

2022 SUSTAINABILITY REPORT



# Finding a Better Way







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## Message from Our CEO

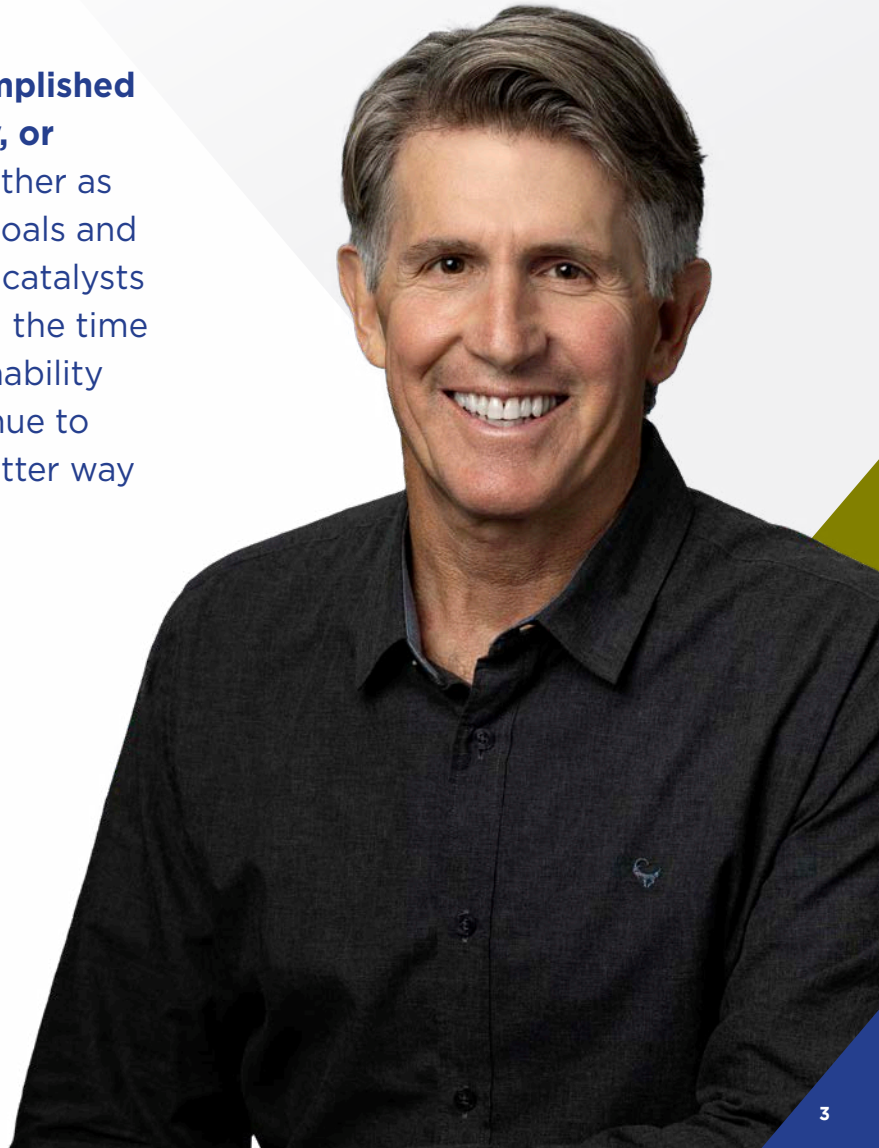
When asked to explain U.S. Venture, I always start by sharing our purpose statement of “Finding a Better Way.” Finding a Better Way is not just a statement about how we do business, it is a guiding principle that illustrates WHY we do business and serves to underscore who we are as corporate citizens. It defines us, inspires us, and it challenges us to relentlessly pursue the greater good in all that we do as an organization. Since its inception, U.S. Venture has not only been committed to growth, we have been driven by a deep commitment to making the world a better place. This commitment is ingrained in our culture, and as an organization, we are passionate about enriching the lives of people, strengthening our communities, being stewards of our environment, and being steadfast in our commitment to sustainability.

U.S. Venture has taken a comprehensive approach to sustainability — extending beyond environmental impact to include social impact and the governance of our organization. This report is intended to share a little about how our commitment to Finding a Better Way impacts our team members, our customers, our communities, and our world. It is important to understand that, like many companies, U.S. Venture is on a sustainability journey. We are committed to improving ourselves while acknowledging that we don’t have all the answers. We continue to discover new ways to live and work more sustainably, and we are learning from our successes and failures. We are collaborating with our customers, suppliers, community members, and other thought leaders to learn from one another and gain insights needed to be more sustainable while bringing products to market to help other organizations achieve their goals.

**True sustainability will not be accomplished by any one person, group, company, or government.** We must all come together as global citizens to identify common goals and embrace a spirit of willingness to be catalysts of change. We appreciate you taking the time to review our 2022 corporate sustainability report as we work together to continue to challenge the status quo to find a better way toward a sustainable future.



John Schmidt  
President & CEO, U.S. Venture, Inc.





# About U.S. Venture



## **Our Purpose**

Finding a Better Way

## **Our Vision**

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





## FINDING a BETTER WAY

**For over 70 years, U.S. Venture has been recognized as an innovative leader, and today provides renewable and traditional energy products, lubricants, tires, parts, and technology solutions that use data-driven insights to manage energy and information in the global movement of goods.**

U.S. Venture focuses on delivering creative, practical solutions to give our customers a competitive edge, and embraces a spirit of innovation to challenge the status quo 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 family of brands, 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 family of brands 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.**

**U.S. Venture**

**U.S. Petroleum Equipment**

**U.S. Oil**

**U.S. Lubricants**

**U.S. Gain**

**IGEN**

### **U.S. Venture Facts**

Privately Held Company

Total Number of Locations: **126\***

Headquarters:  
**Appleton, Wisconsin**

Founded: **1951**

Total Number of Team Members: **3,892\***

**U.S. AutoForce**

MAX FINKELSTEIN  
**MFI**

 **BASIN**

**Breakthrough**

\*Data compiled end of FY 2022



## U.S. Oil

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Leading refined products distributor offering 3.6 million gallons a day of unbranded fuel across 40 states and 1.1 million gallons a day to over 600 retail site customers across 11 states.

## U.S. Petroleum Equipment

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Top quality petroleum equipment installation servicing 850 sites serviced and installed by our technicians.

## U.S. Gain

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Leading alternative fuel and renewable energy provider with 30+ RNG development projects, over 100 injection points into the transportation and energy markets, and 50+ public and private clean fueling stations across the United States and Canada.

## U.S. AutoForce + Max Finkelstein

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Leading independent tire distributor with 62 distribution centers serving customers in 45 states. Over 20 million tires sold annually and 30 brands of passenger, light truck, commercial, and industrial tires as well as undercar parts.

## U.S. Lubricants

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Lubrication solutions provider offering a wide range of lubricants, lubrication services and reliability programs for industrial, commercial, and automotive customers. Distributing 12 million gallons of lubricants annually through 7 bulk supply centers. Blending 4 million gallons annually through 4 blending facilities.

## IGEN

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Excise tax software provider with 30+ million tax transactions calculated annually. Over 42,000 returns and reports filed annually with 600+ forms fully automated.

## Breakthrough

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Strategic transportation partner that annually supports and processes more than 21+ million shipments, \$22+ billion in transportation spend, 12 billion commercial transportation miles, and 1.5 billion gallons of diesel fuel by providing data-driven insights.

## Basin

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Water resource development involved in surface and groundwater rights and infrastructure & water treatment, re-use, and efficiency, and digital water solutions.



# Our Culture and Values





## Our purpose of Finding a Better Way is driven by our four differentiating values.

Caring relationships, entrepreneurial spirit, high performance, and strategic foresight are not just ideas, they represent the foundation of our culture and are lived out by our team members daily through their interactions, work, and commitments to our communities and environment.

Our success is our people. We live for the pursuit of bold ideas, making a positive impact, and achieving our full potential. Our four differentiating values are at the heart of our company culture, which drives our company purpose — Finding a Better Way.

### **CARING RELATIONSHIPS**

We encourage our team members to foster fun, friendship, and compassion in all aspects of their work — with one another, our customers, our suppliers, and our community partners.

Our commitment to making a positive impact extends well beyond our company into our communities and around the world. Volunteer paid time off and donation matching help empower our team members to get involved and pursue their passions.

Making a difference, both locally and globally, is an integral part of our culture, and our work inspires us to find a better way to positively impact and change the world.

### **ENTREPRENEURIAL SPIRIT**

We lead by taking 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. Regardless of role or tenure, we are always looking for ways to grow our talent and promote from within.

