

IMPACT REPORT 2025

An Environmental, Social,
and Governance Summary

 **primient**



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This report represents Primient’s efforts, initiatives, and goals in calendar year 2025 ending December 31, 2025 unless otherwise noted. This report was issued in July 2026.

About Primient

Our Business Units



By the Numbers

1,900

Employees

Primient manufactures enough corn sweetener for over

320 million

cans of soda annually. If we stacked those cans end-to-end, they would almost circle the entire Earth!

7

Manufacturing Plants

Primient purchases 232 million bushels of corn every year. That’s more than

1 million

football fields of corn!

3

Offices

Primient produces enough citric acid to enhance the performance of over

31 billion

laundry pods.

13

Grain Elevators

Primient manufactures enough agrifunctional ingredients to feed over

2 million

cattle per year.

4

Bulk Stations

Primient produces enough performance starches to strengthen

37 billion

cereal boxes, annually.

Welcome



Laura Kowalski

Head of Global Sustainability & Marketing

At Primient, sustainability is critical to enabling business growth. As a leading provider of plant-based low-carbon ingredients, our sustainability efforts are driving resilience and creating long-term value for our customers, communities, and stakeholders.

This Impact Report reflects how we are embedding sustainability into our strategy and operations, guided by the issues that matter most to our business and the partners we serve.

In 2025, our regenerative agriculture efforts resulted in a carbon impact of more than 23,000 metric tons of carbon dioxide equivalents. This investment in regenerative agriculture helps to reduce risk in our supply chain and creates lasting value for the farmers who grow the high-quality corn we grind in our wet mills.

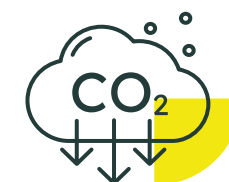
Primient's commitment to continuous investment in our manufacturing plants drove capital projects that resulted in more energy-efficient processes. In 2025, two of our corn wet mills achieved the U.S. EPA's ENERGY STAR® certification. We are proud to have the only two wet mills in the U.S. to achieve this certification.

All these efforts enable us to be a sustainable partner of choice for our customers. Looking ahead, our focus remains on driving sustainable value as our business continues to grow and thrive in the bioeconomy. We know the challenges ahead are complex, but we also know progress is possible through collaboration, innovation, and disciplined execution across our value chain.

I am proud of the progress reflected in this report and grateful to farmers, customers, and partners who continue to work alongside us. Together, we are building a more resilient, reliable, and responsible future—one rooted in plant-based solutions and long-term value creation.

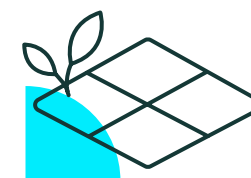
Focus Impact Areas

Primient prioritizes four key areas of sustainability in line with customer and stakeholder expectations. As a signatory of the UN Global Compact, Primient is in alignment with the corresponding UN Sustainable Development Goals (SDGs). These four focus areas represent the areas in which Primient is uniquely positioned to create meaningful impact.



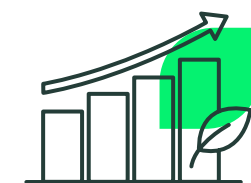
Decarbonization

Our approved and 1.5°C-aligned science-based targets prove our ambition to do our part to reduce emissions in our operations and our supply chain. We have made considerable progress toward all of our science-based targets. Additionally, our investments in regenerative agriculture have allowed us to make significant progress toward our scope 3 forest, land, and agriculture goal.



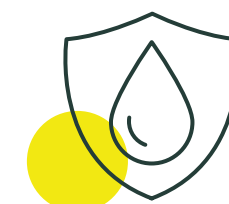
Regenerative Agriculture

Primient's regenerative agriculture program supports the adoption of regenerative agriculture practices across our corn supply shed through farmer outreach and education. In 2025, we supported practice change on 42,000 acres in the U.S. Midwest. This investment resulted in a carbon impact of 23,600 metric tons of carbon dioxide equivalents.



Sustainability-Focused Business Development

Sustainability is a critical driver of Primient's business growth. In 2025, we continued to partner to grow our presence in the bioeconomy. We are leveraging our position as a leading agricultural processor, as well as our multi-decade experience in precision fermentation, to grow our biosolutions business and bring more plant-based solutions to the market. Our acquisition of the remaining stake in Primient Covation's natural diol facility shows our commitment to these efforts.



Water Stewardship

Water is critical to Primient's operations, which is why we are so proud to be good stewards of this shared resource. Within our manufacturing plants, water is reused up to 30 times before it's treated on-site and released to the local community. Additionally, Primient's regenerative agriculture program drove water-related resilience in our corn supply chain by reducing the impact of water erosion and improving local water quality.

A Letter from our CEO



Jim Stutelberg
Chief Executive Officer

Customers, employees, and stakeholders expect us to operate with integrity, manage our environmental footprint responsibly, and create positive impact across the value chain. This Impact Report highlights how we deliver on those expectations.

Our core values of safety, excellence, integrity, and growth drive everything we do. Safety remains our highest priority. Nothing is more important than ensuring our people return home safely each day, and we continue to strengthen our zero-harm culture across all operations.

People are our greatest asset. Investing in a culture that recognizes the value of each individual is a priority for us. This is why I am so proud that our team achieved the Great Place To Work® Certification™ across our global operations. This distinction proves our commitment to creating a workplace where people feel empowered, respected, and valued.

Investment in our operations is critical for the growth of our business. Our five-year capital improvement plan is yielding results, and we are committed to modernizing our facilities to position us to lead in the growth of the bioeconomy. Our high-quality, low-carbon ingredients make us a partner of choice for current and future customers.

Over the past year, we have continued to advance our decarbonization efforts, strengthen our agricultural partnerships, and invest in regenerative practices. These efforts strengthen our supply chains, making us a more valuable supplier for our customers. They also help us make progress toward our science-based targets and are creating lasting value for farming communities across the Midwest.

I am confident in Primient’s direction and in the commitment of our teams worldwide. We are building a company that delivers reliable solutions today while investing in a more sustainable, resilient future. Thank you to our employees, partners, and stakeholders for the continued trust and collaboration as we work together to make meaningful progress.



REPORT HIGHLIGHTS

In 2025, two of our manufacturing plants received industry recognitions for safety performance. Additionally, five of our plants worked without a recordable injury or lost work case. This underpins our commitment to a zero-harm culture and ensuring all employees return home from work in the same condition in which they arrived.

We earned the Great Place To Work® Certification™ across global operations, proving our commitment to fostering a positive work environment for all our employees.

Our progress toward our science-based targets speaks for itself: We have reduced scope 1 and 2 emissions by 33.1%, scope 3 emissions by 18.1%, and scope 3 forest, land, and agriculture emissions by 9.4% from our 2019 baseline.

We further solidified our leadership position in the bioeconomy through our investments in iPROOF in Decatur, IL, and through the purchase of the remaining stake in our natural diol manufacturing plant in Loudon, TN.

Our investment in our corn supply chain improved crop yields, had measurable carbon reduction impact, and supported farmers in their resilience journeys. Across 42,000 acres, regenerative practice changes drove 23,600 metric tons of carbon dioxide equivalent impact.

Our Lafayette, IN and Loudon, TN wet mills earned the 2025 ENERGY STAR® certification from the U.S. EPA. Our plants were the only two wet mills to achieve this recognition in 2025.

From Kernel to Kickoff

From everyday moments to big event experiences, Primient plays a quiet but important role in modern life. In this stadium snapshot, you'll see how our ingredients show up everywhere from fan-favorite food and drinks to the packaging, cleaning products, and materials that help keep the venue running smoothly.

