



# 2023 ESG Report



# The World's Most Comprehensive Portfolio of **Fire Safety Solutions**

## Retardants

Perimeter Solutions' PHOS-CHEK fire retardants help slow, stop, and prevent the start of wildfires by making wildland fuels non-flammable. Fire retardants can be applied by air — via fixed or rotor wing aircraft. They are also applied on the ground using standard engines or one of Perimeter Solutions' dedicated ground-applied retardant units. All products have a high level of fire retardant effectiveness, with differences in visibility, viscosity, adherence to vegetation, and persistence through weathering.

## Firefighting Foam Concentrates

Perimeter Solutions offers one of the industry's most comprehensive and highest performing lines of firefighting foam concentrates, including Class A, Class B, and Class A/B solutions. These foam concentrates meet international standards for fire suppression effectiveness and performance. Perimeter Solutions is a leader in the development of next-generation fluorine-free foam concentrate technology.

## Equipment & Services

Perimeter Solutions offers a broad range of equipment and services to support live firefighting operations. The portfolio includes mobile retardant bases and mobile foam equipment; code mobile multi-chemical systems, mixing systems; and ground application equipment. We also create custom fabricated equipment solutions.

## Specialty Products

In our lubricant additives business, we supply leading global companies with high-quality phosphorus pentasulfide ( $P_2S_5$ ).

## System Tanks

Perimeter Solutions offers a full range of system tanks (bladder and atmospheric), bladders, proportioning devices, fixed and mobile discharge devices, foam tote trailers, and mobile products, such as carts and trailers. This extensive offering enhances Perimeter Solutions' capability as a systems integrator in fire suppression applications.



# Mission

Perimeter Solutions employees help save lives and protect property and the environment by delivering quality products and exceptional services.

# Vision

Be the indisputable global leader in the fire protection and specialty products industries.

## Operating Principles

- 1 Provide customers with high-value products and exceptional service
- 2 Develop new products to meet evolving environmental and customer expectations
- 3 Value our employees' contributions as well as their health and well-being
- 4 Follow our value-based operating methodology based on our three value driver concepts
- 5 Closely manage our capital structure to optimize value creation

## 2022 Performance

### Net Sales

**\$360.5M**

### Fire Safety Net Sales

**\$226.6M**

### Specialty Products Net Sales

**\$133.9M**

### Adjusted EBITDA

**\$125.4M**

### Fire Safety Adjusted EBITDA

**\$77.4M**

### Specialty Products Adjusted EBITDA

**\$48.0M**



# Contents

<b>04</b>	<b>About Us</b>
<b>05</b>	<b>Introduction</b>
<b>07</b>	<b>Letter from Our CEO</b>
<b>08</b>	<b>Environmental Responsibility</b>
<b>10</b>	Greenhouse Gas Management
<b>11</b>	<b>Social Impact</b>
<b>12</b>	Diversity, Equity & Inclusion
<b>15</b>	Health & Safety
<b>18</b>	Employee Benefits
<b>19</b>	Philanthropy
<b>21</b>	<b>Culture of Governance</b>
<b>24</b>	Meet Our Board
<b>28</b>	Data Security
<b>29</b>	<b>Frameworks</b>
<b>30</b>	SASB Table
<b>37</b>	TCFD Table
<b>40</b>	EEO-1 Table



# About Us

## Solutions That Save

[Perimeter Solutions](#) is a leading global solutions provider, producing high-quality firefighting products and lubricant additives. We develop products that impact critically important issues of life — issues where there often is no room for error and the job doesn't offer second chances. At Perimeter, we characterize the solutions we develop as “Solutions That Save” — because it helps underscore what we are trying to accomplish for our customers, and the world at large, across all of our business segments.

Our Fire Safety business is a formulator and manufacturer of fire management products that help our customers combat various types of fires, including wildland, structural, and those involving flammable liquids, among others. Our Fire Safety business also offers specialized equipment and services, typically in conjunction with our fire management products, to support our customers' firefighting operations. Our specialized equipment

includes airbase retardant storage, mixing, and delivery equipment; mobile retardant bases; retardant ground application units; mobile foam equipment; and equipment that we custom design and manufacture to meet specific customer needs. Our service network can meet the emergency resupply needs of more than 150 air tanker bases in North America, as well as many other customer locations around the world. The segment is built on the premise of superior technology, exceptional responsiveness to our customers' needs, and a “never-fail” service network. The segment sells products to government agencies and commercial customers around the world.

Our Specialty Products business provides high-quality  $P_2S_5$ , primarily used in the preparation of ZDDP-based lubricant additives for critical engine anti-wear solutions.  $P_2S_5$  is also used in pesticide and mining chemicals applications.

## Solutions That Save. Natural Resources.

*This report contains forward-looking statements, including our commitments, targets, and other statements that are not historical facts. These statements are subject to risks and uncertainties and are not guarantees of future performance. Factors that could cause actual results to differ materially from those expressed or implied by such statements are set forth in our SEC filings. All forward-looking statements are based on management's current assumptions, estimates, and projections.*

*Unless the context otherwise requires or as is otherwise indicated, references in this ESG Report to the “Company,” “Perimeter,” “we,” “our,” and “us,” or like terms, refer to PERIMETER SOLUTIONS, SA (PRM on NYSE, PRMFF on OTC). Certain statements in this presentation and discussion are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and are based on Perimeter Solutions, SA's (the “Company”) expectations, intentions and projections regarding the Company's future performance, anticipated events or trends and other matters that are not historical facts. Words such as “anticipate,” “estimate,” “expect,” “forecast,” “project,” “plan,” “intend,” “believe,” “may,” “should,” or similar expressions are intended to identify these forward-looking statements.*

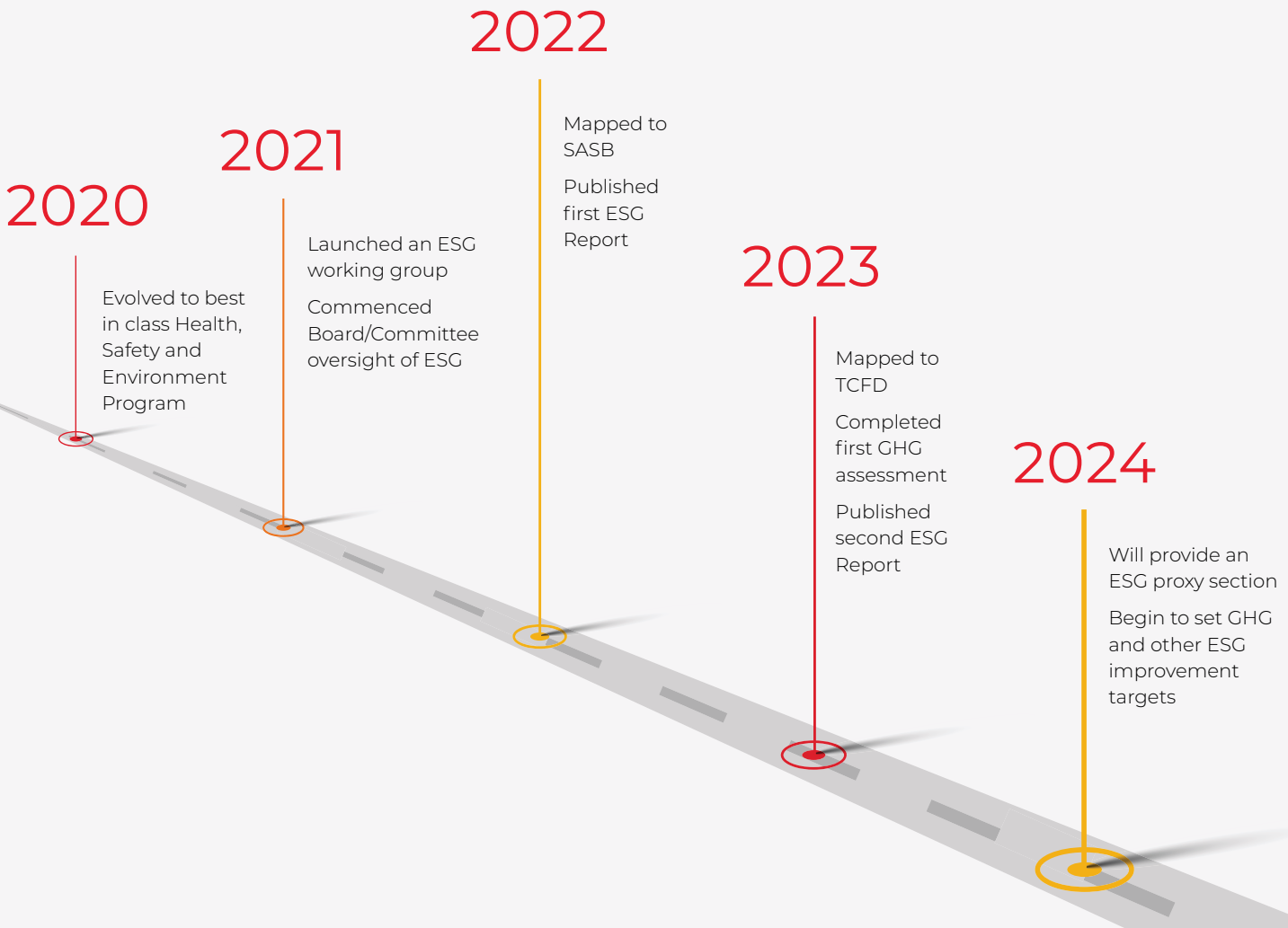


# Introduction

**Headquartered in St. Louis, Missouri, Perimeter Solutions is a premier global solutions provider, producing high-quality firefighting products and lubricant additives.**