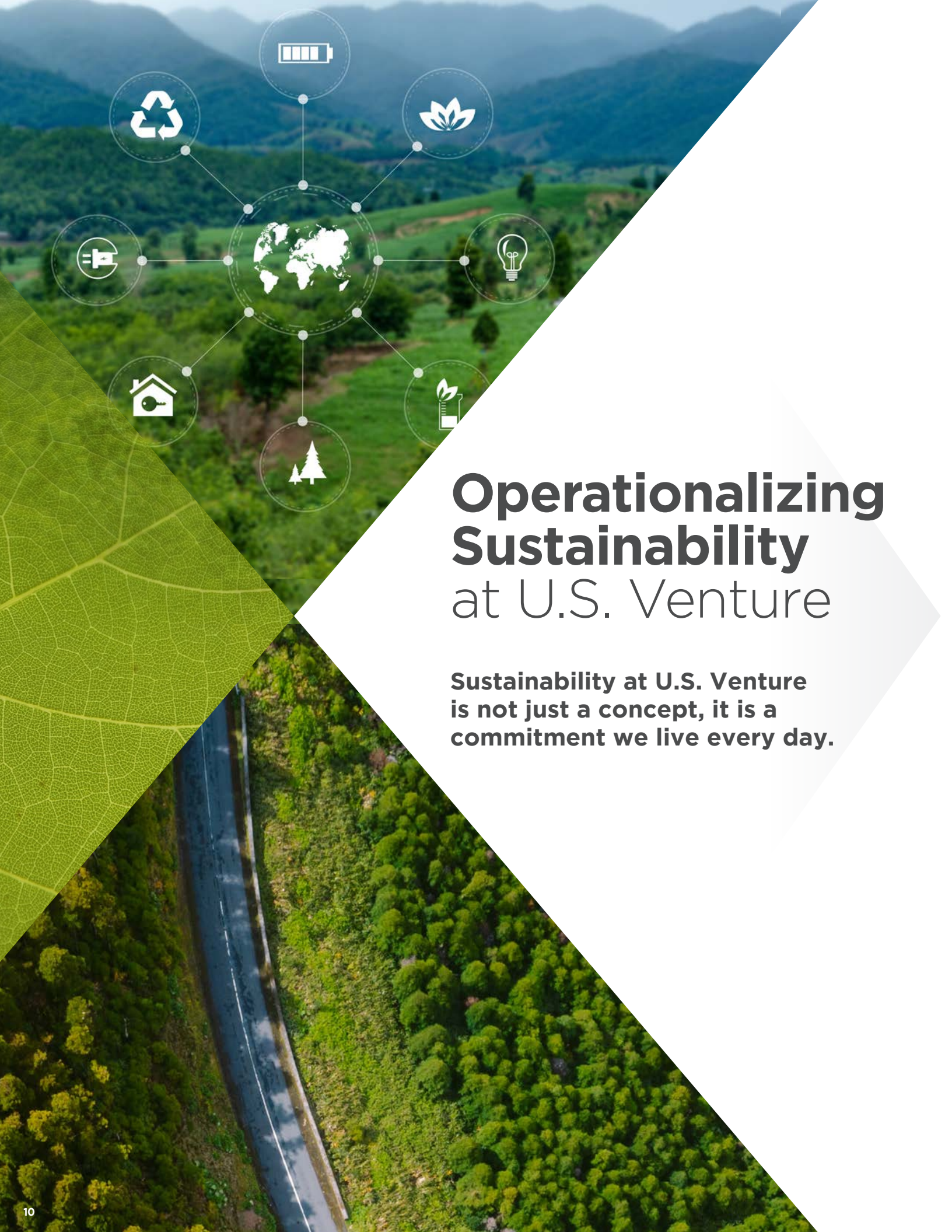
### **STRATEGIC FORESIGHT**

We seek out and develop team members who are eager to grow professionally. We're focused on aligning company leaders to strategic business innovation and results and encourage our team members to use a forward-thinking approach to broaden our perspectives and visualize the future. As such, we've built a trusting culture that empowers our team members to THINK BIG ... driving operational excellence into all aspects of our organization.

### **HIGH PERFORMANCE**

We ask our team members to broaden our perspectives, asking “why” and “when” to help us visualize a future-focused road map for our success. Setting, achieving, and following through with goals is an important part of this value. Whether it's a personal goal or business goal, we're dedicated to helping our team members grow so we can transform the future together.





# Operationalizing Sustainability at U.S. Venture

**Sustainability at U.S. Venture  
is not just a concept, it is a  
commitment we live every day.**



At U.S. Venture “sustainability” means considering how we impact people, the planet, and prosperity. We embrace our responsibility as global citizens to reduce the carbon footprint of our facilities and operations, and act as good stewards of our natural resources and the environment. Our view of sustainability includes the way we invest in our team members and customers, operate our businesses, care for our communities, and plan for the future. We celebrate our connection to the global community and our responsibility to future generations that depend upon us “doing the right thing” today, and tomorrow.



### Our Commitment to Carbon Neutral by 2024

U.S. Venture is committed to finding a better way to a sustainable future.

Our sustainability journey is rooted in our company’s purpose of Finding a Better Way. To solidify our promise of environmental stewardship, U.S. Venture commits to carbon neutrality of our scope 1 & 2 greenhouse gas (GHG) inventory emissions by the end of 2024, as described below.

A carbon neutral strategy is one in which a company tracks its carbon footprint, typically implements a GHG emissions reduction plan, and then neutralizes the remaining emissions by purchasing carbon credits or Renewable Energy Certificates (RECs). Looking forward, by the close of 2024, we commit to being carbon neutral for our previous fiscal year’s scope 1 and 2

GHG inventory, meaning we will either eliminate or offset these operational emissions using a combination of direct reductions and market-based mechanisms. For additional details, see the Greenhouse Gas Emissions section of this report page 22.

Our growth is fueled by our entrepreneurial spirit, commitment to high performance and innovation, and learning from our successes and failures. Along the way, we take care of things that matter to us most — our customers, our team members, our suppliers, our communities, and the environment. Now, as we look to the future, our long-term sustainability journey is a path not traveled alone. We collaborate with our customers and suppliers, by aiming to partner with them to identify opportunities to reduce scope 3 carbon impact and increase clean energy consumption.

Together, we will continue to seek new, sustainable ways to drive business success while remaining steadfast in our commitment to making the world a better place.

## Key Sustainability Principles



### Advancing Sustainability Through Innovation and Action

By promoting innovation in our internal operations and processes and in the products and services we deliver to partners and customers



### Employing Sustainable Thinking

By engaging team members and providing resources, training, and tools that embed sustainable thinking within the business culture and approach



### Giving Back to Community

By fostering a caring culture to support quality of life improvements



### Investing in a Climate Positive World

By supporting decarbonization and innovation for the shift to a clean energy future



### Stewardship of Resources

By using resources responsibly, striving to conserve and protect resources, and eliminate waste



# Finding a Better Way to a **Sustainable Future**





## Our Product Offerings

### How we solve the challenge.

U.S. Venture is finding a better way to create a sustainable future through innovative solutions that transform environmental goals into successful outcomes. We do this through helping organizations reduce emissions in hard-to-abate sectors with our dynamic array of flexible and customized solutions.

With a longstanding tenure as an energy industry leader, U.S. Venture is uniquely positioned with the knowledge and breadth of expertise to help advance America's energy transition. While traditional fuel supply and distribution remains a core part of our business, we are also a leader in alternative fueling supply and distribution, providing our customers with a variety of energy solutions that meet their business needs.

### Renewable Thermal Energy

With growing concerns about heating and cooling emissions, stakeholders are beginning to hold corporations accountable. Facility operators and sustainability professionals are left to weigh options for reducing thermal related scope 1 emissions — options that can be simplified. U.S. Gain provides low-carbon thermal solutions that result in immediate emissions reductions.

### Renewable Energy Credits (RECs)

Solving for indirect emissions, especially those from purchased electricity, is a growing concern for many — one that can be easily mitigated by purchasing Renewable Energy Certificates (RECs). U.S. Venture is working with companies to solve their specific needs for credits from preferred regions and project types that meet CRS (Center for Resource Solutions) and Green-e® standards. From there, U.S. Venture identifies, purchases, and retires RECs on our partner's behalf.



PEOPLE, PLANET & PROSPERITY  
**TRIPLE BOTTOM LINE**



## Carbon Credits

When companies are looking to offset emissions from owned or outsourced operations, supply chain, or other sources, our extensive experience with carbon credits can help. U.S. Venture’s tenured, in-house trading team was among the first to partake in CME Group’s carbon futures, which translates to an experienced partner with success in evaluating, purchasing, and retiring carbon credits. U.S. Venture is also actively developing forest carbon sequestration projects that can generate revenue for landowners, which provides an incentive to grow timber inventories over the long term.

### We develop and supply high-quality credits from projects that are verified and audited

Target and reduce scope 1, 2, and 3 emissions

Claim environmental benefit through retirement in registries

Earn revenue from eligible emissions reduction activities

Allow for climate action where direct carbon mitigation technologies do not yet exist

Motivate companies to reduce emissions by assigning a price on carbon

## Alternative Fuels

To combat transportation-related emissions, more fleets are adopting alternative fuel. However, presently, no single alternative fuel offers the flexibility that most fleets require. That’s why U.S. Gain believes in a polyfuel approach: one where we help organizations define their unique needs and tailor their fueling solutions appropriately. U.S. Gain offers a variety of alternative fuel solutions including renewable natural gas (RNG), compressed natural gas (CNG), electric charging, and renewable diesel to meet the diverse needs of partner fleets.

