



Corporate Social Responsibility Report 2022



Issue date: September 1, 2023.

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**Corporate Social
Responsibility
Report 2022**

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Overview



About Miller Industries



Miller Industries, Inc. (“Miller Industries”, “we”, “our”, or “Company”) is a leading manufacturer of towing and recovery equipment, founded in 1990 by William G. Miller “Bill” in Ooltewah, Tennessee. Since then, Miller Industries has become the World’s Largest Manufacturer of Towing and Recovery Equipment® with our manufacturing arm operating under Miller Industries Towing Equipment Inc (“MITE”) in the United States. Internationally, the Company has operations in France and the United Kingdom.

We provide a wide range of towing and recovery equipment for heavy- and light-duty, including wreckers, car carriers and transport trailers, as well as other related products and parts. Our products are used to transport and recover vehicles of all sizes by towing and recovery professionals, as well as government agencies and municipalities. We accompany our products with a range of services, such as technical support, to assist our customers in the safe and effective use of their equipment.

Our strategy has always been to diversify our product-line, continuously growing and developing internally, while remaining open to opportunities for acquisitions. We take pride in our commitment to innovative designs and high-quality products and are humbled by the numerous awards and recognitions we have received for our engineering and manufacturing capabilities.

COMPANY PROFILE

Founded in 1990

Headquartered in Ooltewah, Tennessee

Operations in Tennessee, Pennsylvania, England and France

1,594 full-time employees

The World’s Largest Manufacturer of Towing and Recovery Equipment®

MAIN PRODUCT LINE

Wreckers – used to recover and tow disabled vehicles with a capacity from 4 to 100 tons

Car Carriers – specialized flat-bed vehicles for transporting disabled vehicles

Industrial Delivery Equipment – specialized flat-bed vehicles for delivering industrial equipment

Transport Trailers – multi-vehicle transport trailers

AWARDS AND RECOGNITIONS

CRMA (Chattanooga Regional Manufacturing Association) Manufacturing Excellence Award in 2018

TAM (Tennessee Area Manufacturing) Environment Award in 2017

Congressional Certificate of Recognition Shenango Valley Chamber of Commerce Growth Large Manufacturing Award in 2017

Message from our CEO

I am proud to share our inaugural Corporate Social Responsibility ("CSR") Report, informing our valued stakeholders of the ongoing initiatives at Miller Industries that aim to increase social responsibility and make our Company more sustainable. Our Company has always been a good steward to our people, the surrounding community and our environment. I see the release of this report as a great opportunity for us to display our commitment to having an all-around positive impact in parallel to our exceptional, high-quality product line.

As the World's Largest Manufacturer of Towing and Recovery Equipment®, our strategy has remained focused on the continuous development, growth and diversification of our products, which would have not been possible without the dedication and hard work of our employees. Our success is powered by the innovation and geniality that they bring to the Company on a daily basis, making it clear that investing in our people is the key to our sustained industry-leading position. We have established a strong educational program at the Company that meets our employees at their interest points, whether that is upskilling in a six-week program or pursuing a full degree.

With our employees in mind, when faced with the decision of whether to build a new facility in Pennsylvania, we chose to invest in modernizing our existing facility, which improved the health, safety and working conditions of our employees. At our Oolteweh, Tennessee facility we focused on space optimization, resulting in increased overall efficiencies, while also improving air quality by reducing emissions from by excessive forklift usage. This speaks to our continuous efforts towards environmental sustainability. Following the success of this implementation, we invested in additional modernization efforts at our Pennsylvania facility.

To date, I am proud of the progress we have made to decrease our impact on the environment, whether that has been through emissions reduction pathways, waste management, or responsible supply chain management. We have always gone above and beyond to comply with environmental regulations, nationally and internationally. To bring all of our efforts together under a single environmental management framework, we further formalized our processes under an ISO 14001-certified environmental management system in May 2023.

As a final note, I want to emphasize that this report is an important milestone for Miller Industries. It signifies the beginning of our journey



We chose to invest in modernizing our existing facilities, to improve the health and safety and working conditions of our employees. The space optimization also increased overall efficiencies and improved air quality."

towards communicating our corporate sustainability efforts to investors, employees, customers and all other stakeholders. Looking forward, we remain committed to improving our practices meaningfully and providing ongoing updates on our progress.

Sincerely,



William G. Miller, II

About this Report

Miller Industries is pleased to issue our inaugural CSR Report, which outlines the Company's efforts to protect and support our employees and the communities where we operate, along with our efforts to decrease our impact on the environment. This is an opportunity for us to demonstrate to the public for the first time, our Company's commitment towards being a responsible long-term steward of our communities and environment. We have always put our employees' well-being first and incorporated community development and sustainability into our company culture. With that, we are excited to share with our investors and other interested stakeholders the various initiatives that have been ongoing at Miller Industries for many years.

This report details our approach toward topics across the environmental, social and governance ("ESG") aspects of our business, with a focus on those that are most material and relevant to our operations. In addition, our initiatives are backed by various key performance indicators ("KPIs"), which are both quantitative and qualitative, to maintain transparency with our stakeholders. The initiatives and performance data included in this report reflect on our efforts and results in our US facilities in fiscal year 2022, unless otherwise noted.

Moving forward, we are committed to continuing to develop and grow our CSR program to address pressing matters within our operations.