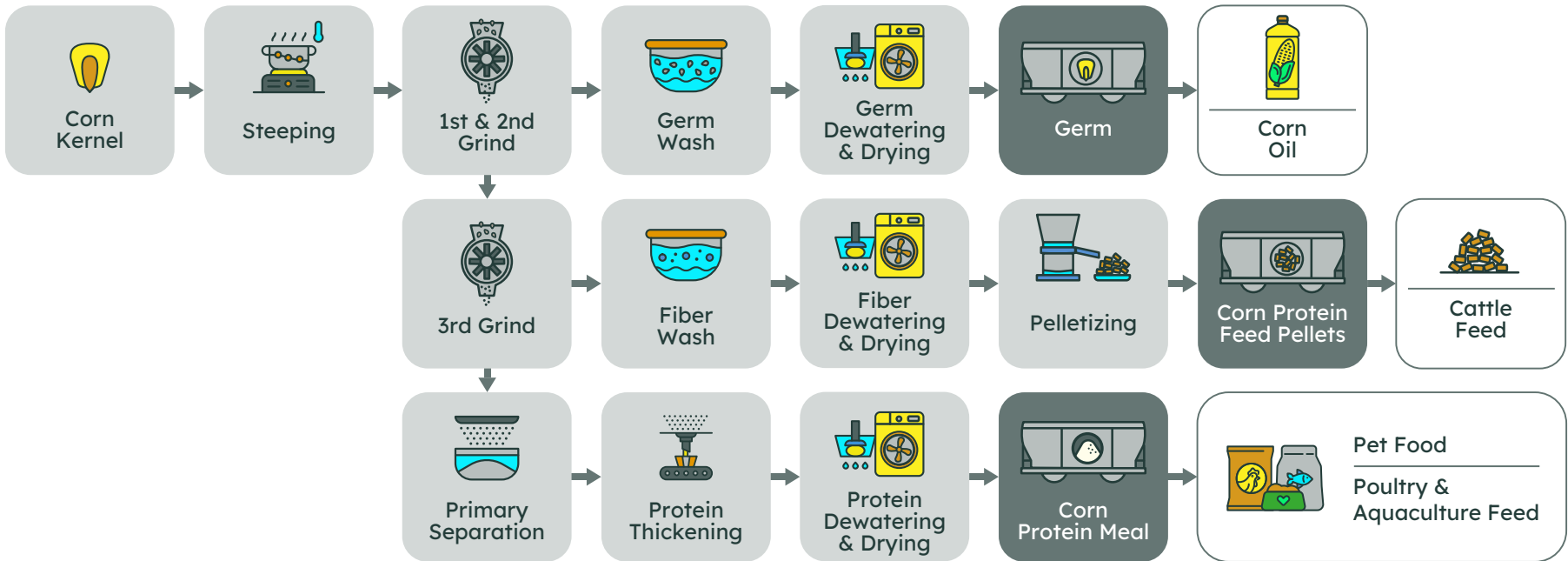


Manufacturing at Primient

From raw material to finished product, our manufacturing processes reflect the expertise behind everything we produce. Each stage of our corn wet mill, refining, and citric acid manufacturing processes play an essential role in delivering high-quality, plant-based ingredients. The Primient team executes every step with precision, care, and a strong commitment to operational excellence.

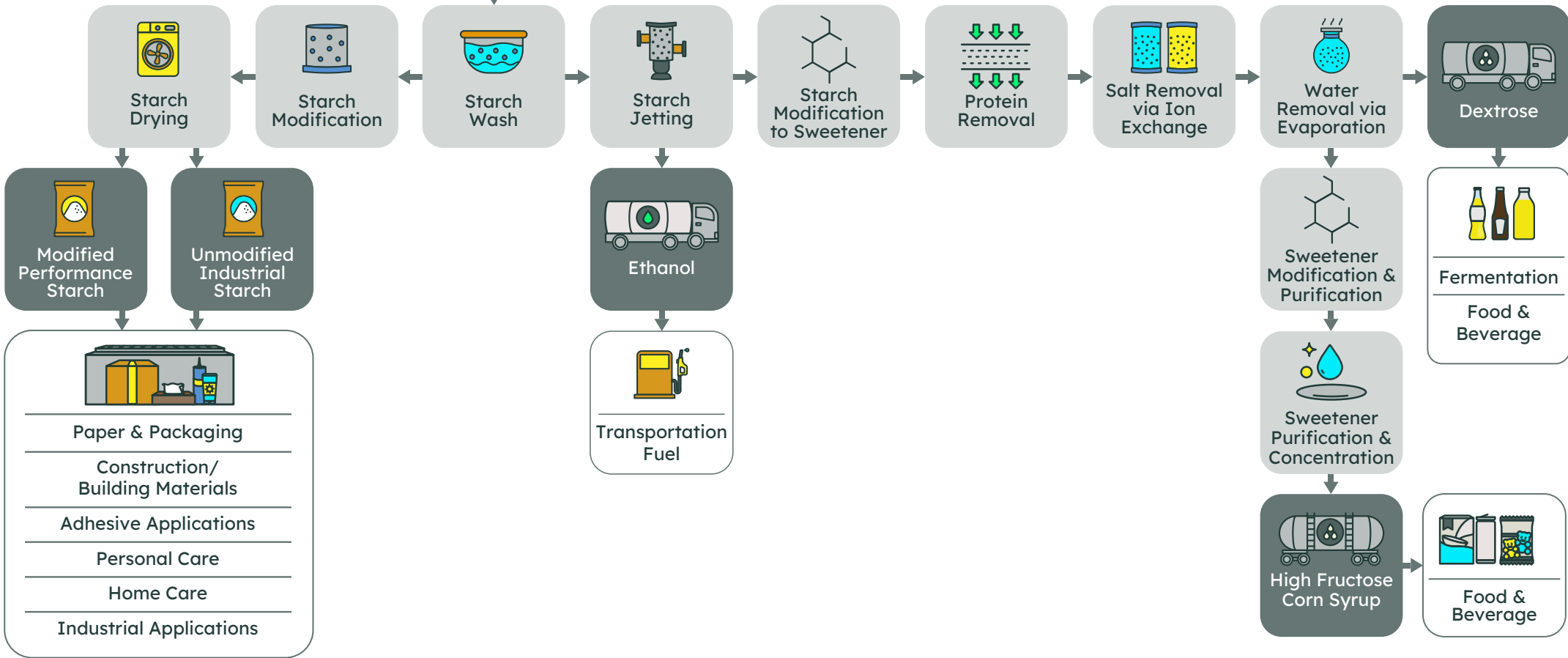
Corn Wet Milling

This process separates the kernel into its four components—germ, fiber, protein, and starch.



Refining

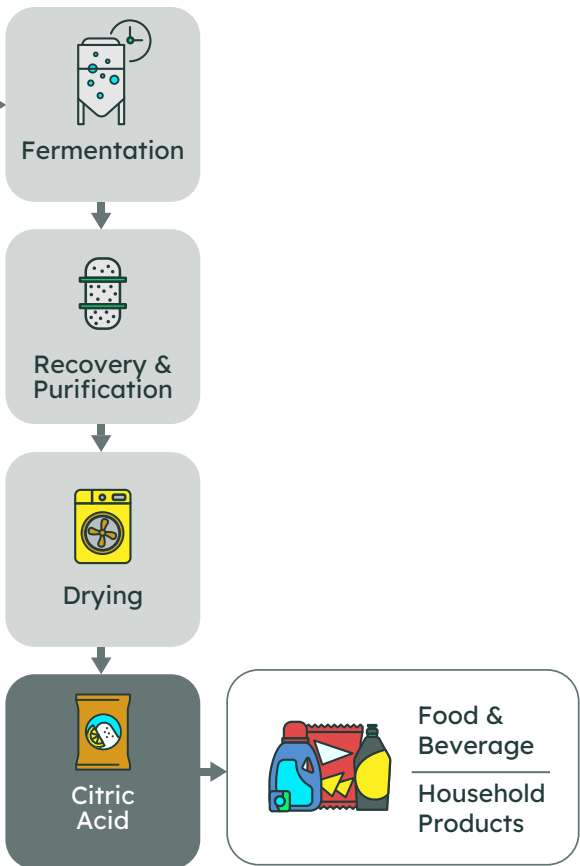
Starch slurry from the wet mill is used to produce corn-based sweeteners and starches.



