An aerial photograph showing a winding asphalt road that curves through a dense, lush green forest. The road is dark and reflects some light, with white lane markings. A small blue car is visible on the road. The surrounding forest is thick with trees of various shades of green, suggesting a healthy, mature woodland. The overall scene conveys a sense of nature and sustainability.

FINDING A BETTER WAY

2024
SUSTAINABILITY REPORT

U.S. Venture



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From our CEO

At U.S. Venture, our purpose — Finding a Better Way — continues to drive our commitment to sustainability. This commitment is a growing consideration in every facet of our business, from innovative product development and operational efficiencies to taking better care of our team members and meaningful community engagement.



For us, sustainability is a part of our responsibility as an organization. It's a pledge to build a better future for our people, communities, and planet. Over the past year, we've continued to implement energy efficiency and carbon mitigation activities, focusing on conserving natural resources and deepening our impact in fostering well-being for individuals both within our organization and beyond.

Transparency remains central to our approach, and this report reflects that. While we share our successes, you will also find areas that we are developing along our journey. The key is to continue our action today, learn and adapt from our experiences as we go, and gradually transform our business with growth and resilience.

I want to extend my deepest gratitude to every individual and partner who contributes to this vision. To our team members, customers, suppliers, and community allies — your dedication and innovation inspire us to keep pushing boundaries.

As we look ahead, we remain steadfast in our commitment. Guided by the lessons of yesterday and fueled by the promise of tomorrow, U.S. Venture will continue to prioritize sustainability, finding better ways to create a brighter, stronger future.

Thank you for joining us on this vital journey.

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

A handwritten signature in black ink, appearing to read 'Eric Kessenich'.

About U.S. Venture

Established in 1951

U.S. Venture stands at the forefront of innovation — leading the distribution of renewable and traditional energy products, lubricants, tires, parts, and using data-driven insights to manage energy and information in the global movement of goods.

U.S. Venture delivers creative, sustainable solutions to give our customers a competitive edge, and embraces a spirit of innovation as we explore new technologies and look to the future. Our culture is rooted in a deep commitment to giving back to the communities in which we live, work, and play, through charitable giving, volunteerism, and advocacy. Through the values lived by our businesses, U.S. Venture relentlessly pursues new ways to drive business success while being steadfast in our commitment to making the world a better place.

Our Purpose

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



4,600+
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 7/31/2024

Our Businesses



Leading provider of refined products, alternative fuels, and environmental credits with an asset portfolio of 35+ refined product terminals, 40 renewable natural gas development projects, and one forestry project generating carbon credits.



U.S. AutoForce brings more than 70 years of experience as an industry leader in the distribution of tires, undercar parts, and lubricants to independent tire retailers, auto repair shops, and automotive dealerships. Leading independent tire distributor with over 70 distribution centers serving customers in 47 states.



U.S. Lubricants is a fluid solutions provider offering a wide range of lubricants, coolants, and other products for automotive, manufacturing, and heavy-duty customers. Distributing 12 million gallons of lubricants annually through 7 bulk supply centers. Blending 4.5 million gallons annually through 4 blending facilities.



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 \$28 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.



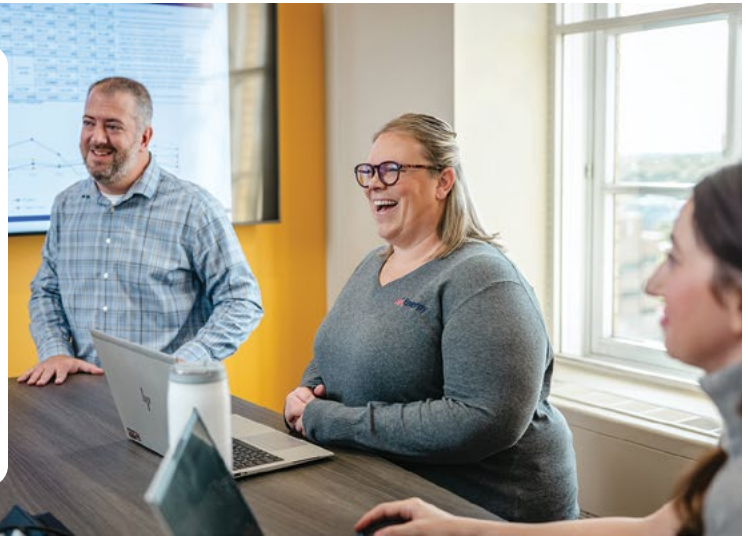
IGEN is an excise tax software provider with 30+ million tax transactions calculated and 42,000 returns & reports filed annually. 600+ forms are fully automated.



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

“Finding a Better Way isn’t about settling for the first solution — it’s about fostering a culture of trust, support, and relentless improvement. Together, we empower each other to grow, adapt, and solve problems in ways that move us all forward.”

» Haley Johnson, U.S. Venture



Our Culture and Values

How ‘Finding a Better Way’ Guides Everything We Do

Our purpose, **Finding a Better Way**, drives everything we do. It inspires us to think innovatively and push boundaries. It fuels creativity, strengthens collaboration, and empowers us to go the extra mile. It’s not just a concept — it’s the foundation of our growth and collective success.

Rooted in our differentiating values — Caring Relationships, Entrepreneurial Spirit, High Performance, and Strategic Foresight — Finding a Better Way shapes how we serve our customers, collaborate with one another, and uplift our communities. It drives us to dream ambitiously, break new ground, and exceed expectations every single day.

“Working for a company that aligns with your values makes all the difference. At U.S. Venture, they truly practice what they preach — giving back to the community and genuinely caring for their team members. You can see it and feel it every day. My role lets me connect with people across divisions, and those caring relationships are at the heart of everything we do here.”

» McKenzie Clemons, U.S. Lubricants

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 build trust and 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.

We believe our unique combination of innovation and risk mitigation empowers us to Find a Better Way.

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.

We create our road map to win by considering possibilities beyond our normal line of sight.

HIGH PERFORMANCE

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

We own the challenge to deliver exceptional performance and dare to be the very best in the marketplace.



“Finding a Better Way isn’t just a saying; it’s a mindset. By challenging assumptions, applying innovation, and bringing in expertise, we ensure that every decision is purposeful, safe, and effective. It’s not just about getting the job done — it’s about doing it right for the long term.”

» Troy Fontana, U.S. Energy

Integrating Sustainability at U.S. Venture

At U.S. Venture, sustainability is more than a goal — it’s our commitment as responsible global citizens. We’re focused on reducing our carbon footprint, conserving vital natural resources, and creating a healthier, more sustainable future.

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 2025, U.S. Venture retired credits that supported over 90,000 MT of impact. By the end of 2025, U.S. Venture will additionally retire over 95,000 MT of impact through credits.

The Breakthrough team took this one step further, retiring avoidance credits from U.S. Venture’s own Mississippi River Island project that match their scope 1 emissions and the emissions associated with their cloud computing activities.

Starting with fiscal year 2024, Breakthrough and U.S. Lubricants used renewable energy credits (RECs) from a Wisconsin solar project to match their overall electricity footprint, making both companies’ electricity 100% renewably purchased. Breakthrough and U.S. Lubricants plan to continue this activity for future fiscal years.

