



Believing in Better.®



Curtis Instruments, Inc. 2023-24
Corporate Social Responsibility

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A Message from the President, Stuart Marwell

“As president of Curtis Instruments, a Kohler Company, I passionately believe in equality, diversity and inclusion and want to ensure that this is actively recognized as a key element of our Curtis culture.”



Curtis Instruments, a Kohler Company, takes pride in our long-standing commitment to people, community and the environment. As we embarked on producing a formal Corporate Social Responsibility (CSR) report, it was important for us to honestly reflect on the corporate culture that we have consistently built upon over 63 years. Long before there was a formal concept such as the CSR report, being good corporate citizens was an inherent part of Curtis operations and corporate culture.

Since our founding in 1960, the same concerns and practices have been in place when it comes to the well-being of our employees and the communities in which we work. Environmental consciousness, a focus on people and a commitment to doing the right thing was and is at the core of our corporate culture. As a company that designs and produces zero-emission transportation technology for electric vehicles, we have been “green” since before that term was coined.

In the mid-1980s, Curtis formalized our commitments that are today reflected in this CSR report in the ‘Curtis 10 Points’ operational principles - the tenets that are at the heart of our company culture. We don’t take these ‘10 Points’ lightly. They are at the core of who we are as a corporation, what we stand for and how we do business, day in and day out. For Curtis Instruments, CSR is nothing more than putting our ‘10 Points’ into practice, now as in the past.

Our goal is to address the core issues head-on as a direct reflection of our actual company culture and practices.

Each Curtis employee will continue to respect these ‘10 Points,’ and act in accordance with our spirit and with a strong sense of ethics, to be recognized by society as meeting and exceeding the high standards expected of us.

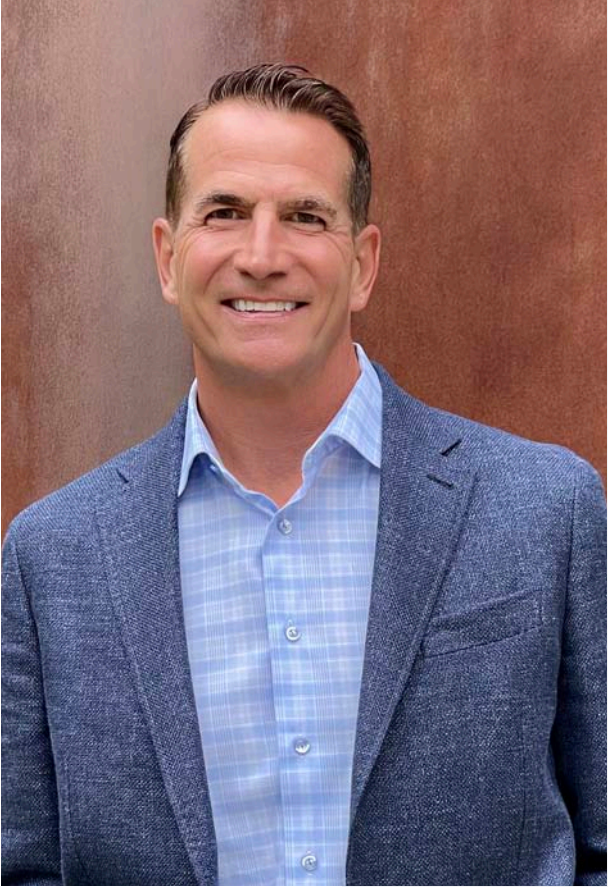
Stuart Marwell
President

“Since our founding in 1960, the same concerns and practices have been in place when it comes to the well-being of our employees and the communities in which we work.”

2023-24

Chair and CEO Perspective

Since Kohler’s founding in 1873, each generation of leadership has adhered to the same principles that guided my great-grandfather and Kohler’s founder, John Michael Kohler—a focus on associate well-being, a commitment to community and public service, and operating with ethics and integrity. It is staying true to these principles that has allowed Kohler to adapt to a changing world and business landscape without losing sight of who we are at our core.



The world looks very different today than it did in 1873, and so does Kohler. We are now a company of over 39,000 associates with a global footprint that spans 45 countries and 246 locations. We have grown into a global powerhouse for kitchen and bath plumbing products, have a strong energy business portfolio that includes leading clean energy companies Heila and Clarke Energy, and established Kohler, Wisconsin, as a premier golf resort destination.

We were founded on the belief that as our presence grew, so did our responsibility to our planet, communities, and people. This is why we continue to embed our founding principles into our environmental sustainability and social impact framework based on the notion that our best can always be better. This notion of better was the impetus behind Kohler issuing its first-ever ESG report last year, which used the GRI Standards framework. Having this framework in place helped us navigate the challenges of the past year and keep us grounded while working toward our long-term environmental and social goals.

In 2022, Kohler, like many other companies, grappled with the impacts of global inflation and rising costs, residual supply chain issues from the pandemic, and strict zero-COVID policies as well as shifting consumer habits and new regulations. Despite these challenges, we remained committed to our values and advancing our environmental and social goals. We conducted a climate risk assessment to improve our understanding of climate-related risks and opportunities across our value chain, and we continued to invest in the development of products that conserve materials and water use. We were recognized by the U.S. Environmental Protection Agency with the WaterSense® Sustained Excellence Award for the eighth time for our ongoing efforts to innovate water-efficient plumbing products and promote water conservation. We also continued to integrate our recent acquisitions of Clarke Energy, Curtis Instruments, and Heila Technologies across Kohler, which have allowed us to grow our portfolio of clean energy solutions, advance our sustainability journey, and launch into new industries, such as carbon recovery, electrification, and microgrids.

Our path to better is a journey that would not be possible without the passion and dedicated work of our associates. Their bold ideas, innovation, and commitment to improvement is the heartbeat of this company and what has made our Believing in Better® commitments a reality.



David Kohler
Chair and Chief Executive Officer, Kohler Co.

Chief Sustainability and DEI Officer Perspective

The past year was a pivotal one for Kohler. We continued to build on our efforts in environmental sustainability; diversity, equity, and inclusion; social impact; and integrate our Believing in Better® framework into the business at every level. That's because at Kohler, we believe we should be held accountable for the promises we make.



In 2023 we are celebrating our 150-year anniversary and the values and legacy that made Kohler into the lifestyle and manufacturing company it is today. Throughout our history, we have challenged our associates to think boldly and differently. This commitment to reimagining what's possible is what leads Kohler associates to become catalysts for change—at work and in their communities.

That's why we are constantly looking for ways to strengthen our culture and create an environment where our associates can thrive. In 2022 we added two new business resource groups, launched an Inclusive Leader Program and made progress toward our diversity, equity, and inclusion goals while maintaining gender pay equity. Additionally, we saw record participation in the annual Kohler Run/Walk for Safe Water challenge with over 100,000 participants from 182 countries and launched a paid volunteer time off program in the U.S. with associates contributing over 2,000 hours to support community organizations across the country.

Last year was also a record-breaking year for Kohler I-Prize, our Innovation for Good® incubator that fosters innovation with a social purpose among Kohler associates. Participation in the 2022 Kohler I-Prize more than doubled from the previous year and exemplified diversity, with six countries represented and women associates making up 25% of all participants. For

the first time, we brought our culture of innovation with a social purpose to an external audience by hosting the inaugural M-Prize in partnership with Marquette University where students were asked to develop and pitch their own unique ideas for how to design more inclusive kitchen and bathroom products.

In 2022 we expanded our approach to our signature Kohler Safe Water for All initiative to move from a focus on access to a more holistic view that encompasses access and innovation for water, sanitation, and hygiene, while also keeping in mind impact on watersheds, conservation, and more. Last year also proved to be a pivotal year in breaking down silos to engage our partners and customers in our Believing in Better® journey. Through our new Responsibility of Design ambition, we've been engaging the architecture and design community in discussions on the role we can play in helping to preserve the world's limited natural resources and be responsive to changing societal expectations. We hosted discussions with leading architects and designers at Climate Week NYC as well as at leading design events in Toronto, Miami, and Milan.

As we look forward, it will be important to turn these conversations into action and continue to provide opportunities for Kohler associates to engage in innovation and with their communities. Our world is changing and so are the challenges we face—from extreme weather to dwindling water resources—and it is important that we adapt our business and general mindset to meet these challenges. With every challenge comes an opportunity, and looking back at the past year, I am confident we are prepared for what comes next.