## Traditional Fuels

U.S. Oil has a longstanding history of trading and distributing traditional fuels such as gasoline, distillates, natural gas liquids, crude oil, and biofuel blends. Together, U.S. Gain and U.S. Oil strive to be the very best and most trusted energy solutions provider.

## CleanMile

Reducing transportation emissions can make considerable progress toward achieving sustainability goals, but measuring and tracking these emissions is often cumbersome, time consuming, and inefficient. Reducing scope 3 emissions has seemed beyond shippers’ influence. Without oversight of vendors’ operations or knowledge of sustainability best practices, transportation sustainability leaders have struggled to reduce their lifecycle emissions.

CleanMile is an end-to-end, data-driven information technology solution enabling shippers to reduce transportation lifecycle emissions — a goal that once seemed impossible. CleanMile combines transportation energy management and network strategy to recommend action that results in impactful change. Powered by Breakthrough’s unparalleled processes and dataset, CleanMile identifies opportunities for emissions reduction in a shipper’s transportation network and provides the tools, resources, and partners to execute those reduction initiatives. CleanMile is delivered through FELIX, Breakthrough’s industry-leading transportation intelligence platform.

## Sustainability Becomes a Team Effort with ZeroMe

The journey to reduce carbon emissions, and especially to “net zero,” can be complex. Sustainability initiatives often happen in pockets throughout a company. We noticed our own need and we heard from other organizations that also wanted a more effective and meaningful way to reach their employees at an enterprise level. That’s why we created ZeroMe.

ZeroMe is a sustainability engagement platform that helps employees track their carbon footprint and learn about company initiatives through an engaging, educational app. This tool helps employees understand their carbon impact, and thereby can help companies improve their culture and value claims about sustainability.

In the app, team members answer a short questionnaire about their travel, home heating/cooling, diet, and shopping preferences to give them an accurate estimate of how much carbon they produce annually, and how that compares to others within their region, the U.S., and globally.

Team members can then view their energy consumption profile and participate in sustainability habit changes designed to educate team members about different ways to reduce their carbon footprint.



## Our Operations & Sustainability

No one can deny, we're in a time of rapid change. Like the shift from horse and buggy to internal combustion engine, or pieces created by craftsmen to mass produced goods, we are all part of another monumental transition. Our interconnected global societies, built rapidly upon inexpensive and plentiful fossil fuels, are increasingly choosing a cleaner, low carbon energy future. At U.S. Venture, we understand this, and we are working hard today to do our part for a cleaner tomorrow.

This transition won't happen overnight and instead will continue to develop over the coming decades. Fossil fuels have powered world economies for over 150 years and continue to be a fundamental driver of technological, social, and economic development. In fact, oil is one of the world's most important commodities. Petroleum products are used to produce electricity, heat buildings, make plastics, chemicals, fertilizers, medicines, clothing, and to power most vehicles.

As a company that began in the 1950s transporting oil and fuel, we're extremely proud of our history and contributions to America's economic growth and prosperity. Today, we offer customers a polyfuel solutions approach to meet their goals and unique business needs. We partner to help companies explore our clean energy solutions while also sharing our traditional energy portfolio offerings. We are excited to be part of this next great transition as we support our partners, people, and communities to find a better way to create a clean energy future.

## Commitment to Our Environment

U.S. Venture is committed to being a good corporate citizen with a sincere and proper regard for the environment. Our intent is to comply fully with governmental requirements. We also support environmental planning and performance auditing, sustainable use of natural resources, an integrated approach to solid waste management, and energy conservation. 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 and opportunities for continuous improvement.

*"At U.S. Venture, we take sustainability seriously – acknowledging it's not a series of actions that can be marked complete, rather an ongoing commitment. We believe in getting it right. That's why we've been working to quantify our carbon emissions and build out a portfolio intended to reduce the carbon emissions footprint, for both our company and our customers. Together, we can advance the transition to a clean fuel economy and build a more sustainable future."*

SUSAN GILBERT-MILLER,  
VICE PRESIDENT OF SUSTAINABILITY, U.S. VENTURE



## Our Operations — Finding a Better Way to Becoming More Sustainable

U.S. Venture business divisions are diligently pursuing ways to reduce operational emissions, conserve resources, and protect our environment. We're excited to share our progress.

### U.S. Gain and EnTech Solutions Bring Renewable Energy to a Wisconsin Dairy Digester

U.S. Gain is a leader in the development and distribution of alternative fuel and renewable energy. In 2022, U.S. Gain partnered with EnTech Solutions, a Wisconsin-based company and industry leader in sustainable energy solutions, to build an integrated solar microgrid at the Dallmann East River Dairy digester in Brillion, Wisconsin. Since August 2020, this U.S. Gain-owned digester has been converting dairy wastes into RNG for use by the transportation industry. Producing RNG with renewable energy reduces the carbon intensity of the fuel, making it more sustainable and valuable in the marketplace.

Located on nearly four acres, U.S. Gain's integrated solar microgrid and digester represents a major innovation for rural Wisconsin. The project highlights the unification of sustainability and energy

independence into the farming and renewable natural gas communities. Using solar panels, renewable electricity is generated that powers day-to-day digester operations. Additionally, through onsite combined heat and power (CHP) technology, byproduct heat is captured and diverted to the digester, which reduces boiler heat demands and, consequently, the natural gas used for boiler heating.

The Dallmann solar microgrid is expected to produce 1.9 gigawatt hours of electricity annually and offset 97% of the Dallmann digester's electrical energy load that was previously sourced from the national power grid. While excess solar energy produced from the Dallmann microgrid can be sold back to the grid, most, if not all, will be used onsite. Excess energy produced by the solar and CHP systems can be stored in onsite batteries for use at night or on cloudy days. This backup battery could keep the process operating during grid power outages. Therefore, in the future if regulations allow, our solar microgrid installation could provide both the Dallmann East River Dairy and U.S. Gain the security of knowing that the dairy and digester would not be impacted by grid outages. This is one example of how U.S. Venture is proactively managing and preparing for the business risks of climate change and, also, adding economic benefit to our local community.



*"RNG development is an energy-intensive process: from heating the digester to powering the gas-clean-up facilities. By using lower carbon intensive solar energy and less traditional grid power, we're finding a cleaner way to power our digesters — ultimately doing more with less."*

PAT VAN DEHY, DIRECTOR OF OPERATIONS, U.S. GAIN



## Solar Installation at U.S. AutoForce and U.S. Oil Facilities

Our polyfuel philosophy means that all energy solutions are considered when transforming our own operations. As we look toward the future, U.S. Venture is determining where we can make meaningful investments in solar technologies to power our activities. In 2022, the West Allis, Wisconsin, U.S. AutoForce location became the pilot site for a 389 kW solar power installation. In 2023, U.S. Oil plans to install their first array, a 125 kW solar panel field, to power their Dallas/Fort Worth oil terminal.

## U.S. Oil Terminal Locations and Air Emissions Reduction

In 2022, U.S. Oil added seven new terminals to its existing portfolio of twenty-six. Five terminals acquired were already established in the Southeast along with one pre-existing terminal that was acquired in Fort Worth, Texas. Construction of the seventh terminal, our 400,000 barrel capacity Melissa Terminal, was completed on a 48-acre site in Melissa, Texas.

In siting the Melissa Terminal, a location was selected that was zoned for industrial use and was adjacent to a pre-existing landfill and composting site. The completed terminal now economically and socially benefits the City of Melissa by converting previously unmarketable property into taxable property.

In fiscal year (FY) 2023, U.S. Oil intends to acquire another terminal in Texas. Concurrent to growing its business nationwide, U.S. Oil is implementing projects to reduce the carbon footprint of terminal operations and improve air quality. In addition to their FY 2023 plan to install a solar panel field at their Fort Worth terminal, U.S. Oil is implementing other ways to reduce air emissions with low emission “floating” roof storage tanks, vapor recovery units, and variable frequency drive motor adoption.

## Storage Tanks

Refined petroleum products transported by water, pipeline, or truck are often held for brief periods at terminals in storage tanks. During storage in a “fixed roof” storage tank, constituent hydrocarbons of the stored products, including volatile organic compounds (VOC) and hazardous air pollutants (HAP), vaporize and collect in the vacant space between the liquid and the tank roof. These types of tanks can result in substantial VOC and HAP emissions being vented.

By regulation, U.S. Oil gasoline storage tanks are constructed differently. These tanks are equipped with a “floating” roof that sits on top of the stored liquid, rising and falling as the liquid level changes. Eliminating the vapor space above the product curtails vaporization and, consequently, greatly reduces the amount of VOC and HAP emissions released. U.S. Oil’s standard for gasoline storage tank new construction is a floating roof with a primary “shoe” seal and a secondary wiper seal design, which is among the most efficient configurations available for reducing VOC emissions. Any emissions that are released by our storage tanks are closely monitored and reported, as required by federal regulation.

## Vapor Recovery Unit Projects

Petroleum fuel tanker trucks are loaded with products from the terminal “rack,” which is the mechanism that dispenses fuel into the truck’s storage tank. When a fuel tank truck’s empty storage tank is being filled, fuel vapors that fill the space within the empty tank need to go somewhere. Typically, these storage fuel tanker truck vapors are either piped to a Vapor Combustion Unit (VCU) and burned, which generates greenhouse gas (GHG) emissions, or to a Vapor Recovery Unit (VRU) where it is condensed back into liquid fuel and returned to storage.