Environmental, Social and Governance Highlights

FROM 2015 TO PRESENT



1. Implemented a 4-on-4-off schedule for our employees, providing a 4 day – 10-hour work week.

2. Optimized our Ooltewah, Tennessee and Pennsylvania facilities to enhance our vertical space utilization and reduce forklift traffic, resulting in:

- Reduced propane use, improving air quality within the facility.
- Reduced forklift traffic, improving workforce health and safety.
- Optimized space usage, increasing cost efficiency and improving work conditions.

3. Upgraded 99% of our facilities with LED lighting fixtures.

4. Installed air filtration equipment that removes airborne contaminants.

5. Transitioned from oil-based primers to water-based primers on our car carrier product line.

6. Implemented a solvent reclamation process at our Ooltewah facility which decreased both our solvent purchases and hazardous waste generation and disposal amounts.

7. Achieved ISO 14001 certification for our Environmental Management System (EMS).

8. Integrated ESG goals into the Incentive Plan for executive officers.

Innovation, Product Quality and Consumer Safety

Miller Industries is dedicated to continuously improving our processes and to developing new products, a key attribute to maintaining our world leading status in the industry. Given our international presence and the variety of customers we have the privilege to work with, we consider multiple quality requirements in our production processes and we tailor our operations to meet specific demands. We utilize a multifaceted quality management system to align our internal processes with regulatory standards – nationally and internationally — and our subject matter experts implement specific contract requirements.

At Miller Industries, we put people first. We prioritize customer satisfaction by striving to meet our client needs, regardless of their specificity. We do this while maintaining quality and safety to protect our employees in the process. Our ISO 9001 certification assumes stringent requirements for the development or designing of new products. Thus, we monitor the national and international regulatory landscape and meet and exceed regulatory requirements. Our engineers follow best-practices and conduct structural analysis on new designs to ensure proper function and structural integrity.

We also strive to support the end users of our equipment through various channels:



Our sales, marketing and customer service teams are consistently in contact with customers to address inquiries, receive feedback or offer assistance.



Resources are made available to end users to increase operator expertise, such as our Heavy-Duty Product Familiarization Course ("PFC").



We have an active presence on [YouTube](#), where we demonstrate proper use of equipment.



We leverage trade shows as another platform to demonstrate proper use of equipment.

Furthermore, we monitor customer claims in order to identify potential issues in the field. In the event of an issue that requires a product field campaign or presents a potential safety hazard, we have processes in place to quickly communicate all pertinent information to affected end users.

WILDWOOD

THE MAKING OF THE CENTURY M100 100-TON ROTATOR

Our customers inquired for years about a higher capacity recovery vehicle. It was not until November 2017, after the Baltimore Tow Show, that our team got together and decided to take up the challenge. We began the enormous task of designing and building the world's largest rotator.

A group of engineers from all different levels of seniority formed a team to make our goal a reality – to build something different. The project was divided among teams and each team worked for five months to complete their Finite Element Analysis ("F.E.A."). In simple terms, an F.E.A. examines the integrity of the designed structure, allowing engineers to analyze where stresses on the structure might occur and ultimately prompts them to reinforce those areas.

After all the F.E.A.s were completed successfully, the project moved on to production. Given the novelty of the product, we fabricated most of the parts in house, using state-of-the-art laser and water jet machines. We also collaborated with vendors for some of the larger parts, as it was not feasible to produce them in our facilities.

After months of working on the project, it was time to test our design. On the very first day, even though the team had never designed a vehicle that would pick up this kind of weight before, the machine worked. It successfully picked up 220,000 pounds without any defect.

In under 18 months, with the hard work and dedication of our experts, we built the Century M100, the largest rotator to ever be built, pulling double the weight of our 1150R machine. And we did it all in compliance with regulatory requirements and the Society of Automotive Engineers' ("SAE") standards. This was by far the largest team effort undertaken at Miller Industries and a significant point of pride for our team.



M100 Dimensions:

- » 65,000 lb planetary main winches
- » 30,000 lb auxiliary winches
- » 30,000 lb drag winch
- » 53 feet max boom height
- » 25 feet outrigger stance
- » 12 feet turret travel length
- » 200,000 lb rating



Our Environment



Approach to Environmental Stewardship

Miller Industries recognizes the importance of environmental stewardship and the opportunity we have to play a role in promoting greater environmental responsibility in the towing and recovery equipment manufacturing industry. The Company maintains compliance with environmental regulations to avoid negative impact on the environment, and we continue working to expand our approach to environmental stewardship beyond compliance every year.

FORMALIZING OUR ENVIRONMENTAL MANAGEMENT SYSTEM

To formalize our Environmental Management System (“EMS”) and align with industry best practice, Miller Industries certified our EMS to ISO 14001. After initiating the process in April of 2022, we achieved registration and certification in May of 2023.

The certification and standardization of our environmental management system enhances our ability to identify, assess and monitor our environmental impact. This improved perspective allows us to increase the proactive measures we take when it comes to managing our environmental impact.

As part of the certification process, we collected and calculated our baseline environmental data. This has positioned us to identify areas where we can improve our environmental performance, set goals and targets, track related progress and make data-driven decisions about resource allocation and operational improvements. In addition to allowing for better understanding and management of our environmental impact, our ISO 14001 certification formalizes the processes that underpin our environmental management. Currently, the Company regularly reports environmental metrics and progress to our executive group. With the implementation of our new system, we are able to further contextualize our metrics against the goals and baseline data that was established as part of the certification process.

Environmental Highlights:



MITE published a formal environmental policy in conjunction with our recent ISO 14001 certification.



Transition to water-based primers on our car carrier product line reduced our VOC emissions by 53.7 tons from 2019 through 2022.