Laura E. Kohler
Chief Sustainability and DEI Officer

Believing in Better®

Kohler has formalized its sustainability and social impact strategy under the umbrella of “Believing in Better.” Believing in Better is Kohler’s operating philosophy that our best can always be better: better for the lives we touch, better for our communities, better for our planet, and better for business. In our journey to better, we use ESG criteria as a framework to transparently report against our goals and progress while ensuring the actions we take are embedded in our business strategy and operations.



Kohler has aligned efforts for our business strategy and project pipeline with United Nations Sustainable Development Goals 6, 7, and 12.

Better Planet

Kohler is improving its operational environmental footprint, while finding ways to help customers and consumers reduce their own environmental impact, through innovation and responsibility of design. From a focus on water conservation and energy efficiency to exploring creative ways to recycle and repurpose waste, Kohler is paying uncompromised attention to designing environmentally friendly products and services that will continue to delight consumers at every price point.

Better Communities

Kohler takes a holistic approach to addressing the long-term health, well-being, and prosperity of the communities it serves. Through programs and partnerships that address equitable access to clean water and sanitation, disaster relief initiatives, and a focus on education, arts, and health/well-being, Kohler and its associates work together to build better and more resilient communities in the U.S. and globally.

Better Lives

Kohler seeks to make a positive impact on the lives of associates and customers by promoting inclusive and equitable programs at work and in the community, providing opportunities to innovate products and services with a social purpose, and being responsible stewards of resources. Kohler is committed to a better workplace and better world.



Purpose of this Statement

This statement is made by Curtis Instruments Inc., located at 200 Kisco Ave. Mount Kisco, New York, 10549, USA, pursuant to the 2014 National Action Plan for Responsible Business Conduct.

In September 2014, the United States committed to creating a National Action Plan in order to promote responsible business conduct. Following a two-year process, the United States published its first National Action Plan for Responsible Business Conduct.

This voluntary corporate report encompasses the spirit of this plan for Curtis Instruments, Inc. as of June 2022. This CSR report is intended to guide the worldwide operations of Curtis Instruments, Inc., its wholly-owned subsidiaries consisting of sales/support offices, manufacturing plants and engineering R&D technology centers.

Curtis Instruments has a proud history of exceptional employee relations and benefits, a commitment to good corporate citizenship and to a Clean & Green environment in our zero-emission electric vehicle technology products, and in our global practices. This CSR report will summarize our commitments.

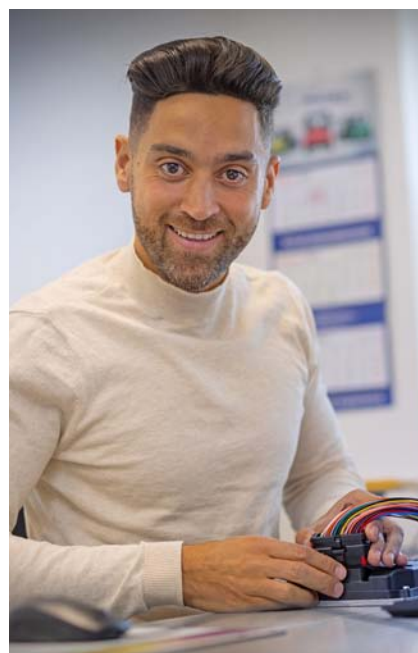
Organizational Overview

Curtis is the highly specialized electrification leader of Kohler’s Energy division, a leader in power generation and backup, battery storage, commercial and industrial microgrids, and more. Since 1960 Curtis has been a global technology leader in the electric vehicle industry and has been recognized for its outstanding human resources practices.

We operate wholly-owned subsidiaries around the world and we are fully in control of every aspect of our operations, manufacturing plants and people. We manage our own people and facilities including sales, manufacturing and engineering.

Globally, Curtis’ international human resources managers report functionally to the Vice President of Human Resources at the world headquarters, in Mount Kisco, New York. All human resources managers at Curtis factories, engineering centers, and sales offices around the world, are trained professionals.

Curtis CSR practices will be reviewed and monitored annually, and this report is updated as needed to adjust for any improvements and new actions.



Curtis Operating Principles

The Curtis ‘10-Point’ principles are formally documented corporate guidelines, which are put into daily practice.

These important tenets cover all employees and operations worldwide. Each of the international Curtis subsidiaries is managed by indigenous directors who are in close alignment with the operational principles of the company, while ensuring full integration with the local culture and customs. Every Curtis employee is held to this standard to assure that these points are put into practice as systems and strategies. Curtis operates in a responsible manner to benefit our people, communities and environment. In any decision, Curtis management and staff are encouraged to:

“Do the right thing!”

Curtis understands that these principles cannot be forced by procedures alone. They must be nurtured as an inherent, integrated and routine element of our positive corporate culture. This starts by the examples set by the owners, senior managers and the entire team. We constantly work to demonstrate these principles through our own actions, to put them into practice so that all of our people internalize them. We cannot reduce them to mere slogans. They must be seen in action and repeated; and when they are not, corrective action is taken in support of their realization. We hold each other to these high standards and we consistently hold ourselves to the same standards, to respect our own culture. We reject authoritarian management methods.

The Curtis 10-Points

— Adopted 1986 —

- 1 Our people are our most important resource.
- 2 Our customers are the source of our well-being: every person in the company is responsible for exceeding customer expectations.
- 3 Our products must embody the best technology that is available, while meeting the needs of our markets.
- 4 We strive to design and manufacture only one level of quality—the highest.
- 5 Each person in the company is responsible for its progress, and each person must share in its success.
- 6 As a global company, we recognize that strength comes from the diversity of our culture.
- 7 We believe in a work environment that encourages and permits each person a sense of his/her own worth.
- 8 Relations with colleagues, with customers and with vendors must be conducted with integrity and fairness.
- 9 Creativity in our engineering and in all aspects of our activities is the most essential ingredient of our progress.
- 10 Curtis companies are citizens of the larger community and we have a responsibility to contribute to the well-being and progress of that community.

Facts About Curtis

Who We Are

- Curtis is a Kohler Company, headquartered in Mount Kisco, New York, USA.
- The company operates four world-class manufacturing plants, serving the global market from the US, Europe and Asia.
- All Curtis-branded products are manufactured in Curtis' wholly-owned subsidiaries in Carolina, Puerto Rico; Sofia, Bulgaria; Suzhou, China and Pune, India.
- Curtis operates five best-in-class engineering centers in New York, California, Switzerland, United Kingdom and China.
- We are committed to a coordinated and integrated process to build in quality from design to product delivery.
- The company has a network of wholly-owned sales and service offices serving major markets globally.
- We are an ISO 9001 and 14001 registered company.
- The company prides itself on providing superb supplier performance, as evidenced by numerous customer awards recognizing Curtis as a valued supplier.
- Curtis has been recognized as one of the "Best Places To Work" in New York and California.

- We employ approximately 1,100 colleagues worldwide
- As a global technology leader, Curtis provides cutting-edge integrated system solutions for electric and hybrid-powered vehicles and equipment. As such, Curtis Instruments, Inc. is a zero-emission green technology company.

