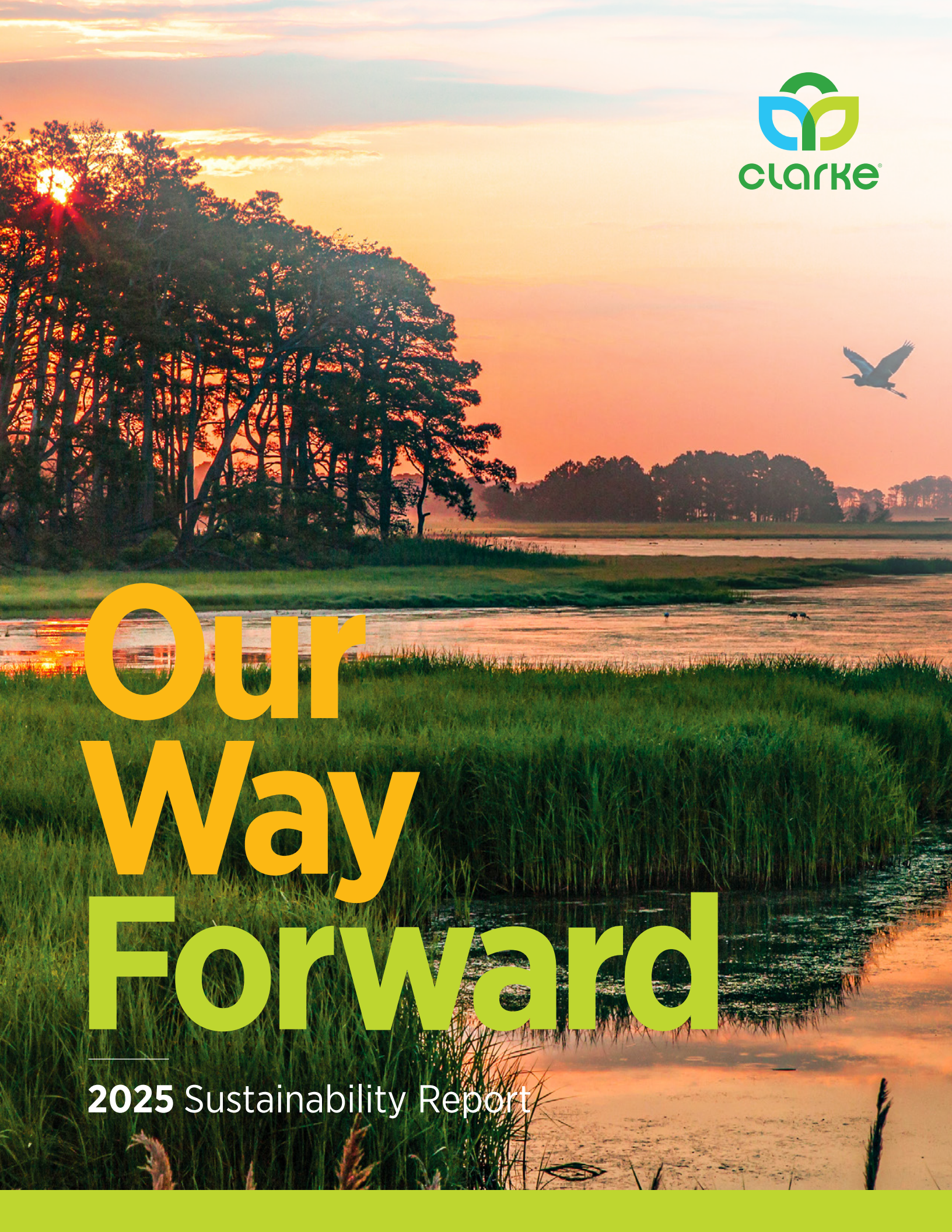


Our Way Forward

2025 Sustainability Report

Welcome to Clarke's 12th sustainability report.

Clarke's bi-annual sustainability report presents an accounting to our customers, partners, communities and coworkers of our achievements in advancing sustainable business practices.

In the two years since our last report, Clarke has experienced significant change that is spurring growth, innovation and stewardship across our organization. Most noteworthy, we expanded the scope, size and reach of our portfolio of NextGen mosquito control products through the acquisition of new businesses aligned with our vision to be an agent of public health.

As we navigate through these changes, Clarke remains grounded in our commitment to sustainability – in the products and services we deliver to our customers; and our communities and coworkers. The title of this report, ***Our Way Forward***, reflects the critical connection our sustainability underpinnings have to stewarding the exciting and expanding opportunities ahead.

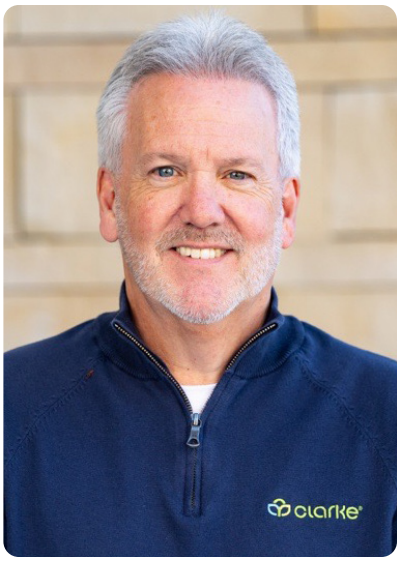
About the Cover

A treated marshland showing mosquito-control efforts, where larvicides target developing mosquitoes and adulticides reduce adult populations, helping protect nearby communities while supporting responsible wetland management practices.

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A Letter from Allen Gent, President and CEO



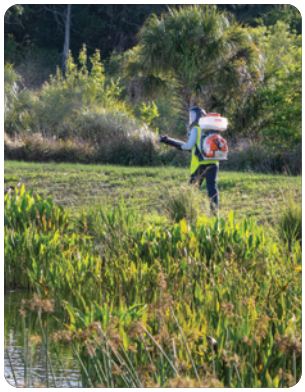
Allen Gent, *President and CEO*

Dear Stakeholders,

2025 was transformative for Clarke, marked by significant momentum in executing our long-term strategic vision. Our focus remains clear: strengthening our domestic foundation, expanding internationally and scaling our services to support our customers.

A **major 2025 milestone was our acquisition of Becker Microbial Products**, which expands our NextGen product portfolio and fuels our innovation pipeline for the future. Combined with our continued customer focus on product and service innovation, the Becker purchase has laid a foundation for resilient growth.

Yet growth alone is not enough. We believe that Clarke's continued success lies in how we grow – with purpose, accountability and a deep commitment to the people who make our mission possible, to the customers we serve as an agent of public health and to the planet that sustains us.



At the center of our strategy is a belief in our coworkers. Through investments in talent development, leadership empowerment and cultural alignment, we are cultivating our next generation of thinkers, innovators and decision-makers. Our efforts have not gone unnoticed, and I am proud that in 2025, and now again in 2026, we earned the Great Place to Work® certification. This is our fourth consecutive year earning this certification which provides meaningful feedback that guides our culture and coworker efforts and programs.

We have also broadened and deepened our commitment to product and process innovation, with a focus on digital transformation, powered by AI and robust data, and the exploration of emerging vector control practices and technologies. These are purpose-driven responses to evolving global challenges.

As we celebrate our 80th anniversary, we stand at a pivotal moment. Honoring Clarke's legacy requires more than preservation; it also demands evolution. This we know: Sustainability will continue to drive innovation across our organization and remains embedded in every aspect of our business.

Clarke's path forward requires courage, commitment and collaboration. I am confident that, together with my coworkers, we are up to the challenge. I look forward to sharing our progress with you.

Sincerely,

Allen Gent

Allen Gent

> **"As we celebrate our 80th anniversary, we stand at a pivotal moment. Honoring Clarke's legacy requires more than preservation; it also demands evolution."**

About Clarke

Clarke is a third-generation, family-owned public health products and services company striving to elevate and transform the science of vector control through the lens of sustainability and innovation. We develop and deliver the most environmentally responsible solutions for managing the public health impacts of disease-carrying and nuisance insects. By extending our innovations and technical expertise in public health mosquito management to our customers, we are helping make communities around the world more livable, safe and comfortable.

In 2025, Clarke invested in the fast-growing biological larvicide category with the acquisition of Becker Microbial Products and purchase of Advanced Microbiologics' assets. Together, these acquisitions substantially expand our portfolio of NextGen public health mosquito control products, which now include two biological larvicides, AquaBac® and Spheratax®, powered by proprietary strains of *Bacillus thuringiensis* subspecies *israelensis* (Bti) and *Lysinibacillus sphaericus* (Ls).



Since 1946, Clarke has been in the business of advancing solutions that reduce the disease burden of mosquito-transmitted illnesses such as West Nile virus, Zika, dengue and malaria. We remain a family-owned business headquartered in Illinois, but today, and as we move forward, Clarke's mosquito control solutions span the globe.

Clarke has a broad portfolio of mosquito products and services to meet the needs of customers around the world, including our NextGen products, such as Natular® larvicides, and services, such as our all-electric applications.

