



2025 SUSTAINABILITY REPORT



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OUR FIRST REPORT

We're excited to share Illuminate USA's first sustainability report, a major milestone in our growth and a reflection of our deep commitment to sustainability as we shape our company's future.

As a newer company, we view sustainability not as an add-on, but as a core part of how we operate and grow. This inaugural report reflects our commitment to transparency as we begin to share the steps we're taking to build a more sustainable path forward.

This report covers our 2024 performance — our first year of production — and offers a look at how we are integrating sustainable practices across our operations, workforce, and local community. While we are early in our reporting journey, we believe in laying a strong foundation now so we can evolve with intention over time.

We're proud to begin this journey and even more eager about where it's heading.



MESSAGE FROM OUR CEO



At Illuminate USA, sustainability isn't just a commitment: It's a responsibility woven into every part of our business. As the largest single-site solar panel manufacturer in North America, we take pride in helping shape the future of energy in ways that reflect integrity and care.

We believe how we produce our products matters just as much as what we produce. That's why we're investing in advanced manufacturing processes that reduce waste, minimize emissions, and raise the bar for efficient production.

Sustainability also means putting people first. We're building an inclusive workplace where safety, well-being, and growth opportunities are top priorities. By supporting and empowering our workforce of over 1,500 associates, we're creating a culture that fuels progress and pride in American manufacturing.

Our commitment extends beyond our walls. Through local partnerships, workforce development, and meaningful engagement, we're working to be a trusted neighbor and a catalyst for economic growth. We remain guided by ethics, accountability, and transparency.

This inaugural sustainability report reflects the progress we made throughout 2024 and reaffirms our commitment to thoughtful, values-driven growth, this year and in the years ahead. We're just getting started, and I'm excited about what's next.

Frank Zhu
Chief Executive Officer
Illuminate USA



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“As the largest single-site solar panel manufacturer in North America, we take pride in helping shape the future of energy in ways that reflect integrity and care.”

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Chief Executive Officer
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ABOUT US: OUR COMPANY AT A GLANCE

Illuminate USA is North America’s largest single-site solar panel manufacturer. Inside our 1.1 million-square-foot facility in Pataskala, Ohio, we’re advancing American solar manufacturing and creating high-quality careers.



OUR LEGACY: AMERICAN-MANUFACTURED WITH GLOBAL EXPERTISE

Illuminate USA is a U.S.-majority-owned solar panel manufacturer formed as a joint venture between Invenergy, the largest privately held independent power producer in the United States, and LONGi, a global leader in solar manufacturing. Headquartered in Pataskala, Ohio, we combine domestic energy leadership with global manufacturing expertise.



Who

1,500+ associates



What

Advanced, efficient, and high-quality solar panel manufacturing



Where

Pataskala, Ohio



When

Began production
Feb. 5, 2024



Why

Committed to onshoring solar supply chain production and building future careers for Americans

ABOUT US: OUR VALUES



BRINGING PASSION AND PURPOSE TO LIGHT

From our founders to our very next associate, we are a team of dreamers and doers who bring our passion, experience, expertise, and ideas to contribute to our individual and collective purpose. We are “Illuminators” who light the path for others to follow, and we carry that light for ourselves and others to grow their skills, experiences, and careers.



COLLABORATION, TEAMWORK, AND SAFETY FOR ALL

At Illuminate USA, we work with and through each other. We leverage and respect our diversity of experience and thought. We prioritize safety, well-being, and taking care of our teammates in all we do. Our successes are celebrated, and our opportunities are ones for all of us to learn from and continuously improve.



AUTHENTIC AND FREQUENT COMMUNICATION

Our people are our biggest asset, and the only way to our fullest potential as a team is to ensure honest, open, and frequent communication. We value the truth, facts, and data and, above all else, a judgment-free environment where everyone feels they belong and can be their true self. To thrive, we must communicate often, engage in conversation and healthy debate, and have respect for each other’s unique perspectives.



CREATIVITY AND RESOURCEFULNESS FOR TODAY AND TOMORROW

The pace of business, technology, and change evolves at rapid speeds. We owe it to ourselves and our customers to continuously improve and be lifelong learners. We must stay agile and open to new ideas and identify more effective and efficient ways to do our jobs so that we produce the highest quality product at a competitive price. Our future depends on our continued human and business development.

ABOUT US: OUR PRODUCTION

Our facility uses the world’s most advanced and efficient panel assembly technology to create high-quality, ready-to-install bifacial solar panels for commercial applications.

CERTIFIED FOR EXCELLENCE

Illuminate USA is certified to the **ISO 45001 (Occupational Health & Safety)**, **ISO 9001 (Quality Management)**, and **ISO 14001 (Environmental Management)** standards, as well as **IEC 62941**, the internationally recognized quality management system guideline specific to photovoltaic (solar) module manufacturing. These certifications reflect our commitment to sustainability, associate well-being, and manufacturing excellence across all facets of our operations.



Take a trip inside our facility and watch how our solar panels are built.