0 Zero Emissions

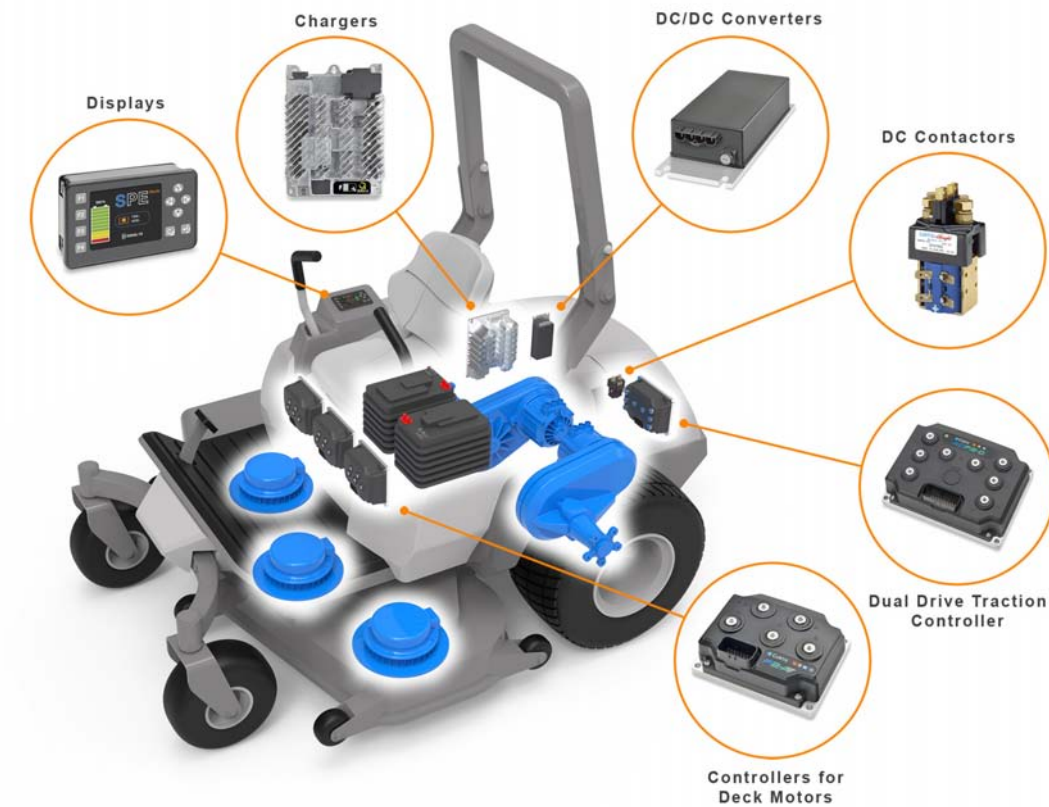


“Best Places To Work”

Facts About Curtis

What We Do

- Vehicle designers at major OEMs depend on Curtis technology to enhance and develop their vehicles. We help our customers succeed by making their vehicles the best they can be.
- Curtis products are designed for maximum flexibility, functionality and performance to provide the most comprehensive features and benefits in the EV industry.
- Curtis provides cutting-edge integrated system solutions for electric and hybrid-powered vehicles, equipment and machinery, including:
 - Traction, Steering and Pump Motor Speed Controllers for AC Induction, SepEx®, Permanent Magnet, Series and Interior Permanent Magnet.
 - CAN I/O Modules including I/O expansion and hydraulic control.



- Programmers and Programming Software.
- Programmable CAN & Serial Instrumentation and Hour Meters.
- Battery-State-of-Charge Instruments and Battery Monitoring Systems.
- DC/DC Converters and Battery Chargers.
- Input Devices: Switches, Throttles, Foot Pedals, Tiller Heads, Senders and Potentiometers. Warning Devices.
- Contactors and Disconnect Switches.
- Powered Wheelchair Control Systems.

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FACTS ABOUT CURTIS

Facts About Curtis

Where We Are

North America

Curtis Instruments, Inc. - Corporate Headquarters

Sales and R&D – Mount Kisco, New York, USA

Curtis California

R&D – Livermore, California, USA

Curtis Instruments (Puerto Rico), Inc.

Manufacturing – Carolina, Puerto Rico

Europe

Curtis Instruments (UK) Ltd.

Sales – Northampton, England – R&D – Washington, England

Curtis Instruments GmbH

Sales – Stenkullen, Sweden

Curtis Instruments AB

Sales – Stenkullen, Sweden

Curtis/Balkan Ltd.

Manufacturing – Sofia, Bulgaria

Curtis Instruments AG

R&D – Biberist, Switzerland

Curtis Instruments S.r.

Sales – Milan, Italy

Curtis Instruments, SAS

Sales – Fontenay-sous-Bois, France



Curtis Instruments, Inc. – Corporate Headquarters

Asia

Curtis Instruments (China) Company, Ltd.

Sales – Beijing, China – Manufacturing – Suzhou, China

Curtis Technology (Suzhou) Company, Ltd.

R&D – Suzhou, China

Korea Office

Sales – Seoul, S. Korea

Curtis Instruments (Pacific), Inc.

Sales – Tokyo, Japan

Curtis Instruments India Private Ltd.

Sales and Manufacturing – Pune, India

Facts About Curtis

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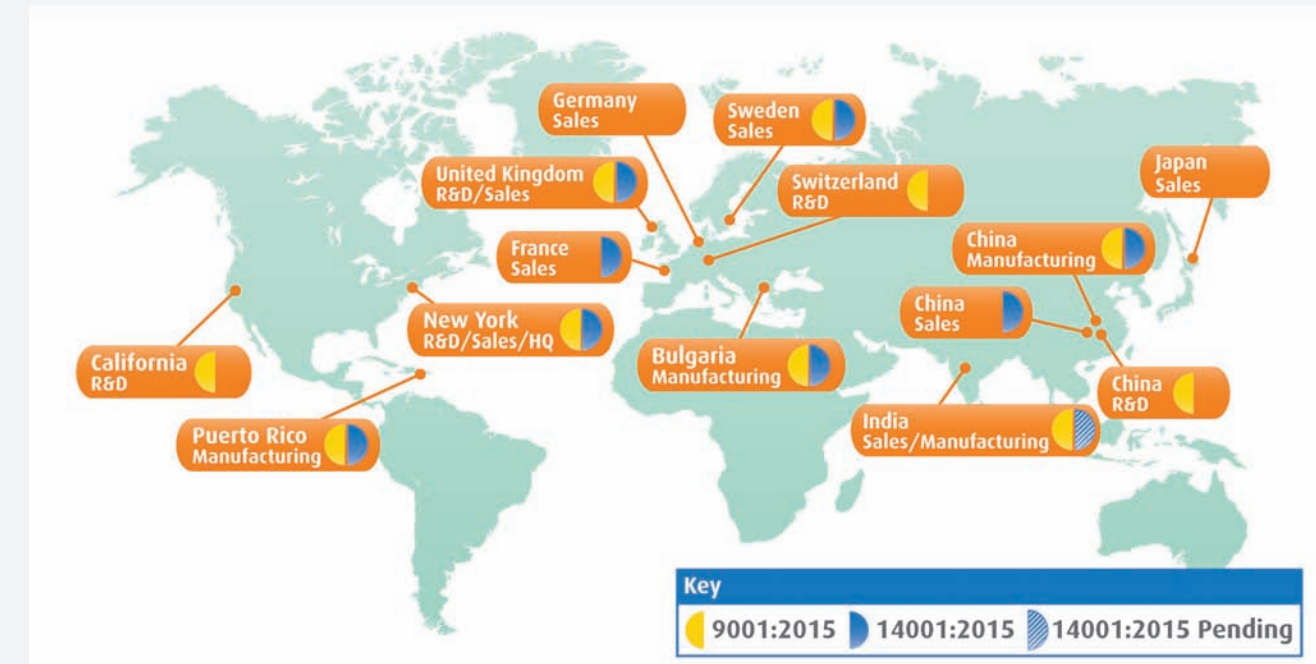
ISO Compliance

Under the guidance of the Corporate Quality Assurance Department, and through the commitment of senior management, Curtis utilizes and maintains systems to manage the interrelated parts of its business. These systems ensure that Curtis achieves its goals and objectives, and meets customer requirements and expectations. Curtis fosters an organizational culture that engages in a continuous cycle of self-evaluation, and correction and improvement of operations and processes through heightened employee awareness, and management leadership.

Benefits include:

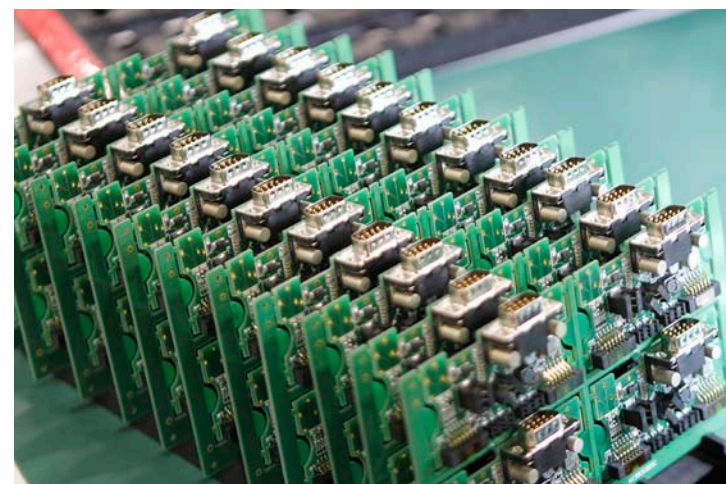
- Increased productivity and efficiency, bringing internal costs down and improving financial performance.
- Improved risk management, and protection of people and the environment.
- Increased capability to deliver consistent and improved products and services, thereby increasing value to customers and all other stakeholders.