Anvil® Adulticides

AquaBac® Larvicides

BioMist® Adulticides

Censor® Larvicides

Cielo® Adulticide

Duet® Adulticides

Natular® Larvicides

Merus® Adulticide

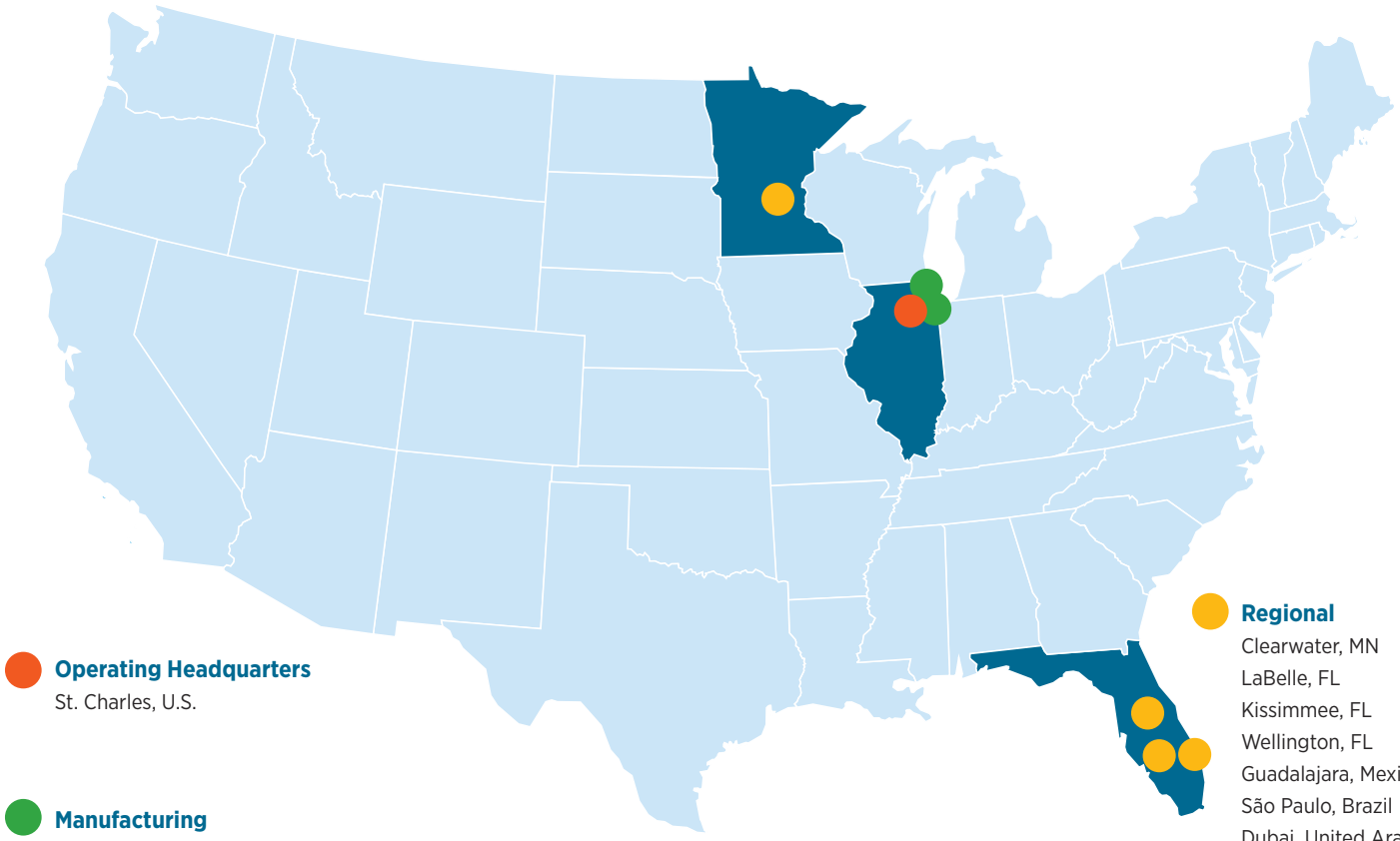
Spheratax® Larvicides

Protecting the Industry's Ability to Operate

As the need for mosquito control grows and Clarke's market reach expands, the public's understanding of the need for safe, responsible public health solutions does not always rise in tandem. We believe we have an obligation to lead the industry as responsible stewards of our products and services. **These are some of the ways we demonstrate that accountability on behalf of our customers and industry:**

- Develop free, educational public relations kits for our customers to use in the event of a mosquito-borne disease outbreak
- Invite customers to tour our operations to see, and in some cases emulate, our sustainability initiatives, from fleet and manufacturing efficiencies to our use of solar power
- Deliver advocacy training through workshops and educational sessions at AMCA and in partnership with RISE and NPMA
- Increase awareness among customers, stakeholders, and industry professionals about the value and importance of mosquito control

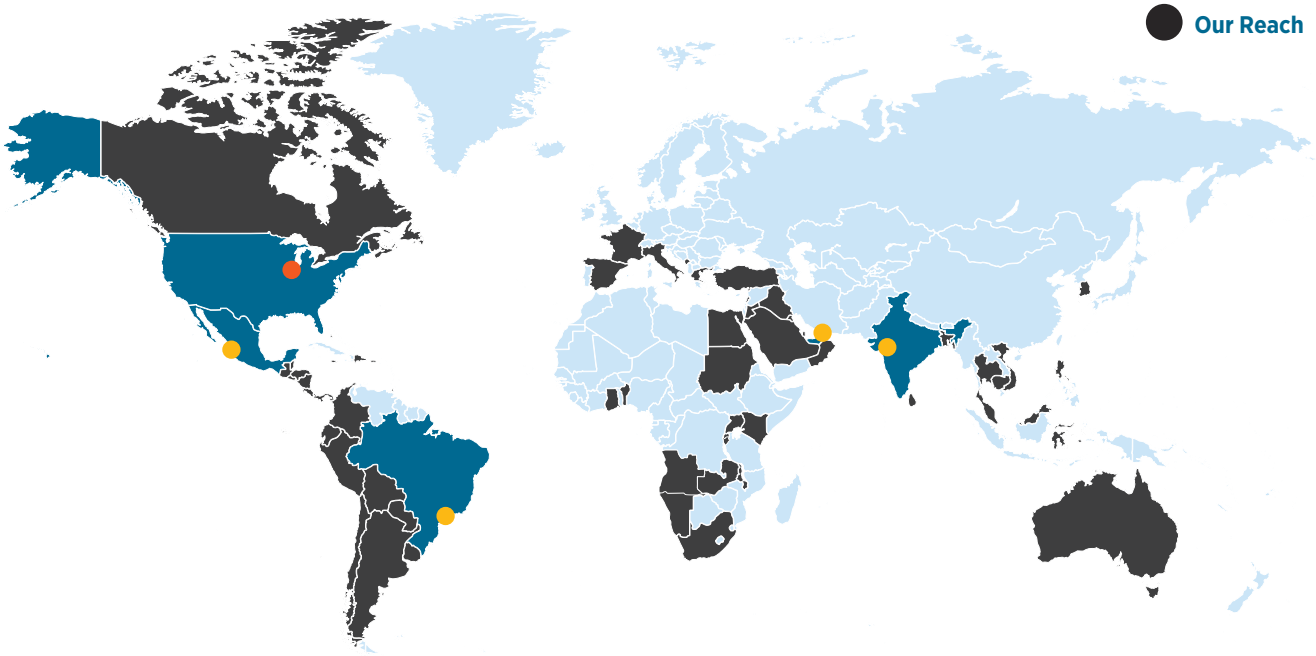
Where We Work



Operating Headquarters
St. Charles, U.S.

Manufacturing
Roselle, IL (2)
Schaumburg, IL

Regional
Clearwater, MN
LaBelle, FL
Kissimmee, FL
Wellington, FL
Guadalajara, Mexico
São Paulo, Brazil
Dubai, United Arab Emirates
Mumbai, India



Our Reach

How We Work

Organizational Structure

Clarke Family – 1 Founding Family, 4 Generations, 80 Years of Success

Executive Leadership – 8 Industry professionals with expert backgrounds in business, science, regulation, sustainability

Coworkers – 160+ Smart, passionate, committed people

Celebrating 80 Years of Public Health













1946–1960s
Service Founding Era

- John L. Clarke and his son John found the business in Riverside, Illinois with one truck, one sprayer and one formulation
- The business expands from backyard service to municipal mosquito control programs

1970s
Product Distribution Era

- MosquitoMist launches and product distribution capabilities grow
- The company acquires property on Garden Ave. in Roselle, establishing its new operations facility
- The 1975 St. Louis Encephalitis outbreak underscores mosquito control as a public health need

1980s–1990s
Geographic Expansion & Manufacturing Era

- Patented Abate® pellets advance Clarke's product portfolio
- Distribution acquisitions expand the company's national presence
- Manufacturing and service capabilities strengthen
- 3rd generation Clarke, J. Lyell Clarke becomes President and CEO in 1996
- The 1999 West Nile virus outbreak elevates national focus on mosquito-borne disease response

2000s
Sustainability Pivot Era

- Sustainability becomes a core business lens, powered by a "Be the Change" initiative
- Natular development begins, advancing greener larvicide innovation
- Proprietary product investments grow, including the Anvil and Duet adulticides









2010s
NextGen Products & Global Public Health Era

- The Natular portfolio launches and earns EPA Presidential Green Chemistry recognition
- The company establishes its St. Charles headquarters and receives LEED certification for its St. Charles and Roselle, Illinois facilities
- Cielo launches internationally, bringing a new chemistry to global vector control
- The 2016 Zika outbreak reinforces Clarke's role in public health response

2020s
Strategic Growth Era

- The company sharpens its focus on vector management and divests Clarke Aquatic Services
- Leadership transitions from J. Lyell Clarke to Allen Gent, with the Clarke family guiding the company as part of Clarke's advisory board
- Digital transformation and AI-enabled ways of working advance
- Insectary modernization expands R&D capacity
- The Becker and Advanced Microbiologics acquisitions expand the AquaBac and Spheratax biological larvicide portfolios

Mission

To make communities around the world more livable, safe, and comfortable

Vision

Transform and elevate vector management

Values

We commit to caring for and protecting:

- each other
- our customers
- our communities
- our planet

We do the right thing, even when it's hard, and our Guiding Principles further steer our actions and decisions.

Quality and Accreditation

Clarke holds the ISO 9001:2015 certificate of accreditation for the design and manufacture of our mosquito control products, and the ISO/IEC 17025:2017 certificate of accreditation for the quality assurance testing of those products within the scope of the accreditation. These standards demonstrate the ability of Clarke to consistently provide quality products and services that meet customer and regulatory requirements with a focus on continuous improvement.



ISO 9001:2015

J. Lyell Clarke: Looking Back and Planning Forward



We asked Lyell Clarke, our Chairman, to reflect on our 80th anniversary and what the future holds.

Lyell Clarke, *Chairman*

Q: As the 'elder statesman' of Clarke, what does the company's 80th anniversary mean to you?

