



# 2023 SUSTAINABILITY REPORT







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## From Our CEO

For over two decades, we've taken pride in supplying dependable and affordable transportation fuels and energy products that enable consumers' daily lives.

We challenge ourselves to provide these important energy products in an environmentally and socially responsible manner, with the right governance structure to create accountability.

We know a focus on sustainability enables our long-term success in the evolving energy landscape. We are exploring projects that will provide meaningful reductions in our carbon footprint, while also providing value to our shareholders and customers.

We value our sustainability mission, just as we value our employees, the communities we operate in, and the environment that we all share. As part of our journey, we're continuing to embed sustainability in our strategy and throughout our business. I'm excited to share our progress in this 2023 Sustainability Report.

Highlights that are particularly meaningful to me and my leadership team include:

### **Achieving Top Marks in Governance Ratings:**

Delek has focused on implementing best-in-class governance systems that ensure strong results today and will ensure that Delek remains a resilient, adaptive company that can align with future changing business conditions and societal priorities. I'm proud that Delek has recently achieved Institutional Shareholder Service's (ISS) top Governance Quality Score. This third party evaluation reflects Delek's strong board membership and structure, responsible compensation practices, focus on shareholder rights, and diligent oversight of risk.

### **"Driving to Zero" Focus Delivering Results:**

Safe and reliable operations remains a Core Value for Delek, and is foundational to delivering on all of our other commitments. We remain relentlessly focused on protecting our fellow employees and our communities. We believe creating an incident-free workplace is possible, and the "Drive to Zero" effort we launched in 2022 has begun to deliver results. In 2023, Delek delivered its best ever safety performance, and has been recognized for this performance by third parties, as detailed further in the "Safety Performance" section of this report. We continue to prioritize resources to safety infrastructure improvements and to advance our safety culture through company-wide safety education and focus. Despite these satisfying results, we will maintain our intense, united focus on "driving to zero" and will not allow ourselves to become distracted or complacent.

### **Leaning In to the Carbon Technology Challenge:**

Delek is excited to play a leading role in advancing industry-first carbon management technology solutions that help energy providers reduce their carbon footprint. Delek has been selected by the Department of Energy's Office of Clean Energy Demonstrations to negotiate a cost-sharing agreement in support of a carbon capture pilot project at our Big Spring, TX refinery. Delek is working with industry leading partners to advance carbon capture technology in a safe and environmentally responsible manner. This carbon capture project demonstrates Delek's commitment to be a leader in the energy transition, while meeting our financial and other objectives for stakeholders.

We are continuing to advance on Delek's sustainability journey. With the efforts of the committed and energized workforce that I get to engage with every day, I'm confident that we will be successful in meeting our goals. We will continue to focus on tangible actions that create a diverse, equitable, and inclusive work environment that will only make our company stronger.

We remain relentlessly focused on driving to deliver secure, sustainable, responsible energy products that meet our society's needs, and create value for shareholders, far into the future.

**AVIGAL SOREQ**  
President & CEO

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# About This Report

The narrative text that follows highlights many enhancements Delek has made in its sustainability performance during 2023. Data included in the report represents calendar year 2023 results.





# Overview

Founded in 2001, Delek US Holdings, Inc. (NYSE: DK) is a downstream energy company with assets in petroleum refining, logistics, retail stores, asphalt, and renewables. We are proud of our culture of excellence, strong financial position and track record of growth. We are committed to responsible corporate citizenship, while creating exceptional value for our customers and shareholders.

## Delek at a Glance:

### Refining:

4

inland refineries

- Tyler, TX
- Big Spring, TX
- El Dorado, AR
- Krotz Springs, LA

~70%

of crude sourced from Permian Basin

~302,000

barrels per day of refining capacity

### Retail:

~250

convenience Stores

### Logistics:

4

business lines

- Gathering & Processing
- Wholesale Marketing & Terminalling
- Storage & Transportation
- Pipeline Joint Ventures

~1,970 miles

of pipeline and gathering infrastructure

~200

company-operated trucks

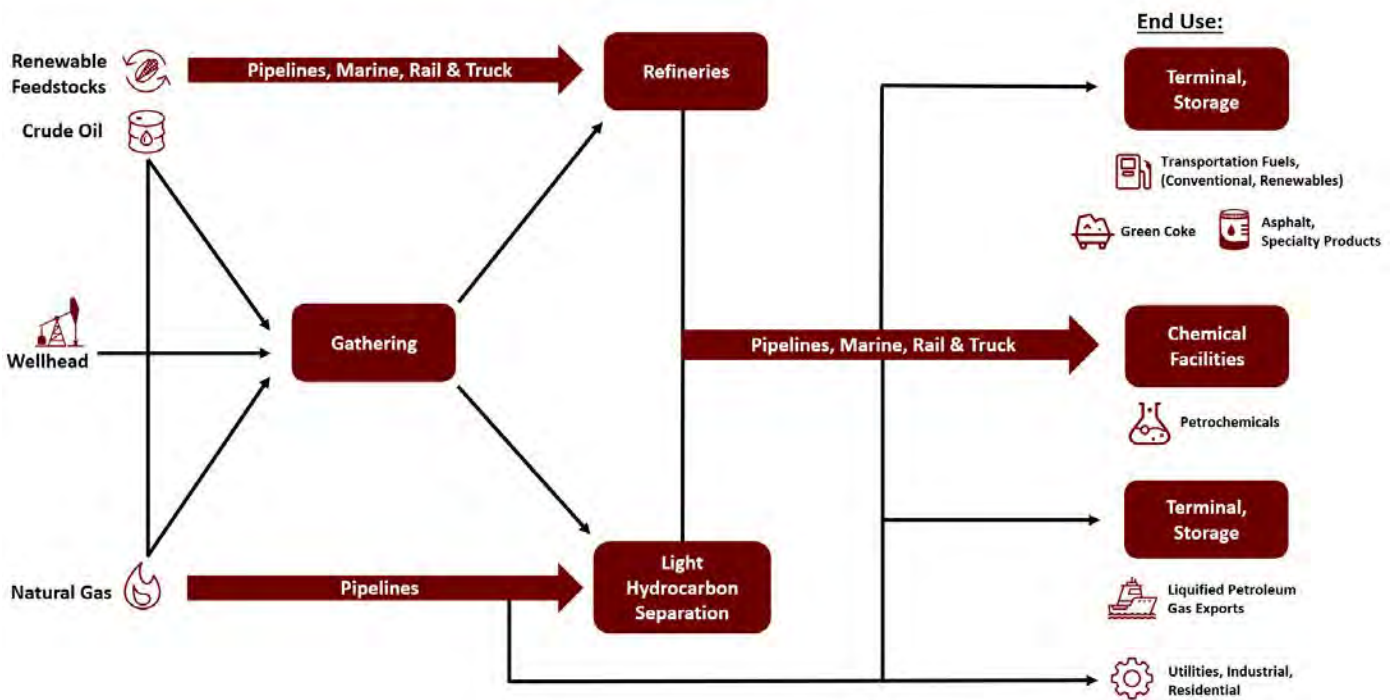
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terminals

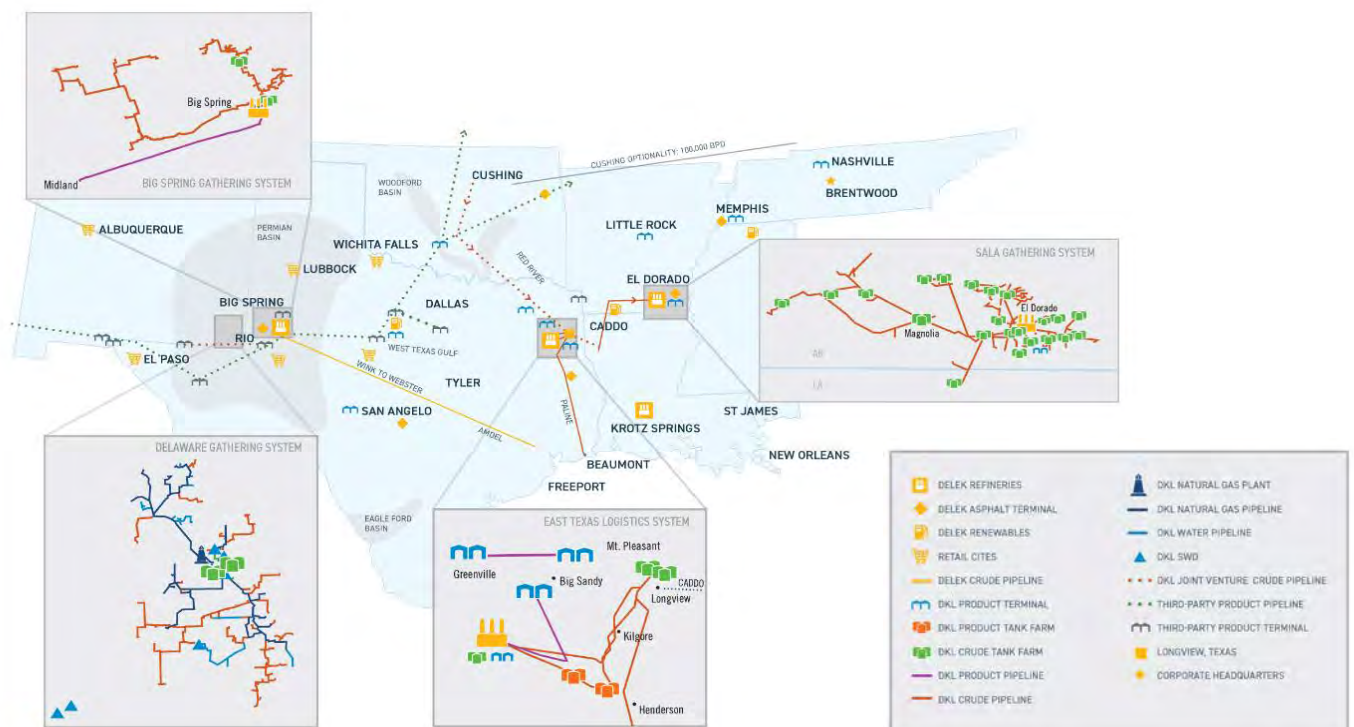
~10.8 MM

barrels storage capacity

## Delek Value Chain



## Delek Assets Map





**ENVIRONMENT:  
IMPROVING ENERGY**



# Environment: Improving Energy

Delek is focused on responsibly managing the environmental impact of our products, while meeting the critical energy needs of our communities. We're constantly evaluating new technologies and methods to produce less carbon-intensive fuels, and ways to reduce the environmental impact of our traditional fuel products. Delek is engaging with government entities and third-party carbon technology companies to help advance the state of carbon reduction technology in our industry. Delek is committed to playing its part in a responsible, effective transition to provide transportation fuels with a lower carbon life-cycle.

## Innovation

Since 2018, Delek has operated an in-house technology transformation department, Delek Innovations (DKI). DKI's mission is to identify technologies beneficial to the efficient and environmentally responsible operation of our facilities. DKI's engagement in the technology space helps position Delek for a successful energy transition. We're targeting our efforts on technology partnerships that will capitalize on our existing asset profile and focus on technologies that can deliver an improved carbon profile. We evaluate and work toward these innovations in partnership with our Labor Unions and our communities.

## Partnering to Advance Carbon Capture

Delek is proud to have been selected by the Department of Energy's Office of Clean Energy Demonstrations to negotiate a cost-sharing agreement in support of a carbon capture pilot project at the Big Spring Refinery. The proposed project would deploy second-generation carbon capture technology, and is expected to capture 145,000 metric tons of carbon dioxide per year. The Carbon Dioxide is expected to be transported for permanent storage or utilization. This pilot project is expected to help advance commercialization of carbon capture technology. The project will also add energy transition jobs to the Big Spring area.

## Greenhouse Gas Emissions (GHG)\*

In November 2021, Delek was the first U.S. small to mid-cap refiner to announce a greenhouse gas reduction target. We're committed to continuing to be forward-thinking as we deliver reductions in our emissions profile. Our plans to achieve these reductions include, but are not limited to:

- Innovative technology investment,
- Carbon Capture
- Operational energy efficiencies,
- Increased application of renewable power
- Refinery Fuel Gas Optimization

As Greenhouse Gas reporting methodologies are becoming more consistent world-wide, Delek continues to provide stakeholders with transparent greenhouse gas emission reporting consistent with best practices and governing body disclosure requirements. During 2023, Delek worked with third-party experts to realign its internal reporting structures to more closely follow the current version of The Greenhouse Gas Protocol: Corporate Accounting Standard (published by the World Resource Institute), and anticipated U.S. Securities and Exchange Commission Climate Disclosure regulations. As part of this alignment effort, Delek has updated its Greenhouse Gas reduction tracking in the following manner:

- Application of a 2022 "baseline" year that is more reflective of the current operational boundaries
- Application of a 25% Scope 1 and 2 emission reduction target, measured on an intensity basis, by 2030

More detail regarding these updates, and how they provide better transparency for stakeholders can be found in the "Metrics and Targets" section of the Appendix of this report.

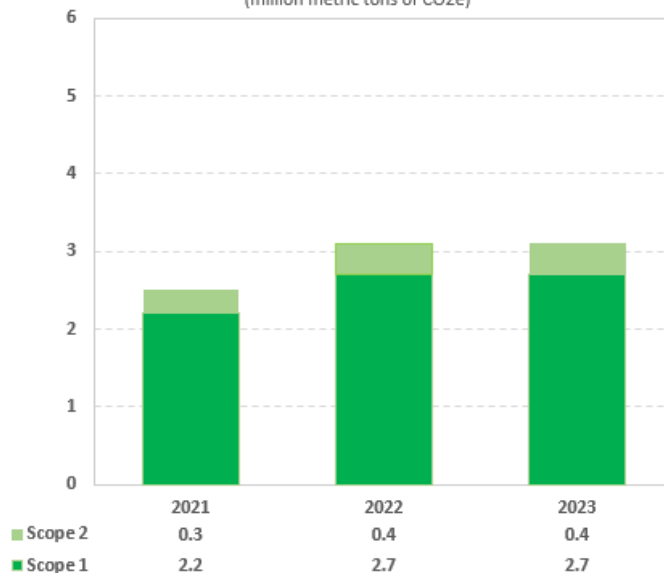
Emissions figures contained in this report cover the 2023 calendar year. We are tracking and reporting Scope 1 and 2 emissions for Delek Operations (Refining, Renewables, Retail, Pipeline Stations, Product Terminals, Transportation, Corporate Offices and Joint ventures under operational control). For Scope 3 emissions, we are reporting the emissions that occur when consumers use our refinery-produced products.

