

PROGRESS

In Practice

2024 SUSTAINABILITY
REPORT & UPDATE

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Please enjoy the key chapters, milestones, and future goals in our 2024 sustainability report.

About This Report

Welcome to the 2024 Caltrol Sustainability & ESG Annual Report.

This year, our theme, "Progress in Practice," defines our approach to corporate responsibility, emphasizing deliberate action and measurable outcomes over abstract goals. This report provides a transparent account of the tangible steps we have taken to integrate sustainability across our operations and in our partnerships with our customers and stakeholders.

Inside, we detail our multi-faceted strategy through key sections. "Greening OF Caltrol" outlines our internal initiatives, which have yielded a significant 19% reduction in greenhouse gas emissions. "Greening WITH Caltrol" showcases the power of our strategic alliances with industry leaders like Emerson and our collaborative efforts to advance the clean energy transition. "Greening BY Caltrol" demonstrates how our innovative technologies empower customers to achieve their own sustainability objectives in critical sectors such as hydrogen blending and carbon capture.

Beyond environmental metrics, this report explores our commitment to social impact, highlighting investments in employee development, safety, and community engagement. It also affirms our dedication to ethical governance, which provides the foundation for our long-term success as an employee-owned company. Reflecting on our commitment and dedication, we chose this year's report theme because it underscores our ongoing pursuit of sustainability through concrete actions and measurable results.

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Quality: A Cornerstone of Corporate Governance

Featuring our Quality Manager, Kelli Nibarger.



PRESIDENT'S MESSAGE

Leading with Purpose, Building for Tomorrow

In 2024, we took meaningful steps forward toward the goals we set with our Sustainability framework. Our business continues to grow, and that usually means more employees, vehicles, facilities, and equipment. Growth enables us to accelerate many of our sustainability objectives, but at the same time, it creates challenges with others. The solutions and services we have added to our portfolio allow us to help our customers with their environmental goals, our increase in employee count means we have more people participating in our philanthropy events, and the growth in our business creates increased shareholder value for our employee owners. As

a result, managing our own environmental footprint, maintaining our safety and quality standards,

and onboarding engaged employees into our company culture all become a bit more complex, but we are succeeding, and we are proud of that.

In our Greening Of/By/With section of the report, we highlight another year of reduced Scope 1, 2, and 3 emissions. Over the last four years, we have undertaken facility expansions, remodels, relocations, consolidations, and the opening of new buildings at our locations in Benicia, Ontario, Livermore, Pune, Irvine, Paramount, and Santa Fe Springs. We've maintained our environmental footprint goals along the way, and the results prove it. The political winds of sustainability have changed direction, but many of our customers remain steadfast in accomplishing the goals they have set, and we remain committed to being their trusted partner. We continue to work with our customers on emissions reduction, carbon capture, and efficiency projects, and we continue our thought leadership participation with the California Hydrogen Business Council (CHBC), the Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES), and Sustain SoCal.

The Social section of the report shows our continued focus on employee engagement, benefits, training and development, and philanthropy.

Our employee engagement focus has resulted in three years of incremental score increases across each category. We continue to evolve our Caltrol U program, and we implemented a new Learning Management System (LMS).

The Governance section highlights another year of our ESOP stock price growth. We like to compare our growth to the Dow, S&P 500, and NASDAQ, which is also shown in this section. As an ESOP company, these results represent the hard work and dedication of our employee owners!

In last year's report, our EH&S Manager, Tristan Alexander, was interviewed about our safety department at Caltrol and all that it entails. This year, we are highlighting our quality department with an interview with our Quality Manager, Kelli Nibarger. We complete dozens and dozens of safety and quality audits every year, and I can't remember the last time we scored under 95%. Scores like that do not happen by luck or by checking boxes. It takes employee buy-in and a company culture that wants it. Tristan and Kelli do an amazing job for us leading these essential departments.

In 2024, we celebrated Caltrol's 90th anniversary. That is an accomplishment that most companies will never be able to claim. We are very proud of that, and I want to thank all the Caltrol employee owners, past and present, for their passion, hard work, and dedication that enabled us to reach that milestone and the next ones, and to our customers for trusting us with their business.



**Scott
Bedell**

PRESIDENT & CEO
CALTROL, INC.

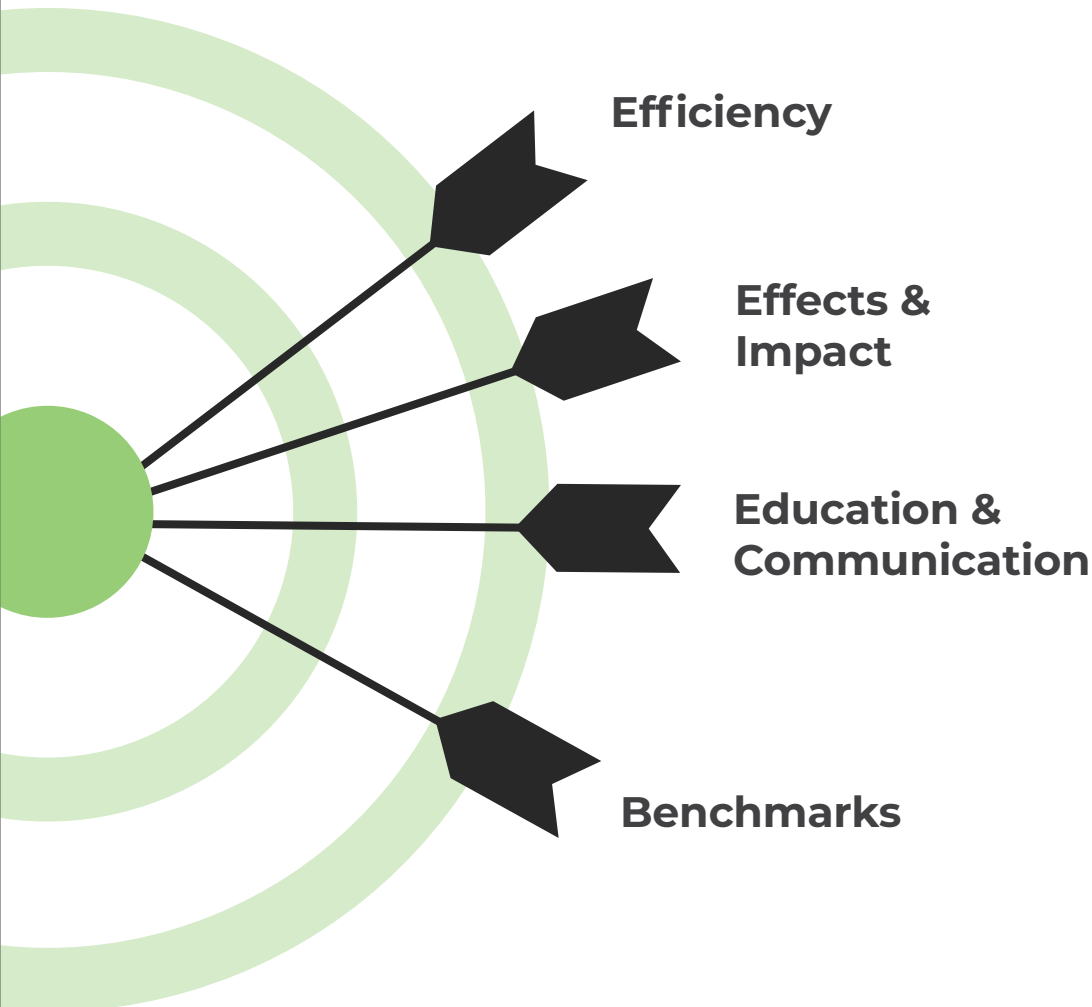
**To our employees,
partners, and stakeholders:
thank you for walking this
path with us. Together,
we'll shape a better, more
sustainable tomorrow.**

Greening OF Caltrol

Initiatives

Our commitment to sustainable progress is demonstrated through disciplined internal initiatives aimed at minimizing our operational footprint.

We remain dedicated to thoughtfully balancing our business growth and progress with our environmental responsibilities, ensuring that our growth contributes positively to both our stakeholders and the planet.



Goals

Measure

Measure our company impact on the environment based on our past and recent operations.

Enhance

Enhance our data collection methodologies to establish accurate and timely data.