Key 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 caring culture, promoting initiatives that improve quality of life in the communities we serve.



Investing in a Clean Energy Future

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



Protecting and Conserving Resources

From being mindful of waste to conserving resources, we operate with stewardship at the heart of our practices.



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, U.S. Venture



Product Offerings

Energy Solutions

Electric Vehicle (EV) Charging with Volt Vault®

Solving for EV charging infrastructure 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 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.

U.S. Energy's Volt Vault product line provides charging up to 175kW in its Level 2, Level 3, and Flex models. This enables fleets to select the configuration that best suits their current and future charging needs. Each Volt Vault unit can be deployed in just four months: from the start of manufacturing through commissioning and permitting. To date, Volt Vault units have been deployed across six states — maintaining 99.9% charging uptime and reliability.

Renewable Natural Gas (RNG)

U.S. Energy is a leader in the development and marketing of renewable natural gas. Its portfolio of 45+ owned projects and offtake agreements across the United States capture methane from wastewater, landfill, food waste, and dairy waste streams and upgrade it into pipeline grade natural gas. RNG is a drop-in fuel that can displace fossil natural gas in both transportation and voluntary applications — reducing emissions and helping organizations meet their sustainability goals. U.S. Energy dispenses RNG at 180+ transportation outlets across the country, supplies it into heating/cooling and utility applications, and partners with organizations using the gas in feedstock markets.

Renewable Diesel

Renewable diesel is created by processing feedstocks (such as virgin vegetable oils, animal tallow, and used cooking oil) until they're nearly chemically identical to conventional diesel fuel. For fleets already operating diesel-powered vehicles, it can be used as a drop-in fuel. U.S. Energy is focused on growing renewable diesel distribution. In 2024, U.S. Energy distributed over three million gallons and continues to expand its capabilities in both scale and geographic reach, serving California and beyond.

Biofuel Blends

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.

Traditional Fuels

Over the course of 70+ 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.

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.



U.S. Venture Island Carbon Project

Located along the Mississippi River, we're generating a proprietary supply of carbon credits through **Improved Forest Management** efforts at three islands.

In addition to its curated project portfolio, U.S. Venture has developed its own Improved Forest Management (IFM) project. While forests are often managed to maximize short term timber profits, IFM projects prioritize long-term forest health and inventories. This project provides carbon sequestration, recreational opportunities for nearby residents, habitat protection for wildlife and biodiversity, water quality protection, and reduced soil erosion. It also ensures sustainable forest management in an area with a history of aggressive timber harvesting.

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, including Center for Resource Solutions (CRS) and Green-e® certifications.

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

Carbon Management Solutions

CleanMile

CleanMile is an end-to-end, data-driven information technology solution enabling shippers to reduce transportation lifecycle emissions. It is enabled by the same client data that brings value in both energy and freight management solutions for Breakthrough clients, making it a seamless tool to track, plan, and execute sustainability objectives within transportation networks. CleanMile is also a Global Logistics Emissions Council (GLEC) Framework accredited tool. The GLEC Framework was developed by the Smart Freight Centre (SFC) to harmonize the calculation and reporting of logistics-related GHG emissions across multi-modal supply chains and is becoming a common preference and often a requirement from shippers.

In FY2024, over 25% of total miles from Breakthrough clients are running through the CleanMile program with a growing number of shippers using it as their preferred choice to make transportation decisions with sustainability as a part of the equation. In 2024, Breakthrough added marine emissions accounting into the tool and is expanding beyond North America to become a global emissions tool in 2025.

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 19% eventually ending in landfills, where they can pose significant environmental, safety, and health problems. 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. An example of this is our investment into Mycocyclus, 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.

Ethylene Glycol

U.S. Lubricants is expanding their value-adding services in the lubrication space with the distillation and distribution of ethylene 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. Ethylene glycol operations are currently scaling up in Houston, TX and Charlotte, NC sites with the plan to continue expansion 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.

Accelerating Our Operational Efficiency and Sustainability

FY2024 marked a time of continued growth of our internal environmental sustainability program. Our journey is one that is supported by team members from across our businesses and corporate support groups as well as trusted industry partnerships. We look to find ways to conserve energy and resources, improve our operations to reduce emissions, and learn lessons along the way to enhance the momentum of our program. See next page for our progress from FY2024.

Efficiency in Our Improvements with Energy Assessments

Continuing to look at our company through the lens of energy use and operational practices leads to more impactful sustainability results. In FY2024, our team rolled out energy assessments across six facilities to better understand our opportunities to manage the cost, consumption, and associated emissions of our operations. These assessments were completed across various facility types from three of our businesses; U.S. AutoForce, U.S. Energy, and U.S. Lubricants. To learn about the best fit for our company, we partnered with our utility companies, local energy programs, and trusted business partners to carry forward this work. The initial results brought back a list of impactful equipment or operational considerations to improve our facilities, many with instant or two- to three-year payback periods. In nearly every case, an immediate inefficiency was found and corrected.

Moving forward, we will continue to use energy assessments as a strategic tool to identify improvement areas and prioritize larger investments to reduce our footprint efficiently. We will also look to apply lessons learned from our assessed facilities to other parts of our network to scale our progress.

Going Green with LED Lighting Conversions

Whether it's moving into a facility or looking for improvements at our existing sites, current generation LEDs are the default choice for lighting. Current generation LED lights improve our safety and operations as well as bringing up to 75% improvement in energy efficiency and associated emissions from prior technologies. These new lighting systems bring longer lifespans and improved reliability to reduce maintenance considerations.



» **“New LED lights at our Spartanburg, SC terminal have significantly improved our energy efficiency, visibility, and safety.”**

In FY2024, we successfully implemented over 10 LED lighting projects across fuel terminals, lubricant facilities, and tire distribution warehouses. For nearly every project, we partnered with our installation partner or directly with utilities to tap into energy efficiency incentives to also “go green” financially.

On-Site Solar Expands at U.S. Energy and U.S. AutoForce with Faith Technologies, Inc. (FTI)

On-site solar projects are a great example of how both building experience and learning lessons continue to help us find a better way at U.S. Venture. In FY2024, we implemented solar projects at two locations in order to lower our reliance on grid electricity through renewable energy. These include the first solar project within U.S. AutoForce at the West Allis, WI, warehouse and the first U.S. Energy fuel terminal solar project in Fort Worth, TX.

Alongside these new projects came the development of internal modelling capabilities that allow us to analyze the performance of our solar arrays and evaluate future opportunities. Both projects were in partnership with FTI, a Wisconsin-based leader in sustainable energy solutions.

At West Allis, over 400 MWh of renewable electricity was generated throughout the year. **Solar energy reduced the facility's reliance on grid electricity and the associated emissions by more than 40% compared to the prior fiscal year.** The 125kW-DC system in Fort Worth was operational for roughly half of the year, allowing the facility to avoid about 20% of grid electricity use compared to the same time period of the previous fiscal year.

Growing Our Use of Renewable Diesel in the U.S. AutoForce Fleet to Lower Our Emissions

Our U.S. AutoForce fleet continues to expand the use of renewable diesel in the California market. In FY2024, our fleet consumed over 280 thousand gallons of renewable diesel, which is more than a 115% increase from the prior year. Renewable diesel is a drop-in fuel to our conventional diesel vehicles, allowing us to seamlessly integrate it into our operations. This fuel is near-chemically identical to conventional diesel but is sourced from renewable sources like soy oil, animal fats, or used cooking oils. The U.S. AutoForce team will continue to explore other geographies and other biofuels to manage our environmental impact.