ISO Compliance as April 2023-24



Compliance certifications include:

- **ISO 9001:2015** – Quality Management System Requirements. Curtis enhances customer satisfaction through the effective application of the Quality Management System, including processes for improvement of the system. Curtis demonstrates its ability to consistently provide products and services that meet customer, and applicable statutory and regulatory requirements.
- **ISO 14001:2015** – Environmental Management System Requirements. Curtis manages its environmental responsibilities in a systematic manner that contribute to environmental sustainability, enhances environmental performance; fulfilment of compliance obligations, and achievement of environmental objectives.



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FACTS ABOUT CURTIS

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FACTS ABOUT CURTIS

People

Our Most Important Resource

“It is no coincidence that fully half of the important Curtis operating principles are focused on people.”

We recognize that our entire workforce is our single most important corporate asset.

- Our people are our most important resource.
- Each person in the company is responsible for its progress, and each person must share in its success.
- As a global company, we recognize that strength comes from the diversity of our culture.
- We believe in a work environment that encourages and permits each person a sense of his/her own worth.
- Relations with colleagues, with customers and with vendors must be conducted with integrity and fairness.

No matter where a Curtis facility is located, America, Europe or Asia, for sales/support, manufacturing or engineering R&D, Curtis operates in the same way when it comes to equal employment opportunity, fair labor practices, human rights, dignity, respect and fair treatment. This is a cornerstone of our operations and corporate culture. While there are cross-cultural differences, the global Curtis standard prevails in matters that affect social responsibility. The same standards apply across the board at every Curtis company and to employees worldwide.

Curtis is dedicated to inclusion and diversity. First and foremost, we believe in human dignity. It starts with adherence to key articles of the United Nations Universal Declaration of Human Rights of 1948¹.

See Addendum 1, on page 28



People

Curtis operations comply with Kohler HR guidelines and equally enforce the following practices worldwide. We are committed to consistently applying its internal policies:

- In order to hire and retain the best employees, we work diligently to assure employee job satisfaction. This is evidenced by the low overall global turnover rate of approximately 13%, in addition to official recognition of Curtis as being a great company to work for. Both the New York and California divisions have received prestigious “Best Places to Work” awards by Human Resources organizations based on employee surveys and best practices.



- Curtis does not utilize child labor, indentured servitude, slavery, or human trafficking or any other practice that subjugates human beings. Curtis will not tolerate such abuses and criminal activities by suppliers, vendors and business associates regarding such abuses and criminal activities.
- It is the Curtis worldwide practice to provide very good working conditions for all employees, with standard, regulated work hours, fair pay and clean, safe, and comfortable work environments.
- Our employees, whether in manufacturing, sales, engineering or other fields, are highly trained and specialized. We maintain a motivating environment to achieve job satisfaction for all team members around the world. At Curtis, human resources departments are completely committed to this important point.

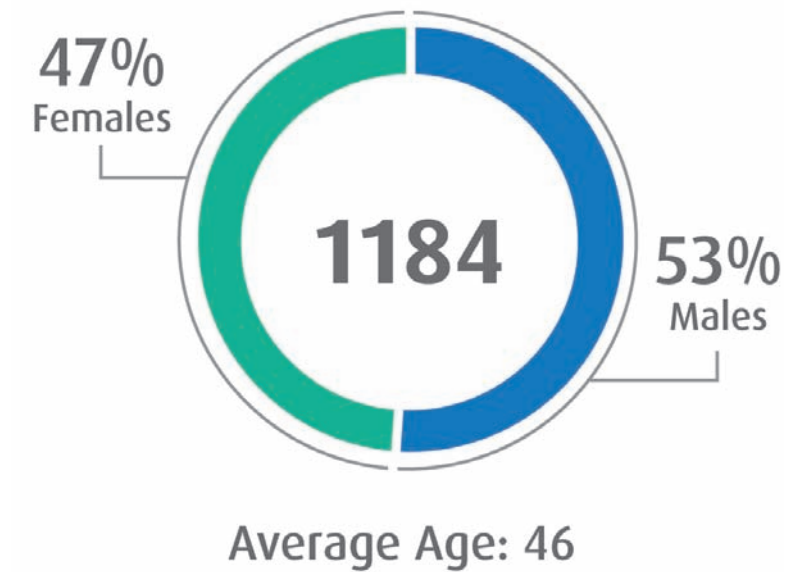
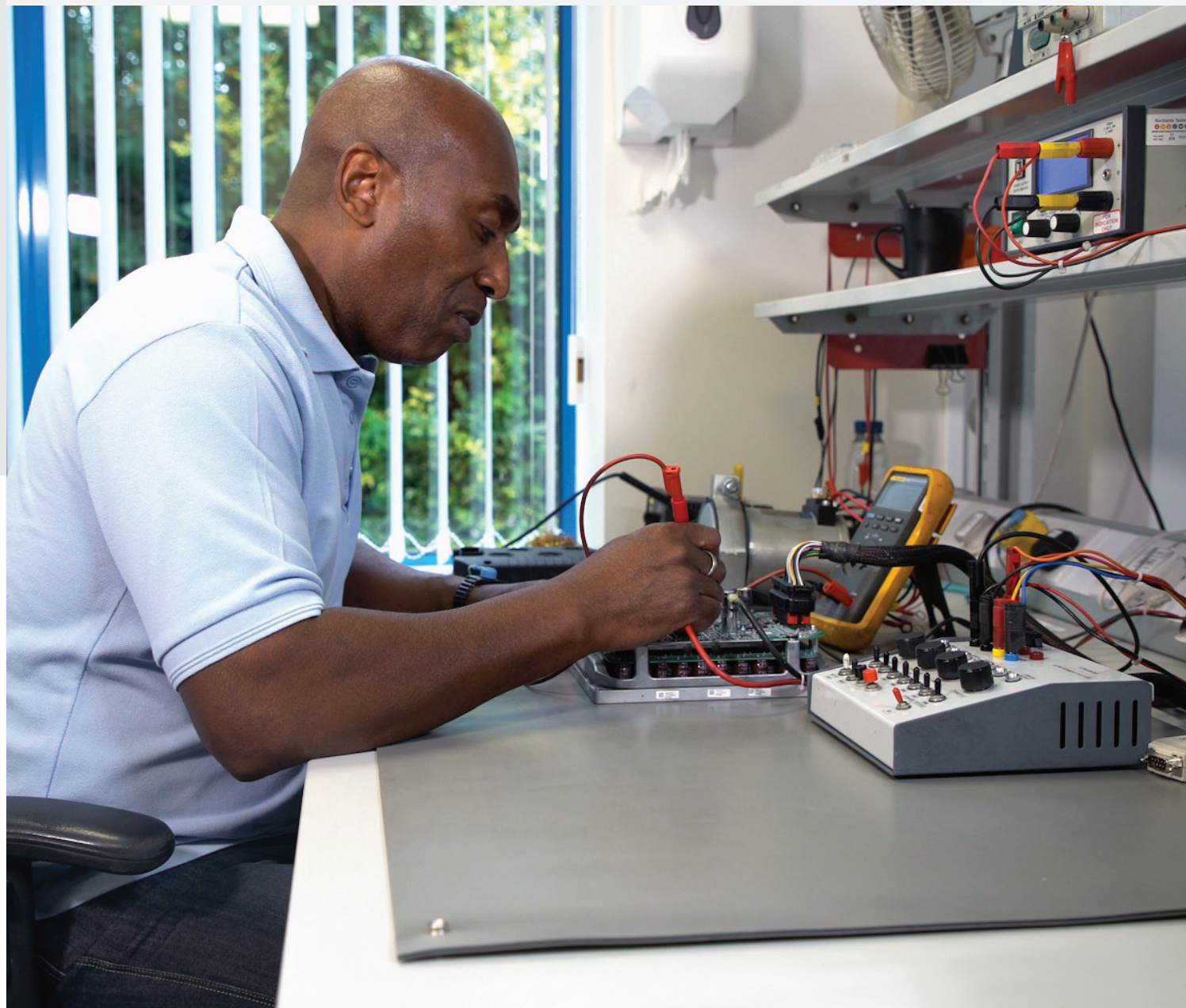
We work diligently to assure employee job satisfaction.