In 2022, to recover these vapors as saleable product, conserve natural resources, and reduce GHGs and other air pollutants, U.S. Oil installed VRUs on the racks of two of their oil terminals, resulting in a total of fifteen U.S. Oil terminals that have installed VRUs. With the installation of the VRUs, the combustion units for these racks, the VCUs, are placed into backup mode. Anytime the VRU is not operating, the VCU is used to burn untreated fuel vapors, which destroys unabated VOC and HAP emissions. In FY 2023, U.S. Oil intends to install another VRU in North Augusta, South Carolina, to control load rack vapors from two U.S. Oil terminals located nearby. The two existing VCUs will then be placed into backup mode.

At our new Melissa Terminal we’ve gone one step further by installing vacuum assist blowers upstream of the VRU to create a slight vacuum on each fuel tanker truck while fuel is loaded. This allows for 100% capture of fugitive emissions and, consequently, will reduce overall VOCs emitted to the atmosphere from the entire terminal operation by an average of 25%. At our Green Bay and Milwaukee terminals, where U.S. Oil fuels two company-owned barges and tugboats, there is a VRU with vacuum assist blowers upstream of the VRU that captures 100% of the fugitive air emissions generated by barge loading.



The residual amounts of fugitive VOC and HAP emissions released from storage tanks and tanker truck loading, emissions that are either not recovered or combusted, are monitored and measured by U.S. Oil, and publicly reported pursuant to federal and state regulatory requirements.

FY 2022 U.S. Oil Fugitive Volatile Organic Compounds (VOCs) and Hazardous Air Pollutants (HAPS)			
VOC Total Facility Tank Emissions (Tons)	VOC <sup>1</sup> Total Loading Emissions (Tons)	HAPS Total Facility Tank Emissions (Tons)	HAPS <sup>1</sup> Total Loading Emissions (Tons)
237.48	31.71	7.53	1.12
269.19 Tons VOCs		8.65 Tons HAPs	

1. VOC and HAP emissions are not available for Bettendorf (IA), Bryan (TX), Fort Worth North (TX) and Fort Worth South (TX).

### Variable Frequency Drive Motors

Variable frequency drive (VFD) is a motor controller that varies its power supply frequency and voltage to drive and control the motor speed during the start ramp-up and the stop ramp-down. Adjusting the motor speed with VFD can save energy, improve system efficiency, and reduce mechanical stress to extend a machine’s lifetime. U.S. Oil is working on replacing constant speed motor drives with variable frequency drives to reduce power consumption an estimated 30%, a project that will continue in FY 2023/2024.

### Monitoring to Protect Our Waters

Most of our U.S. Oil terminals and our U.S. Lubricants sites hold a National Pollutant Discharge Elimination System (NPDES) permit, issued federally to protect against water pollution by regulating the discharge of pollutants into our Nation’s waters. These NPDES permits specify, in almost all cases, a site’s requirements for stormwater and wastewater monitoring, discharge, and reporting. At terminal sites not regulated through the NPDES program, team members monitor water prior to discharge to meet “observational” regulatory requirements for sheen, turbidity, odor, and other conditions to prevent water pollution.

### Managing Environmental Impacts through Emergency Spill Response

In FY 2022, U.S. Oil operated, on the Great Lakes, two company-owned barges and tugboats with domestic and international shipping capabilities: the Margaret barge and Albert tugboat unit with a 100,000 barrel capacity; and the Great Lakes barge and Michigan tugboat with a 62,000 barrel capacity.

To safeguard the environment in event of a barge, tugboat, truck, or terminal spill, designated U.S. Oil team members receive U.S. Coast Guard-required emergency spill response training to learn how to quickly contain and mitigate an accidental release. Sometimes, U.S. Oil team members train directly with the Coast Guard in joint spill response scenarios. For example, our U.S. Oil Rogers City Terminal is involved in a four-year joint spill response exercise with U.S. Coast Guard Sector Sault Sainte Marie.

All new U.S. Oil terminal hires must take a 24-hour computer-based (HAZWOPER) training; an 8-hour refresher is required annually. In addition, each new hire at our four Coast Guard regulated marine terminals (Cheboygan, Rogers City, Green Bay, and Milwaukee Jones Island) receive Facility Personnel with Security Duties and Person in Charge (PIC) Training. PIC Training includes training on U.S. Oil’s spill response plans, known as a Facility Response Plan (FRP). Other training includes an annual tabletop exercise to run through a spill scenario to execute the FRP instructions, a security drill at least every 90 days, and an annual security exercise at least every 18 months. Marine terminals also must comply with the U.S. EPA’s Spill Prevention Containment and Countermeasures (SPCC) Plan requirements, including initial training and annual spill briefing requirements.

At our U.S. Oil Cheboygan and Rogers City Terminals, designated team members participate semiannually in water spill deployment exercises to train them to be the first responders during the critical first hour of a spill. To protect our environment further, U.S. Oil contracts with multiple Oil Spill Response Organizations (OSROs) for spill response and works with local fire departments on spill containment.

In FY 2022, there were no spills by U.S. Venture or its divisions that were reportable to any regulatory agency.





## U.S. AutoForce Alternative Fuel Pilots

In FY 2022, U.S. AutoForce became one of the largest wholesale tire distributors in North America by acquiring twenty-nine pre-existing tire warehouses: seventeen in the Northeast; eight in the Southeast; three in the Midwest; and one in California. These acquisitions expanded our operations to 63 warehouses nationwide. Each year, U.S. AutoForce transports tens of millions of tires to, and from, our locations. To transport these tires, U.S. AutoForce maintains a fleet of vehicles, many of which are medium and heavy-duty trucks. In FY 2022, U.S. AutoForce's vehicle fleet emitted 74.6% of U.S. Venture's total scope 1 GHG emissions from all mobile sources, which was 63% of U.S. Venture's total scope 1 emissions overall.

Given their impact to scope 1 emissions, U.S. AutoForce has committed to finding a better way to transport tire products more sustainably to reduce GHG emissions. Towards this goal, in FY 2022, U.S. AutoForce kicked off electric vehicle (EV) pilots at our Appleton, Wisconsin, and Santa Fe Springs, California, locations. These pilots will respond to strategic business questions about the feasibility of U.S. AutoForce employing EVs given technological advancements, infrastructure development, and vehicle type availability. The two pilots are geared to answer whether EV technology can meet any of our current transportation needs and, if so, where EVs can be

best incorporated into our fleet. The pilots use vehicle telematics to track and collect EV performance data, including electricity consumption and mileage per electric charge, at locations with vastly different seasonal temperatures — summer-hot California and winter-cold Wisconsin.

### U.S. AutoForce also:

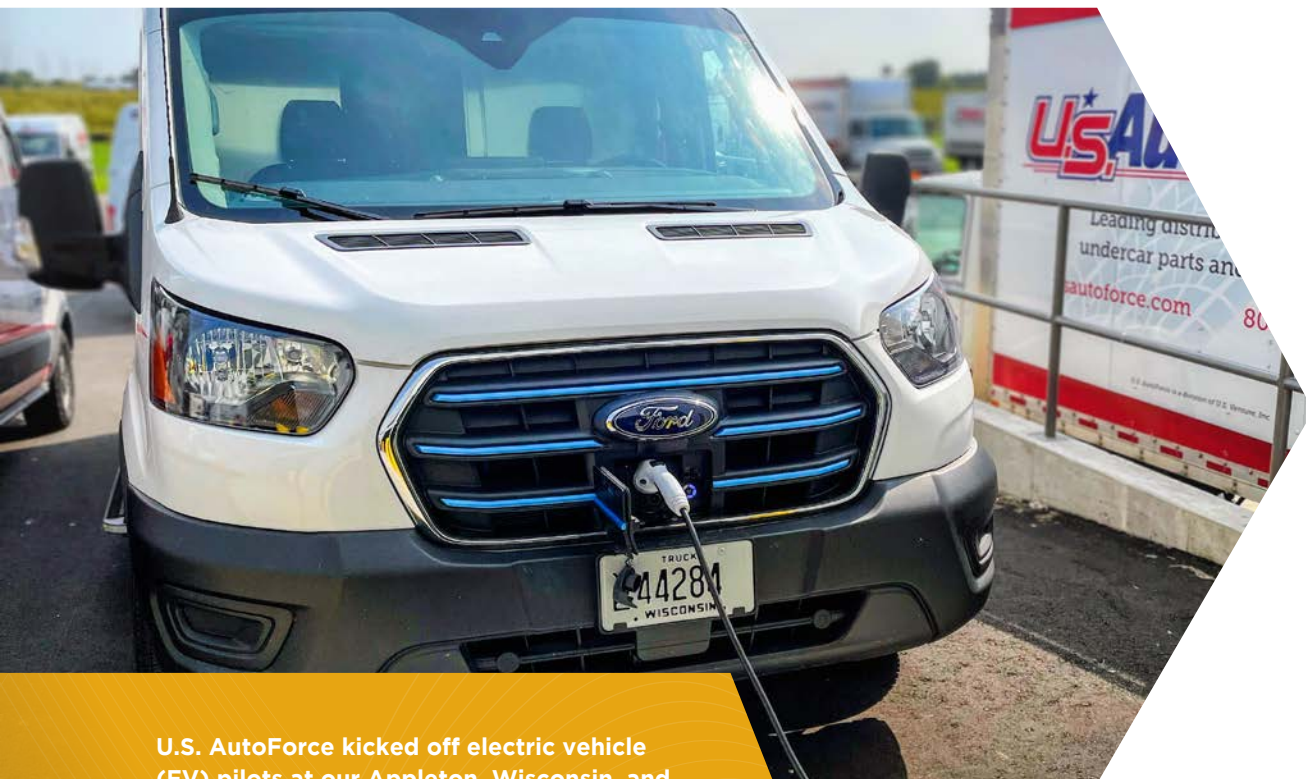
Explored additional alternative fuel options, such as CNG