“The West Allis project was a great representation of U.S. Venture’s culture in action — a collaborative effort that brought value to our team, customers, and community through strong partnerships and expertise. Working alongside West Allis’ local leadership was incredibly rewarding, as they fully embraced the benefits of the project. The insights, data, and experience gained have not only strengthened our team but also positioned us to successfully execute similar initiatives at other facilities in the future.”

» James Fenlon, U.S. AutoForce

Boiler Replacements at U.S. Lubricant’s Baltimore Facility

The center of energy use at U.S. Lubricant’s blending facilities are the boiler systems, which support the heating needs for multiple processes within the site. Our Baltimore, MD, site has grown its activities to become the most active site within U.S. Lubricants. A pivotal step in accomplishing this growth was replacing outdated boilers with new, higher efficiency equipment. The new system reduces the sites consumption and associated emissions from natural gas and offers potential to continue efficiency improvement with optimization activities as operations expand.

U.S. Energy’s Vapor Recovery Unit (VRU) Brings a Better Way to the North Augusta, SC Terminal

In the process of filling tanker trailers at our terminals, which deliver fuel to local gas stations and truck stops, fuel vapors from the trailer need to go somewhere. The two main options: combust the vapors or capture and condense them to turn the vapors back into a usable product.



In January 2024, our North Augusta, SC terminal installed a VRU to improve our efficiency and environmental footprint. This system captures fuel vapors and has been tested at a 99.9% efficiency rating. The current Vapor Combustion Unit (VCU) is put into backup mode in case it is needed as a secondary option. Roughly half of our fuel terminals now have VRUs, continuing to drive forward our sustainability and operational excellence.

How Breakthrough is Driving Sustainability in the Workplace and Beyond

Our Green Bay, WI office continues to make sustainability part of their everyday office life. This team member-led effort includes initiatives to reduce waste, increase recycling efforts, limit single-use kitchenware, and the launch of a food waste reduction program in FY2024. In addition, the team brings education to the building for sustainability practices both at work and at home. This education also includes bringing visibility to volunteering efforts in the community.

Within business operations, Breakthrough's move to cloud-computing with Google Cloud Platform (GCP) continues to make a significant impact on our environmental footprint.

Since the move from physical servers to GCP in FY2022, Breakthrough has reduced its emissions associated with computing by over 90% while growing their market impact with fuel, freight, and sustainability solutions for customers.

Growing the Awareness of Water Use at U.S. Venture Facilities

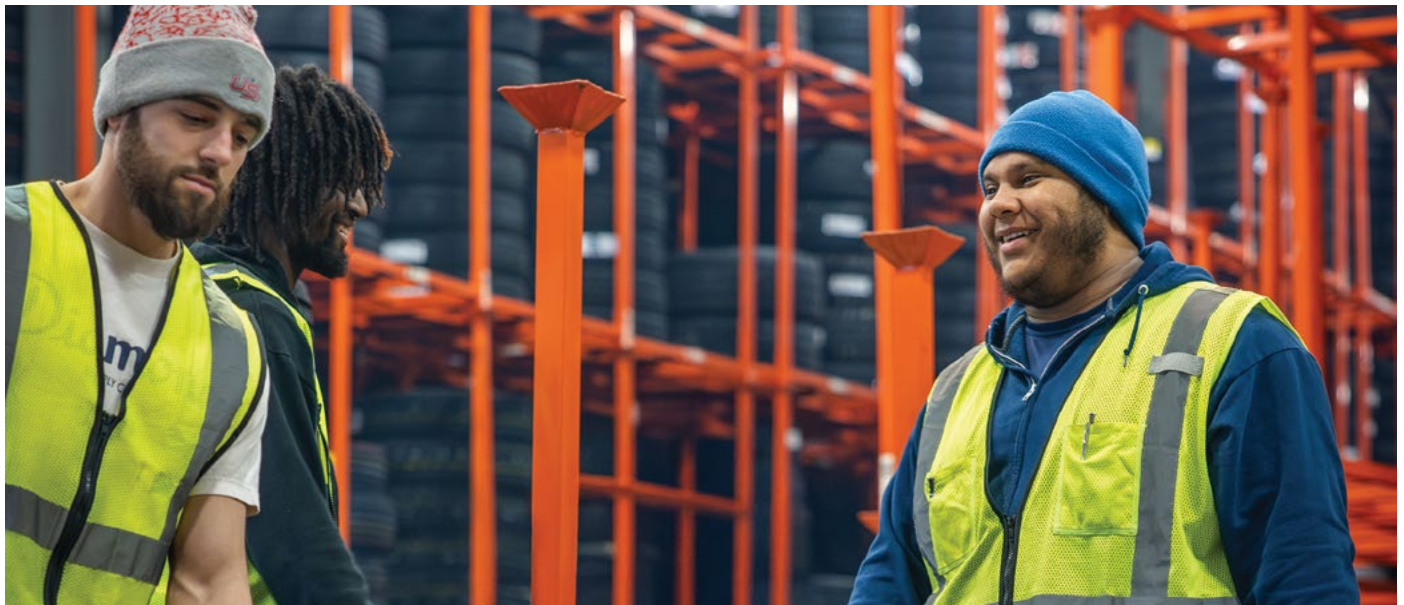
In FY2024, U.S. Venture began recording water use at various locations across each business unit. In total, water use was measured at 81 locations. At these locations, U.S. Venture consumed more than 14 million gallons of water. Going forward, U.S. Venture will continue to track our water use to further learn about our water footprint. In the future, we will implement processes to surface anomalous water activity and work with facilities to understand the behavior and take action if an inefficiency exists.

Looking ahead to FY2025

U.S. AutoForce plans to roll out battery electric cargo vans into our operations in California.

U.S. Energy plans to install a solar array at our Green Bay fuel terminal in addition to introducing heat pumps to improve HVAC at several fuel terminal offices across Wisconsin.

Breakthrough plans to implement an electronic recycling program for team member's personal equipment.





Greenhouse Gas Emissions

Greenhouse Gas (GHG) Emissions

U.S. Venture continues down the path of creating greater visibility in identifying, monitoring, and ultimately reducing our 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.

In FY2024, U.S. Lubricants and Breakthrough procured renewable energy credits to cover 100% of their purchased electricity. These RECs are generated from the Wood County Solar Project. This Wisconsin-based project came online in late 2022.

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 anaerobic 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.