Process Step Primient Product

Citric Acid Manufacturing

Dextrose undergoes a fermentation process to make citric acid.



Leading in Biosolutions

At Primient, we are committed to creating plant-based products that enrich lives. Our biorefinery campus in Loudon, TN takes high-quality corn syrup and turns it into high-performance bio-based ingredients that act as a drop-in replacement to traditionally petroleum-based products. As the world's largest producer of 100% plant-based 1,3-propanediol, or Bio-PDO™, Primient is proud to enable our customers to make more sustainable products.

Benefits of Co-location

Primient's industrial fermentation facility is located just next door to our corn wet mill. This biorefinery campus drives operational efficiencies and strengthens collaboration between the two manufacturing sites.

-  **Direct feedstock integration**
Dextrose is piped directly from the wet mill to the fermentation facility, eliminating the need for truck or rail transport and reducing traffic on local roads.
-  **Security of supply**
Co-location enables continuous coordination between the two sites, helping ensure supply and demand remain closely aligned.
-  **Shared energy infrastructure**
The facilities share a natural gas-powered cogeneration boiler that supplies steam to both plants, optimizing energy efficiency and maximizing the value of on-site energy generation.

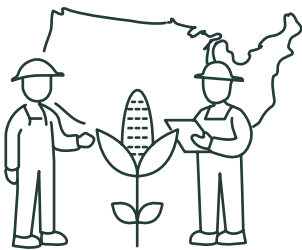
Our fermentation facility produces:



Zemea® is a pure, petroleum-free solution made to satisfy precise formulation requirements in end-use markets like cosmetics, personal care, and home care.



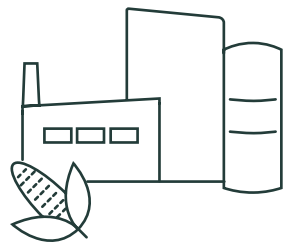
Susterra® is a renewable, petroleum-free ingredient formulated to serve as a novel building block, bringing new features, or as a drop-in replacement to traditional petroleum-based products. End-use markets include performance polymers, coatings and inks, and performance fluids like coolants.



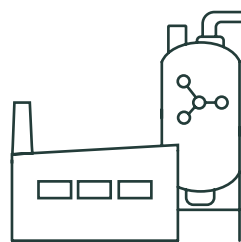
Primient sources corn from the U.S. Midwest. All of our corn is enrolled in a regenerative agriculture program, helping enable and educate farmers in their transition to regenerative practices.



Primient sources corn both commercially and directly. Our elevator network in Illinois and Indiana helps ensure a security of supply for our wet mills.



Primient grinds yellow #2 dent corn at our Loudon, TN wet mill, located on our biorefinery campus.



Primient's industrial fermentation plant converts corn syrup into 1,3 propanediol, or Bio-PDO™, the building block for innovative bio-based products.



End-use applications of bio-PDO include personal care products like skin care, deodorant, hair care, and cosmetics. Bio-PDO is also found in footwear, vehicle upholstery, coatings, and heat transfer fluids.

Environment

We are committed to making a positive impact within our manufacturing plants and across our corn supply chain.



Regenerative Agriculture

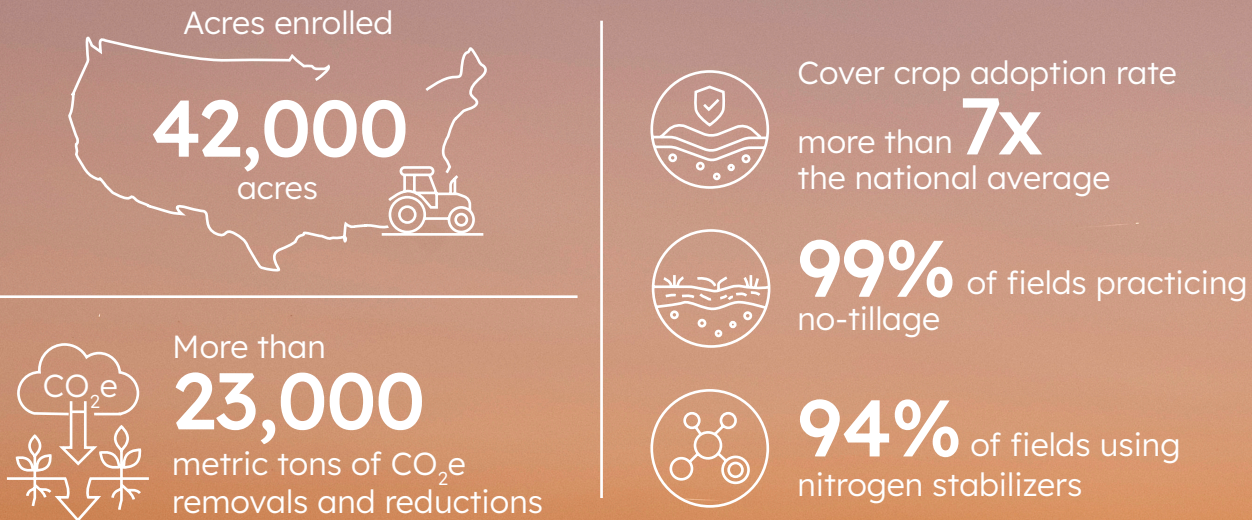
In 2025, Primient purchased over 1 million acres of dent corn from farmers in the U.S. Midwest. These midwestern farms sustain our business and our ability to enrich lives with plant-based solutions. We are proud to support these farmers and communities. Since 2018, we have been investing in regenerative agriculture programs that enable farmers to adopt more resilient practices, increase their corn yields, improve their soil health, and de-risk our agricultural supply chain. These practices help farmers prepare for unexpected climate impacts and support a healthy corn supply chain for years to come.

Our Regenerative Agriculture Commitments

Our commitment to regenerative agriculture is connected to our decarbonization strategy. We have approved science-based forest, land, and agriculture (FLAG) targets that commit us to a 26% reduction in absolute FLAG emissions by 2030, from a 2019 base year. For Primient, corn represents the largest volume of our FLAG emissions, making it that much more important that we continue to support farmers.

Our Regenerative Agriculture Impact

FIELD-LEVEL INTERVENTIONS



OVERALL EMISSIONS REDUCTION



Farmer Spotlight

For Chelsea Campbell, farming is both a family legacy and a forward-looking profession. Raised on her family's farm in Sullivan, IL, Chelsea has been involved in agriculture since her early teens, working alongside her grandparents, parents, and brother. That hands-on upbringing shaped her work ethic and appreciation for agriculture as an ever-evolving industry.

After earning a business degree with a minor in accounting, Chelsea spent several years in the grain industry as a grain originator and merchandiser. Those experiences gave her a deeper understanding of markets, logistics, and customer relationships—insight she brought back when she returned to the family farm in 2021. Today, she plays a central role at MMV Farm LLC, focusing primarily on grain marketing while staying closely connected to day-to-day operations.

Chelsea coordinates grain hauling with truck drivers, communicates regularly with the local elevator manager, and helps ensure grain moves efficiently during critical windows. During planting season, she runs one of the farm's corn planters, and during harvest, she steps in wherever needed. She is also involved in farming with her husband and his family, helping operate equipment on their ground.



Chelsea Campbell
MMV Farm LLC | Sullivan, IL

MMV Farm has worked with Primient for many years, and Chelsea values the strong relationships built across multiple Primient locations. The Coles grain elevator in Mattoon, IL—situated directly across the street from MMV Farm's elevator—has strengthened communication and simplified logistics, particularly during busy seasons.

As the United Nations recognizes 2026 as the International Year of the Woman Farmer, Chelsea's story reflects the essential role women play in agriculture today—as operators, decision makers, and stewards of the land. For Chelsea, one of the most meaningful parts of farming is raising her children in agriculture and giving them the chance to experience it firsthand, helping carry the operation into the next generation with the same dedication and care.