PRODUCTION BY THE NUMBERS:

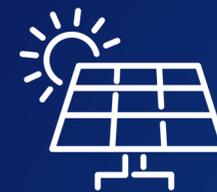
**Illuminate USA target*



8 production lines
in our facility



3,600 solar panels
capable of being produced
per line in a 24-hour period



9.2M
panels produced
per year*



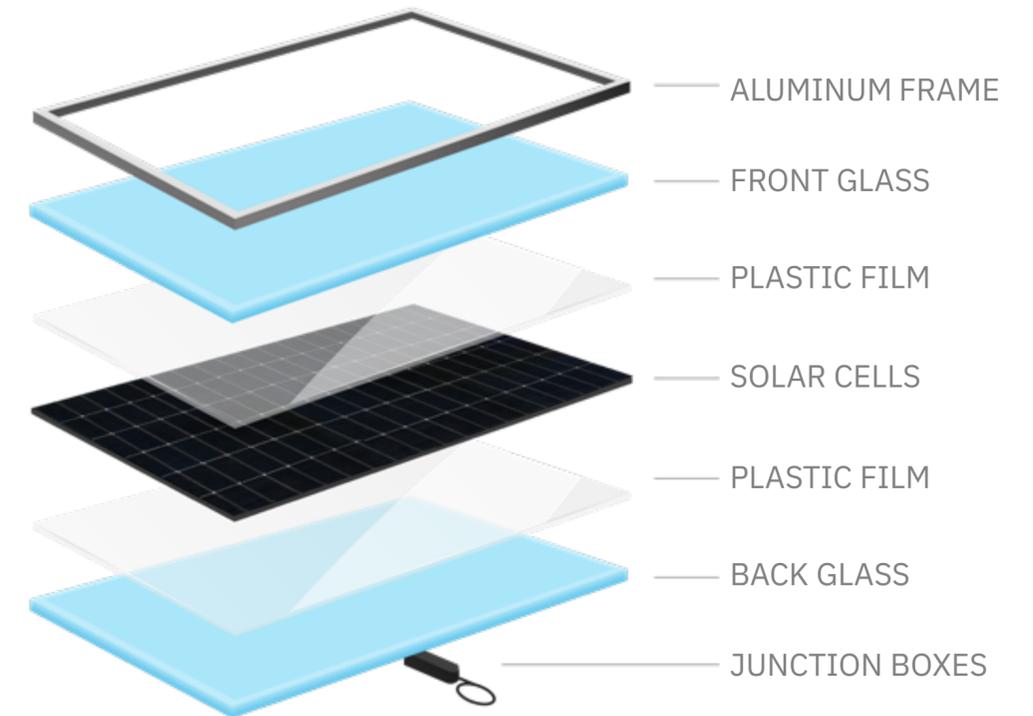
5+ GW
power produced
per year*

ABOUT US: OUR PANELS

In 2024, Illuminate USA was the first and largest American plant to produce high-quality (550 W) solar panels in the United States, which means each panel could generate 550 watts of power under ideal conditions.

Our solar panels are assembled using silicon cells installed in an aluminum panel frame with a glass casing. When this material is exposed to photons of sunlight, it releases electrons and produces an electric charge.

This charge creates a current, which is captured by the wiring in solar panels. It's then converted by an inverter and sent to the power grid. It becomes the same type of current used when you plug appliances into your wall sockets.



SOLAR PANEL DURABILITY

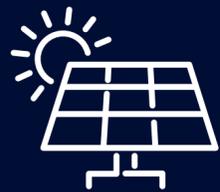
Photovoltaic solar cells are surrounded by heat-strengthened glass and an anodized aluminum alloy frame for added protection and durability.

Panels are tested to ensure they can withstand a variety of environments and conditions, including hail.

Our high module quality ensures long-term reliability. Once they reach the end of their lifespan, up to 95 percent of the materials can be recycled and used again.

OUR FIRST YEAR: 2024 HIGHLIGHTS

BY THE NUMBERS



3+ million
solar panels produced



2+ gigawatts (GW)
of power produced



1.1 million-square-foot
state-of-the-art facility
operational



1.1+ million pounds
of materials diverted
from landfills



\$20K+
donated to our local
community

GROWTH AT A GLANCE

FEBRUARY 2024

Production began at our state-of-the-art facility.

JUNE 2024

We announced that the first panels manufactured at our Pataskala facility were shipped and installed at Invenergy’s Hardin County project in Ohio.

AUGUST 2024

Reached 1,000 associates and produced 1 million panels.

Delivered 400+ panels to the Bob Crane Community Center site in Upper Arlington – about 20 miles from our facility – for installation before the center’s 2025 opening.

DECEMBER 2024

Surpassed 3 million panels and over 2 GW of power.

OUR APPROACH TO SUSTAINABILITY

At Illuminate USA, we embed sustainable thinking into every part of our business, from how we manufacture solar panels to how we care for our people and support our community. Our goal is to grow responsibly while helping shape America's energy future.

Our sustainability efforts focus on three key pillars: Our environmental stewardship, our workforce, and our community engagement. These pillars are supported by strong governance practices that ensure accountability.



1

OUR ENVIRONMENTAL STEWARDSHIP

As the largest single-site solar panel manufacturer in North America, we are committed to minimizing waste and reducing emissions across our processes. We also carefully manage water resources on our site to protect local ecosystems and support biodiversity.

2

OUR WORKFORCE

We prioritize the safety, well-being, and development of every associate. Through inclusive practices, open communication, and meaningful recognition, we're creating a workplace where people thrive.

3

OUR COMMUNITY ENGAGEMENT

We are proud to be part of the Pataskala, Ohio community. We partner with local organizations, invest in the next generation, and support initiatives that strengthen the region we call home.

OUR ENVIRONMENTAL STEWARDSHIP

At Illuminate USA, environmental responsibility is woven into the fabric of our business. As a U.S.-based manufacturer of high-performance solar panels, we are helping to power a more sustainable energy future. Our panels make carbon-free energy more accessible, supporting a balanced energy mix and reducing long-term environmental impacts, one panel at a time.

