



# SUSTAINABILITY REPORT 2025

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# SUSTAINABILITY REPORT 2025

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# ABOUT US

Trillium Flow Technologies is a global partner in advanced flow control, delivering premier quality and a unique level of service for the life of a project. Trillium is a privately owned company that serves customers in the power, water and wastewater, general industry, and oil and gas sectors with highly engineered valves, pumps, and actuators, complemented by comprehensive support in every phase of a project or operation.

Our portfolio of 18 legacy brands offers premier flow control solutions designed for specific industry applications. With a supply chain spanning the globe, our key manufacturing and service centers are in the United Kingdom (UK), the United States (USA), Italy, France, the Netherlands, China, South Korea, and Canada.

Trillium's global headquarters are in Glasgow, Scotland, UK, and Houston, Texas, USA. At year-end 2025, Trillium employed 2,296 people worldwide.



# OUR BRANDS





# LETTER FROM DOUG KITANI

CHIEF EXECUTIVE OFFICER

DOUG KITANI



Dear Stakeholders,

I am pleased to present Trillium Flow Technologies' sixth annual Sustainability Report and share the progress we achieved in 2025. This year was marked by record performance in our Valves business, continued operational discipline, and meaningful advancements across our Environmental, Social, and Governance (ESG) priorities. We supported customers in critical energy and defense infrastructure while strengthening our own capabilities, investing in our people, and reinforcing our commitment to responsible operations. Our approach remains consistent: to pursue sustainability initiatives that generate tangible operational, organizational, and social value. We focus on disciplined, precisely-targeted investments that improve performance, not superficial measures. This philosophy continues to guide our strategy and differentiates Trillium in the marketplace.

## THE SAFETY OF OUR PEOPLE IS OUR TOP PRIORITY

Safety remains foundational to everything we do. In 2025, the increase in our total recordable injury rate (TRIR) underscored the importance of renewed vigilance and continuous improvement. In response, we strengthened and expanded our Behavior-Based Safety (BBS) program across all operational areas and increased direct Leadership Team engagement to ensure visible accountability. A structured monthly monitoring system, supported by comprehensive KPIs, enables us to track trends, identify risks, and measure progress. Our objective is clear: Zero Harm. We remain committed to fostering a proactive, accountable culture where safety is embedded into daily behaviors, decision-making, and operational execution. Safety is not a statistic. It is a commitment to ensure every employee returns home safely each day.

## ADVANCING TECHNOLOGY, INNOVATION AND OPERATIONAL EXCELLENCE

Innovation plays a critical role in reducing environmental impact while enhancing customer value. In 2025, we obtained TÜV accreditation for a hydrogen-certified control valve that meets Class A emissions standards, enabling customers to advance energy transition initiatives. We also successfully produced and verified our first pressure boundary body and bonnet within valves using additive manufacturing technology. This advancement increases manufacturing agility and reduces carbon footprint compared to traditional casting processes. These practical, data-driven improvements reflect our commitment to integrating sustainability into core engineering and service capabilities. At the same time, investments

in advanced technology, process optimization, and engineering tools are helping us shorten lead times, improve efficiency and minimize energy waste.

## INVESTING IN OUR PEOPLE, AND RESPONSIBLE GROWTH

Developing the next generation of engineering and skilled trade talent remains both a strategic priority and an industry-wide challenge. Through partnerships with schools and universities, STEM engagement initiatives, apprenticeships, internships, and graduate development programs, we are strengthening our talent pipeline and developing the next generation of engineering and manufacturing leaders. We continue to see measurable improvements in our organizational capability, reinforcing the direct connection between disciplined investment in people and sustained financial performance.

Internally, we expanded Workplace Health Promotion initiatives across key well-being areas, including physical activity, mental health, and preventative wellness programs. A supportive, resilient workforce enhances engagement, strengthens retention, and enables long-term operational excellence.

By participating in customer ESG events, we continue to strengthen our role as a trusted partner within the global sustainability ecosystem. As critical infrastructure projects advance worldwide, we are well positioned to support customers in improving efficiency, enhancing reliability, and reducing environmental impact—delivering responsible growth for our stakeholders and the communities we serve.

## DISCIPLINED GOVERNANCE AND LONG-TERM FOCUS

In a dynamic global environment, we remain grounded in disciplined governance, ethical leadership, and long-term value creation. Our sustainability approach is anchored in three strategic priorities: protecting our people through a proactive, accountable safety culture; advancing technology to enhance manufacturing agility while reducing our environmental footprint; and investing in the next generation of engineering and manufacturing talent to secure our future capabilities. By aligning safety, people development, and innovation with operational excellence, we strengthen our competitive position and deliver measurable value to customers and stakeholders.

Sincerely,  
**Doug Kitani**  
CEO



# OUR MISSION

To sustainably, efficiently, and passionately assist our customers by providing critical products and services to help them meet the needs of today’s ever-challenging world.

# OUR VISION

We will become the most relied-upon flow control solutions company in the world.





# REPORT OVERVIEW

Trillium integrates sustainability into our business and aspires to be an industry leader in ESG performance. We are committed to setting ambitious but attainable ESG goals, measuring our progress, and reporting our results regularly, using trusted frameworks such as the Global Reporting Initiative (GRI) Standards as a guide.

## OUR JOURNEY OF CONTINUOUS IMPROVEMENT

At the start of 2020, less than a year after Trillium’s founding, our Executive Leadership Team pledged to create the company’s inaugural Sustainability Report. That marked the beginning of a continuing commitment to build a strong foundation of ESG programs. This sixth Sustainability Report reflects how our efforts across our ESG priorities continue to move forward. We have established formal processes and systems for gathering key data and metrics, tracked our progress annually, and successfully embedded sustainability into our culture and organization. These milestones reflect our progress, and we continue to build on our accomplishments.

This sustainability report includes information and select metrics for relevant disclosure topics in the Sustainability Accounting Standards Board (SASB) Industrial Machinery & Goods Sustainability Accounting Standard, and the Global Reporting Initiative (GRI) Standards. This report covers policies, programs, and metrics for Trillium’s operated assets around the world from January 1, 2025, through December 31, 2025, unless otherwise noted.

## BOARD-LEVEL REPORT REVIEW

As standards for ESG reporting continue to evolve, Trillium strives to reflect the principles of completeness, truthfulness, and accuracy in our reporting. The information in this 2025 Sustainability Report was sourced from Trillium’s executives, managers, and subject matter experts. It was also approved by our Executive Leadership Team and CEO and reviewed by the Trillium Flow Technologies Board of Directors (Board).

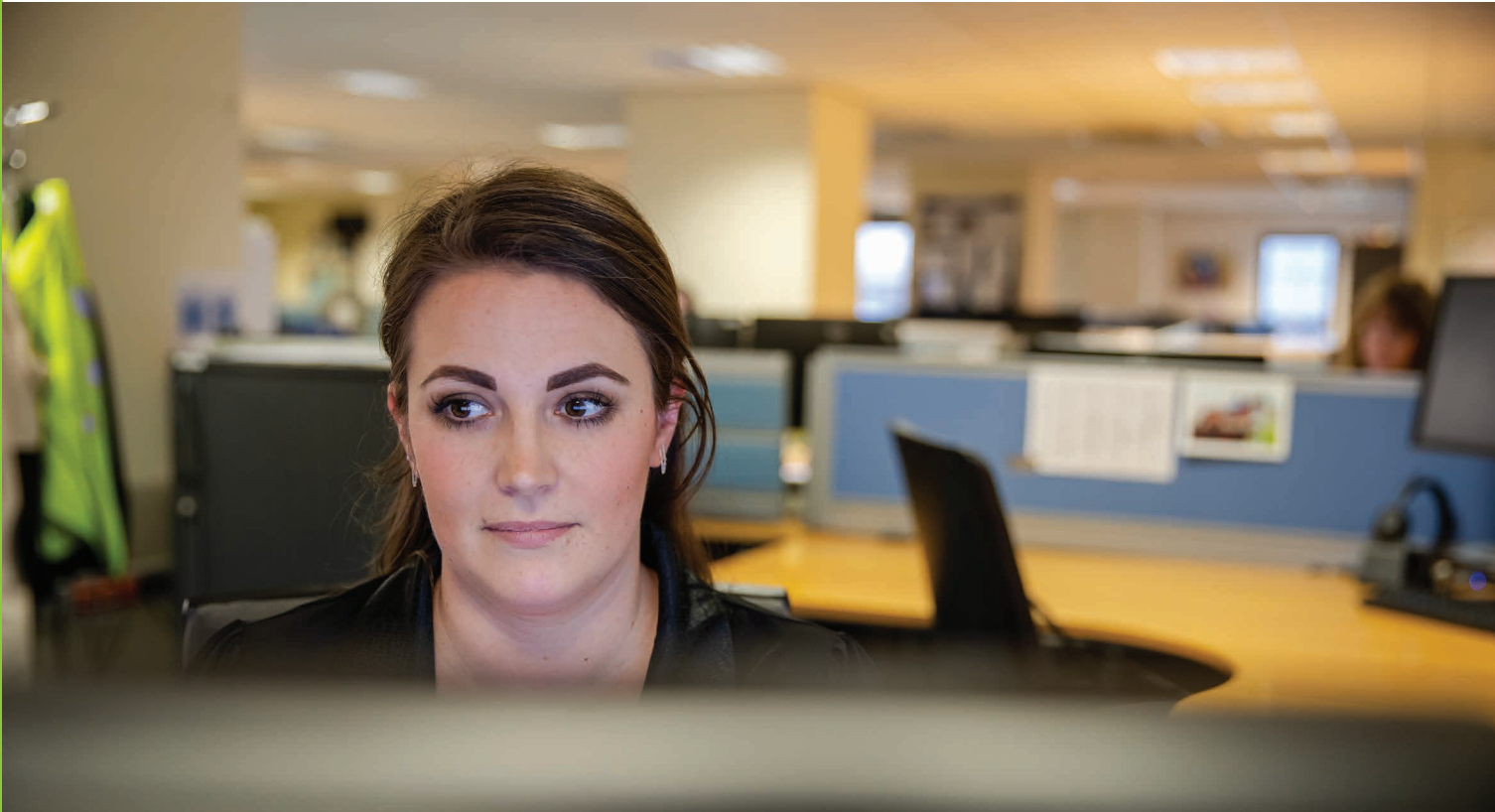


# ESG MATERIALITY ASSESSMENT

The basis for this report is the ESG Roadmap developed by Trillium’s global, cross-functional Sustainability Committee in 2020. The committee identified eight key topics (Environmental, Workplace Safety, Investing in People, Diversity and Inclusion, Strengthening Communities, Integrity/Ethics and Corporate Governance, Suppliers, and Cybersecurity), through a series of meetings with internal stakeholders, including the Executive Leadership Team, and mapped the topics to Trillium’s values. A third-party sustainability consultant reviewed the ESG Roadmap, guided the selection of reporting frameworks, and provided feedback on the materiality assessment to ensure Trillium tracks and reports meaningful information that will drive continued ESG progress.