Lyell: As we mark our 80th year in business, I am immensely proud of Clarke. Conservation was embedded in my grandfather and father's way of thinking and working, and we have upheld that commitment for more than eight decades. Our achievements today are rooted in a stewardship mindset – recognizing that we are caretakers of something larger than any one generation can build. By making decisions with the long term in mind, we can leave both our business and the world stronger for those who follow.

Q: How can Clarke leadership ensure the path forward toward the company's centenary?

Lyell: Along with a stewardship mindset, the decisions we make as a business depend on remaining true to the values and guiding principles that have shaped our company from the beginning. They give meaning to our successes and provide direction through challenging times. We have always viewed our business, not as something to maximize for the next quarter, but as an organization to strengthen and preserve for future generations. This perspective guides our decisions, ensuring we never sacrifice long-term resilience, customer trust or employee well-being for short-term gains.

Q: Customers are at the core of Clarke's values. How have they contributed to Clarke's success?

Lyell: Our relationship with our customers is the third leg of the stool. Throughout our history, our customers have been among our greatest teachers. Their challenges, insights and trust have shaped our growth and innovation. This spirit of partnership continues today in how we engineer and test our products and how we advocate for sustainable mosquito management practices. Everything we do is reflected in a simple question our leadership regularly asks: How can we better serve our customers? That is the essential question as we remain steadfast in our mission to protect public health and build the kind of world we can all be proud of.

"To me, sustainability at Clarke doesn't feel like a buzzword – it's part of our culture and everyday practice. I appreciate that it's not only about doing the right thing, but also about making smart business decisions that create value for customers and positively impact our bottom line."

– **Darrel Bagiotti,** *Control Consultant*



Progress towards Our 2030 Sustainability Goals

Focus Area	Goal	2025 Results	Progress to Date
Sustainable Products & Services	Derive 60% of revenues from NextGen Products & Services	**55.7%**	On Track
	Conduct a formal Life Cycle Assessment for 50% of our branded/proprietary public health products	**10%**	On Track
Our People, Our Pride	Maintain an annual coworker retention rate of 95% or better	**91.5%**	On Track
	Reach 90% participation in our annual Biometric Screening program	**79%**	Building
	Earn a Coworker Annual Safety Culture Score of 95% or better	**81%**	On Track
Planet Positive	Carbon Neutrality 100% Carbon Neutral for all tracked and reported emissions	**79%** **100% for Scope 1 and 2; 50% for Scope 3**	On Track
	Divert 90% of operational waste from landfill or W2E (incineration)	**88.2%**	On Track
	Operations Electrification 35% of all company operations to be “zero emissions”	**25%**	On Track
	Source 25% of all electricity from on-site renewable sources (solar)	**17%**	On Track
	Obtain LEED certification for newly established facilities	**No newly established facilities**	On Track
Communities Near and Far	Donate a portion of annual revenue to environmental causes through the Give to Tomorrow™ program	**$90,000**	Achieved
	Commit 60% of volunteer hours and efforts to biodiversity projects	**60%**	Achieved
	Donate an average of 10 hours of volunteer time per coworker per year	**15**	Achieved
	Engage 100% of coworkers in community volunteer activities	**99%**	On Track

Sustainable Products and Services

Clarke is defining the way forward in vector control by advancing innovative, proprietary solutions rooted in our commitment to sustainability and stewardship.



Our strategy and sustainability goals are built on a single, clear ambition: unlocking new possibilities in public health. Through our focus on innovation, we are pioneering more effective and sustainable active ingredients and advancing NextGen formulations while partnering globally to champion mosquito control's public health benefits. Part of this is bridging the feedback loop between our customers' real-world usage and product formulation by managing the entire process from discovery and registration through formulation, manufacturing and in-field service.



Clarke's NextGen products are purpose-built formulations that deliver the most sustainable mosquito control possible.

2025 Highlights

- **Acquired the AquaBac® larvicides and proprietary Bti strain** to add to our NextGen product portfolio
- **Achieved 56% of our revenue** from NextGen products
- **Inaugurated our new state-of-the-art insectary** to support our growth and guarantee the highest reliability of our testing data
- **Conducted life cycle assessments (LCAs)** on 10% of our branded products



AquaBac® 200G and 400G
Granular



AquaBac® WDG 3000
Water Dispersible Granules



AquaBac® XT
Liquid Concentrate

Progress Toward Our 2030 Goals

Goal	2025 Results	Progress to Date
Derive 60% of revenues from NextGen Products & Services	**55.7%**	On Track
Conduct a formal Life Cycle Assessment for 50% of our branded/proprietary public health products	**10%**	On Track

Charting Our Path Forward

Marking the largest acquisition in our 80-year history, Clarke purchased Becker Microbial Products in 2025 – including its AquaBac larvicide portfolio and technical grade active ingredient Bti strain. This strategic milestone represents Clarke's first active ingredient registration and significantly strengthens our larvicide product range. Our expanded portfolio charts our path forward, delivering comprehensive solutions, addressing diverse customer needs, supporting resistance management strategies and enabling our market expansion into new geographies and industries while fueling product innovation potential.

AquaBac is environmentally friendly with a proven record of efficacy and OMRI® Listed formulations for use in and around organic areas. Ultimately, these portfolio additions align with Clarke's broader mission of creating safer, more livable communities worldwide while delivering on our goal to generate 60% of our revenues from NextGen products.



AquaBac comes in a variety of formulations for flexible operations.

"Clarke's Natular® and AquaBac portfolios go hand in hand, providing complementary larval control designed to reduce the risk of resistance. By adding AquaBac to our family of products, Clarke can offer customers more options for effective rotation strategies, paired with full-scale product stewardship."

– **Mike Muldoon,** *Head of Global Sales & Service*



We Are Product and Service Innovators by Nature

Since the debut of Natular over a decade ago, green chemistry has served as the sustainability north star of Clarke's NextGen product portfolio. We leverage green chemistry principles for our chemical products and processes that reduce or eliminate the use and generation of hazardous substances, and we have fundamentally transformed our engineering and formulation processes, driven by our mission to develop mosquito control solutions that are effective, environmentally sustainable and socially responsible.



Natular®
(Spinosad)

Creating Best-In-Class Customer Solutions

Customer collaboration powers our innovation. In 2025, as the industry accelerated the adoption of aerial larval applications via drone technology, helicopters and auto-loaders, we partnered with our customers to develop Natular NXG, a next-generation extended-release granule designed to drive efficiency, precision applications and employee safety.

Our path forward in bringing Natular NXG to market in 2027 required a new manufacturing process and demanded exceptional cross-functional teamwork across our research, development and engineering (RD&E), regulatory, supply chain, manufacturing, marketing, and sales functions. It also took several iterations to deliver a virtually dust-free, attrition-resistant granule that makes handling safer, minimizes product loss and prevents equipment disruptions. With a larger, more resilient particle size optimized for smoother flow and consistent delivery, Natular NXG reduces downtime across application devices and extends larval control by 40% over previous granule formulations, delivering more reliable, long-lasting performance.



Natular NXG was created in part to meet the needs of new application technologies, such as drones.

"Natular NXG stands as a testament to our coworkers' deep expertise, dedication and refusal to compromise on product quality. Every step in the development of Natular NXG, every conversation, every hurdle was approached with a sense of urgency and optimism – a belief in what's possible."

– **Jon Ostrowski,** *Larvicide Product Manager*



Leveraging Innovative Technology

As mosquito populations increasingly develop resistance to traditional chemistries, Clarke's Optica® ULV Space Spray has emerged as a pivotal solution, leveraging innovative formulation technology and green chemistry principles to control both susceptible and resistant mosquito populations.

The path to commercialization that brings a new solution like Optica from concept to field deployment represents years of intensive research, development and rigorous validation by our teams – with more work still to come. In 2025, following field testing across Brazil, Malaysia, Mexico, Tanzania and the U.S., Optica was added to the World Health Organization's (WHO) Prequalified Vector Control Products Listing, firmly establishing its role in global public health initiatives.

World Health Organization



Working with Customers to Understand Susceptibility

Over the course of 2024 and 2025, Clarke partnered with dozens of customers to understand to what extent mosquito larvae had developed resistance to Spinosad, the active ingredient in our Natular portfolio. In addition to providing training kits and protocols to ensure scientific accuracy, our team delivered comprehensive, hands-on field support by directly collecting, rearing, testing and analyzing larval specimens. This rigorous, end-to-end operational support culminated in a knowledge-transfer process that successfully empowered districts to independently perform these testing methodologies. We learned that, after 15 years of operational use, Spinosad continues to be a highly effective tool.



Larvae susceptibility to active ingredients can be tested through a proper bioassay.

Building a Better Insectary

Our insectary is the epicenter for evaluating the effectiveness of our vector control products. To support our growth and guarantee the highest reliability of testing data, in 2025 we undertook a complete overhaul and modernization of the facility. The upgraded insectary perfectly mimics wild environments with automated day/night cycles and precise climate controls that protect testing integrity, while also incorporating safeguards to ensure a safe work environment. Remarkably, during the six-month transition, our team maintained full business continuity by operating out of a temporary space.





We Fight Mosquito-Borne Diseases Across the Globe

With the global rise of vector-borne diseases, such as dengue, malaria, Zika and chikungunya, Clarke's collaboration with ministries of health and non-governmental organizations worldwide is more important than ever. In 2024 and 2025, we continued to scale our international business, most notably, through strategic growth in our Latin American markets.

Early in 2025, seeing a rise in dengue, the Nicaraguan Ministry of Health contacted Clarke for a large order of LECO 1800E ULV equipment to replace the country's fleet of mosquito sprayers. Impressed by Clarke's ability to execute timely delivery of the equipment, the customer returned six months later to purchase Natular® DT Mini, a tablet designed to control mosquito larvae in small-volume water containers. Leveraging Clarke's relationship with the United Nations Office of Special Projects, a special use permit was issued to facilitate the transaction. Clarke's supply chain team then executed what became the largest Natular DT Mini order in our company's history, producing and packaging nearly 15 million tablets into 87,000 bottles and 1,740 cases within just four weeks and completing the order ahead of schedule.



Grifith Lizarraga, Senior Technical Advisor Leader, applies a Natular DT Mini treatment site in Brazil..