Implement

Implement meaningful operational changes that will have a positive environmental impact.

ENVIRONMENTAL STEWARDSHIP

“Greening OF”

Caltrol’s sustainability program achieved significant milestones in 2024, marked by a 19% reduction in greenhouse gas (GHG) emissions. This progress was accomplished while expanding our business pipeline, opening a new office, and growing our employee base. These achievements demonstrate our commitment to sustainable growth and operational excellence.

Our partnership with Emerson Process Management, a division of Emerson Electric Inc. (NYSE: EMR), has been instrumental in driving these results. As an Emerson Impact Partner, we benefit from a tightly integrated network that ensures consistent engineering practices and responsive support for automation and control customers. Emerson’s Responsible Sourcing Policy further strengthens this collaboration by setting

tiered supplier expectations, from minimum standards to best practices. These include calculating GHG emissions, setting reduction goals, and implementing human rights and labor due diligence practices. This partnership continues to be a cornerstone of our sustainability efforts.

All suppliers are required to adhere to our Supplier Code of Conduct, which emphasizes responsible sourcing, ethical labor practices, environmental sustainability, and robust management systems. These standards are integral to evaluating both new and existing suppliers.

Looking ahead, our challenge remains to grow our business profitably while further reducing our environmental impact. We are committed to contributing to the bottom line without increasing GHG output. With a dedicated team and a



clear vision, we are confident in our ability to meet these challenges and continue making progress in practice.



Our third year implementing a flexible remote work policy has demonstrated measurable environmental and operational benefits. Through our Motus work program, employees maintain the flexibility to work from home or engage directly with nearby clients. This strategic approach enables us to reduce our environmental impact while enhancing work-life balance for our employee owners. Despite expanding our workforce in 2024, our flexible work arrangements generated carbon savings of 388 Metric Tons of CO2 eq. as compared to our prior year.

PROGRESS & KPIS

2024 Scopes Performance

Our commitment to environmental stewardship extends beyond policy statements to measurable operational improvements that demonstrate tangible progress. Through strategic implementation of our fully operational LED lighting program and expanded remote workforce model, we have significantly reduced energy consumption across our facilities while maintaining operational efficiency and supporting business growth. The following emissions data illustrates how targeted internal initiatives have enabled us to minimize our environmental footprint, even as necessary travel increases have been carefully balanced against our expanding operations and profitability. This comprehensive view of our Scope 1, 2, and 3 emissions over recent years reflects our disciplined approach to sustainable business practices and our ongoing dedication to responsible growth.

Scope 1	Scope 2			Scope3	
MT CO ₂ Eq	2021	2022	2023	2024	VARIANCE
SCOPE 1 Fleet & Combustion	528.11	650.97	732.39	659.12	-10.00%
SCOPE 2 Buildings & Electric	286.19	352.92	385.33	342.72	-11.06%
SCOPE 3 Business Travel	497.07	627.21	701.51	807.21	+15.07%
SCOPE 3 Shipping Downstream	104.64	105.77	111.05	116.98	+5.43%
SCOPE 3 Waste	52.15	85.47	111.07	118.18	+.40%
SCOPE 3 Employee Commute	984.36	1081.18	896.55	541.79	-39.57%
SCOPE 3 Remote Workforce	71.04	78.15	91.82	58.08	-36.75%
SCOPE 3 Suppliers	8010.93	6579.07	6326.26	4935.87	-21.98%
Grand Totals	10514.49	9560.74	9355.95	7579.95	-18.98%

Disclaimer: Please note that some of the data, statistics, and metrics presented in this report, including greenhouse gas emissions, are approximations and have not been prepared following generally accepted accounting principles. While these estimations are based on recognized methodologies and assumptions deemed reasonable during the preparation, they are not intended as guarantees and are subject to potential revisions in the future.

Greening BY Caltrol

While macro political changes have tempered some of the focus and incentives related to sustainability focused technologies and projects, Caltrol continues to help customers advance efforts in multiple industries with our products and solutions.

Caltrol has added functionality to our leach skid solution for mining by adding remote control capability that optimizes dosing and reduces exposure to operators by

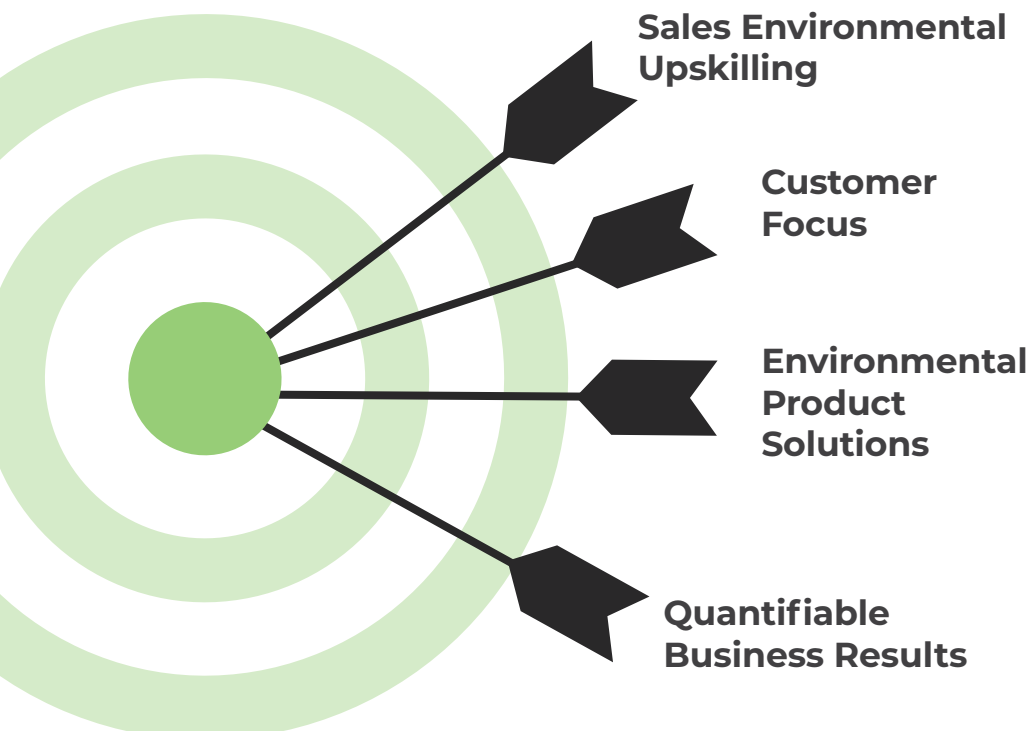
keeping them off of the pads. This technology increases recovery and dramatically reduces electricity consumption used by milling new ore.

We continue to support major projects in carbon capture – both direct air and removal from industrial emission sources, and one of our customers is planning on sequestering CO2 in their first well before the end of 2025.

Battery storage of electricity for storing renewable generation for later use continues to be an area of focus, and we have multiple projects related to battery recycling and the circular economy concept.

Caltrol is proud of our continued leadership in the Hydrogen industry, as you will see in this report.

Initiatives



Goals

Our goal this year and every year is to maintain focus on the collective positive environmental impact that our customers create by using our products and services to meet their needs and accomplish their goals.

Supporting California's Clean Energy Future with Hydrogen Blending


Caltrol continues its strategic collaboration with Southern California Gas Company (SoCalGas) in support of their ambitious Aspire 2045 decarbonization goals. This ongoing partnership demonstrates our commitment to enabling transformative energy solutions that leverage existing infrastructure while delivering immediate environmental benefits.

The cornerstone of our work with SoCalGas involves hydrogen blending into natural gas systems, a proven approach that capitalizes on California's extensive gas distribution network. According to Neil Navin, Senior Vice President & Chief Infrastructure Officer at SoCalGas, "A 20% clean hydrogen blend in a system as large as Southern California's could reduce CO₂ emissions in an amount equivalent to removing more than a million passenger vehicles from the road for a year."

Our engagement with SoCalGas includes continued technical support for their H₂ Innovation Experience facility in Downey, a groundbreaking demonstration project that has attracted international attention from industry professionals. This facility has successfully hosted over 7,500 professionals from around the world, showcasing the viability and safety of hydrogen blending technologies while establishing California as a leader in clean energy innovation.

