U.S. Venture

Finding a **Better Way**

2025

Sustainability Report

From Our CEO

At U.S. Venture, sustainability isn't a separate initiative or a box we check. It's part of who we are and how we show up every day as we work to Find a Better Way. We see it as both a responsibility and an opportunity, one we share with our team members, customers, partners, shareholders, and the communities where we live and work.

Over the past year, we continued to strengthen our approach across environmental, social, and governance priorities. The world around us is changing quickly, and that brings real challenges alongside new possibilities. Through it all, our commitment to doing the right thing and building for the long term has stayed constant.

We believe transparency matters. That means being open about our progress, as well as where we still have work to do. This report reflects that mindset. It highlights what we are proud of, acknowledges what we have learned along the way, and reinforces our belief that continuous improvement happens when we are honest with ourselves and each other.

Creating a more sustainable and equitable future is not something any one company or individual can do alone. I am grateful to our team members and to the customers, suppliers, and community leaders who continue to partner with us. Your trust, collaboration, and commitment are essential to the progress we are making and to the impact we can have together.

Thank you for taking the time to learn more about our sustainability efforts. We are excited about the road ahead and committed to building a future that is responsible, resilient, and shared by generations to come.

Eric Kessenich
CEO, U.S. Venture, Inc.

ABOUT U.S. VENTURE

Celebrating 75 years in 2026.

For over 75 years, U.S. Venture has been Finding a Better Way – from fuel supply to transportation products and services, to emissions management technology, and beyond. U.S. Venture delivers creative, sustainable solutions to give our customers a competitive edge, and embraces a spirit of innovation. Guided by a spirit of innovation and a culture deeply committed to giving back, our values are the foundation of everything we do. As we continue to explore new opportunities for driving business success, we remain unwavering in our commitment to making the world a better place.

Our Purpose

Finding a Better Way

FINDING a BETTER WAY

Our Vision

To be the very best provider of transportation products, sustainability solutions, and insights driving the world forward.

Privately Held Company

Appleton, Wisconsin Headquarters

Founded in **1951**

120+ Locations

5,000+* Team Members

Our businesses are each tied to a different solution we provide for our customers. While each company is diverse, the purpose remains the same: **Finding a Better Way.**

*Data compiled as of 7/2025

Our Businesses

U.S. Energy — a U.S. Venture company

U.S. Energy helps navigate a complex energy landscape with flexible solutions in traditional fuels, alternative energy, and environmental credits, backed by storage, logistics, compliance, and risk management expertise to keep customers' operations running smoothly.

U.S. AutoForce — a U.S. Venture company

U.S. AutoForce brings more than 70 years of experience as an industry leader in the distribution of tires and accessories to independent tire retailers, auto repair shops, and automotive dealerships. Leading independent tire distributor with 70+ distribution centers serving consumer, commercial, and agriculture tire markets nationwide.

U.S. Lubricants — a U.S. Venture company

U.S. Lubricants leverages 50 years of expertise to serve automotive, manufacturing, and heavy-duty customers via regional and national distribution. Annually, it delivers nearly 14 million gallons of fluid solutions through an integrated network with in-house blending and packaging.

Breakthrough — a U.S. Venture company

Leading provider of sustainable fuel and freight solutions for shippers that reduce cost, create efficient networks, and decarbonize transportation. Using a robust dataset of over $35+ billion in annual freight spend, cutting-edge technology, and market expertise, Breakthrough uncovers freight optimizations and creates actionable strategies for the world's most reputable household brands.

IGEN — a U.S. Venture company

IGEN provides purpose-built tax compliance software that simplifies complexity, improves efficiency, and protects margins — backed by expert support and 930+ excise tax forms.

BASIN

Basin Lands offers water asset management focusing on the restoration and development of water resources in the western United States.

Our Culture and Values

Purpose Guides Us, Values Ground Us

At U.S. Venture, **Finding a Better Way** isn't just our purpose — it's our driving force. It sparks innovation, challenges limits, and inspires bold thinking. It fuels creativity, fosters collaboration, and motivates us to exceed expectations.

Rooted in our differentiating values — Caring Relationships, Entrepreneurial Spirit, High Performance, and Strategic Foresight — Finding a Better Way defines how we serve our customers, work together, and uplift our communities.

Our Differentiating Values

Since day one, forward thinking and a drive for excellence have defined us. We're proud of where we've been and even more excited about what's next. Together, we're building a brighter, more connected future — one step, one idea, one partnership at a time.

Caring Relationships

We encourage our team members to foster fun, friendship, and compassion in all aspects of the job — with one another, our customers, our vendors, and our community partners. We approach relationships with inclusion, compassion, curiosity, and humility to become our best authentic selves.

Entrepreneurial Spirit

We lead by taking smart risks, cultivating ideas, and pushing boundaries to drive change. We inspire our team members to think like business owners, embrace innovation, and believe they can make things better.

Strategic Foresight

We ask our team members to broaden our perspectives, asking "why" and "when" to help us visualize a future-focused roadmap for our success.

High Performance

We foster a trusting culture to empower our team members to think big – driving operational excellence into all aspects of our organization.

> **For 4 years at U.S. Energy, I've scheduled diesel and gas products for our Texas assets. Working with brilliant colleagues has made each successful year truly rewarding. The company's genuine care for us professionally and personally sets it apart in today's business landscape.**
>
> Brittany Martinez

Integrating Environmental Sustainability at U.S. Venture

U.S. Venture is committed to being a good corporate citizen with a sincere and proper regard for the environment. We support environmental planning and performance auditing, sustainable use of natural resources, an integrated approach to solid waste management, and energy conservation. Our team members are expected to act as responsible citizens by adhering to applicable environmental laws. We also strive to comply fully with governmental requirements.

We're focused on managing our energy use and carbon footprint, conserving vital natural resources, and creating a more sustainable future for our organization and our stakeholders.

Our Approach to Sustainability

Sustainability is woven into every facet of U.S. Venture. From empowering our team members and supporting our customers, to refining our operations and uplifting our communities, it guides our decisions today and shapes our vision for the future. We honor our connection to the global community by prioritizing actions that ensure a thriving planet and people for generations to come.

Furthering Our Commitment to Climate Action

In addition to direct actions to address our scope 1 & 2 greenhouse gas (GHG) emissions, U.S. Venture continues to support climate action through the use of carbon credits.

In early 2026, U.S. Venture retired credits that supported over 85,000 Metric Tonnes (MT) of impact. This brings our two-year impact to over 180,000 MT.

The Breakthrough team furthered their own impact, retiring avoidance credits from U.S. Venture's Mississippi River Island project that match their scope 1 emissions and the emissions associated with their cloud computing activities.

Our Breakthrough and U.S. Lubricants businesses retired renewable energy credits (RECs) from a Texas wind power project to match their overall electricity footprint, making both companies' electricity 100% purchased renewable. Both businesses plan to continue this activity for future fiscal years. U.S. Energy retired 3,057 RECs from the Prescott Wind Energy LLC project in Adams County, Iowa. These RECs cover electricity usage of four RNG production facilities from the time period of January 2025 through July 2025 and are associated with 45z federal tax credits for fuel produced at these sites.

Core Sustainability Principles

Driving Innovation for Lasting Impact

We innovate relentlessly, improving internal operations and delivering sustainable, forward-thinking solutions that empower our customers and partners to thrive.

Fostering Sustainability Within Our Culture

We provide our team members with the resources and tools they need to continue improving sustainable practices that support their personal and professional lives.

Building Stronger Communities

We cultivate a culture of Caring Relationships, promoting initiatives that improve quality of life in the communities where we work and play.

Investing in a Clean Energy Future

We actively support global decarbonization and innovative steps toward a climate-positive world.

> **As a finance operations manager, no two days are ever the same, and that's what I love most about my role. The work is both challenging and rewarding, and I'm driven by the opportunity to support my team and help set them up for success everyday. I'm proud to be part of a culture that values collaboration, trust, and putting people first. It's inspiring to problem-solve for our customers and collaborate with partners across the organization as we work together toward shared goals.**
>
> Maurice Bobb

FINDING A BETTER WAY TO A SUSTAINABLE FUTURE

We believe innovation and sustainability go hand in hand

"As a company deeply committed to environmental responsibility, we believe innovation and sustainability go hand in hand. By continuously looking for ways to streamline our operations, conserve resources, and foster collaboration across our teams and industry partners, we are not only managing emissions but also creating meaningful, long-term impact."

Brett Wetzel, VP of Sustainability and Innovation

PRODUCT OFFERINGS

Energy Solutions

Renewable Natural Gas (RNG)

U.S. Energy is a leader in the development and marketing of renewable natural gas. Its portfolio of 55+ owned projects and offtake agreements across the United States captures methane from wastewater, landfill, and dairy waste streams and upgrades it into pipeline grade natural gas. RNG is a drop-in fuel that can displace fossil natural gas in both transportation and thermal applications — reducing emissions and helping organizations meet their sustainability goals.

RNG use continues to expand beyond traditional over-the-road applications, as new modes (like marine), new geographies, and more thermal and power generation in facilities explore RNG.

In 2026, U.S. Energy will receive Green-e® Renewable Fuels Certification (RFC) for RNG. This RFC ensures that RNG supplied is sustainably produced and accurately marketed to provide credible proof to buyers replacing conventional, fossil fuel usage.

Electric Vehicle Charging with Volt Vault™

Solving for EV charging infrastructure challenges remains a priority for fleets looking to electrify. Volt Vault, U.S. Energy's patent-pending EV charging unit, helps fleets avoid common infrastructure obstacles and expedite vehicle adoption using proven fueling sources (natural gas and propane) and established technologies. Volt Vault operates independently from the electrical grid — offering on-site, on-demand electricity production. These built-in resilience measures allow fleets to scale and relocate with ease. Additionally, as it's not subject to grid outages, capacity constraints, or demand and time-of-use charges, Volt Vault delivers reliable electricity supply at a stable price per kilowatt hour.

