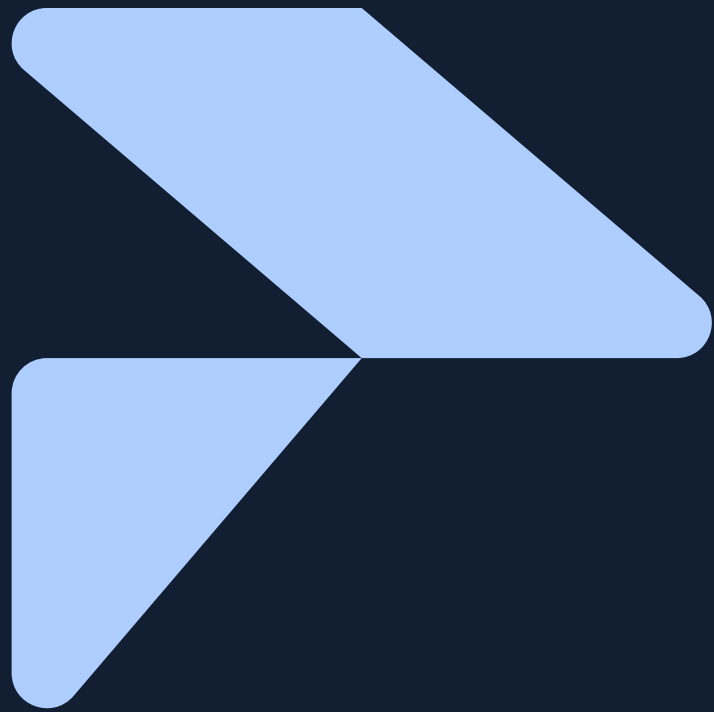


rehlko



20 Powering *Impact*
25 Report



About This Report

We proudly introduce our 2025 Powering *Impact* Report. In 2024, Rehiko became an independent company, building upon a rich 100-plus-year legacy of providing resilient energy solutions to the world.

Period

This report includes data and contextual information from fiscal year January 1 to December 31, 2024, unless otherwise noted.

Boundaries

Reporting boundaries are aligned to Rehiko's financial statements and contain information on sites under Rehiko's operational control, including subsidiaries.

Principles

We aim to provide information relevant to the interests of our stakeholders and aligned to established regulations and standards as applicable and appropriate. We strive for continuous improvement, strong governance, and transparency for our data management methodologies, estimations, and assumptions.

Changes in Reporting

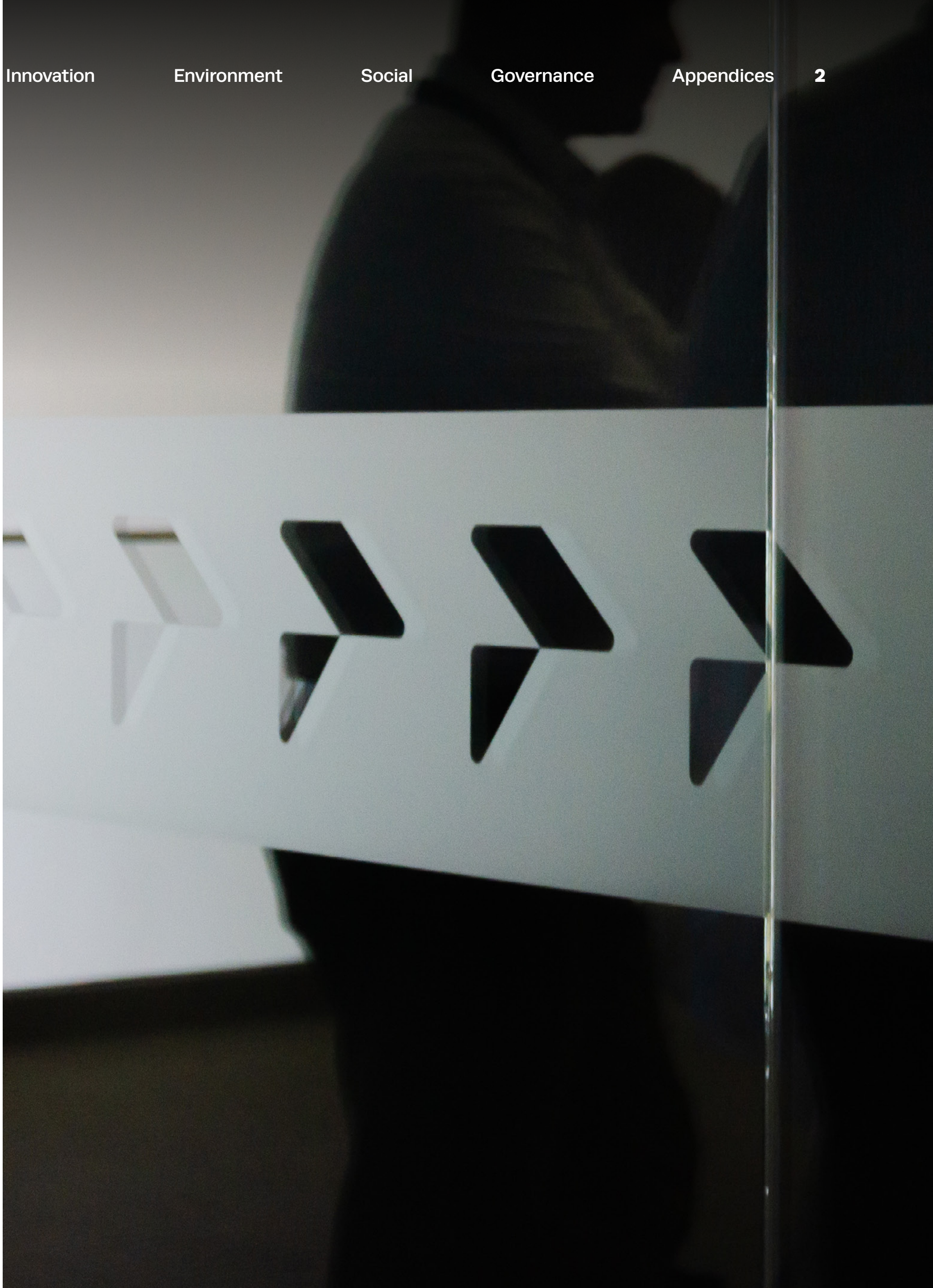
Because this is Rehiko's first Impact report, we have adopted some previous KOHLER practices within Rehiko's operations and governance, including relevant policies and initiatives.

Basis of Reporting

Principles, methodologies, and assumptions for evaluating the operational greenhouse gas (GHG) metrics of Rehiko and its business units, and highlights of any data and information of importance for preparing the final inventory can be found [here](#).

Assurance

Rehiko's Scope 1 & 2 GHG emissions have received limited assurance by our third-party assurer, ERM CVS. Find our statement on page [49](#). Other data listed in this report has been collected based on Rehiko's internal systems and processes and is not externally assured.





Message from the President and CEO

At Rehiko, we’re guided by our purpose of “creating an energy resilient world for a better future.”

In this report, we share our sustainability vision and Powering *Impact* strategy, which are fundamental to the work we do.

Advancing Sustainability in Our Products and Operations

We consistently pursue opportunities across our business units to advance sustainability in our products. Rehiko led the market by certifying our large industrial diesel generators on hydrotreated vegetable oil (HVO) fuel, a 90% carbon-reduced fuel compared to diesel. In 2024, Rehiko launched its first Environmental Product Declaration (EPD) for our KD Series K175 generator, a market-first achievement that provides environmental impact transparency for our customers.

We focus on embedding smart management considerations for environment, health, and safety (EHS) management, product quality, resource management, and responsible supplier relationships into our operational approach. We are excited to share our first greenhouse gas emissions reduction target: reduce absolute Scope 1 and Scope 2 emissions 90% by 2045 compared to a 2023 baseline.

Building Our Own Rehiko Legacy

By launching our People and Culture strategy, Rehiko centers our efforts on curiosity, trust, pace, and excellence. In 2024, we created our sustainability governance structure and assessed the topics material to our business in a double materiality assessment. To ensure a smooth transition to Rehiko, we gauged team member sentiment using pulse surveys as we rapidly rolled out our human resources management systems. We continue to develop our teams and support them with strong health and safety programs. Together, we are laser focused on using our strengths to support our customers in their sustainability journeys.

As we share our inaugural report, I thank our customers, distributor partners, investors, and team members around the world and look forward to working together, united by our purpose.

Brian Melka
President and Chief Executive Officer (CEO)

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Rehiko at a Glance



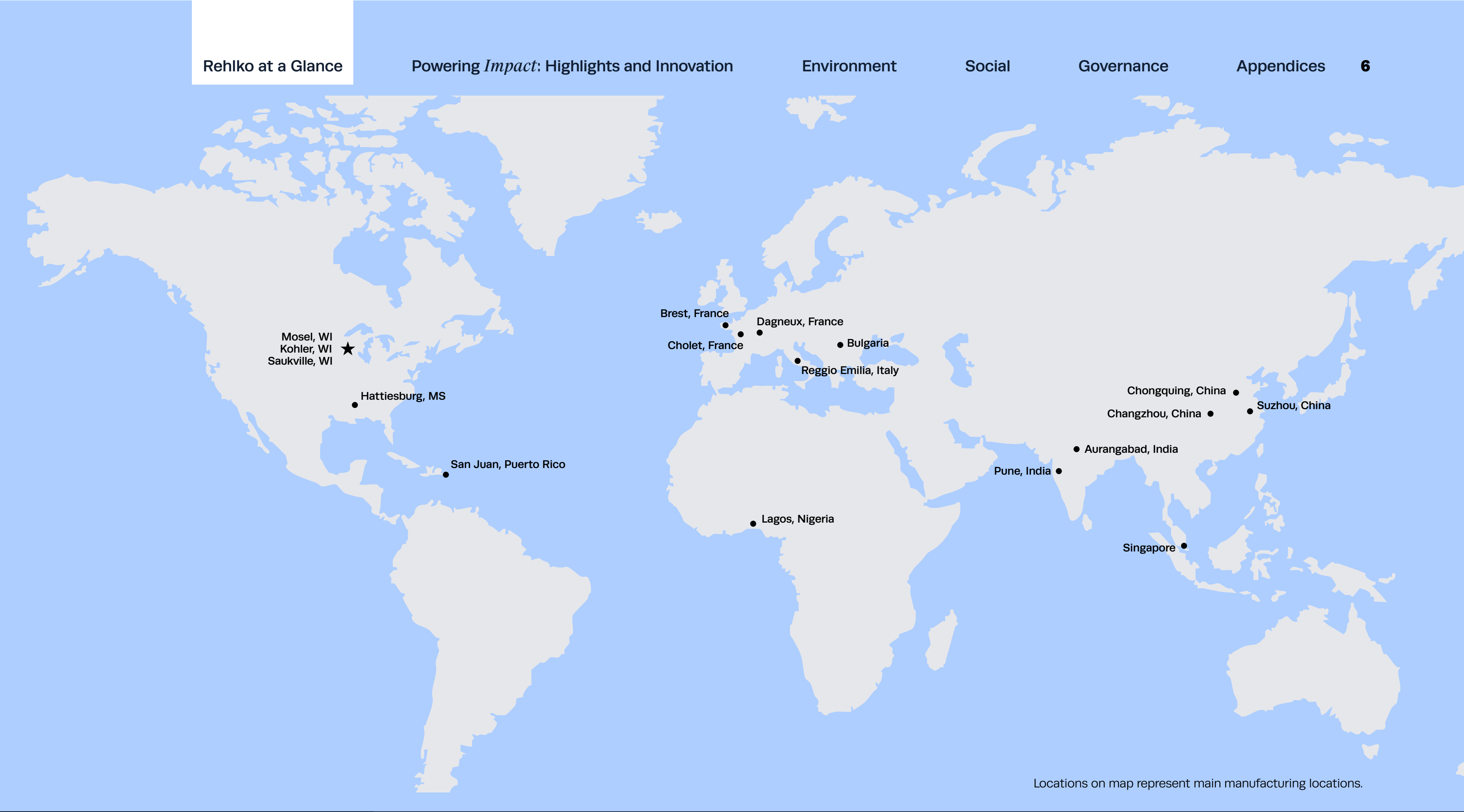
Our Business

Kohler Energy is now Rehiko. Building on a 100-plus-year history, this rebrand marks a major milestone delivering innovative energy solutions that give individuals, businesses, and communities the resilience they need to keep building a brighter future, together.

Rehiko provides a comprehensive range of energy solutions, including power generation, microgrid solutions, and renewable energy technologies, among others.

Global Reach of Rehiko Businesses

Headquartered in Wisconsin, Rehiko maintains operations in over 100 locations across the Americas, Asia, Europe, the Middle East, and Africa with a workforce of over 8,500+ team members.



100+
locations

8,500+
team members

Industrial Energy Systems

Best-in-class industrial generators, uninterruptible power systems, complex microgrids, and future-forward solutions for everything from data centers to hospitals.

Powertrain Technologies

Robust, innovative power solutions from combustion through hybrids and electrification, to get tough jobs done well.

Home Energy

Commercial-grade home backup generators that ensure quiet confidence that your home will never lose power when the grid goes down.

Creating an *energy resilient world* for a better future.

Our Company Values

Curiosity



Seek, learn, share.
When we're tirelessly curious, our customers will see us on the leading edge of energy resilience and innovation.

Trust



Go farther together.
When we trust each other, we will be more reliable teammates—and more reliable partners to our customers.

Pace



Focus to go faster.
When we're focused on the work that matters, we will deliver value faster for our customers.

Excellence

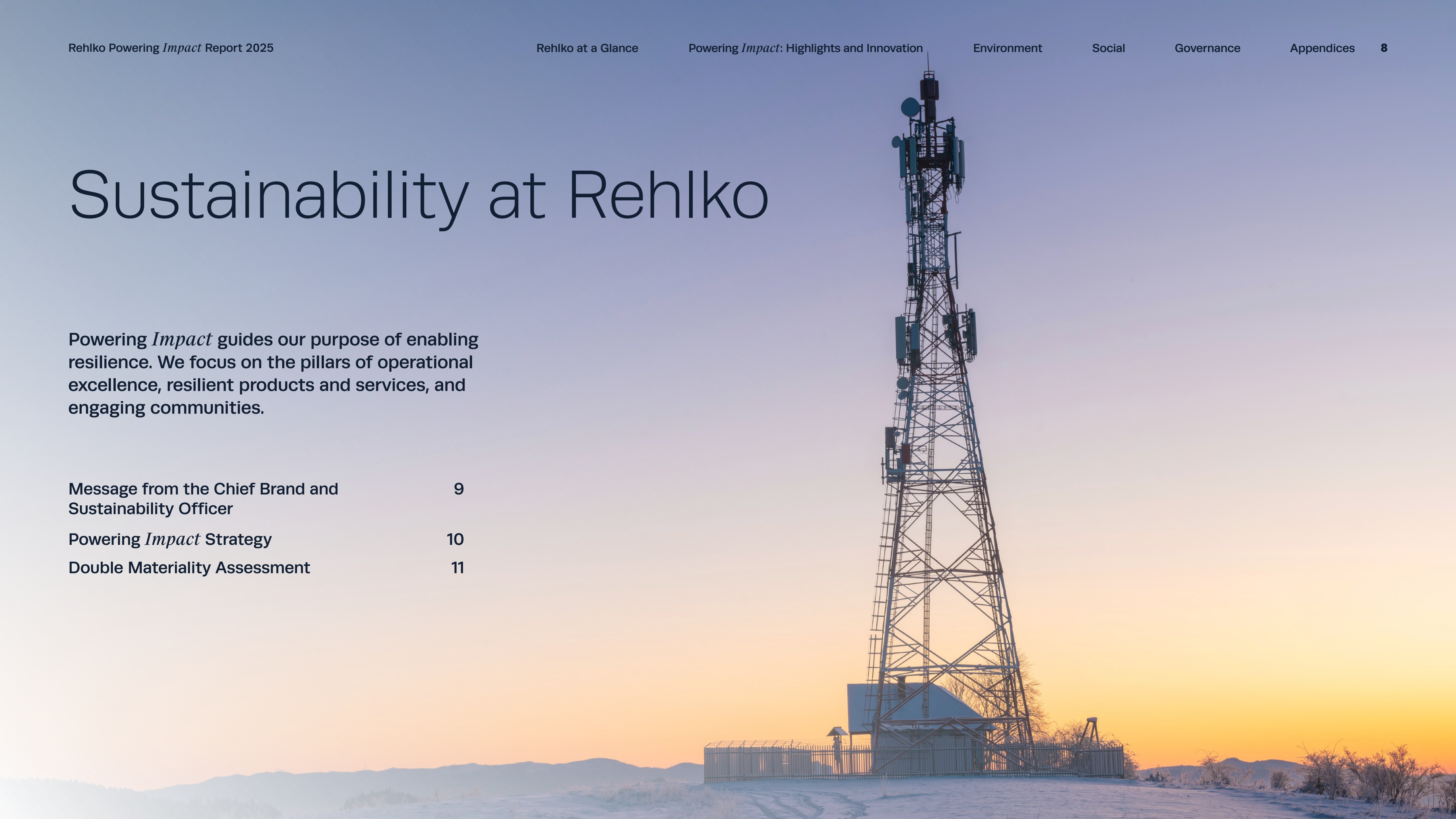


Find the win every day.
When we approach each day as a chance to find a win, big or small, we will set new quality standards for our customers and our industry.

Sustainability at Rehlko

Powering *Impact* guides our purpose of enabling resilience. We focus on the pillars of operational excellence, resilient products and services, and engaging communities.

