

A CULTURE OF INNOVATION AND CARE

Our people are at the core of everything we do. We are committed to fostering an environment where innovation thrives, collaboration flourishes, and the contributions of every employee are valued. From supporting professional growth to promoting work-life balance, we invest in our team because their passion and expertise drive our mission forward.

We identify ourselves as a team; committed to our mission, inspired by our vision, and driven to deliver impactful outcomes. As our company evolves in response to the changing agricultural landscape, we adapt in turn, meeting challenges with agility and tenacity.

STRATEGIC DIRECTION

We are a market shaper in climate-friendly agriculture. We disrupt the market with customer-focused innovation. We have a deep understanding of our customers and competitors, and can deliver industry shaping innovation with discipline and agility. Our key outcomes from our cultural focal points are external orientation, innovation and learning, accountability and operational discipline.

VALUES

Creativity - We believe creativity is the precursor to innovation. It drives us to explore, question, and seek new perspectives, enabling us to turn ideas into action.

BEHAVIORS	ANTI-BEHAVIORS
<ol style="list-style-type: none"> 1. Bring unique points of view to problem-solving 2. Start with curiosity; ask questions instead of making statements 3. Support a safe environment for experimentation and diverse viewpoints 	<ol style="list-style-type: none"> 1. Reinvent the wheel 2. Dismiss others’ ideas without exploring their potential 3. Operate on assumptions

Boldness - We step outside our comfort zone, challenging current practices to push boundaries and create transformative change.

BEHAVIORS	ANTI-BEHAVIORS
<ol style="list-style-type: none"> 1. Push boundaries to accomplish big goals, even if sometimes unrealistic 2. Move with urgency; a good plan now is better than a perfect plan later 3. Challenge ideas, speak up, and drive alignment 	<ol style="list-style-type: none"> 1. Hold back on ideas because it’s “not your job” or you “aren’t an expert” 2. Be loud or brash in ways that squash debate or hamper ideas 3. Unbalanced risk-seeking or impulsivity (not looking before you leap)

Ownership - We hold ourselves and our teammates accountable to the highest standards, ensuring that we achieve the best outcomes for the organization.

BEHAVIORS	ANTI-BEHAVIORS
<ol style="list-style-type: none"> 1. Take accountability without excuses 2. Proactively identify potential issues even if they’re outside your role 3. Spend Sound’s money frugally to get the most out of our resources 	<ol style="list-style-type: none"> 1. Dwell on the challenges or barriers instead of finding solutions 2. Blame others (ie, passing the buck) or take credit for team wins 3. Do it all yourself vs. collaboration and delegation to enable ownership from the team

Tenacity - Our focus on solutions drives us to push through barriers with a positive attitude, persevering in the face of adversity.

BEHAVIORS	ANTI-BEHAVIORS
<ol style="list-style-type: none"> 1. Keep long-term objectives in sight, even when facing short-term difficulties 2. Be resourceful and find ways to make something happen, balancing flexibility, patience and persistence 3. Maintain optimism and take action in the face of adversity 	<ol style="list-style-type: none"> 1. Become cynical and give up when times are tough 2. Fail to prioritize, adapt and learn when circumstances change 3. Push yourself and others to burnout or cross ethical boundaries

OUR VALUES IN ACTION

STRATEGIC EXAMPLES

Finding ways to use chemistry to get more nutrients to the plant instead of traditional uses like eliminating weeds, pest and disease. The core innovation thesis of Sound is a completely new way of looking at how chemistry is used in agriculture. While there are now several other startups researching classes of chemistry in this way, Sound pioneered the approach and continues to be on the forefront of creative bio-inspired chemistry research. **#creativity**

Anchoring our product strategy on a suite of biofertilizer products that can replace 50% of synthetic fertilizer is a big, hairy audacious goal. Most are not taking on such technical aspirations or willing to drive behavioral change in pursuit of what we see in the data. **#boldness**

Crafting three separate routes to get regulatory approval for SOURCE in Brazil when the initial categories showed no clear path. When there is clear business priority we don't quit at the first, second or third setback. Our strategies are multi-dimensional to de-risk outcomes, even if it takes more work and time to get there. **#tenacity**

All of Sound's employees, and some of our dealers and customers, hold equity in the form of common stock or options.

Many companies, especially in agriculture, only grant equity to the founders or company management, limiting the upside for many who helped lead the company to create outsized value. We want Sounders (and even some partners) to be accountable for our success; to think like owners, we should be invested as owners.. **#ownership**

TACTICAL EXAMPLES

Our assays are often first of their kind and allow us to validate the mechanism of action for new technologies unlike anyone else. We developed a new way to test for nitrogen fixation by engineering a novel reporter microbial strain that provides accurate measurement of the activation of nitrogen fixation when screening new small molecules and other potential technologies. This was something tried by many but accomplished by none. **#creativity**

Offering underwriting guarantees to eliminate our customer's financial downside is a financially bold program unlike anything other companies have done in agriculture. It speaks to our willingness to take big swings (ie, embrace appropriate risk) to drive growth and confidence in the performance of our product. **#boldness**

Making the extra effort to close the sale, even if there have been multiple calls, texts and visits already. Often it's the 6th or 7th touchpoint that closes a sale, and the tenacity that's required to keep pursuing the deal in the face of being ignored or rejected is what it takes to be successful. **#tenacity**

When traveling on company business, choosing the \$90/night 2-3 star hotel outside of Des Moines, IA instead of the 3-4 star option for \$140/night to save the company money. We're not that big a company, and as we drive for profitability every little bit counts to reduce our expenses. As long as it's safe and clean, being frugal and acknowledging that \$ will be used elsewhere to build company value, increasing all our ownership value. **#ownership**

CULTURAL DIMENSIONS

Strategic Drivers		<p>We listen and respond to external influences (based on markets, customers, competition, and economy) and incorporate them into our company strategy. We envision and execute solutions for our markets and customers ahead of their needs.</p>
Decision Making		<p>We seek feedback and perspectives through collaboration and empower the accountable person(s) to synthesize and decide. We trust their direction is the best choice based on the information available at the time.</p>
Focus		<p>Our success depends on achieving our goals. Processes exist where they lead to repeatable and scalable outcomes.</p>
Work Environment		<p>We are a casual and respectful organization in our interactions with each other and in our attire (come as you are). We are more formal when interacting with customers and representing Sound to external audiences.</p>
Future Orientation		<p>We don't accept that good is good enough. We challenge the status quo to create new and innovative solutions to continuously improve the results.</p>
Interactions		<p>We focus on the issue at hand with objectivity. We balance that with tact, emotional intelligence, and care for those involved. We challenge the idea, not the person. We do not seek harmony, we seek growth.</p>
Behavior		<p>We live in the present and emphasize what is real and relevant in the moment. We consider precedent where critical and lean on past learnings to enhance future iterations.</p>