Climate change presents a range of risks and opportunities that may affect Trillium over multiple time horizons. To proactively identify and manage these risks and opportunities, we initiated a Climate Risk Analysis in 2025 to comprehensively assess climate-related risks and opportunities that may affect our operations, strategy, and stakeholders and to align with the Climate-Related Financial Risk Act (CA SB 261). This process incorporated scenario analysis informed by The Intergovernmental Panel on Climate Change, along with internal Trillium stakeholder engagement to evaluate how various climate pathways could impact our business model and strategic priorities. In alignment with CA SB 261, this report follows the Task Force on Climate-Related Financial Disclosures (TCFD) framework and pillars. The Climate Risk Assessment Report supports the development of climate strategies that enhance the resilience and position of our company.

The physical risk assessment portion of the analysis examined the acute and chronic climate-related hazards most likely to significantly impact the company under the selected climate scenarios and time frames. Conducted in partnership with a sustainability consulting firm, the assessment utilized a science-based climate risk analytics platform to perform site-specific probabilistic modeling of climate hazards.





# SUSTAINABLE DEVELOPMENT GOALS



**GOAL 1: END POVERTY IN ALL ITS FORMS EVERYWHERE**



**GOAL 6: ENSURE ACCESS TO WATER AND SANITATION FOR ALL**



**GOAL 11: MAKE CITIES INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE**



**GOAL 15: SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, HALT AND REVERSE LAND DEGRADATION, HALT BIODIVERSITY LOSS**



**GOAL 2: ZERO HUNGER**



**GOAL 7: ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY**



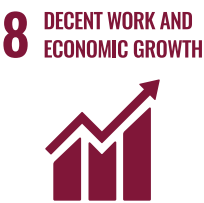
**GOAL 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS**



**GOAL 16: PROMOTE JUST, PEACEFUL AND INCLUSIVE SOCIETIES**



**GOAL 3: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES**



**GOAL 8: PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, EMPLOYMENT AND DECENT WORK FOR ALL**



**GOAL 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS**



**GOAL 17: REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT**



**GOAL 4: QUALITY EDUCATION**



**GOAL 9: BUILD RESILIENT INFRASTRUCTURE, PROMOTE SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION**



**GOAL 14: CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS AND MARINE RESOURCES**



**GOAL 5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS**



**GOAL 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES**

**DISCLAIMER:**  
<https://www.un.org/sustainabledevelopment>  
<sup>1</sup>The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

The United Nations Sustainable Development Goals (SDGs) unite global stakeholders to end poverty, fight inequality and injustice, and protect our planet.

Trillium Flow Technologies™ shares these values, and our sustainability efforts support many of the same goals.

# TRILLIUM FLOW TECHNOLOGIES’ 2025 SUSTAINABILITY HIGHLIGHTS INCLUDE:

## SOCIAL

- The Global Green Team developed an initiative emphasizing STEM education and real-world application. Participating locations engaged with local students to help solve actual manufacturing challenges or to meet school-specific needs, including providing supplies or mentorship.
- We participated in 9 community cleanup events helping to improve local environments and promote environmental stewardship across the communities where we operate.
- We achieved 2,461 employee volunteer hours in support of community engagement, environmental stewardship, and local outreach initiatives.

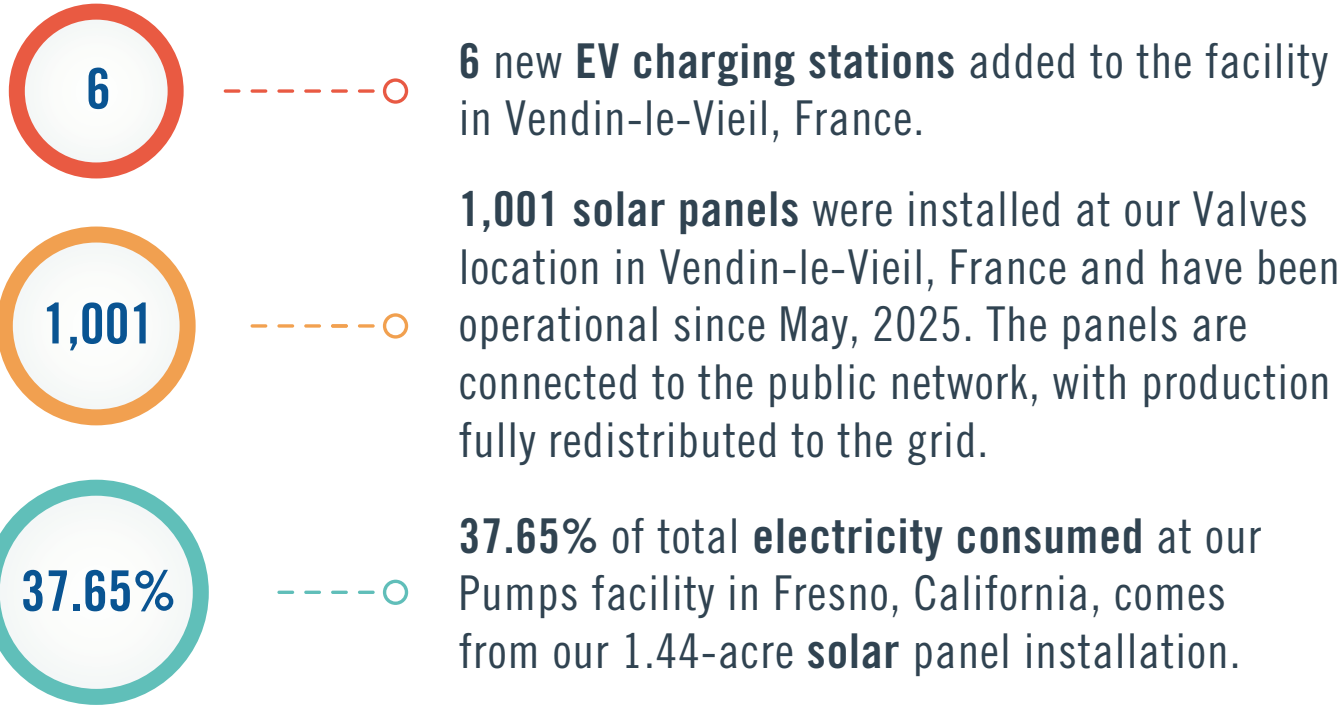
## GOVERNANCE

- Supplier Code of Conduct: No reported violations in company history.
- Human Rights and Modern Slavery Policy: No reported violations in company history.
- We expanded Trillium’s Know Your Customer (KYC) controls in 2025 through improved screening tools, employee training, and standardized due diligence procedures across all Trillium regions. These efforts support compliance with international regulations and reinforce our culture of accountability. Continuous monitoring and periodic reviews ensure our program evolves alongside regulatory and geopolitical developments.

## ENVIRONMENTAL

- We achieved a 46% reduction in emissions intensity in 2025 compared to the base year (2020).
- Our absolute market-based emissions have decreased by 25% relative to our 2020 baseline.
- In 2025, we transitioned to a new carbon accounting platform to enhance the granularity and scope of our reporting, utilize more relevant and auditable emissions factors, and lay the groundwork for comprehensive Scope 3 data collection beginning in 2026.

## 2025 AT A GLANCE: GROWING GREENER BY THE NUMBERS





# SOCIAL

Protecting the Health, Safety,  
and Well-being of Our People





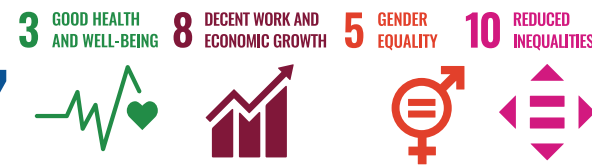
# PROTECTING THE HEALTH, SAFETY, AND WELL-BEING OF OUR PEOPLE



At Trillium, protecting health and safety is embedded in our culture. It is part of our DNA. We invest in the health, safety, and well-being of our employees and are committed to being a responsible corporate citizen in the communities where we live and work. Treating our employees and communities with respect is fundamental to how we work and a foundational responsibility to society. We continue to explore new opportunities to enhance our social sustainability efforts, including expanding our culture of global corporate citizenship and supporting local communities through philanthropy.

Our Code of Conduct (Code) and comprehensive policies and charters for safety, diversity and inclusion (D&I), and sustainability provide detailed guidelines for operating in a socially responsible manner. Trillium offers employees the training, development, and resources needed to put our values into action to become the most relied-upon flow control solutions company in the world.

# FOSTERING A POSITIVE, INCLUSIVE CULTURE



Creating and operating a sustainable business, now and for years to come, begins with our most important asset — our people. Our success depends on attracting and developing a team focused on our mission, with a passion for pursuing continuous improvement, achieving excellent results, and creating value. Our policies and programs enable us to recruit, hire, train, develop, engage, and compensate the team we need. We strive to offer comprehensive benefits based on market best practices in all our locations.

To foster a respectful and inclusive workplace, we communicate well-defined principles, priorities, and actions. Our Equal Opportunity & Harassment Policy, Global D&I Policy, and Code state unequivocally that Trillium does not tolerate harassment, bullying, or any related behaviors based on any protected trait. We are committed to providing equal employment opportunities to all potential and existing employees throughout their recruitment and tenure with the company. These policies work in parallel with our D&I Charter, Safety Charter, and Sustainability Charter to demonstrate our commitment to our employees' well-being.

In addition, the Code articulates our respect for the human rights of all those working for or with us, and of the people in the communities where we operate. We respect the human rights of our workforce by prioritizing their health and safety and complying with national laws on wages and working conditions in the countries where we operate.

## SUPPORTING EMPLOYEE WELLNESS

Employee wellness, encompassing both mental and physical well-being, is crucial for fostering a productive and positive work environment. When employees feel supported and healthy, they are more engaged, motivated, and capable of performing at their best.

## FLEXIBLE OR “SMART” SCHEDULE PROGRAM

We continue to support employee flexibility by upholding the flexible work schedule program we launched in 2022. It should be noted that many manufacturing roles necessitate on-site presence. For positions within Trillium that permit flexibility regarding responsibilities, we continue to offer hybrid or remote work schedules and have expanded such flexibility wherever possible.

## THERAPY DOGS

Valves USA welcomed two therapy dogs onsite in Ipswich, Massachusetts for the second year in a row to visit with employees. Interacting with these animals can reduce stress and anxiety while also promoting a sense of calm and comfort. On a sunny day, the dogs settled into a shaded outdoor area on a blanket where employees could stop by for affection and a moment of calm. From belly rubs and handshakes to hugs and kisses, the four-legged visitors brought joy, laughter, and relaxation to everyone who joined them. The simple act of pausing to connect with the dogs offered a welcome break in the day, easing stress and creating plenty of smiles.





# WALKING TOWARD A CLEANER FUTURE

Over the course of three days, more than 80 employees from our valves facility in Suzhou, China participated in the Pick Up and Walk: Every Step for Green Challenge. Participants averaged over 15,000 steps per person each day, while also collecting litter along the way to help contribute to a cleaner, healthier environment.



# MEASURING OUR COMMITMENT TO EMPLOYEES

future flow

Every year, we conduct our employee survey to gather valuable insights and feedback. In 2024, Trillium introduced Future Flow, a comprehensive initiative aimed at enhancing how we evaluate, support, and develop our team members.

As part of Future Flow, we implemented a third-party platform to improve our Performance Management process and enhance our ability to collect employee feedback. By migrating our employee survey to this platform, we enable employees to provide anonymous feedback that can be analyzed, benchmarked, and communicated to leadership. This feedback is then used to develop targeted action plans to address employee concerns. Additionally, this platform allows us to conduct pulse surveys throughout the year, ensuring continuous improvement and engagement.