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Message from the Chief Brand and Sustainability Officer

Rehiko is proud to publish our first Powering *Impact* report and launch our Powering *Impact* strategy. It reflects the dedication and hard work of our team members and leadership to uphold our core values of curiosity, trust, pace, and excellence. At Rehiko, sustainability is not an afterthought. All businesses, functions, and geographies are involved. Powering *Impact* is an integral facet of our brand.

In 2024, we launched our new brand, Rehiko. We are embracing our future as an independent company while celebrating our legacy and commitment to tackling complex energy challenges. We are active on a global scale, and this context shapes our approach to responsible business. We believe that enabling sustainable and resilient energy is the right thing to do because it creates value for individuals, businesses, and communities.

Driven by our core purpose—Creating an Energy Resilient World for a Better Future—our approach to sustainability is more focused than ever before. We are redefining our own path forward and helping our customers meet their own goals with a focus on powering the sustainable energy transition in a responsible way.

To deliver on our Powering *Impact* strategy, our focus is building our products, people, governance systems, and processes. In 2024, we enhanced our policies, management systems, and reporting to better integrate sustainability principles and best practices across the company. We will continue to refine and build upon this work in ways that align with our strategic purpose.

Our sustainability reporting will continue to play an important role, as we look to maintain our position as a sustainability leader among our peers. This year, we conducted our first double materiality assessment and analyzed how we could support the United Nation's Sustainable Development Goals (SDGs). We continue to build the data systems, audit controls, and assurance processes that will move us towards meeting the sustainability transparency needs of our customers, investors, team members, and other stakeholders.

Our approach is a threefold strategy: Operational excellence. Resilient products and services. Engaging communities.

That's the value of Powering *Impact*.

A handwritten signature in black ink, appearing to read 'F. Perrin'.

Francis Perrin
Chief Brand and Sustainability Officer

Powering *Impact* Strategy

We have launched our new Rehiko Powering *Impact* strategy as a path to long-term value creation that makes our core business strategy more resilient. Powering *Impact* optimizes efficiency, drives energy resilience for our customers, and centers on the needs of the communities where we operate.

We are engaging our teams, suppliers, communities, and customers in our sustainability strategy because collaboration with key stakeholders will accelerate our progress. As a global company focused on best practices—from manufacturing to distribution to talent cultivation—we aim to minimize adverse impacts across all aspects of our business in the communities where we operate.


By leveraging our portfolio of progressively more sustainable solutions, we can help our customers meet their goals for resilient energy by reducing their impact when they need to rely on back-up energy.

Looking ahead, we will empower our team members to innovate and boost their resilience through skills enhancement and technical adaptability.

We embed our sustainability strategy across three main pillars of impact:


Operational Excellence

Our operational model means our people, processes, and products are sustainable from the inside out.




Resilient Products and Services

Our integrated suite of progressively sustainable solutions allows our customers to meet their sustainability goals.



Engaging Communities

We invest time and resources to support our team members and the places they call home.



“

*We are excited to share this inaugural 2025 Powering *Impact* Report and grateful to the teams across our company that shared data and information. Our effort to identify our material sustainability topics directly led to important strategic insights, creating Powering *Impact*. Through this work, we come together as a company to improve our understanding of where to focus our efforts to drive impact in our communities and our business.*

Message from Ryan DeLoge,
Sustainability Manager



Double Materiality Assessment

A double materiality assessment considers the ways environmental, social, and governance (ESG) issues affect Rehiko from both outside-in and inside-out perspectives:

- **Outside-in:** Financial risks and opportunities that may affect Rehiko's business performance
- **Inside-out:** Positive and negative impacts that could or already do affect people and the planet due to Rehiko's own operations and value chain.

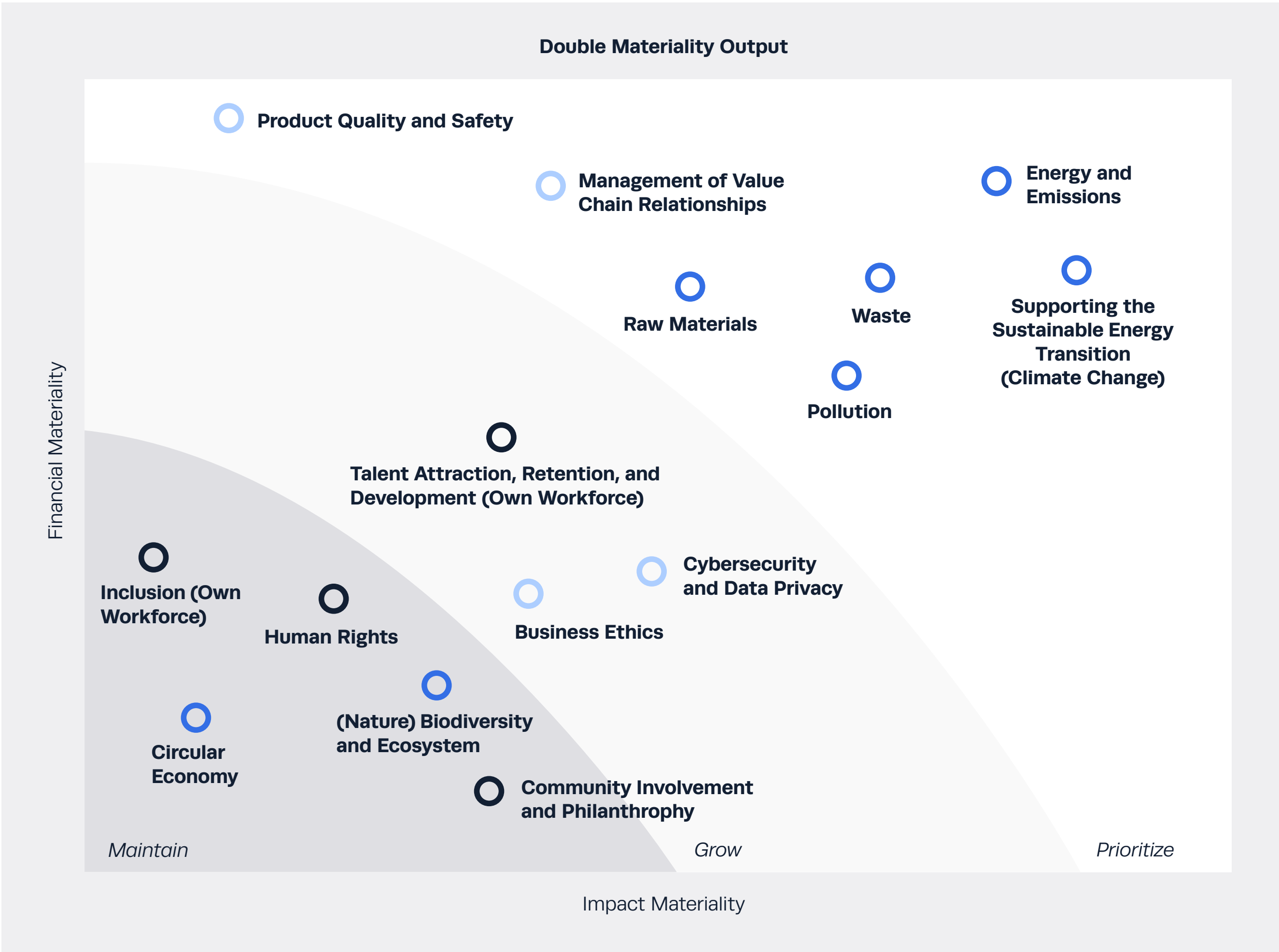
Completed in 2024, our first double materiality assessment aids our understanding of material impacts, risks, and opportunities (IROs) related to sustainability. It also supports the fine-tuning of our management approach to mitigating risks and seizing opportunities in our Powering *Impact* strategy. Our double materiality assessment was reviewed and approved by Rehiko's Sustainability Leadership Council.

Our Materiality Matrix

Environmental

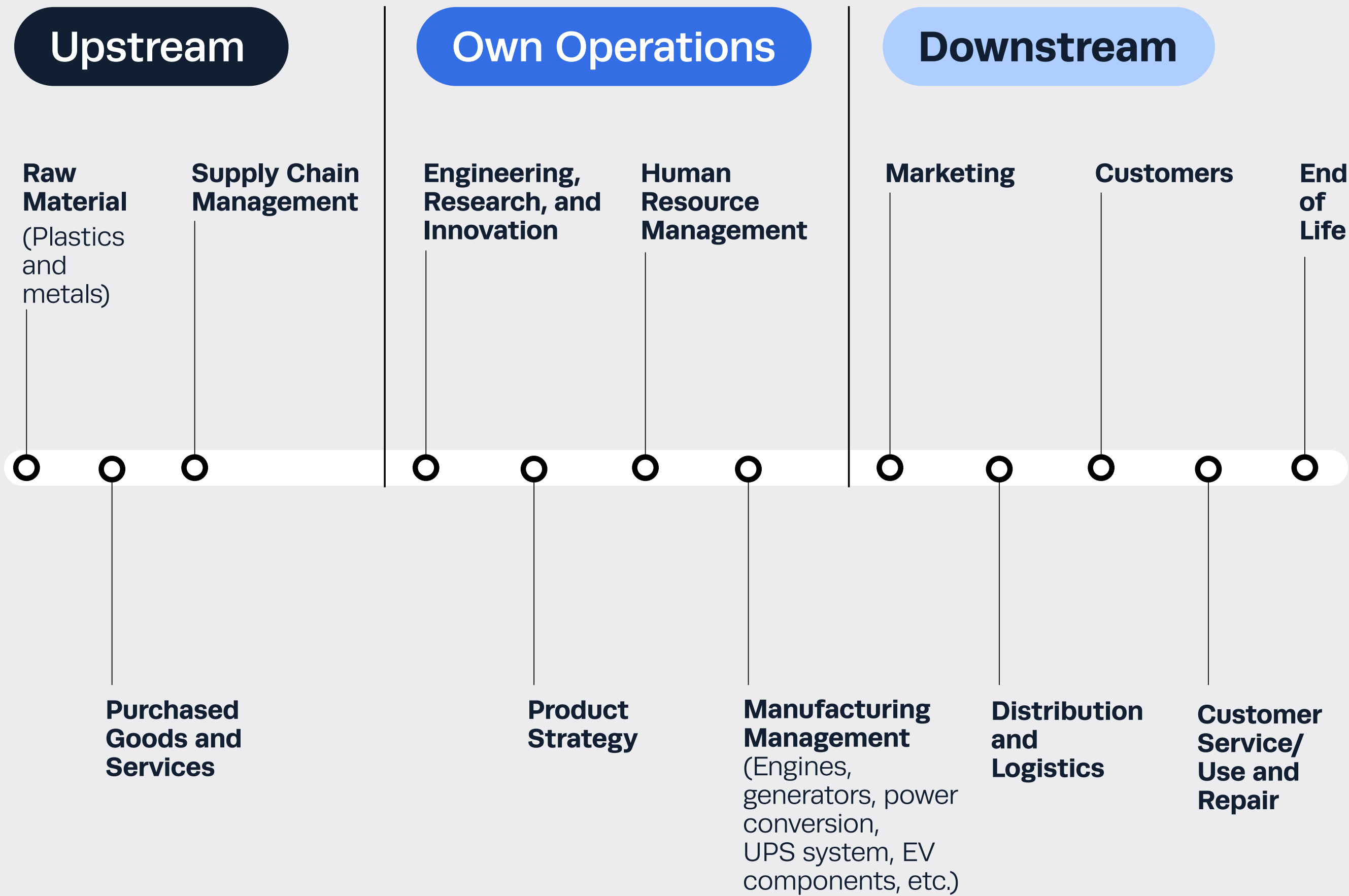
Social

Governance



Rehiko's Value Chain

Our value chain mapping shows the placement of our main inputs, outputs, and business relationships and the business functions that are relevant to our upstream and downstream activities and our own operations. By understanding the resources and stakeholders we depend on across our value chain, we gain strategic insights related to the sustainability issues material to our business.



United Nations Sustainable Development Goals (SDGs)

We believe that our sustainable strategy, programs, and innovative products support the United Nations Sustainable Development Goals (SDGs) in the following ways.

Material Topics and SDG Goal Alignment



Ensure access to affordable, reliable, sustainable, and modern energy for all.



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

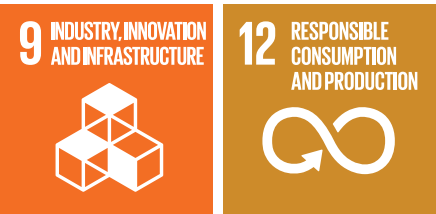


Encourage sustainable business and procurement practices while significantly reducing waste generation.



Enhance resilience to climate-related disasters and improve planning and management capacity.

Management of Value Chain Relationships



Raw Materials



Waste



Supporting the Sustainable Energy Transition



Product Quality and Safety



Energy and Emissions



Pollution



Powering *Impact*: Highlights and Innovation

Rehiko is Powering *Impact* to deliver energy resilience, reliability, and innovation. We support essential industries, mission-critical businesses, and individual homes by minimizing power disruption and supporting sustainable energy transitions. Our portfolio of products and services provides backup power generation, supports the electricity grid, and drives energy resilience, uninterrupted power, and demand response for our industrial and residential customers.



Report Highlights

ENVIRONMENTAL

Recognition and Continued Partnership with iMasons Climate Accord

Rehlko's Sustainability Project Engineer Louis Liu was **appointed as Co-Chair of the iMasons Climate Accord Equipment Working Group** starting in 2025. He was also named 2024 iMasons Sustainability Champion and received the IM100 Award for advancing sustainability in the data center industry. [Read more on page 23](#)



ENVIRONMENTAL

Installed Solar Panels and Battery Storage at Our Changzhou, China, Plant

Rehlko **installed a 2,000 kW solar power system and battery storage of 1,600 kW** at our Changzhou, China, plant for generating and utilizing renewable energy on-site. [Read more on page 26](#)

ENVIRONMENTAL

Converted Our Brest Manufacturing Site to Low-Carbon HVO Fuel

In Brest, France, Rehlko switched all its fuel usage from conventional fossil diesel to HVO, leading to a **50% reduction** in the site's operational GHG emissions. [Read more on page 26](#)



ENVIRONMENTAL

Announced Greenhouse Gas Emissions Reduction Target

In 2025, we announced our goal to **reduce absolute Scope 1 and Scope 2 combined GHG emissions by 90%** by 2045 compared to a 2023 baseline. [Read more on page 24](#)

ENVIRONMENTAL

Reduced Waste at Our Mosel, WI, Plant

When Rehlko officially completed its Mosel, Wisconsin, generator plant expansion in November 2022, plant operations began an effort to measure and improve the amount of waste the plant sent to the surrounding landfills. Between 2022 and 2024, Rehlko achieved a 78% reduction, limiting waste to around 24.5 total tons—down from a peak of 215 in March 2023. [Read more on page 28](#)



SOCIAL

Launched Our Purpose and Values

We launched our **new purpose and values** across our global teams and rolled out communications to define and activate our culture. [Read more on page 31](#)

SOCIAL

Adopted Our Inclusion Position Statement

Rehlko adopted our **Inclusion Position Statement** internally to share our commitment to inclusion in our culture and workplace. [Read more on page 32](#)

SOCIAL

Reduced Our Recordable Incident Rate

We achieved a **45% improvement in our recordable incident rate** (RIR) compared to 2023, and a 70% improvement compared to 2022, reflecting our commitment to a zero-injury workplace. [Read more on page 35](#)



GOVERNANCE

Held Our First Sustainability Summit

Rehlko held an **enterprise-wide Sustainability Summit** in early 2025 to unify our teams around our sustainability purpose, targets, and initiatives. [Read more on page 40](#)



GOVERNANCE

Conducted Our First Double Materiality Assessment

Rehlko conducted a **double materiality assessment** to better understand our sustainability impacts, risks, and opportunities across our value chain. [Read more on page 11](#)

GOVERNANCE

Built Our Company-Wide Sustainability Team

Under the leadership of Francis Perrin, Rehlko's Chief Brand & Sustainability Officer, **we built a team of sustainability professionals** who have cultivated relationships across the company that will advance and integrate our sustainability strategy. [Read more on page 40](#)

Our Reputation for Sustainability Leadership

Customers trust Rehiko's ability to support their own sustainability goals.