The Company develops products and provides services that impact critically important issues of life. We believe that making positive contributions in Environmental, Social, and Governance (ESG) topics are also impactful for our business, and these elements are intertwined with how we operate and conduct ourselves. We believe that the effective integration and management of ESG issues support the sustainable long-term growth of our business while simultaneously creating value for our stakeholders. We are committed to fusing these principles into our business strategy, optimizing opportunities for positive impacts while advancing our long-term business goals.

## ESG Journey



Our Sustainability Working Group develops Perimeter's ESG strategic direction and is driving progress through a cross-functional team of Subject Matter Experts (SMEs) representing Health, Safety and Environment, Legal, Operations, Human Resources, Finance, Investor Relations, and Communications. With the assistance of outside ESG expertise, we have assessed key indicators and engaged with both internal and external stakeholders on sustainability topics to inform our strategy and future direction. To ensure transparent and accountable reporting, we have adopted robust data collection methodologies in compliance with the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD). This year marks a significant milestone as we disclose, for the first time, our Scope 1 and Scope 2 greenhouse gas (GHG) emissions, calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. This will serve as

an initial disclosure for future emissions assessments and potential reduction strategies.

Our disclosures within the SASB and TCFD frameworks are aligned with industry best practices and reflect our organizational values. While we recognize that there is ongoing work to be accomplished, we are confident that our advancements in these critical ESG areas will yield long-term benefits for all Perimeter stakeholders, including investors, employees, customers, and communities. Our report, following the precedent set by our inaugural 2022 report, adopts a materiality-based approach. The report encompasses data up to fiscal year 2022 and is informed by comprehensive SASB and TCFD materiality assessments conducted in both 2022 and 2023. These assessments involved engagement with key stakeholders and a review of pertinent ESG topics for inclusion in our sustainability disclosures, thereby informing our goal-setting and strategic planning.





**Perimeter Solutions is a mission driven company: we help save lives and protect property and the environment by delivering quality products and exceptional service. The principals of ESG are woven into our mission and, therefore, into our culture. Our ESG report is a snapshot of our progress over the past year, and a roadmap for the progress we will make in the future.**



**Haitham Khouri**  
CEO

## Letter from Our CEO

Perimeter Solutions is a mission driven Company: we help save lives and protect property and the environment by delivering quality products and exceptional service.

The principals of ESG are woven into our mission and, therefore, into our culture.

2023 was another year of significant ESG accomplishments and milestones for Perimeter.

First and foremost, we delivered on our mission to protect people, property, and the environment by fulfilling our commitment to support our customers' efforts 100% of the time: we loaded every aircraft with 100% reliability and met each emergency response challenge across our global business.

2023 also marked several achievements that strengthened our business and supported our sustainability initiatives. I'm specifically proud to highlight our development and commercialization of Solberg 3% MIL-SPEC Synthetic Fluorine-Free Foam (SFFF), the first fluorine-free firefighting foam concentrate to be added to the United States Department of Defense Qualified Product List. Perimeter Solutions continues to be a market leader in the development of effective, new fluorine-free firefighting foam technology, which provides a more sustainable, environmentally friendly, and effective product for our customers.

Our focus in 2024 and beyond will not change. We will deliver on our mission to save lives and protect property and the environment through our unparalleled products and never-fail service and responsiveness. Further, we will consistently challenge and drive our R&D efforts and our day-to-day business practices in the most environmentally and socially conscious way possible.

Our R&D efforts continue to focus on developing and commercializing the most effective, safest, and environmentally friendly firefighting products and lubricant additives. Our day-to-day activities continue to evolve to reflect our commitment to, and leadership in, environmental and social stewardship. Our ESG Report details the tangible progress we've made towards these goals in 2023, as well as our roadmap to fulfill our mission and enhance our ESG leadership into the future.





# Environmental Responsibility



# Environmental Responsibility

## Environmental Stewardship is a fundamental value adopted by Perimeter

We believe our industry has a responsibility to create a more environmentally sustainable future for all, making environmental stewardship an integral focus for Perimeter. As climate change concerns become more prevalent, we recognize the need to comply with increased regulations and stricter environmental standards.

Beyond simply complying with increased regulations and stricter environmental standards, we are committed to playing an active role in our industry transformation.

***We believe that a focus  
on environmental  
stewardship is integral  
to the work we do  
every day.***

## Highlights of our environmental sustainability efforts and accomplishments

### 01

Our fire safety products dramatically reduce the amount of water needed to effectively control fires. This reduces the amount of water our customers use.

### 02

Our wildfire control products save tens of thousands of acres of forest every year, decreasing and sequestering carbon.

### 03

Encourage environmentally friendly workplace practices by supporting recycling and separation of waste throughout our facilities.

### 04

Promotion of electricity, natural gas, and water efficiency measures across our value chain.

### 05

Compliance with all applicable environmental laws governing the use, storage, discharge, and disposal of hazardous or toxic material.

### 06

Capital investments to reduce the use of energy during our manufacturing process.

### 07

Increase the use of e-records and e-signing technology resulting in carbon emissions reduction.

### 08

Migrate technology infrastructure to a cloud environment, reducing energy usage, and accordingly, our carbon footprint.



## Greenhouse Gas Management

Perimeter's management team plays a crucial role in assessing and managing climate-related risks and opportunities. Our Global Environmental Health & Safety (EHS) team has oversight of, and is responsible for, Perimeter's sustainability program, monitoring evolving climate-related risks and opportunities and reporting to the Board on a quarterly basis. Together with Leadership, the Sustainability Working Group is responsible for operationalizing sustainability initiatives that address climate-related issues throughout Perimeter.

The Leadership team also engages the Company's operations teams in activities that support Perimeter sustainability program and efforts. The EHS team tracks and oversees environmental data collection and analysis, regularly receiving reports on continuous improvement projects from site management through management operations reviews on a monthly basis.

### 2022 GHG Emissions

**1,880**  
MT CO<sub>2</sub>e\* in 2022

655

Scope 1

1,224

Scope 2

\* metric tons of carbon dioxide equivalent

As we work to reduce our own emissions, we are also realizing sustainability opportunities in our supply chain. We continually seek to partner with suppliers that share our core values. Perimeter takes a proactive approach to supplier onboarding, including conducting ongoing assessments of suppliers' commitments to sustainability, as well as potential supply chain risks due to climate change. Additionally, we consider the upstream and downstream impacts of our operations. Upstream, we use electricity that may be generated by a variety of providers using various fuel sources. Downstream, we try to produce eco-friendly products. We are also constantly improving our operations to proactively identify more efficient and effective ways to ensure both the long-term success and the continued vitality of the communities in which we do business.

Perimeter continues to be focused on developing products that mitigate impact on the environment, including evaluating and selecting chemicals that have minimal environmental impacts and prioritizing the use of raw materials that have minimal toxicity, persistence and bioaccumulation.

We believe that our focus on environmental sustainability, with the objective of reducing costs and improving sustainability of our operations, provides strategic benefit. Going forward, we will continue engaging with suppliers in our global value chain, measuring and managing these impacts to conserve resources, reduce costs, and promote ethical practices.





**Social Impact**



## Social Impact

**We consider our employees to be our most valuable asset. The development, attraction, and retention of employees is a critical success factor.**

To support the advancement of our employees, we offer training and development programs encouraging promotion from within and continue to fill our team with strong and experienced management talent. Our success depends on a highly skilled, properly motivated, and valued workforce. We recently appointed the Company's first Chief People Officer to guide these efforts. We also believe that investing in local communities to create social and economic benefits is at the heart of generating social impact. We believe in giving back to the communities in which we live and work.