In 2025, Volt Vault deployments took place across seven states, allowing customers to accelerate their electric vehicle strategies without infrastructure and variable energy cost constraints. This includes a collaboration with PRŪV Mobility at Camp Atterbury, where Volt Vault brought level three charging for class 8 electric vehicles. Volt Vault was also deployed within our very own U.S. AutoForce Redlands, California facility to allow our fleet of electric cargo vans to increase utilization during the extended planning for traditional on-site charging.

These deployments are a few of many. Volt Vault deployments will extend to 15 states in 2026. Volt Vault units have now charged more than 2,500 commercial vehicles across deployments, demonstrating that flexible, relocatable EV infrastructure can meet the real-world demands of commercial fleets — even where the grid can't.

Bridging the EV Infrastructure Gap

When utility delays threatened to derail PRŪV Mobility's Class 8 EV tractor-trailer test program in Indiana, U.S. Energy delivered and commissioned a Volt Vault Level 3 charging unit in just five weeks. Over 70 days, the off-grid unit maintained 100% uptime — charging the vehicle from 15% to 95% in under 90 minutes and keeping trucks on the road an average of 15 hours a day.

Biofuels

U.S. Energy has a proven track record in blending biofuels, such as ethanol and biodiesel, with conventional fuels. Biofuels provide organizations with a practical, cost-effective solution to initiate sustainability efforts. These blends help companies reduce their environmental impact without requiring significant investments in new vehicle technology or modifications to existing equipment. With biofuels, organizations can make measurable progress toward their sustainability goals while maintaining operational efficiency.

U.S. Energy also expanded the growing distribution of renewable diesel, which can be blended with conventional diesel or used as a 100% drop-in replacement. In 2025, U.S. Energy distributed over 5.5 million gallons of renewable diesel products to help companies expand their sustainability impact. In addition to on-road usage, renewable diesel distribution is also a growing consideration to support higher energy use operations, like data centers.

Traditional Fuels

Over the course of 75 years, U.S. Energy has established itself as a leader in the distribution, marketing, and trading of traditional fuels. Its comprehensive services are designed to meet the diverse needs of its customers, including the supply of gasoline, distillates, natural gas liquids (NGLs), components, and crude oil. With a proven track record of reliability and commitment to partnership, U.S. Energy delivers tailored solutions that ensure consistent and dependable fuel supply, supported by extensive industry knowledge and operational excellence.

In 2025, U.S. Energy also expanded its presence in the propane space with an acquisition of storage and distribution in Green Bay, Wisconsin.

Carbon Trading Solutions

Voluntary Carbon Credits

U.S. Venture is a trusted partner in the carbon market, helping businesses manage greenhouse gas (GHG) emissions and achieve their climate goals. U.S. Venture offers comprehensive solutions, including carbon inventory procurement and management strategies as well as expertise in primary and secondary markets. In addition, customers can effectively manage their carbon inventory, reduce climate risks, and amplify their climate impact. U.S. Venture's diverse range of carbon offsets simplifies the purchasing process and mitigates risk, allowing organizations to work with one central, trusted counterparty.

In 2025, U.S. Venture began a collaboration with Crbon Labs to plug orphan natural gas wells in Canada and generate High Fidelity Crbon™ credits. By plugging these wells, methane emissions are immediately and permanently eliminated. Methane is a potent greenhouse gas whose global warming potential (GWP) is over 25 times higher than carbon dioxide.

Renewable Energy Credits (RECs)

Addressing indirect emissions, such as those from purchased electricity, can be challenging for many organizations. But renewable energy credits (RECs) provide a straightforward and effective solution. U.S. Energy's comprehensive approach includes:

Sourcing: Identify high-quality RECs from preferred regions and project types.

Purchasing: Procure RECs on behalf of our partners with precision and transparency.

Retirement: Manage REC retirement and compliance to ensure emissions reductions are properly accounted for — adhering to industry-leading standards.

This end-to-end service allows organizations to address their indirect emissions while maintaining focus on their core operations. U.S. Energy is committed to helping organizations meet their sustainability goals — pairing tenure in environmental credits with a collaborative approach.

Carbon Management Solutions

Clean Mile

CleanMile, Breakthrough's transportation emissions management solution, turns complex transportation data into measurable emissions reduction. By calculating a shipper's transportation emissions baseline, we create an actionable emissions reduction roadmap and work alongside shippers to make progress toward their goals. CleanMile is certified by Smart Freight Centre in conformance to ISO 14083 with application of the GLEC Framework. **Breakthrough's CleanMile clients achieve an average 6% reduction in emissions intensity within the first year of implementation.**

In January, CleanMile introduced two enhancements:

Custom Report Builder: Enables shippers to analyze their transportation data in real time and create tailored reporting aligned to internal and external sustainability requirements.

Scenario Planner: Enables shippers to forecast emissions, model decarbonization pathways, and evaluate tradeoffs before implementation. With lane-, carrier-, and mode-level analysis, shippers can prioritize the initiatives that deliver the greatest impact — before making operational changes.

AWARD SPOTLIGHT: Setting the Standard for Sustainable Freight

CleanMile was recognized as "Innovative Service of the Year" from the Sustainable Business Council in 2025, highlighting its data-driven approach to emissions reduction in transportation, a sector responsible for 28% of U.S. CO_2 emissions.

Growth Areas of Sustainable Products

End-of-Life Tires (ELTs)

U.S. AutoForce continues to expand their focus and exploratory work into being a part of the solution for proper, sustainable ELT solutions. ELTs are a growing problem, with roughly 20% of these tires not being recycled or reclaimed. U.S. AutoForce is looking at the complete value chain for ELTs, determining where we can play a direct part in the logistics while also partnering and influencing the processing and value-added end markets for development of high-margin ELT products.

U.S. Venture has held a seat on the Tire Recycling Foundation (TRF) since its establishment in 2024. The TRF is a broad, whole-value-chain initiative led by the U.S. Tire Manufacturers Association and the Tire Industry Association. The TRF is dedicated to securing funding and directing grants toward research, education, interventions, and demonstration projects that address critical gaps across the tire recycling supply chain in the United States.

U.S. Venture has also made investments in start-ups within the ELT value chain, which includes:

Mycocycle: an Illinois-based company that uses a patent-pending process with fungi to turn waste streams — including ELTs — into low-carbon raw materials for the built environment.

Arduro: a Pennsylvania-based company using an innovative chemical recycling process to efficiently capture high-quality products with a patented, proprietary recovery process.

Ethelyne Glycol

Starting with a current 100% waste stream, like spent antifreeze, U.S. Lubricants can process out the impurities and create a highly concentrated glycol product. This product can then be sold in its concentrated form or can be blended into other finished products, including back into antifreeze.

Ethelyne glycol operations have begun in Houston, TX and Charlotte, NC. The U.S. Lubricants team continues to work on increasing the efficiency of production with the goal to scale a commercially viable product in the future.

OPERATIONS & SUSTAINABILITY

Commitment to Our Environment

U.S. Venture is committed to being a responsible corporate citizen with a sincere and proper regard for the environment. Part of this commitment means striving to comply fully with government regulations and requirements. We also support environmental planning and performance auditing, energy conservation, and mindful use of resources. Team members are expected to act as responsible citizens by adhering to applicable environmental laws and to workplace policies and procedures concerning the environment. U.S. Venture employs a dedicated team of experts who lead, implement, and monitor environmental compliance along with opportunities for continuous improvement.

Furthering Our Operational Efficiency and Sustainability

Fiscal year 2025 (FY2025) marked a time of growing our internal environmental sustainability actions while also building tools to enable and scale our program efficiently. Our success is driven by the engagement of our team members from across our businesses and support teams, trusted partnerships within business and academia, and support from our senior leaders and company shareholders. By investing in internal capabilities and the talents of our team members, we continue to find ways to engrain sustainability as a consideration in our company's decision making.

Expanding Energy Assessments as a Tool for Sustainable Improvements

Each of our businesses serves as a unique customer and contains unique operational considerations. Energy assessments have been a helpful tool in identifying excess energy consumption and operational opportunities at key locations. In addition, these findings have potential to scale at similar facilities within our company.

In FY2025, we performed energy assessments at our U.S. Lubricants facility in Baltimore, MD and at our U.S. AutoForce facility in Myerstown, PA in partnership with Faith Technologies, Inc., a Wisconsin-based leader in sustainable energy solutions. Both of these sites are among the highest energy-using facilities within their divisions, leading to insights that are impactful for our company's energy use and carbon footprint. Within each of these assessments, twelve or more energy conservation measures (ECMs) were identified. These findings are brought into consideration for future site investments.

U.S. Energy Terminals Moving to Heat Pumps for HVAC Within Offices

Heat pumps are highly efficient HVAC systems that provide both heating and cooling for a space by transferring heat between indoor and outdoor spaces compared to traditional furnaces that only generate heat.

In FY2025, U.S. Energy installed heat pumps at three terminals. These systems replaced either traditional HVAC units run on natural gas or propane or legacy baseboard electric heaters that are far less inefficient. The new heat pumps performed well throughout the significant weather changes in Wisconsin and contributed to a 10% decrease in total emissions at these facilities.

Heat pumps will continue to be a main consideration for HVAC conversions at fuel terminals in the upper Midwest.

U.S. AutoForce Grows Experience with Electric Vehicle Pilots and Deployments in California

U.S. AutoForce continued to pilot battery electric models across various vehicle classifications to learn real world lessons on the feasibility and operational considerations of a future zero-tailpipe emission fleet. In 2025, pilots were completed with Freightliner's eM2 and International's eMV at Southern California facilities. This marked our first experience into heavier duty electric straight trucks, giving valuable real-world insights into range, payload, and operational considerations.

Standing on learnings from previous lighter duty pilots in the past, the U.S. AutoForce fleet began the rollout of 21 electric cargo vans at select warehouses in California in 2025. This marks the first commercial deployment of electric vehicles within our fleet, and early findings are that these vehicles perform well in repeatable, close-proximity destinations. In 2026 and beyond, our team will continue to optimize the operational considerations associated with electric vehicle deployments and take the lessons learned for future commercial deployments.

U.S. AutoForce and U.S. Energy partner up to power electric cargo vans with Volt Vault

On-Site Solar at Our U.S. Energy Green Bay Fox Terminal with Faith Technologies, Inc.