The trends in our Scope 1 & 2 emissions from 2021 to 2023 reflect the transitions that have been happening in the global fuels markets, as a result of world events, during that time. The COVID-19 pandemic triggered a rebalancing of fuels production across North America, with meaningful amounts of production capacity permanently shut down, or converted to produce newer types of fuel. As demand for transportation fuels more fully recovered in 2022 and 2023, traditional fuel producers needed to increase utilization to meet consumer needs for affordable, traditional fuels.

As more clean energy technologies advance and achieve scalable, deployable status, and as Delek's operational profile evolves, we will continuously adapt and update our carbon management strategy. Note that Climate-related Risks and Opportunities are addressed in the Appendix of this report.

### Enterprise-wide Scope 1 & 2 Emissions\*

(million metric tons of CO<sub>2</sub>e)

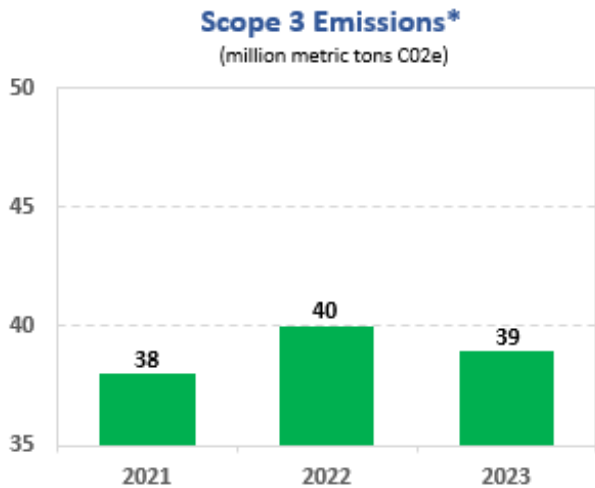
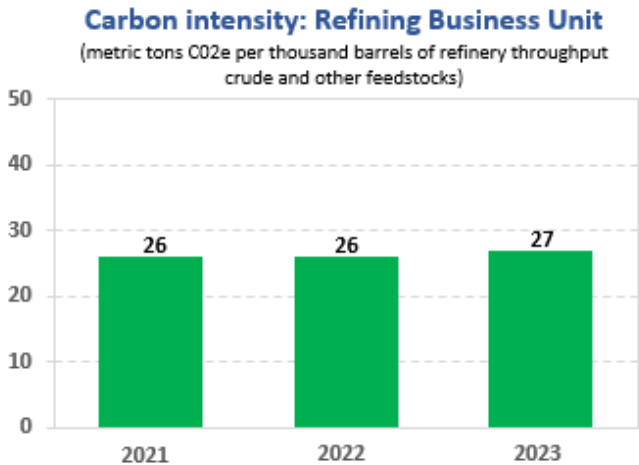


\*Emissions from New Mexico assets acquired by Delek on June 1, 2022 are included for the full year 2022, and all subsequent years

\* GHG Scope 1, 2, and 3 emissions are defined according to the GHG Protocol.



The Carbon Intensity of Delek's Refining Operations remained generally stable from 2021 to 2023. As Delek implements additional energy efficiency, innovative technologies, renewable power, and carbon capture technology, we expect our absolute emissions and carbon intensity to decrease.



\*Scope 3 estimates limited to refinery-produced products when used by consumers

## Energy Efficiency

A key element of Delek's GHG reduction strategy is the capture of energy efficiency opportunities within our operations. Our operational teams continuously seek opportunities to reduce energy usage in our refineries, mid-stream, and retail assets. These initiatives include reducing steam loss at our refineries, and the use of Drag Reduction Agent in our pipelines.

### Improved Steam Efficiency in Refining system

Steam is used throughout the refining process, for a variety of purposes. Generation of steam requires energy. When steam leaks occur in our systems, we are operating in a less energy-efficient manner. To reduce this energy waste, five initiatives were identified. These initiatives have been implemented at all four of Delek's refineries.

Steam Stewardship programs have been implemented to ensure that the improvements are sustained.

### Steam Efficiency Measures

#### Steam Leaks

surveys conducted to identify leaking steam lines and stopping leaks

#### Steam Balance

decrease high pressure steam rates, where high pressure not required

#### Steam Traps

replacement of malfunctioning steam traps, implementation of preventative maintenance plans to prevent future malfunctions

#### Heat Burners

cleaner burners inside fired heaters improve combustion efficiency

#### Heat Exchangers

reduced fouling in heat exchangers with established cleaning programs

## Reducing Truck Trips and Electricity Demand in our Midstream Business

Transporting crude oil from the wellhead to be made into transportation fuel requires energy and can generate emissions. Crude can be moved by semi tank trucks, railcars, or via pipelines, but pipeline transportation typically results in the least use of energy and least GHG emissions.



Our Delek Logistics team implemented the use of drag-reducing agent to improve the volume of oil that could be transported in the pipeline, which reduced the energy intensity needed to move that crude. Drag reducing agent is injected into the pipeline to reduce frictional pressure loss as crude moves through the line. Use of the drag-reducing agent allowed for 30% more throughput, on average, while using the same amount of electricity to power the pumps and equipment that move crude through the line.

By transporting more volume via pipeline, Delek Logistics was able to reduce the need for crude truck transportation by thousands of trips per year, reducing the carbon intensity of the crude gathering system, while still meeting customer needs for transportation fuels.

## Air Quality and Emissions

Delek leverages existing technology and seeks out emerging technology to help us better manage air emissions.

We're in the process of implementing new software at our refineries that integrates with our process control systems and emission monitors to more effectively track and manage the many data inputs that help us calculate our Greenhouse gas emissions. The use of this type of technology improves accuracy, and streamlines a very time-intensive process.

In several segments of our operations, we use vapor recovery units to capture and destroy emissions generated during product transfers, such as the transfer of crude oil from a barge to the refinery, or the transfer of gasoline or diesel from the refinery into tanker trucks to be delivered to consumers. These vapor recovery units allow us to reduce impact to the environment.

## Reducing Methane Emissions

Because methane has approximately 25 times more potential to warm the atmosphere than Carbon Dioxide, Delek is particularly focused on finding ways to reduce methane emissions, which primarily occur in mid-stream operations. Natural gas streams are almost entirely comprised of methane. When we process natural gas streams in our operations, methane emissions may occur due to small leaks where pieces of equipment are connected, or may occur when we empty or "vent" equipment for maintenance activities.

To proactively identify and mitigate leak points, we routinely use a special "Optical Gas Imaging" camera, that allows us to find methane leaks not visible to the naked eye, and perform repairs to eliminate those leaks.

To reduce atmospheric venting of methane, during maintenance activities we route the methane streams through a closed-loop system to be recovered in our processing systems. When commissioning a new unit at our Libby, New Mexico Gas Gathering Plant, we were able to use nitrogen gas (instead of the more common natural gas) to purge the new unit and prepare it for service. Using Nitrogen instead of methane for commissioning prevented emissions of 165,000 cubic feet of methane. Our commitment to minimize our methane emissions and operate efficient gas processing systems results in methane recovery rates that exceed 99.9%.

### Delek Environment, Health & Safety Policy

<https://delekus.com/wp-content/uploads/2024/02/Environmental-Health-Safety-Policy.pdf>

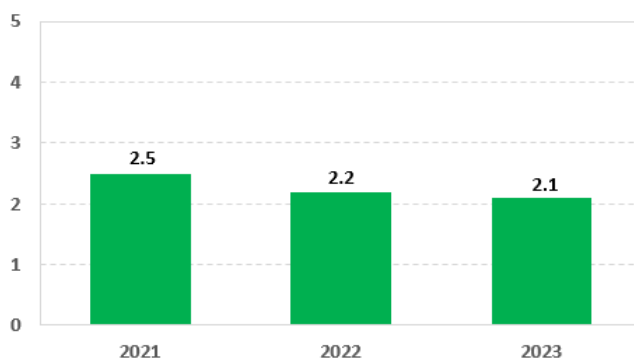
## Water

We're committed to reducing the resources consumed to make our products, including use of water. While a significant portion of the water we use is recycled after entering our facilities, we are exploring multiple methods of reducing water usage in our production processes. In 2022, Delek began reporting total freshwater withdrawn for use in the operations of our four refineries. 2023 Fresh Water withdrawn (by intensity) decreased by more than 17%. Please note that water withdrawn and consumed at our Big Spring refinery does not meet the definition of freshwater due to high quantities of total dissolved solids (TDS), including salts, minerals and metals that exist in the groundwater in the area. None of the water detailed in this report was withdrawn from highly stressed areas.

## Water Saving and Recycling Measures

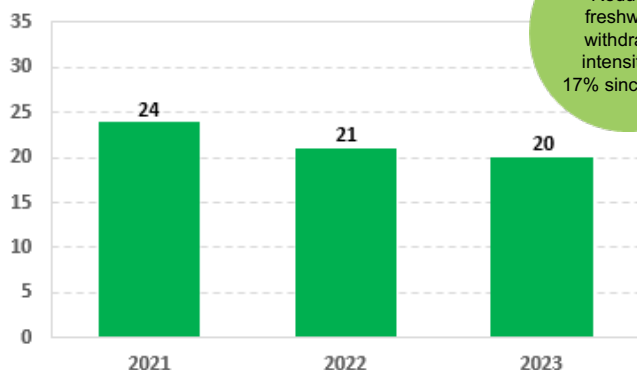
Our New Mexico Gathering System stores salt water that is a by product of the oil and gas production process for recycling. This water is used in future drilling production activities. In 2023, our facilities in New Mexico have recycled 4.2 million barrels of salt water. This has saved over 176 million gallons of freshwater by using recycled salt water that could not otherwise be used for human consumption.

**Fresh Water Withdrawn**  
(billion gallons)



Includes Fresh Water Withdrawn for use in Refining Operations

**Freshwater Withdrawal Intensity**  
(gallons of water / barrel of total throughput)



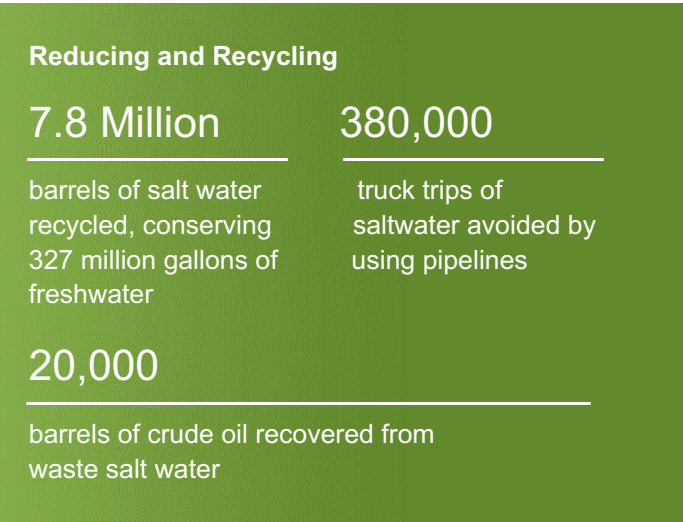
Includes Fresh Water Withdrawn for use Refining Operations



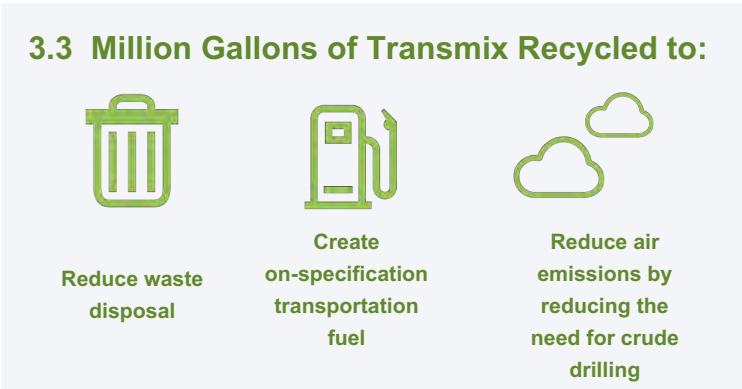
By transporting salt water produced in oil and gas production through our pipelines, we're able to substantially reduce the number of heavy truck transport trips that would otherwise move the produced salt water. In 2023, transports by pipeline eliminated over 380,000 truck loads of saltwater transport which reduces fuel consumption and air emissions.

Reducing, Recycling, and Reusing

Delek is continuously seeking new ways to reduce our air emissions, water usage, and waste generation. Where possible, we recycle and reuse materials throughout our operations. We use control technologies like flare gas recovery, fugitive emissions monitoring systems, and lower-emitting burners at our refineries to reduce air emission of criteria air pollutants. Within our refining business we were able to reduce our annual solid hazardous waste generation by 35% between 2020 and 2023.



In our midstream business, we filter saltwater from oil production through a process that removes any residual oil left behind. This process recovered over 20,000 barrels of crude oil that otherwise would have been waste. We also recycle material called "Transmix" that is generated in our pipeline and terminal transportation system. Transmix is generated when two types of fuel products are mixed together during a pipeline transport. These small portions of the fuel transported do not meet a particular fuel specification, and can't be sold to consumers. Instead of disposing of the Transmix as waste, Delek recycles that material by moving it back to a refinery where it can be re-processed to

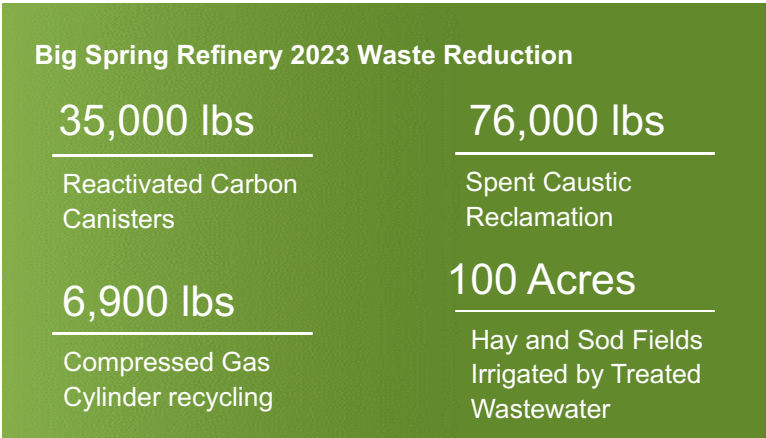


be turned into on-specification transportation fuel. In 2023, we recovered over 3.3 Million gallons of Transmix.

Spill Prevention and Reducing Waste

Delek's reliability and integrity programs are designed to prevent unintended releases of the materials we handle, that could negatively impact people or the environment. When an unintended release does occur, we have established mitigation procedures to minimize the damage that may occur. For our pipeline systems, we have proactive corrosion control, preventative maintenance and inspection monitoring in place to prevent releases. Our robust emergency response preparedness systems are covered in the "Safety" section of this report. In 2023, Delek's volume of product releases was 50% lower than the volume of product released in 2020.