Stationary Source Energy Use					
Stationary Source Energy	Unit	FY2023	FY2024	Change +/-	Change %
Electricity	MWh	50,460	53,800	+3,340	+6.6%
Electricity - Purchased RECs	MWh	0	1,640	+1,640	-
Natural Gas	Thou. Cubic Feet	182,760	192,360	+9,600	+5.3%
Propane	Gallons	80,860	150,170	+69,310	+85.7%
Total Scope 1 & 2 Stationary Source Energy Emissions (Location-Based)	MT CO ₂ e	32,930	34,033	+1,103	+3.3%
Total Scope 1 & 2 Stationary Source Energy Emissions (Market-Based)	MT CO ₂ e	32,930	33,306	+376	+1.1%

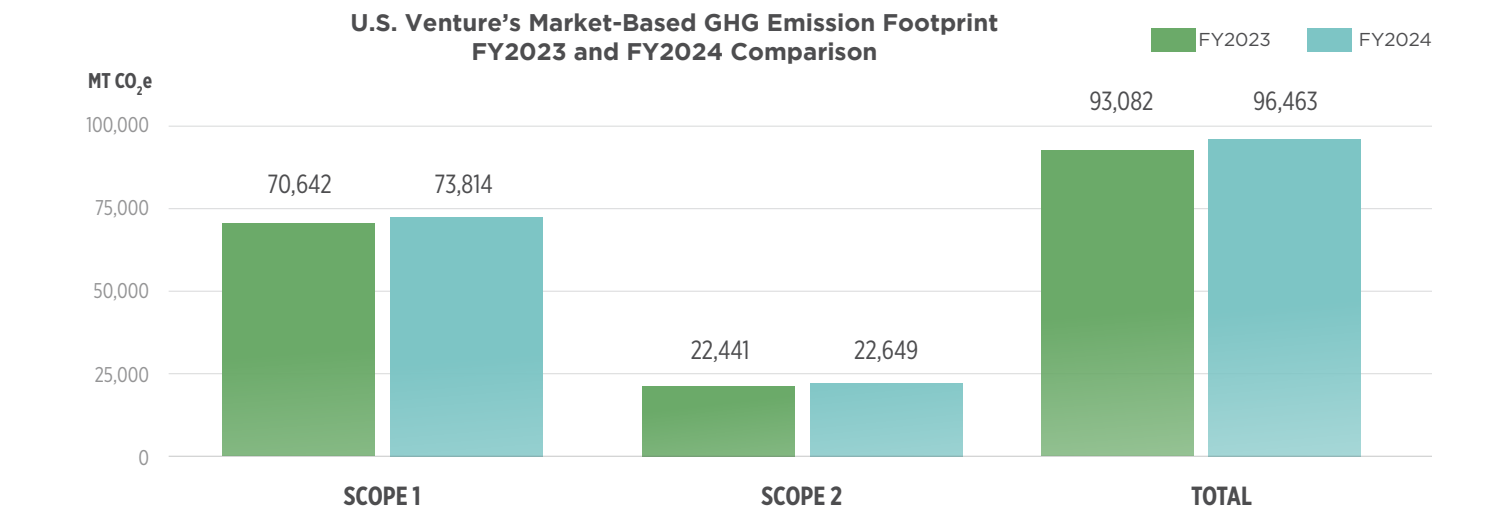
Mobile Source Fuel Use					
Fuel Type	Unit	FY2023	FY2024	Change +/-	Change %
Gasoline	Gallons	1,314,209	1,084,135	-230,074	-17.5%
Diesel	Gallons	4,058,138	4,331,957	+273,819	+6.7%
Jet Fuel	Gallons	31,404	45,194	+13,790	+43.9%
Renewable Diesel	Gallons	132,075	284,719	+152,644	+116%
Total Scope 1 Mobile Source Emissions	MT CO ₂ e	59,266	61,750	+2,484	+4.2%

FY2024 GHG Inventory Emissions by Source Categories			
Scope	Emission Source	Emissions MT CO ₂ e	Pct. of Total Emissions
Scope 1	Facility Energy Use - Natural Gas	10,482	11%
	Facility Energy Use - Propane	903	1%
	Mobile Emissions	61,750	64%
	Fugitive Emissions	14	>1%
	Methane from Anerobic Animal Wastes Digestion	665	1%
Scope 2	Purchased Electricity	22,649	23%
Total Scope 1 & 2 GHG Emissions (Location-Based)		96,463	100%
Biogenic CO₂ Emissions	CO ₂ from Anerobic Digestion of Animal Wastes	6,469	-
	CO ₂ from Renewable Diesel	2,160	-

Total Scope 1 & Scope 2 (Location-Based) GHG Emissions Inventory FY2023 and FY2024 Comparison				
Metric	FY2023 MT CO ₂ e	FY2024 MT CO ₂ e	Change +/-	Change %
Scope 1 GHG Emissions	70,642	73,814	+3,172	+4.5%
Scope 2 GHG Emissions	22,441	22,649	+208	+0.9%
Total Scope 1 & 2 GHG Emissions (Location-Based)	93,083	96,463	+3,380	+3.6%
Biogenic CO ₂ Emissions from Anerobic Digestion of Animal Wastes	5,850	6,469	+619	+11%
Biogenic CO ₂ Emissions from Renewable Diesel	1,004	2,160	+1,156	+115%

Emissions Data for Six Major Greenhouse Gases		
GHG	FY2024 Emissions MT	FY2024 Emissions MT CO ₂ e
CO ₂	94,959	94,959
CH ₄	33.1	828
N ₂ O	2.2	662
HFCs	0.008	14
PFCs	0	0
SF ₈	0	0
Biogenic CO ₂	8,629	8,629

Division	Scope 1				Scope 2		Total		Biogenic CO ₂
	Stationary Source	Mobile Source	Fugitive	Biogenic (CH ₄)	Electricity (Location-Based)	Electricity (Market-Based)	Total (Location-Based)	Total (Market-Based)	
Breakthrough	72	0	0	0	219	0	291	72	0
IGEN	15	0	0	0	46	46	61	61	0
U.S. AutoForce	6,442	53,052	10	0	8,253	8,253	67,757	67,757	2,160
U.S. Energy	3,644	6,924	0	665	12,945	12,945	24,178	24,178	6,469
U.S. Lubricants	875	1,329	4	0	509	0	2,717	2,208	0
U.S. Venture	337	445	0	0	677	677	1,459	1,459	0
Total MT CO ₂ e	11,385	61,750	14	665	22,649	21,921	96,463	95,735	6,854



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.

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.





Supporting Our Team Members

Our Programs:

Retirement planning

Flexible Spending and Health Savings Account options

Short-term and long-term disability

Vacation, personal holidays, and volunteer paid time off

Caregiver and Family Medical Leave Act (FMLA) time off

Gender transformation coverage

Domestic partner benefit options

Medical, prescription drugs, dental, and vision coverage

Critical illness, accident, and legal plan coverage

Military leave of absence and training pay

Savings on retail, entertainment, services, and more

Program Spotlight: 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 and easing financial stress.

Designed to enhance financial well-being, MyFlexPay offers powerful tools to help take control of finances. Features include flexibility in accessing wages, budgeting assistance, and emergency savings options, all working to prevent late fees, overdraft charges, and reliance on predatory payday loans empowering our team members to control a healthier financial future.

Financial Future

We want our team members to be financially strong and save for retirement. Our 401(k) plan gives team members the opportunity to save for retirement either on a pre-tax or after-tax basis. Team members can defer 1% to 90% of their total pre-tax pay up to the current IRS limit, with

zero waiting period to begin saving. U.S. Venture contributes to team member savings a time-vested match of up to 6% of their eligible wages. In addition, we make an annual 100% vested retirement contribution to team members of 3% of their annual eligible wages, up to the IRS limit. U.S. Venture partners with Francis LLC, a registered investment advisor group, dedicated to providing independent investment consulting and education services to offer team members individualized advisory services upon request.

