



2024

SUSTAINABILITY REPORT

www.delekus.com



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A Message from the CEO

For more than twenty years, we have proudly provided reliable and cost-effective transportation fuels and energy products that support our customers.

We constantly challenge ourselves to deliver these essential energy solutions in a way that is both environmentally and socially responsible, underpinned by a governance framework that ensures accountability. We understand that prioritizing sustainability is key to our long-term success in an ever-changing energy sector.

As we explore initiatives aimed at significantly reducing our carbon footprint, we remain committed to creating value for both our shareholders and customers. Our sustainability mission is just as important to us as the well-being of our employees, the communities we serve, and the environment we all share. As we move forward, we continue to integrate sustainability into our strategy and across our operations.

I'm excited to present our progress in this 2024 Sustainability Report, with highlights that hold special significance for me and my leadership team, including:

Empowering Employees

As part of our continued commitment to supporting every member of our team, we are proud to introduce enhanced transparency around our benefits, including clearer, more accessible information about our medical, financial, and overall well-being offerings. In 2024, we also launched a new Career Empowerment Day, along with a comprehensive Career Management Framework designed to provide clearer pathways for growth and progression within the company. Additionally, our Enterprise Resource Groups (ERGs) remain open and available to all employees, serving as powerful spaces to connect, share, and build community across our organization. These initiatives reflect our ongoing dedication to fostering a workplace where everyone can thrive personally and professionally.

Lowering Operating Costs via Energy Efficiency Initiatives

We continue to make strong progress in improving our energy efficiency as part of our broader effort to reduce operating costs and operate more sustainably. A key milestone was the successful turnaround at our Krotz Springs facility, where we implemented upgrades that have significantly improved operational efficiency. We have completed the installation of LED lighting across our Delek Logistics (DKL) terminals, an initiative that reduces energy consumption and costs, enhances safety with improved brightness, and reinforces our commitment to environmental sustainability. These efforts reflect our focus on smart, forward-thinking investments that benefit both our business and the communities we serve.

Following TCFD Guidelines

As part of our ongoing commitment to sustainability and responsible business practices, we remain aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This year, we placed a strong emphasis on enhancing transparency in both our strategic decision-making and our reporting. By aligning more closely with TCFD guidelines, we aim to provide greater clarity on how climate-related risks and opportunities influence our business, and how we are positioning ourselves for a resilient, sustainable future. This commitment reflects our dedication to accountability, long-term value creation, and meeting the expectations of our stakeholders.

Delek's sustainability journey continues to move forward, driven by our passionate and dedicated team. Our focus remains on delivering secure, sustainable energy that meets society's needs while creating lasting value for our shareholders.

AVIGAL SOREQ
President & CEO

About This Report

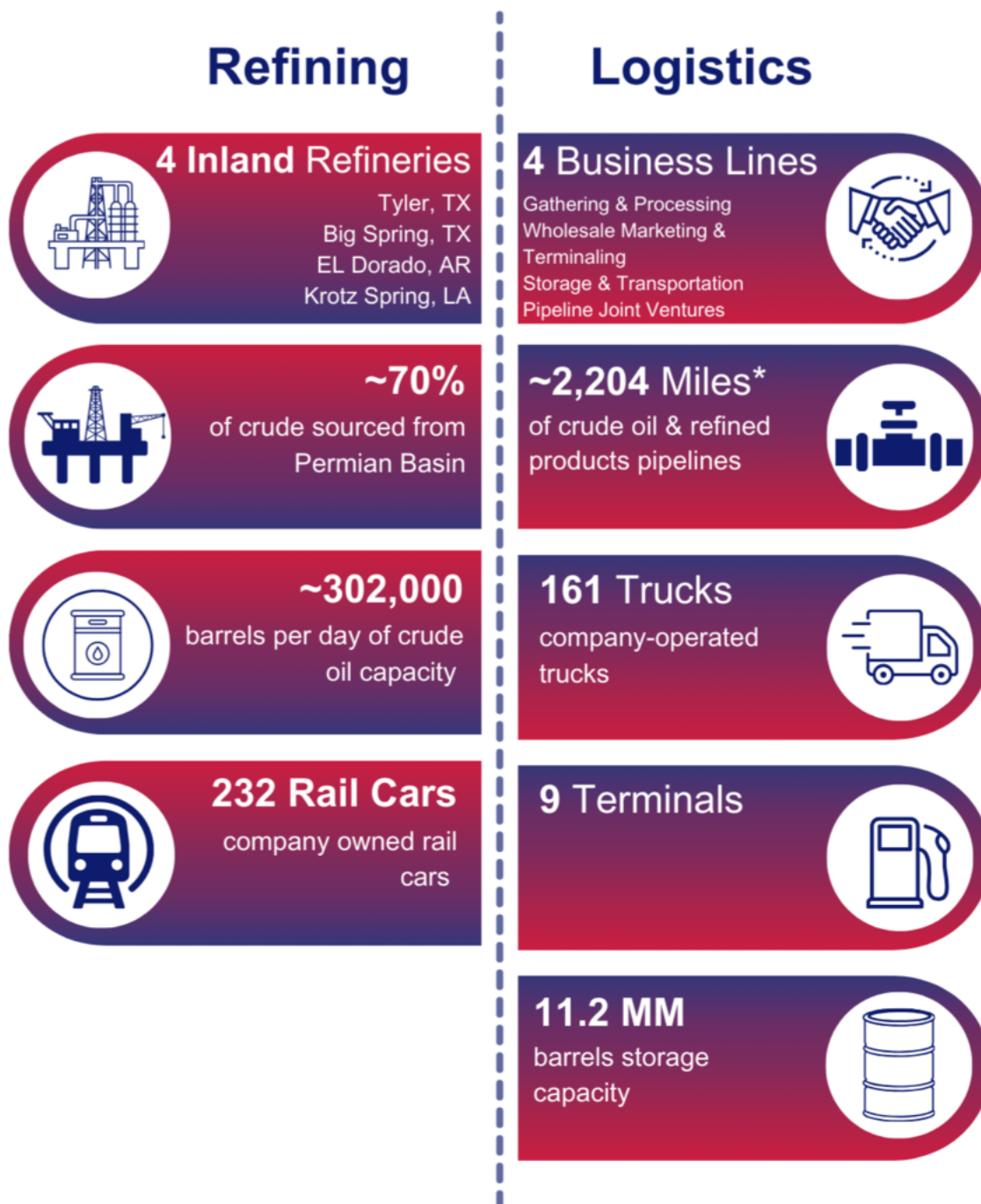
The narrative text that follows highlights many enhancements Delek has made in its sustainability performance during 2024, including stronger alignment with the Task Force Climate- Related Disclosures (TCFD), enhanced employee empowerment programs, and a focus on refinery efficiency. Data included in the report represents calendar year 2024 results.



Overview

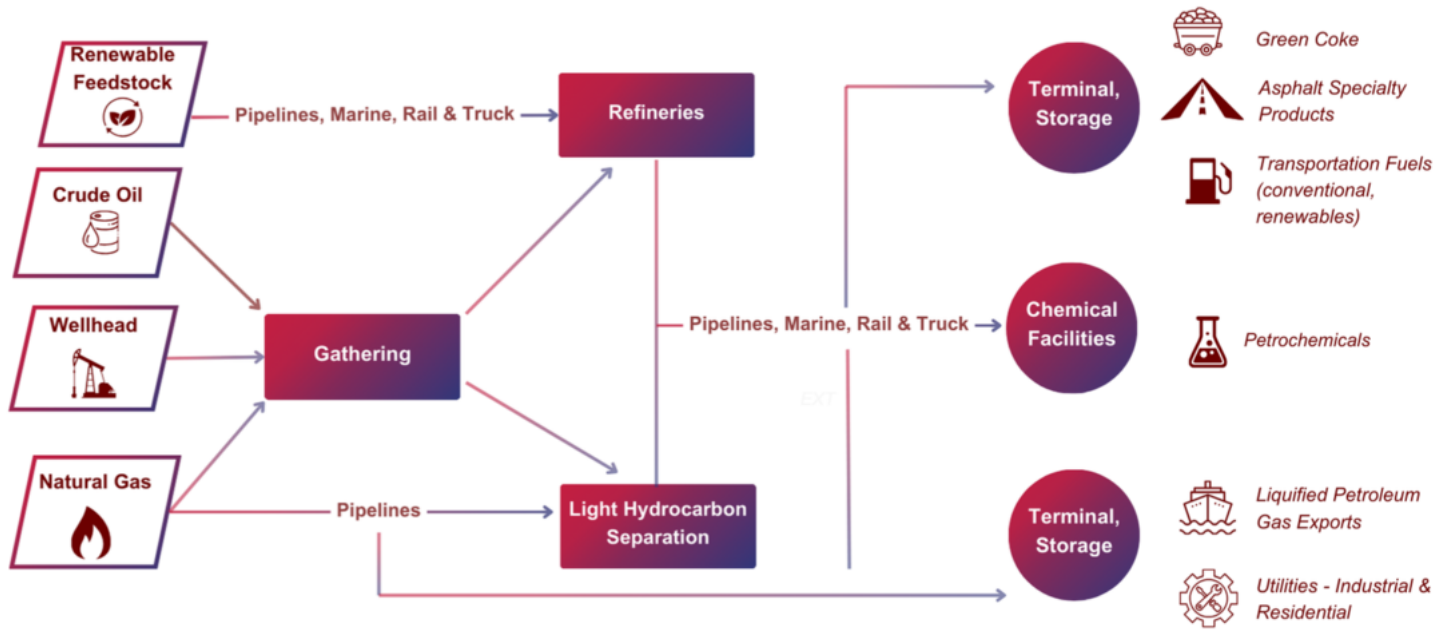
Founded in 2001, Delek US Holdings, Inc. (NYSE: DK) is a downstream energy company with assets in petroleum refining, logistics, and asphalt. We are proud of our culture of excellence, strong financial position and track record of growth. We are committed to responsible corporate citizenship, while creating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

Delek at a Glance



*Includes approximately 240 miles of leased pipeline capacity and 489 miles of gathering system pipeline which is decommissioned

Delek Value Chain



Delek Asset Map





Delek
US

**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 are 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 committed to playing its part in a responsible, effective transition to provide transportation fuels with a lower carbon life cycle.

Greenhouse Gas Emissions (GHG)

Delek remains committed to forward-thinking solutions as we advance efforts to reduce our emissions footprint. Our strategy to achieve these reductions include, but are not limited to the following initiatives:

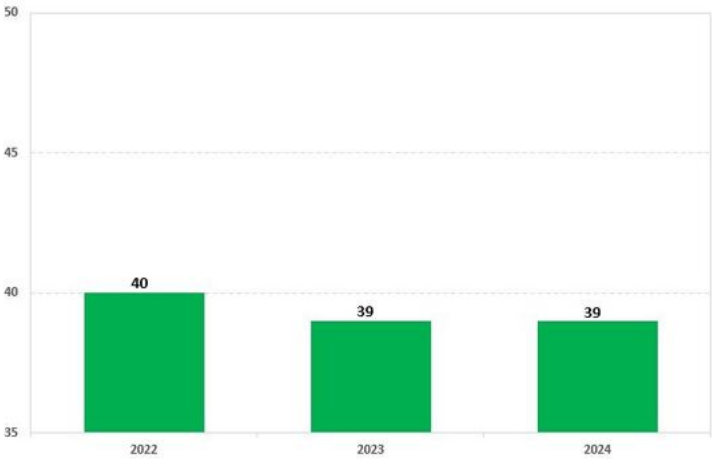
- Innovative technology investment
- Operational energy efficiencies
- Increased application of renewable power
- Refinery fuel gas optimization

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 Resources Institute).