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PEOPLE

People

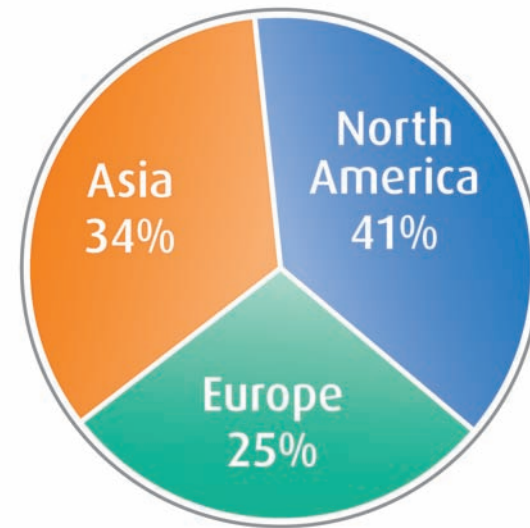
- Curtis regards all people as being equal. Curtis workplaces have a uniform, global policy against discrimination based on nationality, race/ethnicity, gender, age, sexual orientation/identity, handicap, social status, social caste, or other forms of discrimination or harassment. This includes political views, religion or lack thereof, in full compliance with the intent of the UN articles.



- Curtis has strict policies against any form of sexual harassment or intimidation at any of our facilities around the world. No employee shall be subjected to unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when, for example: a) submission to such conduct is made either explicitly or implicitly a term or condition of employment, b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. Sexual harassment can be physical and psychological in nature. The Curtis anti-harassment policy may be more stringent than local regulations, in which case the Curtis policy prevails.

People

- Curtis complies with all local laws regarding work hours, social benefit regulations, employment and labor laws, safety regulations and all other laws assuring employee well-being. However, when the Curtis standard is more favorable than the local law or regulations, the Curtis policies and practices regarding people, environment and business ethics prevail.
- Curtis respects the personal rights of each employee, which includes the right to privacy. Outside of normal security video recording in facilities and cause-based monitoring, no routine targeted video, phone or email surveillance of employees is done without legitimate legal or other proper cause.
- All Curtis employees have the freedom of association and peaceful assembly.
- Curtis is fully committed to employee health, safety and comfort. All Curtis workplaces are held to equal and high safety standards.



Headcount Total by Region
June 2023-24

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PEOPLE

People

- Curtis operates well-maintained buildings with clean air, proper temperature control, fresh water and overall comfortable conditions in America, Europe and Asia on an equal basis.
- Any machinery or equipment used by Curtis personnel is operated in accordance with appropriate training and operational guidelines. Employee safety and well-being is always of foremost importance.
- Work hours are strictly regulated by local laws and never exceed standards.
 - Manufacturing plants operate in multiple 8-hour shifts.
 - All employees are afforded proper breaks.
 - Vacations, time-off, sick leave and related practices comply with all local social and labor regulations.



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PEOPLE

People

- Curtis policy requires respect of employees and coworkers and their dignity. Curtis enforces strict policies against any form of abuse in the work environment, including:
 - Corporal punishment.
 - Physical, mental, verbal abuse or harassment.
 - Sexual abuse or harassment.
 - Personal degradation or denigration.
- Curtis believes in developing, nurturing and facilitating the success of employees. This starts with the clear definition of employment objectives and expectations, with a clear understanding of the important role each person plays. Our people understand how they are expected to treat their subordinates and co-workers, and, in turn, how they can expect to be treated



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PEOPLE

Business Ethics

Curtis operates under very strict rules for ethics and legality, of both Kohler and Curtis. These rules are universal across all Curtis companies, regardless of location or type of operation, not only as legal considerations, but also as firm corporate values and culture.

- Curtis has a strict zero-tolerance policy against all forms of corruption, bribery, extortion, graft, kickbacks by or to Curtis employees, to anyone at any time.
- Internally, no action may be taken, directly or indirectly, to defraud, influence, coerce, manipulate or mislead any other employee, officer or director, or any independent auditor or lawyer for the purpose of rendering the accounts, records, or financial statements of the Company incorrect or misleading.
- All Curtis employees and representatives must constantly strive to avoid any circumstance that may create a conflict, or the appearance of a conflict, between personal interests and those of the Company. The standards in this policy will be implemented, interpreted, or amended periodically through written procedures or other compliance guidelines.
- All Curtis employees are expected to be good “corporate citizens.” Wherever we do business, employees and management of the Company are required to comply with all applicable laws, rules and regulations. Employees are also responsible for honoring and abiding by the contracts entered into with other parties, including intellectual property licenses (e.g., software licenses related to software packages used in our business), confidentiality agreements, contracts with customers and suppliers, and undertakings and other commitments to government authorities, business partners and other entities.
- Curtis does not allow nepotism, cronyism, or other forms of favoritism.

- Cross-cultural differences exist among our companies in different parts of the world. Local culture may dictate special circumstances and cause potential scenarios that involve making ethical decisions. While local customs can and will be adhered to, provided they fall within a limited scope, when questions arise as to what is acceptable, the Curtis standards shall prevail at all times. This limits gift giving, entertainment and other actions that might seek to influence matters affecting company business.
- Gift giving and receiving is strictly regulated and limited under the written and published Curtis policy.
- If international managers have questions about the application of a standard policy, or if confronted with a situation that presents an ethical issue that is not addressed by our policy, guidance shall be sought from corporate headquarters.



- All supervisory and management employees, including all officers and directors of the Company, have a special responsibility to lead according to the standards in this policy, in both words and action. All concerns, questions and complaints will be taken seriously and handled promptly, confidentially and professionally. There will be no retaliation against any employee for making known any concern, question or complaint in good faith.
- Curtis has a “whistle-blower” policy in effect that protects any employee who divulges unethical, legal or inappropriate actions so as to be able to come forth without fear of retaliation or negative reaction.

Environment

Green from the beginning

Curtis’s corporate activities worldwide are based on the longstanding belief that we have an obligation to pass on a healthy planet to our children and next generations.

Our approach to the environment is based on the 10th Operational principle of the ‘Curtis 10 Points’:

Curtis companies are citizens of the larger community and we have a responsibility to contribute to the well-being and progress of that community.

Curtis develops and manufactures advanced electric drive systems, instrumentation and battery monitoring technology for zero-emission vehicle technology. The products we design and market directly help the earth as electric transportation eliminates combustion-powered engines that emit CO₂, indoors and outdoors, including in the industrial and recreational environment. Indeed, Curtis was “green” before that term was popularized.

Beyond contributing to important global environmental goals like reducing greenhouse gas emissions, Curtis products also help to improve local air quality and create healthier working conditions, while also reducing noise pollution.

For instance, in the logistics and warehousing industries, which often feature enclosed spaces and material handling equipment electric vehicles are critical for ensuring good indoor air quality and healthy working conditions.



Compliance with environmental regulations and directives

In our own facilities worldwide, Curtis is focused on preserving resources and managing or eliminating environmentally harmful chemical substances whenever possible, to help conserve and protect the environment.

All Curtis manufacturing plants meet or exceed ISO 14001 environmental protection standards and employ best practices for environment and sustainability.

Curtis adheres to international standards and guidelines, including:

- Restriction of Hazardous Substances Directive (RoHS.) The EU RoHS directive tightly restricts certain hazardous substances in electronic products.
- Registration, Evaluation, Authorization and Restriction of Chemicals Declaration (REACH).
- We strive to meet Conflict Minerals legislation to the extent that it is under our control.

