20 Powering *Impact*™ 26 Report



rehlko



Message from the President and CEO

I believe our purpose, creating an energy resilient world for a better future, has never been more relevant. Electrification, digitalization, and economic growth are steadily increasing global energy demand and raising expectations for how power systems perform. These long-term trends are creating opportunity to rethink resilience, accelerate innovation, and build smarter, more adaptable energy infrastructure.

Within this broader shift, growth in AI-driven data centers and other energy-intensive applications is further shaping electricity demand and system design. As power density increases and load profiles become more dynamic, the need for reliable, flexible solutions continues to grow.

At the same time, grid expansion and infrastructure development take time. These realities underscore the importance of solutions that can bridge today's needs while enabling long-term progress. At Rehlko, our teams are meeting this moment by delivering dependable power solutions backed by deep expertise, long-term service, and a commitment to customer success.

We also see a clear evolution in how customers are approaching sustainability. The focus is expanding from operational emissions alone to a more holistic view that considers lifecycle impact and how energy systems are designed, operated, and modernized over time. This broader perspective reflects thoughtful, pragmatic leadership from our customers, and it shapes how we partner with them.

Rehlko is helping redefine the energy conversation by expanding the range of viable options. Customers no longer need to see reliability, accessibility, and sustainability as competing priorities. We believe with the right strategy and the right technologies, they can plan intentionally, meeting near-term requirements while preserving flexibility for future decarbonization as markets and grids continue to evolve.

We deliver prime and backup power systems that customers trust today, while supporting pathways that enable progress tomorrow. Resilience is foundational to growth across hyperscale data centers, critical infrastructure, and the homes and businesses we serve every day. By staying close to our customers and listening carefully to their needs, we continue to raise the bar for what is possible.

Thank you to our customers, partners, and teams who are building this momentum with us and helping create new pathways to energy resilience.



Brian Melka
President and Chief Executive Officer (CEO)



Contents

Message from the President and CEO 2

Introduction 4

About Rehlko 4
Message from the Chief Brand and Sustainability Officer 5
Powering *Impact* Vision 6

Resilient Products and Services for Data Centers 7

Driving Speed to Power, Sustainably 7
Sustainable Value Creation 9
Product Innovations and Partnerships 10
Thought Leadership in Digital Infrastructure 13

Building Sustainable Operations 14

Environmental Management System 14
Energy and Emissions 15
Pollution 18
Water 18
Waste 19

Engaging Our People and Communities 20

Our People 20
Benefits and Wellbeing 21
Inclusion 22
Engagement 23
Learning and Development 24
Safety 25
Powering Community, Together 27

Leading Responsibly 29

Sustainability Governance 29
Supply Chain and Raw Materials 30
Product Quality and Safety 32
Cybersecurity, Data Privacy, and AI Innovation 32
Ethics and Compliance 33

Appendices 34

About This Report 34
Important Disclosures 34
2025 Data Review 35

How to use this report

This report uses navigation features to help readers move through the report and access external information. The icons below indicate ways to learn more throughout the report.

Table of contents

Link to internal report section →

Link to Rehlko website page or PDF

Hyperlinks indicate links to external websites

Forward-looking statements and other disclaimers are available in the Appendices of this report.

Introduction

About Rehlko

Our purpose is creating an *energy resilient world* for a better future.

Rehlko is a global leader in energy resilience, providing reliable, scalable power solutions for critical operations like data centers. For more than a century—starting with the world's first engine-powered generator in 1920—we've helped essential sectors secure dependable power and strengthen their infrastructure. Guided by its purpose—creating an energy resilient world for a better future—Rehlko continues to reduce reliance on the grid by advancing cleaner, more sustainable energy solutions that provide continuity, confidence, and long-term impact.

Rehlko at a Glance

106
years as a leading provider in energy resilience

7,400+
team members

120+
locations across the Americas, Asia, Europe, Australia, the Middle East, and Africa

12
main manufacturing locations on 3 continents

220+
distributor partners—a presence in every continent and most countries

4
Rehlko Experience Centers—in Mosel, Brest, Changzhou, and Singapore

Headquarters in Glendale, Wisconsin

Our portfolio of businesses works together to power critical systems:

Industrial Energy Systems

Industrial generators, uninterruptible power systems, complex microgrids, and future-forward solutions.

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 to provide quiet confidence that your home will not lose power when the grid goes down.

Our Company Values



Curiosity

Curiosity can unlock opportunities to solve tomorrow's energy challenges and to enable our own teams to grow.



Trust

Trust enables us to be confident, to own our decisions, and to solve challenges together.



Pace

A laser focus on pace and priority helps us make informed choices about the work that matters most, and to identify the support we need to achieve it together.



Excellence

Whether we're finding ways to partner with one another or delivering a solution for our customers, we always strive to find the win in our work.



Message from the Chief Brand and Sustainability Officer

Rehlko anchors its data center sustainability strategy in speed to power. By enabling efficient compute capacity through proven, fuel-flexible platforms, we help address near-term emissions requirements while preserving the ability to pursue future decarbonization pathways as regulatory, technological, and market conditions evolve. Our Structured Transition Model provides the strategic framework for executing this approach.

This second annual Powering *Impact* Report highlights our commitment to our customers and their sustainability efforts. Together we are working to simultaneously scale our businesses while addressing specific sustainability challenges. We continue to focus on delivering innovative solutions to support our customers who seek rapid, reliable, and resilient power. Our projects combine our engineering excellence with our purpose: creating an energy resilient world for a better future.

Rehlko Innovation

In 2025, we advanced numerous groundbreaking projects: developing a 1MW fuel cell generator system with Toyota Motor North America; installing large-scale battery energy storage systems (BESS) in the U.K.; and deploying backup generator sets that are compatible with sustainable fuel, at data centers in Europe; to name a few. We launched Rehlko Power Impact Intelligence, offering customers access to product sustainability data through tools like the Backup Power | EPD Carbon Calculator and the regionally informed Prime Power | Decarbonization Modeler to support lower-carbon power decisions.

Our active involvement in Infrastructure Masons grew in 2025, and Rehlko became an Infrastructure Visionary member of the iMason's Climate Accord—a coalition of companies united with the goal to help deliver sustainable innovation in digital infrastructure. Multiple team members across our organization received recognitions from leading industry groups and presented Rehlko's innovative solutions in podcasts, publications, and industry events.

Powering *Impact* in Our Operations

We are proud of the work our operations teams have done to drive sustainability performance across our organization. We achieved 19.6% Scope 1 and Scope 2 GHG emissions reductions from our baseline year of 2023,[1] diverted 81.2% of our waste from landfills, and had 100% of our scrap metal recycled based on reported 2025 operational data within defined reporting boundaries. Our new Supplier Sustainability Program engaged some of our largest suppliers to drive operational and product improvements for our customers. We launched this program at our inaugural Supplier Summit in September 2025.

Through our dedicated safety improvements, we achieved a recordable incident rate of 0.66, 19% lower than our 2024 performance.[2] We implemented quarterly Employee Listening Surveys and new hire surveys to listen and take action to support our team members. We remain committed to an inclusive culture, and we launched three new inclusion networks, led by our team members. We are proud of supporting our communities through university partnerships, volunteering, and donations, including $400,000+ reinvested into community stewardship initiatives.

We invite our valued stakeholders—our customers, team members, suppliers, and community members—to learn about our innovation and ambition throughout this report.



Francis Perrin

Chief Brand and Sustainability Officer

1 Calculated for market-based emissions within defined reporting boundaries.
2 Recordable incident rate represents the number of work-related injuries and illnesses across all of Rehlko that meet USA OSHA recordkeeping criteria per 100 employees per year.

Powering *Impact* Vision

Rehlko's Powering *Impact* vision centers on creating value with innovative, sustainable solutions within our core business in line with our stakeholders' expectations. Our purpose and values guide our approach.

Rehlko completed our first double sustainability materiality assessment in 2024 to understand our sustainability material impacts, risks, and opportunities related to environmental, social, and governance issues.[1] In 2025, we leveraged the insights of our assessment to prioritize key topics within our operations and serve our customers, including the growing data center industry.

Powering *Impact* Pillars

Resilient Products and Services

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

Operational Excellence

Our operational model is designed for our processes and products to be sustainable from the inside out.

Engaging Communities

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

See our Powering Impact website for a full description of our sustainability materiality assessment and our material topics list.

United Nations Sustainable Development Goals (SDGs)

We believe that our approach, programs, and innovative products primarily support the following United Nations Sustainable Development Goals (SDGs) based on our internal assessment.



We are excited to share our second annual Powering *Impact* Report highlighting the hard work and contributions from teams across Rehlko. This year, we're proud of driving innovative solutions that meet our customers' energy resilience needs and making progress toward our emissions reductions targets by achieving a 19.6% absolute reduction in Scope 1 and Scope 2 emissions from our baseline year, 2023.[2] As we work to drive greater impact and support data center growth and energy resilience, we are focused on our core values and purpose—creating an energy resilient world for a better future."

Message from *Ryan DeLoge*
Sustainability Manager



1 In the context of this report, the terms "material" and "materiality" refer to sustainability impacts consistent with voluntary sustainability reporting standards and should not be confused with what would be considered "material" to us, our investors, or other stakeholders, or required to be disclosed in our filings, in each case under U.S. securities laws and the filings made to the U.S. Securities and Exchange Commission or any other laws or requirements that may apply to us.

2 Calculated for market-based emissions within defined reporting boundaries.

Resilient Products and Services for Data Centers

Year in Review

Resilient Products and Services

1.7 GW
total grid support and renewable energy enablement since inception

Participation in 9+
industry events advancing innovation in sustainable digital infrastructure

Acquired Wilmott Group
to support critical backup power solutions data centers

See the Structured Transition Model in Action with Rehlko's Power *Impact* Intelligence

The EPD Carbon Calculator and the Decarbonization Modeler are interactive tools to quantify the lifecycle environmental footprint of Rehlko products and provide guidance on lower-carbon power solutions.

See our website page to explore Power *Impact* Intelligence.

Driving Speed to Power, Sustainably

Rehlko's solutions are designed to deliver rapid power to expedite our customers' deployment schedules. In practical terms, this means starting with prime and base load energy systems that deliver proven dispatchable reliability now. The Structured Transition Model shows pathways where assets delivering speed to power can be adapted for energy efficiency, fuel switched, and hybridized to deliver tangible carbon savings over time pending market conditions. This also offers pathways for deep decarbonization using carbon capture and next generation technologies. Our dependable assets can last longer than typical grid arrival times, giving our customers pathways to monetize these assets over time, through supporting increasingly strained power networks. We believe in a single engineering principle: infrastructure should be designed for a flexible transition pathway.