Emissions figures contained in this report cover the 2024 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.

Scope 3 Emissions

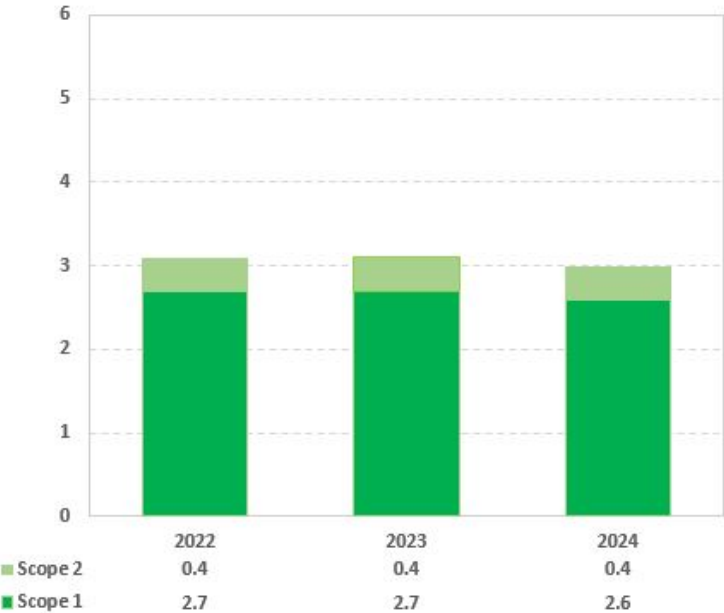
(million metric tons of CO₂e)



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

Enterprise-wide Scope 1 & 2 Emissions*

(million metric tons of CO₂e)



The trends in our Scope 1 & 2 emissions from 2022 to 2024 reflect the transitions in 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.

Looking forward, Delek remains committed to evolving alongside the energy transition. We are actively monitoring the development of clean energy technologies, many of which are now reaching a stage where they can be implemented at scale. As our operations grow, we will continuously adapt and update our carbon management strategy to ensure alignment with both regulatory requirements and long-term value creation for our stakeholders.

We also recognize that climate-related risks and opportunities are becoming increasingly material to long-term business resilience and financial performance. These considerations are integrated into our strategic planning processes and are discussed in more detail in the Appendix of this report.

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

Energy Efficiency

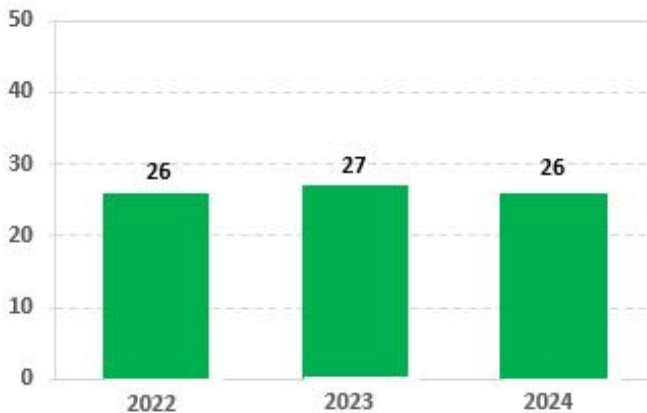
The carbon intensity of Delek's refining operations remained relatively stable over the three-year period from 2022-2024, reflecting consistent operational practices and emissions management strategies.

Delek experienced a slight dip in carbon intensity between 2023 and 2024, potentially indicating early progress in the company's ongoing efforts to reduce its environmental impact.

Going forward, Delek plans to implement additional measures to help reduce carbon intensity and meet its 2030 reduction goals. Initiatives include: energy efficiency, innovative technologies, renewable power, and carbon capture technology. We expect a measurable reduction of greenhouse gas emissions as a result.

Carbon Intensity: Refining Business Unit

(metric tons CO_{2e} per thousand barrels of refinery crude & other feedstock throughput)



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 our 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. This pilot project is expected to help advance commercialization of carbon capture technology. Additionally, the project is set to create both temporary and permanent energy transition jobs within the Big Spring, TX area. In 2024, Delek began phase 1 of implementation, which consists of a front end engineering design study and project planning.

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 and midstream assets.

KSR Turnaround: A Step Towards Improved Energy Efficiency

A turnaround is a scheduled event where the refinery temporarily shuts down part or all of its operations for maintenance, upgrades, inspections, and repairs. These turnarounds are crucial for ensuring the safety, efficiency, and longevity of the refinery. All four refineries (Tyler, Big Spring, Krotz Springs, and El Dorado) go through the turnaround process on a regular cadence. During 2024, Krotz Springs refinery (KSR) shut down operations to make necessary upgrades and changes which helped to enhance energy efficiency. The KSR team worked on three major efficiency improvements:

KSR Turnaround Improvements

Fire Heater Technology Updates

Rotating Equipment Improvements & Updates

Steam Leak Repairs

The combination of these three items has resulted in early returns of a 5% improvement in overall site efficiency. As data collection develops, management expects the rate of improved site efficiency to increase even more. The advancements in efficiency reduce the strain placed on energy resources, which positively impacts the environment while also providing a economic benefit to Delek.

Lighting the Path to Energy Efficiency

During 2024, DKL undertook a project to improve energy efficiency at each of its nine terminals - ultimately reducing Scope 2 emissions as well as providing an economic benefit for the company. Incandescent lights were removed and replaced with more energy efficient LED lighting. Not only does the LED light provide up to 200,000 more hours of use, allowing bulbs to be changed 50% less frequent, but it also burns brighter to increase visibility and ultimately enhance safety.



50% of DKL terminals have been updated for LED light use, the remaining 50% are scheduled to be updated by end of 2025

Managing Air Quality and Emissions

Reducing Criteria Air Pollutant Emissions

The Environmental Protection Agency (EPA) established National Ambient Air Quality Standards (NAAQS) for six key air pollutants: ozone (O₃), oxides of nitrogen (NO_x), sulfur dioxide (SO₂), carbon monoxide (CO), particulate matter (PM), and lead (Pb).

As part of Delek's continued commitment to the environment, we have implemented numerous actions and projects over the past 20 years which have led to substantial reductions in three criteria air pollutants: O₃, NO_x, and Volatile Organic Compounds (VOCs).

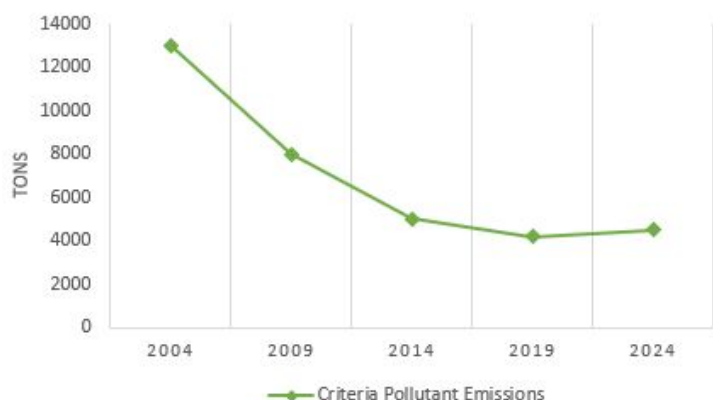
Actions to Reduce Criteria Air Pollutants

- Improved controls on storage tanks to reduce VOCs
- Improved leak detection programs to reduce VOCs
- Improved heaters and boilers to reduce NO_x
- Installation of selective catalytic reduction systems to reduce NO_x
- Use of advanced catalyst to reduce SO₂ emissions from fluidized catalytic cracking Units
- Installed upgraded controls to recover sulfur and reduce SO₂

Through these actions, Delek has reduced emissions of NO_x, SO₂ and LOCs by approximately 63% since 2004.

Historical Criteria Pollutant Emissions

(million metric tons of CO_{2E})



Flowing Toward Sustainability: Our Water Stewardship Journey

We are committed to using fewer resources to making our products - including water usage. 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. 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.

Fresh Water Withdrawn

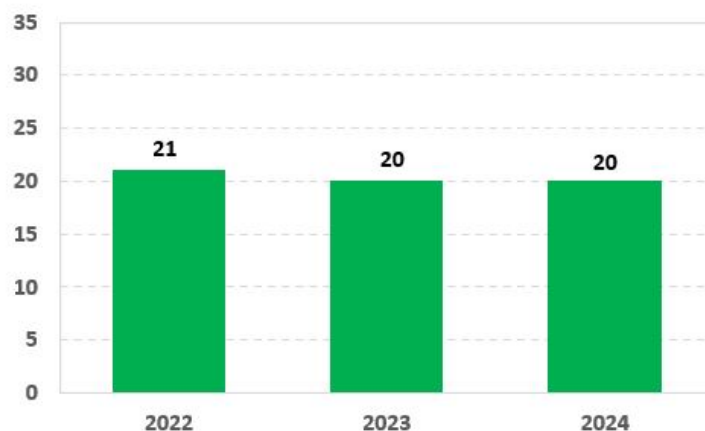
(billion gallons)



Includes fresh water withdrawn for use in refining operations

Fresh Water Withdrawn Intensity

(gallons of water / barrel of total throughput)



Delek Environment, Health & Safety Policy

<https://delekus.com/social-commitment/sustainability/default.aspx>

Safeguarding Water Resources through Community-Driven Partnerships

Delek is proud to partner with Union County, Arkansas in an ongoing water conservation project that began over 20 years ago. The Union County Water Conservation Board was formed, initiating a project aimed at preserving the region's vital water sources, specifically the Sparta Aquifer which is a crucial water source for the local community. In the late 1990s, it was discovered that the Sparta Aquifer had a declining recharge rate. As a result, Union County stakeholders and large volume industrial users partnered to source water from the nearby Ouachita River. The El Dorado Refinery (EDR), then known as Lion Oil, became one of three local industrial leaders to support the initiative, which was recognized as a sustainable solution to balance water consumption and provide ecological support.

The partnership worked to build a pipeline which diverts water from the Ouachita River instead of continuing to rely solely on the aquifer. This approach has offered an alternative water source, significantly reducing the strain on the aquifer and supporting a faster recovery rate. As a result of this initiative, usage of the Sparta Aquifer dropped by 50%.

The aquifer continues to see stable recovery. At the beginning of the project, 21 million gallons per day were withdrawn from the aquifer. That amount has been reduced by 67% to 7 million gallons per day. This project highlights the potential arising from a public-private partnership.

Strengthening Water Solutions in the Midland Basin

DKL is proud to announce its recent acquisition of H2O Midstream, a leading provider of gathering, transportation, storage, and disposal solutions for produced water in Howard County, Texas. This acquisition significantly enhances our capabilities with over 250 miles of buried pipeline, approximately 4 million barrels of owned and third-party storage, and access to over 900,000 barrels per day of owned and third-party disposal capacity across a 400 square mile footprint.

H2O Midstream, based in Houston with a field office near Big Spring, has consistently focused on reducing water costs for producers and improving environmental and safety conditions through its use of permanent infrastructure and interconnected systems for gathering, disposal, storage, and re-use. The acquisition of H2O Midstream supports our core strategy of providing a full midstream service solution to our existing and third-party customers in the prolific Permian Basin. The acquisition also presents an opportunity to extract significant synergies through cost optimization and cross product sales.



