

Pure Water. Clean Air. Better World.

Our sustainability vision and long-term aspiration.



2025
Highlights





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Advancing our Vision for a Better World

At Calgon Carbon, sustainability is fundamental to how we create value and fulfill our purpose. Guided by our vision, we are committed to reducing our environmental impacts, supporting our employees and communities, and strengthening our business for the future.

Over the past year, we took important steps to make our sustainability strategy more structured, transparent, and actionable. We also heard clear feedback from employees, customers, and other stakeholders: they want a more defined roadmap, clearer accountability, and more transparent communication about our progress.

In response, we organized our strategy around three pillars—Planet, People, and Product. These pillars guide how we reduce our environmental footprint, support our workforce and communities, and deliver solutions that help customers address water, air, and resource challenges. As part of the Kuraray Group, this work also supports broader priorities around climate accountability, responsible resource use, innovation, and social contribution.

In 2025, we strengthened the foundation for progress by improving governance, data discipline, emissions reduction planning, circularity, safety engagement, sustainable procurement, and community impact. These actions are helping us embed sustainability more deeply into how we operate and make decisions.



At the same time, we recognize priority improvement areas. Greenhouse gas emissions, energy intensity, and water withdrawal require continued focus as production needs, site activity, data quality, and business growth evolve. We are addressing these areas through stronger planning, clearer ownership, and focused execution.

Looking ahead to 2026 and beyond, we will continue advancing initiatives that create measurable impact, improve transparency so stakeholders can better understand our progress, and align our work with Kuraray Group's broader sustainability priorities.

This work is made possible by the dedication of our employees, the trust of our customers, and the support of our partners and communities.

Together, we aim to contribute to a cleaner, safer, and more resilient future through our products, services, and operational improvement initiatives.

I am proud to share this report that shows the progress made, the challenges we are addressing, and the foundation we are building for continued improvement.

Steve Schott | President & CEO

Calgon Carbon at a Glance

Calgon Carbon is a global leader in activated carbon, reactivation, and related purification solutions that help customers address water, air, industrial processing, and resource challenges. Through our products, services, and technical expertise, we support applications across drinking water and wastewater treatment, environmental air, food and beverage, industrial processing, medical, and specialty markets.

Calgon Carbon operates a global manufacturing, reactivation, and service network that supports customers across the Americas, EMEA, and Asia. Our footprint includes manufacturing and reactivation operations in the United States, Belgium, France, Italy, the United Kingdom, and China. Across this network, Calgon Carbon and Chemviron contribute to the combined global business through manufacturing, reactivation, service, and customer support.

Our business is focused on activated carbon, reactivation, equipment, and related services that help customers address purification, separation, and treatment needs. We manufacture and support products including coal-based, wood-based, and coconut-based activated carbon; carbon cloth; carbon sheets; and granular activated carbon reactivation. Through this portfolio, Calgon Carbon helps customers treat water, manage air emissions, support contaminant removal, purify food and beverage products, enhance industrial processes, and extend the useful life of activated carbon through reactivation where technically and commercially feasible.

Operating Locations in the United States

- Big Sandy, Kentucky
- Neville Island, Pennsylvania
- Pearl River, Mississippi
- Gila Bend, Arizona
- Columbus, Ohio
- North Tonawanda, New York
- Crosby, Texas
- Equipment-related operations in Pennsylvania and New Mexico.

Operating Locations in Europe

Representing Chemviron's operational footprint

- Feluy, Belgium
- Parentis-en-Born, France
- Legnago, Italy
- Houghton-le-Spring, UK
- Ashton-in-Makerfield, UK
- Tipton, UK

Operating Locations in Asia

- Suzhou, China



**>1400
Employees**

globally at the end of FY25

**Global
Reactivation
business
supporting
circular reuse
of activated
carbon**

93%

Voluntary
Employee
Retention

83%

Environmentally
Contributing
Net Sales

**33%
Waste
Diverted**

from Landfill

**30%+
Raw
Materials**

from Reactivated Carbon

102,465 m³

Water Recycled & Reused

72%

Employee Survey
Participation

**3,250+
MWh**

Solar Generation

Reporting Scope and Data Boundary

For purposes of this report, "Calgon Carbon" refers to the combined global business of Calgon Carbon Corporation and Chemviron, its European operations, unless otherwise noted. Together, Calgon Carbon Corporation and Chemviron represent the majority of Kuraray's Environmental Solutions Division. European locations included in this report are within the Chemviron reporting scope. Narrative content generally reflects this combined global business of Calgon Carbon Corporation. Performance data may vary by topic based on data availability, methodology, and reporting boundaries, and certain Chemviron or Environmental Solutions Division-level data may be presented separately in notes, tables, or appendices. Selected references to 2026 priorities and future planning are included where they provide context for ongoing work.

Our Sustainability Strategy & Governance

Sustainability is integrated into Calgon Carbon's business strategy, governance, and decision-making. It guides how we create value for customers, support employees and communities, reduce environmental impact, and strengthen long-term business resilience.

In 2025, we advanced a more structured, aligned, and actionable sustainability strategy in response to employee and stakeholder feedback calling for clearer priorities, stronger accountability, more transparent communication, and better visibility into progress.

Calgon Carbon's sustainability priorities are informed by stakeholder feedback, business relevance, and alignment with Kuraray Group's broader sustainability framework. As part of the Kuraray Group, our approach is aligned with Kuraray's double materiality assessment, which considers both sustainability impacts on society and the environment and the relevance of these topics to Kuraray's business.¹



Actions

- Developed Calgon Carbon's sustainability vision, "Pure Water. Clean Air. Better World," to clarify what sustainability means for the organization and connect our work to our purpose, customer value, and long-term business resilience.
- Defined a three-pillar sustainability strategy—Planet, People, and Product—to align priorities with Kuraray's Long Term Sustainability Vision, employee feedback, customer expectations, and external sustainability benchmarks.
- Organized each pillar into focus areas with objectives, initiatives, and ownership to support clearer accountability and more consistent execution across functions and sites.
- Advanced the Sustainability Transformation Strategy through stakeholder engagement, benchmarking, employee engagement feedback, one-on-one discussions, and review of sustainability performance, ratings, and customer expectations.
- Established cross-functional governance structures to support implementation, including the Sustainability Impact Team and the GHG Emissions Reduction Team, with a quarterly meeting cadence and executive sponsorship to strengthen alignment, accountability, and progress monitoring toward our targets.
- Strengthened sustainability data collection and review processes to improve data integrity, traceability, and consistency, including the accuracy and documentation of our GHG emissions calculations.
- Launched an internal communication plan to introduce the sustainability vision and pillars, strengthen leadership alignment, and support consistent messaging across sites and functions.
- Advanced auditing and rating improvement activities by strengthening documentation, reviewing results, and identifying opportunities to improve sustainability performance, disclosure, and reporting.

¹For more information, see Kuraray's materiality analysis: <https://www.kuraray.com/global-en/sustainability/materialities/>.

Results

- Calgon Carbon's sustainability strategy became more clearly defined, better aligned and more actionable in 2025
- A key outcome was a stronger sustainability vision that connects our existing tagline, "Pure Water. Clean Air. Better World," to our purpose, customer value, and long-term commitment to environmental stewardship, innovation, and employee empowerment.

The three pillars—Planet, People, and Product—provide a consistent framework for aligning initiatives, communications, and performance management across the organization. Each pillar was further defined through focus areas that translate the strategy into practical workstreams, including climate accountability, efficiency and circularity, safety, workforce engagement, community impact, sustainable solutions, circular economy, and sustainable procurement.