In 2024 and 2025, Clarke obtained 17 new registrations for its Cielo and Natular product lines in countries around the world.

We Evolve With Our Customers

The same customer focus on continuous improvement extends to Clarke's mosquito control services—surveillance, larviciding, adulticiding, and public education for communities, commercial properties, and municipalities.

Since 2023, we have expanded aerial capabilities with drones that reach dense wetlands, flooded areas, and large properties inaccessible on foot, delivering more comprehensive, less invasive coverage. In 2026, a new state-of-the-art drone will more than double our capacity while cutting battery charging time.

In 2025, we advanced electrification by switching from gas-powered backpack sprayers to electric units. These cut product use by ~50% through precise flow rates, eliminated emissions, and met stricter municipal noise rules.

Delivering Responsible Mosquito Management

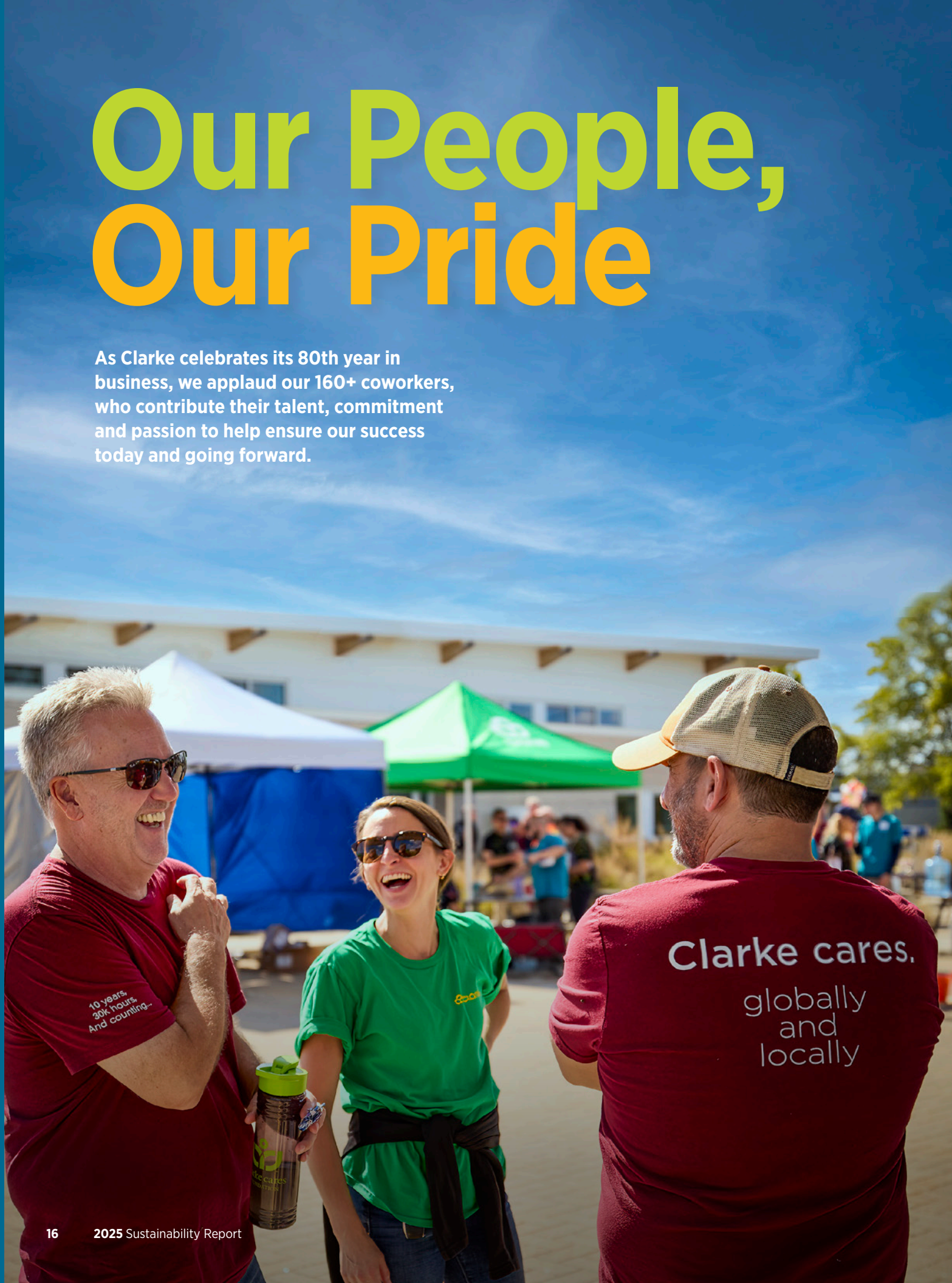
For over 25 years, Clarke has partnered with Celebration, Florida, to protect one of the state's most sensitive wetlands with responsible mosquito management.

EarthRight™ Through our EarthRight® program, we use Natular® and Merus®, two OMRI® Listed, naturally derived products, and we have replaced gas-powered equipment with all-electric ULV sprayers, bicycle-based catch basin treatments and hybrid crew vehicles.

Smarter surveillance rounds out our approach with next-generation traps that monitor mosquito populations remotely in real time, enabling data-driven treatment decisions and reducing applications where they are not needed.

Our People, Our Pride

As Clarke celebrates its 80th year in business, we applaud our 160+ coworkers, who contribute their talent, commitment and passion to help ensure our success today and going forward.



Clarke's success depends on our ability to attract and retain top talent. We continue to cultivate a Flourishing Culture where coworkers feel acknowledged, supported and respected, and where their work affords them pride and a sense of purpose. In 2025, we strengthened initiatives focused on next generation leadership, the professional development and well-being of coworkers, and on workplace safety initiatives designed to future-proof our organizational capacity in step with our strategic ambitions.



Our annual coworker retention rate of 91.5% in 2025 continues to exceed the average U.S. employee retention rate.

2025 Highlights

- **Introduced a new lifestyle spending account** to support coworker well-being
- **Certified as a Great Place to Work® employer** for a fourth year
- **Decreased our year-over-year recordable injury rate by 33%**
- **Reduced our vehicle accident rate by 45%**

Progress Toward Our 2030 Goals

Goal	2025 Results	Progress to Date
Maintain an annual coworker retention rate of 95% or better	**91.5%**	On Track
Reach 90% participation in our annual Biometric Screening program	**79%**	Building
Earn a Coworker Annual Safety Culture Score of 95% or better	**81%**	On Track

Our People Are Our Greatest Asset

Clarke aims to create an inclusive, supportive and safe workplace. Our investments in the well-being of our coworkers include opportunities for professional development and personal growth, a comprehensive benefits package and a focus on safety.

Prioritizing Learning and Development

Clarke offers a suite of talent assessment and learning resources designed to create a best-in-career employee experience. Quarterly journals prepared by coworkers, check-in dialogue sessions with managers and individual development plans give coworkers ownership of their professional growth and performance.

In 2024, we introduced CliftonStrengths®, a workshop program that helps coworkers identify and leverage their strengths in their day-to-day work and career advancement. Since the program's rollout, we've watched coworkers grow professionally, lead with greater confidence and build stronger connections across departments.



Sharpening Skills and Shaping Leaders

At Clarke, we offer a wide range of tools and programs for coworkers to sharpen their skills:



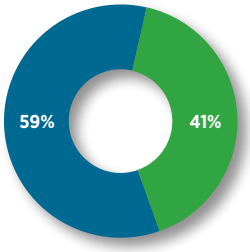
- The LinkedIn Learning platform offers more than 20,000 training courses covering a broad range of topics to support leadership and professional development
- The Paylocity Learning Management system, which we adopted in 2025, supports safety training, coworker onboarding and departmental task-specific training
- Our Operational Immersion Program continues to provide coworkers, no matter their official role, the opportunity to have an immersive, hands-on learning experience in mosquito control services

Building A Great Place to Work

Clarke was proud to receive the Great Place to Work® certification for a fourth straight year. The designation signals that our coworkers view our company as a positive, supportive and high-trust place to work, reflecting Clarke's decades-long commitment to culture and people.

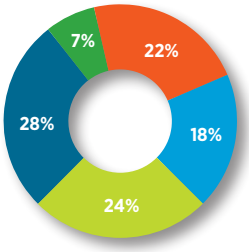
78% of our coworkers consider Clarke a great place to work, compared to 57% at an average U.S. company. Recognizing a dip from previous years, we acted decisively, introducing new programs and initiatives designed to strengthen our teams' employee experience.

Coworkers by Gender



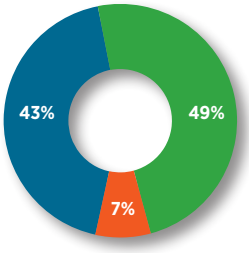
- Male
- Female

Coworkers by Tenure



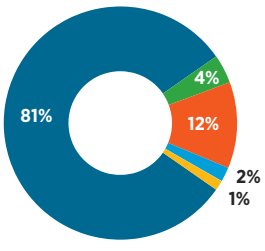
- <3 Years
- 10-<15 Years
- 13-<15 Years
- >15 Years
- 5-<10 Years

Coworkers by Age



- 20–29
- 30–49
- 50+
- <20 **0%**

Coworkers by Ethnicity



- White
- Asian
- Black or African American
- Two or More Races
- Hispanic or Latino
- American Indian or Alaska Native - **0%**

Numbers do not total 100 due to rounding

Leading the Way Forward



Coworkers celebrate completion of the DePaul University's Foundations of Leadership program.

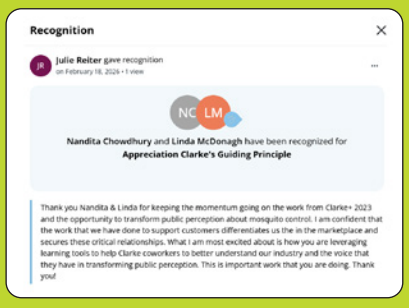
Clarke's succession planning process helps us ensure operational continuity while preparing our next generation of leadership. In 2025, 10 high-potential Clarke coworkers participated in DePaul University's Foundations of Leadership Certificate Program, which included capstone projects that related to business strategies surrounding AI integration, sustainability, and more. Through a blend of formal training, informal learning and executive coaching, this nine-month program honed participants' management development and provided the tools to effectively navigate complex business processes, such as Clarke's recent acquisitions.