AI data centers are not static buildings: they are energy systems with long lifespans, operating within an evolving grid and fuel landscape. With our approach, customers do not need to choose between perfect systems and imperfect short-term expediency.

Their central choice is whether to choose systems designed for a structured evolution or ad-hoc build-outs.

Data center developers can meet surging compute demand without accruing technical debt or constraining future options. Rehlko supports them by prioritizing reliability today, enabling hybridization and optimization as markets develop and technologies mature, assisting customers' efforts towards deep decarbonization depending on market and grid condition.

Our **Structured Transition Model** doesn't prescribe a specific starting point. Depending on customers' needs, some projects will begin at the reliability foundation, others at advanced hybridization, and some will proceed directly to fully decarbonized architectures, depending on market and grid conditions. In our model, each of these starting points preserves the same principles of resilience and optionality. This way, our data center customers can rapidly scale without limiting their lower-carbon power ambitions.

Rehlko Structured Transition Model

The Structured Transition Model is grounded in a simple premise: decarbonization must not come at the expense of uptime. Reliability and uninterrupted operation remain non-negotiable requirements for AI data center power. The objective is not perfection on day one but a credible decarbonization trajectory over the life of the asset. Our model is designed to avoid stranded infrastructure, maintain a high-reliability envelope, and support regular, low-friction improvement. While our illustration shows an additive phased progression, real-world deployments may occur in a non-linear way, with flexibility to shift operating modes and accelerate hybridization or decarbonization transitions at the customer's discretion, depending on market conditions, fuel availability, and policy signals.



Full Spectrum of Rehlko Sustainability Solutions for Data Centers

Design for speed, engineer for long-term decarbonization

	Reliable Foundation	Hybridization & Optimization	Fuel Transition & Grid Integration	Full Decarbonization / Net Zero	Deep Decarbonization, Net–CO_2
Continuous Power	• Electricity generation using only natural gas–Renewable Natural Gas (RNG) and H_2 ready	• Combined cooling, heat, and power • Can add on heat recover, heat conversion to cooling (absorption chillers) • Advanced controls and Renewable power purchase agreements	• Fuel blending with RNG or H_2, reducing fossil carbon • Integrate wind and solar to decarbonize stored energy • Grid support and backup	• Full renewable fuels—RNG or hydrogen • Or addition of carbon capture to residual fossil methane	• RNG • Carbon capture conversion or storage
	Islanded power	**Basic microgrid**	**Advanced microgrid**	**Complex microgrid**	**Net carbon negative distributed generation**
Backup Power	• Diesel engines, HVO ready	• Low emission maintenance program, Conscious Care™	• HVO fuel for compatible diesel gensets • Continuous gas engines to emergency power • Grid support and backup	• Fuel cells, BESS, and microgrid for backup, built on existing infrastructure	

Sustainable Value Creation

Rehlko provides onsite power generation and energy management solutions that can help customers improve energy resilience faster, more cost-effectively, and more efficiently pending market conditions and external factors. We deliver prime power solutions using gas fueled by natural gas, biogas, RNG, or hydrogen. Adding heat recovery through CCHP can double fuel efficiency. Our backup power solutions are compatible with dependable base-load fuels such as diesel or HVO, supported by Conscious Care™. Customers can then hybridize by integrating battery storage, hydrogen fuel cells, heat pumps, and other renewables, along with options like carbon capture. This flexible, integrated approach aims to deliver reliable power today while enabling a transition to lower-carbon energy in the future.

Biogas Upgrading

Rehlko offers tailored biogas upgrading systems that clean biogas (CH_4 and CO_2) into concentrated streams of renewable natural gas and carbon dioxide (bioCO_2). RNG can be used to defossilize gas grids and act as a sustainable transportation fuel. The CO_2 can be sold to offset fossil CO_2, and if mineralized or stored can net reduce CO_2 into the atmosphere.

Alternative Fuels for Backup Power

All Rehlko diesel engines and power generators are HVO fuel compatible, which allows users to further decrease the carbon footprint across a generator's lifecycle.

Conscious Care

Advanced lifecycle care and maintenance program for KD Series™ generators allows customers to reduce costs and emissions.

Hydrogen Fuel Cell Systems

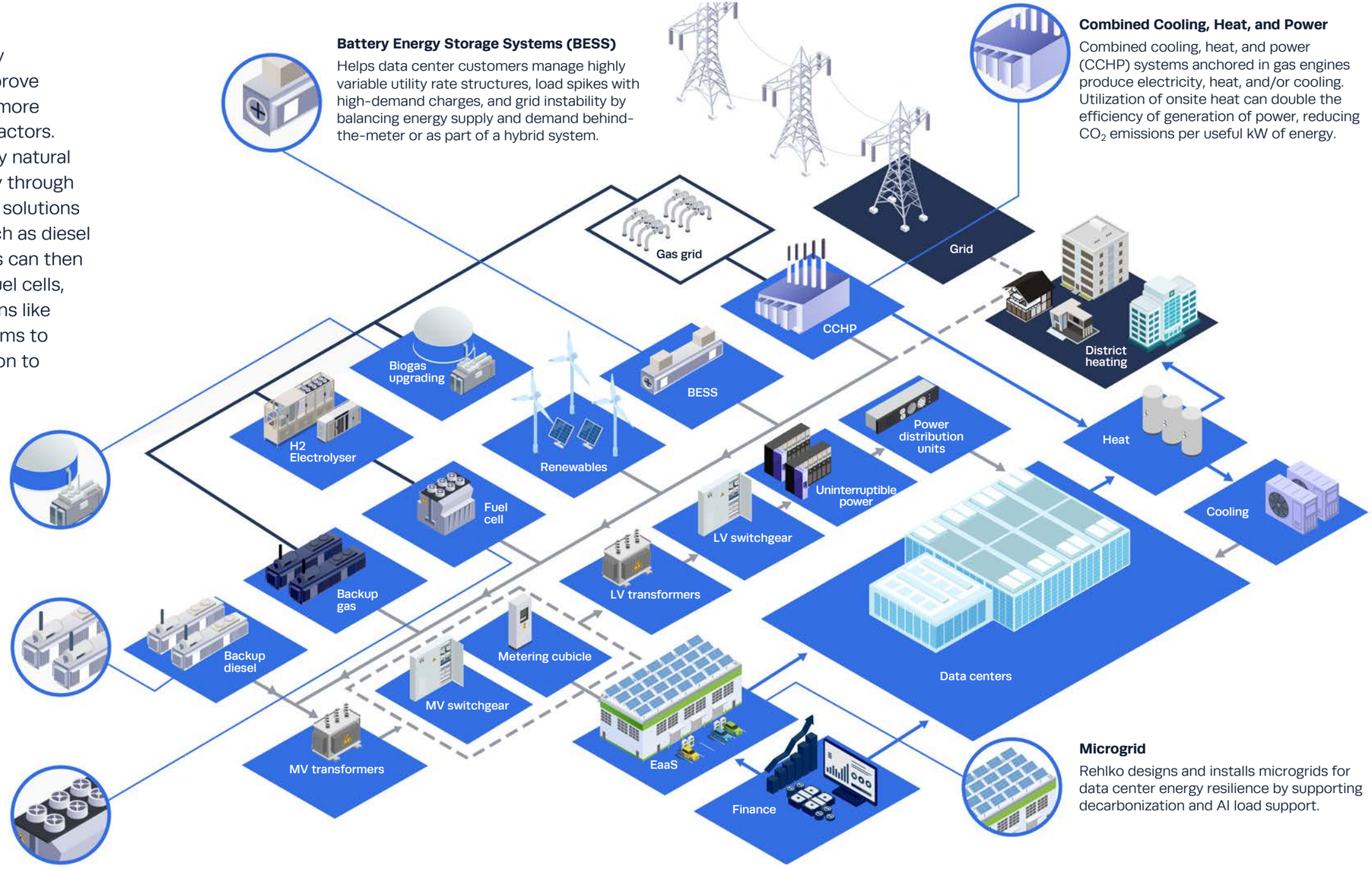
Fully optimized and integrated solution, suitable for prime energy, peak shaving, and emergency backup power applications, converting hydrogen to electricity with water vapor as the primary by-product at the point of use.

Battery Energy Storage Systems (BESS)

Helps data center customers manage highly variable utility rate structures, load spikes with high-demand charges, and grid instability by balancing energy supply and demand behind-the-meter or as part of a hybrid system.

Combined Cooling, Heat, and Power

Combined cooling, heat, and power (CCHP) systems anchored in gas engines produce electricity, heat, and/or cooling. Utilization of onsite heat can double the efficiency of generation of power, reducing CO_2 emissions per useful kW of energy.



Microgrid

Rehlko designs and installs microgrids for data center energy resilience by supporting decarbonization and AI load support.

Product Innovations and Partnerships

We're helping to solve the speed-to-power problem for data centers by building onsite power plants, hybrid BESS solutions, and cost-effective reliable backup generators—giving our customers their own generation capabilities and enabling them to scale at the pace of innovation.

Prime Power Offers Flexible Solutions

Rehlko's expert-engineered primary power systems are rigorously tested, integrated systems offering data centers the flexible adoption of more sustainable fuels and storage technologies for lower-impact energy generation compared to certain fossil-fuel intensive grid mixes, depending on location and timing.

1.5 GW

total renewable energy supplied since inception

1.7 GW

total grid support and renewable energy enablement since inception

844 MW

total power systems installed in 2025 alone, including 29MW renewable energy and 356 MW total grid support

Data4 Data Centers Leverage Rehlko EPD

Data4, a leading European data center operator, aims to reduce its carbon emissions by 38% between 2021 and 2030.[1] Achieving this goal requires transparent data on the lifecycle environmental impacts of its equipment, including Rehlko KD Series™ generators. Working closely with Data4, Rehlko enhanced its PEP ecopassport® Environmental Product Declarations (EPD) for KD Series generators by incorporating customer feedback and sustainability requirements. This collaboration improves access to reliable lifecycle data, supports Data4's sustainability efforts, and reflects Rehlko's commitment to customer-driven ESG.

1 Customer-stated targets, for which Rehlko does not assume responsibility.

PAR8 Data Center (France) Adopts HVO-Fueled Backup Generators

Rehlko and Digital Realty partnered to reduce carbon emissions at the PAR8 data center near Paris by conducting compatibility tests on the backup generators. This transition at PAR8 is part of Digital Realty's broader rollout of HVO100 across its sites in France.

Rehlko Acquires Wilmott Group to Enhance EMEA Operations

In August 2025, Rehlko announced the completion of its acquisition of the Wilmott Group, a critical backup power solutions supplier for data centers in the U.K. The Wilmott Group is integrated into Rehlko's Europe, Middle East, and Africa (EMEA) operations, making Rehlko one of the few OEMs to offer true end-to-end service in the region. The acquisition advances Rehlko's ability to execute complex data center projects, strengthening its leadership in this fast-growing sector.