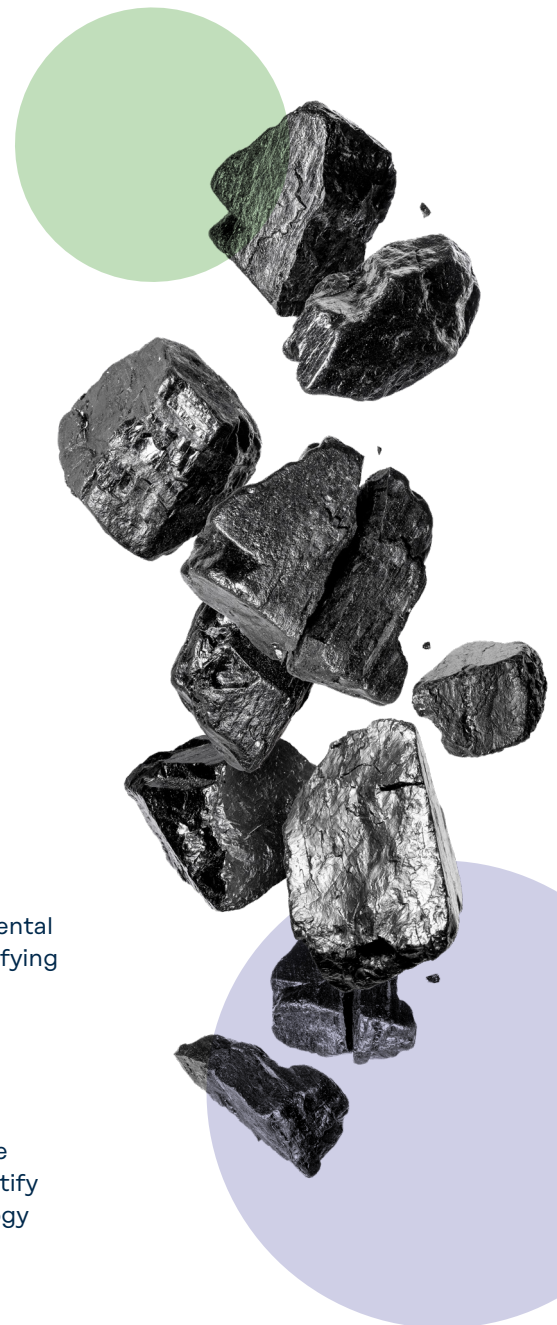
Governance and accountability improved through the development of cross-functional teams and clearer ownership of strategic workstreams. The Sustainability Impact Team was positioned to coordinate enterprise-wide sustainability initiatives, monitor progress, and support alignment across functions. The GHG Emissions Reduction Team was established to provide strategic direction for Scope 1 and Scope 2 reduction planning, identify energy efficiency opportunities, and support development of a longer-term emissions reduction roadmap.

Data collection and reporting processes also matured. In 2025, Calgon Carbon strengthened preparations for annual environmental and GHG data collection by identifying contributors, establishing internal deadlines, defining review and approval steps, and training data owners. These improvements supported greater data integrity, traceability, and consistency, while also helping the organization identify gaps in historical data, methodology alignment, and future digital tool needs.

Internal communication became a core part of the strategy rollout, supported by a defined messaging plan and schedule. Monthly sustainability newsletters introduced the vision and pillar priorities, while the leadership video reinforced that sustainability is not a separate initiative, but a core part of how Calgon Carbon operates. Sustainability is now included as a permanent section of our monthly corporate communications – CC Connect. These communications supported a clearer roadmap, stronger alignment with Kuraray's expectations, and more consistent messaging for employees across locations and functions.

Together, these actions moved Calgon Carbon from defining sustainability activity to building a more structured operating model for sustainability performance. The work completed in 2025 created a foundation for clearer ownership, stronger data discipline, better communication, and more transparent progress reporting in 2026 and beyond.

By defining a shared strategy, strengthening governance, and improving data discipline, Calgon Carbon established an even clearer foundation for implementing sustainability priorities with greater consistency, accountability, and transparency.



People

Safety

Protecting our people;
Safety is the cornerstone
of everything we do.

Our Workforce

Fostering employee
development and growth;
focusing on engagement
and psychosocial well-being.

Community Impact

Encouraging social responsibility
and partnerships with local
communities

Planet

Climate Accountability

Reducing our carbon footprint
through innovation and responsible
environmental leadership.

Efficiency and Circularity

Optimizing our resources and
promoting waste minimization
throughout our operations.

Chemicals Management

Complying with chemical
substance emissions
regulations.

Products

Sustainable Solutions

Delivering high-performance
products and solutions that help
customers achieve their
sustainability goals - while
expanding our portfolio of
products and services positively
contributing to the natural and
living environment.

Circular Economy

Designing products and services
that prioritize reuse, reactivation,
recycling, and minimal
environmental impact.

Sustainable Procurement

Creating a stronger, more
responsible and environmentally
conscious supply chain.

What's Next

- Continue implementing the sustainability strategy through the Planet, People, and Product pillars, with clearer objectives, ownership, and progress monitoring across functions and sites.
- Use 2026 as a planning and foundation-building year to improve target logic, data definitions, reporting discipline, validation processes, and site-level accountability.
- Advance the internal and external sustainability communication plan, including continued newsletter updates, leadership messaging, Q&A opportunities, and resources that help sites and departments communicate sustainability consistently.
- Strengthen sustainability data management by evaluating digital tools, improving data ownership, and supporting more efficient collection, review, approval, and reporting processes to facilitate data-driven decision-making.
- Continue developing site-level sustainability strategies so locations can translate our organizational priorities into practical action plans tied to their operations, risks, opportunities, and performance trends.
- Support development of the 2035 GHG emissions reduction roadmap through the GHG Emissions Reduction Team, including identification of quick wins, longer-term opportunities, and resource needs.



Supporting the United Nations Sustainable Development Goals (SDGs)²



As part of the Kuraray Group, Calgon Carbon aligns its sustainability strategy with global social and environmental priorities reflected in the United Nations Sustainable Development Goals (SDGs). Through our Planet, People, and Product pillars, we focus on areas where our business activities, solutions, and operational initiatives can make the greatest contribution.

UN SDG

	SDG 3 Good Health and Well-Being
	SDG 6 Clean Water and Sanitation
	SDG 9 Industry, Innovation and Infrastructure
	SDG 12 Responsible Consumption and Production
	SDG 13 Climate Action
	SDG 14 Life Below Water
	SDG 17 Partnerships for the Goals

How Calgon Carbon Contributes

We support health and well-being through safe operations, strong EHS management, and air and water purification solutions that help reduce exposure to harmful substances. (People and Product Pillars)
Our products and services are used by customers in drinking water treatment, wastewater management, and industrial water quality applications, while our operations emphasize responsible water management. (Planet and Product Pillars)
We advance sustainable industry through purification technologies, product sustainability assessments, product carbon footprint development, and evaluation of alternative raw materials. (Product Pillar)
Our circular business model centers on carbon reactivation and reuse, supported by efforts to reduce energy, waste, and resource use, and to strengthen sustainable procurement practices. (Product Pillar)
We are developing a GHG emissions reduction roadmap and evaluating energy efficiency, renewable energy, and carbon management opportunities, including carbon capture, utilization and storage (CCUS). (Planet Pillar)
Our water treatment solutions help improve water quality and protect aquatic ecosystems, while our environmental stewardship initiatives support pollution prevention. (Product and Planet Pillars)
We work with customers, suppliers, industry groups, and Kuraray to advance sustainability initiatives through collaboration, engagement, and shared progress. (People and Product Pillars)

² References to UN Sustainable Development Goals indicate areas where Calgon Carbon believes its activities may contribute to relevant SDG objectives. Such references do not imply endorsement, certification, or verification by the United Nations.