The team focused on sustainability developed an actionable, disciplined and process-driven plan in alignment with our 2030 goals to advance sustainability practices at Clarke. Their approach focused specifically on how we might apply a sustainability lens to every business decision we make as we move forward.

Leading from the Ground Up

Born out of our 2023 Appreciative Inquiry Summit, Clarke's Flourishing Leadership Council is composed of 20+ leaders who leverage the strengths and collective energies of the whole of Clarke across six Opportunity Areas: Transforming Public Perception, Flourishing Culture, Innovation & Best Practices in Mosquito Control, Culture of Safety, Climate Positive, and Customer Experience.

Creating a Culture of Kudos



In 2024, we launched a peer-recognition platform to foster a culture of appreciation and amplify the contributions of our coworkers. Available to our full workforce, including seasonal hires, coworkers are invited to use the platform to give a shout-out to their colleagues for a specific action tied to one or more of Clarke's Guiding Principles. The impact of the program was immediate, with a combined 2,000+ impressions generated in 2024 and 2025.

Connecting Clarke Coworkers

Clarke's annual Great Place to Work survey provides management with valuable feedback and actionable insights. In 2025, coworkers told us they want to be kept in the loop about the company's direction and developments. We listened and responded, creating Clarke Connections, a quarterly forum led by senior leaders and open to Clarke coworkers in-person and online, to convey updates on company activities such as business acquisitions, growth and the financial health of our company.



We Champion Coworker Wellness

Clarke's comprehensive benefits program supports physical, emotional and financial wellness. Available to full- and part-time employees, it includes medical, dental and vision expense coverage, life and disability insurance, and a 401(k) with profit sharing. We also offer a fuel-efficient vehicle incentive, community-supported agriculture (CSA) programs, educational assistance and an Employee Assistance Program (EAP).

In 2025, we enhanced our wellness incentive program with the introduction of a Lifestyle Spending Account. Participating coworkers are eligible to receive annual seed funding to spend on the wellness and lifestyle choices that matter most to them, and can earn additional funding by participating in activities such as our biometric screening program and for receiving a service award recognition. By offering spending flexibility, the Lifestyle Spending Account empowers our coworkers to take charge of their personal well-being. In 2025, 90% of Clarke coworkers participated in the program.

Supporting New Parents

In 2025, Clarke's new parental leave policy provided paid leave to nine new parents. Conceived by passionate coworkers at Clarke+ in 2023 and introduced in 2024, the policy provides paid leave for eligible birth mothers, non-birth parents and adoptive parents, offering flexibility and time to welcome a new child and adjust to caregiving responsibilities.

The Great Place to Work survey showed that 92% of coworkers say they are able to take time off from work when they think it's necessary.

"As I've come to know Clarke, I'm truly impressed by how committed our coworkers are to our company's purpose and how they show up every day to give their best to make a difference, both in their work and in our communities."

– **Denise Wolfe,** *Vice President, People and Culture*









A Safety Mindset is Everyone's Responsibility

For Clarke, safety is more than a priority. It's a shared responsibility where every Clarke coworker is instrumental in shaping a safety-first culture. We empower our coworkers to speak up, take action and, importantly, collaborate to identify and mitigate risk.

In 2025, as part of our commitment to continuously strengthen our safety policies and procedures we:

- Enhanced our safety dashboard by adding leading indicators, such as regular facility inspections, to lagging performance scores, such as incident rates
- Developed a machine guarding program for our new manufacturing facility expansion and adopted lockout/tagout procedures across all facilities
- Introduced safe workplace policies, including anti-bullying and weapon-free workplace policies
- Implemented safety measures for coworkers working alone, such as panic buttons and roadside assistance
- Partnered with local police to conduct onsite security assessments
- Established our ethics hotline to encourage a speak-up culture



In 2025, 86% of our coworkers believed that Clarke is a physically safe place to work, and 91% felt that safety is embraced as a Guiding Principle by all levels of the organization.

Creating a Safer Future Together

In 2025, Clarke's environment, health and safety (EHS) group collaborated with the Clarke+ Culture of Safety team to develop a Culture of Safety Framework. The Framework is structured around four pillars – Commitment, Connection, Consistency and Cultivation – and is reinforced through regular Town Hall callouts and the rollout of monthly "Safety Toolboxes" with adaptable activities for implementation at the department level.

Commitment – Reframing safety from a rigid rulebook into a core Guiding Principle and a shared responsibility owned by everyone.

Connection – Bringing commitment to life by fostering teamwork and driving daily, cross-functional collaboration.

Consistency – Sustaining collaboration and continuous improvement by standardizing routines, monthly topic rotations and integration into company meetings.

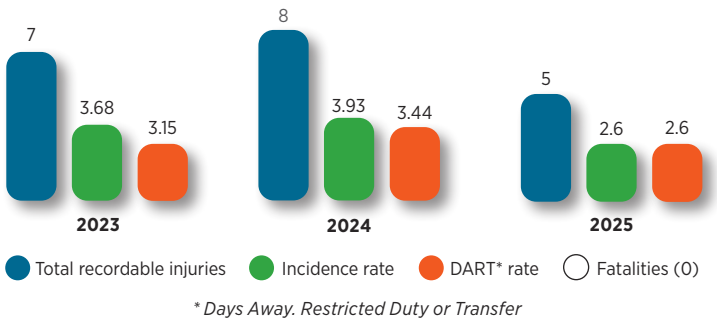
Cultivation – Maturing our safety culture by keeping safety at the forefront of everyone's mind through employee engagement, open dialogue and idea sharing.

In 2025, we improved our incident rate by 33% and our vehicle accident rate by 45%.

Our safety slogan contest is a perennial favorite awareness-raising activity. The 2025 winning slogan comes to us courtesy of Jill Mattox, Operations and Training Specialist.



Safety Data



** Days Away. Restricted Duty or Transfer*

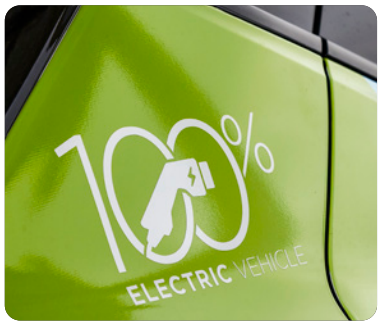
Planet Positive

Our passion to protect the planet is grounded in reducing the impact of our business activities. As we move forward, we aim to do more: to elevate sustainability to every decision at every point along our value chain.



In 2025, we focused on continuous improvement and enhanced coworker engagement. Driven by refreshed leadership through our Clarke+ Climate Positive team, we expanded reporting of our carbon emissions to include Scope 3 downstream shipping; introduced Zero Waste training; and educated and engaged our coworkers through regular all-employee Town Halls and Clarke Connections meetings. In addition, through a pilot life cycle assessment of our proprietary Natular® G larvicide, we enhanced our understanding of the impacts of our products and began to implement mitigation strategies to address these.

2025 Highlights



- **Generated 17% of the electricity we used from on-site solar,** and delivered 55,830 kilowatt hours of energy back to the grid
- **Maintained our carbon neutral status for Scopes 1 and 2 emissions** and achieved 50% neutrality for the Scope 3 emissions we track
- **Increased the percentage of "zero-emissions"** company operations to 25%
- **Diverted 88.2% of operational waste** from landfill or waste-to-energy incineration



Progress Toward Our 2030 Goals

Goal	2025 Results	Progress to Date
Carbon Neutrality 100% Carbon Neutral for all tracked and reported emissions	**79%** **100% for Scope 1 and 2;** **50% for Scope 3**	On Track
Divert 90% of operational waste from landfill or W2E (incineration)	**88.2%**	On Track
Operations Electrification 35% of all company operations to be "zero emissions"	**25%**	On Track
Source 25% of all electricity from on-site renewable sources (solar)	**17%**	On Track
Obtain LEED certification for newly established facilities	**No newly established facilities**	On Track

We Prioritize Our Climate Positive Goals

At the core of Clarke's sustainability strategy is minimizing the energy we use and mitigating the carbon emissions we create.

To do this, we:

- Secure a portion of our electricity needs through on-site solar (and deliver what we don't use back to the grid),
- Continue to improve operational efficiency in our fleet and facilities,
- Maximize the transition to electricity in our service delivery operations, and
- Target carbon neutrality through the purchase of Green Power contracts and carbon offsets for the emissions we can't eliminate.

In 2025, we remained on track to achieve our 2030 carbon and energy goals, reaching 79% carbon neutrality company-wide, sourcing 17% of the electricity we use from on-site solar, and attaining 25% zero emissions in our service operations.

Committing to Carbon Neutrality

Since we began tracking and reporting on Clarke's carbon footprint in 2008, we have achieved a 47% reduction in our Scope 1 and 2 emissions, which we create from the electricity, heating fuel and gasoline we use in our operations. In addition, our carbon emissions have declined 5% since 2023, our new benchmark year, the result of operational efficiencies and the divestment of our aquatics business.

In 2025, we offset the emissions we could not eliminate with:

- Renewable energy credits received from returning the excess on-site solar production at our Garden site to the grid and through the purchase of Green Power contracts for our electricity requirements at our St. Charles location, together totaling 458 tonnes of CO_2e
- The purchase of 1,678 tonnes of CO_2e to offset 2024 emissions through our partnership with Climeco (see Offsetting CO_2e by Investing in Forest Restoration in Mexico)

Offsetting CO_2e by Investing in Forest Restoration in Mexico

The Bonos Aroma del Mayab is a 25,000-hectare forestry initiative set in a rich and diverse woodland ecosystem in Quintana Roo, Mexico. The program is designed to empower local communities through sustainable forest management that is guided by traditional ecological knowledge and community-led forestry monitoring, as well as forestry, ecotourism and agricultural economic growth opportunities for over 1,200 families.