Reviewed state and local credits and rebates for alternative fuels

Calculated the hypothetical GHG emissions of different fuel types for specific routes

Estimated the return on investment for using alternative fuels

However, we didn't stop there. In FY 2022, U.S. AutoForce launched another pilot in partnership with Booster Fuels, in which Booster Fuels provides on-site renewable diesel fueling services to four of our Californian locations – Sacramento, San Diego, Santa Fe Springs, and Union City. On-site fueling eliminates the additional GHG emissions generated by drivers' traveling to fuel their trucks at a fuel station that carries renewable diesel. In FY 2023, U.S. AutoForce plans to expand this pilot to include additional locations in California.



U.S. AutoForce kicked off electric vehicle (EV) pilots at our Appleton, Wisconsin, and Santa Fe Springs, California, locations.



## Offsetting Greenhouse Gas Emissions by Moving to the Cloud

In 2019, Breakthrough made the strategic decision to embark on a digital transformation. While the primary goal was the reinvention of Breakthrough's products into a cloud-native, highly scalable platform, we realized additional value by moving operations from high energy-consuming leased data centers.

Breakthrough's business had expanded rapidly over the prior five-year window. Increasingly, to protect against escalating cyber security threats, Breakthrough made significant capital investments in network and data storage technologies. These investments resulted in increased energy consumption by Breakthrough's enterprise-grade computing devices, with devices housed at an external leased "backup" data center consuming an estimated 675,000 kWh annually and our leased "production" data center consuming just over 1M kWh. Additionally, the devices housed at these data centers dissipated an estimated 45,000 BTU/hour of heat daily that required external cooling.

Using the estimated electricity consumption from our leased data center computing activities and regional electricity grid "cleanliness" data from the U.S. EPA<sup>2</sup>, we calculated the GHGs emitted. Based on our calculations, Breakthrough's proprietary

computing infrastructure in FY 2021 and FY 2022, prior to our vacating these leased locations, emitted almost 1,588 metric tons of carbon dioxide equivalent (CO<sub>2</sub>e MT).

In October 2020, Breakthrough's flagship product, Fuel Recovery, was migrated to the Google Cloud platform. The Google platform is powered by 100% renewable energy and uses advanced heat capture and reuse methodologies. Thereafter, we worked diligently to move Breakthrough's remaining computing needs into Google Cloud. On April 1, 2022, all remaining computing activities were transferred, and on-premise data centers were closed, which eliminated Breakthrough's scope 2 emissions from leased data centers.

Importantly, achieving GHG reductions by moving to the Cloud helped Breakthrough offset new emissions generated from their energy use after relocating to the newly opened U.S. Venture Center in Green Bay, Wisconsin in 2022. Both the Breakthrough and IGEN divisions moved to the U.S. Venture Center, which conserves resources through shared office space. In 2023, Breakthrough plans to procure high-quality carbon credits to "zero-out" the remaining scope 1 and 2 emissions from building energy use.

2. U.S. EPA's eGrid was used for determining the grid regional electricity mix.



**Basin Lands aims to bring new water sources to drought-stricken Western regions.**



## ZeroMe Encouraging Employee Engagement

In November 2022, Breakthrough internally launched ZeroMe, a new engagement and employee education mobile application to track carbon emissions. Developed by our Breakthrough innovation and application development team, the mobile app was deployed to select groups of U.S. Venture. The first phase of the internal ZeroMe roll-out focused on education in three primary areas: personal emissions and ways to reduce these emissions; general sustainability education; and U.S. Venture's efforts to improve sustainability. Future product development includes adding team member sustainability contests and challenges, and the ability for team members to purchase high-quality carbon credits for projects they personally support.

## Bringing Water to Drought Stricken Areas

Our youngest division, Basin Lands, aims to bring new water sources to drought-stricken Western regions. Basin Lands leases land from farmers, ranchers, and other landowners to search for non-tributary (NT) groundwater. NT sources are located outside of any designated groundwater basin and are not linked to any surface water. Therefore, existing local water sources and landowner properties are unimpacted when NT groundwater is withdrawn and used.

Tapping into NT groundwater can benefit local rural landowners by providing them with a diversified income source while increasing usable water resources in communities that are facing drought and shortages. Adding NT groundwater resources to feed water-dependent farms can also keep farmlands in active production. In FY 2022, Basin Lands began investing the funds needed to explore, obtain permits for, and legally establish rights to these NT sources. We leased land with the estimated potential to provide 16,000 acre-feet of water, the amount needed to supply an estimated 48,000 homes with water each year.

Rising temperatures and increased drought also intensifies the need for agriculture to adopt more water-efficient, energy independent, and resilient technologies. In 2022, the Great Plains Irrigation Company (GPIC), a Basin Lands joint venture, acquired and revitalized farming assets in Pueblo County, Colorado. GPIC partnered with local farmers to lease and return to production approximately 400 acres of historically irrigated farmland. In FY 2023, GPIC will continue to work with local water users by installing water and energy efficient infrastructure on farmlands. GPIC's long-term vision is to collaborate with water-challenged, arid communities to rehabilitate existing farmland through improved water infrastructure and innovative land management.

## Hazardous Wastes

U.S. Venture's generation of hazardous wastes is minimal. In FY 2022, except for our U.S. Lubricant blending plant in Kimberly, Wisconsin, no U.S. Venture sites generated hazardous waste. The Kimberly blending plant properly disposed of 1,600 pounds of federally regulated hazardous waste.

## Future Sustainability Measures

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U.S. Lubricants in FYs 2023/2024 plans to pursue the development of a carbon neutral lubricant product

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U.S. Petroleum Equipment, a division of U.S. Oil, plans to replace (over time) some 100 lighting fixtures with LED lights

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U.S. AutoForce plans to investigate the end-of-life tire market to reduce waste

---

U.S. Venture plans to benchmark waste generation throughout our company and opportunities to reduce, reuse, recycle, and eliminate waste.







## Greenhouse Gas Emissions

U.S. Venture is traveling, with many others, on a path to reduce greenhouse gas (GHG) emissions. Our plan is to make meaningful, technologically and economically feasible near-term emission reductions, and to invest in market-based instruments and projects that promote renewable electricity, offset carbon emissions, or otherwise reduce GHG emissions. In FY 2022, we added 40 locations, which grew our carbon footprint significantly. During this same period, we closed 11 locations that were previously included in our GHG inventory. Therefore, although overall GHG emissions increased in FY 2022, increased emissions from adding locations were offset by decreases from location closures. U.S. Venture's FY 2021 and FY 2022 energy use, GHG emissions inventories, and the percent change in GHG emissions can be found on pages 24 and 25.

### Our Carbon Neutral Commitment

Looking forward, by the close of 2024 we commit to being carbon neutral for the previous fiscal year's scope 1 and 2 GHG inventory, meaning we will either eliminate these operational emissions, use RECs that certify green power generation, or offset them by buying carbon credits that meet CORSIA and CME Group's Global Emissions Offset criteria. We intend this to be an ongoing commitment that starts with being carbon neutral for our FY 2023 GHG emissions inventory by the end of 2024.

### 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).<sup>3</sup> 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. The baseline year for our GHG inventory was FY 2021 and included emissions from our corporate office and all divisional locations and operations except for IGEN and Basin Lands. Because IGEN occupied a small, leased office space these omitted emissions are considered negligible and Basin Lands was not yet under U.S. Venture's operational control. Our FY 2022 GHG inventory reports the emissions from all applicable U.S. Venture locations and operations except Basin Lands, which occupied a small leased co-working space.

During FY 2021 and 2022, all U.S. Venture locations used grid-delivered electricity. No locations used renewable electricity contracted or procured by market-based instruments. As such, our GHG inventory calculated emissions are, essentially, the same under either a "location-based" or a "market-based" reporting methodology.<sup>4</sup> Therefore, the scope 2 emissions shown in this sustainability report are intended to fulfill dual reporting methods. Biogenic carbon emissions from U.S. Gain's anaerobic biodigester operations are reported separately from the scope 1 and 2 carbon emissions. Scope 3 emissions are not reported.

<sup>3</sup> World Resources Institute (WRI), March 2004, hereafter referred to as the "GHG Protocol".