Solar panels convert sunlight, a renewable and inexhaustible energy source, into electricity that does not produce greenhouse gas emissions. Panels can generate electricity even on a cloudy day, as solar power requires only some level of daylight to harness the sun's energy. The core of each panel is a solar cell, typically made from silicon; this material is derived from sand, which demonstrates one more way the technology itself is rooted in nature.

However, even as a young company, we recognize that sustainability goes beyond the products we create. It also includes how we create them. That's why we've prioritized responsible and efficient practices. Our focus on minimizing waste during production, reducing emissions, recycling, and thoughtfully managing our on-site water resources reflects our long-term commitment to environmental stewardship.

The following sections highlight these key areas where we are bringing our environmental commitments to life.

MINIMIZING WASTE DURING PRODUCTION

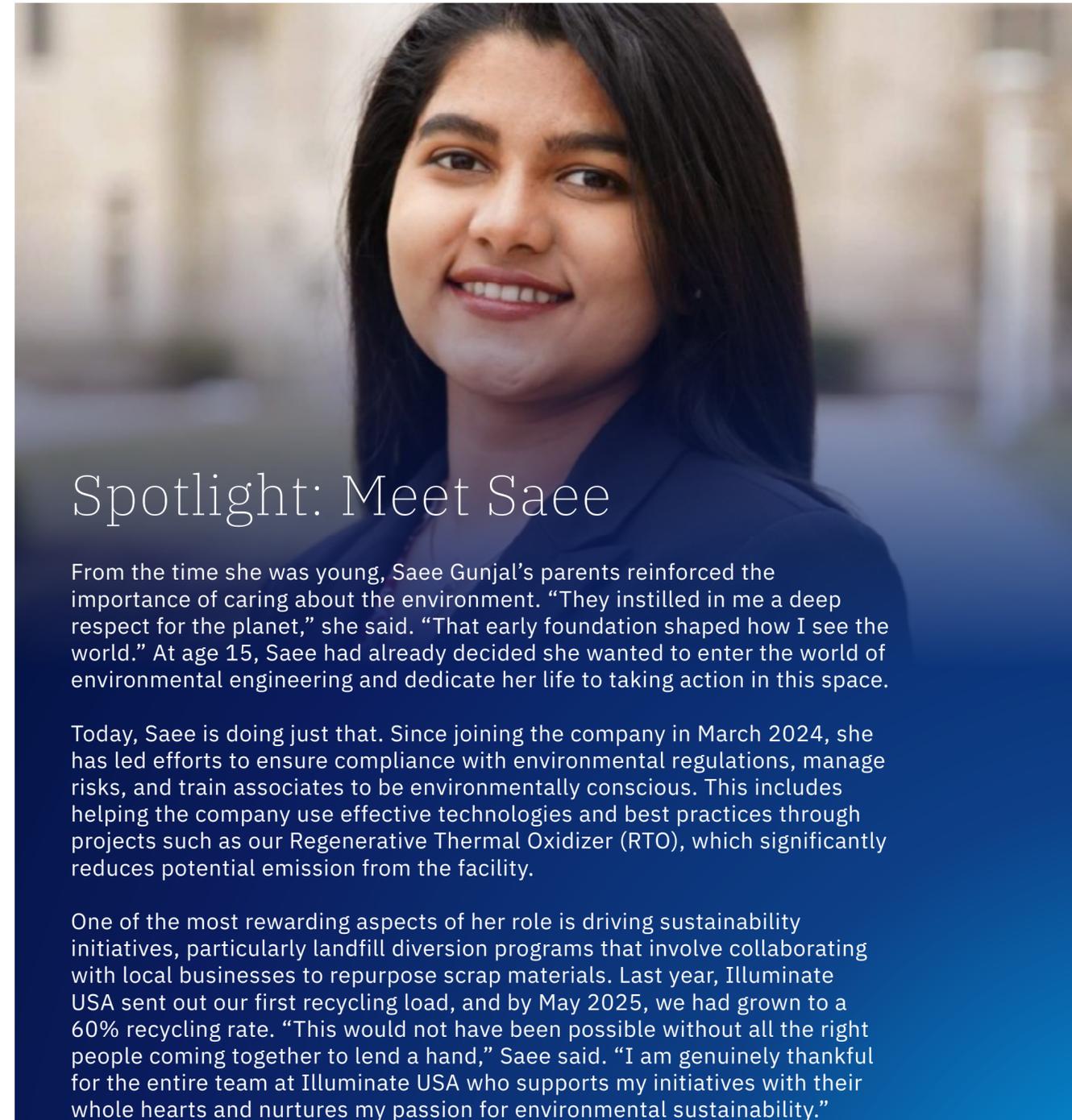
Sustainability is built into our production process. For example, we use precision robotics to handle delicate materials such as silicon wafers, ultra-thin ribbon wire, and large glass sheets. Using this technology helps to reduce material breakage and waste.

In addition, our pre-lamination lines use artificial intelligence (AI)-guided inspection, and defective components are reworked by hand to minimize waste and ensure each panel achieves optimal efficiency.

AIR QUALITY AND EMISSIONS

In 2024, we installed a Regenerative Thermal Oxidizer (RTO), a cutting-edge pollution control system that breaks down volatile pollutants. This system significantly reduces potential emissions from our facility.

