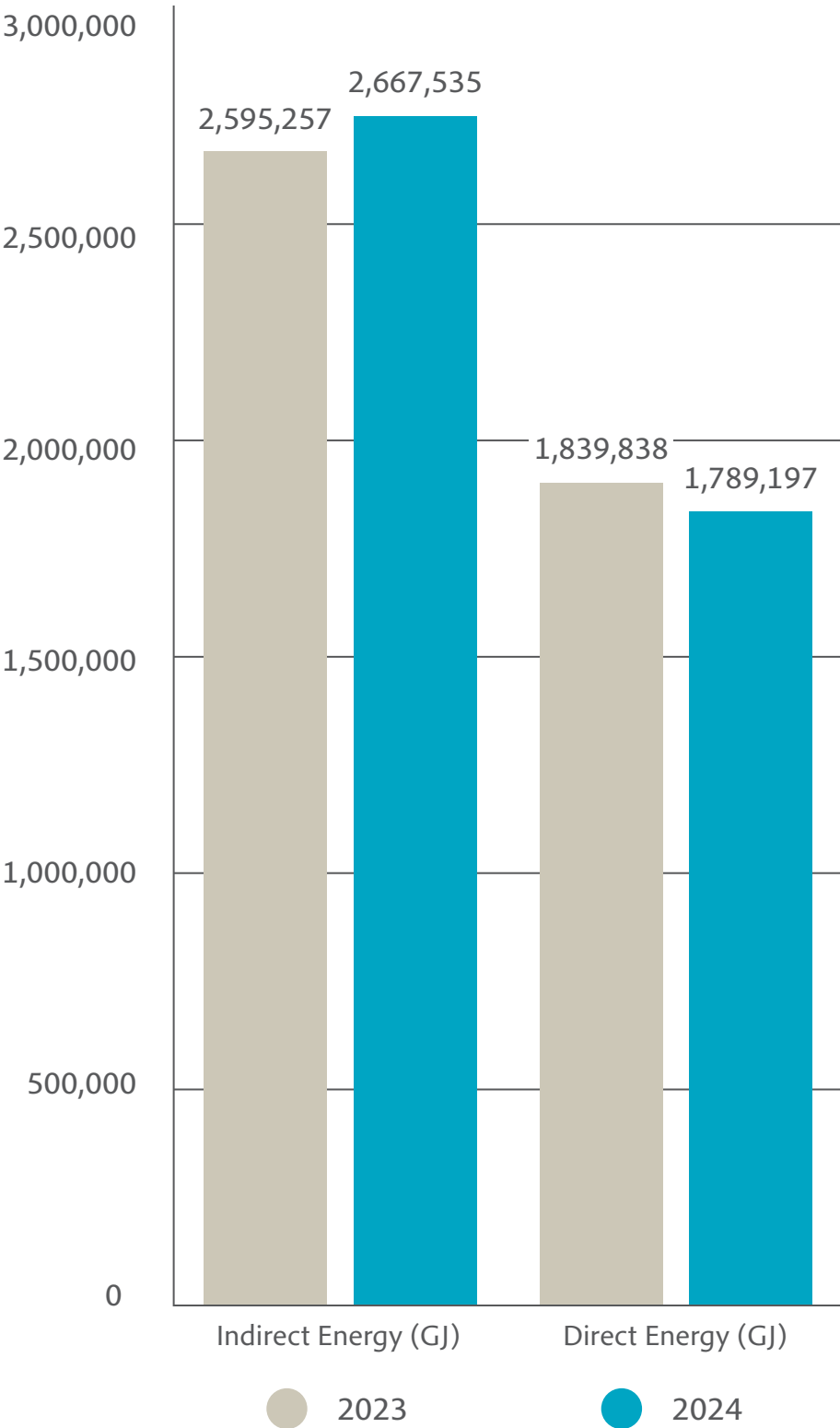
In addition reducing our energy intensity is one of our sustainability efforts, as it allows us to enhance efficiency while minimizing environmental impact.

Energy-intensive industries naturally require significant electricity, but our dedication to renewable energy will help to reduce environmental impact. By utilizing solar, wind, water and other sustainable energy sources, we will decrease our reliance on fossil fuels and improve overall efficiency.

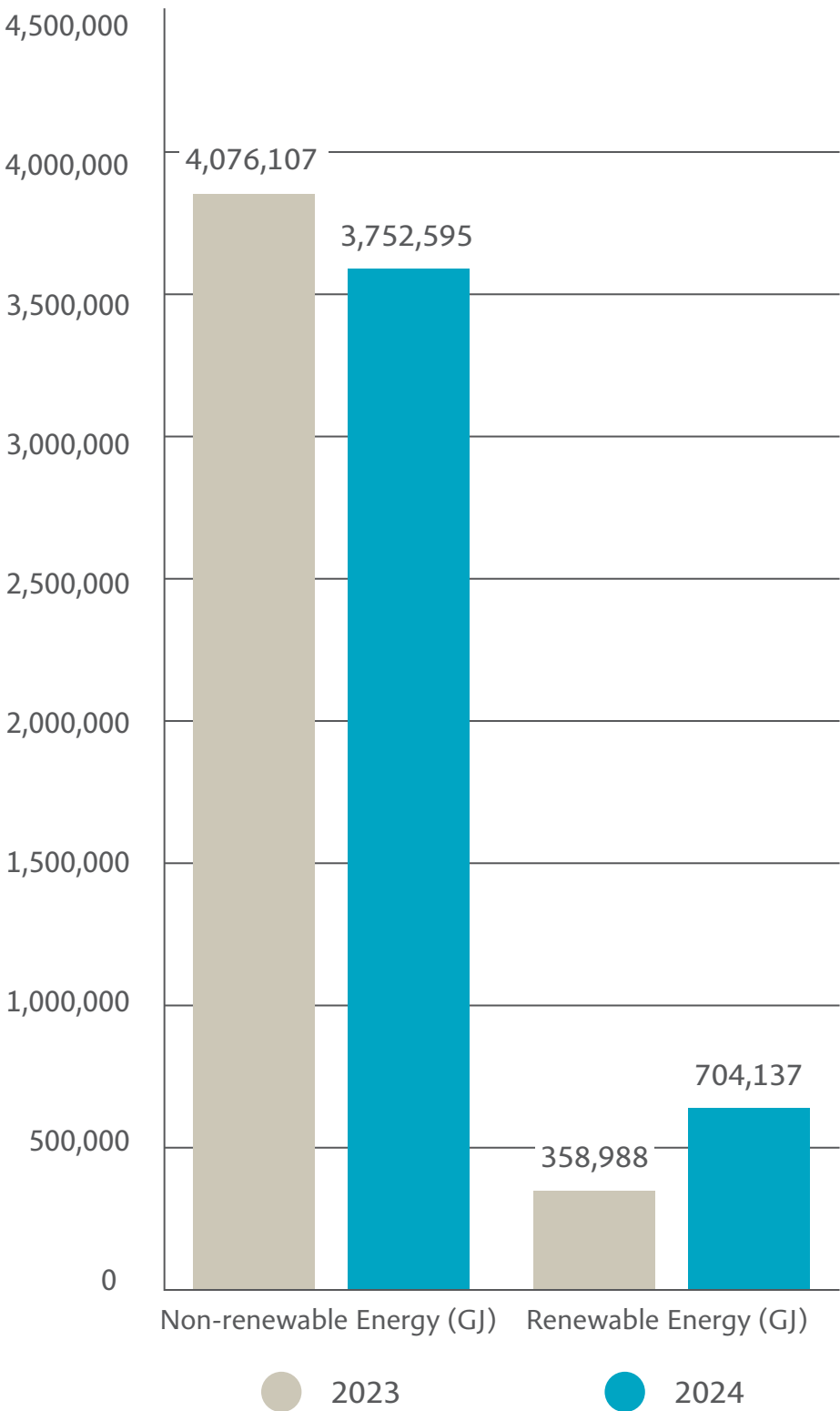
In 2024, we were able to cover 15.8% of our energy needs with energy from renewable sources, and if we consider electricity consumption alone, 26.2% of the RGBU consumption was supplied from renewable energy sources.

2024, we successfully reduced our energy intensity slightly compared to our previous reporting period - a clear reflection of our ongoing commitment to responsible energy management and sustainable growth.

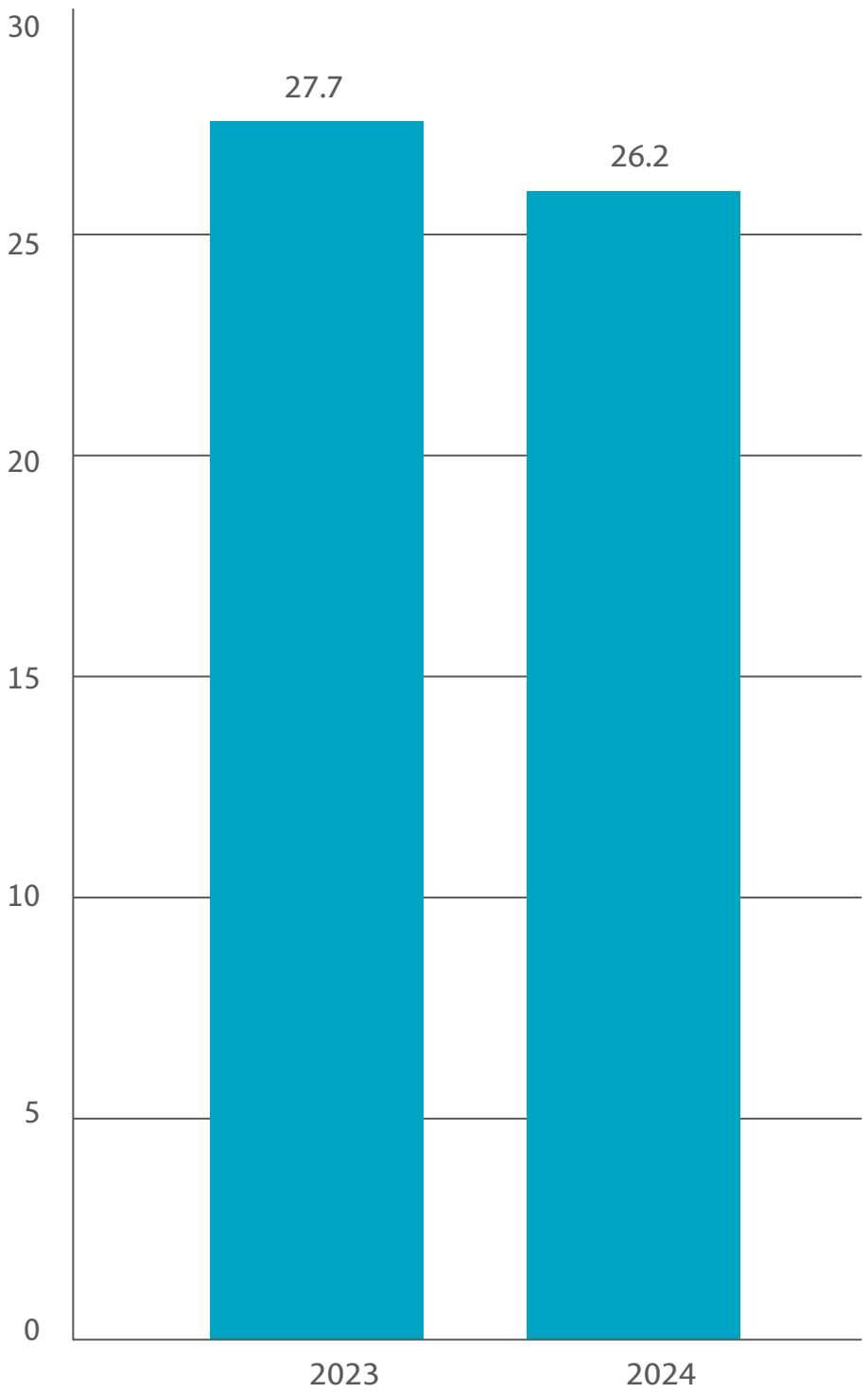
ENERGY CONSUMPTION
INDIRECT AND DIRECT (GJ)*



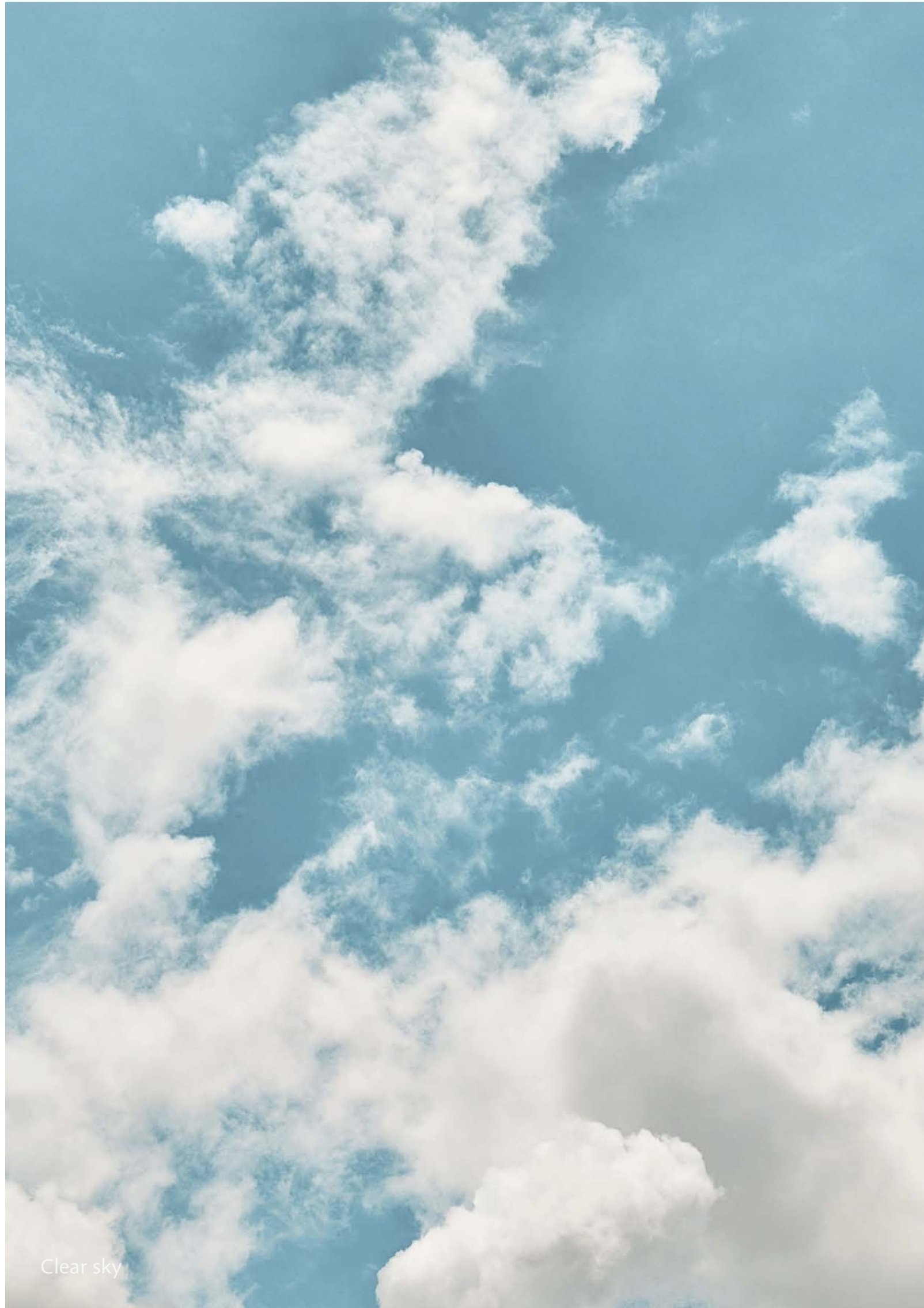
ENERGY CONSUMPTION NON-RENEWABLE
VS RENEWABLE (GJ)*



ENERGY INTENSITY (GRAPHITIZATION
OUTPUT) (GJ/t)*



*Figures including offices



Through targeted efficiency measures, optimization of production processes, and continuous awareness building among our teams, we achieved a measurable decrease in the amount of energy used per unit of output.

This not only reflects our focus on operational excellence but also aligns with our broader climate objectives, contributing to the reduction of our overall environmental footprint.

EMISSIONS OF OUR PRODUCTION 2024

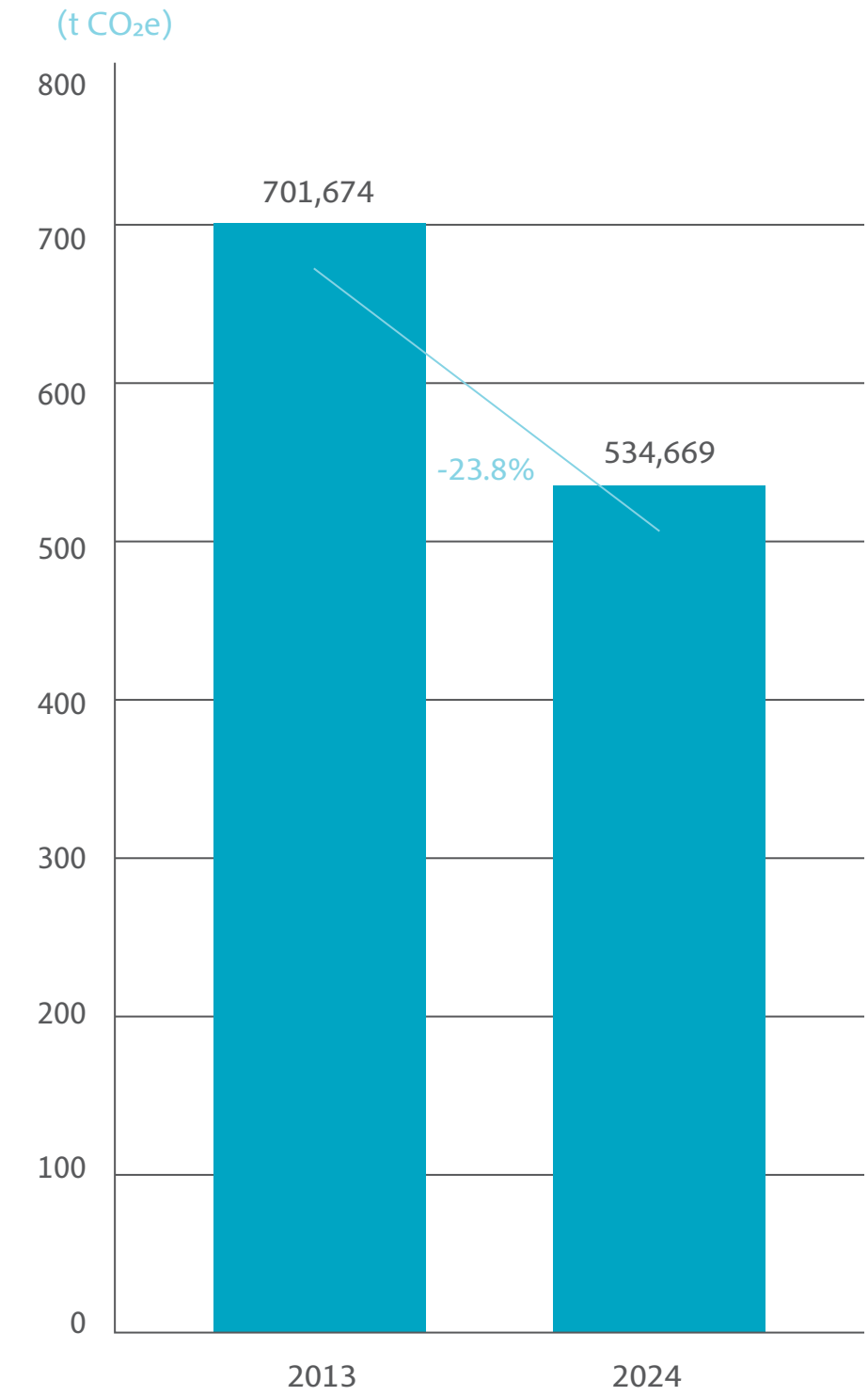
This report presents the greenhouse gas (GHG) emissions of the production sites of RGBU for the year 2024, in accordance with the Greenhouse Gas Protocol.

From 2013 to 2024, we achieved an absolute reduction of -23.8% CO₂e (Scope 1+2).

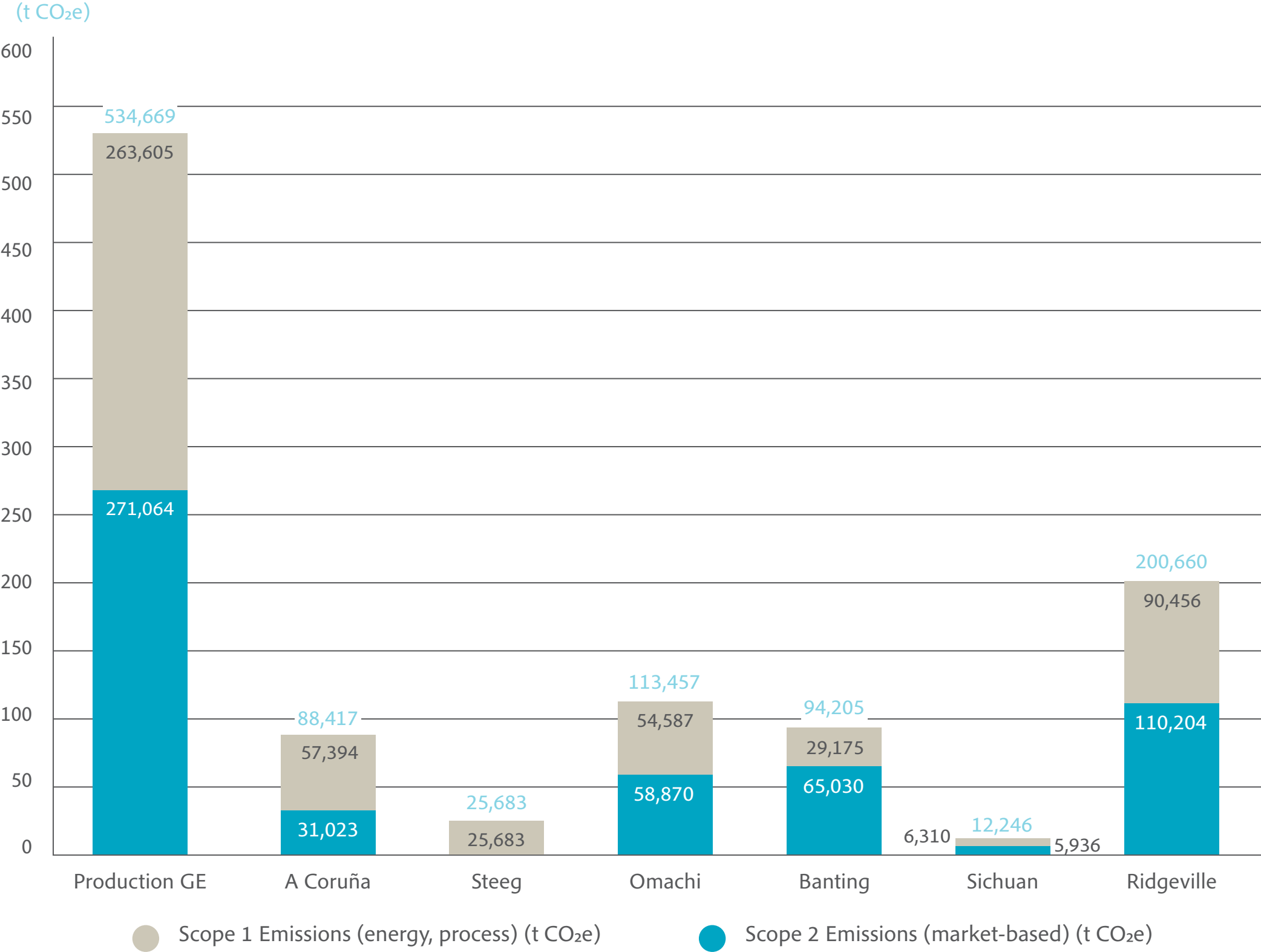
Beyond greenhouse gases, the atmospheric emissions of air pollutants generated by our operations represent a much smaller fraction. In this reporting cycle, our industrial activities emitted 346 tons of nitrogen oxides, 136 tons of particulate matter, and 263 tons of sulfur oxides.

Yet within each figure lies a purpose: less emissions in the skies, less burden on the air we breathe. In every ton reduced, a promise to move toward a cleaner horizon where industry and planet breathe together in greater harmony.

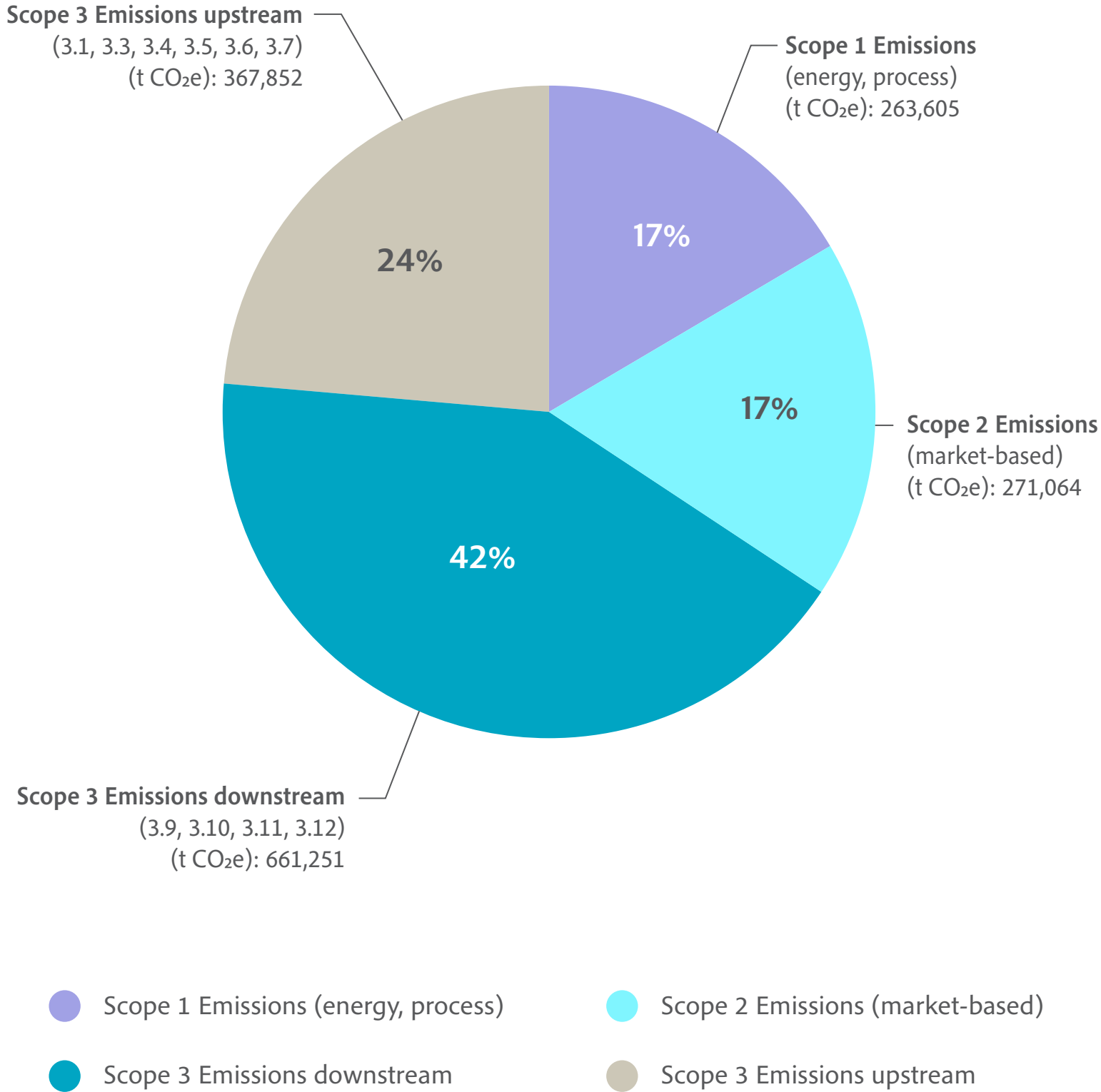
ABSOLUTE REDUCTION IN SCOPE 1 AND SCOPE 2 EMISSIONS 2013-2024



SCOPE 1 AND SCOPE 2 EMISSIONS OF OUR PRODUCTION 2024



2024 PRODUCTION GE - SCOPE 1, 2 AND 3 DOWNSTREAM AND UPSTREAM





2. CIRCULAR ECONOMY

KEEPING THE WHEEL TURNING TO MAKE OUR PATH MORE SUSTAINABLE

At RGBU, we firmly embrace the principles of the circular economy, convinced that it is the most coherent path toward long-term sustainability both for our business and the planet we inhabit.