In 2024, we secured involvement with SoCalGas's second H₂ Blending Solution, located at their Pico Rivera facility. This installation will serve dual purposes as both a training center for SoCalGas personnel and an internal testing platform for hydrogen blending technologies.





Scheduled for delivery in 2025, this project represents a significant milestone in scaling hydrogen blending capabilities across California's gas infrastructure. Caltrol will provide comprehensive on-site support during implementation, ensuring optimal system performance and operational reliability.

SoCalGas has identified two additional strategic locations for hydrogen blending expansion: Orange Cove and UC Irvine. Caltrol has provided detailed budgetary quotations for both projects, positioning our organization to support the continued growth of California's hydrogen infrastructure network.

The Orange Cove project will demonstrate hydrogen blending capabilities in agricultural communities, while the UC Irvine installation will serve as an educational and research platform, furthering academic understanding of hydrogen integration technologies. These diverse applications showcase the versatility and broad applicability of our hydrogen blending solutions.

Our continued partnership with SoCalGas exemplifies the collaborative approach necessary to address complex energy challenges. Through proven technical expertise, innovative engineering solutions, and commitment to helping our customers meet their sustainability goals, Caltrol continues to enable the clean energy infrastructure that will define California's sustainable energy future.



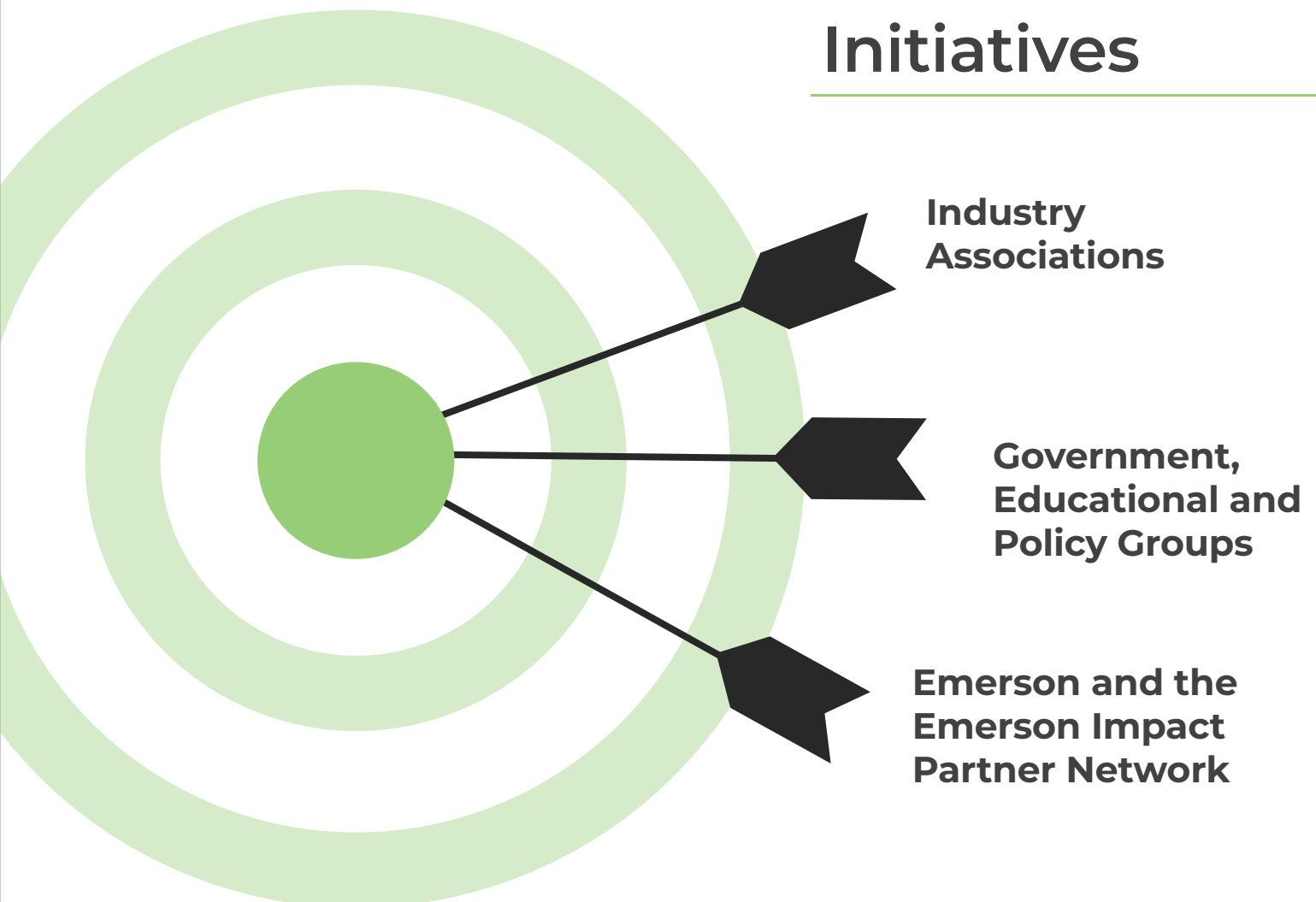
A 20% clean hydrogen blend in a system as large as Southern California's could reduce CO₂ emissions in an amount equivalent to removing more than a million passenger vehicles from the road for a year.

Neil Navin, Senior Vice President & Chief Infrastructure Officer at
Southern California Gas Company

Greening WITH Caltrol

Our commitment to sustainability includes not only our internal operations, but also the alliances we actively pursue and create. We believe that meaningful progress toward a sustainable future is achieved through collaboration with like-minded organizations that share our dedication to innovation and corporate responsibility. This section of our report provides updates on our key partnerships and collaborative initiatives, demonstrating how we are working with industry leaders to advance shared environmental goals and accelerate the transition to a cleaner energy landscape.

Initiatives



Industry Leadership in the California Hydrogen Ecosystem

Caltrol's dedication to advancing a sustainable energy future is demonstrated through our active leadership and strategic partnerships within California's growing hydrogen ecosystem. By engaging with key industry associations, we help shape the policies, technologies, and collaborative frameworks essential for large-scale decarbonization. Our involvement in these influential organizations amplifies our impact, giving us the opportunity to remain informed and to remain at the forefront of the clean energy transition.

In 2024, our participation in pivotal industry groups like the California Hydrogen Business Council (CHBC) and the Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES) allowed Caltrol, alongside our partner Emerson, to access a robust network of leaders focused on advancing the hydrogen economy. Through these relationships, we contribute to thought leadership that influences the local, regional, and national hydrogen sectors. This collaborative environment has created opportunities to engage on cutting-edge hydrogen solutions, paving the way for innovative projects across California and beyond.

By joining the ongoing activities of these vital organizations, Caltrol does more than just support the hydrogen industry—we help strengthen its foundation. Our strategic engagements ensure we remain a key partner in developing a cleaner, more sustainable energy infrastructure for the future.



Driving Climate Action with Sustain SoCal

Our leadership extends to our board seat at SustainSoCal, where we partner with various like-minded organizations to advance dialogues on climate ambition throughout the southwestern United States. This platform allows us to participate in developing effective, technology-driven solutions to pressing environmental challenges. In recognition of our significant and ongoing contributions, Caltrol's Barron Effenberger, along with Emerson, was honored as Sustain SoCal's "Member at Large" in 2024. This acknowledgment highlights our dedication to fostering the collaboration required to achieve meaningful climate action.





Emerson 2024 Sustainability Event

Last year, we took part in Emerson's Final Control Sustainability Roundtable. This landmark event convened all Emerson Impact Partners for the first time to collaboratively address sustainability challenges and share innovative solutions.

Our representation was led by Chuck Hakala, Vice President of Sales, who served as a key presenter. His contribution emphasized Caltrol's proactive approach to integrating sustainable practices and technologies within our operations and for our clients. Our participation in this event highlights our dedication to fostering industry-wide collaboration to drive meaningful and measurable environmental progress.



2024 Sustainability Champion

Our employee owners are often the embodiment of our efforts and commitment to sustainability, and we are proud to recognize and celebrate the dedication of Barron Effenberger, a true sustainability champion within our organization. His personal and professional efforts demonstrate the values we uphold and drive our environmental initiatives forward.

