

SIGMA® ENGINEERED SOLUTIONS

2024 ANNUAL SUSTAINABILITY REPORT



Contents

Foreword	3		
01		04	
Sustainability at Sigma	4	Governance	18
1.1 Our Profile	4	4.1 Corporate Citizenship	19
1.2 Materiality Assessment	5	4.2 Ethics and Compliance	20
1.3 ESG Roadmap	6		
02		05	
Environmental	7	Sustainability Indicators	21
2.1 Climate Action	8	5.1 Key Performance Metrics	22
2.2 Emissions Inventory	9		
2.3 Resource and Waste Management	11		
2.4 Sustainable Procurement	12		
03		06	
Social	14	Appendix	23
3.1 Working at Sigma	15	6.1 SASB	23
3.2 Health and Safety Performance	16	6.2 GHG Accounting Methodology	24
3.3 Workforce Management	17		



FOREWORD

A Message from our CEO

At Sigma Engineered Solutions[®], we have always been committed to excellence in all aspects of our operations. In this report, we want to reflect on one aspect that has been a focal point for us recently, and that is sustainability which is becoming increasingly important for our employees, customers, and other stakeholders.

When we think of sustainability, we don't restrict our thinking to only our operations as being resource efficient although that is one important facet. We more broadly think of all the ways that we can make our business sustainable and future-proof in an everchanging world.

We want to build Sigma into a company that is one step ahead of the competition given the ever-increasing demands of our blue-chip customers, able to deal with more stringent regulations on climate action and ensure our supply chain secures basic human rights.

We want to ensure we meet and exceed our obligations to our employees on safety, both physically and emotionally, and create inclusivity and pride in working for Sigma. And we want to address the risks we face across different dimensions of our operations, whether environmental, cyber, financial, resource, or legal-related.

To address these, we have developed a six-pronged ESG framework addressing issues material to our business: Green House Gas Emissions & Energy Usage, Environmental Management, Human Capital, Workforce Health & Safety, Ethics & Compliance, and Supply Chain Management, which are further described in this report.

Although I'm proud of the decarbonization work that we have already started, with measuring our GHG footprint and identifying levers to reduce our dependency on fossil fuels – including 1.7MW of solar panels on our rooftops – my personal highlight is the fantastic achievements we have made in improving Workforce Health & Safety at our plants.

Sigma would be nothing without our excellent employees. Through tenacious and thoughtful initiatives, we have reduced workplace injuries by 94% while more than doubling reported hazard observations. These numbers speak to the immense positive impact our work has created.

This report will hopefully shed some light on the journey we've embarked upon to build a more sustainable business that will put Sigma in a leading position going forward. That said, this report is just the start for Sigma. Together, we can make a real difference and raise the bar for operational excellence for future generations of Sigma workers and customers.

My heartfelt THANK YOU to everyone on the Sigma team for your ongoing commitment to our sustainability journey.

Warm regards,



President & Chief Executive Officer
Sigma Engineered Solutions

Sustainability at Sigma





ESG at Sigma

When considering ESG risks and opportunities, Sigma focuses on identifying and addressing the most material issues. Through comprehensive assessment and stakeholder engagement, we prioritized concerns that have the most significant impact on our business operations, ensuring our sustainability efforts are both strategic and impactful.





Workforce Health & Safety

- Quality, Environment, Health, and Safety (QEHS) Policy
- · Dedicated safety officers
- · Health and safety training
- · Facility safety audits



Human Capital

- · Codified HR policy manual
- Workforce compensation benchmarking
- Employee turnover tracking
- · Workforce diversity metric tracking



Environmental Management

- Green Score Card environmental performance assessments
- Key resource consumption and waste production KPI tracking
- · Air and water consent forms
- Resource conservation and scrap material recycling initiatives



GHG Emissions & Energy Usage

- Scope 1 & 2 GHG emissions tracking for India operations
- Rooftop solar energy installment project
- · Renewable wind power sourcing