LON-East Data Center (U.K.) Sustainable UPS

Green Mountain's LON-East Data Center in East London partnered with Rehlko and main contractor TClarke. Breaking ground in 2024, the site uses the modular MF Series UPS, enabling:

97.4%
efficiency

more than
£230k
savings annually

CO_2 emissions reductions by
3.5 tonnes
over a decade

Rehlko MF Series UPS systems hold PEP ecopassport® certifications, helping customers align with their sustainability goals.

KD Series™ Continuous Improvement & e-POD

Rehlko focuses on improving its KD Series generators to incorporate enhanced future-proof engine designs for data centers and other mission-critical applications. Engine design upgrades mean 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 also support the future adoption of alternative fuels like hydrogen and ammonia. Production for the KD62V12A and KD83V16A upgraded engines began in the EMEA and U.S. regions in 2025.

Introduced as part of the Wilmott acquisition last year, Rehlko's modular e-POD solutions provide offsite designed, built, and tested critical-power infrastructure that accelerates data center infrastructure delivery with lower risk pending external market and customer conditions. The e-POD can offer either a bespoke, vendor-neutral plug-and-play power system, or a Rehlko base design that standardizes layouts and specifications to shorten early design cycles and improve predictability—and can deliver faster time-to-power, higher resilience, and scalable growth for hyperscale, colocation, and enterprise data centers.

By integrating Rehlko KD Series generators into our modular e-POD solutions, these efficiency and emissions improvements can translate directly into faster deployment, simplified power design, and scalable resilience for data centers.

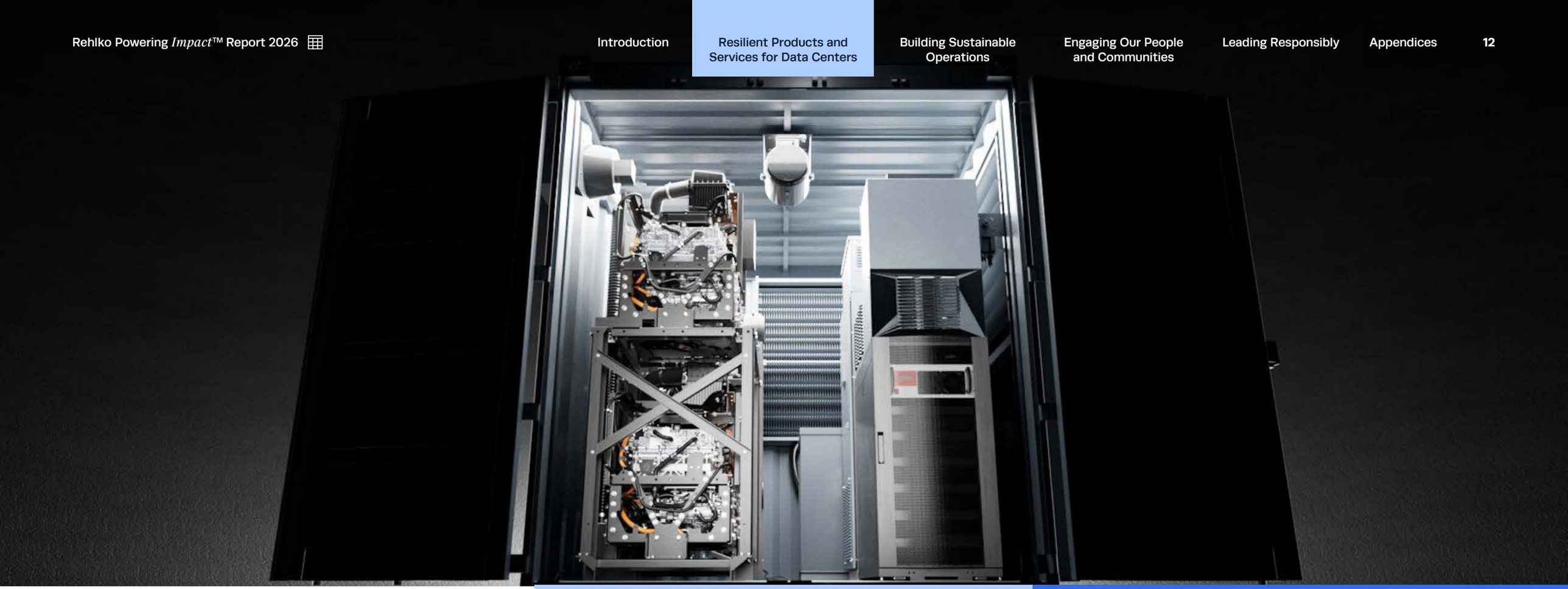


CHP System Upgrade in Romania

A landmark Rehlko CHP system upgrade completed with Elasco Electronic in Romania **cuts primary energy consumption** and enables future use of green hydrogen. Go to project.

Installation of a Microgrid in South Africa

Rehlko installed a resilient, grid-connected microgrid and controller to manage and optimize CHP, solar PV, and diesel backup generator energy resources in a turnkey Engineering, Procurement, and Construction (EPC) project in South Africa. Go to project.



BESS Projects in Scotland and the U.K.

In 2025, Rehlko commenced its third grid-scale BESS project as the primary EPC contractor. Projects include two 50MW/100MWh storage systems in Scotland, and a 40MW project in Newport, U.K., designed to enhance grid balance and stability. Discover our **Drum Farm**, **Boat of Garten**, and **Newport projects**.

Biomethane Project Shortlisted

Our TRIFYL Biomethane Project in France was shortlisted for the AD Biogas Industry Awards 2025. **Go to project**.

Hydrogen Fuel Cell System

In collaboration with Toyota Motor North America, Rehlko is one of the first in the industry developing a **1 MW hydrogen fuel cell generator system**, which can represent a significant innovation for low emissions at the point of use, depending on hydrogen sourcing and lifecycle factors. **Go to project**.

Thought Leadership in Digital Infrastructure

Rehlko remains at the forefront of thought leadership, showcasing how it is helping to drive the sustainable energy transition. Rehlko leaders are actively involved in data center industry working groups and regularly participate as speakers and guests in conferences, podcasts, and interviews.

Through our thought leadership, Rehlko is part of shaping the future of digital infrastructure, energy resilience, and emerging energy solutions.

Feature Story

Advancing the Data Center Industry with iMasons Climate Accord

Rehlko's ongoing Infrastructure Masons (iMasons) expertise puts it at the center of digital infrastructure innovation. Rehlko has been an active member of the iMasons Climate Accord (iCA) coalition, which brings together industry-leading firms to advance decarbonization in digital infrastructure across four critical pillars: equipment, materials, power, and, new in 2026, water. Working groups for each of these key topics are led by a cross-section of industry experts to ensure that a robust and well-represented mix of solutions are at the forefront of the iCA's approach to solutioning.

Rehlko Product Engineer, Louis Liu, became chair of iCA's Equipment Working Group in 2025, and Rehlko elevated its status to iCA Infrastructure Visionary member, enabling all Rehlko team members to access iCA programming.

Rehlko attended and sponsored the inaugural iCA Summit in Los Angeles in December 2025. Serving as the Energy Working Group chair, Liu facilitated both a working group planning session and Supply Chain Decarbonization workshop. Liu also hosted sessions throughout the iCA Summer Fridays Series with discussions on emissions reduction in the digital infrastructure industry.

Rehlko contributed to iCA case studies and reports including:

- iCA Maturity Model v1. A sector-specific decarbonization assessment framework
- CIBSE TM65 Material Disclosure Method
- Spend-Based Embodied Carbon Accounting
- Environmental Product Declarations and Life Cycle Assessment (LCA)
- iMasons State of the Digital Infrastructure Industry 2024 & 2025 Annual Reports

Adam Wray-Summerson, Technical Sales Director of Rehlko division Clarke Energy, was appointed as Chairman to the **U.K. Renewable Energy Association Data Centre Coalition** in 2026. The Coalition launched in late 2025, and Clarke Energy is a founding member.

The Critical Power Channel hosted by Datacenter Dynamics held a **Rehlko Power Innovation Day presentation** featuring Rehlko's Ben Rapp, and Alex Marshall from Rehlko division Clarke Energy, to explore how hybrid energy solutions, including gas engines fueled by natural gas, RNG, hydrogen, and hydrogen fuel cells, can supplement or even replace traditional power infrastructure.

Rehlko Product Engineer Louis Liu spoke at the Data Centre's Sector Roundtable at **USGBC Greenbuild 2025**, the largest annual event for green building professionals worldwide, to present ideas for addressing sustainability challenges and opportunities for digital infrastructure in the data center industry.

Datacenter Dynamics hosted a keynote speech by Brian Melka at **DCD>Connect London**, an event for the European Data Center Industry, to discuss integrating multiple solutions in rapidly deployable systems, including generators, battery storage, and renewables. DCD Innovation Day also welcomed multiple Rehlko speakers in three live conversations featuring Rehlko's EPD, Conscious Care™, and hybrid energy solutions, targeting a data center audience.

At **Reuters Energy Live**, an energy ecosystem solutions conference held in Houston, Texas, Rehlko's Clarke Energy President Kyle Quinn shared why speed to power is a defining challenge for data center operators and why flexible, hybrid, and distributed solutions are key to keeping pace.

Brian Melka, President and CEO of Rehlko, joined global leaders, policymakers, and innovators at the **Semafor World Economic Summit: Fall 2025** Edition, held in Washington, D.C., where he discussed how to build power resources quickly in the face of climate risk, geopolitical tension, and rising global demand.

Clarke Energy's Alex Marshall is Vice President of the **Cogen World Coalition** and sits on the Executive Committee of the **World Biogas Association** to advance thought leadership about industrial-scale decarbonization solutions and CHP benefits for data centers and other facilities.

Brian Melka shared in **Microgrid Knowledge** why modular and distributed power generation are game changers amidst aging grid infrastructure challenges. By bringing energy production, consumption, and management much closer to energy demand, these solutions could more sustainably and affordably power AI and data center industry growth.

Building Sustainable Operations

Year in Review

Building Sustainable Operations

19.6%
Scope 1 and 2 emissions reduction[1] from our 2023 baseline

81.2%
of waste diverted from landfills

100%
of generated metal scrap recycled.

1 Calculated for market-based emissions within defined reporting boundaries.

100% Achilles Audit Score Achievement in U.K.

Rehlko, through its division Clarke Energy, achieved a score of 100% in its Achilles Audit in the U.K. in both the management system and most of the site level audit categories. The Achilles certification is a globally recognized accreditation that independently verifies our commitment to best practices in critical areas.