Industrial Energy Systems

Power Systems Hydrogen Fuel Cell System: Rehiko collaborated with Toyota Motor North America (Toyota) to develop and install a hydrogen fuel cell power generation system at the Klickitat Valley Health hospital in Goldendale, Washington. [Read more on page 20.](#)


Power Systems' KD Series Innovation: Rehiko leads the industry in establishing a market-first EPD for mission-critical generators—the KD Series K175. [Read more on page 23.](#)

Power Systems' Conscious Care: We initially launched Conscious Care as a maintenance program for our KD Series generators to lower GHG emissions. The program simplifies maintenance operations using more environmentally friendly procedures that significantly reduce fuel use and costs over the long-term. [Read more on page 22.](#)

Rehiko Generators HVO Compatibility: Rehiko generators drive performance, productivity, and efficiency through innovative product development. We have certified all our Power Systems diesel engines for sustainable fuel use by enabling the use of HVO. [Read more on page 20.](#)

Clarke Energy Combined Heat and Power (CHP): Clarke Energy CHP systems exemplify efficiency by generating both electricity and heat from a single fuel source, saving energy and lowering emissions. [Read more on page 19.](#)

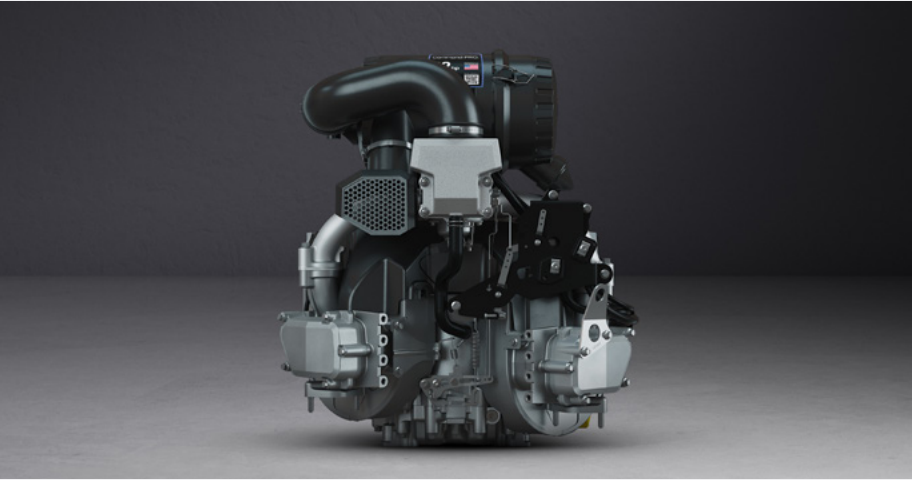
Energy-Saving Uninterruptible Power: Several of our uninterruptible power systems (UPS) are the most energy efficient in their class and also hold PEP Eco-passport certifications. In practical terms, Green Mountain chose our MF-Series UPS, for its Romford, UK, data center based on the estimated lifetime energy savings of our UPS.



Powertrain Technologies

Curtis Integrated Electric and Hybrid Drive Systems: With more than 60 years of expertise in electric vehicle technology, Curtis is committed to driving the global shift toward more sustainable mobile machinery and equipment. [Read more on page 19.](#)

Rehiko Engines Product Development: We continue to launch new high-performing energy-efficient engines, including the Gasoline 888 Engine (2023) and Diesel KSD engine (2022). Our engine ranges comply with the world's most rigorous emissions standards, including Stage V (EU), Tier 4 Final (U.S.), China IV, and Bahrat V (India).



Ipsos Brand Perceptions Survey Results

73%* of global respondents say Rehiko is “supporting the transition to sustainable energy.”

Rehiko leads in sustainability:

+7%* vs competitors among industry decision makers

Rehiko aims to maintain its high reputation for innovation and sustainability. Powering *Impact* is a core strategy of our brand, and we are focused on delivering sustainability solutions into the future.

For more information visit [rehiko.com](#).

* Q3 2024 Ipsos Brand Perception Study among energy system decision makers

Home Energy

Rehiko consistently leads the home standby industry in many aspects of reliability, durability, and consumer resilience. However, innovation has fueled an impact on sustainability and the environment as well. The new 26 kW generator boasts best-in-class Natural Gas fuel economy and features a 90-second monthly eco-exercise, which reduces fuel consumption by 92% compared to previous models. The 26 kW generator is also the quietest in its class, reducing noise pollution and limiting its impact on neighbors. All home standby generators now include a QR code that links to a website landing page and eliminates the need for paper copies of manuals and maintenance instructions.



Environment

Rehiko is on a journey to continue building and powering a sustainable energy future. Our product innovations support customers' energy resilience and can lower their environmental impacts. We work to embed efficiency throughout our operations by lowering carbon emissions, natural resource consumption, and costs.

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Environmental Management System

Rehiko is committed to operating in a way that safeguards our people and protects the environment. Our policy requires management plans to be implemented and followed to proactively identify and minimize EHS risks associated with our business operations. We review performance and discuss our EHS strategy during monthly operating reviews and quarterly town hall events.

Many of our locations align with or certify to ISO 14001: Environmental Management, ISO 45001: Occupational Health and Safety, and ISO 50001: Energy Systems standards. This ensures the continual improvement of our environmental performance through our product designs, the efficient use of resources, and streamlined operations.

Our operations in Puerto Rico, India, Bulgaria, and China have long implemented environmental best practices, such as no wastewater discharge to drain and 100% leave-on flux processes, eliminating the need for water washing in production.

Our management system approach includes tracking, monitoring, and auditing our environmental performance across the categories of greenhouse gas emissions reduction, energy efficiency, waste, and water, while complying with legal regulations and managing risks.

See additional details on our ISO certifications and management oversight:

→ [Team Member Health and Safety \(page 35\)](#)

→ [Product Quality \(page 44\)](#)

EHS ISO Certifications in 2024

City	Country	ISO 14001	ISO 45001	ISO 50001
Adelaide	Australia	Yes	AS/ NZS4801	
Aurangabad	India	Yes		
Carolina	Puerto Rico	Yes		
Changzhou	China	Yes	Yes	
Fontenay-sous-Bois	France	Yes		
Guipavas (Brest)	France	Yes		
Hook	England	Yes	Yes	
Johannesburg	South Africa	Yes	Yes	
Knowlsey	England	Yes	Yes	
Mt. Kisco, NY	USA	Yes		
Newtown Mount Kennedy	Republic of Ireland	Yes	Yes	
Northampton	England	Yes		
Reggio Emilia	Italy	Planned Feb-2026		Yes
Sofia	Bulgaria	Yes		
Suzhou	China	Yes		
Stenkullen	Sweden	Yes		



Supporting the Sustainable Energy Transition

Rehiko is working with industry participants to support the transition towards alternative fuels and clean energy.



A zero-emission, battery electric auto-rickshaw is in use in India. Curtis controller technology is helping to control power in over 100,000 such vehicles, helping to reduce air pollution in major cities across India.

Alternative Energy Products

Curtis Instruments, a Rehiko business unit, designs and manufactures advanced electric drive systems that power zero-emission vehicles and mobile machinery. This technology enables electrification and the transition away from combustion engines to battery electric and hybrid power. These technologies allow Rehiko's customers to significantly reduce their own impact on the environment, improve local air quality, promote healthy working conditions, and minimize noise pollution.

Rehiko is enhancing its products to be compatible with sustainable fuels in support of our customers' Net Zero transition goals. Clarke Energy, a Rehiko division, pioneered the first widely deployed renewable fuel, landfill gas, having delivered some of the world's largest installations of integrated solution systems. Its sustainable fuel solutions include a wide range of applications for biogas, renewable gas, emissions reduction, and carbon removal projects, in addition to pipeline gas products and services.

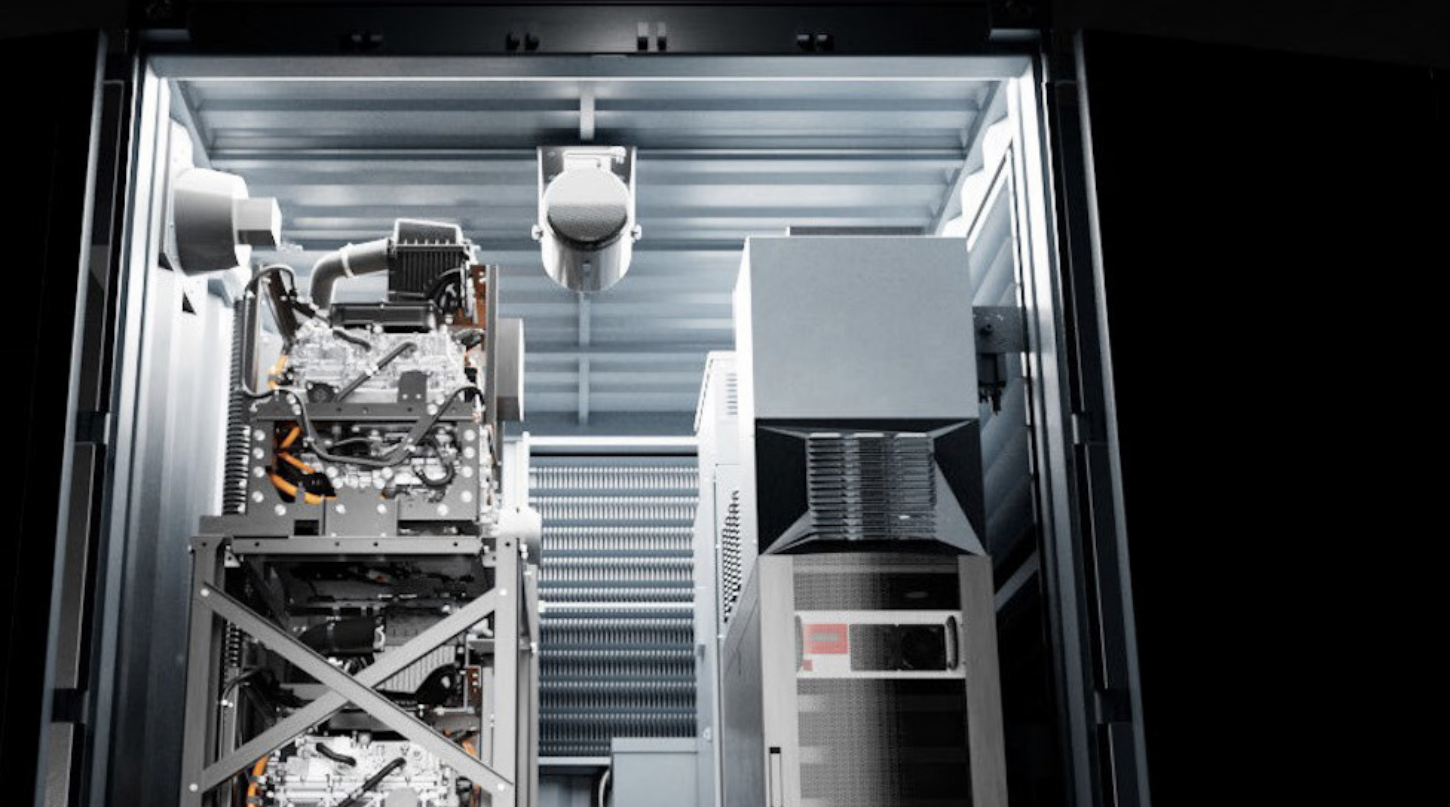
Clarke Energy has deployed over 1.4 GW of alternative energy fueled biogas projects in agriculture, municipal waste, and distillery and wastewater plants globally. Currently, Clarke Energy is actively deploying alternative energy projects in hydrogen generation and use-and-waste furnace gas recovery in South Africa and Norway.



Highlight

Clarke Energy Selected to Install Innovative Heat Pump System and CHP Plant

Clarke Energy was selected to collaborate with project developers to supply and install the innovative energy center that will provide electricity and heat to a new 217,000m² glasshouse in Cambridgeshire, England. This project combines a 33 MWth heat pump system with a CHP plant providing 9 MWe of electrical output. The CHP plant utilizes three high-efficiency INNIO Jenbacher gas engines with CO₂ recovery to power the glasshouse, the LED grow lights, and various site auxiliaries. The installation of innovative "liquid-to-water" heat pumps recovers renewable heat from local reservoirs to provide renewable hot water heating to the glasshouse. The system employs an ammonia (R717) refrigerant system with a higher efficiency value and global warming potential of zero, compared to hydrocarbon refrigerants.



Highlight

Hydrogen-Powered
Fuel Cell System at
Washington State Hospital

Rehiko collaborated with Toyota Motor North America (Toyota) to develop and install a hydrogen fuel cell power generation system at the Klickitat Valley Health hospital in Goldendale, Washington. The fuel cell power system combines Rehiko and Toyota technologies to showcase the viability of the zero-emission technology for power generation. Merging Rehiko's management expertise with Toyota's leading fuel cell technology, the fuel cell power system combined Rehiko's power generation control platform and system integration expertise with a fuel cell module from Toyota for a scalable, industry-leading solution for zero-emission power that can meet the diverse needs of a variety of customers. The result is ideal for prime, peak shaving, and emergency situations. The system can be scaled or customized by application to ensure the delivery of exceptional performance for the specific needs of customers, whether for individual installations or covering entire facility complexes.

Powering Diesel Engines and Power Generators with (HVO)

Rehiko has been able to offer its whole range of diesel engines with HVO compatibility, since 2022. Rehiko's entire offering of power generators has also been HVO compatible since 2023. HVO is a non-fossil fuel made by the hydrocracking or hydrogenation of vegetable oil, obtained from mainly organic material and waste residues. For applications such as generators, HVO can reduce the lifecycle carbon emissions of the fuel used by up to 90% compared to fossil diesel, while also delivering a reduction of nitrous oxides (NOx) by up to 10%.

The technical and performance characteristics of HVO mean it is becoming increasingly popular as a sustainable alternative to fossil diesel for mission-critical power. Early-stage users are primarily considering HVO as a sustainable solution for advanced data center generators such as the Power Systems KD Series™, which maintain continuity of power over extended periods when there is an electricity outage from the grid.

In Brest, France, we have transitioned to using HVO for generator set testing, which enabled us to achieve 946 tCO₂e in avoided GHG emissions in 2024.

→ [See page 26 for more details.](#)

Power Systems KD Series Continuous Improvement

Power Systems, a Rehiko business unit, continues to evolve its KD Series generators to incorporate enhanced future-proof engine designs for data centers, industry, buildings, healthcare, public services, and water treatment. The design upgrade for the KD62V12A and KD83V16A engines means generators from the KD2000 to the KD3750 will benefit from improved transient performance, lower NOx, and a weight reduction of around 2,000 pounds.

Design changes include both affordability improvements that reduce lifetime maintenance costs for customers and sustainability improvements that configure the engines to support the future adoption of alternative fuels like hydrogen and ammonia.

Production of emergency backup gensets that use these enhanced engines began in 2024, serving customers around the world. Our production of the KD62V12A engine has begun in Europe, the Middle East, and Africa (EMEA) and the U.S. It will power a range of generators from KD2000 to KD2800. Meanwhile, the KD83V16A will provide options from KD3000 to KD3750.



Design for Environment

Rehiko established its Design for Environment (DfE) program to incorporate product life cycle considerations into the design and development stages. It is a data-driven process that enables us to understand the environmental impact of our products and rethink design aspects accordingly. Specifically, our DfE strategies include eight design dimensions: function, rethink, materials, production, transport, use, longevity, and end of life. Together, these dimensions place a greater emphasis on sustainable product innovation for reducing embodied and operational carbon emissions throughout our products' life cycles.

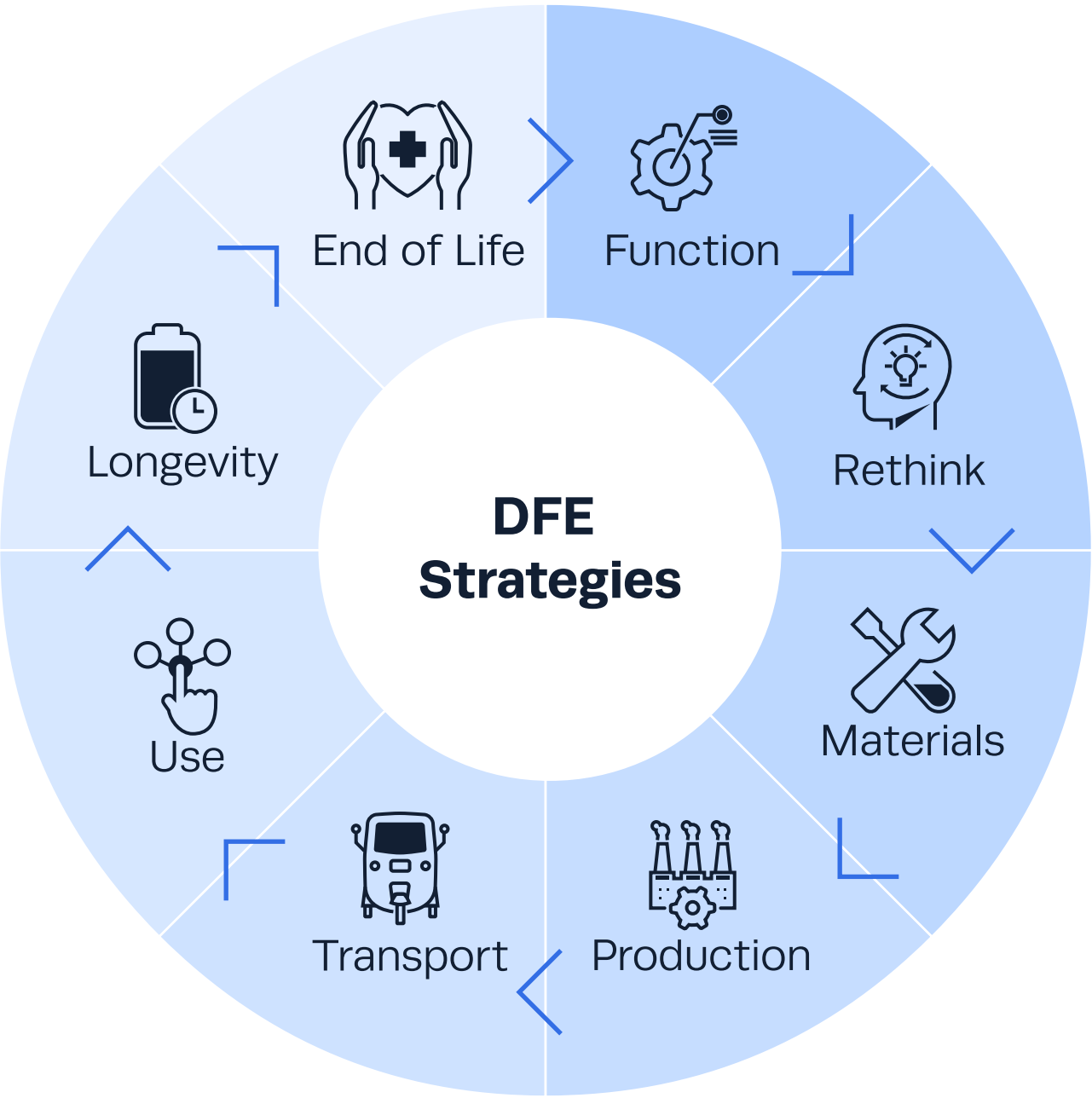
Initiated by the Power Systems business unit in North America,

in 2019, we expanded the DfE design methodology from a handful of projects initially to implementation in over

80%

of Power Systems' new product development in North America and EMEA as of 2024.