#	Process Description	Bulgaria	China	Puerto Rico	India
1	2023 RoHS (Q4)	3 RoHS Products	84 RoHS Products	28 RoHS Products	3 RoHS Products
2	No-Clean Flux	100%	100%	100%	100%
	Zero-Discharge, Closed Loop Waste Water (no waste to drain)	100%	100%	100%	—
	All solids disposed of by locally regulated agencies	✓	✓	✓	—
3	Packaging: Reduce, Reuse, Recycle	✓	✓	✓	✓
	Reduction of Corrugated Materials	✓	✓	✓	✓

Environment

Emissions

- Curtis is a manufacturer of high-tech electric vehicle components, with processes that are limited to non-polluting and non-toxic Electronic Print Circuit Board Assembly and Light Electromechanical processes.
- There is no Waste-to-Drain of chemicals or contaminants into the public sewage system, the soil, storm drains, or any other inappropriate channels.
- Curtis does not release toxins into the air.
- There is only one minor emission point in each manufacturing facility for wave solder, reflow ovens and the conformal coating and potting room. This emission is mitigated by filtration and evaporation methods, and the removal of a small amount of contaminants, which are then dried and disposed of through proper professional waste management processes. These minor emissions are all declared, permitted and approved by local legislators.
- To reduce non-essential travel, we have implemented video conferencing capabilities.
- Curtis has installed fast charging stations at numerous locations, to encourage employees to use electric vehicles.



Curtis Ethics/Environmental Coverage



Water Use and Conservation

- 100% electronic assemblies use No-Clean (“leave on”) Fluxes to eliminate post-defluxing and cleaning operations.
- Water conservation practices include recycling of clean water.
- The plant in Puerto Rico recycles water from rain and AC condensers. We harvest around 45,000 gallons per month that would otherwise come from the mains water supply.

Environment

Power Consumption

- Curtis tries to constantly reduce power consumption. In our Bulgarian plant, as one example, a Heller reflow oven was installed in 2018 to reduce power consumption by 30% over the machine it replaced.
- Internal light in all areas is supplemented by natural light through windows and skylights in China and Bulgaria.
- LED lighting has been installed in all Curtis facilities.
- The new manufacturing plant in India is designed to be environmentally friendly and to meet the highest level of requirements of KEMS Tier 4 (Kohler Environmental Management System).

Example Curtis Germany

A number of measures have been implemented at Curtis GmbH in Paderborn, Germany in recent years. The solar system on the roof of our building has a maximum output of 36 kW. We produce 50% more electricity with the system annually than we consume. The surplus is fed into the power grid. The solar system is used to charge electric cars. In the winter months, when there is little sunshine, only green electricity from renewable sources is drawn from the grid.

Total annual solar energy produced	44,633 Kwh
Used for own consumption	15,568 Kwh
Fed into the grid	29,065 Kwh
Green energy fed from the grid	14,098 Kwh

The green electricity purchased comes from a local energy supplier that operates hydroelectric power plants in addition to solar plants and wind farms and is certified accordingly. This ensures that we obtain 100% of our electrical energy from renewable resources. There are a total of 9 charging stations for electric cars in the parking lot. In the meantime, almost the entire fleet of the company has been converted to hybrid or electric cars. Employees with private vehicles also use the charging infrastructure for their commute to work.

Waste Reduction

Curtis strives to reduce waste whenever possible. Some examples are:

- In Bulgaria, solder dross is recycled by a certified recycler. They also collect and recycle the empty solder paste tubes.
- Solder is recycled in all Curtis factories.
- Scrap strips from PCBs are recycled.
- Cardboard is collected weekly and recycled by external certified recyclers.



Environment

Packaging/Transportation

- Curtis facilities comply with the ISO 14001 environmental directive for packaging: Reduce, Reuse and Recycle. (See Section 3 pg.12)
- Curtis is conscious of the impact of shipping and packing on the environment. Efficiencies in these practices help to reduce emissions and waste.
- Approximately 75% of our products are “Made in Market,” which results in closer relationships with our customers and minimized shipping distances.
- Bulk packaging is used for major customers. This reduces the number of shipments and resulting carbon pollution. Curtis has increased usage of bulk packaging with key customers whenever possible.
- Shipments of components from Asian suppliers are consolidated in full containers and shipped by sea to our Puerto Rico plant.
- Many shipments into Europe are drop-shipped directly from the manufacturing location irrespective of where the customer placed their order. This eliminates one shipping point.
- Curtis products are packed in sustainable, renewable and/or bio-degradable materials. In general, we do not use styrofoam, peanuts or other non-biodegradable packaging.
- Bulk and/or reusable packaging is used for mechanical components from suppliers to Curtis lines wherever possible.



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ENVIRONMENT

Responsible Sourcing and Suppliers

Curtis is in an advantageous position as we operate wholly-owned subsidiary manufacturing sites and do not use third-party manufacturers to produce our products. We are therefore in control of our operations and able to assure that they are managed under the highest standards when it comes to people, environment and overall conduct. Also, a large share of all Curtis purchases comes from only four major global electronic equipment distributors, all of whom published their own CSR reports, indicating full compliance with the international human rights and environmental/sustainability standards. Curtis also purchases finished good products for resale from highly respected international manufacturers, such as Albright International, who also sell their products under the stringent EU regulations covering CSR.

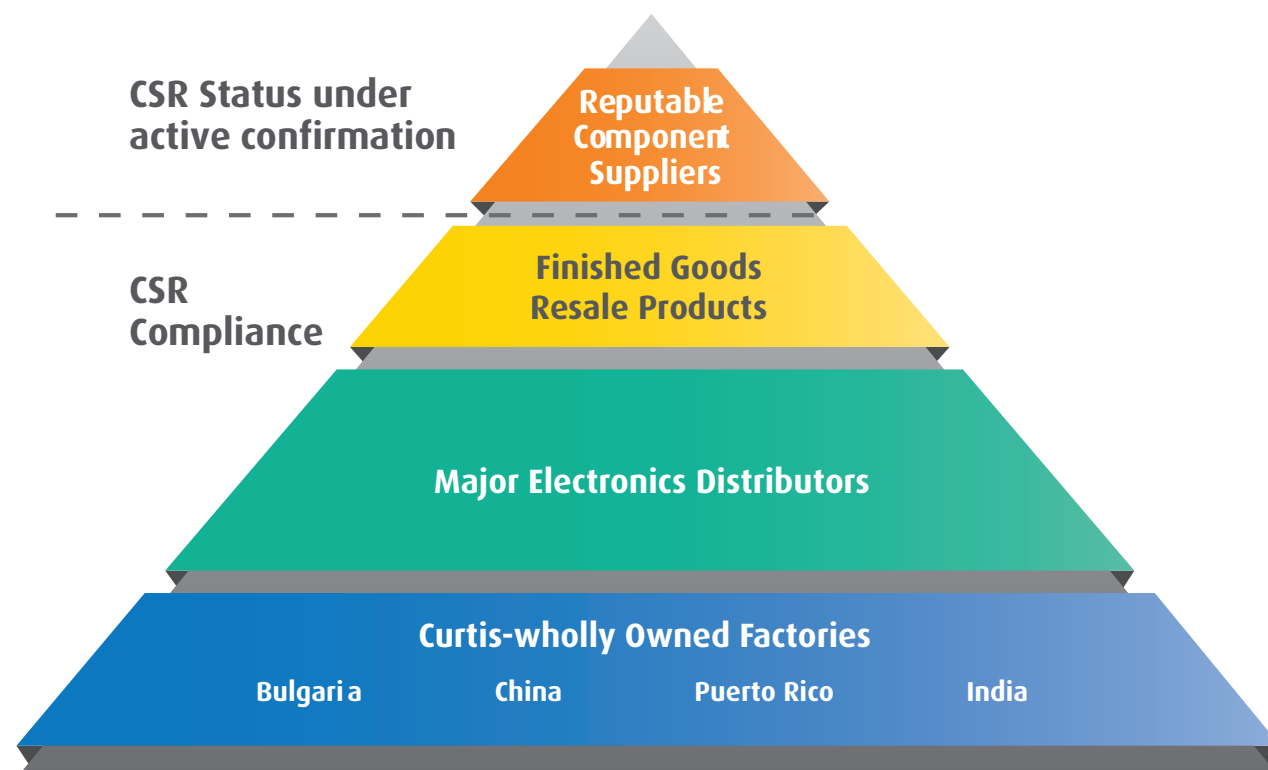


Curtis strives to hold its suppliers, vendors, business associates and anyone we work with to the same standards when it comes to the well-being of people and the environment.

