



Intelligent Motion Control for a Sustainable, Connected Future

2025 Sustainability Report

Contents

Introduction

- 3 Letter from the CEO
- 4 2025 Company Highlights
- 5 About the Company
- 7 About this Report
- 7 Sustainability Governance
- 8 Materiality
- 9 United Nations Sustainable Development Goals

Environment

- 11 Operational Resource Efficiency
- 14 Product Lifecycle

Social

- 16 Worker Health and Safety
- 17 Worker Engagement and Development

Governance

- 21 Responsible Business Conduct and Risk Oversight
- 22 Sustainable Procurement Practices and Sourcing

Appendix

- 25 Global Reporting Initiative (GRI) Content Index
- 28 Additional Data Tables

Letter from the CEO

To our Stakeholders:

2025 marked a transformative moment for our organization. Kinematics successfully completed its acquisition of P4Q, a global leader in high-performance electronic and sensor solutions. By integrating P4Q’s portfolio—including more than 1 million solar controllers deployed across 2,400 sites worldwide—with Kinematics’ installed base of 2.9 million solar actuators, we have become the world’s largest supplier of motion-control technology for the solar industry, supporting more than 134 gigawatts of solar installations globally. P4Q’s expertise in full-stack electronics and its industry-leading Suntrack® controls brand now complement our innovative actuation systems, enabling us to deliver the industry’s first fully integrated tracker motion solution. This strengthens design simplicity for customers, improves system performance for new installations, and gives asset owners a pathway to modernize legacy systems.

A few years back, with the partnership and insight of our key stakeholders, we completed our first materiality assessment, an important milestone in understanding the environmental, social, and governance issues most essential to Kinematics’ long-term success. In 2025, we refreshed this assessment to reflect the evolving expectations of our customers, employees, partners, and communities, keeping our strategy in step with emerging global priorities and centered on areas where we can drive the greatest value.

Since our initial materiality assessment, we have made measurable progress, deepening our sustainability programs, building operational accountability, and embedding responsible practices across our global footprint. I am incredibly proud of how far we’ve come, and even more excited about the opportunities ahead as we expand our capabilities, improve resilience, and help accelerate the global transition to renewable energy.

This report outlines our initiatives, accomplishments, and forward-looking goals. We continue to align with the United Nations’ (UN) Sustainable Development Goals (SDGs) and are proud to maintain our commitment to upholding the Ten Principles of the UN Global Compact. Our 2025 Sustainability Report reflects our continued commitment to transparency, innovation, and creating long-term, sustainable value for all who rely on Kinematics.

“ Since our initial materiality assessment, we have made measurable progress, deepening our sustainability programs, building operational accountability, and embedding responsible practices across our global footprint. I am incredibly proud of how far we’ve come, and even more excited about the opportunities ahead as we expand our capabilities, improve resilience, and help accelerate the global transition to renewable energy.”



John Payne
Chief Executive Officer,
Kinematics

2025 Company Highlights

Expanding Global Solar Technology Presence

Kinematics expanded its global solar technology presence through the acquisition of P4Q, a global leader in high-performance electronic and sensor solutions. The acquisition combines Kinematics’ advanced electronics, sensor solutions, and motion-control technologies into a single integrated offering, improving performance, system design, and modernization of assets in the solar industry.

Increasing Capabilities

Our new Phoenix, Arizona, manufacturing facility became fully operational in 2025, significantly increasing our manufacturing capabilities in the United States.

UN Global Compact Commitment

Kinematics has maintained our commitment to the UN Global Compact, integrating the ten principles covering human rights, labor, environment, and anti-corruption into our business strategy and operations.

Encouraging Ethical Standards

We introduced a Whistleblower Policy and Procedure, inclusive of a third-party operated whistleblower hotline, to encourage high ethical standards globally and keep our workplace honest, open and accountable.

EcoVadis Award

We were awarded a Silver Medal in EcoVadis, a recognition awarded to the Top 15% of companies assessed on the platform. We continue to maintain our strong sustainability management system and promote transparency throughout our value chain in the areas of environment, labor and human rights, ethics, and sustainable procurement.



About the Company

Since 1996, Kinematics has advanced precision torque technology with a commitment to reliability, innovation, and responsible engineering. Over nearly three decades, our solutions have accumulated hundreds of millions of operating hours, with more than two million drives deployed globally. Today, our technology supports over 600 customers in 48 countries, reflecting a continually expanding global footprint and a long-standing dedication to high-performance, enduring products.

Our integrated drive systems play a critical role in enabling more resilient and efficient industrial and mobile applications, most notably supporting the rapid expansion of utility-scale solar installations, where reliability and sustainability are essential. With more than 60 international patents, Kinematics continues to shape the future of rotational motion control and intelligent torque management, driving progress in sectors central to global energy transition and long-term infrastructure resilience.

In 2025, Kinematics completed an acquisition of P4Q. Throughout the course of the reporting year, we worked to integrate P4Q into Kinematics as a global company, and throughout this report will refer to the combined company as Kinematics, unless otherwise noted or context is warranted.

Headquartered in Phoenix, AZ, our operational network spans Nogales, Mexico; Jiangyin, China; Albuquerque, NM; Bilbao, Spain; and Kunshan City, China; with repair facilities in Chile, Brazil, and Mexico. Our footprint allows us to serve partners worldwide while maintaining a focus on sustainable manufacturing, product longevity, and global operational excellence.



Kinematics is the largest global supplier of motion control solutions to the utility-scale solar industry.

Mission

To work towards the long-term success of our chosen customers by:
Applying Our Relationship Aptitude
Leveraging Our Global Presence
Being A Reliable Partner

Vision

Intelligent Motion Control for a Sustainable, Connected Future

Values



Teamwork,
Everywhere



Customer
Focus



Speed and
Agility



Innovation



Accountability

Industries We Support

Utility Solar



Deliver proven, reliable, cost-effective technology for solar tracking in the most extreme environmental conditions

The rapid growth of utility-scale solar has been powered by the industry’s shift from fixed, ground-mounted arrays to highly efficient tracking systems. As the world’s leading supplier of slew drives, Kinematics plays a central role in enabling this transition and supporting the global expansion of renewable energy. With this responsibility, we continuously test, validate, and refine our technologies to deliver the reliability our customers depend on—while helping them reduce operational risk and overall system cost.

Industrial Mobile



Provide smooth, steady rotation to ensure the highest safety and efficiency standards

Satellite



Offer a broad range of solutions designed to meet satellite ground station and user terminal reflector positioning requirements

Railway



Develop electronic systems and manufacturing services for rail solutions

Automotive



Design and manufacture electronics and embedded systems for automotive applications

Industrial



Develop solutions for electrical measurement, monitoring, and automation in the electrical energy and renewable energy sector

Kinematics is the **#1 choice for motion control solutions** in the tracker industry



About this Report

This report is prepared in reference to the Global Reporting Initiative (GRI) Standards and in alignment with the United Nations Global Compact. Our executive leadership team (ELT) has reviewed and approved the contents of this report. Unless otherwise stated, the reporting period is from January 1, 2025, to December 31, 2025, and includes all Kinematics global operations, including our recent acquisition of P4Q as it closed in 2025. Questions regarding this report may be directed to torque@gokinematics.com

Sustainability Governance

Kinematics’ Sustainability Committee provides active oversight and strategic guidance for the Company’s Sustainability program. The Committee is chaired by the Global Director of Quality and Compliance and includes the Chief Executive Officer alongside senior leaders representing key business functions.