We continue to extend the program to the rest of the world and improve our current process so that we can better understand the embodied carbon of our products. Our efforts include collecting supplier data on our material composition and sourcing origins to support life cycle assessment (LCA) and Environmental Product Declarations and drive product transparency.



Product Transparency

Companies around the world increasingly look to product manufacturers to supply them with information about the sustainability of a product in terms of its material composition and embodied carbon emissions. We provide this information via a product passport. Providing this information can support our customers' accurate and efficient Scope 3 emissions calculations. We expect demand for product transparency to grow in the future and aim to scale our life cycle assessment capabilities.

Conscious Care

We initially launched Conscious Care as a maintenance program for our KD Series generators to lower GHG emissions. The program simplifies maintenance operations using more environmentally friendly procedures that significantly reduce fuel use and costs over the long-term. Soon, this program will expand to include additional solutions designed to help customers further reduce their environmental impact.

Maintenance: Our legacy program of Conscious Care is a maintenance program for our KD Series back-up generators. This program reduces fuel consumption, GHG emissions, and maintenance costs by reducing the frequency and time needed to maintain the generators through annual operation cycles. Customers can choose from options in their maintenance and regulatory compliance schedules:

No-Load Exercise

Instead of testing generator sets at 30% each month, we test them at no-load to reduce GHG emissions and customer energy costs.

This results in up to

70%

GHG emissions savings and up to 72% reduction in fuel consumption over the maintenance cycle, depending on the model.

Extended Exercise

This sets the frequency of testing to each quarter, rather than each month as with a no-load testing exercise.

This reduces fuel-related GHG emissions by up to

78%

and fuel consumption by up to 79%, depending on the model.



Highlight

Helping Virginia Understand the Environmental Impacts of Data Centers

Rehiko completed consultation and information sharing work for the Virginia Joint Legislative Audit and Review Commission (JLARC) related to the environmental impacts of data center generators, including noise complaints. North Virginia is the biggest data center market in the world, and our work with JLARC supported its assessment of data centers in Virginia. Through the sharing of information, Rehiko aided in JLARC's understanding of the benefits of using alternative fuels such as HVO and the supply chain limitations that prevent full optimization of its use. Furthermore, Rehiko's information contributed to JLARC's conclusion that although backup generators emit pollutants, their use is minimal, and regulations largely curb adverse effects.

EPD Published for Our KD Series K175 Generator

Rehiko leads the industry in establishing the first EPD for the KD Series K175 generator, achieving a market-first EPD. In June 2024, we announced our third-party declaration, known as the product environmental profile (PEP) Ecopassport®. A PEP is a type III environmental declaration according to the ISO 14025 standard, representing a comprehensive approach to understanding and reducing the impacts to human health, and the natural environment and the natural resource use of a generator.

The PEP Ecopassport provides customers with a transparent view of the environmental impacts, including carbon emissions (CO₂e), particulate matter, acidification, and eutrophication (NOx), or resource use associated with the manufacturing, operation, and end-of-life phases of the generator, allowing them to make decisions that align with their sustainability goals.

In addition, Rehiko gained strategic insights from the LCA, which we can leverage in our other products. Our enhanced transparency for reporting our products' environmental impacts represents an important step forward in our sustainability journey.

Highlight

Rehiko Evaluated by Ecovadis in EMEA

Since 2022, the EMEA Power Systems business unit of Rehiko has participated annually in the EcoVadis evaluation to assess our Corporate Social Responsibility (CSR) impact and identify areas for improvement. This information is transparently communicated to our clients to ensure they are aware of our ongoing commitment to sustainability.

Highlight

iMason Membership and Louis Liu 2024 Awards

Rehiko's Strong Partnership with iMasons Climate Accord Continues

Since 2022, Rehiko has been an active member of the iMasons Climate Accord (iCA) coalition united on carbon reduction in digital infrastructure. Infrastructure Masons (iMasons) is a digital infrastructure and data center industry-focused membership organization of 270+ companies with over \$8 trillion combined market capital driving action across three working groups: equipment, materials, and power.

Rehiko increased its iCA membership commitment to its highest level—Infrastructure Visionary member—starting in 2025. Our iCA participation includes membership to the Equipment Working Group and contributions to a number of iCA's publications. This includes:

- Case Study on CIBSE TM65 Embodied Carbon Calculation Methodology
- Case Study on Life Cycle Assessment (LCA) and Environmental Product Declarations (EPD)
- Case Study on Spend-Based Embodied Carbon Accounting
- ICA Maturity Model—A Guide to Emissions Reduction in Digital Infrastructure

Starting in 2025, Rehiko's Sustainability Project Engineer Louis Liu will be serving as the Co-Chair of iMasons Climate Accord's Equipment Working Group representing Rehiko. In this role, he aims to drive further industry collaboration and deliverables to accelerate the digital infrastructure decarbonization.

In 2024, Louis Liu also received two notable recognitions from iMasons for his industry- and product-focused leadership.

- **iMasons 100:** Liu is recognized in a list of 100 individuals driving change in the industry.
- **iMasons Sustainability Champion:** Liu was named a Sustainability Champion for his work related to equipment working group collaboration.

Louis Liu

Rehiko Product Engineer



Energy and Emissions

Rehiko is exploring the transition to renewable energy, adopting innovative operational efficiency approaches, and managing our energy data effectively.

Climate Resilience and Greenhouse Gas Emissions

Lowering our greenhouse gas emissions contributes to our long-term climate resilience and reduces our climate change impacts on people and the environment. By proactively managing our emissions, we aim to align our operations to global expectations for climate action. We are also working to expand our approach to include our material Scope 3 emissions by measuring our footprint and developing product-focused sustainability innovations.

New: Our GHG Emissions Goal

In this report, we are announcing for the first time our goal to reduce absolute Scope 1 and Scope 2 emissions

▼ 90%

by 2045 compared to a 2023 baseline. This goal will help us to drive internal action across our organization to make improvements.

Our Powering *Impact* strategy focuses not only on our own emissions, but also on the ways we can support our customers in their sustainability paths, track and monitor our material Scope 3 upstream and downstream emissions, and embed climate resilience into our operations. We are reviewing eight main strategies for reducing our energy consumption and lowering our emissions.

Energy and Emissions Reduction Strategy

<p>Energy Management</p> <ul style="list-style-type: none">Understand site's energy usagePrepare energy usage inventory (electricity, fuel, and steam)Develop energy management planInclude sub-metering	<p>Energy Treasure Hunt Assessments</p> <ul style="list-style-type: none">Target high energy consuming sitesIdentify energy leaksIdentify equipment and lighting left on when not in useIdentify energy retrofit opportunities	<p>Improvement Projects</p> <ul style="list-style-type: none">Upgrade equipment (boiler, HVAC, and compressor)Install lighting and electrical appliance motion sensors and equipment timersInstall LED lightingSet HVAC set points	<p>Design for Energy Efficiency</p> <ul style="list-style-type: none">Simplify complexities in processes to reduce energy consumption
<p>Evaluate Alternative Energy</p> <ul style="list-style-type: none">Solar and windEvaluate renewable energy	<p>Continue Energy Reduction Focus</p> <ul style="list-style-type: none">Evaluate ISO 50001 energy management system certifications	<p>Fleet Transitions</p> <ul style="list-style-type: none">Transition to hybrids and EVsTransportation management system (TMS) for route optimization	<p>Carbon Offsets</p> <ul style="list-style-type: none">Offset carbon emissions that cannot be reduced

Scope 1 and 2 Emissions

Our main sources of Scope 1 and 2 emissions are direct emissions from stationery and mobile combustion, and indirect emissions from purchased electricity. We measure these emissions to include carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) greenhouse gases. Our Scope 1 and 2 GHG emissions received limited assurance through our third-party assurance provider, ERM CVS.

Year-Over-Year Scope 1 and 2 GHG Emissions

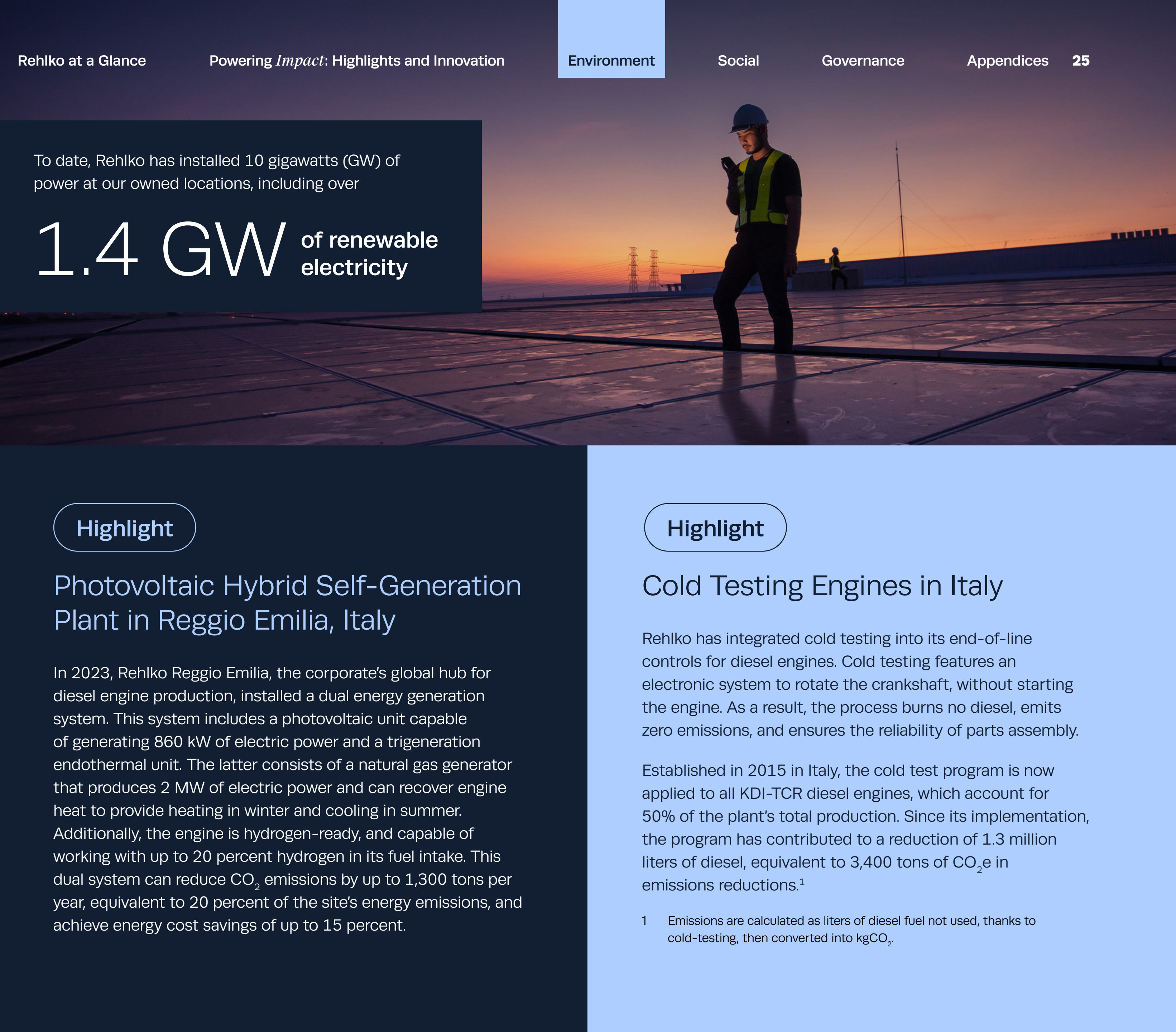
Metric	2023 (MT CO ₂ e)	2024 (MT CO ₂ e)
Scope 1	24,213	21,258
Scope 2 (Location Based)	44,356	37,447
Scope 2 (Market Based)	11,881	36,940
Total GHG (Location Based)	68,569	58,705
Total GHG (Market Based)	36,094	58,198

To meet our goals, we are actively pursuing energy efficiency measures in our operations. Testing is one area where we have identified potential for significant emissions reductions by improving cycle times. We are considering ways to plan our equipment use run-times in our buildings with energy efficiency as the strategic aim. This could lower our energy consumption, leading to Scope 2 emissions reductions.

Rehiko is developing and implementing innovative energy reduction strategies at different sites. In France, ADEME, the French governmental agency for climate transition, provides knowledge-sharing resources as part of France’s national low-carbon strategy aiming to achieve carbon neutrality by 2050. For our sites in France, we are drafting our low-carbon roadmap using the Accelerate Climate Transition (ACT) step-by-step roadmap methodology, which will provide our long-term approach to reducing our carbon footprint.

As part of our Supply Chain Management approach, we use the Novapath Transportation Management System (TMS) section to optimize routes for fuel saving and emissions reductions.

→ [Find more details on 43.](#)



To date, Rehiko has installed 10 gigawatts (GW) of power at our owned locations, including over

1.4 GW of renewable electricity

Highlight

Photovoltaic Hybrid Self-Generation Plant in Reggio Emilia, Italy

In 2023, Rehiko Reggio Emilia, the corporate’s global hub for diesel engine production, installed a dual energy generation system. This system includes a photovoltaic unit capable of generating 860 kW of electric power and a trigeneration endothermal unit. The latter consists of a natural gas generator that produces 2 MW of electric power and can recover engine heat to provide heating in winter and cooling in summer. Additionally, the engine is hydrogen-ready, and capable of working with up to 20 percent hydrogen in its fuel intake. This dual system can reduce CO₂ emissions by up to 1,300 tons per year, equivalent to 20 percent of the site’s energy emissions, and achieve energy cost savings of up to 15 percent.

Highlight

Cold Testing Engines in Italy

Rehiko has integrated cold testing into its end-of-line controls for diesel engines. Cold testing features an electronic system to rotate the crankshaft, without starting the engine. As a result, the process burns no diesel, emits zero emissions, and ensures the reliability of parts assembly.

Established in 2015 in Italy, the cold test program is now applied to all KDI-TCR diesel engines, which account for 50% of the plant’s total production. Since its implementation, the program has contributed to a reduction of 1.3 million liters of diesel, equivalent to 3,400 tons of CO₂e in emissions reductions.¹

1 Emissions are calculated as liters of diesel fuel not used, thanks to cold-testing, then converted into kgCO₂.

Scope 3 Emissions

Rehiko has worked to improve our estimations of Scope 3 emissions¹ across GHG emissions categories in 2024, and we have identified categories that are material within Rehiko's value chain. Our main focus is transitioning from data collection by our individual business units to an integrated, corporate-wide Scope 3 emissions data collection and management approach. Our key aim for 2025 is to develop a Scope 3 GHG emissions calculation checklist with inventory controls and consistent methodology.¹

Rehiko's two main sources of Scope 3 emissions are Category 2: Use of Sold Products and Category 11: Purchased Goods and Services. We have adapted our generators and engines to enable the use of sustainable fuels, including HVO. Further innovations are underway to enable hydrogen fuel cells to power our back-up generator systems. For more details on our latest product innovations see [page 16](#).

Upstream transportation and distribution are areas where additional opportunities for Scope 3 emissions reductions are currently achievable. Our localization strategies to source from local suppliers have contributed to emissions reductions, as we describe in our Supply Chain Management section on [page 42](#).

¹ <https://ghgprotocol.org/corporate-value-chain-scope-3-standard>



Energy and Renewables

Renewable and sustainable energy resources support our strategy to reduce electricity costs and emissions through onsite solar installations and the use of sustainable fuels.

Onsite Solar Energy and Battery Storage Installations

In 2024, our **Curtis plants in Pune, India**, launched new construction of a solar panel system with an over 1500 kW rating, covering the entire roof area of the new facility.

At our **Curtis plant in Paderborn, Germany**, a 36 kW rooftop solar system generated 41276 kWh in 2024—50% more electricity than the site consumed—with 25876 kWh excess fed into the power grid. All electricity used, even in winter months, is sourced from certified renewable energy providers, who provide hydro, solar, and wind power.

In our **Reggio Emilia plant**, Diesel Engines production, we installed a 860 kW photovoltaic (PV) system in December, 2023, and since then, it produced 1,148 MWh of electricity, equal to 10% of the total plant electricity requirement.