For example, at our Big Spring Refinery, a number of innovative measures have reduced the amount of waste generated by process operations. Carbon Canisters, used to filter hazardous materials from the process, were historically disposed of as hazardous waste, but are now being re-activated for reuse. The refinery also identified that spent caustic generated from the Catalytic Cracking Unit could be beneficially used for pulp treating in the paper industry, allowing for the elimination of 76,000 pounds of net waste. The refinery added an emptying protocol that allows for used cylinders to be recycled instead of disposed. The refinery is able to apply treated wastewater to irrigate hay and sod fields. Delek's other three refineries also apply waste minimization best practices.





**SOCIAL:**  
HOMETOWN ENERGY



# Social: Hometown Energy

Delek's most valuable source of energy is the knowledge, innovation, and commitment that each of our employees contributes each day to make Delek better. We take our responsibility to be a good corporate citizen and a good partner to our communities very seriously. We're privileged to operate in small and mid-size communities in the heartland of America, where our neighbors are our friends and families. These relationships create the "Hometown Energy" that is key to our company's success.

Delek employees are encouraged to fully develop their potential with a broad set of learning and development opportunities. We want each of our colleagues to feel engaged, challenged, and valued in the workplace. We understand the value proposition of creating a culture of inclusion, and our efforts are targeted at eliminating bias that might exist in the workplace. We engage and empower our employees through Employee Resource Groups, and strive to leverage diverse perspectives, knowing these perspectives will enhance our success.

We care about the wellbeing of our employees and their loved ones, and provide high-quality care and services through benefits plans designed to help those families flourish. We care for the Communities where we operate through consistent, personal, and meaningful engagement.

## Safety

We're committed to creating a safe workplace, where every employee is focused on achieving a goal of zero incidents, each day. We focus our energy on "Driving to Zero" environmental, health, and safety incidents. We apply robust management systems, standards and procedures that incorporate regulatory requirements and industry best practices to protect our people, our assets, and our communities. Our robust emergency response systems, equipment and training ensure we're ready and mitigate any incident that might occur. Our employees and contractors know that they have "Stop Work Authority" — the authority to stop any job if they feel it is unsafe to proceed.

## Driving to Zero

The journey to zero incidents requires relentless focus and exceptional safety systems. Our "Drive Zero" effort kicked off in early 2023 and is aimed at building a stronger safety culture and improving operational excellence. We're committed to both personal safety (mitigating risks that cause smaller scale, local incidents and injuries), and process safety (managing the integrity of our operating systems and process equipment). We track and investigate incidents and Near Misses that may occur, so that we can implement actions that prevent recurrence, and share the learnings from these incidents across our organizations. In 2024, we held our second annual company-wide "Safety Day", where we annually paused and reflected, to maintain a culture of energy and focus while also learning about safety.

### Delek 2024 Safety Day



*Delek's June 12, 2024 company-wide Safety Day event featured speakers including CEO Avigal Soreq, and Sr. Director of Health & Safety, Bob Tucker.*

*Individuals were honored for exceptional safety leadership, and business units were honored for strong safety performance*



## Shared Ownership of Safety

At Delek, we recognize that achieving an incident free workplace requires the engagement and ownership of safety from every employee. In early 2023, we launched an “Enterprise Safety Committee”—a group of volunteer safety leaders from across the Delek Enterprise that is sponsored by the Delek EVP, Operations. The committee includes hourly representatives and safety professionals from across our company, all of whom are respected and knowledgeable safety leaders. The ESC meets quarterly in-person, and identifies opportunities and action plans that will improve safety at Delek. Key improvements driven by the ESC include

### Enterprise Safety Committee Improvement Actions:

- Upgrading Fall Protection Policy to require Self Retracting Lanyards (SRLs)
- Improving Visibility of Safety Work Orders through Key Performance Indicator Tracking (KPI)
- Implementation of AFPM’s “Walk the Line” program
- Improving Truck Loading / Unloading Safety

## Safety Management Systems and Tools

Well-designed safety management systems, combined with flawless execution, are the foundation that creates operational excellence. Delek’s Integrity Management System (IMS) creates a structured approach to all aspects of our business. The IMS requires that work processes be documented, clear accountabilities defined, and employees trained to execute those processes. The IMS drives verification and continuous improvement of our work processes, helping us as we “drive to zero” incidents. Key elements of the Integrity Management System include:

- Leadership
- Incident Investigation
- Mechanical Integrity
- Operating Procedures
- Training
- Risk Management

In 2023, Delek updated and re-emphasized its Life Saving Rules. The Life Saving Rules identify safety expectations for high risk activities, and are a foundational part of our safety journey. These rules protect our employees and contractors, increase our team’s focus on safety, and provide accountability.

# LIFE SAVING RULES

Delek’s Life Saving Rules apply to everyone who works at/on behalf of Delek and at Delek sites. Life Saving Rules:

Protect our employees and contractors

Communicate and reinforce Delek safe work expectations

Increase focus on the basic building blocks

Provide accountability and consequences for violations of safety rules



WORK WITH A  
VALID PERMIT  
WHEN REQUIRED



WEAR LIFE  
SAVING PERSONAL  
PROTECTIVE  
EQUIPMENT



OBTAIN  
AUTHORIZATION  
BEFORE ENTERING A  
CONFINED SPACE



PERFORM  
EXCAVATIONS  
SAFELY



VERIFY ENERGY  
ISOLATION BEFORE  
WORK BEGINS



FOLLOW SAFE  
MECHANICAL  
LIFTING PRACTICES



FOLLOW SAFE  
DRIVING RULES



OBTAIN  
AUTHORIZATION  
BEFORE OVERRIDING  
A SAFETY SYSTEM



FOLLOW NON-  
CONFRONTATION  
PRACTICES



PROTECT YOURSELF  
FROM A FALL WHEN  
WORKING AT HEIGHT



## Safety Performance and Recognition

Delek's unwavering focus on its Core Value of Safety is reflected in the company's Safety performance. For Delek as a whole, our OSHA Total Recordable Incident Rate and Days Away from Work case rate have both trended downward over the past five years. In 2023, Delek achieved its best-ever safety performance with the lowest-ever OSHA Recordable Incident Rate.

As of February 27th, 2024, our Retail organization achieved 1 Million hours worked without an injury-more than 127 days. The Retail Team's 2023 safety performance was its best-ever, achieving a Total Recordable Incident Rate of 0.39 and a Lost Time Injury Rate of 0.06, which is exceptional performance, when compared to industry peers.

We're proud that our commitment to Safety has been recognized by others. Delek was recognized for its 2023 safety performance by third parties in the refining, mid-stream, and rail business. Our Krotz Springs and El Dorado refineries were recognized by the American Fuel and Petrochemical Manufacturers organization with the Elite Silver Safety Award. Our rail organization earned the 2023 Pinnacle Award from Union Pacific for Delek's commitment to safety and having zero non-accident rail releases in 2023. The International Terminal Liquids Association recognized the Delek terminal assets with the Safety Excellence Award for the second year in a row.



The Delek Logistics Terminals was awarded the 2023 Safety Excellence Award by the International Liquid Terminals Association



Krotz Springs and El Dorado Refineries were named recipients of the American Fuel and Petrochemical Manufacturers' (AFPM) Silver Safety Award for 2023

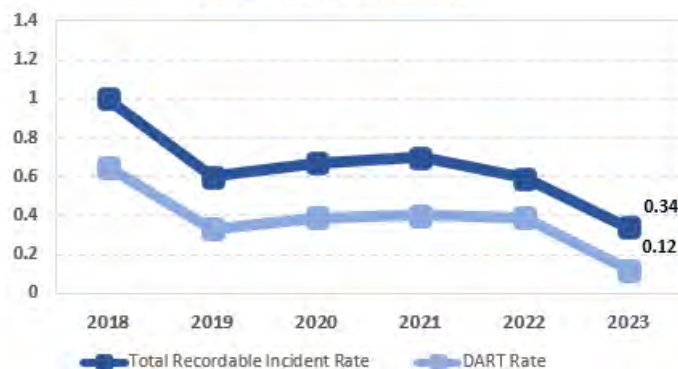


The Delek Logistics Terminals organization was awarded the 2023 Safety Excellence Award by the International Liquid Terminal's Association. This is the second year in a row that the Delek Logistics Terminals organization has earned this recognition for outstanding safety performance.



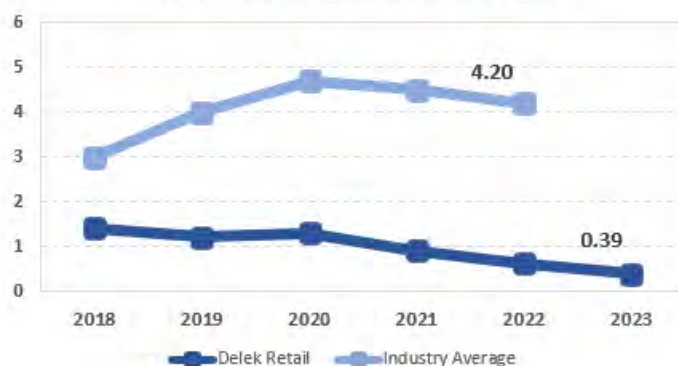
Our Krotz Springs and El Dorado Refineries were named recipients of the American Fuel and Petrochemical Manufacturers' (AFPM) prestigious Elite Silver Safety Award for 2023. The Elite Silver Safety award recognizes sites that have attained top industry safety performance for the year and have demonstrated top-tier program innovation and leadership over time. The facility staff were recognized for this achievement at the May 16, 2024, AFPM, National Occupational & Process Safety Conference in San Antonio.

Delek Safety Performance\*



\*Rates calculated as number of incidents compared to hours worked for Delek employees

Retail Total Recordable Incident Rate\*



\*Industry Data is gasoline and convenience store companies with 1000+ employees

## Emergency Preparedness

Protecting our employees and the community is a responsibility Delek takes very seriously. Emergency preparedness is the foundation that ensures Delek can be resilient, if an emergency occurs. Our Environmental, Health, and Safety Management Systems are designed to prevent emergencies from occurring. We understand the importance of equipping our employees, facilities, and responders with the necessary tools, plans, and mindset to effectively respond to and recover from emergencies.

Our emergency response efforts are comprehensive and consistent, including defined response plans, specially-trained responders, practice drills, and an inventory of response equipment. We practice these skills in all parts of our organization — with training and drills occurring in Refining, Logistics, and the Corporate Organization.



*Tyler Refinery Fire Station*

To ensure comprehensive preparedness and training, Delek partners with agencies and public first responders when we train and drill on specific emergency scenarios. Training includes both tabletop drills and field exercises. Our drills simulate all types of emergencies, including security, fire, and spills. Standardized, nationally-accepted, incident command structures are applied to ensure consistent, predictable, and effective emergency management.

Delek values and maintains strong relationships with the first responders in the communities where we operate. We believe these relationships build trust and promote a culture of reciprocity, resulting in a more robust and comprehensive emergency response system community-wide. Over the past four years, over fifty local emergency response agencies and organizations have participated in our drills. Throughout 2023, Delek held advanced fire training classes and events, hosting local first responders, and sending our responders to train alongside local firefighters.



*Big Spring Refinery Emergency Responders perform joint training with local agency personnel*

### Delek Emergency Preparedness Principles:

- ☑ Maintain High Preparedness through Training & Drills
- ☑ Proactively Identify and Mitigate Risk
- ☑ Immediate, Coordinated Action to Minimize Harm
- ☑ Safeguard Communities, Employees, and Infrastructure

Delek has implemented emergency response mutual aid agreements with various local fire departments to document response protocols, training and drill expectations, and other resources that are available in the event of an emergency.

Delek's emergency response efforts are comprehensive, with aligned elements that include:

- Defined response plans
- Specially trained emergency response teams,
- A fleet of emergency response equipment,
- Advanced Technology, such as drones
- Frequent, tailored response drill scenarios

Our employees who participate in emergency response activities are highly engaged and committed to emergency preparedness. For example, more than half of the Delek Logistics' employees are members of the Emergency Response Team, and are ready to support if a pipeline, terminal, or trucking incident were to occur. Preparing at all levels ensures swift mobilization of resources and personnel, as well as coordinated communication during any emergency event.





***Delek Emergency Responders participate in High Angle Rescue Training***

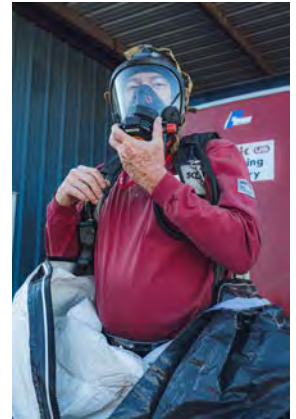
As risks are constantly evolving, Delek is applying advanced technologies to increase our response capabilities. Technology tools enhance the speed, accuracy, and effectiveness of our emergency response efforts. During 2023, Delek identified three opportunities to leverage technology to improve our response procedure: a consistent, corporate-wide emergency notification system, the usage of standardized incident management software, and enhanced use of drones during emergency mitigation operations.



***Big Spring Refinery Emergency Responders conduct hazardous materials with local emergency response agencies***

Delek's implementation of a corporate wide emergency notification and alert system provides critical alerts to employees and response teams to facilitate real-time information sharing during evolving emergencies.

The tool can be utilized to quickly share critical information during various emergency situations, including evacuations, shelter in place, or security breaches. It enables responders to coordinate response personnel and provide timely updates to our affected personnel. The tool integrates a risk intelligence feature to continuously monitor thousands of public sources to identify potential threats near Delek's assets and offices.



***Emergency Responder tests personal protective equipment***

In 2023 Delek began implementation of an incident management software tool in some operational areas. This software provides enhanced incident management capabilities, capturing pre-developed response plans, as well as incident situational status and action tracking, in one cloud-based system. The tool increases the Delek Incident Management Team's situational awareness and speed of response, during all stages of an incident, by facilitating the gathering and flow of information, in a National Incident Management System (NIMS)-compliant structure and interface.



***Big Spring Refinery added an Aerial Rescue Truck in 2023***

## Learning and Development

Delek's learning and development programs are designed to unlock the potential of every employee, to create a skilled, knowledgeable workforce that can perform at a high level-creating success for themselves and for



the company. Our Leadership Development programs target leaders in all segments of our business, and are designed for every level of employee, from aspiring individual contributors to the executive level. These programs develop strong leaders who can enable their teams to achieve key strategic objectives, while consistently demonstrating the company's core values. The programs engage attendees with assessments, self-insight tools, and application assignment.

Many of these programs are prescheduled for the year, or employees can choose "a la carte" training sessions throughout the year.