Together, the Committee advances Kinematics’ sustainability priorities by monitoring progress against established objectives, guiding the implementation of new sustainability-related initiatives, and addressing potential environmental and social impacts associated with our operations. The Sustainability Committee meets bimonthly to review progress toward initiatives and to support continued alignment with our broader sustainability strategy.

Sustainability Committee:

- Global Director of Quality and Compliance (Chair)
- Chief Executive Officer
- Chief Operating Officer
- Chief Performance and Integration Officer
- Chief Revenue Officer
- Vice President of Global Supply Chain

Materiality

Kinematics completed a materiality assessment in 2022 to identify the environmental, social, and economic topics most significant to our business and stakeholders. The assessment incorporated input from a cross-functional group of employees and senior leaders through surveys and interviews, complemented by external research and analysis of industry-specific sustainability trends.

As part of our ongoing commitment to best-practice sustainability governance, Kinematics conducted a materiality refresh in 2025 to align our priority areas with evolving stakeholder expectations, regulatory developments, and business strategy. The results of the refresh were analyzed and discussed by the Sustainability Committee and the Executive Leadership Team, reinforcing shared accountability and strategic oversight.

The resulting material topics—identified through stakeholder engagement, internal validation, and external benchmarking—continue to inform and guide our sustainability strategy, goals, and reporting. These priority areas, outlined to the right, represent where Kinematics can have the greatest impact.



United Nations Sustainable Development Goals

Achieving the United Nations Sustainable Development Goals (SDGs) requires engagement and leadership from the private sector. At Kinematics, we recognize our responsibility to contribute to a more sustainable and inclusive future by integrating sustainable practices into our operations, products, and decision-making.

This report provides an overview of our progress and continued efforts to support the SDGs and the UN Global Compact through the goals, programs, and initiatives outlined below.

Operational Resource Efficiency | Product Lifecycle | Sustainable Procurement Practices | Responsible Sourcing



Target 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials.

Target 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater.



Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix.

Target 7.3: By 2030, double the rate of improvement in energy efficiency.



Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Target 12.7: Promote procurement practices that are sustainable.



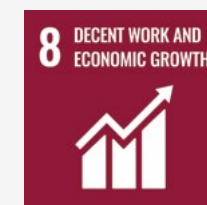
Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.

Target 13.2: Integrate climate change measures into policies, strategies and planning.

Occupational Health and Safety | Employee Engagement and Development



Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making.



Target 8.8: Protect labor rights and promote safe and secure working environments for all workers.



Target 10.2: By 2030, empower and promote the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory policies and practices.

Target 10.4: Adopt policies, and progressively achieve greater equality.

Responsible Business Conduct | Risk Oversight



Target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children.

Target 16.5: Substantially reduce corruption and bribery in all their forms.

Target 16.6: Develop effective, accountable and transparent institutions.

Environment

Kinematics recognizes its responsibility to minimize environmental impacts across the full product lifecycle, including manufacturing, distribution, use, and end-of-life. We strive to reduce our environmental footprint by improving resource efficiency, managing risks, and embedding sustainability into the design, production, and delivery of our products.

To reinforce our commitment to high-quality, reliable, and environmentally responsible solutions, Kinematics maintains a company-wide Environmental Policy that guides our approach to operational efficiency, environmental performance, and climate-related actions.

Within this framework, we focus on managing greenhouse gas emissions, improving energy efficiency, using water responsibly, reducing waste, and optimizing material use across our operations and supply chain. These focus areas support compliance, efficiency, and long-term environmental performance.



Operational Resource Efficiency

Topics: GHG emissions, energy, water, waste, and materials

Operational Resource Efficiency is overseen by our Sustainability Committee and Chief Operating Officer in collaboration with facility managers and key stakeholders across various departments. Our Environmental Policy guides our compliance with applicable laws and helps us meet or exceed industry standards in key areas like energy consumption and greenhouse gas emissions, pollution, and waste and water management. The policy forms part of our compliance policies, under the responsibility of the Board of Directors, and is reviewed annually.

Two of our facilities maintain ISO 14001 certification to promote a consistent environmental management approach across our operations.

Greenhouse Gas Emissions

Kinematics has calculated our GHG emissions inventory since 2021, following the Greenhouse Gas Protocol’s Corporate Accounting and Reporting Standard and ISO 14064-1. Over the years, we have improved data quality and accuracy and implemented monthly tracking and documentation of energy consumption and scope 1 and 2 GHG emissions.

In 2024, we expanded our data collection and reporting on scope 3 categories to improve the accuracy of our inventory, and in 2025, the company continued to improve our scope 3 data collection processes.

Overall GHG Inventory Trends (tCO ₂ e)					
	Kinematics Only				Kinematics and P4Q ¹
	2021	2022	2023	2024	2025*
Scope 1	136	63	76	250	522
Scope 2 (Location-Based)	1,993	2,516	2,439	3,058	4,034
Scope 2 (Market-Based)	NR	NR	2,440	3,061	4,198
Scope 3	NR	39,548	38,356	49,102	1,440,025

^{*}Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.

¹ Kinematics is working to recalculate our GHG baseline to include the acquisition and will disclose in future reporting cycles.

NR = Not Reported

GHG Emissions Intensity (tCO ₂ e/unit produced)					
	2021	2022	2023	2024	2025
tCO ₂ e / unit produced	4.45	4.4	5.12	8.84	11.2

Note: previous years were reported as kg CO₂e / drive produced

2025 Scope 3 (tCO ₂ e)		
Category	Activity	tCO ₂ e
1	Purchased goods and services	18,597
2	Capital goods	696
3	Fuel- and energy-related activities	1,207
4	Upstream transportation and distribution	388,288
5	Waste generated in operations	506
6	Business travel	1,045
7	Employee commuting	1,053
8	Upstream leased assets	49
9	Downstream transportation and distribution	169,173
11	Use of sold products	846,645
12	End-of-life treatment of sold products	12,767

In 2025, Kinematics significantly expanded our operational footprint through the acquisition of P4Q, adding manufacturing facilities in Spain and China and nearly doubling our operational capacity. As a result, our GHG emissions increased across all scopes compared to previous years, most significantly in scope 3. Scope 1 and 2 emissions increased slightly, reflecting the addition of new manufacturing operations and associated energy consumption. Scope 3 emissions increased substantially, largely driven by emissions from the use of sold products, upstream and downstream transportation and distribution, and purchased goods and services.

Because the acquisition represents a significant structural change to the organization, Kinematics has initiated a baseline recalculation in accordance with the Greenhouse Gas Protocol to incorporate historical data from both Kinematics and P4Q. Updated baseline emissions and trend analyses will be disclosed once the recalculation is complete.

Despite the increase in absolute emissions associated with business growth, we continue to strengthen our GHG management practices through enhanced data collection, monthly energy tracking across all facilities, and expanded scope 3 reporting, including the addition of scope 3 category 11 emissions in 2025 to better understand our downstream emissions impact.

We continue to improve the completeness and accuracy of our emissions inventory and will use the updated baseline recalculation data to support our exploration of future emissions reduction opportunities.