This year's audit scores reflect 100% for sustainability, environment, and quality in both assessments; 100% for health and safety in management systems; and 92% for health and safety in the site level audit.

Environmental Management System

Rehlko is committed to operating in a way that helps safeguard our people and protect the environment. Our environmental, health, and safety (EHS) policy includes requirements for risk identification and mitigation, and management plan implementation across 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 and ISO 45001: Occupational Health and Safety standards. This improves our environmental performance through our product designs, the efficient use of resources, and streamlined operations.

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, in a manner compliant with legal regulations and managing risks.

Team member engagement in sustainability goals and initiatives helps us motivate and align our teams in support of our operational EHS management aims. Our engagement activities in 2025 included Earth Week activities such as workshops, cleanups, and seed giveaways. Our Sustainability Champions program recognizes outstanding Rehlko team members who lead the charge into a sustainable, energy-resilient future.

Management Practices in 2025

Site Location	Country	Environment Management	Health and Safety Management	Energy Management	Gender Equality
Adelaide	Australia	ISO 14001	AS/NZS4801		
Aurangabad	India	ISO 14001			
Changzhou	China	ISO 14001	ISO 45001		
Guipavas (Brest)	France	ISO 14001			
Hook	England	ISO 14001	ISO 45001		
Johannesburg	South Africa	ISO 14001	ISO 45001		
Knowsley	England	ISO 14001	ISO 45001		
Newtownmountkennedy	Republic of Ireland	ISO 14001	ISO 45001		
Reggio Emilia	Italy	ISO 14001		ISO 50001	UNI PdR 125:2022

Energy and Emissions

Lowering our greenhouse gas emissions contributes to our long-term climate resilience, and 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 most significant Scope 3 emissions by measuring our footprint and developing product-focused sustainability innovations. Our Powering *Impact* vision focuses on transparency not only for our internal purposes, but to support our customers' ability to measure and report their Scope 3 emissions.

Our GHG Emissions Goal

In 2025, we announced our goal to reduce our absolute Scope 1 and Scope 2 emissions by 90% by 2045 compared to a 2023 baseline.[1]

19.6%

emissions reductions from our 2023 baseline in 2025

12,000+

tonnes CO_2e reduced from our 2023 baseline in 2025

1 We monitor our progress against this goal annually by reviewing and comparing our greenhouse gas emissions year over year.

Energy and Emissions Reduction Strategy

Rehlko has identified eight long-term strategies to reduce carbon emissions and guide the implementation of projects aligned with our GHG emissions goals. Since establishing our emissions goals, we have already begun implementing projects under these strategies.

Offsite Renewable Energy

- Sourcing renewable energy from offsite utility providers or generation systems

Facilities Energy Efficiency

- Improving efficiency of facilities through facility upgrades and energy management

Onsite Renewable Energy

- Installing renewable energy assets for electricity generation and use

Alternative Fuel Adoption

- Substituting fossil fuels with more sustainable or zero-emissions alternatives

Innovative Energy Systems

- Utilizing energy systems that incorporate innovative technologies like CHP, BESS, and carbon capture and utilization (CCU)

Testing Energy Recovery

- Recovering energy generated during product testing, then storing it or feeding it back into the grid

Carbon Credits

- Sourcing high-quality carbon credits

Manufacturing Process Improvements

- Simplifying complexities in processes to reduce energy consumption

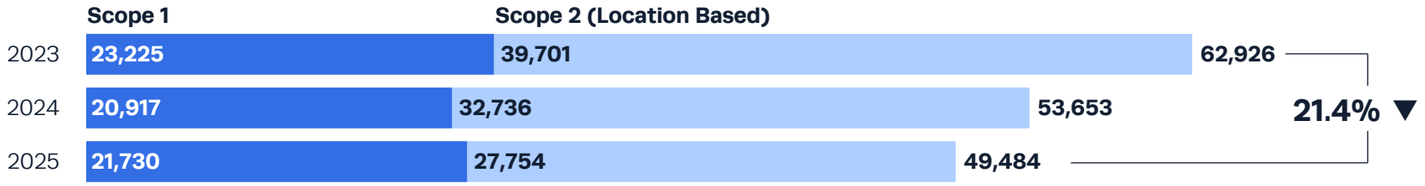
How Customers Use Our Carbon Emissions Data

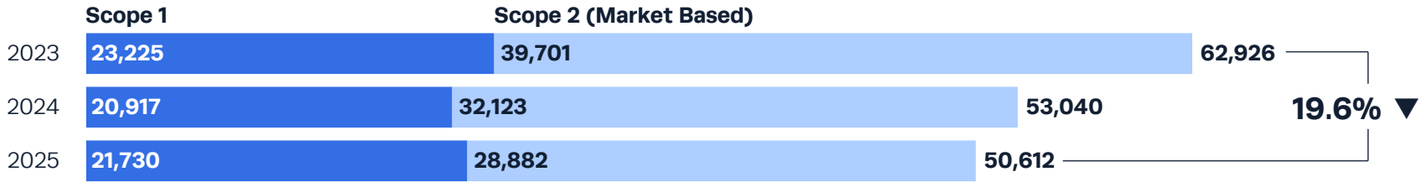
When we prioritize measuring and reporting our own Scope 1 and 2 emissions, it helps our customers understand their Scope 3 emissions footprint. We believe it is our role to be a responsible partner in helping our customers access the emissions information they need, related to our products and our operations, which can factor into their own emissions reduction journey. Our Environmental Product Declaration (EPD) Carbon Calculator—part of Power *Impact* Intelligence—provides a user-friendly tool for our customers to quickly access the sustainability dimensions of our products.

Scope 1 and 2 Emissions

Our main sources of Scope 1 and 2 emissions are direct emissions from stationary and mobile combustion, and indirect emissions from purchased electricity. We measure these emissions to include carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O) greenhouse gases. Our Scope 1 and 2 GHG emissions received limited assurance through our third-party assurance provider, UL Verification Services Inc.

Year-Over-Year Scope 1 and 2 GHG Emissions[1] (MT CO_2e)



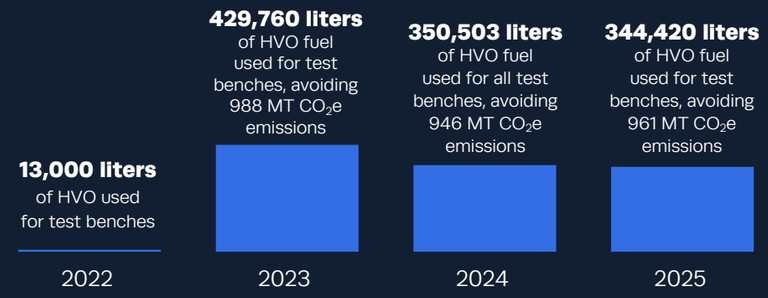


1 2023 Scope 2 (Market Based) emissions (39,701 MT CO_2e) have been updated to remove KOHLER Power Purchasing Agreements and show the actual reduction achieved.

Highlight

Brest, France, HVO Fuel Use[2]

In January 2023, Rehlko 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 fuel. The increased usage in 2023 led to a 50% reduction for the site's total annual GHG emissions. In 2024 and 2025, we continued our use of HVO fuel in all our test benches.



2 HVO conversion factor of 0.62 kgCO_2e/L in Q1-2024, 0.44 kgCO_2e/L in Q2-2024, and 0.37 kgCO_2e/L in Q3&Q4-2024.

Emissions Reduction in 2025

In 2025, Rehlko advanced multiple initiatives to manage and report our Scope 1 and 2 CO_2e emissions, achieving a 6.4% reduction in Scope 1 and 27.3% reduction in Scope 2 emissions from our 2023 baseline. Our most significant reductions came from the following strategies:

Data Management

Rehlko's sustainability data management software enables standardized data collection and incorporates built-in quality checks and validation controls to support metric calculation, all of which work together to assist in identifying emissions reduction opportunities accurately. We conduct an annual sustainability data audit to validate reported emissions data and further strengthen our data collection processes and calculation methodologies.

Energy Efficiency

Our plants implemented lighting upgrades, detected compressed air leaks, and implemented smarter use of air compressors and motion-sensing technology to improve energy efficiency.

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. To date, Rehlko has installed 1.4 GW of renewable electricity power sources at our owned locations, reducing approximately MT 2,340 CO_2e emissions compared to producing the same amount of energy from fossil fuel sources.

Rehlko Site Renewable Electricity Generation in 2025

40MWh

generated in Adelaide, Australia, from onsite solar at a leased site in 2025

10%

of total plant electricity requirement (~832 MWh) generated at Reggio Emilia, Italy, using our 860 kW photovoltaic (PV) system installed in 2023 as part of a larger trigeneration system

36%

of site electricity demand (683 MWh) generated in Aurangabad, India, from a rooftop onsite solar system, brought online in 2024

~37.5%

of plant electricity demand covered in Changzhou, China, from a 2,000 kW solar panel system and 1,600 kWh of battery storage operationalized in late summer of 2024

Highlight

Rehlko Energy Treasure Hunts

Rehlko's Mosel Plant brought together a cross-functional team for a five-day energy treasure hunt uncovering over 50 ways to improve energy efficiency. This collaborative approach led team members to identify strategies from lighting upgrades and compressed air leak detection to smarter use of air compressors and motion-sensing technology. The team's efforts built a scalable model now being replicated across Rehlko sites in India, France, and Italy.

At the end of 2025, the Aurangabad, India, plant completed a four-day Energy Treasure Hunt, building on the toolkit and methods first developed during the Mosel initiative. To enhance engagement, the team gamified the treasure hunt experience, dividing participants into three groups with the goal to uncover energy-saving and safety opportunities. Over the course of the week, cross-functional teams participated in training sessions and a plant walk. In total, the teams identified 178 observations, including 66 energy-saving opportunities, 128 safety observations, and 33 hand-safety findings.

Highlight

Cholet, France, Plant Installs Innovative Renewable Energy System

Rehlko's plant in Cholet, France, designed and installed a fully containerized solution dedicated to the management and redistribution of clean energy for the needs of our plant. It offers a complete solution to store, manage, and distribute clean energy according to the building's real-time needs, and it became operational in late 2025. We have since stored and reused more than 6,575 kWh, contributing to a reduction of 12 MT CO_2e. The solution highlights the potential of an innovative offer to customers seeking to accelerate their own energy transition. Developed in-house by our Rehlko design department, this solution offers several benefits: energy capture from a rooftop solar array and 250 m^2 total solar panels onsite, battery storage, energy conversion for reuse, and energy distribution to the building and/or electric vehicle charging stations. The system anticipates potential energy storage needs using a smart energy management system, thus centralizing supervision, maximizing storage efficiency, and reducing peak and overall consumption. The French initiative "Pôle Smart Power" labeled the project an Innovative Project, and it received a €120,000 grant from the Pays de la Loire region in partnership with ADEME.



