

We'll be starting momentarily!



Meeting Agenda:

- Welcome and Opening Remarks
- Our Commitments
- One Monument – Deep Dive on Talent and Learning Wins
- Business Excellence
- Growth Levers
- Team Member “Cameo”: Renee Havrilla
- Wrap Up & Summary



Town Hall

With Paul, Sharon and Renee



OUR VISION

BE: Provider of choice for our customers in **challenging chemistries** and **under-served markets**

BY: Leveraging technical expertise, flexibility, breadth of capabilities and superior service

RESULTING IN:
Doubling of our mid-cycle annual EBITDA every 10 years...

while maintaining a high return on investment

2024 Monument Pillars, Goals and Incentives Link



Our Vision

Be the provider of choice for our customers in **challenging chemistries** and **under-served markets**

PILLARS

OUR COMMITMENTS

Health, Safety and Environmental

Top Quartile safety and environmental performance

Sustainability and Compliance

Tangible improvements to our sustainability and governance practices in our operations, supply chain, and product offerings

ONE MONUMENT

Team Effectiveness

Improve internal alignment, decision making and accountability

Employee Engagement

Increase business communication, employee empowerment and development.

Community Engagement

Continued presence in our communities to be a positive impact on education, sustainability, health, and wellness

Talent and Leadership

Robust talent processes and succession planning

BUSINESS EXCELLENCE

Commercial Excellence

Improve contract excellence and improve sales opportunity execution

Operational Excellence

Achieve structural plant cost savings and disciplined sustaining capital spending

Financial Excellence

Deliver planned EBITDA, Return on Investment, and Cash flow

GROWTH LEVERS

Core

“Sell Up” – Amines and P-series for Oxides, E-grade IPA for Solvents

Synergy

Collaborate on shared platforms – SAF and e-grade

Innovation

“New-to-Monument” capabilities – CO₂ polyols for Oxides, 3N and 4N purity

Sustainability

Green chemistry and circular platforms – renewable fuels, green product derivatives, waste/by product upcycling

KEY 2024 GOALS

Metrics and objectives from the Monument Pillars are reflected in each Business and Sites goals and incentives

Business & Site Goals





Our Commitments

KEY WINS

- **Europe: Kallo Celebrates 5 Years LTI Free**
- **R&F: Port Arthur Celebrates 5 Years Recordable Free**
- **Solvents: Houston Wins 6th Pinnacle Award** – continuing to raise the bar in safety
- **Oxides: Brandenburg Honored for Outstanding Community Service** by Meade County (examples: Angel Tree fundraiser – almost \$5K in donations, plus toys; sponsorship of school security system; county fair sponsorship; STEAM Days at schools; and more!)



KEY METRICS

Health & Safety –

- **R&F: Baytown** – 4,989 days w/o
- **R&F: Port Arthur** – *None since Monument ownership*
- **Europe: Kallo** – 1861 days w/o
- **Solvents: Houston** – 840 days w/o
- **Oxides: Brandenburg** – 191 days w/o
- **Solvents: Bayport** – 173 days w/o

2024: Two recordable Injuries to date

The Environment –

- **Solvents: Houston** – None in over 10 years
- **Solvents: Bayport** – *None since Monument ownership*
- **Europe: Kallo** – None in over 10 years
- **R&F: Baytown** – None in over 10 years
- **R&F: Port Arthur** – Last RQ was May 19, 2023
- **Oxides: Brandenburg** – Last RQ was November 30, 2023

2024: Zero government RQ to date





IN THE SPOTLIGHT Hurricane Beryl Support



- Contacted employees via text to check status and offer assistance
- Immediate grants of \$400 for impacted Houston area employees – 200 employees applied and were approved by THG for this emergency funding
- For those needing more support, the ONE Heritage Fund is available (The Fund relies primarily on individual donations from employees and support from THG and its affiliates.)