Reduce, Reuse, Recycle

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 pipelines and terminal transportation systems. Transmix is generated when two types of fuel products are mixed together during a pipeline transport. These small portions of 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 2024, we recovered over 3.9 million gallons of transmix.



Spill Prevention

Delek's reliability and integrity programs are designed to prevent unintended releases of materials we handle, that could negatively impact people or the environment. When an unintended release does occur, we have established mitigation procedures to minimize damage. 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 "Hometown Energy" section of this report. We maintain a robust monitoring process to ensure all releases of 5 barrels or more are recorded and reported. In 2024, Delek's number of releases impacting land decreased by almost 70% from 2023. Additionally, Delek reported no releases in unusually sensitive areas and no releases to land impacting water.



No releases in 2024 to sensitive land areas

Waste Reduction

Effective waste management plays a pivotal role in our ongoing commitment to sustainability and environmental stewardship. In the refining industry, the need to reduce, recycle, and repurpose materials is more important than ever. As part of our dedication to both the environment and our communities, we continue to implement innovative solutions that minimize waste, reduce landfill dependence, and contribute to sustainable product development. All four refineries engage in sustainable waste management practices. However, we are proud to highlight both the Big Spring and Krotz Springs refineries' efforts.

Big Spring Refinery: Recycled Tire Program

For over 20 years, the Big Spring refinery (BSR) has played a large role in the recycling of used tires. On average, the asphalt team at BSR receives around 12.5 million pounds of ground rubber annually from recycled tires. The ground rubber arrives at the refinery and is blended into the asphalt using a specialized process. Not only does this process help divert tires from landfills, but also results in asphalt that is more durable, resilient to weathering and better able to withstand heavy traffic. As of today, BSR has consumed 255.6 million pounds of tire rubber, which equates to 15 million car tires or 6.4 million truck tires.

Krotz Springs Refinery: Waste Reduction Initiative

In 2024, the Krotz Springs refinery (KSR) successfully shipped 720 tons of wastewater treatment storage tank sediment, categorized as potentially hazardous, for recycling under the Refinery Waste Exclusion Rule, which allows for certain oil-bearing waste to be recycled and reintroduced into the refinery process. Also, under the Refinery Waste Exclusion Rule, 1,200 tons of clarified slurry oil tank sediment, a by-product of the refinery's slurry oil unit, was recycled as feed for additional refining uses. The refinery also recycles spent caustic from the caustic treater systems in the refinery's crude unit for beneficial reuse in the paper industry. These initiatives have helped KSR maintain an 80% recycle rate of its hazardous materials since 2001.

Krotz Springs

1,920 tons

Oil Bearing Secondary
Material Reclaimed

3.4 tons/year

Spent Caustic Reclamation

Big Springs

20 million

Pounds of Ground Rubber
Recycled in 2024

255.6 million

Pounds of Ground Rubber
Recycled to date

Keeping the Environment Just as We Found It

At Delek, we know bio-diversity is key to our ever changing ecosystem. As such, we strive to ensure that the natural environment in and around our refining locations remain the same way we found it.

One of El Dorado's refinery operators, Shawn Johnson, has been key in this initiative. A seasoned bee keeper, Johnson is always willing to lend a helping hand when a friendly swarm of bees takes up residence in an inconvenient location. Over the last few years, Johnson has diligently collected around six swarms of bees that have begun to make their home in unfortunate spots such as valves, transmitters and stairways. After a thorough inspection of the bees' health, they are relocated to Johnson's personal hive or a family member's hive.



"Bees are so important to our food production and pollination. It's estimated that a third of our food is possible thanks to bees! Honestly, I feel honored to have bees try to make a home at the refinery, it's a testament to our hard work that we have clean water for them to drink and have enough resources (pollen and nectar) in and around the refinery to support them. I'm proud to be a part of a company that wants to help with saving the bees!"

-Shawn Johnson, El Dorado Refinery Operator & Bee Enthusiast

The unit operators and safety department at El Dorado have become accustomed to notifying Johnson about any bee inhabitants to begin the removal process. Delek greatly values Johnson's expertise. Bees are crucial to the ecosystem and successful transportation and relocation of bees to a safe area is critical to the bio diversity of the area.



Delek
US

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 every 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 engage and empower our employees through Employee Resource Groups, and strive to leverage different perspectives, knowing these differing views 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.

Delek Core Values

Our company is committed to continuously monitoring and responding to the evolving needs of our employees, customers and the communities in which we operate. By regularly engaging with our stakeholders and listening to their feedback, we ensure that our values remain relevant and aligned with both their aspirations and broader organizational goals. As a result, we have updated our core values to refocus on fostering a more supportive and growth-oriented environment for all. This ongoing commitment to our stakeholders is at the heart of our mission and drives our success.



SAFETY & DISCIPLINE

Safety & discipline is how we ensure wellbeing: we protect the health of our employees, communities, and the environment; we celebrate inclusivity and nurture a workplace of belonging.



RESPECT & INTEGRITY

Respect & integrity is how we build trust: internally, we speak directly and leave our personal agendas at the door; externally, we treat the environment and our communities with the same profound level of transparency and care.



ACCOUNTABILITY

Mutual accountability is how we take personal responsibility: we accept ownership of our own work while also expecting the highest levels of excellence from one another.



GROWTH MINDSET

Growth-mindedness is how we deliver performance: we focus relentlessly on ways to advance our business and return value to all stakeholders.



CURIOSITY

Hyper-curiosity is how we question the status quo: we listen, acknowledge, seek out, and share inquisitive thinking; we embrace change for the betterment of the broader company.

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 to 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.

Annual Delek Safety Day

Annually, we hold a company-wide "Safety Day," where we pause and reflect on our company's culture of safety. The goal of the day is to help employees maintain energy and focus around safety practices.

Throughout the day, attendees hear from various speakers, including Delek leadership. The format allows for questions and concerns from all attendees. In addition, to the educational component, various safety leadership awards were given to individuals who displayed exceptional safety practices throughout the year. We look forward to gathering again for Safety Day 2025.



Delek CEO, Avigal Soreq, attended the day's events



Delek leadership spent time answering employee safety questions

Shared Ownership of Safety

At Delek, we recognize that achieving an incident free workplace requires the engagement and ownership of safety from every employee. We utilize the Enterprise Safety Committee (ESC) a group of volunteer safety leaders from across the Delek enterprise that is sponsored by the Delek EVP, Operations to promote safety values within organization. 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 and identifies opportunities and action plans that will improve safety at Delek.

Fostering a Culture of Safety

The Triangle of Prevention

The Triangle of Prevention (TOP) program was created by the United Steelworkers (USW) as a proactive approach to workplace safety. Its goal is to reduce accidents and injuries by focusing on three key components: training, workplace hazard assessment, and employee involvement. By emphasizing these areas, the program promotes a culture of safety and accountability, ensuring that all workers are equipped with the necessary tools and knowledge to prevent incidents. Delek's own USW chapter at the Tyler refinery recently rolled out the TOP program. The rollout began in March 2024 with an intensive investigation training. Delek employees from Tyler then traveled to the USW headquarters in Pittsburgh, PA for additional fundamentals and leadership training. The final step to implement the TOP was providing all Tyler refinery employees with a comprehensive awareness course, which included information on hazard recognition, near miss prevention, systems of safety and incident investigation. USW leadership commended the Tyler team for their proactive and effective rollout of the program.

Delek's Sean Tackett, a USW member and lab technician, spear headed the implementation of the TOP program at Tyler and has found its collaboration and safety cornerstones to be crucial for success.

"The collaborative effort fostered by TOP is what makes it so effective," Sean commented. "Investigating incidents is not about placing blame; it's about getting to the root cause and implementing significant mitigations that prevent hazards from happening again. Conducting these investigations and knowing that our work leads to real, lasting change is incredibly rewarding. It's not just about preventing injuries, it's about building a culture where safety is a shared responsibility."



United Steel Worker union members from the Tyler refinery attend extensive safety focused training at the USW headquarters in Pittsburgh, PA

Safety Series: 90 Seconds Safer



At Delek, safety is always our top priority. However, we also recognize that time is valuable, and it's important to find ways to share safety information that are both effective and time efficient. In 2024, to support our ongoing Drive to Zero journey, we released a new video series entitled *90 Seconds Safer*. The video is emailed to all employees on a bi-weekly basis.

This series of brief yet insightful videos is designed to provide essential safety learnings, spotlight key "good catches" that have helped prevent incidents, and reinforce our collective responsibility toward a safe workplace.

The 90 Seconds Safer videos feature safety tips from Delek employees sharing practical insights and experiences from across the company. These valuable lessons help the organization stay focused and engaged in our mission to Drive to Zero incidents. Our goal is to strengthen our commitment to safety and contribute to a culture of vigilance.

Emergency Preparedness

At Delek, we take our responsibility to protect both our employees and communities seriously. Emergency preparedness is the foundation that promotes Delek's resiliency in the case of an emergency. Our Environmental, Health and Safety Management Systems are designed to prevent emergencies from occurring; however, we recognize the importance of equipping our employees, facilities and responders with the necessary tools in the unlikely case of an emergency.

Our emergency response efforts are comprehensive and consistent. We practice training and drills across all site locations. These efforts include defined response plans, specially-trained responders, practice drills, and an inventory of response equipment. Each facility participates in a minimum of one large scale emergency drill on an annual basis. The drill is meant to test accountability, the technical emergency response team and the incident management team. In addition, most facilities conduct smaller drills that focus on specific emergency preparedness teams, such as the Rescue team, Fire team, and Hazardous Materials team. Employees receive an extensive emergency response training upon initial hire. This information is refreshed annually. Any additional changes are provided to employees via email. Each refinery posts the Emergency Operating Procedures at all available control centers. Emergency numbers, exits, and equipment are clearly posted and labeled throughout our facilities.

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

Building Resilient Communities through Emergency Preparedness

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 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. In the past four years, over fifty local emergency response agencies and organizations have participated in our drills.

Delek utilizes 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. Additionally, each refinery is required to be a member of the Local Emergency Planning Committee (LEPC) within their local community. As part of this participation, Delek's emergency response information such as plans, resources, contacts, training dates, etc. are shared with the committee. Delek is committed to our communities, which is why all internal emergency response plans and procedures include contact information for local authorities in case of a crisis.

During 2024, the Tyler refinery completed a joint rescue training exercise with the local fire department. This collaboration not only strengthened the skills of both teams but also established a strong partnership focused on preparedness. In addition, the fire department continues to utilize the refinery's facilities for their ongoing confinement training, further cementing the refinery's role as a vital resource in enhancing local emergency response capabilities.

Delek is proud to announce that our Big Spring refinery has recently earned certification from the state of Texas as a registered fire department, empowering Delek's first responders to assist in emergencies beyond the refinery fence and into the surrounding community. The certification was a strategic decision, driven by our desire to support local residents in times of crisis. By expanding their role, Delek's first responders are now equipped to provide critical assistance during emergencies, reinforcing our commitment to the safety and well-being of the community we call home.