In 2025, we received a 60% response rate for our mid-year survey, and an 81% response rate for our 2025 year-end survey.

# COMMITTING TO SAFETY: ZERO HARM, ZERO INCIDENTS



Our annual safety objective is to achieve zero harm and zero incidents. This is our top priority as a company, and is guided by our Safety Charter, a global document endorsed by our CEO.

The Safety Charter outlines our vision, principles, priorities, and actions to prevent injury, loss, or harm to our people. Our comprehensive safety and health program features a safety management system that includes standards, risk

assessments, protocols for identified high-risk activities, incident reporting and investigation, audits, and contractor safety and management. In addition to the Safety Charter, we have a suite of safety protocols designed to be used by everyone, regardless of geographic location. Employees can access safety protocols and other information via a Safety Hub on the company intranet site. We also have a Global Safety Forum made up of safety professionals from each of the manufacturing and service locations. All these important aspects of rigorous safety management and execution create a comprehensive framework that promotes our safety culture and provides a solid base for year-over-year improvement.

Our robust safety processes and protocols provide a baseline that cascades across each role and every area of the business. All Trillium employees have a part to play in maintaining a safe work environment, from the shop floor to the C-suite, by ensuring these protocols are followed and correct behaviors are set and modeled. Our standards require Trillium employees to have proper safety training, including general safety awareness. Employees working in some high-risk areas must earn a training certificate from a third party and demonstrate proficiency, as needed. All new staff participate in Zero Harm training when they join the company, enabling full comprehension of the potential risks and hazards involved in manufacturing. We focus on basic human behaviors such as rushing, complacency, and fatigue, which can cause critical errors if someone is not focused on their task, unintentionally putting themselves or someone else in harm's way. Before beginning work, employees must perform dynamic, point-of-work, and last-minute risk assessments to identify and address any hazards that might impact the job. As a manufacturing organization, we focus particularly on hand and finger injuries and vehicle incidents.

Helping our employees understand how to avoid these behaviors, for example, paying attention when hazards are present, is part of our safety commitment. The EHS team upholds a "no complacency" philosophy of constantly working to improve the safety culture and practices. This rigorous attention to safety protocols ensures that we adhere to proper safety standards and challenges our teams to be prepared for the unexpected.

A monthly safety report is published for the organization, and monthly safety topics are communicated by the Environmental, Health, and Safety (EHS) team to every location. Safety is a priority whether we are working in our facilities or at a customer site.

## SAFETY PERFORMANCE METRICS

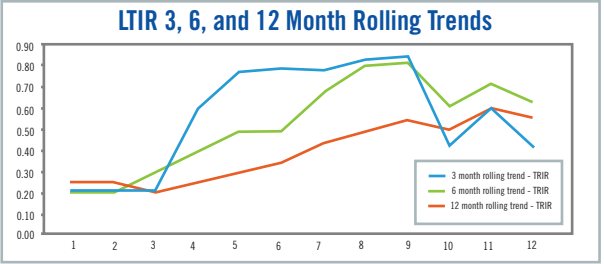
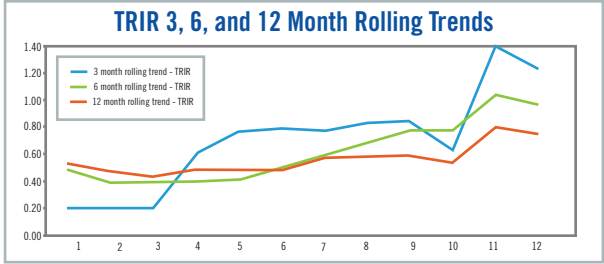
|                                     | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
|-------------------------------------|-------|-------|-------|-------|-------|-------|
| Total Recordable Injury Rate (TRIR) | 0.41  | 0.40  | 0.42  | 0.53  | 0.57  | 0.75  |
| Fatalities                          | 0     | 0     | 0     | 0     | 0     | 0     |
| Near-Miss Frequency Rate (NMFR)     | 5.9   | 4.6   | 4.1   | 3.12  | 4.57  | 4.94  |
| Identified Hazards                  | 7,617 | 5,390 | 6,811 | 4,766 | 4,960 | 4,843 |
| Safety Kaizens                      | -     | 157   | 217   | 336   | 177   | 190   |

Note: A safety kaizen is a tool that can be used to enhance the effectiveness of an organization's safety program. They often are employee-focused events designed to solve a specific safety issue or achieve a specific goal.

In 2025, we adhered to our safety standards by following our safety roadmap and Zero Harm training, with a focus on continuous improvement. We continue to pay close attention to our Total Recordable Injury Rate (TRIR), which rose along with our Near-Miss Frequency Rate (NMFR). In response, we strengthened and expanded our Behavior-Based Safety (BBS) program across all operational areas and increased direct Leadership Team engagement to ensure visible accountability. A structured monthly monitoring system, supported by comprehensive KPIs, enables us to track trends, identify risks, and measure progress. Although there was an increase in the NMFR, we believe this positively reflects our safety culture, showing that employees feel empowered to report such incidents. In 2025, we enhanced our Life-Saving Behaviors presentations by incorporating discussion questions before and after training sessions to increase engagement during in-person trainings. These principles are reinforced globally and implemented at the local level across each location.

GLOBAL SAFETY PERFORMANCE

| SAFETY KPI        | 2025 | 2024 |
|-------------------|------|------|
| LTI               | 11   | 5    |
| MTI               | 4    | 7    |
| First Aid         | 38   | 42   |
| Near Miss         | 99   | 96   |
| Cat 4/5 Near Miss | 15   | 4    |
| LTIR              | 0.55 | 0.24 |
| TRIR              | 0.75 | 0.57 |
| Reported Hazards  | 4843 | 4960 |
| Safety Kaizens    | 190  | 191  |



| % of Global Hours Worked YTD |           |       |
|------------------------------|-----------|-------|
| Global                       | 4,009,044 |       |
| Americas                     | 774,690   | 19.0% |
| EMEA                         | 2,855,774 | 73.0% |
| APAC                         | 329,276   | 8.0%  |

GLOBAL SAFETY FORUM

Trillium’s Global Safety Forum was organized in 2019 and continues to emphasize global safety measures. This group of safety professionals across global manufacturing and service locations meets monthly to develop and share best practices across all Trillium’s geographic boundaries, focusing on incidents, safety statistics, and lessons learned. Each year, a different leader heads the team, supported by sub-teams that contribute to a comprehensive approach.

GLOBAL SAFETY DAY

Trillium’s Global Safety Day took place again in 2025 to reinforce our unifying goal of Zero Harm, emphasize our Life-Saving Behaviors, and engage and educate Trillium employees on the importance of being vigilant and focusing on our top priority of keeping people safe.

2025 GLOBAL SAFETY DAY TOPICS INCLUDED:

- Hand Safety
- Science of Seeing Hazards
- Stress Management
- Chemical Safety (where applicable)

SETTING EMPLOYEES UP FOR SUCCESS

Investing in our people means equipping them with the skills and knowledge they need to support our business and our customers. Through targeted training and development, we strengthen our ability to deliver mission critical equipment, highly engineered solutions, and reliable global support. We provide a combination of group-wide and regionally tailored training resources to meet local needs while maintaining consistent standards across the organization.

TRILLIUM LEARNING PORTAL

The group-wide Trillium Learning Portal (TLP), an online learning management e-portal for leadership and compliance training, has been a positive addition to our training program. Altogether, the TLP offers more than 6,000 development courses and 35,000 books that provide opportunities for employees to pursue self-development. These courses include lessons on functional and technical development, overall well-being, and general business competencies.

TRAINING AND DEVELOPMENT IN 2025

42,280

Total hours of training and development

8,613

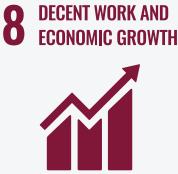
Hours completed within TLP, including individual, self-directed development

33,667

Hours were completed through site-based classroom training



# FOCUS ON APPRENTICESHIP



Our Pumps facility in Fresno, California proudly welcomed a new group of engineering interns this summer, offering students an immersive experience across multiple disciplines, from operations and quality design, to manufacturing and project support. The program began with team introductions, facility tours, and comprehensive safety training, establishing a strong foundation for a season of learning, collaboration, and contribution. Over the course of sixty days, six engineering interns worked across four key areas, Manufacturing, Quality, Product, and Research and Development, gaining valuable exposure to real-world engineering while contributing to projects that directly support Trillium’s mission to engineer flow solutions that matter.

Some successes of the program included:

- Developing innovative data tools that have the potential to reduce engineering time and boost production efficiency.
- Streamlining inventory management.
- Supporting a live customer program by modeling components.
- Supporting product documentation improvements.

Robel Gembre is contributing to innovation and sustainability through his work in our Research & Development team. As part of his apprenticeship, Robel is working on New Development Projects, designing components and systems which will increase the performance of some of our legacy products. His project focuses on researching and developing new technologies to improve performance beyond current industry benchmarks, positioning Trillium as a leader in the water and wastewater industries. This work supports more efficient wastewater treatment operations and demonstrates how apprentices play a meaningful role in advancing sustainable, high-performance solutions. Our apprenticeship programs provide participants with comprehensive training, hands-on experience, and essential professional skills, preparing them for successful careers in their respective fields.



# SPONSORING AND SUPPORTING STEM EDUCATION

Building on our focus of talent development and innovation, Trillium supports STEM-related initiatives that encourage learning, curiosity, and career readiness globally. We are dedicated to supporting aspiring professionals of tomorrow and investing in STEM related initiatives around the globe. In 2025, our employees volunteered at several of these events.

# CONNECTING STUDENTS TO ENGINEERING CAREERS

The team at our Valves location in Suzhou, China, welcomed sixteen mechanical engineering students from Suzhou University of Technology to the plant for a one-day STEM event designed to connect classroom learning with real-world engineering applications. The program introduced students to Trillium’s global presence and provided an overview of plant operations, followed by a safety briefing to ensure proper understanding of workplace safety practices before entering the factory floor.

Throughout the day, students participated in a guided tour of the check valve assembly line, welding area, and quality laboratory, where they observed production processes. In collaboration with Trillium mentors, participants also took part in an engineering design challenge focused on 3D modeling, which encouraged creative problem-solving, technical thinking, and collaboration. To complement the technical experience, Trillium mentors shared their expertise on valve design and manufacturing while offering insights into career development and job readiness. Students were also given the opportunity to tour office departments and engage in an interactive Q&A session with company leaders.

Each participant also received professional books on engineering design and valve models. The event provided valuable exposure to industrial operations and strengthened students’ problem-solving, teamwork, and communication skills. Through initiatives like this, we reinforce our commitment to advancing STEM education, empowering future engineers, and cultivating the next generation of innovators who will contribute to a more sustainable world.