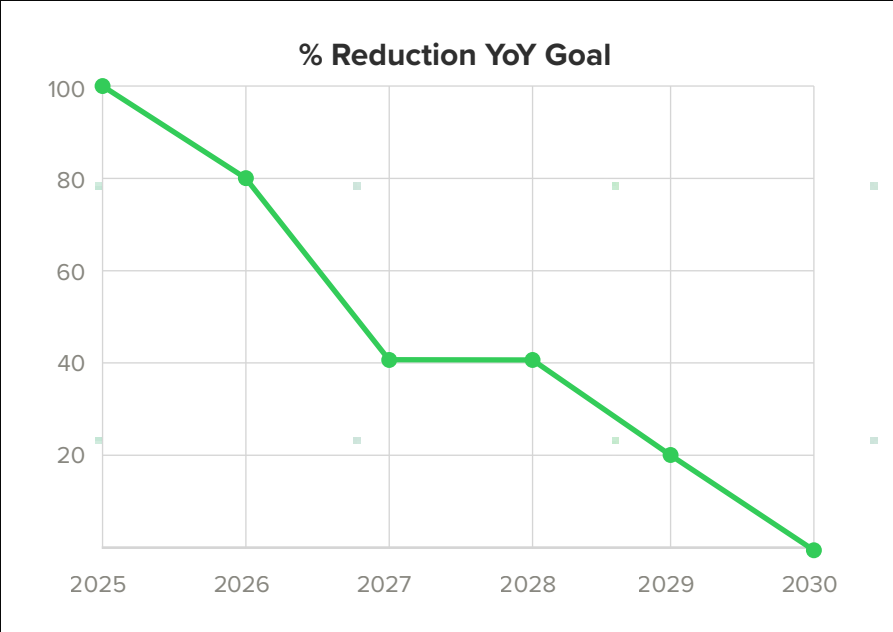
Bilbao, Spain

Our newly acquired location in Spain developed an internal carbon reduction plan based on their scope 1 and 2 GHG inventory, which includes renewable and non-renewable electricity use. The office in Spain has installed photovoltaic (PV) solar panels, generating 66,132 kWh of renewable energy in 2025. In the carbon reduction plan, the Spain location has identified consumption reduction and energy efficiency measures to be implemented to move towards net-zero:

- Procure Guarantees of Origin (GoO) from renewable energy suppliers beginning in 2026
- Install additional PV solar panels, doubling self-generated consumption from 5% to 10%
- Implement energy efficiency projects and obtain Energy Saving Certificates (CAEs)
- Program air conditioning shutdown schedules and regulate temperature ranges for summer and winter

Assuming the level of activity at the Spain site maintains relative consistency in the upcoming years, the above efficiency efforts could produce the following estimated reductions in scope 2 electricity usage, from a 2025 baseline.

In addition to implementing efficiency measures to reduce emissions over the next five years, the Spain office plans to offset part of these emissions through one of the CO₂ absorption projects included in the National Registry of Carbon Footprint (CF), CO₂ compensation, and CO₂ absorption projects.



Energy

Kinematics operates in the renewable energy industry, and we understand the importance of operating sustainably while reducing overall energy use and pushing the transition to renewable energy usage globally. We strive to produce components for renewable energy production for our customers, but we appreciate that our business uses energy in the process. Annually, we collect and analyze energy consumption data from all facilities to maintain an understanding of our footprint and work with local facility managers to promote sustainable energy consumption. We aim to optimize energy efficiency and take steps to minimize energy consumption in our operations.

Energy Consumption					
	2021	2022	2023	2024	2025*
Total energy consumption within the organization (GJ)	18,958	21,343	20,984	27,841	26,294
Total fuel consumption from non-renewable sources (GJ)	18,958	21,343	20,984	27,841	26,294
Total fuel consumption from renewable sources (GJ)	0	0	0	0	0
Energy intensity (GJ/unit produced)	0.0396	0.0371	0.0427	0.0744	0.069

Note: previous years were reported as kg CO2e / drive produced

Water, Waste, and Materials

Water consumption and discharge are managed at the site level and guided by our Environmental Policy. Water sources, water use, and water discharge are monitored and managed. Water is conserved where possible, and contamination sources are minimized. Wastewater is monitored, controlled, and treated as required prior to discharge or disposal.

We annually collect data on our water consumption to maintain an understanding of how our water usage impacts our business and the surrounding environment, and to identify locations to prioritize for water reduction efforts.

Our Environmental Policy also includes management of waste and materials, including emissions and discharges of pollutants, and the generation of waste. Waste generation and pollution are minimized or eliminated at the source. Pollution minimization pertains to air emissions, water pollution, spills and releases, noise pollution, and light pollution.

Total Water Consumption (gallons)		
	2024	2025*
China	1,463,932	1,926,811
Mexico	369,108	517,304
USA	NR	275,294
Spain	NR	123,646

* Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.
NR = Not Reported

Our process includes the identification, labeling, and management of chemicals, waste, and other hazardous materials. We promote safe handling, movement, storage, use, recycling or reuse, and disposal of waste and materials of concern.

We operate as a lean manufacturer to reduce material inputs and waste outputs, but resource use is inevitable as a manufacturing organization. Waste materials include both non-hazardous and hazardous materials, primarily wood, iron chips, plastics, paints, and cutting and quenching liquid. We document and monitor various waste metrics to ensure we understand the impact of our operations and can identify areas for continued waste reduction.

Waste Generation (mt) ²				
	2022	2023	2024	2025*
Waste generated	884	871	1,168	5,008
Waste diverted from landfill	517	548	783	1,831
Waste directed to disposal	367	324	386	3,177

Hazardous and Non-hazardous Waste (mt) ²				
	2022	2023	2024	2025*
Hazardous waste	70	112	154	2,597
Non-hazardous waste	814	760	1,014	2,411

¹Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.
² Waste data does not include information from our U.S. locations, as it is unavailable. Compared to our manufacturing facilities, our headquarters and innovation center represent a small impact on our materials and waste footprint.

Product Lifecycle

Topics: product lifecycle, product safety, and product quality

Our product lifecycle material topic is led by the Quality and Compliance Department, managed by our Global Director of Quality and Compliance. Responsibility is distributed across multiple functions, including Product Development Engineering, Operations Engineering and Manufacturing, and Quality & Compliance. These functions maintain the design and validation, process and production quality, and formal quality governance of our product lifecycle management. The management is fluid and evolving as our company scales, and we continue to formalize policies and procedures to implement clear ownership boundaries as we grow. Our existing and planned processes allow us to consider several sustainability-related impacts as applicable for each product.

Product lifecycle management follows a structured but flexible New Product Development Introduction (NPDI) process, consisting of various phases, from ideation, product development, manufacturing and customer delivery, to sustaining support. Quality and safety of our products are managed through:

1. Design validation and testing (both internal + third-party where applicable)
2. Manufacturing controls and qualification processes
3. Field validation and feedback loops
4. Application-specific design considerations and customer requirements that drive safety factors and validation criteria

The acquisition of P4Q has allowed Kinematics to integrate the electrical and controls expertise into our mechanical product development processes to support increasingly multidisciplinary systems, improving product development and delivery. We have the ability to support global customers and scale across multiple applications.