One Monument

KEY WINS

- **Monumental Leaders:** Quarterly and targeted communications for senior leaders with robust business updates and key messages for cascade to employees.
- **Local Town Halls:** Each site successfully conducted a Town Hall in Q2 with local leadership. Will host additional in late Q3/early Q4.
- **MR&F Enhances Customer Service:** Unified customer service teams across facilities for a centralized approach – similar work across Monument to leverage teams and best practices!
- **Product Sales Alignment with Businesses:** Product sales teams now report directly the business lines, driving closer alignment with P&L and career development and growth opportunities!
- **R&D Talent Sharing:** Solvents and R&F leveraged key talent across teams to address dynamic business needs and provide stretch development over past year.
- **Maintenance Strike in Brandenburg:** Work strike in progress – utilizing temps to maintain operations.

KEY METRICS

Team Effectiveness:

Improved internal alignment, decision making and accountability.

Employee Engagement:

Increase business communication, employee empowerment and development.

Community Engagement:

Continued presence in our communities to be a positive impact on education, sustainability, health and wellness.

Talent and Leadership:

Robust talent processes and succession planning.





IN THE SPOTLIGHT Our People are Our Strength!



- Monument continues to prioritize our internal talent – focus on identification and development
- We conduct an annual deep dive review of talent and succession planning to inform workforce and development plans for next budget year
- Targeted development through EG&D process and IDPs –supporting in role growth and depth, as well as upward progression and special projects/assignment opportunities!
- **20 employees moved into promotional roles** over last 12 months globally – **18+ into new or expanded positions**
- Mid Year EG&D process underway – see email from your local HR Manager for details!





IN THE SPOTLIGHT
2024 Employee Survey



U.S. Dates

**JULY 29 –
AUGUST 9**

Europe Dates

**AUGUST 23 –
SEPTEMBER 11**

14 Questions

3 MINUTES

- THG will donate **\$15 to nonprofits** in our areas for every survey completed – “United in Service”
- Participants go into drawing for **\$250 Gift card!**
- Aiming for **100% participation** (71% last year)



2023 Survey Action Successes!

CAREER DEVELOPMENT & EMPLOYEE LEARNING

- Monumental Leaders Forum
- Career Path/Job Family Matrix underway
- Career discussions and IDPs
- Linked In Learning

IMPROVED COMMUNICATIONS & EMPLOYEE EMPOWERMENT

- Closer alignment and transparency between Corporate Goals and your work
- Content rich Global Town Halls
- Local Town Halls 2x a year
- Clear Delegation of Authority levels
- Workday Manager and Employee Self-Service Launch

INCLUSION AND BELONGING

- Focus on Diversity in Hiring
- Local Engagement Activities
- Enhanced Community Outreach



UNLOCKING POTENTIAL

Workday Go Live – September 15



Workday's simple, easy-to use employee self-service system is available 24/7 via your computer or mobile device.

With Workday you can:



Check your pay and W2s



Update your info



Ask for time off (hourly workers)



Check your benefits



See your co-workers and org charts



Clock (Check) in and out (hourly workers)



Workday - Manager Self-Service



Managers will be able to complete management related tasks in Workday



View important details about people on your team



Understand your team better with reports



View and approve work hours and time off



Handle your team's job and pay changes (compensation, job etc.)



Help hire and welcome new team members (recruiting and onboarding)