Big Spring refinery's Emergency Response team trains next to firefighters in collaboration to protect the local community

Commitment to Continued Improvement

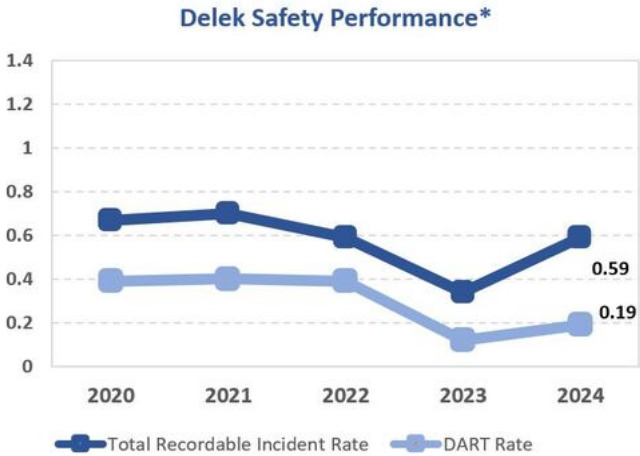
In 2024, Delek collaborated with an independent third-party consultant to conduct a comprehensive audit and analysis of our emergency preparedness program, including protection systems, processes, and procedures. All four refineries (EL Dorado (EDR), Big Spring (BSR), Krotz Springs (KSR) and Tyler) actively participated in the analysis. The audits for KSR and Tyler have been completed, while BSR and EDR are currently in the final stages of their assessments. All assessments are scheduled to be completed by the end of 2025. The recommendations derived from these audits will be carefully reviewed and considered by leadership for potential implementation. These audits underscore Delek's ongoing commitment to maintaining a robust emergency preparedness program that evolves alongside advancements in technology and industry innovations.

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.

Safety Performance

Delek's unwavering focus on its Core Value of Safety & Discipline is reflected in the company's safety performance. Delek has maintained a downward trend in terms of incident rates, seeing a slight uptick in 2024 due to higher run rates at our facilities. The organization views this increase as an opportunity to continue to enhance our safety practices.



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

Investing in Our Employees

Health & Wellness

At Delek, we recognize that our employee's wellbeing is integral to both their personal success and that of the overall company. Wellness One, our corporate wellness program, provides a comprehensive, competitive benefits package designed to promote physical, mental and financial health.

Physical Wellbeing

As part of our commitment to fostering a healthy and supportive work environment, we offer a comprehensive range of physical wellbeing benefits designed to enhance the overall health of our employees. These include robust medical insurance, dental and vision coverage, as well as prescription drug benefits to ensure that our employees have access to the care they need. To further encourage proactive health management, we offer a 30% premium rebate program upon the completion of an annual physical exam and participation in various health-related activities. We also provide access to telemedicine services through Teladoc, allowing employees to consult with healthcare professionals conveniently. Additionally, we offer discounts on fitness center memberships and weight management programs.

Emotional Wellbeing

Delek recognizes the importance of mental health for employees and their families and is focused on providing a variety of resources designed to support emotional wellbeing. We offer an Employee Assistance Program (EAP) provided through Health Advocate that offers free telephonic or video counseling for various emotional concerns. In addition, each employee and their dependents are given premium access to a mindfulness app, which offers guided meditation, sleep support, and other mental health tools designed to help employees manage stress.

Financial Wellbeing

Our employees have access to a Health Savings Account (HSA) with a company contribution, helping them manage healthcare expenses, along with a Flexible Spending Account (FSA) for additional savings flexibility. To safeguard against unforeseen circumstances, we provide both short-term and long-term disability benefits, ensuring employees are supported in the event of an illness or injury. Additionally, our 401(k) plan offers a generous employer contribution, helping employees save for retirement with added financial security. We also support employees' professional growth by offering tuition reimbursement, empowering them to further their education and career development. These benefits are designed to provide employees with the tools and resources to achieve long-term financial stability and success.

Delek Employee Key Benefits:

- Medical Insurance
- Vision Insurance
- Dental Insurance
- Prescription Drug Coverage
- Flexible Spending Account & Health Savings Account
- Fitness Center Discounts
- Tobacco Cessation Program
- Early Cancer Detection Screening
- Employee Assistance Program
- Service Award Program
- Life Insurance
- 401(k) Plan
- Employee Stock Purchase Plan
- Employee Tuition Reimbursement



2024 Enhancement: Family Planning Benefits:

KindBody

In 2024, we are excited to introduce our partnership with KindBody, a comprehensive family planning benefit service designed to support the needs of our employees. This new initiative offers affordable access to:

- Fertility & Family Planning Services
- In Vitro Fertilization
- Adoption Benefits
- Surrogacy Services
- LGBTQ+ Community Support

Healthy Maternity

The Healthy Maternity program is offered through Delek medical insurance and provides free support and resources throughout pregnancy



Learning & 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. Currently, we offer a suite of leadership and developmental courses aimed at different job levels and competencies. We continually add programs to this suite to help build valuable skills and build careers.

Fueling Leadership Excellence

In 2024, Delek launched the Fueling Leadership Excellence: Forging Leaders Program, a cornerstone initiative aimed at enhancing leadership competencies across the organization. Select participants attended training and engaged in developmental activities, which prepared them to lead effective teams across Delek. The program is designed to help our leaders achieve operational excellence, prioritize safety and develop their own leadership competencies. This program aligns with Delek's company-wide goals, particularly the importance placed on safety practices.



Delek leaders gather at headquarters to participate in the Fueling Leadership Excellence: Forging Leaders program

Throughout the program, participants learned about the most up-to-date safety standards as well as potential areas of concern based on prior industry incidents.

At Delek, we strive to provide excellent continuous learning opportunities to all of our employees, while maintaining a safe environment. Run by trained Delek facilitators, the Forging Leaders Program successfully touches on crucial leadership topics that our employees are able to utilize daily.

In maintaining our commitment to continuous improvement, we are excited to announce the creation of the Refinery Operators Training Program - set to launch in 2025. The training is aimed to enhance our safety practices and operational excellence at the refinery level and will run in conjunction with the Forging Leaders program. Currently, the Refinery Operators curriculum is undergoing a comprehensive review to ensure the program meets the high standards of continuing education at Delek. Employee input is extremely valuable during this vetting process.



The Inaugural class of the Forging Leaders Program visited our largest refinery

We look forward to improving and adding additional educational programs to help our employees meet their full potential. Delek believes that training and development are key to employee retention and job satisfaction. As a result, we plan to continually reevaluate employee needs and add development opportunities as required.

2024 Delek Training: By the Numbers

\$5.2 M

total annual
development and
training investment

31.4 hours

average formal training
hours per employee

100%

employee participation
in training
(regulatory, Delek required,
developmental, job skills)

Career Framework Initiative

At Delek, we are committed to fostering an environment where every employee is empowered to grow, thrive, and build a successful career. As part of our ongoing efforts to prioritize employee development, enhance organizational transparency, and build a strong leadership pipeline, we are excited to introduce our new Career Management Framework (CMF) initiative. CMF is a comprehensive structure that empowers employees to take charge of their professional development within Delek.

The CMF, launched to all employees in 2024, is designed to create a consistent structure for jobs and job functions. It aims to improve visibility into internal talent, career paths, and opportunities. Delek has deployed various career bands to provide consistency across the organization, regardless of location and give all employees the same opportunities for success.

With the launch of the CMF, Delek plans to enhance its talent management strategy by retaining & developing talent, as well as, bringing in additional exceptional talent. The CMF encompasses the entirety of the career life cycle, focusing on key aspects such as: career enablement, succession planning, performance management, talent acquisition, diversity & inclusion, and learning & development.



The six tenets of the career framework enable employees to excel in their current role and also explore other opportunities

Career Empowerment Day

As part of the Career Framework Initiative (CMF) rollout, we are excited to announce our semi-annual Career Empowerment Day. We believe that this event will play a pivotal role in employee development. A central focus of Career Empowerment Day is to educate employees on available resources at Delek, the event programming for the inaugural event included:



Delek employees meet for the first semi-annual Career Empowerment Day

- Introduction of CMF
- Exploration of our suite of Leadership Development Programs
- Information on our ERGs
- Open discussions with HR business partners
- Networking activities

Career Empowerment Day is held virtually, so all employees across the company have equal access to information without being restricted by physical location. Going forward, the event is scheduled to be held on a semi-annual basis with the intent that new talent is being recruited regularly, and as such, should be provided with the same resources as tenure employees.

Career Empowerment Day is part Delek's strategic move to remain competitive in the market place and provide our most important resources with meaningful opportunities.

Developing Talent, Driving Strategic Growth



Delek is honored to be named as one of Time Magazine's "World's Best Companies" and plans to continue investing in its employees and focusing on strategic growth to remain at the top of its industry.

Embracing all Employees

Employee Resource Groups

At Delek, we're committed to providing a respectful environment that rewards collaboration and leverages all perspectives. We want each of our employees to feel valued for their full experiences and to thrive along with the company. We know different perspectives help us innovate and grow. A key part of these efforts are Delek's Employee Resource Groups (ERGs). The seven 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.

Any employee can join any ERG, 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.

Delek is committed to growing and changing with employee needs. We launched a new ERG for Experienced Professionals in August 2024. The focus of this new ERG group is to provide support and opportunities for experienced individuals within the company and also foster connections between experienced and junior level employees.

All of the ERGs saw increased engagement over 2024. Each ERG has a strong governance structure that consists of a chair, co-chair, finance liaison, community outreach chair, membership chair, communication liaison and executive sponsor. Executive sponsorship as part of each ERG Board helps to ensure that the group is successful and considered when making leadership decisions.

Notably, during 2024, participation in each ERG grew on average between 10-14%, some ERGs such as Pride and the Hispanic Heritage ERG doubled in membership. These groups spent much of the year supporting their local community via volunteer events as well as fundraising campaigns, raising more than \$30,000 for worthy causes and organizations.

In 2025, Delek plans to continue to support and strengthen its ERG programs by establishing leadership succession planning in each group to encourage long-term sustainability. In addition, we will continue to foster collaboration among ERGs to make a collective impact on our company's culture and deepen community engagement with external organizations aligned with our ERG missions.

Celebrating Culture

Our ERGs engage in various events throughout the year. During Hispanic Heritage month, the Hispanic Heritage ERG hosted a vibrant cook-off event at the Big Spring refinery to celebrate flavors and traditions of the Hispanic culture. Employees from across the refinery gathered to share their culinary skills and learn more about the culture.



Employees at Big Springs Refinery join the Hispanic Heritage ERG for a cook-off

Employee Resource Groups (ERGs):

Young Professionals ERG
Black ERG
Hispanic Heritage ERG
Veterans ERG
Pride ERG
Women's Initiative Network
Experienced Professionals Network



2024 ERG Events:

8 Company-wide Development Sessions
Back2School Donation Contest
Oscar Mike Foundation Ball
Veterans 5K
Hispanic Heritage Cook-Off
Juneteenth Speaker
HR & Legal Education Sessions for PRIDE ERG
Female Focused Employee Benefits Session

Delek Summer Internship Program

Our internship program is designed to develop the next generation of professionals through real life experiences. By bringing in young, talented interns, we seek to foster a dynamic exchange of ideas and perspectives between seasoned professionals and the next generation of leaders. The initiative was designed not only to provide valuable learning experiences for the interns but also to help the company gain fresh insights from the youth, encouraging innovation and a deeper understanding of evolving trends and technologies. In doing so, both the company and its interns benefited from this mutually enriching collaboration. At the completion of their summer internship, each intern was awarded a scholarship from Delek to pursue their education. We hope to continue to build our relationships with local universities and colleges to find the best talent to develop.

