



IGNITING THE  
MOMENTUM

NYSE: HLIO

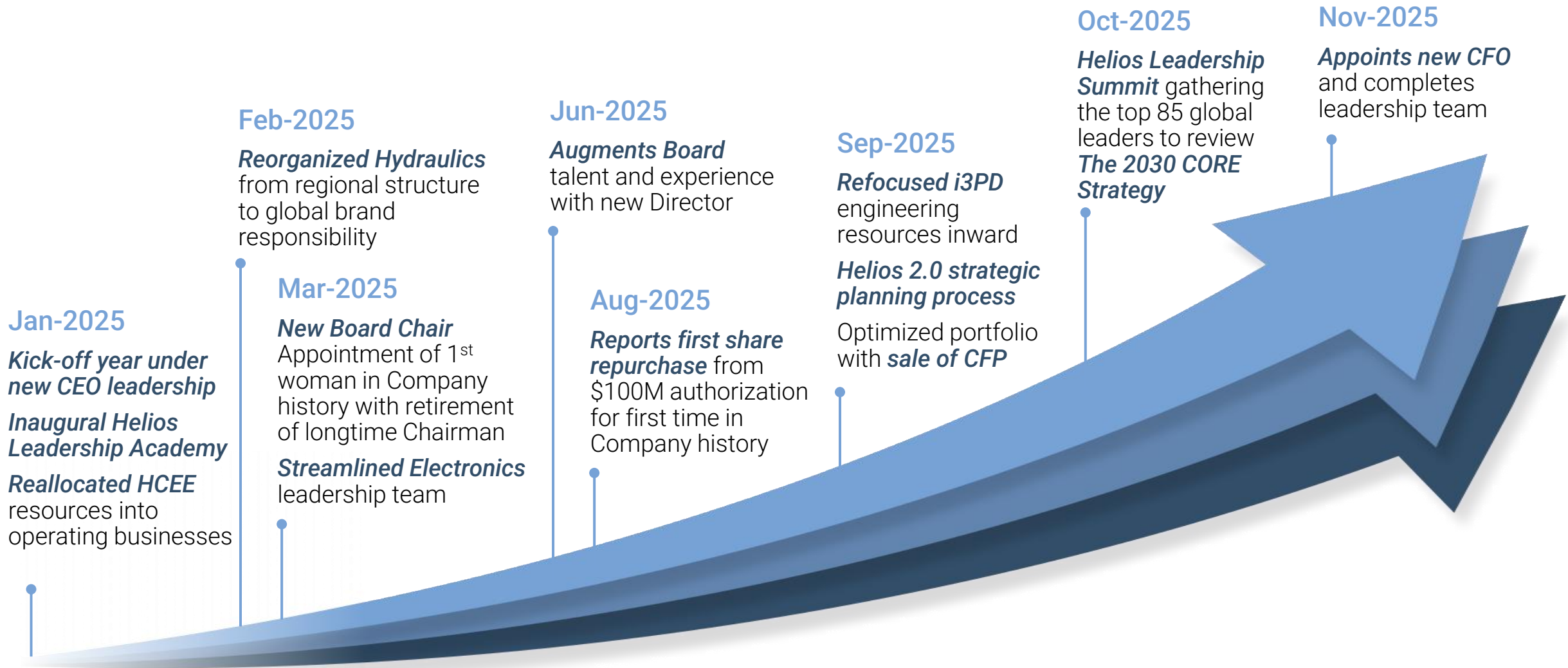
# ESG FACT SHEET

FISCAL YEAR  
2025 HIGHLIGHTS

# HIGHLIGHTS OF “WHAT IS NEW” OVER THE LAST YEAR

- A NEW CHIEF EXECUTIVE OFFICER & BOARD MEMBER, JAN-25 | Sean Bagan
- B LAUNCHED REFRESHED SHARED VALUES & BUSINESS SYSTEM | DEVELOPED THE CORE 2030 STRATEGY
- C NEW BOARD CHAIR, MAR-25 | Laura Dempsey Brown
- D NEW BOARD MEMBER, JUN-25 | Ian Walsh
- E ENHANCED ANNUAL BOARD EVALUATIONS
- F MANDATORY RETIREMENT AGE FOR BOARD OF DIRECTORS
- G INTRODUCED TOTAL SHAREHOLDER RETURN MODIFIER FOR EXECUTIVE LONG-TERM INCENTIVE (LTI)
- H STRENGTHENED CODE OF CONDUCT TRAINING WORLDWIDE
- I ESTABLISHED HELIOS LEADERSHIP ACADEMY & HOSTED LEADERSHIP SUMMIT
- J NEW CHIEF FINANCIAL OFFICER, NOV-25 | Jeremy Evans