People Pillar: Our Safety, Workforce, and Community

Safety

Safety is a core expression of our People Pillar and a foundational expectation across our operations. Our approach focuses on protecting employees, strengthening leadership accountability, improving systems that manage high-risk work, and building a culture where every employee is empowered to speak up, pause work, and act before harm occurs.

Actions

- Implemented a global EHS Scorecard to provide consistent expectations, visibility, and accountability across sites, regions, and the business.
- Advanced life-critical risk reviews, including Lockout/Tagout assessments, to strengthen controls for high-risk work.
- Strengthened front-line safety leadership through coaching, structured reviews, and field verification.
- Expanded incident investigation capability through paired facilitation, peer-to-peer cause map reviews, and competency development for site investigators.
- Increased senior leadership engagement through Executive Committee site visits, key injury reviews, corrective action validation, and visible leadership presence in operating areas.
- Continued deployment of safe work permit processes, supported by training, ownership, and field verification of controls before work begins.

Results

- Established a more transparent and measurable approach to safety performance through the EHS Scorecard, which tracks progress against global, regional, and site-level expectations. This scorecard creates a common set of leading indicators across compliance and risk, life critical programs, front-line leadership, incident investigation, and senior leadership engagement.
- Improved visibility into site progress through monthly reporting, scorecard updates, and structured reviews with Plant Managers, EHS teams, and senior leaders.
- Built stronger accountability for high-risk work by linking safety expectations to performance management and requiring corrective action validation for key events.
- Reinforced safety as a shared responsibility by emphasizing field presence, employee engagement, learning from near misses and high-potential events, and the expectation that every employee can speak up or stop work when conditions are unsafe.

Performance	FY23	FY24	FY25	FY26 Target
Number of work-related accidents	16	14	21	
Number of days lost to work-related injuries, fatalities, and ill health	1,004	1,193	408	
Number of hours worked	2,740,200	2,800,400	2,725,980	
Number of A & B Rank occupational injuries*	3	1	2	0
Total Recordable Incident Rate	1.17	1	1.54	0.75
EHS Global Scorecard			91%	85%
Behavior Based Observations	4,492	4,125	3,498	

* Evaluation ranking of occupational injuries using Kuraray's proprietary system. Four ranks in order of seriousness: A > B > C > D. For more information, visit "<https://www.kuraray.com/global-en/sustainability/3p/safety/#tabs-b79524a4a5-item-59e0a7f0cb-tab>"

What's Next

- Launch CC Safe as an enhanced safety platform for Calgon Carbon, built around the promise that everyone goes home safe, every shift, every site, every day.
- CC Safe will translate safety expectations into three everyday behaviors: Find It, Fix It; Take Time; and Walk the Talk.
- Deploy CC Safe through leadership communication, training refreshers, site signage, pocket cards, toolbox talking points, live screen content, and other materials that keep safety visible at the point of work.
- Strengthen stop-work authority, hazard identification, pre-task risk assessments, and leader field presence, so safe decisions become more consistent in high-risk environments.
- Continue using the EHS Scorecard and leading indicators to monitor progress, identify gaps, validate corrective actions, and reinforce accountability across all sites.



Safety remains the cornerstone of everything we do, guiding our daily decisions and reinforcing our shared commitment that everyone goes home safe.

Our Workforce



Our workforce focus area supports employee development, engagement, inclusion, and psychosocial well-being. By strengthening these areas, Calgon Carbon can build capability, improve retention, and create an environment where employees are prepared to contribute to business and sustainability priorities.

Actions

Development & Growth

- Introduced tools to help employees identify development pathways and prepare for future opportunities.
- Provided global and local training programs to build skills and leadership capability, with targeted leadership development and succession planning for key roles.
- Enhanced internal mobility and tracked internal fill rates to demonstrate career progression at plant and business levels.
- Advanced mentoring and individual development initiatives, including executive presence programs and digital transformation training.

Engagement

- Used annual engagement surveys and action plans to strengthen employee feedback and accountability.
- Launched new-hire surveys to improve onboarding and identify opportunities to strengthen employee experience.
- Used stay interviews and workforce trend reviews to understand retention drivers and inform action.

Psychosocial Well-Being & Inclusion

- Developed and piloted an internal index for measuring psychosocial well-being, with plans for broader rollout.
- Launched four executive-led videos on workplace inclusion to mark a meaningful step forward in embedding belonging into our organizational culture.

Results

- Increased opportunities for employees to grow and advance internally, with improved internal fill rates and targeted development programs.
- Employee engagement survey response rate increased from 58% in 2024 to 72% in 2025³, and overall engagement improved from 68% to 70% over the same time period, with action plans developed for sites and functions below benchmark.
- Voluntary retention remained strong at 93% in 2025, supported by new-hire surveys, stay interviews and workforce trend reviews.
- Established a baseline Inclusion Index in 2025, creating a starting point to measure progress on inclusive leadership, psychological safety, and employee well-being.
- Psychosocial well-being initiatives established a baseline for strengthening a workplace where employees feel respected, included, and able to speak up.

³ Survey results are for ESD, under which Calgon Carbon employees represent more than 80% of the division.

Performance	FY23	FY24	FY25	FY26 Target
Percentage of employees covered by formally-elected employee representatives or collective agreements	42%	34%	33%	
Percentage of women employed in the whole organization	18%	19%	20%	
Percentage of women at top management level	14%	16%	17%	
Employee Engagement Survey results - ENGAGEMENT SCORE*		68%	70%	≥70%
Employee Engagement Survey results - RESPONSE RATE*		58%	72%	≥72%
Employee Turnover (Voluntary retention rates)	93%	93%	93%	
Global Internal Fill Rate			16%	26%
Average hours of training per employee**	3.6	4.7	8.4	
Percentage of employees who received skills-related training	50%	67%	99%	
Percentage of employees trained on discrimination and harassment	80%	13%	94%	
Global DX Training Initiative - Bronze Level Certification		49%	99%	

* Survey results are for ESD, under which Calgon Carbon employees represent >80% of the division.

** Average training hours per employee are calculated based on learning management system records and do not include in -person training sessions that are not captured in the system.

What's Next

- Expand the internal index for psychosocial well-being across all regions, including the US, with phased monitoring and action plans.
- Continue to refine employee perception surveys, equity in development opportunities and inclusion metrics.
- Strengthen leadership commitment and accountability through regular reviews and transparent reporting.
- Advance mentoring, training and succession planning to ensure a pipeline of talent ready to meet future challenges.
- Enhance communications and training on inclusive leadership, unconscious bias and diversity and inclusion, leveraging new tools and feedback mechanisms.



By investing in our people,
listening with intent, and
creating an environment where
everyone can succeed, we are
building a workforce ready to
meet today's challenges and
tomorrow's opportunities.
This ongoing work is critical to
delivering better results for our
employees, customers,
and communities.

Community Impact

Community impact is an important expression of our People Pillar and reflects our commitment to social responsibility and strong local partnerships. Through employee volunteerism, charitable giving, local partnerships, and environmental stewardship, Calgon Carbon supports initiatives that improve quality of life, protect natural spaces, and create opportunities for employees to contribute beyond day-to-day operations.

Actions

- Advanced community engagement as a formal People Pillar focus area, aligned with Calgon Carbon's sustainability mission and Kuraray's broader 100th Anniversary activities.
- Supported employee-led volunteer activities focused on environmental stewardship, including Earth Day events with Pittsburgh Botanic Garden and Montour Trail Council, as well as Hollow Oak trail restoration and invasive species removal.
- Continued charitable giving and community partnerships across focus areas including community and civic engagement; education and workforce development; environment and sustainability; health and human services; and arts, culture, and diversity.
- Encouraged employee participation in social welfare initiatives, including cancer research fundraising, holiday giving, support for memory care residents, mental health advocacy, and hygiene kit packing for individuals and families lacking access to basic necessities.