Pollution

Rehlko is committed to responsible stewardship of the air, water, and soil near our plants by measuring and managing our pollution in compliance with applicable laws for air emissions, wastewater discharge, and other forms of pollution. Our initiatives include our Pollution Control Device Policy; Spill Preparedness, Prevention, and Response Program; and Point-Source Air Treatment in certain plants.

Water

Rehlko commits to the responsible use of water by integrating water management approaches into our operations. At Rehlko's certified sites, we strive to optimize our consumption and use of water resources as part of our ISO 14001: Environmental Management Systems certification. Our operations in India and China have long implemented a number of environmental best practices, such as no-wastewater-discharge-to-drain and 100% leave-on flux processes, eliminating the need for water washing in production.

Learn more at our 2025 Data Review →

We are in the early stages of developing methodologies to better understand potential Scope 3 exposure. As we work to transition to an integrated, corporate-wide Scope 3 emissions data collection and management approach, we are continuing efforts to improve the accuracy and completeness of our Scope 3 calculations. This includes a checklist with inventory controls and consistent methodology.

Rehlko'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 backup generator systems.

Learn more in Product Innovations and Partnerships. →

Waste

Rehlko considers waste reduction opportunities for materials across their life cycles, not just at end of life. In 2025, we diverted 81.2% of generated waste from landfills.

We are committed to continuing to improve in our waste management approaches.

- **Product Environmental Policy and Restricted Materials List:** Rehlko defines our requirements related to waste treatment and disposal in our policy and materials list.
- **SUP Waste Reduction:** Our facilities bale and recycle waste cardboard, plastics, and paper. Some sites also maintain policies against single-use plastics in kitchens and use returnable packaging with local suppliers.
- **Metal Scrap Reduction:** Metal scrap is a byproduct of our manufacturing processes, which accounted for 45% of our total waste in 2025, up from 37% of our total waste in 2024. The increase reflects a higher proportion of metal scrap within our total waste stream, which significantly decreased from 2024. In total, 100% of our generated metal scrap was recycled in 2025.

2025 Waste, Recycling, and Recovery

Total Waste Tonnes	Waste Diverted Tonnes	Net Waste Tonnes
13,811	11,210	2,602

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

By Disposal Method	Tonnes
Recycling	11,095
Landfill	2,552
Incineration without Energy Recovery	50
Incineration with Energy Recovery	114

81.2%
of waste diverted from landfills

100%
of generated metal scrap recycled

Highlights

Waste Management Enhancements at Clarke Energy Nigeria

At Clarke Energy Nigeria, Rehlko's team has strengthened its environmental performance through a series of practical, locally driven initiatives:

- Waste-separation practices across the facility
- Eliminating single-use plastics
- Adopting the 5Rs framework to reduce waste generation

The sites' reduction of wasted resources includes energy efficiency improvements such as replacing all lighting with energy-saving bulbs, awareness-raising campaigns on responsible energy use, and transitioning from diesel-powered forklifts to cleaner gas-powered alternatives. Together, these initiatives illustrate how the Nigerian operations are moving steadily toward cleaner, safer, and more sustainable practices aligned with Clarke Energy and Rehlko's environmental goals.

Highlights

Rehlko Circularity Initiatives in Brest, France

In 2025, Rehlko's Brest, France, plant implemented internal circular economy initiatives, including the introduction of trolleys to reuse packaging received in the site's downstream logistics chain and the collection of certain waste materials by team members, including cardboard boxes and discarded crates. External initiatives are also in place, such as the reuse of decommissioned IT equipment by a local circular economy company. Circularity improvements like this combine ingenuity and resourcefulness to identify opportunities to coordinate the reuse of materials.

Engaging Our People and Communities

Year in Review

Engaging Our People and Communities

Three
inclusion networks launched

0.66
recordable incident rate, a 21% improvement year over year[1]

$400,000+
reinvested in our communities through team-member-led giving initiatives

1 Recordable incident rate represents the number of work-related injuries and illnesses across all of Rehlko that meet USA OSHA recordkeeping criteria per 100 employees per year.

Our People

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 of Curiosity, Trust, Pace, and Excellence as a guide, we are shaping the future of our workforce at Rehlko—who we are, how we work together, and how we best deliver value across our global business.

Early Talent Recruitment

Rehlko partners with several regional universities to attract and develop early-career STEM and technology sales talent, and help build a strong and sustainable talent pipeline. These partnerships focus on universities with high student engagement and strong alignment with our workforce needs. Through activities such as career and internship fairs, classroom and student program engagement, resume reviews, mock interviews, and case competitions, Rehlko creates meaningful opportunities for students to connect with the organization and pursue careers with us.

Performance Management System

In 2025, we launched the Rehlko Performance Management System and implemented a pay-for-performance model. This system provides a consistent framework for setting SMART goals, tracking progress, and evaluating individual performance. It defines what we need to do and recognizes our Rehlko values, which play an important role in how we work day to day to accomplish our goals. This system focuses on 100% achievement by all team members and differentiates those who deliver exceptional and extraordinary levels of results, supporting our culture of excellence and individual accountability.

Employee Value Proposition Launch

Rehlko launched our first Employee Value Proposition (EVP), Energy Meets Opportunity, to express our global culture, talent profile, and unique team member experience. We believe a team member-informed EVP reinforces trust, strengthens our identity, and creates a compelling, unified message about what it means to build a career with Rehlko.

Learn more on our Rehlko Careers page

Rehlko Engages University Students with Real-World Opportunities

In 2025, we supported students by creating opportunities that simulated real-world work experiences:

- Rehlko participated in a Sales Management / Sales Leadership course at a local university in a semester-long live business case study in which 20 students pitched solutions to Rehlko leaders.
- Rehlko held a week-long mock sales pitch event at a local university, offering feedback and coaching from Rehlko's Early Program Talent Lead, Nicole Frezza.

Benefits and Wellbeing

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, and a clearly communicated work mode that promotes intentional collaboration. Our global operations have regional variations in our legal requirements for providing benefits coverage, and we align our approaches to local laws. We aim to deliver a globally consistent experience with the flexibility to meet local needs and requirements.

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 contribute to their ability to perform their responsibilities in a safe and effective manner. In 2025, we further improved mobile tools for team member wellbeing programs, including applications for core health programs across India and the U.S., and launched free-to-team-member support for navigating government programs through a dedicated software program.

Learn more on our Total Rewards page. →

Total Rewards

Rehlko offers total rewards that aim to be clear and understandable, recognize results, enable career mobility, and reflect our commitment to valuing diverse experiences and needs.

Compensation

This involves a competitive base salary along with opportunities for incentives, annual merit increases, and spot awards to recognize exceptional contributions.

Benefits

Comprehensive coverage includes medical, dental, and vision plans, plus life insurance and retirement options to support the long-term wellbeing of our team members.

Work-Life Effectiveness

Team members access mental health resources and assistance programs to support emotional, financial, and personal wellness.

Development and Career Opportunities

Team members can grow their careers through leadership training, structured career paths, and personalized mentoring and coaching programs.

Recognition and Rewards

Rehlko celebrates achievements and fosters connection through programs that recognize contributions and encourage engagement across teams.

Organizational Culture and Work Environment

We support a culture of inclusion with flexible work models, remote technologies, time-off benefits, and networks that promote belonging.

Inclusion

At Rehlko, we strive to create a culture where everyone is trusted, valued, and heard, with opportunities to find the win every day. Rehlko focuses on hiring the most suitable candidate for a role in terms of skills and experience. Across our workplace, we empower our team members to succeed by valuing their contributions, listening to their perspectives, and supporting their wellbeing. Our inclusive approach aims to drive innovation, collaboration, and impact across our business and in our communities. It also informs how we operate, make decisions, and interact with one another.

Rehlko embeds principles of inclusion in our:

- Code of Ethical Conduct
- Inclusion Position Statement
- Equal Opportunity Employer Principles
- Respectful Workplace Policy

Rehlko team members can access these statements and policies through myHR (Workday), our HR platform.

Learn more on our Ethics page. →

Rehlko Inclusion Network Groups

Rehlko's Inclusion Network Groups are voluntary and accessible to all team members. They are led by team members and organized around shared interests, characteristics, or experiences.



Rainbow

As Rehlko's first formally recognized Inclusion Network Group, Rainbow supports the LGBTQ+ community and their allies. In 2025, the group celebrated Pride Month events, shared regular awareness articles, held monthly chats, elected an Executive Board for 2026, and grew to 57 participating members.

V.A.L.O.R.

V.A.L.O.R., Veterans and Leaders of Resilience, honors the service and leadership of our veterans and the people who support them. In 2025, V.A.L.O.R. partnered with the IT team to support both sustainability and our veteran community by donating 45 retired laptops to Taskforce Uplift, a veteran-focused nonprofit providing veteran families with free access to technology.

Women@Work

Women@Work brings together women and advocates with diverse experiences, perspectives, and challenges to build a strong, supportive community. W@W aims to unite women and allies across Rehlko, building a culture of trust, curiosity, and excellence—where community and connection empower everyone to thrive.

Engagement

Rehlko believes in providing our team members with ways to be heard and understood. We conduct quarterly Employee Listening Surveys to enable informed listening and create an environment with greater productivity, engagement, and belonging so that team members can thrive. We use RehlKonnect as our centra team member engagement and communication platform. This platform houses email communications, news sharing tools, and internal messaging across our enterprise.

We made RehlKonnect available as an app in 2025, expanding Rehlko's engagement platform into a mobile-first experience. The RehlKonnect app gives all team members, including our non-networked and service team members, consistent access to information wherever they work. Local celebrations marked the global launch of our app across regions—with activities reflecting Rehlko's strategy to foster inclusive, two-way communication and reinforcing accessibility as part of our workplace culture.

Employee Listening

In 2025, we introduced regular listening through quarterly Employee Listening Surveys. Surveys were also implemented for new hires after their first week and at 30-60-90-day and 6-month intervals. In 2026, exit surveys will be implemented along with weekly pulse surveys.

In the first year, three quarterly surveys captured +70,000 team member comments, and +1,400 actions were identified by leaders to address ideas, suggestions, and concerns. By the end of 2025, 51% of actions were completed as new ones were created. Rehlko's employee Net Promoter Score (eNPS) measures the willingness of team members to recommend Rehlko as a good place to work. Our eNPS score consistently improved throughout the year, signifying that team members are shifting their initial "wait and see" assessments to positively promote Rehlko.