We have a defined project workflow that leads from business development to engineering to our manufacturing operations. We follow a defined Engineering Change Order (ECO) process for changes to existing products in accordance with our ISO 9001 Quality Management System.

We are working on pilot programs tied to large-scale opportunities to provide real world validation or product performance and lifecycle assumptions. We continuously validate and test components to improve reliability and performance and are working to complete validation for products earlier in the lifecycle for more structured data gathering. We are developing plans to more consistently track reliability, field performance, and additional quality KPIs for continuous improvement of our product lifecycle management systems. Kinematics is working to implement quality representatives at all of our operating facilities to ensure customer expectations around our products are met in day-to-day operations.

In 2025, we completed the deployment of a Product Data Management (PDM) system with links to our Engineering Resource Planning (ERP) system to enable more effective management of global items, and look forward to the continued expansion of our product lifecycle management.

Looking ahead, we have the opportunity to integrate artificial intelligence and cameras into our controller products, which could include conducting waste production studies and monitoring robotic operations in the manufacturing process. These opportunities could also include automated manufacturing processes to help reduce safety-related incidents in our operating facilities.

Kinematics products have supported the generation of 135 gigawatts of clean solar power since the company was founded in 1996.

Social

Sustainability at Kinematics extends beyond environmental performance to include the health, safety, engagement, and development of our people. We are committed to fostering a safe, inclusive, and supportive work environment where employees are empowered to contribute, grow, and thrive.

This section highlights our approach to occupational health and safety, employee engagement, and professional development, as well as initiatives that support collaboration across our workforce and value chain. Together, these efforts underscore Kinematics' commitment to creating long-term positive outcomes for our employees, our partners, and the communities in which we operate.

Occupational Health & Safety

Worker Safety

Material Topics

Employee Engagement And Development

Worker Attraction • Recruitment and Retention

Worker Engagement • Worker Development

Diversity and Belonging

Worker Health and Safety

Topic: worker safety

Our company-wide Health and Safety Policy outlines our commitment to establishing and maintaining a secure, safe work environment across our facilities. It is expected that all individuals working at Kinematics will adhere to this policy and its guidelines. Worker health and safety is overseen by our plant leaders and the Global Director of Quality and Compliance.

Worker Safety

Kinematics believes the success of our business starts with the safety of our employees. Currently, 50% of our facilities are ISO 45001 certified, helping to proactively manage worker health and safety and minimize work-related injuries. In 2025, our Total Recordable Incident Rate (TRIR) decreased by 0.22, indicating that fewer employees experienced work-related injuries or illnesses that required treatment beyond first aid. In addition, there were zero high-consequence work-related injury incidents reported between 2022 and 2025. Our strong safety protocols and ongoing monitoring help drive positive safety performance for all workers across our international manufacturing facilities. We are continuing to collaborate with our newly acquired facilities to ensure global alignment of our certified safety programs per ISO 45001.

In 2025, we continued the implementation of our company-wide safety program, which included site-specific safety inspections. These inspections enabled us to identify, assess, and address risks specific to each facility, operation, and workforce. In 2026, we plan to complete all site safety inspections to achieve active, ongoing hazard detection, targeted corrective actions, and continuous improvement in site-level safety performance.

Our ongoing, site-specific safety trainings build awareness and reinforce shared learnings across the organization, helping employees proactively identify and manage risks. Training is strengthened through targeted, incremental additions made as needed in response to new laws, hazards, incidents, or operational changes.

Safety Performance				
	2022	2023	2024	2025*
Hours worked	1,108,239	1,004,934	1,064,223	5,907,612 ³
Recordable work-related injuries	8	1	3	10
Lost time injury events	52	1	3	14
Days lost due to injury	NR	NR	9	90
Total Recordable Incident Rate (TRIR)	1.44	0.20	0.56	0.34
Recordable work-related ill health	0	0	0	2
High-consequences work-related injuries (excluding fatalities)	0	0	0	0
Fatalities	0	0	0	0
Fatalities as a result of work-related ill health	0	0	0	0
*Due to our recent acquisition, the scope of safety data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods, which included only facilities in China, Mexico, and the U.S. Worker safety data includes the following manufacturing sites: China, Mexico, United States, and Spain. Note: All safety disclosures use the standards from the Occupational Safety and Health Administration (OSHA) for rate calculations. ³ Data is not inclusive of our Phoenix, AZ, USA and Nogales, Mexico locations as data was unavailable.				

0 fatalities — 5 years running • 0.34 TRIR in 2025

Our Mexico site implemented annual safety training and drills, which, in 2025, included a new safety awareness training course. We recruited new team members for the emergency response team and conducted audiometry tests in our 2025 health-related studies to ensure continuous monitoring of our hearing conservation program.

In China, we completed various training programs in 2025, including gas-leakage and evacuation drills, SCBA (Self-Contained Breathing Apparatus) training, and voluntary first-aid and AED training. We appointed an Environmental, Health, and Safety (EHS) Coordinator to manage our safety programs and engaged all employees during Safety Production Month through various safety-related activities. In 2025, we also implemented a digital system for forklift, EHS, and firefighting inspections. The latter also included the installation of an industrial fan power-off system to integrate with our firefighting system.

Worker Engagement and Development

Topics: worker attraction, recruitment and retention, worker engagement, worker development, diversity and belonging

Kinematics recognizes that people and talent are central to long-term sustainability, particularly in the context of ongoing growth, acquisitions, and operational integration. We recently established a dedicated leadership role at the intersection of business performance, integration, and strategic human resources, reflecting a deliberate shift towards aligning workforce strategy with enterprise value creation. This role, which oversees worker engagement and development, is also supported by our facility leaders and the Human Resources Department and is guided by worker policies and procedures outlined in our Employee Handbook.

By embedding workforce considerations into our management operating system, we aim to build a scalable and high-performing culture across diverse geographies and business units and maintain an organization capable of sustaining long-term growth and balancing global consistency.

Worker Attraction, Recruitment, and Retention

Kinematics prioritizes attracting and retaining talent that contributes to business performance and value creation. Rather than focusing solely on senior leadership, the company identifies key talent roles in the workforce that are critical to delivering strategic outcomes and helps develop the team internally for promotion.

Retention of this key talent group is monitored as a core non-financial performance indicator. We evaluate whether individuals in these roles are supported in performing at a high level and track turnover as a leading indicator of organizational health.

Recruitment and advancement practices are guided by the principle of “ability over background,” emphasizing qualifications, skills, and performance potential. This approach supports equitable access to opportunities while aligning with business needs.

New Employee Hires ⁴				
	2022	2023	2024	2025*
New hires – Age				
Under 30	59	14	26	85
30-50	80	23	46	92
Over 50	10	6	4	23
New hires – Gender				
Male	132	39	68	133
Female	17	4	8	10
Undisclosed	0	0	0	0
New hires – Region				
China	15	19	45	25
Mexico	119	13	8	92
U.S.	15	11	23	17 ⁵
Spain	NR	NR	NR	12
Employee Turnover ⁴				
	2022	2023	2024	2025*
Turnover – Age				
Under 30	41	12	16	48
30-50	57	25	30	47
Over 50	15	9	13	14
Turnover – Gender				
Male	101	42	50	102
Female	12	4	9	7
Undisclosed	0	0	0	0
Turnover – Region				
China	14	17	30	28
Mexico	94	21	21	51
U.S.	14	4	8	11*
Spain	NR	NR	NR	19

^{*} Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.