“ I had no idea that talking to a financial planner could be beneficial even when I didn’t have much for savings. The Francis LLC planner was non-judgmental and helped me create an action plan to improve my credit score. ”

» U.S. Venture team member

Pension and Investments “Innovator of the Year” award for 401k

U.S. Venture won the 2024 Excellence and Innovation Award from Pensions & Investments Magazine for our retirement plan design. This award highlights our dedication to fostering caring relationships through the support of our team members’ diverse financial well-being needs.

The recognition was based on our use of auto-boost and auto-escalation, designed to ensure that team members save for retirement effortlessly. In addition, they commended the various communication channels we use to reach and educate our team members. By leveraging resources and tools provided by our partners, T. Rowe Price and Francis, LLC, we strive to ensure that every team member feels supported throughout their unique financial journey.

“**This achievement highlights our cross-functional team’s unwavering dedication to enhancing the financial wellness of our team members and supporting them at every step of their journey. We remain dedicated to continually exploring new ways to meet our team members’ needs.**”

» Steph Paulson,
VP of Total Rewards, U.S. Venture

HealthSmart

To encourage the importance of routine healthcare, we offer a free, annual personal health assessment (PHA) to all team members and spouses. Team members that elect to enroll in the U.S. Venture medical plan are eligible to earn wellness credits to offset their premiums. In addition, we provide access to wellness platforms that combine the use of education, social interaction, rewards, wearable fitness devices, and mobile apps to promote healthy lifestyle habits. Wellness programs are offered to foster social, mental, and physical well-being at work and at home. Highlights include:

Pelago tobacco and substance use management program

Health coaching

Mental health first aid training

Noom weight management program

Personify health interactive wellness program

Employee assistance program

Offers six free visits per issue, per year for team members and dependents

Healthy associate reimbursement program

“**Joining Noom has been a life-changing experience for my family and I. I’ve lost 60 pounds, my biometrics have improved across the board, and my overall health has never been better. My wife’s progress is incredible too, with a 25-pound weight loss, and even our daughter has achieved amazing results. It’s not just about the numbers; it’s about how we feel, and the positive changes we’ve made together as a family.**”

» Bradley Price, U.S. AutoForce

NOOM

2024 | all time

- Total enrolled: **321** | 1,204
- Total engaged: **219** | 1,112
- Total pounds lost: **2,962**
- Total participants who lost weight: **365**

PERSONIFY HEALTH

U.S. Venture | benchmark

- TM Enrollment: **38%** | 48%
- TM Engagement: **36%** | 45%
- # of interactions: **923.2K** | 952.3K

PERSONAL HEALTH ASSESSMENTS:

1,913 PARTICIPANTS IN 2024

Participation in 2024 was improved by 10.1% compared to 2023 participation numbers

Hinge Health

Hinge Health is a digital clinic focused on helping people manage and relieve joint and muscle pain through personalized exercise programs and virtual support. U.S. Venture began offering this service to team members as an effective way to help team members regain confidence in their mobility.

FY2024 Stats:

- Total enrolled: **219**
- Total engaged: **4.5%** (target 3.75%)
- Pain reduction: **34%**
- Projected Savings ROI: **2.2x**

“**I tried Hinge Health because I had back surgery in 2020 and wanted to avoid future injuries. Hinge Health has helped me warm up for workouts and reduce soreness after. I feel my best when I complete the stretches in my daily playlist.**”

» Matt Muenster, Breakthrough

Healthy Associate Reimbursement Program

The Healthy Associate Reimbursement Program offers team members annual reimbursement of up to \$250 for eligible well-being expenses. This includes, but is not limited to, health club memberships, wearable fitness trackers, home fitness equipment like outdoor bicycles, and more. **In 2024, U.S. Venture reimbursed over \$89,000 in well-being expenses.**

Pelago

Pelago's virtual clinic offers personalized substance use care for members wanting to cut back, stop, or otherwise manage their tobacco, alcohol, opioid, and cannabis use. U.S. Venture offers this program at no cost to all team members. Spouses and dependents aged 15+, that are enrolled in the company medical plan, are also eligible at no cost.

PELAGO

Total enrolled | enrollment rate vs. benchmark

- Tobacco: **36 | 12.7%** vs. 6%
- Alcohol: **33 | 5%** vs. 5.1%
- Opioid: **7 | 11.3%** vs. 2.4%
- ROI: **7 to 1**

Fitwel 3-Star Certification for Our New Headquarters

U.S. Venture worked hard to design our new headquarters (coming in 2026) with a positive impact for our team members and the community. Through this work, we earned the prestigious Fitwel 3-Star Rating for our new corporate headquarters in fall of 2024. This recognition celebrates our commitment to creating a healthy, sustainable, and community-centered workplace.

- ✓ **Health centric design:** The new office design incorporates features that promote physical activity, mental health, and overall wellness, including access to mothers rooms, dedicated quiet spaces, ergonomic workstations, ample natural light, and a drop spot for bicycles to support a healthy commute into the office.
- ✓ **Sustainability in action:** Plans include energy-efficient systems, waste reduction strategies, and sustainable materials to minimize our environmental footprint.
- ✓ **Team member well-being:** Office design prioritizes the well-being of our team members, offering amenities such as fitness facilities, healthy food options, and wellness programs.



2024 Excellence in Wellness Award Winner

In 2024, U.S. Venture was recognized by Marquee Health as one of 25 organizations, selected from over 1,800 evaluated companies, to receive the inaugural Excellence in Wellness Award for the second consecutive year. This award acknowledges organizations that have implemented innovative and effective wellness programs, policies, and initiatives that positively impact the physical, mental, and social well-being of their team members.



U.S. Venture's Commitment to People Shines with Fifth 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.

“ This certification reflects the heart of who we are as a company — a community that prioritizes trust, collaboration, and the well-being of every team member. We are honored by this recognition and inspired to continue improving our culture every day.”

»» Lori Hoersch, U.S. Venture

* Wellness numbers reflected are for the 2024 calendar year unless otherwise noted.



Working 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 21 years, Deloitte has been celebrating and recognizing 75 of the largest and most successful private companies in Wisconsin with rankings determined by several factors including team member engagement, corporate giving, and revenue. In 2024, 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

To help ensure that our team members receive competitive compensation, we've established a systematic approach. This includes deploying sophisticated tools like a salary survey aggregator and a geographic assessor. These resources assist us in evaluating and adjusting pay scales, salary grades, merit procedures, short-term incentives, and market-based salary changes.

U.S. Venture offers paid personal days, sick time, bereavement, caregiver leave, and personal paid time off to ensure a healthy work-life balance. In addition, to serve our communities, team members receive eight hours of "volunteer" paid time off.

We support our team members in fulfilling civic duties by offering pay for jury duty service, as well as providing military leave of absence and training pay for those serving our country.





Our Commitment to Learning

At U.S. Venture, we do more than support professional development — we prioritize creating a culture of continuous learning. Our goal is to equip our people with the tools they need to grow, thrive, and excel.

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

Additionally, we ensure compliance by offering essential annual training, such as sexual harassment prevention and our code of conduct and ethics training.