Highlight

Earth Week Activities at Rehlko

Rehlko engaged our team members in multiple Earth Week events and opportunities in April 2025 to drive engagement in our communities and strengthen our culture of sustainability. We're proud of our team members' efforts and their significant results:

6
locations

9
global activities

90+
volunteers and participants

60+
improvement ideas proposed

1,000
fir seedlings distributed

1,200+
pounds of trash collected

Our activities included:

Annual Yard and Highway Cleanup, Green Walk Waste Collection and Picnic, Accelerate Sustainability Workshop, Facility Improvement Suggestion Box, Create Your Own Hydroponic Plant Activity and Flower and Vegetable Gardening Seeds Giveaway.

Rehlko Celebrates Our Award-Winning Talent

Quentin Granveaux, Project Manager at Clarke Energy

Winner
- Market Development (Individual) Award 2025, COGEN Europe Awards 2025

Samantha Irven, Talent Acquisition Manager

Winner
- 2025 and 2026 Women to Watch by Black Leaders Worldwide
- Top 100 Talent Acquisition Professional, OnCon 2026

Louis Liu, Rehlko Product Engineer

Winner
- IM100, Infrastructure Masons (2024)
- Sustainability Champion, Infrastructure Masons (2024)
- PTC Outstanding Young Leader Award (2026)

Chair
- Equipment Working Group, iMasons Climate Accord

Ben Rapp, Rehlko Business Development Leader

Winner
- The Tech Capital Under 35 Talent Award

Dragoș Tiberiu Vișenescu, Project Manager at Clarke Energy

Winner
- Young CHP Leader Award 2025, COGEN Europe Awards 2025

Adam Wray-Summerson, Technical Sales Director, Clarke Energy Division

Appointed as Chair
- Data Centre Coalition, British Renewable Energy Association

Steve Zielke, Rehlko Marketing Manager

Winner
- IM100 — Infrastructure Masons

Learning and Development

At Rehlko, we are focused on retaining top talent by providing opportunities to learn, develop, and build rewarding careers.

Early Talent Program

Rehlko's Early Talent Program aims to create meaningful, hands-on experiences for interns and co-ops while introducing them to the people, culture, and purpose that power our organization. Through mentorship, interactive knowledge breaks with leaders, and informal midpoint "pulse check" conversations, students gain real insight into how our business operates and how their work contributes to an energy-resilient future.

Mentorship Program

Our mentorship program supports our new hires, particularly those who 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 LinkedIn Learning, providing access to a vast library of on-demand courses, helping equip them with cutting-edge skills and knowledge that fuel creativity and innovation.

In 2025, the most popular course topics included:

- What Is Generative AI?
- Generative AI: The Evolution of Thoughtful Online Search
- Storytelling to Connect People with Purpose
- Streamlining Your Work with Microsoft Copilot
- Ethics in the Age of Generative AI

In addition, custom learning curriculums were designed and deployed in the platform to support strategic focus areas like AI Literacy.

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. The program has experienced impressive traction, having seen a 354% increase in participation since the program's inception roughly two years ago.

Career Advancement Opportunities

We provide Team Members with resources to help identify new internal opportunities in Rehlko as they emerge. Additionally, we spotlight open roles around the world through our monthly Rehlko Insider newsletter, our internal job portal, and our onsite kiosks, making sure opportunities at Rehlko are visible and accessible to our team members.

Powering Up Your Career

We continued our quarterly "Powering Up Your Career" series with conversations designed to provide valuable insights for career development. This series features discussions that highlight leaders across the organization who share their stories, talk about their teams, and explain what skills they look for from talent.

Explore Powering Up Your Career on YouTube.



Celebrating 25 Years with Our Award-Winning Apprenticeship Program

Clarke Energy's apprenticeship program began 25 years ago and supports the next generation of team members. It promotes real-world learning, long-term progression, and high-quality technical development. In 2025, it won the U.K. Association of Manufacturers of Power Systems' Apprenticeship Program of the Year Award.

More than 80

apprentices have completed the program, and many now hold senior roles across the business.

Safety

Rehlko is committed to providing a safe and healthy workplace. Our data center customers seek reliable, responsible partners with minimal health-and-safety-related incidents or disruptions that affect our ability to produce, build, or install power equipment and systems at their sites. In addition, our EHS Policy outlines our commitments to multiple stakeholders, including our communities, the regulatory authorities, and all our customers.

Our zero tolerance drug-free workplace policy contributes to our safety.

Zero Is Possible Culture

We promote a strong safety culture, to establish safe work conditions and behavioral protocols that support our team members' safety. Our health and safety culture prioritizes people first as our number one safety concern, focusing on our goal of zero safety incidents. Rehlko empowers our team members to take ownership of the safety of our workplace.

Performance Reviews

Site level managers and supervisors are responsible for EHS performance reviews in their areas. They are expected to demonstrate behavior consistent with world-class EHS performance, demonstrating that our Zero Is Possible Culture is apparent across Rehlko. We review performance and discuss our EHS strategy during monthly operating reviews and quarterly town hall events.

1 Data has been updated to reflect Rehlko's Curtis Instrument divestiture. It does not include Wilmott Group data following the acquisition.

2 Recordable incident rate represents the number of work-related injuries and illnesses across all of Rehlko that meet USA OSHA recordkeeping criteria per 100 employees per year.

Health Safety Performance

Rehlko advances our safety performance with continuous improvement by setting targets for key metrics each year.

Recordable Incident Rate (RIR)

In 2025, we achieved a 19% improvement in RIR compared to 2024 and a 57% improvement compared to 2023.[1, 2] We strive for continuous improvement by identifying and addressing the root causes of safety incidents.

Days Away from Work Rate

We track the rate of recordable incidents that lead to time away from work, which is measured as the number of injuries with days away from work divided by the total hours worked. Our target for 2025 was 0.35, which we surpassed with a lower rate of 0.3 days away from work in 2025.

Risk Reduction Index (RRI)

For the second year, we tracked the Risk Reduction Index in Rehlko's major manufacturing operations. We set a target for an RRI score of 85, and at the end of 2025, Rehlko averaged an RRI score of 91.[3]

Observation Target

Rehlko set a 2025 target of one observation per team member per year for reporting safety hazards, concerns, or positive observations. Roughly 51% of all of our team members participate in making recorded site observations.

We achieved noteworthy progress in 2025:

8,129
total observations (2.2 observations per team member) recorded

31%
higher performance compared to our target of 6,784 observations (1.8 observations per team member)

3 The RRI is a tool developed to strengthen Rehlko's safety culture by measuring leading indicators. It establishes monthly goals for managers, supervisors, and team leaders. Its elements encourage management and employee involvement, training, and reporting and closure of corrective actions.

Continuous Improvement

Our EHS management system conforms to ISO 14001 and ISO 45001 standards. In addition to our reported metrics, we use leading and lagging metrics for regular improvement, such as injury rates, team member engagement, identification of hazards, training completion, and CAPAs. We aim to comply with applicable regulatory obligations and internal standards, which we verify through routine assessments.

In 2025, we replaced our legacy EHS data management system with a web-based, automated enterprise-wide system to improve data accuracy and visibility. The system provides mobile tracking and significantly enhances our data mining, compliance tracking, and reporting capabilities, supporting nearly 1,000 registered users across the company. Our EHS staff uses the system for reporting monthly EHS progress to the executive leadership team. In a self-sustaining cycle, the insights in these reports lead to training and programming initiatives that drive continuous improvement in our EHS performance.

Learn more on our Environmental Management System page. →

Incident and Injury Prevention

Rehlko has made progress in developing and enhancing industry-specific environmental, health, and safety and injury prevention strategies:

- Concern and hazard reporting
- Risk Reduction Index training and monitoring
- Data management and reporting

We also develop targeted risk prevention approaches related to key activities and equipment:

- Confined space entry
- Cranes, hoists, and lifting equipment
- Electrical safety
- Lockout tagout
- Personal protective equipment
- Powered industrial vehicles
- Working at heights

Each program was developed by Rehlko's teams, aiming for the best management practices, compliance, and our industry benchmark.

Team Member Safety Training

We train our team members to remain aware, focused, and proactive in their approach to safety. We provide training on real-world in-line scenarios in a safe environment to support our newly hired facility team members before they operate our machinery or equipment. Simulated safety training schools are also now active at some of our factories.

All operational roles require annual EHS training, in which team members review our policy and practices. Our EHS training programs cover environmental stewardship practices, along with site-specific safety procedures, and support our Zero Is Possible safety culture.

Stop Work Authority Training: In October of 2024, Rehlko completed a company-wide training campaign highlighting our Stop Work Authority Program to inform team members that they have the ability to speak up and get support for promoting a safe and healthy work environment.

Safety Engagement Highlights

Engagement with team members about the importance of health and safety helps them prioritize it in their work. Rehlko engaged with operations team members during monthly meetings to share lessons learned, best management practices, EHS performance, and site and organization EHS initiatives. In addition, Rehlko plants and sites engage in campaign activities that fit local program-specific education, compliance, and improvement needs. Rehlko's sites organize creative challenges and activities during Safety Month.

Highlight

Rehlko Celebrates Safety Week 2025

Each June, Rehlko encourages all facilities to participate in Safety Week by organizing activities aimed to raise awareness about EHS topics. Our 2025 theme for Safety Week celebrations, as part of our Safety Week initiative, was "In Safe Hands." More than half of all Rehlko injuries involve hands, and the campaign brought that message home through powerful storytelling, hands-on activities, and a renewed sense of shared responsibility.

Our Safety Week objectives focused on reducing hand injuries and engaging team members in the importance of hand safety. We provided teams with a toolkit of resources for displays, videos, signage, and activities to celebrate our theme. Rehlko teams across the globe held interactive activities during Safety Week:

- **U.S.:** Digital safety games and hands-on pledges
- **China:** Creative challenges and real-life simulations
- **Europe:** Sharing insights on collaboration and culture

Highlight

Rehlko's Safety Awards

Rehlko grants awards to our sites based on their safety performance. In 2025, we presented the following awards based on 2024 performance:

Best Safety Site Award

Rehlko recognized its Aurangabad, India, manufacturing plant as our 2025 Safety Facility of the Year for its exceptional safety culture.

Most Improved Safety Site

Rehlko's Brest, France, manufacturing site received our award for Most Improved Safety Site.

Plants with Zero Recordable Injuries

We also recognized six of our sites that have operated for more than a year without a recordable injury: Chongqing, China; Changzhou, China; Twin Oaks, WI; Aurangabad, India; two Hattiesburg, MS, sites; and our Power Systems Service Sites in France.