Performance of tooled component suppliers at Curtis is monitored for ethics and environmental gaps through our compliance reporting initiative. This formal program includes third party compliance reviews at suppliers for Conflict Mineral, REACH/RoHS and Human Trafficking and Slavery levels using industry-standard guidelines and templates. Curtis seeks to hold all suppliers to comply with national and international standards and guidelines, including:

- a. Restriction of Hazardous Substances Directive (RoHS).
- b. Registration, Evaluation, Authorization and Restriction of Chemicals Declaration (REACH).
- c. SCIP database entry as required by the revised EU Waste Framework Directive.
- d. Regulation of Persistent Bioaccumulative and Toxic Chemicals under TSCA section 6(h).
- e. Conflict Minerals (Dodd-Frank Act Sect. 1502), EU/2017/821 of the European Parliament.
- f. United Nations Universal Declaration of Human Rights of 1948, UK Modern Slavery Act 2015² and California Transparency in Supply Chains Act 2010³.

CSR Compliance in the Curtis Supply Chain 2023-24



See Addendum 2, on pg. 29 and Addendum 3, on pg. 30

Community and Society

One of the 'Curtis 10-Points' Operating Principles states: Curtis companies are citizens of the larger community and we have a responsibility to contribute to the well-being and progress of that community. This operational tenet manifests itself in our worldwide operations.

Philanthropy and Volunteering

Corporate giving is an important part of Curtis' local community support. In the New York headquarters, Curtis supports numerous local non-profit organizations with regular, significant financial grants. This includes the local hospital, social welfare organizations, youth, childcare and educational organizations, food banks, environmental and sustainability organizations, immigrant integration organizations, and arts organizations.

The company also provides support in areas where the non-profits might not have in-house expertise or the budget to afford external services. The Curtis advertising and public relations department provides on-going pro bono support, consulting and guidance to organizations in the community. Curtis team members are encouraged to serve on the board of directors of local community organizations and to attend board meetings, even if on company time.

Curtis also sponsors major fund drives to respond to international emergencies, and often the Company provides a matching grant. This type of employee-driven, company-matched fundraising has supported victims of floods, hurricanes, tsunamis, and other catastrophes.

These efforts are replicated globally. For example, Curtis India celebrates its yearly anniversary by helping others. As a group, they identify a needy organization that does not receive government aid. The Curtis India team then sponsors assistance. They serve homes for seniors and orphanages. The team spends time with the residents and works to understand their challenges, serving them food and donating items and other materials.

Another example is Curtis Puerto Rico, where the company supports orphanages, children's cancer hospitals and related organizations.

Numerous similar charitable and community support actions are contributed to by Curtis worldwide.



Community and Society

School Sponsorships

Curtis donates products to technical schools, high schools and universities worldwide, in support of instructional tech-programs related to building electric vehicles. We support their EV programs and directly mentor students in their projects, often in preparation for competition in electric and solar car races.

This usually consists of donating motor speed controllers and related technology, along with providing guidance and tech-support. Curtis often provides substantial installation assistance to students in programming and calibrating the provided technology. Over the last 45 years, we have supported hundreds of schools, helping thousands of students, providing hundreds of thousands of dollars worth of products and services. We actually have never refused help to any legitimate electric vehicle student project and we are proud of our role as a business that partners with educational institutions. This pivotal partnership has also had a positive impact on Curtis, as the company has hired several students from the educational programs that we sponsored.

Internships

In our various locations, Curtis regularly offers internships to high school and college students in various disciplines, most often during the summer semester break. Typically, this can include engineering, marketing, logistics, finance and other fields. Students are assigned to areas related to their study in order to gain real-life, hands-on job experience under the mentorship of Curtis department experts. It is the Curtis goal to immerse students in meaningful, relevant projects, so that they can gain valuable hands-on experience.

Several of the students who started out as interns with the company are now full-time employees, with one now active as a Vice President with Curtis.



Community Outreach

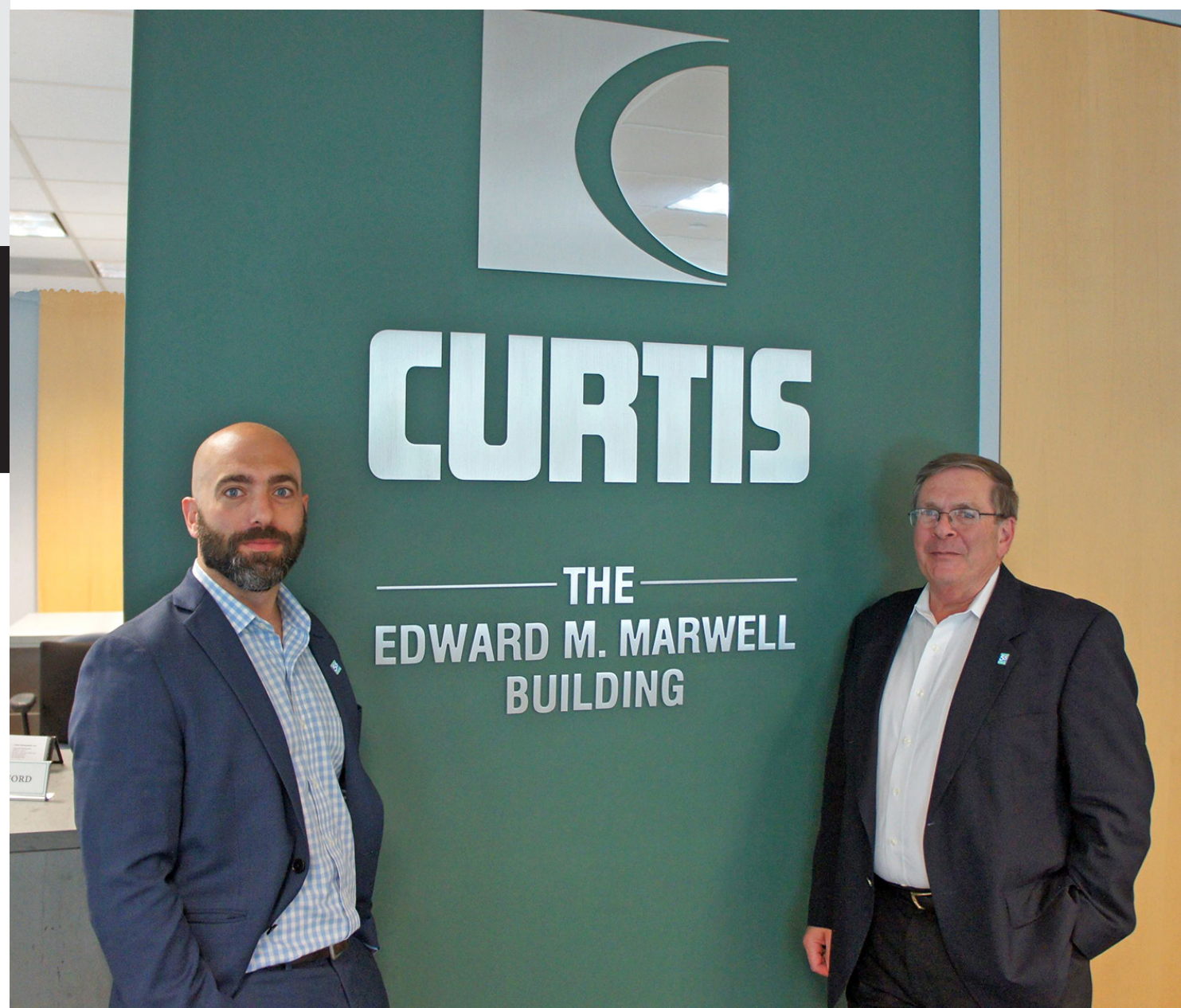
Curtis regularly engages in local community educational outreach efforts, primarily to promote electric vehicle technology as advocates of green transportation. This is usually in science fairs, community ecology days and local sustainability events. Curtis EV experts volunteer on weekends at these fairs. We distribute educational literature and provide rides in special electric vehicles.



Endorsement and Summary

Endorsement Of This Statement

Curtis and Kohler recognize the absolute importance of the matters considered in this Corporate Social Responsibility Report. We will continue to take measures to ensure that all topics addressed in this document will be implemented worldwide in all Curtis operations. The Company welcomes this opportunity to state its strong commitment to ethical and responsible practices in all divisions of Curtis Instruments around the globe.