On-site solar projects continue to be an important consideration for U.S. Venture facilities to improve our emissions footprint and reduce our reliance on grid electricity through renewable energy installations.

In 2025, a 26.4kW-DC solar array was incorporated into the redesign of a new office space for the Green Bay Fox terminal in Wisconsin. This system helps to reduce utility electricity demand of office activities as a part of the efficiency-focused design, producing roughly 27 MWh of electricity annually. The Green Bay terminal is the fourth on-site solar project within U.S. Venture operations, all of which to date are in partnership with Faith Technologies, Inc.

In 2026, U.S. Venture plans to pursue additional on-site solar projects in markets with favorable economics based on our growing experience in the space.

U.S. Lubricant's Baltimore, MD Facility Pursues ISO 14001 Environmental Certification

In 2025, the U.S. Lubricants team began the pursuit of ISO 14001 to reinforce the commitment to responsible operations and continuous improvement at the Baltimore, MD site. This certification provides customers with added confidence that products from our facility are manufactured with a focus on environmental stewardship, regulatory compliance, and risk reduction. Our team plans to achieve the ISO 14001 environmental certification in the first half of FY2026.

Breakthrough Continues to Engrain Sustainability Within Our Green Bay, WI Office

Breakthrough team members continue to make sustainability commonplace within their everyday office life. With a focus on education and awareness, their initiatives expand on the impact sustainability has with Breakthrough's operations as well as within the surrounding communities.

Food donations from company events: **200 lb per month**

Meals served with reduced food waste in mind: **1,500**

Coffee waste recycling: **500 lb per year**

Personal e-waste recycling (new in 2025): **225 lb**

Trash Bash local cleanup volunteering: **10 team members**

In 2026, Breakthrough will continue to expand their food waste reduction and donation efforts as well as introduce a new textile recycling program for on-site team members.

Anomaly Detection Furthers Our Management of Energy Use, Water, and General Waste

In 2025, our corporate sustainability team designed and implemented a custom solution to detect anomalous energy and water consumption at our facilities. Any detection of excessive energy or water consumption is shared with operations and site level leadership and streamlines a process for corrective actions to be implemented. Within the first year of implementation, the sustainability team has caught unusual electric, natural gas, and water use. By identifying and correcting these issues, these sites have been able to reduce their carbon and water footprints.

Greenhouse Gas Emissions

U.S. Venture continues down the path of creating greater visibility in identifying, monitoring, and ultimately reducing our Greenhouse Gas (GHG) footprint. Our strategy continues to focus on making meaningful, technologically, and economically feasible near-term emission reductions. This includes investing in projects that promote renewable electricity, renewable energy sources, market-based mechanisms to offset carbon emissions, or otherwise reduce GHG emissions. U.S. Venture's FY2023 and FY2024 energy use, GHG emissions inventories, and the percent change in GHG emissions can be found below.

Understanding Our GHG Inventory

U.S. Venture's GHG inventory is calculated and reported in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition (Protocol). As described by the Protocol, U.S. Venture uses a "control" approach, for determining our organizational boundary, and aims to report 100% of the GHG emissions from all relevant activities under our operational control. Our GHG inventory includes emissions from our corporate offices and all divisional locations and operations except for Basin Lands, which occupies a small leased co-working space.

Since our base year of FY2023, our overall location-based emissions have increased by 12%. This increase reflects the reality of a growing business as U.S. Venture expands operations, opens new locations, and serves greater business volume; our total energy use and associated emissions will rise even as we implement initiatives to improve efficiency and reduce emissions intensity. Within this timeframe, through existing efforts, each of our businesses have lowered their emissions intensity.

We recognize that absolute emissions growth is an important challenge and remain committed to Finding a Better Way to reduce our environmental impact. Our teams continue to identify practical opportunities to lower energy consumption, improve operational efficiency, and support emissions reductions where feasible across the business.

In FY2025, RECs were retired on behalf of U.S. Lubricants, Breakthrough, and U.S. Energy RNG facilities. RECs for U.S. Lubricants and Breakthrough cover 100% of their purchased electricity and are generated from the Los Vientos Windpower V project, a Texas-based project that came online in late 2015. RECs for U.S. Energy RNG sites covers over 80% of CY2025 purchased electricity that falls within FY2025. These RECs are generated from the Prescott Wind Energy project, an Iowa-based project that came online in 2024. The use of the RECs at our RNG sites also brought further value to our company through federal tax credits tied to lowering the carbon intensity of our sites.

In Spring 2025, U.S. Energy divested its network of compressed natural gas (CNG) fueling stations. This divestment triggered a recalculation of historic emissions back to our baseline year and is reflected within our emissions data on the next page.

Our GHG inventory reflects distinct location-based and market-based calculations for our scope 2 emissions to fulfill the dual reporting method. Biogenic carbon emissions from U.S. Energy's anerobic biodigester operations and U.S. AutoForce's use of biofuels within the fleet are reported separately from the scope 1 and 2 carbon emissions. Scope 3 emissions are not reported. FY2023 is established as the baseline year for scope 1 and 2 emissions.

U.S. Venture Energy Use and Emissions Data

Energy Source	UOM	FY2023 (Base Year)	FY2024	FY2025	YoY % Change	% Change to FY23
Stationary Source Energy Use						
Electricity	MWh	36,970	41,750	45,280	8.5%	22%
Purchased RECs[1]	MWh	0	1,638	4,774	191%	-
Natural Gas	Thou. scf	181,680	192,710	202,500	5.1%	11%
Propane	Thou. Gal	89.5	150.1	140.2	-6.6%	57%
Fuel Oil	Thou. Gal	2.36	3.04	1.35	-56%	-43%
Total Stationary Energy Use[2]	**GJ**	**341,213**	**376,693**	**398,867**	**5.9%**	**17%**
Mobile Source Energy Use						
Gasoline	Gallons	1,252,559	1,069,365	884,665	-17%	-29%
Diesel[3]	Gallons	4,035,092	4,357,213	5,173,019	19%	28%
Renewable Diesel[4]	Gallons	NA	NA	194,490	-	-
Biodiesel[4]	Gallons	132,075	287,302	81,674	-72%	-38%
Jet Fuel	Gallons	31,404	45,194	38,584	-15%	23%
Total Mobile Energy Use[2]	**GJ**	**725,184**	**770,149**	**857,160**	**11%**	**18%**
Stationary Source Emissions (Scope 1)						
Natural Gas	MT CO_2e	10,122	10,502	11,048	5%	9%
Propane	MT CO_2e	510	886	799	57%	-10%
Fugitive Emissions	MT CO_2e	75	14	26	86%	-65%
CH_4 from anerobic animal waste digestion[5]	MT CO_2e	810	665	835	26%	3%
Mobile Source Emissions (Scope 1)						
Gasoline	MT CO_2e	11,039	9,421	7,625	-19%	-31%
Diesel	MT CO_2e	47,667	51,878	58,914	14%	24%
Renewable Diesel	MT CO_2e	-	-	19	-	-
Biodiesel	MT CO_2e	279	586	604	3%	116%
Jet Fuel	MT CO_2e	309	444	379	-15%	-
Electricity Emissions (Scope 2)						
Location-Based	MT CO2e	17,267	17,956	18,219	2%	6%
Market-Based	MT CO2e	17,267	17,228	15,800	-8%	-8%
Total Emissions (Scope 1 and 2)						
Location-Based	**MT CO_2e**	**88,078**	**92,352**	**98,468**	**7%**	**12%**
Market-Based	**MT CO_2e**	**88,078**	**91,624**	**96,049**	**5%**	**9%**
Biogenic Emissions	**MT CO_2e**	**6,854**	**8,629**	**9,725**	**13%**	**42%**

Emissions Data for Six Major Greenhouse Gases

GHG	CO_2	CH_4	N_2O	HFCs	PFCs	SF_8	Biogenic CO_2
MT	97,515	35	0.2	0.01	0	0	9,725
MT CO_2e	97,515	875	53	26	0	0	9,725

U.S. Venture Business Unit Emissions Breakdown (MT CO_2e)

Division	Category	FY2023	FY2024	FY2025	YoY % Change	% Change to Baseline Year
U.S. AutoForce	Scope 1 – Stationary	6,251	6,442	7,006	9%	12%
	Scope 1 – Mobile	52,057	53,631	60,695	13%	17%
	Scope 1 - Fugitive Emissions	27	10	10	0%	-63%
	Scope 2 – Electricity (Location-based)	7,914	8,325	7,969	-4%	1%
	Scope 2 – Electricity (Market-based)	7,914	8,325	7,969	-4%	1%
	TOTAL (Location-based)	**66,349**	**68,408**	**75,680**	**11%**	**14%**
	TOTAL (Market-based)	**66,349**	**68,408**	**75,680**	**11%**	**14%**
	Biogenic CO_2	**1,004**	**2,160**	**1,830**	**-15%**	**82%**
U.S. Energy	Scope 1 – Stationary	3,060	3,643	3,230	-11%	6%
	Scope 1 – Mobile	5,730	6,924	5,338	-23%	-7%
	Scope 1 – Fugitive Emissions	39	0	9	-	-77%
	Scope 1 - CH_4 from anerobic animal waste digestion*	810	665	835	26%	3%
	Scope 2 – Electricity (Location-based)	7,871	8,180	8,241	1%	5%
	Scope 2 – Electricity (Market-based)	7,871	8,180	6,527	-20%	-17%
	TOTAL (Location-based)	**17,510**	**19,412**	**17,653**	**-9%**	**1%**
	TOTAL (Market-based)	**17,510**	**19,412**	**15,939**	**-18%**	**-9%**
	Biogenic CO2	**5,850**	**6,469**	**7,895**	**22%**	**35%**
U.S. Lubricants	Scope 1 – Stationary	785	875	953	9%	21%
	Scope 1 – Mobile	1,199	1,329	1,107	-17%	-8%
	Scope 1 – Fugitive Emissions	9	4	8	100%	-11%
	Scope 2 – Electricity (Location-based)	493	509	489	-4%	-1%
	Scope 2 – Electricity (Market-based)	493	0	0	-	-100%
	TOTAL (Location-based)	**2,486**	**2,720**	**2,557**	**-6%**	**3%**
	TOTAL (Market-based)	**2,486**	**2,209**	**2,068**	**-6%**	**-17%**
Breakthrough	Scope 1 – Stationary	70	72	79	10%	13%
	Scope 2 – Electricity (Location-based)	263	219	45	-79%	-83%
	Scope 2 – Electricity (Market-based)	263	0	0	-	-100%
	TOTAL (Location-based)	**333**	**291**	**295**	**1%**	**-11%**
	TOTAL (Market-based)	**333**	**72**	**79**	**10%**	**-76%**
IGEN	Scope 1 – Stationary	22	15	17	13%	-23%
	Scope 2 – Electricity (Location-based)	68	46	45	-2%	-34%
	Scope 2 – Electricity (Market-based)	68	46	45	-2%	-34%
	TOTAL (Location-based)	**90**	**61**	**62**	**2%**	**-31%**
	TOTAL (Market-based)	**90**	**61**	**62**	**2%**	**-31%**
Corporate	Scope 1 - Stationary	344	337	562	67%	63%
	Scope 1 - Mobile	309	445	401	-10%	30%
	Scope 2 – Electricity (Location-based)	659	677	1,259	86%	91%
	Scope 2 – Electricity (Market-based)	659	677	1,259	86%	91%
	TOTAL (Location-based)	**1,311**	**1,459**	**2,222**	**52%**	**69%**
	TOTAL (Market-based)	**1,311**	**1,459**	**2,222**	**52%**	**69%**