Ethics and Compliance

- Code of Ethics & Business Conduct
- Trade compliance policy
- · Anti-bribery and corruption policy
- · Whistleblower protection

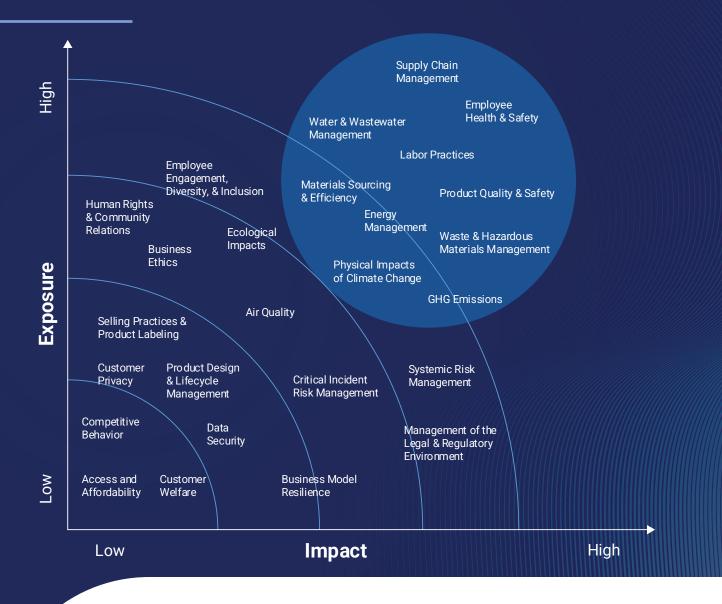


Supply Chain Management

- · Supplier attestation forms
- Documented supplier requirements, including conflict minerals policy
- On-site audits at supplier onboarding



Materiality Assessment



Sigma engaged a third-party ESG advisor, Malk Partners, to conduct an ESG materiality assessment. This ESG materiality assessment is grounded in practices established by the US Sustainable Accounting Standards Board (SASB). Through the assessment, we have categorized the universe of sustainability issues affecting its operations according to risk exposure and potential impact, ranging from low to high. Through engaging with Malk in the assessment, Sigma identified the ESG issues below as critical priorities to devote resources to manage.

These issues inform Sigma's ESG goals under the Environmental, Social, and Governance dimensions. Sigma is committed to reevaluating its materiality assessment annually to ensure appropriate resources are dedicated to our most material issues.