<sup>4</sup> Location-based method for scope 2 accounting is a method to quantify scope 2 GHG emissions based on average energy generation emission factors for defined locations, including local, subnational, or national boundaries. Market-based method for scope 2 accounting is a method to quantify scope 2 GHG emissions based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with instruments, or unbundled instruments on their own. See GHG Protocol, p. 104.





**Looking forward, by the close of 2024, we commit to being carbon neutral for the previous fiscal year's scope 1 and 2 GHG inventory by eliminating or offsetting these operational emissions.\***

\*See page 22 for further details



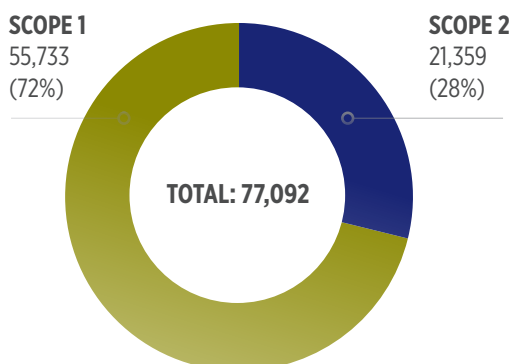
## U.S. Venture's Energy Use and Scope 1 and Scope 2 GHG Inventory Emissions\*

Stationary Source Energy Use					
Stationary Source Energy	Unit	FY2021	FY2022	Change +/-	Change %
<b>Electricity Use</b>	MWh	44,465	46,731	+2,266	+5.10
<b>Natural Gas Use</b>	Thou. Cubic Feet	102,521	134,158	+31,637	+30.86
<b>Total Scope 1 &amp; 2 Stationary Source Energy Emissions</b>	MT CO <sub>2</sub> e	28,533	29,723	+1,190	+4.17

Mobile Source Fuel Use					
Fuel Type	Unit	FY2021	FY2022	Change +/-	Change %
<b>Gasoline</b>	Gallons	426,054	589,775	+163,721	+38%
<b>Diesel</b>	Gallons	3,651,039	3,988,631	+337,592	+9%
<b>Total Scope 1 Mobile Source Emissions</b>	MT CO <sub>2</sub> e	41,646	46,410	+4,764	+11%

FY2022 GHG Inventory Emissions by Source Categories		
Scope	Emission Source	Emissions / MT CO <sub>2</sub> e
<b>Scope 1</b>	Facility Energy Use	8,364
	Mobile Emissions	46,410
	Fugitive Emissions	81
	Methane from anaerobic animal wastes digestion	878
<b>Scope 2</b>	Purchased Electricity	21,359
<b>Total GHG Emissions (Scope 1 &amp; Scope 2)</b>		<b>77,092</b>
<b>Biogenic CO<sub>2</sub> Emissions</b>	CO <sub>2</sub> from anaerobic digestion of animal wastes	7,060

### U.S. Venture's FY2022 GHG Emission Footprint (in MT CO<sub>2</sub>e)



### \*GHG Inventory Notes for All Tables

- All numbers shown in the charts have been rounded off, which may result in roundoff errors. FY 2022 covers the period from August 1, 2021, through July 31, 2022. In FY 2022, we added 40 locations, which grew our footprint significantly. During this same period, we closed 11 locations that were previously included in our GHG inventory. Therefore, although overall GHG emissions increased in FY 2022, increased emissions from adding locations were offset by decreases from location closures.
- The FY 2021 GHG inventory does not include IGEN and Basin Lands. The FY 2022 GHG inventory does not include Basin Lands.
- Scope 3, value chain, GHG emissions account for the highest portion of total emissions. Currently, our scope 3 emissions are not inventoried and reported.
- GHG Inventory emission factors were from the U.S. EPA Center for Corporate Climate Leadership, GHG Emission Factors Hub, available at: <https://www.epa.gov/climateleadership/ghg-emission-factors-hub>; GHGs from stationary source grid electricity was calculated using U.S. EPA eGRID emission factors. U.S. Venture used the Federal Energy Management Program (FEMP) Annual Energy Management Data Report Version 13-1 in FY 2022, and Version 12-1 in FY 2021, to calculate non-mobile source GHG emissions. Mobile source emissions were calculated both years using the U.S. EPA Simplified GHG Emissions Calculator (Version 7, June 2021).
- Some fugitive process emissions remain to be inventoried.

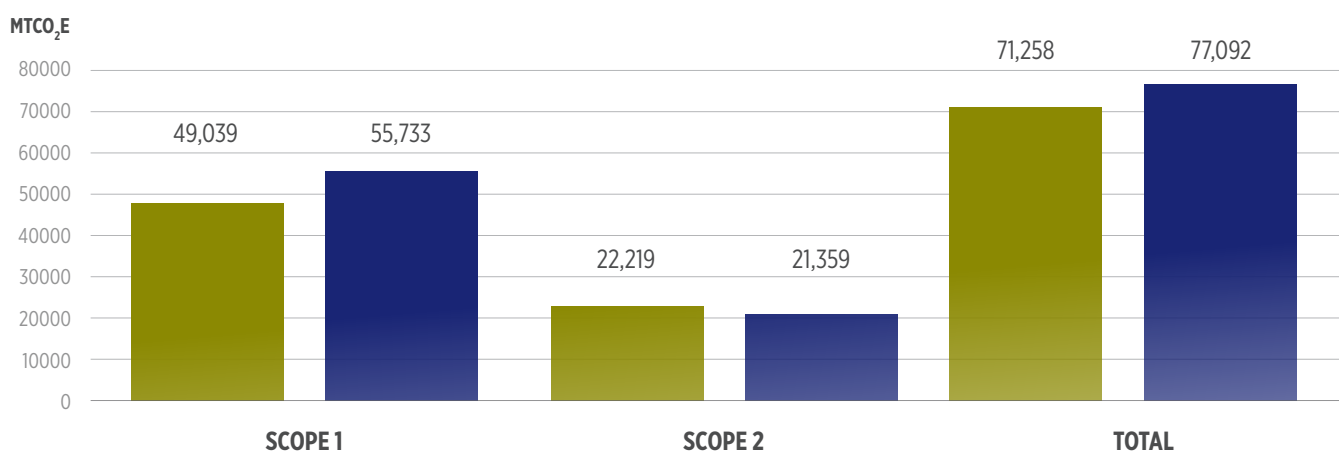
## U.S. Venture's Energy Use and Scope 1 and Scope 2 GHG Inventory Emissions\*

Total Scope 1 & Scope 2 GHG Inventory Emissions FY 2021 and FY 2022 Comparison				
Metric	FY2021 MT CO <sub>2</sub> e	FY2022 MT CO <sub>2</sub> e	Change MT CO <sub>2</sub> e	Change % MT CO <sub>2</sub> e
<b>Scope 1 GHG Emissions</b>	49,039	55,733	+6,694	+13.65
<b>Scope 2 GHG Emissions</b>	22,219	21,359	-860	-3.87
<b>Total GHG Emissions (Scope 1 &amp; Scope 2)</b>	71,258	77,092	+5,834	+8.19
<b>Biogenic CO<sub>2</sub> Emissions from Aerobic Digestion of Animal Wastes</b>	8,454	7,060	-1,394	-16.49

Emissions Data Comparison for Six Major Greenhouse Gases							
GHG	FY 2021 Emissions MT	FY 2022 Emissions MT	Change MT	FY2021 Emissions MT CO <sub>2</sub> e	FY2022 Emissions MT CO <sub>2</sub> e	Change MT CO <sub>2</sub> e	Change % MT
<b>CO<sub>2</sub></b>	69,420.49	75,469.98	+6,049.49	69,420.49	75,469.98	+6,049.50	+8.71%
<b>CH<sub>4</sub></b>	43.13	37.76	-5.38	1,078.80	944.41	-134.39	-12.46%
<b>N<sub>2</sub>O</b>	2.30	2.00	-0.29	684.02	596.45	-87.57	-12.80%
<b>HFCs</b>	0.038	0.046	+0.008	74.24	81.33	+7.09	+21.05%
<b>PFCs</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
<b>SF<sub>6</sub></b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
<b>Biogenic CO<sub>2</sub></b>	8,454.48	7,060.02	-1,394.46	8,454.48	7,060.02	-1,394.46	-16.49%

## U.S. Venture's GHG Emission Footprint FY 2021 and FY 2022 Comparison

FY2021 FY2022



\*See page 24 for GHG Inventory Table Notes



# Finding a Better Way to Support Our Team

## Supporting Our Team Members and Loved Ones

As an employer, we work hard to ensure we support our team members throughout their careers. Our Total Rewards are designed to go “Beyond the Paycheck” and is our commitment to our team members and their families. We are proud to offer a robust Total Rewards portfolio that includes over 50 programs, many of which help strengthen the financial health of our team members.