1. 1,717 RECs retired from Los Vientos Windpower V project in (Texas), 2,868 RECs retired from Prescott Wind Project (Iowa)
2. Total Energy Use is the applicable fuel sources converted to gigajoules (GJ).
3. Diesel includes on-road diesel as well as fuel for maritime activities.
4. Renewable Diesel began being quantified in FY2025. Prior to FY2025 Renewable Diesel was reported under Bio Diesel.

SUPPORTING OUR TEAM EVERY STEP OF THE WAY

More than a paycheck

At U.S. Venture, our commitment to our team members goes far beyond their time on the clock. Through our comprehensive Total Rewards portfolio, we provide more than just a paycheck — we offer benefits designed to enrich every part of life.

SUPPORTING OUR TEAM MEMBERS

Our Programs

From health and wellness to personal development and career advancement, our programs are built around the holistic well-being of our people. We believe that when our team thrives, we all succeed.

Retirement planning	Domestic partner benefit options
Flexible Spending and Health Savings Account options	Medical, prescription drugs, dental, and vision coverage
Short-term and long-term disability	Critical illness, accident, hospital indemnity, and legal plan coverage
Vacation, personal holidays, and volunteer paid time off	Military leave of absence and training pay
Caregiver and Family Medical Leave Act (FMLA) time off	Savings on retail, entertainment, services, and more

Financial Future

We're committed to helping our team members build long-term financial security and prepare for retirement. Our 401(k) plan makes it easy to start saving right away, with the flexibility to contribute on a pre-tax or after-tax (Roth) basis and no waiting period to enroll. Team members may contribute between 1% and 90% of eligible pay, up to the annual IRS limit. U.S. Venture supports retirement savings through a competitive company match on up to 6% of eligible wages, which vests over time. In addition, we provide an annual company-funded retirement contribution equal to 3% of eligible wages that is 100% vested from day one, up to IRS limits.

To further support confident financial decision making, U.S. Venture partners with Francis LLC, a registered investment advisor group, to offer independent, judgment-free investment education and personalized advisory services upon request at no cost to team members.

MyFlexPay

MyFlexPay provides financial flexibility by allowing team members to access a portion of their earned wages before their scheduled payday. With access to up to 40% of earned wages during the pay period, this program is a helpful solution for managing unexpected expenses, easing financial stress, and staying on track between paychecks.

Designed to enhance financial well-being, MyFlexPay offers powerful tools to help take control of finances. Features include flexible access to earned wages, budgeting assistance, and the ability to automatically save through payroll deductions into a separate savings account — up to $10,000 — earning 5% interest. Together, these tools help prevent late fees, overdraft charges, and reliance on predatory payday loans, empowering our team members to build emergency savings and support a healthier financial future. By the end of FY2025, MyFlexPay was used by 30% of eligible employees.

2025 Excellence in Wellness Award Winner

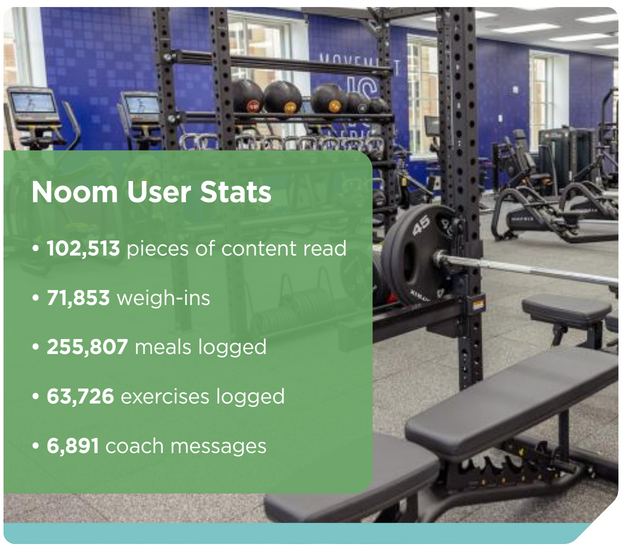
U.S. Venture received the Excellence in Wellness Award from Marquee Health, recognizing our commitment to delivering a best-in-class wellness program and fostering a strong culture of health and well-being. More than 2,000 companies were evaluated, with only 29 honored for outstanding performance in areas such as employee engagement, support for holistic well-being, leadership participation, and improvements in clinical outcomes. This recognition reflects the strength of our wellness strategy and our partnership with Marquee Health, whose programs help drive meaningful engagement, reduce absenteeism, support retention, and enhance productivity across our workforce.

Program Spotlight: Noom

Noom is a digital, behavior-change based weight-management program that uses psychology, daily coaching, food logging, and educational content to help individuals build sustainable, long-term healthy habits. Offered as part of U.S. Venture's well-being resources, Noom gives team members the tools and support needed to improve their health at their own pace.

In 2025, U.S. Venture participants continued to demonstrate strong engagement and meaningful results. Team members collectively lost 3,472 pounds, with 40% of users losing at least 5% of their body weight — a clinically meaningful health milestone. Engagement remained consistently high year over year, with an impressive 96% of enrollees actively participating in the program.

Team members were highly interactive with the platform, as shown below:



Noom User Stats

- **102,513** pieces of content read
- **71,853** weigh-ins
- **255,807** meals logged
- **63,726** exercises logged
- **6,891** coach messages

These numbers reflect a sustained commitment to healthier habits and the power of personalized digital coaching. As one participant shared, Noom helped them "show my daughter confidence and a healthy lifestyle" — a powerful testament to the program's impact beyond the workplace.

> **I was already making some changes on my own so I wasn't sure what a coach could really do to help, but she was great! She gave me even more ideas and lots of resources and more than anything, helped hold me accountable.**

Personal Health Assessments (PHA)

In 2025, participation in the PHA program grew to 1,991 team members — an increase of 4% over the prior year. Between August and October, we offered 96 onsite biometric screening events across 78 locations, along with options to complete screenings offsite or with a personal physician. Engagement in follow-up health coaching also increased significantly, with 794 more coaching connections than in 2024. Overall wellness scores improved as well, with the average PHA score rising from 75.7 in 2024 to 79.3 in 2025, reflecting the continued commitment of our workforce to personal health and well-being.

> **My coaching sessions were excellent motivational reminders along my wellness journey. My coach helped me to set attainable goals and then helped me hold myself accountable. I feel like I really understand the "why" behind the decisions I'm making now which keeps me motivated.**

Healthy Associate Reimbursement Program

In 2025, our Wellness Reimbursement Program continued to support team members in building healthy habits by offering up to $250 per year for qualified wellness expenses, including fitness classes, race entry fees, gym memberships, home exercise equipment, tobacco cessation resources, wearable fitness trackers, and weight-management programs. **Over 600 team members participated in the program this year, with over $120,000 reimbursed for wellness-related activities.** This continued engagement reflects our teams' commitment to improving their well-being and taking advantage of resources designed to support healthier lifestyles.

Venture Voice Introduced in 2025

Venture Voice is U.S. Venture's team member engagement program, powered by Workday Peakon Employee Voice. It provides a confidential, easy way for team members to share real-time feedback through short, recurring surveys, helping leaders better understand what's working well and where improvements are needed.

U.S. Venture moved to Venture Voice to replace the former Officevibe platform and enhance how we listen, respond, and take action on team member feedback. The tool offers deeper insights, consistent measurement of engagement, and more opportunities for open dialogue — while maintaining confidentiality and accessibility across Workday, email, Teams, mobile, and text — so feedback can more effectively drive positive change across the organization.

U.S. Venture Receives Sixth Great Place to Work® Honor

Great Place to Work® Certification™ is something special to us — first working towards the award in 2021. With the help of amazing team members and an amazing culture, we have been able to recertify each consecutive year. Great Place to Work® is the global authority on workplace culture, team member experience, and the leadership behaviors proven to deliver market-leading revenue, employee retention, and increased innovation.

Best in Building Health Award for Our New Headquarters

In 2025, U.S. Venture was honored with the Best in Building Health award, a recognition that highlights organizations leading the way in advancing health, wellness, and social well-being within their Environmental, Social, and Governance (ESG) strategies. This award reflects our continued commitment to creating a workplace that prioritizes team member health, supports meaningful well-being initiatives, and integrates wellness into the broader sustainability goals of the organization.

