

Living by the Huber Principles

A Message from Mike Marberry, President & CEO of J.M. Huber Corporation

The Huber Principles define our culture, setting high standards for employee conduct and business decisions everywhere we operate. Our collective success reflects a commitment to the Principles at all levels of the organization, including the Huber Board of Directors and our family shareholders. An increased focus on collaboration is helping teams across Huber reach ambitious goals.

The emphasis we've placed on the Environmental, Health & Safety (EH&S) Sustainability Principle in the last decade has enabled Huber to achieve world-class safety and environmental performance. Huber's Sustainability Strategy centers on a Triple Bottom Line (TBL) approach, which considers People, Planet & Profit in all critical business decisions. Introduced in 2017, this is a journey we are all taking together to enable Huber to be an exceptional corporate citizen.

EH&S Sustainability, in conjunction with our other three Principles—Ethical Behavior, Respect for People and Excellence—are core values that inspire Huber employees to excel.

With oversight from our Board of Directors, the teamwork and dedication of Huber employees enabled the Company to achieve remarkable results in 2018. Our efforts over the past year also demonstrate that Huber's prosperity has a purpose.

In 2018, the Company introduced Huber Helps to encourage our employees to do good through matching charitable donations, access to additional funding for community projects, support for disaster relief efforts and Huber-sponsored Habitat for Humanity home builds. We also launched I Belong at Huber, the Company's Diversity & Inclusion (D&I) initiative. To help demonstrate the importance of D&I to Huber, I joined the CEO Action for Diversity & Inclusion™, the largest CEO-driven business commitment to advancing D&I within the workplace globally.

The eighth edition of *Living by the Huber Principles* illustrates the progress we've made together in improving today for a better tomorrow.



Mike Marberry (right) with Cedric King at the Huber Helps Launch Dinner in April 2018. King, a US Army Master Sergeant who lost both legs in Afghanistan, was the recipient of a specially adapted home built by the Gary Sinise Foundation's R.I.S.E. program, of which Huber is a sponsor.

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A handwritten signature in black ink that reads "Mike Marberry". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

About Huber

Since its founding in 1883, J.M. Huber Corporation has become a global organization with a focus on specialty materials that enhance, strengthen and improve the performance of thousands of products that are part of daily life. As the bedrock of our business, the Huber Principles define our company culture and align with the core values of the Huber family.

Over the past 135 years, Huber has evolved to meet the needs of its customers, working to improve today for a better tomorrow. With \$2.3 billion in annual revenue, we are one of the largest privately held companies based in the United States.

More than 4,125 Huber team members in 20 countries are drawn together by our unique culture, working to improve the lives of millions of people and ensure that we are a good neighbor in the more than 50 communities where we operate.

Now entering their sixth generation of ownership, starting with founder Joseph Maria Huber, our shareholders embrace their responsibility to continue the profitable growth and success of the Company, ensuring that it remains a positive force for good in the world for generations to come.

Huber was awarded the Kellogg Family Enterprise Leadership Award in 2018, which recognizes effective communications between family members and the Company, as well as the family's guidance and mentoring of younger generations. Previously, Huber received one of the most prestigious honors for a family business: the IMD-Lombard Odier Global Family Business Award for 2013.



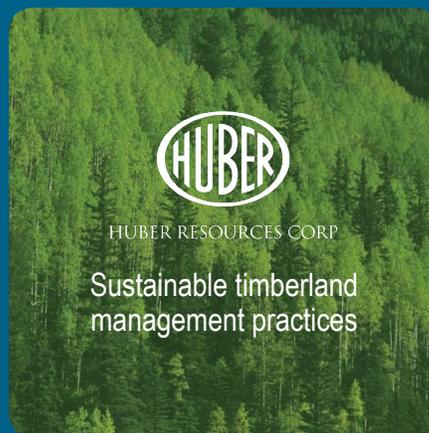
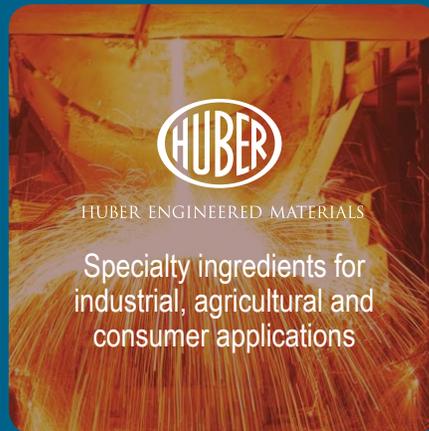
Huber's Portfolio of Businesses

The J.M. Huber Corporation is organized as a Portfolio Management Company (PMC). This structure gives our diverse businesses the autonomy to manage their operations to serve their customers, with the benefits of being part of a 135 year-old family company.

In the PMC governance model, Huber's three largest businesses—CP Kelco, Huber Engineered Materials and Huber Engineered Woods—have their own Management Board. This ensures that Huber leaders are supported by a board with deep industry-specific knowledge to help drive the business forward. This frees up Huber's Corporate Board to focus on overall portfolio strategy and critical resource allocation decisions. Leaders from within the Huber family of shareholders serve on all four boards.

Industry Impact

Huber strives to be a leader in every industry we touch, and a partner to our customers in delivering the right products and services to suit their needs. Some of the many areas that Huber businesses serve include:



- Agrochemicals
- Beverages
- Building products
- Cosmetics
- Flame retardants
- Food
- Forest certification
- Household products
- Industrial applications
- Land management
- Mining
- Oil field drilling
- Oral care
- Paints and coatings
- Paper
- Personal care
- Pharmaceuticals
- Wire and cable



As the marketplace evolves, customers and consumers set higher and higher expectations for us and our products. The Principles provide both a blueprint for our future and set boundaries that we will not cross.