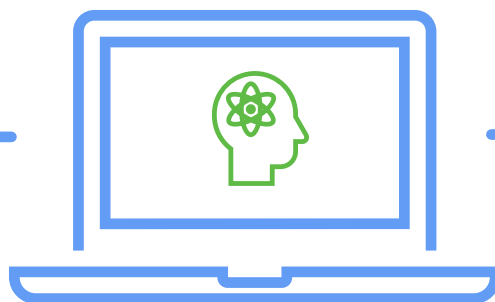
Help and where to find information



Workday Training in August



**Resource Guide
on SharePoint**
(digital or printable)



**Knowledge
Articles in Workday**



**eLearning
in Lessonly**



**Human Resources
or the Employee Hub**

Call: 800-303-0408
Email: HRSS@thgrp.com

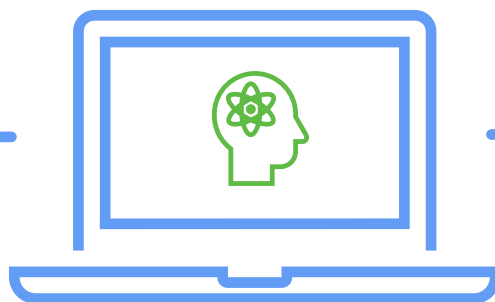
Watch your email in early August for Training Dates!



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New Monument Website!



New Look. Fresh Stories. A Great Way to Stay Connected with Our Customers!

The new site features:

- ✓ A refreshed product database
- ✓ Spotlights on our key commitments
- ✓ Career opportunities
- ✓ Regularly updated stories and features that showcase our commitments and people in action

We encourage you to visit the site – and let us know if you have any feedback or story ideas via Monument Connect.



Business Excellence

KEY WINS

- **Solvents Wins:** Bayport reactor optimization efforts; cycle time reduction for Panalene and Flexsorb; CSTR rate increase for DBAPA; Great negotiation of contracts (Securitas, water treatment, fugitive emission, chemical supply)
- Cross-functional **R&F team** collaborated with **CPCChem** to resolve ongoing product performance issues, resulting in significant improvements and customer satisfaction with the rigor, transparency, collaboration, and speed applied to the issue (The successful resolution of this issue will allow us to maintain approx. 20 million pounds of sales!) **Two new customers** starting at Port Arthur with an additional 8 million pounds forecasted for 2H of 2024
- **Kallo** successful **Tank Cleaning Project, MTBE Efficiency and debottlenecking project for sustainable aviation fuel**
- **Brandenburg improvements in water treatment for steam jet vacuum system in Amination** resulted in more than \$100k in cost savings and more than 350 hours of additional production capacity

KEY METRICS

Commercial Excellence

Significant effort underway for Solvent's procurement – which has led to almost \$1MM in identified savings; larger initiative is underway for global procurement

Operational Excellence

On track to slightly under spend our allotted 2024 capital (91% of our \$27MM budget)

On target to meet our business excellence financial target

Financial Excellence

On track to slightly exceed our planned EBITDA target (106% of budget)

Renewables team is working diligently on acquiring and executing on new business for Port Arthur





IN THE SPOTLIGHT

Houston Polysulfide Unit Cycle Time Increases



The Challenge:

When the Polysulfide unit in Houston started up in 2021, the team faced engineering challenges and lack of demand. But when demand spiked, pressure increased to reduce cycle times.

The Approach:

- **Salt Formation Reduction:** Customers had suggested hotter temperatures, but that made it worse. Colder was actually the solution, and it's working well!
- **Equipment and process enhancement**, such as better filters that don't need to be changed as often
- **SHOUT OUTS:** Bri Borders, Yndalecia Martinez, Jake Moehring, Ted Olszanski, and Ralf Ffeischer

The Results:

Went from 60%-70% utilization (and not meeting contract volumes) to **~90%+ utilization** (fully meeting contract volumes) – with even more importunities to improve, as demand is expected to grow!



Growth Levers

KEY WINS

- **Core Investments**
eGrade: Launch of New 4N IPA and Improved PMA (Solvents/Europe): Great strides in growing our core high purity solvent platform; launched a new product (99.99% IPA) and are in the process of qualifying new customers on improved PMA
- **Business Synergy**
2MeTHF and DIPE (Solvents/Europe): Joint sales opportunities to grow global product lines
- **Innovation**
Econic Pilot Plant (Oxides): Orders are coming in with more to follow; in progress – QC training and technical work with the 3rd party toller for the final distillation step; presenting at CPI in October
- **Sustainability**
Port Arthur Achieves ISCC Certification (Europe/R&F): Supports Monument in creating sustainable, traceable products; investment and upgrades at Port Arthur since 2021 led to this win; collaboration with European counterparts and internal teams was key to success!