Finding a Better Way Award Introduced

In 2025, we proudly introduced the inaugural Finding a Better Way Award to celebrate the innovative spirit that drives our team forward. Out of an incredible 103 submissions, we recognized 11 outstanding winners across first, second, and third place spots, whose projects went above and beyond to improve company processes and enhance our daily operations. We recently honored these individuals at a dedicated award ceremony, where leadership and peers gathered to celebrate their creative problem-solving and hard work. From streamlining financial capabilities to implementing crucial warehouse safety and certification projects, these award-winning teams perfectly embody our commitment to continuous improvement and finding a better way to do business every day.

103 FABW Submissions

11 team members recognized in **1st to 3rd Place**

EMPOWERING OUR PEOPLE

Life at U.S. Venture

U.S. Venture is an equal opportunity employer that is committed to inclusion and diversity. Our affirmative action policy was established to ensure equal opportunity for all applicants without regard to race, color, religion, national origin, sex (including pregnancy, childbirth, and related medical conditions), sexual orientation, gender, gender identity or expression, marital status, age, disability, military or veteran status, political affiliations or activities, status as a victim of domestic violence, assault, or stalking, genetic information, or other categories as provided by law.

Furthermore, we will make reasonable accommodation for qualified individuals with known disabilities and for individuals seeking accommodation for religious practices or beliefs unless doing so would result in undue hardship. We partner with Circa Works to ensure all our job listings reach diverse community organizations.

U.S. Venture Achieves Top Five Spot on Deloitte's 2024 Wisconsin 75 List

For 22 years, Deloitte has recognized Wisconsin's largest and most successful private companies based on revenue, corporate giving, and team member engagement. In 2025, U.S. Venture secured another top five spot on the Deloitte 2024 Wisconsin 75 List — totaling more than 15 years in the top ten category.

Caring for Our Team Members

U.S. Venture uses a data-driven approach to ensure team members receive competitive and fair compensation. By relying on advanced tools like salary survey aggregators and geographic assessors, the company continuously evaluates and adjusts pay scales, merit procedures, and short-term incentives to match current market standards.

The well-being of team members outside of work matters just as much. U.S. Venture provides comprehensive paid time off to support a healthy work-life balance, including personal days, sick time, caregiver leave, and bereavement.

U.S. Venture also proudly supports team members' community and civic commitments through:

Volunteer Time: Eight hours of paid time off for team members to serve their local community.

Civic Duty Support: Paid time for team members who are called to jury duty.

Military Leave: Leave of absence and training pay for team members serving in the military.

OUR COMMITMENT TO LEARNING

Guided by our core values, we invest in team members to equip them with the tools they need to grow, thrive, and excel.

We provide access to a wide variety of learning resources and strong support systems to foster ongoing professional development. Through the Learning Management System (LMS), team members can easily explore online leadership courses, function-specific training, and countless other educational opportunities designed to keep them engaged and advancing in their careers.

Additionally, we ensure a safe, compliant workplace by offering essential annual training, including sexual harassment prevention, code of conduct, and ethics courses.

Fostering Learning with Coursera

In partnership with Coursera, our team members have access to thousands of courses, video lessons, guided projects, and professional certifications to grow professionally. Access to Coursera is sponsored by U.S. Venture.

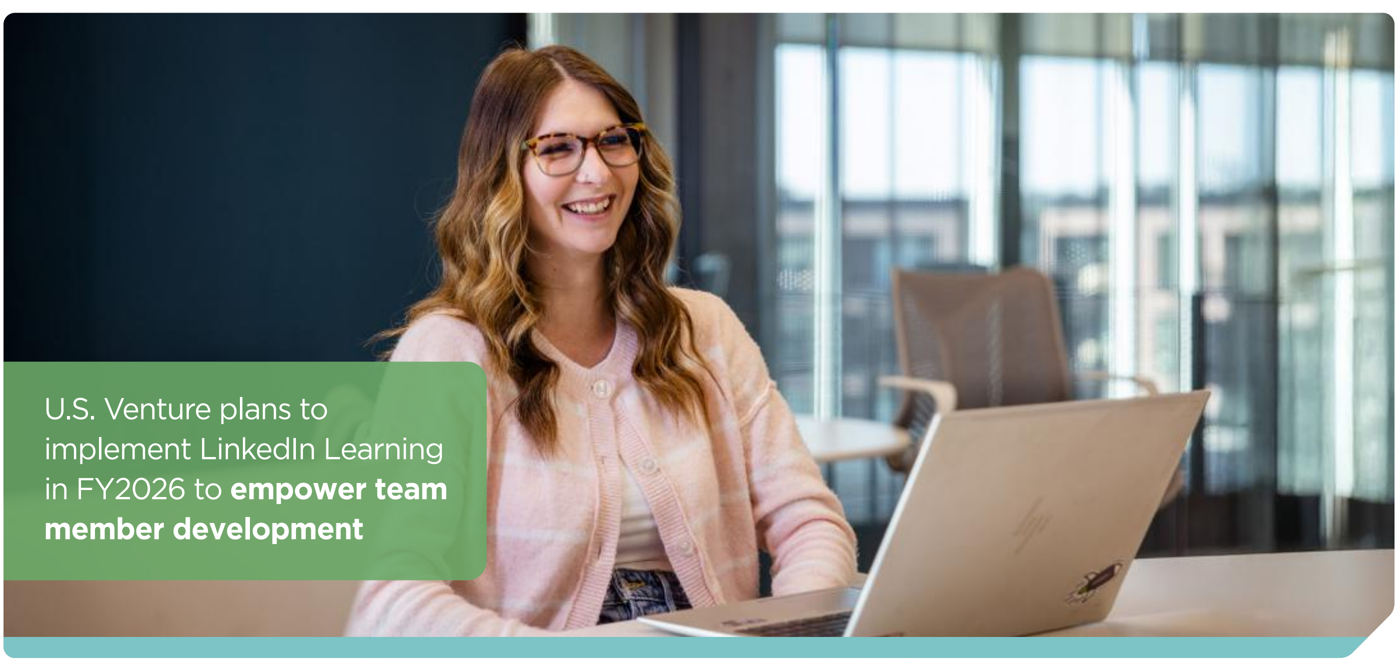
Learning Stats with Coursera:

- **2,307** team members participated
- **1,314** unique course completions

Tuition Reimbursement Program

At U.S. Venture, we believe in empowering team members to grow and excel. To support their continuous education and professional development, we offer a comprehensive tuition reimbursement program.

By investing in their education, we build a stronger, more skilled workforce prepared to meet the demands of organizational growth. This program also directly aligns with our commitment to prioritize internal promotions whenever possible.



Leadership Development Programs

Jump Start

Geared toward individual contributors with high potential, Jump Start is perfect for those looking to take the first step in their leadership development. Participants learn fundamental skills that lay the groundwork for a successful leadership journey.

Rev Up

Designed for front-line managers or those preparing to take on a management role within six months, Rev Up offers an introduction to the essential skills of leadership and team management.

Accelerate

For high-potential mid-level or seasoned managers, as well as individual contributors with significant influence over a functional area, Accelerate dives deeper into advanced leadership strategies. This program is ideal for those ready to tackle more complex managerial challenges and drive organizational impact.

Through these programs, U.S. Venture is fueling the growth and success of our future leaders, ensuring they have the skills and confidence to lead with purpose.

In 2025:

- **96** team members participated in Jump Start
- **56** team members participated in Rev Up
- **24** team members participated in Accelerate

Cultivating Spaces for Everyone

U.S. Venture is dedicated to building a diverse and inclusive workplace by championing acceptance and equality for every team member.

We encourage team members to be true to who they are, recognizing that their unique differences bring valuable perspectives that strengthen both our organization and our communities.

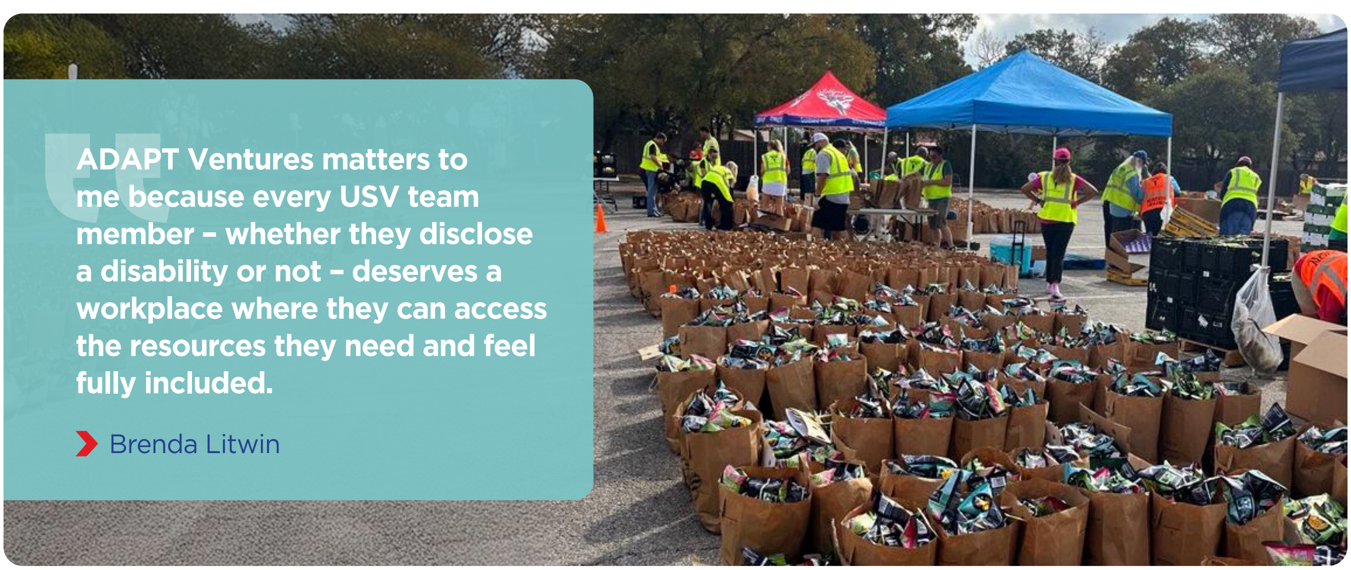
We intentionally foster an inclusive environment where diverse people and experiences drive the innovative thinking needed to accelerate our success. We view diversity as a broad spectrum of backgrounds, identities, abilities, perspectives, and skills. This collective strength embraces not only our team members but also our customers and partners.