Graphite Electrodes are fundamental components in the production of steel and other metals. Their role in Electric Arc Furnaces (EAF), where scrap and other raw materials are melted, is the key to the operation of a more circular and environmentally respectful system.

One of the major challenges of this regenerative economy is managing the end of life of products. In this regard, Graphite Electrodes offer an extraordinary advantage: they are consumed during the steelmaking process, meaning they leave no waste once their function ends.

Our commitment to the circular economy is

embodied in three essential principles:

- **Reduce**
We work every day to decrease the amount of material needed to manufacture our electrodes by optimizing processes and increasing efficiency.
- **Reuse and Recycle**
We give new life to materials whenever possible and incorporate recycled and reused materials into the production of our new electrodes.
- **Recover**
We harness the energy generated during production. We have systems in place to capture waste heat from our furnaces and return it to the production cycle.

Thus, our vision of the circular economy is not just an industrial strategy: it is a way of thinking about the world, a way to give without depleting, to create without destroying, to transform what was into what will be like graphite that, consumed by fire, is reborn in the strength of steel.

SUSTAINABILITY THROUGH INTERNAL RECYCLING: CONSERVING RESOURCES IN OUR BUSINESS

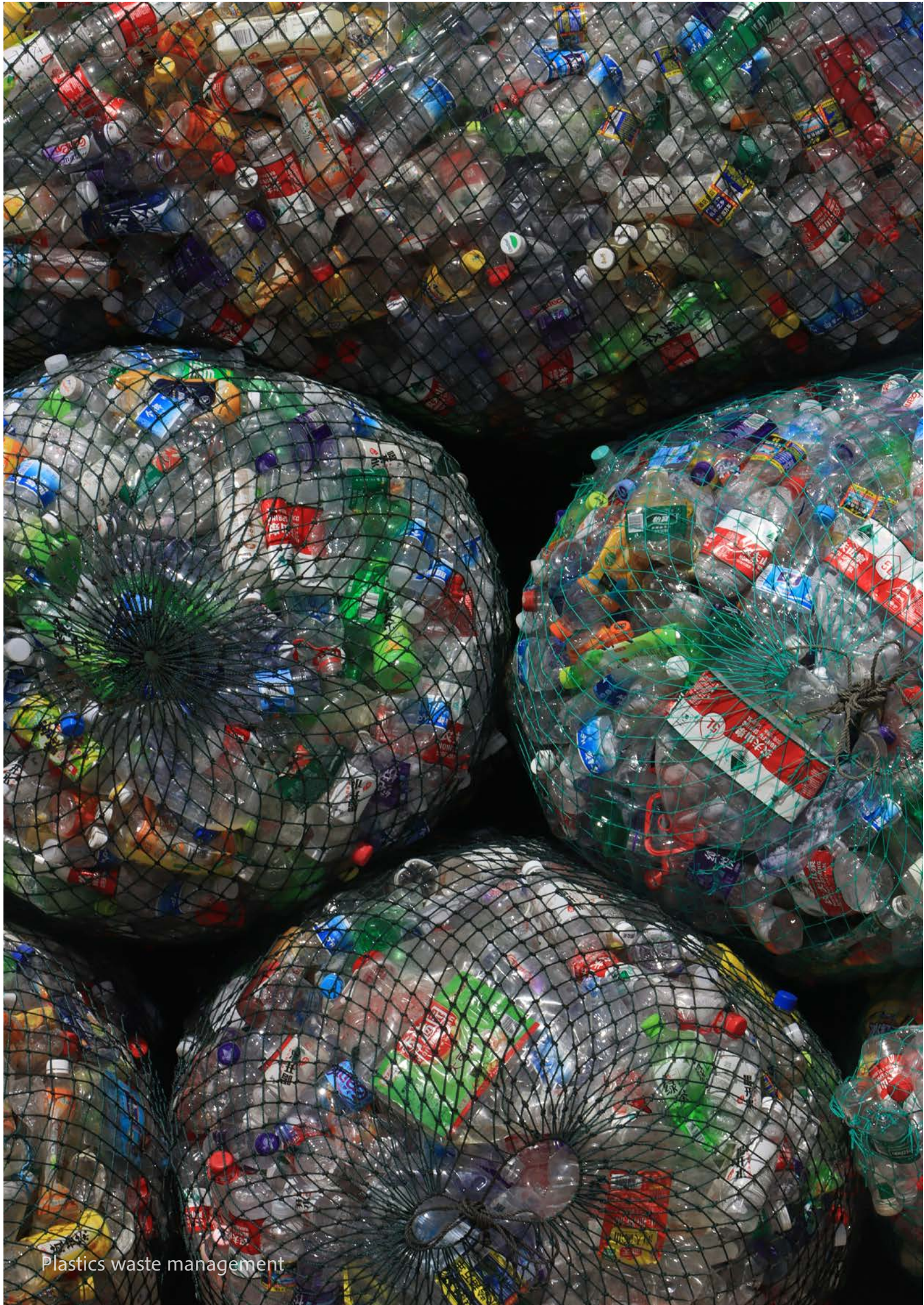
Sustainability has moved beyond being a trend to become a responsibility. An effective internal recycling system allows us to conserve resources

while simultaneously improving our environmental impact.

At RGBU, we reuse or recycle materials within our own operations, enabling us to reduce raw material consumption, minimize waste, and enhance production efficiency. This approach not only preserves natural resources but also brings long-term economic benefits.

In 2024, we reintegrated over 16,000 tons of green scrap into our manufacturing process. By doing so, we actively reduce waste generation and reaffirm our commitment to the responsible use of resources.

This demonstrates that economic success and sustainability are not opposing paths but routes that can be traveled together, paving the way toward a greener future.



Plastics waste management

WASTE MANAGEMENT AND SUSTAINABILITY

One of the pillars of our sustainability strategy is to reduce waste generation and maximize material reuse. To achieve this, we optimize processes, improve material use efficiency, and integrate circular economy principles to minimize environmental impact.

Our strategy is supported by concrete actions:

- **Classification and Monitoring**
We track our waste month by month. This traceability allows us to implement specific improvement measures and ensure transparency and reliability of the reported data.
- **Efficiency and Prevention**
By optimizing our processes and increasing material use efficiency, we reduce the amount of waste generated.
- **Structured Recycling**
We have implemented waste separation and recycling programs that enable us to achieve high recycling rates.
- **Regulatory Compliance**
Our waste management practices comply with GRI standards as well as national and international regulations. We actively collaborate with authorities and environmental organizations to

apply best practices.

- **Shared Responsibility**
We work with experienced disposal partners, ensuring legal compliance and an environmentally respectful approach.
- **Recycling and Reuse**
Whenever possible, we reuse and recycle materials. We also incorporate recycled materials in the production of new Graphite Electrodes.
- **Final Disposal Only When Necessary**
When no viable alternative exists, we ensure waste disposal is legal, safe, and environmentally responsible.

In 2024, we reduced the amount of waste generated per ton of product including both hazardous and non-hazardous waste from 279 kg to 130 kg. This significant improvement was made possible by reintegrating waste streams back into the production cycle, raising environmental awareness among our teams, and applying a global, harmonized waste management system based on GRI standards.

During the reported period, we succeeded in diverting 48% of our waste from final disposal, establishing a solid foundation to build upon. Our goal is to strengthen recycling and reuse systems, both internal and external, and to further reduce our reliance on landfilling and incineration.

RGBU is continuously working to improve its waste management performance. In recent years, we have made significant progress in reducing waste generation.

ZERO PAPER PROGRAM

The Zero Paper Program, launched in January 2023, aims to refine, optimize, and enhance our processes through digitalization, the use of technology, and the empowerment of human talent.

Our goal is to digitally transform our organization by streamlining processes, enabling us to work more efficiently. This transformation combines the adoption of digital technologies with the development of advanced digital skills within our team.

- In 2024, we established local Zero Paper teams at each of our plants. Their mission was to analyze and map key processes, which allowed us to:
- Immediately improve efficiency by eliminating non-value-added activities.
 - Assess the level of digitalization at each site.
 - Establish a baseline and define clear objectives to drive our digital transformation.



Impact of waste accumulation on the environment

WASTE 2024

Thanks to an improved waste management strategy, greater resource efficiency, and the integration of circular economy principles such as recycling and internal reuse we have achieved a significant reduction in total waste generation.

In addition, by prioritizing prevention, we have decreased the volume of waste sent to landfill. These actions align with the principles of the circular economy, ensuring that resources remain useful for as long as possible. In doing so, we reduce environmental impact and promote more sustainable production.

WASTE MANAGEMENT

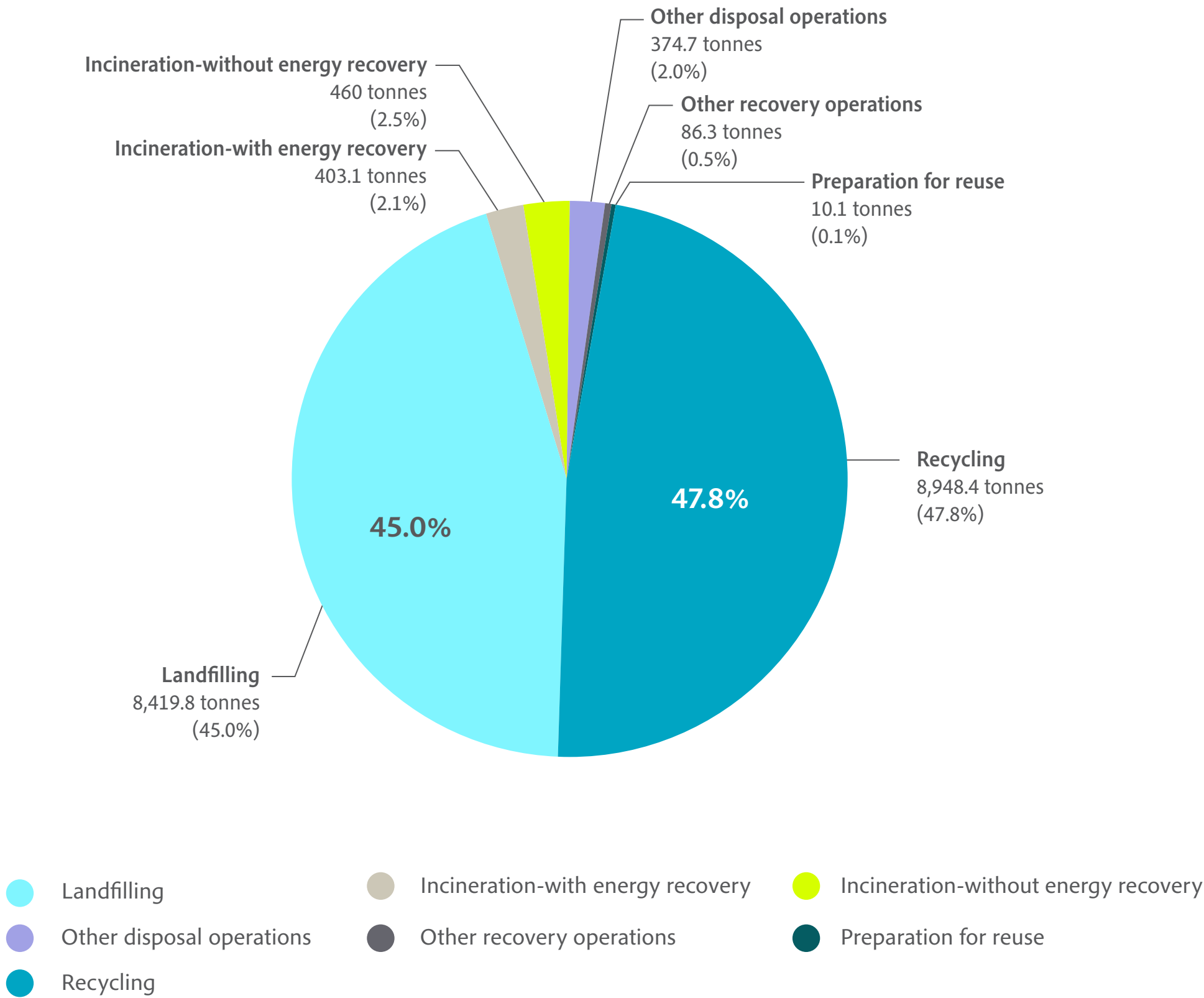
As part of our commitment to transparency, we included the category "Other recovery operations" in our reporting for the first time.

Over the course of the year, a total of 18,702 tons of waste were generated in our production sites, including:

- 145 tons of paper and cardboard
- 47 tons of plastic
- 253 tons of residual waste
- 666 tons of scrap metal
- 528 tons of wood

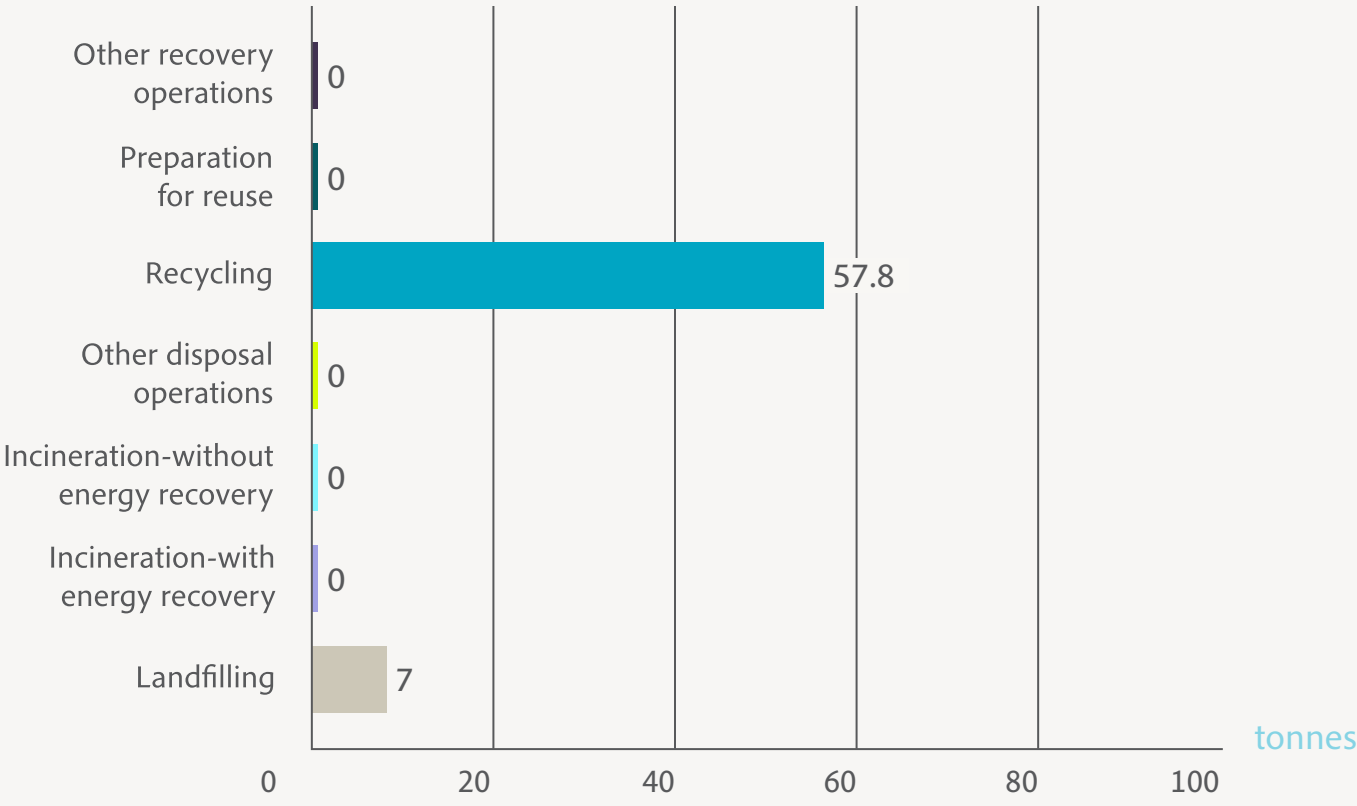
This total also includes 4,117 tons related to extraordinary activities and special projects carried out during the reporting period.