Our in-house solvent reclamation process reclaimed 11,439 gallons of solvent in 2022 after implementation began in February 2022.



Our main Ooltewah facility’s hazardous waste off-site shipment totals dropped by 76.6% from 2019 to 2022, reducing hazardous waste from 402,742 lb. to 94,135 lb.

OUR ENVIRONMENTAL POLICY

Miller Industries is committed to complying with all relevant environmental laws and regulations, as well as promoting a culture of environmental stewardship and conservation. We aim to limit our environmental impact through sustainable business practices and operational efficiencies that reduce waste, emissions, energy intensity and resource depletion. We continually look for new ways to promote sustainable and environmentally friendly practices at our production facilities to reduce our overall environmental impact and make our workplace safer for our employees.

We are committed to following the principles and requirements of ISO 14001:2015 and continual improvement of the Environmental Management System. All employees play an active part in protecting the environment and improving the Environmental Management System through:

- Continual education and awareness of how to prevent environmental pollution, preserve natural resources, and improve the EMS
- Operating mindfully to reduce unnecessary waste generation and limit resource and energy usage
- Following the procedures, operational controls, and work instructions given for each process that affects the environment
- Complying with all relevant environmental laws and regulations

REGULAR ENVIRONMENTAL AUDITS OF FACILITIES

Maintaining, and regularly exceeding, compliance with environmental regulations is not only an act of risk management, but also our responsibility in terms of protecting our employees, communities and the environment. In addition to maintaining regular contact with regulators and inspectors, we conduct quarterly environmental audits of our facilities to assure regulatory compliance and identify areas for improvement.

During these audits, we examine all aspects of our facilities with the potential for environmental impact, including waste disposal practices, air emissions and stormwater management. We also check that all necessary documentation is being maintained and followed, such as plans for managing stormwater runoff and hazardous waste.

By conducting regular environmental audits, we can proactively identify potential compliance issues and implement corrective actions as needed. This approach not only helps us maintain compliance with environmental regulations, but also ensures that we are continuously improving our environmental performance and minimizing our impact on the environment.



EMPLOYEE PARTICIPATION IN OUR ENVIRONMENTAL STEWARDSHIP JOURNEY

Miller Industries actively encourages our employees to identify and share opportunities for operational improvements with positive environmental effects. As a result of being on the front lines of our day-to-day operations, our employees have direct insight into potential operational refinements.

We have an open-door policy when it comes to these suggestions. Some of our best ideas come from mid-level employees who identify areas for improvement and suggest practical solutions. For example, our solvent reclamation process, detailed later in this report, was identified and recommended by a mid-level employee.

Through our Miller Leadership Academy, we facilitate capstone projects for our employees. These projects often generate environmental management solutions, such as waste reduction measures. By encouraging our employees to participate in our environmental stewardship journey, we are able to tap into the collective expertise and creativity of our team to identify new processes and promote sustainability internally. Cameron Hall, an Environmental Technician, is currently developing a proposal to reduce the cost of the Paint Department's operations by effectively controlling inventory and waste. For more information on Miller Leadership Academy, please read our [Employee Development](#) section of this report.

We also encourage our employees to take an active role in waste reduction and resource conservation in their day-to-day activities. This includes simple actions like turning off lights and electronics when not in use, minimizing paper usage, recycling, and using reusable containers and water bottles. By empowering our employees to participate in our environmental stewardship journey through simple actions such as providing reusable water bottles and filtered water bottle fountains, we are actively embedding sustainability into our culture.



Responsible Supply Chain Management

We aim to conduct ethical and responsible supply chain management. For that, we work with our North American and European chassis manufacturers to understand their operations and assess their alignment with regulatory and legal requirements.

We are committed to sourcing components and materials from companies that share our values regarding human rights, ethics, and environmental responsibility. We support the goals and objectives of Section 1502 of the Dodd-Frank Act (“Act”), which aims to prevent the use of conflict minerals that directly or indirectly finance or benefit armed groups in The Democratic Republic of the Congo (“DRC”) or an adjoining country as defined in the Act. We are actively complying with conflict minerals diligence and reporting obligations required under the Act, and ensuring our activities are not contributing to the armed conflict in the DRC and adjoining countries. Through these actions, we expect to support peaceful negotiations in the DRC and neighboring countries and promote a responsible, sustainable minerals trade and stable economies.

We encourage our suppliers to reasonably source conflict minerals and derivative metals from the DRC and neighboring countries, and to work with mines and smelters that do not fund armed groups engaged in conflict and human rights abuses (conflict-free mines and smelters). This approach aims to prevent an embargo and associated worsening of economic conditions and human suffering.



Emissions and Energy Use

Miller Industries is focused on reducing emissions and energy use. Through our previous efforts, we have realized that implementing these initiatives not only improves our environmental impact, but also enhances our operational efficiency. To that end, we have taken several steps in recent years to reduce our energy consumption and emissions.

To reduce our emissions of volatile organic compounds (“VOCs”), we transitioned from oil-based primers to water-based primers in our domestic painting operations for our car carrier product line. This change also provides a safer work environment for our employees and reduces our hazardous waste generation. **Since transitioning to water-based primers on our car carriers, our VOC emissions from those primers have decreased from 2.8 pounds per gallon to 0.5 pounds per gallon.**

To understand our overall energy consumption, we engaged a third party to conduct an energy audit in 2014. This audit revealed that our lighting systems presented the greatest opportunity for increased efficiency. Since then, we have replaced all lighting systems with LED throughout our facilities. Our Ooltewah facility is now 100% LED, and our remaining domestic facilities are at 99%. We are exploring engaging a local power supplier to identify additional improvement opportunities and to determine the feasibility of Renewable Energy Certificates (“RECs”).

