

yellow BIKE

PHILOSOPHY



A GUIDE TO DOING BUSINESS *THE ERGON WAY*

ERGON
UNITED BY SERVICE. DRIVEN BY SOLUTIONS.





YELLOW BIKE PHILOSOPHY



The Yellow Bike Story

In 1997, Ergon purchased our Newell, West Virginia refinery. At that time, employees were used to management touring the refinery from inside vehicles. From the day Ergon purchased the refinery, Mr. Lampton made it a point to get out of the shuttle van, get on one of the yellow bikes and ride around, getting to know employees, their families and what mattered to them. Through a simple act, Mr. Lampton set the tone for a different kind of leadership, a different way of doing business and the unique culture we have at Ergon.

At Ergon, we approach business a bit differently.

We're a family-owned business with a family-oriented culture. Our Founder, Leslie Lampton Sr., had an entrepreneurial spirit, a focus on *Doing Right* by people, and a relational approach that became the foundation of our culture and the way we do business across our family of companies. This approach has driven our success for decades and continues to guide us as we grow into a diversified, global organization. **Our culture is not a result of our success or something we enjoy based on our success — our success is the result of our culture.** This distinction is central: Our culture drives performance, and that performance allows us to reinforce our culture, reinvest in our business and continue making a positive impact in people's lives.

This document, *the Yellow Bike Philosophy*, describes our culture that each of us at Ergon can help uphold. Its purpose is to unify us around a clear and consistent definition of our culture. It provides a shared understanding of where we come from, who we are and how we'll navigate the future. It is a resource for everyone: owners, executives and board members; managers and supervisors; team members and their families. This document is a North Star that helps guide our decisions, shape our actions and anchor us in times of change. It guides how we build relationships, serve customers, lead teams, run operations, set strategy and make decisions across the organization. It is the standard we will hold ourselves to every day. When we find gaps, make mistakes or fall short of living out our culture, this document helps us have honest conversations on how we can improve so we can move forward better than we were the day before.

The *Yellow Bike Philosophy* highlights the ideals that make us different when it comes to making a difference. We see our work as an act of service, building relationships to ensure we are serving the right way for the greatest impact on our customers, our communities and each other. Service is our legacy, and this document emphasizes the *why* behind this legacy and is the foundation for how we will maintain it for future generations.

Our Story: Where We Came From

Our story starts with humble beginnings. Orphaned as an infant, Mr. Lampton was adopted by a family in Jackson, Mississippi. In 1954, still in his 20s, he started Lampton Oil Company with a few thousand dollars, two employees, a used fuel truck and an entrepreneurial spirit. He began delivering fuel after hours to highway crews in the Jackson area. From the start, Mr. Lampton focused on doing business the right way: treating people with respect, investing in relationships, showing up with consistency and integrity, listening deeply to his customers and meeting their needs. His approach was personal and purposeful. He believed that business could serve a higher calling, and he focused on running the company not for profit alone, but as a platform to make a difference in people's lives.

Through Mr. Lampton's hard work and dedication, Ergon began to grow. As the company grew, Mr. Lampton's four sons joined the business and played key roles in our expansion. Today, multiple generations of the Lampton Family support the ongoing growth of Ergon by working in the business, serving on our Board, engaging in the Family Council and reinvesting profits back in the business.

Over the years, we have grown from two employees and a truck to thousands of employees around the globe. But, this success is no coincidence. It is a direct result of the culture Mr. Lampton built, that we uphold today and that guides us to a more vibrant future.



ERGON FOUNDER: LESLIE LAMPTON SR.



SECOND-GENERATION LAMPTONS (L-R): LESLIE, LEE, BILL AND ROBERT



THIRD-GENERATION LAMPTONS (L-R): BARTON, LEE CRUM, LOUIS, PATRICK, WALT, WILL, KELLY, AMY, ANA AND KATIE



Our Mindset: What We Believe

Our culture is rooted in specific beliefs about people and business. These beliefs are the deep convictions that shape how we do business and treat people, especially when no one is watching. The *Yellow Bike Philosophy* makes these beliefs clear, so we can all live them and carry them forward.



We believe people matter.

At Ergon, everything begins and ends with people. Every person – regardless of title, tenure or role – matters. From the front line to the boardroom, we believe each individual brings unique value and is worthy of dignity, respect and care. People are not functions or cogs in a machine – they are capable, creative and full of potential. Our responsibility is to create an environment where that potential can flourish and our people can make a difference for others.

This belief calls us to care for people, create safe workplaces, invest in relationships, provide meaningful work, support our communities and pursue customers and markets where our approach to relationships and service creates value beyond simply providing products.

We believe business performance is essential.

Lasting impact requires strong business performance. A healthy, growing business fuels everything we do – enabling us to create jobs, grow in our own careers, serve customers with excellence and give back to the communities we call home. A focus on strong financial performance is essential.