TOTAL WASTE

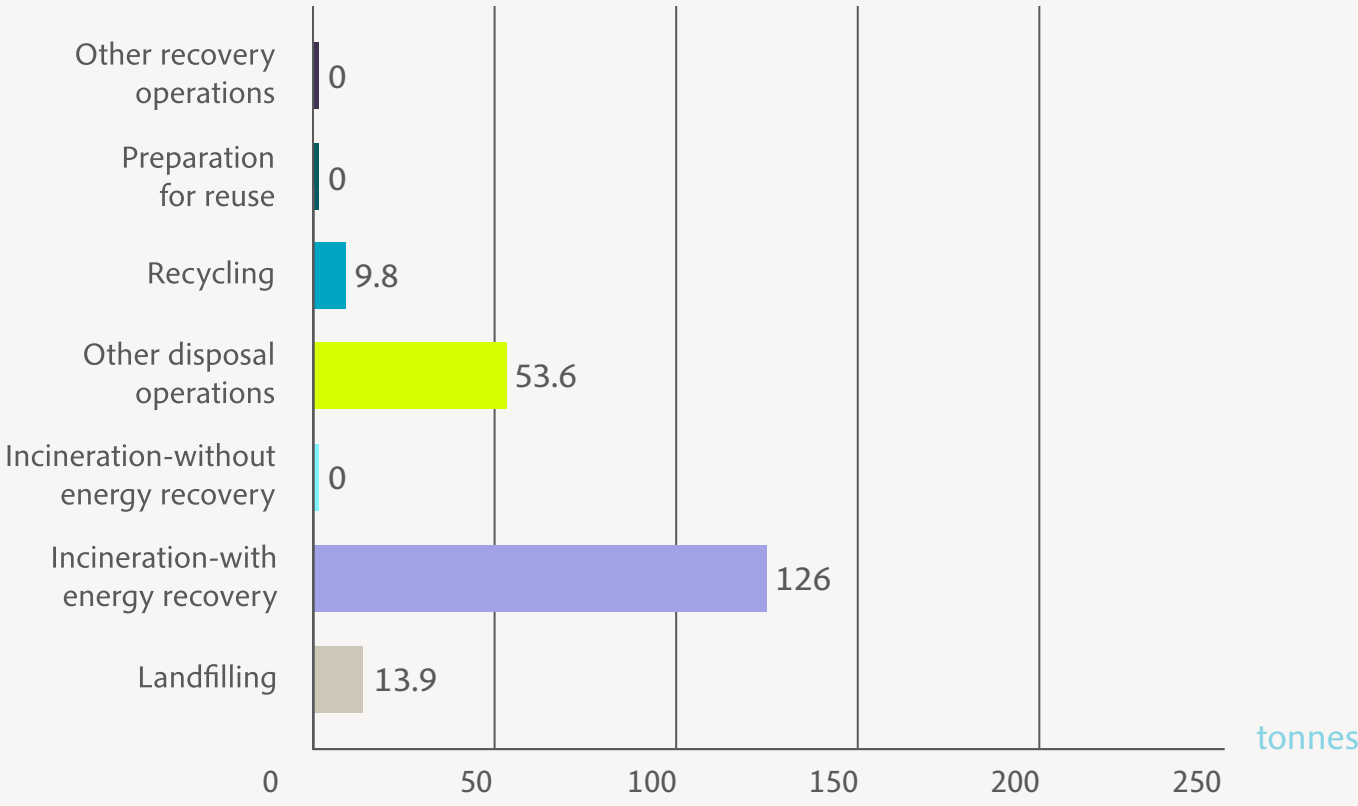


HAZARDOUS WASTE 2024

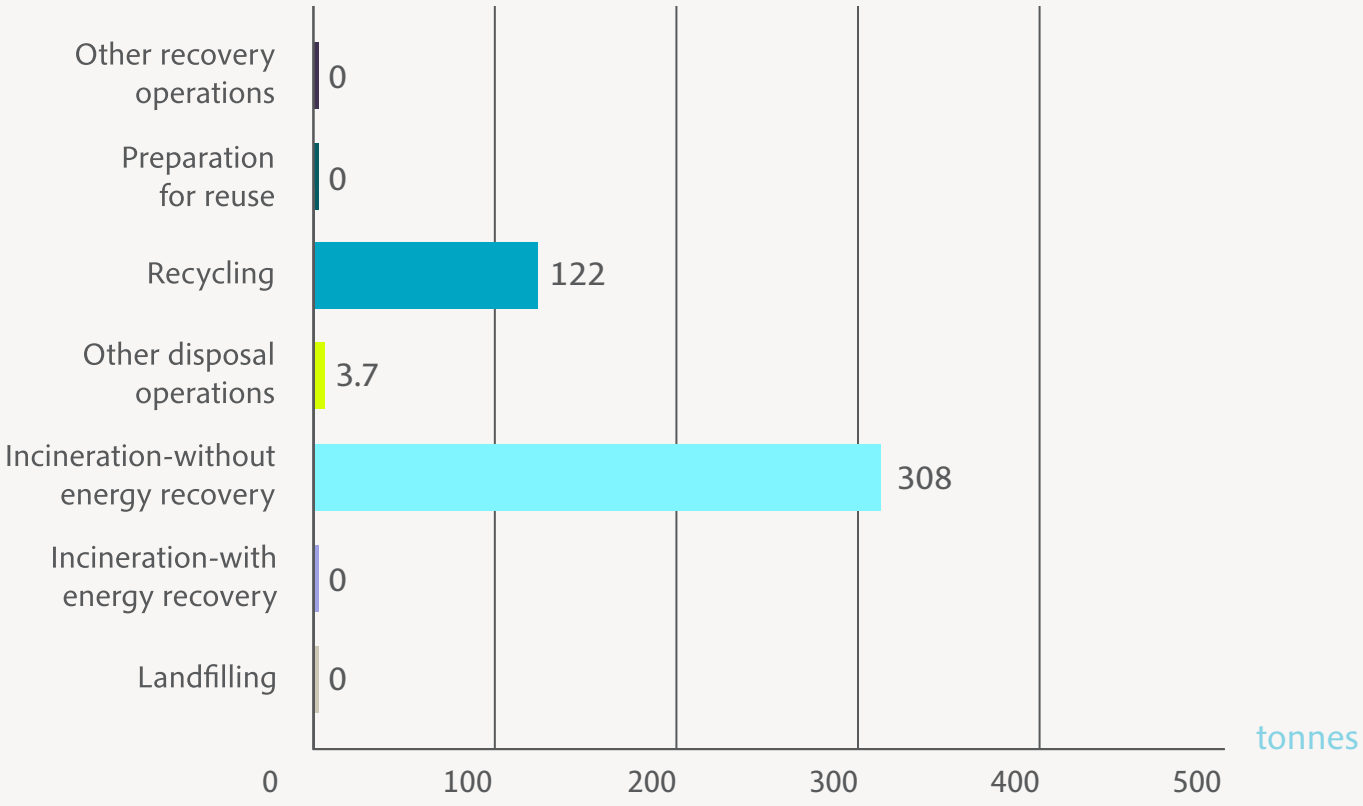
A CORUÑA



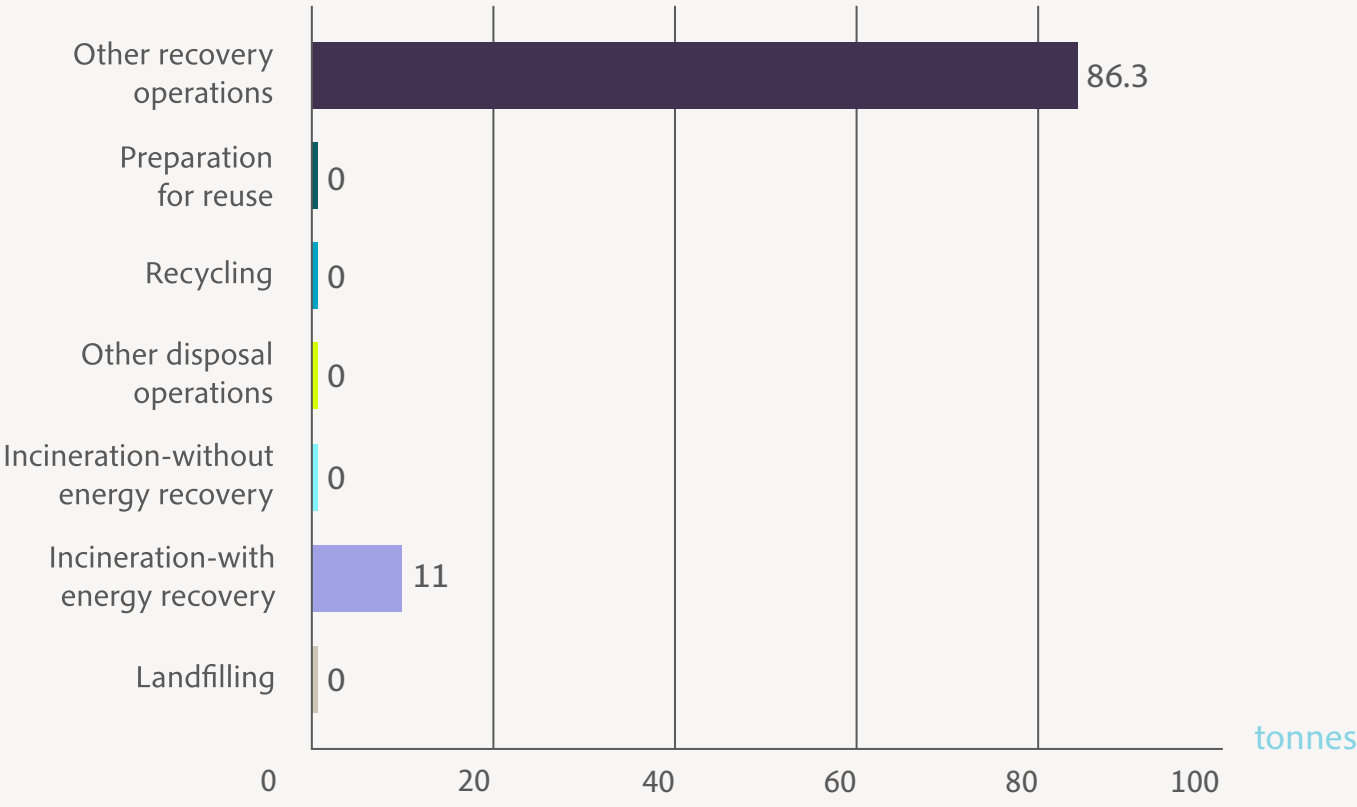
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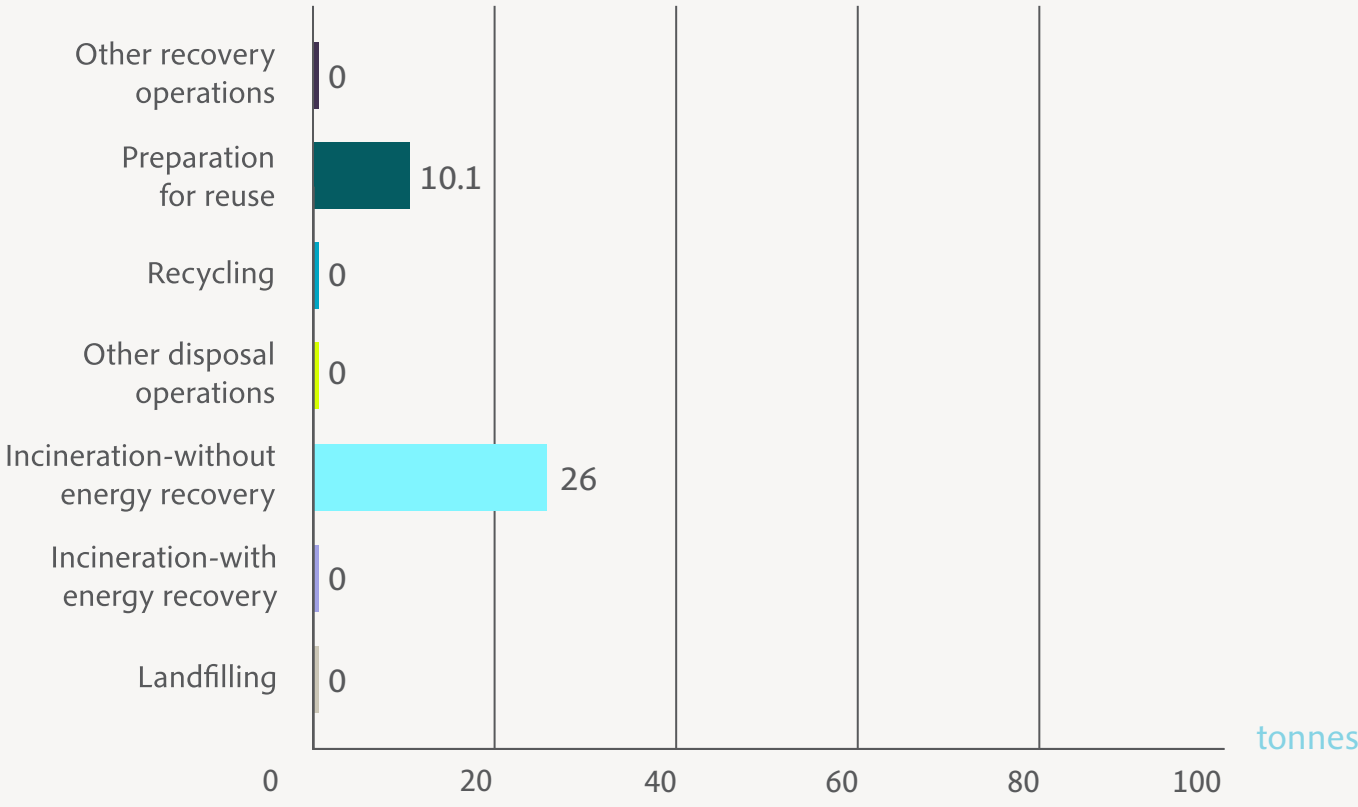
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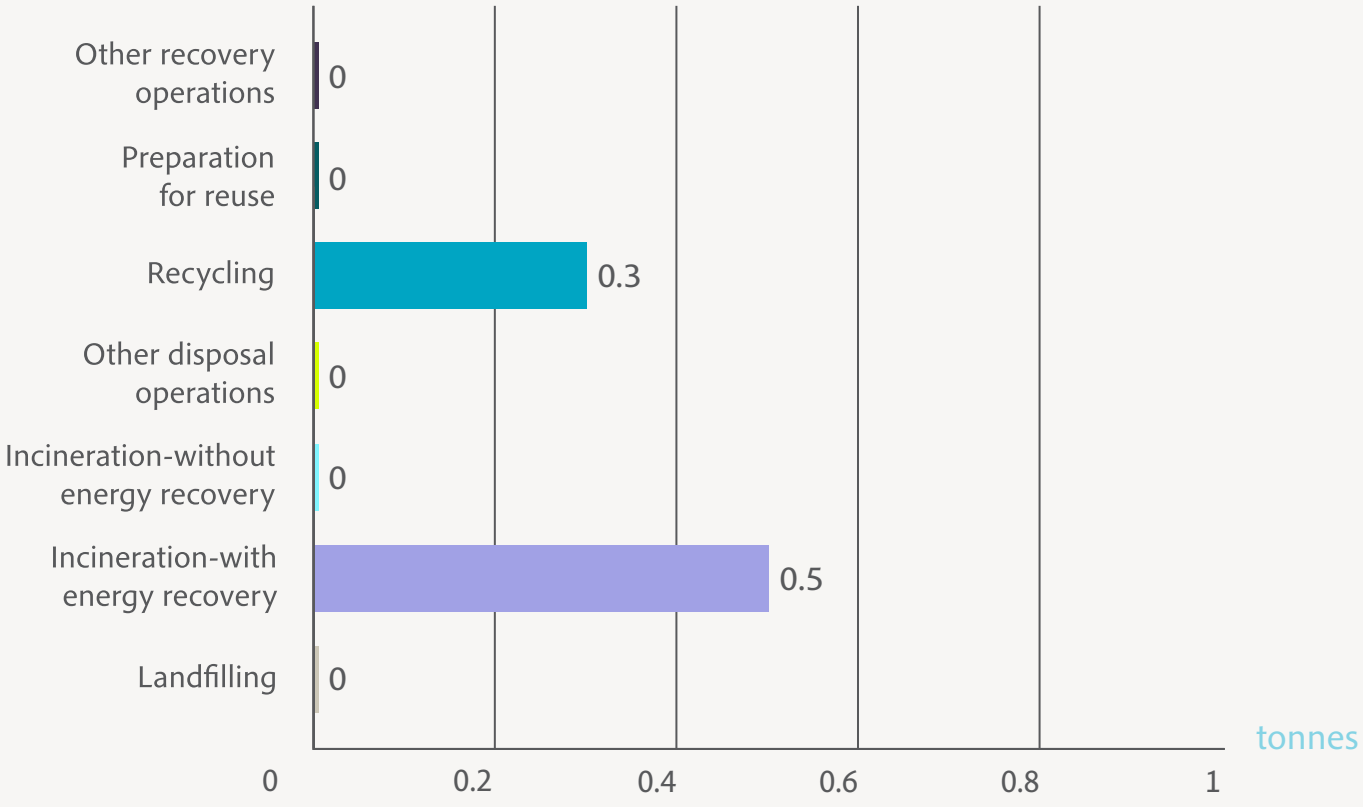
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SICHUAN

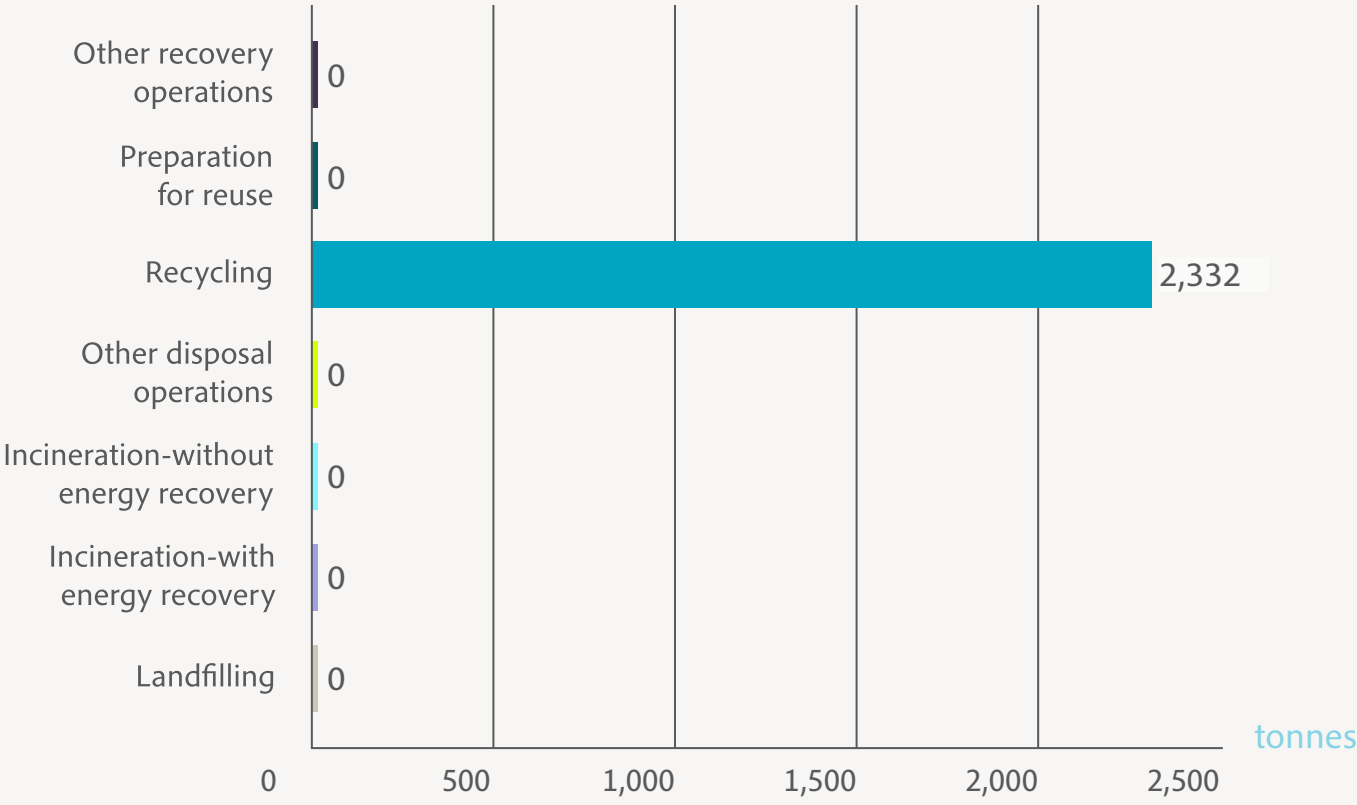


RIDGEVILLE

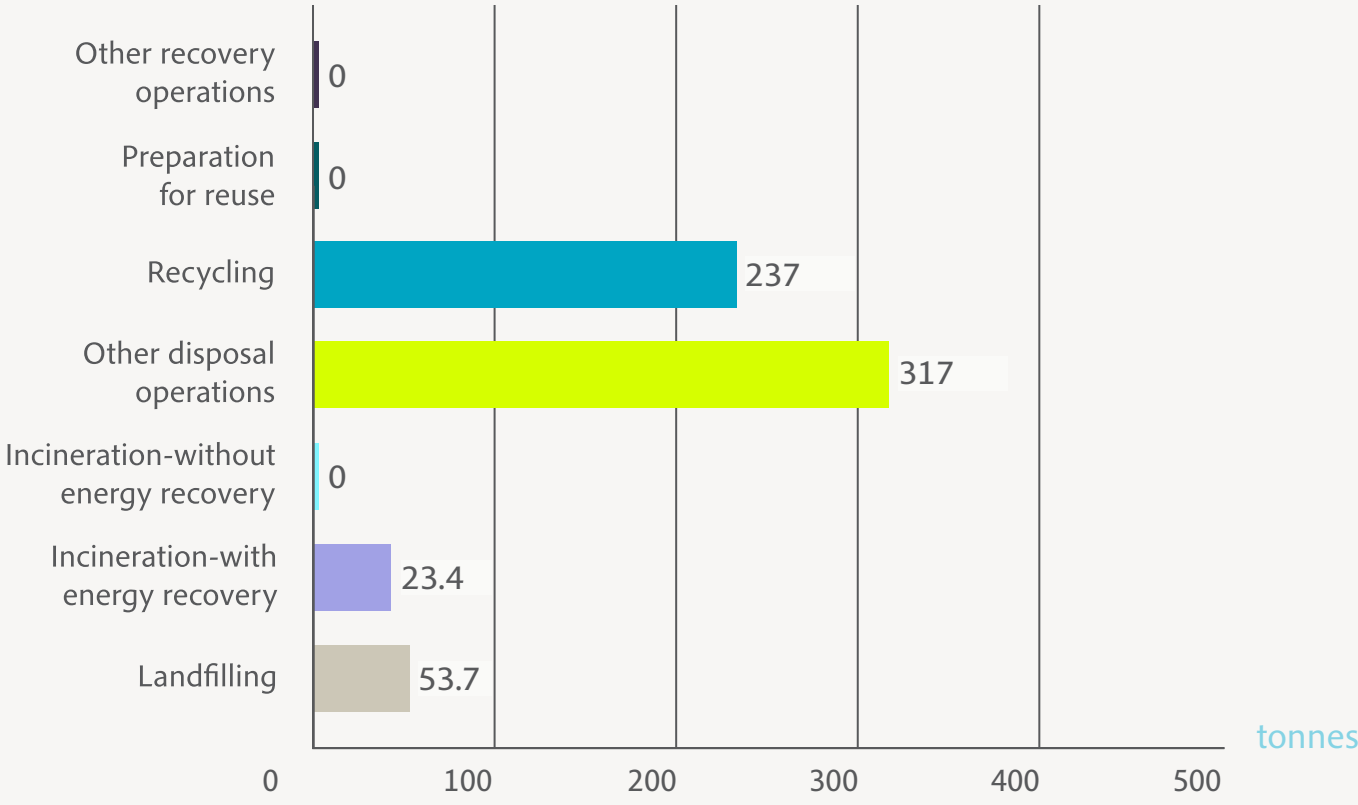


NON-HAZARDOUS WASTE 2024

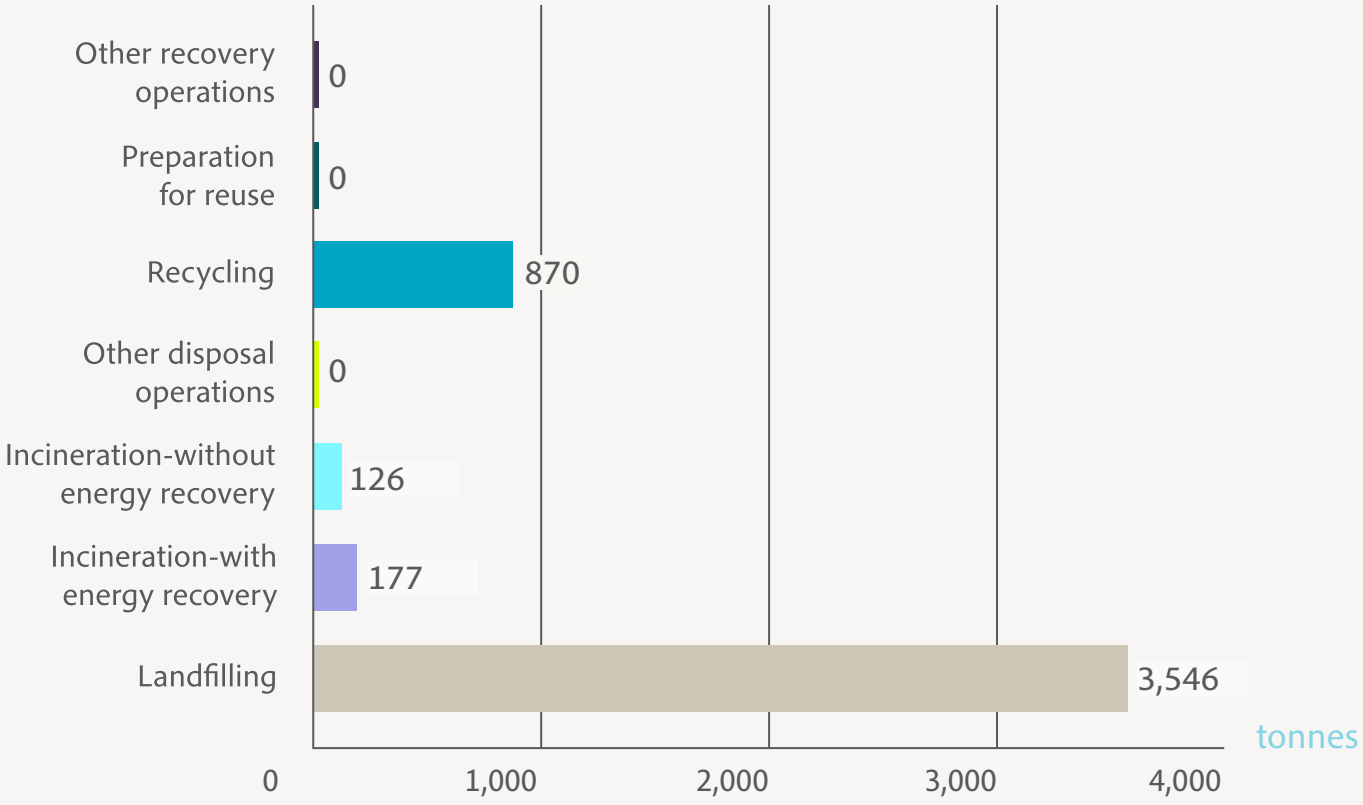
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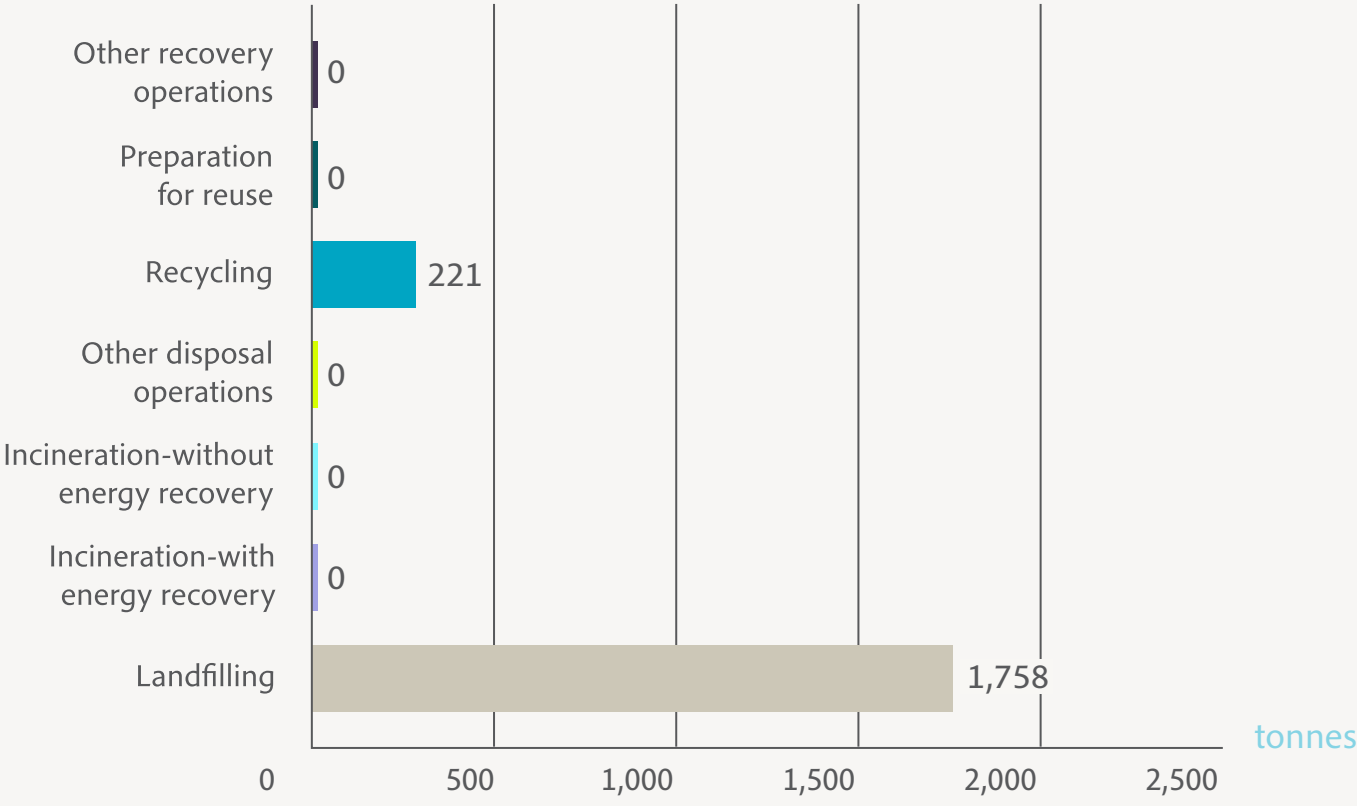
STEEG



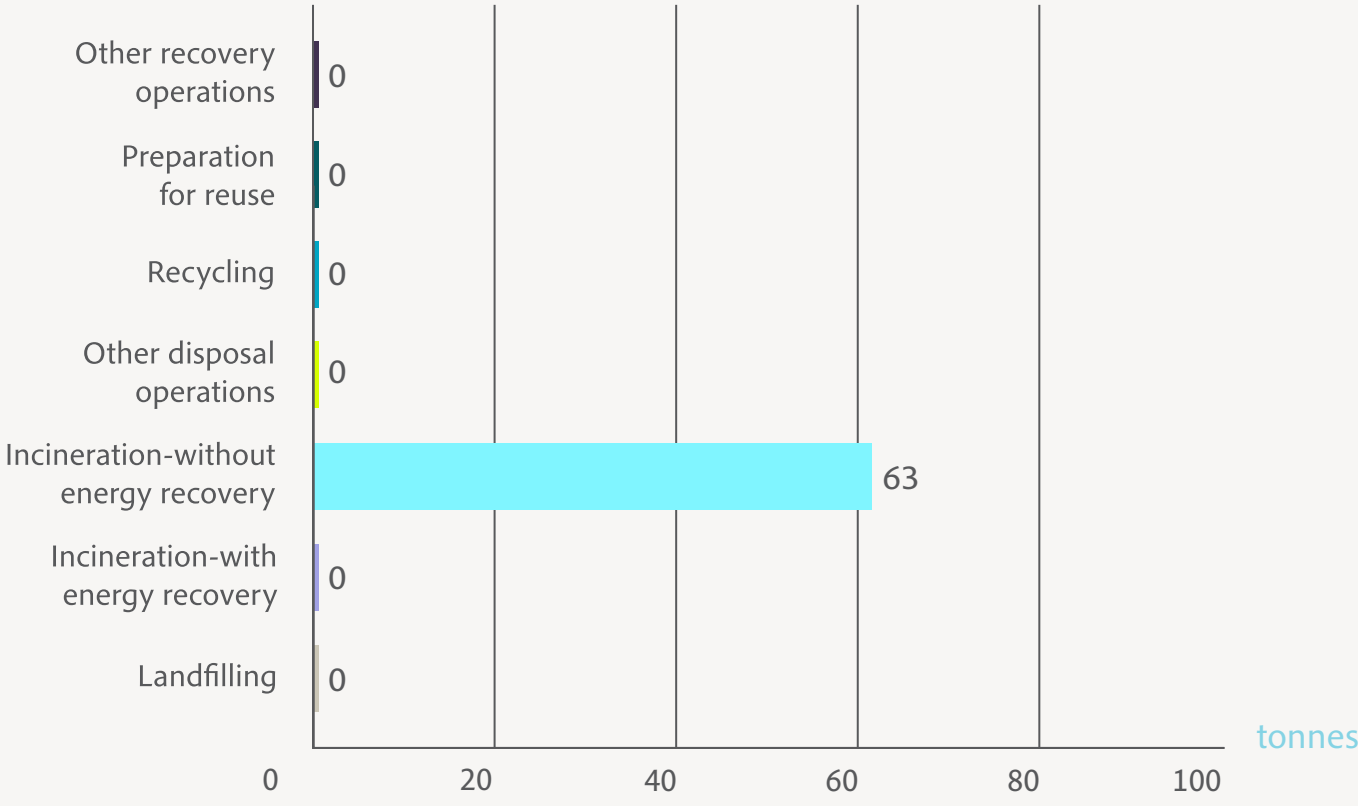
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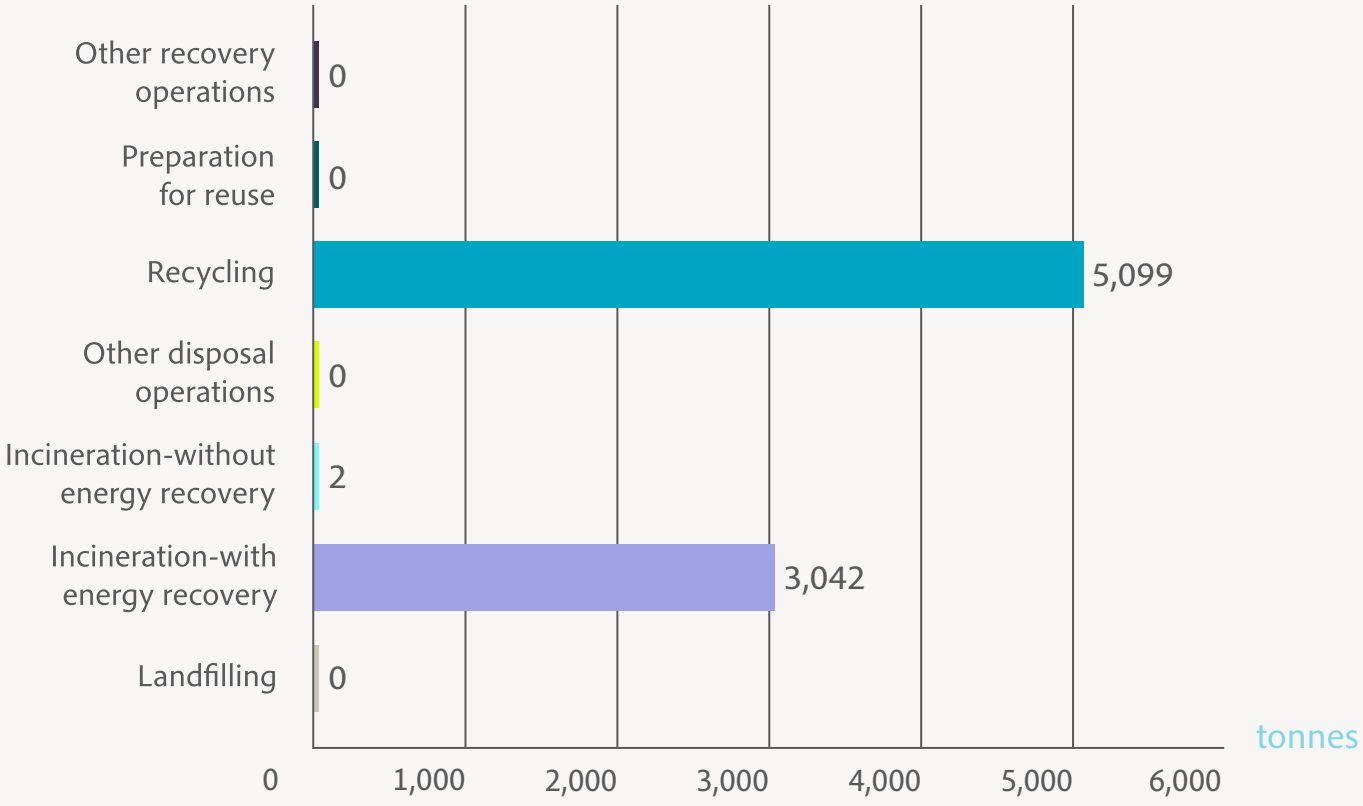
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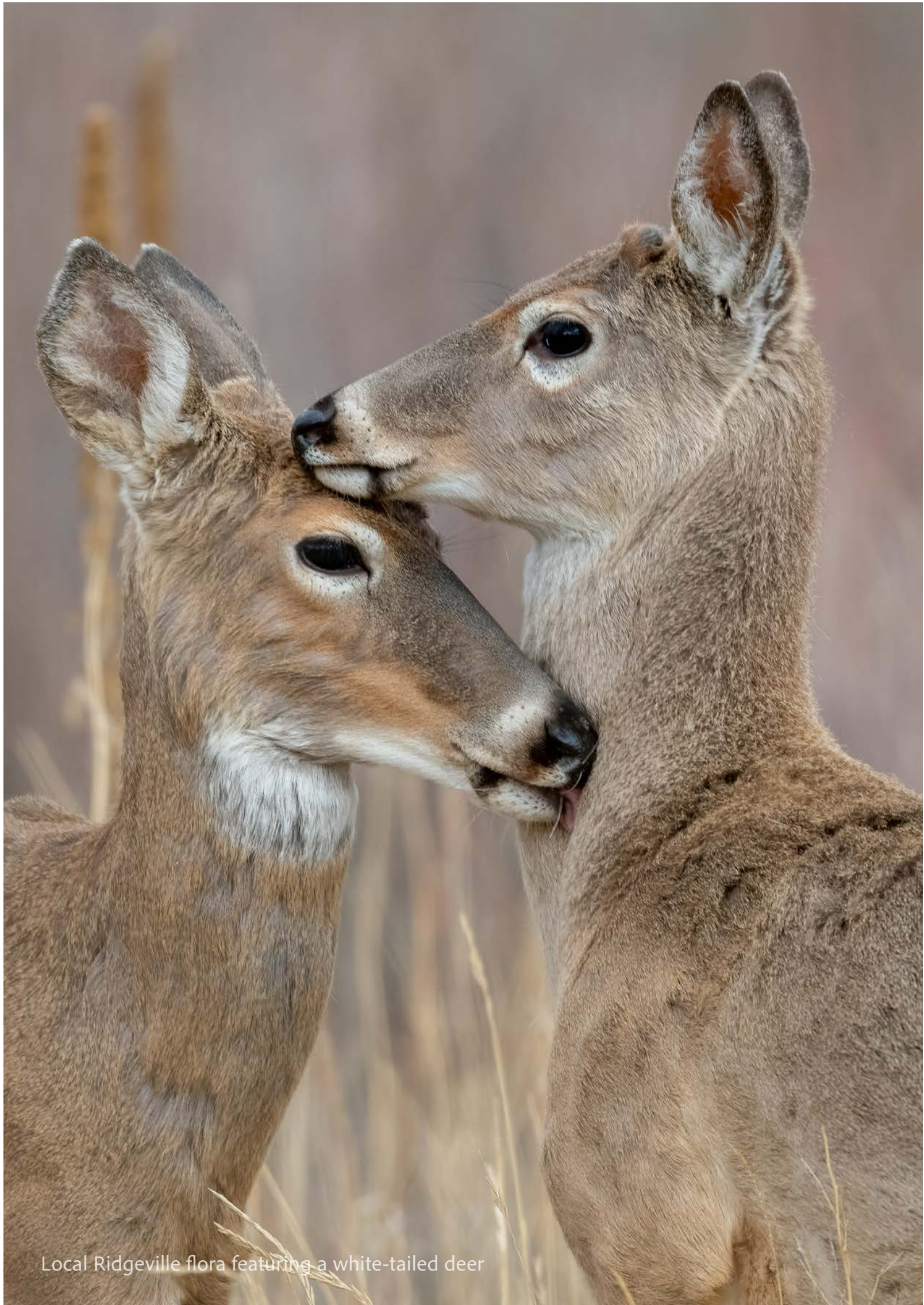


SICHUAN



RIDGEVILLE





Local Ridgeville flora featuring a white-tailed deer

OTHER ENVIRONMENTAL ASPECTS

Biodiversity preservation

At RGBU, we understand that biodiversity is essential to the health of the planet and the well-being of people. That's why we are committed to protecting it across all our operations and throughout our supply chain.