Aiden Jennings

Environmental Engineer
University of Texas
Big Spring Refinery

"This internship at Delek's Big Spring refinery provided hands-on experience that connected my undergraduate studies to a technical setting, boosting my confidence and skills in the environmental field, while the scholarship eased financial concerns and motivated me to pursue a career in oil refining."

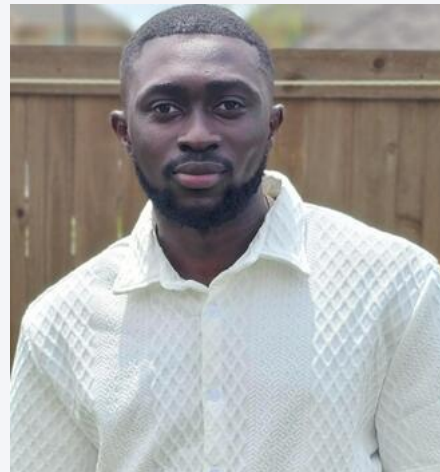


All summer interns
awarded \$5,000
scholarships

Richmond Effah

Reliability Engineer
Texas Tech University
Big Spring Refinery

"The internship at BSR provided invaluable insights, industry knowledge, and technical skills for an engineer."



Sean Wrigley

Process Engineer
Texas Tech University
Tyler Refinery

"The Process Engineering Internship at Delek US was truly in a league of its own. I was assigned to projects with substantial impact and felt like an integral part of the team. Delek's collaborative environment provided an opportunity to learn directly from senior engineers and experienced operators."



Tyrone Johnston

Environmental Engineering
Louisiana State University
Krotz Springs Refinery

"Reflecting on my internship with Delek, the most memorable aspect was the incredible people I had the privilege of working with, and the scholarship has allowed me to focus on my studies without financial worry, for which I am truly grateful."



Jaycee Hebert:
Process Engineering
Louisiana Lafayette
Krotz Springs
Refinery

"Growing up in Krotz Springs, I never knew much about the refinery's operations, but my summer internship gave me valuable insights into control systems and sparked my interest in pursuing a career in this field, while the scholarship from Delek has alleviated my financial burden and helped reduce the need for student loans."

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.

El Dorado STEM Outreach

At Delek, we recognize the critical importance of educating the next generation, especially in STEM (Science, Technology, Engineering, and Mathematics) fields. Our commitment to supporting local communities drives us to provide educational opportunities whenever possible.

Since its inception, the El Dorado refinery has proudly participated in the annual STEM Night hosted by the Parkers Chapel School District. This event is open to all community members and is specifically designed to engage students from K-12. This year, Process Engineer, Justin Griffin, dedicated countless hours to designing a 3D-printable heat exchanger model. The EDR STEM Outreach team worked diligently to assemble and thoroughly test the prototype before unveiling the completed display at STEM Night.



The EDR Out Reach team participates in local community STEM events to educate children from a wide range of backgrounds on the importance of STEM activity

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 \$23 million in grants since it was established in 2008.

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

For more information on Delek Fund for Hope's long-term goals and strategy, visit:

<https://delekhope.com/>

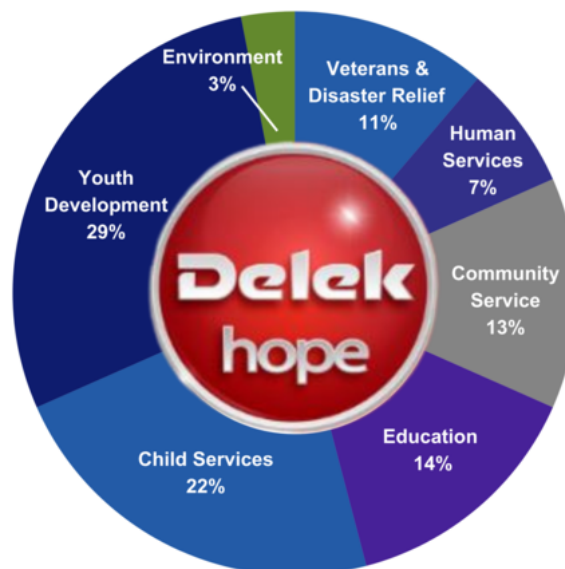
Fund for Hope Giving

\$10.3 M

2018-2024 Fund for
Hope Grants

\$1.35 M

2024 Fund for Hope
Grants



Delek Volunteers in Action



Tyler Refinery

Employees attend the "School is Cool" event to hand out backpacks and other school supplies to children in the local community



Brentwood HQ

Employees spend the day washing toys for donation at Vanderbilt Children's Hospital



El Dorado Refinery

Employees donate five laptops to the Union Reserve Deputy Association, a volunteer organization that assists with rescue missions



Delek employees volunteered for over 7,500 hours in 2024



Krotz Springs Refinery

Employees help package food for the Second Harvest food drive



Delek Logistics

Employees provide donations to a local angel tree in honor of a late co-worker



Big Spring Refinery

Employees gather to make ornaments for the Texas State Veterans Home Residents

Delek Employees: Truly Family

At Delek, we believe that our employees are the heart of our success. Beyond day-to-day operations, one of the most rewarding aspects of our company culture is the strong, supportive relationships we see among our team members. This is especially true for those whose lives intersect in both personal and professional ways. A shining example of this is the story of Dania and Moses, a husband and wife duo whose shared commitment to their work has only strengthened their bond and their connection to the community of Tyler, Texas.

Dania's journey with Delek began during her college years when she secured a process safety management internship at the refinery. Dania was eager to gain hands-on experience, and the refinery offered her exactly that. She thrived in the supportive environment, working alongside experienced professionals who were always willing to offer guidance. Upon graduating, Dania was offered a full-time position at the refinery, solidifying her path in the industry.

Dania and Moses were married in 2024. Shortly after their wedding, Dania's stories about Delek inspired Moses to apply for a role as a warehouse technician and he was soon welcomed to the company as well. Today, Dania and Moses each contribute in their own way to the refinery's ongoing success. While Dania continues to grow in her process safety role, Moses has embraced his position as a warehouse technician, supporting operations behind the scenes. Though their departments are separate, their shared experiences and mutual respect for the company's values bring them closer each day.

As we look to the future, we remain committed to nurturing these connections and ensuring that Delek continues to be a place where families can grow, support one another, and make a positive impact. We are proud of the stories like Dania and Moses', and we know that fostering a supportive work environment is key to our continued success—both as a company and as a family of employees dedicated to building a better, more sustainable future for all. At Delek, we do not just work together, we thrive together.



Husband and wife duo, Dania and Moses, pose proudly at Delek's Tyler refinery

Dania and Moses on Work Life Balance:

Moses: *"Working for Delek provides us a balanced work and family life together that is difficult to find anywhere else. Delek allows us to thrive both personally and professionally because they offer many benefits such as tuition reimbursement, vacation, and great insurance."*

Dania: *"The best part of graduating college was getting a full-time job and having free time after work. I'd always be running around in circles doing homework, working my part-time job, and attending classes. Once I graduated college and worked full-time at Delek, I finally felt like I had time for myself in my free time and a great work-life balance."*

Dania and Moses on Delek's Impact on the Tyler, TX Community:

Moses: *"I think what makes Delek such a great company to work for is everyone here is so friendly and they all have the same objectives to make this place thrive. Their commitment to safety is incredible and taken very seriously. Delek is like a hidden gem in the city of Tyler and that is what I think makes it so special to work here."*

Dania: *"Both of us working at Delek allows us to stay close to our families and motivates us to bring our best to work every day. We both have deep roots in Tyler, TX and we're excited to see what the future holds."*

Stakeholder Engagement

Stakeholder engagement is a cornerstone of our sustainability strategy, ensuring that we consider the needs and expectations of those who impact or are impacted by our operations. Engaging with employees, customers, suppliers, shareholders, the community, and government is crucial in building trust, fostering collaboration, and driving long-term value.

2024 Areas of Focus:

- Employee Opportunity for Advancement
- Employee Retention
- Employee Training & Development
- Business Outlook & Growth
- Emergency & Safety Notifications
- Cybersecurity Awareness
- Financial Performance
- Corporate Strategy
- Targeted Acquisitions
- Sustainability Initiatives
- ESG Ratings
- Fuel Prices
- Ethical Business Practices
- Supplier Sustainability Oversight
- Anti-Corruption Measures
- Oil & Gas Market Outlook
- GHG Emissions Reduction Efforts
- Community Engagement via Volunteer Programs
- Community Partnerships

Communication Channels & Activities:




Employees

- Quarterly Townhall Meetings
- Annual Safety Day
- Employee Satisfaction Survey
- Employee Resource Groups (ERGs)
- Career Training & Development
- Ethics Hotline
- Emergency Notification Tool
- Benefits Q&A Session(s)



Shareholders & Investors

- Quarterly Earnings Call
- SEC Filings
- Opt-in Newsletter
- Sustainability Report
- Social Media Engagement
- Investor Relations Website
- Annual Shareholder Meeting
- Press Releases



Customers

- Customer Service Hotline
- Regular Email Communication
- Customer Satisfaction Surveys
- Company Sponsored Networking Events
- Safety Bulletins



Community

- Website (delekhope.com)
- Volunteer Events
- Fund for Hope
- Community Meetings
- Company & Employee Contributions, Company Match Programs



Suppliers

- On-Site Assessment Evaluation
- Supplier Questionnaire Surveys
- Safety Assessment & Surveys
- Suppliers Expectations



Government

- SEC Filings
- ESG & Corporate Ratings
- Emissions Data Disclosure (Sustainability Report)
- Participation in periodic policy briefings, symposiums, trend and forecast meetings



GOVERNANCE: RESPONSIBLE ENERGY

Governance: Responsible Energy

Delek has established strong Governance structures at every level of the organization to enable responsible, ethical, and transparent business practices. Our governance model effectively monitors and manages risk, while we drive to achieve the company's strategic objectives. Delek is committed to safeguarding the long-term interest of our stakeholders through our commitment to sustainable and responsible growth.

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. Eight of the ten members of the Board are independent. Delek seeks director candidates who are qualified and have the necessary skills and experience. Delek is committed to actively seeking exceptional board candidates, as it searches for qualified directors with the necessary skills and experience. At all times during 2024, Delek's Board was composed of a majority of independent directors. Delek has also established a Lead Independent Director. The Board held 22 meetings during 2024 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 Nominating & Corporate 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.

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 strengthen and evolve its ESG programs with a focus on sustainability, we are committed to maintaining the ESG factors already incorporated into our compensation structure.

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 the Occupational Safety & Health Administration (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.



Ezra Uzi Yemin
Chairman



Avigal Soreq
President, CEO



William J. Finnerty
Lead Independent Director



Shlomo Zohar



Laurie Z. Tolson



Vasiliki (Vicky) Sutil



Richard J. Marcogliese



Leonardo Moreno



Chrissy Benson



**Independent Director
Nominees**

80%



Gary M. Sullivan, Jr.

Corporate Governance Info:

Board of Directors - <https://delekus.com/about-us/board-of-directors/>

Corporate Governance - <https://delekus.com/about-us/governance/default.aspx>

Director Experiences and Skills & Committee Composition

Our Board of Directors brings together individuals with differing backgrounds and expertise, creating a well-rounded team that strengthens our decision-making. Each member contributes unique skills, ranging from financial acumen to industry experience, fostering innovative strategies. This blend of perspectives ensures that we approach challenges with creativity and sound judgment.