Results

- Employee volunteerism created visible local impact: employees helped remove approximately 1,000 tree support tubes across one acre at Pittsburgh Botanic Garden, supporting tree health and restoration.
- Employees at our Houghton-le-Spring location in the UK organized a fundraiser to provide gifts for children at a local hospital during the Christmas holiday.
- At Hollow Oak, 26 employees and interns removed invasive species and helped build a trail bridge in the Montour Woods trail system, improving trail safety, usability, and biodiversity while strengthening teamwork and community connection.
- Through the United Way Packing for Impact event, volunteers packed hygiene kits to support individuals and families in Moon Township, PA without regular access to basic necessities.
- Employees at Chemviron's Feluy location participated in the 20 km of Brussels while fundraising for BIG Against Breast Cancer. Through sponsorship, employee participation and charitable giving, the initiative supported breast cancer research and helped raise awareness of this important global health issue.
- Employees in the US raised over \$6,000 through the Stand Up 2 Cancer campaign, supporting cancer research and demonstrating the generosity and shared purpose of the Calgon Carbon community.
- Holiday giving initiatives provided gifts to residents of a local memory care facility, while the Pearl River Plant in Mississippi supported local assisted living residents and community holiday traditions.
- Charitable contributions supported a broad range of community organizations and priorities, including education, workforce development, health and human services, environmental stewardship, civic engagement, and cultural connection.



What's Next

- Formalize a 2026–2030 community engagement roadmap that builds on existing environmental and social contribution activities while creating a more consistent framework for site-level participation.
- Use 2026 as a planning year to identify site champions, evaluate local opportunities, refine targets, and align planning with implementation.
- Phase in biodiversity-related activities across locations by 2030, allowing sites to select from Create, Protect, and Learn categories such as green space development, pollinator support, local cleanups, nature learning, sustainability education, and community-based environmental partnerships.
- Set and monitor community engagement targets.
- Leverage existing partnerships and community connections to expand impact.
- Strengthen internal and external communications to share community impact stories, celebrate employee participation, and demonstrate how local actions support Calgon Carbon's sustainability vision.



By building on our history of volunteerism, charitable giving, and local partnerships, Calgon Carbon is strengthening community impact as an ongoing part of our sustainability strategy. These efforts help employees connect with purpose, support the needs of our communities, and contribute to a cleaner, safer, and more resilient world.



Planet Pillar: Climate, Resources, and Environmental Stewardship

Our Planet Pillar reflects Calgon Carbon's responsibility to reduce environmental impact while continuing to deliver solutions that help protect water, air, and communities. Our focus is organized around climate accountability, efficiency and circularity, and environmental performance. These focus areas guide how we measure our footprint, strengthen environmental systems, reduce resource intensity, and build the roadmap needed to support Kuraray's long-term climate goals.

Climate Accountability

Climate accountability is a core focus of our Planet Pillar and reflects our responsibility to reduce greenhouse gas emissions while supporting business growth and customer needs. As part of the Kuraray Group, Calgon Carbon's climate accountability work supports Kuraray's broader climate strategy and SBT commitments⁴, including absolute Scope 1 and Scope 2 GHG reductions of 63% from 2021 by 2035 and future Scope 3 reduction of 37.5% from 2021 by 2035.

Because these targets are absolute rather than intensity-based, progress requires coordinated action across operations, engineering, procurement, sustainability, business teams, and site leadership as production volumes and business needs evolve. The strategy defines climate accountability as reducing our carbon footprint through innovation and responsible environmental leadership.

Actions

- Supported Kuraray's evaluation of carbon capture, utilization, and storage as one potential pathway for addressing hard-to-abate Scope 1 emissions in our operations.
- Improved data visibility and emissions planning by identifying the need for better tools, emissions calculation support, and stronger analysis of impacts from projects, growth plans, and operational changes.
- Translated Kuraray Group's climate strategy and science-based reduction commitments into Calgon Carbon's climate planning, including alignment to Scope 1 and Scope 2 market-based reduction targets and future Scope 3 reduction expectations.
- Advanced renewable energy accounting through Voluntary Power Purchase Agreement (VPPA) implementation, which is a long-term agreement intended to secure renewable energy certificates and reduce reported Scope 2 emissions for US operations.
- Established a dedicated GHG Emissions Reduction Project Team to provide strategic direction for Scope 1 and Scope 2 reduction planning, energy efficiency opportunities, and long-term roadmap development. The team supports the identification, implementation, and long-term management of emissions reduction opportunities.



⁴ SBT: Abbreviation for Science Based Targets. Voluntary targets set by business corporations with regard to GHG emission reductions in a manner consistent with the levels required by the Paris Agreement. For more information on Kuraray Group GHG emissions reduction targets and SBT Commitment, see: <https://www.kuraray.com/global-en/sustainability/longvision/mtp-plan-et/#tabs-b3bee224a9-item-7553a7c686-tab>.