# HARNESSING THE SPARKS: IGNITING THE MOMENTUM IN 2025



# GOVERNANCE: LEADERSHIP TEAM



**Sean Bagan**  
President &  
Chief Executive Officer



**Billy Aldridge**  
President, Electronics



**Rick Martich**  
President, Hydraulics MCT



**Matteo Arduini**  
President, Hydraulics FCT



**Jeremy Evans**  
Executive Vice President,  
Chief Financial Officer



**Tania Almond**  
VP, Investor Relations &  
Corporate Communication



**JP Parent**  
Senior Vice President &  
Managing Director, Balboa



**Marc Greenberg**  
Executive Vice President,  
General Counsel & Secretary



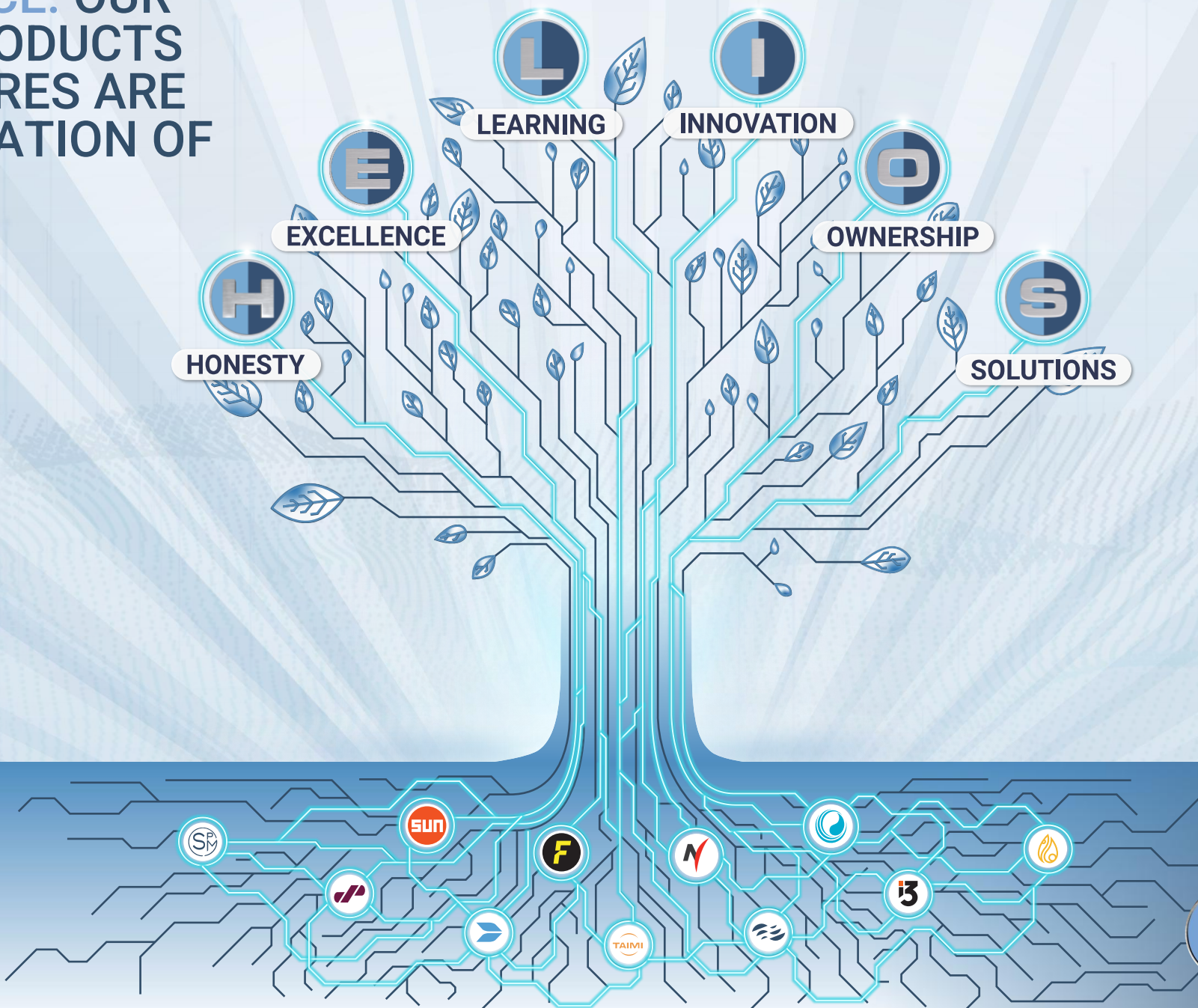
**Van Franklin**  
Vice President,  
Information Technology