Didier Viala
President of CP Kelco



HUBER ENGINEERED MATERIALS

The dedication and tenacity of our people is attributable to how we live by the Huber Principles, values at the heart of how we operate that guide us in times of adversity as well as prosperity.

Dan Krawczyk
President of Huber Engineered Materials



The Huber Principles are absolutely critical in shaping and executing our strategy as a leading innovator in the building products industry. They are a guiding light for our culture that makes Huber an ever-better place to work.

Brian Carlson
President of Huber Engineered Woods



Environmental, Health & Safety Sustainability

World-class safety and environmental performance

Huber's top priority is to be world class in preventing employee injuries and maintaining process safety. We will implement an effective EH&S management and compliance system. Our employees will strive for sustainability and continuous improvement in reducing our environmental footprint. Huber will be a good corporate citizen in communities wherever we operate around the world.

People

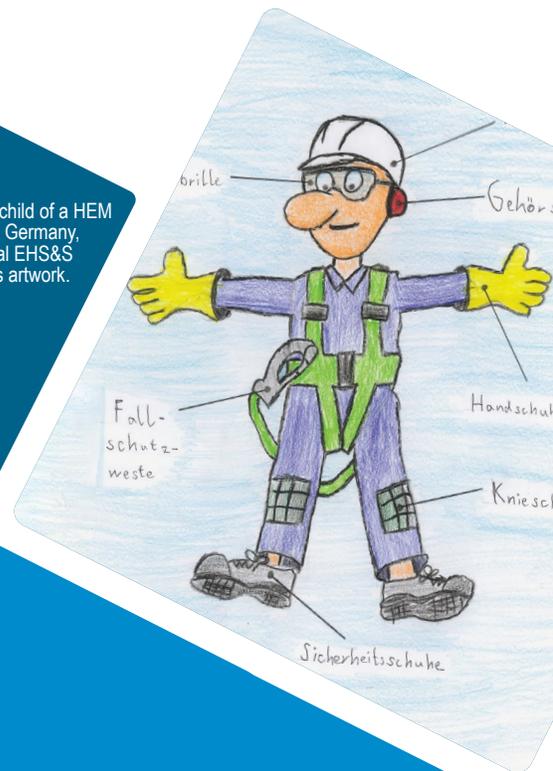
Across the enterprise, Environment, Health, Safety & Sustainability (EHS&S) leaders actively engaged with plant sites to reinforce the value of risk assessment, exposure identification, pre-job planning and safety training in general.

Where incidents occurred, root cause analyses were advocated as a fundamental step in incident investigations.

The standards that guide Huber's EHS&S compliance were revised and renamed in

2018 as the Huber Sustainability Management System. These standards retain their foundation while at the same time reflecting learnings and recognizing more holistic dimensions consistent with Huber's new sustainability strategy objectives.

Similarly, Huber's risk matrix was also updated in collaboration with the Process Safety Management team. The matrix provides guidance in assessing the risk exposure of activities and processes.



Our commitment to the Huber Principles continues to be sustained by the engagement of all our employees. Whether you are a front-line operator at one of our plants, an engineer, a sales person, a finance leader or an administrative person, it is clear that everyone has a role to play.