Powering Community, Together

Rehlko believes in the power of communities and fosters community stewardship through corporate giving and support, team volunteer activities, and events organized by team members at each plant and site location. 2025 was a pivotal year for stewardship at Rehlko. Across our facilities and around the world, our team members led vibrant activities grounded in care, connection, and the belief that reliable energy can change lives. We formalized our commitment to our communities by launching a policy on community involvement.

This year also marked the formal launch of our Corporate Giving Pillars, which guide how we invest time, funding, and expertise in the communities we serve. Our two pillars reflect our commitment to strengthening communities, supporting the most vulnerable, and investing in the next generation.

$400,000+
invested back into our local communities through team-member-led initiatives

200+
generators donated to global nonprofits for backup power in disaster-stricken communities

200+
rare species protected in our biodiversity park in India

Rehlko's Giving and Stewardship Approach

At Rehlko, our purpose is to create an energy resilient world for a better future, which we work to achieve through stewardship that **powers resilient communities** and **empowers our team members.**

Our Pillars

Powering Resilient Communities

We invest in enterprise-led initiatives that help strengthen communities before, during, and after times of need, ranging from disaster relief and recovery to STEM education and sustainability projects. By leveraging our expertise, assets, and partnerships, we help build long-term resilience and preparedness where it matters most.

Empowering Our Team Members

We empower our team members to give back locally through volunteering and charitable support aligned with the causes and community challenges they care about most. By connecting team member passion with meaningful opportunities, we amplify impact while fostering a culture of engagement, and shared responsibility.

Our Focus Areas

Energy Resiliency

Energy stability provides a foundation for global safety, health, and opportunity. Our teams continued to support partnerships with organizations that provide disaster response, as well as direct support for families who rely on uninterrupted power for critical health and safety needs.

STEM Education

Around the world, we are strengthening pathways into science, technology, engineering, and mathematics. Rehlko, through the Clarke Energy teams in Nigeria, North Africa, and Europe, supported STEM programs for girls and young people, university partnerships, and hands-on learning in communities where access to technical careers remains limited.

Disaster Relief

In the face of hurricanes, earthquakes, and humanitarian crises, our people mobilize quickly. Through our long-standing support of Electriciens sans frontières, we helped restore electricity in regions recovering from disasters.

Sustainability

From local clean-up and conservation efforts to team-member-led environmental initiatives, we continue to invest in programs that promote a healthier and more resilient future for our communities and for the planet.

Eight Years of Humanitarian Partnership: Electriciens sans frontières

Our nearly decade-long partnership with Electriciens sans frontières continued to create meaningful global impact. Together, we have helped restore electricity in communities recovering from natural disasters and humanitarian crises around the world during events such as Cyclones Irma and Maria, the Beirut port explosion, and the crisis in Ukraine. Most recently, our contributions supported emergency power deployments following Cyclone Chido in Mayotte.

Local STEM Impact with Global Reach

Rehlko teams continued to focus their giving on children, education, STEM access, and community wellbeing.

Their efforts supported child-focused and educational initiatives, community development programs, and organizations advancing youth opportunity and resilience.

Team members also contributed to youth camps in Greece, local sponsorships in Ireland, community celebrations in Algeria and Tunisia, and fundraising initiatives for children's health and grassroots sport in the United Kingdom.

Jumpstart to Success Career Fair

Rehlko team members participated in the Jumpstart to Success interactive career fair in Hattiesburg, Mississippi, which is home to one of our manufacturing plants. Hosted by the Area Development Partnership, the event brought nearly 2,000 8th and 9th graders to learn about skilled trades careers in engineering and technology. Our team members highlighted the range of career opportunities at Rehlko.

Running, Walking, and Showing Up for Cancer Support

Across France, our teams participated in Courir après l'envol, a community race that supports individuals who are undergoing or recovering from cancer. With a record turnout of 123 teams and nearly 600 participants, our team members faced high temperatures with enthusiasm and a deep sense of purpose.

In Cholet, France, Breast Cancer Awareness Month marked its fifth year of pink-themed fundraising, awareness workshops, solidarity walks, and education-focused activities. Together, teams shipped 1,490 parcels in special pink packaging and raised 7,450 euros for two local associations. In addition to donations, the plant hosted a self-screening workshop and coordinated wellness activities to promote healthy lifestyles.



Rehlko's Nigeria Teams Surpass STEM Engagement Goal

At the beginning of 2025, our Lagos, Nigeria, site set an ambitious goal of reaching 1,000 young people through a series of impactful online and offline engagement initiatives designed to promote future careers in energy and STEM. We surpassed our target by 8% in August, reaching a total of 1,075 students who engaged with our materials. More than 40% of our total engagement reached girls and women, reflecting how we champion gender-based inclusion in STEM fields and careers.

Standing with Families in Crisis: Make-A-Wish Mississippi

Providing life-saving energy equipment, Rehlko donated a home generator and automatic transfer switch to a Mississippi family. Their young daughter relies on a ventilator that can operate for only six hours during a power outage. The area historically experiences many storm-related power disruptions. The generator provided stability, security, and peace of mind, highlighting the importance of energy resilience within our stewardship mission.

Supporting Communities with Food, Warmth, and Care

At our Twin Oaks facility, in WI, USA, team members hosted a food drive and collected 296 pounds of food and a donation for the Sheboygan County Food Bank, during a time of year with lower donation rates. Elsewhere, teams in France supported Les Restaurants du Cœur by preparing holiday gift boxes and donating electrical equipment to upgrade local centers.

Leading Responsibly

Sustainability Governance

Rehlko has sustainability governance and oversight to align our broader impact strategy with our purpose of creating an energy resilient world for a better future. In 2025, Rehlko established its Sustainability Business Roundtable (SBR), which is focused on executing tactical projects, developing new ideas, and fostering collaboration.

Risk Management

Rehlko employs risk management principles to address both strategic and sustainability-linked risks to our business. We continuously aim to improve our due diligence, risk management, and business continuity approaches.

Sustainability Governance Structure

Board of Directors	• Aligns sustainability strategies with investor expectations • Audit Committee receives updates on ESG progress on a quarterly basis from management
Sustainability Leadership Council (SLC)	• Includes C-suite executives, business unit presidents, marketing leaders, and sustainability-linked subject-matter experts • Meets quarterly to review and approve sustainability matters, set vision and approach, provide guidance, and communicate changes internally
Chief Brand and Sustainability Officer	• Leads Rehlko's Sustainability Leadership Council • Implements any climate-related strategy and monitors progress • Implements Powering *Impact* vision and monitors progress
Sustainability Business Roundtable (SBR)	• Tailors vision and goals set by the SLC to individual business needs • Accelerates collaboration with business units and subject-matter experts to enhance alignment, engagement, and the effectiveness of sustainability initiatives
Sustainability Community	• Hosts bi-monthly meetings on Rehlko sustainability initiatives • Organizes teams channel for Rehlko's voluntary sustainability community

Supply Chain and Raw Materials

Rehlko partners with suppliers that span the globe. We seek to create an environment where suppliers have an incentive to continue to work with us and remain confident that they will be treated lawfully and ethically. Supply chain risk and opportunity management contribute to our business resiliency.

Our Commitment

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

- Ethics, Business Integrity, and Anti-corruption
- Health and Safety
- Environmental Management
- Labor and Human Rights

See our Conducting Business page for more information.

Supplier Code of Conduct

Our Supplier Code of Conduct shares our expectations, including our human rights commitments and policy of avoiding conflicts of interest. Our Supplier Code applies to all entities doing business with Rehlko, who commit to upholding our Supplier Code in writing. We have an established supplier audit program that certifies suppliers for specific items, and we train all procurement team members on our Supplier Code.

See our Supplier Code of Conduct.

Product Environmental Policy and Restricted Materials List (RML)

Rehlko maintains an RML to establish and maintain consistent, global practices for the ingredients and materials used in our products and supply base. The RML informs suppliers of the minimum requirements to meet current regulatory requirements and public safety expectations.

Supplier Screening and Selection

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.

Rehlko commits to the fair selection of all suppliers. We conduct a competitive and impartial analysis when selecting or awarding business to a supplier, focusing on proper authorization and appropriate terms and conditions prior to engaging suppliers, and assessing supplier compliance with applicable laws in locations where they operate.

Responsible Procurement

A collaborative, diverse, and resilient supply base is important to serving our customers and competing in each market we serve. We incorporate social and environmental considerations in our processes to identify new suppliers, retailers, and distributors, maintain existing relationships, and terminate relationships.

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 seeks to avoid the sourcing of conflict minerals and hazardous substances. Our suppliers must comply with applicable laws and regulations regarding conflict minerals, rare earth minerals, and metals.

Feature Story

Powering *Impact* Supplier Program Launch

Rehlko introduced our new Powering *Impact* Supplier Program at our Supplier Summit in 2025 to promote transparency and sustainability across our supply chain. In an informational workshop, our program launch shared information about the program and raised awareness about demand for sustainable products from our customers and our own sustainability initiatives.

The program is planned to roll out in three phases:

Phase one Program announcement, training development, and supplier data collection

Phase two Targets and metrics tracking for suppliers and supplier action plans

Phase three Recognition for suppliers' achievements and innovation partnership opportunities

Focused on strong supplier engagement, our program aims to support suppliers with transparent policies and guidance, training, workshops, and partnership opportunities for innovation. We look forward to strengthening our supplier relationships through this program.

Supply Chain Resilience

Rehlko manages its supply chain in ways that enhance our resilience through supplier diversification, localization, and simplification. Our policy is to have more than one supplier available for any given purpose, where feasible. We routinely review our supply base to identify potential pinch points that could affect our supply chain. We improve the efficiency of our supply chain by buying component parts in the region to reduce freight travel time and carbon emissions. Rehlko's strategic reductions in design complexity also reduce the number of specifications in a product and therefore lower the overall number of components to source within our supply chain.

Supply Chain Forecasting

We are enhancing our supply chain planning systems to enable better forecasting accuracy, data-driven decisions, and real-time visibility. In 2025, we onboarded a tool in partnership with a global technology solutions provider to advance our supply chain and SIOP forecasting capabilities to drive innovation. Using the tool for analysis has enhanced the reliability, responsiveness, and quality of our forecasts, allowing us to better serve our customers and partners. The tool supports sustainability by enabling us to better optimize inventory, reduce over-production, and reduce scrap and waste.



Highlight

Rehlko Supplier Summit 2025: Powering Resilience Through Reinvention

Rehlko held its first supplier summit in September 2025, presenting the company's vision and outlook for the future. Approximately 20 of our suppliers representing 60% of Rehlko's global spend attended. At the summit we engaged our suppliers across key themes, such as our sustainability initiatives, data center expansion strategy, continuous improvements, supplier collaboration and insights, compliance, quality, and supplier recognitions.