⁴ New employee hire rates and employee turnover rates were determined based on the total number of full-time employees for the year.

⁵ Not inclusive of Albuquerque, NM, USA data

NR = Not Reported

Worker Engagement

Worker engagement is central to Kinematics’ workplace culture. We conduct annual performance reviews for employees, offering constructive feedback while aligning individual objectives with broader organizational goals.

Another measure of employee engagement includes a global culture survey, which serves as a tool for understanding workforce sentiment and driving continuous improvement. A summary of our survey is below:

- The survey includes 48 questions covering areas such as ethics, accountability, and worker experience.
- Participation rates are monitored, with an 80% response rate achieved, indicating strong worker involvement.
- Kinematics commits to implementing up to five targeted actions following each survey cycle to turn feedback into measurable improvements.
- A company-wide objective has been set to increase overall culture scores by 5% year-over-year, regardless of baseline performance.

This structured approach enables us to embed accountability, transparency, and continuous feedback into our culture, supporting long-term engagement and performance.

Worker Engagement and Development Performance		
	2024	2025*
Total number of training hours provided to employees	14,654	26,438 ⁶
Total number of employees who received a regular performance and career development review	308	416

* Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.
⁶ Not inclusive of U.S. data.

Worker Development

Worker development is closely tied to business integration. As part of our growth strategy, Kinematics is focused on:

- Leadership development in alignment with business strategic goals
- Quarterly reviews of the ELT through data insights to ensure continued high performance
- Integration initiatives designed to align teams and build capabilities across acquired entities
- Workforce development integration into a broader performance management system, linking individual contributions to organizational outcomes

While formal training metrics are still evolving, the organization demonstrates a commitment to continuous learning through our integration processes and leadership enablement initiatives.



26,438⁶
training hours in 2025
up from 14,654 in 2024



416 employees
received performance reviews in 2025
up from 308 in 2024

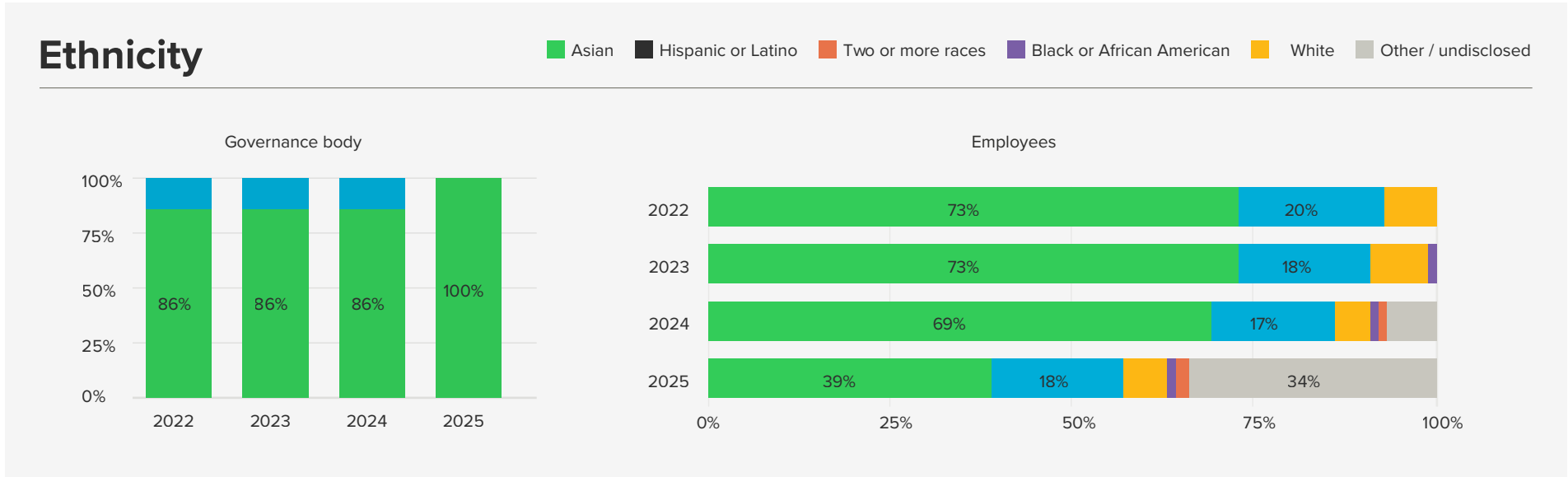
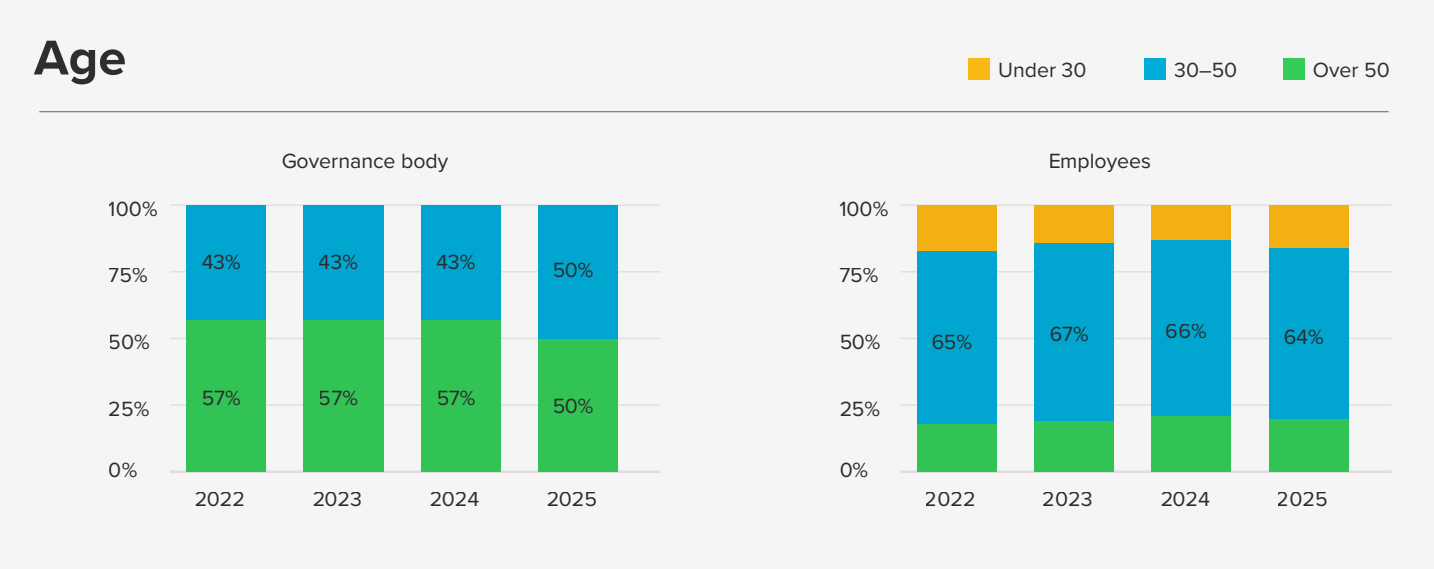
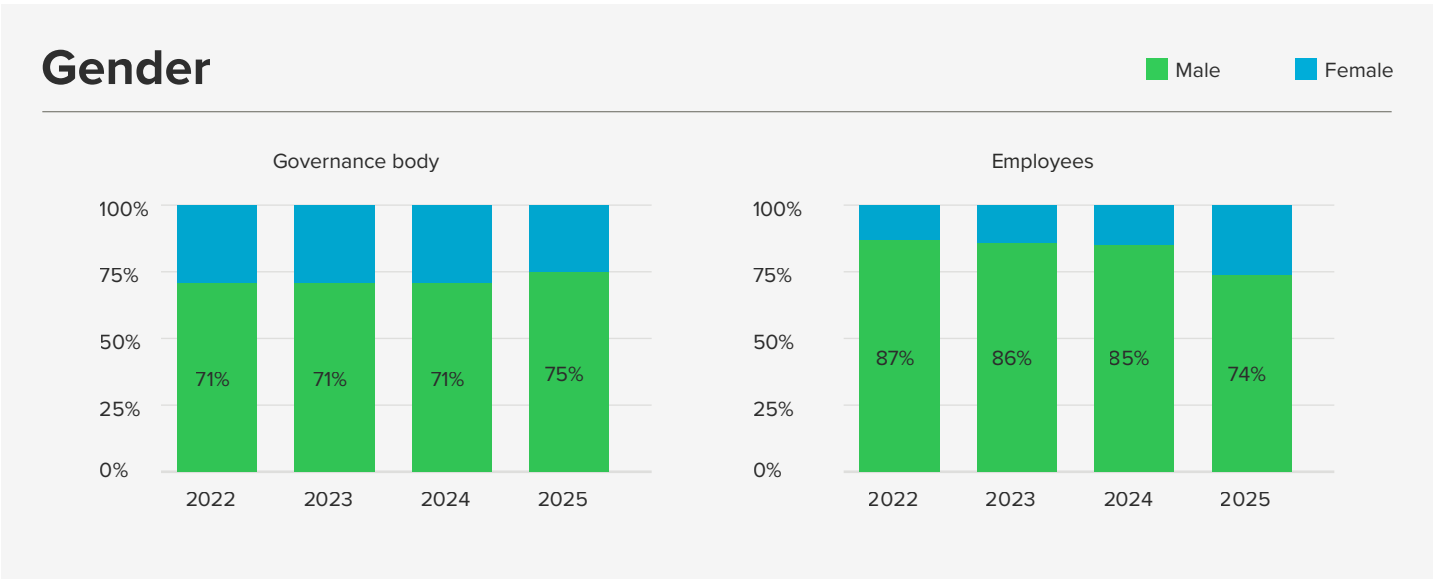
Diversity and Belonging