We also implemented energy management controls on our compressors. Our Ooltewah facility primarily runs on four central compressors, with one fixed compressor and three variable compressors. The variable compressors run based on demand, which improves energy efficiency by ensuring they are only being run when necessary, as opposed to running on a fixed schedule. We have also installed a diverter valve on the exhaust of our compressors to reclaim hot air and heat our warehouse, which reduces our need for additional heating.

IN-HOUSE NITROGEN PRODUCTION

GREENEVILLE, TENNESSEE FACILITY

To reduce the need for regular deliveries of nitrogen fuel in tanks, the Company purchased a nitrogen generator for its Greeneville facility. This generator in-takes, compresses, filters atmospheric air and extracts the nitrogen, which is then bottled for operational use. The nitrogen generator produces approximately 70% of required operational nitrogen. We are currently considering a second system that would cover approximately 15% of additional operations, which would result in around 85% of nitrogen-intensive operations fueled by in-house nitrogen production. This method of production is not only sustainable but also cost-effective, as it eliminates the need for diesel truck deliveries. Costs are similar to that of a regular, electric-powered air compressor.

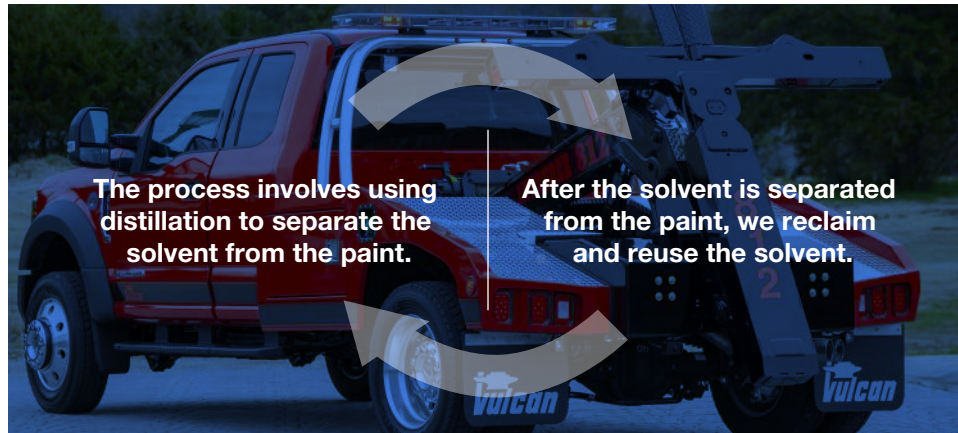


Waste Management

Waste management is a critical focus of our operations. As such, the Company has taken several steps to reduce waste and associated costs, while also increasing operational efficiency.

SOLVENT RECLAMATION PROCESS

The Company has implemented a solvent reclamation process that allows us to treat a majority of our hazardous waste onsite. Our operations generate hazardous waste as part of our painting process, through flushing paint lines with a purge solvent and disposing of obsolete paint product.



Through this reuse process, Miller Industries has

Reclaimed over 11,439 gallons of solvent

THROUGH 2022

Reduced hazardous waste shipping by 76.6%

FROM 2019 TO 2022

Saved significantly on transportation and disposal costs

WASTE DIVERSION EFFORTS

Our compliance department has established a goal of implementing one new waste initiative per year. Our leadership teams evaluate potential waste diversion initiatives on an ongoing basis. As we did with our solvent reclamation process, we regularly encourage our employees to propose cost-saving opportunities that also minimize our environmental impact.

Additional recent waste diversion efforts include:



Reuse of wooden pallets



Working with our suppliers on utilizing reusable containers



Onsite cardboard balers at our Greenville location, where we have an active cardboard recycling program; we hope to expand this program to Ooltewah in 2023

Our People



Employee Health, Safety and Wellbeing

At Miller Industries, we put our people first. Our employees are the foundation of our continuous success, and they drive forward the growth and development of our Company. As such, we rely on an integrated approach to support the health, safety and wellbeing of each of our employees, across our operations at work and at home.

OCCUPATIONAL HEALTH AND SAFETY

We are committed to fostering a healthy and safe working environment, where every employee is well supported and trained to responsibly follow company practices and processes. Our Executive Safety Committee was established in 2020, with the objective of monitoring our safety programs and implement changes to improve our track record. **In the past years, various improvements have been made to our facilities and processes:**



Our welders wear powered air purifying respirators (“PAPR”), which is an integrated welding hood with a battery powered fresh air system.



Our facilities have been upgraded with a loading safety system that includes fall protection.



Our First Responders have been provided with First Aid and CPR/AED training across all three of our locations and we increased the number of participants in our First Responder Program.



We conduct safety training for the production line and other relevant employees on an annual basis. These efforts have improved our Lost Time Incident Rate, which decreased in 2022 to 5.9, compared to 9.45 in 2021 (-38% year-over-year).

Additionally, we have undergone multiple modernization projects that are highlighted above. Among the upgrades was air filtration equipment. This equipment effectively removes airborne contaminants, such as smoke, dust, pollen and dander. As a result, the air quality at our facilities has significantly improved.

EMPLOYEE BENEFITS

We provide a comprehensive benefit program that exceeds standard structures and has had consistent high ratings by our employees in engagement exercises. We continue to expand our program by incorporating the feedback of our employees, adding benefits that will improve our people’s wellbeing and increase access to healthcare.