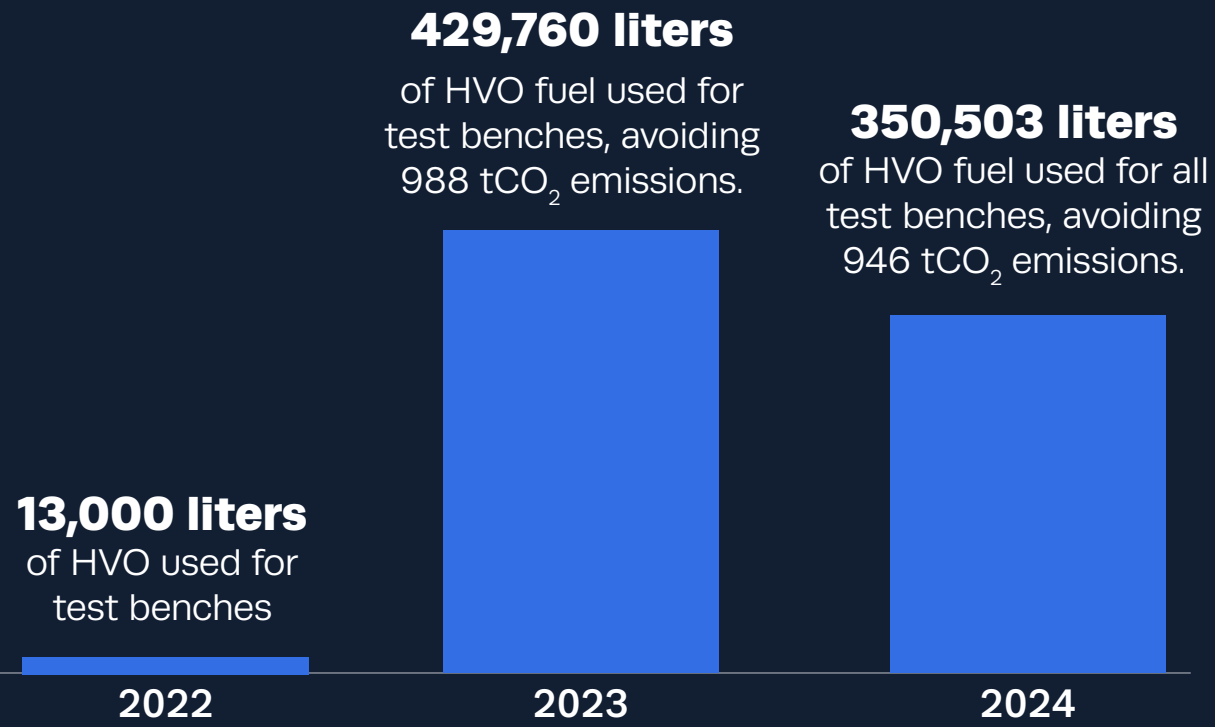
Our **Power Systems Changzhou, China, plant** installed a 2,000 kW solar panel system and 1,600 kWh of battery storage in late summer of 2024. Based on the generation over the last six months (mostly fall and winter months), solar PV supplied about 27% of our Chanzhou plant's electricity use. We plan to calculate our reduction annually when data is available.

Highlight

Rehiko Converts Brest Manufacturing Site to Low-Carbon HVO Fuel

In January 2023, Rehiko announced that the Power Systems headquarters and manufacturing plant in Brest, France, switched all its fuel usage in diesel engines from conventional fossil diesel to HVO. HVO had been used previously at the Brest site for small-scale development lab testing. The increased usage, from around 13,000 liters of HVO in 2022 to 429,760 liters of HVO in 2023 led to a 50% reduction for the site's total annual GHG emissions. In 2024, we continued our use of HVO fuel in all our test benches.

Brest, France, HVO Fuel Use¹



¹ HVO conversion factor of 0.62 kgCO₂e/L in Q1-2024, 0.44 kgCO₂e/L in Q2-2024, and 0.37 kgCO₂e/L in Q3&Q4-2024

Pollution

We are committed to being responsible stewards of the air, water, and soil near our plants by measuring and managing our pollution. Rehlko monitors and controls our pollution as part of our EHS strategy. At our certified sites (see [page 18](#)), Rehlko adheres to environmental management principles defined in ISO 14001. Rehlko's Product Environmental Policy and Restricted Materials List defines our requirements for compliance related to air emissions and wastewater discharge.

Pollution Control Device Policy

No equipment or process is to be operated without the required pollution control or safety devices functioning within legally defined tolerances. Our policy is to shut down equipment and processes immediately in the event of our control device failure or inoperable condition. Such incidents must be reported immediately, including the nature of the failure, the cause, corrective and preventive action, cost, and downtime. Corporate EHS, our Chief Operating Officer, senior management within the Business Unit, and the appropriate Group President are responsible for monitoring and overseeing responses.

Our China, Puerto Rico, and Bulgaria plants are equipped with point-source air treatment systems (such as photo-oxygen activated carbon fiber filtration in China), and emissions are mitigated through evaporation and filtration, with all minor outputs professionally disposed of. Facilities strictly comply with RoHS and REACH directives.

Spill Preparedness, Prevention, and Response Program

Rehlko mitigates its risks related to the spills of hazardous substances using our spill preparedness, prevention, and response program. It serves as Rehlko's standard and minimum requirements for hazardous material release prevention, and procedures for responding to such a release and mitigating environmental impacts. Our program applies to all operations and the team members that manage, handle, utilize, and store hazardous materials. It is overseen by our Corporate EHS Department and Operations at each site. All operations implement the program through spill containment, team member training, inspections, tracking and monitoring, corrective measures, and trend analysis and action planning.

Area Emissions Regulatory Compliance

All Rehlko production facilities comply with local laws and regulations related to area emissions. We achieve compliance by i) understanding the relevant and applicable air emissions regulations that we are subject to, ii) obtaining the necessary permits, iii) monitoring our emissions as required, iv) completing routine reviews of our permit conditions, and v) submitting the required reports to the regulator agencies. We actively look for opportunities to optimize our consumption of electricity, gas, oil, water, and other production materials to meet our emissions requirements.



Waste

Rehlko believes waste is not only an end-of-life issue, but also a life cycle process opportunity. We include waste-reducing principles in our product development at the design stage, and we continually seek to maximize our efficient use of materials in our manufacturing processes. We seek to repurpose and recycle packaging, materials, and byproducts and dispose of the materials we cannot divert from the waste stream responsibly. In 2024, we diverted 85% of waste generated, mainly through reduction of non-recyclable waste and an increase in recycling across our operations.

We commit to continuous improvement of our waste management approaches. Rehlko’s Product Environmental Policy and Restricted Materials List defines our requirements for compliance related to waste treatment and disposal. Rehlko integrates waste management into operations as part of our certification process.

2024 Waste, Recycling, and Recovery

Total Waste Tonnes [Waste]	Waste Diverted tonnes [Waste]	Net Waste tonnes [Waste]
20,122	17,233	2,889

Rehlko defines the metric “Waste Diverted” to be the sum of waste recycled and waste incinerated with energy recovery.

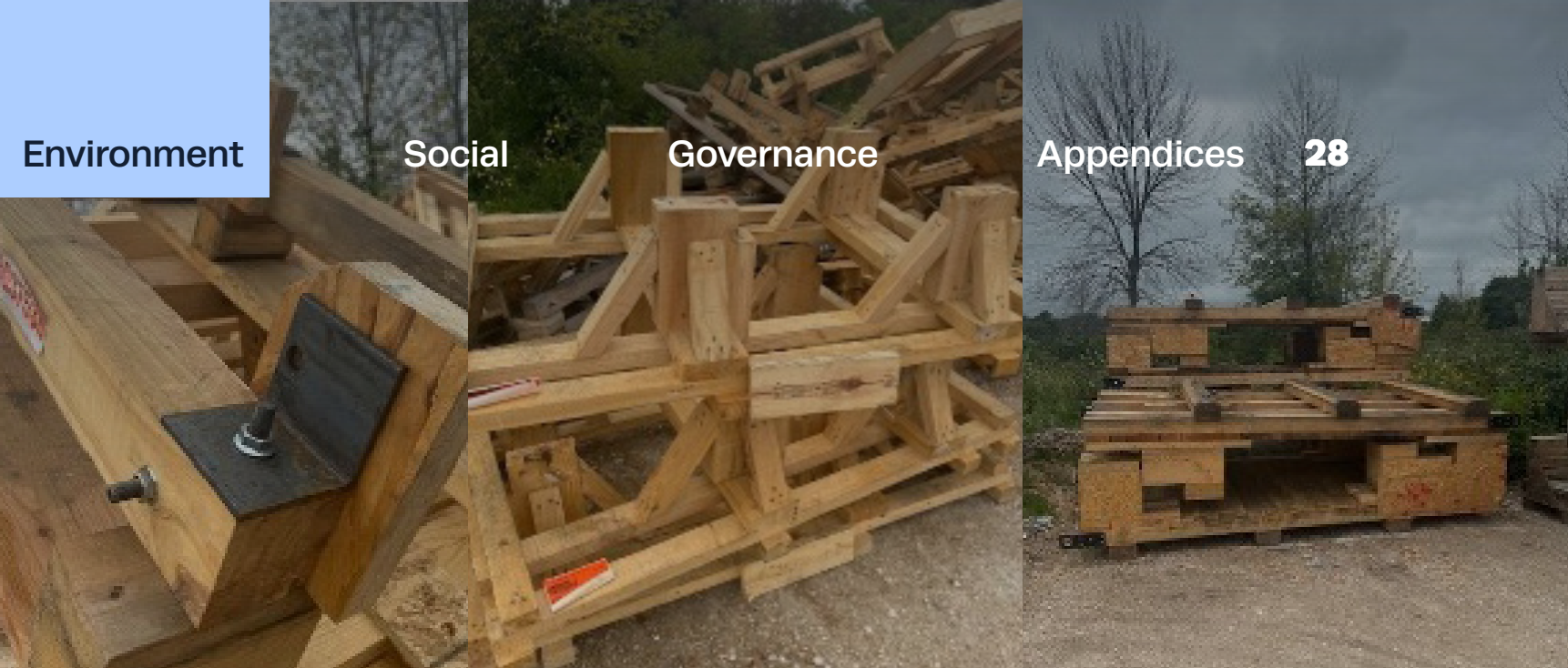
By Disposal Method	Tonnes [Waste]
Recycling	17,085.24
Landfill	2,780.24
Inceneration without Energy Recovery	108.73
Inceneration with Energy Recovery	147.54

SUP Waste Reduction

Rehlko continues a program, which is from past years but continues to be followed by many Rehlko sites, that reduces single-use-plastic waste. Our facilities bale and recycle waste cardboard, plastics, and paper. Most sites also maintain policies against single-use plastics in kitchens and implement reusable packaging for shipments.

Metal Scrap Reduction

We aim to reduce our generation of metal scrap, a byproduct of our manufacturing processes, through a combination of strategies. This would reduce our waste footprint significantly, as metal scrap accounted for 44% of our total waste in 2023 and 37% in 2024. We reduced the generation of metal scrap waste by approximately 26% in 2024 compared to 2023.



Highlight

Highlight: Rehlko Reduces Manufacturing Plant Waste in Mosel, Wisconsin

As Rehlko officially completed its Mosel, Wisconsin, generator plant expansion in November 2022, plant operations began an effort to measure and improve the amount of waste the plant sent to the surrounding landfills. Between 2022 and 2024, Rehlko achieved a 78% reduction, limiting waste to around 24.5 total tons¹—down from a peak of 215 in March 2023. This reduction came from eliminating scrap wood and waste powder coat material that would have been sent to a landfill.

Wood pallets from shipping accounted for much of this waste. In 2022 and 2023, Mosel generated 100+ tons of wood scrap monthly and reduced this to an average of zero tons per month in 2024. Key strategies included partnering with a local business to rebuild pallets or mill them into new lumber supplies, as well as on-site shredding into mulch, pet bedding, and biomass fuel. The plant reduced its waste powdercoating material by supplying it to an industrial recycler of powder coating waste for recycling and remanufacturing into new coatings.

¹ Data from WM invoices and tonnage reports.

Raw Materials

Rehlko is focused on the ethical and responsible sourcing or use of components, including critical or hazardous materials that are necessary for production. Rehlko avoids the sourcing of conflict minerals and hazardous substances.

[Rehlko's Product Environmental Policy and Restricted Materials List](#) outlines our requirements for compliance related to toxic materials. It provides a list of restricted materials that applies to all products and materials, both direct and indirect, that are designed, manufactured, or purchased worldwide by Rehlko or for any Rehlko brand.

Our suppliers must comply with applicable laws and regulations regarding conflict minerals, rare earth minerals, and metals. We aim to ensure the production of minerals sourced from our suppliers does not violate human rights. In addition, we engage our supply base to ensure that chemicals and any hazardous substances meet applicable regulations and requirements.

Water

Rehlko commits to the responsible use of water by integrating water management approaches into our operations. At Rehlko's certified sites (see [page 18](#)), we optimize our consumption and use of water resources as part of our ISO 14001: Environmental Management Systems certification.

In our Puerto Rico facility, approximately 45,000 gallons per month of water are harvested from roof drains and AC condensate pipes, supplying the cooling tower. Industrial water is recycled using an on-site treatment facility.

Water Withdrawal (Megaliters)	202.60
Purchased Water	113.30
Indirect	0.57
Slurry Water	-
Surface Water	0.06
Well Water	88.67
Water Discharge (Megaliters)	74.36
Drainage	-
Evaporation	-
Ground Water	43.73
Irrigation	18.62
Wastewater	12.01
Total Water Consumption (Megaliters)	128.23

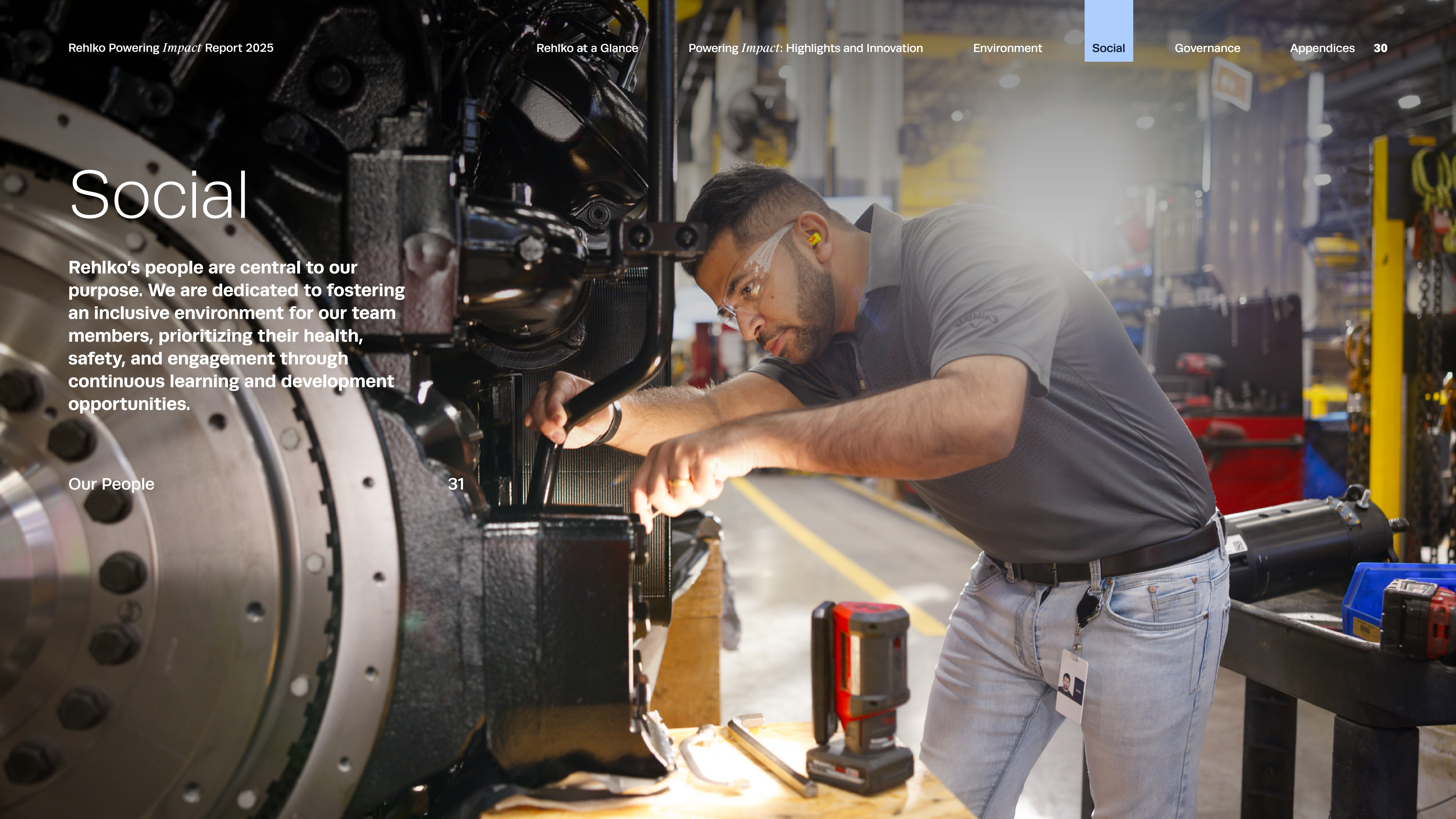


Social

Rehiko’s people are central to our purpose. We are dedicated to fostering an inclusive environment for our team members, prioritizing their health, safety, and engagement through continuous learning and development opportunities.

Our People

31



Our People

We are a global enterprise with team members across the EMEA, Americas, and APAC regions.

Global headcount as of December 31, 2024:

8,516
total

By role

3,746
admin

1,893
manufacturing support

2,877
manufacturing

By region

3,416
EMEA

1,216
APAC

3,142
Americas

742
India

Our global human resources (HR) strategy centers on our single definition of winning: “The right talent and culture to deliver Rehlko results.” With our company purpose and values as a guide, we are shaping the future of our workforce at Rehlko—who we are, how we work together, and the roadmap for how we best deliver value across our global business.