“**The leadership team has consistently supported my growth by encouraging participation in impactful training programs like Aware, Confident Cohort, Power BI, and Lean FVTC. These opportunities have not only enhanced my professional development but also instilled the confidence to apply my newfound knowledge meaningfully. This culture of continuous learning fuels my drive to innovate and contribute to the organization’s progress, and I’m thrilled to be part of a team that values growth, ingenuity, and making a difference every day.**”

» Meghan Beeber, U.S. Venture

TOTAL ESTIMATED LEARNING HOURS IN 2024:
145,428

Coursera: Unlocking Learning Potential

Coursera is the leading online learning platform that connects our team members to courses and content from top universities and companies around the world. Through our platform, team members gain access to thousands of U.S. Venture-sponsored courses, video lessons, guided projects, and professional certifications directly on the LMS helping expand skills all in one place.

For Coursera:

- 796 courses completed in **Calendar Year 2024**
- 5,324 hours spent learning on Coursera in **Calendar Year 2024**
- 819 courses completed in **FY24**
- 5,451 hours spent learning on Coursera in **FY24**

“**Coursera has been a game-changer for my personal and professional growth. From HR and management to Salesforce and Six Sigma, and even energy topics I explored just out of curiosity, the platform offers something valuable for everyone. What truly stands out is the chance to learn alongside a diverse global community that enriches the experience with unique perspectives and insights.**”

» DJ Heidtman, U.S. AutoForce

Tuition Reimbursement Program

At U.S. Venture, we believe in empowering our team members to grow and excel. That's why we offer a tuition reimbursement program designed to support continuous education and professional development. By investing in education, we're building a stronger, more skilled workforce, ready to meet the demands of our organizational growth. This program also aligns with our commitment to prioritize internal promotions whenever possible.

“The Rev Up program was incredibly enriching, providing me with the essential tools to become a better leader and advance in my career. The facilitators went above and beyond, and the program far exceeded my already high expectations.”

» Ronald Rios, U.S. AutoForce

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.

Finding a Better Way Learning Series

Empowering Innovation Through Connection

At U.S. Venture, **Finding a Better Way** is more than just a phrase; it's our purpose statement and the framework that drives how we work and innovate. The Finding a Better Way Learning Series was launched in February 2024 with a bold vision — to create a dynamic platform where team members can share ideas, tackle challenges, and learn from one another in new, impactful ways.

This initiative has since evolved into an integral part of our company culture, featuring in-person workshops, monthly learning sessions, and opportunities for collaboration. By connecting our people across functions and locations, the series has become a powerful tool to inspire conversations, amplify voices, and break down silos. It demonstrates that innovation isn't limited to one team or department; it thrives everywhere, in every corner of U.S. Venture.

What makes this series truly special is its origin. It began as an idea from two team members, Rose Grunewald and Jillian Torres, who wanted to spotlight the incredible work happening throughout U.S. Venture. Their initiative has not only highlighted success stories but has also fostered a culture where everyone can find their unique place in driving innovation forward.



» **The *Finding a Better Way* Learning Series continues to lead the way in building a connected, empowered workforce. Together, we're creating a culture where every voice contributes to progress, and where innovation knows no boundaries.**

“**Finding A Better Way is more than a purpose statement — it’s a mindset. At its core, it reflects our commitment to innovation, continuous improvement, and doing work that matters. It’s how we lead with purpose and impact**”

» Rose Grunewald, U.S. Venture

Cultivating Spaces for Everyone

Diversity, equity, and inclusion (DE&I) is more than policies, programs, or headcounts. U.S. Venture is dedicated to building a more diverse and inclusive workplace by finding ways to champion acceptance and equality for every team member. We encourage team members to be true to who they are, recognizing that differences bring valuable perspectives to the table, collectively strengthening our organization and our communities. We are committed to intentionally fostering an inclusive environment where diversity of people and experience drive innovative thinking that accelerates our success and helps make the world a better place. We view diversity as a spectrum of backgrounds, identities, abilities, perspectives, experiences, skills, and collective differences that include not only our team members but our customers and partners as well.

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.

PRIDE
VENTURES

ADAPT
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VENTURES

SERVICE
VENTURES

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UNITED
VENTURES



In 2024, Service Ventures partnered with the talent team to launch a dedicated careers site for veterans. This platform helps veterans seamlessly match their military skills with civilian career opportunities at U.S. Venture. To further inspire and highlight these transitions, the team produced a powerful video testimonial featuring Raul Armenta, a veteran with our U.S. AutoForce division who shared his experiences and how he successfully applied his military expertise to build a thriving career at U.S. Venture. Additionally, the steering committee applied for the Wisconsin Vets Ready Employer Award, recognized by the Wisconsin Department of Workforce Development.

Creating Impact Through **Social Responsibility**

At U.S. Venture, giving back isn't just something we do — it's who we are. For over 70 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 empowering our team members to contribute meaningfully, we're shaping better places to live, work, and play together.

2024 at a Glance:

\$6.61M CORPORATE GIVING
\$5.56M U.S. VENTURE/SCHMIDT FAMILY FOUNDATION & ACT GRANTS DISTRIBUTED
\$4.83M U.S. VENTURE OPEN RAISED TO END POVERTY

TOTAL: \$17M IN PHILANTHROPIC IMPACT

- U.S. Venture/Schmidt Family Foundation granted \$5.37M to 209 nonprofits
- U.S. Venture awarded fifty \$1,000 scholarships to children of team members
- 482 team members logged 7,965 volunteer hours to 295 nonprofits - resulting in U.S. Venture donating \$135,478
- Through our matching program, each team member can donate up to \$1,000 annually through any combination of volunteering and personal donations which U.S. Venture matches
- 1,135 team members personally donated to more than 714 nonprofits which were matched by U.S. Venture totaling \$378,683



Groundswell: Simplifying Giving and Amplifying Impact

Groundswell is a platform designed to enhance the social impact efforts of our team members where they can easily discover nonprofits they're passionate about, take advantage of U.S. Venture's company match program, and donate to causes they care about.

The platform also streamlines the process of logging volunteer hours, making it more efficient for everyone involved. For nonprofits, Groundswell speeds up donation processing and improves fundraising efficiency, enabling them to focus on their mission.

Use Case in Action:

For Dane, a special needs child in Rockford, IL, the Buddy Sports Program has been a significant part of his life. His parents, long-time volunteers with the program, knew they wanted to make their efforts go even further.

At first, Dane's father had been contributing to Groundswell without fully understanding how donations through the company worked. Through U.S. Venture's programs, his \$1,000 contribution was matched, doubling the difference he could make.

Partnering with his coworkers in Rockford, their efforts went beyond just volunteer hours. The combination of matched donations and collective action showcased the power of teamwork and the spirit of giving back. Reflecting on the experience, Dane's dad expressed gratitude for working at a company that not only provides resources for charitable giving but also fosters a culture of compassion and community.

He's already looking forward to rallying his team again this year, hoping to support another meaningful cause close to someone else's heart. For him, U.S. Venture's volunteer match program turned a single contribution into something truly extraordinary.

Working to End Poverty in Northeast Wisconsin



Since 1986, the U.S. Venture Open has raised more than \$70 million and granted \$60 million to end poverty in Northeast Wisconsin.