Our "Emerge" program engages aspiring leaders and high-potential employees. Our "Embark" program enables newly-appointed leaders of people. Our "Lead" program is targeted at front-line leaders, while the "Empower" program is for leaders of other leaders. "Inspire" give our executive leaders new tools to create successful, engaged business units and organizations. Our "Innovate" program encourages collaborative leadership and powers our company's innovative spirit.

### Leadership Training Programs



Delek's employee development offerings are a combination of internal, Delek-specific training and externally-generated training from high-quality sources. For example, Delek uses the Gallup Clifton Strengths assessment tool at all levels of the organization, to help work teams understand their own work style, and those of their colleagues, thereby improving team performance.

In the first part of 2023, Delek rolled out "LinkedIn Learning" access for Delek Employees. This resource was made available following Delek's 2022 Annual Engagement Survey, where employees expressed their desire to access external training to improve their skills. LinkedIn Learning is an online learning platform that helps employees discover and develop business, technological and creative skills through expert-led online courses — available course content includes everything from leadership and productivity to communications and software skills.

### 2023 Delek Training: By the Numbers

**\$5.1M**

total annual development and training investment

**29 hours**

average formal training hours per Operations employee

**100%**

of employees participate in training (regulatory, Delek required, developmental, job skills/qualification)

**38%**

of leaders participating in Leadership Development training since 2021

**~3,750**

employees who have completed training on ethics and compliance



To further embed the value of learning in our culture, Delek's "Mentor Me" program pairs Delek's most senior executives with a diverse, high-potential junior employee, to impart skills and experience that will prepare the junior employees to move to the next leadership level. The mentoring relationship is ongoing throughout the year, giving mentees consistent opportunities to get guidance, feedback, and insight.

With these development opportunities come career advancement. Delek offers career paths within corporate services, logistics and transportation, refining operations, and retail operations. Delek's refinery operations employ industry leading engineers, technicians, and maintenance staff who maximize safety, reliability, and environmental compliance.

## Celebrating Diversity and Creating Inclusion

At Delek, we're committed to providing a respectful, inclusive environment that rewards collaboration and leverages diverse perspectives. We want each of our employees to feel valued for their full experiences and to thrive along with the company. We know diverse perspectives help us innovate and grow. Delek's Diversity, Equity, and Inclusion Policy, first published in 2020, can be found on Delek's website. A key part of those efforts are Delek's Employee Resource Groups (ERGs). The six ERGs help foster a sense of belonging and provide opportunities to celebrate and recognize what makes each of us unique. The ERGs give employees a way to build strong relationships broadly across the company.

## Employee Resource Groups

Young Professionals ERG

ERG Black ERG

Hispanic ERG

Veterans ERG

LGBTQ+ ERG

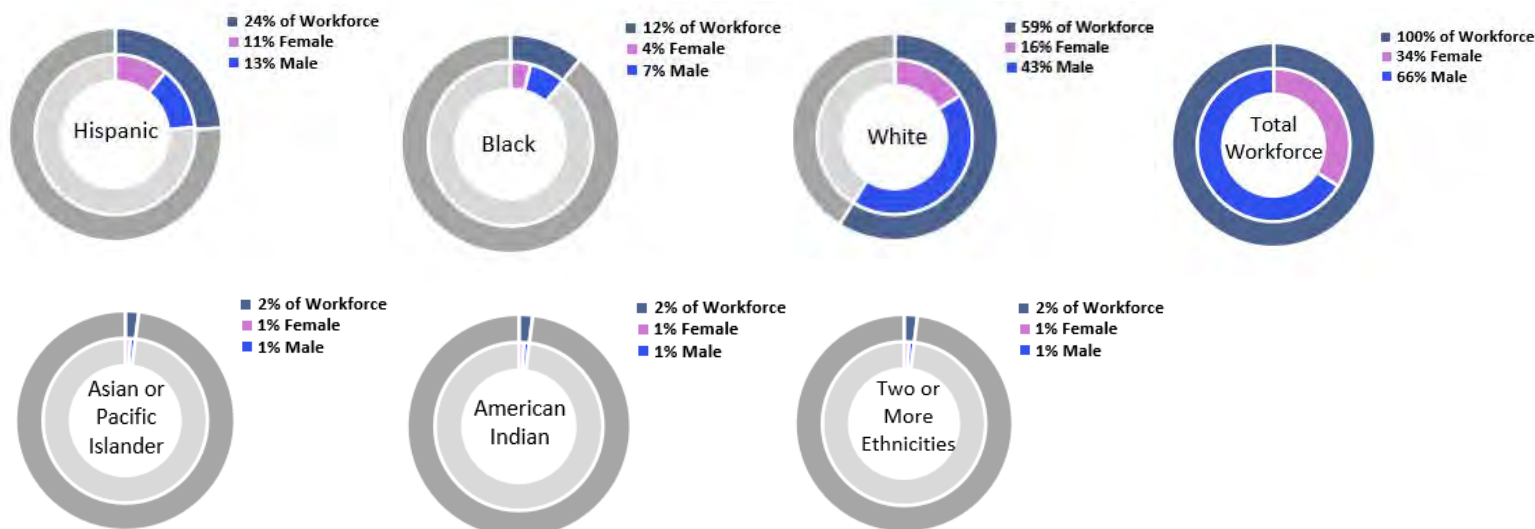
Women's Initiative Network ERG



Any employee can join any Employee Resource Group, to show support for the interests of that group. The ERGs engage in activities like workshops to help advance their careers, and provide education about their groups to the rest of the company, including celebration of holidays and meaningful events. Most importantly, the ERGs provide a forum for employees to inspire and empower each other.

We're engaged with universities that can help us broaden our sources of talent, including Texas Women's University, Tennessee State University, and Prairie View A&M University. Delek also provides training on key inclusion issues, such as unconscious bias. All of Delek's People Leaders have received unconscious bias training, to help ensure our leaders create an inclusive space for employees to do their best work.

## Our Workforce: Delek Employees



Source: Delek 2023 EEO-1 Demographic Data

# Investing in Our Employees



Delek cares for each employee’s wellbeing, and we provide a comprehensive,

competitive benefits package designed to promote the health and wellness of our employees. In addition to generous employer contributions for health, dental, and vision coverage, we provide a 30% rebate of each employee’s paid health premiums for completing an annual preventative screening. We offer a wide range of benefits that promote physical health, financial, emotional, and social health.

Delek offers Flexible Spending Accounts and Health Savings Accounts, to help employees take advantage of tax savings for health care costs.



To help employees navigate the sometimes complex world of health benefits, and make sure they take full advantage of these services, Delek provides benefits education services, including a “Virtual Benefits Fair” during annual Open Enrollment, and a monthly “Wellness One” podcast highlighting different available benefits and services.



This fun, engaging, accessible, animated podcast is hosted by Delek’s benefits experts, and provides our employees with valuable understanding of their benefits in short, easily-digested bites, tailored to fit the busy schedules of all our employees.

Delek recognizes the importance of mental wellbeing for employees and their families, and is focused on providing mental wellbeing services. Delek offers an employee assistance program that provides free counseling sessions and other resources for employees and dependents. Delek offers free access to a “mindfulness” app, for employees and family members. This app provides tools and resources to reduce stress, improve sleep, and live mindfully.

## Delek Employee Benefits



Medical Insurance



Prescription Drug Benefits



Dental Insurance



Vision Insurance



Flexible Spending Account or Health Savings Account



Wellbeing Resources for Tobacco Cessation, Weight Loss



Life Insurance



401(k) Retirement Savings Plan



Adoption Benefits



Mental Wellbeing Services



Scholarship Program for Children of Employees



## The Delek Sons and Daughters Scholarship Recipients

To help prepare future generations for the workforce, and to support the education of the children of our employees, Delek provides a scholarship program for post-high school education. The scholarships provide \$3,000 per student per year, and can be awarded to a student for up to four years. The scholarships can be used at any technical school, vocational school, community college or full four-year university. All children of current employees are eligible. In 2023, Delek awarded 40 scholarships to the children of our employees.

*"The best life lesson I've learned in college is that hard work and dedication lead to success. Going into nursing school, I severely underestimated the amount of time and effort I'd be putting into my education. Because of this, my first semester was full of many ups and downs, trying to find a balance between my personal life and study habits. While I was discouraged, I used that drive to push harder and retain the information I was learning. As a result, everything has started to connect and make sense to me. After that, I made the promise to myself that I will always strive to enhance my education."*

### Kylie Carrell

Daughter of Colin Carrell  
Sr. Director, Supply Chain,  
Brentwood Office



40



Scholarships  
Awarded  
2023

### Wright Self

Son of Scott Self  
Sr. Director, Middle Office  
Brentwood Office

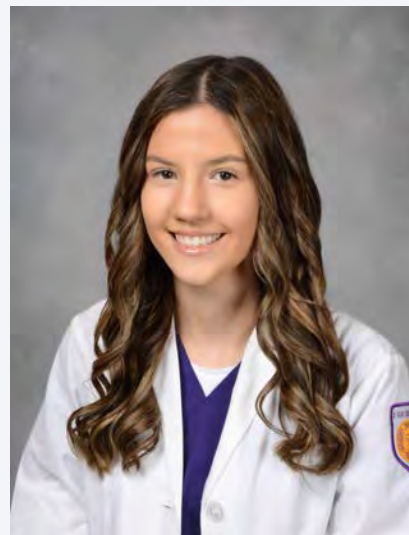
*"The Delek Scholarship helped me to pay my tuition and graduate without the financial stress of incurring debt or student loans. This generosity provided me with the ability start life with a clean slate and focus on my career goals rather than the burden of debts incurred during my college career. I was very thankful to graduate "Summa Cum Laude" from Auburn University. It would not have been possible without this scholarship."*



*"The Delek scholarship has eased a large financial burden for me and my family. Education is expensive no matter which college you choose, but I have been able to get my education while following my dream of being a college baseball player and not find myself in greater debt."*

### Rhett Richardson

Son of Ricky Richardson  
Instrument and Electrical Technician  
El Dorado Refinery



### Lauren Reed

Daughter of William Reed  
Lead Operator  
Krotz Springs Refinery

*"I learned in college that work-life balance is important, because tomorrow is not promised. I often put all of my focus on school and lost sight of family and friends. A family tragedy helped me to realign my priorities to have a healthy work-life balance. I have prioritized taking breaks to see family and friends. The Delek scholarship has helped me with this, because it has allowed me to not work during school and dedicate my full attention to my studies as well as my family."*

## Partnering With and Supporting Our Communities

Delek is closely connected to the communities in which we operate. We value the support our communities provide to our employees, and are committed to being a positive partner that supports the needs of these communities.

At our refining locations, Delek partners with Community leaders through Community Action Panels (CAPs). These CAPs are composed of community representatives from varied parts of the community — law enforcement, education, and government. The routine CAP meetings provide these community leaders with an opportunity to learn more about Delek's operations, including our safety, environmental, and emergency preparedness systems, and provide the community with a chance to ask questions or share any concerns.

We're grateful for our employees, who volunteer time and expertise to support our communities, and improve the lives of others, while building an even stronger Delek Team.

### Community Engagement with a Personal Touch

*"I like to help, no matter what the subject. I'm not afraid to get my hands dirty or sweat-I was raised to work hard."*  
- **Jessica Rivera**

One person can create a lot of good in a community. One great example of this at our Big Spring, TX refinery is employee Jessica Rivera. She has channelled her infectious energy and service focus into leadership of the refinery's Community Engagement efforts. Her tireless work creates good for the community, and creates opportunities for the community to learn about Delek's business and potential career pathways.

Whether it's arranging a donation of Welding supplies to the local high school, coordinating Days of Caring, encouraging employees to participate in community initiatives such as food drives, fan drives, coat drives, or donations to children, the community and her co-workers can count on Jessica to make it happen.

Jessica also enables her fellow employees through her leadership in the the company's Hispanic Heritage and Women's Initiative Employee Resource Groups.



**Senior Administrative Assistant**  
*Jessica Rivera has worked at the Big Spring Refinery since 2011, after interning in the pipeline department. She was raised in Big Spring and returned to the area after obtaining a Bachelor's degree in Human Ecology, to give back to the community.*

### Delek Community Support

Delek's Community Support is focused in two key areas: providing monetary support to our local organizations through the Delek Fund for Hope, and direct volunteer work with our communities. The Fund for Hope provides grants to local 501(c)3 organizations throughout the year. Local employee committees at each site determine how to distribute the funds to best benefit their community. The Delek Fund for Hope has awarded over \$22 million in grants since it was established in 2003.

#### Focus areas for our support include:

- Youth development-including education and after-school care
- Health Services
- Providing meals for those in need
- Supporting those afflicted by natural disasters
- Veterans' causes

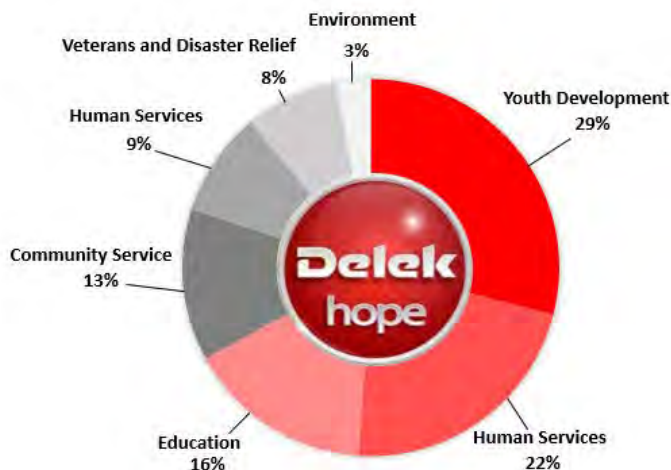
### Fund for Hope Giving

**\$8.9M**

2018-2023 Fund for Hope Grants

**\$1.9M**

2023 Fund for Hope Grants





## Delek Employees: Truly Family

At Delek, we truly are family. In the small and mid-sized communities where we operate, we often have multiple generations from the same family, working together.

The Alston / Hendricks family has a long history with the El Dorado Refinery. Carlee Alston, an Administrative Assistant in the Environment, Health and Safety group, has worked at the Refinery for over 20 years. Her great grandfather, John (Rowland) Manning, born in 1915, was a welder at the facility and retired with 31 years of service. Carlee's father, Russ Hendricks, is a Crude Unit Operator with 12 years of service. Carlee's husband Tyler is a Waste Water Treatment Plant Operator, and her brother-in-law, Danny Greer, is a Maintenance Technician at the facility. Delek is grateful for the Hendricks / Alston family, and their contributions to the El Dorado Refinery!