Our new start as Rehlko new opportunities to lead, grow, and help shape both our culture and our business results. Sustainability impact is reflected in our HR strategic agenda:

Best Team

- Organizational effectiveness and productivity
- Pay for performance
- Talent development and readiness

Winning Culture

- Safety every day
- Embed our values
- Team member engagement: listening tool, value proposition, measured and visible action planning
- Culture of inclusion: business resource groups

Through centers of excellence and business unit teams, global HR brings our Rehlko talent strategy to life globally and locally, continuously improving to best meet the needs of the company.

Rehlko Purpose and Values Launch

As a strategic priority in 2024, we launched our purpose and values to establish our corporate culture across our enterprise. Our purpose and values define who we are as an enterprise and support a clear and cohesive message that unifies our work. With this launch, we hope to build a strong foundation to grow from.

Our initial launch consisted of team member meetings and interviews across different functions and levels. We rebranded our Rehlko websites around the world, integrating our values as a part of our digital brand identity.

In 2024, we launched our Associate Handbook Project Charter to create a modern handbook experience that addresses legal compliance in every country while also promoting team member engagement and self-service. The Charter outlines our approach to consolidating how we administer policies and build our Rehlko culture by using a single streamlined team member handbook per region.

We will launch the United States Handbook first as an exemplar, followed by handbooks in other countries, in 2025. We are also looking ahead to embedding our values through our performance management evaluation processes by including them as key considerations for promotions.

Our Transition to Rehlko

In a transitional year marked by our rebrand to Rehlko, our team member retention remained stable amidst significant changes. This highlights the success of our change management journey in this critical year. As part of our transition strategy, we leveraged internal promotions based on performance and values alignment.

Culture of Inclusion

At Rehiko, we are committed to a culture where everyone is trusted, valued, and heard, with opportunities to find the win every day. Our approach to inclusion recognizes two main tenets.

Inclusion is critical to our success—it is embedded in our values and how we work. The diversity of our teams and the inclusiveness of our culture build value for customers and contribute to the wellbeing of our team while enhancing innovation, collaboration, and business results.

Our beliefs rely on inclusion—they are not separate from it. The spirit and value of diversity is woven into the fabric of our culture, influencing how we operate, make decisions, and interact with one another. It is the lens through which we view every aspect of our business.

These principles are embedded in our **Inclusion Position Statement**, which we developed in 2024. This statement sets a clear understanding of what inclusion means in the organization and is accompanied by talking points for additional guidance.

We embed inclusion into our policies, culture, and processes in several ways. Rehiko commits to fair employment practices in our [Code of Ethical Conduct](#). We provide equal employment opportunity to all individuals regardless of race, creed, color, religion, gender, gender identity or express, age, national origin, disability, veteran status, marital status, sexual orientation, military status, or any other characteristic protected by law. It is our policy to base our hiring decisions on ability, not on beliefs or other personal characteristics.

→ [For more information, see our human rights commitments \(page 47\).](#)

Rehiko upholds our [Respectful Workplace Policy](#) to ensure a safe, welcoming, and productive workplace. This includes implementing inclusive recruitment practices to attract a variety of talent pools, providing candidate slates and structured interviews to identify top

talent and mitigate bias, educating leaders on best practices for inclusive leadership, offering and encouraging career development opportunities for all team members, and empowering team member groups that represent shared interests, characteristics, or experiences within our workforce.

To ensure an inclusive workforce, Rehiko's Talent Acquisition team has partnered with Broadbean to actively distribute our job postings across a wide range of job boards.

Rehiko Inclusion Network

Rehiko is committed to creating an environment where all people can reach their full potential. Celebrating our differences ensures stronger opportunities for collaboration in service to our teams and customers. When our team members bring their best selves to work and feel empowered to share individual and unique perspectives, they may feel more motivated in their roles.

In support of inclusion at Rehiko, we are developing a network of voluntary, team-member-driven groups organized around a shared interest, characteristic, or experience. These groups build inclusivity and enhance the team member experience while also aligning to business strategy and prioritizing efforts that further our purpose of creating an energy resilient world for a better future.

In 2025, we plan to expand this program to ensure our groups are even more accessible to all team members, strengthening our commitment to inclusion. We are excited to continue reporting our progress as the program develops.

Heritage and History Months

In line with our team member groups, we support Heritage and History Month voluntary activities that promote the retention and development of all people. Our regions are empowered to recognize relevant observances.



Team Member Engagement

Engagement with our team members centers around clear communication about our purpose, values, and initiatives to support the motivation of our team members to work toward shared goals. We commit to ongoing two-way communication to gain important insights from our team members about the effectiveness of our leadership, management, and communication.

We use RehlKonnnect as our central team member engagement and communication platform. This platform houses email communications, news sharing tools, and internal messaging across our enterprise.

In 2024, Rehlko maintained strong engagement. We conducted two pulse surveys in June 2024, immediately after the separation, and three months later in October 2024, on the topics of Roles and Expectations and Team Member Outlook.



2024 Pulse Survey Results

Team members surveyed: All team members

Summary		
Roles and Expectations Questions	<p>More than 80% of team members responded “agree” or “strongly agree” to the following statements:</p> <ul style="list-style-type: none">• I know what is expected of me at work.• I have a clear understanding of my role.• My role aligns with my career goal.	<p>Generally, team members have a good understanding of their role and expectations and minimal change was seen in survey results from before the separation. An area we can still improve is ensuring team members have the resources needed in their roles.</p>
Team Member Outlook Questions	<p>More than 80% of team members responded “agree” or “strongly agree” to the following statements:</p> <ul style="list-style-type: none">• I am encouraged to be my authentic self at work.• I feel empowered to make decisions affecting my work.	<p>The outlook of team members slightly rose from June to October. We acknowledge there is more work to do to solidify our team members’ outlook about their work at Rehlko.</p>

Pulse Survey Responses

Rehlko is committed to continuously elevating team member engagement by integrating team member feedback into key business decisions. We are advancing a comprehensive, long-term engagement strategy, owned by leadership and executed through strategic collaboration with HR and Communications. This strategy will be tracked by key metrics, reflecting our commitment to fostering a high-performance and high-engagement culture. In April 2025, we launched our team member listening tool, gathering insights through frequent surveys throughout the year and capturing touchpoints across the entire team member lifecycle to align engagement efforts with our organizational goals.

Learning and Development

At Rehlko, we are committed to empowering our talent pool and team members to discover and seize new growth opportunities. Across our team member journey, starting from recruitment and hiring through career development and promotion, we support our team members with learning resources, accessible information about career development, and mentorship opportunities. Our learning and development strategy helps us retain team members and create a highly motivated and productive workforce.

Early Talent Recruitment

As part of our commitment to inclusive hiring practices, we actively engage in university partnerships to attract top STEM and tech sales talent. These partnerships allow us to connect with a broader pool of early-career professionals through career fairs, faculty externships, and networking opportunities.

Our long-standing partnership with Marquette University in Milwaukee, Wisconsin, remains a cornerstone of our talent strategy. As a valued corporate partner, Rehlko proudly supports Marquette Business Center’s Professional Selling and Corporate Tuition Programs Scholarship. This collaboration not only strengthens our access to exceptional STEM and tech sales students but also reinforces our dedication to fostering the next generation of industry leaders.

Through this partnership, we continue to cultivate a robust talent pipeline, ensuring that emerging professionals have opportunities to grow and succeed within our organization.

Mentorship Program

Our mentorship program supports our new hires, particularly those who have joined Rehlko from traditional manufacturing fields. Our mentorship program aims to reduce first-year turnover by helping our team members feel confident in their abilities to fulfill their responsibilities.

Team Member mentors can join the mentorship program on a voluntary basis to lead and guide new team members upon hire. Their guidance includes a tour and checklist focused on retention and safety. Mentors are responsible for checking in with their mentees as needed during the first 90 days and throughout the year to discuss achievements and provide program feedback.

LinkedIn Learning

We invest in our team members’ personal and professional growth through initiatives like LinkedIn Learning, which provides our global population access to a vast library of on-demand courses. This resource equips team members with cutting-edge skills and knowledge, fueling creativity and fresh ideas. In 2024, the most popular course topics selected by our team members included Microsoft Excel, Artificial Intelligence (AI) for Business, Project Management, Microsoft Power BI, and Interpersonal Communication.

Rehlko Tuition Reimbursement Program

Rehlko’s Tuition Reimbursement program encourages team members to pursue higher education and specialized certifications by easing the financial burden of tuition costs. Whether working on completing a formal degree or enrolling in continuing education classes, team members can leverage this program to fulfill their personal ambitions.

Career Advancement Opportunities

We ensure our team members have the resources they need to identify new internal opportunities in Rehlko as they emerge. By supporting career growth within our team, we create opportunities for team members to develop while also driving the company’s success.

In 2024, we launched the “Powering Up Your Career” series, a quarterly conversation designed to provide valuable insights for career development. This series features discussions with hiring managers, HR business partners, and talent advisors. Topics covered include team culture, the department’s impact on the organization, essential skills for success, and potential career opportunities. The series is shared internally, on Rehlko’s social media platforms, and on YouTube.

Additionally, we spotlight open roles around the world through our monthly Rehlko Insider newsletter, internal job portal, and onsite kiosks, making sure every opportunity at Rehlko is visible and accessible to our team members.



Health, Wellness, and Benefits

We believe a healthy workforce is vital to serving our customers and pursuing our strategic purpose. Our vision of a healthy workforce extends beyond physical fitness to include mental health, family support, retirement benefits packages, and a clearly communicated work mode approach that promotes intentional collaboration.

Our Health and Wellness Approach

Rehlko strives to support our team members in ways that enable their long-term health and wellness both in and outside of the workplace. Maintaining high standards of health and wellbeing contributes to their ability to perform their responsibilities in a safe and effective manner. Further contributing to safety is our drug-free workplace policy, which we apply with zero tolerance for breaches. Our global operations have regional variations in our legal requirements for providing benefits coverage, and we align our approaches to local laws.

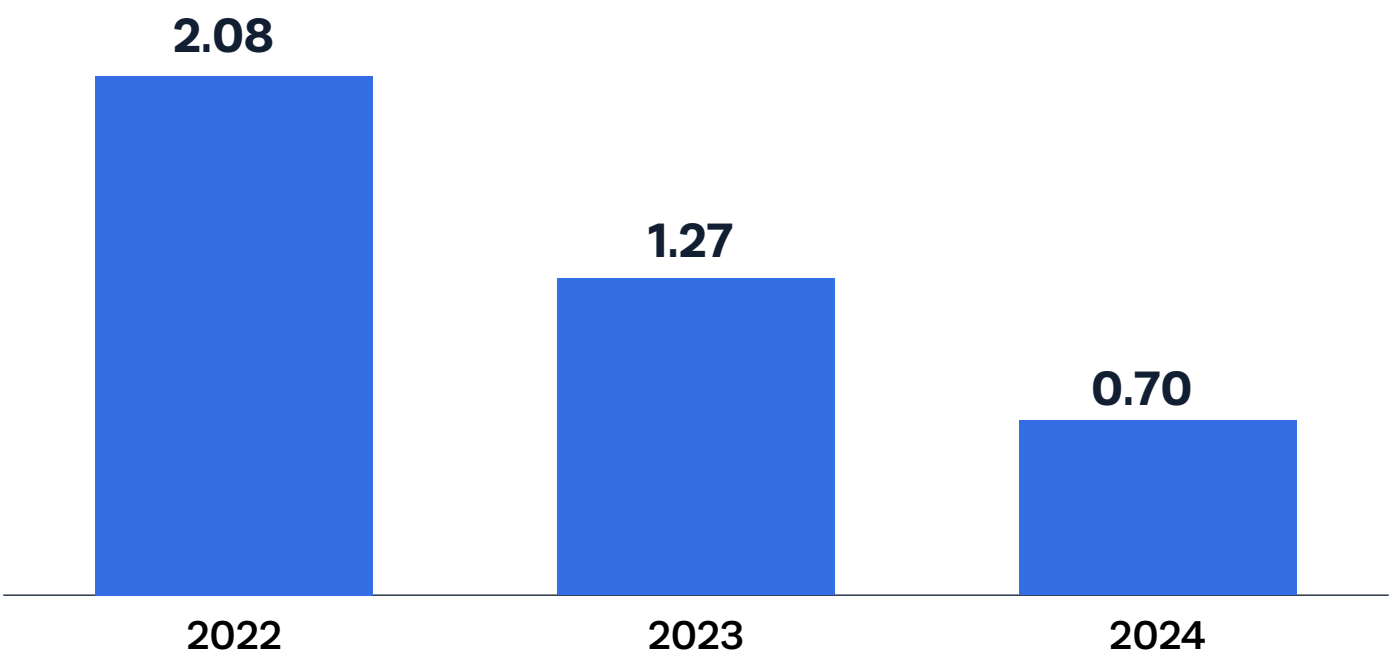


Team Member Safety

Rehlko is committed to providing a safe and healthy workplace, preventing workplace injuries and illnesses, and protecting the environment. Fully complying with applicable regulations and our internal standards is the foundation from which we build.

Our EHS Policy outlines our commitments to multiple stakeholders, including our communities, the regulatory authorities, and our customers. We integrate sound EHS practices into our everyday activities by promoting a strong safety culture, ensuring safe work conditions, and establishing behavioral protocols that support our team members' safety.

Recordable Incident Rate



Zero Is Possible Culture

Our health and safety culture prioritizes people first as our number one safety concern, continuously focusing on zero safety incidents as our goal. We commit in our Code of Ethical Conduct to apply the SPQDC principle: concentrating on safety, people, quality, delivery, and cost in order of importance.

Each day, we aim to reduce our overall RIR to zero. In 2024, we achieved a 45% improvement in RIR compared to 2023 and a 70% improvement compared to 2022. By aligning our whole company's focus on safety, we strive for continuous improvement by identifying and addressing the root causes of safety incidents.

Health and Safety Management and Oversight

Our Chief Operating Officer serves as the executive sponsor of our company's EHS programs. Our Enterprise EHS staff, led by Rehlko's Chief Operating Officer, is responsible for establishing our EHS Policy, governing compliance, and reviewing Rehlko's EHS performance with business unit leadership on a regular basis. Executive and senior level managers are responsible and held accountable for implementing this policy, allocating adequate resources, and program implementation.

Site level managers and supervisors are responsible for EHS performance in their areas and are expected to demonstrate behavior that is consistent with a culture of world-class EHS performance. They consult with their team members on EHS topics to ensure we embed a Zero Is Possible culture across Rehlko. We review performance and discuss our EHS strategy during monthly operating reviews and quarterly town hall events.

Management roles and responsibilities for EHS are clearly defined within company policies, job descriptions, and profiles. These roles and responsibilities are routinely assessed, controlled, and monitored.

Our Enterprise EHS Team, working closely with our Site EHS Leaders, is our conduit for EHS improvements and updates at Rehiko. The team continuously monitors emerging trends and regulatory changes by engaging with EHS regulators in our operational locations and regularly updates our policies to reflect new developments. Our EHS management system conforms to ISO 14001 and ISO 45001 standards. Key health and safety performance indicators include leading and lagging metrics, such as injury rates, team member engagement, and identification of hazards. We comply with or exceed applicable regulatory obligations and internal standards. We conduct routine assessments to verify such compliance. We monitor emerging issues and keep abreast of regulatory changes and technological innovations.

→ [See our Environment Management section on page 18 for more information.](#)

Operationalized Safety

Rehiko empowers our team members to take ownership of the safety of our workplace by authorizing monitoring, prevention, and behavioral response. Each team member has a responsibility to support the safety of their fellow team members. We have a 2025 target of one observation per team member per year for reporting safety hazards, concerns, or positive observations. In 2024, we identified approximately 6,200 observations at a rate of 0.73 observations per team member.

Team Member Safety Training

We expect our team members to integrate sound EHS practices into their everyday activities. Upon joining Rehiko, new team members and contract team members receive EHS training specific to their work location or project assignments. Each year, we require all team

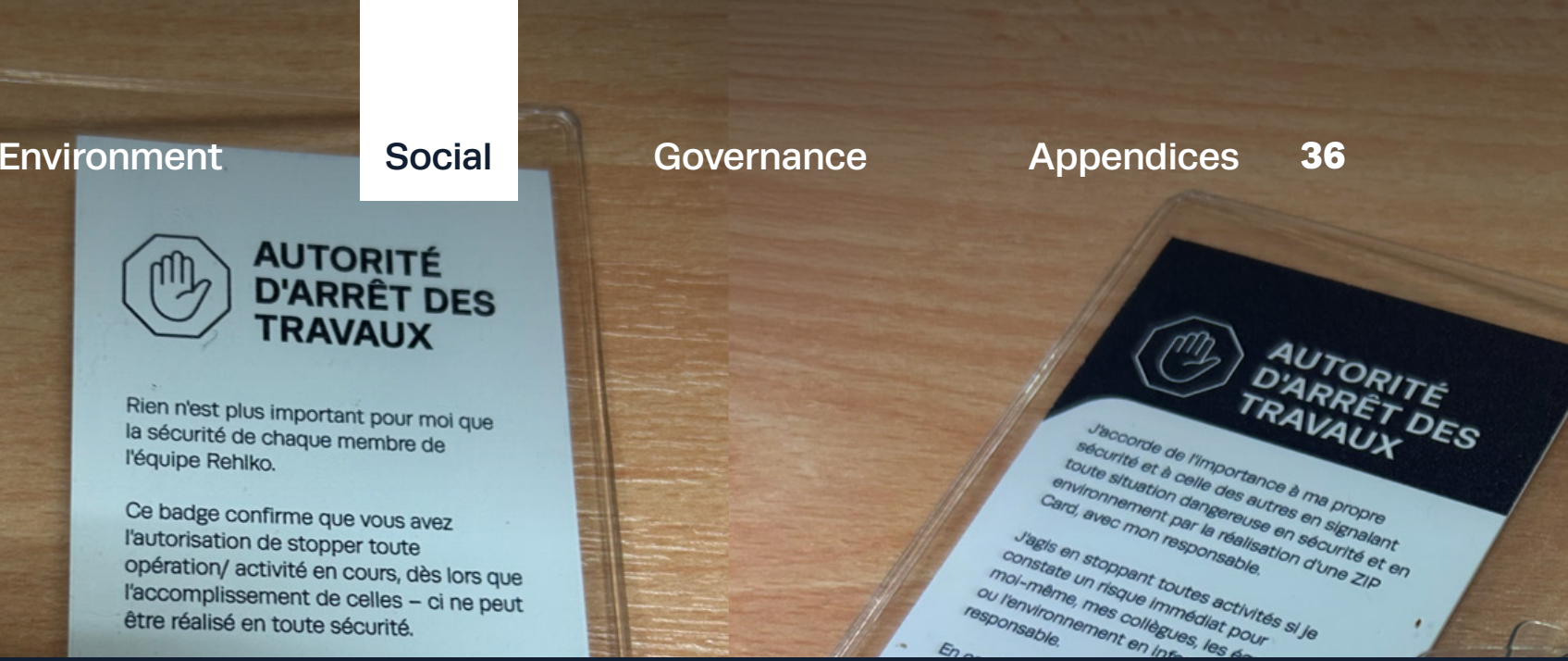
members working in operational roles to participate in annual EHS training to ensure they understand our policy and practices. Our EHS training programs cover environmental stewardship practices, such as energy reduction strategies and the reuse and recycling of materials, along with site-specific safety procedures supporting our Zero Is Possible safety culture.