Our approach

We strictly comply with all current laws and regulations related to biodiversity, including those that protect endangered species, critical habitats, and water quality.

We have specific policies and procedures in place to ensure environmental compliance, which are regularly reviewed and updated to remain effective and aligned with the latest standards.

Our approach to biodiversity conservation is guided by three key principles:

- **Avoid**
We carefully plan our operations to prevent any negative impact on biodiversity by choosing sustainable materials and methods.
- **Minimize**
When impacts cannot be avoided, we implement mitigation measures such as reforestation or habitat restoration.
- **Restore**
We offset residual effects through environmental restoration projects that help recover local biodiversity.

Protected species and areas of operation

Species listed on the **IUCN Red List** the most recognized global inventory of the conservation status of plants and animals may inhabit the areas where we operate. This list assesses the extinction risk of thousands of species and subspecies.

We also take into account national conservation lists, which identify threatened species within each country or region, allowing us to develop protection strategies tailored to local contexts.

Distribution of species present in areas where RGBU operates:

- Critically endangered: 413 species
- Endangered: 478 species
- Vulnerable: 594 species

- Near threatened: 71 species
- Least concern: 1,709 species

Forests and forest ecosystems

Forests are among the most valuable ecosystems on the planet: they harbor vast biodiversity, regulate the climate, and ensure access to clean water.

At RGBU, we are fully committed to the sustainable management of forests, ensuring that our actions today do not compromise the forest wealth of future generations.



South Carolina's Forest near Ridgeville

PRESERVING 590 ACRES³ OF LOBLOLLY PINE AT RGBU RIDGEVILLE PLANT (UNITED STATES OF AMERICA)

In 1982 RESONAC Graphite Business Unit – RGA’s predecessor purchased approximately 809 acres³, for its Graphite Electrode operation, from a silviculture company that operated a Loblolly Pine (*Pinus taeda*) silviculture practice. Loblolly Pine is a native species to the southeastern United States. Loblolly pine seeds are an important food source for birds and small mammals. More than 20 songbirds feed on loblolly pine seeds, and the seeds make up more than half the diet of the red crossbill. Deer and rabbits browse seedlings. Loblolly pine stands provide cover and habitat for white-tailed deer, northern bobwhite, wild turkey, and grey and fox squirrels. Properly managed old-growth loblolly pine provides nesting habitat for the endangered redcockaded woodpecker.

RGBU has retained approximately 790-acres³ of the original assemblage and continues to practice proper forest management and silviculture activity on approximately 590-acres³ of the original assemblage. The silvicultural activity can include, but isn’t limited to practices of prescribed burns, the use of herbicides, and mechanical treatments that arrest natural succession in loblolly pine stands by retarding the growth and development of hardwood understories.

Forest management plans have been developed by external professionals. The third party, who developed the forest management plan, helps to maintain the habitat by way of conducting the silviculture activities. The standards and assumptions of the proper forest management activities are derived from expert knowledge of licensed foresters.

³An acre is a unit of land area used in the imperial system. It is equal to 4,356 square feet, 4,840 square yards, or 160 square rods. One acre is also equivalent to 0.40468564 hectares or 4046.8564 square meters. Acres are commonly used to measure land area in the United States, the United Kingdom, and other countries that use the imperial system. In other parts of the world, the metric system is used to measure land area, and the hectare is the most common unit of measurement.

WATER MANAGEMENT

At RGBU, we interact with water in multiple ways.

We withdraw water from local sources for our production processes mainly for cooling and return it to natural waterways after use. We are committed to using this vital resource responsibly and minimizing our impact on it.

To achieve this, we implement a range of conservation measures, including:

- The use of water-efficient technologies
- Recycling and reusing water whenever possible
- Reducing overall water consumption

We also collaborate with local communities to understand and address water-related challenges in the regions where we operate.

The water we discharge to local waterways is treated beforehand to established quality standards. We regularly monitor our water discharges to ensure compliance. Additionally, we are working on reducing the pollutant load in our wastewater through:

- Using less hazardous materials
- Pre-treating water before discharge
- Investing in advanced technologies to remove contaminants
- Implementing closed-loop recirculation systems, when feasible, to reduce freshwater consumption

Thanks to more efficient processes and optimized water management, RGBU's production plants achieved an 18% reduction in total water consumption and an 18% reduction in freshwater withdrawal intensity in 2024 (excluding the special case of Omachi). This progress reinforces our commitment to the responsible use of natural resources and our drive toward more sustainable and efficient production.

Water impact assessment

We use a range of tools and methodologies to identify our water-related impacts, including:

- Water risk assessments
- Dialogue with local stakeholders
- Life cycle assessment

These evaluations help us understand the potential water risks associated with our operations, products, and services, while also allowing us to listen to the concerns of our stakeholders. Through life cycle assessments, we analyze the water impact of our products from origin to end-of-life.



WATER TEMPERATURE CONTROL AND RECYCLING SYSTEM

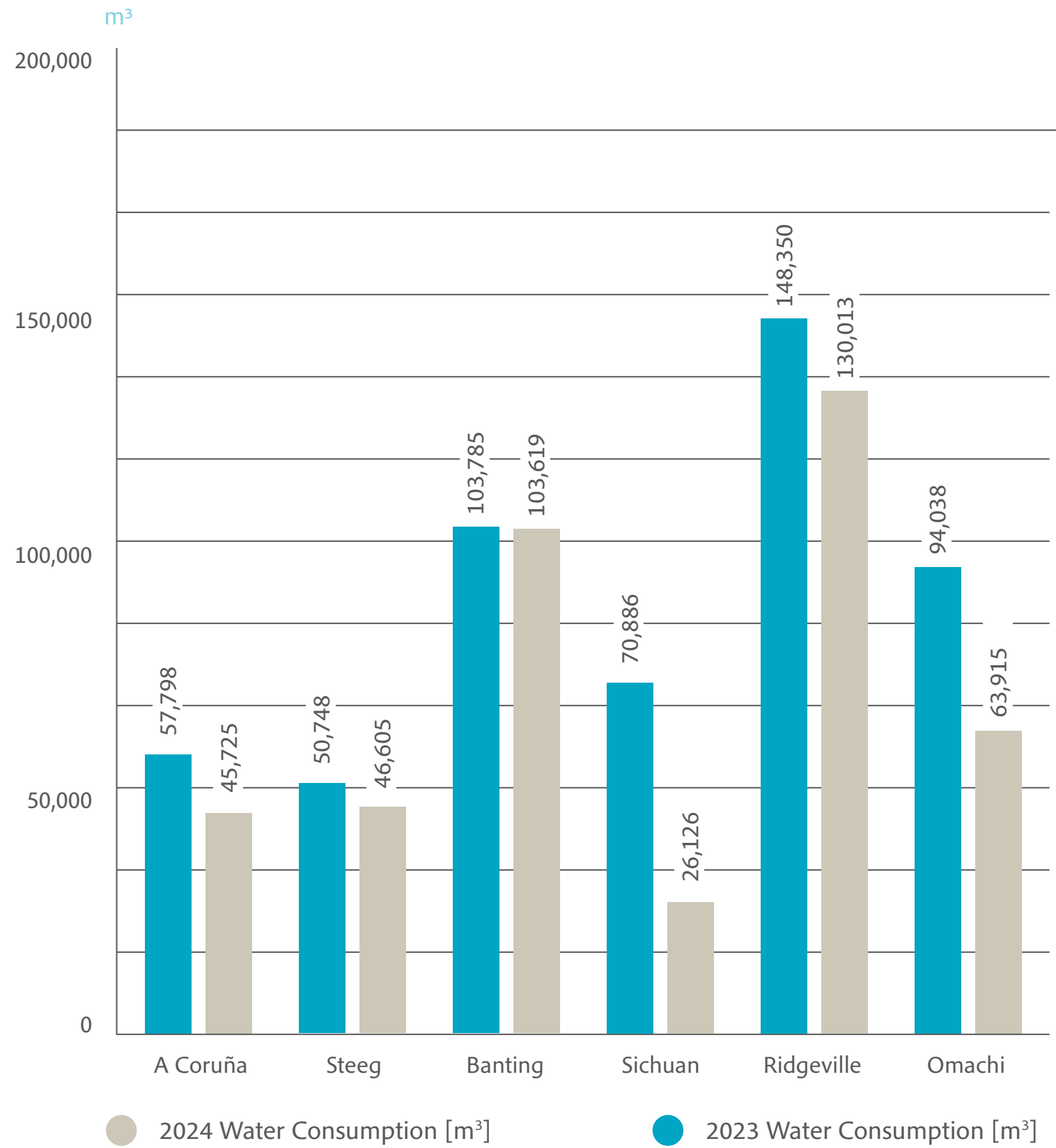
During 2023, in A Coruña plant, a Water Recycling System was implemented to enhance the efficiency of our electrode production process through advanced water management technologies.

This initiative includes a state-of-the-art water temperature control system, designed to regulate the cooling of electrodes during their production phase. The system ensures precise temperature management, optimizing the cooling process and improving overall operational efficiency.

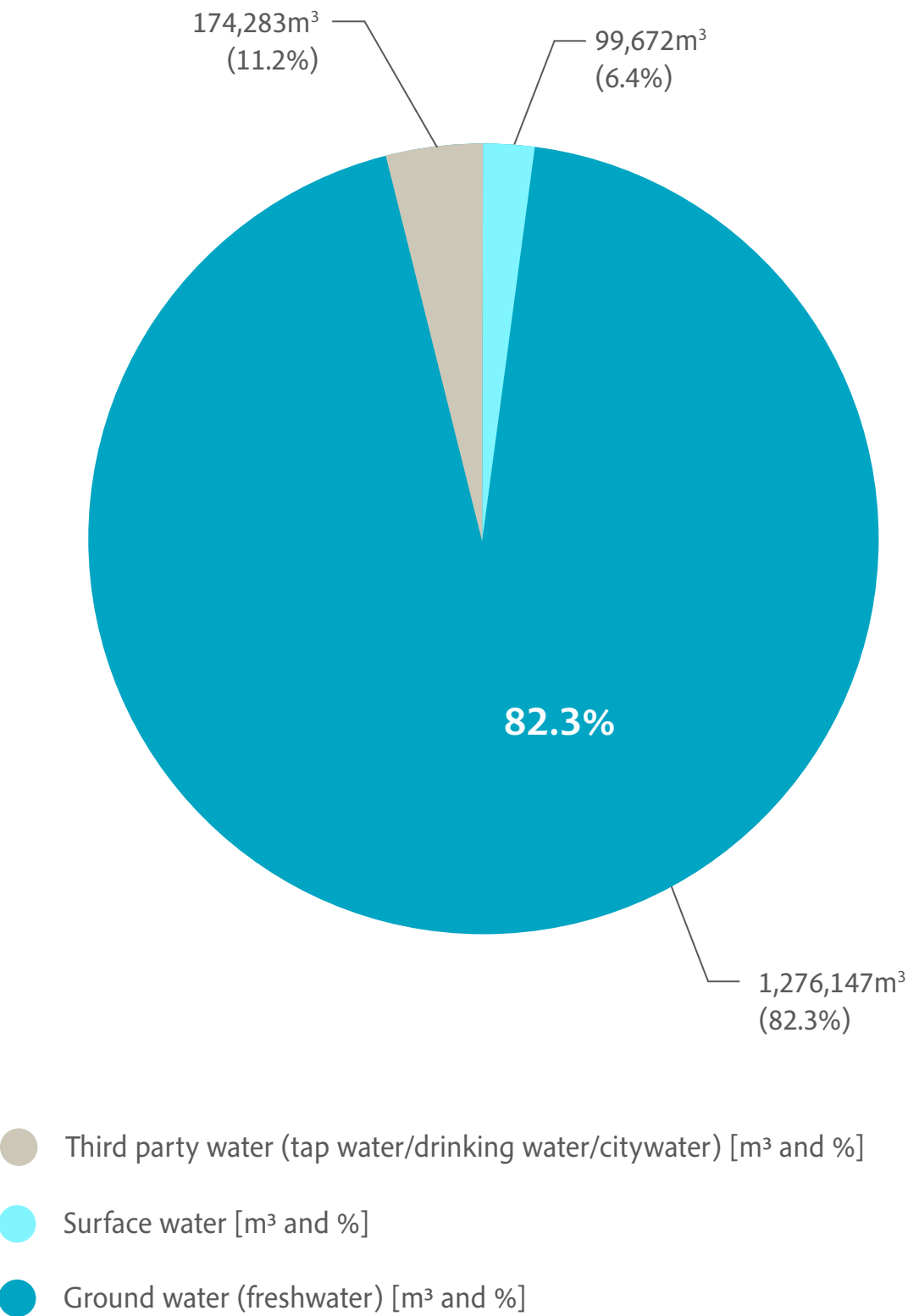
By recirculating the water used in production, we have significantly reduced water consumption per ton of product (in 2024 by 35% compared to 2023).

*The water consumption figures for the Omachi site are estimates. They are based on production volume and the average water consumption intensities of the other production sites, excluding Omachi.

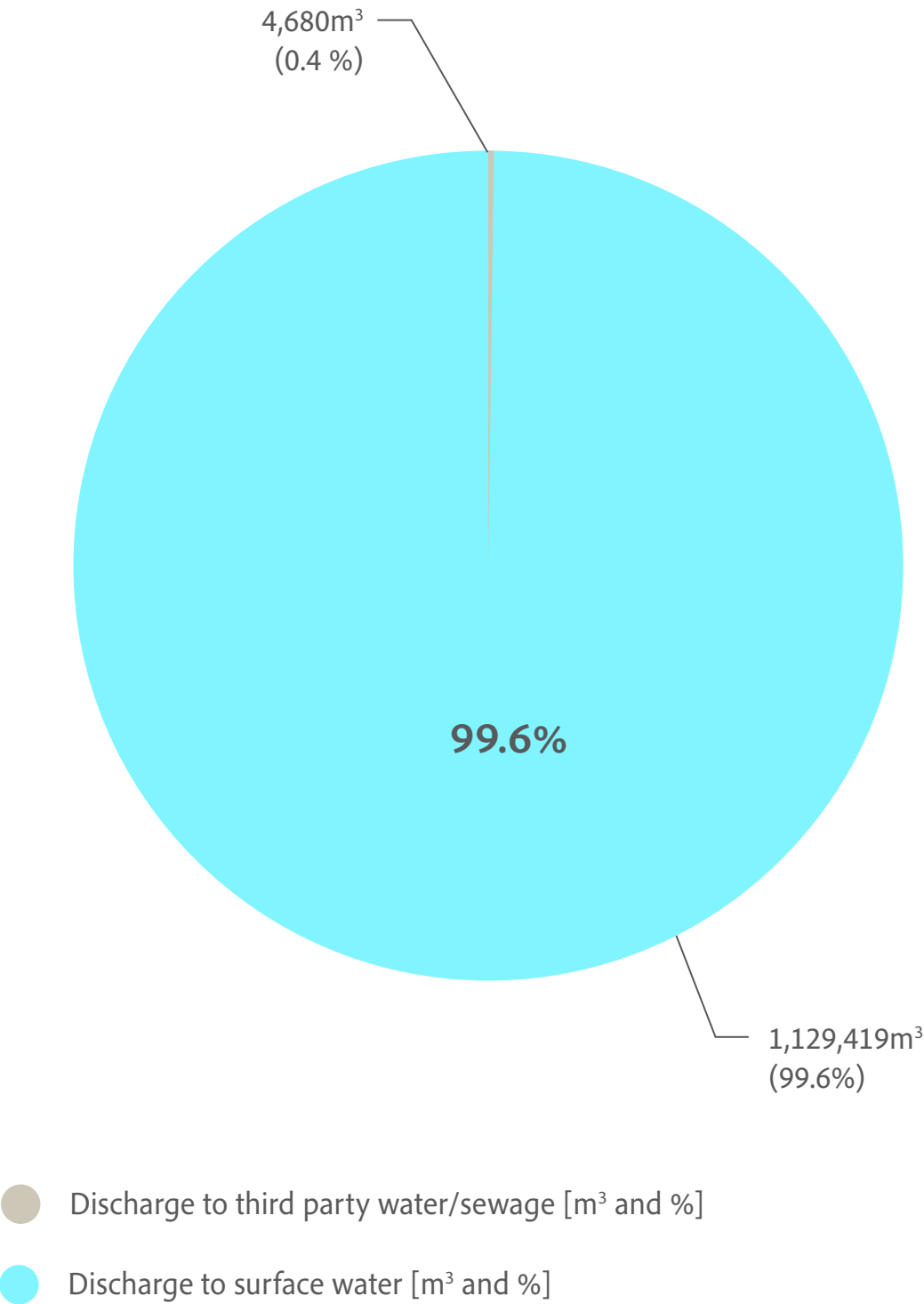
WATER CONSUMPTION*



WATER INTAKE BY SOURCE OF PRODUCTION SITES 2024



WATER DISCHARGE BY DESTINATION OF PRODUCTION SITES 2024





5.3

People: the heart of our journey

1. OUR TEAM

At Resonac, people are not a resource; they are our reason for being. Behind every breakthrough, every innovation, and every challenge overcome, there is a person. They are the guiding force of our project and the reason we grow.

We believe that cultivating talent is essential to success, which is why we are committed to attracting, hiring, and retaining the best talent in the industry. Resonac Graphite does measure talent by titles or promotions, but by the skill and passion to accomplish real tasks, and by the ability to contribute. We recognize the versatility and aspirations of everyone and create opportunities within the team by focusing on each member individually - without closing any doors.

Our strategy is built on creating a strong company, grounded in the people who make it, by developing a diverse and inclusive workforce and investing in talent development.

Creating the Ideal Workplace for Future Generations. Where you and your loved ones want to work and develop a fulfilling career.



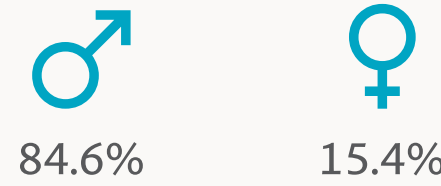


2024

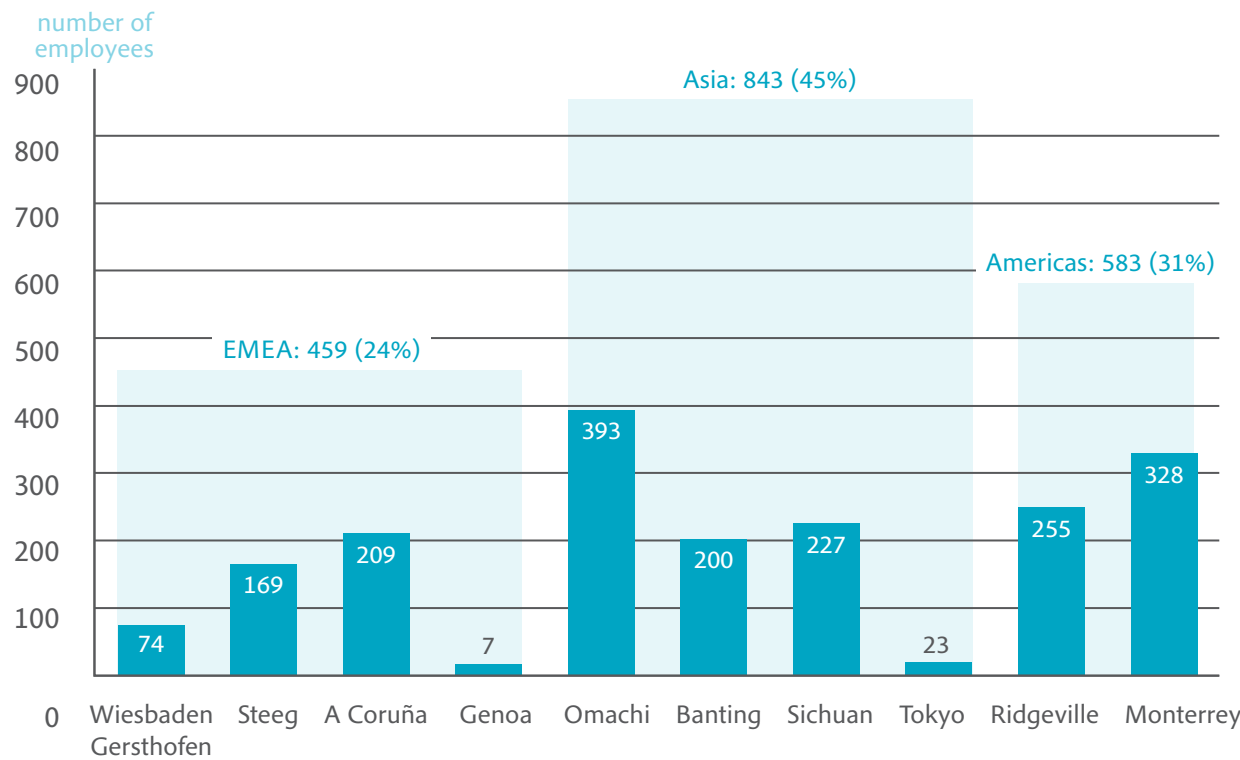
THIS IS OUR TEAM FROM THE INSIDE

We have 1,885 employees across Asia, the Americas, and EMEA. This diversity reflects our commitment to a global and sustainable culture.