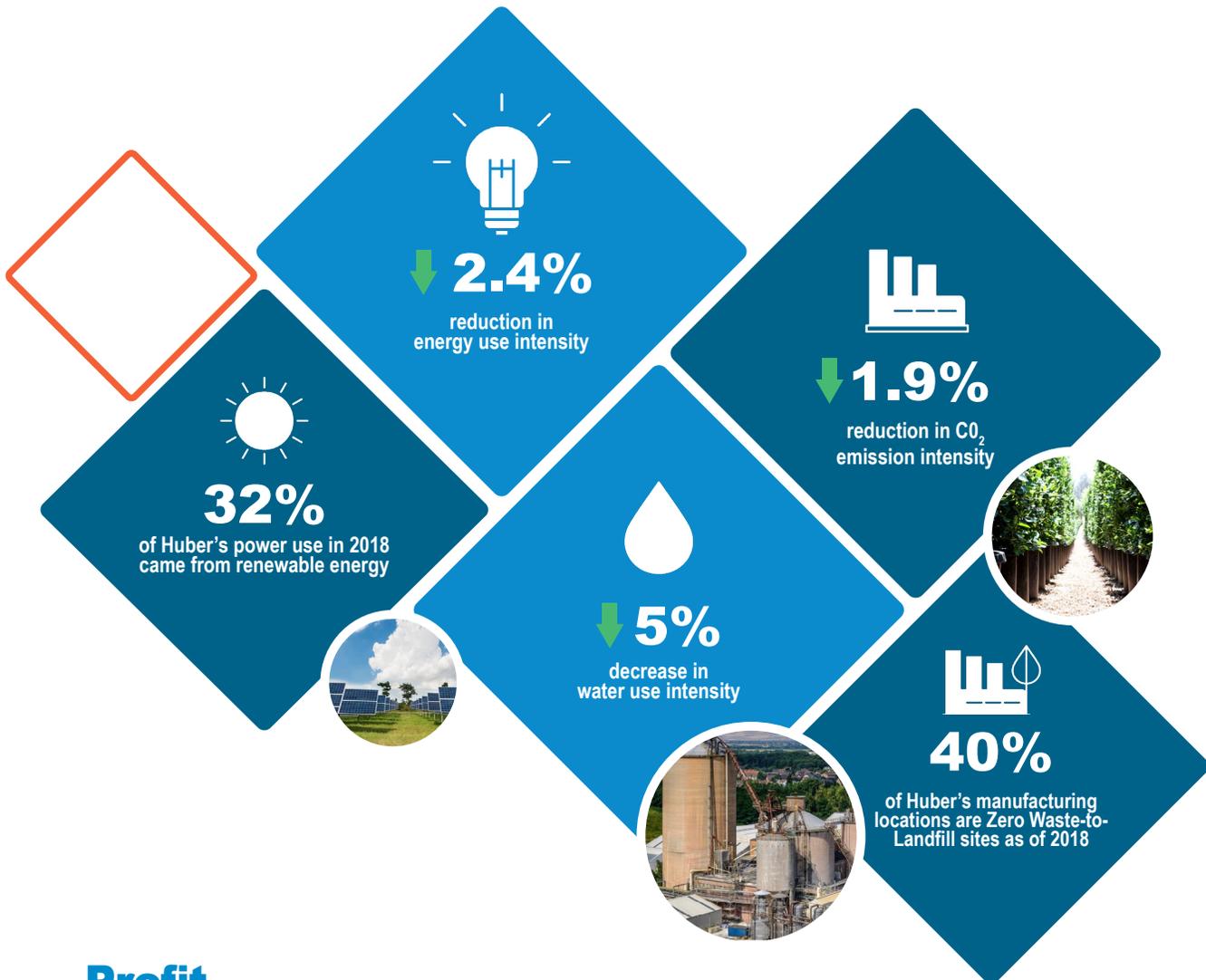


Don Young
Executive Vice President
EHS&S

Planet

Energy Treasure Hunts were piloted by Huber Engineered Materials (HEM) and CP Kelco to help improve their performance, with the plants at Marble Hill, Georgia, and Okmulgee, Oklahoma, participating. This exercise was complemented by plant-specific, multi-year plans for environmental footprint performance improvements. The intent is to replicate this approach at additional sites in 2019.

Results per unit of production across Huber for 2018, compared to 2017:



Profit

Huber's Sustainability Strategy sets a goal of deploying over 50% of capital expenditures (CapEx) to projects that include Triple Bottom Line (TBL) benefits. In 2018, more than 70% of the Company's approved major CapEx projects met this criteria.

Sustainability is also a factor when it comes to the products Huber develops for its customers. Huber has undertaken life cycle analyses on

various products. Last year, the Company brought these capabilities in-house.

Additionally, Huber collaborated with each of the three portfolio businesses to develop a sustainability assessment scorecard. This tool supports the innovation process by enabling teams to evaluate the sustainability attributes of concepts early in the new product development process.

Excellence

Competitive advantage through customer intimacy and operational excellence

Huber will achieve competitive advantage through customer focus and operational excellence. Customer intimacy and innovation will drive successful new product development and commercialization. Our operations will apply learning and best practices to excel at process engineering, product quality, productivity improvement, supply chain management and customer service.

Huber's commitment to Excellence challenges us to constantly evaluate and refine everything we do. A key measure for this Principle is our financial performance, which was again record-setting.

Huber's overall financial results for 2018:

Consolidated revenue	Revenue exceeded 2017 by
\$2.3 billion	↑ 10%

Innovation

Huber puts particular emphasis on developing and marketing specialty products and solutions that provide lasting value for our customers. This strategy helps create a distinct competitive advantage for each portfolio business.

Each organization has its own definition of "new product," including those that have been commercialized within the last five years at Huber Engineered Materials (HEM) and CP Kelco, 10 years at Huber Engineered Woods (HEW) and any products new to Huber due to an acquisition.

Huber's commitment to its Principles helps the Company chart its way forward in an increasingly uncertain world. They inspire us to streamline operations, bring out the best in our people and understand the needs of our customers—without cutting corners.



Vivek Dhir
Executive Vice President
Corporate Strategy &
Business Development

Customer Focus

Huber businesses work to develop a deep understanding of customer needs, and then invest significant resources to develop solutions that deliver ongoing value on their behalf. This commitment to customers fueled a wide range of initiatives and business activities in 2018:

- A renewed go-to-market approach at CP Kelco seeks to drive growth through enhanced customer focus, as well as joint innovation with select partners.
- Huber Engineered Materials (HEM) introduced its Martoxid® TM-4000 series of alumina-based thermally conductive powders, which offer a variety of applications in electronics and automotive technologies.
- Huber Engineered Woods (HEW) expanded its market presence in the Western US by increasing the size of its sales team in the region. The company also continued its work to increase the use of its products by influential national builders.

Operational Excellence

In 2018, Huber continued heavy reinvestment into its portfolio businesses with a total capital deployment of \$159 million:

- Equipment upgrades and debottlenecking initiatives have enabled HEM's Martinswerk facility in Bergheim, Germany, to increase its production capability for fine precipitated alumina trihydrate (ATH) by 33% from 2016-18.
- In response to growing global demand for pectin, CP Kelco announced plans to expand production capacity at its Lille Skensved, Denmark, facility by 15%.
- HEW successfully restarted its oriented strand board (OSB) plant in Spring City, Tennessee, after nearly two years of planning and coordination. The plant reopened on time and on budget.



Ethical Behavior

A company identity that we are all proud of

The Huber culture will encourage open communication and ensure that potential ethical concerns can be easily surfaced and properly resolved. Globally, we will operate our business with the highest standard for compliance with laws, regulations and corporate policies. Huber employees will conduct themselves with professionalism and ethical responsibility towards others.

Resolving Concerns

Huber's well-established ethics program is led by a Chief Ethics & Compliance Officer. Two cross-functional teams monitor for trends and emerging issues. At the senior leadership level, executives from Finance, Legal, Human Resources (HR), EHS&S, Risk Management, Audit and the Ethics Office form the Principles & Policy Directives Committee. Members of the Ethics & Compliance Council drive initiatives and develop improvement programs. Together, these groups actively scan for and address potential ethics and compliance risks, which helps Huber prevent situations that could negatively impact the Company's reputation and long-term sustainability.