KEY METRICS

EBITDA

Solvents



Europe



Renewables
& Fuels







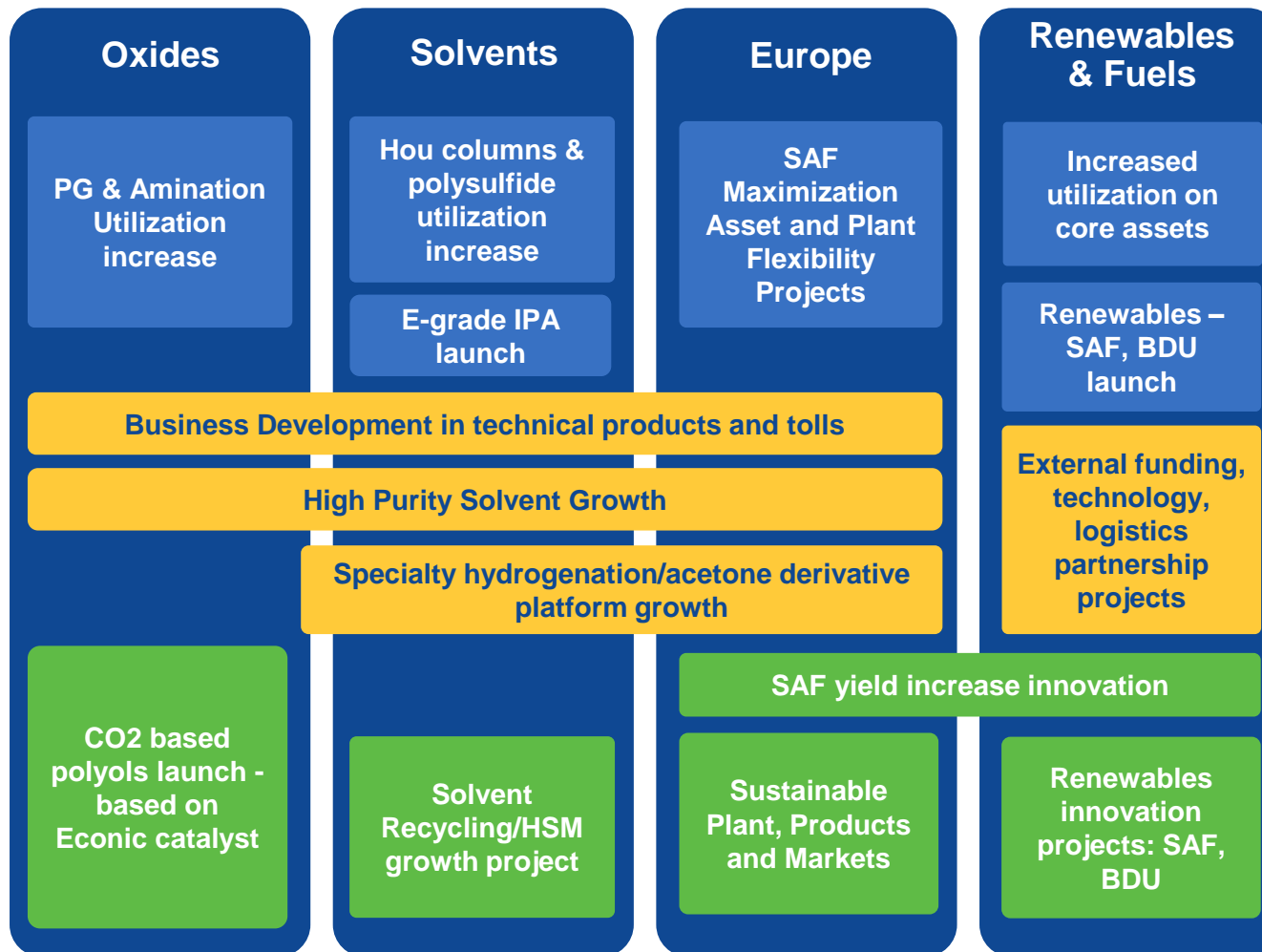
Oxides





2024 Key Projects

- 
CORE
- 
SYNERGY
- 
INNOVATION
- 
SUSTAINABILITY





IN THE SPOTLIGHT

Europe SAF Growth Story Continues!



The Challenge:

The climate around SAF has changed significantly...Low HVO to SAF price spread; SAF investments on hold or cancelled (e.g. SHELL); large imports (e.g. Asia)

- **The Big Question:** *How will this develop in 2025 with a 2% EU blending mandate starting?* This counts on annual basis, so seasonality and volatility are likely.

The Approach:

- More distillation capacity on stream by the SAF Majors (e.g. Total backward integration) and independent distillation/supply chain companies (e.g. Chane)
- Question is...With feedstock scarcity, imports, blending mandates, and uncertain capacity investment, *who will make the margins in the whole value chain?*
- Our improvement in the last 2 years have made us World Class! Run rates went from 8 mt/hr to 18 mt/hr to achieve dramatically improved our profitability AND economics for our customers.
- We are logistically well located, with existing columns, and high thru-put rates. We will play a “focused customer intimacy” strategy – recognize specific customers who we can partner with to create a market-advantaged position.



LET'S CHAT WITH
Renee Havrilla
Business Leader, Solvents



Area of Expertise: Business Management

Career Highlights

- First female VP at Westlake (2015)
- Joined Monument Chemical on July 1st, 2024.
- I have a passion for building and aligning teams to successfully execute growth strategies

Fun Facts

- Proud parent of Will, a chemical engineer – worked as a process engineer at Goodyear's Beaumont plant; recently moved to a new commercial role
- My husband and I enjoy our two rescue dogs
- Beyond the desk, I enjoy golfing, skiing, listening to books, cooking, and wine tasting



My Path to Monument



Bayer

23 years