	YEMIN	SOREQ	BENSON	FINNERTY	MARCOGLIESE	MORENO	SULLIVAN	SUTIL	TOLSON	ZOHAR
DIRECTOR EXPERIENCE AND SKILLS										
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	•	•	•	•	•	•	•	•	•	•
GOVERNMENTAL/REGULATORY/PUBLIC POLICY	•	•		•	•	•	•	•	•	•
COMMITTEE MEMBERSHIP										
AUDIT COMMITTEE					•	•	◆	•		•
NCG COMMITTEE				•			•	◆	•	
HUMAN CAPITAL & COMPENSATION COMMITTEE				•	•				•	◆
EHS COMMITTEE			•	•	◆			•		
TECHNOLOGY COMMITTEE			•			•	•		◆	•

◆ Chairs Committee
• Member of Committee

The Board held 22 meetings during 2024 and each director attended at least 75% of all Board and committee meetings on which he or she served during the year. While we do not have a policy with regard to Board member attendance at annual meetings of our stockholders, all directors serving at the time of our 2024 Annual Meeting of Stockholders attended the annual meeting on May 2, 2024.

22
Board Meetings

4
Technology
Committee Meetings

4
EHS Committee
Meetings

5
Governance
Committee Meetings

15
Audit Committee
Meetings

5
HCC Committee
Meetings



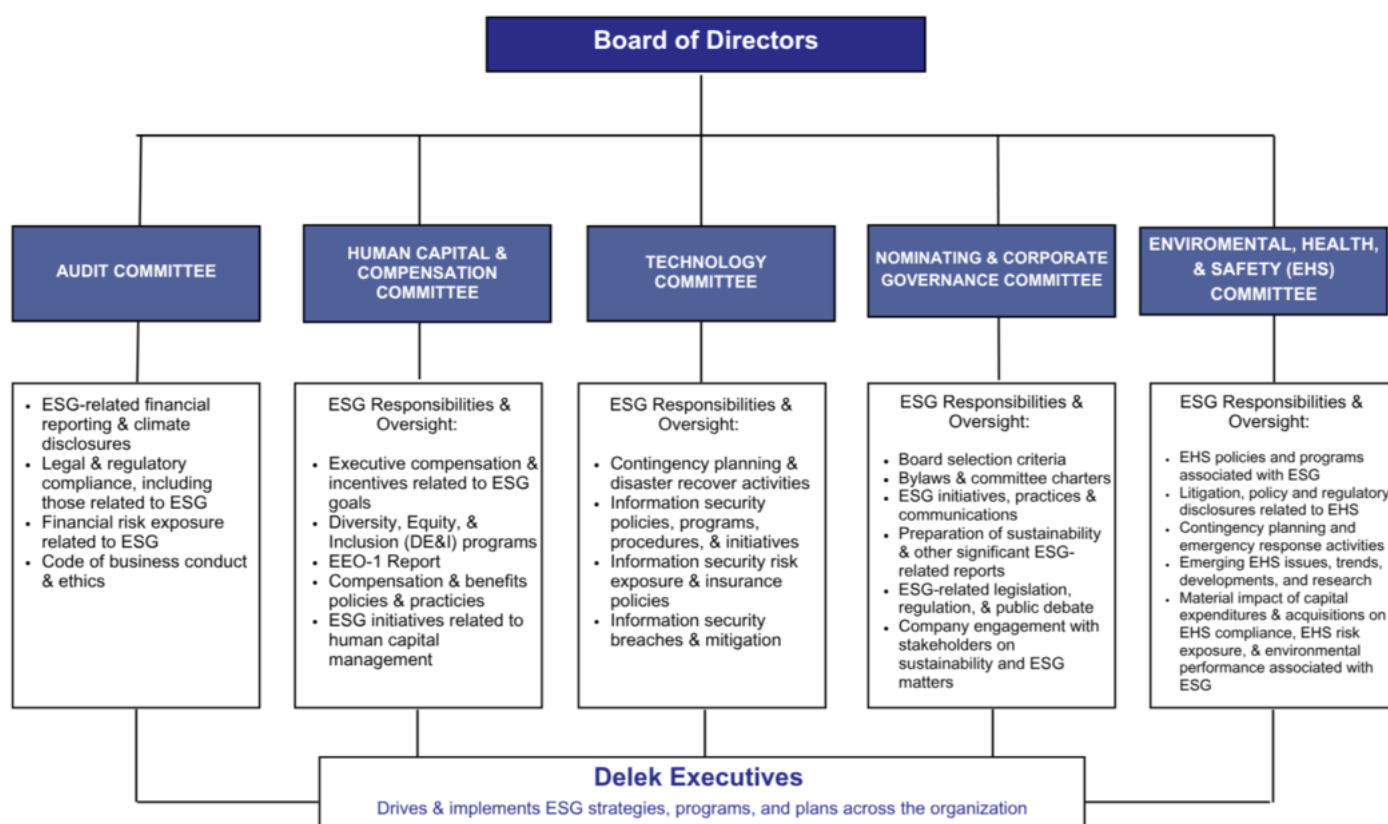
Sustainability Governance

The primary responsibility for assisting the Board in overseeing ESG-related matters has been assigned to the Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee, which has been helping to guide these activities, is focused on elevating the Company's ESG performance to that of a leader amongst its peers. The Human Capital and Compensation Committee also has responsibilities related to ESG-related matters, such as ensuring the consideration of executive compensation to the achievement of ESG-related goals, employee resource group initiatives, and certifying the full and proper disclosure of our EEO-1 report.

The Environmental, Health and Safety Committee exercises direct oversight over a number of ESG-related matters such as the implementation of our greenhouse gas reductions goals, the continual improvement of our workforce health and safety performance and an examination of water conservation, waste minimization, and air emission reduction efforts.

The Audit Committee oversees certain ESG-related matters, such as all financial reporting disclosures related to ESG, the Company's legal and regulatory compliance, and any potential financial risk exposure related to ESG. Each committee reports its activities to our Board, which retains overall responsibility for incorporating ESG considerations into our strategic plans. For example, our corporate governance and Enterprise Risk Management (ERM) programs are designed to help sustain our organization through a wide range of market and operating scenarios, and our community development efforts benefit the health and growth of the communities we serve. In addition, we are committed to supporting our employees through our health and safety policies and efforts.

Sustainability Governance Model



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

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

Enterprise Risk Management

As part of our risk governance systems, Delek's Enterprise Risk Management 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:** Integrates risks across individual business units and develops a prioritized view of enterprise-level risks as well as plans to disposition high-impact risks.
- **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.

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. This information and analysis is reported with a regular cadence to senior and executive leadership as well as to the Board.

ERM Committee Structure

Executive Leadership Team

Operations Risk Committee

Chair: EVP, Operations

VP,
Environmental
Health & Safety

SVP,
Refining

SVP,
Strategy &
Growth

Financial Risk Committee

Chair: EVP, Chief Financial Officer

Chief
Commercial
Officer

EVP,
Business
Development

SVP &
Deputy Chief
Financial
Officer

ESG and Regulatory Risk Committee

Chair: EVP, General Counsel

SVP,
Innovation

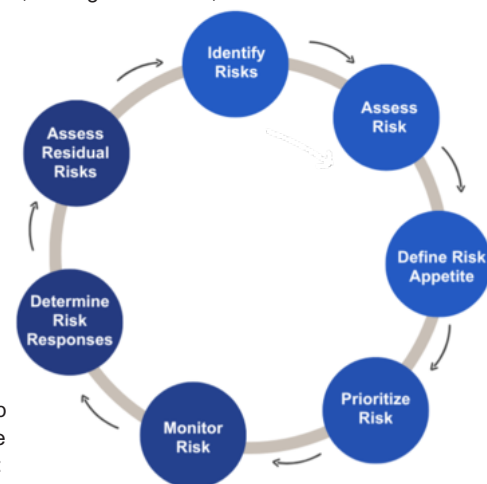
EVP, Chief
Technology
& Data
Officer

SVP,
Strategy
&
Growth

SVP &
Deputy Chief
Financial
Officer

Enterprise Risk 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 Operations Risk Subcommittee is primarily responsible for monitoring climate-related risks and mitigations as part of the ongoing ERM process. The Board of Directors receives quarterly updates from each subcommittee 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.

Compliance and Ethics

Integrity is a core value at Delek, and as a result our policies and programs are designed to ensure employees, and business partners understand and act in accordance with Delek's values, as well as, 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. Delek has also utilized technology that searches our electronic systems and flags key words that might identify potentially fraudulent activity.

Ethics Training and Engagement

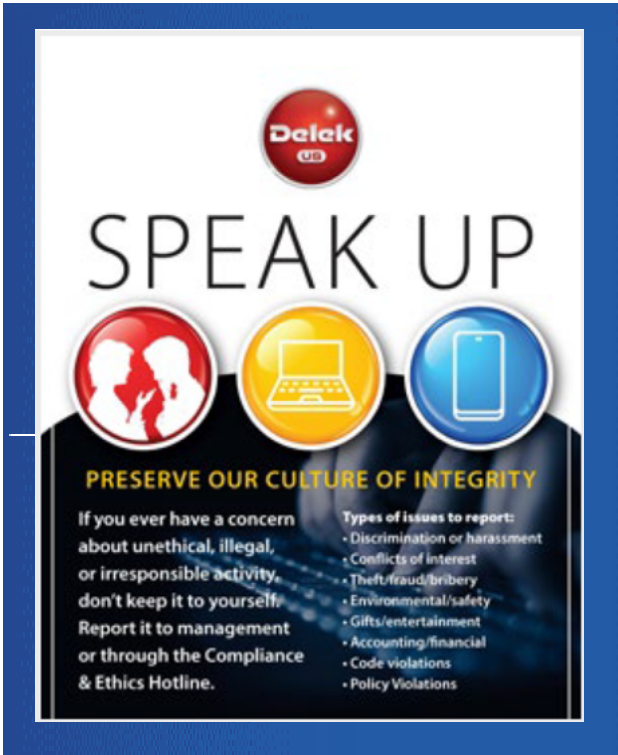
To ensure our employees stayed focused each day on ethics and compliance, Delek applies a variety of engagement methods. We conduct annual Code of Conduct training, as well as topic-specific ethics training related to our compliance policies and requirements.

Additionally, at the beginning of each meeting we encourage employees to share both a core value and safety moment, which brings both topics to the forefront and sets the tone for the following meeting.

224

2024

Total Compliance and Ethics Reports

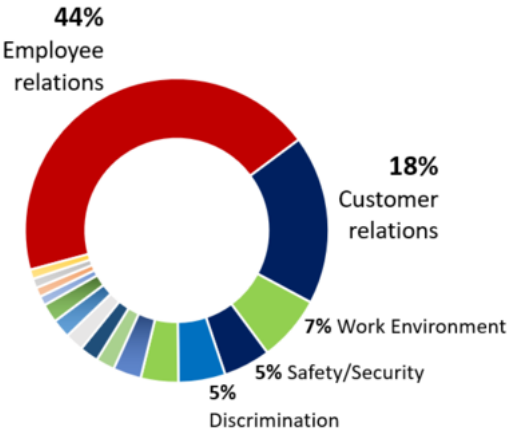


Delek's Compliance and Ethics Hotline

Employees, suppliers, customers and external stakeholders, such as the communities in which we operate, 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.

These concerns can be reported directly to the company's Human Resources Department, the Internal Audit Services Department, the Legal Department, or via a 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. The Compliance and Ethics Hotline contact information is clearly stated on Delek's website so both internal and external stakeholders have easy access to report concerns. Delek prohibits any type of retaliation against individuals who report ethics and/or compliance concerns. Concerns reported are confidentially investigated and corrective actions are implemented where appropriate. Delek employees felt empowered enough to make 224 compliance and ethics reports in 2024.