We train our team members to remain aware, focused, and proactive in their approach to safety. In 2023, we partnered with external safety training specialists, SafeStart, to accelerate our safety culture. SafeStart is a program designed to improve safety by addressing human factors and reducing the risk of injuries, accidents, and errors, whether at work, at home, or on the road. It highlights common states that can lead to errors, such as rushing, frustration, fatigue, and complacency.

Our initial deployment in 2023 occurred at two of our largest plants. Since then, we have continued the same programming internally at other plants.

30% of all Rehiko team members have been trained on this program by YE 2024.

We provide training on real-world in-line scenarios in a safe environment to support our newly hired factory team members before they operate our machinery or equipment. These simulated safety training schools are now active at some of our factories.



Highlight

SafeStart Training for New Team Members

As part of our SafeStart training, new team members review stories from their own lives through the lens of safety using Story Cards. This helps team members to analyze the unique safety implications for varied situations and promote a safety mindset. After completing the SafeStart program, Paul Frick felt the program helped him recognize the importance of building habits suited specifically to his maintenance role.



“I am new to my role in the maintenance field. SafeStart has helped me to always use the habit of looking up before moving. All the work I do is non-standard, so looking up prevents me from hitting my head and becoming injured.”

Highlight

Rehlko's Safety Awards

Each year Rehlko grants awards to our sites based on their safety performance. In 2024 we presented the following awards:

Best Safety Site Award

Rehlko's Aurangabad, India, facility received this award for having the most mature safety culture throughout Rehlko. The site achieved one of the lowest recordable incident rates (RIRs) of all our manufacturing facilities (0.22). In February 2024, the facility reached one year with no recordable incidents. We noted enhanced reporting with more than 1,200 safety hazards and concerns reported by team members in 2024 with a more than 85% closure rate. Each week, the facility's leadership team and supervisors observe safety behaviors and conditions, thus completing more than 600 facility visits in 2024. Lastly, the site provides at least one hour of formal safety training to each team member each month, totaling more than 3,000 hours of training in 2024. The team member engagement and commitment to safety is remarkable and a benchmark for our other sites to strive toward.

Most Improved Safety Site

We congratulate our Brest, France, manufacturing site for earning our award for Most Improved Safety Site. The site achieved a 70% improvement in their RIR ending 2024 with a record breaking 0.5 RIR, the lowest in their operational history. They achieved this in a number of ways: training more than 400 team members on our SafeStart program, offering specialized equipment training, and implementing our customized EHS Gemba Script safety observation program. Supervisors use hundreds of safety scripts to instruct team members on acceptable conditions and outcomes during weekly walks through the site. The program involves 95% of the shopfloor team members, who evaluate all areas of the plant, update their PPE requirements, and investigate all first aid, near-misses, and safety observations. In total, the site completed more than 100 investigations in 2024.

Other Noteworthy Safety Achievements

We also recognize our Reggio, Italy; Changzhou, China; Suzhou, China; and Northampton, England, sites, which all have operated more than a year without a recordable injury. Our Sofia, Bulgaria, plant has gone more than 20 years without a work-related injury.

Highlight

Safety Days Engage Our Team Members in Safety Challenges

Rehlko's sites all organize creative challenges and activities during our Safety Days. In 2024, our sites included quizzes, prizes, and interactive workshops designed to promote safety principles and raise awareness about safety risks.

Highlight

Rehlko Celebrates Safety Month 2024

Each year, all Rehlko facilities are encouraged to participate in Safety Month (June) and organize health-, safety-, and environment-related activities aimed to raise awareness about safety hazards, environmental risks, training, and unintentional injuries in the workplace, home, and community.

Engagement in Our Communities

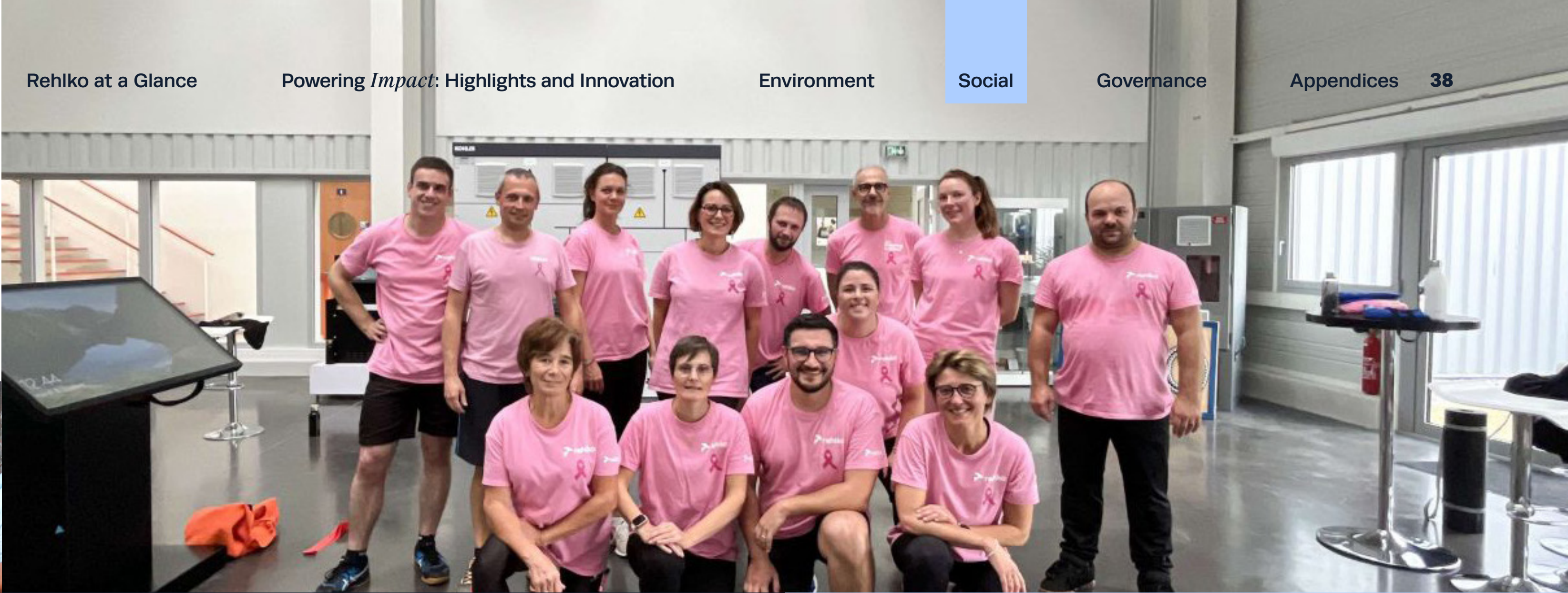
Rehiko engages with communities in the form of organized team volunteer activities and corporate support. We are working to more clearly define and enhance our approach to community stewardship through collaboration between our sustainability, communications, and human resource leadership.



Highlight

Biodiversity Park in Aurangabad, India

Rehiko has developed a biodiversity park or “Green Zone” to provide a sanctuary for more than 200 rare species in an urban area. The project is Rehiko's first unique biodiversity project within the Marathwada Region, developed with the collaboration and support of Jansahyog (NGO) and the local MIDC corporation. Our leadership team visited the park during a visit to our Aurangabad plant to plant trees there. Rehiko is proud to continue embedding sustainability into our culture around the globe.



Highlight

Rehiko's Breast Cancer Awareness Donations at Its Soreel Plant

Each October, the Soreel plant donates money to breast cancer awareness for each unit shipped. As part of their initiative, they host a breast cancer awareness walk and wrap their products in pink packaging to honor breast cancer patients and survivors. In total, the plant donated more than 6,800 EUR in 2024 and more than 22,000 EUR since 2021, when the program began.

Highlight

Partnering with Electricians Without Borders to Donate Generators in EMEA

Since 2017, Rehiko has partnered with Electricians Without Borders (ESF), a global nonprofit dedicated to connecting volunteers with professional expertise in the electrical industry to communities in need. Since establishing the partnership, Rehiko has donated 209 generators to provide electricity to those affected by disaster—including the 2020 explosion at the Port of Beirut, Lebanon, Russia's invasion of Ukraine in 2022, and the 2023 Turkey–Syria earthquakes. In March 2023, Rehiko additionally trained ESF volunteers to connect, use, and maintain Rehiko-supplied equipment remotely as part of the missions in Ukraine and Turkey.

Governance

Rehko is committed to strong sustainability governance and oversight to ensure our broader business strategy aligns with our purpose of creating an energy resilient world for a better future. Our relationships with our team members, suppliers, and customers are built on a strong foundation of ethical business conduct. We prioritize our customers’ needs through our rigorous product quality and safety approaches, while we leverage our supply chain to build strong networks in support of our business resilience. We continuously aim to improve our due diligence, risk management, and business continuity approaches.

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Sustainability Governance

Sustainability Governance Structure

Our Chief Brand and Sustainability Officer Francis Perrin leads our Sustainability Leadership Council (SLC) and is responsible for implementing our Powering *Impact* strategy and monitoring its progress.

Our Sustainability Leadership Council (SLC) is composed of our C-suite executives, presidents of our business units, marketing leaders of our business units, and key subject matter experts from sustainability-linked departments. Our SLC members meet quarterly to review and approve sustainability matters, provide guidance, and communicate changes internally.

Rehiko will soon establish a Sustainability Business Roundtable (SBR) focused on executing tactical projects, developing new ideas, and fostering collaboration. The SBR will:

- Tailor strategy and goals set by the SLC to individual business needs
- Accelerate collaboration with BUs & SMEs already doing sustainability to enhance alignment, engagement, and the effectiveness of sustainability initiatives.

In our next stage of implementation, we will be developing our Powering *Impact* Ambassadors program to engage team members who are passionate about sustainability and wish to learn about our activities. Select Ambassadors will qualify to join the SBR.

Governance Framework

Board of Directors/ Platinum Equity	<ul style="list-style-type: none">• Aligns sustainability strategies with investor expectations
Sustainability Leadership Council (SLC) - Quarterly	<ul style="list-style-type: none">• Sets strategy, integrates it financial performance• Focuses on yes/no approvals• Removes roadblocks
Sustainability Business Roundtable (SBR)	<ul style="list-style-type: none">• Tailors strategy & goals set by the SLC to individual business needs• Accelerates collaboration with BUs & SMEs already doing sustainability to enhance alignment, engagement, and the effectiveness of sustainability initiatives
Powering <i>Impact</i> Ambassadors	<ul style="list-style-type: none">• Rehiko community who is passionate about sustainability and wants to stay in the know



Highlight

Held Our First-Ever Powering *Impact* Sustainability Summit

In early 2025, Rehiko convened its first-ever Sustainability Summit near its Milwaukee headquarters. This event brought over 100 team members both virtually and in-person from across the enterprise to align around shared sustainability goals and purpose. The summit featured 19 speakers, 11 sessions, 2 workshops, and a featured film screening. Key voices included CEO Brian E. Melka, Chief Brand and Sustainability Officer Francis Perrin, and Sustainability Manager Ryan DeLoge, alongside Rehiko Sustainability Ambassador Robert Swan, who is renowned for being the first person to walk to both the North and South Poles. The summit served as the official launch of Rehiko's Powering *Impact* brand and emphasized building a resilient energy future. Programming was designed to foster cross-functional collaboration and position sustainability as a core strategic priority across Rehiko's businesses. A special evening event, co-hosted with the Midwest Sustainability Network, capped off the gathering with community engagement and dialogue.

Risk Management

Rehiko employs strong risk management principles to address both strategic and sustainability-linked risks to our business. We are in the process of building support for our enterprise risk management (ERM) program.



Management of Supply Chain Partnerships

Rehiko is a worldwide manufacturer of energy solutions. Accordingly, we have suppliers that span the globe, including suppliers located in Asia, North America, South America, Africa, Europe, and Australia. Rehiko has identified the management of relationships with suppliers, retailers, distributors, and other entities and their team members (i.e., value chain workers) both up and down Rehiko's value chain as a strategic priority. We incorporate social and environmental considerations in our processes to identify new suppliers, retailers, and distributors, maintain existing relationships, and terminate supplier relationships. Supply chain risk and opportunity management also contribute to our business resiliency.

Our Commitment

Rehiko strives to develop relationships with high-quality suppliers who commit to our expectations of practicing the highest legal, moral and ethical standards. Rehiko will only work with suppliers who adhere to our guidelines and applicable international laws on:

Ethics, Business Integrity and Anti-corruption

Health and Safety

Environmental Management

Labor and Human Rights

In addition, Rehiko is committed to creating an environment where suppliers have an incentive to continue to work with us and remain confident that they will be treated lawfully and ethically. Rehiko is committed to the fair selection of all suppliers.

In support of Rehiko's commitment, we ensure a competitive and impartial analysis when selecting or awarding business to a supplier, that proper authorization and appropriate terms and conditions are met prior to engaging suppliers, and that suppliers comply with all applicable laws in locations where they operate.

It is part of our Supplier Code of Conduct to avoid actual or perceived conflicts of interest associated with suppliers. For more information, see our [Supplier Relationships](#) page.





Supplier Code of Conduct

Our Supplier Code of Conduct aligns with our Code of Ethical Conduct (see [page 46](#)). It applies to the following

Supplier Screening Process

All our customers and suppliers must undergo a robust screening process for trade restrictions. Screening is conducted when customers and suppliers are entered into our systems and when units are shipped.

Responsible Procurement

A collaborative, diverse, and resilient supply base is essential to serving our customers and competing in each market we serve. Rehiko is committed to a fair and transparent procurement process that enables a broad base of qualified vendors to compete for business based on a clear set of metrics and deliverables, including safety, quality, cost, innovation, and delivery.

In 2024, we implemented a screening software called Sayari Graph to integrate more than 40 types of regulatory and ESG compliance, and reputational and business continuity risks. It also provides supply chain data from more than 70 reporting countries to support our management of supply chain risks.

Supply Chain Resilience and Optimization

Our approach to structuring a resilient and sustainable supply chain includes supply protection by ensuring more than one supplier is available for any given purpose, where possible. We routinely review our supply base to identify potential pinch points that could affect our supply chain.

An important strategy for maximizing the efficiency of our supply chain is localization. By buying component parts in the region, we can reduce freight travel time and carbon emissions. In 2024, we relocated our flywheel supply from Italy to India for our India Marvelous Machines site. This reduced overall transport by 12,181 miles. Nearly 100% of our consumption of supply is now sourced within India.

Strategic reductions in design complexity also support supply chain simplifications, reducing the number of specifications in a product and therefore lowering the overall number of components to source within our supply chain.

Planned Actions in 2025

We are implementing a Transportation Management System for our domestic U.S. operations (Corsair) and our international imports and exports (Cargowise) through Novapath, a data analytics platform for supply chains. Both support route and load optimization, and we aim to onboard all external suppliers importing to the U.S. by Q3 of 2025. Using the data intelligence of the platform, we aim to reduce our overall ocean shipments in quantity and distance to lower their associated fuel emissions.

Stakeholder engagement contributes significant insights to our supply chain management strategy. We are planning to hold a Supplier Summit in 2025 with approximately 20 of our suppliers representing 60% of Rehiko's global spend. At the Summit we will engage our suppliers to support stronger alignment with our business strategy, and the summit will include a sustainability agenda item.

Product Quality and Safety

Our heightened focus on product quality and safety ensures community and customer safety and satisfaction by reducing risks through fundamental safety design, protective measures, and usage information. Rehiko makes safety the top priority in product development and maintains strong customer communications to prevent product-related risks.

Our product quality and safety start with product design and continue throughout our product development and manufacturing, customer engagement strategies, and customer support systems to ensure our products achieve high quality standards, comply with legal product safety regulations and product specifications, and deliver safe and effective functionality.

Product Quality Improvements in Design

Engineering teams learn from feedback provided by customers and manufacturing line workers, using it to inform redesign. Rehiko conducts formal monthly focus group meetings with customers to collect their feedback.