**Shaun Polasky**  
Vice President,  
Human Resources

GOVERNANCE: OUR PEOPLE, PRODUCTS AND CULTURES ARE THE FOUNDATION OF

OUR SHARED VALUES



<b>H</b>	<b>E</b>	<b>L</b>	<b>I</b>	<b>O</b>	<b>S</b>
<b>HONESTY</b>	<b>EXCELLENCE</b>	<b>LEARNING</b>	<b>INNOVATION</b>	<b>OWNERSHIP</b>	<b>SOLUTIONS</b>
Committing fully to truth, transparency, and actions that build trust and collaboration.	Driving relentlessly for mastery that elevates quality, performance, and standards.	Pursuing growth by harnessing successes and failures as fuel for advancing collective knowledge.	Fostering a culture of creativity that ignites imagination and forges a better path forward.	Embracing responsibility and taking accountability for all our actions and results.	Solving problems and conquering challenges to deliver impactful outcomes.



## GOAL DEPLOYMENT PROCESS (GDP)

Leveraging Hoshin X=Matrix tools

-  Strategic Alignment on Breakthrough Objectives
-  Cascading Goals to Action Plans at the Point of Impact
-  Clear Ownership & Accountability
-  Transparent Monitoring & Problem Solving
-  Continuous Improvement Through Learning

# GOVERNANCE: BOARD OF DIRECTORS

- Independent Chair
- New to HLIO over the last five years



**Laura Dempsey Brown** ●●  
Retired Senior Vice President,  
Communications and Investor  
Relations of W.W. Grainger, Inc.



**Sean Bagan** ●  
President & Chief Executive  
Officer of Helios Technologies



**Doug Britt**  
President, Chief Executive  
Officer of Boyd Corporation



**Cariappa (Cary) Chenanda** ●  
Former Executive Vice President  
and President of Novelis  
North America



**Diana Sacchi** ●  
Chief Human Resources  
Officer of Grameen America



**Alexander Schuetz, PhD**  
Chief Executive Officer of  
Knauf Engineering GmbH



**Ian Walsh** ●  
Chief Executive Officer  
of FDH Aero

- ✓ Six of seven Directors are independent; New independent Board Chair
- ✓ Board & Committees holds regular sessions without management present
- ✓ Engaged Board with strong participation and attendance record
- ✓ Board benefits from individuals that have overseen periods of growth at other companies
- ✓ No shareholder rights plan (poison pill) in place
- ✓ One class of voting common stock
- ✓ No conflicts of interest with other Board service commitments
- ✓ Governance Board Committee to oversee the Company's governance and sustainability activities



## **Implemented Statement of Policy Regarding Director Nominations:**

- Setting forth qualifications of Directors and procedures for identification and evaluation of candidates for nomination, and procedures for recommendation of candidates by shareholders



## **Adopted Policy that All Company Directors and Nominees for Director Shall Retire Following their 75<sup>th</sup> Birthday:**

- A Director shall retire from the Board effective with the first annual meeting of shareholders following such Director's 75<sup>th</sup> birthday. On the recommendation of the Nominating Committee, the Board may waive this requirement as to any Director if it deems such waiver to be in the best interests of the Company