**Pictured left to right: Russell Hendricks, Carlee Hendricks Alston (holding photo of great grandfather John Manning), Tyler Alston, and Danny Greer.**

*Oh, the memories I have of the El Dorado Refinery brings such a huge smile to my face. As a little girl I remember passing the refinery on the curvy road headed to town and thinking how cool it looked with all the tanks, towers, and lights! I always wondered really what it looked like inside. In 2002 I entered the gates as a Refinery summer employee, and it was the coolest thing ever. It amazed me how every unit worked together and the same with the employees. Every job was important to the refinery process, no matter what level you were. The company events were always a blast. We had such a great time and always looked forward to the next one. The company picnic was the time every employee looked forward each year. We played bingo and always left with our faces painted and many pictures as a keepsake. The community has always been important to my family, so we were honored to represent the refinery with the round logo on our shirts in whatever event we attended. As years passed, Tyler and I started our family and it truly makes my heart happy as we pass the refinery... After generations walking through the Refinery turnstile, I hope my boys*

*will have the opportunity one day to see just how cool it really is inside and wear the logo as an employee just like their Grandfather, Father, Mom & Uncle did. – Carlee Alston, EHS Administrative Assistant*

*Working with family members makes work special. Carlee's great grandfather Rowland Manning retired after a long career at the Cannon Plant, so as long as we can remember we have always had a family member making gasoline and asphalt. Carlee started right out of High School, her husband Tyler and his father Fred Alston (pipeline) both came onboard. In 2012 I entered the Operations Refinery Pool and straight to the Crude unit I went. Four years later, Danny, my other son in law joined us as a Heavy Equipment Operator. We enjoy working with each other. We all bring something completely different to the Refining process. We all have experienced so many ups and downs over the past years of employment but working together as co workers and family is something we wouldn't trade for anything. – Russell Hendricks, El Dorado Refinery Crude Operator*

## Delek Volunteers in Action

*Delek Brentwood Office employees donate their time to the Nashville Rescue Mission*



*Big Spring Refinery donates fans to help local community members "Beat the Heat"*



*El Dorado employees visit the Early Childhood Center in Experiences in Learning (ECCEL), to provide support to children experiencing developmental delays*



*El Dorado Refinery employees educate students of Yocum Elementary on bee habitats*



*Big Spring Refinery volunteers come together to pick up 967 lbs of trash*



*El Dorado employees spend time at The Adult Life Center, which provides support for adults with mental or physical disabilities*





**GOVERNANCE:  
RESPONSIBLE ENERGY**



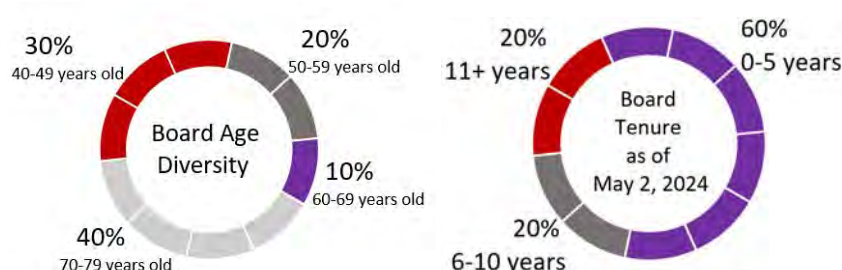
# Ensuring Strong Governance

Delek has established strong Governance structures at all layers of the Delek organization, and these structures enable responsible, ethical, and transparent business practices. Our governance model effectively monitors and manages risk, as we drive to achieve the company's strategic objectives.

## 2023 Board Meetings

19 Board Meetings				
10 Audit Committee Meetings	7 HCC Committee Meetings	5 Governance Committee Meetings	4 EHS Committee Meetings	4 Technology Committee Meetings

## Board Age Diversity and Tenure



## Board of Directors

Our Board diversity continues to improve. As of 2023, more than 50% of our Board members are 59 years old or younger. Board Tenure also decreased over the past year, demonstrating Delek's commitment to add new voices and perspectives to our Board of Directors.

Each member of Delek's Board of Directors brings specialized experience and valuable perspective that shape Delek's Mission, Vision, and Strategic Priorities. The Board consists of eight independent directors and two employee directors. Delek is committed to actively seek diverse board candidates, as it searches for qualified directors with the necessary skills and experience. At all times during 2023, Delek's Board was composed of a majority of independent directors. Delek has also established a Lead Independent Director. The Board held 19 meetings during 2023 and each director attended at least 75% of all Board and committee meetings.

The Board has five standing committees: the Audit Committee, the Human Capital & Compensation Committee, the Nominating & Corporate Governance Committee, the Environmental Health & Safety Committee, and the Technology Committee. The Governance Committee regularly reviews the membership on each of the Board's five standing committees, and periodically considers whether rotation of committee members or chairs is in the best interests of the Company and its stockholders.

## Director Experiences and Skills

	YEMIN	SOREQ	BENSON	FINNERTY	MARCOLESE	MORENO	SULLIVAN	SUTIL	TOLSON	ZOHAR
<b>DIRECTOR EXPERIENCE AND SKILLS</b>										
PUBLIC COMPANY LEADERSHIP EXPERIENCE	*	*	*	*	*	*	*	*	*	*
PUBLIC COMPANY BOARD EXPERIENCE	*	*	*	*	*	*	*	*	*	*
FINANCE	*	*	*	*	*	*	*	*	*	*
ACCOUNTING AND AUDITING	*	*	*	*	*	*	*	*	*	*
ENERGY INDUSTRY EXPERIENCE	*	*	*	*	*	*	*	*	*	*
RETAIL EXPERIENCE	*	*	*	*	*	*	*	*	*	*
OPERATIONS EXPERIENCE	*	*	*	*	*	*	*	*	*	*
INTERNATIONAL BUSINESS EXPERIENCE	*	*	*	*	*	*	*	*	*	*
RISK MANAGEMENT	*	*	*	*	*	*	*	*	*	*
COMPENSATION	*	*	*	*	*	*	*	*	*	*
ENVIRONMENTAL/SUSTAINABILITY	*	*	*	*	*	*	*	*	*	*
ESG/SOCIAL RESPONSIBILITY	*	*	*	*	*	*	*	*	*	*
CYBERSECURITY/INFORMATION TECHNOLOGY	*	*	*	*	*	*	*	*	*	*
M&A/CAPITAL MARKETS	*	*	*	*	*	*	*	*	*	*
STRATEGY	*	*	*	*	*	*	*	*	*	*
GOVERNMENT/REGULATORY/PUBLIC POLICY	*	*	*	*	*	*	*	*	*	*

## ESG Compensation

Sustainability performance elements have been embedded in Delek's compensation structure for several years. For example safety performance has long been a factor in the determination of annual incentive compensation awards. As Delek continues to build and mature its ESG programs and focus on Sustainability, we are broadening the ESG elements included in our compensation structures, and increasing the overall weighting of these components, to help ensure our Sustainability strategy remains prioritized for all employees.

The 2023 revisions to the Delek Annual Incentive Program provides that at least 33% of potential incentive compensation for hourly, professional, and executive employees is based on achievement of ESG-related objectives, including OSHA Recordable Injury performance, environmental performance (including spills, air emissions, and wastewater management), and delivery of ESG-targeted objectives. Delek is a results-focused company and our enhanced incentive compensation structure helps ensure we deliver our ESG commitments.



# Sustainability Governance

The effective oversight of Delek's Sustainability strategy is a key element of Delek's governance systems. The Board retains overall responsibility for the oversight of the Company's ESG activities, including oversight of climate-related risks and opportunities, including broad emissions reduction targets and the Company's sustainability reports.

The primary responsibility for assisting the Board in overseeing ESG-related matters has been assigned to the Governance Committee, including Board and committee diversity, stockholder rights, sustainability reporting, and ESG ratings. .

The Environment, Health, and Safety (EHS) Committee oversees the company's safety, emission metrics, as well as water conservation issues and implementation of Greenhouse Gas reduction targets.

The Human Capital and Compensation (HCC) Committee oversees remuneration plans to incentivize the attainment of ESG-related targets, including GHG and safety targets. The HCC Committee also oversees recruitment and human capital development.

The Audit Committee provides oversight of ESG-related accounting, disclosure and internal control changes as required by regulation. At the Leadership level, Delek's Sustainable Operations Team (SOT), chaired by the Executive Vice President, Operations, sets strategy and enables the organization to execute Sustainability objectives. The SOT has three subcommittees: Environment, Social, and Governance.

The Enterprise Risk Management Committee, lead by the Executive Leadership Team, monitors, measures and reports on company risks.

## Sustainability Governance Model

Board of Directors				
General oversight of Sustainability, including climate-related risks and opportunities, emissions reductions targets, and information security matters				
Nominating & Corporate Governance	Audit	Environmental, Health & Safety	Human Capital & Compensation	Technology
<ul style="list-style-type: none"> <li>General Oversight of ESG Matters</li> <li>Structure of board and Committees</li> <li>Board and Committee diversity</li> <li>Rights of Shareholders</li> <li>Auditing mechanism of the company's governance structure</li> <li>Sustainability Reporting</li> <li>ESG rating agency</li> </ul>	<ul style="list-style-type: none"> <li>Financial Reporting</li> <li>SEC-mandated ESG and climate-risk disclosures</li> <li>Integrity / compliance oversight</li> <li>Internal control over financial reporting</li> <li>Financial risk exposure related to ESG</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Safety of Employees</li> <li>Carbon / Climate impact</li> <li>Environmental Risk Assessment</li> <li>Potential Opportunities</li> <li>Management of natural resources</li> <li>Waste and toxicity management</li> <li>Relevant sections of sustainability report and other EHS reports</li> <li>Operating risk and process safety</li> </ul>	<ul style="list-style-type: none"> <li>Culture and Employee Engagement</li> <li>Diversity and Inclusion</li> <li>Leadership and Talent Engagement</li> <li>Executive Succession Planning</li> <li>Pay Equity</li> <li>Relevant sections of Sustainability Report</li> <li>Compensation program for the executive team</li> </ul>	<ul style="list-style-type: none"> <li>Contingency planning and disaster recovery activities</li> <li>Information security policies, programs, procedures, and initiatives</li> <li>Information security risk exposure and insurance policies</li> <li>Information security breaches and mitigation</li> </ul>

## Leadership Team

Responsible for Sustainability Strategies and Standards embedded in leadership committees, Monitoring and measuring performance

- Policy Committee
- Disclosure Committee
- Delek Innovations Board
- Enterprise Risk Management Committee
- Sustainable Operations Team (SOT)
- Conflict of Interest Committee

## Cross Functional Teams

Implements key sustainability objectives, embeds Sustainability in Delek's work processes and daily life

- Enterprise Safety Committee
- SOT Environmental subcommittee
- SOT Social subcommittee
- SOT Governance subcommittee
- Fund for Hope Committee
- Employee Resource Groups

# Enterprise Risk Management

As part of our risk governance systems, Delek's Enterprise Risk Management ("ERM") framework provides governance and oversight for risks that could significantly impact the company, including climate-related risks and opportunities. This framework is designed to proactively identify, assess, and manage Delek's risk portfolio.

Our ERM Framework provides for dynamic risk management through the integration of risk and control activities across the enterprise with a common, prioritized approach. Risks are managed with a focus on the following elements:

- **Governance:** Provides structure, consistency, and uniformity among the internal risk portfolio.
- **Risk & Control Assessment:** Eliminates siloed risk pools and provides structure for an integrated informational review.
- **Risk Quantification and Aggregation:** Proactively identifies, assesses, measures, manages and monitors our risk portfolio.
- **Risk Monitoring and Reporting:** Empowers business management to make risk-informed resource utilization decisions.
- **Risk and Control Validation:** Validates that current residual risk exposure is aligned with risk appetite.

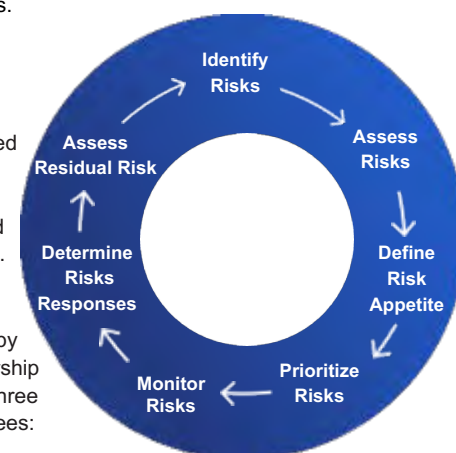
Delek's enterprise risk processes and procedures are based on the Committee of Sponsoring Organization's (COSO's) Enterprise Risk Management framework, a globally accepted best practice compiled by thought leaders in risk management. Identified enterprise risks are managed using a uniform methodology to document and track risk monitoring and mitigation. Throughout this process, risks, including those related to climate change, are documented along with meeting agendas, minutes, & action-items. This information is reported quarterly to the company's senior leadership.

## Enterprise Risk Management Process

An annual, company-wide risk assessment survey is used to collect input from the Board of Directors, management team, and business unit leadership, to identify new or emergent risks.

Third-party services are also utilized to conduct analyses on enterprise-wide risks (including those related to climate), and are leveraged to align Delek with anticipated changes in regulation.

The company's ERM efforts are governed by our Executive Leadership Team, who oversee three standing subcommittees:



- **Operations Risk Subcommittee**
- **Financial Risk Subcommittee**
- **ESG & Regulatory Risk Subcommittee**

The Board of Directors receives quarterly updates on the status of risks monitored via the ERM process, and any relevant emerging risks. The Subcommittees meet quarterly and as needed to evaluate updated risk monitoring information for the risk types they oversee. The Board of Directors provides oversight for the Enterprise Risk program.

The ESG and Regulatory Risk subcommittee of the Enterprise Risk Committee monitors risks such as: Energy Regulation Cybersecurity, ESG Goal Realization, Global Health Crises, Operational Technology Data & Integrity, Information Technology Data & Integrity, and Reported ESG Data.

## ERM Committee Structure

### Executive Leadership Team

#### Operations Risk Committee

Chair: EVP, Operations

SVP,  
Environment,  
Health & Safety

SVP,  
Refining

SVP,  
Strategic  
Planning

#### Financial Risk Committee

Chair: Chief Financial Officer

Chief  
Commercial  
Officer

EVP,  
Business  
Development

Deputy CFO

#### ESG and Regulatory Risk Committee

Chair: EVP, General Counsel

SVP,  
Innovation

Chief  
Technology  
Officer

ESG  
Lead

Deputy CFO



## Compliance and Ethics

Integrity is a Core Value for Delek, and our policies and programs are designed to ensure employees, and business partners understand and act according to this value and consistently comply with applicable laws and regulations

### Compliance and Ethics Policies

The Delek Code of Conduct establishes foundational requirements for honest and ethical behavior in all business dealings. In addition, Delek has established Policies that provide compliance and ethical requirements for particular topics, that reinforce ethical decision making in specific situations. Other systems in place to ensure compliance include a Conflict of Interests Committee that reviews and addresses potential Conflicts of Interest, and technology that searches our electronic systems and flags key words that might identify potentially fraudulent activity.