This belief demands that we build a sustainable, well-diversified business that allows us to weather economic challenges and have an enduring, positive impact in people's lives.

We believe culture drives performance and performance expands our impact.

We seek to build a sustainable business and have a positive impact in people's lives. We believe these are inseparable. We do not focus on one to the detriment of the other.

This belief calls us, especially our leaders, to relentlessly pursue both exceptional business performance and ways to make a positive difference.

Our business is a platform to impact people's lives.

At the end of the day, our business is a platform to impact people's lives. When our people are respected, supported and given opportunities, they thrive. When our people thrive, they serve customers with excellence and the business grows. When the business grows with purpose, it expands our ability to make a difference. These beliefs are the heart of our mission: **to meet needs, support families and serve customers.**



Our Values: How We Live Our Culture

Our culture doesn't live in this document or on a wall – it walks through the halls, rides in our trucks, stands at our terminals and provides excellent service to our customers. Our beliefs influence every aspect of how we approach business, and our Core Values bring our beliefs to life in everyday moments.



Empowered Service

Empowered Service is relational, not transactional. Service isn't a department, it's an expectation of all, and it begins with a genuine desire to help others.

Serving customers starts with understanding their needs, challenges and goals. We listen deeply, respond quickly and work hard to provide excellent service. Our aim is to give our customers an advantage they can't get anywhere else. That's what builds lasting partnerships.

Service is also how we show up for one another internally. We lend a hand when it's not our job, we take action to keep others safe, we follow through and we make it easier for others to succeed. That's how we strengthen teams and build trust across the company.

We also serve our communities by creating meaningful jobs, providing long-term stability, investing in our people and volunteering our time. We believe that when our employees grow – not just as professionals, but as people – they bring that growth home. They become better parents, partners, neighbors and leaders. Our focus on making a difference in people's lives doesn't stop at the workplace; it starts there.



Empowered Service in Action

- ⊕ Take action to keep yourself and others safe
- ⊕ Ask how you can help
- ⊕ Take responsibility
- ⊕ Give others opportunities and space to grow
- ⊕ Acknowledge a job well done

We know that great service requires that we empower team members. We believe people are full of potential. That potential is unlocked when people are supported, trusted and inspired to make a difference. We expect our leaders to provide clear expectations and direction, provide necessary tools and support, and give ownership and space to learn. We don't micromanage, especially when we have more experience. Instead, we listen, share our experience, coach as needed and give others the space to develop.

Empowered people take ownership. And that's what great service demands.



Selfless Leadership

Leadership isn't about title, status or power. It's about taking ownership of the outcomes you are responsible for and the people who depend on you.

We believe every person can lead by taking ownership, delivering on their commitments and supporting others.

Selfless Leadership starts with humility and the mindset that leadership is a calling to serve. We believe every person, in every role, matters and we are capable of more together than alone. At Ergon, our leaders serve their teams — not themselves.

We know that our leaders in positions of authority have a significant impact on their teams and how our culture is lived out, so we hold them to the highest standards. We expect our leaders to listen, care and empower. They should set clear expectations, give feedback with respect and grow their teams.

Leadership is measured not by what you achieve or how far you go, but by how you enable growth and success in others and the business.

***There are no big
jobs or little jobs.
There are only
important jobs.***



Selfless Leadership in Action

- ⊕ Stay humble and focus on team before self
- ⊕ Care for people and show them they matter
- ⊕ Set clear expectations
- ⊕ Develop others through honest feedback and coaching
- ⊕ Hold yourself and others accountable





Purposeful Growth in Action

- ⊕ Identify your strengths through continuous learning
- ⊕ Stay curious, ask questions and share ideas for improvement
- ⊕ Ask for feedback and learn from mistakes
- ⊕ Invest in yourself and others
- ⊕ Embrace new challenges



Purposeful Growth

Growth at Ergon is intentional and long-term. We don't chase growth for its own sake. We pursue it with purpose because growth creates opportunity – for our employees, our customers and the communities we serve.

Purposeful Growth begins with the Lampton Family's ongoing commitment to reinvest profit back in the business. This allows us to invest in new products and markets, provide opportunities for career growth and give back more to our communities. This example sets an expectation that we all give our best effort and embrace the opportunities in front of us.

To support personal and professional development, we give people opportunities to grow, coaching and feedback to learn from mistakes, and the support they need along the way.

We know that growth creates change and new challenges. This calls us to rise to the occasion and continue growing in our ability to adapt and overcome these challenges.

Growth at Ergon is about building something that lasts. We take the long view, knowing that real growth takes time and lasting impact is measured in generations, not quarters. We don't take shortcuts, and we refuse to let past success make us complacent. As we grow, we stay grounded, hungry and humble.