Kinematics approaches diversity, equity, and inclusion as both a strategic priority and an operational practice, particularly in the context of global expansion and acquisitions. We believe we can leverage the strength of diverse teams across regions to enhance overall organizational performance. At Kinematics, we are one global team.

As we expand into new markets, including through our recent acquisition, we recognize the importance of building a workforce that reflects the diversity of those markets and incorporates those employees into our broader culture. A key principle is promoting equal opportunity by supporting qualified individuals and providing them with access to

roles regardless of background. As we grow, we are learning the best ways to increase representation of diverse talent in leadership positions to support integration with our global teams, balancing global consistency with respect for local cultures and practices.

Kinematics reinforces non-discrimination, a core element of making employees feel they belong, through our ethical framework and accountability mechanisms. We keep workers engaged through these efforts by assessing their employment behavior aligned with our code of ethics as part of our engagement survey discussed above.



Kinematics has had zero confirmed incidents of discrimination between 2022 and 2025.

Diversity of employees was determined based on the total number of full-time and temporary employees for the year. Kinematics governance bodies are those in the C-suite of the organization.

Governance

Kinematics is committed to operating with integrity by prioritizing honesty, responsible business conduct, risk management, and sustainable procurement and sourcing. We continuously enhance our offerings to align with customer requirements while building long-term relationships founded on trust. In parallel, we maintain documented procedures to identify, manage, and verify compliance with applicable social laws, regulations, standards, codes, and other legislative requirements.

**Responsible Business Conduct
and Risk Oversight**

Ethics • Compliance • Data Security
Risk Management

Material Topics

**Sustainable Procurement Practices
& Responsible Sourcing**

Supply Chain Management

Responsible Business Conduct and Risk Oversight

Topics: compliance, ethics, data security, and risk management

Kinematics is committed to upholding the highest standards of ethical conduct across operations, locations, and among stakeholders. We continuously enhance our offerings to meet evolving customer needs while fostering long-term relationships built on trust and transparency.

Our Business Ethics Policy, which is reviewed annually, establishes the standards of conduct expected across all operations and serves as a core element of our approach to managing ethical risk. The policy guides decision-making, sets clear expectations related to integrity, conflicts of interest, and data protection, and is supported by training, monitoring, and reporting mechanisms. Together, these elements help proactively manage ethical and compliance risks while reinforcing a culture of accountability and transparency.

Complementing this approach, our Data Governance and Access Management Policies define responsibility for the management of Kinematics data and strengthen data security, confidentiality, and integrity. These policies apply to all individuals at Kinematics, as well as third parties working on our behalf, and are reviewed annually by the Director of Global Quality and Compliance in collaboration with IT Leadership, with updates discussed with the Executive Leadership Team as needed.

Oversight of responsible business conduct and enterprise risk is provided by the Chief Executive Officer.

Ethics and Compliance Performance				
	2022	2023	2024	2025*
Child or forced labor incidents reported	0	0	0	0
Confirmed incidents of corruption	0	0	0	0
Employees trained on ethics	NR	NR	357 (98%)	466 (80%) ⁸

* Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.
⁸ Not inclusive of Phoenix, AZ, USA data
NR = Not Reported

Ethics and Compliance

At Kinematics, we have ethical policies and procedures in place to promote an open and honest workplace. In 2025, we strengthened our Business Ethics Policy to include a formal Whistleblower Procedure and Policy to encourage high ethical standards for all employees across our locations. This procedure was designed to distinguish and prevent breaches of ethics and to keep our workplace honest, open, and accountable. We also added a whistleblower hotline in 2025, operated by a third party, that allows anonymous reporting where permitted by law. Kinematics had zero reported cases of business ethics-related violations through the whistleblower hotline in 2025.

As a global organization, Kinematics is committed to maintaining compliance with applicable laws, regulations, and industry standards across the jurisdictions in which we operate. We employ structured processes to monitor regulatory developments, assess compliance risks, and implement necessary controls to ensure adherence. Through ongoing training, internal audits, and oversight mechanisms, we promote consistent compliance practices and accountability, supporting responsible and ethical operations worldwide.

Data Security and Risk Management

Data security is a critical priority for Kinematics and an essential element of our approach to risk management and responsible business conduct. In 2025, we completed a robust cybersecurity assessment aligned with the Center for Internet Security (CIS) controls. This assessment helped us to understand our current data performance and identify specific areas for improvement. As we review our assessment findings, our goal is to take actionable steps to strengthen our data processes and enhance operational resilience. Since 2022, we have had zero confirmed information security incidents.