*"We make team member experiences a priority every day. When our team members have a high-trust experience they are more productive, make a difference to our customers, and are happier individuals."*

LORI HOERSCH, CHIEF PEOPLE OFFICER AT U.S. VENTURE

## Some of the many programs we offer include:

Medical, prescription drugs,  
TeleMed, dental,  
and vision coverage

Short-term and long-term disability

Vacation, personal holidays,  
volunteer paid time off

Caregiver and Family Medical  
Leave Act (FMLA) time off

Care.com membership

Flexible Spending and Health  
Savings Account options

Gender transformation coverage

Domestic partner benefit options

Pet insurance

Retirement planning

Military leave of absence  
and training pay

BenefitHub — savings on retail,  
entertainment, services, and more

## Financial Future

We want our team members to be financially strong which means they can pay off debt, eliminate bad spending habits, 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 Investment Counsel, a registered investment advisor group, dedicated to providing independent investment consulting and education services to offer team members individualized advisory services upon request.

## Wellness (HealthSmart)

To encourage the importance of routine healthcare, we offer a free, annual personal health assessment 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 offered to foster social, mental, and physical well-being at work and at home, include:

Health coaching

Mental health first aid training

Employee Assistance Program -  
offers six free visits per year for  
team members and dependents

Personal Health Assessments

Healthy Associate  
Reimbursement Program

Virgin Pulse Interactive  
Wellness Program

### VIRGIN PULSE:

## 44.1% TEAM MEMBER ENROLLMENT

## 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 accommodations 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. We also host interview training for anyone conducting interviews to cover fair and legal hiring practices to promote inclusivity.

## Caring for Our Team Members

To help ensure we offer competitive pay to our valued team members, we have a formalized process that includes using tools such as a salary survey aggregator and geographic accessor to review and consider pay, salary grade structures, our merit process, short term incentive plans, and market adjustments.

U.S. Venture offers paid holidays, 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 “volunteer” paid time off. To serve our country, jury duty service pay and military leave of absence and training pay is available.

### PERSONAL HEALTH ASSESSMENTS:

## 1,647 PARTICIPANTS IN 2022

Participation in 2022 was improved by 49% compared to 2021 participation numbers.



## Noteworthy Awards

### Survey Says: Great Place to Work®

The Great Place to Work® certification is something special to us. We first worked towards this certification in 2021, and with the help of amazing team members, have been able to re-certify every year since then. The certification recognizes employers who create an outstanding team member experience, based on confidential team member surveys and an independent review of company culture and demographics.



### 2022 Deloitte Wisconsin 75 — Private Sector TOP 10

Every year, Deloitte celebrates 75 of the largest and most successful private companies, the “Wisconsin 75” which is awarded to 75 privately held companies in Wisconsin for the impact they make towards growth and innovation in Wisconsin. For the fourth year in a row, U.S. Venture has been in the top ten which is determined by revenue, as well as team member engagement and corporate giving.

## Our Commitment to Learning

U.S. Venture is a learning organization that empowers its team members to work smarter, safer, and more efficiently by providing several training and educational opportunities.

We value and encourage team member growth, providing resources and tools to ensure that every team member has access to classes, tools, support, and professional development opportunities.

Through our internal Learning Management System (LMS), team members can find opportunities such as our sustainability series, diversity chats, online leadership classes, and function specific training opportunities to keep them excited, growing, and engaged. In addition, we provide several required annual training courses such as sexual harassment and our Code of Conduct and Ethics training.

Our Sustainability Education Series is 60 to 90 minutes of curated content and discussion, which attracts an average of 230+ interested team members and participants. These sessions, hosted several times a year, are facilitated by our Vice President of Sustainability and other internal and external experts who are passionate about sustainability. Past sessions have included regenerative farming, sustainable transportation, carbon offsets, and the United Nations Sustainable Development Goals.

**TOTAL ESTIMATED LEARNING  
HOURS IN 2022: 43,170**

*“Going back to school can be a very stressful process, but with the financial support of the tuition reimbursement program and the support of my leaders, I feel that the transition was more exciting than stressful for me!”*

MAGGIE COPE, U.S. AUTOFORCE



## Coursera: Learn without Limits

Coursera is the global online learning platform that offers anyone, anywhere access to online courses and content from world-class universities and companies. With few exceptions, team members now have access to thousands of U.S. Venture-sponsored courses, videos, guided projects, and certifications via Coursera.

## Tuition Reimbursement

U.S. Venture encourages team member development by providing financial assistance through a tuition reimbursement program. By investing in continuing education opportunities for our team members, we create a stronger, better prepared workforce that can meet our organizational growth plans and needs. This program also supports our desire to promote from within whenever practical.

*“The learning environment offered by U.S. Venture has given me access to unlimited, best-in-class opportunities to learn and grow, along with permission to be curious, think big, and challenge the status quo, satisfying my personal development goals and driving our business forward.”*

STEF LOWNEY, U.S. OIL & U.S. GAIN

*“U.S. Venture’s commitment to high performance is evident through the tuition reimbursement program. It has allowed me to expand my knowledge and perform at a higher level than I was able to before starting my program.”*

AMBER SIMONDS, U.S. VENTURE

## Fostering Inclusive Environments

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. As such, we view diversity as the spectrum of backgrounds, identities, abilities, perspectives, experiences, skills, and collective differences that includes 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

Promoting a positive reputation and impact in diverse communities

Ensuring that we attract and welcome the best talent with all backgrounds

Engaging in culturally competent interactions with partners and customers

## Team Member Growth and Connection Opportunities through Employee Resource Groups

U.S. Venture’s employee resource groups help grow connections and foster a diverse, inclusive workplace. These informal, social groups create a sense of community that focus on building relationships both inside and outside the company. They also provide team members with another opportunity to develop leadership skills and initiate mentoring. In 2022, our roster included three resource groups: Service Ventures; SheVentures; and Young Professionals (YP) Ventures. We’re excited to share that two more resource groups will be created in 2023.



## Monthly Diversity Chats

Our Monthly Diversity Chats started in 2020 as a result of our team members wanting an outlet to learn and talk more with peers throughout the organization. The monthly meetup provides our team members with an opportunity to discuss experiences and provide education on a variety of related topics.



## Prioritizing Health and Safety

We value our team members and are committed to safety in the workplace. No production goal, cost, or time saving measure, and no competitive advantage is ever worth an injury of any kind. In other words, our goal is to be an accident-free workplace. This can be challenging at times but can be accomplished through compliance with effective safety systems that seek to identify and control the risks that may exist in our workplace. It is everyone's responsibility to work in a safe manner, to keep our workplace safe, and to be familiar and comply with all applicable work safety policies and procedures. As an employer, U.S. Venture accepts the responsibility for the leadership of the safety programs, effectiveness and improvement to the safety programs, and for providing the necessary safeguards and training for a safe working environment. We expect every team member to cooperate and follow all safety precautions, initiatives, and efforts to provide a safety culture and ensure the success of the program.

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.

### **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, 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 on the agenda each month at our U.S. Venture facilities where operational leaders are updated on safety metrics, trends, and progress. Safety-focused topics are regularly presented and discussed. Safety is also part of our quarterly "Rev-Up" training classes for new supervisors/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.

## Mobile Safety is a Priority at U.S. Venture

Anyone who operates a U.S. Venture vehicle is expected to drive safely. Proactive driver training is our most important tool for preventing accidents. Driver training classes are held periodically at U.S. Venture locations. Drivers receive classroom training by certified driver trainers. Then, drivers coach each other through "observation drives" taken with their trainer and each other all in the same vehicle. Dispatch leaders take advanced driver training to be better able to coach drivers on how to improve driving behavior.

Backup cameras installed on all U.S. Venture delivery vehicles give drivers enhanced visibility when reversing. In addition, in-cab video camera systems are installed on all U.S. Venture fleet and delivery vehicles for improved driver safety. Unfortunately, accidents do occasionally happen. When they do, these camera systems are also important tools for managing U.S. Venture's liability.





## Additional Safety Considerations

Fall protection training delivered by third-party external experts is conducted throughout the year at various U.S. Venture locations to show 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 in improving safety at their work locations.

## Behind the Safety Statistics

To understand our commitment to safety, it's necessary to look deeper than the statistics. Although the work we perform can be inherently hazardous, U.S. Venture has also grown rapidly over the last year, sometimes acquiring locations whose safety culture was not as mature. Today, we are working hard to instill our passion for safety and our safety culture throughout all U.S. Venture locations.

### U.S. VENTURE FY 2022

<b>Total Recordable Incident Rate (TRIR)</b> Number of incidents X 200,000/total hours worked	<b>5.63</b>
<b>Preventable Vehicle Accident Frequency Rate (PVAFR)</b> Number of preventable vehicle incidents X 1,000,000/total miles driven	<b>4.76</b>

## 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 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.

## COVID-19

Throughout the pandemic, U.S. Venture followed CDC guidance and adhered to federal, state, and county requirements to prevent COVID-19 spread to ensure the health and safety of our team members. U.S. Venture invested in our team members by providing over \$400,000 in COVID-19 PPE and COVID-19 testing supplies. Given that COVID-19 is here to stay, we now approach COVID-19 like the flu, and recommend that team members who feel unwell stay home and seek medical attention when necessary.



# Giving Back is Part of Who We Are

## Inspiring Engagement Through Social Responsibility

U.S. Venture is built on a culture of giving back and it's been in our DNA since being founded 70 years ago. Through the U.S. Venture Open, the U.S. Venture/Schmidt Family Foundation, and our unique partnership with Kenya Works/Victory Community Development Center (VICODEC), we live out our caring relationships value everyday through delivering meaningful opportunities for team members to create thriving communities where we live, work, and do business.