*From a 2019 baseline

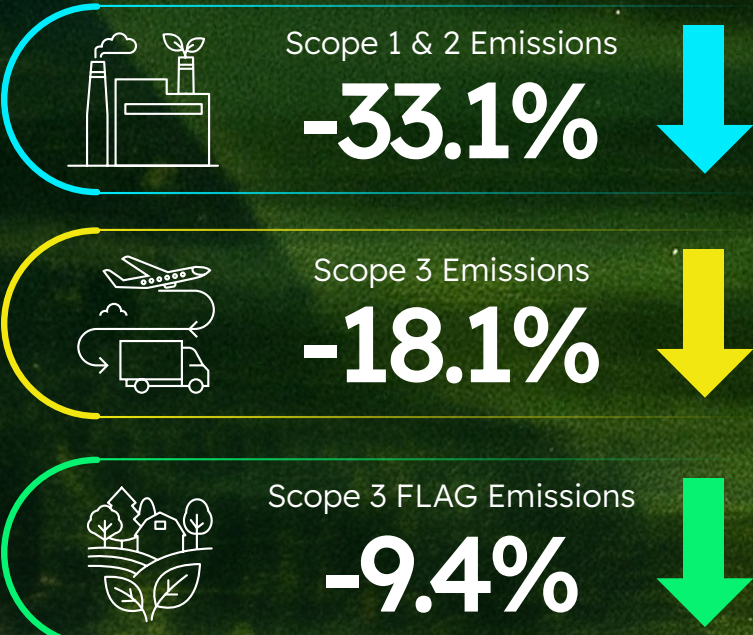
Decarbonization

Our Goals

Primient’s approved science-based targets are measured against a 2019 baseline and will be achieved by 2030.

Scope 1 & 2 Emissions*	-46.2%
Scope 3 Emissions	-46.2%
Scope 3 Forest, Land, and Agriculture (FLAG) Emissions**	-26%
Zero Deforestation Supply Chain by 2025	

Progress Against Our Goals



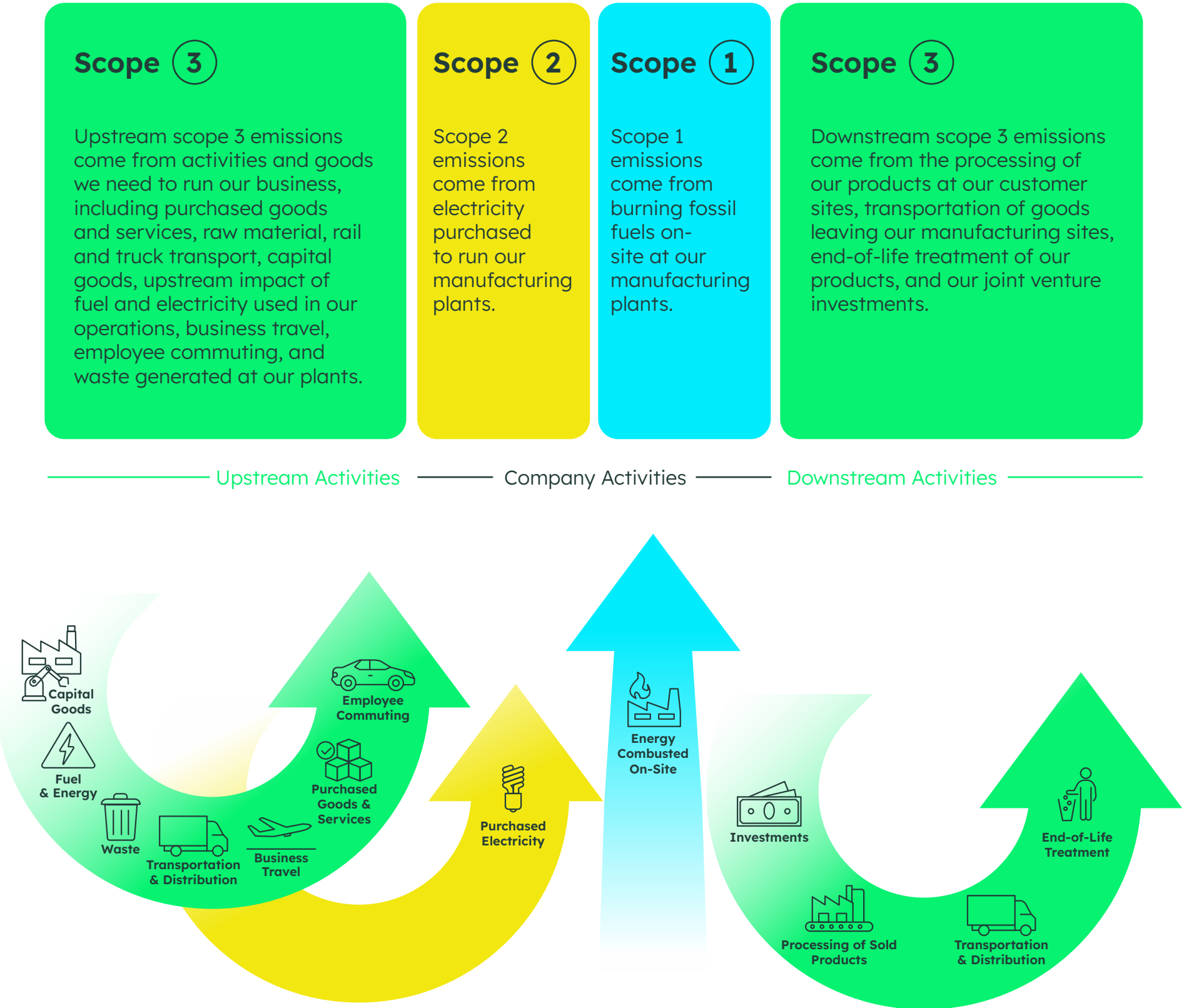
GOAL REACHED

Our zero deforestation supply chain goal has been reached and continuously monitored.

*The target boundary includes land-related emissions and removals from bioenergy feedstocks.
**The target includes FLAG emissions and removals.

What makes up Primient’s scope 1, 2, and 3 emissions?

Learn more about Primient’s greenhouse gas emissions in the graphic below.



Achieving Energy Star Certification

Primient has earned the U.S. Environmental Protection Agency’s ENERGY STAR® Certification for Superior Energy Efficiency at our manufacturing plants in Lafayette, IN and Loudon, TN for 2025. This designation places both plants among the top 25% of corn wet mills nationwide for energy performance and recognizes a commitment to industry-leading environmental stewardship. In 2025, these two facilities were the only corn wet mills to receive this recognition in the U.S.

Continuous Investment

In 2024, we announced a multi-year capital investment commitment of \$700M across our manufacturing footprint. This investment strategy is aimed at modernizing our manufacturing facilities to improve safety, quality, reliability, and efficiency.

In 2025, we kicked off a two-year plan to replace our germ and feed dryers at our Decatur, IL wet mill. These new dryers allow us to produce high-quality co-products that can be used as animal feed, ensuring full use of the corn kernel and resulting in minimal waste in our corn processing. These new efficient dryers allow our mills to improve on-site process safety and increase product yield.

Each year, a dedicated portion of our capital spend goes to energy efficiency projects at our manufacturing plants. In 2025, example projects included:

- LED lighting upgrades across our three wet mills
- Cooling tower system upgrades at two of our wet mills
- Heat exchange upgrades for improved energy reclamation
- Clean-in-place system upgrades to help increase efficiency on our heat exchanger operations

House of Primient

Purpose
Guiding Principles

Core Values

Foundations

Our Existence is why we do what we do
Enriching lives through plant-based solutions.

Our guide to consistency in decision making
Data-Driven | Inclusive | Continuous Improvement Mindset | Decisive | Kind

Excellence
We never settle for "good"
We are uncompromising
when it comes to quality.

Growth
We think like business
owners, investing in our
people, ourselves, and
back in our business.

Safety
Both physical and
psychological safety
are non-negotiable.