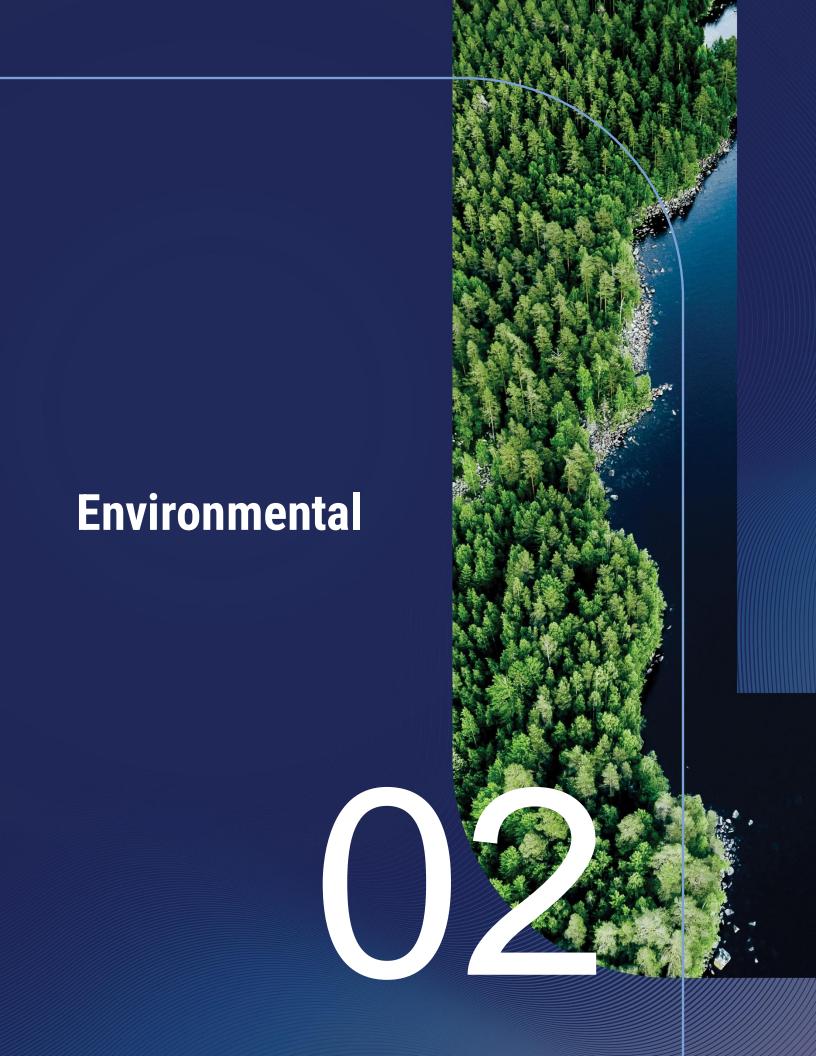


ESG Roadmap

Sigma developed an ESG roadmap informed by the materiality assessment. The roadmap identifies key items for Sigma to build practices that achieve its goals: meeting customer expectations for managing and improving sustainability performance and acting as an excellent corporate citizen and steward for our stakeholders.

Our annual report highlights the beginning of Sigma's journey toward implementing a robust internal ESG function across Environmental, Social, and Governance.

ESG Roadmap Items Near Term Medium Term Long Term Emissions tracking and climate inventory GHG reduction targets Energy transition and emissions reduction initiatives **Environmental** Comprehensive environmental KPI tracking Waste management and disposal review EcoVadis certification Enhanced employee feedback channels Annual engagement surveys Social Enhanced professional development programming and tracking Formalize supplier code of conduct Sustainable sourcing reviews in supplier audits Supply chain mapping reviews Corporate ESG governance controls Governance Board level ESG oversight





Environmental Stewardship

- At Sigma, we understand that every product we create for customers carries an environmental impact and that it is our responsibility as an organization to understand and best manage these impacts.
- As part of our philosophy to be a good corporate citizen, we are committed to environmental stewardship across our operations and value chain.
- Sigma's approach to sustainability empowers stewardship at our facilities to support the health of surrounding communities and is globally focused on reducing harmful impacts to our planet.

ENVIRONMENTAL PERFORMANCE

- Sigma is committed to reducing the environmental footprint of our operations, including energy and GHG emissions, resource usage, and waste.
- To promote sustainable resource consumption and reduce the environmental footprint of our manufacturing, Sigma tracks a comprehensive set of environmental metrics and has set performance targets, including a Green Spider Score, which tracks broad environmental performance areas (e.g., permits, compliance, trainings), and has plans to begin tracking additional key performance indicators in the coming year.
- Our EHS and facility managers regularly evaluate impacts of our activities by conducting environmental impact assessments and facility audits. These assessments inform our sustainability priorities.





Climate Action

CLIMATE GOALS

- Combatting climate change and reducing the energy intensity of our operations is a strategic priority for Sigma. Our team promotes corporate citizenship by supporting the global transition to a low-carbon economy.
- Climate action is critical for Sigma to meet expectations from our customers and enable them to achieve their own environmental goals.
 Sigma is committed to advancing our climate management in collaboration with customers.

ENERGY EFFICIENCY

- At Sigma, energy efficiency is a key focus area for ensuring the sustainability of our operations. Our team is exploring next-generation manufacturing technologies that have the potential to reduce our energy cost and emissions intensity while sustaining our commitment to quality and excellence.
- We have invested in energy-efficient systems across our manufacturing facilities, including LED lights and sustainable air compressors.