We are dedicated to building, designing, maintaining, and operating our facilities to effectively manage process safety and other hazards and to minimize risks. By partnering with our employees, we were able to maintain a safe work environment while meeting the needs of our customers. Our commitment to safety is paramount, with a predict-and-prevent culture. As of December 31, 2022, we had 226 full-time employees and 14 temporary, seasonal, or part-time employees. Our employees are not represented by any labor union, and we have never experienced a work stoppage or strike.

**Solutions That Save.  
Critical Resources.**

### Diversity, Equity & Inclusion

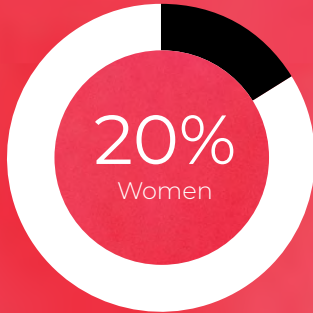
Diversity, Equity & Inclusion (DE&I) is vital to the Company. Our commitment starts with our goal of attracting, retaining, and developing a workforce that is diverse in background, knowledge, skill, and experience. Perimeter is committed to providing equal employment opportunities and makes all recruiting, payment, performance, and promotion decisions based on merit, without discrimination on the basis of gender, sexual orientation, age, family status, ethnic origin, nationality, disability, or religious belief. We believe people are the most critical component in our continued success, and we strive to attract high-performing talent.

We believe that exceptional people working together are the foundation of our success. We continually strive to leverage our knowledge, talents, and resources to create a diverse and inclusive environment that fuels innovation and growth. DE&I are more than concepts at Perimeter; they are catalysts for creativity, efficiency, and continuous improvement in our business. The unique blend of skills, experiences, and perspectives each team member brings enhances our problem-solving efforts and competitiveness.

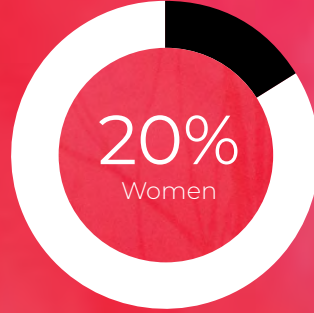


Workforce Diversity

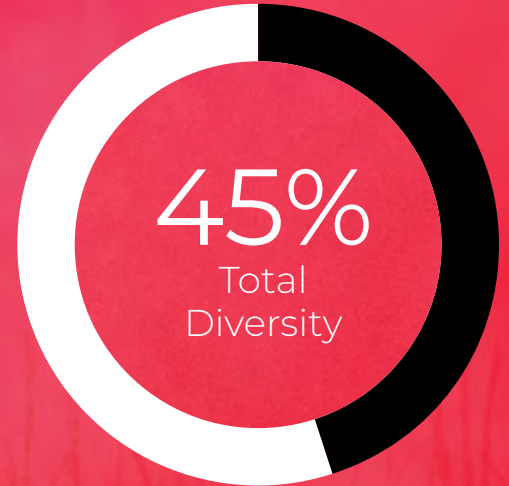
Gender Diversity in the Workforce



Gender Diversity in Leadership Roles



Total Diversity in the Workforce



Diversity data reflects our EEO-1 report, which covers our U.S.-based workforce.

We value the uniqueness of each individual, new ideas, different experiences and fresh perspectives and firmly believe that a diverse workforce fosters an environment of collaboration and innovation where employees can perform to their highest potential and achieve personal and professional growth. Diversity and inclusion make us stronger as a company. We are committed to diversity at all levels of management and leadership, and our Leadership team and our Board are committed to improving diversity throughout the Company and

fostering a more inclusive and open environment. Our workforce includes talented people from many backgrounds. We do not tolerate discrimination and are committed to high ethical standards and equal employment opportunities in all personnel actions without regard to race, color, religion, gender, national origin, citizenship status, age, marital status, gender identity or expression, sexual orientation, physical or mental disability, or veteran status.



## Our dedicated team provided:

**>20K****Hours of annual  
safety training****500K****Hours of dedicated  
service in forest fire  
remediation****200+****Employees****>200****Contractors****130M****Pounds of high-  
quality products  
delivered**

We focus on attracting, retaining, and developing a workforce diverse in background, knowledge, skill, and experience. Our commitment to equal employment opportunities extends to all aspects of employment, without discrimination. Highlights include:

- Throughout the year, we celebrate the importance of diversity and inclusion, expressing support for various cultural observances, including with activities to heighten employee and community awareness.
- As a veteran employer, our commitment to underrepresented groups is reflected in our policies, training, and inclusive services.
- Our commitment to the LGBTQ+ community is reflected in our company's policies. We offer same-sex marriage benefits, and we have a strong anti-discrimination policy.

- The inclusion of people with disabilities can help drive our success. As such, we provide a training course for employees on inclusion in the workplace. Reasonable accommodations may include adaptive equipment, flexible work arrangements, special parking assignments, hotlines, and several other inclusive services.

Perimeter reports EEO-1 data about U.S. team members to the federal government as required by law, and we disclose it here. Our supplementary EEO-1 data table on page 40 shares the breakdown of racial and gender data across all levels of our organization in order to internally measure and report our progress against our DE&I goals.



## Health & Safety

We are dedicated to building, designing, maintaining, and operating our facilities to effectively manage process safety and other hazards and to minimize risks. By partnering with our employees, we were able to maintain a safe work environment while meeting the needs of our customers. Our safety focus has never been more critical since the early days of the COVID-19

pandemic. We have been following guidance from the World Health Organization and the U.S. Center for Disease Control to protect employees and prevent the spread of communicable diseases within all of our facilities globally. Our commitment to safety is paramount, with a predict-and-prevent culture.

### Our safety culture is guided by the following principles:

- ✓ Nothing we do is worth injury to employees or damage to the environment.
- ✓ Our operations and distribution systems are safe for site contractors, guests, communities, employees, and the environment at all times.
- ✓ Everyone actively participates in, and makes positive contributions to, safety, health, security, and environmental performance.
- ✓ We develop, implement, and maintain effective environmental, health, and safety management systems that reflect Perimeter Solutions policies and principles.
- ✓ We deliver products that are safe and environmentally sound when used responsibly.
- ✓ We partner with emergency response providers to protect people, property, and information by securing our sites, cyber systems, and product value chains.
- ✓ We maintain and verify compliance with all applicable laws, regulations, and regulatory agreements.

## Solutions That Save. Lives.

***Our commitment to safety is an essential part of our operating model with a predict-and-prevent culture.***

Health and Safety are the most important core values for Perimeter employees. Our enterprise dedication to this topic helps us attract, retain, and protect the best people. Our goal is to achieve a zero-injury workplace, and we continue to review our practices to keep our stakeholders healthy and safe.



## 5-year record Safety Milestone due to regular testing and monitoring

### 01

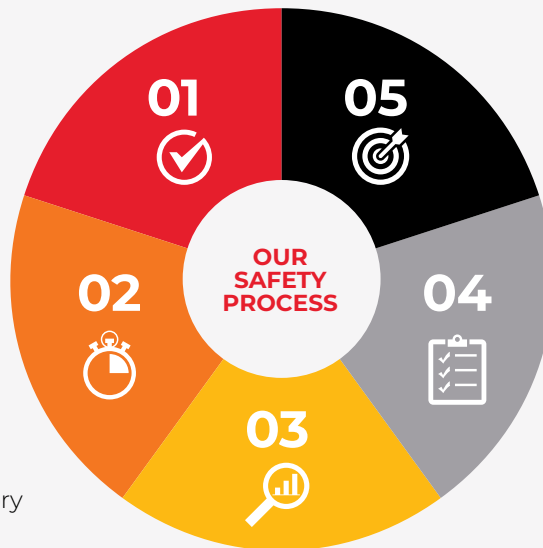
Daily plant and equipment pre-start checks

### 02

Weekly site inspections

### 03

Internal and external regulatory systems and performance compliance audits



### 05

All workers are familiar with, and expected to comply with, the requirements detailed in this plan and emergency response drills are conducted at least annually. These site-specific emergency response plans are reviewed for updates at least annually.