In 2024, Barron successfully completed the prestigious Sustainability Certificate program at UCLA. This academic achievement has deepened his expertise and provides Caltrol with advanced insights into sustainable practices and environmental stewardship. His commitment extends beyond his professional development; Barron actively embraces a sustainable lifestyle, even driving a hydrogen-fueled vehicle. His dedication serves as a powerful example of how individual actions contribute to our collective corporate responsibility goals.

Our Partners



SOCIAL

Impact Committee

As we mark another year in our ongoing sustainability journey, the Social Impact Committee continues to be a driving force in shaping how we care for our people and communities. This small but dedicated group has played an essential role in guiding initiatives that strengthen our internal culture and deepen our external impact. This year, we expanded on our efforts by embracing new tools and technologies designed to simplify access, enhance transparency, and improve the overall experience for our employee-owners. 2024 saw the completion of our third and final year with Gallup on the Q12 engagement survey. While we introduced a new engagement tool in 2025, the importance of gaining valuable insight into how we can better support our people and create a more connected workplace, remains a high priority for our organization.

Our findings from Gallup helped to inform new strategies and strengthen the voice of employee-owners across the organization. We're grateful to the Social Impact Committee for their ongoing commitment, thoughtful leadership, and passion. Their work keeps us focused on ensuring our social impact is intentional, evolving, and aligned with our values.

“ Sustainability is no longer about doing less harm. It's about doing more good.

-Jochen Zeitz

Safety

Develop and enhance the safety programs within our organization, maximizing the impact these have on our employee owners and their families.

Employee Engagement

Increase employee engagement by working through exercises like our Gallup Q12 Engagement Survey, and providing more opportunities for the Caltrol team to give back to local communities.



INITIATIVES

Benefits Optimization

We continuously enhance our benefits to stay competitive, inclusive, and responsive to the evolving needs of our employee owners, guided by their feedback and focused on fair, affordable, and holistic well-being.

Core Values

Our core values shape our culture and guide every decision, action, and interaction. We empower employee owners to uphold these principles, creating a consistent, values-driven environment of respect, accountability, and excellence.

Diversity, Equity & Inclusion

We are actively advancing diversity, equity, and inclusion by fostering a culture where every employee owner feels respected, valued, and heard. At Caltrol, we celebrate the unique backgrounds and perspectives that strengthen our innovation and resilience.

Employee Engagement

At Caltrol, employee ownership is lived daily through transparency, collaboration, and shared purpose. This year, we focused on stronger communication, cross-functional connection, and leadership access driven by our Social Impact Committee to align employee voices with company goals.

Safety

As one of our two core goals—safety is central to our operations and employee well-being. Through enhanced training, audits, reporting, and cross-team collaboration, we continually strengthen our proactive safety culture and uphold the highest standards of care.

Training & Development

Caltrol supports the professional growth of employee owners through expanded training, leadership development, and technical upskilling. By incorporating feedback, we ensure our programs stay relevant, impactful, and aligned with evolving career goals.

Philanthropy

Our employee owners demonstrate strong community commitment through volunteering and giving. As we grow, so does our ability to support meaningful, values-driven initiatives rooted in empathy and service.

TRAINING & DEVELOPMENT

Building Progress from Within: The Ongoing Impact of Caltrol University

Since its launch in 2023, Caltrol University has continued to play a key role of our commitment to developing the next generation of Inside Sales Engineers (ISE) and fostering a culture of professional growth. This unique recruiting and onboarding program has assisted in attracting top talent from universities in our territory and has reinforced our goal of helping onboarding engineers feel as though they can see a long-term career within our organization. The program's rotational experience remains at the heart of its success, offering participants a comprehensive understanding of our various business units and operations. By shadowing experienced employee-owners and engaging with teams across our offices in California, Arizona, and Nevada, new hires gain the skills and insights needed to excel in their roles.

This year, we are proud to celebrate the achievements of one of our 2024 graduates, Anne Vo, who completed the program and is now making meaningful contributions to our mission. Upon asking her to reflect on her experience, she said:

“Caltrol U was a great opportunity for me to explore everything Caltrol has to offer and allowed me to create a foundation before diving into the role. I am very grateful for the opportunity to



be able to participate in Caltrol University and seeing firsthand Caltrol's investment in new talent. Interacting with people from all locations, no matter their position, reinforced the welcoming environment that I felt since my introduction to the company. There was a lot of coordination between the offices which contributed to Caltrol's emphasis on teamwork. Everyone's hard work helped make my initiation experience comfortable and seamless.”

Caltrol University continues to exemplify our dedication to sustainability by cultivating future leaders who are equipped to drive innovation and positive change across diverse industries. Upon completing this rotational onboarding experience, our graduates have a better understanding of our values and how to find solutions to meet our customers' needs. It empowers them to lead with a sustainable mindset. As we look to the future, the progress we've made with our investment in programs like Caltrol University reaffirms our commitment to building a diverse and talented workforce that will shape the next chapter of industrial automation. Together, we are not only creating opportunities for our young employees but also ensuring that our organization remains a leader in sustainable innovation for years to come.

EMPOWERING TECHNICAL EXCELLENCE

One Engineer's Journey Through the Fisher Green Belt Program

At Caltrol, we recognize the value of ongoing technical development and the importance of nurturing subject matter expertise across our team. One of the key programs supporting this mission is the Fisher Green Belt certification—a rigorous training initiative developed by Emerson's Fisher Valves division.

Designed to deepen knowledge of control valve technologies, the Green Belt program plays a vital role in cultivating a global network of highly skilled application engineers. The program is part of Emerson's broader Sales Engineering Academy and includes coursework such as the 1300 Control Valve Engineering course, technical assessments, and international collaboration. Participants gain advanced training in technologies like Fisher control valves, regulators, and TopWorx switchboxes. Completion can lead to certifications like "Junior Master," recognizing advanced field proficiency. To illustrate the impact of this program, we spoke with Anish Kumar, an Inside Sales Engineer at Caltrol, who

completed the Green Belt certification in 2024. "As an inside sales engineer, I aspire to go above and beyond to ensure customer delight," he shared. "To achieve this, I try to stay on top of industry trends and constantly upskill myself. The Green Belt program was another step in that journey—thanks to John Ketelsen for introducing and nominating me." What stood out most for him was the program's customer-centric approach and how it emphasized real-time, application-based learning. The training began with a scenario-driven written assessment, followed by a technical interview with valve specialists—an experience he found rare and invaluable.

"The program was an eye-opener. It required analytical and problem-solving skills right from the start. Mark Nord, a board member and Control Valve Solution Architect, was instrumental in providing feedback and encouragement throughout," he said. "The Green Belt Program helped me understand customer pain points better, tailor solutions, and provide a superior

Anish Kumar
INSIDE SALES
ENGINEER



experience—not just from a technical angle, but also from a marketing perspective," he noted. Caltrol's ongoing support for employee development is a cornerstone of its values, and programs like this reflect a broader commitment to building internal expertise that translates directly to customer success. "It's such a positive reinforcement to know your company is as invested in your growth as you are. That's how I know I'm in the right place," he said. Looking ahead, he sees the Green Belt as a stepping stone toward further specialization.

"This certification paves the way to the Grandmaster Certification, which is a deep dive into technical mastery. My goal is to move into a more customer-facing role and apply my knowledge to elevate their experience holistically." By investing in programs like the Fisher Green Belt, Caltrol continues to empower its engineers, strengthen technical leadership, and deliver smarter, more sustainable solutions to our customers.

Caltrol Learning Management System

Caltrol's ongoing support for employee development is a cornerstone of its values, and programs like this reflect a broader commitment to building internal expertise that translates directly to customer success.

In the summer of 2024, Caltrol transitioned from using an external Learning Management System (LMS) to an internal system within our Human Resources Information System (HRIS). This shift enables us to be more efficient in reporting and compliance, automate training assignments, and provide better visibility to managers. It will allow us to create and maintain internal training programs. With this change, we still have access to a full library of training programs through BizLibrary, and we can integrate these trainings with our own. Ultimately, this change supports our commitment to providing a tailored and cost-effective learning environment for our employees.

452

hours

49

unique courses

1163

total courses

Our Training & Development Partners:

Outside of our internal LMS, Caltrol partners with other education partners for training our staff.