### Ethics Training and Engagement

To ensure our employees stayed focused each day on Ethics and Compliance, Delek applies a variety of engagement methods. We conduct Annual Code of Conduct training, as well as topic-specific

ethical training related to our various compliance policies. In addition to training, we participate in Corporate Compliance and Ethics Week, and routinely share "Integrity Moments" on our internal Delek Social Media site.



**164**

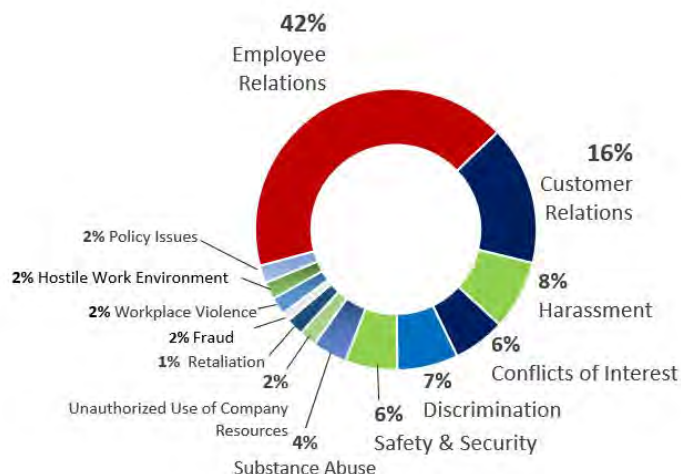
2023  
Total Compliance and  
Ethics Reports



*Delek Employees proudly wearing red for  
Compliance and Ethics Week*

### Delek's Compliance and Ethics Hotline

Employees, suppliers, and customers are encouraged to ask questions and raise concerns to management about suspected violations of our



Code of Conduct, company policies, or applicable laws and regulations. Concerns can be reported directly to the company's Human Resources Department, the Internal Audit Services Department, the Legal Department, or via an anonymous Compliance and Ethics Hotline operated by a third party for Delek. The Hotline is available 24 hours a day, 7 days a week via phone or website, and allows individuals to report their concerns anonymously. Delek prohibits any type of retaliation against individuals who report ethics and compliance concerns. Concerns reported are confidentially investigated and corrective actions are implemented where appropriate.

### Training Facts: By the Numbers

**100%**

of all assigned employees completed Code of  
Business Conduct in 2023

### Compliance & Ethics Hotline

1-800-867-9267

[www.delekus.ethicspoint.com](http://www.delekus.ethicspoint.com)

Cyber Governance

Delek applies a robust governance structure to manage cyber risks, and to ensure resilient data systems. Our Chief Technology and Data Officer briefs the Board of Directors on a quarterly basis, providing status updates on Cyber Risk management, and reporting on key performance indicators related to cyber security.

Within the Information Technology organization, the Governance, Risk, and Compliance team is responsible for establishing and maintaining the cybersecurity governance and risk management frameworks. This includes identification, management and mitigation of risk while ensuring

adherence to regulations, policies and standards. The Security Operations Center team provides weekly updates to Delek leadership about the cyber threat landscape, including learnings from cyber events experienced by other companies. Delek has had no significant cyber security breaches in the last three years. We have not incurred any cyber security-related net expenses nor penalties, or related settlements.

Cyber Threat Preparedness

We ensure all Delek employees are trained to manage Cyber risks. Employees receive monthly training, with quizzes, on topics like ransomware, phishing, and social engineering. Training results are closely tracked, to ensure a very high completion rate for all staff and contractors. We test employees' risk recognition skills with monthly phishing simulations. A focused "Cybersecurity Awareness Month" is held each year.

Our Architecture team identifies and mitigates cyber risk while designing, building, testing and implementing security controls across the organization's Information Technology / Operational Technology environment. Our systems apply layers of protection and controls to ensure resilient protection and protect data privacy. The Security Operations team implements and monitors controls to prevent and mitigate security incidents, while detecting and responding to any threats. The company has a robust cyber incident response plan, and routinely conducts cyber incident table top drills to test our response capabilities. Delek addresses third-party risks through a combination of capabilities, including contractual security language validation. We perform audits to ensure the effectiveness of our cyber security systems.

Cybersecurity: By the Numbers

Zero

breaches in the last three years

>2,000

hours of Cyber Training

Bi-Annual

Tabletop Preparedness Exercises

470,746

Email Threats Detected and Remediated

56

Risk Assessments Conducted





## Managing Supplier Risk

### 2023 Supplier Diversity Metrics

**\$170MM**

Diverse Supplier  
Spend

**1,300+**

Diverse Vendors  
Utilized

Delek's supplier network is built on trust and relationships, and we share common goals. We expect all suppliers, vendors, and contractors to comply with applicable laws, rules, and regulations. We have established a supply base that is qualified, diverse and inclusive, and that aligns with the communities where we operate. We screen prospective vendors to ensure none are on any third party sanction lists, and to ensure each vendor is financially secure.

In 2022, Delek implemented updated Supplier Social Standards. These Standards are available on Delek's website and are embedded in contracts and proposals for any new business we grant. By clearly communicating our expectations, our supply partners understand Delek's performance expectations on environmental and social issues. Topics addressed in the Supplier Social Standards include, but are not limited to:

- Delek's Core Values
- Delek's Code of Business Conduct and Ethics
- Delek's Social Commitments
- Delek's Environmental, Health & Safety Policy
- Fair Labor Standards Act
- United Nations Guiding Principles on Business and Human Rights
- Anti-Corruption and Bribery
- Workplace Safety
- International Trade Laws
- Conflicts of Interest
- Anti-trust

Delek also conducts periodic Supplier Management Business Reviews, where key performance indicators, including quality, safety and environmental performance are assessed. Through these sessions, Delek is able to ensure that suppliers are aligned with Delek's Core Values and performance expectations. As an additional tool to ensure safe performance by our suppliers, Delek requires all operational contractors to submit their safety performance data, safety management systems and programs to a third party evaluator, for assessment prior to approval to work at Delek sites. These risk factors are continuously monitored by the third party assessor, and Delek will engage with contractor companies if safety performance expectations are not maintained.

## Advocacy & Trade Associations

Delek believes that companies can play a constructive role in the development of public policies that positively impact their industries, employees, suppliers and customers. As such, we are committed to participating in the legislative and regulatory processes.

Delek's advocacy activities have focused on seeking reforms to the Renewable Fuel Standard (RFS) and elevating federal support for policies that facilitate the transition of the downstream and midstream energy industries towards a decarbonized future. Those activities have included conversations with the White House, the Environmental Protection Agency, the Department of Energy and numerous members of the House and Senate.

To help ensure that our political activities are conducted in a manner that inspires confidence in our ethics and integrity practices, Delek has begun to post on our website the federal lobbying activity reports that we file, quarterly, with the U.S. Congress. Those reports cover both the focus of our advocacy and the resources we expend on such activities. Delek also abstains from the use of corporate funds to directly support individual candidates for elected office or for independent expenditures.

### Trade Associations

To remain up to date on the latest industry developments and lend our voice to the chorus of companies seeking to promote positive public policy outcomes, Delek is an active member of several trade associations. To varying degrees, all of the groups engage in advocacy before state and/or federal regulators and legislators.

- American Fuel and Petrochemical Manufacturers (AFPM)
- Energy Infrastructure Council (EIC)
- Hydrogen Council (HC)
- Liquid Energy Pipeline Association (LEPA) (formerly the Association of Oil Pipelines (AOPL))
- International Liquid Terminals Association (ILTA)
- National Association of Convenience Stores (NACS)
- New Mexico Oil & Gas Association (NMOGA)
- Texas Oil & Gas Association (TXOGA)

Delek operates a political action committee (DK PAC) to foster voter education and support the election of candidates that advocate for American energy independence. In accordance with federal law, all funds controlled by the PAC are provided by voluntary contributions made by a small and tightly regulated cohort of management employees.

To help ensure that our PAC is operated in a manner that inspires confidence in our ethics and integrity practices, Delek's Director of Ethics & Compliance serves as the committee's treasurer. To elevate transparency, we post on our website the report of receipts and disbursements that we file, quarterly, with the U.S. Federal Election Commission.



## APPENDIX



# Response to the Taskforce on Climate-Related Financial Disclosures (TCFD)

## Our Climate-Related Risks and Opportunities & Associated Strategy

At Delek, we closely monitor the changing landscape of climate regulations, clean technology development and investment opportunities to strengthen our businesses and be well-positioned to act in an effective and timely manner to mitigate climate-related risks and capture opportunities strategically. More specifically, Delek's systematic, comprehensive identification and evaluation of relevant climate-related risks and opportunities is the first step in safeguarding our resilience and ability to continue serving our customers.

We regularly conduct research, assessments and evaluations to review and update our climate-related risks and opportunities as part of our governance and risk management strategies. While we anticipate continued demand for traditional energy in the near future, Delek recognizes the urgency and importance of integrating ESG considerations into our overall business strategy to remain resilient under the evolving energy landscape.

With direct oversight and involvement from our Board of Directors (the "Board") and management team, Delek has identified the below climate-related risks and opportunities as relevant and potentially material to our business:

## CLIMATE-RELATED RISKS AND OPPORTUNITIES

### Physical Risks

#### Acute

Increased occurrence and severity of acute physical risks such as hurricanes, blackouts, coastal events, droughts, fires and other extreme events<sup>1</sup> may impact Delek's facilities, and result in direct infrastructure damage, productivity disruptions, supply chain interruptions and higher insurance costs. Delek may need to invest in more robust equipment and assets capable of withstanding extreme weather events. Delek's product markets are also susceptible to increased occurrence and severity of acute physical risks.

#### Chronic

The rising sea level, increased frequency of flooding and the declining availability of fresh water<sup>2</sup> may impact Delek's facilities, operations and product markets. Ongoing increases in the frequency of extreme weather events, changes in precipitation patterns and extreme variability in weather patterns<sup>3</sup> may have an adverse effect on Delek's operations and product markets.

## Transition Risks

### Policy and Legal Risk

The company complies with all relevant laws and current regulations related to emissions reporting obligations. However, current or future regulations which incentivize low-carbon alternatives can lead to a decrease in demand for our refined products.

In preparation for emerging climate legislation and regulation, Delek is increasing investments and efforts in improving our Environmental Management System, resource efficiency, carbon footprint reduction strategies and adopting renewable energy, which is likely to increase our operating costs. Delek may also face litigation and other financial risks as the oil and gas industry encounters increasing societal and regulatory pressure.

### Market Risk

Consumer preferences may shift away from fossil fuels, which would result in a decrease in demand. Technology advancements and pricing improvements of renewable alternatives may heavily impact Delek's current pricing and profitability.

Strong incentives and regulations from the government to transition to low-carbon innovations and invest in renewable alternatives may have an adverse impact on the oil and gas industry at large. Changes in market conditions and norms may lead to changes in customer behavior.

### Reputation Risk

Increasing societal pressure to transition away from fossil fuels may negatively impact employee attraction and retention, stakeholder relations, cost of capital and access to capital. Access to capital will be essential to remain competitive during the energy transition.

### Technology Risk

The potential exists for reduced demand for high-emission fuel sources as the cost-effectiveness of other lower-emission fuel sources increases. Costs associated with adopting new practices and the retirement of obsolete assets to keep pace with technological advancements exist. Electric vehicle adoption and a transition to less diesel-centric trucking may reduce demand for Delek's products.

Opportunities

Market Opportunity

Delek plays a unique role in providing reliable and cost-efficient services to hard-to-reach communities -- supporting over 700 independent distributor and jobber sites. The ongoing geopolitical conflict between Russia and Ukraine continues to drive Europe and other regions to secure energy from the United States, resulting in increased demand and production.

Following the enactment of the Inflation Reduction Act of 2022 ("IRA"), Delek is also investing in carbon capture technology.

Products & Services Opportunity

Further research and development of renewable fuels, along with investments in innovative technologies through DK Innovation, may result in new products and markets, and thus increased revenues. Carbon capture and storage ("CCS") technology may reduce emissions and mitigate exposure to carbon taxes, lowering operating costs. Legislation to promote and incentivize the development of CCS and other innovations may result in technologies that allow refineries to operate longer and more efficiently than what current circumstances allow. Increases to the value of the federal 45Q credit under the IRA improve the financial viability of deploying CCS equipment at Delek's refineries.

Resource Efficiency Opportunity

A reduction in water use intensity through the adoption of alternate water supplies, water treatment, harvesting of storm water and water recycling may increase production capacity, reduce operating costs and lessen Delek's climate footprint. Investments in more energy efficient strategies resulting in reduced energy intensity may help increase our operational efficiency.

Innovation Strategies

To competitively position Delek to meet the growing demand for low-carbon fuel, we have been strengthening our business profile by capturing investment opportunities in technologies that enable optimized operations and a reduction in our carbon footprint.

At the end of 2018, Delek established a corporate venture capital fund, DK Innovation, to research and invest in technologies that can help improve Delek's operations and help transform our capabilities into highly advanced energy applications. Through investments in these technologies including those related to carbon capture and storage, Delek seeks to:

- » 1. Increase resource efficiency
- » 2. Reduce safety risk
- » 3. Transform into a more resilient company

By improving our safety profile and optimizing our operations to ensure a safe, reliable and highly automated working environment, Delek employees are empowered to effectively mitigate evolving climate-related risks. For example, DK Innovation recently invested in drone technology focused on enhanced leak discovery, with the potential to reduce employees' exposure to higher-risk activities. Such technology performs automatic inspections and provides information to our employees prior to high-risk projects.

Furthermore, Delek is well-positioned to address long-term energy transition risks as we remain on track to reach our GHG reduction goal. Closely monitoring emerging regulations, we are focused on adopting and advancing strategies to reduce our carbon footprint. In addition to investing in carbon capture technologies and carefully considering implementation at our refineries, we are also discovering opportunities to shift some of our production towards chemicals like aromatics and olefins. We are confident that our investments and ongoing strategy development will strengthen our business resiliency in this changing energy landscape.

RISK MANAGEMENT & GOVERNANCE

At Delek, a high degree of operational transparency and strong corporate governance are critical to Delek's management of climate-related risks and opportunities. Our approach includes a layered governance structure providing strategy setting and oversight at the Board, Executive Leadership, and Business Unit Level for climate related risks and opportunities. The governance structure includes our Board Committees, our Sustainable Operations Team, and our Enterprise Risk Management Framework.