Planned compactor upgrades also are expected to reduce our Scope 3 emissions, indirect emissions from third-party transportation and disposal of recycled materials and waste. Compressing more recycled materials and waste into fewer pickups helps to reduce hauling-related emissions.



Spotlight: Meet Sae

From the time she was young, Sae Gunjal's parents reinforced the importance of caring about the environment. "They instilled in me a deep respect for the planet," she said. "That early foundation shaped how I see the world." At age 15, Sae had already decided she wanted to enter the world of environmental engineering and dedicate her life to taking action in this space.

Today, Sae is doing just that. Since joining the company in March 2024, she has led efforts to ensure compliance with environmental regulations, manage risks, and train associates to be environmentally conscious. This includes helping the company use effective technologies and best practices through projects such as our Regenerative Thermal Oxidizer (RTO), which significantly reduces potential emission from the facility.

One of the most rewarding aspects of her role is driving sustainability initiatives, particularly landfill diversion programs that involve collaborating with local businesses to repurpose scrap materials. Last year, Illuminate USA sent out our first recycling load, and by May 2025, we had grown to a 60% recycling rate. "This would not have been possible without all the right people coming together to lend a hand," Sae said. "I am genuinely thankful for the entire team at Illuminate USA who supports my initiatives with their whole hearts and nurtures my passion for environmental sustainability."

UNDERSTANDING EMISSIONS SCOPES

Scope 1

Direct emissions from company-owned or controlled sources (e.g., fuel used in facilities or company vehicles).

Scope 2

Indirect emissions from purchased energy (e.g., electricity, steam, heating, or cooling).

Scope 3

All other indirect emissions across the value chain (e.g., supplier activities, transportation, waste disposal, and product use).

Definitions based on generally accepted descriptions of Scope 1, 2, and 3 emissions.

RECYCLING

In 2024, Illuminate USA made meaningful progress in responsible material management through initiatives such as:

- Partnering with SOLARCYCLE, a national leader in solar panel recycling, to efficiently reclaim and repurpose materials.
- Diverting over 1.1 million pounds of materials from landfills, including items such as metal scrap and glass.

Looking ahead, we are expanding our recycling vendor network to divert even more materials from landfills.

WATER STEWARDSHIP

Our water management strategy combines intentional infrastructure with ecological sensitivity. Three ponds on our campus serve as secondary containment systems, capturing rainwater. The ponds support local biodiversity, even attracting migratory birds including American coots, cranes, seagulls, and ducks such as mallards and wood ducks. One pond is additionally stocked with fish, which further enhances ecological diversity.

To protect these ecosystems, we:

- Use herbal and organic algicides rather than chemical alternatives to control algae growth.
- Maintain pond banks to prevent erosion and protect habitats.



As Illuminate USA grows, so will our impact and responsibility. We're proud of the steps we've taken so far and remain focused on scaling our work in ways that are good for our business and the planet.



"At Illuminate USA, safety isn't a program — it's a mindset. Every associate plays a role in creating a safe workplace, and our team is empowered to speak up, take action, and prioritize care for one another. That's what makes our safety culture strong."

Bryan Kresak
Head of Environmental, Health, & Safety
Illuminate USA



"At Illuminate USA, safety is more than a rule: It's our shared mindset. We value each other's well-being above all else, work together to uphold high standards, and take ownership by speaking up, using Personal Protective Equipment (PPE), and helping one another. This strong safety culture builds trust, strengthens teamwork, and ensures we all go home safe every day."

Josephine Afful
Safety Committee Lead
Illuminate USA



"Safety at Illuminate USA is about genuine care — ensuring we all go home safe at the end of the day. I see it every time someone speaks up about a hazard, corrects an unsafe condition, or works with Environmental, Health, and Safety (EHS) to make improvements. It's a responsibility we all share and wholeheartedly embrace."

Heather Golden
Safety Committee Member
Illuminate USA

OUR WORKFORCE

At Illuminate USA, our people are the foundation of our success. We are committed to building a workplace where all of our associates feel safe, valued, supported, and empowered to thrive. From prioritizing safety and well-being to investing in professional growth and championing inclusion, our workforce strategy reflects our core belief: When people flourish, business follows.

WORKPLACE SAFETY

Safety is built into Illuminate USA's environment and culture. Our advanced manufacturing facility was designed with safety in mind as it features modern equipment and highly automated systems that handle the majority of product movement to minimize risk and support safe operations. This physical environment lays the foundation for a workplace where safety is the top priority.

However, a safe facility is only as effective as the people and practices behind it. That's why we are committed to a safety-first culture that prioritizes the well-being of our associates, contractors, and visitors by viewing safety protocols not merely as checklists, but lived values.

OUR SAFETY CULTURE

Our safety culture is built on a strong foundation of clear policies and well-defined procedures, but we're focused on more than compliance. We are dedicated to fostering a culture where associates care about each other, trust each other, and are deeply passionate about keeping themselves and others safe. Safety is not just the responsibility of our Environmental, Health, and Safety (EHS) team; we empower associates at all levels to take ownership and contribute their ideas to continuously improve practices.

In 2024, we focused on implementing baseline safety policies and procedures to ensure consistency across the plant. In our second year, we have shifted toward deeper engagement with our associates. Our safety committee, which meets at least bi-weekly, includes about 60 representatives from across diverse teams and shifts to ensure an inclusive approach to decision making.

In addition to clear policies, procedures, and associate engagement, we are dedicated to the following focus areas to ensure every associate is equipped, trained, and empowered to prioritize safety in their daily work.