Huber offers multiple pathways for employees to raise potential ethical issues, including going to a direct supervisor, HR manager or Company legal counsel. The Huber Ethics Line is also available 24 hours a day online or by phone. Any employee concern raised through these avenues is properly addressed in a confidential, respectful and fair manner.

The annual Ethics Questionnaire is another way Huber encourages employee vigilance. Annually administered around the world, this comprehensive survey monitors how well employees believe the Company is upholding its policies and complying with the law.

Data Privacy

Huber revised its data privacy policy in advance of the European Union General Data Protection Regulation (GDPR), which took effect on May 25, 2018. The GDPR involves the movement of EU employees' personal data globally. The Company's Global People Solutions (GPS) platform was helpful in ensuring Huber is compliant with the new data privacy requirements. Many countries and US states have adopted data privacy regulations as well. The team will continue to monitor privacy issues to ensure that Huber remains in compliance as such regulations continue to evolve.

Our people want to make good business decisions, and the fact that Huber lives by its Principles is a source of pride and comfort in an ever-changing world. Profits and growth will never come at the expense of our Principles.



Carol Messer
Executive Vice President
& General Counsel



Training

Huber took steps in 2018 to make its employee training program even more comprehensive, with a special focus on preventing harassment within the workplace. The Company launched a new Anti-Harassment and Non-Discrimination Program and policy, which included online training. The policy reinforces Huber's commitment to providing each employee with a professional work environment that promotes equal opportunities and prohibits discriminatory or harassing practices of any kind.

Last year, more than 2,100 Huber employees received the new Sexual Harassment Prevention training and over 1,200 employees received Preventing Harassment in the Workforce training. Global Anti-Bribery remains a cornerstone training program for Huber. This training ensures that our commercial teams understand what is expected of them, as well as third parties that operate on behalf of Huber. Finally, employees also received online training in several other key compliance areas, including Business Ethics, Antitrust and Conflicts of Interest.

Protecting People, Data, Assets and Reputation

Huber's people are its first line of defense in protecting the Company, and several initiatives were undertaken to ensure they are well-prepared against potential threats. As part of its Corporate Security Program, Huber conducted site-level physical security reviews, onsite training, country risk assessments and executive protection programs.

Huber does business in over 100 countries, and the company implemented a new trade development automation platform to help maintain compliance with changing and increasingly complex rules and import/export regulations.

Intellectual property, Huber's "crown jewels," is one of the Company's key sources of competitive advantage. To protect this advantage, Huber

introduced its Information Protection Program in 2018, which was rolled out at CP Kelco sites and will be expanded Huber-wide in 2019. The program initially focused on sites with a high density of intellectual property.

Huber's annual Cyber Security Awareness Training Program is mandatory. The course keeps the Company's workforce up-to-date on recognizing and responding appropriately to cyber security risks like fraudulent emails.

Huber's Information Technology (IT) team, in collaboration with the three portfolio companies, created the Enterprise IT Cyber Security Operations Center to help ensure company-wide network protection.

Respect for People

Great place to work for honesty, respect, teamwork and recognition

Huber values employee diversity and superior teamwork. Employees will receive honest feedback, recognition for their accomplishments, and opportunities for individual learning and development. Huber will create a workplace where employees share our core values, show dignity and respect toward others, and work hard to achieve their best performance.

Career Journey

Huber introduced “Career Journey” tools that will make hiring, onboarding, developing and retaining employees more efficient and effective. New external and internal career portals provide increased visibility for open positions to attract talent from across the globe. The career portals will also significantly enhance the experience for the applicant/candidate, lower costs by reducing dependency on outside staffing agencies and greatly improve how Huber approaches the talent market.

Bringing the Career Journey from concept to reality was a collaborative effort between the portfolio businesses and Corporate, with functional expertise from HR, Communications and IT.

A Better HR Tomorrow

Over the past year, HR teams at Corporate and in the portfolio businesses worked together to implement new systems to make managing employee information easier, while improving accuracy. Huber rolled out a Time and Attendance system in the US for Huber Engineered Woods, Huber Engineered Materials (HEM) and Corporate for hourly employees.

Huber’s Corporate Communications and HR teams, in close collaboration with key stakeholders in each portfolio business, launched a reimagined Huber.com. The site positions Huber as a great place to work, with examples of the Company’s culture and community engagement efforts.



Lily Prost
Executive Vice President
& Chief HR Officer

We embed the Principles into how we operate every day, from setting goals and expectations to measuring performance. It's not only about what we do, but also how we do it, and the Principles are the foundation of everything from everyday tasks to the most significant decisions at all levels of the Company.

A HEM employee uses Huber's new Time and Attendance system in Marble Hill, Georgia.



Working at Huber

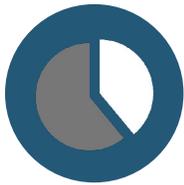
Huber continued to have a relatively low level of voluntary turnover, while growth and expansion brought many new faces to the Company. These 2018 results reflect our commitment to Respect for People:



4,128
total number of Huber employees
(workforce on December 31, 2018)



11.4
average years of service for Huber employees



38.7%
of employees have less than five
years tenure with Huber



6.5%
voluntary global employee turnover
(including retirement)

Note: The industry average is 9.9%, according to 2018 Mercer Workforce Turnover Survey



506
new employees were hired in 2018

Global Benefits Philosophy

Offering highly competitive benefits programs reflects Huber's culture of respecting employees as a key to our success. A core value is to promote general wellness and encourage a healthy employee population. Huber strives to provide employee benefits that are at or above market in all countries where we do business.