Integrity
We always do the right
thing, speak up against
inappropriate actions,
say what we mean.

The Primient Operating Model - A systematic process
We hold ourselves accountable to deliver on our strategy.

Our People - Attracting & retaining the best talent
YOU help us win by achieving our organizational goals while living our Purpose.

Social

Our greatest strength is our people. We are committed to fostering a culture where every individual feels valued and supported.



EHSS

Environmental, Health, Safety, and Security

At Primient, safety is foundational to how we operate. Our approach to EHSS is grounded in a simple but uncompromising ambition: goal zero. This is defined as zero injuries, zero incidents, and zero harm. Our goal-zero mindset reflects our belief that every incident is preventable and that every employee, contractor, and visitor should return home safely each day. This commitment is embedded across our operations and reinforced through leadership engagement, employee involvement, and continuous improvement of our EHSS practices.

We are very proud of our safety performance. In 2025, five of our sites worked without a recordable injury or lost work case, and four of those five have gone more than two years without a recordable.

Safety Performance Metrics

In 2025, we achieved:

Lost Time
Incident Rate
(LTIR*)

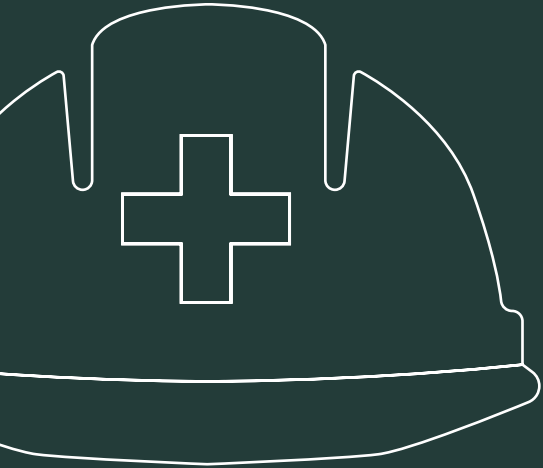
0.21

Total Recordable
Incident Rate
(TRIR**)

0.73

-60%
below
industry
benchmark

-67%
below
industry
benchmark



*LTIR is calculated by dividing the number of lost time injuries by the total hours worked by employees, then multiplying by 200,000 (standard base of 100 employees working 40 hours a week for 50 weeks).

**TRIR is calculated by multiplying the number of OSHA recordable injuries by 200,000 (standard base of 100 employees working 40 hours a week for 50 weeks) and dividing by total number of hours worked.



EHSS Governance

Our EHSS Council governs the company’s EHSS program and priorities. This council ensures that our employees not only understand their responsibility in safeguarding the health and safety of our workplace, but also in the communities in which we operate. As of 2025, the council is made up of all site operational leaders and all corporate EHSS leads.

Employee involvement is a cornerstone of our safety culture. In addition to the EHSS council, on-site EHSS committees operate at every Primient location. These committees provide a formal mechanism for employees to participate in identifying risks, raising concerns, and improving workplace safety.

Safety Performance Recognition

Two of Primient’s manufacturing plants received best-in-class safety awards from the Corn Refiners Association (CRA) to recognize excellence in safety standards in 2025. These achievements reinforce Primient’s core value of safety and reflect every employee’s dedication to maintaining a safe environment.

ZERO LOST
WORKDAYS
AWARD

Zero Lost Workdays

This recognition acknowledges facilities for operating a full calendar year without an employee lost workday case and without a workplace-related fatality.

Lafayette, IN

The Lafayette team has achieved six years without a lost workday incident.

Dayton, OH

The Dayton team has achieved zero lost workdays for three consecutive years.

CRA INCIDENT
RATE
EXCELLENCE
AWARD

Incident Rate Excellence

This recognition is defined as a Total Recordable Incident Rate (TRIR) below 1.0.

Lafayette, IN

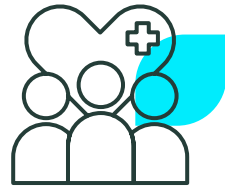
The Lafayette team has achieved this recognition for three consecutive years.

Dayton, OH

The Dayton team has achieved this recognition two out of the last three years.

- These committees are structured to ensure broad and meaningful representation:
- Each facility includes individuals from operations and frontline teams, representing 100% of our employee population, with safety concerns elevated through site-level safety leadership and escalated to the EHSS Council as needed.
 - Committee meeting outcomes and action items are documented and shared to promote transparency and accountability across our global operations.
 - All employees are empowered to submit EHSS concerns directly, which are reviewed and addressed by site EHSS committees.

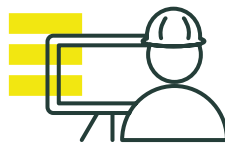
EHSS



Protecting Employee Health

Primient takes a proactive approach to occupational health, including the prevention of noise-related exposure. Across our sites, we implement engineering controls, administrative practices, and personal protective equipment requirements where needed. Noise levels are regularly monitored, and hearing preservation practices are applied in accordance with regulatory requirements and internal standards. These efforts are designed to identify potential risks early and protect employees' long-term health.

Dust management remains an important element of our EHSS programs, as well. Primient implements site-specific controls, housekeeping practices, and monitoring to manage combustible and operational dust risks, supporting both employee safety and operational reliability.



EHSS Training and Capability Building

Employee training is central to sustaining a strong safety culture. Primient provides EHSS training aligned with our internal management framework and life-saving principles, ensuring employees understand their responsibilities and have the tools to work safely.

Key training initiatives include:

- SafeStart® training, which continued on-schedule across multiple Primient sites in 2025, reinforcing personal safety awareness and hazard recognition.
- Ongoing role-based EHSS training for employees and leaders, as defined within our EHSS framework.
- Continued participation in professional development programs through organizations such as the American Society of Safety Professionals, supporting deeper technical expertise across our EHSS community.



Monitoring and Continuous Improvement

For significant safety incidents, we adhere to our formal incident reporting policy. This process includes completing the required documentation and conducting a comprehensive incident review, including root-cause analysis. All significant incidents are reviewed through our monthly incident review board meetings. Relevant corrective and preventive actions are communicated across the Primient network and systematically tracked to completion.

In 2025, we successfully completed our critical safety device program implementation across all sites. The next phase of this program is the environmental compliance device program, which will be implemented in 2026 under the same framework.



Compliance Audits

Compliance audits are conducted to support the protection of our employees, the environment, our customers, and the communities in which we operate. We perform routine industrial hygiene monitoring at each facility to assess potential exposure to workplace hazards, including noise, dust, mold, sulfur dioxide emissions, and chemical agents. Compliance audits are conducted at least once every three years and may occur more frequently based on site-specific risk assessments that incorporate both leading and lagging indicators. Audit findings are monitored and integrated into our continuous improvement processes.

Our Santa Rosa, Brazil facility is certified to ISO 14001 and undergoes annual third-party audits to verify conformance with the standard. The site has maintained ISO 14001 certification since 2021.



Management Systems

Our EHSS management system is integrated in the Primient Operating Model (POM). The POM serves as a standardized, enterprise-wide framework that supports continuous improvement and enables consistent progress toward Primient's key performance indicators. The POM is in use at 100% of our manufacturing sites and corporate offices, and internal feedback indicates it is a significant contributor to reinforcing a zero-harm culture.

Primient maintains a risk register at 100% of our manufacturing sites to systematically identify, assess, and manage EHSS risks that are then audited through site-level compliance audits. The risk register is a key tool used to prioritize actions, guide mitigation strategies, and track progress over time. All correction actions are tracked through our EHSS database. Risk registers are reviewed and updated regularly to maintain and strengthen site-level and corporate EHSS standards. In 2025, 100% of our sites completed an environmental risk assessment.



Customer Health and Safety

Primient is dedicated to offering customers safe, reliable, high-quality, plant-based ingredients and solutions. Our packaging clearly outlines all required health and safety details in accordance with local, state, and federal regulations, including the National Fire Protection Association (NFPA) diamond label.