Select highlights from our benefit program include:

- Comprehensive medical and prescription drug coverage, including access to telemedicine
- Voluntary dental, supplemental life insurance, accident, critical illness and cancer plans
- Company paid short-term and long-term disability
- Company paid life insurance
- Comprehensive Employee Assistance Program
- Paid-time-off bank
- Traditional 401(k) and Roth 401(k) with Employer Match

We also provide biometric screenings in our operation sites. The screenings are available for our employees and their spouses and provide preventative services that are often neglected or postponed.

In addition, we provide a tuition reimbursement program for full-time employees seeking a degree or a work-related certification. This year 64 employees benefited from the program. Looking forward, we are working diligently to expand our educational offerings by launching a scholarship fund for our employees’ dependents. We are also developing an employee emergency fund.

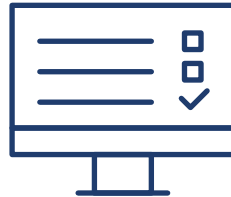
Employee Engagement

Our employees' feedback on any aspect of our business is essential to Miller Industries' performance. We consistently engage our employees through various channels, including an annual general survey, pulse surveys on an as-needed-basis, townhalls with senior leadership, focus groups and more. During these engagements, we focus on soliciting feedback and turning it into actionable items. We make it a point to follow-up and share our plan to address the issues and concerns raised. The process has proven beneficial to all parties, as it creates a strong corporate culture in which employees play an integral role in our businesses.

ANNUAL ANONYMOUS EMPLOYEE SURVEY

We conduct an annual employee engagement survey that probes the opinion of each employee on a range of areas, including:

- Employee satisfaction
- Employee engagement
- Perception of safety
- Turnover intentions
- Company culture



The results of the annual survey are key for devising future strategies. We have procedures in place to derive information, assess year-to-year survey trends and flow down information from our human resources department to all relevant parties. This assures that employee feedback is addressed and changes are integrated across our departments and operations. Furthermore, once survey results are finalized, our human resources department shares the results with employees to provide transparency and inform everyone of go forward plans.

As a direct result of the 2021 engagement survey, the **Company implemented the following initiatives in 2022:**



Launched Link Up, a townhall event for leadership to provide brief updates on the business Company-wide or locally. The townhalls include a Q&A session for employees to ask questions or provide feedback to leadership.



Increased the Team Leader to employee ratio on the production floor to improve accountability, on-the job training, overall product quality and employee safety.



Provided a six-week Team Leader Bootcamp Training program for our new production Team Leaders.



Started the Front-Line Leadership Academy from [Catalyst North](#) to provide in-house professional development opportunities for high-potential and newly identified front line leaders.



Made cost-of-living adjustments to all salaries in response to concerns about inflation and current economic conditions.

Employee Development

The development of our workforce is crucial to our success. We provide numerous programs to train our employees, to address skill shortages, to foster career development and encourage safe and proper use of technology and resources. We continue to grow and tailor our training program based on our employees' feedback and interests. In 2022, we achieved 40,328 hours of total training for our employees, averaging 32 hours per employee.

Professional Development Programs:



The Front-Line Leadership Academy

- This is a business-focused program that equips and empowers high-potential employees to become the future leaders of the Company. Individuals are identified across all departments by senior level management. Employees can express interest in participating in the program, as well.
- At the end of the program, participants complete a capstone project on product innovation, operational efficiency, safety and development. Each participant pitches their project to senior management, and the selected project is sponsored financially to begin implementing their project. A few of these projects are displayed under Employee Participation in Our Environmental Stewardship Journey.



Weld Academy

- This 14-week program is designed to eliminate barriers to entering a career in welding. The program teaches employees how to read blueprints, interpret weld symbols and safe welding techniques. Once finished, participants receive an AWS D1.1 welding qualification.



Other upskilling opportunities

- We have partnered with external entities to provide additional training on an as-needed-basis. For example, working with local universities we trained 20 employees for 4-6 weeks on general Computerized Numerical Control and other equipment use.



Participating in the Front-Line Leadership Academy helped immensely in my career development. Through the classes and the capstone project, I gained additional skills in communication, organization, teamwork, accountability, leadership and critical thinking. Most importantly, the program helped me build confidence in my work and in my skills, by incentivizing us to design projects and initiatives, present them to leadership and even implement them later, if approved.

The capstone project I designed, provided me with a different perspective on approaching tasks at work and more broadly. It taught me to critically think about a project and maintain a big-picture mindset, as mindset and attitude can greatly impact its outcome."



Cameron Hall
Environmental Technician

We recognize that the attraction and retention of talent is strongly dependent on the growth opportunities provided by the employer.

As such, our efforts to grow and preserve our talent pool are driven by advanced professional development opportunities, including:

- Employee training programs
- Mentorship opportunities
- Internal promotions that allow for vertical or lateral career movements
- Prioritization of work-life balance
- Structured performance appraisals



Our structured performance appraisal system provides our employees with the necessary feedback from their managers to support their professional growth. We use a performance management software to guide our approach against a range of factors: quality, utilization, engagement, safety and timeliness.

At Miller Industries, we encourage our employees to apply to new positions by first posting vacant opportunities internally. We recognize that our employees understand our businesses better than anyone, and therefore, we support both lateral and vertical career movement, including from the production department to corporate. Many of our employees have shifted departments or moved to more senior positions through utilization of our tuition reimbursement and/or internal development programs.