Information above reflects company information after switching our LMS - 08.01.2024 through 12.31.24

SAFETY

Safety continues to be a foundational value at Caltrol, and this year, we've made meaningful progress in embedding safety deeper into our culture. As a key initiative of the Social Impact Committee, we remain determined to advance programs that prioritize the well-being of our employee owners, their families, and our broader community. Building on the groundwork laid in previous years, our EHS Manager, Tristan Alexander, led new efforts in 2024 to expand and enhance our safety framework. We strengthened our Safety Dashboard with improved analytics and visibility, introduced more hands-on training modules, and refined protocols that respond to evolving needs across our offices and warehouses. These improvements represent more than just procedural updates—they demonstrate our belief that a safe workplace must adapt and improve continuously.

Our Safety Program Partners:



98%

2024 average scores of Presidio Risk Assessments and Emerson Premier Service Provider Audits

2,535

Hours of Reported Safety Training



SAFETY (CONT.)



culture of accountability and progress in practice. We are proud of the steps we've taken and remain dedicated to pushing safety standards even higher.

This year, we also launched a unique engagement project: the "Why I Choose Safety" poster campaign. We asked Caltrolians to share personal reflections on what safety means to them. The response was inspiring. A total of 22 employees contributed their voices, resulting in four custom poster designs now displayed across our facilities. These posters are daily reminders that safety isn't just a policy, it's a shared value rooted in care, responsibility, and personal connection. As we move forward, our safety mission will continue to evolve, driven by a

BENEFITS OPTIMIZATION

Supporting the well-being of our workforce continues to be a key priority, and in 2024 we've taken further steps to ensure that our benefits offerings evolve to meet the real needs of our employee owners. By turning intention into action, we've continued to strengthen the foundation of support that enables our team to thrive both professionally and personally.

Our partnership with Nava Benefits, which began in 2023, has become an integral part of how we deliver and optimize benefits. Serving as an extension of our HR team, Nava offers all-in-one support that simplifies the employee experience. Through the Nava Benefits app, employee owners can easily access insurance ID cards, track deductibles, find in-network providers, and even chat with dedicated benefits experts. Nava goes a step further by working directly

with insurance carriers to help resolve billing or coverage issues on behalf of our team, an added layer of service that continues to receive positive feedback.

We also continued to build on our holistic wellness offerings through our Fitness & Personal Growth program. This initiative provides employees with access to high-quality fitness facilities, diverse wellness classes, and personal development resources designed to meet them where they are while supporting their goals inside and outside of work.

Together, these enhancements reflect our ongoing commitment to progress in practice and take meaningful steps toward a more supportive, transparent, and empowering benefits experience for all employee owners.



FITNESS & PERSONAL GROWTH PROGRAM

At Caltrol, we recognize that supporting the holistic well-being of our employees is essential to their success and satisfaction; both in and out of the workplace. Our Fitness and Personal Growth program empowers team members to invest in their physical health, mental wellness, emotional resilience, and ongoing personal development. Through reimbursable benefits, employees are encouraged to pursue activities and learning opportunities that align with their individual interests. Whether it be fitness classes and wellness resources or educational courses and skill-building programs, this initiative reflects our belief that when people are inspired and supported, they thrive. By continuing to foster a culture that values personal enrichment, we remain dedicated to helping our team grow, pursue their passions, and reach their full potential.

248

Number of Employees who utilized these benefits in 2024

Total Amount Reimbursed

\$117,615

A Sampling of Items Reimbursed in 2024 Included:

- Gym Equipment such as Treadmill, Bike, or Weights
- Apple Watch/ Fitbit
- Gym Memberships
- Personal Training
- Online Subscriptions (Peleton)
- Chiropractor
- Hiking Equipment (boots, backpack, tent, sleeping bag)
- Computer courses
- Golf Equipment and Lessons
- Soaking Tub/ Massages for recovery
- Fees for Adult Sports Team
- Marathon Registration
- Scuba gear
- Dog Training
- Ski Pass
- Juicer



PHILANTHROPY

At Caltrol, our passion for community impact is not just a value, it's something we put into motion every day. Through the leadership of our ESOP committee and the dedication of our employee owners, we continue to build on a strong foundation of giving, evolving our efforts to meet the changing needs of the communities we serve. Whether organizing hands-on volunteer work, supporting local causes, or finding new ways to give back, our team approaches each opportunity with purpose and heart. These initiatives reflect more than generosity. They reflect action, growth, and a shared responsibility to drive meaningful change.

Across the organization, our ESOP team also plays a vital role in strengthening employee engagement and deepening the understanding of what it means to be an owner. As we push forward, we continue to embrace and ensure our efforts grow alongside the communities we care about.

Annual Donation Drives

Each year, our employee-owners come together to give back to the communities that support us. Our 2024 toy drive was especially meaningful. In our featured photo, one of our offices delivers donated toys to Tucson Medical Center, a nonprofit hospital that has compassionately served families for over 100 years. The effort was led by a team member who experienced firsthand the comfort TMC brings to children during difficult times. From stuffed animals to craft kits, these simple, donated gifts help lift young spirits. We're honored to support TMC and our other philanthropy partners.



Earth Day Beach Cleanup Efforts

In celebration of Earth Day, Caltrol once again partnered with Cal State Long Beach MBA Programs by sponsoring their beach cleanup at Junipero Beach in Southern California. Employee-owners and their families came together to help protect our coastline; collecting over 400 lbs of trash and debris to support a cleaner, healthier ocean. This annual effort reflects our ongoing commitment to environmental stewardship and building a more sustainable future—one small act at a time.





Golfing For A Cause

Caltrol is proud to have once again returned to Marathon Los Angeles Refinery Golf Tournament as a Platinum Level Sponsor. All proceeds from this tournament benefit low income youth and families of Fairfield of Long Beach, Gardena-Carson & Wilmington YMCA's.

"Thanks to your passion, commitment, and efforts, this year's Annual Marathon Golf Tournament Fundraiser raised a remarkable \$540,000. Because of these partnerships, the YMCA will continue to support the needs of our community."

Saving Lives One Blood Drive at a Time

As part of our ongoing commitment to community impact, Caltrol's Las Vegas team organized two blood drives in 2024. Through the generous donations of our employee-owners and partners, we collected a total of 21 units of blood. Which is enough to potentially help save the lives of up to 51 patients in the Las Vegas Valley.



Our 2024 Social Impact Partners



EMPLOYEE ENGAGEMENT

At Caltrol, employee ownership is the foundation of our culture and the engine behind our continued progress. As an employee-owned company, each team member plays an essential role in shaping our shared success. This sense of ownership drives high engagement, encourages collaboration, and strengthens our commitment to one another and to our collective future. Over the past year, we've continued to build on this foundation by celebrating key milestones, such as, our 90th anniversary, strong vesting participation, and the completion of our final Gallup engagement survey. This foundation

allowed us to continue deepening employee connection through existing initiatives. Our ongoing partnership with NectarHR has helped foster a culture of appreciation and recognition across teams, while our 18-member ESOP Committee continues to be instrumental in educating, advocating, and energizing our employee owners. We also introduced the Caltrol IMPACT newsletter, designed to keep employees informed, inspired, and connected to the work and values that unite us. Together, these efforts reflect our desire to create an engaged, empowered, and future-focused workforce.

OUR ESOP COMMITTEE MISSION

The ESOP Committee’s mission is to educate, communicate, and celebrate the benefits of Caltrol employee ownership culture.



2024 VESTING STATISTICS

<div>35%</div> <div>Total Employee Base Fully Vested</div>	<div>13%</div> <div>Increase in Fully Vested Employee Owners</div>
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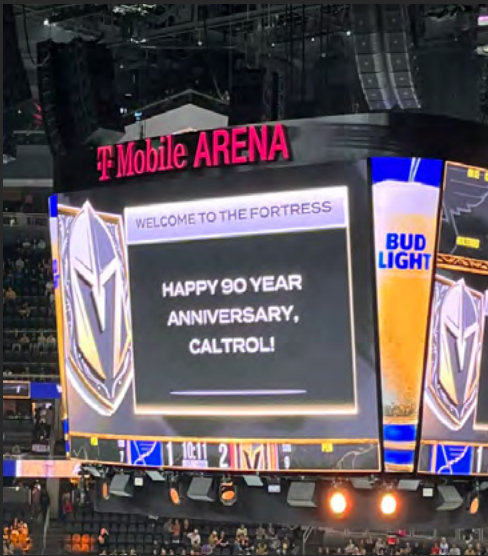


CALTROL CELEBRATES 90 YEARS

In 2024, Caltrol proudly celebrated 90 years of service and growth—a milestone made possible by generations of dedicated employee owners. This anniversary served as a meaningful reminder of our enduring legacy and the values that have guided us for nearly a century. To commemorate this achievement, every employee-owner received a limited-edition challenge coin, symbolizing their individual contribution to our collective success. The coin serves not only as a keepsake, but as a token of appreciation and pride in the company we continue to build together.