In 2025, we delivered a first-pass quality rate of 98% and experienced zero ingredient recalls or withdrawals, underscoring our commitment to consistent product excellence. Primient applies Hazard Analysis and Critical Control Point (HACCP) principles across the company, integrating food and product safety consideration into our operational processes. These HACCP preventative controls involve a thorough evaluation of our facilities, raw materials, and workforce to identify, manage, and verify potential risks. In addition, robust Good Manufacturing Practices (GMP) programs are essential to our operations.

Culture

At Primient, our culture is grounded in a people-first mindset. We recognize that our most important strength is our employees, and we're committed to supporting their well-being, growth, and success. We work to foster a workplace built on trust and respect—one where open communication, collaboration, and care for one another are essential.



Safety

We believe physical and psychological safety are non-negotiables.



Excellence

We never settle for “good.” We are uncompromising when it comes to quality.



Integrity

We always do the right thing, speak up against inappropriate actions, and say what we mean.



Growth

We think like business owners: investing in our people, ourselves, and back in our business.

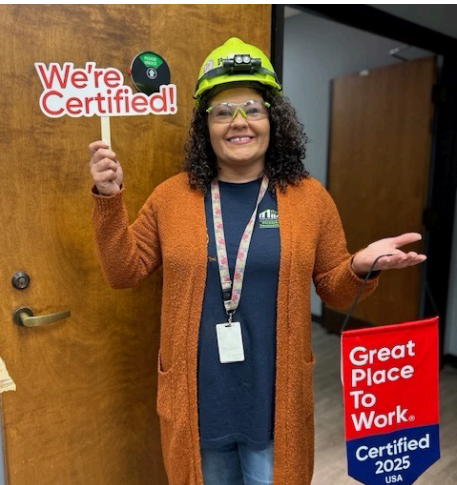


Employee Engagement

Engagement surveys are a key part of our employee listening strategy, helping us improve the employee experience. We are very proud of our participation rate of 84%, which is above industry average for overall engagement.

Using employee feedback, we:

- Identify strengths and gaps.
- Turn insights into actions that strengthen culture and performance.
- Enable data-driven HR and leadership decisions.



Great Place To Work®

In 2025, Primient earned Great Place To Work® Certification across all global operations. This marked the first certification for Primient’s U.S. locations and the second consecutive year of recognition for our teams in Brazil and Poland.

This award is especially meaningful because it is an external survey driven by employee feedback, measuring workplace culture, trust, and fairness. We’re proud of this achievement and even prouder of the people who made it possible.



Culture

Early Career

Internship Program

Developing the next generation of talent is central to building a resilient, inclusive, and future-ready organization. In 2025, Primient’s interns drove measurable success across the business, piloting advanced technologies and strengthening our foundational operations. Their direct contributions included:

- **Financial and Operational Efficiency:** Identified cost savings opportunities and efficiency gains across operations, reliability, and tax credits.
- **Process Excellence:** Improved over 65 standard operating procedures, audits, and documentation processes, significantly strengthening our compliance and audit readiness.
- **Innovation:** Piloted AI and data analytics solutions to streamline customer service and forecasting.
- **Quality and Reliability:** Strengthened our audit ratings, tax readiness, and equipment lifecycle extensions, ensuring our facilities operate at the highest standards.

Rotational Development Program Launch

In 2025, we launched an 18-month rotational development program designed to develop a future talent pipeline through hands-on experience, cross-functional exposure, and structured mentorship. Participants in the program complete three- to six-month-long rotations within critical business functions like human resources and finance. Each rotation includes defined objectives, meaningful project work, and performance feedback, allowing for accelerated development of future leaders.

Career Management and Development



Primient Thrive



At Primient, it is important that our employees own their development journey and know they can succeed and reach their career goals.

In 2025, we launched Thrive, a program that outlines our career architecture and overall performance management lifecycle. It was designed to standardize roles and levels across the business in alignment with Primient’s broader talent strategy. This framework showcases the various opportunities for career growth and development at Primient including overall growth, traditional promotions, promotions in place, and lateral movements.

Within Thrive, our engineering development program offers career progression through managerial and technical paths. Primient’s engineers can explore both career tracks through a combination of process, project, and leadership experiences.

A transparent and consistent framework supports employees by creating:

- Clear and consistent role definitions
- In-role growth opportunities
- Fair and transparent career progression
- Facilitated talent mobility
- Aligned talent management

Career Management

Primient encourages ongoing, meaningful dialogue between employees and managers to support career development and growth. To enable these conversations, we provide structured performance toolkits, goal-setting templates, and individual growth plans (IGPs), alongside internal job postings through Workday® to promote career mobility and internal advancement. We place particular emphasis on leadership development, with 73% of director-level and above employees having an IGP in place, and in 2025, 99% of eligible salaried employees participated in a formal performance and career development review.

Operators and technicians, including employees covered by collective bargaining agreements or represented by elected employee representatives (26% of our workforce), follow separate remuneration processes and schedules in accordance with current agreements.



Culture

Training

In 2025, we expanded our leadership training to include Crucial Conversations® and Situational Leadership®. These new offerings built on our standard frontline leadership and strategic senior leadership training programs. Training was held in-person and virtually and gave our people leaders additional skills to foster a culture of respect among teammates. Across our frontline leadership and strategic leadership programs, employees received an annual average of 24 hours and 16 hours of training, respectively. In total, Primient offered 1,526 hours of training to its leaders in 2025.

Crucial Conversations® is a structured communication skills training program focused on how employees can handle high-stakes conversations more effectively. The course outlines how to conduct productive dialogue by teaching people how to speak up candidly, respectfully, and quickly when it matters most.

Situational Leadership® fosters respect by requiring leaders to adapt their style to an employee’s unique readiness level, valuing individual needs over a “one-size-fits-all” approach. It demonstrates empathy, validates competence, and builds trust by providing appropriate support without micromanagement, ultimately treating employees as valued individuals rather than interchangeable resources.

Plant Operators

Building a skilled, adaptable plant operations workforce remains a cornerstone of our long-term performance and safety culture. As part of our progressive skill block program, operators gain new skills that can result in higher earning potential and career mobility opportunities. As operators advance in the program, they become subject matter experts in their area, which can unlock advancement opportunities into plant leadership roles. In 2025, we leveraged artificial intelligence to update our standard operating procedures and to streamline our skill block program, ensuring we are working efficiently and in line with industry best practices.



Recruiting and Benefits



A core element of our recruiting approach is ensuring candidates have a clear understanding of the role, responsibilities, and work environment before their first day. We do this through virtual and in-person plant tours which allow our recruiting team to connect more effectively and provide greater transparency into our teams, operations, and products.

We offer 100% of our full-time employees a comprehensive benefits package that includes medical, dental, and vision healthcare; paid time off; parental leave; retirement savings; life insurances; and educational assistance. Our compensation and benefits team regularly reviews our benefits programs to ensure we remain fair and competitive.

Employee Resource Groups

Our employee resource groups (ERGs) play a vital role in fostering an inclusive, respectful, and engaged workplace. Led by employees and supported by leadership, ERGs create spaces for connection, professional development, and advocacy while strengthening our culture and informing more inclusive business practices. In 2025, we transitioned to a unified ERG model, pairing central leads with local chapters to ensure company-wide strategic alignment while prioritizing the unique needs of our local communities.

Employee participation in ERGs grew in 2025, signaling a deep desire from our employee base to connect, learn, and drive change across the organization. Primient has six active ERGs:

- **Abilities** supports neurodivergent and physically disabled employees.
- **Black Employee Network** supports black employees.
- **PRIDE** supports LGBTQIA+ employees.
- **Professional Women’s Network** supports women employees.
- **Unidos** supports Latino/Latina employees.
- **VETS** supports military veteran employees.



Community

At Primient, we are proud of the impact we are making in our local communities. Our efforts are focused on three community pillars, which reflect who we are as a business and the impact we strive to make in the communities we serve.

Food Accessibility



Ensuring access to nutritious, affordable food in the communities where we live and operate.