## **Rolled Out Annual Board Evaluations:**

- Annual Board evaluations to focus on the major issues in evaluating the effectiveness of the Board and its Committees. The substance of the questionnaires focus on the two primary functions of the Board of Directors – oversight and decision-making – while also addressing Board process and Board composition. Categories include: oversight of management, decision making of the Board, overall Board process, overall Board composition



## **Ethics Training and Conduct Inside and Outside the Organization:**

- All Helios employees are required to complete with signed acknowledgement the Company's Code of Business Conduct and Ethics annually
- Global suppliers expected to maintain ethical conduct standards and are required to sign a Code of Conduct for Suppliers and Third-Party Vendors
- Company maintains a Corporate Responsibility Policy highlighting its commitments on governance topics



## Executive Compensation Tied to Company Performance:

- Better alignment with market practice to enhance the pay-for-performance link
- Goal is to pay salaries that are generally competitive with executives of other manufacturing companies in our geographic areas



## Strong Pay for Performance Linkage:

- CEO at risk pay target is 83% (previously 85% in 2025, 85% in 2024, 82% in 2023, 78% in 2022)
- Other NEO at risk pay target is 63% (previously 64% in 2025, 65% in 2024, 62% in 2023, 60% in 2022)
- Added a total shareholder return (TSR) modifier to the long-term incentive (LTI) plan



## Director Compensation Plan:

- Moved from purely share-based compensation to a combination of cash retainer and restricted stock units that vest over a year
- More in line with “market” practices and works to ensure board members are paid at a market competitive rate, while still aligned with returning shareholder value



## Robust Anti-Hedging:

- Policy prohibiting Directors and Officers from engaging in hedging transactions with Company stock

In 2025, the Company leveraged a reputable third-party Board assessment tool to provide more data driven, actionable and individualized insights to its board evaluation program. Board members completed annual evaluations and received individualized reporting on their performance and effectiveness, as well as benchmarks and comparisons against peer groups in the Company's industry.





## Inclusion:

- Code of Business Conduct and Ethics articulates non-discrimination and harassment policy with annual training requirement
- First woman as Board Chair in the Company's history; Board has a diverse set of skills with a variety of national origins



## Talent Development:

- Launch of Leadership Academy in 2025, a program designed to cultivate a community of leaders who, armed with a robust skill set, a global perspective, and a commitment to ethical leadership, will drive our Company's success and positively impact the broader business world; The second cohort was launched in 2026
- Helios Talent Central (Cornerstone Platform) enables colleagues to drive their future professional growth (training, self-assessment, career pathing, etc.)
- Provided internships across both the Hydraulics & Electronics segments



## Community:

- In addition to our corporate philanthropy, Helios Engage provides employees a platform to support charitable organizations, including our Employee Assistance Fund, with dollar-for-dollar corporate match program and volunteering opportunities
- Hundreds of charitable organization donations have cumulatively been made via the Helios Engage Platform since 2021
- Support different educational institutions through project opportunities and scholarships for students



## Safety and Health:

- Helios equipment is used in applications where safety is a priority and help customers design machines that improve both end-user experience and safety
- All companies in the Helios group maintain health and safety policies to promote operations that are protective of the health and safety of the public and our employees
- The Company provides several onsite medical clinics that are available to employees and their families
- Many companies have on-site medical resources and optional health & wellness options like massages or gym equipment

# SOCIAL: TALENT DEVELOPMENT

With Supporting Employee Statistics



BOOMERANG<sup>1</sup>  
EMPLOYEES  
**30**



AVERAGE  
EMPLOYEE TENURE<sup>2</sup>  
**9 years**



(eNPS) EMPLOYEE NET  
PROMOTER SCORE UP<sup>3</sup>  
**+13 points**



TOTAL EMPLOYEES ~**2,300**  
TOTAL ENGINEERS ~**300**  
TOTAL SALES ~**150**

## 2025 HELIOS LEADERSHIP ACADEMY & LEADERSHIP SUMMIT



(1) Boomerang employees are employees who came back to the business in 2025 who had left due to unhappiness with previous culture.