# CONNECTING TALENT AND OPPORTUNITY

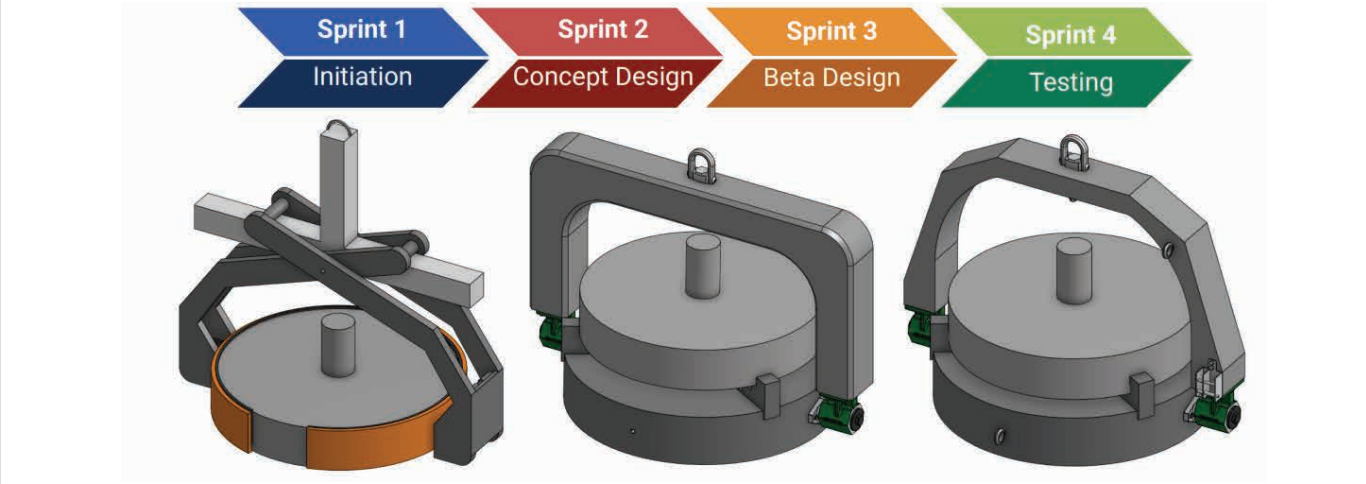
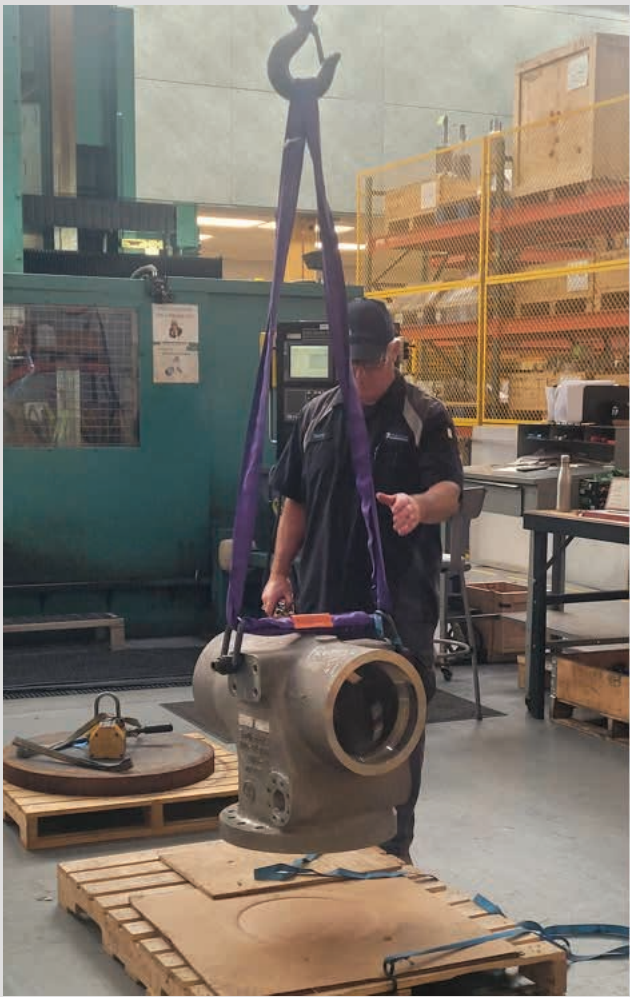
In October, Trillium Pumps Italy participated in the Job Meeting Bari at the Polytechnic University, a leading Italian event connecting companies with graduates and soon-to-be graduates. The Human Resources team engaged with approximately 60 students throughout the day, sharing insights into careers in the industrial sector and promoting the Trillium Pumps Italy Graduate Program. The event provided valuable opportunities for direct dialogue, resume collection, and informal interviews, strengthening connections between academia and industry. Participation in Job Meeting Bari reflects Trillium’s commitment to talent development, workforce readiness, and building a strong pipeline of future professionals across our Italian sites.



# STEM PARTNERSHIP DRIVING REAL-WORLD ENGINEERING INNOVATION

Our commitment to fostering the next generation of engineering practitioners was embodied in the launch of a new STEM challenge. The Valves USA team in Ipswich, Massachusetts, welcomed a group of engineering students from a local college to address a real-world engineering problem: designing a safe, effective, and non-invasive lifting solution for heavy industrial equipment. During the kickoff, Trillium’s Operations and Engineering teams introduced the challenge and provided an overview of the lifting environment. Students observed the actual component, engaged in technical discussions, and collected data to inform their initial design concepts. Their designs must also demonstrate scalability, with the ability to lift components ranging from several hundred to one thousand pounds.

Throughout the project, Trillium engineers offered mentorship and technical guidance, supporting students as they apply their classroom knowledge to practical engineering challenges. At the conclusion of the project in May, 2026, participants presented their final designs, including engineering drawings, safety assessments, load analyses, and prototype demonstrations. This event supports student collaboration on a real-world engineering challenge while also creating meaningful opportunities for students to connect with Trillium professionals and begin building strong professional networks for the next stage of their careers.





# EMPOWERING EACH OTHER, GROWING TOGETHER



We value and respect the culture, identity, and background of every individual at Trillium and believe our global D&I programs make Trillium a better place to work. In addition to the personal and organizational benefits of a workplace where individuals are valued for their differences, this is also good for business and our long-term success. A diverse and inclusive work environment enables Trillium to provide better service to our increasingly diverse customer base, strengthen local business relationships, and employ the most talented people.

On the hiring front, we ensure that we have a diverse applicant pool externally, and a diverse interview panel internally, to reinforce this important aspect of our company and culture. We use candidate scorecards to measure capabilities and competencies and to achieve D&I representation.



**28.6% of new hires in 2025 at our valves facilities in France were women compared to 24% in 2024.**

In 2025, our Valves facilities in France achieved a Gender Equality Index score of 93 out of 100, and women held 31 roles within technical and operational domains. The primary structured benchmark in France is the French Gender Equality Index. Our objective is to maintain a high level of performance while continuing to strengthen pipeline indicators, including the share of women among new hires, representation in technical and operational roles, and participation in apprenticeship and internship pathways. Workforce composition is reviewed annually to identify opportunities for continued improvement.



**Building a More Inclusive Workforce in France**

## INTERNATIONAL WOMEN’S DAY

International Women’s Day provided an opportunity to celebrate the achievements and contributions of women while reflecting on the values of growth and unity that strengthen our company.

At our Valves facility in Suzhou, China, the day began with a thoughtful gesture of gratitude — each female employee received a vibrant potted plant symbolizing growth, resilience, and vitality. Many chose to transplant their plants into the shared garden, transforming individual gifts into a collective green initiative that reflects our spirit of collaboration and sustainability. This meaningful act not only brought natural beauty to the workplace but also reinforced our shared commitment to caring for the environment. The garden now thrives as a living symbol of teamwork, environmental responsibility, and the power of small actions to create lasting impact. As the garden continues to flourish, so does our appreciation for the women who cultivate both professional excellence and a greener future.



The Trillium Innovation Center in India celebrated with a day full of gratitude, unity, and appreciation for the remarkable women who strengthen our workplace and contribute to our shared success. Employees reflected on this year’s theme, “Accelerate Action,” which served as a powerful reminder that progress toward gender equality is ongoing, and that every action, big or small, brings us closer to a more inclusive future. The celebration continued with a team lunch filled with meaningful conversations, laughter, and connection. More than just a celebration, the day reflected our commitment to fostering an environment where everyone has the opportunity to thrive. By uplifting one another, we continue to build a culture of respect, empowerment, and collective growth.





# 2025 GENDER EQUALITY PROGRESS



| D&I Metrics-Global                                                | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------------------------------------|------|------|------|------|------|------|
| Total Male Employees                                              | 86%  | 82%  | 85%  | 81%  | 84%  | 85%  |
| Total Female Employees                                            | 14%  | 18%  | 15%  | 19%  | 16%  | 15%  |
| % Of Females Recruited in STEM Roles                              | 29%  | 36%  | 44%  | 50%  | 35%  | 6%   |
| % Of Females in Management Staff Among the Total Management Staff | 22%  | 19%  | 16%  | 13%  | 14%  | 14%  |

Retention Rate: 88.8%  
Voluntary Turnover Rate: 7.5%

# SUPPORTING OUR COMMUNITIES

We believe in giving back to communities, and enthusiastically support employees in their volunteer efforts. In 2025, our teams proudly engaged in various philanthropic activities, raising funds, supporting those experiencing food insecurity, donating blood, and collecting essential items for fellow community members.

2,461 hours  
2025

As a company, we performed 2,461 hours of voluntary community service in 2025.



# RAISING FUNDS AND AWARENESS FOR CHARITY

- Trillium Flow Technologies, France, organized a "Wear It Pink" day for Pink October collecting donations for breast cancer research.
- Trillium Flow Technologies UK Service Center swapped their steel-toed shoes for golf shoes for Customer Charity Golf Day. The event brought together key clients and our own employees to raise £900 for Alzheimer Scotland. The team also participated in a charity Kilt Walk, running from Fort William to Cape Wrath Scotland in traditional kilts. The team raised over £4,684 for the Rachel's House Charity in Kinross, Scotland. Rachel's House is designed to be a "home from home" for families caring for children with life-shortening or life-limiting conditions.
- A dedicated apprentice at our valves facility in St. Victoret, France led a fundraising initiative to support hospitalized children, resulting in the distribution of €1,200 worth of toys and an additional €820 donated to Les Emploques, an organization raising awareness in the fight against leukemia.

# STRENGTHENING FOOD SECURITY AND SAFETY

The US Valves team in Ipswich, Massachusetts, completed a successful food drive to benefit Beverly Bootstraps, a nonprofit dedicated to helping families and individuals achieve self-sufficiency. The team collected more than 1,400 items, including over 1,300 pounds of food, to help stock the organization's pantry. Our support helps ensure local families have access to nutritious food when they need it most. Team members also assembled over 360 snack bags for families visiting the food pantry, with a focus on school-aged children. These snacks help kids stay energized and focused throughout the school day while offering meaningful support to families facing food insecurity.



# HEALTHY PRACTICES, SAFER COMMUNITIES

Recognizing that summer presents an elevated risk for foodborne illnesses due to high temperatures and humidity, the Valves team in Suzhou, China, partnered with the local community in July to deliver a food safety training session for elders and children. The session covered essential topics including food safety standards, selecting safe ingredients, and maintaining proper food hygiene. This initiative aimed to raise awareness of seasonal food safety risks, equip participants with practical prevention measures, and support healthier daily practices. Following the training, employees and children participated in a hands-on activity by preparing and enjoying a refreshing, healthy fruit salad together, reinforcing key food safety principles in an engaging and interactive way.