### 04

Following an industry-leading long-term Roadmap to EHS Excellence

We are uncompromising in our commitment to the health and safety of our employees, subcontractors, customers, and community. Our commitment to safety is reflected in our:

- Long-term Roadmap to EHS Excellence
- Application of Human and Organizational Performance principles
- Preventative maintenance on tools and equipment
- Daily site and equipment pre-start checks
- External safety and health systems and performance compliance audits
- Weekly site inspections as well as compliance audits
- Site-specific emergency response plans are reviewed for updates at least annually
- Streamlined operations that mitigate inefficiencies and improve safety

Perimeter's Board of Directors has oversight for Occupational Health and Safety. They receive quarterly reports on our EHS performance. Each business unit within Perimeter has a specific point

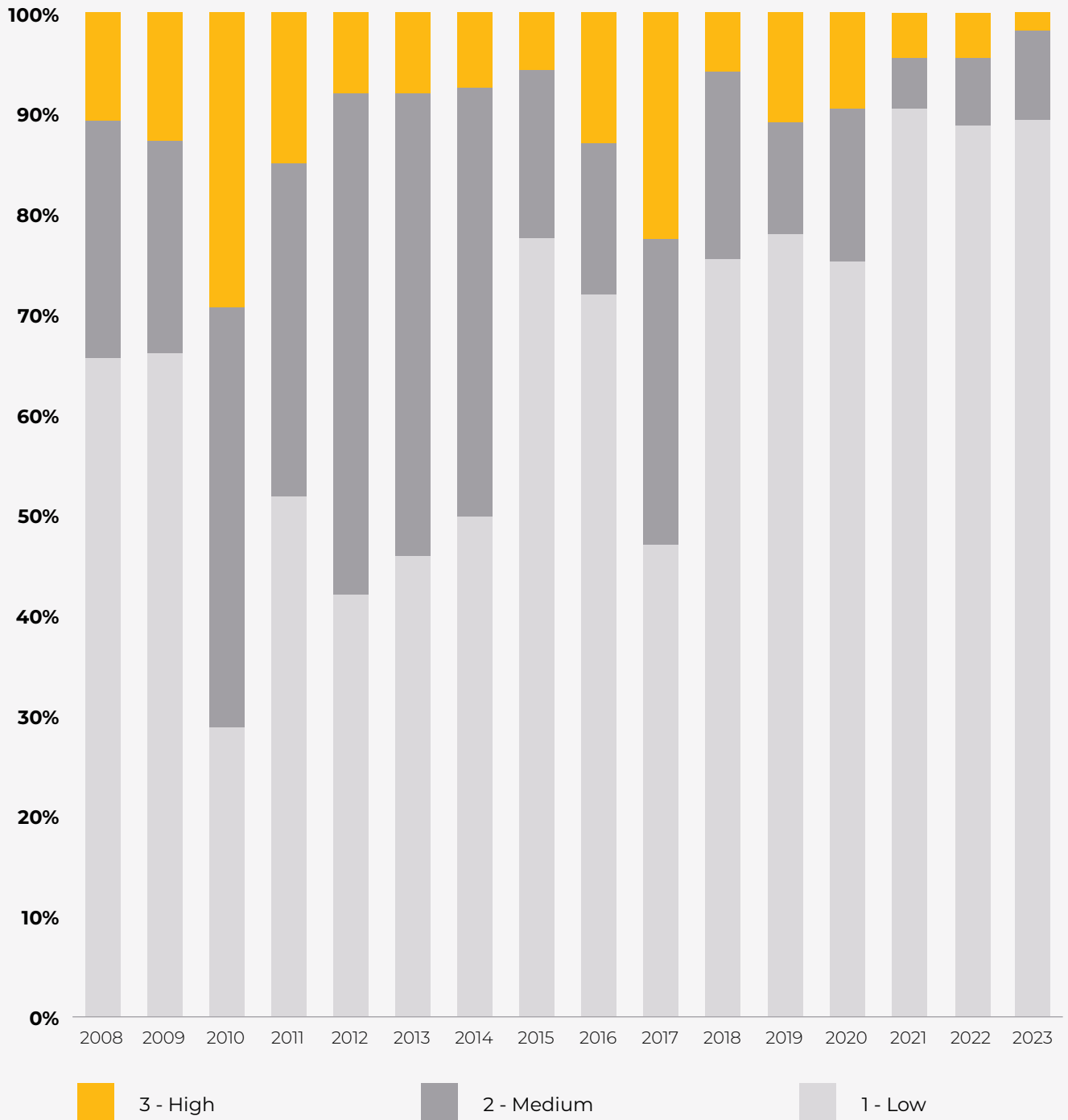
person designated to manage safety. All employees and contractors receive comprehensive training. We implement best practices for safety management across our operations to prevent spills and ensure preparedness for emergency response procedures. Our training materials are regularly reviewed and updated to account for advancements in chemical safety and environmental standards.

Perimeter maintains a culture of rigorous reporting of safety incidents and potential hazards. Reported incidents are investigated and corrective actions are taken when necessary. Our management system enables Perimeter to maintain a safe working environment and helps Perimeter prevent incidents, accidents, fatalities and illnesses. Trainings on EHS best practices and procedures is provided to all of our employees. Upon hiring, all employees receive training on compliance. This is supplemented with competency training that is based on employee responsibility. Employees participate in a career advancement program that ensures regular performance evaluation and development.



The percentage of high- and medium-severity ESH-related incidents has been steadily decreasing. This is a result of our efforts to learn from every event and put in place effective controls across our organization to prevent recurrence.

**Incident Severity Chart**



## Perimeter Summary of Benefits

- ✓ We offer a 401(k) program.
- ✓ We also offer employees the ability to save money on a tax-free basis through flexible spending accounts and health savings accounts.
- ✓ We offer competitive compensation programs that include base pay, bonuses, and equity grants. Our full-time employees also receive paid time off and holidays.
- ✓ Our equity compensation plans are designed to assist in attracting, retaining, motivating, and rewarding key employees and directors and promoting the creation of long-term value for our shareholders by closely aligning the interests of these individuals with those of our shareholders.
- ✓ Equity compensation, including performance-based stock options, is a significant component of our overall compensation strategy and value-based culture.
- ✓ We offer robust retirement savings programs globally. In the U.S. and Canada, we offer matching contributions to encourage participation in addition to discretionary company contributions.
- ✓ We offer generous health and welfare plans including medical, dental, vision, disability, life, and ancillary benefits.

## Employee Benefits

We encourage every one of our team members to form deeper relationships with those around them based on mutual respect, dignity, and understanding. The Company has an Affirmative Action Plan and an Equal Employment Opportunity policy, as well as a formal Code of Conduct. This policy drives a workplace and workforce that embraces the highest ethical and moral standards. Perimeter maintains a confidential employee hotline where employees or third parties (suppliers, vendors, customers) can report concerns. The Company's goal is to be the preferred place to work in our industry and to attract the best people by creating a culture that is exciting, creative, fun, and embraces continuous improvement.

Perimeter is committed to providing all employees with the opportunity to grow, connect, and thrive as a team member. In our locations, we compete with many local companies for talent. We have implemented talent strategies and market competitive wages and benefits to support talent acquisition and retention. To ensure the health and well-being of our employees, we aim to provide a robust health and wellness package.

Our executive compensation program is designed to align incentives with achievement of our strategic plan and both short- and long-term operating objectives. We utilize a variety of external, third-party, market data sources to ensure our compensation practices remain fair and competitive, including an external compensation consultant. Benefit trends are reviewed regularly, and plans are adjusted accordingly to remain competitive. The Compensation Committee is firmly committed to implementing an executive compensation program that aligns management and shareholder interests, encourages executives to drive sustainable shareholder value creation, mitigates risk, attracts top talent, and helps retain key people.

In addition to these actions, we have implemented surveys that encourage our employees to share their opinions and feedback. The results of the survey are analyzed and measured to learn how we can enhance and accelerate improvements in the attraction and retention in a difficult talent environment.



# Philanthropy

We believe that investing in local communities to create positive social and economic outcomes is at the heart of generating social impact. We believe in giving back to the communities in which we live and work. We support and empower our employees' efforts in their communities by providing opportunities to volunteer. Through strategic nonprofit partnerships, volunteerism, and philanthropy, our corporate responsibility is focused on contributing to the creation of a better world.

## 2022

### June

Sturgeon County donated a forklift to the local food bank in Fort Saskatchewan. We also had two employees drop out of First Aid training at the last minute and the spots were already paid for, so we invited two employees from the food bank to join in and receive OFA Level 1 First Aid Certification.



### November/December

Both Kamloops and Sturgeon County staff volunteered packing and unpacking boxes at their respective local food banks. The Sturgeon County crew also collected bottles throughout the year and donated the proceeds to their food bank.



### Throughout the year

Green Bay staff also volunteered at their local food pantry and helped sort incoming items for packing.

The Clayton office was an active member and sponsored events for the Clayton Chamber of Commerce, which provides resources to local businesses.



## Ongoing

Since 2016, Kamloops has been part of the Adopt-a-Road program where we visit our adopted street 3 times per year and clean up garbage.