Visitors touring our facility watch a safety video and receive appropriate personal protective equipment (PPE) prior to being escorted to our manufacturing floor.

PERSONAL PROTECTIVE EQUIPMENT

One of our key safety initiatives has involved improving personal protective equipment (PPE) policies. We revised our glove policy in July 2024 to ensure associates used task-appropriate gloves that balanced protection and dexterity. This adjustment resulted in a significant decrease in hand injuries. In early 2025, we installed PPE vending machines in our facility to provide associates with free and convenient access to safety equipment as needed. We also provide associates with a pair of safety shoes annually.

SAFETY TRAINING

Safety training is central to our culture, and we provide it regularly to all associates. In addition to introducing new hires to safety expectations during orientation, we provide annual safety awareness training and specialized training tailored to specific roles, such as environmental training, fire safety, forklift operation, pallet jack training, and lockout/tagout procedures for electricians and maintenance associates. All supervisors — from the front line to the executive team — also undergo safety culture training. These efforts ensure our associates receive the support they need to work safely at all times.

SAFETY PERFORMANCE

To measure safety success, we track critical metrics, including Occupational Safety and Health Administration (OSHA) recordable incidents, lost-time injuries, first aid cases, and near misses. In 2024, Illuminate USA's safety performance significantly outpaced industry averages for the glass and glass products manufacturing sector, which includes solar manufacturing. Our OSHA recordable injury rate was approximately 40% lower than the industry average, and our lost-time injury rate was approximately 66% lower, based on data from the U.S. Bureau of Labor Statistics. This strong performance reflects our investment in a safety culture grounded in trust, care, and shared responsibility.

CONTRACTORS AND VISITORS

Our commitment to safety extends to our contractors and visitors. We maintain a robust safety policy for all external parties who enter our manufacturing floor, requiring them to watch a safety video, wear appropriate PPE, and be escorted at all times. We also are introducing a brochure outlining on-site safety and emergency protocols for visitors.

WORKPLACE SECURITY

Workplace security is another vital part of our safety focus. In addition to taking proactive measures to protect our facility, we train associates on topics such as situational awareness. For example, all associates participate in workplace violence prevention training, which helps them recognize early warning signs of potential aggression and understand the appropriate steps to take if an incident occurs.

ONGOING COMMITMENT TO SAFETY

As we continue to grow, we remain dedicated to ongoing safety improvement. This includes expanding industrial hygiene testing, noise monitoring, and forklift training; evolving our programs to meet operational needs; and maintaining open communication with team members at every level to identify new opportunities to make the workplace even safer. For example, suggestion boxes are available throughout the facility. From our manufacturing associates to our executive team, we know safety is a team effort — and it's essential to Illuminate USA's long-term success.

ASSOCIATE WELL-BEING

At the heart of Illuminate USA is a simple yet powerful belief: People perform their best when they feel their best. That is why we foster a people-first culture that supports balance, flexibility, and the needs of working families.

Our core production operations schedule ensures associates never work more than three consecutive days unless they choose to volunteer for overtime. To further support rest and family time, we pause production for a paid holiday shutdown between Christmas and New Year's Day.

We provide time off for eight company-observed holidays, along with two floating holidays that associates can use at their discretion with manager approval. In addition, associates accrue Paid Time Off (PTO) to use for vacation, personal days, illness, or when they simply need a break. Illuminate USA also offers paid parental leave to support associates during important life moments, including the birth or adoption of a child. This includes up to 16 weeks of paid leave available based on the associate's caregiving role and family situation.

We complement these commitments with a robust benefits package designed to support physical, mental, and emotional well-being. Associates have access to medical, prescription, dental, and vision coverage; life and disability insurance; and a 401(k) retirement plan. On-site nurses offer health education and support, and our free, confidential Employee Assistance Program provides 24/7 access to licensed counselors and other services to help associates navigate life's challenges. We measure associate well-being and satisfaction through an annual engagement survey, first launched in 2024, which helps us track progress and inform future improvements.

By caring for our people holistically, we create a workplace where associates can bring their best selves to work each day.



Spotlight: Meet Lumanti

Lumanti Maharjan moved to the United States from Nepal in January 2024, ready to start a new life with her husband. After years of having worked in finance with her father in Nepal, she wasn't sure what to expect in America. But she knew she wanted a good quality of life.

That's when she discovered Illuminate USA. Her husband's friends mentioned a new company starting to manufacture solar panels nearby. Both Lumanti and her husband applied, interviewed, and were hired. She officially joined the team in March 2024, just weeks after Illuminate USA launched production.

"It's a fun place to work," she said with a smile as she reflected on her role on the production floor. "I love the workplace, my colleagues, everything. All my leads, supervisors, my manager — they're friendly. They listen to me and help me a lot."

Since joining Illuminate USA, Lumanti's life has transformed, she said as her eyes lit up. The company's premium wage allowed her to buy a car, get a golden doodle puppy named Mars, and enjoy a better quality of life. Living just seven minutes from work, she and her husband even commute together for their shared shift.

And when tragedy struck, the passing of her husband's grandparents, Illuminate USA supported them with time off for bereavement to observe their cultural traditions and grieve.

From the supportive environment to growth opportunities and meaningful benefits, Lumanti feels proud to be part of a company that puts people first.

"I can do everything, all because of Illuminate," she said.



CAREER GROWTH AND LEARNING

At Illuminate USA, we don't just create solar panels: We create opportunities. We invest in the growth of our associates through training programs that equip them with the skills needed for today and tomorrow.