# GIVING BACK THROUGH BLOOD DONATION

Our teams around the world continue to demonstrate a strong commitment to giving back through ongoing blood donation efforts. In Fresno, California, our Pumps facility marked its fourth year partnering with the Central California Blood Center, while our Valves facility in Korea carried forward its dedication with a third consecutive annual drive. This shared spirit of generosity also extended to our Valves facility in Suzhou, China. Together these efforts reflect the powerful impact of collective action in support of a noble cause.



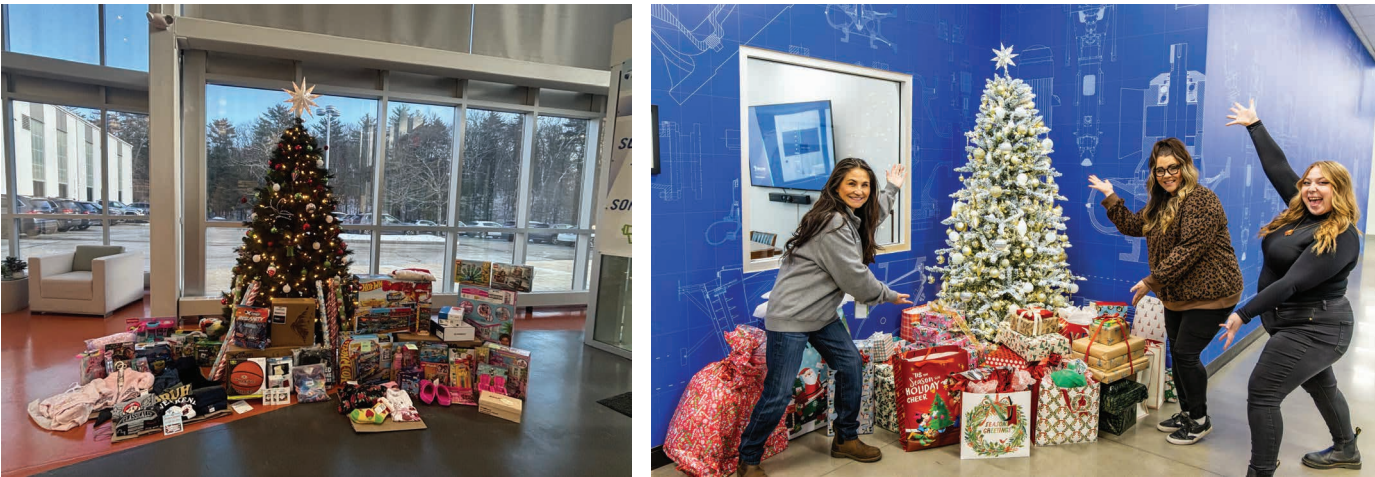
# SUPPORTING COMMUNITIES THROUGH DONATIONS

- The Valves team in Suzhou, China partnered with a local school to donate books for primary students, helping spark a love of reading at an early age. Employees generously contributed a wide range of books which were delivered to the school to enhance the students' reading corner and support everyday learning.
- As part of a backpack drive, employees in Ipswich, Massachusetts, donated backpacks to help students feel prepared and confident for the upcoming school year. Volunteers also spent time at the Beverly Bootstraps Thrift Shop, a vital community resource that supports programs such as food assistance, youth and family services, adult education, and free tax preparation. During their time there, volunteers helped sort and tag donated clothing for sale, contributing directly to the store's impact.



# SUPPORTING OUR COMMUNITIES DURING THE HOLIDAY SEASON

During the holiday season, Trillium employees across multiple locations demonstrated a strong commitment to supporting their local communities through meaningful initiatives. At our Pumps facility in Fresno, California, the team partnered with a local elementary school to organize a gift drive for students in need. In Ipswich, Massachusetts, employees at our US Valves location sponsored five children and their families through Beverly Bootstraps' Winter Wishes Program, helping ensure holiday wish lists were fulfilled. Similarly, at our Valves facility in North France, employees worked with the town of Vendin-le-Vieil to collect toys in December for children supported by the association Les Restaurateurs du Cœur. In the UK, employees at our valves location in Elland organized a toy collection drive in support of families in need through the Secret Santa Appeal. These actions across the company reflects shared values at a global level, ensuring that parents and children alike share the joy of the holiday season.





# GOVERNANCE

Adhering to the Highest Levels of  
Ethical Oversight





# BOARD OF DIRECTORS’ OVERSIGHT

The Board oversees our ESG progress and receives quarterly updates from our Senior Vice President, General Counsel, and Chief Compliance Officer, who is responsible for Trillium’s governance and overall sustainability program.

Our directors hold Trillium’s management accountable for setting targets, achieving results, and continuously improving performance in governance and all aspects of sustainability, as well as financial and operational performance. We consider our ESG achievements to hold the same importance as our financial and operational results.

# OUR CODES AND POLICIES

The Trillium Code of Conduct outlines our behavioral expectations and guidelines for applying our values, raising concerns, and asking questions about suspected unethical behavior or compliance violations. It applies to all employees, officers, directors, and third parties we work with, and covers multiple aspects of our people, customers, technology, and performance. We expect every Trillium employee to follow applicable policies according to our Code of Conduct, as well as all policies, laws, rules, and regulations applicable in the countries where we operate.

Available on our website in 10 languages, the Code incorporates best practices in ethics and compliance from the USA, UK, and other countries where Trillium operates. It includes important details on policies regarding gifts and hospitality, conflicts of interest, use of company property and resources, and other areas of our business. Under our Code, Trillium does not make any political donations or contributions or participate in political activities at a corporate level.

Additionally, we have import and export manuals, trade compliance guidelines, and other policies to ensure proper operations. Diligent, attentive business practices, combined with oversight from our Board, serve the best interests of our company, employees, customers, investors, and communities.

# IMPORTANCE OF ETHICAL AND LEGAL RESPONSIBILITIES

We conduct comprehensive training to ensure our employees understand our ethical and legal obligations. New employees receive Code and initial ethics training during onboarding, and all employees take annual refresher training on the Code and our policies for gifts and hospitality, anti-bribery, and anti-corruption. Code training may be delivered live in a group setting or online or individually, depending on employee needs. We track completion of compliance training in the TLP.

Employees whose role involves working with third parties take anti-bribery and anti-corruption training as new hires and annually as a refresher. We expect our distributors and representatives to uphold our standards for ethical conduct and require them to complete anti-bribery and anti-corruption training through our third-party due-diligence platform. Our Corporate Criminal Offense Policy requires specialized annual training on the UK Criminal Finances Act of 2017 for employees who have responsibility for contracts. In addition to training, we reinforce the importance of ethical behavior and compliance through town hall meetings, intranet posts, and other internal communications.

At Trillium, we have a responsibility to conduct business with the highest level of ethics and integrity and to communicate openly with all stakeholders. Since our company’s founding in 2019, we have established the governance principles needed for sustainability and global corporate stewardship.



OF EMPLOYEES COMPLETED COMPLIANCE TRAINING IN 2025.







# CODE OF CONDUCT

## 2025

## THE CODE INCLUDES BEHAVIORS WE EXPECT AND GUIDELINES FOR APPLYING OUR VALUES, RAISING CONCERNS, AND ASKING COMPLIANCE QUESTIONS.

- Applies to all employees, officers, directors, and third parties.
- Covers people, customers, technology, and performance.
- Training includes onboarding, an annual refresher, and periodic risk-specific topics.
- Policy training includes anti-bribery, anti-corruption, and corporate criminal offense annually for designated employees.
- Reporting unethical behavior is a responsibility, and Trillium Flow Technologies does not tolerate retaliation for good faith reporting.
- Reporting options include managers, supervisors, human resources representatives, senior leaders, the legal and compliance department, and an Ethics Hotline.



# RESPECTING HUMAN RIGHTS

As stated clearly in our Code, we respect the human rights of all people: those working for us, with us, and those living in the communities where we operate. The Code outlines our human rights principles, while our Human Rights and Modern Slavery Policy, which complies with the UK Modern Slavery Act of 2015, describes our responsibilities for combatting forced labor in our business and our supply chain. The Board is responsible for ensuring this policy aligns with our legal and ethical duties.



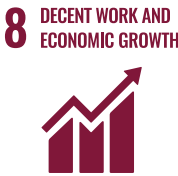
# SPEAKING UP

Every employee has a responsibility to report unethical behavior they experience or witness. Reports can be made via internal channels outlined in the Code, through our confidential, anonymous (where allowed by law) Ethics Hotline, or by contacting the CEO directly. Other reporting options include managers, supervisors, human resources representatives, senior leaders, or legal and compliance departments. Detailed information for the hotline, administered by third-party provider NAVEX Global, is available to employees and third parties in our Code. The hotline is accessible 24 hours a day and from every global location where we operate. Trillium Flow Technologies reviews and investigates all reports, taking action as needed. Through our global Speak Up campaign, we encourage reporting so we can strengthen our ethics program and, in turn, our entire organization. As reporting unethical behavior is an employee responsibility, we do not tolerate retaliation for good faith reporting.





# HOLDING SUPPLIERS TO OUR STANDARDS



We set high standards for compliance, professionalism, and environmental and social responsibility, and we expect our suppliers to adhere to the same high standards. As part of our zero-tolerance approach to human rights risks, we take comprehensive steps to prevent, evaluate, and address risks of forced labor in our supply chain. To that end, the company:

-  **Expects compliance by all our suppliers. We may also impose and require compliance with contractual obligations.**
-  **Regularly reviews our supply chains to evaluate forced labor risks and, if a risk is identified, we take appropriate steps to address it.**
-  **Evaluates the conduct of each supplier against the Supplier Code when awarding and/or renewing business with the supplier.**

To further reduce the risks of forced labor in our supply chain, Trillium educates employees working with our supply chain on forced labor and the Supplier Code. In support of these efforts, our Fresno, California site has also established a dedicated Supplier Quality and Development role to strengthen oversight and engagement with suppliers. In addition to human rights and labor, the Supplier Code covers legal compliance, fair treatment and non-discrimination, material compliance, conflict minerals, EHS, and sustainability.

We require our suppliers, agents, and distributors to sign and adhere to the Code. For dealing with third parties, the Code sets out the company’s policies and commitments, including a significant section focused on diversity and inclusion.

We expect suppliers to adhere to our principles at a minimum, exceed the minimum requirements where possible, and take reasonable steps to ensure their suppliers and subcontractors also comply.

## IN 2025, FOR THE SIXTH YEAR IN A ROW, TRILLIUM FLOW TECHNOLOGIES EXPERIENCED:

- ZERO REPORTED VIOLATIONS OF OUR SUPPLIER CODE OF CONDUCT
- ZERO REPORTED VIOLATIONS OF OUR HUMAN RIGHTS AND MODERN SLAVERY POLICY

# PRIORITIZING DATA PRIVACY AND CYBERSECURITY

Safeguarding data and our information technology (IT) systems and equipment is a critical business and governance issue at Trillium — a responsibility that includes IT, Legal, Compliance, Finance, Human Resources, and other areas of our enterprise. The Global IT Director is accountable for protecting our IT infrastructure and information assets and for updating Trillium’s executive leadership and the Board on IT risks and initiatives. In addition, under our Code and our Acceptable Use Policy, each employee, contractor, consultant, temporary, or other worker at Trillium is responsible for using equipment and information properly to prevent a security risk.