- Developed a broad skill set working for a large, international company with a matrixed organization
- Decided to seek out new challenges in a smaller company to leverage my expertise in a different environment

Westlake Chemical

11 years

- Thrived in a family-oriented culture that prioritized strong family values
- Took on diverse roles and projects, included leading significant digitalization improvements for the company
- Played a key role in the impressive growth, overseeing numerous acquisitions and leading a business across 9 countries over the last 5 years
- The team grew significantly from **1,800 to over 16,000 employees** in 11 years

Full Circle!

- While I greatly enjoyed being part of Westlake's transformation, I realized my passion lies in working within a tight-knit, collaborative team. I desire an environment where team effort drives exciting growth and innovation.



Reflections on My First 30 Days



The Monument team is everything I was hoping for – and more

- **A Family of Team-minded People:** Deep sense of camaraderie – genuine care for each other; extensive sharing of knowledge and experiences across sites and functions, fostering a collaborative spirit
- **Get-It-Done Mentality:** Proactive approach to challenges; highly resilient – overcoming obstacles with determination, creativity, and a high level of commitment.
- **Growth Mindset and Openness to Change:** This is a tough one for most organizations, but Monument leans into new ways of doing things, which keeps the company resilient and adaptable.
- **Incredible Growth Possibilities:** You've delivered significant wins and milestones through countless challenges over the past few years. Customers recognize the value you bring, and your growth plans are impressive across all our businesses.

Monument is writing a transformational next chapter, and I'm excited to be a part of it!

Town Hall

With Paul, Sharon and Renee



Questions?



Thank You

for all that you do