90 YEARS (CONT.)

The celebration extended beyond the workplace, with a group of employee owners gathering to attend a Las Vegas Golden Knights NHL game. This was an opportunity to honor our shared journey and enjoy a moment of camaraderie outside the office. These moments of recognition and connection reflect the spirit of ownership and community that define Caltrol's culture and continue to propel us forward.



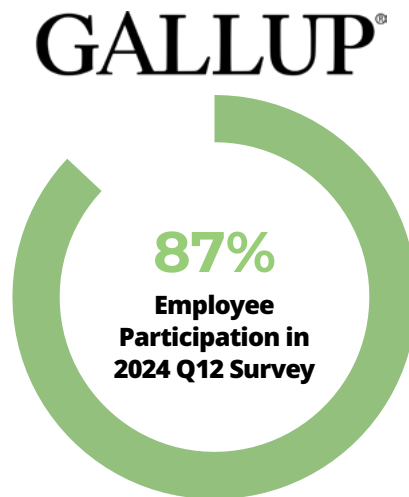
 A 90-year History		
	Henry Dahl moved from the Fisher Government Company in Marshfield, MA to Southern California, and established the California Specialties Company, becoming the first Fisher Representative on the west coast.	1934
1985	The ESDP Program was established when some investors of Caltrol Specialties (formerly California Specialties Company) left and started their own company. A contract was conducted among these investors to take the new company and the name was... Caltrol. Caltrol now has two branch offices: Sacramento and Phoenix.	
	Caltrol became the Fisher Representative in the Arizona territory, acquiring the assets of Southern Controls, the existing representative. With the addition of the Phoenix office, Caltrol now had two branch offices: Sacramento and Phoenix.	1987
2003	Caltrol acquired the assets of Process Controls in Reseda and became the Emerson Process Management Local Business Partner in Reseda and South.	
	Company corporate headquarters was moved to Las Vegas, Nevada.	
	Caltrol acquired Automated Process Controls in Northern California. With the merger of APC, Caltrol now covered the entire state of California, Hawaii, Arizona and all but a few counties in Nevada.	2004
2005	Caltrol acquired the remaining interest in Process Control Engineering, allowing us to re-enter the Value Automation business.	
	Caltrol ESDP became 100% employee owned.	2007
2012	Caltrol acquired Redline PHM, a service company that would help grow our reliability and machinery health management products and services.	
	Caltrol acquired LDC, a flow services company in Berkeley, CA, giving us a larger footprint in the local oil and gas market.	2013
2014	Caltrol acquired Flow Components in Northern California, giving us a sales channel for single use products in the Life Sciences industry.	
	Emerson purchased Pentair Controls, granting our product offerings to include precision air control valve solutions.	2017
	Caltrol acquired Phoenix in Santa Fe Springs, CA.	
2021	Emerson initiated the Pegasus transaction, which moved the operations of their major facilities in the Emerson Industrial Partners. Caltrol acquired service centers in Berkeley and Pleasanton, California.	
	Caltrol opened an engineering center in Pune, India to provide much needed support for our growing automation business.	2023
2024	Caltrol celebrates 90 years of business and remains committed to providing the highest quality products, services and solutions.	

GALLUP: Q12 SURVEY UPDATE

For the past three years, our employee engagement surveys were conducted through Gallup's Q12 model.

The 2024 survey, completed by 282, marked the conclusion of our three-year commitment with Gallup. Over this period, results showed steady year-over-year improvement, with the overall engagement mean increasing from 3.91 in 2022 to 4.03 in 2023 and closing at 4.07 in 2024.

These gains reflected meaningful progress in areas such as recognition and workplace relationships, while continuing to show strength in clarity of expectations, access to resources, and manager support. The close of the Gallup cycle provided a complete engagement baseline and a strong benchmark for how Caltrol has advanced.



After completing our Gallup commitment, Caltrol transitioned to the Predictive Index (PI) platform to measure employee engagement. PI was chosen because it provides an integrated approach that combines engagement data with behavioral and leadership insights already in use across the company. This creates a direct link between employee feedback, team dynamics, and manager effectiveness, making survey results more actionable. The transition also supports our competency-based job description model and leadership development program, allowing engagement insights to be applied immediately in practical, developmental ways. In July 2025, we conducted our first company-wide PI engagement survey, establishing a new baseline that connects employee sentiment with organizational strategy. This marks the beginning of a more holistic and action-oriented approach to engagement, ensuring continuity with our broader HR initiatives while building on the progress achieved through Gallup.

CORE VALUES

At the heart of our sustainability journey are the core values that shape our culture, guide our decisions, and inspire our people every day. This year, we've taken meaningful steps to reinforce these values across the organization. Through the launch of our new internal newsletter, expanded engagement with NectarHR, and the continued celebration of excellence through our annual President's Council Award, these initiatives not only keep our six core values front and center, but also strengthen the connection between our people and our purpose, nurturing a workplace where integrity, collaboration, and innovation thrive. As we progress and grow, our commitment remains and we will continue turning our values into actions that shape a stronger, more responsible organization.

CALTROL IMPACT NEWSLETTER

In 2024, we launched Caltrol IMPACT, an internal employee newsletter designed to strengthen communication and celebrate the people, progress, and performance that shape our organization. Created with intention, the newsletter highlights key themes such as inspiration, collaboration, achievements, and teamwork. As part of our ongoing commitment to transparency and employee engagement, Caltrol IMPACT serves as a platform to share milestones and develop a stronger, more connected workplace culture. With the introduction of our Caltrol IMPACT Newsletter, to help bring these values to life and keep them in the forefront of our employee owners minds, we launched a storytelling initiative that showcases the people behind our values. Through a series of videos, our leadership team has been sharing personal perspectives

and real-world examples of how these core values shape our work and culture. The video series debuted with a message from our CEO & President, Scott Bedell, reinforcing the importance of these guiding principles and the role they play in our long-term vision. This initiative was born from active internal engagement, with employees across all levels contributing their insights during the development process. The result is a values framework that not only resonates with our internal teams but also aligns with our external promise to operate with integrity, expertise, and accountability. By embedding these values into our communications and day-to-day actions, we aim to build stronger relationships with customers, partners, and communities, in turn delivering value that goes beyond business results.

CALTROL IMPACT

INSPIRATIONS | MILESTONES | PERFORMANCE | ACHIEVEMENTS | COLLABORATION | TEAMWORK

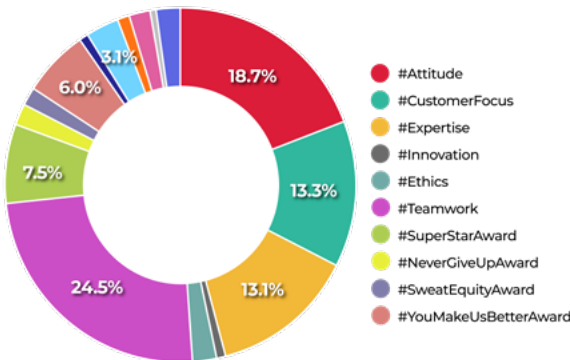
NECTAR RECOGNITION & REWARDS

Our ongoing partnership with NectarHR continues to be a powerful tool for reinforcing our core values across the organization. Through peer-to-peer recognition and value-based challenges, employee owners and their leaders are actively celebrating daily wins and meaningful contributions. In 2024, this platform played a key role in deepening engagement, fostering connection, and recognizing the impact of living our values.