Driving Zero Emissions in Our Operations

In 2025, Clarke continued to drive reductions in our fossil fuel use and related carbon emissions through our program to incorporate alternative energies into our operations. By year-end, we had transitioned 25% of our operations to electric, keeping us on track to reach our 35% 2030 goal. **Our efforts included:**

- Switching 40% of our application equipment from gas-powered to electric
- Replacing 20% of our service fleet with hybrid or fully electric vehicles
- Implementing EarthRight® bicycle-powered, all-electric catch-basin services in Roselle, Illinois, home of our Garden operating facilities.





Expanding Charging Capabilities

To support the growing electrification of our service fleet, we expanded the vehicle charging stations at our St. Charles campus and Garden facility. The Level 3 DC Fast Chargers facilitate speedy charging: they can power up our fully electric service truck in under one hour, allowing us to run it out for two shifts daily during busy times. The chargers, which are available 24/7 to employees and the public, were installed with support from the Illinois Environmental Protection Agency and, in Garden, with additional support through an electric-vehicle rebate program offered by ComEd, our local electric utility.

According to a study commissioned by Clarke in 2025, mosquito abatement districts highlight environmental sustainability and lower fuel costs as primary reasons to switch from gas-powered vehicles and equipment to electric. They also cite quieter operations, positive public relations and improved operator safety and comfort as motivating advantages.

Managing Scope 3 Carbon Emissions

Clarke began tracking Scope 3 carbon emissions from business travel and downstream shipping in 2023. In 2025, Scope 3 emissions accounted for approximately one-third of our carbon footprint. Over three years, they have remained relatively steady, with a slight upward trend in business travel due to the expansion of our international business and a downward trend in freight due to less shipping by Clarke, coupled with increased fuel efficiency in our carriers' fleets.

In order to achieve our carbon neutral goal, we began to purchase offsets to account for our Scope 3 emissions (as we have been doing for our Scopes 1 and 2 emissions since 2010), with a plan to progressively increase to 100%.

In 2025, we offset 50% of our (2024) Scope 3 emissions and achieved 79% overall carbon neutrality.

Arming Our Future Through Life Cycle Assessments

Clarke is committed to conducting a formal life cycle assessment (LCA) on 50% of our proprietary public health products by 2030. Guided by green chemistry principles, our research, development and engineering team designs products with greener solvents, biodegradation, energy efficiency and safer chemistry in mind. LCAs will help quantify the effect of these choices on carbon emissions and other environmental impacts, from research and development through manufacturing and packaging, and help identify improved methods not available when products were first developed.

In 2025, we designed and conducted an LCA pilot study for Natular G, one of Clarke's flagship larvicides, focusing on the life cycle stages within our control, including raw materials and upstream transportation, as well as energy use and waste in manufacturing and packaging. Through this pilot, we set out to learn if our 2030 commitment was within our capabilities and capacity.

Next Steps

Armed with this knowledge, we have begun to incorporate LCA insights into RD&E's structured decision-making, including formula development, process optimization and advances in next-generation chemistry. We are also applying these insights to supply chain and manufacturing decisions, such as equipment choices, energy sources, supplier selection and packaging options. Longer term, a cross-functional Clarke team from RD&E, supply chain, manufacturing and quality assurance is developing a Standard Operating Procedure for future LCAs and integrating these assessments into our Quality Management System and ISO 9001 certification process.



"Working on the LCA was inspirational – motivating us to review the efficiency of our manufacturing systems. We partnered with the University of Illinois to conduct a sustainability assessment of electricity use, natural gas consumption and waste generated at our facilities in support of the Natular G LCA specifically and facilities management more broadly. Based on the findings, we were able to set baselines, discover blind spots and pinpoint opportunities to reduce our impact. One concrete outcome: We have implemented a program to switch all facility lighting to energy-saving LEDs."

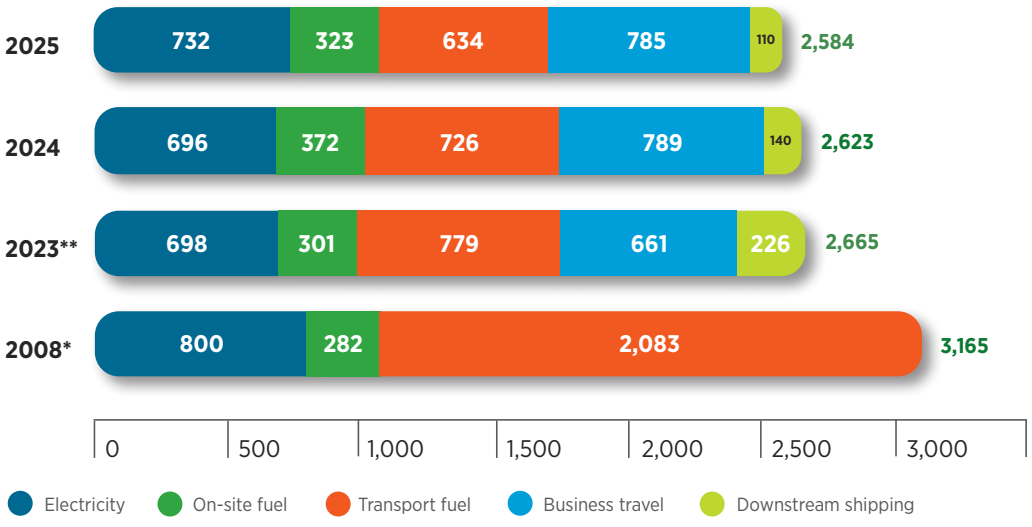
– **Brian McGovern,** *Director of Manufacturing and Facilities*

Energy Data

Total Carbon Footprint

All Scopes Tracked

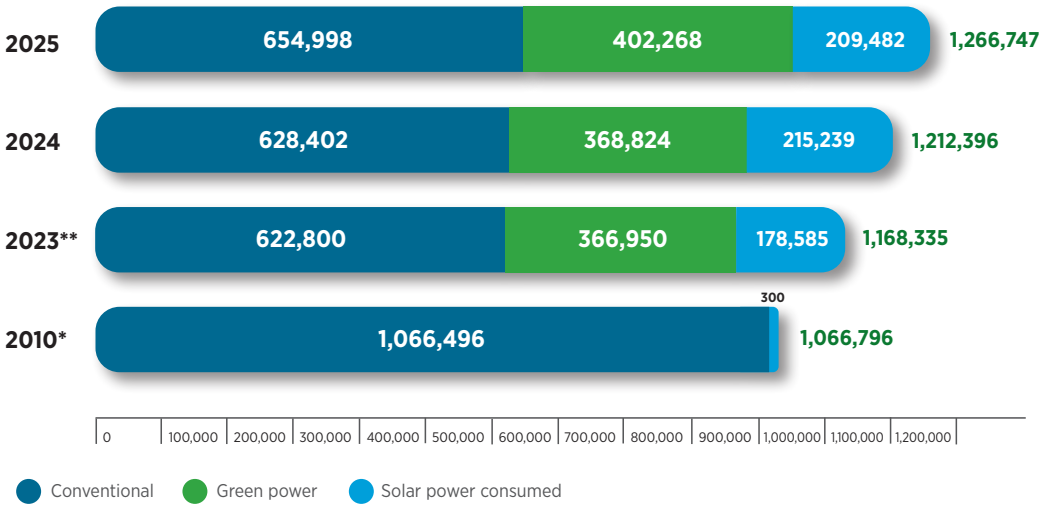
(Tonnes, CO_2e)



*Year Clarke began tracking metric
**First year post aquatic services business divestment

Electricity by Source

(Kilowatt Hours)



*Year Clarke began tracking metric
**First year post aquatic services business divestment

Electricity Returned to Grid

(Kilowatt Hours)

	2025	2024	2023**	2010*
Solar power generated	265,312	290,984	264,288	300
Returned to grid	55,830	75,747	85,703	0
Renewable Energy Consumed	**209,482**	**215,239**	**178,585**	**300**

*Year Clarke began tracking metric.
** First year post aquatic services business divestment.

We Are Committed to a Zero-Waste Strategy

Clarke's Zero Waste program challenges us to reduce waste across our operations and to divert 90% of the operational waste we do create from landfill or waste-to-energy incineration.

Advancing Operational Waste Reductions

In 2024 and 2025, we measured modest upticks in total waste produced, the result of construction debris from facility retrofits, such as the insectary upgrade at our St. Charles campus. Nevertheless, we continued to make small but encouraging progress toward our goal, with a 2025 company-wide diversion rate of 88.2%. Our progress is a credit to the leadership and commitment of our Zero Waste team, which amplified program awareness with refreshed signage across our facilities, quarterly updates at our Town Hall meetings and the introduction of an onboarding training video for new coworkers.

Still, we recognize the challenge ahead to reach our 90% diversion goal. When you reach an 88.2% diversion rate, new opportunities yield incrementally smaller returns and, at times, no return at all. For example, single-use nitrile gloves are a quality and safety necessity in our labs, insectary and manufacturing coworkers.

Our Clarke+ Climate Positive team thought, "We should recycle them!" A month-long collection pilot demonstrated the opportunity: more than 500 pounds of gloves – nearly 52,000 individual gloves – diverted from landfill each year. While an impressive possibility, it proved to be a relatively small volume that came with a disproportionately high collection cost, which would up the price per glove we use by about 50%. Our team was disappointed but remains undaunted, as our evaluation has us exploring efficiencies for gloves and other materials we use.

"Leadership roles in areas like Zero Waste and Good Earth are not in anyone's job description. Our continuous progress is driven by the inspiration and passion of the coworkers who step forward. I couldn't be prouder."

– **Julie Reiter,** *Recently retired VP-HR and Sustainable Development*



We Care Beyond Clarke

The Good Earth Committee is a volunteer group of coworkers who are dedicated to extending Clarke's Zero Waste ethic beyond our fence line by holding themed monthly collection drives for hard-to-recycle items. In 2025, the committee continued to re-energize their efforts to engage coworkers through inspiring, weekly planet-positive posts on Clarke's internal socials, regular Town Hall check-ins, and handy resources for diverting just about everything from household waste bins. New in 2025, the committee introduced a textile recycling initiative focused on upcycling Clarke gear and added a second waterway to our bi-annual Adopt-A-Stream cleanups.