Employee Spotlights

JILLIAN SEYMOUR

DIRECTOR OF MANUFACTURING SERVICES - NORTH AMERICA



I joined Miller Industries 18 years ago, during my junior year of college. I started with the Production Planning team and graduated from the University of Tennessee in Chattanooga the following year, with a Bachelor's of Science in Business Administration. The Company decided to take a chance on me even though I had not finished my degree and they supported me through my senior year through the tuition reimbursement program.

Educational opportunities at Miller Industries span beyond tuition reimbursement. The Company's leadership has always invested in employee development, identifying leaders, and preparing them to take on more responsibility. Throughout my time here, I have continuously learned and grown professionally through various other programs and initiatives. I have taken advantage of the classes taught at Miller University, graduated from the CRESTCOM management program, and participated in multiple cross-functional teams, by way of collaborating with other departments and learning from colleagues.

Through the tuition reimbursement program, I pursued a Master's in Business Administration from Lee University in 2015. Having three young children at the time, with the youngest being 6-months old, I would not have dreamed of studying and going back to school, but through the encouragement and the mentorship of the Company's leadership, I successfully finished the program in 2017. The Company really sees potential in people, even when they don't see it themselves, and for that I am thankful.

After my MBA, I was promoted to Manufacturing Services Manager, overseeing six departments: Warehouse, Shipping-Receiving, Parts Department, Fabrication, MSG Engineering and Production Control. Last year, I was promoted to Director of Manufacturing Services for North America."

JEREMY DAVIS

PURCHASING MANAGER



I began my career at Miller Industries in the fabrication department back in 1999 and besides a break in-between, I have been with the Company for 18 years. Over this time, I have had the opportunity to take on roles in various departments across the Company. From fabrication, I transferred to warehouse and worked my way up to become the lead person within six months. I moved on to the Company's customer service team, then I became a supervisor in the heavy-duty install department.

An Operations Manager encouraged me to pursue my studies and receive a degree to support my career growth in the Company. As a 44-year-old Marine Corps veteran, that was a difficult transition to make, but utilizing the Company's tuition reimbursement program, I began attending Cleveland State Community College. After receiving my associate degree in business, I went on to earn a bachelor's degree from Bryan College and returned to Miller Industries to join the purchasing team. I am now a Purchasing Manager and am working towards receiving a Master's in Business Administration.

One of the things I appreciate most about working at Miller Industries is the approachability of the executive team and how much they value facetime with employees. During my studies, if I needed guidance or if I was looking to interview someone, the CFO or the President of Export Sales would readily make themselves available. Now, the Company has given me the opportunity to give back to my community, as I hope to teach young students business classes, help them grow professionally, and communicate effectively.

There are so many opportunities at Miller Industries and I hope this serves as an inspiration to others in our Company to use the tuition reimbursement program to advance their careers."

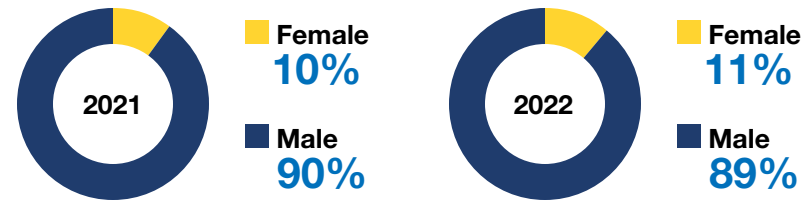
Diversity, Equity and Inclusion

Diversity, Equity and Inclusion (“DEI”) go together with our core values of respect, integrity, collaboration, innovation, trust and excellence. To reinforce our values, we strive to foster a company culture that is based on treating others the way we would like to be treated in an environment that is inclusive, diverse, fair and engaged. We aim to create a working space where all employees are supported to achieve their fullest potential, equally.

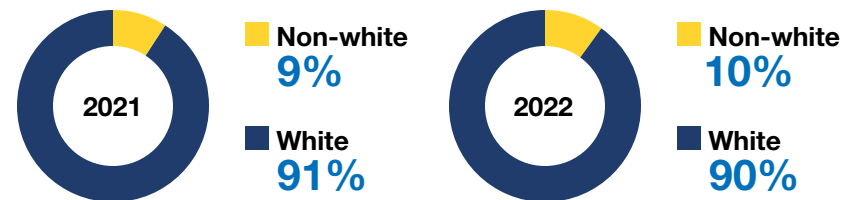
Driven by internal strategic goals, our DEI program is continuously evolving to improve the Company at every step we take. As of 2022, we have an anti-harassment and anti-discrimination policy in place, which employees sign to affirm at hiring. Additionally, to increase minority representation, we track our DEI metrics and are engaged in efforts to expand our outreach and attract diverse candidates, such as veterans, women and other underrepresented minority groups.



WORKFORCE BY GENDER



WORKFORCE BY ETHNICITY



DIVERSITY IN LEADERSHIP ROLES

METRICS	2021	2022
Full-time, non-production hires considered diverse during reporting period	25%	26%
Percentage of women in leadership roles globally	10%	9%
Black, Indigenous and/or People of Color in leadership roles in the U.S.	4%	4%
Percentage of veterans at director level or higher	5%	6%

Our Community



Community Involvement

At each of our locations, Miller Industries makes it a priority to support and serve the surrounding communities by building strong and trusting relationships. We contribute to the advancement and development of our communities through various initiatives and donations, including local recruitment, philanthropic contributions and support of local nonprofits and educational opportunities.