Our Clayton office partners with students of St. Louis University to train and mentor future leaders. The Clayton office also gives back to the community through support of local non-profit organizations that enriches the lives and environment of the residents of St. Louis.



### Organizations we have partnerships with:

- International Association of Wildland Fire
- National Association of State Foresters
- Wildland Firefighter Foundation
- Western Forestry Leadership Council
- International Association of Fire Chiefs
- Western Fire Chiefs Association

Perimeter Solutions helped preserve history, treating Reagan Ranch in Santa Barbara, California, with PHOS-CHEK® FORTIFY® to provide greater wildfire protection, saving a historical 688-acre property at risk during the highly active 2021 wildfire season. Once PHOS-CHEK FORTIFY is applied, it helps render vegetation and other fuels where it's applied nonflammable. PHOS-CHEK FORTIFY is formulated to have extended durability and greater adherence to vegetation and other fuels in order to provide protection for an extended period of time. Unlike retardant dropped from aircraft, which is colored red to help pilots track where the retardant is dropped, the solution is clear. This innovation in long-term

retardants is relatively new and is starting to be widely adopted by utilities, railroads, insurance companies, homeowners, and other high hazard industries who are helping to prevent wildfire ignitions and proactively protecting their property from wildfires.

In 2022 and 2023, Perimeter Solutions remained a proud supporter of the Wildland Firefighter Foundation, a non-profit organization that assists families of wildland firefighters who have lost their lives or are injured in the line of duty. The Foundation relies on the generosity of organizations and individuals to continue to provide this needed assistance.





**Culture of  
Governance**



# Culture of Governance

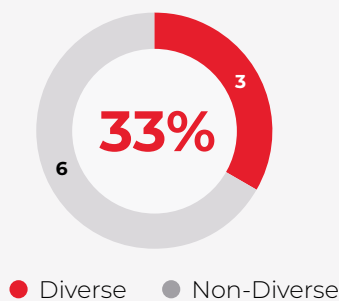
**The Company is committed to achieving excellence in our corporate governance practices. We emphasize a culture of accountability and conduct our business in a manner that is fair, ethical, and responsible to earn the trust of our stakeholders.**

The Company has comprehensive corporate governance policies and structures in place to foster accountability and transparency for our management team. These policies reflect our underlying commitment to maintain the highest standards of ethics and integrity and to operate our business in compliance with all applicable anti-corruption, anti-bribery, and anti-trust laws and

regulations. We feature an employee ethics and compliance hotline on our website where stakeholders can voice their ethics concerns. We continue to explore opportunities to increase accessibility to reporting options and improve the effectiveness of our responses to reported ethical concerns.

## Our Board

### Board Gender and Racial/Ethnic Diversity



**5/9**  
Independent

**100%**  
New in the last  
5 years

- ✓ 100% committed to Company Code of Conduct
- ✓ Board-level ESG oversight
- ✓ 33% of our Board have direct industry experience
- ✓ 56% of our Board have experience on other public boards

The Board of Directors is comprised of a majority of independent directors as defined by the listing standards and the Board's Corporate Governance Guidelines. For more information on the Company's Board of Directors or formal policies please visit the website: <https://ir.perimeter-solutions.com/>.



Core to our ethics and compliance program are ongoing communications and training to support our employees' understanding of Perimeter's expectations and policies. Employee training is web-based and in-person and addresses the regulations relevant to our business. Salaried employees are required annually to complete ethics and compliance training on rotating topics, and hourly employees receive training in person, through our legal, compliance, and human resource teams.

We encourage all Perimeter employees, suppliers, and stakeholders to speak up about possible legal or ethical issues. Concerns may be raised through numerous channels, including managers, Environment, Health and Safety personnel, human resources, Perimeter's legal and compliance department, or our hotline.

### Our Board Committees

Perimeter Solutions is committed to operating in a sustainable way. This commitment starts with comprehensive governance structures, policies, management committees, and practices designed to ensure transparency in reporting and accountability for our Board of Directors. Our Board is responsible for overseeing the management of our company. Our Board has adopted Corporate Governance Guidelines (the Governance Guidelines), which set forth our governance principles and policies relating to, among other things:

- Director independence;
- Director qualifications and responsibilities;
- Board structure and meetings;
- Management succession; and
- The performance evaluation of our Board.

Our Board has four standing committees: **Audit Committee**, **Compensation Committee**, **Corporate Governance & Nominating Committee**, and **Executive Committee**. Copies of the committee charters of each of the committees setting forth the responsibilities of the committees are available on our website. These standing committees provide oversight roles in various areas, including ESG and risk management, in each case, as discussed below.

**The Audit Committee** is responsible for reviewing the quarterly and annual financial statements that are filed with the Securities and Exchange Commission (SEC). The Audit Committee oversees risks in the areas of financial reporting, internal controls, and cybersecurity. Our IT team works 24/7 and uses a combination of industry tools and in-house innovative technologies to help protect our stakeholders against cybercriminals. We leverage the latest encryption configurations and cybertechnologies on our systems, devices, and third-party connections and further review vendor encryption to ensure proper information security safeguards are maintained.

**The Compensation Committee** is responsible for reviewing and approving the compensation of the Company's CEO and executive officers. In addition, the Compensation Committee reviews and approves equity awards and compensation packages applicable to the Company's executive officers and the independent Board members.

**The Corporate Governance & Nominating Committee** oversees structural governance and composition matters including recommending to the Board the allocation of oversight responsibilities to the Board committees. The Committee has recently expanded its responsibilities to reflect the committee's broader oversight regarding our ESG initiatives.

**The Executive Committee** is responsible for acting on behalf of the Board between Board meetings and while the Board is not in session and providing oversight over and making recommendations to the Board. Specifically, the Executive Committee considers the Company's capital allocation and capital markets activities; the Company's merger, acquisition, divestiture, and similar activities; the Company's overall strategy, including top-level organizational structure and products or markets served; the Company's public guidance and communications; investor relations activities; and other such other duties assigned by the Board.



## Meet Our Board

We are committed to principles of effective corporate governance and to high ethical standards, as well as compliance with all applicable governance standards of the SEC and New York Stock Exchange (NYSE). Highlights of the framework we have established for governance are outlined here, and further described below:

### Independence and Qualification of Committee Members

The Audit, Compensation, and Governance Committees of the Board are comprised of all Independent Directors.

All Directors on committees meet the applicable qualification requirements of the SEC and NYSE.

### Non-Classified Board

The Board is non-classified.

### Leadership Structure

The offices of the Chief Executive Officer and Co-Chairmen of the Board are separated.

### Risk Oversight

The Board is responsible for oversight of risk, including overseeing the assessment of risk and the appropriate balance of risk mitigation and the appropriate taking of risk.

These risk assessment and balancing tasks are also the responsibility of the Board's committees and the Company's management team.

### Open Communication

We encourage communication and solid working relationships among our Co-Chairmen of the Board, Directors, and the Chief Executive Officer.



Untreated fine fuels

Fine fuels treated with fire retardant



**W. Nicholas Howley****Co-Chairman****Director since 2021**

Mr. Howley co-founded TransDigm Group Inc., an aerospace manufacturing company, in 1993 and has served as the Chairman of TransDigm's board of directors since 2003. Mr. Howley served as Executive Chairman of TransDigm from 2018 to 2021, President and/or Chief Executive Officer of TransDigm from 2003 to 2018, and as President and/or Chief Executive Officer of TransDigm Inc. from 1998 through 2018. Mr. Howley holds a B.S. degree in mechanical engineering from Drexel University and an M.B.A. degree from Harvard Business School.

 **Qualifications**

**Mr. Howley's qualifications to serve include his experience as Chief Executive Officer and Chairman of TransDigm, Inc., developing and executing business and operational strategies, and his knowledge of public companies.**

**William N. Thorndike, Jr.****Co-Chairman****Director since 2021**

Mr. Thorndike founded Housatonic Partners, a leading middle market private equity firm with offices in Boston and San Francisco, in 1994, and has been a Managing Director since that time. Prior to founding Housatonic Partners, Mr. Thorndike worked with T. Rowe Price Associates, a global asset management firm, and Walker & Company, a publishing company, where he was named to its board of directors. Mr. Thorndike has served as a director of over 30 companies since founding Housatonic Partners. He is currently a director of CNX Resources Corporation, a natural gas company, and serves on various boards of directors of private companies. He also serves as a Trustee of WGBH, a public broadcaster serving southern New England, and the College of the Atlantic. Mr. Thorndike is the author of *The Outsiders: Eight Unconventional CEOs and Their Radically Rational Blueprint for Success*, which has been translated into 12 languages. Mr. Thorndike holds an A.B. degree in English and American Literature from Harvard University and an M.B.A. degree from Stanford University.