Agricultural Education



Improving the future of agriculture through education at the high school level and beyond.

Representation



Contributing to a better future for all across our plants, offices, and communities.



“ Primient’s contribution to Food Finders Food Bank provided the equivalent of 33,000 meals to individuals and families facing food insecurity in our communities. Beyond this support, the Primient team in Lafayette, IN volunteered for Feed the Need Day, sponsored our Classroom Superstars program, and contributed their time at our facility. In 2025, Primient helped collect enough donations on Feed the Need Day to provide 169,000 meals for families in our community—breaking an all-time record. We are grateful for this partnership and the shared commitment to addressing hunger where it’s needed most. ”

Kier Crites Muller
CEO of Food Finders Food Bank, Inc.

United Way Partnerships



Primient proudly partners with United Way across several locations. Through employee engagement, local giving, and volunteerism, we support programs that advance education, financial stability, and health for our neighbors. Together, we’re helping build stronger, more resilient communities.

Annual MLK Day of Service



In 2025, we celebrated our inaugural Dr. Martin Luther King Jr. Day of Service by engaging in company-wide volunteer efforts throughout January. Inspired by Dr. King’s legacy, our teams across Illinois, Indiana, Ohio, and Tennessee dedicated their time to food banks, food pantries, and agricultural education programming. These efforts reflect Primient’s ongoing commitment to strengthening the communities we call home.

Governance

The way we do business defines who we are. We lead with integrity, ensuring transparency and accountability are embedded in every decision and action.



Ethics & Compliance



At Primient, doing the right thing is fundamental to who we are. We are committed to fostering a respectful, ethical workplace for our employees, customers, and business and community partners.

We conduct business with integrity and fairness, and in full compliance with applicable laws and regulations. Every employee is expected to uphold the standards outlined in our Code of Ethics, protecting Primient’s reputation as a trustworthy and responsible organization. We maintain a strict zero-tolerance policy for violations of our Code of Ethics and address any inappropriate behavior promptly and responsibly.

Our Ethics & Compliance (E&C) program informs decision-making across the organization and is grounded in our core values of safety, excellence, integrity, and growth. The program is designed to provide reasonable assurance that Primient, and those acting on our behalf, comply with legal and regulatory requirements while effectively managing operational risks. Expectations for ethical behavior are clearly outlined in our Code of Ethics, which underscores integrity as a foundational value. Our [Code of Ethics](#) is publicly available on our website and provided upon request.

Throughout the year, we reinforce our expectations through ongoing compliance communications and training programs. Employees receive training on key topics such as anti-bribery and corruption, competition law, anti-harassment, information security, conflicts of interest, and various other compliance topics. All new employees complete mandatory compliance training as part of their onboarding process. Additionally, all existing employees complete annual compliance training.

To bring our commitment to integrity to life, our E&C team maintains an active presence across our operations through regular site visits, enabling direct connection with employees, open dialogue, on-site training, and real-time support. In parallel, our expanded internal communications efforts strengthen risk awareness, transparency, and accountability, all which enhance the overall effectiveness of our E&C program.

Governance and Oversight

Primient’s compliance committee oversees the E&C program. The committee comprises senior leaders and meets quarterly to monitor program effectiveness, emerging risks, and key initiatives. Ultimately, responsibility for the implementation and sustained importance of the E&C program rests with Primient’s senior leadership team, reinforcing ethics and compliance as a core business priority.

Our policies and training are reviewed often to ensure that they align with evolving regulatory requirements and industry best practices. The refreshed materials feature clear guidance, practical examples, and expanded coverage of emerging ethical issues, providing employees with an accessible and comprehensive resource to support sound decision-making and uphold our commitment to integrity and ethical conduct. Primient conducts regular reviews of its compliance framework to ensure alignment with industry best practices.

Supplier Relations

All vendors and suppliers are subject to due diligence screening prior to engagement with Primient and are monitored on an ongoing basis throughout the relationship. This screening includes reviews against relevant compliance databases, including anti-bribery, anti-corruption, sanctions, and denied-party lists. This approach helps identify potential legal, regulatory, and reputational risks.

Consistent with Primient’s Supplier Code of Conduct, suppliers are expected to conduct business with integrity; comply with applicable laws and regulations; and maintain appropriate controls to prevent bribery, corruption, and other unethical practices. Suppliers must promptly report suspected violations, cooperate with compliance reviews, and, when requested, support audits or assessments related to their adherence to our standards. Failure to meet these expectations may result in corrective action, up to and including termination of the business relationship.



Ethics & Compliance Key Performance Indicators



Confirmed corruption incidents



Acknowledgement and confirmed compliance with the Code of Ethics by leadership*



Completion of Primient’s annual Conflict of Interest Declaration by target employees

*Director level and above

Managing Risk



Whistleblowing Policy and Ethics Line

Primient is committed to fostering an open and respectful culture in which employees feel supported in speaking up and raising concerns without fear of retaliation. Our Whistleblowing Policy outlines multiple reporting options for employees who want to report potential violations of our Code of Ethics or behaviors inconsistent with our core value of integrity.

To support a strong speak-up culture, Primient also offers Ethics Line—an anonymous reporting mechanism available year-round, 24 hours a day, 7 days a week. Awareness is reinforced through targeted training and ongoing communications, which emphasize when and how to report concerns, reinforce expectations related to Ethics Line reporting and investigations, and explain what employees can expect throughout the review process. Together, these initiatives build confidence in the reporting system, promote transparency, and strengthen accountability across the organization.

Risk Management

Primient identifies and manages its most significant financial and strategic risks through the Primient Operating Model. Through this process, the senior leadership team (SLT) establishes key performance indicators (KPIs) that support the achievement of the company’s strategic, financial, and operational objectives. In defining these KPIs, the SLT considers the principal risks that could impede progress toward those objectives.

To drive alignment across the organization, KPIs are cascaded through Primient’s management structure, creating a continuous top-down and bottom-up risk management process. This approach engages management, monitoring and compliance functions, and the internal audit function, with KPIs reviewed at least monthly.

In 2026, we will establish an Enterprise Risk Management (ERM) program that builds and ties back to our KPIs through common risk methodology and terminology. The ERM program will formalize our practices around risk identification, assessment, management, and mitigation throughout the organization.

Responsible Sourcing

Our responsible sourcing program utilizes the Sedex platform and Sedex Members Ethical Trade Audits (SMETAs) to identify any potential issues related to labor standards (including child labor, forced labor, and human trafficking), business ethics, environment, and health and safety in our supply chain. To date, our program has assessed our most material supplier categories.

Primient’s plants are subject to regular SMETAs to ensure compliance with customer requirements. All our manufacturing plants (100%) complete the Sedex assessment questionnaire annually and a SMETA every three years. These audits help us identify any areas of improvement or risks in our business and allow us to continuously improve our practices.



Appendix



Appendix

Diversity Data

Metric	% of employees
Minorities	29%
Women in Top Executive Positions	10%
Minorities in Top Executive Positions	20%
Women on the Board of Directors	20%

Energy & Greenhouse Gas Emissions

Metric	Units	Quantity
Total Energy Consumed	Gigajoules	24,417,925
Renewable Energy Consumed	Gigajoules	541,194
Scope 1 Emissions	Metric Tons CO ₂ e	1,117,699
Scope 2 Emissions – Location	Metric Tons CO ₂ e	206,559
Scope 2 Emissions – Market	Metric Tons CO ₂ e	118,182
Biogenic Emissions	Metric Tons CO ₂ e	161,694
Scope 3 Emissions	Metric Tons CO ₂ e	5,322,591
Scope 3 non-FLAG Emissions	Metric Tons CO ₂ e	4,046,163
Scope 3 FLAG Emissions	Metric Tons CO ₂ e	1,276,428
Scope 3 Upstream Emissions	Metric Tons CO ₂ e	2,675,881
Scope 3 Downstream Emissions	Metric Tons CO ₂ e	2,646,710

Water & Waste Data

Metric	Units	Quantity
Nonhazardous Waste	Metric Tons	131,465
Beneficially Reused Waste	Metric Tons	72,801
Hazardous Waste	Metric Tons	120
Water Withdrawal	Cubic meters	25,475,073
Water Consumed	Cubic meters	4,928,361

SASB Index

SASB Standards are now incorporated into the IFRS framework through IFRS S1 and S2. This report continues to align with SASB Standards, with consideration of IFRS requirements in future disclosures.