In 2022, Miller Industries provided \$53,000 in charitable donations and hosted various fundraising events to support local clubs and organizations in their mission. A large portion of our donations were generated from employee initiatives and requests. Our employees, as community members themselves, are the most aware of community needs and drive efforts internally towards causes that matter to them.

THE ERLANGER HEALTH SYSTEM FOUNDATION – CHILDREN’S GOLF CLASSIC 2022

The Company hosted the **Erlanger Foundation’s** 2022 Children’s Golf Classic and raised \$250,000, in partnership with other sponsors. The funds contributed to the acquisition of Pediatric Critical Care Transport vehicles, specialized units that enable advanced treatments to begin before arrival at the hospital when minutes matter.



SUSAN G. KOMEN FOR THE CURE

We participate annually in the **Susan G. Komen** fundraiser, a national nonprofit that provides support and resources to breast cancer patients. Our marketing department designs and sells T-shirts to raise funds. In the past four years, we have raised \$17,410 cumulatively.

INTERNATIONAL TOWING MUSEUM

Miller Industries supports and donates to organizations that directly impact the towing and recovery industry. We have an ongoing relationship with the **International Towing Museum**, to which we have donated equipment and funds. The museum has a standing survivor fund for families who have experienced the loss of a loved one in the line of duty, as well as a museum fund to preserve the history of the towing and recovery industry.



Educational Opportunities

In addition to philanthropic support, we engage with our local communities to provide assistance and opportunities in education, specifically related to our line of work. Our subject matter experts are frequently involved in advisory positions in local schools and universities. For instance, our VP of Engineering has served for 10 years on the Engineering and Computer Science Advisory Board at the University of Tennessee at Chattanooga, while our Director of Engineering serves on Southern Adventist University's Engineering Industry Advisory Board, which is currently designing and building its engineering program. Our weld instructor sits on the board of several technical schools and advises on curriculum.

Furthermore, we have an established internship program across all of our departments – the Company's Internship Program – that in the past four years has hosted 88 interns from local universities. We aim to extend full-time offers to interns after the internship, when there is an open role.

FROM INTERN TO FULL TIME EMPLOYEE AT MILLER INDUSTRIES



I started at Miller Industries five years ago as a Quality Engineering intern during my senior year of college at the University of Tennessee at Chattanooga (UTC). As an intern, I had various opportunities to learn and worked on projects that introduced me to the Company and the culture. From that internship, I was able to work on a business improvement project, which led me to my current role as a Business Systems Analyst II. In this position, I've been able to grow as an individual in both my career and personal life. Miller Industries works quickly, and I often collaborate across departments for problem-solving and working on innovative and challenging projects. From these engagements, I have found that the most important resource at my job are the people, and Miller Industries is a company that excels in providing those resources no matter what position you're in.

My overall role in this Company is to support all departments and quickly understand what they need in order to provide them with effective solutions. This way, they can focus on building great products while keeping and attracting great people.

I am passionate about helping others and providing them with the tools and resources they need to succeed, which is why I continue to be involved at UTC, participating in the Women in Engineering mentorship program and advising graduating women while they begin their careers. At Miller Industries, I have been afforded many opportunities and hope to pass that information on."



Sarah Thomas
Business Systems Analyst II

Governance



Board of Directors

Robust corporate governance is a cornerstone of the Company's commitment to long-term sustainability and stakeholder value creation. At Miller Industries, we believe that maintaining strong governance practices is essential to ensuring ethical conduct, minimizing risk and promoting accountability across our organization. By prioritizing transparency, accountability and ethical behavior, we seek to build trust with our stakeholders. Our governance practices are designed to promote responsible decision-making, effective oversight and a culture of compliance throughout our operations, which helps us achieve our strategic business objectives while upholding our core values.

Our Board of Directors ("Board") oversees risk management, and our management team is responsible for the day-to-day management of risks. The Board and management maintain open communication for effective risk management. Senior management regularly reports to the Board on areas of material risk to the Company, including operational, financial, legal and regulatory, strategic, environmental, competitive and reputational risks. The Board also reviews cybersecurity vulnerability and takes action to enhance the security of the Company's information systems.

Of our ten directors, seven are considered independent as defined under applicable federal securities laws and the listing standards of the New York Stock Exchange ("NYSE"). The Board held five meetings during 2022. Miller Industries has three standing committees: Audit, Compensation, and Nominating and Governance. Members of each of these committees are elected annually by the Board. However, the Board may make changes to these committees at any time. Each committee operates according to written charters adopted by the Board. These charters, as well as the Company's Amended and Restated Corporate Governance Guidelines, are accessible at the following link on the Company's website: [Governance Documents](#).

The Board committees assist in fulfilling the Board's oversight responsibilities in certain areas of risk. The Audit Committee oversees risk management related to financial reporting, internal controls and legal and regulatory compliance. The Compensation Committee oversees risk management related to compensation policies and programs. The Nominating and Governance Committee oversees risk management related to board organization, membership and structure, succession planning and corporate governance.

Earlier this year, the Company announced the appointment of four new non-employee directors to our Board. The Company also committed to plans for additional Board refreshment measures, including plans for at least two of our longer-standing, independent directors to step down from the Board over the next 3 years. We also plan to name a Lead Independent Director in the near-term. The appointment of the four new non-employee directors brings a wealth of experience, expertise and diversity to the Board, and we are excited about the positive impact they will have on the Company's governance and strategic direction.