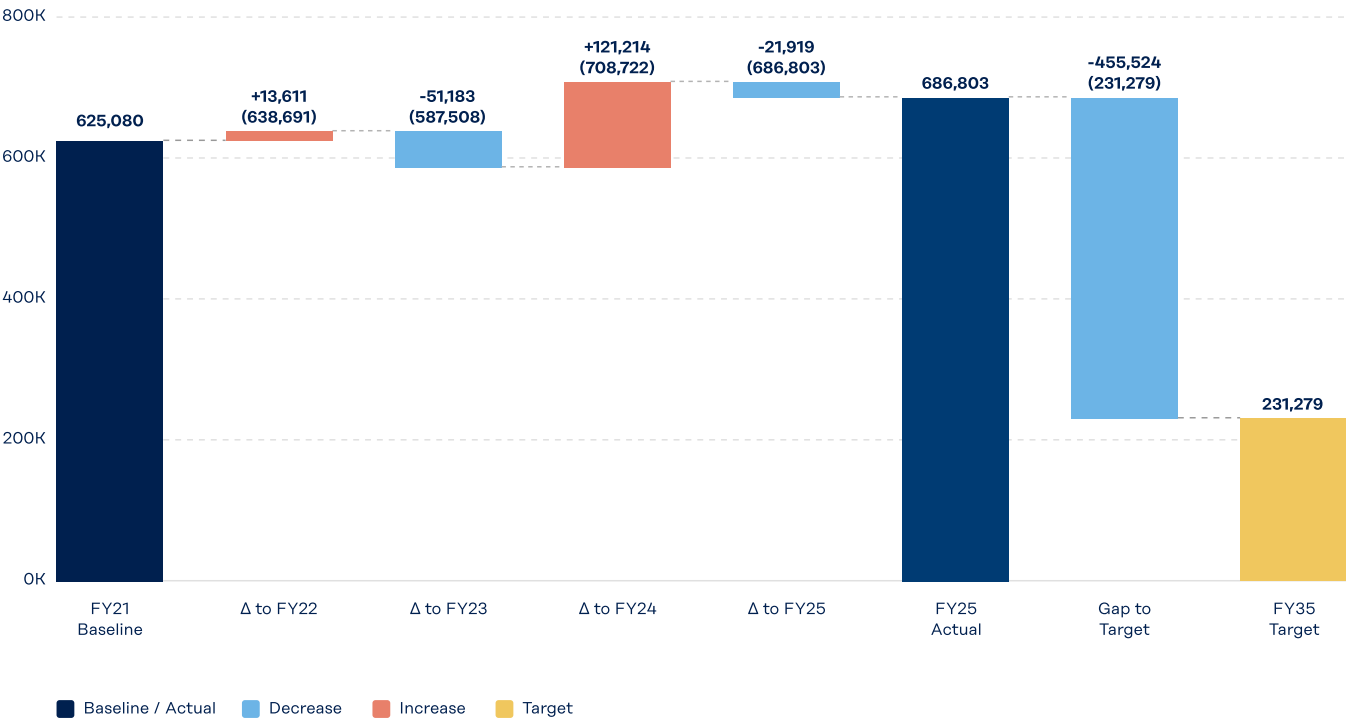


Results

- Scope 1 and Scope 2 market-based emissions in 2025 remained above the trajectory needed to reach the 2035 reduction target of 231,279 metric tons. This unfavorable trend was primarily driven by business growth, including the addition of a new virgin activated carbon production line and increased reactivation volume following the acquisition of the Crosby, Texas location. Carbon capture, utilization and storage remain under evaluation as a potential pathway for hard-to-abate emissions, but feasibility depends on technical, infrastructure, permitting and capital planning considerations that require a longer development timeframe.
- Several sites demonstrated progress or favorable emissions trends, including sites where renewable electricity, solar generation, biomass accounting, or operational improvements contributed to lower reported emissions.
- Feluy and Legnago facilities generated more than 3,250 MWh of electricity from solar installations in 2025.
- All three UK facilities continue to procure 100% renewable electricity, representing more than 4,900 MWh in 2025.
- The GHG Emissions Reduction Project Team established a clearer structure for moving from data review to action planning, including identifying quick wins, prioritizing opportunities, and developing a longer-term roadmap.
- Reducing absolute emissions remains a priority improvement area because growth, production mix, and process emissions can increase total emissions even when individual sites deliver efficiency gains.

GHG Emissions Reductions (MT) — Scope 1 & 2 (Market Based)

Target: 63% Reduction from FY21 by FY2035



Performance	FY21 Baseline	FY23	FY24	FY25
Total gross Scope 1 GHG emissions	553,926	520,460	653,754	642,791
Total gross Scope 2 GHG emissions (location based)	72,368	68,181	54,331	54,189
Total gross Scope 2 GHG emissions (market based)	71,154	67,047	54,968	44,012

What's Next

- Renewable energy accounting is expected to deliver a measurable Scope 2 benefit. The VPPA for Calgon Carbon is estimated to support a 30.78% share of 300 GWh in 2026, representing 92,333 MWh of renewable energy certificates and estimated reduction of approximately 37,000 metric tons CO₂e in reported market-based Scope 2 emissions associated with US operations.
- Continue to support Kuraray's CCUS evaluation by assessing technical feasibility, emissions reduction potential, and infrastructure needs.
- Develop the 2035 GHG reduction roadmap to identify prioritized projects, resource needs, and capital planning requirements needed to support Scope 1 and Scope 2 GHG emissions reductions.
- Continue improving emissions data quality and transparency, including better digital systems, stronger emissions tracking and validation of methodologies used for Scope 1 and Scope 2.

Calgon Carbon has established the structure, data discipline, and cross-functional accountability needed to advance climate action. Absolute GHG reductions remain a significant priority as the business grows, but the dedicated GHG Emissions Reduction Team, renewable energy accounting through the VPPA, improved calculation methodologies and planned 2035 roadmap provide the foundation for future emissions-reduction initiatives and performance improvements.

Efficiency and Circularity

Efficiency and circularity focus on optimizing resource use, reducing environmental impact, and minimizing waste across operations. In 2025, waste intensity remained one of the strongest areas of progress, while water withdrawal and energy intensity were identified as priority improvement areas against 2026 targets. The results also reinforced the importance of interpreting trends in context, as methodology changes, acquisitions and divestitures, and production shifts affect comparability and target tracking.

Actions

- Monitored environmental performance across energy, waste, and water withdrawal using a 2019 baseline and normalized intensity metrics to improve visibility into operational efficiency.
- Strengthened environmental reporting by improving data completeness, site engagement, and consistency in definitions and methodologies.
- Identified and shared site-level resource efficiency initiatives, including natural gas reduction projects, waste minimization efforts, water optimization activities, by-product reuse, and recycling improvements.
- Linked efficiency and circularity performance to site-level operational improvement efforts, including process optimization, equipment upgrades, utility tracking and waste reduction reviews.
- Continued to connect environmental performance improvement with EHS systems, site accountability and operational review processes.



In 2025, Calgon Carbon strengthened the foundation for reducing environmental impact by improving data completeness, expanding site engagement, and clarifying performance trends across energy, waste, and water. These improvements provided a clearer view of where performance is advancing, where gaps remain, and where stronger data consistency, site alignment, and ownership are needed to support better decision-making and future progress.



Results

- 2025 results highlighted both progress and priority improvement areas. Waste remained a strong area of progress, while water withdrawal and energy intensity did not yet meet the 2026 targets and require stronger execution, clearer accountability, and better alignment across sites.
- Global normalized waste intensity improved to 0.137 metric ton per metric ton of production in 2025 versus 0.143 in 2019, placing performance very close to the 2026 target of 0.136. This remains one of the strongest areas of overall progress and demonstrates that focused operational improvements can produce measurable results.
- Global normalized water withdrawal increased to 50.8 m³ per metric ton of production in 2025 versus 36.6 in 2019 and is off track to meet the 2026 target of 34.7. Growth at specific operations, production mix changes, and site-level variability had a significant impact on results.
- Global energy intensity reached 0.87 kl per metric ton of production in 2025 versus 0.42 in 2019 and remains a priority improvement area compared with the 2026 target of 0.40. However, 2025 reporting was more comprehensive than prior years, which improved completeness but also limited direct comparability to the baseline.
- Several sites demonstrated meaningful progress that supports circularity and efficiency goals. Examples include:
 - Waste reduction at Big Sandy through installation of a centrifuge for water and waste separation;
 - Reduced water consumption through system management improvements at Ashton-in-Makerfield;
 - By-product reuse at Columbus;
 - Lighting upgrades and water optimization at Neville Island;
 - Reduced natural gas use at Legnago through building insulation.
- The 2025 reporting process provided clearer insight into where further work is needed, including sites where reduced production volumes affected normalized metrics, where water or waste streams require better tracking, and where baseline data or methodology changes limit comparability over time. These findings reinforce the need for stronger data discipline and a more structured approach to sustainability performance management.

Performance	FY23	FY24	FY25	FY26 Target
Percentage of total energy consumption from renewable sources	1.10%	0.30%	1.70%	
Percentage of total waste from company operations diverted from landfills	23%	37%	33%	
Total amount of water recycled and reused (cubic meters)			102,465	
Water Withdrawal Intensity (cubic meters per metric ton of production)	32.3	49.4	50.8	34.7
Energy Intensity (kl/metric ton of production)	0.61	0.58	0.87	0.40
Waste Intensity (metric ton per ton of production)	0.221	0.156	0.137	0.136

What's Next

- Use 2026 to strengthen target setting, data quality, accountability, and validation processes across sites.
- Focus on priority improvement areas, especially water withdrawal and energy intensity, through site-specific action plans and stronger company-level coordination.
- Improve digital tools, data ownership, and reporting cadence so sites can monitor performance more routinely, address issues earlier, and support more credible future target setting.
- Prioritize opportunities that support both efficiency and circularity, including by-product reuse, waste minimization, water recycling or reuse, utility optimization, packaging improvements, and process modifications that reduce resource intensity.
- Share strong site-level practices more consistently across the organization so proven approaches in waste reduction, water efficiency, energy management, and resource optimization can inform broader improvement.