OUR COMMITMENT

We are working to be more aware of our climate footprint, and are continuously looking for solutions to lower our emissions and reduce our climate impact.

SIGMA EHS TEAM





Emissions Inventory

- Sigma has developed a baseline greenhouse gas (GHG) emissions inventory for all India facilities and operations. The baseline emissions inventory captures all Scope 1 (direct) and Scope 2 (indirect) emissions from Sigma's manufacturing operations in India.
- As a next step, Sigma aims to capture comprehensive Scope 3 emissions from our value chain.



EMISSIONS REDUCTION

- To prepare for the clean energy transition, we are identifying opportunities to improve the greenhouse gas (GHG) emissions from our operations through renewable energy sources and energy efficient technologies.
- We have made capital investments in clean energy systems to directly produce low-carbon energy reserves at our manufacturing facilities.
- To date, Sigma has completed two on-site solar projects at our facilities in India, installing 1,668 megawatts (MW) of solar energy capacity. These projects offset 2,903 tCO2e (6.5%) of our Scope 2 purchased electricity in 2023. Sigma plans to continue progressing with this and related climate initiatives to reduce its emissions further.
- Sigma has partnered with local utilities providers in India to directly source renewable windpowered electricity resources for our manufacturing facilities through open access grids. These alternatives can reduce the emissions intensity of our energy mix.

Climate Transition Planning

CLIMATE RESILIENCY

- In addition to corporations transitioning toward renewable energy technologies and reducing GHG emissions, climate change has also increased extreme weather hazards.
- As part of our commitment to supporting prosperity in the communities where we operate, Sigma has committed resources to create resiliency against physical climate hazards.
- In India, Sigma's corporate donations support extreme weather response efforts via the Prime Minister's National Relief Fund or Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM Cares Fund).

CLIMATE ROADMAP

- By expanding our baseline assessment from India to encompass global operations and energy sourcing, Sigma plans to develop a comprehensive organizational GHG emissions inventory.
- Sigma aims to leverage a full annual emissions inventory to explore science-based GHG emissions reduction targets, as well as investments in additional low-carbon assets and renewable energy sourcing.





Resource and Waste Management

ENVIRONMENTAL MANAGEMENT

- Sigma's approach to environmental management is documented in our Quality, Environment, Health & Safety Policy.
- The EHS team has documented goals to minimize natural resource consumption across key resource inputs, comply with applicable legal requirements, and minimize environmental incidents.
- Sigma maintains a record of outstanding compliance with environmental regulations.

RESOURCE CONSERVATION

- To promote low-impact sustainable operations, we have implemented several natural resource conservation initiatives.
 - We have introduced water conservation initiatives at manufacturing facilities, including wastewater processing and reuse, rainwater harvesting, and investments in low-flow taps and water-efficient machinery.
 - To promote resource circularity and minimize waste streams, Sigma actively tracks
 the recycling of metal scrap and shavings and recycled material reuse.
- Resource efficiency and circularity remain core priorities for our environmental sustainability efforts to reduce resource costs and manufacturing waste.

WASTE STEWARDSHIP

- Sigma remains committed to responsible management of waste produced as a byproduct
 of our manufacturing activities, including wastewater and hazardous waste streams.
- To reduce hazardous waste outputs, we work to capture, treat, and convert waste streams on-site, investing in materials recycling and circularity.
- Once collected, Sigma outsources waste management to designated third-party vendors responsible for documentation and end-of-life disposal in accordance with industry best practices.



Sustainable Procurement

RESPONSIBLE SOURCING: ENVIRONMENTAL CONSIDERATIONS

- Sigma is committed to responsible sourcing practices and environmental stewardship across our materials supply chain.
- We strive to source raw materials for our alloys that are mined and processed in accordance with industry best practice standards.