2025 monthly collection drives

- Books (reuse)
- CDs and DVDs (reuse)
- Holiday string lights (recycled)
- Shoes (reuse or recycling)
- Tools and garden supplies (reuse)
- Winter coats (reuse)

The Good Earth Committee is one of the five original sustainability activity areas of Project Greater Purpose, which, in 2011, provided the genesis of Clarke's grassroots environmental and social initiatives.

Adopting LEED Principles at our NXG Facility

Early in 2026, Clarke commenced development of a new manufacturing facility for our optimized Natular NXG product, our first investment in manufacturing capacity in more than a decade and our first build since we commissioned our Flourishing Garden facility in 2021. The building, adjacent to Garden, involves transforming and adding to an existing warehouse and office space.

When we commission the facility in early 2027, its design will incorporate several functional elements that align with LEED specifications, including:

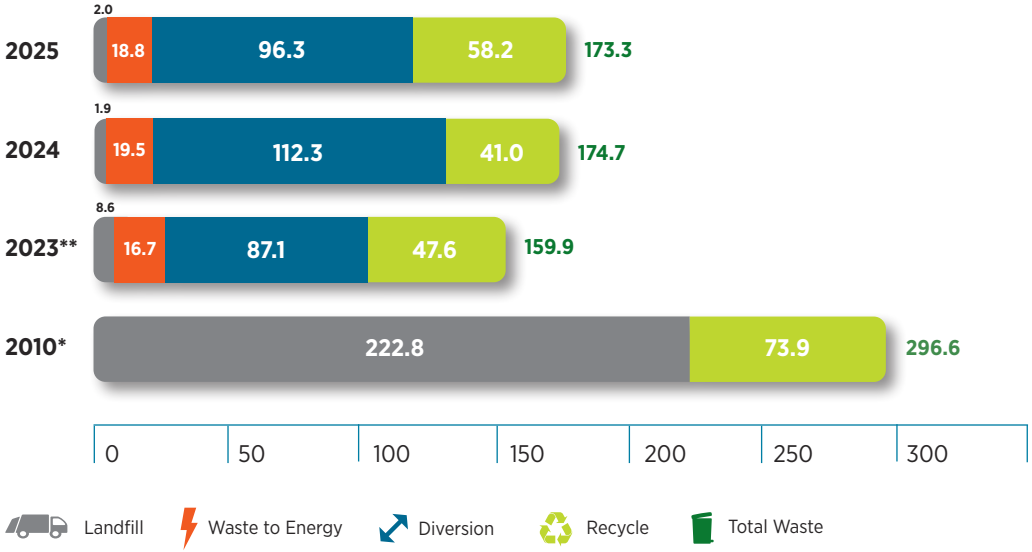
- Highly energy-efficient exterior panels plus sunshades to mitigate unwanted heat gain
- Translucent panels to maximize natural daylight
- Maximized air recirculation to reduce HVAC requirements
- Roof reinforcement sufficient for mounting solar panels
- Bioswale for stormwater runoff
- Planning for additional electric vehicle charging ports
- Bike racks, walking trails and native vegetation connecting to existing Garden facilities



Artist's rendering of the future facility, designed with features that support Clarke's sustainability goals.

Waste Disposal by Method

(Tonnes)



*Year Clarke began tracking metric

**First year post aquatic services business divestment

Communities Near and Far

Working in service of our communities is woven into the fabric of who we are and who we aim to be, both close to home and around the globe. From every corner of Clarke, our people carry our commitment forward.



Underpinned by Clarke's core value of Caring for People and cultivated from the ground up by devoted coworkers, our community initiatives are designed to encourage company-wide contributions. During our annual Day of Caring as well as through activities throughout the year, we focus on safeguarding and enhancing the biodiversity that surrounds and sustains us.



Since 2009, Clarke has supported coworker volunteer hours valued at almost $1.5 million, the equivalent of 20 full-time people volunteering for a full year.

2025 Highlights

- **Engaged virtually all Clarke coworkers** in volunteer activities
- **Exceeded volunteer-hours goal by 50%,** contributing 2,366 hours, valued at nearly $120,000, to our communities
- **Supported biodiversity projects** through 60% of volunteer hours and 100% of Give to Tomorrow grants
- **Raised funds to purchase 27,000+** insecticide-treated bed nets for The Carter Center





Progress Toward Our 2030 Goals

Goal	2025 Results	Progress to Date
Donate a portion of annual revenue to environmental causes through the Give to Tomorrow™ program	**$90,000**	Achieved
Commit 60% of volunteer hours and efforts to biodiversity projects	**60%**	Achieved
Donate an average of 10 hours of volunteer time per coworker per year	**15**	Achieved
Engage 100% of coworkers in community volunteer activities	**99%**	On Track

We Care Globally and Locally

For the 14th consecutive year, Clarke's 2025 Day of Caring engaged our entire global workforce, who volunteered 1,429 hours in support of 22 non-profit organizations in seven states and three countries. To deepen the impact of our community partnerships, two of our teams supported activities at Give to Tomorrow grant recipient organizations. In Guadalajara, Mexico, coworkers worked alongside staff at Bosque Urbano de Extra planting trees, while our team in Virginia joined forces with our customer, Chesapeake Mosquito Control Commission, and The Nature Conservancy to perform hiking trail maintenance at the barrier islands of Volgenau Virginia Coast Reserve.



At the Spring Valley Nature Center, coworkers mulched and prepared areas for visitors.

2025 Day of Caring Events

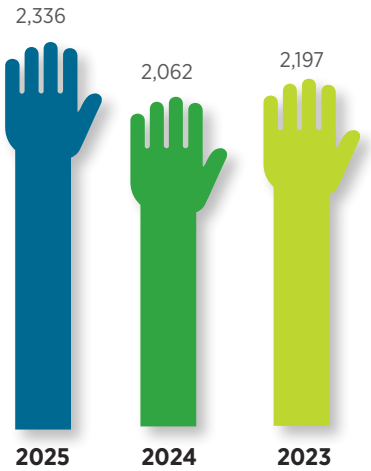
- Bedmats for Homeless Veterans, Illinois
- Bloomingdale Park District, Illinois
- Bosque Urbano de Extra, Mexico
- Caloosa Humane Society, Florida
- Citizens for Conservation, Illinois
- College of DuPage Natural Areas, Illinois
- Feed My Starving Children, Illinois
- Ferson Creek Fen Nature Preserve, St. Charles Park District, Illinois
- Fossil Rim Wildlife Center, Texas
- Green Roselle, Illinois
- Half Moon Bay Natural Areas, California
- Keep Brevard Beautiful, Florida
- Kovalam Beach Cleanup, India
- Lake Bistineau State Park, Louisiana
- Mallard Lake/DuPage County Forest Preserve, Illinois
- Mounts Botanical Garden, Florida
- Spring Valley Nature Center, Illinois
- Travelers' Rest State Park, Montana
- Volgenau Virginia Coast Reserve, Virginia
- Warm Slough River, Idaho
- Warner Lake County Park, City of Clearwater, Minnesota

Supporting Our Communities Year-Round

Our 2030 community goals – engage 100% of our coworkers in volunteer activities and donate an average of 10 hours of volunteer time per worker per year – reflect Clarke's deep commitment to give back to the communities where we live and work. We are immensely proud that in 2025, a remarkable 99% of our coworkers volunteered at one or more activities and donated, on average, 15 hours of time, exceeding our goal by 50%.

Clarke's volunteerism policy provides full-time coworkers 20 hours and part-time staff 10 hours of paid time for volunteer activities of their choice. A percentage of coworker bonus eligibility is tied to participating with initiatives that support our sustainability goals or our Flourishing Culture.

Volunteer Hours



Clarke registered 2,366 hours of volunteer work in 2025, valued at more than $118,000, the equivalent to the payroll of 1.14 full-time coworkers.



Gathering native prairie seeds as part of a Ferson Creek Fen Nature Preserve project.



Clarke's Bedmats for Veterans projects occur throughout the year.



In India, coworkers and their families participated in a beach clean up.



A group of Clarke coworkers assist with a park mulching project.



Some of our Florida-based teams helped to keep Brevard beautiful.



Planting trees became a class project for one coworker and their child in Bosque Urbano de Extra, Mexico.

Clarke also encourages coworkers to donate to charities close to their hearts through our Matching Gift program. Thanks to the enthusiasm of our volunteer fundraising team, we doubled the number of Matching Gift donors in 2025 compared to 2024, with coworkers generously supporting hurricane relief efforts in Jamaica and food scarcity programs in the U.S. communities.

Celebrating Communities With Holiday Giving

In December, many of our Illinois coworkers joyfully volunteer in their local communities. We plan to expand this opportunity across Clarke's U.S. operations in 2026. **In 2025, coworkers supported the following organizations:**

- DuPage County Forest Preserve
- Humanitarian Service Project
- Northern Illinois Food Bank
- Operation Support Our Troops
- Residential Hospice
- The Salvation Army

They also generously donated to:

- College of DuPage Fuel Pantry
- DuPage County Animal Services
- Helping Hand
- Humanitarian Service Project
- Operation Support our Troops
- The Harbour Shelter



Supporting Mid Valley Students

Since 2003, Clarke has hosted on-the-job training at our St. Charles campus for students attending Mid Valley Special Education School. Skills training in our offices and lab helps prepare Mid Valley vocational students for adulthood and independent living. Clarke's welcome has grown from two students (and their job coaches) for a weekly workday in 2023, to 11 students working at our Campus facility during the 2025–2026 school year.



Donations by participants in our annual Chili Cook-off support Feed My Starving Children and the Northern Illinois Food Bank.

"The stories we hear of students' success are gratifying. Matthew told us he now has a 'real job' managing the lunchroom at a nearby elementary school. The people he worked with at Clarke, he said, gave him the confidence and skills he needed to be successful. We are proud of him."

– **Angie Gaul,** *Customer Care Specialist and Mid Valley Champion*



In 2025, Clarke hosted six blood drives in partnership with the Red Cross, collecting 192 blood products and helping more than 550 people in need.