Improving efficiency and circularity is essential to reducing our environmental footprint and strengthening operational resilience. The 2025 results provided a clearer view of current performance and the disciplines needed to build a more consistent and accountable system. By using these insights to focus action in 2026, Calgon Carbon can strengthen the foundation for more consistent, credible, and effective performance in the years ahead.



Product Pillar

Our Product Pillar focuses on products and services that help customers address environmental challenges while strengthening the sustainability performance of our portfolio. It reflects our commitment to reuse, reactivation, recycling, and reduced environmental impact across the product lifecycle.

The pillar is organized around Sustainable Solutions, Circular Economy, and Sustainable Procurement, connecting our product portfolio to customer needs, environmental value, and a more responsible supply chain.

Sustainable Solutions

Through Kuraray’s Portfolio Sustainability Assessment⁵, or PSA, Calgon Carbon evaluates how its activated carbon products and product-application combinations contribute to the living and natural environment. The PSA framework, based on “The Chemical Industry Methodology for Portfolio Sustainability Assessments (PSA) released by the World Business Council for Sustainable Development (WBCSD) in 2018, helps assess the share of sales from products that support cleaner water, cleaner air, contaminant removal, and other solutions positively impacting the living and natural environment.

For Calgon Carbon, PSA provides a portfolio-level view of environmental contribution and supports product stewardship, innovation, customer engagement, and sustainability communications. Separate but complementary workstreams, including product carbon footprint development, life cycle assessment, and sustainable raw material evaluation, are described under Product Transparency and Innovation.

Actions

- Applied Kuraray’s PSA framework to evaluate product sales by environmental contribution and monitor portfolio alignment with sustainability priorities.
- Established a 2026 corporate goal to maintain >80% of sales from products that demonstrate a positive sustainability contribution, as defined through PSA-based assessment against benchmark products.

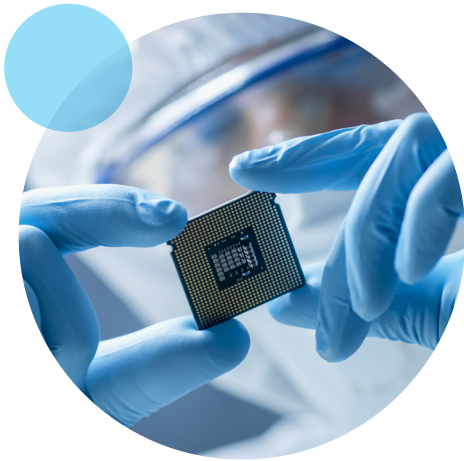
Results

- In 2025, products classified as environmentally contributing under Kuraray’s PSA framework methodology accounted for 83% of Environmental Solutions Division⁶ net sales evaluated under PSA, up from 79% in the previous year.
- 100% of Calgon Carbon’s sales were evaluated under PSA in 2025, strengthening visibility into the portfolio’s environmental contribution.
- The assessment reinforced the role of purification, treatment, reactivation, and related solutions in helping customers address sustainability challenges.

Performance	FY23	FY24	FY25	FY26 Target
Net Sales Ratio of Products That Contribute to the Natural and Living Environments	81%	79%	83%	>80%

⁵ For more information, see Kuraray’s PSA (Portfolio Sustainability Assessment) System: <https://www.kuraray.com/global-en/sustainability/3p/psa/#tabs-c4ce0128f0-item-1a96281ad3-tab>.

⁶ Calgon Carbon operates within Kuraray’s Environmental Solutions Division and comprises the majority of the division’s sales. As a result, ESD-level PSA results are closely aligned with Calgon Carbon’s product portfolio, while reflecting the full division scope.



Water Re-Use

Our specialty activated carbon products are used in semiconductor fabrication plants to support water re-use, removing organic compounds, hydrogen peroxide, and PFAS to allow water streams to be recycled onsite. One notable installation, for example, supports the reuse of up to 3 million gallons of water per day

Enabling Water Use, PFAS Removal, and Carbon Reactivation

Our activated carbons are used to capture harmful pollutants like PFAS from drinking water, wastewater, and air, helping to protect both people and the environment by intercepting chemicals before they can cause harm. Through extensive full-scale testing, we have validated that our proprietary carbon reactivation process removes PFAS to non-detect levels on reactivated carbon and has demonstrated Destruction Removal Efficiencies (DRE) for total PFAS ranging from >99.9% to >99.999%, depending on inlet concentrations and assay limits. Together, our products and reactivation services support a more circular approach to PFAS management through carbon reactivation and reuse.



Environmental Remediation

Calgon Carbon's FILTRASORB 400 GAC was selected as the active component in a multilayer sediment cap used in the Gowanus Canal remediation project, contributing to restoring 21.8 acres of the polluted waterway.

These results are supported by corporate goals that prioritize growth in environmentally relevant areas, including PFAS treatment, water and wastewater treatment, sustainable raw materials, and product development.

What's Next

- Advance growth in environmentally relevant markets and applications, including PFAS treatment, drinking water, wastewater treatment, and air purification.
- Update PSA evaluation methods as WBCSD guidance evolves.
- Continue using PSA insights to inform portfolio strategy, customer engagement, and sustainability communications.

Product Transparency and Innovation

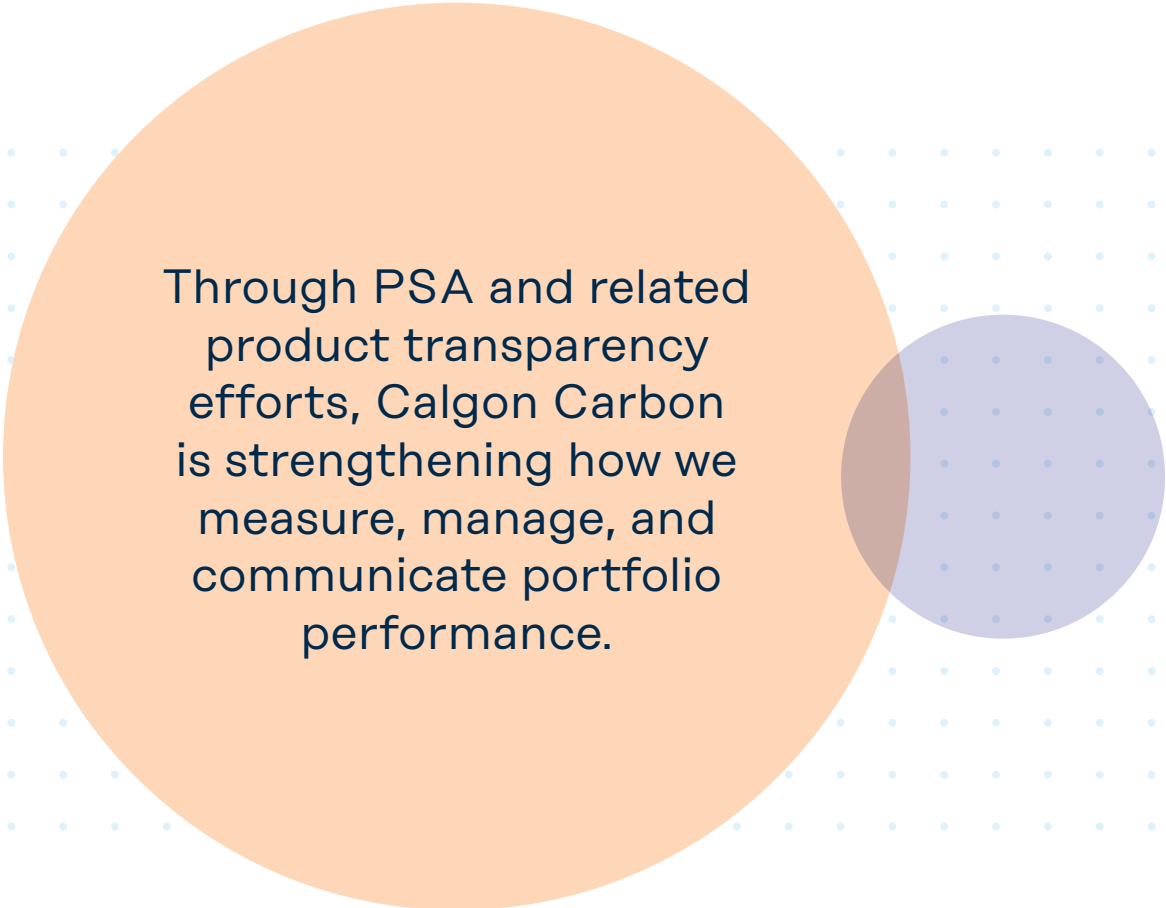
In addition to PSA, Calgon Carbon is advancing product transparency and innovation activities that respond to customer requests for product-level sustainability information and support more informed product development decisions. These efforts include product carbon footprint development, life cycle assessment, and evaluation of sustainable raw materials. While complementary to PSA, these activities are managed as separate workstreams focused on product-level data, innovation, and decision support.