RESPONSIBLE SOURCING: SOCIAL ISSUES

- We are committed to human rights and good labor conditions within our supply chain.
- We oppose all forms of labor violations that bring material risks to our supply chain, including forced and child labor. Sigma is committed to upholding ethical standards and human rights throughout our operations, and we actively work to ensure that all workers in our supply chain experience dignity, respect, and fair compensation for their work.

SUPPLY CHAIN TRANSPARENCY

- To promote sustainable manufacturing practices across our value chain, we engage with suppliers to promote environmental management and labor best practices.
- To codify supplier environmental and social standards, Sigma has recently developed a supply chain code of conduct with ESG expectations outlined for our upstream partners.
- To ensure that Sigma and our customers maintain upstream visibility into the supply chains of our metal-based products, we also capture comprehensive data for all procurement contracts.
- Our supply chain management team maintains records of all raw material sourcing and country of origin information for our supplier base.
- Sigma's Global Sourcing Group engages with raw materials suppliers to validate reputable social and labor management practices, and to procure raw material inputs from world-class suppliers that understand our procurement standards, including those defined in our Conflict Minerals Policy.





Sustainable Procurement

SUPPLY CHAIN REVIEWS/ASSESSMENTS

To further ensure our product value chain maintains leading sustainability standards, we maintain comprehensive procedures for vendor evaluation, processing, and certification. These processes include:

Environmental

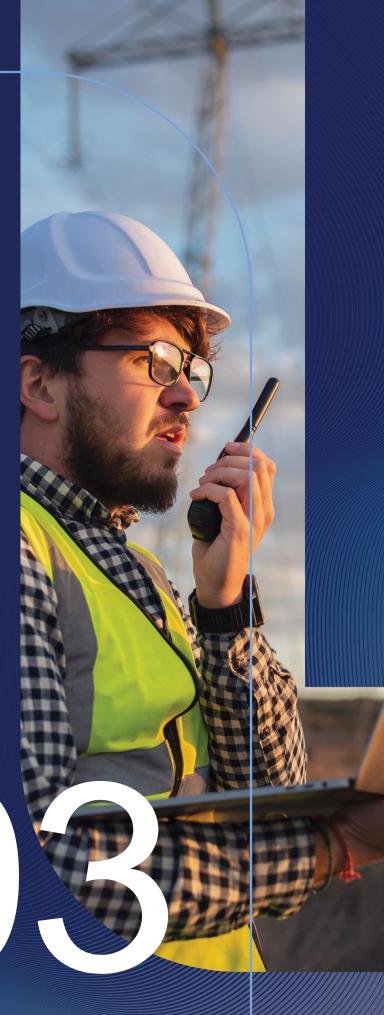
- Assessing environmental practices of our critical suppliers through on-site reviews at onboarding and annual risk assessments.
- Ensuring alignment with principles of strong environmental management, including adherence to regulations and critical Environmental Management System (EMS) standards.
- Confirming that all suppliers maintain ISO 14001 certification for their EMS as a prerequisite for engagement.

Social

- Evaluating suppliers at onboarding and through annual risk assessments of the safety and quality of labor conditions and compliance with child labor and forced labor laws, which impact our supplier performance ratings.
- Requiring compliance with human rights and forced labor expectations, regularly evaluating for human trafficking, forced labor, and fraudulent employment practices
- Conducting annual audits for major suppliers, including information about their labor forces and working conditions.
- Requiring all suppliers to comply with documented Sigma requirements for supply chain social and labor conditions related to child labor, forced labor, freedom of association, discrimination, compensation, working hours, and workplace safety.

We are committed to working with suppliers to improve how they manage these issues where gaps may exist as part of Sigma's commitment to advancing sustainability in our value chain. If supplier assessments or certification reviews fail to comply with our environmental or social standards, Sigma commits to working with suppliers to improve their abilities to meet our expectations, where feasible.