To support ethical and risk oversight commitments, we maintain a structured risk oversight framework that identifies, assesses, and manages potential risks across our operations, including those related to product quality, data protection, and social compliance. This framework is integrated into our decision-making processes and is regularly reviewed for effectiveness.

Sustainable Procurement Practices and Sourcing

Topic: supply chain management

At Kinematics, sustainability is an integral component of our supply chain and procurement practices. We recognize that our suppliers play a critical role in shaping our environmental and social impacts, and we are actively working to integrate sustainability considerations across the procurement lifecycle.

Central to this approach are Kinematics’ Supplier Code of Conduct and Sustainable Procurement Policy, which establish clear expectations for both suppliers and internal stakeholders regarding responsible and ethical business practices. These policies define standards across key areas, including environmental stewardship, labor and human rights, health and safety, ethical conduct, and responsible mineral sourcing. Together, they serve as the foundation for advancing a more transparent, resilient, and sustainable supply chain.

Our Director of Global Sourcing oversees our sustainable procurement and supply chain engagement efforts.

As a key player in the solar industry, we recognize that there is value in sustainability and that responsibility should be shared across the value chain. We maintain relationships with our customers and suppliers to ensure alignment on sustainability expectations, and with some customers, meet quarterly to review progress. We are developing a supplier sustainability policy to document our ambitions for continued relationship management and to further sustainability success in our industry.



Looking Ahead

Environment

Drive resource efficiency through Lean Manufacturing: Continue to utilize Lean Manufacturing practices across our operations to reduce energy consumption, water use, waste generation, and greenhouse gas emissions while improving operational efficiency.

Advance integration of P4Q facilities: Finalize integration of P4Q into our environmental management framework, aligning sustainability practices, performance metrics, and improvement initiatives across the organization.

Social

Implement our employee engagement survey: Utilize results from our company-wide employee engagement survey to identify opportunities for improvement and strengthen our workplace culture.

Achieve ISO 45001 certification at remaining facilities: Continue progressing toward ISO 45001 certification across our remaining manufacturing sites, reinforcing our commitment to providing a safe, healthy, and supportive workplace.

Governance

Advance sustainable procurement: Begin to embed sustainability in procurement processes by considering environmental, social, and governance in purchasing processes.

Enhance supplier engagement: Increase collaboration with suppliers to improve transparency, encourage responsible business practices, and support shared progress toward sustainability objectives throughout our value chain.

Appendix

Global Reporting Initiative (GRI) Content Index

Statement of Use	
Statement of Use	Kinematics LLC reported in reference to GRI for the reporting period of January 1, 2025, to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	There were no GRI sector standards applied.

GRI 2: General Disclosures	
2-1 Organization Details: Legal Name	Kinematics LLC
2-1 Organization Details: Nature of ownership and legal form	Privately held company
2-1 Organization Details: Location of its headquarters	Kinematics LLC, 21410 N. 15th Lane, Suite 104, Phoenix, AZ 85027, USA
2-1 Organizational details: Countries of operation	United States, Mexico, China, Spain, Brazil, Chile
2-2 Entities included in the organization's sustainability reporting	Kinematics LLC; Kinematics LLC, Nogales, Mexico Plant; and Professionals 4 Quality Holdco, S.L. after the acquisition completed in 2025
2-2 Specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting	Kinematics is a privately held company that does not publicly report financial information.
2-2 If the organization consists of multiple entities, explain the approach used for consolidating the information	Kinematics LLC, Nogales, Mexico Plant, and Professionals 4 Quality Holdco, S.L. are part of our materiality approach, data collection, and reporting.
2-3 Reporting period, frequency and contact point	The reporting period is January 1, 2025, through December 31, 2025. Any need for contact can be directed to torque@gokinematics.com.
2-3 Publication date of the report or reported information	30 June 2026
2-4 Restatements of information	Scope 2 GHG data has been updated for all disclosures to reflect the addition of purchased steam, heat, and cooling.
2-5 Policy and practice for seeking external assurance	Kinematics is considering the feasibility of seeking external assurance for future reporting.
2-5 Sustainability reporting assurance	Kinematics LLC is not seeking assurance for this year's sustainability report.
2-6 Value chain	About Us
2-6 Other relevant business relationships	N/A

GRI 2: General Disclosures	
2-7 Employees	Worker Engagement and Development
2-8 Workers who are not employees	Kinematics does not employ workers who are not employees of the organization.
2-9 Governance structure and composition	Sustainability Governance
2-10 Nomination and selection of the highest governance body	Our governing bodies are determined by our ownership group.
2-11 Chair of the highest governance body	Jim O’Leary, Chairman of the Board
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance
2-13 Delegation of responsibility for managing impacts	Sustainability Governance
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance
2-15 Conflicts of interest	As a privately held company, Kinematics does not disclose information on this topic.
2-16 Communication of critical concerns	As necessary, senior leadership escalates issues of critical concern to our Board of Directors.
2-17 Collective knowledge of the highest governance body	Sustainability Governance
2-18 Evaluation of the performance of the highest governance body	As a privately held company, Kinematics does not disclose information on this topic.
2-19 Remuneration policies	As a privately held company, Kinematics does not disclose remuneration information.
2-20 Process to determine remuneration	As a privately held company, Kinematics does not disclose remuneration information.
2-21 Annual total compensation ratio	As a privately held company, Kinematics does not disclose remuneration information.
2-22 Statement on sustainable development strategy	Letter from CEO
2-23 Policy commitments	Sustainability Governance
2-24 Embedding policy commitments	Sustainability Governance
2-25 Processes to remediate negative impacts	Sustainability Governance

GRI 2: General Disclosures	
2-26 Mechanisms for seeking advice and raising concerns	Sustainability Governance
2-27 Compliance with laws and regulations	Sustainability Governance
2-28 Membership associations	Solar Energy Industries Association
2-29 Approach to stakeholder engagement	Materiality
2-30 Collective bargaining agreement	Employees are covered by collective bargaining agreements in some operations.

GRI 3: Material Topics	
3-1 Process to determine material topics	Materiality Assessment and Material Topics
3-2 List of material topics	Materiality Assessment and Material Topics

GRI 204: Procurement	
3-3 Management of material topics	Sustainable Procurement Practices and Sourcing
204-1 Proportion of spending on local suppliers	Sustainable Procurement Practices and Sourcing

GRI 205: Anti-Corruption	
3-3 Management of material topics	Responsible Business Conduct and Risk Oversight
205-1 Operations assessed for risks related to corruption	Omission
205-2 Communication and training about anti-corruption policies and procedures	Omission
205-3 Confirmed incidents of corruption and actions taken	Responsible Business Conduct and Risk Oversight

GRI 301: Materials	
3-3 Management of material topics	Operational Resource Efficiency
301-1 Materials used by weight or volume	Operational Resource Efficiency
301-2 Recycled input materials used	Operational Resource Efficiency
301-3 Reclaimed products and their packaging materials	Information is not available at this time, but Kinematics will continue to investigate the feasibility of reporting on this in future years.