U.S. Venture offers programs including volunteer paid time off, corporate sponsorships, volunteer hours and donation matching program, United Way Campaigns, scholarships, food, clothing, and basic need drives. In all we do, we are committed to challenging ourselves and our partners to address the root causes of poverty and improve the quality of life through collaboration and social innovation.

## Working to End Poverty in Northeast Wisconsin

Since 1986, the U.S. Venture Open has raised more than \$60 million and granted \$49 million to end poverty in Northeast Wisconsin.

### FAST FACTS

The nation's single largest one-day charitable event dedicated to ending poverty

U.S. Venture pays for all expenses of the event so 100% of every donation goes to ending poverty

More than 1,200 attendees representing 725 partners

J. J. Keller Foundation, Oshkosh Corporation, ThedaCare and Thrivent total \$1.45 million in lead partnerships

\$8.38M in new grants to 235 collaborating organizations

## 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. Together, we provide education, nutrition, 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 2022.

Victory Community Development Center is a school in the slums of Nairobi, Kenya

Educates 700 students

More than 600 U.S. Venture team members support VICODEC annually

Feeds 4,000 daily at VICODEC, surrounding schools, and outlying areas

374 VICODEC & secondary school students sponsored by team members, shareholders, and friends

29,000 girls are provided Makini Pads allowing them to stay in school

## Grants and Sponsorships

The U.S. Venture/Schmidt Family Foundation (USV/SFF) aims to be a catalyst for change by supporting self-sufficiency, community enrichment, and vulnerable populations. Program grants support non-profits in communities far and wide with a connection to U.S. Venture and its team members.

Through the Community Engagement Committee, events and sponsorships help to spread and scale meaningful work happening throughout our footprint. Through this work, deep partnerships have been developed with non-profits joining us to create thriving communities.



**Supporting Kenya Works and VICODEC to provide education, nutrition, social services, uniforms, and medical care for students and their families.**



### Associates Caring Together

The ACT Fund assists team members and their families who are facing financial hardship due to natural disasters, illness, loss of income, or unfortunate and unanticipated life events.



Our ACT Fund has helped 136 team members, granting \$401,978, since inception. In FY 2022, we granted \$127,468 helping 45 team members.

#### 2022 AT A GLANCE

\$7M Corporate giving & grants

\$4M Raised at U.S. Venture Open

\$9M Collaborative grants

TOTAL: \$20M in philanthropic impact

U.S. Venture/Schmidt Family Foundation granted \$2.71M to 120 nonprofits

Our Foundation awards up to \$50K in \$1,000 scholarships to children of team members

Through the U.S. Venture/Schmidt Family Foundation matching program, each team member can donate up to \$1,000 annually through any combination of volunteering and personal donations which the foundation matches

U.S. Venture matched 7,224 volunteer hours by team members with a donation of \$19,578 to 75 nonprofits

Team members personally donated to more than 200 nonprofits which were matched by U.S. Venture totaling \$190,396

### 2022 Earth Day

To commemorate Earth Day in 2022, we planted one tree on behalf of each team member, a total of 4,000 trees.





# Finding a Better Way to Approach Governance & 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.



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 and assesses 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 have overall oversight and accountability for sustainability at U.S. Venture including environmental, social, and governance (ESG) 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 discusses sustainability at every meeting. 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. Individual Board members may also request briefings on specific sustainability initiatives to monitor progress and provide feedback.

**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

Enterprise risks

Ethics and compliance

Sustainability updates, including other ESG topics

## 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 risks for the company.

## Executive Sustainability Oversight

U.S. Venture’s President and CEO regularly reviews the sustainability initiatives and overall progress to provide insight, direction, and feedback. At least quarterly, the entire Senior Leadership Team meets and considers the sustainability initiatives to determine if additional action is needed.

## Strategic Action Working Group (SWAT)

The Vice President of Sustainability oversees our Sustainability Program and ESG reporting, working in collaboration with the SWAT, a team of experts from the business divisions and shared resource departments including finance, corporate giving, people resources, and more. The SWAT drives sustainability 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 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.

**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.**



**Team Members are instructed to be diligent in protecting U.S. Venture's assets so that U.S. Venture will achieve its objectives and mission.**



While all of us at U.S. Venture are responsible for company ethics and integrity, our President and CEO, John Schmidt, 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 President 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 business 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).

### **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, 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 FY 2022 sustainability report primarily covers the period from August 1, 2021, through July 31, 2022. In some instances, content through to the end of 2022 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.

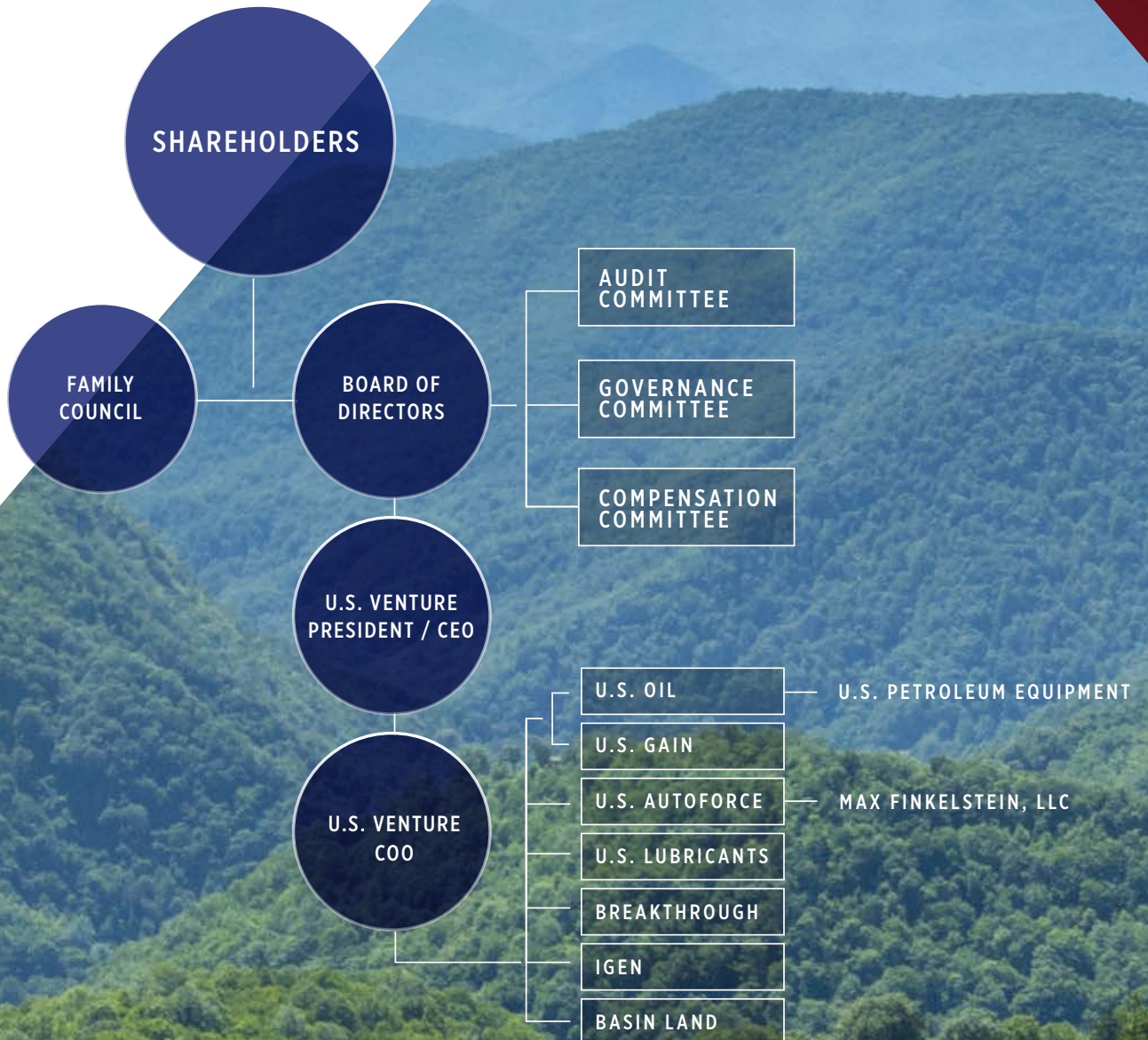
The report includes forward-looking statements about U.S. Venture’s future intentions. Forward-looking statements, which typically can be identified by words such as “will,” “aims,” “plans,” “intends,” “expects,” and similar terms, are subject to uncertainty and may be reevaluated and revised by leadership.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

U.S. Venture is excited to share this first sustainability report and our progress towards a more sustainable future. We plan to provide updates on an annual basis. Questions about this report can be directed to [SustainabilityReport@USVenture.com](mailto:SustainabilityReport@USVenture.com).

## Our Governance and ESG

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.





**U.S. Oil**

**U.S. Gain**

**U.S. Lubricants**

**U.S. AutoForce**

MAX FINKELSTEIN  
**MFI**  
a U.S. AutoForce company

**U.S. Petroleum  
Equipment**

**Breakthrough.**

**IGEN**

 **BASIN**

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