Social





Social

WORKING AT SIGMA

We uphold a people-driven approach to pursue sustainability goals. The enthusiasm and innovation of our 5,000+ employees create Sigma's positive workplace culture, which we ultimately leverage to better the communities in which we operate.



We aim to maximize employees' potential by facilitating passion, rewarding productive effort, and stretching people to do more than they thought possible.

DAN JOHNSON Chief Human Resources Officer



LABOR COMPLIANCE AND PRACTICES

- Sigma's workforce and labor management programs promote compliance with relevant labor laws across our operations.
- We enforce compliance with child and forced labor regulatory requirements to safeguard human rights through documented policies and age verification.
- Sigma strives to promote fair compensation and recently conducted a compensation benchmarking exercise, adjusting practices based on findings.

EMPLOYEE ENGAGEMENT

- Engaging our employees on our commitments to internal quality and customer excellence is vital to Sigma's success. To inform engagement, we track employee turnover and conduct employee sentiment surveys and exit interviews, evaluating opportunities for continuous improvement.
- We invest in various initiatives to enhance employee engagement, including professional development opportunities, performance rewards, wellness programs, and tuition assistance.

PROFESSIONAL DEVELOPMENT

- Our 'Learning Council' aims to align leadership and development (L&D) programs with operations.
- Initiatives today include functional and behavioral upskilling training, e-learning courses for employee development plans, and Sigma-wide soft skill exercises, such as design thinking and managing stress.



Workforce Management

DIVERSITY, EQUITY, & INCLUSION



- Sigma maintains a suite of DEI policies, including an Anti-Harassment and Discrimination Policy and policy for pregnant and nursing women.
- Sigma aims to more intentionally foster DEI in the employee experience across our workforce. Diversity programming includes Women's Day celebrations, diversity recruitment drives, additional educational monetary assistance for female employees, and creche benefits (childcare services) in India.
- We maintain compliance to international diversity laws, including the Indian POSH Act and U.S. anti-discrimination and harassment requirements, to make Sigma a more inclusive space. In India, we conduct POSH Awareness training and maintain an Internal Complaints Committee (ICC). We also conduct antidiscrimination and harassment training at U.S. facilities and maintain reporting procedures across global operations.
- We plan to further expand our diversity programming throughout the 2025 fiscal year.

Sigma is an Equal Opportunity Employer, and we strive to create an inclusive and respectful workplace culture for our employees.

DIVERSITY CATEGORY	U.S.	INDIA	MEXICO
Female	39.3%	6.4%	76.0%
Racial/ Ethnic Minority	19.4%	-	-



Health and Safety Program

OCCUPATIONAL HEALTH AND SAFETY

- We manage health and safety (H&S) risks across operations via our dedicated Safety Officers at all manufacturing plants and our safety committees, which regularly review performance and practices.
- At Sigma, we promote a culture of continuous safety improvement using the Japanese "Kaizen" business philosophy. In the past five years, we have committed significant internal resources to create a world-class approach to health and safety that empowers our employees.

MANAGING OCCUPATIONAL HAZARDS

 We maintain a comprehensive suite of H&S procedures formalized in our Quality, Environment, Health & Safety (QEOHS) Policy, including:



Safety policies, procedures, and training for all employees, contractors, and third parties covering core safety topics. Topics include PPE, LOTO, electrical safety, material handling, and hot work



Periodic assessments of QEOHS performance through facility safety audits, failure mode and effects analysis (FMEA) assessments, and Hazard Identification and Risk Assessments (HIRA)



EU Restriction of Hazardous Substances (RoHS) Directive compliance assessments

REPORTING

- Workers are instructed to report conditions which may jeopardize health and safety of employees, contractors, and customers to the safety committee for review, including safety near misses and general safety observations.
 - Frequently update Failure Mode and Effects Analysis (FMEA) tracker based on safety risk observations to identify and address hazards.
 - Appoint Safety Officers for all facilities, who assign risk priority numbers (RPNs) for
 employee job activities during regular risk assessments and develop safety improvement
 measures for higher-risk activities. Improvements in RPNs are tracked over time as safety
 improvement measures and controls are implemented.