2024 NECTAR STATISTICS

Shoutouts by Core Value



6,607 shoutouts sent

Top 3 Core Values:
Teamwork – 24.5%
Attitude – 18.7%
Customer Focus - 13.3%



CALTROL'S PRESIDENT'S COUNCIL AWARDS PROGRAM

In 2024, we proudly continued the tradition of honoring excellence through our President's Council Awards Program. This year's winners, along with our two Rookie of the Year recipients, were recognized at our Annual Shareholders Meeting and enjoyed a memorable, all-expenses-paid trip to Santa Barbara, CA alongside our president, executive leadership, and fellow honorees. The experience not only celebrated their outstanding contributions, but also reinforced the deep impact our employee owners have on shaping Caltrol's culture and driving our continued success.

DIVERSITY: OUR FOUNDATION



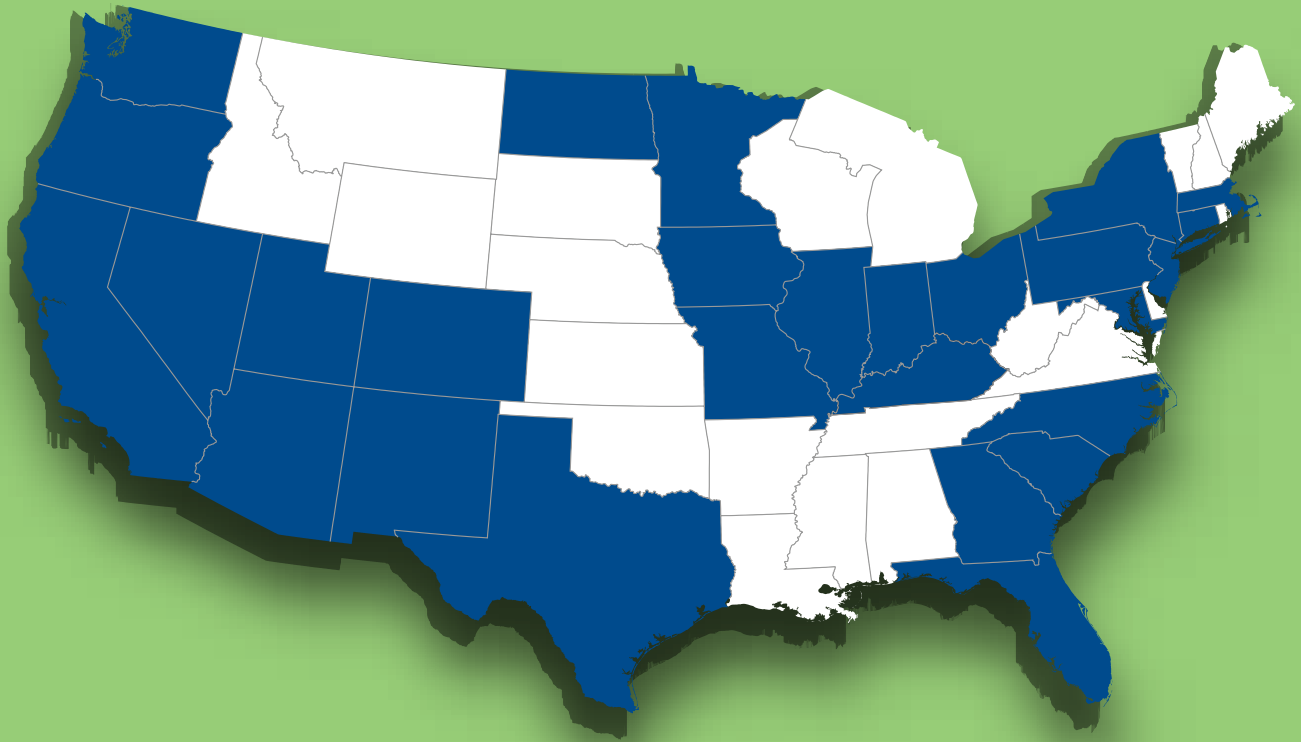
CALTROL EMPLOYEE OWNER COUNTRIES OF ORIGIN

Disclaimer: The graphic above was created using a sampling of data from approximate 70% of Caltrol's total employee base. As a result, the image above does not fully encompass the total number of geographical locations from which Caltrol employees originate.

At Caltrol, our strength lies in the remarkable diversity of perspectives, experiences, and cultures that our employee owners bring to our organization. We take tremendous pride in our expansive reach, with employee owners representing 27 of the 50 United States and originating from 16 different countries around the world. This geographic and cultural diversity creates a dynamic environment where innovation thrives through the intersection of varied backgrounds, technical expertise, and unique problem-solving approaches.

Our celebration of diversity transcends mere geographical representation, fundamentally shaping our corporate culture and drive for operational excellence. Each voice contributes valuable insights that enhance our technical capabilities, strengthen our client relationships, and drive our sustainable business practices. We recognize that our diverse workforce enables us to better understand and serve our global customer base while fostering an inclusive environment where every employee owner's contribution is valued and essential.

FOR STRENGTH AND INNOVATION



CALTROL EMPLOYEE OWNER US STATE ORIGINS

This rich tapestry of cultures, perspectives, and experiences directly correlates with our ability to deliver innovative automation and control solutions across diverse markets and applications. By embracing and celebrating our differences, we create a collaborative foundation that supports both individual growth and collective achievement, ensuring that every employee owner plays a vital role in advancing our mission of technical excellence and environmental stewardship.

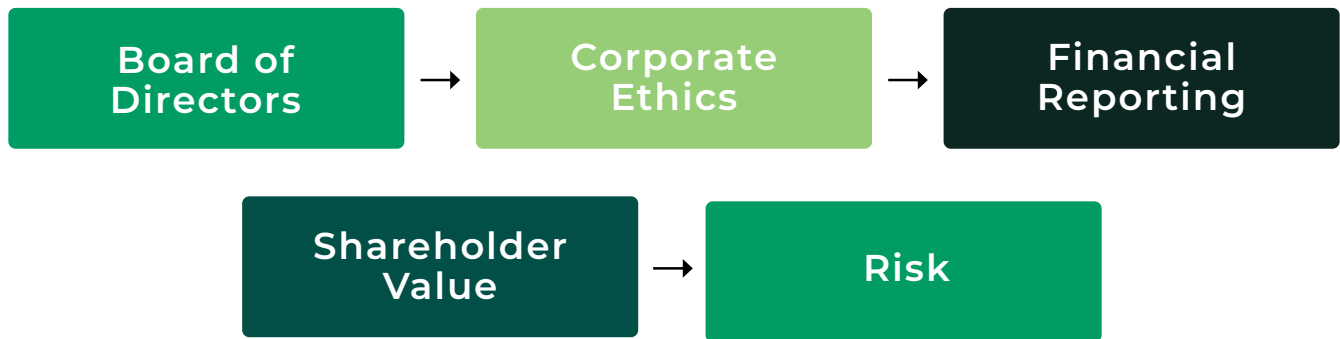
When we listen and celebrate what is common and different, we become a wiser, more inclusive, and better organization. - Pat Wadors

ETHICAL GOVERNANCE

Governance That Builds Trust

We uphold ethical governance as a core pillar of our sustainability efforts. We prioritize integrity, transparency, and accountability to ensure ethical governance in all our decisions and operations.

GOVERNANCE STRUCTURE



Alignment

Maintaining the alignment of business transactions with company values to steer Caltrol towards long-term success

Adherence

Continued strong adherence to corporate governance standards set forth by federal and state-mandated regulations

Improvements

Steady improvements to control management and information systems



GOVERNANCE THAT BUILDS

Governance Updates

01 Board of Directors

“At Caltrol, progress is not just a goal – it’s a practice. Every improvement, every innovation, and every investment in our people represents progress in motion. As an employee-owned company, we know that sustainable growth comes from practicing our values daily, and together we continue building a stronger future for our employees, partners, and communities.”



MIKE THREET
CFO/COO
Caltrol



SCOTT BEDELL
President/CEO
Caltrol



RANDY SCHRAEDER
Former President/CEO
Applied Control



MIKE PACK
Partner
MC Squared Management



ROBERT GRANIER
President/CEO
General Fluidics

02 Shareholder Value

CAGR		
	3 YR	5 YR
Caltrol	7.1%	17.1%
DJIA	5.4%	8.3%
S&P 500	7.1%	12.8%
NASDAQ	7.3%	16.6%

During 2024, Newport – our ESOP recordkeeper and retirement plan services provider – was acquired by Principal Financial Group. This transition provides Caltrol employee-owners with access to expanded resources, technology, and financial services through a nationally recognized provider. Importantly, day-to-day services and account access for shareholders remain unchanged, while the scale and expertise of Principal add new opportunities for long-term plan support and investment management.