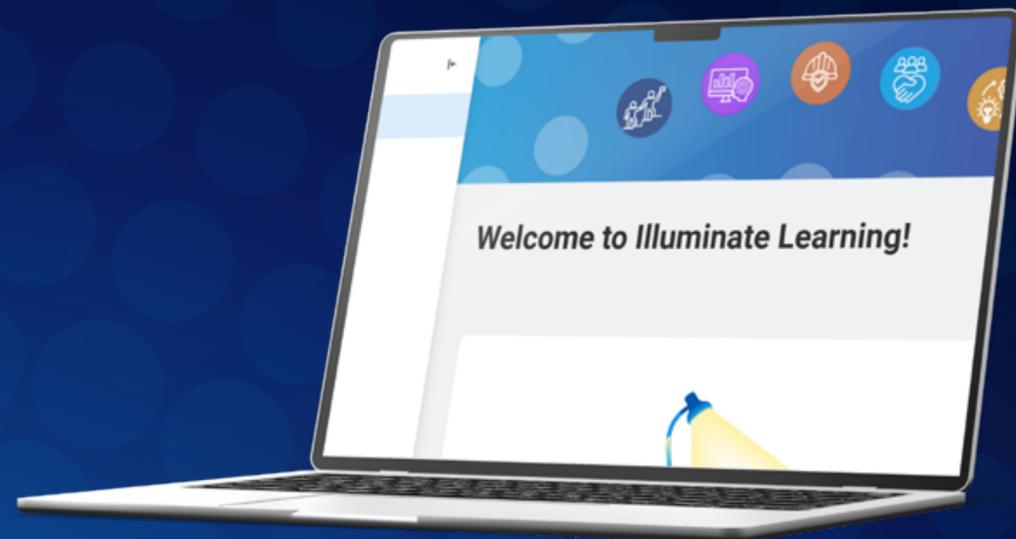
In 2025, we launched a new Learning Management System (LMS), building on the foundation created in 2024. The LMS provides associates with a centralized platform to complete required training, explore new skills, and track their development progress, which supports continuous learning and performance.

Our technical training supports smooth operation of our advanced manufacturing systems. This includes expanding hands-on programs that build critical skills, especially in roles essential to maintaining production efficiency and equipment performance.

At the same time, we are developing partnerships with local educational institutions to strengthen our talent pipeline and support the next generation of manufacturing professionals. These partnerships are designed to create pathways into rewarding careers, which helps to build a future-ready workforce.

Leadership development is another priority. In 2024, we launched Leadership Circle, a program for senior leaders that includes 360° assessments, coaching, and training in creative and collaborative leadership. For frontline leaders, we developed leadership effectiveness modules in 2024 that launched this year with a focus on essential skills and impact. Leaders also receive training in employment law, professionalism, and workplace respect.

By helping our associates grow, we ensure our company remains adaptable and prepared for the future.



In 2025, we launched a new Learning Management System (LMS), building on the foundation created in 2024.

A CULTURE OF INCLUSION AND CONNECTION

We believe in fostering a workplace where everyone can contribute and succeed. Diverse backgrounds bring richer perspectives and more creative solutions, so we’re intentional about creating an inclusive, welcoming environment.

In 2024, we were committed to inclusive hiring practices that reached a broad candidate pool across the greater Columbus region. We partnered with OhioMeansJobs to participate in job fairs across Licking, Fairfield, and Perry counties, and collaborated with IMPACT Community Action to host both multi-employer and Illuminate USA-exclusive career events. These opportunities allowed us to connect directly with job seekers in underserved communities and share more about our company in an accessible and approachable way. To reduce barriers in the hiring process, we offered walk-in interviews, which were especially helpful for job candidates without reliable computer or phone access. As part of our commitment to equitable access, we also ensure our hiring practices align with the Americans with Disabilities Act (ADA).

Inclusion doesn’t stop at hiring; it’s built into how we work together. One example is the harassment prevention training that all associates complete during onboarding to help us maintain a respectful, safe, and inclusive work environment.

We also build connection by celebrating shared accomplishments. In August 2024, we celebrated the assembly of our one-millionth solar panel, a milestone achieved just months after beginning production. And in December 2024, we hosted our first all-associate town hall to reflect on the year’s achievements, recognize team contributions, and share what’s ahead. It was the first of many conversations aimed at building transparency, recognition, and unity as we grow together.



In 2024, we partnered with OhioMeansJobs to participate in job fairs across Licking, Fairfield, and Perry counties.

ILLUMINATE USA WORKFORCE DEMOGRAPHIC HIGHLIGHTS (AS OF NOVEMBER 2025):

26% OF OUR WORKFORCE IS FEMALE

THE AVERAGE ASSOCIATE AGE IS **38**

 THE MAJORITY OF OUR WORKFORCE REPRESENTS BIPOC (BLACK, INDIGENOUS, AND PEOPLE OF COLOR) COMMUNITIES

 WOMEN MAKE UP HALF OF OUR EXECUTIVE LEADERSHIP TEAM



We celebrate key milestones, such as producing our one-millionth panel and reaching 2 gigawatts (GW) of capacity, to recognize the passion and progress of our Illuminate USA team.

OUR COMMUNITY ENGAGEMENT

As part of our commitment to building meaningful relationships where we operate, Illuminate USA fosters strong community connections through a four-pillar community affairs strategy. This approach is focused on building trust, strengthening partnerships, and empowering our associates to serve as ambassadors in their communities.