Specific areas of attention for our IT program include our networks, mobile and other devices, data, cloud computing, remote access, and other aspects of our digital infrastructure, as well as incident management. We have internal and external monitoring of our IT systems and use a variety of tools to detect and prevent viruses, malware, and other cybersecurity threats.

Our employees are required to complete data privacy and cybersecurity awareness training provided by a third party at least quarterly. We also conduct regular tests to enhance employee awareness of the potential for email fraud. Any loss of equipment or data, as well as any suspected security breaches, must be reported immediately.

We seek to comply with applicable national laws and regulations and customer requirements for information use and data privacy, including obtaining any certifications needed to bid for government contracts. In addition, IT is represented on the Trillium Idea Portal, which allows employees to submit ideas that can help advance the sustainability of the business.



# ENVIRONMENT

Good Stewardship,  
Positive Global Impact





# GOOD STEWARDSHIP, POSITIVE GLOBAL IMPACT

13 CLIMATE ACTION



At Trillium, we are growing a greener, more sustainable culture every day. We conserve resources, recycle and reuse materials, utilize clean energy through solar panels at some facilities, support local communities and causes, and more.

Our CEO, along with the Executive Leadership Team, sets environmental policy and promotes compliance with applicable laws, regulations, and industry standards wherever we operate, as described in our Corporate Responsibility for EHS guidelines. The team reviews our environmental performance regularly to manage risks and promote continuous improvement, and shares information with the Board as needed. To drive improvements throughout our organization, our EHS management team supports the implementation of our environmental programs at the local level, including multiple initiatives to promote our environmental stewardship.

## CERTIFICATION DRIVES IMPROVEMENT

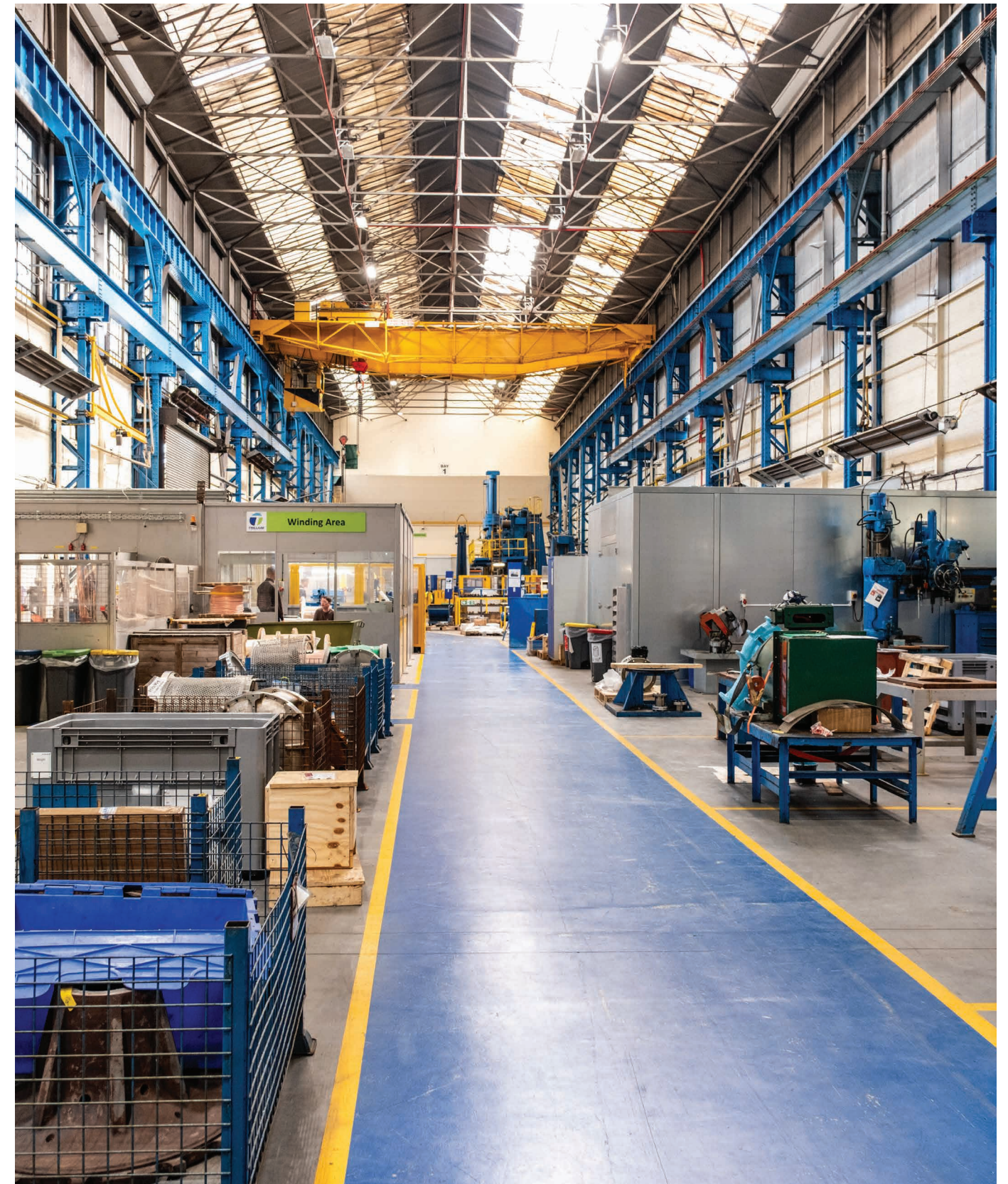
ISO 14001 is an internationally recognized standard that helps organizations improve their environmental performance through efficient resource use and waste reduction. Trillium's commitment is to have all our facilities around the world ISO 14001 certified to improve environmental performance and management practices. All newly acquired companies are brought in line with our best practices as soon as practicable. Currently, 9 out of 11 Trillium's manufacturing facilities worldwide are ISO 14001 certified.

## CLIMATE RISK ASSESSMENT

In 2025, to align with California's Senate Bill 261, we conducted our first Climate Risk Assessment. The assessment outcomes will be available on our website by the end of 2026.

# PATH TO RESPONSIBLE OPERATIONS

We care about our impact on the environment and are committed to minimizing our most significant impacts, including energy use, emissions, water use, and waste production. In 2020, we began collecting data across our global operations for electricity, natural gas, propane, diesel, and water consumption. In 2025, we invested in an advanced cloud-based software platform to help improve and expand our ESG performance metrics and reporting.





# ENERGY AND EMISSIONS MANAGEMENT

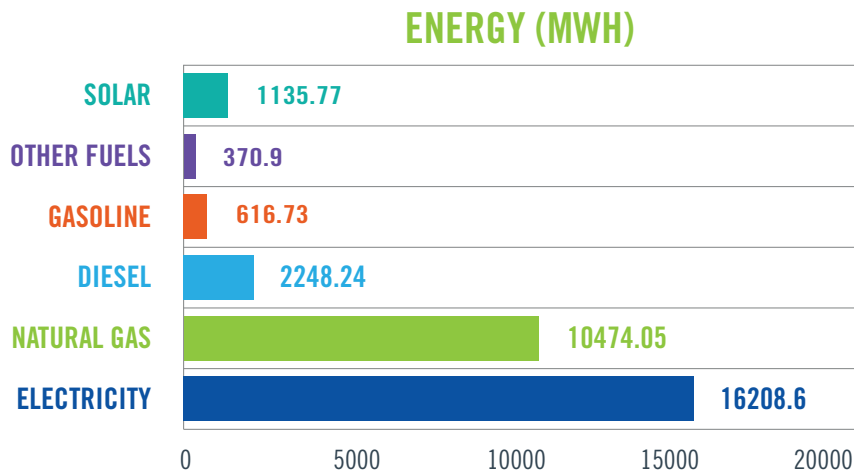
We have collected and monitored our Scope 1 and Scope 2 greenhouse gas (GHG) emissions since 2020, and have reduced our emissions on a revenue-based intensity basis since then.

In mid 2025, we strategically onboarded Normative’s carbon accounting platform to significantly enhance our sustainability reporting capabilities. Normative is an enterprise carbon platform providing a foundation of reliable emissions data for companies to plan, implement, and verify the impact of sustainability initiatives. With a carbon accounting engine built on science, a carbon network of supplier data sources, and a team of climate experts, Normative empowers companies to take control of their emissions.

Normative uses a science-backed emissions calculation methodology informed by the Greenhouse Gas Protocol. To achieve the most accurate calculations possible, Normative’s carbon accounting engine can use both transaction and activity data in its emissions calculations, selecting the best approach depending on the type of data provided by a business. The engine then uses intelligent automation to process the business data and combines the processed data with Normative’s large database of scientifically-vetted emissions factors to produce emissions calculations.

As a result of these methodological enhancements and boundary expansions, we recalculated our previously reported GHG emissions and water data to ensure consistency, comparability, and alignment with our current reporting approach. All 2020–2024 Scope 1, Scope 2, and water metrics in this report reflect the new methodology and organizational boundary; previously published figures are therefore not comparable.

These restatements reflect improvements in data quality, calculation precision, and completeness. We believe this updated approach provides a more accurate and comprehensive representation of environmental impacts and strengthens the integrity of our sustainability reporting going forward.



- These metrics have been calculated using the best available data at the time of publication. Historical metrics are subject to change as we continuously seek to improve our data management practices, data sources, and calculation methodologies. We report environment metrics on an operated basis, unless otherwise noted.
- In 2025, Trillium transitioned to a new sustainability data management platform with enhanced calculation methodologies and improved data granularity. As a result, all historical greenhouse gas emissions and water data have been recalculated and restated to ensure consistency and comparability with the current reporting approach. These restatements reflect improvements in data quality, calculation precision, and completeness. As a result, some restated historical emissions figures are higher than those previously reported, but they more accurately represent our environmental impact and strengthen the integrity of our sustainability reporting going forward.
- We define GHG intensity as Scope 1 and 2 GHG emissions in MT of CO2e divided by annual revenue in USD.

# GHG EMISSIONS

| GHG EMISSIONS & ENERGY USE METRICS                                         | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |
|----------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| Scope 1 GHG Emissions (Metric Tons CO2e)                                   | 4,156   | 3,423   | 3,657   | 3,246   | 3,431   | 2,891   |
| Scope 2 GHG Emissions (location-based approach) (Metric Tons CO2e)         | 4,931   | 4,182   | 5,207   | 4,965   | 4,476   | 4,162   |
| Scope 2 GHG Emissions (market-based approach) (Metric Tons CO2e)           | 5,591   | 4,963   | 5,054   | 5,461   | 5,011   | 4,456   |
| GHG Emissions Intensity (mtCO2e/Revenue in USD)                            | 20.94   | 18.97   | 18.31   | 16.75   | 14.11   | 11.28   |
| Total GHG Emissions(Scope 1&2)* (Metric Tons Co2e) Location Based          | 9,087   | 7,605   | 8,864   | 8,211   | 7,907   | 7,053   |
| Total GHG Emissions (Scope 1&2)* (Metric Tons CO2e) Market Based           | 9,747   | 8,386   | 8,711   | 8,707   | 8,442   | 7,347   |
| % Change from Base Year for Total GHG Emissions (Scope 1&2) Location Based | -       | -15%    | 25%     | -5%     | -10%    | -7%     |
| % Change from Base Year for Total GHG Emissions (Scope 1&2) Market Based   | -       | -14%    | 4%      | -0.05%  | -3%     | -13%    |
| Total Energy Consumed Gigajoules                                           | 122,897 | 107,142 | 123,796 | 118,562 | 119,397 | 110,948 |
| % Change from Base Year for Total Energy Consumed                          | -       | -13%    | 16%     | -4%     | 1%      | -7%     |

Any spill or permit exceedance, no matter how small, is reported internally so we can learn from it and prevent future occurrences. We report incidents externally to the appropriate reporting sources as required by local regulations.