U.S. VENTURE OPEN 2024 FAST FACTS:

- **1,278** attendees representing **628** partners
- J. J. Keller Foundation, Oshkosh Corporation, ThedaCare, and Thrivent total **\$1.25M** in lead partnerships
- **\$6.6M** in new grants to local nonprofits

*U.S. Venture pays 100% of event expenses so every dollar raised goes to end poverty, benefiting the Basic Needs Giving Partnership.

Global Perspective: Kenya Works & 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 below information is for calendar year 2024:

- **575+** U.S. Venture team members supported VICODEC
- Educated **750** students
- **190+** students at VICODEC and approximately **240** additional students in secondary school and post-secondary school were sponsored by team members, shareholders, and friends
- Fed **4,500** daily at VICODEC, surrounding schools, and outlying areas
- **33,000** girls were provided with Makini Pads allowing them to stay in school along with **7,500** boxers for boys

Grants and Sponsorships

The U.S. Venture/Schmidt Family Foundation 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 events and sponsorships across our footprint, we help expand and elevate meaningful initiatives that align with our mission.

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.

Associates Caring Together (ACT Fund)



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.



“I had no idea I worked for a company where team members step up to support one another through donations. It's incredible to see how much people care about each other here.”

Since its creation, the ACT Fund has helped **303** team members, granting a total of **\$730,000**. In FY2024, the fund distributed **\$184,196 to support 96 team members through challenging times.**

Together, we're building a community that truly cares.

“Every omelet we make to order at Pillars Adult & Family Shelter is a small act of kindness that brings warmth and hope to our neighbors in need. By calling them by name as we serve their food, we create a personal and meaningful experience.”

» Sara Wiegert, U.S. Energy



Valley Packaging Industries (VPI) Partnership

U.S. Venture partnered with VPI to provide vocational student placements. Four students from the Appleton Area School District were given the opportunity to engage in a real-world setting, undertaking meaningful tasks aimed at assisting students with disabilities in acquiring essential skills aligned with their graduation plans.



» 2024 Earth Day

To commemorate Earth Day in 2024, U.S. Venture again partnered with the Arbor Day Foundation to plant one tree on behalf of each team member, a total of 14,000 trees since the inception of this program in 2022. U.S. Venture plans to continue this commitment in 2025.

Nonprofit Partnerships (not exhaustive):



Prioritizing Health and **Safety Every Step of the Way**

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, and while achieving this can be challenging, it is entirely possible through adherence to effective safety systems designed to identify and mitigate potential risks.

Safety is a shared responsibility. Every team member plays a vital role in maintaining a secure work environment by working safely, ensuring the workplace remains hazard-free, and following all applicable safety policies and procedures.

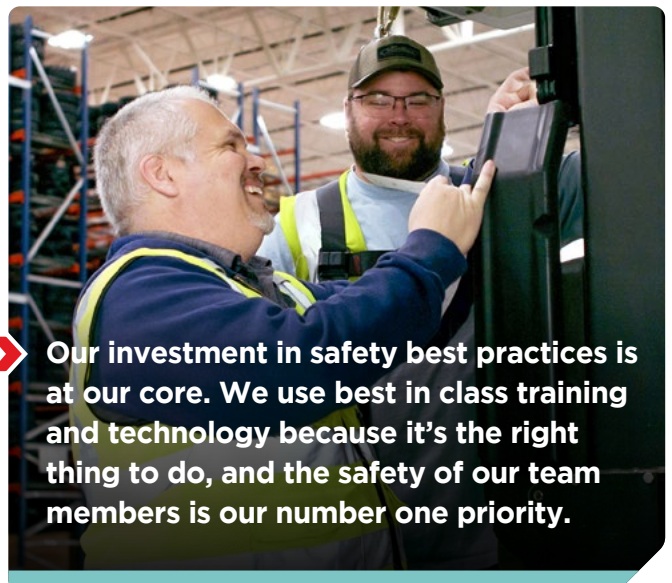
As an employer, U.S. Venture fully embraces its responsibility to lead safety programs, continuously improve their effectiveness, and provide the necessary tools, safeguards, and training to ensure a safe, healthy workplace. We count on every team member to actively support and participate in all safety 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.

In 2024, U.S. Venture launched MedCall, a 24/7 telehealth service designed to provide immediate medical assistance to team members experiencing work-related injuries. MedCall connects injured team members directly to an emergency physician, enabling the fastest possible access to care. This ensures team members can recover quickly and return to full health. If the criteria for care indicate there's no need for an in-office doctor visit, MedCall facilitates direct consultation with an emergency room physician. This approach delivers immediate care, often within a minute, ensuring prompt attention and treatment.



Our investment in safety best practices is at our core. We use best in class training and technology because it's the right thing to do, and the safety of our team members is our number one priority.

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.

Driver Training Programs

In 2024, U.S. Venture implemented a Driver Trainer Program that assigns a dedicated driver trainer to each facility, focusing on training, coaching, and mentoring our drivers. These trainers will provide instruction on PACE driving principles and guide new drivers as they integrate into the U.S. Venture culture.

In 2024, U.S. Venture, Inc., implemented our new driver training program called "PACE." PACE teaches advanced driving principles with the aim of preparing our drivers to be well positioned to avoid traffic incidents. All drivers who operated company-owned, leased, or rented vehicles within U.S. Venture, operating businesses were trained on PACE driving principles at hire and annually thereafter. Training came in the form of Learning Management System (LMS) computer-based training modules and live instruction and evaluation.

Driver Recognition Program

In 2024, a driver recognition program within U.S. AutoForce and U.S. Lubricants businesses was established. The program was made available to all drivers who operated company-owned, leased, or rented vehicles for delivery purposes. It was designed to incentivize safe driving behaviors to ensure the safety of both the drivers and the public. Drivers were rewarded on a quarterly basis for their behaviors, with the potential to earn up to \$1,000 annually.



The driver recognition program had been rolled out to all drivers, representing a \$1.2 million yearly investment. Quarterly payouts reached 82–90%. Whether it drove safer behavior remained to be evaluated.

Mobile Safety is a Priority at U.S. Venture

Backup cameras and in-cab video camera systems are installed on all U.S. Venture delivery vehicles to enhance driver safety and visibility. The backup cameras provide drivers with improved visibility when reversing, while the in-cab video camera system (Samsara) offers insights into driver patterns and behaviors.

This advanced 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.

These systems are essential resources for ensuring the safety and effectiveness of U.S. Venture's fleet and delivery drivers, helping to reduce risks on the road and continually improving safety standards.

Additional Safety Considerations

Fall protection training is conducted by our internal safety team and leverages third-party external experts as needed. This training shows team members how to properly fit, wear, and inspect their fall protection equipment.

Our roadmap for the future includes forming safety committees that will meet regularly to give team members a stronger role and voice in improving safety at their work locations.

Behind the Safety Statistics

At U.S. Venture, safety is more than a number on a spreadsheet; it's a value and commitment through all levels of our organization in everything we do. While our work often involves inherent risks, we believe every task can be approached safely with the right mindset and practices.