In the US, our programs for eligible locations are particularly generous. Even so, Huber decided to improve its already outstanding 401(k) plan in 2019 by increasing the company match to an employee's contribution, placing the program

among the top 1% of US corporate retirement offerings.

In addition, we also evaluated benefits programs in Germany, Brazil, China and Denmark, which, together with the US, represent 82% of our global employee population. The study assessed program competitiveness relative to prevalent practices in each country. The initial findings showed Huber is generally aligned with market practices. However, we continue to consider changes in these countries that will differentiate Huber from other multinational companies.

Huber Global Summit

Our sustainability journey

The 2018 Huber Global Summit laid out the roadmap for our sustainability journey. The three-day conference, themed “People, Planet, Profit & You,” aimed to inspire, educate and launch Huber’s 2018-2022 Sustainability Objectives, which outline a Triple Bottom Line (TBL) approach that balances People, Planet & Profit considerations when making critical business decisions.

With more than 250 attendees, the April gathering brought employees representing all Huber portfolio businesses, multiple functions and geographies, representatives of the Huber family and members of the Huber Board and portfolio company Management Boards together in Atlanta, Georgia.

Because everyone has a role to play, the objective of the Summit was to help provide attendees with the understanding and tools to enable them to be important contributors to Huber’s sustainability journey—and to carry the messages from the Summit back to their colleagues.

Molly Heaney, a fifth generation family member of the Board of Directors and Chair of the EHS&S Committee, discussed the Huber family’s perspective on stewardship and why our sustainability journey matters.

“The family has long felt an obligation to operate this business responsibly, to do good, and to make sure that we’re making a positive impact on the people that we touch and the communities in which we operate,” she said.

Huber President & CEO Mike Marberry shared his insights about the sustainability progress the

Company has made over the previous decade. The presidents of Huber’s three portfolio businesses also spoke throughout the Summit, demonstrating their commitment to Huber’s objectives.

A key topic of discussion was the intersection of sustainability and innovation. To meet supplier and customer expectations on sustainability, Huber increasingly brings R&D teams into the discussion with customers as part of new product development and service delivery. By partnering with customers who are aligned with Huber’s sustainability objectives, this leads to not only more cost-effective and environmentally friendly products, but also strengthens customer relationships.

The Summit also featured a series of workshops, giving participants hands-on experience in capital expenditure planning, improving energy efficiency and engaging customers.

During breaks between sessions, attendees had the chance to learn about best practices through posters created by teams from across the company that showcased projects featuring Triple Bottom Line and other sustainability benefits.



CP Kelco employees in Wulian, China, participated in unconscious bias training, just one part of the global roll out of I Belong at Huber.



I Belong at Huber

Diversity & Inclusion as a way of life

Huber takes pride in its positive culture and strives to be an organization that values Diversity & Inclusion (D&I) in the workplace. The Huber Principle of Respect for People inspires us to create an environment that welcomes and values different ideas, opinions and backgrounds.

Ensuring that Huber is an inviting place to all is a key priority for Company leadership and the Board of Directors. In early 2018, we initiated an interview and survey process with 600 employees globally to learn about their impressions of D&I at Huber. The results helped set our priorities. Not surprisingly, employees see Huber as a company with a collaborative, respectful and positive culture. However, there are still opportunities to create a more diverse and inclusive organization by attracting, retaining, developing and engaging all employees, including under-represented groups that are an increasingly important part of our available workforce talent pool.

With the Huber Principles as our foundation, the Company embarked on a journey to make its culture more welcoming of people with different backgrounds, beliefs and abilities. We call this D&I initiative “I Belong at Huber,” with a strategic framework organized around three pillars:



Workforce — The people we retain, develop and hire.



Workplace — The experience our employees have at work every day.



Marketplace — Our interaction with external stakeholders.

Human Resources and management teams from across the Company developed diversity metrics and five-year targets focusing on gender, minority and millennial employee groups. A key priority is ensuring that all Huber employees receive unconscious bias training. Huber's new D&I focus is still in its early stages, but the Company has a path forward and a collective opportunity to strengthen our culture on this journey. Already, several sites across the Company have taken the initiative to host their own local efforts to promote D&I. Here are some examples:



Huber employees celebrate the completion of the first "Huber House" build with Habitat for Humanity in Atlanta, Georgia.



Huber Helps

Our commitment to making the world better

Huber employees and shareholders are passionate about the work they do to improve their communities. As part of this ongoing commitment to improving the world today for a better tomorrow, Huber expanded its approach to community engagement and pledged to donate one percent of net operating income annually to philanthropic causes. We call this initiative "Huber Helps." Launched in April 2018, Huber Helps builds upon our long tradition of doing good in the communities where we operate.

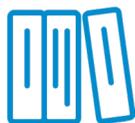
Huber's philanthropic efforts will focus on four categories to have a more significant,

collective impact worldwide: Education & Wellness, Affordable Housing, Environment and Humanitarian/Disaster Relief. Many of the initiatives that we already supported locally fit into these four main themes.

Throughout our 135-year history, employees and family members have dedicated time, money and labor toward making a positive impact in the communities in which we operate. Huber Helps is reimagining our commitment to community engagement, elevating our good intentions and actions around the world to create one powerful force for good.



Environment



**Education/
Wellness**



**Humanitarian
Support**



**Affordable
Housing**

In 2018, Huber gave

\$1.434 million*

Here's how Huber helped:

**Impact Your
Community Funding**
\$209,000



MUST Ministries "Building Hope a Home"
Capital Campaign (Atlanta, Georgia)
Donation plus products provided by Huber
Engineered Woods (HEW) for a new homeless shelter.



Outdoor Outreach Environmental Education
Program (San Diego, California)
Donation to fund the
2019 program.