What DE&I Means at U.S. Venture:

- Creating an inclusive environment where everyone can bring their authentic self and contribute to their highest potential
- Ensuring that we attract and welcome the best talent with all backgrounds
- Promoting a positive reputation and impact in diverse communities
- Engaging in culturally competent interactions with partners and customers

Fostering Diversity: U.S. Venture's Employee Resource Groups (ERGs)

U.S. Venture continues to place significant emphasis on its ERGs, which contribute to the robustness of our diverse and inclusive workplace. These ERGs aim to foster stronger connections among their members, both within and beyond the company. In 2024, our employee resource groups began aligning to our organization's broader DE&I strategy and partnering to create synergies to grow overall impact.



"ADAPT Ventures matters to me because every USV team member – whether they disclose a disability or not – deserves a workplace where they can access the resources they need and feel fully included.

Brenda Litwin

Energy Academy

Energy Academy is U.S. Energy's platform for learning, designed to foster understanding, collaboration, and development across the division. It offers structured courses and digital resources that connect people, processes, and knowledge.

Originally a two-day blended course with classroom discussions and site tours, Energy Academy has evolved over three years into a comprehensive school; one that includes different course offerings, emerging topics like AI, and self-serve resources that help team members both learn the business and build relationships across the organization.

CREATING IMPACT THROUGH SOCIAL RESPONSIBILITY

At U.S. Venture, giving back isn't just something we do — it's who we are. For 75 years, our culture has been deeply rooted in making a difference. Whether it's through the U.S. Venture Open, the U.S. Venture/Schmidt Family Foundation, or our partnership with Kenya Works and the Victory Community Development Center (VICODEC), we put our commitment to building thriving communities into action every single day. By enabling our team members to make meaningful contributions, we're creating stronger, more vibrant communities where we can live, work, and thrive together.

In 2025, 46% of our team members donated to or volunteered for a cause that was important to them.

2025 at a Glance:*

$4.2M CORPORATE GIVING

$5.1M U.S. VENTURE/SCHMIDT FAMILY FOUNDATION

$5.2M U.S. VENTURE OPEN

$135.6K ACT FUND

TOTAL: $15,110,876
IN PHILANTHROPIC IMPACT

*Denotes 2025 calendar year

Empowering Our Team Members through Groundswell

Groundswell is a platform created to amplify the social impact efforts of our team members. It allows them to easily discover nonprofits they're passionate about, leverage U.S. Venture's company match program, and donate to causes they care about. The platform also simplifies logging volunteer hours, making the process more efficient for everyone. For nonprofits, Groundswell accelerates donation processing and enhances fundraising efficiency, enabling them to focus more on their mission.

- **2,157** team members gave through Groundswell
- Total team member donations: **$901,663**
- Total of U.S. Venture match: **$462,468**
- Hours of volunteering: **17,972 hours**
- **Over 632** organizations supported

40th Year of Working to End Poverty in Northeast Wisconsin

In 2025, the U.S. Venture Open held its 40th Annual event. Since inception, this event has raised more than $75 million and granted $63 million towards the mission of ending poverty in Northeast Wisconsin.

U.S. Venture Open 2025 Facts:

- **$5.2 million** raised
- **1,354 attendees** from **828 partners**
- In lead partnerships total: **$1.2<million** – thanks to J.J Keller Foundation, Oshkosh Corporation, ThedaCare, and Thrivent!
- **$4.8M in new grants** to local nonprofits

Global Perspective: Kenya Works and VICODEC

U.S. Venture and the U.S. Venture/Schmidt Family Foundation partner to support Kenya Works and VICODEC, a school in the slums of Nairobi, Kenya to provide essential services like education, nutritious meals, social services, uniforms, and medical care for students and their families to empower change. The Kenya Works and VICODEC partnership supports our sponsorship program in which U.S. Venture team members and other U.S. donors support the education of Kenyan students, Kenya Works Makini Pad production (which makes female menstruation pads), a feeding collaboration that provides food to children throughout Kenya, and the building of water tanks beneath the VICODEC classrooms. This power of collaboration and connection is driving real, measurable change. The impact below reflects the combined 2025 results of Kenya Works and VICODEC in Kenya. This is collaboration and partnership in action — made possible by many individuals, partners and foundations, both U.S.–based and international. U.S. Venture is a meaningful part of this shared story of impact, standing alongside a wide community of supporters who believe in giving back and changing lives together.

In Calendar Year 2025:

- **578** team members supporting VICODEC
- **169 students sponsored** with **over 1,000 students educated** at VICODEC
- **285** secondary/post-secondary students sponsored
- **4,500** total daily feedings sponsored
- **33,000** girls provided Makini pads
- **7,500** pairs of boxers for boys.

> **I sponsor three kids now, and the team member trip in 2024 made clear to me why it matters so much. Education is not just an opportunity for these children, it is a chance to change the entire direction of their lives. And honestly, it has changed something in me too. When you look into the eyes of a child who is just so full of joy and potential, and you know you played even a small part in keeping them in school, it stays with you. I would not trade that for anything.**
>
> Alison Van Bellinger

Grants and Sponsorships

The U.S. Venture/Schmidt Family Foundation, made up of both team members and shareholders, strives to be a catalyst for positive change by empowering self-sufficiency, enriching communities, and supporting vulnerable populations. Through our program grants, we provide vital support to nonprofits across diverse communities connected to U.S. Venture and its team members.

Our Community Engagement Committee (CEC) plays a key role in amplifying these efforts by supporting smaller grants and sponsorships across our footprint that are deeply meaningful to our team members and their communities.

Over time, this work has fostered strong partnerships with nonprofits, united by a shared vision of building vibrant, thriving communities. Together, we're making a lasting impact. In CY2025, over $6 million was granted to non-profits.

Associates Caring Together

The ACT Fund is here to support our team members and their families during times of unexpected financial hardship. Whether it's grappling with natural disasters, serious illnesses, loss of income, or unforeseen life events, the ACT Fund is a lifeline when it's needed most.

From One Volunteer to National Impact: U.S. Venture's Partnership with Soldiers' Angels

At U.S. Venture, impactful partnerships often start small. This was the case with Soldiers' Angels, when a U.S. Venture team member visited the organization's headquarters, was inspired by its mission, and quickly chose to become more involved. Over time, U.S. Venture deepened its engagement, growing the relationship into a multi-tier partnership that supports veterans, active-duty service members, and their families.

The U.S. Venture/Schmidt Family Foundation now sponsors Soldiers' Angels food distributions throughout the country, providing over 75 pounds of food per family to ease financial stress. U.S. Venture team members volunteer at these events, offering support and small gestures like stuffed animals for children, creating a welcoming environment.

The partnership also connects veterans to career opportunities through U.S. Venture's Veterans Career Portal and Service Ventures, an employee resource group fostering belonging. This holistic approach has led to an 88% retention rate for veterans hired through these efforts.

Expanding to more locations, this partnership exemplifies U.S. Venture's commitment to serving communities and creating lasting impact — starting with one volunteer.

Scholarship Program

Each year, U.S. Venture awards up to $50,000 in scholarships to support the college dreams of team members' children, with each recipient receiving $1,000.

Bubolz Nature Preserve Volunteering

In May 2025, U.S. Venture and Faith Technologies, Inc combined forces for an environmental cause. Over 90 volunteers came together to remove invasive species, clean up trails, and deepen their understanding of the preserve and biodiversity in Northeast Wisconsin. We aim to make the Bubolz volunteering event an annual tradition, inviting more local companies to join us in this meaningful effort.

Site Level Volunteering

U.S. Venture team members across the country complete many volunteer activities that directly support local neighbors. Some examples include: Assembling hygiene packs, stuffing animals for children in local hospitals or foster care systems, packing kits for patients starting cancer treatment, building furniture for a nonprofit, and showing up for local fundraiser events and community food distributions.

Earth Day 2025

For the fourth year in a row, we proudly partnered with the Arbor Day Foundation to plant a tree for every team member. In 2025, **6,000 trees** contributed to longleaf pine restoration in Texas and coastal recovery efforts in Florida. Through this partnership, **we've collectively supported the planting of 20,000 trees, making a lasting impact on our environment.**

PRIORITIZING HEALTH AND SAFETY

At U.S. Venture, we prioritize our team members and their safety above all else. No production target, cost-saving initiative, or competitive edge is worth compromising the well-being of our team members. Our ultimate goal is to maintain an incident-free workplace, which we strive to achieve through adherence to effective safety systems designed to identify and mitigate potential risks.

Safety is a shared responsibility. Every team member plays an important role in creating and maintaining a safe work environment by working responsibly, keeping the workplace free of hazards, and following all applicable safety policies and procedures.

As an employer, U.S. Venture fully embraces its responsibility to lead safety programs, continuously improve their effectiveness, and provide the necessary tools, safeguards, and training to ensure a safe, healthy workplace. We count on every team member to actively support and participate in all safety initiatives, follow established precautions, and contribute to fostering a strong safety culture. Together, we can ensure a secure and successful environment for everyone.

We empower our team members to put safety first — ask questions and always err on the side of caution. Team members are encouraged to participate in the development of new safety procedures, or revisions to existing procedures, and to offer suggestions for a safer, better way to perform work. Each safety committee meeting, drill, or training session is considered an opportunity for improvement.

Safety Training and Tools

A safe workplace starts with team members knowing what's expected of them, the available resources, and how to perform their work safely. Through our Learning Management System (LMS), team members are assigned and required to complete training specific to their job description such as safety rules, fall protection, and OSHA standards for Hazard Communication (HCS/HazCom), Powered Industrial Trucks, HAZWOPER, Lockout/Tagout, Hot Work, and more.