Our rapid growth over the past several years, including the acquisition of locations where safety practices varied from our standards, has presented unique opportunities. By continually evaluating our existing standards and identifying areas to enhance our practices, we've been able to embed our deep commitment to safety and cultural focus across all U.S. Venture locations.

By fostering a culture where safety comes first, we aim to ensure that every member of our team feels empowered and supported to prioritize their well-being and the well-being of those around them. Together, we're building a unified safety culture that protects what matters most.

Safety Audits and Intelex Auditing Platform

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.

In 2024, we introduced a new safety auditing platform called Intelex. Intelex is a 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.

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 harmonious, 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, and will not tolerate, 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 FY2024

Total Recordable
Incident Rate (TRIR)

NUMBER OF
INCIDENTS X
200,000/TOTAL
HOURS WORKED

5.5

Preventable Vehicle Accident
Frequency Rate (PVAFR)

NUMBER OF
PREVENTABLE VEHICLE
INCIDENTS X 1,000,000/
TOTAL MILES DRIVEN

4.8



“The safety of our team members is and always will be our top priority. We are committed to fostering a strong safety culture through collaboration, continuous improvement, and providing the best tools and training. Together, we are creating a workplace where every team member feels confident, empowered, and secure.”

» Steve Boyd, VP of Safety, U.S. Venture

An aerial photograph of a lush green forest with a winding river. The river flows from the top right towards the bottom right, surrounded by dense trees. The colors are vibrant greens and blues.

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 of U.S. Venture, Inc
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
Executive VP, The Americas, Gast Strategy Consulting LLC
Chair of the Compensation Committee | Member of the Governance Committee



Janet Zelenka
Executive VP, CFO & CIO, Stericycle
Chair of the Audit Committee | Member of the Compensation Committee



John Kahan
VP & Chief Data Analytic Officer, Microsoft Emeritus
Member of the Audit and Compensation Committees



Ammie McAsey
Senior VP of Customer Distribution Experience for McKesson's U.S. Pharmaceutical Division
Member of the Governance and Compensation Committees



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

Cybersecurity and technology

DE&I and human capital

Sustainability updates, including other ESG topics

Ethics and compliance

Enterprise risks

Comprehensive Compliance Program

Our Comprehensive Compliance Program is a formal process that specifies U.S. Venture's policies, procedures, and actions to prevent and detect legal violations that could result in financial or other operational risks. The Board's Governance Committee periodically reviews the Comprehensive Compliance Program and the ensuing compliance outcomes.

Additionally, U.S. Venture team members maintain a "Compliance Area of Focus Dashboard" that is regularly updated to monitor the status of compliance across key environmental, health and safety, and fuel compliance requirements. The Board is alerted about dashboard items that raise material risks for the company.

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



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.

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 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 Legal 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 General Counsel, 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.

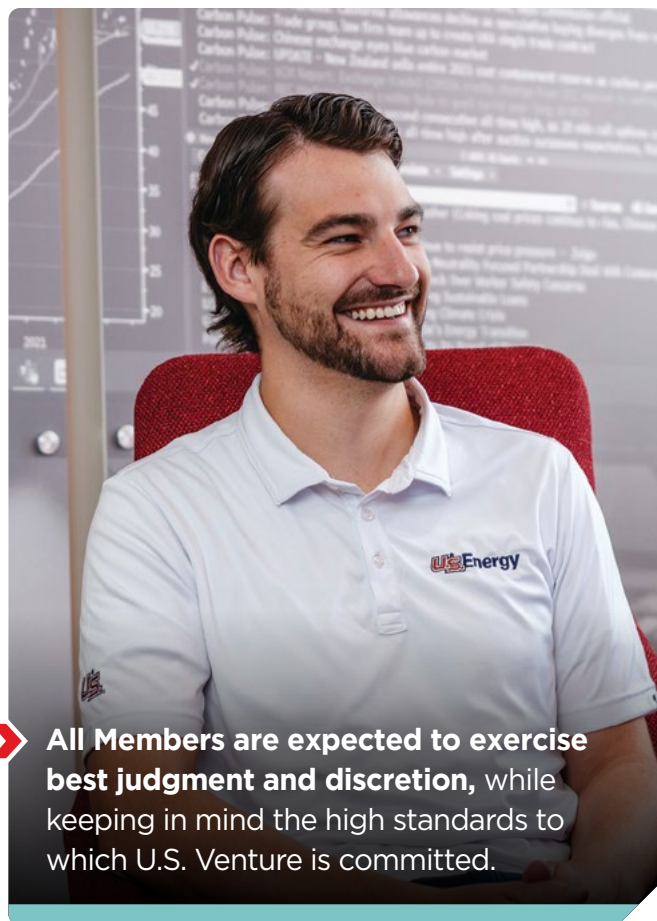
Economic Performance and Disclosures

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).



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

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 Legal Department, or through another U.S. Venture reporting option, all incidents of a similar nature initiated by a competitor.

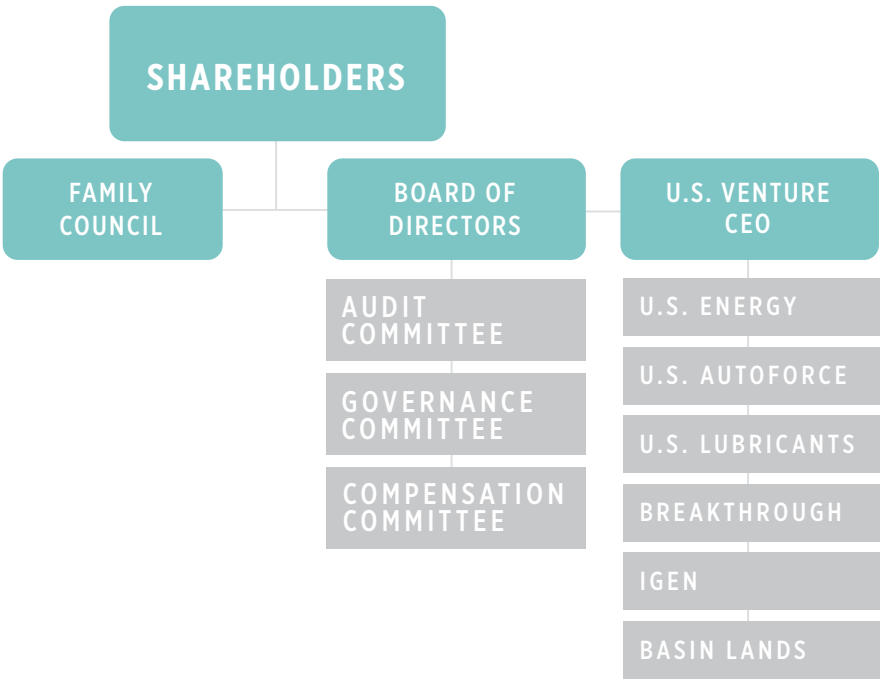
“Speak Up!” Report Violations

All U.S. Venture team members have a voice and responsibility to promptly report conduct that is unethical, improper, illegal,



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.



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 Legal 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 FY2024 sustainability report primarily covers the period from August 1, 2023, through July 31, 2024. In some instances, content through to the end of 2024 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^SEnergy

U^SAutoForce

U^SLubricants

Breakthrough

IGEN

 **BASIN**

U^SVenture

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