Shanghai Young Bakers Project
(Shanghai, China)
Donation to help the current class of students undertake
baking classes, life skills training and internships.

**Signature
"Huber House"**
\$250,000

In May 2018, Huber entered into a strategic partnership with Habitat for Humanity International (Habitat). The partnership includes an annual \$250,000 donation, as well as a pledge to provide \$250,000 worth of HEW products.

Huber's first home build as part of the Habitat partnership took place in Atlanta starting in November 2018. Over 130 employees from Huber's offices and plants in Georgia participated in the build, which was completed on Saturday, December 15.

Disaster Relief
\$56,900

Huber donated \$56,900 to the American Red Cross for disaster relief efforts for Hurricane Florence, Hurricane Michael and the California Wildfires. This total includes both corporate and employee matching donations.

**Portfolio Business
Donations**
\$441,000

Huber's portfolio businesses contributed a total of \$441,000 in cash and product donations at locations around the world.

**Nickel-A-Share
Program**
\$390,000

Huber Family shareholders directed a \$0.05/share corporate donation to multiple charities of their choice throughout the year.

*This total achieved the budgeted amount for 2018. Huber's commitment to a target of 1% of net adjusted annual income will be met through a process that calculates a five-year rolling average.

Family Enterprise Leadership Award

Huber family honored for reliable governance and effective communications

The Huber family received the prestigious 2018 Kellogg Family Enterprise Leadership Award from the Kellogg Center for Family Enterprises at Northwestern University in Evanston, Illinois.

This award recognizes the Huber family's exemplary leadership and focus on maintaining effective communications between the family and their company, as well as the family's education, guidance and mentoring of younger generations. The Huber family joins a distinguished list of winners that includes the Ochs/Sulzberger family of The New York Times, M. Laird Koldyke of Laird Norton Company and Jim Ethier of Bush Brothers & Company.

Through its global educational initiatives and annual awards, the Kellogg Center for Family Enterprises helps promote values, vision, leadership, governance and stewardship capabilities that are often exhibited by effective business-owning families. Members of the Huber family, along with Huber senior executives and Board members, have attended Kellogg's annual

family-owned business program since 2005. This program addresses skills and capabilities that are critical to success for a complex, multigenerational family-owned enterprise like Huber.

Sam Huber, Co-chair of the Huber Family Council Board; Molly Heaney, member of the Huber Board of Directors and Huber Family Council; and Guy Cecala, Chair of the Huber Family Nominating & Evaluation Committee, were keynote speakers on May 9, 2018, sharing their insights on 135 years of stewardship, leadership and transition at Huber. They accepted the award during the event together with former Huber CEO Peter Francis.

This award is a testament to the continuing commitment of the Huber family in owning a company that conducts its business globally in a way they can be proud to tell their grandchildren about.

Sam Huber (third from left), Huber Board member Molly Heaney, Guy Cecala, Martha Huber and former CEO Peter Francis accept the Kellogg Family Enterprise Leadership Award.



Mike Huber Award

Winners of Huber's Highest Honor



Michael W. Huber, the grandson of founder Joseph Maria Huber, served as President from 1957-1990 and remained on the Board of Directors until 2000. Mike held a deep love for the Company and its people. With a broad smile and an infectious warmth and sincerity, his encyclopedic memory of his employees—and their families—made Huber employees feel as though they had been lifelong friends. To many, he was Huber.

Established in 2011 as a tribute to this instrumental and beloved leader, the Mike Huber Award honors teams that demonstrate exemplary performance in the spirit of the Huber Principles. Their projects leverage cross-functional collaboration, creativity and the determination that permeates our culture. Here are the 2018 winners:

GOLD: Huber Engineered Woods — Spring City Plant Restart

The reopening of the Huber Engineered Woods (HEW) plant in Spring City, Tennessee, included the use of Triple Bottom Line (TBL) sustainability considerations as part of capital expenditure (CapEx) projects. The speed at which HEW restarted the plant is a testament not only to the efficiency of the company's operations, but was also driven by an understanding of its customers and their needs.

HEW initially made the difficult decision to close the Spring City plant in 2011, due to the US housing crisis. HEW maintained ownership of the plant, however, and retained a small maintenance crew for upkeep of the facility.

As the housing market recovered and demand for HEW products grew, in 2016 Huber leaders decided to reopen the plant, with a target restart date of April 1, 2018. A capital investment addressed structural repairs, new components, system upgrades and replacement of equipment. These improvements included TBL benefits, such as LED lighting and better press enclosure to capture emissions.

The large cross-functional team successfully restarted the plant on time, on budget, and—most importantly—safely. One-third of the new Spring City workforce was comprised of rehires, a clear indicator of the Huber Principle of Respect for People in action.



HEW's plant in Spring City, Tennessee



Huber President & CEO Mike Marberry (right) and HEM President Dan Krawczyk (second from right) at the Silver Mike Huber Award presentation in Bergheim, Germany.



SILVER: Huber Engineered Materials — ATH Feedstock Supply Issues

Huber Engineered Materials (HEM) overcame global-scale challenges to its Fire Retardant Additives (FRA) business thanks to some creative thinking and inspiration from the Huber Principle of Excellence.



HEM is one of the world's largest buyers of alumina trihydrate (ATH) manufactured by alumina refineries. Over the course of 2018, several events disrupted the global market and caused a nearly 75% increase in the price of alumina. This placed a potentially severe burden on HEM's ability to produce products for its customers in a timely manner.

Teams from across the company joined in a series of collaborative efforts to identify alternative raw material sourcing while abiding by US sanction laws. These endeavors helped HEM keep its operations running while at the same time ensuring that customers did not see any material change in their products. As a result, the team kept customers supplied without disruptions and avoided any significant impacts to the company.