 **Qualifications**

**Mr. Thorndike's qualifications to serve on our Board include his extensive finance and investment experience, including experience as a member of other corporate boards, and his knowledge of public companies.**



**Tracy Britt Cool****Director****Director since 2021**


In 2020, Ms. Cool co-founded Kanbrick, a long-term investment partnership focused on acquiring and building great companies in the consumer and industrial sectors. From 2009 to 2020, Ms. Cool worked at Berkshire Hathaway, where she spent five years at Berkshire Hathaway's headquarters in Omaha as the Financial Assistant to the Chairman and five years as Chief Executive Officer of Pampered Chef, a Berkshire Hathaway subsidiary based in Chicago. At Pampered Chef, a provider of kitchenware products, Ms. Cool turned around a decade-long decline and achieved meaningful growth in revenue and earnings. Additionally, Ms. Cool served on the boards of directors of several Berkshire Hathaway companies including Kraft Heinz, Benjamin Moore, Oriental Trading Company, Larson Juhl, and Johns Manville, as well as Blue Apron. Ms. Cool combines her passion for long-term value investing with her experience as an entrepreneurial-minded operator to help take mid-size companies to the next level. Ms. Cool is the co-founder of Smart Woman Securities, an organization that provides personal finance and investment education to undergraduate women. Ms. Cool holds an A.B. degree in economics from Harvard College and an M.B.A. degree from Harvard Business School.

 **Qualifications**

**Ms. Britt Cool's qualifications to serve on our Board include her executive leadership experience particularly in setting strategic direction and developing and executing financial and operating strategies, experience as an investor in private and public companies, and experience as a member of other corporate boards.**

**Haitham Khouri****Director, Chief Executive Officer****Director since 2021**

Haitham Khouri is the Chief Executive Officer for Perimeter Solutions. He joined the Company in 2021, upon its acquisition by EverArc Holdings, and previously served as Perimeter's Vice Chairman. Mr. Khouri is a founder of EverArc Holdings, and has more than 15 years of experience as an investor in private and public companies, starting his career as an analyst at JP Morgan. Mr. Khouri earned a B.A. in Economics from Cornell University and an M.B.A. with Distinction from Harvard Business School.


 **Qualifications**

**Mr. Khouri's qualifications to serve on our Board include his experience as an investor in private and public companies.**



**Vivek Raj****Director****Director since 2021**


Mr. Raj is a founding member of EverArc Holdings, Inc. Prior to founding EverArc, Mr. Raj founded Geneses Investments, a private investment firm, in 2018. Mr. Raj was a private equity investor between 2011 and 2018 and before that held operational roles in the energy industry. Mr. Raj holds a Bachelor of Technology from the Indian Institute of Technology, Delhi, and an M.B.A. from Harvard Business School.

 **Qualifications**

**Mr. Raj's qualifications to serve on our Board include his experience as an investor in private companies, experience as a member of other corporate boards, and his operating experience.**

**Edward Goldberg****Director, Vice Chairman****Director since 2021**

Edward (Eddie) Goldberg is the Vice Chairman for Perimeter Solutions. He brings more than 18 years of executive leadership to fire safety products and operations. Before joining Perimeter Solutions, Mr. Goldberg was Business Director for ICL Performance Additives and Solutions, where he held general management responsibility for the company's global fire safety segment. Mr. Goldberg is credited with building ICL's global fire safety business, focusing on products for wildland fire management and municipal and industrial fire suppression. Mr. Goldberg holds a B.S. in Chemical Engineering from Cornell University.

 **Qualifications**

**Mr. Goldberg's qualifications to serve on our Board include his extensive knowledge of Perimeter Solutions and his years of executive leadership in the global fire safety business.**

**Sean Hennessy****Director****Director since 2021**

Mr. Hennessy is the retired Senior Vice President, Corporate Planning, Development & Administration of The Sherwin Williams Company, a manufacturer and distributor of coatings and related products, serving in that role from January 2017 to March 2018 in connection with the company's integration of its Valspar acquisition. Prior to that Mr. Hennessy served as Chief Financial Officer of The Sherwin Williams Company from 2001 to 2016. He is a certified public accountant. Mr. Hennessy also serves on the board of directors of TransDigm. Mr. Hennessy holds a Bachelor's degree from the University of Akron.

 **Qualifications**

**Mr. Hennessy's qualifications to serve on our Board include his experience as Chief Financial Officer at The Sherwin Williams Company, experience as a member of other corporate boards, and his knowledge of public companies.**



**Robert S. Henderson****Director****Director since 2021**

Mr. Henderson has been the Vice Chairman at TransDigm since 2017. He also served as the COO of TransDigm's Airframe Segment from 2014 to 2016 and as Executive Vice President from 2005 to 2014. From 1999 to 2008 he also served as President of AdelWiggins Group, a division of TransDigm. Mr. Henderson has significant experience integrating acquisitions and leading multiple operating units concurrently. Mr. Henderson holds a Bachelor's degree in Mathematics from Brown University.

 **Qualifications**

**Mr. Henderson's qualifications to serve on our Board include his experience as Vice Chairman at TransDigm, his executive leadership experience, and his knowledge of public companies.**

**Bernt Iversen II****Director****Director since 2022**

Mr. Iversen most recently served as Executive Vice President — Mergers & Acquisitions and Business Development of TransDigm from May 2012 to December 2020. Prior to that, Mr. Iversen served as Executive Vice President of TD Group from December 2010 through May 2012 and as President of Champion Aerospace LLC, a wholly-owned subsidiary of TransDigm Inc., from June 2006 to December 2010. Mr. Iversen holds a Bachelor's degree in Engineering from Western Michigan University.

 **Qualifications**

**Mr. Iversen's qualifications to serve on our Board include his experience as Executive Vice President at TransDigm, his executive leadership experience, and his knowledge of public companies.**

**Data Security**

The primary goal of our data security program is to maintain cybersecurity defenses with capabilities that are best in class within our industry. We use examination guidelines, frameworks, and privacy laws to guide us in consistently meeting legal and regulatory requirements. Ensuring the privacy and security of data is critical to the success of our business as well as building the trust of our stakeholders.

This commitment to data security starts at the top with oversight by the Board and the Audit Committee. These reports focus on leadership's efforts to comply with evolving privacy and data management regulations as well as the ever-changing threat landscape. This cross-functional, multilevel approach promotes leadership engagement on strategic data initiatives and associated risk management. Furthermore, our team members are responsible for complying with our cybersecurity standards and complete mandatory training throughout the year to understand the behaviors and technical requirements necessary to keep information secure. We also offer ongoing practice and education for team members to recognize and report suspicious activity. Our IT security team performs annual penetration testing, vulnerability scanning, and monitoring of any potentially suspicious activity across our enterprise.





This annex expands transparency through key quantitative data compiled in accordance with the SASB and TCFD frameworks, along with additional details on our workforce, revenues, sales, stakeholders, locations, and certification. Report data covers all global operations unless otherwise noted. In developing our ESG Report, we have compiled metrics organized by key ESG themes incorporated within our tables and throughout our organization. Perimeter member companies best classify into the SASB classifications for Chemicals and Industrial Machinery & Goods. Our reporting reflects that classification.

# Frameworks

# SASB Table

SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
GREENHOUSE GAS EMISSIONS	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	<b>RT-CH-110a.1</b>	<b>See Narrative Response</b>	Perimeter Solutions is not a significant emitter of Scope 1 GHG emissions.
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	<b>RT-CH-110a.2</b>	<b>See Narrative Response</b>	The base components of our products are manufactured by a third-party and then mixed at our facilities. Therefore, our Scope 1 emissions are insignificant and primarily come from heating our office buildings. When it comes to our commitment to the environment, we prioritize our energy and electricity efficiency. See SASB disclosure RT-CH-130a.1 and page 10 of this report for more information.
AIR QUALITY	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	<b>RT-CH-120a.1</b>	<b>See Narrative Response</b>	Non-GHG emissions, such as NO <sub>x</sub> , SO <sub>x</sub> , VOCs, and HAPs, have been deemed as having a minimal risk to the business. However, we do control these emissions in compliance with regulatory requirements and permits where applicable.
ENERGY MANAGEMENT	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	<b>RT-CH-130a.1</b> <b>RT-IG-130a.1</b>	<b>(1) 8,453.9 GJ</b> <b>(2) 100%</b> <b>(3) 142.4 GJ</b> (Biomethane Credit) <b>(4) 0 GJ</b>	See Data.



SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
WATER MANAGEMENT	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<b>RT-CH-140a.1</b>	<b>(1) 10,954.2 m<sup>3</sup> (2) 0.31% from regions of High Baseline Water Stress</b>	Our primary fire retardant production facility is located in Rancho Cucamonga, California, currently defined as an area with Extremely High Baseline Water Stress. The rest of our facilities are not located in areas of High or Extremely High Baseline Water Stress.
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	<b>RT-CH-140a.2</b>	<b>0</b>	Perimeter Solutions did not have any incidents of non-compliance associated with water quality, permits, standards, or regulations.
	Description of water management risks and discussion of strategies and practices to mitigate those risks	<b>RT-CH-140a.3</b>	<b>See Narrative Response</b>	<p>Risks involving environmental regulations, including those related to climate change and water management, are included within our enterprise risk management process, overseen by our Board of Directors. Our Board oversees the implementation of risk mitigation strategies by management accordingly.</p> <p>Our Fire Safety business is centered around reducing the water needed for firefighting. Our products are more efficient and dramatically reduce the amount of water used to help slow, stop, and prevent fires.</p> <p>Our fire retardants chemically alter fuels (e.g., vegetation) and render them non-flammable, eliminating the need for water to be used. Our Class A foam is specially formulated to make water more effective for structural fire suppression, reducing the amount of water needed to extinguish the fire.</p> <p>In our own operations, we have been, and will continue to, implement water treatment plants at our facilities to recycle water used in our production processes.</p>



SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
<b>HAZARDOUS WASTE</b>	Amount of hazardous waste generated, percentage recycled	<b>RT-CH-150a.1</b>	<b>105.19 mt</b> <b>0% recycled</b>	We produce hazardous chemicals, which are subject to regulation by many U.S. and non-U.S. national, supranational, state, and local governmental authorities. We are in compliance with all applicable environmental laws governing the use, storage, discharge, and disposal of hazardous toxic material. We are committed to protecting the environment and look for ways to reduce the amount of waste we produce, including changing our formulas to minimize trace amounts of hazardous substances, encouraging recycling throughout our offices, and increasing the use of e-records and e-signing technology.
<b>COMMUNITY RELATIONS</b>	Discussion of engagement processes to manage risks and opportunities associated with community interests	<b>RT-CH-210a.1</b>	<b>See Narrative Response</b>	<p>Perimeter Solutions is committed to improving the communities in which we operate through targeted outreach and involvement programs. Community relations are managed at the site level, where we regularly contribute time, material, and money to local community services.</p> <p>We are members of various business improvement associations, such as the Chamber of Commerce and industrial park alliance. Each year, our Kamloops facility hosts an Annual Pancake Breakfast to collect donations for the Kamloops Women's Shelter.</p> <p>We donate and volunteer at food banks and neighborhood beautification projects. For the past eight years, employees at our Kamloops facility have participated in litter clean-ups through the city's Adopt-A-Road program.</p> <p>We also participate in school education programs, host school tours of our facilities, and contribute to fire and police department publications for children.</p> <p>More information can be found on pages 19–20 of this report.</p>



SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
WORKFORCE HEALTH & SAFETY	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	<b>RT-CH-320a.1</b> <b>RT-IG-320a.1</b>	<b>Direct Employees:</b> - TRIR: 2.5 - LTIR: 1.2 - Fatalities: 0  <b>Contractors:</b> - TRIR: 1.2 - LTIR: 0.7 - Fatalities: 0	The frequency and severity of incidents have consistently declined for the past five years.
	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	<b>RT-CH-320a.2</b>	<b>See Narrative Response</b>	Our commitment to safety is an essential part of our operating model with a predict-and-prevent culture. We are dedicated to building, designing, maintaining, and operating our facilities to effectively manage process safety and other hazards, and to minimize risks.  Our Board of Directors has standing EHS discussions quarterly, with more detailed reporting provided to the Board on a semi-annual basis.  We have implemented a detailed EHS roadmap to ensure world class safety across our operations. We have task teams and a worksite Health & Safety Committee in place to assess and mitigate risk through analysis, problem solving, and planning. We provide training to our employees, including key leadership, and have a reward system in place to support “before the fact” injury and illness prevention.
PRODUCT DESIGN FOR USE-PHASE EFFICIENCY	Revenue from products designed for use-phase resource efficiency	<b>RT-CH-410a.1</b>	<b>\$261.2 million</b>	Figure represents the net sales from our Fire Safety business segment.



SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
SAFETY & ENVIRONMENTAL STEWARDSHIP OF CHEMICALS	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	<b>RT-CH-410b.1</b>	<b>0</b>	None of our products contain GHS Category 1 or 2 Health and Environmental Hazardous Substances.
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	<b>RT-CH-410b.2</b>	<b>See Narrative Response</b>	<p>Perimeter Solutions is committed to manufacturing superior products while at the same time protecting and preserving the Earth's natural resources. We are in compliance with all applicable laws, regulations, and regulatory agreements, including REACH, which requires comprehensive reports, testing data, and chemical safety assessments of our products.</p> <p><b>Phosphorus pentasulfide (P<sub>2</sub>S<sub>5</sub>):</b> Most of the products we manufacture are benign, aside from P<sub>2</sub>S<sub>5</sub>, used in our Specialty Products business. We prioritize product stewardship and have been involved in discussions with governmental committees surrounding the regulation of this chemical. We have strong policies in place for environmental and safety handling, including extensive brochures and safety dialogues for our customers who use the product. For certain Perimeter products, such as P<sub>2</sub>S<sub>5</sub>, Perimeter Solutions will not allow anyone to take possession of the product without us physically visiting the site to ensure the customer is capable of handling such a chemical.</p> <p><b>Perfluoroalkyl and polyfluoroalkyl substances (PFAS)</b> A subset of our Class B firefighting foams contain fluorine chemicals and Perimeter Solutions is actively working to eliminate PFAS from all of our products. Recent breakthroughs in product development will accelerate this process.</p>



SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
<b>GENETICALLY MODIFIED ORGANISMS</b>	Percentage of products by revenue that contain genetically modified organisms (GMOs)	<b>RT-CH-410c.1</b>	<b>See Narrative Response</b>	Perimeter Solutions does not offer any products that contain GMOs.
<b>MANAGEMENT OF THE LEGAL &amp; REGULATORY ENVIRONMENT</b>	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	<b>RT-CH-530a.1</b>	<b>See Narrative Response</b>	Over the years, Perimeter Solutions has provided input for regulation of P <sub>2</sub> S <sub>5</sub> and PFAS chemicals in certain firefighting foams.
<b>OPERATIONAL SAFETY, EMERGENCY PREPAREDNESS &amp; RESPONSE</b>	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	<b>RT-CH-540a.1</b>	<b>PSIC: 0 PSTIR: 0 PSISR: 0</b>	Process Safety data is only applicable to our Specialty Products business segment.
	Number of transport incidents	<b>RT-CH-540a.2</b>	<b>0</b>	See 2022 Data.
<b>FUEL ECONOMY &amp; EMISSIONS IN USE-PHASE</b>	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	<b>RT-IG-410a.1</b>	<b>N/A</b>	These metrics are not applicable to our business. Perimeter Solutions does not produce vehicles, generators, or engines.
	Sales-weighted fuel efficiency for non-road equipment	<b>RT-IG-410a.2</b>	<b>N/A</b>	
	Sales-weighted fleet fuel efficiency for stationary generators	<b>RT-IG-410a.3</b>	<b>N/A</b>	



SASB TOPIC	SASB METRIC	SASB CODE	DATA	NARRATIVE RESPONSE
<b>FUEL ECONOMY &amp; EMISSIONS IN USE-PHASE (CONT.)</b>	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	<b>RT-IG-410a.4</b>	<b>N/A</b>	These metrics are not applicable to our business. Perimeter Solutions does not produce vehicles, generators, or engines.
<b>MATERIALS SOURCING</b>	Description of the management of risks associated with the use of critical materials	<b>RT-IG-440a.1</b>	<b>See Narrative Response</b>	<p>One of the main risks associated with the use of our critical materials is ensuring their availability from our suppliers on a long-term basis. We have long-term contracts with three suppliers of phosphorus and sulfur for our P<sub>2</sub>S<sub>5</sub> product. Our suppliers are strategically placed in different regions to mitigate risk arising from natural disasters.</p> <p>Another risk stems from the possibility of regulation imposed on the chemicals used in our products. Perimeter Solutions remains at the forefront of product innovation to mitigate this risk.</p>
<b>ACTIVITY METRICS</b>	Production by reportable segment	<b>RT-CH-000.A</b>	<b>Fire Safety:</b> - Fire Retardant: 25,000 mt - Concentrated Firefighting Foam: 2,450 m <sup>3</sup> - Specialty Products: 25,200 mt	See 2022 Data.
	Number of employees	<b>RT-IG-000.B</b>	<b>226 full time 14 part time</b>	As of December 31, 2022, we had 226 full-time employees and 14 temporary, seasonal or part-time employees. Our employees are not represented by any labor union, and we have never experienced a work stoppage or strike.