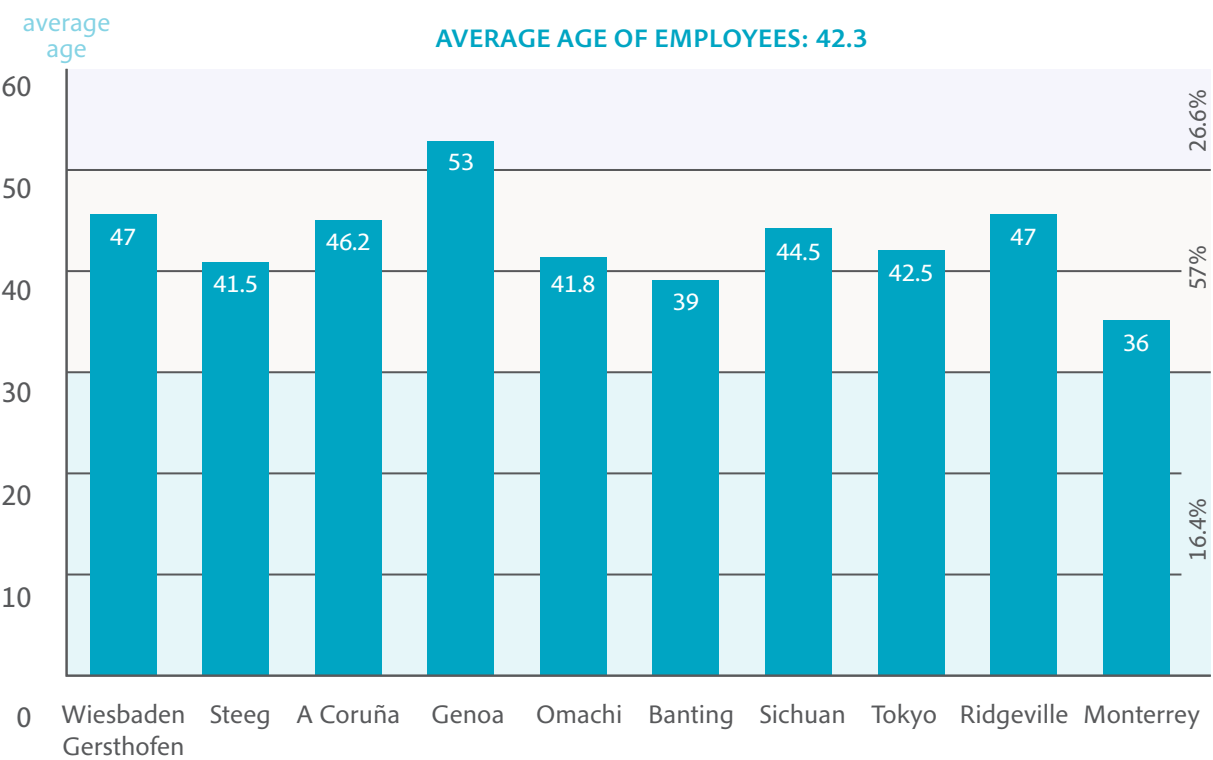
BY GENDER



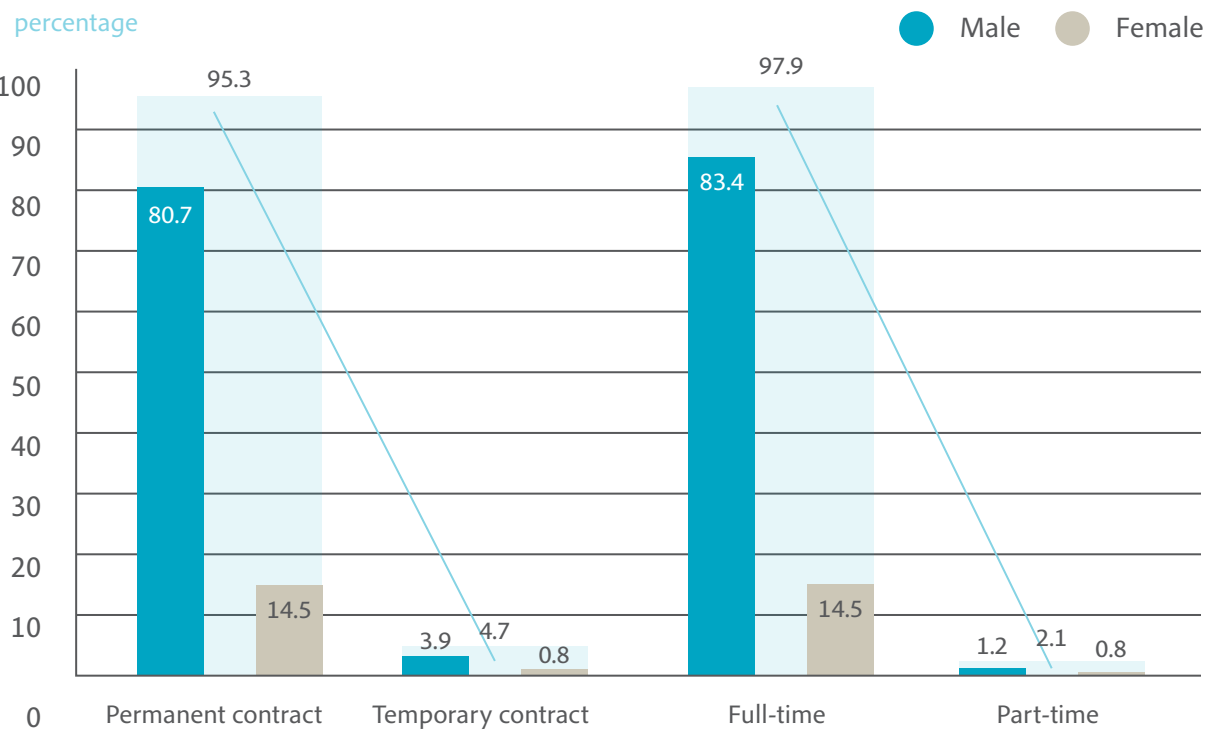
GEOGRAPHIC DISTRIBUTION BY LOCATION



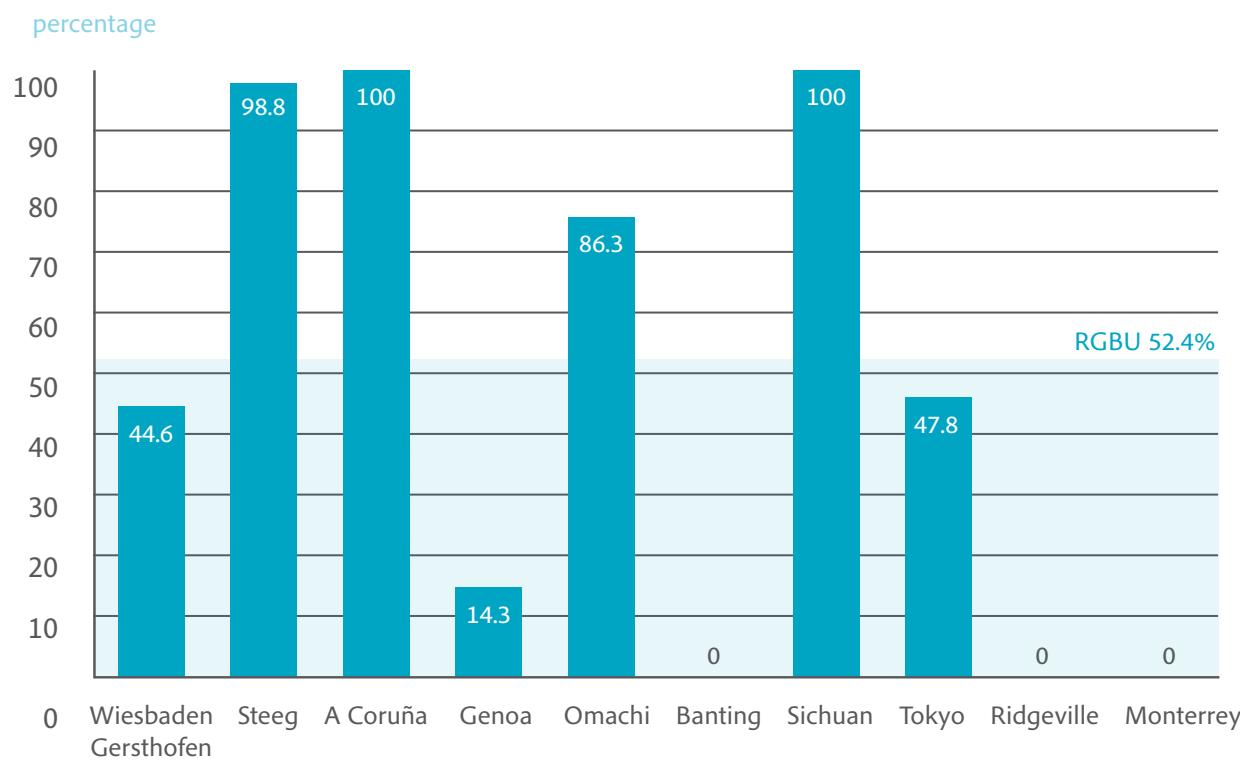
DISTRIBUTION BY AGE



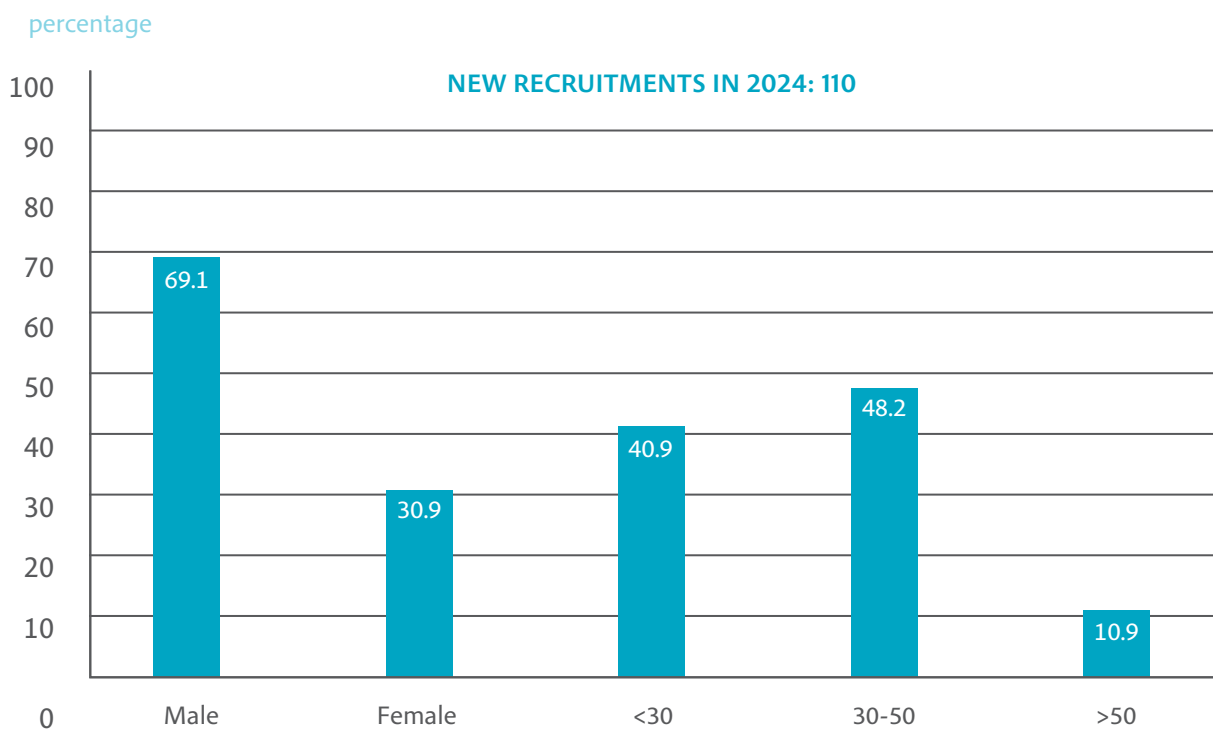
DISTRIBUTION BY CONTRACT TYPE



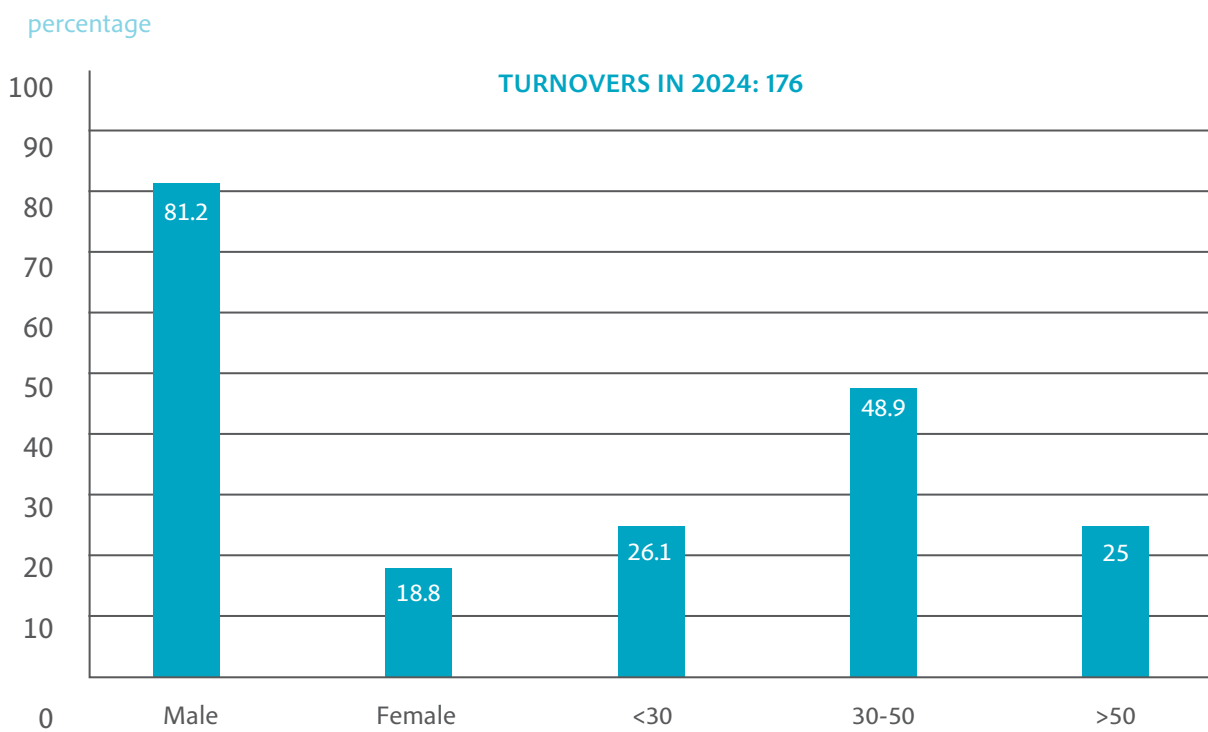
EMPLOYEE COVERED BY BARGAINING AGREEMENTS



NEW RECRUITMENT



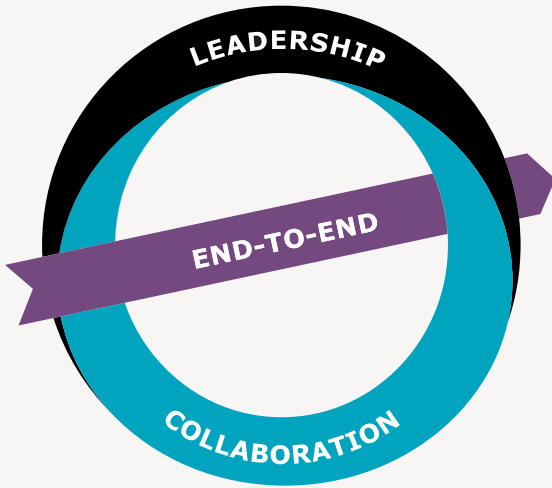
TURNOVER



2. PEOPLE AS THE ENGINE OF CHANGE

Our people are the engine of change. They are the ones who drive continuous improvement and bring a diversity of perspectives. That’s why we offer training programs, development opportunities, and new challenges so we can grow together. Investing in people is investing in the future of RGBU.

OUR WAY TO EXCELLENCE (OWEx)



OWEx is the comprehensive system that promotes end-to-end process understanding, transformational leadership, cross-functional collaboration, and talent development. It is the foundation of our journey toward excellence.

EMPLOYER OF CHOICE



EMPLOYER
OF CHOICE

We believe that employee satisfaction is essential to our success. We are committed to continuing to improve our work environment, and we are sure that our efforts will make RGBU an employer of choice. Employee satisfaction is a key performance indicator (KPI) for RGBU. We track employee satisfaction through a variety of methods, including employee surveys, focus groups, exit interviews, and Employee Net Promoter Score (eNPS).



EMPLOYEE NET PROMOTER SCORE (eNPS)

The global industrial landscape is undergoing major transformation. Rising costs, the move toward decarbonization, and new customer demands are leading many companies across regions and sectors to rethink operations, optimize resources, or even close production sites. In such a complex environment, uncertainty directly impacts on how people feel at work.

At RGBU, we believe that in times like this, listening is more important than ever. The 2024 eNPS gave us a clear and honest view of how our people are experiencing this process: a score that reflects unease, but also the commitment of a team ready to speak up.

We don’t see this result as a verdict, but as a guide. It shows us where to improve, how to strengthen internal dialogue, and how to accelerate the changes already underway: from more empathetic leadership programs to new forms of collaboration, active listening, and personal growth.

We know trust isn’t defined by a number. But we also understand that these signals are essential for progress. That’s why we remain fully committed to building a culture where every voice is heard, especially in times of change.

ONGOING TRAINING:
PEOPLE FIRST

In 2024, we delivered 34,322 hours of training in technical topics, safety, quality, compliance, sustainability, leadership, languages, and DEI (Diversity, Equity, and Inclusion). We monitor the impact and adapt our offerings based on needs. We promote a culture of continuous learning.

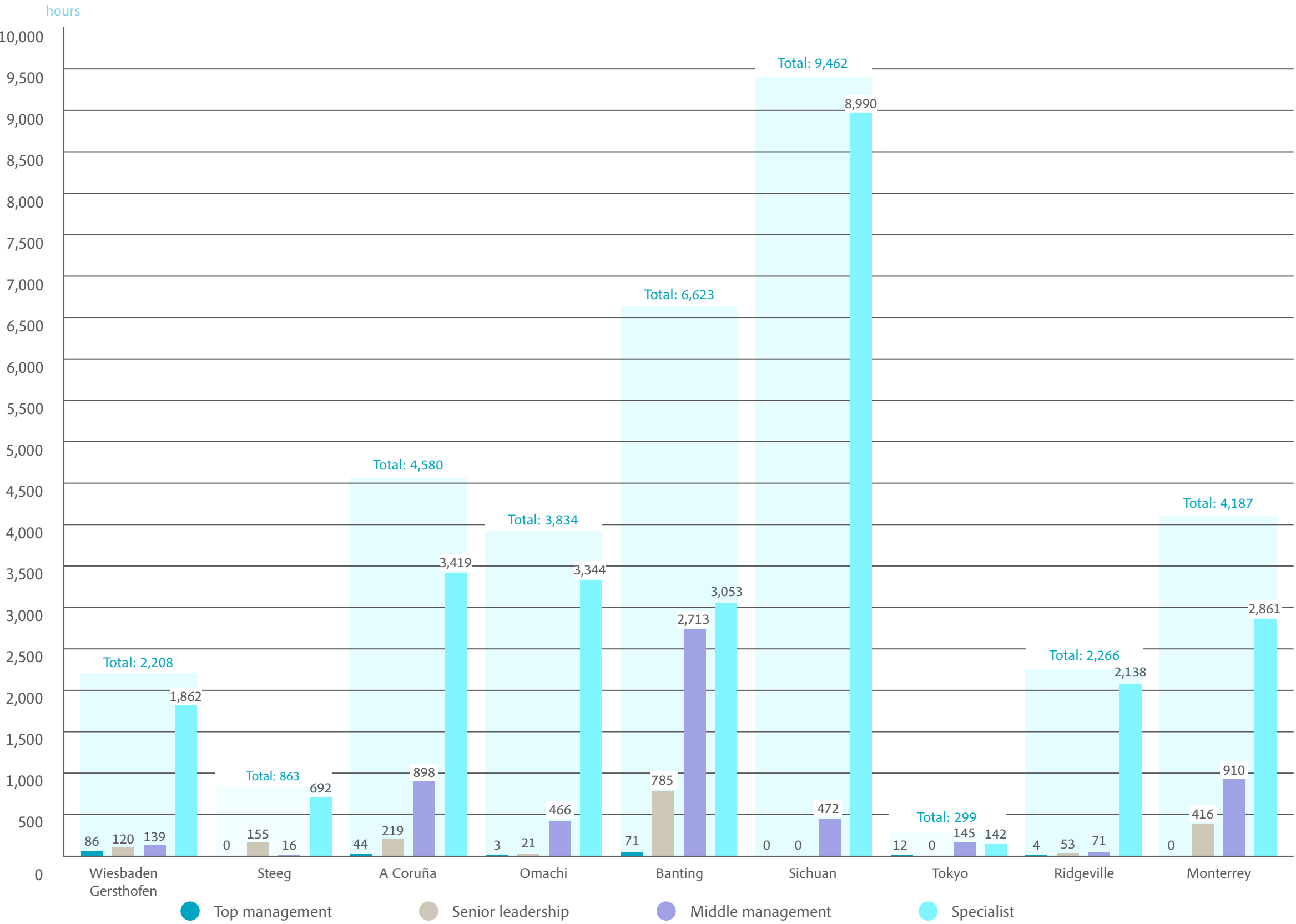
PERCENT OF EMPLOYEES
RECEIVING REVIEWS

- A Coruña: 75%
- Steeg: 0%
- Omachi: 100%
- Banting: 93%
- Sichuan: 100%
- Ridgeville: 87%
- Monterrey: 77%
- Germany: 45%
- Tokyo: 100%

AVERAGE TRAINING HOURS BY GENDER 2024

	AVERAGE FEMALE HOURS	AVERAGE MALE HOURS
A CORUÑA	28	20
STEEG	20	4
OMACHI	10	10
BANTING	32	33
SICHUAN	33	44
RIDGEVILLE	7	9
MONTEREEY	18	11
WIESBADEN GERSTHOFEN	45	23
TOKYO	9	14

TRAINING HOURS BY CATEGORY 2024



REGULATORY COMPLIANCE AND RESPECT FOR HUMAN RIGHTS

People are at the center of everything we do, both inside and outside the company. All our employees receive regular training on internal policies, including those related to anti-corruption, and are instructed to act in accordance with legal and corporate standards. They also have access to secure, confidential channels to report any concerns.

Compliance-related matters are deeply embedded in our business strategy and are reflected across all areas: from process oversight through our quality management system to due diligence with customers and suppliers, including KYC and export controls. We also offer complementary training (often in partnership with external experts) that reinforces awareness and accountability across the organization.

Respect for human rights is non-negotiable. It is a core pillar of our ethical and compliance culture.

In 2024, we renewed and deepened this commitment through targeted training initiatives, available to all employees via our corporate learning platform, SuccessFactors.

These programs go beyond raising awareness. Their goal is to foster a strong understanding of fundamental human and labor rights, equipping

our people to act with integrity, fairness, and responsibility in every aspect of their daily work.

This training is not optional: it is mandatory for all new team members from day one and is fully integrated into our culture of continuous learning. We see this knowledge as essential not only for regulatory compliance, but as a moral imperative that defines who we are as an organization.

We firmly believe that building a workplace grounded in respect, dignity, and equality is a shared responsibility. That’s why we continue to invest in high-impact training with global reach, aligned with international standards and best practices.

For us, human rights are not a goal to strive for, but the foundation everything else is built upon.

DIVERSITY, EQUITY, AND INCLUSION (DEI)

DEI is not just a program, it’s a culture. We foster an environment where everyone feels valued. Diversity drives better decisions, innovation, and engagement. Women’s Week and Family Day are flagship initiatives that together exemplify this commitment.

FAMILY DAY: STRENGTHENING BONDS ALONG OUR SHARED PATH

This year we organized Family Day, a festive initiative held at each of our plants in A Coruña, Steeg, Ridgeville, Omachi, and Banting, with the aim of bringing employees’ families closer to the reality of their daily work and helping them feel part of the company’s journey. On this special day, employees were invited to share their workplace with their loved ones in a joyful, relaxed, and family-friendly atmosphere. Each site was transformed into a vibrant festival, with food, live music, inflatable games for children, a train ride through the facilities, and plenty of opportunities to connect and celebrate.

This initiative became a meaningful step on our path to strengthening bonds, not only among colleagues and their families but also between our people and the company’s purpose.



INTERVIEW WITH HIROKI YAMANO, GENERAL AFFAIRS & HUMAN RESOURCES DEPARTMENT

What are, in your opinion, the benefits of having a Family Day in Omachi?

It was a great opportunity to spend quality time with colleagues and family members, and to feel a real sense of achievement seeing the smiles and happiness of all the participants.

RESONAC WOMEN’S WEEK: DRIVING CHANGE FROM WITHIN

At RGBU, we believe that real change begins when someone dares to question the status quo, and even more so when many people commit to building something better. This belief comes to life through Resonac Women’s Week, an employee-driven initiative that began at our A Coruña plant and has since become a benchmark across the entire organization.

What started as a local action has evolved into a dynamic platform that promotes gender equality, inclusive leadership, and psychological safety in an industry historically marked by inequality. Resonac Women’s Week is not a symbolic gesture, it’s a structured initiative, with clear intent and a transformative purpose, designed by and for our people, backed by leadership, and supported by multiple areas of the company.

- The campaign takes place each March and includes both internal and external activities, such as:
- Collaborative roundtables and awareness sessions
 - Gender equality training and creative activities like “Equitrivial”

- School visits to challenge stereotypes from an early age
- Visible and symbolic actions, such as painting graphite electrodes with the names of all the women at the site
- Open forums featuring women leaders from the business, industrial, and political spheres

Beyond participation, the initiative fosters a real sense of belonging. In just two editions, over 80% of our female employees have taken part. It has attracted collaboration from external stakeholders (clients, schools, associations, and other companies) and has led to tangible improvements, from updates to training programs to the co-creation of our Gender Equality Plan.

Resonac Women’s Week is a living expression of the kind of cultural transformation we aim to promote: authentic and led by those experiencing the change firsthand.

It shows that building a more equitable and sustainable industry is not only necessary, but also entirely possible when there’s collective will.



INTERVIEW WITH ISABEL TORRES, EMEA SIOP BUSINESS PARTNER

How would you assess Women’s Week?

This experience has reminded me that when we lift each other, we all rise. Co-leading this space with such inspiring colleagues has shown me that equality and diversity are not just ideals; they are what make teams brilliant. I leave deeply grateful and more certain than ever of the power of women supporting women to spark real change.

Commitment to Equality and Talent

Our top priority is to attract and retain the best talent by fostering environments that guarantee equal opportunities, diversity, and inclusion at every level.

At Resonac, we aim to offer skilled employment and real opportunities for professional development. To achieve this, we promote a workplace built on trust: one that ensures stable, safe, high-quality jobs with a future.

Throughout 2024, we’ve seen a significant increase in the number of women in our workforce compared to 2023. This progress reflects our strong commitment to attracting and retaining female talent, especially in traditionally male-dominated sectors like ours.

It’s worth noting that this increase is partly due to the acquisition of AMI, whose workforce was not included in RGBU’s 2023 figures.



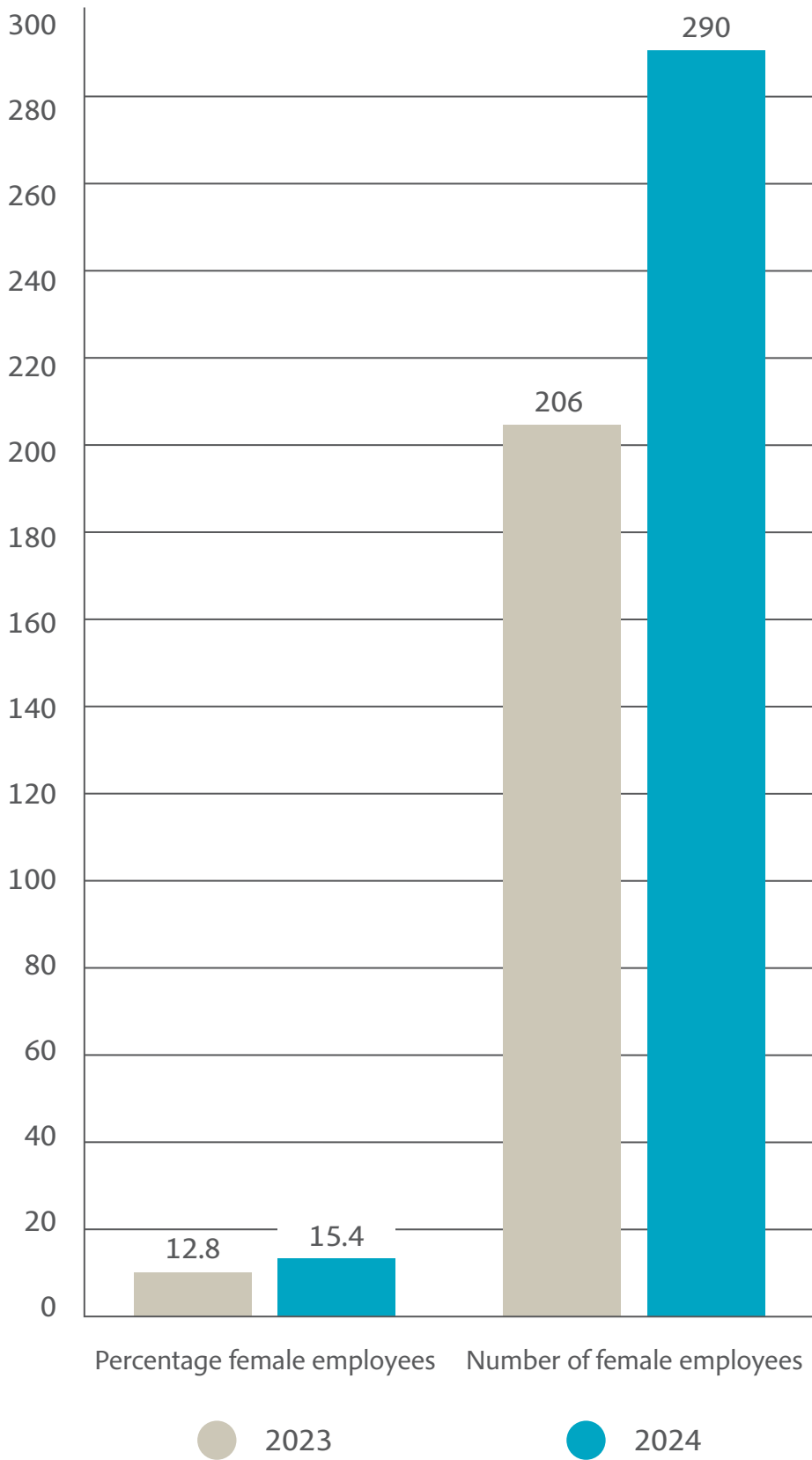
A Coruña employees' with RGBU CEO

The data shows real progress toward equity, with greater female representation across multiple sites. This growth is no coincidence, it's the result of a clear strategy that includes inclusive recruitment policies, professional development programs, and specific actions to build a gender-sensitive workplace culture.

Measures implemented include initiatives to improve flexibility, encourage the hiring of highly qualified profiles, and increase female representation - from 12.8% in 2023 to 15.4% in 2024. Excluding operators, women now represent 21% of our workforce.

At RGBU, we're proud to be a company that offers excellent working conditions and a culture where people genuinely want to grow and stay. We believe that equity, transparency, and inclusion are essential pillars for building a sustainable, future-ready organization.