Topic	Metric	SASB Code	Response
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-AG-110a.1	1,117,699 MT CO ₂ e
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-AG-110a.2	See page 10
	Fleet fuel consumed, percentage renewable	FB-AG-110a.3	Not applicable
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity and (3) percentage renewable	FB-AG-130a.1	See CDP response
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	FB-AG-140a.1	See table above
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a.2	See TCFD response
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	FB-AG-140a.3	Primient’s full compliance status can be found in the United States Environmental Protection Agency (EPA) Enforcement and Compliance History Online (ECHO) database, as well as through Brazil’s federal environmental enforcement authority, the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA).

SASB Index

Topic	Metric	SASB Code	Response
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective action rates for (a) major and (b) minor non-conformances	FB-AG-250a.1	All of Primient’s manufacturing facilities hold Brand Reputation through Compliance (BRC) certifications which includes an annual audit. BRC is a GFSI benchmarked standard.
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-AG-250a.2	Not applicable
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-AG-250a.3	See page 13
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	FB-AG-320a.1	See page 12
Environmental & Social Impacts of Ingredient Supply Chain	(1) Percentage of agricultural products sourced that are certified to a third-party environmental or social standard, and (2) percentages by standard	FB-AG-430a.1	See page 9
	Suppliers’ social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-AG-430a.2	For more information on our responsible sourcing program, see page 20 .
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	FB-AG-430a.3	See TCFD response

Topic	Metric	SASB Code	Response
GMO Management	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	FB-AG-430b.1	See page 9
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	FB-AG-440a.1	See TCFD response
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	FB-AG-440a.2	None of our manufacturing facilities are in regions with high or extremely high baseline water stress.

Activity Metric	SASB Code	Response
Production by principal crop	FB-AG-000.A	In 2025, Primient processed 1.02 million acres of corn.
Number of processing facilities	FB-AG-000.B	Primient has 7 production facilities.
Total land area under active production	FB-AG-000.C	Not applicable. Primient does not have any land area under active production.
Cost of agricultural products sourced externally	FB-AG-000.D	Confidential

For Primient’s additional climate-related disclosures, including our Taskforce on Climate-Related Financial Disclosure (TCFD) Index, please see the sustainability section of Primient.com.

Verification



LRQA Independent Assurance Statement

Relating to Primary Products Ingredients Americas, LLC (Primient) GHG Inventory for Calendar Year 2025

This Assurance Statement has been prepared for Primary Products Ingredients Americas, LLC (Primient) in accordance with our contract.

Terms of Engagement

LRQA was commissioned by Primary Products Ingredients Americas, LLC (Primient) to provide independent assurance on its Greenhouse Gas (GHG) Emissions (“the Report”) for the Calendar Year 2025 against the assurance criteria below to a limited level of assurance using LRQA’s verification procedure and ISO 14064 - Part 3 for greenhouse gas data. LRQA’s verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered Primient’s six manufacturing operations and specifically the following requirements:

- Verifying conformance with:
 - Primient’s reporting methodologies for the selected datasets; and
 - World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD Protocol) for the GHG data¹.
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
 - Direct (Scope 1), Energy Indirect (Scope 2) and Other Indirect (Scope 3) GHG emissions;
 - Scope 3 GHG emissions verified by LRQA include the following: Category 1 Purchased Goods and Services, Category 2 Capital Goods, Category 3 Fuel and Energy Related Activities, Category 4 Upstream Transportation and Distribution, Category 5 Waste Generated in Operations, Category 6 Business Travel (air, car and rail), Category 7 Employee Commuting, Category 9 Downstream Transportation and Distribution, Category 10 Processing of Sold Products, Category 12 End of Life Treatment of Sold Products and Category 15 Investments.

Except for the Scope 3 categories mentioned above, our assurance engagement excluded the data and information of Primient’s suppliers, contractors and any third-parties mentioned in The Report.

LRQA’s responsibility is only to Primient. LRQA disclaims any liability or responsibility to others as explained in the end footnote. Primient’s responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of Primient.

LRQA’s Opinion

Based on LRQA’s approach nothing has come to our attention that would cause us to believe that Primient has not, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable performance data and information as summarized in Tables 1 and 2 below.

The opinion expressed is formed on the basis of a limited level of assurance² and at the quantitative materiality of 5%.

¹ <http://www.ghgprotocol.org/>

² The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of



Table 1. Summary of Primient GHG Inventory for Calendar Year 2025:

Scope of GHG emissions	Metric Tons CO ₂ e
Scope 1 GHG emissions	1,117,699
Scope 1 GHG emissions Biogenic	79,336
Scope 2 GHG emissions (Location-based) ¹	206,559
Scope 2 GHG emissions (Location-based) ¹ Biogenic	82,358
Scope 2 GHG emissions (Market-based) ¹	118,182
Scope 2 GHG emissions (Market-based) ¹ Biogenic	82,358
Scope 3 GHG emissions Category 1: Purchased Goods and Services – Energy and Industry ²	1,016,867
Scope 3 GHG emissions Category 1: Purchased Goods and Services – FLAG	1,276,428
Scope 3 GHG emissions Category 2: Capital Goods	8,666
Scope 3 GHG emissions Category 3: Fuel and Energy Related Activities	219,560
Scope 3 GHG emissions Category 4: Upstream Transportation and Distribution	111,312
Scope 3 GHG emissions Category 5: Waste Generated in Operations ³	39,654
Scope 3 GHG emissions Category 6: Business Travel ⁴	641
Scope 3 GHG emissions Category 7: Employee Commuting	2,753
Scope 3 GHG emissions Category 9: Downstream Transportation and Distribution ⁵	174,025
Scope 3 Category 10 Processing of Sold Products	1,961,876
Scope 3 Category 12 End of Life of Sold Products	372,789
Scope 3 Category 15 Investments	138,020
Note 1: Scope 2, Location-based and Scope 2, Market-based are defined in the GHG Protocol Scope 2 Guidance, 2015 Note 2: Scope 3 emissions calculated using Supply Chain GHG Emission Factors v1.3. Note 3: Emissions from Waste Generated in Operations consists of Anaerobic digestion, Closed-loop, Combustion, Composting, Landfill, Open-loop and Re-use. Includes Hazardous and Non-hazardous waste streams. Note 4: Business Travel Emissions consist of emissions from travel by air, rail and motor vehicle. Note 5: Downstream Transportation and Distribution does not include the one international location in Brazil.	

LRQA’s Approach

LRQA’s assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for Primient assurance engagement:

assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



- reviewing overview of the processes used at the corporate level for the management of data and information related to the Scope 1, Scope 2, and Scope 3 GHG emissions;
- interviewing relevant staff responsible for managing and maintaining data and information and for preparing the Report at the corporate level;
- reviewing Primient’s procedure for defining and collecting Scope 1, Scope 2 and Scope 3 GHG emissions;
- verifying historical Scope 1, Scope 2 and Scope 3 GHG emissions records at an aggregated level for CY 2025 and reviewing information calculation spreadsheets; and
- confirming Primient’s base year recalculation policy and confirming that recalculation is not required at this time.

LRQA’s Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021 Conformity assessment – Requirements for bodies providing audit and certification of management systems that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

Signed

Dated: June 1, 2026

Joycelyn Swamidoss
LRQA Lead Verifier
On behalf of LRQA, Inc.
2500 CityWest Blvd, Ste 150, Houston, TX 77042

LRQA reference: UQA00002686/7969528

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If you have any questions or feedback,
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