Actions

- Advanced product carbon footprint and life cycle assessment discussions to support customer requests for product-level sustainability information.
- Evaluated sustainable raw materials and new product development opportunities to strengthen the environmental value of our portfolio.

What's Next

- Develop a more defined approach to product carbon footprint calculations to support increasing customer requests for product-level emissions information.
- Continue exploring sustainable raw materials, customer collaboration, and product development opportunities that strengthen the environmental value of the portfolio.



Through PSA and related product transparency efforts, Calgon Carbon is strengthening how we measure, manage, and communicate portfolio performance.

Circular Economy

Building on the portfolio-level view described in Sustainable Solutions, the Circular Economy focus area describes how Calgon Carbon keeps activated carbon in productive use through reactivation and related service models. This approach prioritizes reuse, reactivation, and recycling where feasible, reducing waste, supporting supply resilience, and extending activated carbon's useful life where reactivation is technically and commercially feasible.

Actions

- Expanded reactivation as a circular economy solution across water, wastewater, industrial, food, and environmental applications.
- Advanced reactivation growth investments in the US, including additional drinking water capacity at Columbus, Ohio; industrial capacity expansion at Crosby, Texas; and the purchase of the Tyger River site in South Carolina for future reactivation capacity development.
- Strengthened a full lifecycle service model that integrates activated carbon supply, equipment, field services, logistics, technical support, and reactivation.
- Enhanced customer engagement on the sustainability value of reactivation, including reuse, reduced disposal and lower lifecycle impacts.
- Focused product and service development on reuse, reactivation, resource recovery, and service models that reduce environmental impact across the product lifecycle.

Results

- Over 30% of raw materials consumed in 2025 were spent activated carbon products returned for reactivation, extending product life and reducing reliance on virgin activated carbon.
- Growth investments are expanding reactivation capacity for PFAS treatment and drinking water applications, including approximately 27 million pounds of additional annual capacity at Columbus and planned future first-phase capacity at the Tyger River site.
- The reactivation model may reduce reliance on disposal routes such as landfill or incineration, while improving supply assurance through the reuse of spent carbon.

By extending the useful life of activated carbon and investing in future reactivation capacity, Calgon Carbon is strengthening a circular model that reduces waste, supports customer resilience, and advances lower-impact purification solutions.



What's Next

- Continue expanding reactivation capacity and service coverage to meet growing demand in PFAS treatment, drinking water, and other purification applications.
- Advance the Columbus and Tyger River investments while evaluating future opportunities to strengthen the reactivation network.
- Develop clearer customer-facing tools and messaging to communicate the circular economy value of reactivation.
- Evaluate opportunities for reactivated carbon, alternative raw materials, and service models that reduce environmental impact across the product lifecycle.
- Embed circular economy principles into product strategy, capacity planning, customer solutions, and future growth decisions.

Sustainable Procurement

Calgon Carbon is strengthening responsible sourcing practices to support a more resilient, transparent, and environmentally conscious supply chain. Through supplier engagement, sustainability assessments, buyer training, and performance expectations, we are aligning procurement practices with responsible business conduct, environmental stewardship, human rights, and supply chain accountability.

Actions

- Expanded the Sustainable Procurement Program by communicating supplier expectations, evaluating supplier alignment, and monitoring results through a phased approach based on supplier spend.
- Increased the scope of supplier sustainability self-assessments from the top 92 suppliers in 2023 to the top 129 suppliers in 2025.
- Aligned the Sustainable Procurement Policy with the Kuraray Group Code of Conduct and the 10 principles of the United Nations Global Compact, emphasizing responsible business conduct, environmental stewardship, human rights, compliance, and diversity throughout the supply chain.
- Engaged suppliers that did not meet scoring expectations or required additional confirmation through online meetings and written inquiries to better understand their sustainability practices and reinforce program expectations.
- Trained buyers on social and environmental issues in the supply chain and incorporated Sustainable Procurement objectives into annual buyer performance plans.

Results

- In 2025, 88% of targeted suppliers completed sustainability self-assessments, supporting stronger visibility into supplier practices and potential areas for engagement.
- Buyer capability continued to advance, with 79% of buyers trained on environmental and social issues in the supply chain.
- Sustainable Procurement objectives were integrated into 100% of buyer performance reviews, reinforcing accountability for responsible sourcing practices.
- The program continued to mature from supplier assessment toward active engagement, follow-up, and performance management.

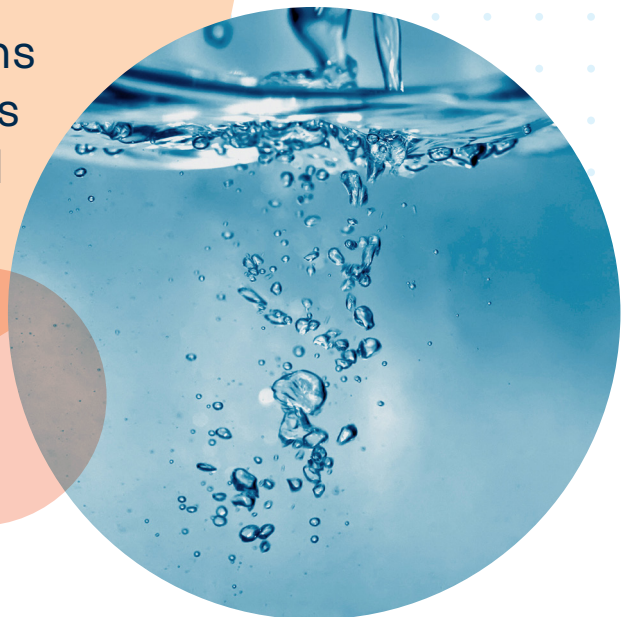
Performance	FY23	FY24	FY25	FY26 Target
Percentage of Targeted Suppliers Completing Sustainability Self Assessments (Required once every two years)*	91%		88%	>80%
Training of Buyers on Env & Social Issues in the Supply Chain			79%	100%
Sustainable Procurement Objectives Integrated with Buyer Performance Reviews			100%	100%

* Objective is set for every other year, increased the number of targeted suppliers. In 2023, 92 suppliers were targeted; in 2025 129 suppliers were targeted.