GRI 302: Energy	
3-3 Management of material topics	Operational Resource Efficiency

GRI 302: Energy	
302-1 Energy consumption within the organization	Operational Resource Efficiency
302-2 Energy consumption outside of the organization	Omission
302-3 Energy intensity	Operational Resource Efficiency
302-4 Reduction of energy consumption	Operational Resource Efficiency
302-5 Reductions in energy requirements of products and services	Operational Resource Efficiency

GRI 305: Emissions	
3-3 Management of material topics	Operational Resource Efficiency
305-1 Direct (Scope 1) GHG emissions	Operational Resource Efficiency
305-2 Energy indirect (Scope 2) GHG emissions	Operational Resource Efficiency
305-3 Other indirect (Scope 3) GHG emissions	Operational Resource Efficiency
305-4 GHG emissions intensity	Operational Resource Efficiency
305-5 Reduction of GHG emissions	Operational Resource Efficiency
305-6 Emissions of ozone- depleting substances (ODS)	Operational Resource Efficiency
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omission

GRI 306: Waste	
306-1 Waste generation and significant waste-related impacts	Operational Resource Efficiency
306-2 Management of significant waste-related impacts	Operational Resource Efficiency
306-3 Waste generated	Operational Resource Efficiency
306-4 Waste diverted from landfill	Operational Resource Efficiency
306-5 Waste directed to disposal	Operational Resource Efficiency

GRI 308: Supplier Environmental Assessment	
3-3 Management of material topics	Sustainable Procurement Practices and Sourcing
308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement Practices and Sourcing
308-2 Negative environmental impacts in the supply chain and actions taken	Kinematics does not currently assess suppliers for negative environmental impacts. We will provide more information on this topic as our program advances.

GRI 401: Employment	
3-3 Management of material topics	Worker Engagement and Development
401-1 New employee hires and employee turnover	Worker Engagement and Development
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Worker Engagement and Development
401-3 Parental leave	30 employees took parental leave in 2025, and 27 of those employees returned to work in the reporting period after parental leave ended.

GRI 403: Occupational Health and Safety	
3-3 Management of material topics	Worker Safety
403-1 Occupational health and safety management system	Worker Safety
403-2 Hazard identification, risk assessment, and incident investigation	Worker Safety
403-3 Occupational health services	Worker Safety
403-4 Worker participation, consultation, and communication on occupational health and safety	Worker Safety
403-5 Worker training on occupational health and safety	Worker Safety
403-6 Promotion of worker health	Worker Safety
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Worker Safety
403-8 Workers covered by an occupational health and safety management system	Worker Safety
403-9 Work-related injuries	Worker Safety – Safety Performance
403-10 Work-related ill health	Worker Safety – Safety Performance

GRI 404: Training and Education	
3-3 Management of material topics	Worker Engagement and Development
404-1 Average hours of training per year per employee	Worker Engagement and Development Performance
404-2 Programs for upgrading employee skills and transition assistance programs	Worker Engagement and Development
404-3 Percentage of employees receiving regular performance and career development reviews	Worker Engagement and Development Performance

GRI 405: Diversity and Equal Opportunity	
3-3 Management of material topics	Worker Engagement and Development
405-1 Diversity of governance bodies and employees	Worker Engagement and Development
405-2 Ratio of basic salary and remuneration of women to men	Kinematics does not publicly report on this information at this time but will continue to investigate the feasibility of disclosing it in future years.

GRI 406: Non-Discrimination	
3-3 Management of material topics	Worker Engagement and Development
406-1 Incidents of discrimination and corrective actions taken	Worker Engagement and Development

GRI 414: Supplier Social Assessment	
3-3 Management of material topics	Sustainable Procurement Practices and Sourcing
414-1 New suppliers that were screened using social criteria	Sustainable Procurement Practices and Sourcing
414-2 Negative social impacts in the supply chain and actions taken	Kinematics does not currently assess suppliers for negative environmental impacts. We will provide more information on this topic as our program advances.

Additional Data Tables

Disclosures	Unit	2021	2022	2023	2024	2025
GRI 2: General Disclosures						
2-7 Employees ⁹						
Full-time employees - Total	#	313	350	344	365	739
Full-time employees - Gender						
Male	#	266	297	289	310	544
Female	#	47	53	55	55	195
Undisclosed	#	0	0	0	0	0
Full-time employees - Region						
China	#	235	233	235	249	281
Mexico	#	55	79	65	54	95
US	#	23	38	44	62	124
Spain	#	NR	NR	NR	NR	239
Temporary employees - Total	#	77	76	56	104	56
Temporary employees - Gender						
Male	#	68	74	56	98	56
Female	#	2	2	0	0	0
Undisclosed	#	7	0	0	0	0
Temporary employees - Region						
China	#	77	75	54	90	56
Mexico	#	0	1	2	8	0
U.S.	#	0	0	0	6	0
Spain	#	NR	NR	NR	NR	0
All employees - Total	#	390	426	400	469	795
All employees - Gender						
Male	#	334	371	345	408	600
Female	#	49	55	55	55	195
Undisclosed	#	7	0	0	0	0
All employees - Region						
China	#	312	308	289	339	337
Mexico	#	55	80	67	62	95
U.S.	#	23	38	44	68	124
Spain	#	NR	NR	NR	NR	239

⁹ Kinematics only employs full-time employees and temporary employees. This data was determined using a head count at the end of the calendar year.
NR = Not Reported

Disclosures	Unit	2021	2022	2023	2024 ¹⁰	2025 ^{*11}
GRI 301: Materials						
301-1 Materials used by weight or volume	kg	21,123,332	24,480,456	21,396,747	29,597,045	34,759,977
Non-Renewable Materials Used		16,652,777	18,459,970	17,320,565	24,659,990	28,644,342
Renewable Materials Used		4,470,555	6,020,486	4,076,182	4,937,055	6,115,635

^{*} Due to our recent acquisition, the scope of data reported this year has expanded to include additional manufacturing locations in Spain and China. This change in reporting boundary may result in greater year-over-year variation compared to prior periods.
¹⁰ Not inclusive of data from China.
¹¹ Not inclusive of data from Mexico, USA, or Kunshan City, China.

Disclosures	Unit	2021	2022	2023	2024	2025
GRI 403: Occupational Health and Safety ¹²						
403-10 Work-related ill health		NR	NR	NR	NR	2 ¹⁴
All employees						
# of employees covered with healthcare ¹³	#	313	350	344	365	NR
% of employees trained on health and safety issues	%	100%	100%	100%	100%	NR

¹² Occupational health and wellness data includes our manufacturing centers in Mexico and China.
¹³ Healthcare coverage includes information for our United States, Mexico, and China employees. Employees in Mexico and China are provided healthcare through governmental programs.
¹⁴ Data is inclusive of Spain only.
NR = Not Reported

Disclosures	Unit	2021	2022	2023	2024	2025
GRI 2: General Disclosures						
2-27 Compliance with laws and regulations						
# of significant instances of non-compliance with laws and regulations	#	1	0	3	1	0
# of fines for non-compliance	#	1	0	0	1	0
Monetary value of fines (USD)	\$	\$10,022	0	\$34,958	\$7,536	0

¹² Occupational health and wellness data includes our manufacturing centers in Mexico and China.
¹³ Healthcare coverage includes information for our United States, Mexico, and China employees. Employees in Mexico and China are provided healthcare through governmental programs.
¹⁴ Data is inclusive of Spain only.
NR = Not Reported