We have incorporated feedback to improve aspects of our products related to ease of assembly, engineering, and instruction manuals, among other aspects. We have established a Value-Added Analysis Team to determine which improvements to incorporate into redesigns.

Tiered Meeting System

Rehiko uses a tiered meeting system to focus on quality metrics in a process of continual improvement. This cycle starts with identifying the most common and important quality improvement issues, selecting one for an improvement project, applying continuous improvement approaches aiming to identify the root cause, and proceeding onto subsequent issues. Supervisors conduct monthly tiered meetings in factories to review improvements.

Quality Goals

Rehiko pursues internal quality goals such as First Pass Yield (FPY) to optimize our production for efficiency. FPY measures the percentage of quality units produced from the total units beginning a process.

Highlight

Curtis ISO 9001: Quality Management Certifications

Our Curtis manufacturing plants are leaders in quality; all manufacturing facilities are compliant with and certified to the ISO 9001:2015 Quality Management System Standard.

ISO 9001:2015 & ISO 14001:2015 Compliance

- **ISO 9001:2015 & ISO 14001:2015**
Puerto Rico Manufacturing
United Kingdom R&D/Sales
New York R&D/Sales/HQ
Sweden Sales
Bulgaria Manufacturing
China Manufacturing
- **ISO 9001:2015 & ISO 14001:2015 Pending**
India Sales/Manufacturing
- **ISO 9001:2015**
California R&D
Germany Sales
Switzerland R&D
China R&D
- **ISO 14001:2015**
France Sales
China Sales
- **Others**
Japan Sales



Cybersecurity and Data Privacy

Rehiko screens all of its technologies used within our operations using a cybersecurity risk assessment approach, which is overseen by our Chief Information Security Officer (CISO). Risk assessments are performed on a periodic basis based upon the risk of the application.

Rehiko is aware of its cybersecurity and data privacy risks, and we have taken steps to continue to build or enhance our systems. We are working to establish IT infrastructure and information security management systems (ISMS) to be certified to ISO:27001 Information Security Management standard and SOC 2 Type II standard, for data privacy, security, and processing integrity.

EU General Data Protection Regulation (GDPR) Compliance

We comply with the EU's GDPR by having confidentiality and data protection as part of all purchase order terms and conditions and included in the working conditions requirements in our Supplier Code of Conduct. We also meet all individual EU country laws.

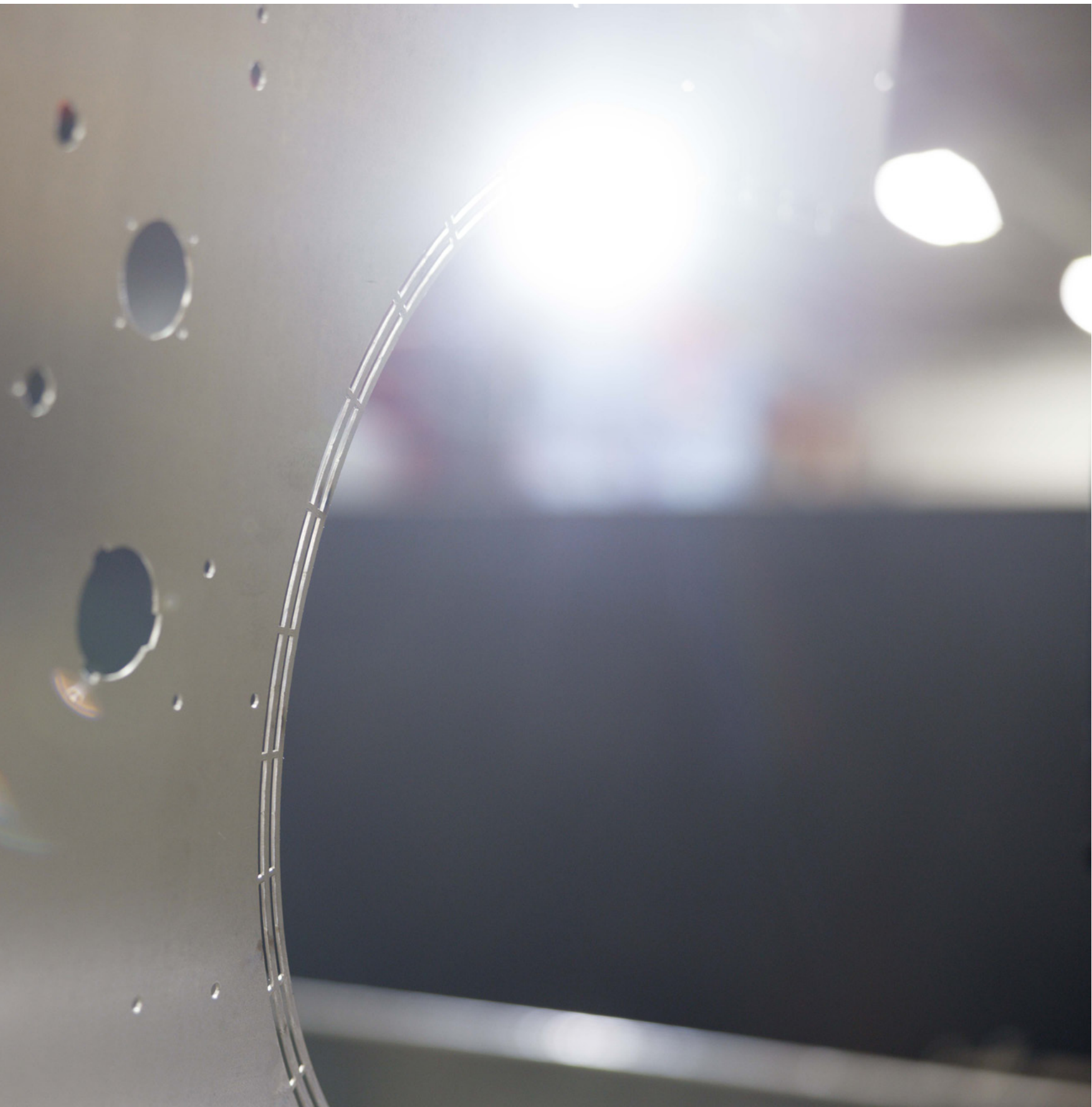
We aim to continue several of our longstanding approaches, including our security training, which is held annually for all team members. We also plan to continue our quarterly phishing campaign to train team members. October remains our cybersecurity month, in which we build engagement around the importance of cybersecurity in our systems.

In 2025, we established our AI Council and held our first meeting in March 2025 to establish a clear approach and guardrails related to our responsible and effective use of AI within the organization. All AI applications used within our operations must go through a cybersecurity assessment.



Public Policy and Political Activity

Rehlko does not formally or informally engage in political lobbying or provide financial support for any political candidates or political parties.



Ethics and Compliance

Rehlko operates with several policies, codes of conduct, and risk assessment measures to ensure that we are conducting business in an ethical and transparent manner.

Code of Ethical Conduct

Rehlko's [Code of Ethical Conduct](#) is available to all team members on our website. The Code highlights the company's mission statement, ethics, standards of conduct, global core policies, and reporting Channel, all of which demonstrate our commitment to an ethical corporate culture.

Our code defines our expectations in our supply chain. We only do business with suppliers who have certified to us that their business practices are lawful, ethical, and in compliance with the principles set forth in this Supplier Code of Conduct. All new direct suppliers must pass a rigorous assessment process.

Ethics Policies

Rehlko currently has policies on anti-corruption, anti-bribery, supplier conduct, supplier selection, corporate ethics, and inclusion. In addition, we are committed to complying with applicable business ethics laws where we operate.

Ethics Helpline

Our ethics helpline encourages team members to report illegal or unethical behavior. [EthicsPoint](#) is available to all team members globally for reporting concerns about unlawful behavior or behavior in contradiction to Rehlko's Code of Ethical Conduct without risk of retaliation. EthicsPoint allows team members and other parties to report anonymously, if they choose to do so. Any matters reported will be thoroughly investigated and appropriate action will be taken where necessary.

Rehlko takes additional measures that help promote our ethics helpline to ensure it is accessible to all team members. Ethics posters are made available at locations with information on how a team member can report a concern. The reporting channel supports reporting through an online report process (web link or mobile QR code) or reporting via phone. We emphasize our statement on non-retaliation for reporting a concern on the EthicsPoint site.

Ethics Training

Rehlko provides training on our Code of Ethical Conduct for our team members. We conduct this training upon hire for new team members and at an annual frequency for all other team members. We also provide team members with training on our Modern Slavery and Human Trafficking Statement, which is described on [page 47](#).

Human Rights

At Rehlko, we believe better business and a better world are inextricably linked. Business can flourish only when human rights are protected and respected, and we have a responsibility to contribute to and ensure positive human rights impacts.

Human rights apply to all individuals regardless of race, color, religion, national origin, ethnicity, age, disability, sexual orientation, gender, gender identity or expression, marital status, military service, or any other status protected by law. Rehlko commits to protecting human rights across our global operations in our own workforce and in our supply chain.

Our Rehlko Global Human Rights Policy

This [policy](#) outlines the core standards and expectations we have for our business, team members, suppliers, and business partners. Its scope includes all related entities at all facilities worldwide, and joint oversight of the policy, through interpretation and implementation, is provided by Rehlko’s senior Human Resources executive, Labor and Employment executive, and Compliance and Ethics executive.

This policy is founded on international standards, including the:

- Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights
- International Bill of Human Rights
- International Labor Organization's Declaration on Fundamental Principles and Rights at Work

Rehlko complies with applicable international and local legal requirements in the countries where we operate. Where local law conflicts with the requirements of this Policy, Rehlko will comply with local requirements while striving to uphold the principles set forth in this policy.

Modern Slavery and Human Trafficking Statement

We commit to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our Global Human Rights Policy permits taking disciplinary action, including dismissal of team members found to be in breach of this statement. We train our team members on the statement to ensure a high level of understanding of the risks of modern slavery and human trafficking in our supply chains and our business.

Our [statement](#) is made pursuant to the U.K Modern Slavery Act 2015 and the California Transparency in Supply Chains Act of 2010, and constitutes our modern slavery and human trafficking statement for all additional regulations that require such disclosures.

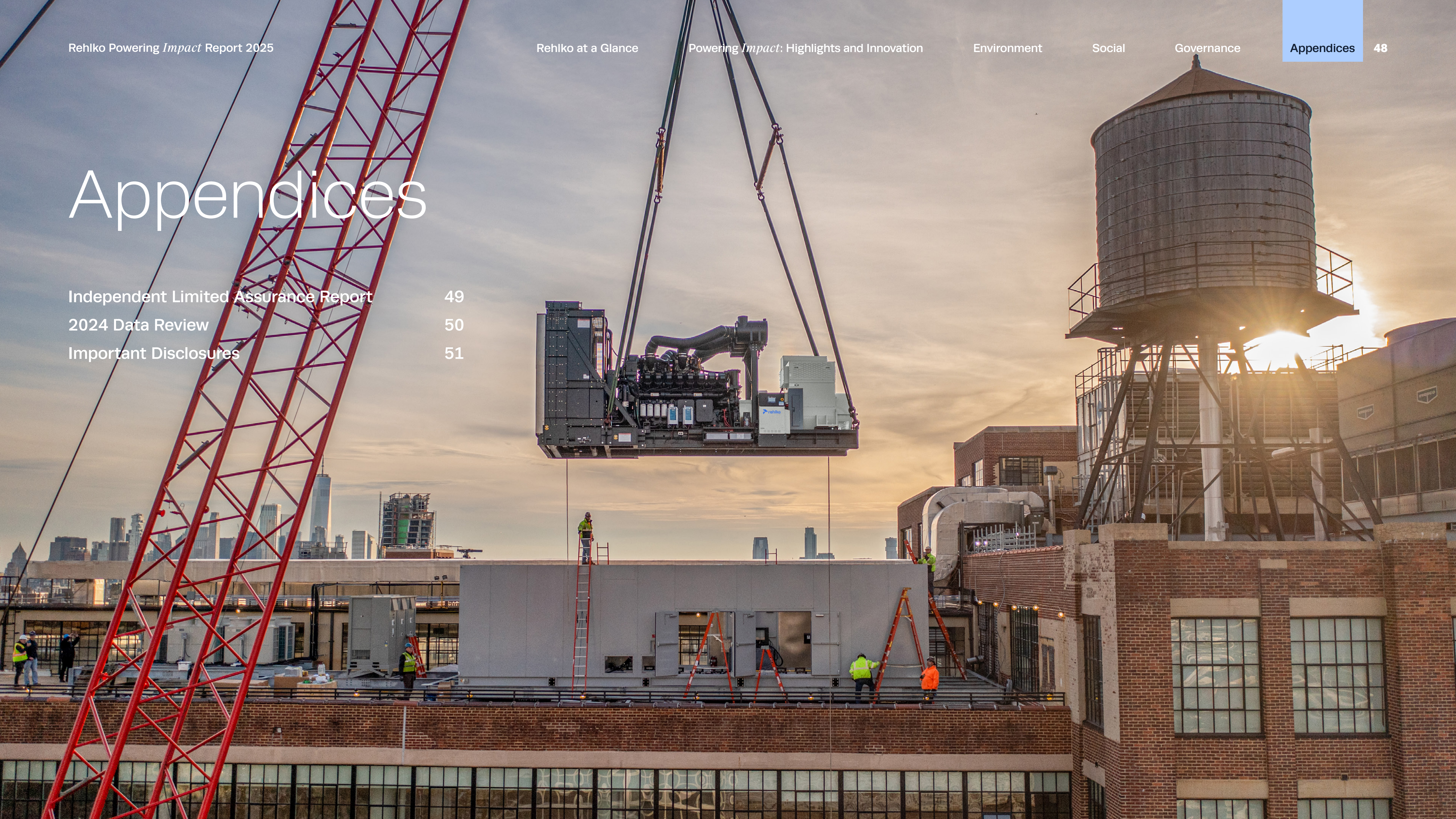
Fair Employment

The fair employment section of our Code of Ethical Conduct states our policy to provide fair and equitable wages, benefits, and other employment conditions in accordance with local laws; prohibit the use of forced, involuntary, or child labor or the unreasonable restriction of team members’ freedom of movement; and ensure our suppliers and business partners uphold the same principles.



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Independent Limited Assurance Report

ERM CVS provided limited assurance of Rehiko's calendar year 2024 Scope 1 and 2 greenhouse gas (GHG) emissions. The assurance report is provided [here](#).

2024 Data Review

	Metrics	Results
Our Emissions	Scope 1	21,258 MT CO ₂ e – 2024 24,213 MT CO ₂ e – 2023
	Scope 2 (Location Based)	37,447 MT CO ₂ e – 2024 44,356 MT CO ₂ e – 2023
	Scope 2 (Market Based)	36,940 MT CO ₂ e – 2024 11,881 MT CO ₂ e – 2023
	Total GHG (Location Based)	58,705 MT CO ₂ e – 2024 68,569 MT CO ₂ e – 2023
	Total GHG (Market Based)	58,198 MT CO ₂ e – 2024 36,094 MT CO ₂ e – 2023
Our Waste, Recycling, and Recovery	Total Waste Sum of all Waste	20,122 Tonnes
	Waste Diverted Recycling + Incineration with Energy Recovery	17,233 Tonnes
	Net Waste Total Waste (Generation) - Waste Diverted	2,889 Tonnes
Our Water Use	Total Water Consumption	128.23 Megaliters
	Water Withdrawal	202.6 Megaliters
	Water Discharge	74.36 Megaliters
Our Demographic Snapshot	Global Headcount	8,516 Total
	Headcount by Role	3,746 Admin 1,893 Manufacturing Support 2,877 Manufacturing
	Headcount by Region	3,416 EMEA 3,142 Americas 1,216 APAC 742 India
Our Safety Metrics	Recordable Incident Rate	2.08 – 2022 1.27 – 2023 0.70 – 2024

Important Disclosures

This 2024 Sustainability Report ("Report") is provided by Discovery Energy, LLC (together with its affiliates, "Rehlko") for informational purposes only and is solely intended to provide an overview of the ESG processes and initiatives of Rehlko; it is not intended to describe the performance of Rehlko. In particular, the case studies presented in this Report are for illustrative purposes only. This Report should not be relied upon for any other purpose and does not reflect all ESG initiatives made or expected to be made by Rehlko. There can be no assurance that the ESG outcomes as intended or that any initiatives or potential efficiencies described in this Report will be successfully implemented. Many of the disclosures are based on standards that may change due to revisions in government policies, changes in our business, or other factors, which may be beyond our control. This Report also contains forward-looking statements. All statements contained in this Report that do not relate to matters of historical fact should be considered forward-looking statements, including, without limitation, statements regarding our future business expectations, our ESG goals, planned activities and objectives, our strategic priorities and objectives, as well as statements that include the words "expect," "intend," "plan," "will," "believe," "estimate," "may," "should," "anticipate" and similar statements of a future or forward-looking nature. These forward-looking statements are based on our current expectations. These statements are neither promises nor guarantees, but involve known and unknown risks, uncertainties and other important factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. The determination about what constitutes a positive social or environmental outcome is inherently subjective; what Rehlko considers to be socially or environmentally beneficial may not necessarily reflect the views of all parties, and further, a focus on one or more ESG characteristics may come at the expense of others. There is no guarantee that Rehlko's ESG policy will be successful or that it will create a positive impact. Rehlko makes no representation or warranty, express or implied, as to the accuracy or completeness of the information contained in this Report and nothing contained in this Report should be relied upon as a promise or representation as to past or future performance of Rehlko.