What's Next

- Expand supplier evaluations to include new suppliers and strengthen visibility across a broader portion of the supply base.
- Integrate sustainability expectations into contractual requirements to reinforce accountability and responsible business conduct.
- Target 100% buyer training on environmental and social issues in the supply chain.
- Continue reinforcing buyer accountability for Sustainable Procurement objectives through annual performance review processes.
- Engage suppliers identified as higher risk through the evaluation process to better understand performance, encourage improvement, and support responsible sourcing decisions.

Together, our work across Sustainable Solutions, Circular Economy, and Sustainable Procurement demonstrates how Calgon Carbon is advancing product value, circularity, and responsible supply chains while helping customers address environmental challenges.



Appendix

Additional Calgon Carbon Performance Data

Performance	FY23	FY24	FY25	FY26 Target
Percentage of operational sites assessed on specific environmental risks	100%	100%	100%	
Percentage of employees trained on business ethics	93%	91%	100%	100%
Number of reports related to whistleblower procedure	2	5	0	
Percentage of all sites assessed or audited internally on a specific business ethics issue	100%	100%	100%	100%
Percentage of risky trading partners covered by a due diligence process on corruption or information security	<5%	<5%	100%	

Chemviron Performance Data

Unless otherwise noted, the performance data in this section is limited to Chemviron's European operations and does not include Calgon Carbon Corporation operations outside Europe.

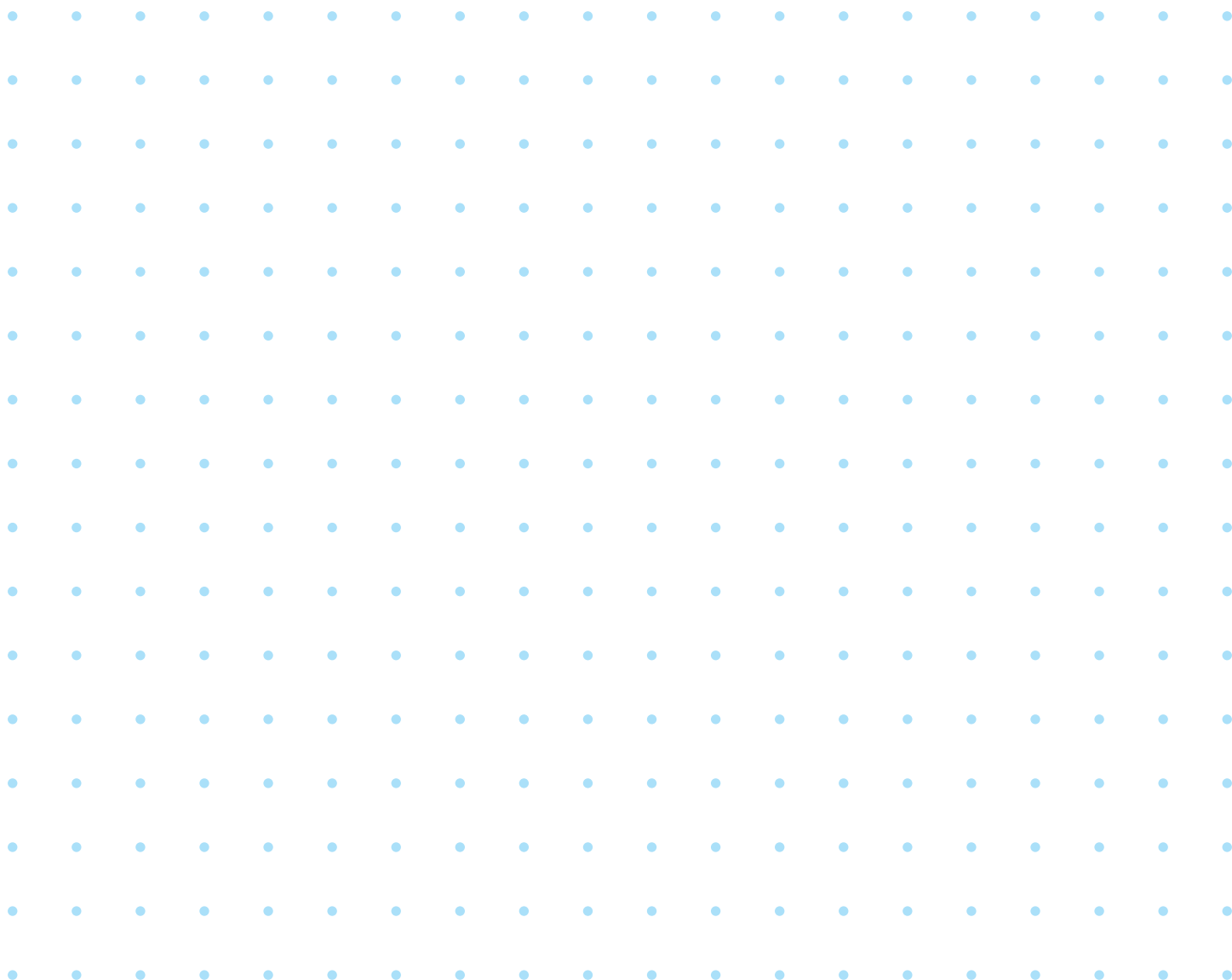
Performance	FY21 Baseline	FY23	FY24	FY25	FY26 Target
Percentage of operational sites assessed on specific environmental risks		100%	100%	100%	
Percentage of total energy consumption from renewable sources		2.70%	0.90%	1.90%	
Percentage of total waste from company operations diverted from landfills		72%	71%	63%	
Total amount of water recycled and reused (cubic meters)				96,762	
Total gross Scope 1 GHG emissions	117,890	94,419	109,289	69,713	
Total gross Scope 2 GHG emissions (location based)	4,949	4,194	4,019	2,771	
Total gross Scope 2 GHG emissions (market based)	3,735	3,060	4,583	1,608	
Water Withdrawal Intensity (cubic meters per metric ton of production)		8.8	20.6	19.6	9.1

Performance	FY23	FY24	FY25	FY26 Target
Energy Intensity (kl/metric ton of production)	0.45	0.40	0.63	0.37
Waste Intensity (metric ton per ton of production)	0.089	0.198	0.198	0.099
Percentage of employees trained on business ethics	85%	85%	100%	100%
Percentage of all sites assessed or audited internally on a specific business ethics issue	100%	100%	100%	100%
Percentage of employees who received regular performance and career development reviews	51%	65%	63%	
Percentage of employees covered by formally-elected employee representatives or collective agreements	62%	49%	45%	
Percentage of women employed in the whole organization	18%	20%	20%	
Percentage of women at top management level	2%	2%	2%	
Average hours of training per employee*	2	1	7	
Percentage of employees trained on discrimination and harassment	58%	0%	84%	
Number of work-related accidents	8	5	7	0
Number of days lost to work-related injuries, fatalities, and ill health	833	451	291	
Number of hours worked	1,003,000	946,900	756,982	
Number of A & B Rank occupational injuries**	1	1	1	0
EHS Global Scorecard			88%	
Percentage of Targeted Suppliers Completing Sustainability Self Assessments (Required once every two years)***	96%		95%	
Training of Buyers on Env & Social Issues in the Supply Chain			33%	100%
Sustainable Procurement Objectives Integrated with Buyer Performance Reviews			100%	100%

* Average training hours per employee are calculated based on learning management system records and do not include in-person training sessions that are not captured in the system.

** Evaluation ranking of occupational injuries using Kuraray's proprietary system.
Four ranks in order of seriousness: A > B > C > D. For more information, visit "<https://www.kuraray.com/global-en/sustainability/3p/safety/#tabs-b79524a4a5-item-59e0a7f0cb-tab>"

*** Objective is set for every other year, increased the number of targeted suppliers. In 2023, 92 suppliers were targeted; in 2025 129 suppliers were targeted.



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