03 Financial Reporting

In 2024, Caltrol transitioned our external audit and assurance services from RSM US LLP to Eide Bailly LLP. This change reflects our continued focus on strengthening governance, enhancing support for our Employee Stock Ownership Plan (ESOP), and partnering with a firm that brings deep experience with employee-owned companies. Eide Bailly’s expertise and values align closely with ours, supporting our long-term commitment to transparency and sustainability in our financial reporting.

QUALITY

A Cornerstone of Corporate Governance



In our pursuit of responsible growth, quality is more than a metric, it is a mindset that touches every part of our organization. As part of our corporate governance framework, quality ensures our operations are compliant, consistent, and continuously improving. Central to this effort is the role of the Quality Manager, who oversees the systems, standards, and processes that uphold product integrity, customer satisfaction, and regulatory alignment. In this Q&A, we highlight Kelli Nibarger, our Quality Manager since 2021, whose leadership and expertise help bridge the connection between quality and sustainability, ensuring that we not only meet today's expectations but also build a foundation for long-term resilience.

What is your background and experience in the field of quality?

My qualifications for the role of Quality Manager are rooted in a career spanning over 20 years in accounting and financial operations. I began my professional journey as an intern at a local CPA firm while attending the Community College of Southern Nevada. During this time, I attended an Institute of Management Accountants meeting as a Student Leader, where I connected with a controller from a healthcare company who later hired me as a staff accountant. Over the next decade, I held a several roles within that organization, managing key functions such as accounts payable, journal entries, payroll, and internal auditing. Following the company's acquisition and closure, I transitioned to the Ultimate Fighting Championship (UFC), where I supported the consumer products department. My responsibilities included assisting the sales team during live events, collaborating with external partners such as EA Sports on product development, and overseeing financial aspects of inventory management. After joining Caltrol, I contributed to the accounts payable process, implementing several streamlined procedures that remain in use today. My close collaboration with the former Quality Manager led to an opportunity to transition into the role of Quality Representative. In this capacity, I have completed specialized training, including Lead Auditor certification and National Board-Certified Technician coursework, to ensure Caltrol maintains compliance with ISO standards and National Board requirements; approximately a year later I was promoted to Quality Manager.

What motivated you to become Caltrol's Quality Manager?

My motivation to pursue the role of Quality Manager at Caltrol stems from a genuine passion for helping others and driving organizational excellence. I find great fulfillment in developing and continuously improving processes; whether by streamlining workflows or resolving operational breakdowns. Leveraging my background in accounting, I bring a unique perspective to process auditing, allowing me to identify gaps, risks, and opportunities for improvement. My goals are to enhance efficiencies for our Caltrolians but also support Caltrol's commitment to maintaining the highest standards of quality and compliance through our ISO Certification.

Why do you feel quality is important for Caltrol?

Our customers require Caltrol to be ISO certified. By upholding ISO standards, we reinforce trust with our clients, strengthen our competitive edge, and ensure long-term sustainability. Through our ISO certification it drives us to identify inefficiencies, close process

expectations. A portion of Caltrol's Quality Policy is customer focus, and we would like our customers and business partners to look to us as a beacon of best practices. This should be a reflection of our commitment to consistent, measurable, and customer-focused value added through processes. When Caltrolians follow processes consistently, they become ingrained in our culture.

What are some of your primary responsibilities as the company's Quality Manager?

My role at Caltrol spans a comprehensive range of quality assurance, compliance, and continuous improvement initiatives. I lead internal audits as well as third-party, supplier, and customer audits to ensure alignment with regulatory standards and organizational objectives. In collaboration with business unit leaders, I develop, review, and revise policies and procedures to support operational excellence and strategic alignment that help keep Caltrol ISO Certified. I perform detailed analyses of non-conformances to identify trends, process gaps, and potential breakdowns. After conducting root cause investigations, I work cross-functionally to implement corrective actions, which may include targeted training programs, ERP system enhancements, or process improvements. Additionally, I created a technician competency training program that served as a foundational model for Caltrol's employee development efforts. I also review and revise the quality control manuals for the pressure management group, a key document that supports Caltrol's National Board Certification.



This should be a reflection of our commitment to consistent, measurable, and customer-focused value added through processes. When Caltrolians follow processes consistently, they become ingrained in our culture.

What major plans have you worked to implement since starting your role?

Since stepping into my role, I have led several key initiatives aimed at enhancing efficiency, traceability, and organizational alignment within Caltrol's Quality Management System. One of my major implementations involved leveraging the IFS platform with the BI team to improve the tracking and management of non-conformances, corrective actions, and audits—resulting in greater transparency and operational control. I have collaborated with our Vice President of Human Resources and our EHS Manager to deploy UKG Pro Learning as a centralized training solution. This initiative has strengthened our employee development framework and ensured consistent delivery of compliance training across the organization. Additionally, I have enhanced all quality management system documentation to align with Emerson's standardized format, promoting a cohesive presentation. I also developed a targeted audit strategy that has reduced the number of audit findings. This was achieved by creating structured folder templates and facilitating strategic planning sessions with management and participants to ensure data was organized, accessible, and audit-ready.

How do you plan to measure and evaluate the success of the company's quality program?

The plans to measure and evaluate the success of Caltrol's Quality program have always been measured by the effectiveness of our policies and procedures. To ensure we are meeting our objectives, we rely heavily on Key Performance Indicators (KPIs) that are strategically aligned with our business goals.

QUALITY: A CORNERSTONE OF CORPORATE GOVERNANCE (CONT.)

What do you hope to achieve in your role over the next year, 5 years, and beyond?

In my role, I aim to drive meaningful advancements in our quality management system. A key initiative includes the development of a user-friendly Quality SharePoint site that will feature interactive functionality, offering centralized access to quality management system documents and increased visibility into Non-Conformances (NCRs) and Corrective and Preventative Actions (CAPAs). I plan to establish a robust document control framework for policies and procedures to ensure consistency, version integrity, and compliance. Additionally, I am working in collaboration with the Business Improvement Team to transition supplier evaluations into IFS. This integration will enhance efficiency, improve traceability, and enable deeper insights into supplier and business partner performance trends. To further strengthen our quality infrastructure, I will enhance existing policies and procedures by incorporating visual flowcharts and embedded hyperlinks, making them more user friendly for all stakeholders. These efforts are designed to support Caltrol's long-term commitment to operational excellence, compliance, and continuous improvement.

How do you plan to integrate quality practices and processes into the company's operations?

Quality practices and processes are a foundational to Caltrol's operations, driven directly by the various departments. In collaboration with our newly appointed Learning and Development team, we are working to establish a training initiative that promotes a culture of ownership and accountability. This program will focus on educating Caltrolians on the specific procedures that directly impact their roles and responsibilities, ensuring greater alignment, consistency, and engagement across the organization.

How will you ensure that the company's quality program remains up-to-date and effective in the future?

In 2023, I recognized a gap in cross-functional communication among quality leaders within our organization, particularly given the specialized nature of our company's skill set. To address this, I proactively reached out to all Emerson Impact Partner Quality Leaders and initiated a quarterly meeting. These meetings have become a great platform for collaboration, knowledge sharing, and continuous improvement. During each session, we engage in open dialogue around best practices, audits, procedural updates, and emerging challenges and how they overcame. This exchange has fostered a stronger sense of alignment across our quality teams within the Emerson network. It's also helped us identify innovative approaches and avoid common pitfalls by learning from one another's experiences. With all that being said, by maintaining this collaborative network and embedding its insights into our strategic planning, I'm confident that Caltrol's Quality Program will continue to evolve, stay relevant, and deliver exceptional value across the organization.

100%

Emerson Audit
Score for Quality

Each year, we are evaluated by Emerson, our principal partner, through a series of quality audits. These audits ensure we are maintaining the highest standard of quality within our organization, and we are pleased to announce our percentage rating for 2024 is 100%.



PROGRESS In *Practice*

Thank you for reading our 2024 Sustainability Report.
Special thanks to all of Caltrol Employee owners who made
the creation of this report a success. We look forward to
sharing more from our sustainability program next year.



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