In 2024, Illuminate USA supported local robotics and scholarship programs, community celebrations, charitable organizations, and events that foster goodwill. Our total community investment across all four pillars was \$21,270, which reflects our commitment to long-term community trust and well-being. These investments laid the groundwork for continued community impact in 2025 and beyond.



THE FUTURE IS BRIGHT

Building the next generation of “Illuminators” – what we call our associates – through education, while also leading the way in advanced manufacturing development.



COMMUNITY CORNERSTONE

Fostering trust throughout the community through community events and nonprofit partnerships.



SOLAR SUSTAINABILITY

Partnerships that promote environmentally conscious initiatives.



ILLUMINATING LEADERSHIP

Supporting women in solar, and all manufacturing, through events and scholarship opportunities.

Spotlight: Community Partnership in Action

In August 2024, Illuminate USA delivered 403 Ohio-manufactured solar panels to the Bob Crane Community Center in Upper Arlington, marking the city’s first solar installation on a municipal building. This \$540,000 investment is projected to pay for itself within 10 years through energy savings and federal tax incentives.

As our first non-utility project, this collaboration reflects our commitment to supporting local communities with sustainable energy solutions.

2024 COMMUNITY INVESTMENT HIGHLIGHTS

Bionic Warriors Sponsorship

Pataskala Area Chamber of Commerce Golf Outing

Pataskala Lions Club

Bouncin’ Buckeyes

Pataskala Cookie Walk

Pataskala Street Fair

Career Xpress Scholarship

Pataskala Hometown Festival

United Way Licking County Impact & Award Breakfast

Hartford Fair

United Way of Licking County Week of Caring



INVESTING IN THE NEXT GENERATION

We are passionate about inspiring the next generation of innovators in advanced manufacturing. In November 2024, we participated in EdHeads Super STEM Saturday, an event designed to spark students’ interest in science, technology, engineering, and math (STEM). Through hands-on activities and direct engagement, we introduced young minds to exciting career possibilities.

To further strengthen our talent pipeline, we have begun building relationships with local educational institutions, including Columbus State Community College, Central Ohio Technical College, the Career and Technology Education Centers (C-TEC) of Licking County, and local schools such as Southwest Licking and Licking Heights. These collaborations aim to equip students with the skills necessary for future careers in advanced manufacturing.



What Others Are Saying

“Illuminate USA has had a real impact on Pataskala. Bringing more than 1,500 high-quality jobs has strengthened our local economy, and their presence is felt across the community. They support small businesses, partner with nonprofits, and invest in local workforce development. They’re the kind of company that doesn’t just operate in a community: They show up for it.”

Mike Compton
Mayor, City of Pataskala

OUR GOVERNANCE

Strong governance is the foundation of our responsible growth, ethical operations, and long-term stakeholder value. As a joint venture between Invenergy, America's largest privately held independent power producer in the United States; and LONGi, a global leader in solar manufacturing technology, we are guided by global expertise, deep industry knowledge, and a shared commitment to excellence.

Our governance framework is designed to ensure transparency, accountability, and alignment with our core values in areas such as safety, teamwork, communication, and continuous improvement. It includes:

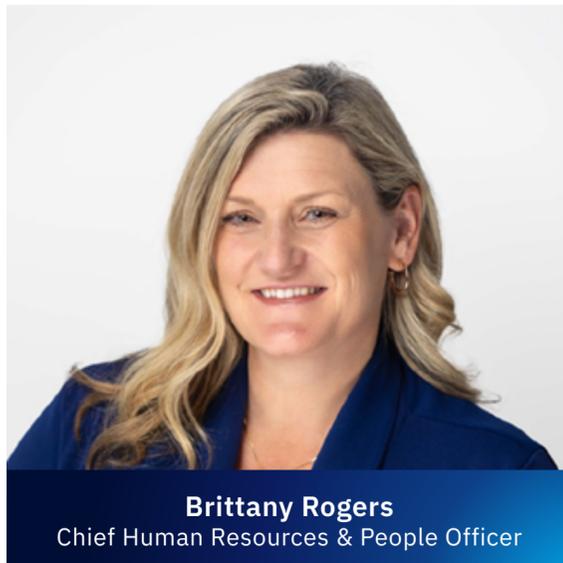
- **Executive Leadership Oversight:** Our chief executive officer and executive leadership team set the strategic direction for the company, fostering a culture rooted in ethical decision-making and operational excellence.
- **Joint Venture Board Governance:** Illuminate USA's Board of Directors provides strategic oversight and guides major operational and financial decisions.
- **Internal Policies and Controls:** We operate under a growing set of internal policies that support safety and security, compliance, and business conduct. These standards guide our daily operations and help reinforce our commitment to responsible behavior.
- **Ethics and Integrity:** We continue to reinforce ethical behavior and transparency, including prioritizing timely incident reporting, clear communication, and a culture of continuous improvement.
- **Risk Management:** Our risk management approach helps identify and address operational, financial, and reputational risks early, supporting long-term resilience in a dynamic industry landscape.
- **Public Policy Engagement:** We actively engage with local, state, and federal partners to support the growth of U.S. solar manufacturing. This includes monitoring evolving tax credit regulations and maintaining compliance with applicable standards to strengthen trust and contribute to a resilient domestic energy future.
- **Workforce Compliance:** Through consistent safety training, personal protective equipment (PPE) compliance, and adherence to labor standards, we are creating a workplace that is safe, fair, and aligned with regulatory requirements.