BRONZE: CP Kelco — Utilizing CVC in Pectin Sediment Resolution

A CP Kelco customer discovered dark sediments in bottles containing an acidified protein drink. The drink included pectin from the CP Kelco plant in Limeira, Brazil. Using the Customer Value Creation (CVC) methodology and Voice of Customer, a cross-functional team including Commercial, Technical, Quality and Operations worked to identify, understand and solve the issue. Together, the team decided to make modifications to CP Kelco's product.



The product modification required a new investment in equipment for the Limeira plant. Utilizing best practices from other sites, Limeira installed new machinery in record time, with less than six months from capital appropriation request to start-up.

The CVC approach provided a solution that captured value, and the company's quick action in rectifying the issue secured its existing business in acidified protein drinks.



New equipment at the plant in Limeira, Brazil, helped solve a pectin sediment issue.



AdvanTech™ Subfloor Adhesive

BRONZE: Huber Engineered Woods — AdvanTech™ Subfloor Adhesive

In 2014, HEW set a goal to commercialize a new product that would help to increase its market share of subfloor panels and solve a need in the industry. The AdvanTech brand team identified an issue with traditional subfloor adhesives: they were difficult to apply and often installed inconsistently. Over the next year, the team led a cross-functional effort with 11 departments to develop an innovative subfloor adhesive product.

The result was a gun-applied foam-to-gel polyurethane that bonds to lumber—even when frozen or wet—and provides a more

straightforward installation process. The strength of the adhesive helps the whole subfloor assembly act as a single unit and reduces the chance of materials moving against each other, which is what generates squeaks.



TIE

This innovation enabled HEW to offer the first 10-year squeak-free guarantee for a subfloor assembly. The new product also installs 40% quicker than traditional cartridge adhesives and allows for a more consistent application.

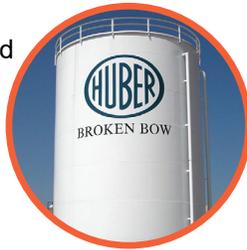
Outstanding EHS&S Performance

Demonstrating People, Planet & Profit at the Plant Level

Five Huber manufacturing sites achieved outstanding performance in Environment, Health, Safety & Sustainability (EHS&S) in 2018. The awards recognize plants and facilities that demonstrated a strong commitment to achieving success through continuous learning and improvement. By applying best practices in reducing Huber's environmental footprint, reducing safety risks, instilling a positive employee safety culture and embedding Triple Bottom Line (TBL) practices into running a successful plant, these sites serve as role models for world-class performance:

Broken Bow, Oklahoma — Huber Engineered Woods (HEW)

About 160 employees at HEW's largest continuous press oriented strand board (OSB) plant manufacture AdvanTech® flooring and ZIP System® roof and wall sheathing. After recording an injury in 2017, the Broken Bow site re-focused its efforts through behavior-based programs that included identification of exposures, safety teams, forklift traffic management and prominent recognition of site employees who promote a culture of safety.



projects focused on re-use of process water, even though water consumption at HEW sites is relatively modest.

The site addressed waste management through an innovative partnership with a neighboring a Native American territory to recycle almost 200,000 pounds of waste that was formerly sent to a landfill. Finally, Broken Bow partnered with a key supplier to redesign product shipping pallets in order to accelerate unloading time, improve warehouse space utilization and safety, and reduce the number of trucks needed to transport product.

Implementation of efficiency projects yielded an almost 8% reduction in energy use intensity. These included Variable Frequency Drives—which can adjust their speed based on output requirements, thus saving energy—installation of LED lights and elimination of compressed air leaks. Broken Bow also undertook several



HEW President Brian Carlson (second from left) and EVP of EHS&S Don Young (right) present the Outstanding EHS&S Performance award to employees at the Broken Bow plant.

Huber President & CEO Mike Marberry discusses Huber's sustainability progress during a town hall at HEM's Martinswerk plant in Bergheim, Germany.



Lille Skensved, Denmark — CP Kelco

With about 370 employees, Lille Skensved is CP Kelco's largest manufacturing site for foodgums, which are used as ingredients in a wide variety of foods, beverages and pharmaceuticals. As part of its EHS&S performance, the site has not recorded a high-energy injury or process safety management (PSM) incident in over two years. This is due in part to the implementation of employee and contractor training for occupational, PSM and food safety.



Lille Skensved became the first Huber site to develop a five-year TBL capital expenditure plan—providing a model for other sites—and actively evaluates the TBL characteristics of its CapEx projects. New equipment and processes contributed to a 3% reduction in the site's energy intensity and a 4% reduction in water use intensity.

The site also qualifies as a Zero Waste-to-Landfill facility and continues to garner world attention for its innovative approach to diverting the plant's waste heat to help supply heating to 2,200 homes nearby.

Martinswerk, Germany — Huber Engineered Materials (HEM)

The largest HEM manufacturing facility for Fire Retardant Additives (FRA) products has just completed its second full year of operation under Huber leadership. Martinswerk has embraced the Company's safety culture, and it shows as the plant had zero high-energy injuries in 2018. The 500 employees on site also undertook extensive safety training.



The site integrated TBL approaches in CapEx projects and manufacturing process development. Improvements in equipment such as evaporators helped lower Martinswerk's energy use intensity by over 5%. Additional facility and process upgrades contributed to a 9% reduction in water use intensity.

Martinswerk also repurposed over 2,600 metric tons of secondary aluminum oxide that was formerly disposed in the landfill. Future site manufacturing capacity expansion projects include strategic evaluations to secure even greater water, energy and waste improvements.

San Diego, California — CP Kelco

The San Diego plant has about 220 employees and manufactures biogums, key ingredients for the food and beverage industry.