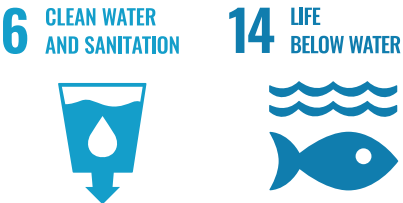




# ENHANCING ENERGY PERFORMANCE THROUGH FACILITY IMPROVEMENTS IN FRANCE

Our valves facility in Northern France installed an air destratifier to improve temperature distribution and overall energy efficiency. To further reduce heat loss during the winter months, management also approved a project to modify the sectional door by adding an interior door, helping to minimize cold air infiltration and enhance energy conservation.

## WATER USE



| Water Usage & Discharge Metrics     | 2022   | 2023  | 2024   | 2025   |
|-------------------------------------|--------|-------|--------|--------|
| Total Water Withdrawal (Megaliters) | 144.65 | 83.58 | 140.72 | 125.34 |
| Total Water Discharge (Megaliters)  | 144.65 | 83.58 | 140.72 | 125.34 |

Estimated water withdrawal = discharge. As part of the Climate Risk Assessment, water stress exposure was evaluated using recognized methodologies (WRI Aqueduct). Operations in California (USA), India, China, France, the UAE, Saudi Arabia, and Italy were identified as being located in water-stressed regions.

# IMPROVING WASTE MANAGEMENT



Across our sites, we continue to strengthen waste management practices to improve recycling rates, enhance efficiency, and reduce environmental impact. At our Valves facility in Vendin-le-Vieil, France, the team reinforced waste sorting practices through an e-learning awareness campaign and conducted a comprehensive review of non-hazardous waste contractors. This review helped harmonize waste management processes, increase recycling performance, and reduce collection rotations and associated costs.

Similarly, our Alloa site enhanced its waste management system by redesigning the on-site bin layout to make it more user-friendly while reducing the overall number of bins. The team implemented weekly mini waste audits to monitor compliance with the updated system and delivered targeted on-site training to support employee engagement and proper waste segregation.

# PROMOTING WASTE DIVERSION AND REUSE

Trillium Pumps Italy successfully concluded the Refurbished PC Sale Initiative, demonstrating our commitment to waste reduction and circularity. The program enabled employees to purchase refurbished company laptops at accessible prices. The initiative received an enthusiastic response. By refurbishing and reusing IT equipment rather than discarding it, we were able to reduce electronic waste while partially recovering investment costs.



# COMPOSTING CHALLENGE IN FRESNO, CA - SMALL ACTIONS, BIG IMPACT

At our US Pumps facility, the team turned everyday actions into measurable impact through their month-long Composting Challenge. Together, employees collected an impressive 566.43 pounds of compost in just one month, diverting valuable organic material from a landfill and giving it a new purpose as nutrient-rich soil amendment. Teams embraced the challenge and found creative ways to reduce waste in their daily routines, showing that when we act together, even where we toss our lunch scraps can have a lasting impact. The US Pumps Composting Challenge reminds us that sustainability isn't just a goal; it's a habit we build, one day and one action at a time.





# DECREASING IMPACTS THROUGH INNOVATION

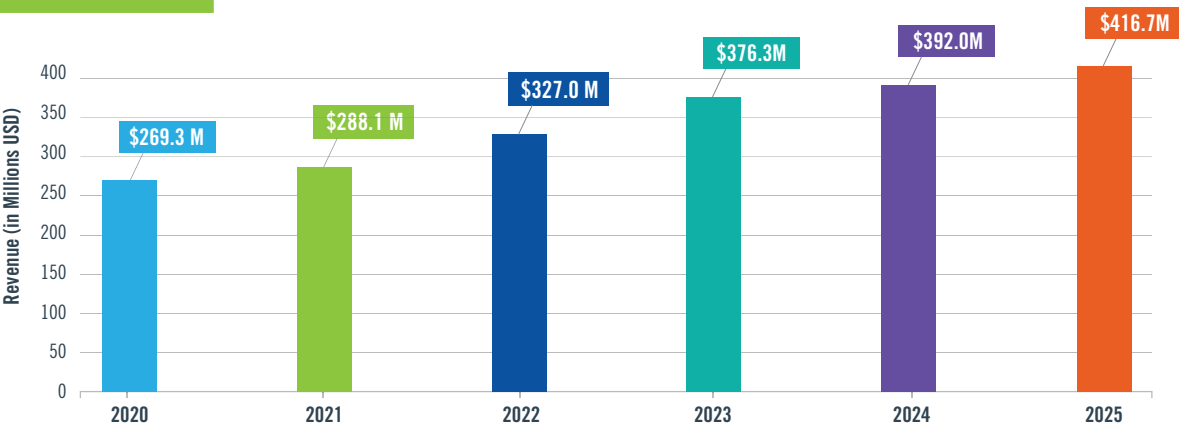


As the global population’s energy demands change and the need for clean, safe drinking water expands, our lead engineers continue to achieve innovative new product developments that drive flow control technology forward. Our dedication to innovation is integral to our culture, underpinning our efforts to redesign and enhance our technology and new product development processes to deliver safer, more efficient products to our customers that meet their ever-changing needs.

To make our own manufacturing processes more efficient, and to meet customers’ requirements, Trillium’s Business Improvement teams work within our plants and collaborate globally to find and implement effective best practices. Following our One Trillium approach, these efficiencies are shared from one facility to another, ensuring that our products offer world-class quality and durability, while also reflecting our lifecycle approach to product stewardship.

One aspect of Trillium’s product engineering strategy is to reuse existing or universal patterns and adapt them to new products, reducing the amount of conceptualizing, casting, and production.

# REVENUE FROM REMANUFACTURING AND AFTERMARKET SERVICES



# SUPPORTING CUSTOMER SUSTAINABILITY

We recognize the importance of supporting customers with innovative, sustainable product offerings. In 2025, we helped customers around the globe with product solutions and expertise across several diverse industries.

In 2025, we focused on a variety of key sustainability solutions for energy and water management.

# ENERGY MANAGEMENT

Energy consumption, storage, and reuse continue to be a focus in our product development. We are engaged in developing solutions for several energy applications, including:

Hydrogen

Our teams track the global hydrogen market as a potential fuel for the future.

Nuclear

As the world looks to decarbonize and diversify the power grid, we are well positioned to broadly support the nuclear arena.

(SMR)  
Small Modular  
Reactors

With our extensive nuclear experience, Trillium is well positioned to support the SMR market as the world focuses on cleaner, scalable fuel resources around the world.

Biofuels

Trillium has extensive experience in the refinery and petrochemical markets and is poised to support evolution in biofuels.

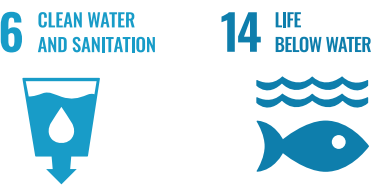




# WATER MANAGEMENT

Trillium supports the water sector with pumps, valves, service, and support that:

- Facilitate wastewater treatment and management
- Transport water to high population areas
- Desalinize ocean water for human consumption



# PRODUCT RE-RATING

To enhance the performance of our products, our customers’ installed equipment can undergo a reevaluation and re-rating that focuses on improving uptime, efficiency, or both. Customers often require re-rating due to process changes as our products typically have an average operating life of over 20 years. In addition, re-rating supports our customers’ efforts to reduce their GHG emissions, minimize energy waste through increased efficiency, and reduce losses.

For example, hydraulic re-rating of cooling water pumps at a UK combined cycle power plant achieved a 10% efficiency gain, generating approximately \$420,000 in annual savings and enabling a reduction of 1.44 tons of CO<sub>2</sub> emissions annually. These practical, data-driven improvements reflect our continued effort to integrate sustainability into core engineering and service capabilities

# TAKING INITIATIVE FOR THE ENVIRONMENT

We continue to look for inventive, forward-looking ways to make an even greater societal impact, both as individuals and as an organization. An important mechanism for accomplishing these goals is our local Green Teams, which we established at each Trillium Flow Technologies site in 2022 to support sustainability initiatives. Each local team of volunteers holds its own meetings, and a participant from each team shares ideas and progress at the corporate level.

Some of the ways we promoted our environmental stewardship in 2025 included:



# THIRD ANNUAL GLOBAL GREEN DAY

Our third annual Global Green Day was a success across the company, filled with interactive activities and learning opportunities. Local sites customized and tailored their own events, including community clean-ups, eco-friendly tips, games, and presentations from local speakers. This collective effort highlighted our commitment to environmental stewardship and brought our global community closer together.

Building on the momentum of Global Green Day, our valves facility in Korea launched Clean Plate Day on October 15 - an initiative now observed every Wednesday to promote mindful consumption and reduce food waste - along with planting five trees selected to withstand local weather. On its inaugural day, food waste was reduced to one-third of the usual amount. This initiative embodies our belief that consistent, small actions can drive meaningful change and collectively contribute to the preservation of our planet.

# UPCYCLING AT HOME CONTEST

In previous years, our annual upcycling contests focused on repurposing workplace materials. In 2025, we expanded this initiative to encourage sustainability at home through the Upcycling @ Home Contest, inviting all employees to showcase their creativity and commitment to reducing waste. The results were inspiring, with submissions demonstrating innovation, craftsmanship, and a shared dedication to environmental stewardship. The winning creations included:



**Upcycled Overalls:** One employee transformed a pair of trousers beyond repair into custom overalls for their son, a creative continuation of their personal upcycling journey.

**Toothpaste Squeezer:** In response to the challenges of recycling PET bottle caps in South Korea, another participant collected, melted, and repurposed them into a functional toothpaste squeezer, turning waste into a daily reminder of the power of small actions.





**Honeybee Sculpture:** Using gears, tree stump grinding teeth, and chainsaw bars, one employee crafted a detailed honeybee sculpture that symbolizes the importance of creativity and reuse.

Across all submissions, employees driven by curiosity, craftsmanship, and individual action, found thoughtful and creative ways to give everyday materials a second life, highlighting how sustainability can extend beyond the workplace and into daily routines.



# COMMUNITY CLEANUP EVENTS

Employees across eight facilities participated in nine clean-up events in 2025, contributing to local community environmental quality and ecosystem preservation while demonstrating collective engagement in environmental stewardship initiatives.



# CELEBRATING THE IMPORTANCE OF EARTH DAY

Across Trillium, Earth Day served as an opportunity to bring sustainability to life through hands-on learning and community action. Our Valves facility in Suzhou, China, partnered with students and teachers at a local primary school to explore creative ways to care for the environment. Children transformed discarded plastic bottles into colorful plant holders to brighten their classrooms, painted kites to raise awareness about protecting small animals, and learned how to properly classify and sort waste. These engaging activities helped make sustainability real and relatable, showing that caring for the planet can be part of everyday life. When environmental awareness takes root early, protecting the Earth becomes second nature.