The following graph outlines a breakdown of call reasons to the hotline:



Training Fact: By the Numbers

100%

of all assigned employees completed Code of Business Conduct in 2024, including agreement to the Code of Conduct

Compliance & Ethics Hotline

1-800-867-9267

www.delekus.ethicspoint.com

Code of Business Conduct & Ethics:

<https://delekus.com/about-us/governance/default.aspx>

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 four 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	2,500+
breaches in the last four years	hours of Cyber Training
Annual	
Tabletop Preparedness Exercise	
516,027	10
Email Threats Detected and Remediated	Risk Assessments Conducted



Managing Supplier Risk

2024 Supplier Diversity Metrics

\$163 M

Supplier Spend

1,300+

Vendors Utilized

Delek's supplier network is founded on trust and strong relationships, with a shared commitment to common goals. We expect all suppliers, vendors, and contractors to comply with applicable laws, rules, and regulations. Through vigorous screening, we have established a supply base that is qualified, and that aligns with the communities where we operate. We screen prospective vendors to ensure none are on any third-party sanction list, and to ensure each vendor is financially secure.

Delek follows US Supplier Standards. These standards are available on Delek's website and are embedded in contracts 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 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
- Equal Employment Opportunity Commission (EEOC)
- Anti-Corruption and Bribery
- Workplace Safety
- International Trade Laws
- Conflicts of Interest
- Anti-trust
- Cybersecurity Regulations

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 not engage with contractor companies if safety performance expectations are not maintained.

Delek Supplier Expectations:

<https://delekus.com/business-operations/refining/supply-chain/supplier-expectations/default.aspx>

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 responsible 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 of Representatives 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)
- 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)

CLIMATE-RELATED RISKS AND OPPORTUNITIES

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. This strategic awareness ensures we are poised not only to navigate the inherent risks associated with climate change, but also to strategically leverage emergent opportunities. Central to this strategy is our systematic and ongoing process of identifying, assessing, and responding to climate-related risks and opportunities, a cornerstone of our commitment to operational resilience and steadfast service to 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 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:

Physical Risks

Acute Risks: Located in the Gulf Coast, West Texas, and Mid-Continent regions, Delek's assets and operations are susceptible to severe negative impacts resulting from increased occurrence of extreme weather events, including hurricanes, storms, tornadoes, floods, and wildfires. Such impacts may include:

- Physical Damage to Operations: More frequent and severe weather events can cause direct damage to infrastructure and halt operations, requiring costly repairs and increasing downtime.
- Supply Chain Disruptions: More frequent extreme weather events may disrupt Delek's supply and logistics operations, hindering our ability to deliver crude oil to our refineries or distribute products into Delek's primary fuel markets.
- Decreasing Operational Efficiency: Increased temperatures can reduce the efficiency of refining operations and increase the need for cooling, raising operational costs.

Chronic Risks: In addition to increasing occurrence of extreme weather events, rising average global temperatures may cause other long-term shifts in climate patterns and adversely affect Delek's operations. These risks include:

- Sea Level Rise: Rising sea levels may impair the navigability of coastal waterways on which Delek transports crude oil and refined products, impeding our ability to profitably supply our refineries or access fuel markets.
- Droughts and Water Shortages: Changing precipitation patterns may exacerbate water shortages in arid regions in which Delek operations depend on water.

Transition Risks

Regulatory Risks

- Emission Regulations: Stricter regulations on greenhouse gas emissions can impose significant costs in terms of operational adjustments, such as improved emissions controls, carbon capture, and storage technologies. In addition, regulations which incentivize low-carbon alternatives can lead to a decrease in demand for our refined products.
- Carbon Pricing: Implementation of carbon pricing mechanisms would directly impact operational costs and product pricing strategies.
- Reporting and Disclosure: Enhanced requirements for climate risk disclosure can create additional compliance costs. In addition, future acquisitions or growth may increase Delek's carbon emissions footprint, resulting in higher cost to comply with current and future emissions regulations.
- Litigation Risk: Delek may also face litigation and other financial risks as the oil and gas industry encounters increasing societal and regulatory pressure.

Market Risks

- Shift in Demand: As consumer preferences move toward cleaner energy, there may be reduced demand for traditional oil and gas products, impacting Delek's revenue streams.
- Investment: ESG investing trends might make it harder to secure investment or financing, as stakeholders hold less carbon intensive portfolios, potentially raising capital costs.
- Reputation: Increasing public concern about climate change and the role of fossil fuels can impact the company's reputation, ability to attract and retain talent, and social license to operate.

Technological Risks

- Competitive Technologies: Rapid advancement in renewable energy technologies and electric vehicles might outcompete traditional oil and gas products and adversely impact the future profitability of the company, especially if these technologies achieve significant cost reductions and performance improvements.
- Asset Obsolescence: Delek may incur costs associated with adopting new practices and the retirement of obsolete assets to keep pace with technological advancements.

Opportunities:

Diversification into Renewables

- Delek may invest in or acquire renewable energy assets, diversifying our energy production portfolios and tapping into the growing market for clean energy.

Technological Innovation

- Investment in research and development can lead to more efficient operations, reduced emissions, and the development of cleaner fuels (e.g., sustainable aviation fuel, biofuels, hydrogen).
- Carbon capture and storage (“CCS”) technology may reduce emissions and mitigate exposure to carbon taxes, lowering operating costs.

Tax Incentives & Supportive Public Policy

- Regulatory policy, legislation, federal incentives, and tax incentives intended to promote the advancement of carbon capture and sequestration (CCS) technologies to reduce carbon dioxide emissions applicable to crude oil refining, improving the financial return on Delek’s assets. Delek monitors changes in federal agencies and policy administration (such as the IRS, EPA, DOE) as well as state regulatory agencies for opportunities related to Delek’s business operations.

Enhanced Efficiency & Optimization

- Investments in more energy efficient technologies and strategies could drive efficiency improvements in logistics, refining, and overall operation management, potentially reducing costs and energy intensity.
- 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.
- Implementing digital technologies (IoT, AI, big data) can improve the resilience and efficiency of our operations and supply chains.

New Markets and Services

- Further research and development of renewable fuels and innovative technologies may lead to greater financial performance. DK Innovation and Delek’s green energy initiatives and programs target these opportunities.
- With sectors that are particularly challenging to decarbonize, such as aviation and trucking, new energy products, such as sustainable aviation fuel and hydrogen, offer some of the few viable paths to significantly reduce emissions in those industries. As a result, demand is expected to grow, supported by both policy incentives and market demand from airlines and trucking logistics companies seeking to improve their environmental performance.

Partnerships and Collaboration

- Collaborating with governments on climate initiatives can lead to mutually beneficial outcomes. Public-private partnerships could provide financial or regulatory support for cleaner technologies or infrastructure.
- Engaging in strategic partnerships with airlines, biofuel producers, agricultural companies, and other stakeholders for more integrated supply chains may ensure consistent demand and supply of feedstocks and offtake of low-carbon fuels.

Infrastructure Utilization

- Depending on the production technology, some existing refining infrastructure can be retrofitted to produce low-carbon fuels, such as blue hydrogen, sustainable aviation fuel, or renewable diesel, minimizing the need for substantial initial investments compared to building new facilities. Refiners can leverage existing logistics, distribution, and retail networks to efficiently bring these low carbon fuels to market.

Access to Capital

- Proactive environmental strategies may improve Delek’s reputation, making the company more attractive to investors and potentially lowering capital costs.
- Engaging in the production of low carbon fuels, a key component of the green economy, can potentially unlock access to funding sources dedicated to climate solutions, including government partnerships, green bonds, and grants from international organizations committed to reducing carbon emissions.

Materiality Assessment

As part of our risk management efforts, we conduct a comprehensive Climate Risk Materiality Assessment to identify, evaluate, and prioritize the climate-related risks that may significantly impact Delek’s operations, physical assets, and financial condition. Management evaluates severity of each risk against strategic, financial, operational or regulatory basis. All risks deemed to have a moderate impact or above and are reasonably likely to occur are disclosed.

Delek assess each risk and opportunity over varying time frames. These time horizons include:

- Short-Term: immediate risks and opportunities that can impact financial performance, typically occurring within 5 years.
- Medium Term: evolving risks and opportunities, typically occurring between 5-10 years.
- Long-Term: have the potential to reshape business model and strategy, typically occurring 10+ years.

RISK MANAGEMENT

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.

STRATEGY

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.

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.

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 to meet the evolving needs of our customers with new products as well as improving efficiencies in the refining process. We are confident that our investments and ongoing strategy development will strengthen our business resiliency in this changing energy landscape.

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. 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. 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.

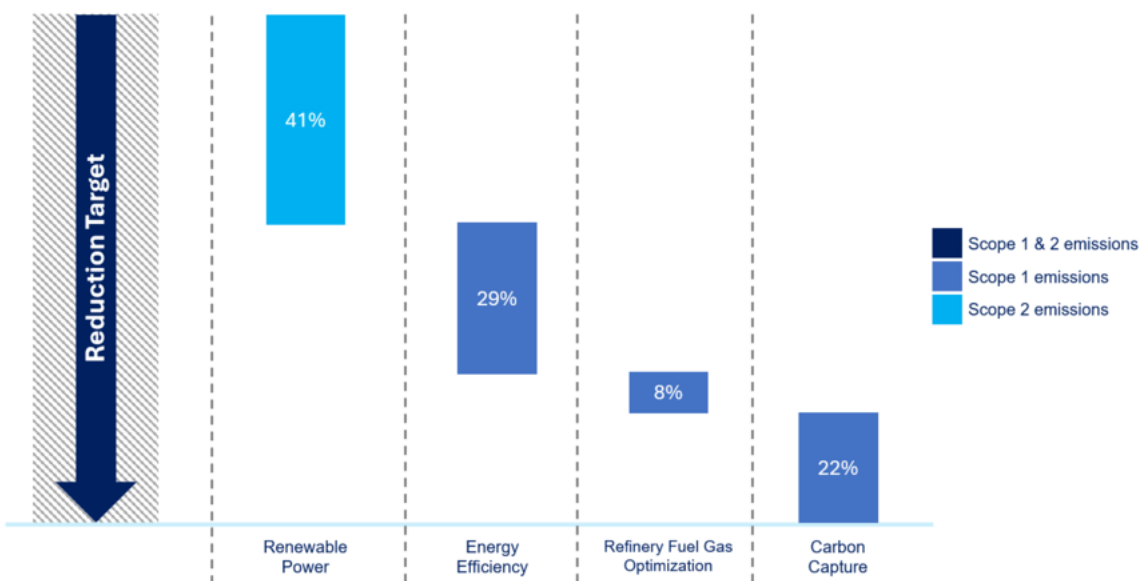
Adjustments implemented at the end of 2023 and in early 2024 include:

» 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 adjusted its baseline year from 2012 to 2022. This change improved data quality and measures 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 greenhouse gas reduction targets to be based on Greenhouse Gas Intensity¹, rather than absolute greenhouse gas emissions. This adjustment provided 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 our Scope 1 and 2 reduction target from a 34% absolute emissions reduction target, to a 25% GHG intensity-based reduction target. Delek continues 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's Board of Directors receives progress updates on a quarterly basis during their quarterly Board meetings. 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 plan, Delek aims to reduce our Scope 1 and Scope 2 emissions by 25%, measured on an intensity basis, by 2030. Our detailed emissions data can be found in the SASB Section of the appendix.