Stakeholder Engagement

At Miller Industries, we prioritize the interests of our stakeholders and strive to create long-term relationships based on trust and mutual benefit.

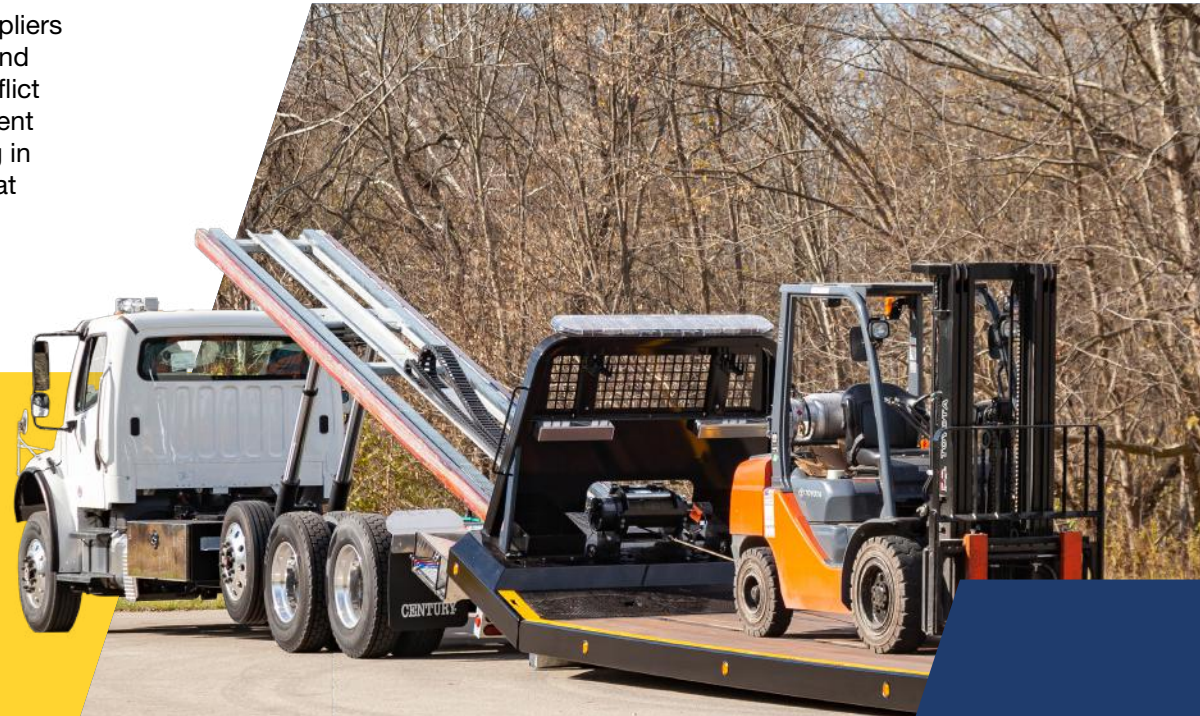
As it relates to sustainability, we committed to releasing our inaugural CSR Report in 2023 in response to shareholder feedback. While the efforts we discuss throughout the report have been at the forefront of our business for some time, we are pleased to publicly share them and intend to provide regular updates on our progress going forward. As clearly demonstrated, our Board and management highly value the input from our shareholders and will continue to actively seek it out going forward.

We also routinely solicit feedback from our customers to understand their needs and preferences and work closely with them to deliver high-quality products and services that meet their expectations. We believe that strong relationships with our customers and suppliers are essential to our success, which is why we verify the quality and reputation of all suppliers we work with globally and require Conflict Minerals verifications. Our commitment to stakeholder engagement and collaboration enables us to lead initiatives and programming in alignment with their feedback. This commitment also ensures that we continue to deliver long-term value to all our stakeholders.

Ethics and Compliance

A strong emphasis is placed on ethics and compliance, as evidenced by our [Amended and Restated Code of Business Conduct and Ethics](#) ("Code of Ethics"). This Code of Ethics applies to all directors, officers and employees and is available on our website for transparency and accessibility. The Board oversees risk management, including financial reporting, internal controls and compliance with legal and regulatory requirements.

Our Code of Ethics serves to reinforce our core values throughout our operations, and is our main guide to fostering an inclusive, transparent and engaged company culture.



Memberships and Associations

Through our active involvement in various memberships and associations, the Company is committed to industry-leading behavior and driving development among peers. Miller Industries is a member of several industry groups and associations, including the International Towing & Recovery Museum, Towing and Recovery Association of America ("TRAA") and local and state chapters of the TRAA. Our participation in these groups allows us to engage in discussions and share knowledge with our peers on industry best practices, technology advancements and regulatory developments.

We actively participate in conferences and events hosted by these associations, which provides us with opportunities to network and share our experiences and insights with others in the industry. As active members of these groups, we can contribute to the development of the industry, learn from our peers and drive sustainable growth.

ORGANIZATIONS THAT OUR COMPANY AND TEAM MEMBERS ARE AFFILIATED WITH:

- American Society for Quality ("ASQ")
- National Association for Environmental Management ("NAEM")
- International Towing & Recovery Museum
- Towing and Recovery Association of America ("TRAA")
- Society of Automotive Engineers ("SAE")
- National Society of Professional Engineers ("NPSE")



SOCIETY OF AUTOMOTIVE ENGINEERS (SAE)

Since its establishment, Miller Industries has maintained a strong and active relationship with SAE through both individual and corporate memberships. Our subject matter experts even participated in writing and developing the SAE standards that remain recommended practices today.