***Lasting impact
is measured in
generations, not
quarters.***





Respectful Relationships in Action

- ⊕ Know others by name and story
- ⊕ Listen with empathy
- ⊕ Keep an open mind when opinions differ
- ⊕ Ensure others feel seen and heard
- ⊕ Extend grace when mistakes are made
- ⊕ Speak the truth because you care



Respectful Relationships

Respect lives in the small moments. We make time for each other, listen fully and follow through. We know each other by name and by story. We show up for each other in both good times and hard times. We disagree directly but respectfully. We lean into hard conversations with grace and honesty. We honor differences in background, opinion and experience — knowing they make us stronger — while staying united by shared values.

Strong relationships aren't a byproduct of success; they are the reason for it. We thrive in markets where our approach to relationships and service is a competitive advantage. When it comes to our customers, we listen to

understand what matters most, communicate clearly and work hard to meet their needs. We treat every customer like a partner, building relationships based on great service and delivering products and solutions that help them succeed. When our customers succeed, we succeed.

Respect brings out the best in our people. It allows team members to contribute their full potential, it supports high-performing teams, and it leads to long-term partnerships with our customers and long-term success for our business.

Our Guiding Principles: How We Pursue Success

We know that culture is not static. It evolves as our business grows, as the world changes and as new people join the Ergon family. But that does not change our commitment to our culture. As we grow and adapt to change, we hold to these guiding principles. They are a compass for us all in how we operate, and especially for our leaders in how they set strategy, make decisions and lead people.

1 WE ARE RELATIONAL, NOT TRANSACTIONAL. Relationships are at the heart of everything we do. They are the foundation of our success, with our teams, our customers and our suppliers. We invest time and energy into building and deepening relationships. We are committed to preserving those relationships as we grow as a business. When it comes to the systems, processes and policies that support our growth, we take time to listen to the people they impact, ensuring that we keep our focus on people.

2 WE ARE FRONTLINE FOCUSED. Our team members who support our operations and serve our customers every day are the very core of our business. Without them, we don't have a business. We value and listen to their perspectives, we lead with them in mind and we support them in serving our customers.



3 WE THINK IN GENERATIONS, NOT QUARTERS. We measure success not just in short-term profits, but in the long-term, positive impact we have in people's lives. We pursue sustainable success instead of chasing shortcuts or quick wins that undermine our long-term success. We have a competitive advantage as a privately held company because we are able to do what is best for the long term.

4 WE THINK BIGGER THAN OURSELVES. We take great pride in being stewards of the resources our owners have entrusted us with. This responsibility calls us to think beyond ourselves. We aim to be more than a collection of individual businesses. We strive to focus on the greater good of Ergon as a whole, connected by our shared values and a commitment to improving the lives of others.

5 WE PURSUE PROGRESS OVER PERFECTION. We maintain a growth mindset and a bias for action. We don't chase perfection; we aim to maximize our potential. This does not mean we are irresponsible. We take calculated risks and learn from our mistakes. If something goes wrong, we share it, learn from it and continuously improve.

Our Non-Negotiables: Where We Draw the Line

We celebrate diversity of thought, personality and leadership style across our business. But there are some differences we don't accept and some lines we don't cross. Our non-negotiables ensure we stay true to our beliefs and values, no matter what changes around us.

COMMITMENT TO SAFETY.

Safety is not a program; it is a deep form of care. We are not passively safe or safe by chance. We are intentional. We have an unwavering commitment to keep our communities safe and send every team member and customer home safe, every day. If someone feels unsafe or sees something unsafe, we stop, talk and fix it. No exceptions.

CARE FOR PEOPLE.

Our people are our greatest asset. If they don't feel safe to make decisions or speak up, we lose the very foundation of trust that underpins our culture. Disrespect and toxicity have no place here. If someone repeatedly acts in opposition to our values and beliefs after receiving honest feedback and coaching, Ergon is not the place for them — regardless of role or performance.

DRIVE FOR PERFORMANCE.

No matter your role, we are all responsible for our success as a business. Without a profitable business, we would not exist. And without a team dedicated to growing and improving the business, we will lose our competitive edge. We recognize that historical success can be the greatest threat to future success if it creates complacency. We will leave this company having built it to be even stronger and establish a foundation that enables success for the future generations that follow us.

Our Legacy: What We Expect of You

Our culture is not only something that we have inherited. It is something we uphold and build upon every day. It is the legacy we will leave behind. No matter your role, your level or your location — our culture belongs to you. Every leader and team member has a responsibility to uphold our culture. Each of us must take responsibility to reinforce our belief that both people and business performance matter. Each of us must hold ourselves and others accountable to living our values. Each of us must help build a successful business that has a positive impact on others.

These are the standards we hold ourselves to and the mirror through which we evaluate our success.



THIS IS OUR LEGACY. THIS IS OUR CULTURE. THIS IS OUR ERGON.



OUR MISSION: MEET NEEDS. SUPPORT FAMILIES. SERVE CUSTOMERS.



**GET ON THE
BIKE AND GO**

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