Health and Safety Performance

HEALTH AND SAFETY PERFORMANCE SPOTLIGHT

- Workplace safety incidents have decreased significantly in recent years, as Sigma has developed its H&S program and expanded employee training.
- Since 2018, we have increased employee health and safety training from 10 hours to 14 hours per employee on average, contributing to an 87% decrease in recordable injuries and a 92% decrease in non-recordable injuries at Sigma facilities.
- We are tremendously proud of the improvements our facility operations teams have made to foster a proactive, safety-first culture.

OUR PROGRESS

We have achieved safety excellence across our facilities through engineering interventions & 100% employee involvement through total productive maintenance. We will continue to implement behavior-based safety programming to achieve next level performance.

SIGMA EHS TEAM

WORKER HEALTH AND SAFETY PERFORMANCE METRICS (2019 - 2023)

-91%

Total Workplace Injuries



Injury Frequency Rate

+130%

Reported Safety Observations

Annual Safety Training / Employee

Governance





Governance

Governance refers to the internal structures, policies, and practices that influence corporate behavior, providing a framework for addressing critical business risks. We aim to enhance stakeholder trust by ensuring accountability, transparency, ethical conduct, and effective risk management through our governance controls.



ETHICAL BUSINESS PRACTICES

- As an international organization, Sigma is mindful of risks related to anti-bribery and sanctions compliance across jurisdictions in which we operate.
- Additionally, we are aware of enhanced ethical risks (e.g., facilitation payments, bribery) and contractual obligations as a provider of goods and services to the U.S. government.
- To address such risks, we have developed robust compliance practices, ethical guidance for employees, and reporting mechanisms.
- Sigma maintains a suite of global policies in alignment with regulatory expectations and industry best practices. We aspire to foster transparency by publishing an overview of these policies on our website:
 - ✓ General Code of Conduct
 - ✓ Ethical Business Practices
 - ✓ Conflicts of Interest
 - Protection of Company Information and Intellectual Property
 - ✓ Whistleblower Protection
 - Electronic Resources Acceptable Use
- These policies are designed to establish a set of expectations for all individuals associated with Sigma, including employees, officers, board members, contractors, and business partners, regarding standards of behavior expected in conducting business worldwide. They are uniformly applied across the organization on a global scale.



Corporate Citizenship

ESG OVERSIGHT

Sigma upholds a commitment to strong governance throughout our operations. Recognizing the crucial role of accountability, our Leadership Team is responsible for overseeing governance activities within Sigma, in collaboration with the Board of Directors.

CORPORATE CITIZENSHIP COMMITMENT

- Corporate social responsibility (CSR) is a key element of our mission; our social responsibility governance program, encompasses a documented CSR Policy, Committee, and Support Team.
- We support science programs across India by partnering with a leading NGO focused on advancing student scientific education. Our program reaches to 10,000+ children across 72 schools in rural and urban areas.
- The CSR Committee oversees ongoing implementation, monitoring, and reporting of CSR activities. The Committee receives regular programmatic progress updates and communicates them to the Board of Directors on a quarterly basis. The Committee also prepares an annual CSR report to include in the Board's report annexed to our financial statements.



Brad Ward President & CEO



Niteen Inamdar Chief Operating Officer



Nathan Bennett Chief Financial Officer



Dan Johnson Chief Human Resources Officer



Neville Kharas
Chief Commercial Officer



Michael Wandera Chief Information Officer



Ethics and Compliance

COMPLIANCE

- We have aligned our policies on antitrust, fair competition, political action, anti-bribery, and corruption with regulatory expectations to guide appropriate employee interactions with government officials.
- Additionally, Sigma's international trade control policy stipulates that all Sigma products must comply with applicable customs and import/export controls.