Frank Zhu
Chief Executive Officer



Kurt Wagner
Chief Financial Officer



Brittany Rogers
Chief Human Resources & People Officer



Heidi Yurkiw
Chief Legal Officer

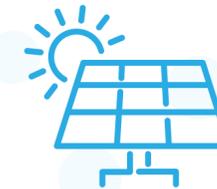
OUR 2025 FOCUS AREAS

As we continue to grow, Illuminate USA is focused on delivering meaningful progress in three key areas this year. These goals reflect our ongoing commitment to excellence and set the stage for even greater impact in the years ahead.



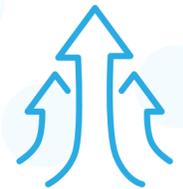
SAFETY, QUALITY, & INTEGRITY

We are building a culture where safety is foundational, quality is uncompromising, and integrity guides every decision. This includes upholding the highest standards by ensuring timely reporting of incidents, fostering transparent communication, and establishing clear departmental goals.



BUSINESS STABILIZATION

We are strengthening operations and systems to support consistent production, improved efficiency, and long-term success. This requires a focus on areas such as targeted training, robust communication, and cost control.



5 GW OF GRADE A PRODUCTION

We established a goal of delivering 5 GW of high-quality, U.S.-manufactured solar panels by the end of 2025.

ABOUT THIS REPORT

This is Illuminate USA’s first sustainability report. It provides an overview of our approach to environmental stewardship, workforce, and community engagement, as well as the policies and practices that guide our operations. This report is designed to share our progress and the foundation we are building for the future.

Unless otherwise noted, all information in this report reflects activities and data from Jan. 1, 2024 through Dec. 31, 2024. Data has been drawn from internal company records, associate-reported information, operational tracking systems, and publicly available materials such as press releases. In future reports, we will look to leading sustainability frameworks as reference points to help guide our disclosures and ensure continued alignment with emerging best practices.

DATA SOURCES BY SECTION

ABOUT US

Includes company information such as location, scale, production milestones, and workforce demographics, based on corporate records and associate-reported information. Details about our values reflect internal company materials. Production data is based on company records, while information on certifications and product performance reflects official certifications and product testing activities.

2024 HIGHLIGHTS

Includes key data points such as waste diversion, community giving, facility size, panel production volumes, and gigawatt output, drawn from both internal records and publicly released information. Milestones such as production start, first deliveries, and workforce growth were compiled from public announcements.

OUR APPROACH TO SUSTAINABILITY

Narrative content reflecting our strategy, priorities, and focus areas, developed internally. This section highlights the qualitative aspects of our approach, including how we are embedding sustainability into decision-making and culture.

ENVIRONMENTAL STEWARDSHIP

Data on emissions reduction, recycling, and waste diversion reflects internal Environmental Health and Safety (EHS) tracking. Information on production processes, technologies, and partnerships was provided by subject-matter experts familiar with facility operations.

WORKFORCE

- **Safety:** Training programs, Personal Protective Equipment (PPE) policies, performance metrics, and contractor/visitor safety practices are based on internal EHS sources and U.S. Bureau of Labor Statistics benchmarks.
- **Well-Being:** Benefits information reflects associate policies maintained by Human Resources (HR).
- **Career Growth:** Information on training programs, partnerships, and leadership development reflects HR sources.
- **Inclusion:** Hiring practices, training, and workforce engagement programs are based on information from HR and other internal sources.

COMMUNITY ENGAGEMENT

Data on community giving, events, and partnerships is based on internal community affairs records and press releases.

GOVERNANCE

Information on areas such as executive oversight, board governance, ethics, risk management, and compliance reflects company practices and internal policies.

FOCUS AREAS AND GOALS

Goals for 2025 reflect our current strategic priorities.

GLOSSARY

Adapted from publicly available resources and industry references.

FORWARD-LOOKING STATEMENT

This report may include forward-looking statements regarding future plans, goals, or expectations. These statements are based on current assumptions and are subject to risks and uncertainties that could cause actual results to differ materially.

GLOSSARY

BIFACIAL SOLAR PANEL

A solar panel that can absorb sunlight from both the front and back sides, increasing overall energy output.

GIGAWATT (GW)

A unit of power equal to one billion watts.

GRADE A PANEL

High-efficiency, top-quality solar panels that meet strict manufacturing and performance standards.

ISO (INTERNATIONAL ORGANIZATION FOR STANDARDIZATION)

A non-governmental organization that develops standards for a variety of industries to promote consistency, safety, quality, and efficiency.

ONSHORING

The process of locating a business' production operations within domestic national borders, which can strengthen supply chain resilience and support national energy independence.

PHOTOVOLTAIC (PV)

Technology that converts sunlight directly into electricity using solar cells.

PRODUCTION LINE

An assembly system used in manufacturing to produce large quantities of products – such as solar panels – in a standardized and efficient way.

REGENERATIVE THERMAL OXIDIZER (RTO)

Devices designed to control air pollution, used by manufacturers to remove volatile organic compounds (VOCs) and other pollutants from process exhaust air by oxidizing them at high temperatures.

SUPPLY CHAIN

The network of companies and individuals involved in developing a product and delivering it to the consumer.

SUSTAINABILITY

Refers to a company's efforts to function in an economically, socially, and environmentally responsible way.

The definitions in this glossary were compiled from a variety of publicly available resources and industry references to support general understanding of sustainability- and manufacturing-related terms. They have been adapted for clarity and consistency with our report.



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