In the spirit of Earth Day, the local Green Team at our valves facility in Ipswich, Massachusetts, organized a four-day cleanup initiative, during which departments joined forces to remove litter from the areas surrounding the facility. The stretch of clear weather allowed teams to participate flexibly throughout the week, reflecting Trillium’s shared commitment to maintaining cleaner, greener spaces and reinforcing the value of collective action in caring for our planet.

### Looking Forward

This report reflects a year of meaningful progress driven by a clear commitment to responsible growth, operational excellence, and continuous improvement. This year, we made meaningful progress across our sustainability priorities, from advancing innovative technologies that support the energy transition to strengthening safety programs and investing in the wellbeing and development of our people. Our environmental efforts, including reductions in emissions

intensity and enhanced data transparency, demonstrate a disciplined approach to measuring and managing our impact, while our community engagement and governance practices reinforce our role as a trusted and ethical partner. As we look ahead, we remain focused on building on this momentum, leveraging our global expertise, empowering our teams, and delivering solutions that create long-term value for our customers, stakeholders, and the communities we serve.



# DISCLAIMER

Although the information included in this report has been subjected to our policies surrounding the disclosure of financial and non-financial data, no regulatory body or government agency has prescribed the information included in this report nor the presentation of such information. The data included in this report was not subject to a third-party audit verification process. Certain information included in this sustainability report may constitute forward-looking statements within the meaning of applicable securities laws, including but not limited to statements regarding Trillium Flow Technologies’ plans to move forward with identified environmental, social, or governance initiatives. Readers are cautioned not to place undue reliance on forward-looking statements as they are subject to assumptions and known and unknown risks and uncertainties that may cause our actual results, performance, or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such risks and uncertainties include, among others, technological innovations, climate-related conditions and weather events, legislative and regulatory changes, socio-demographic and economic trends and other unforeseen events and conditions. The forward-looking statements contained herein are made as of the date of this document and Trillium Flow Technologies makes no commitment to update such forward-looking statements to reflect the impact of circumstances or events that arise after the date the forward-looking statements were made.

### Share Your Thoughts

*Trillium Flow Technologies strives to provide accurate, complete, up-to-date information that is relevant, transparent, and valuable to our stakeholders. We welcome your feedback to help us improve our efforts and our ESG reporting. Please contact us at [sustainability@trilliumflow.com](mailto:sustainability@trilliumflow.com) if you have questions or comments about this report.*



# APPENDIX

## INDEX

This table contains and refers to information related to the Sustainability Accounting Standards Board (SASB) Industrial Machinery & Goods Sustainability Accounting Standard, and Global Reporting Initiative (GRI) Standards.

| TOPIC                                                             | METRIC                                                           | CODE                           | LOCATION IN THE REPORT                                                                                             |
|-------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------|
| General Disclosures:<br>Organization &<br>its reporting practices | Organizational details                                           | GRI 2-1                        | Report Overview, pages 10-11                                                                                       |
|                                                                   | Entities included in the organization’s sustainability reporting | GRI 2-2                        | Report Overview, pages 10-11                                                                                       |
|                                                                   | Reporting period, frequency and contact point                    | GRI 2-3                        | Report Overview, pages 10-11                                                                                       |
|                                                                   | Restatements of information                                      | GRI 2-4                        | 2020-2025 GHG emissions data, page 49, Water Usage and discharge metrics, page 50                                  |
|                                                                   | External Assurance                                               | GRI 2-5                        | The report is not externally assured.                                                                              |
| General Disclosures:<br>Activities & workers                      | Activities, value chain and other business relationships         | GRI 2-6                        | Report Overview, pages 10-11                                                                                       |
|                                                                   | Employees                                                        | SASB RT-IG000.B<br><br>GRI 2-7 | About Us, page 4<br>Total Employees as of Dec. 31, 2025: 2,296<br>Full Time: 2,118; Part Time: 178; Temporary: 106 |
| General Disclosures:<br>Governance                                | Governance structure and composition                             | GRI 2-9                        | Our Codes and Policies, page 36                                                                                    |
|                                                                   | Role of the highest governance body in sustainability reporting  | GRI 2-14                       | Our Codes and Policies, page 36                                                                                    |
| General Disclosures:<br>Strategy,<br>Policies & Practices         | Statement on sustainable development strategy                    | GRI 2-22                       | Letter from the CEO, pages 6-7                                                                                     |
|                                                                   | Policy commitments                                               | GRI 2-23                       | Protecting the Health, Safety, And Well-being of Our People, page 18 and Governance, pages 34-43                   |
|                                                                   | Embedding policy commitments                                     | GRI 2-24                       | Governance, pages 34-43                                                                                            |
|                                                                   | Mechanisms for seeking advice and raising concerns               | GRI 2-26                       | Governance, pages 36-40                                                                                            |
|                                                                   | Compliance with laws and regulations                             | GRI 2-27                       | Governance, pages 36-40                                                                                            |
| General Disclosures:<br>Stakeholder engagement                    | Approach to stakeholder engagement                               | GRI 2-29                       | Report Overview, pages 10-11                                                                                       |

| TOPIC                     | METRIC                                                                                        | CODE                              | LOCATION IN THE REPORT                                                                                                                                                                                                                                                                         |
|---------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anti-Corruption           | Communication and training about anti-corruption policies and procedures                      | GRI 205-2                         | Our Codes and Policies, page 36                                                                                                                                                                                                                                                                |
| Anti-competitive behavior | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices               | GRI 206-1                         | Our Codes and Policies, page 36                                                                                                                                                                                                                                                                |
| Energy Management         | (1) Total energy consumed (GJ)<br>(2) Percentage Grid Electricity<br>(3) Percentage renewable | SASB RT-IG130a.1<br><br>GRI 302-1 | Path to Responsible Operations, pages 47-49<br>Total energy consumed (GJ)<br>2020: 122,897<br>2021: 107,142<br>2022: 123,796<br>2023: 118,562<br>2024: 119,397<br>2025: 110,948<br>Percentage Grid Electricity: 72%<br>Percentage Renewable Electricity: 28%                                   |
| Water and Effluents       | Water Withdrawal                                                                              | GRI 303-3                         | Water Management, page 50;<br>Total water withdrawal (ML): 125.34                                                                                                                                                                                                                              |
|                           | Water Discharge                                                                               | GRI 303-4                         | Water Management, page 50;<br>Total water discharge (ML): 125.34                                                                                                                                                                                                                               |
| Emissions                 | Direct (Scope 1) GHG emissions                                                                | GRI 305-1                         | Path to Responsible Operations, pages 47-49<br>Scope 1 Emissions (MTCO2e): 2020: 4,156<br>2021: 3,423<br>2022: 3,657<br>2023: 3,246<br>2024: 3,431<br>2025: 2,891                                                                                                                              |
|                           | Energy indirect (Scope 2) GHG emissions                                                       | GRI 305-2                         | Path to Responsible Operations, pages 47-49<br>Scope 2 Emissions(Location-based) (MTCO2e): 2020: 4,931<br>2021: 4,182<br>2022: 5,207<br>2023: 4,965<br>2024: 4,476<br>2025: 4,162                                                                                                              |
|                           | GHG emissions intensity                                                                       | GRI 305-4                         | Path to Responsible Operations, pages 47-49<br>GHG Emissions Intensity ratio:<br>2020: 20.94<br>2021: 18.97<br>2022: 18.31<br>2023: 16.75<br>2024: 14.11<br>2025: 11.28<br>Organization-specific metric: Metric Tons Co <sub>2</sub> e/Revenue in USD<br>Types of GHG emissions: Scope 1 and 2 |



| TOPIC                     | METRIC                                                                                                | CODE                                            | LOCATION IN THE REPORT                                                                                                                                                                                                                                                       |
|---------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste                     | Management of significant waste-related impacts                                                       | GRI 306-2                                       | Improving Waste Management, page 50                                                                                                                                                                                                                                          |
| Employment                | Employees and employee turnover                                                                       | GRI 401-1                                       | Employees, page 32:<br>Male: 85%<br>Female: 15%;<br>Retention rate, page 27:<br>2025: 88.8%<br>Voluntary employee turnover rate page 27:<br>2021: 12%<br>2022: 10.35%<br>2023: 12.79%<br>2024: 9.61%<br>2025: 7.5%                                                           |
|                           | Benefits provided to full-time employees that are not provided to temporary or part-time employees    | GRI 401-2                                       | Protecting the Health, Safety, And Well-being of Our People, page 18                                                                                                                                                                                                         |
| Workforce Health & Safety | (1) Total Recordable Incident Rate (TRIR)<br>(2) Fatality Rate<br>(3) Near Miss Frequency Rate (NMFR) | SASB RT-IG320a.1<br><br>GRI 403-9<br>GRI 403-10 | Safety Performance Metrics, page 21<br>TRIR:<br>2020: 0.41<br>2021: 0.40<br>2022: 0.42<br>2023: 0.53<br>2024: 0.57<br>2025: 0.75<br>Fatality:<br>2020-2025: 0;<br>Near Miss Frequency Rate:<br>2020: 5.9<br>2021: 4.6<br>2022: 4.1<br>2023: 3.12<br>2024: 4.57<br>2025: 4.94 |
|                           | Occupational health and safety management system                                                      | GRI 403-1                                       | Committing to Safety: Zero Harm, Zero Incidents, page 20-22                                                                                                                                                                                                                  |
|                           | Hazard identification, risk assessment, and incident investigation                                    | GRI 403-2                                       | Our Safety Objective, pages 20-24<br>Identified hazards<br>2020: 7,617<br>2021: 5,390<br>2022: 6,811<br>2023: 4,766<br>2024: 4,960<br>2025: 4,843                                                                                                                            |
|                           | Worker training on occupational health and safety                                                     | GRI 403-5                                       | Setting Employees up for Success, page 23                                                                                                                                                                                                                                    |

| TOPIC                             | METRIC                                                                                   | CODE             | LOCATION IN THE REPORT                                                                                                                                           |
|-----------------------------------|------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | Promotion of worker health                                                               | GRI 403-6        | Protecting the Health, Safety, And Well-being of Our People, page 18                                                                                             |
|                                   | Workers covered by an occupational health and safety management system                   | GRI 403-8        | Setting Employees Up for Success, page 23                                                                                                                        |
|                                   | Programs for upgrading employee skills and transition assistance programs                | GRI 404-2        | Setting Employees Up for Success, page 23                                                                                                                        |
| Diversity and Equal Opportunity   | Diversity of governance bodies and employees                                             | GRI 405-1        | Empowering Each Other, Growing Together, page 28                                                                                                                 |
| Forced or Compulsory Labor        | Operations and suppliers at significant risk for incidents of forced or compulsory labor | GRI 409-1        | Respecting Human Rights page 40                                                                                                                                  |
| Local Communities                 | Operations with local community engagement, impact assessments, and development programs | GRI 413-1        | Letter from the CEO, pages 6-7; Supporting Our Communities, page 32; Community Cleanup Events, page 56                                                           |
| Remanufacturing Design & Services | Revenue from remanufactured products and remanufacturing services                        | SASB RT-IG440b.1 | Decreasing Impacts Through Innovation, page 52<br>2020: \$269.3 M<br>2021: \$288.1 M<br>2022: \$327.0 M<br>2023: \$376.3 M<br>2024: \$392.0 M<br>2025: \$237.0 M |