Climate-related efforts by our Board committees aim to provide strategic alignment and uncover opportunities for improvement, and they often serve as the inception point for strategic, climate-related recommendations, which are subsequently presented to the entire Board.

Our Board convenes for frequent updates on the activities of these Committees and for formal presentations on a quarterly basis. These updates and presentations establish a regular channel and cadence of communication between these specialized and critical groups, allowing for a common understanding of climate-related risks and opportunities across our leadership, and thus an aligned and effective action in response.



METRICS AND TARGETS

To properly monitor our climate-related risks and opportunities and continue fulfilling our duty to reduce the resources we consume, emissions we generate and the waste we create, we closely track several metrics including:

»	Scope 1, 2, & 3 GHG emissions
»	Constituent emissions
»	Carbon intensity of our refining business unit
»	Freshwater withdrawal and opportunities to transition to recycled water
»	Hazardous waste generation
»	Electrical usage and reduction opportunities

Delek is able to monitor Scope 1 GHG progress in real-time and recalibrate as necessary through a constant monitoring of these metrics, other company-specific climate-related data and consistent tracking of legislative and regulatory developments.

To maintain an ongoing understanding of our investors' climate-related expectations, Delek regularly engages with our largest shareholders on climate-related risks and opportunities.

Road to a Lower Carbon Future

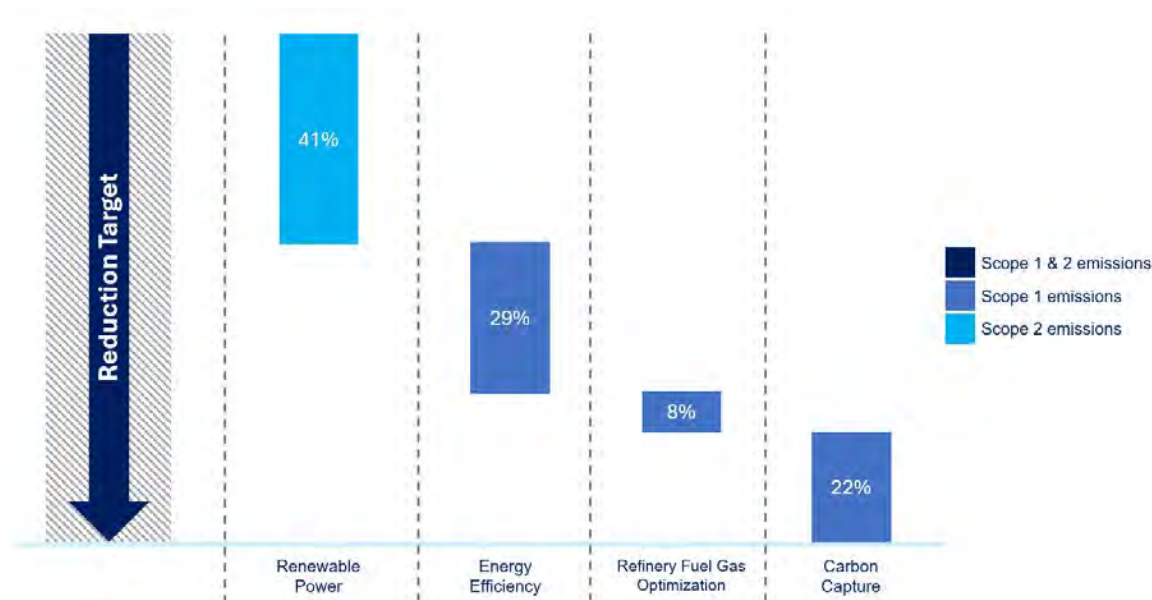
Over the past few years, the Greenhouse Gas Protocol, published by World Resource Institute, has become the predominant, globally accepted standardized framework for measuring and reporting greenhouse gas information. Many governing bodies around the world have begun to reference and incorporate this accounting framework in their disclosure requirements (including the United States' Securities and Exchange Commission's Climate Disclosure Reporting requirements, finalized in early 2024 and expected to be effective in 2025). The move toward more global consistency in the reporting of this data is a positive development that will provide stakeholders with more consistent, transparent greenhouse gas information from companies.

In order to provide our stakeholders with greenhouse gas information that is more fully aligned with the Greenhouse Gas Protocol, in 2023 Delek consulted with third party experts to conduct a re-evaluation of its tracking and reporting methodologies, compared to the Greenhouse Gas Protocol, and in anticipation of the proposed U.S. Securities and Exchange Commission Climate Disclosure rules. As an outcome of these efforts, Delek has made adjustments to internal tracking and documentation systems, to how it will report greenhouse gas emissions going forward, and to its stated greenhouse gas reduction target.

Adjustments implemented at the end of 2023 and in early 2024 include:

»	Adjusting the "baseline" year selected for purposes of measuring Delek's Greenhouse Gas reduction efforts. Based on third-party expert guidance, and to better align with the GHG Protocol, Delek is adjusting its baseline year from 2012 to 2022. This change will improve data quality and measure progress against a baseline that is more reflective of the business's current operational boundaries. The year 2022 also represents a more typical operational year due to the diminishing impacts of the COVID-19 pandemic.
»	Adjusting its greenhouse gas reduction target to be based on Greenhouse Gas Intensity <sup>4</sup> , rather than absolute Greenhouse Gas emissions. This adjustment will provide a more meaningful, consistent data point for stakeholders over time, because it will normalize emissions data even as Delek's asset profile adjusts with changing business conditions.
»	Adjusting its Scope 1 and 2 reduction target from a 34% absolute emissions reduction target, to a 25% GHG intensity-based reduction target. Delek will continue to report both absolute GHG emissions and intensity based emissions.

Advancing technology, international dynamics and evolving economics require Delek to routinely evaluate, update, and optimize its GHG Emission Reduction Plan. Leaders and experts from across the company meet periodically to monitor progress on reduction activities, and to refresh the reduction strategy. Delek consults with third party experts to ensure the strategy is aligned with industry and global best practices. Delek's most updated GHG Reduction strategy for reducing Scope 1 and Scope 2 emissions is shown in the chart below. Renewable Power agreements are expected to provide approximately 41% of the emission reduction target. Energy Efficiency efforts across the company are expected to deliver approximately 29% of the emission reduction target. Refinery Fuel Gas Optimization is expected to deliver approximately 8% of the emission reduction target. Carbon Capture efforts applying second-generation carbon capture technology are expected to deliver approximately 22% of the emission reduction target. Delek will continue to report its progress toward the reduction target in future Sustainability Reports.



## GREENHOUSE GAS EMISSION TARGET AND PROGRESS

As part of our GHG Emissions Reduction initiative, Delek aims to reduce our Scope 1 and Scope 2 emissions by 25%, measured on an intensity basis, by 2030. Our emissions data can be found in the SASB Section of the appendix.

Enterprise-Wide Greenhouse Gas Emissions Million metric tons of CO <sub>2</sub> equivalent			
	2021	2022	2023
Scope 1	2.2	2.7	2.7
Scope 2	0.3	0.4	0.4
Scope 3 (Estimate)	38	40	39
<b>Total of Scope 1 and 2</b>	<b>2.5</b>	<b>3.1</b>	<b>3.1</b>

1. Intergovernmental Panel on Climate Change (IPCC), Sixth Assessment Report North America Fact Sheet
2. IPCC, Sixth Assessment Report North America Fact Sheet
3. IPCC, Sixth Assessment Report North and Central America Regional Fact Sheet
4. Delek computes Greenhouse Gas Intensity as the aggregation of Scope 1 and Scope 2 emissions, divided by total manufacturing inputs.



## SCENARIO ANALYSIS

To maintain Delek's commitment to transparency and accountability, we have included a scenario analysis in this sustainability report, recognizing the importance of assessing potential future impacts and uncertainties on our sustainability journey. As we navigate an ever-evolving landscape shaped by environmental, social, and economic factors, our organization remains steadfast in its dedication to understanding and mitigating risks, while identifying opportunities for positive change. Through this scenario analysis, we aim to enhance our strategic foresight, foster resilience, and ultimately contribute to a more sustainable future. It is important to note that while a scenario analysis does provide important information to the organization and stakeholders, it is impossible to forecast the future accurately. A wide variety of global social and economic factors impact the accuracy of the results.

## Evaluating Likelihood & Impact of Climate Drivers

Delek analyzed a comprehensive set of climate drivers developed in the scenarios listed above. Eight drivers were selected for further review based on their direct impact to Delek operations. These drivers cover both supply and demand to paint a full picture of potential climate risks and opportunities impacting Delek's business strategy. Climate driver matrices (shown in the figures below) have been developed for both 2025 and 2030 to achieve the following objectives:

1. Understand which risks will have the largest financial impact on the organization and their level of certainty.
2. Better understand financial impacts in the short, medium, and long term.

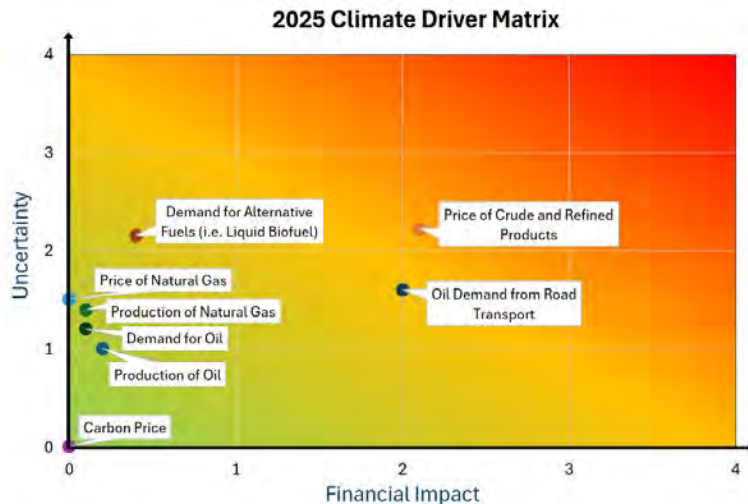
The International Energy Agency (IEA) is the foremost expert on scenario forecasts. The IEA aims to provide organizations and stakeholders with a range of possible outcomes for consideration. For this year's sustainability report, Delek has selected the following two scenarios for further investigation:

### 1. State Policies Scenario (STEPS):

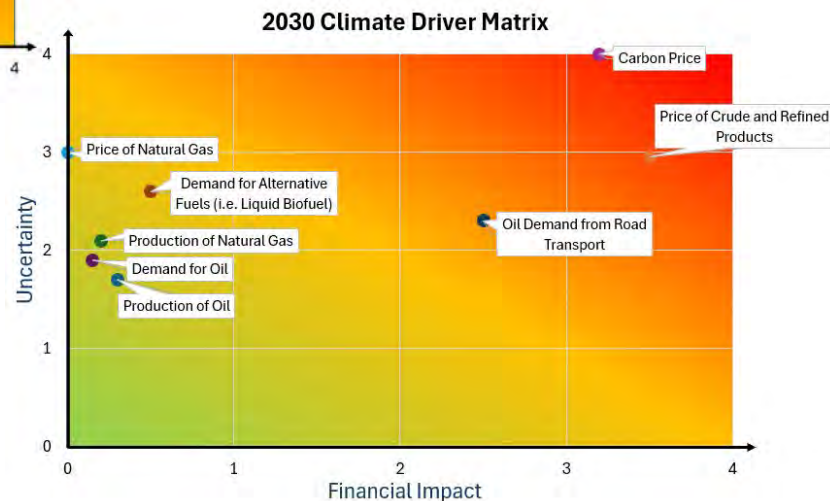
- STEPS serves as the central scenario developed by the IEA. It focuses on incorporating energy related policies that are in place, as well as those in development. Most notably, it incorporates climate pledges submitted for the Paris Agreement.

### 2. Net Zero Emissions by 2050 (NZE2050):

- The NZE2050 scenario sets out a pathway for the global energy sector to reach net zero CO2 emissions by 2050.



The 2030 Climate Drive Matrix illustrates the impacts and uncertainty of drivers within the medium and long term. The certainty of carbon price as a transition risk is much higher in both impact and certainty as additional global legislation is set to be released. In the long-term, Price of Crude & Refined Products and Oil Demand from Road Transport have the highest impact in the long-term (as well as short term) due to the nature of Delek's business.



## 2023 EEO-1 Disclosure

Consistent with our Mission, Vision and Core Values, Delek believes that a diverse workforce composed of individuals with a variety of personal and professional backgrounds and identities makes our company stronger. We are committed to increasing the diversity of our already inclusive workforce and generating greater professional and economic opportunities for all employees. Achieving these complementary goals will make us stronger, more agile and resilient.

In the spirit of transparency, and to provide our stakeholders with the information they need to follow our progress Delek is, for the third year in a row, disclosing the data from the consolidated Equal Employment Opportunity Report (EEO-1) we filed with the U.S. Department of Labor. Below is our filing for 2023.