FEMALE EMPLOYEES



We also recognize that the journey toward full pay equity is ongoing, not only globally, but within our own organization. Currently, the gender pay gap across all roles and categories stands at 17.39%. We take this figure seriously and are committed to making progress.

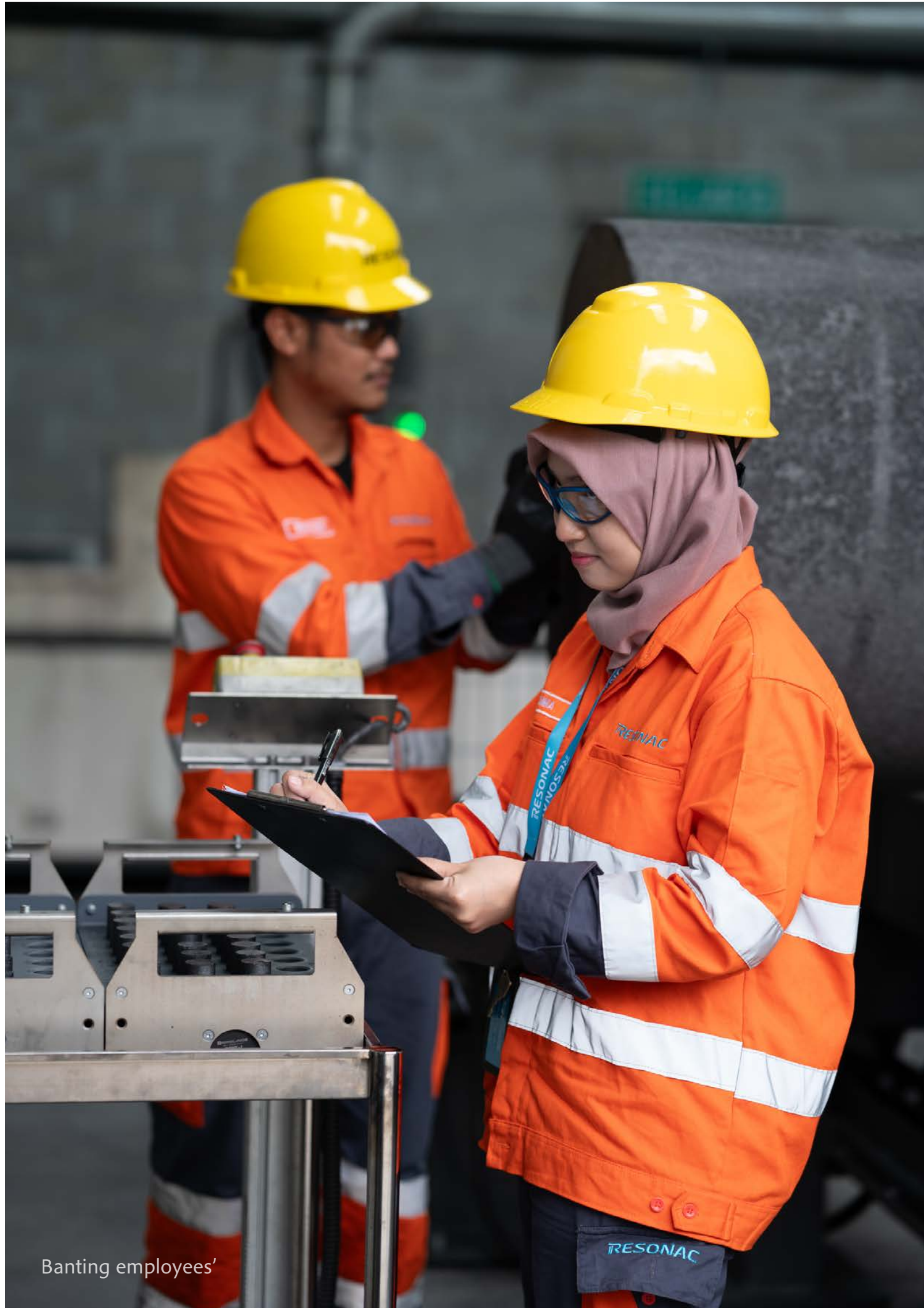
Beyond the number, what matters is what it represents: an opportunity to do better. That's why we actively review our compensation practices, correct imbalances, and work, to uphold a fundamental principle: equal pay for work of equal value.

ATTRACTING TALENT: PROACTIVITY AND CONSISTENCY

At Resonac, we offer a wide range of benefits to our employees, including life insurance, medical insurance, disability and invalidity coverage, pension funds, transportation assistance, scholarships for employees and their children, disability and death benefits, as well as subsidies for cafeterias, daycare, and parental leave.

We actively support work-life balance through flexible measures and social benefits such as flexible schedules, condensed workdays, remote work options, and health and life insurance, among others.

Throughout 2024, a total of 72 employees took maternity or paternity leave. Of those, 64 returned to their positions after their leave ended.



Banting employees'

Collective Bargaining Agreements

Resonac maintains active collective bargaining agreements at several of its workplaces. This ensures open, fluid, and constructive dialogue with employee representatives. These forums address topics related to working conditions, health, safety, and more. Meetings with worker representatives are held regularly or whenever specific issues need to be discussed.

Disability

We manage diversity and non-discrimination from an inclusive perspective, considering all personal and social circumstances. We do this through our code of conduct, general diversity, equity and inclusion policy, and human rights policy. Additionally, we tailor our actions to the specific context of each location where we operate, respecting the legal and cultural differences unique to each region.

Specifically, we actively promote the labor inclusion of people with different abilities. At the end of 2024, the Group employed 17 people with some form of disability.

Work-Life Balance and Shared Responsibility

Encouraging our teams to balance their professional careers with their personal and family responsibilities is a fundamental pillar of our people

strategy. We believe that parental leave and other family-related leaves are not just benefits, they are essential rights that promote well-being, equality, and long-term commitment.

At Resonac Graphite BU, 100% of employees are entitled to paternity, maternity, or other family-related leave, regardless of their position, gender, or location. This policy reflects our commitment to building a work environment where family care is recognized, respected, and supported.

In 2024, 72 employees exercised this right: 56 men and 16 women.

This distribution reflects a positive cultural shift: more men are taking on parental responsibilities, moving beyond traditional gender roles. While this number partly reflects the predominantly male composition of our workforce, we also see it as an encouraging sign of progress toward shared responsibility.

Of those who took leave, 55 men and 9 women returned to their positions after their leave ended, representing a 92% return-to-work rate.

These figures demonstrate not only the real accessibility of these rights but also the confidence our people have in resuming their careers with the necessary support.

We have planned reintegration processes, flexible work policies, and a culture that supports employees during key moments in their personal lives. We take pride in fostering an environment where no one must choose between their professional development and family life, both can thrive in balance.

Our commitment to work-life balance, backed by concrete policies and consistent practice, is key to strengthening satisfaction, team loyalty, and the organization's long-term sustainability.

GO ANZEN NI!



Safety Rangers

3. GO ANZEN NI - SAFETY CULTURE IN THE WORKPLACE

OUR SHARED PURPOSE

At RGBU, our approach in Safety is driven by a deep commitment:

To create a workplace where we'd feel confident having our loved ones work.

This purpose acts as a compass in every decision and action we take.

It is fully aligned with our first action-driven principle:

Safety First – Nothing comes before safety and compliance.

We act with this conviction in every decision and every action.

Every day, we work to build an environment we can be proud of, one that is human, professional, ethical, and above all, safe.

That sense of pride is only possible when we know

people return home as they arrived: unharmed, mentally well, and with the peace of mind that comes from a job well done.

SAFETY AS A WAY TO ACT, CARE, AND BELONG

Reaching the standard we aspire to requires consistency, humility, and a mindset that doesn't become complacent with routine. 'Safety First' isn't a slogan, it's our culture.

One of the most authentic expressions of this philosophy is GO ANZEN NI, a Japanese phrase that has grown beyond its literal meaning to become a cultural symbol within RGBU.

GO ANZEN NI reflects a shared intention to care -for ourselves and for one another, embedded in our daily routines, from the start to the end of each workday.

It's our everyday way of saying:

- 'Act safely.'
- 'Be aware.'
- 'Stay connected to safety.'

It's not a motto; it's a way of living. Living with attentiveness, consistency, and humility, even in routine tasks. It turns everyday into an opportunity to build a more human and safer environment.

HOW WE WORK IN SAFETY

At RGBU, health, safety, and environmental care are fully integrated into the way we work, make decisions, and collaborate every day.

We believe that operational excellence and sustainability are only possible when safety and integrity are at the core. This isn't about catchphrases, it's about behaviors.

Our principles aren't just words. They show up in our actions, in the choices we make, and in how we interact with one another. They guide us in how we prioritize, decide, and act, even when the path is unclear.

4. PSYCHOLOGICAL SAFETY: THE DRIVER OF OUR PROGRESS

There is no real improvement without trust.

Speaking up about what's not working, promptly and without hesitation, can save lives.

OUR ACTION-DRIVEN PRINCIPLES:

SAFETY FIRST	Nothing comes before safety and compliance. We act with this conviction in every decision and action.
COMPLIANCE & RESPONSABILITY	We know, understand, and apply all relevant laws, regulations, and policies, ensuring compliance at all levels of the organization.
OPEN & TRANSPARENT COMMUNICATION	We foster a culture of trust where bad news is shared quickly, enabling agile and affective responses.
SAFE & STABLE OPERATIONS FIRST	We work to ensure safe conditions and stable operations that protect our employees, facilities, and communities.
SUSTAINABILITY & RESPONSIBLE MANAGEMENT	We reduce our environmental impact by preventing pollution, promoting recycling, and optimizing resource use, contributing to a more sustainable future.
CONTINUOUS IMPROVEMENT & RISK MANAGEMENT	We continuously evaluate and strengthen our HSE management system to minimize risks and reinforce our culture of safety and sustainability.

The principle ‘Bad News First’ is at the heart of how we operate. It puts people before appearances, prevention before consequences, and truth before comfort.

It means that if we see a risk, if something isn’t right or doesn’t work, we speak up. No delays, no filters, no fear.

But that doesn’t happen with good intentions alone: we need an environment where everyone feels heard and respected.

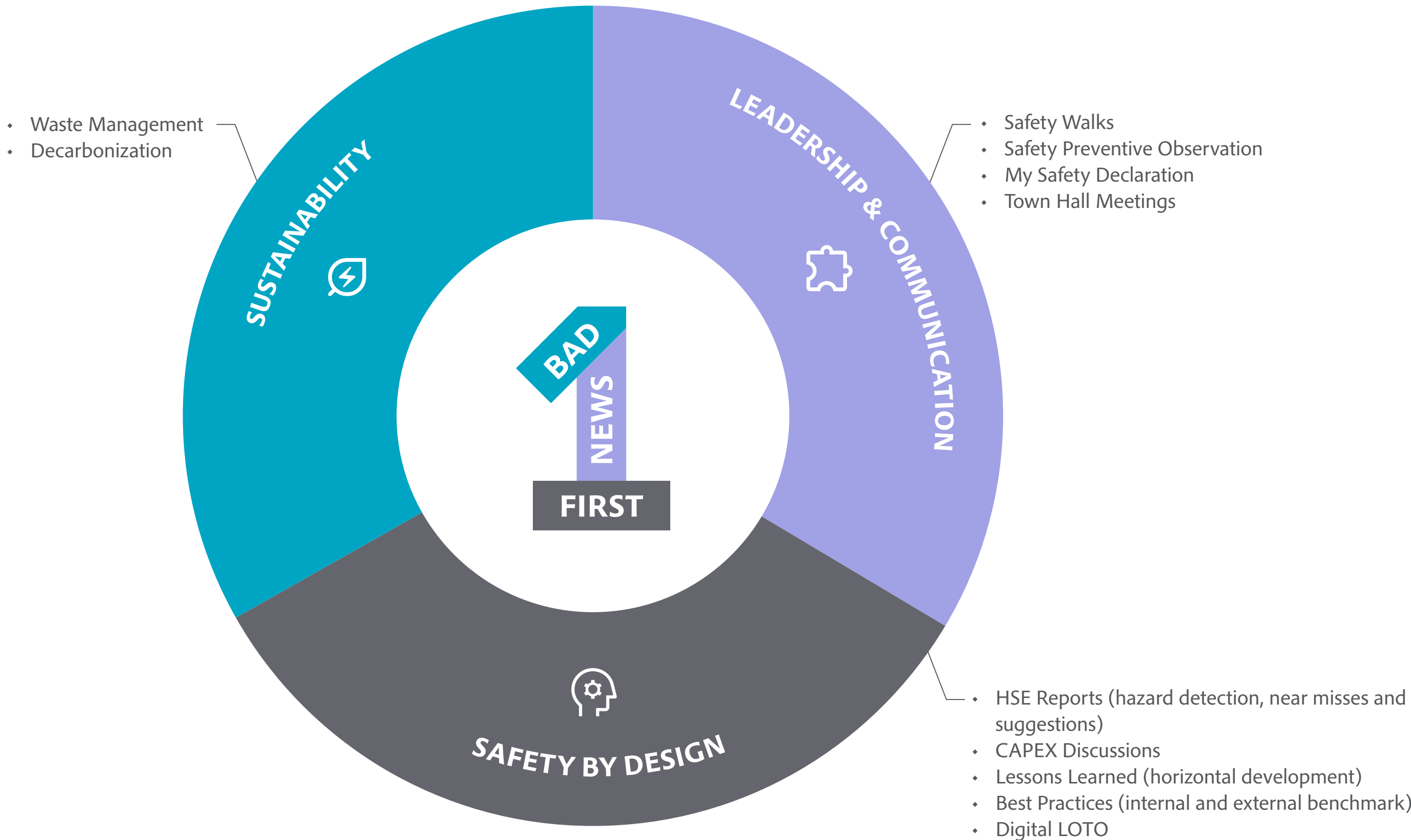
A culture of psychological safety built on trust.

Because trust isn’t saying ‘I hear you,’ it’s showing it when someone dares to speak up.

A culture where:

- People can raise their voice without fear of judgment or retaliation.
- Leaders respond with openness and gratitude, not defensiveness.
- Teams understand that identifying a problem isn’t a failure, it’s a step forward.

Behind every ‘bad news’ is a learning opportunity. And beyond that foundation, our actions are built on three strategic pillars that help turn principles into concrete, measurable, and sustainable results.





INTERVIEW WITH EUGEN HOFER – OPERATIONS DIRECTOR STEEG

What has improved in terms of psychological safety in Steeg?

In the past people were afraid of being confronted with members of the management. There are still the stories of how they were violated by statements coming from the former management team. Now we could introduce an appreciative atmosphere by a top-down initiative. This was necessary to create trust that it is serious. Now after some years we see the positive development of all this.

In parallel we evaluated the psychological stress which affects the colleagues at their workplace. This resulted in measures, and their effectiveness is controlled with an external medical partner.

Finally, there is the possibility to get psychological support at the workplace from an external medical partner.

5. PURPOSE-DRIVEN TOOLS

For us, tools are not the goal:

Tools are vehicles to learn, anticipate, and protect. They are the way people grow in safety.

What matters is not just having them but understanding why they exist and how to use them with real impact.

Tools that connect and scale learning

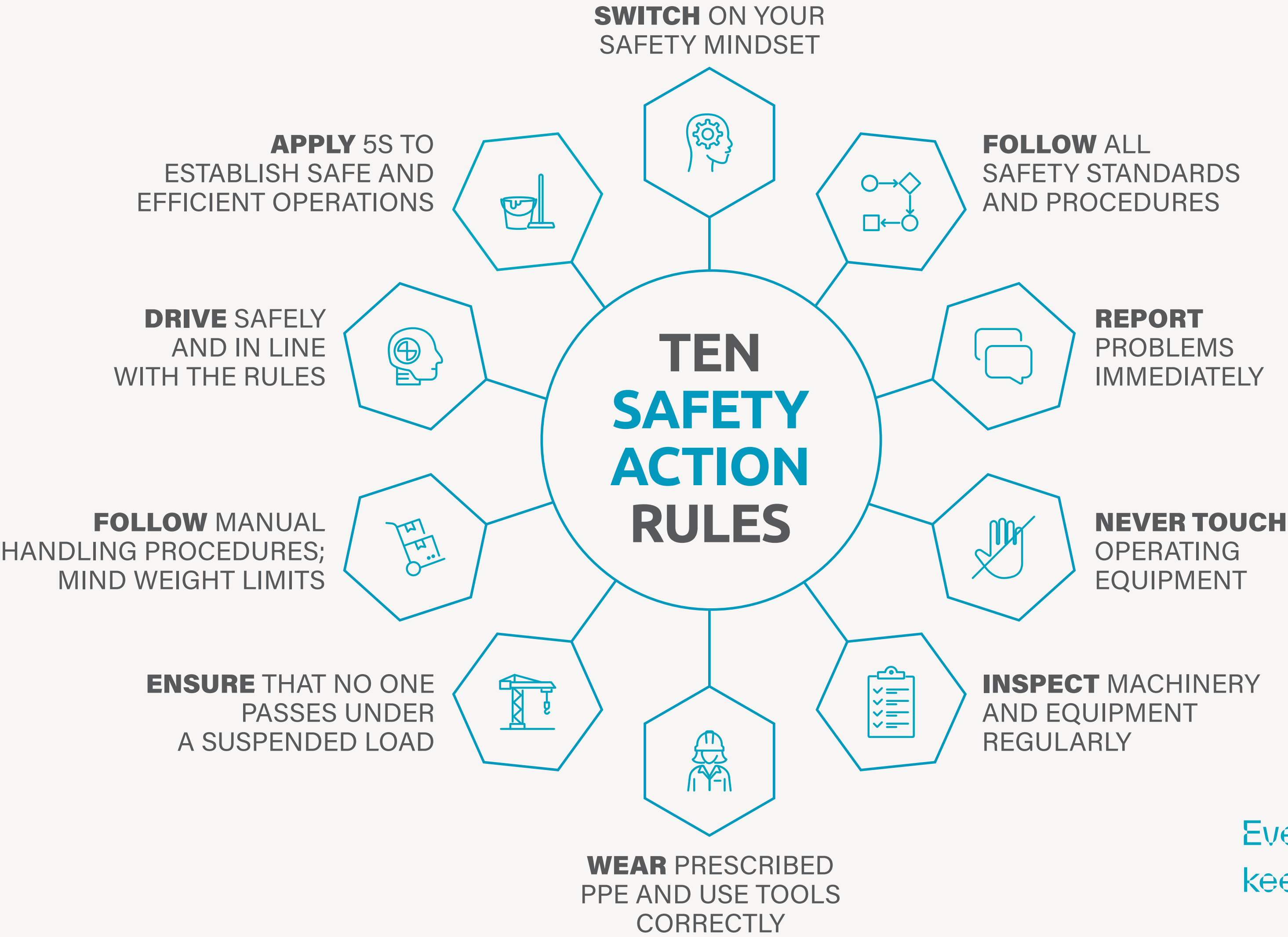
- **Go & See (Safety Walks and Safety Preventive Observations)**
Get close to the worksite, observe with fresh eyes, open meaningful conversations, and uncover hidden risks.
- **HSE Reports (Improvement Suggestions, Near Misses, Hazard Reports)**
Learn before harm occurs. Reporting isn't just a formality; it's a tangible way to care for others.
- **5S Audits**
Clean, stable, and organized spaces make it easier to detect deviations and sustain standards.

Tools that strengthen a preventive culture

- **Safety Rangers**
Bring the safety culture to every corner of the organization in creative and emotionally engaging ways.
- **Safety Moments**
Use every meeting as an opportunity to reflect, share, and connect with what truly matters.
- **My Safety Declaration**
Encourage personal leadership in safety through commitment, consistency, and continuous learning.
- **Lessons Learned**
Turn incidents into shared lessons that reinforce prevention and improve decision-making.
- **10 Safety Action Rules**
Translate key business risks into observable everyday behaviors.

TEN SAFETY ACTION RULES

We strive to prevent all accidents and incidents by following the 10 Safety Action Rules, which serve as the foundation of our safe actions.



Everyone has a part to play in keeping our workplaces safe.



Team member holding a safety helmet

6. INDICATORS THAT REFLECT OUR CULTURE: NOT JUST NUMBERS

We monitor to become aware of where we stand. We measure to evolve.

Each number tells a story. These indicators are not just figures—they reflect how we bring our safety philosophy to life, every day, in every site.

We combine lagging indicators, which show us what has already happened, with leading indicators, which reveal how we act before harm occurs. Together, they give us a complete picture—not just of what we’ve done, but of who we are.

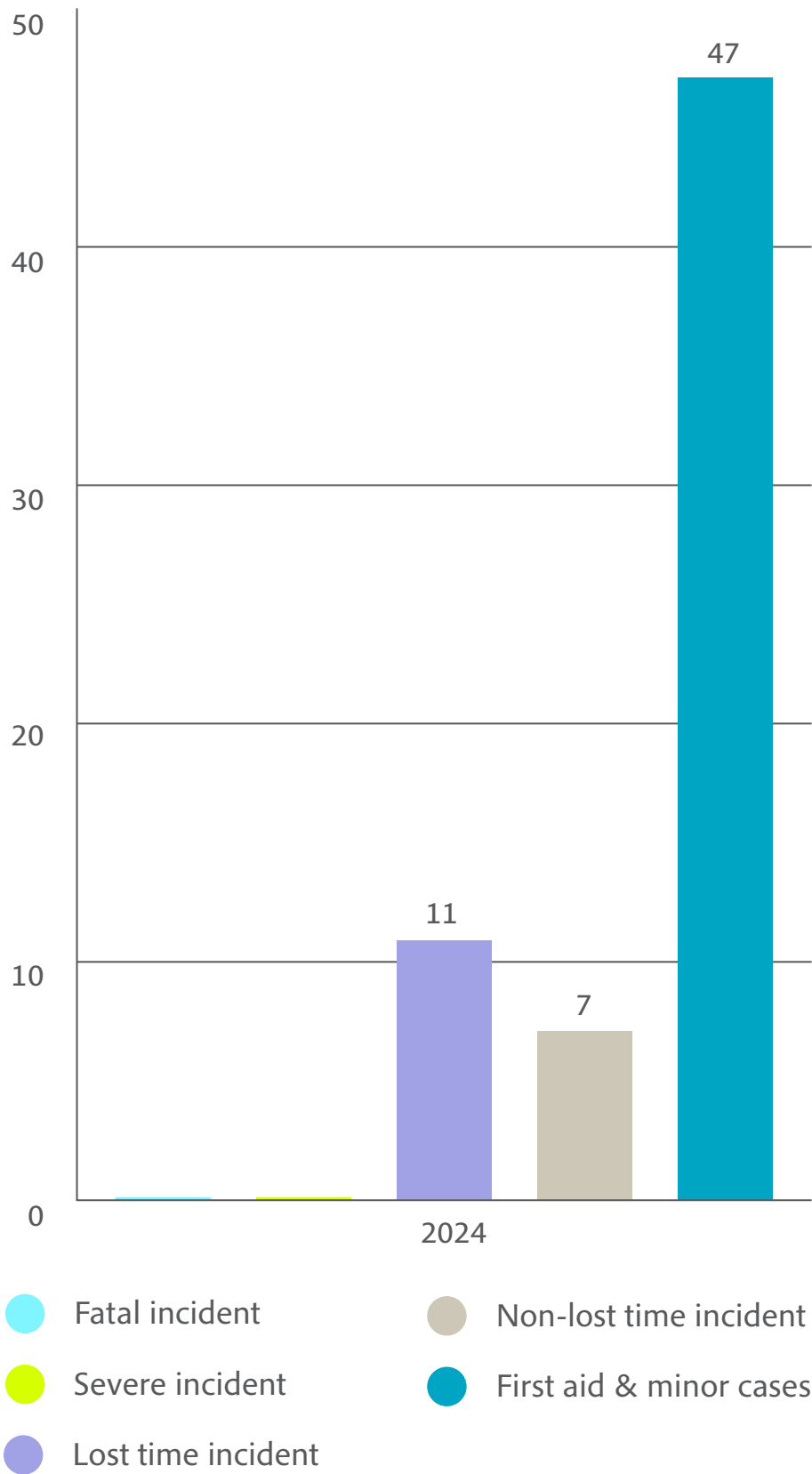
LAGGING INDICATORS - WHAT INCIDENTS TEACH US

We don’t see incidents as statistics, but as opportunities to learn and improve.

The 2024 data shows us where to act:

- ♦ **First aid cases and minor injuries (47)** → early warning signs of potential risks.
- ♦ **Lost time incidents (11)** → remind us that prevention must come before harm.

OCCUPATIONAL ACCIDENTS 2024



- ♦ **Zero serious or fatal cases** in 2024 → not a cause for complacency, but a reason to strengthen our commitment.

That’s why we continue to strengthen our reporting systems, analysis, and ongoing learning. Because behind every number is a story that can help prevent the next one.

FREQUENCY RATE (FR): LOWERING IT ISN'T LUCK

At the start of 2024, incident levels rose to a concerning point.

We acted immediately: increased observations, reactivated tools, and reinforced the message.

SEVERITY RATE (SR): LOWERING IT PROTECTS LIVES AND TIME

The early months showed high severity. Rather than ignore it, we used it as motivation.

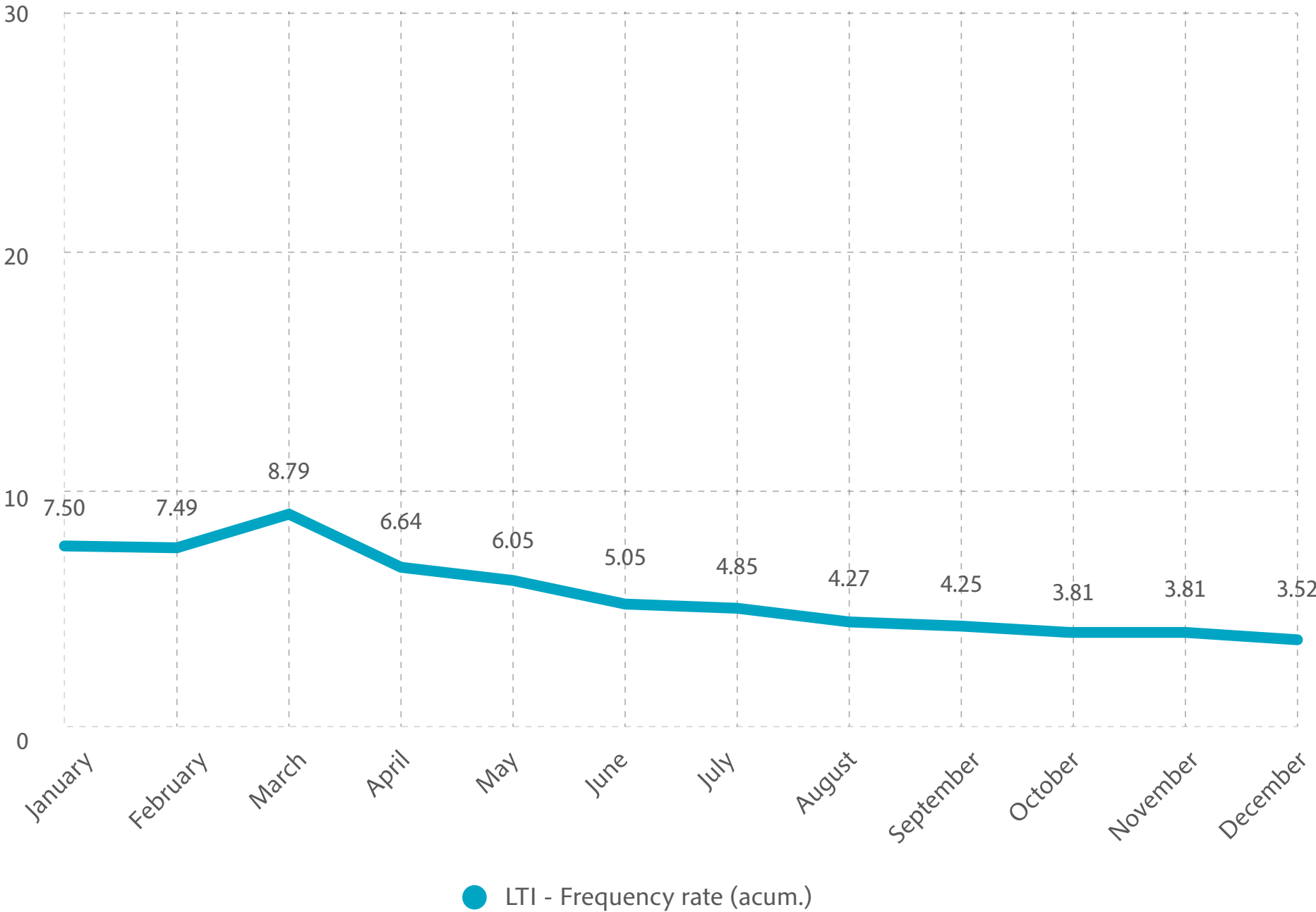
By September, lost-time cases had nearly disappeared.