# TCFD Table

## GOVERNANCE

### DISCLOSURE

### RESPONSE

#### A) DESCRIBE THE BOARD'S OVERSIGHT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES.

Risks related to climate change are integrated into our enterprise risk management process, which is overseen by our Board of Directors. The Board oversees risk assessment and management as well as risk mitigation strategies.

Additionally, the Corporate Governance & Nominating Committee, which is one of the Board's four standing committees, has direct oversight of ESG initiatives.

#### B) DESCRIBE MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES.

Our senior management team develops the Company's ESG strategic direction and is driving progress through an internal ESG working group led by a cross-functional team of executives representing Business, Operations, Human Resources, Investor Relations, and Legal and Compliance. The Board oversees our ESG strategy and initiatives as well as the management team's performance in achieving ESG goals.

The senior management team is focused on ensuring our business is prepared to comply with increased regulations and stricter environmental standards as climate change concerns become more prevalent.

## STRATEGY

### DISCLOSURE

### RESPONSE

#### A) DESCRIBE THE CLIMATE-RELATED RISKS AND OPPORTUNITIES THE ORGANIZATION HAS IDENTIFIED OVER THE SHORT, MEDIUM, AND LONG TERM.

Please see Risks and Opportunities Table on page 38.

#### B) DESCRIBE THE IMPACT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING.

#### C) DESCRIBE THE RESILIENCE OF THE ORGANIZATION'S STRATEGY, TAKING INTO CONSIDERATION DIFFERENT CLIMATE-RELATED SCENARIOS, INCLUDING A 2°C OR LOWER SCENARIO.

Perimeter Solutions does not currently incorporate scenario analysis into our organizational strategy.



## STRATEGY (CONT.)

## RISKS AND OPPORTUNITIES TABLE

TYPE	DRIVER	RISKS/OPPORTUNITIES	OUR STRATEGIC ACTIONS
Physical Risk	Weather-related supply chain disruptions	One of the main risks associated with the use of our critical materials is ensuring their availability from our suppliers on a long-term basis and avoiding weather-related disruptions.	Our suppliers are strategically placed in different regions to mitigate risk arising from natural disasters.
Regulatory Risk	Increased regulation of hazardous chemicals	Risk stems from the possibility of regulation imposed on the chemicals used in our products.	Perimeter Solutions remains at the forefront of product innovation to mitigate this risk.
	Increased regulation of GHG emissions	We could face increased capital and operating costs to comply with GHG emissions regulations.	We are measuring and monitoring our Scope 1 & Scope 2 GHG emissions to inform preparedness.
	New environmental regulations related to climate change and water management	The adoption of new laws, rules or regulations related to climate change poses risks that could harm our results of operations or affect the way we conduct our businesses. For example, new or modified regulations could require us to make substantial expenditures to enhance our environmental compliance efforts.	We closely monitor upcoming regulations to best position ourselves for compliance.
Market Risk	Decreased demand for products	The demand for our fire retardant products can be significantly impacted by the climate. Weather-related and other events can drive fluctuations in demand. We may see a decrease if wildfire events decrease. This may lead us to incur increased costs in our efforts to produce enough products and to transport our products to our customers in a timely matter.	While fire retardant is primarily used to stop or slow the spread of active wildland fires, our fire retardant is also increasingly utilized in a preventative capacity. We are expanding our offerings to several high-hazard industries.
Market Opportunity	Increased demand for products	The demand for our fire retardant products can be significantly impacted by the climate. Weather-related and other events can drive fluctuations in demand and we may see an increase if wildfire events increase.	While fire retardant is primarily used to stop or slow the spread of active wildland fires, our fire retardant is also increasingly utilized in a preventative capacity. We are expanding our offerings to several high-hazard industries.
	Product innovation	We have made significant enhancements in safety, environmental stewardship, and effectiveness, as well as advancements in visibility and aerial drop performance. We consistently release new standard-setting products that combine high performance with improved environmental performance.	We work in partnership with the USDA Forest Service wildland fire chemicals group to characterize and develop new products.



**RISK MANAGEMENT****DISCLOSURE**

**A) DESCRIBE THE ORGANIZATION'S PROCESSES FOR IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS.**

**B) DESCRIBE THE ORGANIZATION'S PROCESSES FOR MANAGING CLIMATE-RELATED RISKS.**

**C) DESCRIBE HOW PROCESSES FOR IDENTIFYING, ASSESSING, AND MANAGING CLIMATE-RELATED RISKS ARE INTEGRATED INTO THE ORGANIZATION'S OVERALL RISK MANAGEMENT.**

**RESPONSE**

Risk assessment and the appropriate balance and taking of risks falls within the responsibility of the Board's committees and the Company's management team as part of our enterprise risk management process.

Climate-related risks are primarily located within the categories of risks related to our business and industry and risks related to regulatory and legal matters. We assess climate-related risks in relation to their direct impact on our ability to operate and our financial position.

**METRICS AND TARGETS****DISCLOSURE**

**A) DISCLOSE THE METRICS USED BY THE ORGANIZATION TO ASSESS CLIMATE-RELATED RISKS AND OPPORTUNITIES IN LINE WITH ITS STRATEGY AND RISK MANAGEMENT PROCESS.**

**B) DISCLOSE SCOPE 1, SCOPE 2, AND, IF APPROPRIATE, SCOPE 3 GREENHOUSE GAS (GHG) EMISSIONS, AND THE RELATED RISKS.**

**C) DESCRIBE THE TARGETS USED BY THE ORGANIZATION TO MANAGE CLIMATE-RELATED RISKS AND OPPORTUNITIES AND PERFORMANCE AGAINST TARGETS.**

**RESPONSE**

Perimeter Solutions recognizes the need to comply with increased regulations and stricter environmental standards as climate change concerns become more prevalent. We track capital investments to reduce energy use during manufacturing and we work to improve our environmental stewardship of electricity, natural gas, and water.

Scope 1: 654.94 MT CO<sub>2</sub>e  
Scope 2: 1,224.77 MT CO<sub>2</sub>e

Perimeter is tracking and calculating our annual Scope 1 and Scope 2 GHG emissions using the EPA's Center for Corporate Climate Leadership GHG Inventory Guidance and GHG Emissions Calculator.

We will be using our inaugural 2022 GHG emissions inventory as our initial assessment for future years of reporting and target setting for climate-related risks and opportunities.



# EEO-1 Table

## 2022 Employer Information Report U.S. EEO-1 Consolidated Report

Perimeter Solutions  
8000 Maryland Avenue, Suite 350  
Clayton, MO 63105

JOB CATEGORIES	HISPANIC/ LATINO		NOT HISPANIC OR LATINO												TOTALS
	MALE	FEMALE	MALE						FEMALE						
			WHITE	BLACK/ AFRICAN AMERICAN	NATIVE HAWAIIAN/ PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN/ ALASKAN NATIVE	TWO+ RACES	WHITE	BLACK/ AFRICAN AMERICAN	NATIVE HAWAIIAN/ PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN/ ALASKAN NATIVE	TWO+ RACES	
Executive / Sr. Officials / Managers	0	0	6	0	0	0	0	0	1	0	0	1	0	0	<b>8</b>
First/Mid-Level Officials & Managers	4	0	16	0	1	3	0	2	3	0	0	2	0	1	<b>32</b>
Professionals	1	1	23	1	0	1	0	1	3	0	0	0	0	0	<b>31</b>
Technicians	3	0	3	0	0	0	0	0	0	0	0	0	0	0	<b>6</b>
Sales Workers	1	0	3	0	0	0	0	0	0	0	0	0	0	0	<b>4</b>
Administra- tive Support	0	1	4	0	0	0	0	0	6	0	0	0	0	1	<b>12</b>
Craft Workers	0	0	3	0	0	0	0	0	0	0	0	0	0	0	<b>3</b>
Operatives	14	1	12	0	0	0	0	0	1	0	0	0	0	1	<b>29</b>
Laborers & Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
Service Workers	0	2	0	0	0	0	0	0	0	0	0	0	0	1	<b>3</b>
<b>TOTAL</b>	<b>23</b>	<b>5</b>	<b>70</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>128</b>



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