REPORTING

- Sigma offers a variety of reporting mechanisms, including a phone hotline, email inbox, website portals, and supervisor escalation.
- Employees are given the option to report anonymously, and Sigma has a Whistleblower Protection policy. These best practices enable us to review and address any concerns in a professional, attentive manner.

DATA PRIVACY AND CYBERSECURITY

- Sigma is continuously improving its data privacy and security posture via a comprehensive IT roadmap, with a strong focus on risk management. Our Chief Information Officer (CIO), Michael Wandera, has envisioned an ambitious plan for Sigma to implement leading data management practices across the organization.
- The Sigma IT roadmap encompasses software integration and compliance, application management, and data privacy and cybersecurity response measures. Risk management measures have included annual penetration testing and executing an incident response retainer.



Following our strategy sessions in 2024, a roadmap was developed to provide IT solutions and support business challenges facing Sigma.

MICHAEL WANDERA Chief Information Officer

Sustainability Indicators





Key Performance Metrics

ESG AREA	KPI	FY 22	FY 23	FY 24
Environmental	Scope 1 & 2 GHG emissions (total)	-	44,544	52,265
Environmental	Scope 1 & 2 GHG per metric ton production	-	1.74	1.76
Environmental	Pollution control monitoring effectiveness	96.4%	97.2%	98.7%
Environmental	Average facility environmental score	4.80	4.84	4.86
Social	EHS trainings hours	51,514	53,996	55,481
Social	Average facility safety score	4.70	4.77	4.83
Social	Engagement survey response rate	-	-	90%
Social	Gender representation	-	-	12.2%
Governance	Regulatory compliance	100%	100%	100%

Appendix





SASB

OVERVIEW OF SUSTAINABLE ACCOUNTING STANDARDS BUREAU (SASB)



Throughout this report, Sigma utilized the SASB index as a framework to consider sustainability factors relevant to its industry. SASB provides a set of industry-specific standards that identify the environmental, social, and governance (ESG) factors most likely to impact financial performance within each sector. These standards are meant to assist companies in disclosing material, decision-useful information to investors, allowing for better comparability and analysis across industries.

By promoting standardized and transparent disclosure of sustainability information, SASB contributes to more informed capital allocation and ultimately, to more sustainable business practices.

The SASB framework covers a wide range of industries, including sectors like healthcare, technology, financials, transportation, and more. Each industry has its own set of standards, tailored to reflect the specific sustainability issues and risks faced by companies operating within that sector. Key features of the SASB index include:

- Industry Specificity: SASB recognizes that different industries face different sustainability challenges and opportunities. By providing sector-specific standards, SASB ensures that companies focus on disclosing information that is most relevant to their business operations.
- 2. **Materiality Focus:** SASB standards are centered around materiality, meaning they prioritize the disclosure of information that is likely to have a significant impact on a company's financial performance.
- 3. Integration with Financial Reporting: SASB standards are designed to complement traditional financial reporting, providing investors with a more comprehensive view of a company's performance and risk profile.
- 4. Stakeholder Engagement: SASB engages with a wide range of stakeholders, including investors, companies, regulators, and standard-setting bodies, to develop and refine its standards.



GHG Accounting Methodology





Sigma emissions are calculated based on World Resources Institute and World Business Council for Sustainable Development Corporate GHG Protocol.

EMISSIONS INVENTORY CLASSIFICATION

SCOPE	DESCRIPTION	SOURCES
Scope 1	Direct emissions from sources that an organization owns or controls directly	 Fuel Combustion at Facilities Company Owned Vehicles Refrigerant top up at the facility Fire Extinguisher top up
Scope 2	Indirect emissions from energy purchases	 Purchased Electricity Green power wheeled through grid Purchased Utilities Other Avoided Emissions
Scope 3	All GHG other indirect emissions throughout the value chain	 Consumer purchases and use Vendor purchases and use Upstream and downstream supply chain