Partnering a Forward Path

Through Give to Tomorrow, Clarke annually awards six $15,000 grants to environmental non-profit organizations across the world. Since Clarke launched Give to Tomorrow in 2015, we have awarded $885,000. A key to our success is identifying nonprofits that are aligned with our Planet Positive goals, with a focus on creating, protecting and restoring ecosystems and the natural habitats that thrive within them. That often means leveraging the relationships our regional sales teams have with their customers and that their customers have built with local environmental groups.

A recent example of this is the collaboration between our customer the Lee County Mosquito Control District in Florida and Give to Tomorrow Grant awardee CROW (Clinic for the Rehabilitation of Wildlife). In 2022, when CROW facilities were devastated by Hurricane Ian, Lee County stepped up to deploy an aerial rescue of animals stranded by the storm and later, its employees joined in to repair CROW workspaces. Enter Clarke, introduced by LCMCD to CROW, and a timely Give to Tomorrow grant opportunity to help build much needed sea turtle rehabilitation tanks and support other site restoration.



Bosque Urbano de Extra put their funds towards providing trees to be planted by community residents.



One recipient, the Wetlands and Wildlife Care Center (WWCC) gives injured, sick, and orphaned native wildlife a second chance at life.



Give to Tomorrow™

The full list of 2024 and 2025 grantees includes:

2025

- Bosque Urbano de Extra, Guadalajara, Jalisco, Mexico
- Clinic for the Rehabilitation of Wildlife, Sanibel, Florida
- Nature Conservancy – Virginia Coastal Preserve, Arlington, Virginia
- Preservation Foundation of the Lake County Forest Preserve, Lake Forest, Illinois
- The Coastal Conservation Association, Houston, Texas
- Wetlands and Wildlife Care Center, Huntington Beach, California

2024

- Australian Wildlife Conservancy, Sanctuaries through Australia
- Beaver Ecology and Relocation Center, Millville, Utah
- Clinic for the Rehabilitation of Wildlife, Sanibel, Florida
- Coastal Conservation League, Charleston, South Carolina
- Cosley Zoo Foundation, a facility of the Wheaton Park District, Wheaton, Illinois
- Fossil Rim Wildlife Center, Glen Rose, Texas

100% of Give to Tomorrow funding in 2024 and 2025 was granted to non-profit organizations aligned with Clarke's 2030 Sustainability Goals.

Clarke Cares Foundation Helps Eradicate Mosquito-Borne Diseases

Swing for Nets, the Clarke Cares Foundation annual charity golf fundraiser, continues to attract sell-out participation, with Clarke golfers, volunteers and supporters teeing off to raise near-record-breaking funds in both 2024 and 2025. Our success and participant generosity facilitated the combined purchase of 52,000 insecticide-treated bed nets to meet the critical needs of at-risk communities in Nigeria.

The Carter Center bed-net distribution program helps protect people from mosquito-borne diseases, such as malaria and lymphatic filariasis (LF). The Center also helps countries to mass distribute a drug combination to stop mosquitoes from transmitting the parasite responsible for the transmission of LF. Early in 2026, we were beyond proud to learn that through fundraising efforts, including those of the Clarke Cares Foundation, The Carter Center had achieved the criteria in the areas it supports to switch from mass drug administration to prevent the spread of LF to the population surveillance stage to ensure the disease prevalence doesn't pick up again.

Since it began partnering with The Carter Center in 2010, the Clarke Cares Foundation, a 501(c)(3) nonprofit, has delivered funding for close to 400,000 nets, helping to protect over 680,000 people.

clarke cares FOUNDATION

"Jason Carter honored his father, Jimmy Carter, saying, 'It's amazing how much good a man can pack into 100 years.' That really resonated with me. I asked myself, how can I do as much good as I can for as long as I can? And more importantly, how can we create, through Clarke and our philanthropy, an organization of lifetime givers. How can we do more for our communities?"

– **Lyell Clarke,** on attending the funeral of President Jimmy Carter in January 2025.





The annual Clarke Cares Foundation Charity Golf Outing brings together coworkers, customers and partners to support communities at risk of mosquito-borne diseases.

Acknowledgments

Our progress toward becoming a purpose-driven company has been guided, inspired and made possible by the dedication and contributions of our Clarke coworkers, as well as the insights and partnership of a remarkable group of thought leaders and strategic collaborators.

We extend our sincere appreciation to **Dr. David Cooperrider**, **Dr. Ronald Fry, Dr. Chris Laszlo**, **Andrew Winston**, **Marty Serena** and **Serena Sturm Architects, Ltd.**, and **Kay McKeen** and **SCARCE** for sharing their expertise and helping shape our sustainability journey.

We also offer our heartfelt thanks to our strategic partners, **Kathy Partridge** and **Kathrin Bohr** of Stakeholder Research Associates Canada, Inc., whose guidance has been instrumental in advancing our sustainability efforts and helping us communicate our progress through this report.

To everyone who has contributed to this journey, we are deeply grateful.

Carrie A.
Walid A.
Amanda A.
Ryan A.
Darrel B.
George B.
Jordan B.
Josie B.
David B.
Amber B.
Elizabeth B.
Ramil B.
Christian B.
Jose Luis B.C.
Nivaldo C.
Douglas C.
Demetrius C.
Crystal C.
Nandita C.
Lyell C.
Anna C.
Frank C.
Mary C.
Robert C.
Roger C.
Scott C.

Alex C.
David C.
Mariann C.
Theodoro C.
Nate D.
Brian D.
Andrew D.
Rhonda D.
Christopher D.
Lisa D.
Cameryn D.
Derek D.
Raquel D.T.
Kimberly D.
Brian J E.
Diana E.
Jon-Erik E.
Viktor F.
Daniel F.
Brianna F.
Vince F.
Michael G.
Dan G.
Angie G.
Jay G.
Allen G.

Andrew G.
Johnny G.
Lori G.
Sylvia G.
Sean H.
William H.
John H.
Jen H.
Jeffrey H.
Cherrief J.
Patricia J.
Thomas M. K.
Rob K.
Emily K.
Jaime K.
Harshapriya K.
Jamie K.
Jeffrey L.
Karen L.
Paul L.
Megan L.
Lauren L.
James L.M.
Laeticia L.R.
Anthony L.
Andrea L.

Jackie L.
Grifith L.
Tracy L.
Todd M.
Adam M.
Sammy M.
Jill M.
Linda M.
Brian M.
Alan M.
Caio M.
Jeffery M.
Josh M.
Carlos M.
Kattie M.
Deborah M.
Samantha M.
Michael M.
Fernando M.
Meghan M.
Joseph N.
Kate N.
Tim O.
Zorreon O.
Jennifer O.
Robert W. O.

Jonathan O.
Abby P.
Cale P.
Thomas P.
Brianna P.
Carson P.
Christopher Q.
William Q.
Sundarraj R.
Tomasa R.
Gina R.
Christian R.
James R.
Hector R.
Andrew R.
Fernando R.
Jorge R.
Matt R.
Amy R.
Jorge S.
Eric S.
Bobby S.
Miranda S.
Deb S.
Kimberly S.
Tonya S.

Steve S.
Gabriela S.
Drew S.
Kelsey S.
George S.
John S.
James S.
Dennis S.
Sue S.
Steve S.
Mario S.
Naomi S.
Jack T.
April T.
Jeffrey V.
Michael V.
Shayla W.
Thomas W.
Vickie W.
Michael W.
Denise W.
Deanna Z.

Tribute to Julie Reiter



Julie Reiter, our former Vice President Human Resources and Sustainable Development, retired from Clarke in April 2026 after 26 years of service. She joined us as a Human Resources Manager and, to her great pride, expanded her leadership over Clarke's new sustainability portfolio in 2009.

Lyell Clarke, then President and CEO, had just launched a transformative journey to adopt a business model focused on our societal and moral obligation to improve sustainability practices and care for the environment. Lyell, the visionary, seconded Julie as his co-pilot.

Julie took to her new role as a moth to a flame. As architect of Clarke's sustainability business model for nearly two decades, she gave substance and structure to Lyell's inspiration: understanding that every action and voice had impact; establishing and expanding programs to embed sustainability as core to our business; inspiring coworkers across the company; and fostering their curiosity and leadership to ensure a sustainable future.

The Clarke initiatives under Julie's tutelage (documented in Clarke's Sustainability Report archive – also a Julie initiative) include:

- **Project Greater Purpose** that formalized Clarke's sustainability initiatives, strategy and leadership.
- **Flourishing Leadership Council** to evolve our leadership structure for a more sustainable business.
- **Clarke+ Appreciative Inquiry Summits** that engage "all of Clarke" to identify and accelerate our strengths and opportunities.
- **How Might We,** the theme of our second Clarke+ Summit, reflecting our aspiration to evolve from "simply sustainable" to a flourishing enterprise energized by innovation, action and curiosity.
- **Five-year goal sets** that, since 2009, have kept us publicly accountable for advancing our Next Gen product and service portfolio, supporting our coworkers, benefiting communities near and far, and caring for our environment.

All of this has been exciting work, but also challenging, frustrating and often just plain hard.

But Julie fostered a flourishing culture of enthusiastic, committed coworkers, and to those of us who caught hold of her coattails, every moment was infused with joy, punctuated by laughter, cemented by camaraderie, and shining with her pride in this purposeful work.

We are proud of you Julie – well beyond measure - and of your distinguished contributions to sustainability at Clarke.

Thank you.



CLARKE+

Julie has spearheaded the creation and publishing of thirteen sustainability reports and guided Clarke coworkers through multiple Appreciative Inquiries at Clarke+ events.

Clarke Guiding Principles





In our 80th year, we remain deeply committed to our mission: making communities around the world more livable, safe and comfortable. We achieve this through sustainable mosquito control products and services that protect families while respecting nature. Our success is powered by our passionate people, a genuine planet-positive approach, and the positive impact we create in communities everywhere. By combining innovation, care for the environment and strong local partnerships, we continue building healthier, happier places to live—for today and for generations to come.

clarke®

Making communities around the world more livable, safe and comfortable.

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