Enterprise-Wide Greenhouse Gas Emissions Million metric tons of CO ₂ equivalent			
	2022	2023	2024
Scope 1	2.7	2.7	2.6
Scope 2	0.4	0.4	0.4
Scope 3 (Estimate)	40	39	39
Total of Scope 1 and 2	3.1	3.1	3.0

1. 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 below. 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.

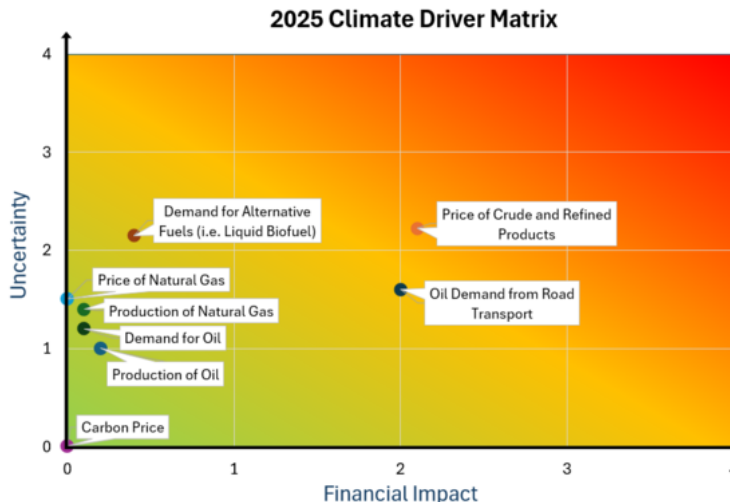
The International Energy Agency (IEA) is the foremost expert on scenario forecasts. The IEA aims to provide organizations and stakeholders with a range of possible outcomes for consideration. For this year's sustainability report, Delek has selected the following two scenarios for further investigation:

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.

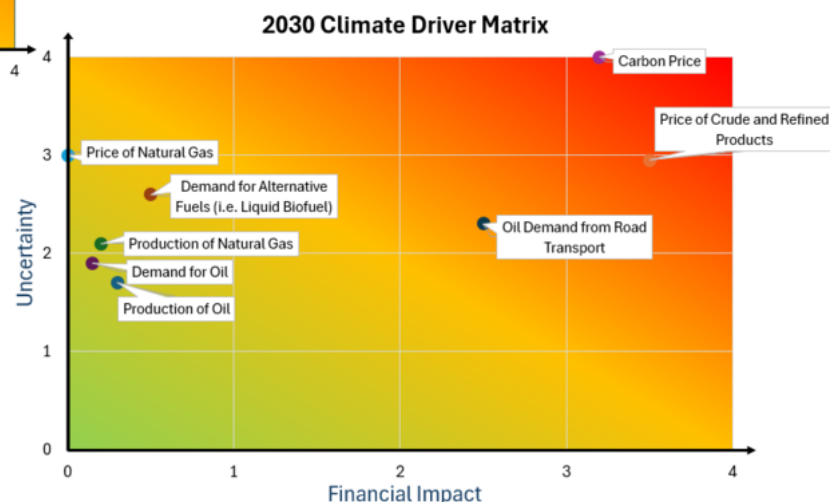
2. Net Zero Emissions by 2050 (NZE2050):

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



The 2025 Climate Driver Matrix shows impacts and uncertainty within the short term. It is notable that transition risks such as carbon price, have little to no impact on the short term as there is not expected to be an immediate global change to impact these items. Prices of crude & refined products, as well as oil demand from road transport, have the highest impact on Delek due to the nature of the organization and its current business strategy.

The 2030 Climate Driver 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 the organization and its current business



Sustainability Accounting Standards Board (SASB)

Metric	SASB Code	Units	2020	2021	2022	2023	2024
Greenhouse Gases							
Delek Refining Operation ¹							
Scope 1 and 2 Emissions ²	--	one million metric tons CO ₂ -e	2.5	2.5	2.8	2.9	2.8
Scope 1 Emission ³	EM-RM-110a.1		2.2	2.2	2.5	2.6	2.5
Scope 2 Emission ⁴	--		0.3	0.3	0.3	0.3	0.3
Scope 3 Emission ⁵	--		38	38	40	39	39
Scope 1 and 2 Intensity ^{2,3,4}	--	metric tons per thousand barrels	26	26	26	27	26
Delek Operations ^{1,2,6}							
Scope 1 Emission ³	EM-RM-110a.1	one million metric tons CO ₂ -e	2.2	2.2	2.7	2.7	2.6
Percentage covered under emissions-limiting regulations	EM-RM-110a.1	percent	—	—	—	—	—
Scope 2 Emission ⁴	--	one million metric tons CO ₂ -e	0.4	0.3	0.4	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"><i>Innovative technology investment</i><i>Carbon Capture</i><i>Operational energy efficiencies</i><i>Increased application of renewable power</i><i>Refinery Fuel Gas Optimization</i> <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"><i>Application of a 2022 “baseline” year that is more reflective of the current operational boundaries</i><i>Application of a 25% Scope 1 and 2 emission reduction target, measured on an intensity basis, by 2030</i>					
Air Quality							
Delek Refining Operations							
Air Emission ⁷							
Nitrogen Oxides	EM-RM-120a.1	thousand tons	1.5	1.3	1.7	1.5	1.5
Sulfur Dioxide			1.1	1.8	1.4	1.2	0.9
Volatile Organic Compounds			1.9	2.0	2.2	1.5	1.9
Inhalable Particulate Matter			0.3	0.3	0.4	0.4	0.6
Air Emissions Intensity ⁷							
Nitrogen Oxide	--	tons per million barrels	15	14	16	14	14
Sulfur Dioxide			11	18	13	9	9
Volatile Organic Compounds			20	21	21	18	17
Inhalable Particulate Matter			3	4	4	5	5
Number of refineries in or near areas of dense population	EM-RM-120a.2	number of refineries	1	1	1	1	1

Metric	SASB Code	Units	2020	2021	2022	2023	2024
Hazardous Materials Management							
Delek Refining Operations							
Amount of hazardous waste	EM-RM-150a.1	thousand tons	1.4	1.0	0.7	0.9	1.1
Hazardous Materials Management (continued)							
Delek Retail Operations ¹²							
# of underground storage tanks (USTs)	EM-RM-150a.2	number of USTs	575	562	564	563	559
# of UST releases requiring cleanup		number of USTs	3	6	1	4	3
Percentage in states with UST financial assurance funds		percent	0	17	0	50	0
Product Release							
Delek Operations ¹							
Releases of 5 barrels or more only impacting land	--	number of releases	9.0	7.0	15.0	15.0	5.0
Releases impacting land and water		number of releases	2.0	2.0	4.0	1.0	0.0
Releases impacting water		number of releases	0.0	0.0	0.0	0.0	1.0
Releases in Unusually Sensitive Areas (USAs)		number of releases	0.0	0.0	0.0	0.0	0.0
Volume of Releases		thousand barrels	2.0	1.2	1.1	1.0	1.7
Water Management							
Delek Refining Operations ¹							
Total Fresh Water Withdrawn	EM-RM-140a.1	million gallons	2,300	2,351	2,207	2,166	2,118
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	9
Workforce Health & Safety							
Delek Refining Operation ¹							
Total Recordable Injuries ⁸							
Employee	EM-RM-320a.1	per 100 workers	0.44	0.84	0.55	0.27	0.52
Contractors			0.09	0.51	0.11	0.08	0.24
Days Away, Restricted, or Transferred Case ⁸							
Employee	—	per 100 workers	0.26	0.66	0.36	0.18	0.35
Contractors			0.00	0.00	0.11	0.00	0.00
Serious Injuries ⁹							
Employee & Contractors	—	per 100 workers	0.04	0.34	0.05	0.04	0.08
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 ¹⁰							
Employee & Contractors	EM-RM-320a.1	per 100 workers	1.01	1.02	0.45	0.37	0.50
Delek Operations ^{1,6}							
Total Recordable Injuries ⁸							
Employee	EM-RM-320a.1	per 100 workers	0.64	0.66	0.55	0.34	0.58
Contractors	—	number of cases	1.00	6.00	1.00	3.00	3.00
Days Away, Restricted, or Transferred Case ⁸							
Employee	—	per 100 workers	0.39	0.41	0.38	0.12	0.19
Contractors		number of cases	0.00	0.00	1.00	1.00	0.00
Serious Injuries ⁹							
Employee & Contractors	—	number of cases	3.00	7.00	1.00	2.00	2.00

Metric	SASB CODE	Units	2020	2021	2022	2023	2024
Fatalities							
Employee	EM-RM-320a.1	per 100 workers	0	0	0	0	0
Contractors	--	number of cases	0	0	0	0	0
High Potential Near Misses ¹⁰							
Employee & Contractors	--	number of cases	25	22	10	10	12
Workforce Health & Safety (continued)							
Discussion of management systems used to integrate a culture of safety	EM-RM-320a.2	<i>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 & Discipline 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.</i> <i>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.</i>					
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	<i>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.</i>					
Critical Incident Risk Management							
Delek Refining Operations ¹							
Tier 1 Process Safety Event Rate ¹¹	EM-RM-540a.1	per 100 workers	0.13	0.29	0.35	0.04	0.12
Tier 2 Process Safety Event Rate ¹¹			0.26	0.1	0.2	0.17	0.12
Tier 1 Process Safety Events ¹¹	--	number of events	3	6	7	1	3
Tier 2 Process Safety Events ¹¹			6	2	4	4	3
Delek Operations ^{1,6}							
Tier 1 Process Safety Events ¹¹	--	number of events	4	7	8	3	3
Tier 2 Process Safety Events ¹¹			7	2	6	7	3

¹On 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.

²Metrics do not include GHG emissions from the Bakersfield refinery which was not operational prior to its divestiture in May 2020. Metrics also do not include, Retail and the SCS site within Transportation that were divested as of October 1, 2024. Additionally, Crossett, AR and New Albany, MS biodiesel plants were idled effective June 24, 2024 and June 16, 2024 respectively and were not included in calculations.

³Scope 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 (CO₂), Methane (CH₄), Sulfur Hexafluoride (SF₆), Hydrofluorocarbons (HFCs), Perfluorocarbons (PCF's) and Nitrous Oxide (N₂O).

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

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

⁶Delek operations include refining, renewables, pipeline stations, product terminals, transportation, corporate offices, natural gas gathering & processing, and joint ventures under operational control.

⁷Particulate matter with a diameter of 10 microns or smaller.

⁸Total 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.

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

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

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

¹²All operations with USTs have been divested as of October 1st, 2024.

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: political or regulatory developments, including tariffs, taxes and changes in governmental policies relating to crude oil, natural gas, refined products or renewables; risks and uncertainties with respect to the quantities and costs of crude oil we are able to obtain and the price of the refined petroleum products we ultimately sell; uncertainties regarding actions by OPEC and non-OPEC oil producing countries impacting crude oil production and pricing; the company's ability to realize anticipated cost savings and expenditure reductions; 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, pandemics, political events, civil unrest, severe weather, cyber threats, terrorist acts or other natural or human causes beyond the company's control; the competitiveness of alternate energy sources or product substitutes; technological developments; 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 pending or future litigation; changes in the scope, costs, and/or timing of capital and maintenance projects; 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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