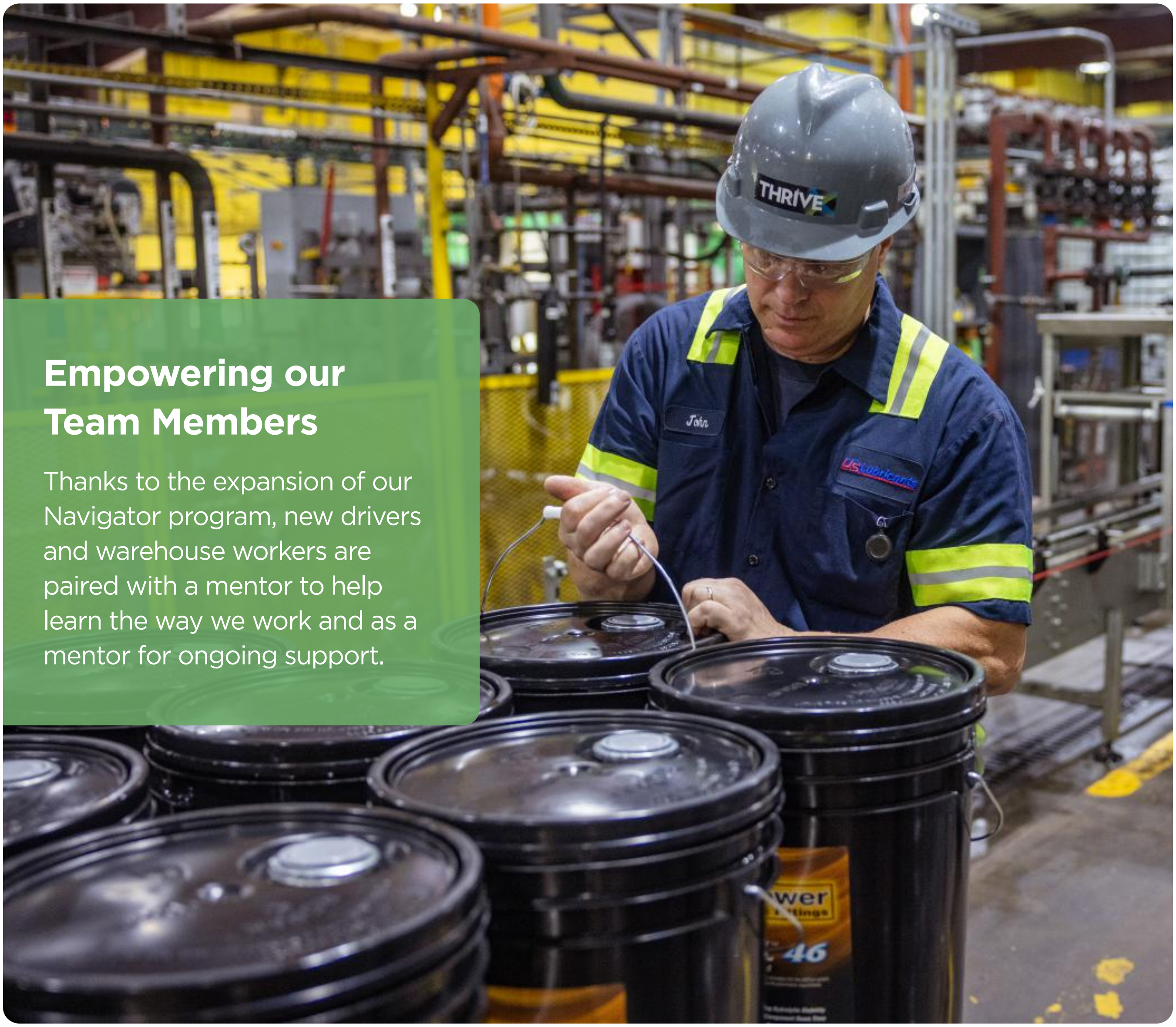
Safety is consistently on the agenda at our facilities. This includes inclusion in daily and weekly huddles as well as safety metrics that are reviewed monthly to identify trends and track progress. Safety is also part of our quarterly "Rev-Up" training classes for new supervisors and leaders within U.S. Venture. While we try to avoid all incidents, when they do occur, learning opportunities are shared in a "safety huddle" report for managers and supervisors to communicate to their direct reports.

Our PACE Driver Training teaches drivers advanced driving skills to help prevent accidents and to keep them safe while navigating the roadways.

Expanding Safety with Technology

Our fleet vehicles are equipped with backup cameras and in-cab video camera systems to enhance driver safety and visibility. This technology not only helps reduce the risk of accidents but also acts as a valuable tool when incidents do occur. Samsara cameras allow for the exoneration of drivers in cases where other motorists are at fault. They also promote safer driving by recognizing excellent driving behaviors and identifying coachable moments to further enhance driving skills and overall safety.

Intelex is our robust Environmental, Health, and Safety (EHS) software management tool that helps reduce incidents and raises compliance across our operating facilities. Intelex is used to track facility safety and security audits, with the average audit score at 89 percent.



Empowering our Team Members

Thanks to the expansion of our Navigator program, new drivers and warehouse workers are paired with a mentor to help learn the way we work and as a mentor for ongoing support.

Safety Audits

The safety team has created a "101 point" inspection document for auditing safety compliance at our U.S. AutoForce facilities. The audit document was created by leveraging historical incident data, regulatory agency criteria, and insurance carrier requirements. Audits are conducted on a quarterly basis and non-compliant items are tracked to closure. Our focus on eliminating non-compliant items is another key strategy we use to keep team members safe and raise compliance within our facilities.

Protecting Team Members from Harassment and Workplace Violence

U.S. Venture strives to maintain a workplace that fosters mutual respect among team members and promotes positive, productive working relationships. We believe that everyone deserves to work in an environment free from harassment and intimidation. Therefore, everyone at U.S. Venture is expected to act responsibly to establish a pleasant, friendly work environment. Without exception, U.S. Venture prohibits discrimination or harassment of our team members during the performance of their work from anyone within, or outside of, our company. Managers and supervisors have a responsibility to prevent any and all discrimination or harassment that they become aware of within their work areas, even if no team member files a complaint.

All team members are required to complete sexual harassment prevention training within six months of hire or promotion and then again at least once every two years. Supervisory team members must receive a minimum of two hours of training, while non-supervisory team members receive a minimum of one hour of training during the two-year period.

U.S. Venture also does not tolerate any type of workplace violence committed by or against team members. Making threats or engaging in violent activities is strictly prohibited. To further safeguard our team members, U.S. Venture conducts annual inspections of company premises to evaluate and determine any vulnerability to workplace violence or hazards and, if necessary, to take corrective action to reduce any perceived risks.

U.S. VENTURE FY2025

Total Recordable Incident Rate (TRIR)	Preventable Vehicle Accident Frequency Rate (PVAFR)
NUMBER OF INCIDENTS X 200,000/TOTAL HOURS WORKED **6.4**	NUMBER OF PREVENTABLE VEHICLE INCIDENTS X 1,000,000/ TOTAL MILES DRIVEN **6.7**

FINDING A BETTER WAY TO APPROACH GOVERNANCE AND LEADERSHIP

Board of directors oversight: Responsibility for managing impacts

U.S. Venture is a privately held, family-owned company. The Board of Directors (Board) is elected by our shareholders to oversee their interest in the long-term health and overall success of our business.

JOHN SCHMIDT
Chairman of the Board, U. S. Venture
Member of the Audit, Governance, and Compensation Committees

NEIL KELLEY
CEO, The Saracen Group of Companies
Chair of the Governance Committee | Member of the Audit Committee

CHRIS THOMAS
Managing Director, Strategy, and Innovation Acceleration LLC

JANET ZELENKA
Public and Private Company Board Member, Audit Committee Chair, Former Public Company Chief Financial Officer/Chief Information Officer

JOHN KAHAN
Chief AI Officer for Stagwell, Vice President, and former Chief Data Analytics Officer for Microsoft

AMMIE MCASEY
President of Health Systems at McKesson Corporation

ERIC KESSENICH
CEO, U.S. Venture
Director | Board of Directors

The Board serves as the ultimate decision-making body, except for those matters reserved to or shared with our shareholders. The Board oversees the business of U.S. Venture, as conducted by members of U.S. Venture senior leadership. In carrying out its responsibilities, the Board reviews, assesses, and approves the U.S. Venture long-term strategy and its strategic, competitive, and financial performance.

Governance and ESG

Each level of U.S. Venture's leadership team is involved in our sustainability journey. The Board and the Senior Leadership Team (SLT) have oversight and accountability for sustainability at U.S. Venture including environmental, social, and governance improvements. The Board operates three committees to ensure that our high standards are met and to represent the best long-term interests of shareholders and constituencies. Each of these committees has a role in ESG matters.

Corporate Governance, Nominating, and Risk Committee (Governance Committee) is responsible for developing a diverse Board, and periodically reviewing company policies, practices, programs, and risks that impact ESG and risk oversight. ESG topics include U.S. Venture's Code of Business Conduct and Ethics Compliance, employee relations, safety and environmental matters, conflicts of interest, and other matters involving U.S. Venture's role as a responsible corporate citizen.

Audit Committee assists the Board of Directors in carrying out its oversight responsibilities relating to the company's accounting, internal controls, auditing, and financial reporting practices.

Compensation Committee serves the Board in fulfilling its fiduciary responsibilities as to compensation and benefit policies and plans, in addition to reviewing diversity, equity, and inclusion policies and practices.

The Board regularly discusses relevant sustainability topics during quarterly meetings throughout the Fiscal Year. An in-depth annual review of all U.S. Venture strategic plans is performed annually at the Board's July meeting, including the sustainability strategy and initiatives for managing climate risks and opportunities, ESGs, and impacts to people, the environment, and economic prosperity. The Board, as whole, is periodically briefed on sustainability topics to advance collective knowledge and support decision-making.

Topics that are subject to Board review include, but are not limited to:

Board and leadership diversity and succession planning	**Sustainability updates, including other ESG topics**
Cybersecurity and technology	**Ethics and compliance**
DE&I and human capital	**Enterprise risks**

Enterprise Risk Management

U.S. Venture's Enterprise Risk Management Program supports sustainable business performance by providing a consistent approach to identifying, assessing, managing, and monitoring risks across the organization. The program strengthens governance, resilience, compliance, and stakeholder confidence by aligning risk management with strategic objectives and decision-making.