Summary

In every sphere of concern, Curtis Instruments can assure its customers that our company strives to adhere to the highest Corporate Social Responsibility standards. Curtis operations embrace this responsibility and encourage a positive impact through the company’s activities related to the environment, consumers, employees, communities.

We work hard to inspire and engage our employees. We want them to feel that working at Curtis is more than just a job – their ideas, energy, and commitment propel our success. We continue to focus our efforts on building an engaged, talented, and motivated workforce in every facet of our operation.

We believe in the principle of “do no harm” and we are focused on assuring that we minimize our impact on the environment in every aspect of our operations, to assure that our children will inherit a world with clean air, water and soil. Curtis is focused on minimizing waste, reducing emissions, conserving water and energy and recycling to the highest level attainable – in our operations, our supply chain and our products. We want to make a positive impact on the communities wherever we are active around the world.

We have actively worked toward achieving these goals for 63 years.

For Curtis this is more than a required report. It is a way of life.

“We work hard to inspire and engage our employees. We want them to feel that working at Curtis is more than just a job.”

Summary

Addendum 1

Curtis Adherence to the United Nations Universal Declaration of Human Rights

Curtis upholds and implements all of the United Nations Universal Declaration of Human Rights in all operations without exceptions. In particular, Curtis operations strictly respect and adhere to the following articles that affect our business operations and their employees and families:

Article 1

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Article 2

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it is independent, trust, non-self-governing or under any other limitation of sovereignty.

Article 3

Everyone has the right to life, liberty and security of person.

Article 4

No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.

Article 5

No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.

Article 6

Everyone has the right to recognition everywhere as a person before the law.

Article 7

All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

Article 12

No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honor and reputation. Everyone has the right to the protection of the law against such interference or attacks.

Article 16

1. Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution.
2. Marriage shall be entered into only with the free and full consent of the intending spouses.
3. The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.

Article 18

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

Article 19

Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

Summary

Addendum 1 continued

Article 23

1. Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment.
2. Everyone, without any discrimination, has the right to equal pay for equal work.
3. Everyone who works has the right to just and favorable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.
4. Everyone has the right to form and to join trade unions for the protection of his interests.

Article 24

Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

Article 25

1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.
2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

Article 29

1. Everyone has duties to the community in which alone the free and full development of his personality is possible.
2. In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.
3. These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

Addendum 2

Compliance with UK Modern Slavery Act 2015

Purpose of this Statement

This statement is made by Curtis Instruments (UK) Ltd., located at 5 Upper Priory Street, Northampton, NN1 2PT, England, pursuant to the Modern Slavery Act 2015.

Our Policies and Commitments

Curtis Instruments (UK) Ltd. is a wholly owned subsidiary of Curtis Instruments, Inc., –‘Curtis’ – located at 200 Kisco Ave., Mount Kisco, New York, 10549, USA. Since 1960, Curtis has been a global technology leader in the electric vehicle industry and has a proud history of employee welfare.

Curtis operates all subsidiaries according to the highest international standards and practices: equal employment opportunity, fair labor practices, human rights, dignity, respect and fair treatment. Because Curtis operates its own factories, the company is in full control of operating conditions and human resources management.

Curtis has a zero-tolerance policy approach to all forms of slavery and human trafficking or any other criminal activities that violate basic human rights. This starts with compliance to the United Nations Universal Declaration of Human Rights of 1948.

Curtis factories and worldwide operations are in strict compliance with the UK Modern Slavery Act 2015: <https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted>

Curtis does not utilize child labor, indentured servitude, slavery, or human trafficking or any other practice that subjugates human beings. Furthermore, it is the Curtis practice to ensure our factories worldwide provide excellent working conditions for all employees, with standard, regulated work hours, fair pay, and clean, safe, and comfortable work environments. Curtis adheres to, or surpasses all local laws regarding work hours, social regulations, employment and labor laws, safety regulations and all other laws assuring employee wellbeing.

Summary

Addendum 2 continued

Curtis does not tolerate incidents of slavery and human trafficking in any form at its suppliers, with service providers and during all other associated business activities. Curtis employs third party provider Assent to perform yearly verifications at all active Curtis component suppliers using the Slavery and Trafficking Risk Template (STRT). The STRT is a comprehensive industry-standard survey, which requires feedback regarding slavery and human trafficking. Every year Curtis identifies its active suppliers, and Assent examines relevant information about each supplier on an annual basis to evaluate risks and vulnerability to slavery or human trafficking in the production of supplier goods. Assent provides this feedback and flags non-compliant suppliers for Curtis review.

For new, returning and re-visited fabricated part suppliers Curtis monitors supplier behavior and compliance through our own internal auditors who perform extensive announced investigations according to procedural qualification screenings. Internal auditors recognize and report non-compliance as part of the audit performance process. Non-compliances found must be immediately mitigated or the supplier is disqualified until the violation is remedied. Curtis does not directly perform supplier audits at customer off-the-shelf (COTS) component suppliers, however information is provided by Assent via STRT reporting.

Endorsement of this Statement

The Senior Management and Board of Curtis Instruments (UK) Ltd. UK recognises the absolute importance of the matters considered in this Statement and the Modern Slavery Act. We will continue to take all measures necessary to ensure that slavery and human trafficking have no place in Curtis UK's business operations. The Company welcomes this opportunity to restate its commitment to ethical and responsible practices in all parts of Curtis Instruments, worldwide.

Addendum 3

Statement Regarding the California Transparency in Supply Chains Act

The California Transparency in Supply Chains Act (Steinberg, 2010) intends to provide California consumers with information about efforts that companies are undertaking to prevent and root out human trafficking and slavery in their product supply chains.

As described, Curtis Instruments (Curtis) does not tolerate incidents of slavery and human trafficking in any form throughout its business processes including at suppliers, with service providers and during all other associated business activities.

Curtis responds to the intent of the California Transparency in Supply Chains Act by implementing the following measures:

Verification: Curtis employs third party provider Assent to perform yearly verifications at all active Curtis component suppliers using the Slavery and Trafficking Risk Template (STRT). The STRT is a comprehensive industry-standard survey, which requires feedback regarding slavery and human trafficking. Every year Curtis identifies its active suppliers, and Assent examines relevant information about each supplier on an annual basis to evaluate risks and vulnerability to slavery or human trafficking in the production of supplier goods. Assent provides this feedback and flags non-compliant suppliers for Curtis review.

Audits: For its new, returning and re-visited fabricated part suppliers Curtis monitors supplier behavior and compliance through our own internal auditors who perform extensive announced investigations according to procedural qualification screenings. Internal auditors recognize and report non-compliance as part of the audit performance process. Non-compliances found must be immediately mitigated, or the supplier is disqualified until the violation is remedied. Curtis does not directly perform supplier audits at customer off-the-shelf (COTS) component suppliers, however information is provided by Assent via STRT reporting.

Certification: Curtis expects all of its suppliers to enforce strict policies against all slavery and human trafficking events and, if requested, must provide certification evidence for meeting applicable labor laws for Curtis part shipments.

Internal Accountability: Curtis has a zero-tolerance policy approach to all forms of slavery and human trafficking or any other criminal activities that violate basic human rights.

Training: Assent provides Curtis training and learning references regarding slavery and human trafficking through its website.

Summary

Addendum 4

2023-24 ISO Certification Agency



	9001	14001
California R&D	SGS	N/A
Puerto Rico	SGS	AQS
New York	SGS	AQS
Germany Sales	N/A	N/A
United Kingdom	BSI	BSI
France Sales	N/A	AFNOR
Sweden Sales	RISE	RISE
Switzerland R&D	SQS	N/A
Bulgaria Manufacturing	SGS	AQS
India	SGS	To Be Announced
China Manufacturing	SGS	SGS
China Sales	N/A	SGS
China R&D	SGS	N/A
Japan Sales	N/A	N/A

“No matter where a Curtis facility is located – America, Europe or Asia, for sales/support, manufacturing or engineering R&D – Curtis operates in the same way when it comes to equal employment opportunity, fair labor practices, human rights, dignity, respect and fair treatment. This is a cornerstone of our operations and corporate culture.”

Learn more about our efforts at
[curtisinstruments.com](https://www.curtisinstruments.com).