Highlight

Design for Environment (DfE)

Rehlko launched a revised Design for Environment program in 2025. Our DfE efforts shifted towards engaging suppliers and gathering embodied carbon data. We leveraged our piloted TM65 calculation tool to drive better measurement and future EPD development. DfE considers environmental impacts in product design and development to drive sustainable product innovation across eight design dimensions, helping our teams connect with suppliers on the sustainability impacts of our products.

See page 7 to learn more about our EPDs. →

Product Quality and Safety

Safety and quality are top priorities in Rehlko's product development. Our heightened focus on product quality and safety aims to reduce risks to our customers and communities through fundamental safety design, protective measures, and usage information across the product development stages.

Global Supplier Quality Manual

Our manual conveys the core minimum quality requirements and expectations for all suppliers of Rehlko production materials, products, and services.

Product Quality Improvements in Design

Engineering teams learn from feedback provided by customers and manufacturing line workers, using it to inform redesign. Rehlko 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

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

Product Regulatory Compliance Policy

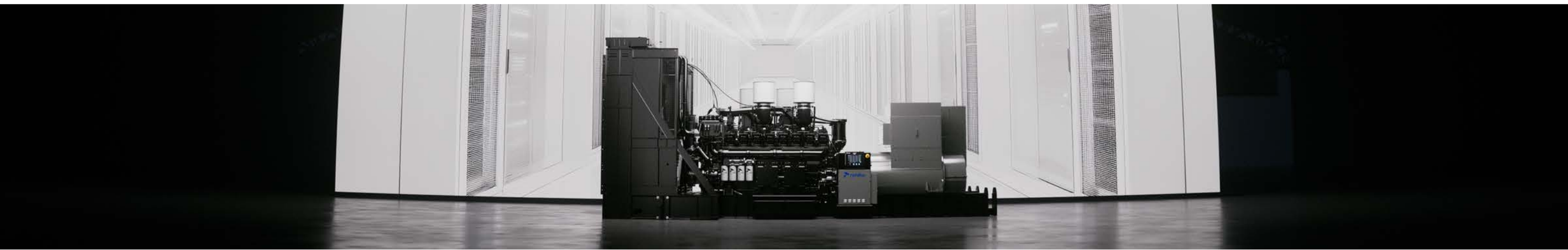
Rehlko commits in our Product Regulatory Compliance Policy to comply with all product regulatory compliance laws and requirements in the countries where we place our products and services.

Quality Goals

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

Cybersecurity, Data Privacy, and AI Innovation

Rehlko is aware that every company has cybersecurity and data privacy risks, and we have taken steps to continue to build or enhance our systems. Rehlko screens all technologies used within our operations using a cybersecurity risk assessment approach that includes ongoing periodic assessments, which are overseen by our Vice President of Cyber Security. We focus on EU GDPR compliance in our purchase order terms and conditions and our Supplier Code of Conduct. Our teams conduct a quarterly phishing campaign for team member training and celebrate Cybersecurity Month in October to engage on the importance of cybersecurity.



AI Innovation at Rehlko

Rehlko promotes the responsible use of AI tools for advancing innovation across business divisions and functions.

Highlight

AI Council Launch

In 2025, we established our AI Council and held our first meeting 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.

Highlight

Resolve AI Challenge

Rehlko held its first Resolve AI Challenge, an event designed to address the challenges faced by various business teams and generate innovative ideas on how AI can help resolve them. From sustainability to logistics, engineering, and support functions, participants brought forward AI-driven solutions that push the boundaries of what's possible in energy and infrastructure. From a total of 30 submissions, 10 projects were selected for optimization and funding. These ideas not only offer inherent business benefits but also can enhance productivity and efficiency throughout the organization.

Ethics and Compliance

Rehlko operates with several policies, codes of conduct, and risk assessment measures to provide guidance regarding conducting business in an ethical and transparent manner.

Ethics Policies

Rehlko's **Code of Ethical Conduct** is available to all team members and the public 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 Supplier Code of Conduct aligns with our Code of Ethical Conduct. Rehlko provides training on our Code of Ethical Conduct upon hire for new team members.

Rehlko currently has policies on anti-corruption; supplier conduct; supplier selection; corporate ethics; fair employment; prohibition of the use of forced, involuntary, or child labor; and inclusion; among others. In addition, we are committed to complying with applicable business ethics laws where we operate.

See our Ethics page for our Code of Ethical Conduct and other policies.

Ethics Hotline—Rehlko "Raise It" Line

Rehlko is committed to a "raise it" culture where individuals are encouraged to raise concerns about suspected violations of the law, regulations, and company policies without fear of retaliation. Our Rehlko "Raise It" line is available for team members and others globally to report illegal or unethical behavior, including anonymously. We require any matters reported to be thoroughly investigated and appropriate action to be taken where necessary.

Human Rights

At Rehlko, we believe business can flourish only when human rights are protected and respected. In our **Global Human Rights Policy**, Rehlko commits to protecting human rights across our global operations in our own workforce and in our supply chain, and complying with applicable international and local legal requirements in countries where we operate.

Rehlko's **Modern Slavery and Human Trafficking Statement** shares our policy of prohibiting modern slavery or human trafficking in our supply chains or in any part of our business. We issued this statement pursuant to the Australian Modern Slavery Act 2018, the U.K Modern Slavery Act 2015, and the California Transparency in Supply Chains Act of 2010. Safeguards for modern slavery are controlled by our Procurement team.

See our Global Human Rights Policy.

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.

Appendices

About This Report

We are proud to share information in our 2026 Powering *Impact* Report with our stakeholders.

Disclaimer Related to SEC Rules

Please note that the topics addressed and terms used in this report may be different from those terms used in the context of filings with the U.S. Securities and Exchange Commission (SEC). Issues deemed relevant for the purpose of this report, or our stakeholder assessment may not be deemed material for SEC filings.

Disclaimer Related to Reporting or Using Certain Methodologies

While we believe that our disclosures and methodologies are reasonable at the time made or used, as our business or applicable methodologies, standards, or regulations develop and evolve, we may revise or cease reporting or using certain disclosures and methodologies if we determine that they are no longer advisable or appropriate or if we are otherwise required to do so.

Disclaimer Related to Climate-Related Goals

The information contained herein, including relating to any goals or targets, including the United Nations Sustainable Development Goals (SDGs) as well as our climate-related targets and related timelines, including our science-based targets, is subject to change. Goals and targets are aspirational in nature and are not guarantees or promises that such goals or targets will be met. Further, our targets, including GHG emissions targets are subject to change in the event of significant or structural changes in Rehlko (including acquisitions, divestiture, mergers, insourcing, or outsourcing), key performance indicator methodology changes, or changes in data reported due to improved calculation methodologies or better data accessibility.

Reporting Period

This report includes data and contextual information from fiscal year January 1 to December 31, 2025, unless otherwise noted.

Restatements in Reported Data

Rehlko divested Curtis Instruments in 2025 and updated the boundaries of reporting and sustainability metrics to reflect this change unless otherwise noted. This resulted in updated disclosures of our Scope 1 and 2 emissions data, and our recordable incident rate (RIR). In addition, 2023 Scope 2 (Market Based) emissions (39,701 MT CO_2e) have been updated to remove KOHLER Power Purchasing Agreements and show the actual reduction achieved. Rehlko updated how we calculate our waste to reflect each disposal method separately in 2025.

Reporting Boundaries

Reporting boundaries are aligned to Rehlko's financial statements and contain information on sites under Rehlko's operational control, including subsidiaries, with the exception of the Wilmott Group. In 2025, Rehlko acquired the Wilmott Group and expects to integrate its activities into sustainability reporting in 2026.

Assurance

Rehlko's Scope 1 and 2 GHG emissions, total energy, total waste, total water, and recordable incident rate have received limited assurance by our third-party assurer, UL Verification Services, Inc. Other data listed in this report has been collected based on Rehlko's internal systems and processes and is not externally assured.

Find our statement on here.

Important Disclosures

This 2025 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 will be achieved 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. Additionally, "materiality" in the context of this Report is defined distinctly from the concept of materiality used in financial statements and regulations of the U.S. Securities and Exchange Commission and caselaw interpreting materiality in those contexts. Materiality assessments identify and prioritize environmental, social, and governance topics important to stakeholders and society, but are not intended to reflect matters deemed material for general purpose financial statements. This Report also contains forward-looking statements, including within the meaning of applicable securities laws. 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,", "commit," "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. Rehlko undertakes no obligation to update this Report or any statement herein except as may be required by law.

2025 Data Review

Metrics	Results
Our Emissions	
Scope 1	21,730 MT CO_2e – 2025 20,917 MT CO_2e – 2024 23,225 MT CO_2e – 2023
Scope 2 (Location Based)	27,754 MT CO_2e – 2025 32,736 MT CO_2e – 2024 39,701 MT CO_2e – 2023
Scope 2 (Market Based)	28,882 MT CO_2e – 2025 32,123 MT CO_2e – 2024 39,701 MT CO_2e – 2023
Total GHG (Location Based)	49,484 MT CO_2e – 2025 53,653 MT CO_2e – 2024 62,926 MT CO_2e – 2023
Total GHG (Market Based)	50,612 MT CO_2e – 2025 50,040 MT CO_2e – 2024 62,926 MT CO_2e – 2023
Our Waste, Recycling, and Recovery by Disposal Method	
Recycling	11,095 Tonnes
Landfill	2,552 Tonnes
Incineration without Energy Recovery	50 Tonnes
Incineration with Energy Recovery	114 Tonnes
Our Waste Totals	
Waste Diverted	11,210 Tonnes
Waste Generated	2,602 Tonnes
Total Waste	13,811 Tonnes
Our Water Use	
Total Water Consumption	108.3 Megaliters
Water Withdrawal	176.6 Megaliters
Purchased Water	73.5 Megaliters
Surface Water	0.1 Megaliters
Well Water	103.1 Megaliters

Metrics	Results
Our Water Use	
Water Discharge	68.4 Megaliters
Drainage	8.8 Megaliters
Evaporation	9.3 Megaliters
Ground Water	42.7 Megaliters
Irrigation	2.7 Megaliters
Wastewater	4.9 Megaliters
Our Demographic Snapshot	
Global Headcount as of December 31, 2025	7,415 Total
Headcount by Role	3,471 Admin 2,189 Manufacturing 1,755 Manufacturing Support
Headcount by Region	3,596 EMEA 2,400 Americas 778 APAC 641 India
Our Safety Metrics	
Recordable Incident Rate	2.18 — 2022 1.52 — 2023 0.81— 2024 0.66 — 2025
Days Away from Work Rate	0.3
Risk Reduction Index	91
Safety Observations by Participating Team Members (approx. 51% of total headcount)	8,129