FR and SR follow international safety reporting standards and are based on a 1,000,000-hour normalization factor to ensure comparability across operations and time periods.

LTI (Lost Time Incident): A sudden, external, and violent event, occurring within a single work shift (either at work or work-related), that results in harm to the health of an employee within our facilities and leads to at least one lost calendar day, excluding the day of the incident.

FREQUENCY RATE (FR) 2024

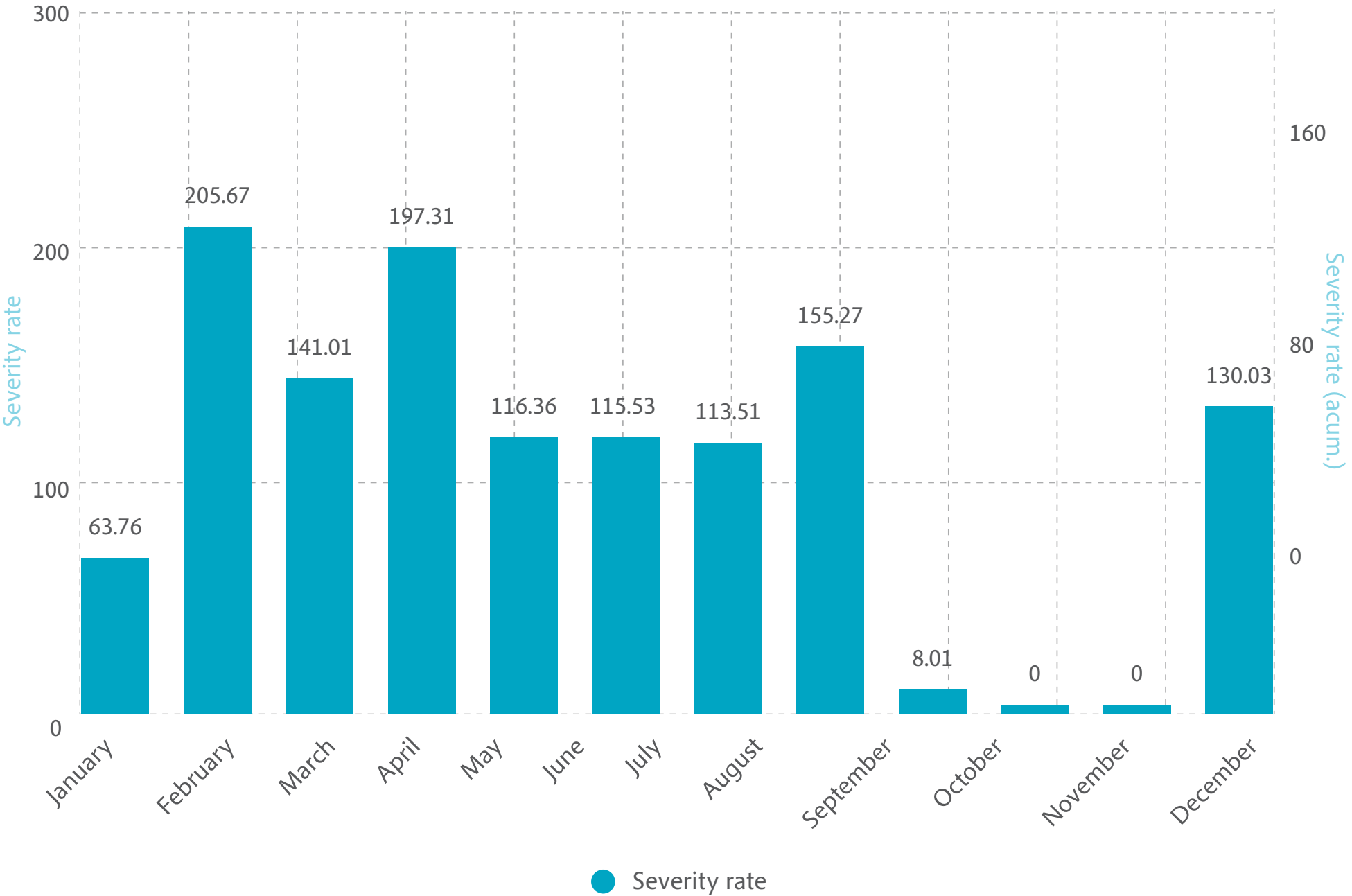
Measures the number of work-related injuries that result in lost time, severe harm or fatality, per one million hours worked. It reflects how often serious incidents occur in relation to total work activity.



This indicator helps evaluate how frequently people are exposed to serious or life-altering events during their work.

SEVERITY RATE (SR) 2024

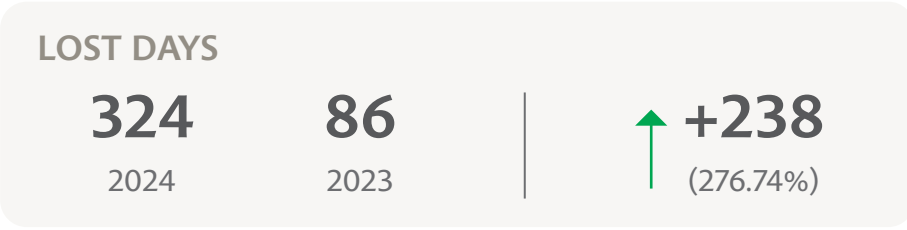
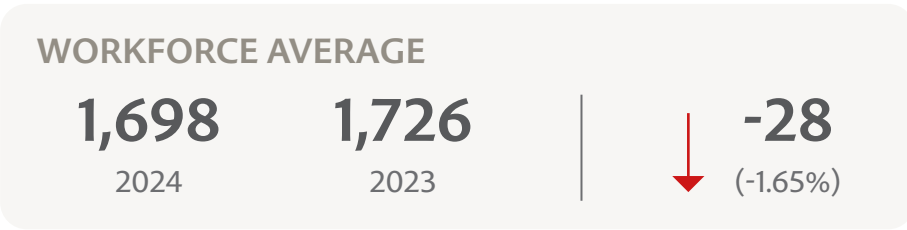
Measures the overall seriousness of incidents by calculating the number of lost workdays due to injuries or illnesses, per one million hours worked.



This indicator provides insight into the impact of safety incidents on people and operations, beyond just how often they occur.



When severity outweighs volume, action must come early



In 2024, lost workdays quadrupled (from 86 to 324) despite a slightly smaller team and fewer hours worked.

This isn't just a number. It's a message: Severity carries more weight than quantity, and demands earlier intervention.

LEADING INDICATORS - WHAT WE DO BEFORE SOMETHING HAPPENS

While lagging indicators show the consequences, leading indicators reflect proactivity, presence, and care. They are not just metrics; they are signs of leadership and shared responsibility.

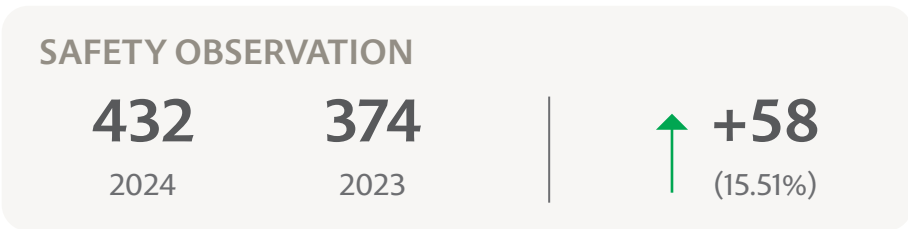
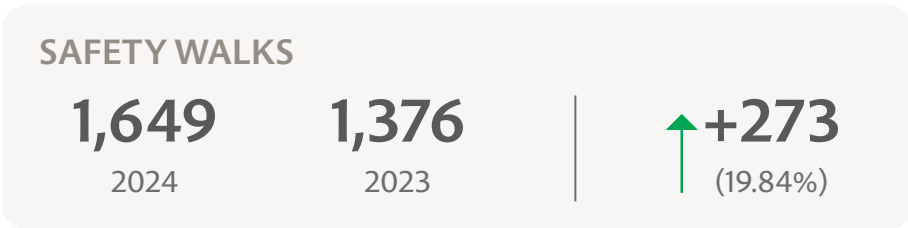
HSE REPORTS: REPORTING TO PREVENT

From 2023 to 2024, we moved from occasional spikes to consistent and balanced reporting. Beyond volume, what matters is reach: on our most engaged sites, more than 60% of staff submitted at least one report. The overall average was 12.42%.

This tells us something powerful: There is a network of safety ambassadors who lead without a title but with real impact.

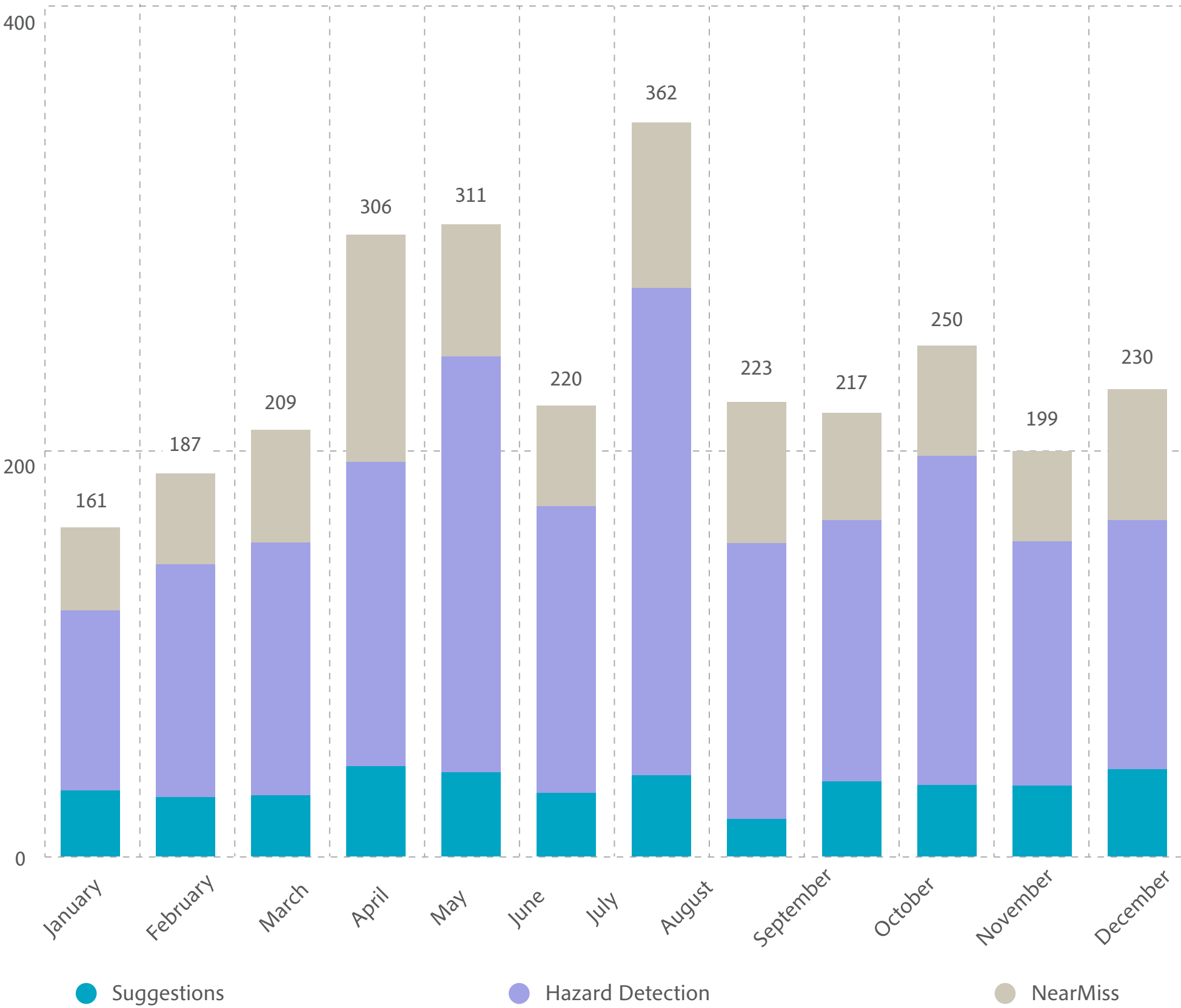
Our challenge now is not just to increase the number of reports, but the number of people reporting. Because real prevention is not about counting data; it's about activating people.

Go & See Activities: Look closely, listen deeply, act early



These aren't audits or checklists; they are moments of connection.

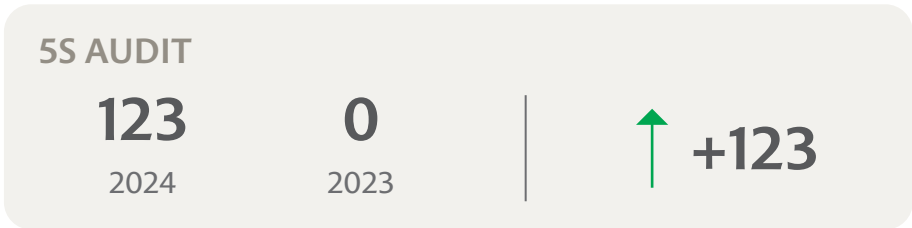
HSE REPORTS 2024



In 2024, we conducted 1,649 safety walks and 432 preventive observations, a significant increase over the previous year.

Each activity is an opportunity to see with fresh eyes, build trust, and prevent incidents before they happen.

5S Audits: Order That Protects



In 2024, we launched and fully digitized the 5S audits, completing 123 assessments.

The goal of 5S is making risks visible, maintaining standards, and detecting anomalies before they cause harm.

LESSONS LEARNED: LEARNING FROM INCIDENTS

We turned every lost-time injury into a lesson; shared, actionable, and built for prevention. We didn't stop there: safety insights from across other business units expanded our learning horizon.

More action. More ownership.
Stronger results.

In 2024, we took a significant step forward: 6,032 safety-related actions were generated, a 37.65% increase compared to 2023.

But what matters is not how much we grew, or where growth came from. What truly matters is how we did it: by engaging more people in our safety tools and leadership practices; and turning that into performance.

This is what safety leadership looks like at Resonac: Not top-down. Not reactive.

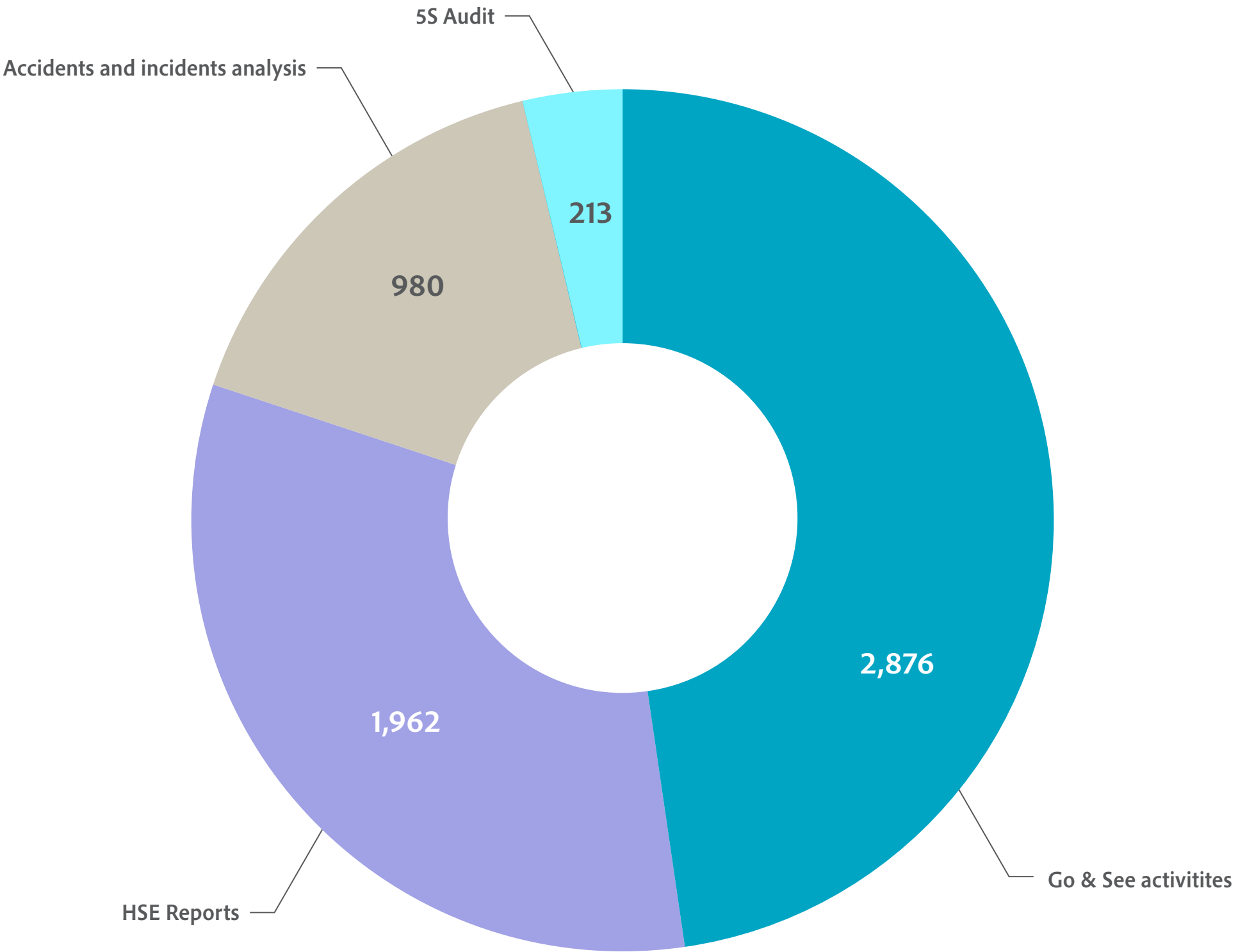
Built through presence, dialogue, and thousands of decisions made by people who choose to care.

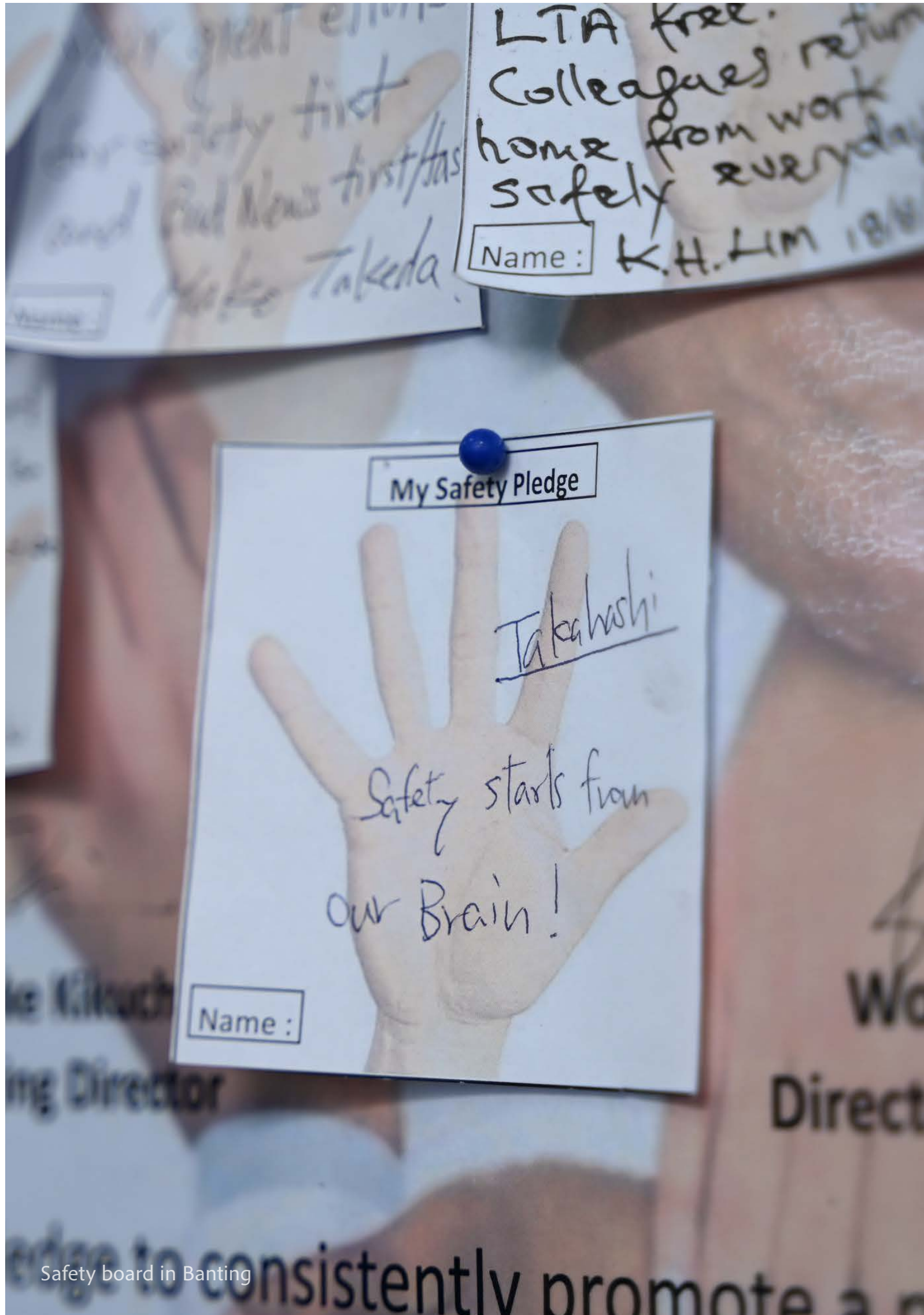
Every action born from a suggestion, an observation, or a conversation is a form of leadership; one that doesn't depend on your role, but on your willingness to protect others.

At Resonac, we don't just measure results. We measure participation.

Because our strongest performance comes when more people feel part of it; and step forward as leaders in safety.

TOTAL ACTIONS 2024





7. WHAT WE’VE LEARNED. OUR NEXT STEPS

“All occupational injuries can be prevented.” — Hidehito Takahashi, CEO

In safety, as in life, the goal is not perfection, it’s awareness.

It’s learning, correcting, and moving forward.

We are not yet where we want to be. But thanks to everyone’s commitment, we are already better today than we were yesterday.

And that’s what truly makes the difference.

What we’ve learned:

- Culture cannot be imposed—it must be built on trust.
- Tools alone are not enough—they need purpose.
- Change begins when each person feels that their voice and actions matter.

We will continue building a workplace we’d trust for our loved ones.

And that, in itself, is an act of leadership.

WORKERS TRAINING ON OCCUPATIONAL HEALTH AND SAFETY (HOURS) 2024

Resonac Graphite Business Unit (RGBU): 26,631h

A Coruña (RGS) 2,781 h

Steeg (RGAT) 3,785 h

Omachi (RGJ) 4,574 h

Banting (RGM) 3,058 h

Sichuan (ShowaDenko) 9,401 h

Ridgeville (RGA) 2,266 h

Wiesbaden & Gersthofen (RGG) 431 h

Tokyo (RGJ) 223 h

Safety Training rate: 14.1 h/employee



Benjamin Throop
HSE Manager Ridgeville

Interview with Benjamin Throop HSE Manager Ridgeville

What strength, in terms of safety, would you highlight at Ridgeville?

At Resonac Ridgeville, two core strengths define our approach to safety and set us apart as a model of operational excellence.

First and foremost is the deeply rooted sense of community that permeates every level of the organization.

Safety is not viewed as a set of rules to follow, but as a shared responsibility—an integral part of our culture.

Employees look out for one another, communicate openly, and foster an environment where everyone feels empowered to speak up and take action when it comes to safety. This collective mindset ensures that safety is not just practiced, but lived, every day.

Equally important is the unwavering commitment of our leadership team. From the front lines to executive management, there is a clear and consistent message: safety is non-negotiable. Our leaders lead by example, prioritize safety in every decision, and actively engage with team members to reinforce best practices.

This top-down dedication creates a strong foundation of trust and accountability, ensuring that safety remains a constant priority—regardless of the pressures or circumstances.

Together, these strengths form the backbone of a resilient safety culture at Ridgeville—one that not only protects our people but also drives continuous improvement and operational integrity.

5.4

Our value chain

1. OUR VALUE CHAIN

At RGBU, we are committed to building a truly sustainable value chain, not only from an environmental perspective, but also in terms of social responsibility and ethical business conduct.

We believe a sustainable supply chain is one that respects human rights, promotes fair labor conditions, and reflects the same values we uphold within our own organization.

To advance this vision, we rely on our Supplier Code of Conduct, which outlines clear criteria regarding labor practices, ethics, health and safety, and environmental responsibility. This code is the foundation of our supplier relationships and demonstrates our commitment to responsible, long-term collaboration.

Strengthening Relationships Through Dialogue and Supplier Classification

In 2024, the RGBU took new steps to align our supply chain with our values. As a first milestone,

we developed and distributed a survey targeting our key suppliers. This initiative is allowing us to gather relevant information, better understand each partner's level of maturity, and begin classifying them according to shared sustainability standards.

Our long-term goal is to build closer relationships with those suppliers who share our vision and are willing to join us on the path toward a sustainable model.

This effort marks the beginning of a more strategic and transparent approach to supplier management, where dialogue, continuous improvement, and a shared purpose are the cornerstones.

We will continue to improve sustainability performance across our supply chain through:

- The ongoing and firm application of our Supplier Code of Conduct
- The implementation of assessment tools such as EcoVadis
- Active collaboration with suppliers to improve their sustainability performance
- Investment in technologies that support a more responsible and sustainable supply chain

We believe that by working together, we can achieve a real impact for the environment and the future resilience of our business.

2. CUSTOMER CENTRICITY

At Resonac Graphite Business Unit, our customers are the driving force and the reason behind everything we do. We are convinced that true long-term value is built not only by offering world-class products, but also by forging strong relationships, anticipating our customers' needs, and enhancing their performance.

To bring this commitment to life, we have embedded customer centricity throughout our entire value chain -from research and development to technical support- enabling us to act as a strategic partner rather than just a supplier.

Our vision of a customer-centric approach is built on three pillars: collaboration, partnership, and a shared purpose.

Co-creating Solutions

We are committed to strengthening a more collaborative approach with our clients, aiming to deeply understand their challenges and design tailored solutions together.

While this is an ever-evolving area, we are laying the groundwork to build long-term relationships based on open dialogue, joint innovation, and the creation of shared value.

Freeing Focus, Enhancing Capability

By combining expert services with targeted training, we help our clients concentrate on what they do best, knowing they have our operational and strategic support.

While we handle the technical challenges our products and expertise can solve, we also contribute to strengthening their internal capabilities through specialized training programs.

In this way, we foster talent development as a key driver of long-term performance and resilience.

As part of this customer-focused journey, we have launched an Advanced Technology Center (ATC) in A Coruña. This center enhances our local service capabilities in Europe, enabling us to respond faster and with deep technical expertise.