The site experienced zero high-energy injuries or PSM incidents in 2018. Indeed, the San Diego site has not had a PSM incident in over 10 years. This is due in part to an engaged workforce that has two-thirds of plant employees serving on safety teams.

The team adopted TBL considerations in equipment and operations, resulting in a 3% reduction in energy use intensity and an 8% reduction in water use intensity. The plant also developed an innovative solution to reduce waste by redirecting 70% of its organic byproducts to a local nursery for fertilizer.

Despite the area's stringent environmental regulations, the San Diego plant earned industry and community recognition with multiple environmental performance leadership awards. The site also continued to be a global leader in terms of community engagement.

Wulian, China — CP Kelco

Wulian, CP Kelco's Asian manufacturing site for biogums, has roughly 230 employees. In 2018, this plant undertook several major CapEx projects requiring large numbers of contractors on site. Despite this, the plant did not record a high-energy injury or PSM incident—for the seventh year in a row. The site achieved its safety performance through behavior-based programs.



CapEx projects included TBL considerations in the new equipment. This, coupled with process improvements, yielded a more than 3% reduction in energy intensity and a remarkable 9% reduction in water use intensity.

Wulian reuses or recycles 90% of its waste, qualifying as a Zero Waste-to-Landfill facility. The site is also redirecting surplus heat for residential use in adjacent communities as the Lille Skensved plant does. And similarly, Wulian is developing an approach to burn the methane from a process reactor to generate on-site electricity.



Employees at the plant in Lille Skensved, Denmark, gather with Huber President & CEO Mike Marberry (front row, second from left), CP Kelco President Didier Viala (fourth from left) and EVP of EHS&S Don Young (fifth from left) to celebrate achieving Outstanding EHS&S.

Huber Operations Around the World

J.M. Huber Corporation

Atlanta, Georgia, US — Corporate Office

Edison, New Jersey, US — Global Headquarters

Dublin, Ireland — JMH Finance Corporation

Warner Robins, Georgia, US — Shared Transaction Services

CP Kelco

Atlanta, Georgia, US — Global Headquarters

AMERICAS

Buenos Aires, Argentina — Office

Houston, Texas, US — Kelco Oil Field Group,
Global Oilfield Application Lab

Limeira, São Paulo, Brazil — Manufacturing (Pectin),
Customer Service, Regional Application Lab

Matão, São Paulo, Brazil — Citrus Peel Processing (Pectin)

Mexico City, Mexico — Office

Okmulgee, Oklahoma, US — Manufacturing
(Xanthan Gum, Gellan Gum)

San Diego, California, US — Manufacturing (Xanthan
Gum, Gellan Gum), Technology/Biogums Center of
Excellence (CoE), Beverage CoE, Global Food and
Industrial Application Lab

EUROPE, MIDDLE EAST AND AFRICA

Äänekoski, Finland — Manufacturing (CMC/Cellulose gum),
Customer Service, Technology/CMC CoE, Paper CoE,
Global Industrial Applications Lab

Aberdeen, Scotland, UK — Kelco Oil Field Group

Dubai, United Arab Emirates — Sales, Customer
Support, Regional Application Lab

Genk, Belgium — Sales

Grossenbrode, Germany — Manufacturing
(Pectin), Customer Support

Leatherhead, Surrey, UK — Customer Support, Sales

Lille Skensved, Denmark — Manufacturing (Pectin,
Carrageenan and Refined LBG), Customer Service,
Technology/Pectin & Carrageenan CoE, Dairy & Fruit CoE,
Global Application Lab

Moscow, Russia — Sales

Nijmegen, The Netherlands — Office

Paris, Levallois-Perret, France — EMEA Region
Headquarters, Customer Support

Poznan, Poland — Sales

Zanzibar, Tanzania — Seaweed Procurement

ASIA PACIFIC

Mumbai, India — Sales, Customer Service Technology/
Regional Application Lab

Seoul, Korea — Sales

Shanghai, China — Asia Pacific Region Headquarters,
Customer Service Technology/Regional Application Lab

Singapore — Sales, Customer Service, Technology/Neutral
Dairy Beverages CoE, Regional Applications Lab

Taixing, Jiangsu, China — Manufacturing (CMC)

Tokyo, Japan — Sales, Customer Service

Wulian, Shandong, China — Manufacturing
(Xanthan Gum and Diutan Gum)

Huber Engineered Materials

Atlanta, Georgia, US — Global Headquarters

AMERICAS

Bauxite, Arkansas, US — Manufacturing
(Huber Specialty Hydrates)

Fairmount, Georgia, US — Manufacturing and Technical
Center (Fire Retardant Additives, FRA)

Hanover, Pennsylvania, US — Manufacturing,
Sales (Specialty Agricultural Solutions, SAS)

Kennesaw, Georgia, US — Manufacturing (FRA)

Marble Falls, Texas, US — Manufacturing
(Ground Calcium Carbonate, GCC)

Marble Hill, Georgia, US — Manufacturing (GCC)

Marblehead, Illinois, US — Manufacturing (FRA)

Quincy, Illinois, US — Manufacturing (GCC)

EUROPE

Bergheim, Germany — Manufacturing (FRA)

ASIA PACIFIC

Qingdao, Shandong, China — Office (FRA)

Shanghai, China — Office

Huber Engineered Woods

Charlotte, North Carolina, US — Headquarters

Broken Bow, Oklahoma, US — Manufacturing

Commerce, Georgia, US — Manufacturing,
Innovation Center

Crystal Hill, Virginia, US — Manufacturing

Easton, Maine, US — Manufacturing

Spring City, Tennessee, US — Manufacturing

Huber Resources Corp

Old Town, Maine, US — Headquarters