Senior Leadership owns the program, Risk Owners manage risks within their areas, Internal Audit facilitates the process and provides independent assurance, and the Audit Committee reviews the program annually. U.S. Venture works to reduce adverse impacts, protect reputation, and support responsible long-term growth through regular risk assessments, risk response planning, and ongoing monitoring.

Executive Sustainability Leadership

U.S. Venture's CEO regularly reviews the sustainability initiatives and overall progress to provide insight, direction, and feedback. Throughout the year, the entire SLT is briefed on sustainability topics and initiatives to provide leaders. Individual leaders of each business unit are engaged on sustainability items directly related to their area.

Strategic Action Working Team (SWAT)

The Vice President of Sustainability oversees our Sustainability Program and ESG reporting, working in collaboration with the SWAT, a team of experts from across our business divisions. The SWAT drives sustainability

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improvements throughout U.S. Venture, working to further our progress. Additionally, there are many other valued team members who support us along the way and contribute to U.S. Venture becoming more sustainable day-by-day.

Conflicts of Interest

Our goal is to avoid all situations in which interests may conflict, or appear to conflict, with company business interests. Annually, board members and senior leaders are surveyed about potential conflicts of interest. Their responses are reviewed by the Board's Governance Committee. Our Code of Business Conduct and Ethics instructs team members about common situations that could cause a conflict of interest and encourages them to report potential conflicts of interest to their manager or to a Legal & Regulatory Services (LRS) Department attorney.

Code of Conduct

The success of U.S. Venture and its companies is due to talented team members always trying to do the right thing for the business, their fellow team members, and the community. The result is a reputation we are all proud of and are inherently committed to protecting. As part of that commitment, we recognize through our written Code of Business Conduct and Ethics ("Code") the values we live by every day. Ethics is defined as those moral values that guide an individual and organization. At U.S. Venture, one of our core values is caring relationships. This means treating each other, our customers, and business partners with respect and honesty. It means adhering to the highest standards of conduct every day as we work together to grow our business. This value is rooted in the high principles established by our company founders and is a key reason for our success today.

Our Code is a company-level internal control that addresses expected behaviors on the job and in conducting business, as well as outside the workplace. These guidelines are a compass that help to ensure we continually move in the right direction and are doing the right thing to maintain our standards and proud reputation. Code content is periodically reviewed and updated, as needed, with changes approved by the Board.

The Code applies to every U.S. Venture and subsidiary, team member, officer, and the Board of Directors, without exception. Although the Code deals with major areas of concern, it also recognizes that other situations not covered may arise. Therefore, all who are subject to the

Code are expected to exercise best judgment and discretion, while keeping in mind the high standards to which U.S. Venture is committed.

In addition to the Code, U.S. Venture has other detailed policies and procedures in effect. Company policies are posted for viewing on U.S. Venture's intranet site. Team members are instructed to read, understand and comply with all applicable policies or procedures, and to raise ensuing questions with their manager, People Resources, or the LRS Department. Team members complete code of conduct training annually.

Team members are also instructed to be diligent in protecting U.S. Venture's assets by supporting and maintaining a strong system of internal controls through a process that integrates activities, attitudes, policies, systems, and resources to provide reasonable assurance that U.S. Venture will achieve its objectives and mission. Internal controls help to ensure reliable financial reporting, prevent loss of resources, ensure compliance with laws and regulations, and avoid damage to reputation and other consequences.

While all of us at U.S. Venture are responsible for company ethics and integrity, our CEO, Eric Kessenich, sets the tone and tenor for the whole organization. Therefore, compliance starts at the top with his commitment to act according to the Code. Managers follow and are responsible for Code and procedure enforcement within their divisions. The Chief People Officer and Chief Legal Officer, in turn, monitor Code compliance by company executives and managers and the steps they take to enforce the Code within their divisions. Violations are taken seriously and may, at any time, be brought directly to the CEO and/or the Board Committee Chairs.

Economic Performance and Disclosures

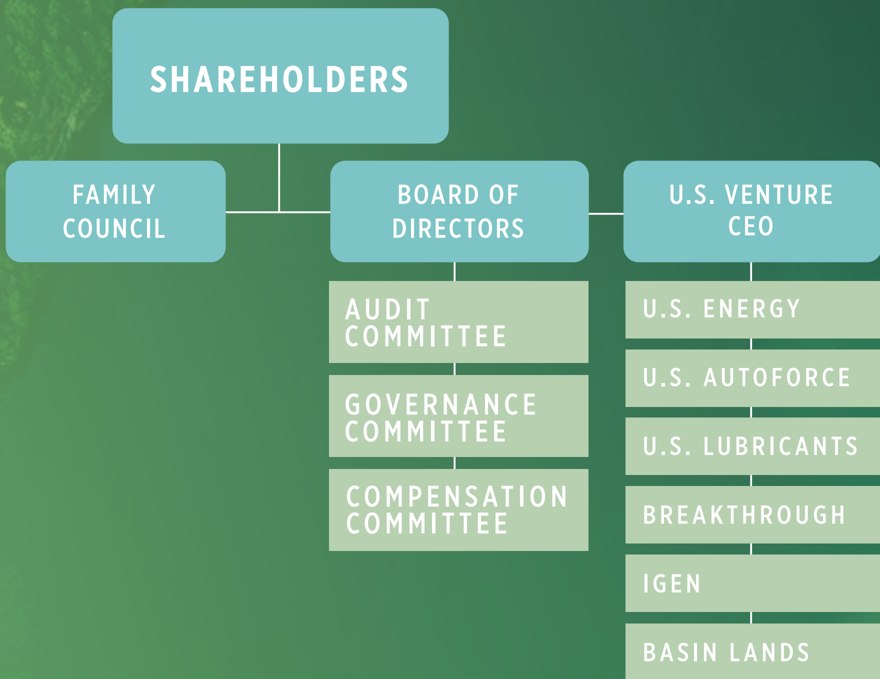
U.S. Venture is committed to providing economic value to our shareholders and other stakeholders such as our customers, vendors, lenders, and the communities in which our team members live and work. We also commit to providing full, fair, accurate, timely, and understandable disclosure of relevant information to our shareholders, investors, Board of Directors, and financial institutions. We recognize that reporting of financial information requires the highest standard of fairness and honesty. Reporting false or misleading information in internal or external financial reports is strictly forbidden.

We measure economic performance by monitoring key financial metrics of our business operations including, but not solely: Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA); Return on Net Assets (RONA); Return on Equity (ROE); and Free Cash Flow. Good management practices are implemented to facilitate and monitor performance.

For example, U.S. Venture has a monthly rolling forecast process that projects financial performance three to five years into the future. All aspects of our businesses engage in an annual strategic planning process, which includes establishing plans and initiatives by division and shared resource departments. Each initiative includes financial and operational metrics, which are monitored and reviewed regularly to compare actuals to budget. Sustainability metrics, such as energy usage and GHG emissions trends, are also established, monitored, and reviewed. Financial information is closed out monthly and the results are evaluated relative to budget, forecasts, and the prior year. Quarterly, the Board of Directors and the Board's Audit Committee review the results. Finally, annually U.S. Venture engages one of the "big four" accounting firms to audit our financial statements against generally accepted accounting principles (GAAP), which are a common set of accounting rules, standards, and procedures issued by the Financial Accounting Standards Board (FASB).

Our Governance

We live for the pursuit of bold ideas, making a positive impact, and achieving our full potential. Our work inspires us to Find a Better Way to change the world.



Tax Management

"Tax" at U.S. Venture and its subsidiaries includes income tax, incentives and credits, sales and use tax, motor fuel excise taxes and fees, and property tax. We manage tax through efforts that maximize tax benefit and minimize tax risk, while complying with legal requirements. Accordingly, our tax and business team functions work together to identify tax incentives for projects that support sustainable solutions. Bolstered by various federal and state tax credits, and other incentives, U.S. Venture is proudly supporting and implementing alternative energy projects that reduce GHG emissions.

Anti-corruption

U.S. Venture and its subsidiaries are committed to integrity and expect their team members and agents to comply with the anti-corruption and anti-bribery laws of the United States and those of other applicable countries, and to maintain the highest ethical standards of business conduct. Therefore, the company expressly prohibits all team members, officers, and directors from engaging in corrupt behavior such as bribery when conducting domestic or international commercial business. The company will forgo any business that can only be obtained by improper or illegal payments.

Anti-competition

U.S. Venture is committed to avoiding any activity that violates or appears to violate antitrust or anti-competition laws. Team members are prohibited from discussing with competitors any confidential matters that raise anti-competition concerns and are instructed to report to the LRS Department, or through another U.S. Venture reporting option, all incidents of a similar nature initiated by a competitor.

"Speak Up!" Report Violations

All U.S. Venture team members have a voice and responsibility to promptly report conduct that is unethical, improper, illegal, or otherwise violates the Company Code or policies. U.S. Venture encourages all team members, acting in good faith, to "speak up" and report suspected or actual wrongful conduct promptly to their manager, the People Resources or LRS Department. All such information is received with the understanding that no discipline or other retaliatory action will be taken against any team member for simply informing us of a matter reasonably believed to be wrongful. For team members who are uncomfortable about speaking up directly, and prefer to remain anonymous, U.S. Venture offers a confidential third-party "Speak Up Hotline" telephone and web-based service, available 24/7. The Board's Governance Committee receives annual formal updates on ethics and compliance matters.

About this Report

This FY2025 sustainability report primarily covers the period from August 1, 2024, through July 31, 2025. In some instances, content through to the end of 2025 was included for key milestones achieved before the year end. The report provides information about our Wisconsin-based company and covers locations and operations in the United States and Canada.

The report includes forward-looking statements about U.S. Venture's future intentions. Forward-looking statements, which typically can be identified by words such as "will," "aims," "plans," "intends," "expects," and similar terms, are subject to uncertainty and may be reevaluated and revised by leadership. Substantive changes will be communicated in subsequent reports.

U.S. Venture plans to provide updates on an annual basis.

Questions about this report can be directed to

SustainabilityReport@USVenture.com

U.S. Venture, Inc.
222 W. College Avenue,
Appleton WI 54911

(920) 739-6101
USVenture.com