**EQUAL EMPLOYMENT OPPORTUNITY**  
2023 EMPLOYER INFORMATION REPORT EEO-1  
CONSOLIDATED REPORT

CO= AB91007

U= AB91007

**SECTION B - COMPANY IDENTIFICATION**

1. DELEK US ENERGY INC  
7102 COMMERCE WAY  
BRENTWOOD, TN 37027

2.a. DELEK US ENERGY INC  
7102 COMMERCE WAY  
BRENTWOOD, TN 37027

C.EIN=522319066

**SECTION C- TEST FOR FILING REQUIREMENT**

1-Y 2-Y 3-N

DUNS=624338219

**SECTION D - EMPLOYMENT DATA****SECTION E - ESTABLISHMENT INFORMATION**

NAICS: 324110 - Petroleum Refineries

Job Categories	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												Overall Totals
			***** MALE *****						***** FEMALE*****						
	Male	Female	White	Black or African American	Asian	Native Hawaiian or Pacific Islander	American Indian or Alaskan Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Pacific Islander	American Indian or Alaskan Native	Two or More Races	
Exec/Sr. Officials & Mgrs	3	1	30	1	0	1	1	3	4	0	0	0	0	0	44
First/Mid Officials & Mgrs	43	85	285	17	19	0	0	9	132	16	5	1	1	2	615
Professionals	33	11	234	15	13	1	2	5	98	17	9	0	0	5	443
Technicians	4	1	43	4	1	0	0	1	8	1	0	0	0	0	63
Sales Workers	209	288	196	55	2	5	14	13	260	92	6	1	20	25	1186
Administrative Support	3	14	12	1	0	0	0	0	43	9	4	0	1	0	87
Craft Workers	31	0	172	14	0	0	2	1	1	0	0	0	0	0	221
Operatives	122	0	546	131	0	1	3	7	0	1	0	0	0	0	811
Laborers & Helpers	3	0	9	2	0	1	0	1	1	0	0	0	0	0	17
Service Workers	5	9	10	6	0	0	0	2	14	13	0	0	0	3	62
Total	456	409	1537	246	35	9	22	42	561	149	24	2	22	35	3549
Previous Report Total	438	455	1620	266	40	6	25	37	598	195	25	4	12	27	3748



## Sustainability Accounting Standards Board (SASB)

Metric	SASB Code	Units	2019	2020	2021	2022	2023
Greenhouse Gases							
Delek Refining Operation <sup>1,6</sup>							
Scope 1 and 2 Emissions <sup>2</sup>	--	one million metric tons CO <sub>2</sub> -e	2.8	2.5	2.5	2.8	2.9
Scope 1 Emission <sup>3</sup>	EM-RM-110a.1		2.4	2.2	2.2	2.5	2.5
Scope 2 Emission <sup>4</sup>	--		0.4	0.3	0.3	0.3	0.3
Scope 3 Emission <sup>5</sup>	--		—	38	38	40	39
Scope 1 and 2 Intensity <sup>2,3,4</sup>	--	metric tons per thousand barrels	28	26	26	26	27
Delek Operations <sup>1,4</sup>							
Scope 1 Emission <sup>3</sup>	EM-RM-110a.1	one million metric tons CO <sub>2</sub> -e	2.4	2.2	2.2	2.7	2.7
Percentage covered under emissions-limiting regulations	EM-RM-110a.1	percent	—	—	—	—	—
Scope 2 Emission <sup>4</sup>	--	one million metric tons CO <sub>2</sub> -e	0.4	0.4	0.3	0.4	0.4
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	EM-RM-110a.2	<i>In November 2021, Delek was the first U.S. small to mid-cap refiner to announce a greenhouse gas reduction target. We're committed to continuing to be forward-thinking as we deliver reductions in our emissions profile. Our plans to achieve these reductions include, but are not limited to:</i> <ul style="list-style-type: none"><li><i>Innovative technology investment,</i></li><li><i>Carbon Capture</i></li><li><i>Operational energy efficiencies,</i></li><li><i>Increased application of renewable power</i></li><li><i>Refinery Fuel Gas Optimization</i></li></ul> <i>As Greenhouse Gas reporting methodologies are becoming more consistent world-wide, Delek continues to provide stakeholders with transparent greenhouse gas emission reporting that is consistent with those best practices and governing body disclosure requirements. During 2023, Delek worked with third-party experts to realign its internal reporting structures to more closely follow the current version of The Greenhouse Gas Protocol: Corporate Accounting Standard (published by the World Resource Institute). As part of this alignment effort, Delek has updated its Greenhouse Gas reduction tracking:</i> <ul style="list-style-type: none"><li><i>Application of a 2022 "baseline" year that is more reflective of the current operational boundaries</i></li><li><i>Application of a 25% Scope 1 and 2 emission reduction target, measured on an intensity basis, by 2030</i></li></ul>					
Air Quality							
Delek Refining Operations							
Air Emission <sup>7</sup>							
Nitrogen Oxides	EM-RM-120a.1	thousand tons	—	1.5	1.3	1.7	1.5
Sulfur Dioxide			—	1.1	1.8	1.4	1.2
Volatile Organic Compounds			—	1.9	2.0	2.2	1.9
Inhalable Particulate Matter			—	0.3	0.3	0.4	0.2
Air Emissions Intensity <sup>7</sup>							
Nitrogen Oxide	--	tons per million barrels	—	15	14	16	14
Sulfur Dioxide			—	11	18	13	11
Volatile Organic Compounds			—	20	21	21	18
Inhalable Particulate Matter			—	3	4	4	2
Number of refineries in or near areas of dense population	EM-RM-120a.2	number of refineries	—	1	1	1	1

Metric	SASB Code	Units	2019	2020	2021	2022	2023
Hazardous Materials Management							
Delek Refining Operations							
Amount of hazardous waste	EM-RM-150a.1	thousand tons	—	1.4	1.0	0.7	0.9
Hazardous Materials Management (continued)							
Delek Retail Operations							
# of underground storage tanks (USTs)	EM-RM-150a.2	number of USTs	—	575	562	564	563
# of UST releases requiring cleanup		number of USTs	—	3	6	1	4
Percentage in states with UST financial assurance funds		percent	—	0	17	0	50
Product Release							
Delek Operations <sup>1,6</sup>							
Releases of 5 barrels or more only impacting land	--	number of releases	—	9.0	7.0	15.0	15.0
Releases impacting land and water		number of releases	—	2.0	2.0	4.0	1.0
Releases impacting water		number of releases	—	0.0	0.0	0.0	0.0
Releases in Unusually Sensitive Areas (USAs)		number of releases	—	0.0	0.0	0.0	0.0
Volume of Releases		thousand barrels	—	2.0	1.2	1.1	1.0
Water Management							
Delek Refining Operations							
Total Fresh Water Withdrawn	EM-RM-140a.1	million gallons	—	2,300	2,351	2,207	2,126
Number of incidents of non-compliance associated with water quality permits, standards, and regulations	EM-RM-140a.2	number of incidents of non-compliance	—	12	9	2	4
Workforce Health & Safety							
Delek Refining Operation <sup>1</sup>							
Total Recordable Injuries <sup>8</sup>							
Employee	EM-RM-320a.1	per 100 workers	0.24	0.44	0.84	0.55	0.27
Contractors			0.17	0.09	0.51	0.11	0.08
Days Away, Restricted, or Transferred Case <sup>8</sup>							
Employee	—	per 100 workers	0.16	0.26	0.66	0.36	0.18
Contractors			0.00	0.00	0.00	0.11	0.00
Serious Injuries <sup>9</sup>							
Employee & Contractors	—	per 100 workers	0.00	0.04	0.34	0.05	0.04
Fatalities							
Employee	EM-RM-320a.1	per 100 workers	0.00	0.00	0.00	0.00	0.00
Contractors			0.00	0.00	0.00	0.00	0.00
High Potential Near Misses <sup>10</sup>							
Employee & Contractors	EM-RM-320a.1	per 100 workers	1.23	1.01	1.02	0.45	0.37
Delek Operations <sup>1,6</sup>							
Total Recordable Injuries <sup>8</sup>							
Employee	EM-RM-320a.1	per 100 workers	0.62	0.64	0.66	0.55	0.34
Contractors	—	number of cases	6.00	1.00	6.00	1.00	3.00
Days Away, Restricted, or Transferred Case <sup>8</sup>							
Employee	—	per 100 workers	0.32	0.39	0.41	0.38	0.12
Contractors		number of cases	3.00	0.00	0.00	1.00	1.00
Serious Injuries <sup>9</sup>							
Employee & Contractors	—	number of cases	0.00	3.00	7.00	1.00	2.00



Metric	SASB CODE	Units	2019	2020	2021	2022	2023
Fatalities							
Employee	EM-RM-320a.1	per 100 workers	0.02	0	0	0	0
Contractors	--	number of cases	0	0	0	0	0
High Potential Near Misses <sup>10</sup>							
Employee & Contractors	--	number of cases	35	25	22	10	10
Workforce Health & Safety (continued)							
Discussion of management systems used to integrate a culture of safety	EM-RM-320a.2	Delek's highest priority is the safety of our employees, contractors, and the communities in which we operate. Our efforts in this area have resulted in year- over-year progress, and while we are proud of our performance in this area, we will not rest until we achieve our goal of ZERO accidents or injuries. Safety is one of Delek's six Core Values. This means that we ensure the health and safety of our employees, contractors and the communities in which we operate, while going beyond the legal requirements to provide an accident-free workplace. Our progress as a company demonstrates that our goal of ZERO recordable injuries is possible. Until that milestone is reached, we will repeat our "I Own it" safety mantra and strive to ensure that each day is safer than the day before.  Our Integrity Management System (IMS) provides a framework to normalize excellence through creation of a structured approach to every aspect of our business including health & safety, process safety, emergency preparedness, and security. Our core values are embedded into each IMS element. IMS instills discipline in our organization while developing our employees to their highest potential. A culture of continuous improvement delivers the desired results.					
Management of the Legal & Regulatory Environment							
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-RM-530a.1	To facilitate a more rapid transition of the downstream energy sector, Delek supports an effort to advance legislation which would elevate federal support for the decarbonization of refiners. If enacted, the legislation would dedicate significant federal resources towards the development, demonstration, and deployment of technologies to lower the greenhouse gas emissions and carbon intensity of refineries. We have a political activity policy which commits Delek to disclose its corporate advocacy activities and contributions to tax exempt organizations that lobby.					
Critical Incident Risk Management							
Delek Refining Operations <sup>1</sup>							
Tier 1 Process Safety Event Rate <sup>11</sup>	EM-RM-540a.1	per 100 workers	0.21	0.13	0.29	0.35	0.04
Tier 2 Process Safety Event Rate <sup>11</sup>			0.29	0.26	0.1	0.2	0.17
Tier 1 Process Safety Events <sup>11</sup>	--	number of events	5	3	6	7	1
Tier 2 Process Safety Events <sup>11</sup>			7	6	2	4	4
Delek Operations <sup>1,6</sup>							
Tier 1 Process Safety Events <sup>11</sup>	--	number of events	7	4	7	8	3
Tier 2 Process Safety Events <sup>11</sup>			7	7	2	6	7

<sup>1</sup>On June 1, 2022 DKL, acquired a natural gas gathering and processing business. NO metrics have been adjusted to reflect operations at these facilities prior to 2022. For 2022, GHG Emissions reflect facility operations for the entire calendar year, including the time prior to ownership by DKL. For 2022, Product Releases, Workforce Health & Safety and Critical Incident Risk Management only reflect events that occurred during DKL ownership.

<sup>2</sup>Metrics do not include GHG emissions from the Bakersfield Refinery which was not operational prior to its divestiture in May 2020.

<sup>3</sup>Scope 1 GHG emissions are calculated per the EPA's Mandatory Greenhouse Gas Reporting Program or the 2009 API Compendium of Greenhouse Gas Emissions Methodologies for the Oil and Natural Gas Industry. Scope 1 GHG emissions include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O).

<sup>4</sup>Scope 2 GHG emissions are based on EPA location specific emissions factors for purchased electricity.

<sup>5</sup>Scope 3 GHG emissions from refinery produced products that are combusted when they are used by consumers are based on the refinery yield method.

<sup>6</sup>Delek Operations include Refining, Renewables, Retail, Pipeline Stations, Product Terminals, Transportation, Corporate Offices, Natural Gas Gathering & Processing, and joint ventures under operational control.

<sup>7</sup>Particulate matter with a diameter of 10 microns or smaller.

<sup>8</sup>Total recordable injuries and days away, restricted, or transferred cases are determined based on Occupational Safety and Health Administration (OSHA)

requirements (29 CFR 1904). To present comparable year over year data, the data presented does not include COVID-19 cases.

<sup>9</sup>Includes incidents resulting in a hospitalization or life-altering injury per American Fuels & Petrochemical Manufactures (AFPM) guidance.

<sup>10</sup>Includes incidents with the potential for a fatality, hospitalization, or life-altering injury with a less than serious outcome per AFPM guidance.

<sup>11</sup>Includes incidents resulting in Process Safety Events (PSE) as defined by American Petroleum Institute (API) Recommended Practice 754.

## Disclaimer

This report contains forward-looking statements about Delek's operations that are based on management's current estimates, expectations, and projections about future plans, actions, and events. These statements are not guarantees of future conduct or policy and are subject to change. Management's forward-looking statements are also subject to certain risks, uncertainties, and other factors, many of which are beyond management's control. See the cautionary language under Forward-Looking Statements below.

Therefore, the actual conduct of our activities, including any program, policy or initiative discussed or forecasted in this report, may differ materially in the future. As with any projections or estimates, actual results or numbers may vary. Many of the standards and metrics used in preparing this report are subject to evolving standards and are based on assumptions management believed to be reasonable at the time of preparation but should not be considered guarantees. The statements of intention in this report speak only as of the date of this report. Delek undertakes no obligation to update publicly any statements in this report.

As used in this report, the term "Delek" and such terms as "the company," "the corporation," "our," "its," "we" and "us" may refer to one or more of Delek's consolidated subsidiaries or affiliates or to all of them taken as a whole. All of these terms are used for convenience only and are not intended as a precise description of any of the separate companies, each of which manages its own affairs.

## FORWARD-LOOKING STATEMENTS

This report contains "forward-looking statements," as that term is defined under the federal securities laws, that are based upon current expectations and involve a number of risks and uncertainties. Statements concerning current estimates, expectations and projections about opportunities, plans, actions and events and other statements, concerns or matters that are not historical facts are forward-looking statements. These statements contain words such as "possible," "believe," "should," "could," "would," "predict," "plan," "estimate," "intend," "may," "anticipate," "will," "if," "potential," "expect" or similar expressions, as well as statements in the future tense. Forward-looking statements should not be read as a guarantee of future actions, events or results and will not be accurate indications of the times at, or by, which such actions, events or results will be achieved. Forward-looking information is based on information available at the time and/or management's good faith belief with respect to future events and is subject to risks and uncertainties that could cause actual actions, events, or results to differ materially from those expressed in the statements. Delek undertakes no obligation to update or revise any such forward-looking statements to reflect events or circumstances that occur, or which Delek becomes aware of, after the date hereof, except as required by applicable law or regulation.

The following important factors, among others, may affect these forward-looking statements: changes in crude oil and other commodity prices; changes in refining margins; the company's ability to realize anticipated cost savings and expenditure reductions; actions of competitors or regulators; potential delays in the development, construction or start-up of planned projects; the potential disruption or interruption of the company's operations due to war, accidents, political events, civil unrest, severe weather, cyber threats, terrorist acts or other natural or human causes beyond the company's control; uncertainties regarding future decisions by OPEC regarding production and pricing disputes between OPEC members and Russia; the competitiveness of alternate energy sources or product substitutes; technological developments; the impact of a pandemic (such as the COVID-19 outbreak) and actions taken in response on the demand for crude oil, refined products and transportation and storage services; risks related to Delek's exposure to Permian Basin crude oil, such as supply, pricing, gathering, production and transportation capacity; management's ability to execute its strategy of growth, including risks associated with acquisitions and dispositions; the potential liability resulting from other pending or future litigation; operating hazards inherent in transporting, storing and processing crude oil and intermediate and finished petroleum products; our competitive position and the effects of competition; the projected growth of the industries in which we operate; general economic and business conditions affecting the geographic areas in which we operate; the company's ability to identify and mitigate the risks and hazards inherent in operating in the global energy industry; and other risks described in Delek's filings with the United States Securities and Exchange Commission (the "SEC"), including risks disclosed in our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and other filings and reports with the SEC.

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