We firmly believe that building a more efficient, sustainable, and human-centered world is not something that can be achieved alone. That's why we see every client relationship as an opportunity to spark truth together: to question, improve, and step by step, build a more responsible and resilient



Ridgeville employees

5.5

Society: social commitment along the path

1. OUR COMMUNITY: THE ECOSYSTEM WE NEED TO GROW

In line with Resonac's corporate purpose, 'Change society through the power of chemistry', and with the goal of advancing our Environmental, Social, and Governance (ESG) commitments, at Resonac Graphite Business Unit we believe in the power of sustainability and the value of corporate social responsibility.

We want everyone who is part of RGBU to feel proud to belong to this family and to become ambassadors of our values and culture.

In this spirit, our Corporate Social Responsibility (CSR) strategy focuses on three key areas where we know we can have a meaningful impact:

- **Responsible innovation and research**
We promote R&D projects with a forward-looking perspective, prioritizing sustainable and ethical practices.
- **Talent development in STEM (Science, Technology, Engineering, and Mathematics)**
We invest in educational programs and initiatives that foster interest and skills in STEM fields, empowering future generations.
- **Well-being of our communities and employees**
We support actions that improve quality of life, both in our local surroundings and within our organization, promoting a culture grounded in health, safety, and holistic well-being.

Creating Value in the Community

At RGBU, we firmly believe that a strong community is synonymous with a strong business.

That's why we maintain a genuine commitment to the regions where we operate, supporting the local economy through the purchase of goods and services from nearby suppliers.

This commitment is reflected in concrete actions

such as donations to local organizations, sponsorship of community events, and employee volunteer efforts.

Because building community is also building the future.

HIGHLIGHTS

Please review the highlights on the following page.



Resonac-UDC Sparking Truth Chair (RGS - Spain)

The Sparking Truth Chair was born from the synergy between Resonac GBU and the Systems for Energy Transition Research Group (LISTE) at the University of A Coruña (UDC). This collaboration aims to develop new materials and technologies that improve the efficiency and sustainability of energy systems, such as batteries, supercapacitors, hydrogen storage, and carbon capture. To achieve these goals, the chair has established the Liste-Resonac Lab, led by Dr. Israel Temprano, which hosts a group of UDC researchers and students. This laboratory focuses on the development of advanced materials, such as graphite, for use in electric vehicles and other sustainable energy systems.

In addition to research, the chair also promotes the training of specialized talent and the transfer of knowledge between the university, industry and society at large, strengthening public-private collaboration in the energy sector.



Family Day (RGJ - Omachi)

Family Day is a very special day for us at Resonac Graphite Business Unit. We have the opportunity to bring our families together in a festive atmosphere from which good things always come out. Games, humor, food, music and shared laughter fill the air, reminding us of the strength in our unity. It's a day to celebrate the bonds that connect us, to create lasting memories, and to recharge our spirits with joy and togetherness.



Job Rally (RGAT - Austria)

On November 6th, 2024, RESONAC - Graphite Business Unit Austria participated in the Inneres Salzkammergut Job Rally, an initiative connecting students with career opportunities in their region organized by the Upper Austrian Chamber of Commerce and Education Directorate. For the first time, we welcomed two groups of students to explore apprenticeships in metal technology and electrical engineering.



Omachi Alps Marathon (RGJ – Japan)

On October 20th, our colleagues from Resonac Graphite Japan proudly participated in the Omachi Alps Marathon, a traditional event held since 1983. This year, more than 2,500 runners made their way through the stunning foothills of the Northern Alps, enjoying the vibrant autumn scenery as the leaves began to change color.

After crossing the finish line, the Resonac team was warmly welcomed by event staff and local residents, who offered them fresh seasonal apples and comforting mushroom soup to help them recover from the effort.



Edisto Blackwater Boogie (RGA – Americas)

Since its inception, Resonac Graphite has sponsored the Edisto Blackwater Boogie (EBB). We are proud to not only provide volunteers for and sponsor this incredible event but also to share its mission of conserving and raising awareness for the beautiful Edisto waterway and river bluff in South Carolina.

Since 2019, EBB has raised over \$20,000 for Givhan's Ferry State Park to develop the ADA trail, promoting inclusivity and accessibility.



Soccer Golf (RGG – Germany)

The RESONAC - Graphite Business Unit employees in Germany took part in a unique activity that combined team spirit and motivation: soccer golf! a slightly different kind of soccer. The participants had an incredible time enjoying the sunny weather, beautiful scenery, and fantastic atmosphere.

Afterward, they gathered to watch the European Championship soccer game between Germany and Spain which was eagerly anticipated, while enjoying a delicious BBQ. The emotions were high!

2. COLLABORATIONS THAT DRIVE OUR PROGRESS



ECGA (European Carbon and Graphite Association)

Founded in 1995 in Brussels, the ECGA represents the leading European producers of carbon and graphite, including key sectors such as steel, foundry, aluminum, and batteries. It currently has 37 members across Europe.

RGBU is part of its Board of Directors, represented by Eugen Hofer, Managing Director of Resonac Graphite Austria GmbH.



Industriellenvereinigung (Federation of Austrian Industries)

The Industriellenvereinigung is Austria's leading voluntary and independent organization representing the country's industrial sector. It advocates for a strong, future-ready industry by influencing economic, environmental, and social policy at both national and European levels. RGBU actively participates in this forum, with a presence on the Subcommittee for Resources, Energy, and Ecology, where we contribute to discussions on sustainability, resource efficiency, and industrial transformation.



STEEL MANUFACTURERS ASSOCIATION

SMA (Steel Manufacturers Association)

The SMA brings together 30 North American steel companies that operate electric arc furnaces (EAFs), an environmentally friendly technology that accounts for over 70% of domestic steel production.

This association supports more than 100,000 jobs and has a significant economic impact. Resonac Graphite America Inc. participates as an associate member.



AGH2 (Galician Hydrogen Association)

AGH2 was created with the goal of promoting the hydrogen economy in Galicia. It brings together companies, institutions, and research centers committed to the deployment of renewable hydrogen as a strategic driver for sustainable industrial transformation.

Resonac Graphite Spain S.A.U. is an active member and firmly supports the development of this technology as a key part of our decarbonization strategy.



MISIF (Malaysian Iron and Steel Industry Federation)

MISIF represents the core of Malaysia's steel industry, with 30 key players operating more than 80 plants across the country. The federation supports energy-intensive companies and plays a vital role in the Malaysian economy. Resonac Graphite Malaysia Sdn Bhd is an associate member.



AIST (Association for Iron & Steel Technology)

AIST is an international network of professionals dedicated to advancing technology, safety, and sustainability in the steel industry. It provides a platform for knowledge exchange, technical experience, and continuous learning across all areas of steel production and processing.

Our participation in this network allows us to stay up to date with best practices and innovations shaping the future of the sector.



AECE (Spanish Association of Energy-Intensive Companies)

Founded in 1980, AECE promotes effective energy policies for energy-intensive industries in Spain. It represents 30 companies operating a total of 86 industrial plants, which are responsible for 7% of the country's annual electricity consumption.

These companies generate a turnover of €20 billion and employ over 186,000 people.



GSCC (Global Steel Climate Council)

The GSCC was established through a coalition of leading steel manufacturers and related organizations, including: Nucor Corporation, Steel Manufacturers Association, CELSA Group, Steel Dynamics Inc., Commercial Metals Company, and the Institute of Scrap Recycling Industries.

Its mission is to establish a global, transparent, and equitable standard for measuring and reporting carbon emissions in the steel industry, aligned with the goals of the Paris Agreement.

RGBU is an active member and collaborator in this initiative, driving the adoption of low-carbon practices across the entire steel value chain.



SEAISI (South East Asia Iron and Steel Institute)

Established in 1971, SEAISI promotes the development of the steel industry in Southeast Asia through technology transfer and sectoral strengthening. It brings together 30 leading companies and addresses key challenges such as high energy costs in steel production.

Resonac Graphite Malaysia Sdn Bhd is a member of this network as an associate member.

Turn the Path into Action

Sustainability isn't a destination or a headline, but a mindset: one that embraces change, drives accountability, and seeks progress.

One that demands clarity, courage, and a commitment to something greater than us. Because true sustainability isn't just measured in tons of reduced emissions or euros invested.

Some may run faster, with bigger numbers or cheaper costs, but for us, sustainability is much more: a spark that unites performance with purpose.

Our path is not easy. But every step forward is a choice to lead responsibly, to act with intention, and to shape a future where impact and wellbeing move together. What lies ahead is not a finish line, but a deeper transformation: one where innovation is guided by ethics, and leadership is defined by long-term vision.

This also means recognizing that every purchase is a choice. How and where products are made matters, not only for the planet, but for the people behind them. Ethical purchasing is part of sustainability: valuing fair labor, respecting human rights, and ensuring that competitiveness is never built on exploitation or neglect of environmental standards.

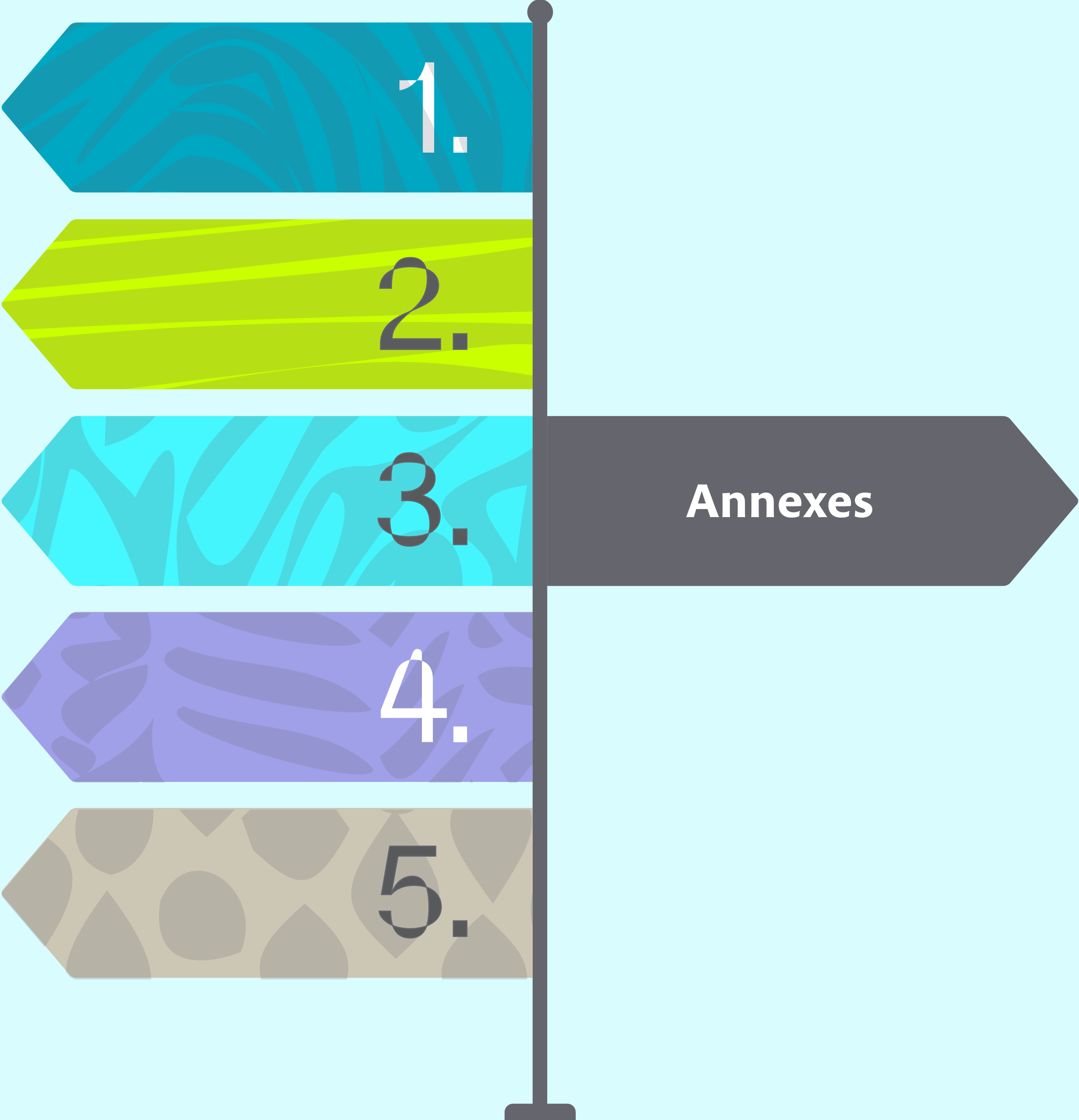
This is our competitive edge; the place where our actions speak louder than promises, and where the future becomes not just sustainable, but livable.

Because every spark counts.

Tomorrow won't wait. But it will be shaped by those willing to walk this path with courage, clarity, and humanity.

Together, we can ignite a world where growth and wellbeing move as one.

Are you in?





GRI		Section	Pages	Direct response or omission (if apply)
ESRS 2: General disclosures				
GRI 1: Foundation 2021				
GRI 2: General Disclosures 2021				
2-1	Organizational details.	2. About this report. 3.2 Resonac Graphite Business Unit Worldwide.	10; 16-18	
2-2	Entities included in the organization’s sustainability reporting.	2. About this report.	10	
2-3	Reporting period, frequency and contact point.	2. About this report.	10	
2-4	Restatements of information.	-		The 2024 RGBU Sustainability Report is the second published. While certain key indicators include comparative figures from 2023, no restatements of previously reported information have been made. Comparative data are provided only where reliable and available at the RGBU level.
2-5	External assurance.	-		RGBU's 2024 Annual Report has not been subjected to independent verification.
2-6	Activities, value chain and other business relationships.	3.2 Resonac Graphite Business Unit Worldwide 3.3 Our business model	15-27	
2-7	Employees.	5.3 People: the heart of our journey	75-76	
2-8	Workers who are not employees.	5.3 People: the heart of our journey	75-76	
2-9	Governance structure and composition.	5.1 Governance: Our Guiding Principles.	41-46	
2-10	Nomination and selection of the highest governance body.	5.1 Governance: Our Guiding Principles.	41-46	
2-11	Chair of the highest governance body.	5.1 Governance: Our Guiding Principles.	41-46	
2-12	Role of the highest governance body in overseeing the management of impacts.	5.1 Governance: Our Guiding Principles.	41-46	
2-13	Delegation of responsibility for managing impacts.	5.1 Governance: Our Guiding Principles.	41-46	
2-14	Role of the highest governance body in sustainability reporting.	5.1 Governance: Our Guiding Principles.	41-57	
2-15	Conflicts of interest.	5.1 Governance: Our Guiding Principles.	48-55	
2-16	Communication of critical concerns.	4.1 Sustainable Growth: Our compass.	29-36	
2-17	Collective knowledge of the highest governance body.	5.1 Governance: Our Guiding Principles.	41-46	
2-18	Evaluation of the performance of the highest governance body.	5.1 Governance: Our Guiding Principles.	41-46	
2-19	Remuneration policies.	5.3 People: the heart of our journey	75-82	



GRI		Section	Pages	Direct response or omission (if apply)
2-20	Process to determine remuneration.	5.3 People: the heart of our journey	75-82	
2-21	Annual total compensation ratio.	5.3 People: the heart of our journey	75-82	
2-22	Statement on sustainable development strategy.	4.1 Sustainable Growth: Our compass.	29-36	
2-23	Policy commitments.	5.1 Governance: Our Guiding Principles.	52	
2-24	Embedding policy commitments.	5.1 Governance: Our Guiding Principles.	48-55	
2-25	Processes to remediate negative impacts.	5.1 Governance: Our Guiding Principles.	48-55	
2-26	Mechanisms for seeking advice and raising concerns.	5.1 Governance: Our Guiding Principles.	48-57	
2-27	Compliance with laws and regulations.	5.1 Governance: Our Guiding Principles.	48-57	
2-28	Membership associations.	5.5 Society: Social commitment along the path	98	
2-29	Approach to stakeholder engagement.	4.1 Sustainable Growth: Our compass.	29-39	
2-30	Collective bargaining agreements.	5.3 People: the heart of our journey	76; 82	
ESRS E1 Climate Change				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 201: Economic Performance 2016				
201-2	Financial implications and other risks and opportunities due to climate change.	4.2 The importance of a responsible financial strategy	37-38	
GRI 302: Energy 2016				
302-1	Energy consumption within the organization.	5.2 Environment: nurturing every step	63	
302-2	Energy consumption outside of the organization.	5.2 Environment: nurturing every step	63	
302-3	Energy intensity.	5.2 Environment: nurturing every step	63	
302-4	Reduction of energy consumption.	5.2 Environment: nurturing every step	63	
302-5	Reductions in energy requirements of products and services.	5.2 Environment: nurturing every step	63	
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) GHG emissions.	5.2 Environment: nurturing every step	64-65	

GRI		Section	Pages	Direct response or omission (if apply)
305-2	Energy indirect (Scope 2) GHG emissions.	5.2 Environment: nurturing every step	64-65	
305-3	Other indirect (Scope 3) GHG emissions.	5.2 Environment: nurturing every step	64-65	
305-4	GHG emissions intensity.	5.2 Environment: nurturing every step	63-65	
305-5	Reduction of GHG emissions.	5.2 Environment: nurturing every step	63-65	
ESRS E2 Pollution				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 303: Water and Effluents 2018				
303-2	Management of water discharge related impacts.	5.2 Environment: nurturing every step	73-74	
GRI 305: Emissions 2016				
305-6	Emissions of ozone-depleting substances (ODS).	5.2 Environment: nurturing every step	63-65	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.	5.2 Environment: nurturing every step	63-65	
GRI 306: Waste 2020				
306-3	Waste generated.	5.2 Environment: nurturing every step	68-70	
ESRS E3 Water and marine resources				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 303: Water and Effluents 2018				
303-1	Interactions with water as a shared resource.	5.2 Environment: nurturing every step	73-74	
303-2	Management of water discharge related impacts.	5.2 Environment: nurturing every step	73-74	
303-3	Water withdrawal.	5.2 Environment: nurturing every step	73-74	



GRI		Section	Pages	Direct response or omission (if apply)
GRI 305: Emissions 2016				
303-4	Water discharge.	5.2 Environment: nurturing every step	73-74	
303-5	Water consumption.	5.2 Environment: nurturing every step	73-74	
ESRS E4 Biodiversity and ecosystems				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 304: Biodiversity 2016				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	5.2 Environment: nurturing every step	71-72	
304-2	Significant impacts of activities, products and services on biodiversity.	5.2 Environment: nurturing every step	71-72	
304-3	Habitats protected or restored.	5.2 Environment: nurturing every step	71-72	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations.	5.2 Environment: nurturing every step	71-72	
ESRS E5 Resource use and circular economy				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 301: Materials 2016				
301-1	Materials used by weight or volume.	5.2 Environment: nurturing every step	66-70	
301-2	Recycled input materials used.	5.2 Environment: nurturing every step	66-70	
301-3	Reclaimed products and their packaging materials.	5.2 Environment: nurturing every step	66-70	
GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts.	5.2 Environment: nurturing every step	66-70	
306-2	Management of significant waste related impacts.	5.2 Environment: nurturing every step	66-70	



GRI		Section	Pages	Direct response or omission (if apply)
306-3	Waste generated.	5.2 Environment: nurturing every step	66-70	
306-4	Waste diverted from disposal.	5.2 Environment: nurturing every step	66-70	
306-5	Waste directed to disposal.	5.2 Environment: nurturing every step	66-70	
ESRS S1 Own Workforce				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 202: Market Presence 2016				
202-1	Ratios of standard entry level wage by gender compared to local minimum wage.	5.3 People: the heart of our journey	75-82	
GRI 203: Indirect Economic Impacts 2016				
203-2	Significant indirect economic impacts.	4.2 The importance of a responsible financial strategy	37-38	
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover.	5.3 People: the heart of our journey	76	
401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees.	5.3 People: the heart of our journey	75-82	
401-3	Parental leave.	5.3 People: the heart of our journey	81-82	
GRI 402: Labor/Management Relations 2016				
402-1	Minimum notice periods regarding operational changes.	5.3 People: the heart of our journey	75-82	
GRI 403: Occupational Health and Safety 2018				
403-1	Occupational health and safety management system.	5.3 People: the heart of our journey	83-93	
403-2	Hazard identification, risk assessment, and incident investigation.	5.3 People: the heart of our journey	83-93	
403-3	Occupational health services.	5.3 People: the heart of our journey	83-93	
403-4	Worker participation, consultation, and communication on occupational health and safety.	5.3 People: the heart of our journey	83-93	
403-5	Worker training on occupational health and safety.	5.3 People: the heart of our journey	78	



GRI		Section	Pages	Direct response or omission (if apply)
403-6	Promotion of worker health.	5.3 People: the heart of our journey	83-93	
403-8	Workers covered by an occupational health and safety management system.	5.3 People: the heart of our journey	83-93	
403-9	Work-related injuries.	5.3 People: the heart of our journey	83-93	
403-10	Work-related ill health.	5.3 People: the heart of our journey	83-93	
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee.	5.3 People: the heart of our journey	78	
404-2	Programs for upgrading employee skills and transition assistance programs.	5.3 People: the heart of our journey	77-78	
404-3	Percentage of employees receiving regular performance and career development reviews.	5.3 People: the heart of our journey	77-78	
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees.	5.1 Governance: our guiding principles 5.3 People: the heart of our journey	46; 76	
405-2	Ratio of basic salary and remuneration of women to men.	5.3 People: the heart of our journey	79-82	
GRI 406: Non-discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken.	5.1 Governance: our guiding principles	48-55	
GRI 407: Freedom of Association and Collective Bargaining 2016				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	5.1 Governance: our guiding principles	55-57	In 2024, no operations or suppliers were identified in which the right to freedom of association or collective bargaining may be at risk. RGBU maintains an explicit commitment in its Supplier Code of Conduct and internal policies to respect the fundamental rights of workers, in line with ILO international standards.
GRI 408: Child Labor 2016				
408-1	Operations and suppliers at significant risk for incidents of child labor.	5.1 Governance: our guiding principles	55-57	In 2024, no operations or suppliers were identified as being at significant risk of incidents of child labor. The Supplier Code of Conduct sets clear requirements prohibiting the employment of children under any circumstances.
GRI 409: Forced or Compulsory Labor 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor.	5.1 Governance: our guiding principles	55-57	In 2024, no operations or suppliers were identified as being at significant risk of forced or compulsory labor. During this year, RGBU continued to strengthen its supplier qualification and assessment processes, including the deployment of external tools such as EcoVadis, to ensure due diligence in human rights matters.

GRI		Section	Pages	Direct response or omission (if apply)
ESRS S2 Workers in the Value Chain				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 403: Occupational Health and Safety 2018				
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.			In 2024, RGBU engaged with selected suppliers through questionnaires that included aspects related to occupational health and safety. No significant risks or impacts were identified in relation to suppliers' OHS practices. Our Supplier Code of Conduct requires suppliers to comply with applicable regulations and international standards to ensure safe and healthy working conditions.
GRI 408: Child Labor 2016				
408-1	Operations and suppliers at significant risk for incidents of child labor.			In 2024, no operations or suppliers were identified as being at significant risk of child labor. RGBU's Supplier Code of Conduct expressly prohibits child labor, in alignment with ILO conventions.
GRI 409: Forced or Compulsory Labor 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor.			In 2024, no operations or suppliers were identified as being at significant risk of forced or compulsory labor. No cases of forced or compulsory labor were reported. The Supplier Code of Conduct continues to prohibit such practices.
ESRS S3 Affected Communities				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 202: Market Presence 2016				
202-2	Proportion of senior management hired from the local community.	5.3 People: the heart of our journey	75-82	



GRI		Section	Pages	Direct response or omission (if apply)
GRI 203: Indirect Economic Impacts 2016				
203-1	Infrastructure investments and services supported.	4.2 The importance of a responsible financial strategy	37-38	
203-2	Significant indirect economic impacts.	4.2 The importance of a responsible financial strategy	37-38	
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers.	4.2 The importance of a responsible financial strategy	37-38	
GRI 410: Security Practices 2016				
410-1	Security personnel trained in human rights policies or procedures.	5.3 People: the heart of our journey	75-82	
GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs.	5.5 Society: social commitment along the path	95-98	
413-2	Operations with significant actual and potential negative impacts on local communities.	5.5 Society: social commitment along the path	95-98	
ESRS S4 Consumers and End-users				
GRI 3: Material Topics 2021				
3-3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 416: Customer Health and Safety 2016				
416-1	Assessment of the health and safety impacts of product and service categories.			In 2024, all RGBU product categories were assessed in line with applicable regulations and internal quality standards to ensure health and safety requirements are met.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	5.1 Governance: Our Guiding Principles.	48-57	
GRI 417: Marketing and Labeling 2016				
417-1	Requirements for product and service information and labeling.			In 2024, RGBU complied with all applicable requirements regarding product and service information and labeling.

GRI		Section	Pages	Direct response or omission (if apply)
417-2	Incidents of non-compliance concerning product and service information and labeling.			In 2024, no incidents of non-compliance concerning product and service information and labeling were identified.
417-3	Incidents of non-compliance concerning marketing communications.			In 2024, no incidents of non-compliance concerning marketing communications were reported.
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.			In 2024, RGBU did not receive any substantiated complaints concerning breaches of customer privacy or losses of customer data.
ESRS G1 Business conduct				
GRI 3: Material Topics 2021				
3.3	Management of material topics.			In 2024, RGBU continued to manage its material sustainability topics in line with the results of the double materiality assessment carried out in 2023. The process involved stakeholder engagement through surveys and interviews, and identified key ESG aspects relevant to our business and value chain.
GRI 201: Economic Performance 2016				
201-1	Direct economic value generated and distributed.	4.2 The importance of a responsible financial strategy	37-38	
201-3	Defined benefit plan obligations and other retirement plans.	4.2 The importance of a responsible financial strategy	37-38	
201-4	Financial assistance received from government.	.4.2 The importance of a responsible financial strategy	37-38	
GRI 205: Anti-corruption 2016				
205-1	Operations evaluated based on risks related to corruption.	5.1 Governance: our guiding principles	48-57	
205-2	Communication and training on anti-corruption policies and procedures.	5.1 Governance: our guiding principles	48-57	
205-3	Confirmed incidents of corruption and actions taken.	5.1 Governance: our guiding principles	48-57	
GRI 206: Anti-competitive Behavior 2016				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	5.1 Governance: our guiding principles	48-57	
GRI 207: Tax 2019				
207-1	Tax approach	4.2 The importance of a responsible financial strategy	37-38	

GRI		Section	Pages	Direct response or omission (if apply)
207-2	Fiscal governance, control and risk management.	4.2 The importance of a responsible financial strategy	37-38	
207-3	Participation of interest groups and management of their concerns in tax matters.	4.2 The importance of a responsible financial straegy	37-38	
207-4	Country-by-country Tax reporting.	4.2 The importance of a responsible financial strategy	37-38	
GRI 308: Supplier Environmental Assessment 2016				
308-1	New suppliers that were screened using environmental criteria.	-	-	In 2024, RGBU initiated a first supplier screening exercise that included environmental aspects. Questionnaires were sent to a selection of suppliers, and the responses allowed for a preliminary classification of suppliers according to their environmental practices. This represents an initial step towards a more structured environmental due diligence system.
308-2	Negative environmental impacts in the supply chain and actions taken.	-	-	In 2024, no significant negative environmental impacts were identified in the supply chain through the supplier survey exercise. The process served to gather baseline information from selected suppliers and will be expanded in future years to strengthen monitoring and mitigation measures.
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screene using social criteria.	-	-	In 2024, RGBU conducted a supplier questionnaire that included social criteria such as labor practices, human rights, and working conditions. Based on the responses, suppliers were classified for the first time, laying the foundation for systematic social assessments in the coming years.
414-2	Negative social impacts in the supply chain and actions taken.	-	-	In 2024, no significant negative social impacts were identified in the supply chain through the supplier questionnaire. The information gathered will serve as a basis to further develop our social due diligence framework and to define next steps in supplier engagement and monitoring.
GRI 415: Public Policy 2016				
415-1	Political contributions.	4.2 The importance of a responsible financial strategy	37-38	

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