(2) Average tenure of full-time employees which compares to an industry benchmark of 5-7 years, balanced between industry norms and the retention characteristics of mature manufacturing enterprises.

(3) eNPS defined as Promoters minus Detractors. The improvement in the score is from 2024 to 2025.



## Assessment Phase 2022 - 2024

### Safety focus areas:

- Safety Systems/ Programs
- Employee Injuries/ Ergonomics
- Safety Awareness/ Training
- Facility and Personnel Regulatory Compliance
- Employee Safety Committee

## Implementation Phase 2024 - 2025

### Improvement/Implementation:

- Build Foundational Safety Systems Framework
- Establish Senior Safety Committee
- Perform Job Task Safety Risk Assessments
- Implement Safety Procedures
- Enhance Safety Awareness

## Refinement Phase 2024 - 2025

### Continuous Improvement:

- Root Cause Analysis & Corrective Action Process
- Re-Engineer Workflow & Workstation Design for Ergonomics
- Perform Area Safety Audits and Formulate Solutions

## Optimization Phase 2026 - Beyond

### Optimization Through Innovative Safety Improvement:

- Certification in ISO 45001
- Culture of Continuous Safety
- Establish Best in Class TCIR
- Strive to Achieve Zero OSHA Recordable Injuries

## SAFETY HIGHLIGHTS (as of April 2025)



**Over 400 days incident free in Tijuana, Mexico**



**Over 800 days incident free in Shenzhen, China**



**Over 1,150 days incident free in Salisbury, UK**



**Previous facility record - Over 250 days incident free in Rivolta, Italy**

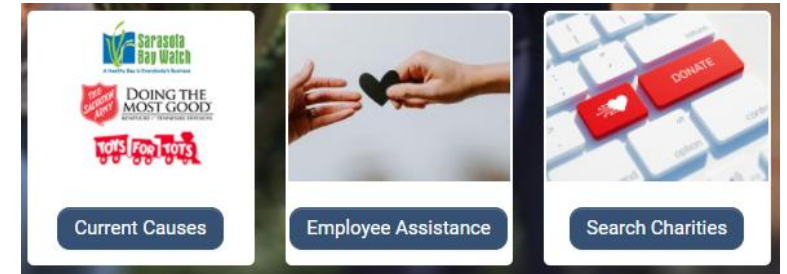


**Facility record within the last five years – Nearly 100 days incident free in Sarasota, Florida**



## "Helios Engage" Platform:

- A workplace philanthropy initiative in partnership with America's Charities, a leader in workplace giving and employee engagement
- Charitable giving, matching gift program, employee assistance fund, and volunteerism platform demonstrate continued commitment to social responsibility



### Volunteer



[Get Volunteering >](#)

### Donate



[Our Giving Campaigns >](#)

### Our Impact



[See the Difference You Make >](#)

### Experiencing a Hardship?



[Employee Assistance Fund >](#)



## Climate Action Plan:

- Set Net Zero 2050 Goal
- Reducing emissions through our “in the region, for the region” strategy and implementing substantial energy efficiency investments in our manufacturing operations
- Latest Scope 1 and Scope 2 greenhouse gas inventory:
  - Scope 1: 2025: 1,172 Metric Tons CO<sub>2</sub>e
  - Scope 2: 2025: 15,464 Metric Tons CO<sub>2</sub>e
  - Scope 3: Reviewing, working with Ascent (a vendor we use for conflict minerals reporting)



## Waste and Water:

- Worked across our subsidiaries to reduce waste using production process redesigns, scrap reduction initiatives, and electronic waste reduction.
- In addition to water conservation efforts already at work across our companies, in 2021 we began gathering data to measure our water usage across our facilities. In 2025, we used 28.1M<sup>1</sup> US Gallons.



## Recycling:

- Recycling initiatives are actively promoted across the Company at all its facilities, such as: recycling scrap metal and paper, converting finished goods packing materials from non-recyclable urethane foam to recyclable paper product, implementation of a washing oil recycling process, waste incineration by local vendor that produces electricity for local area, and creating a recycling process for its test oil

(1) This year includes the most comprehensive water usage measurement taken to date across the Company's global facility footprint.

# ENVIRONMENTAL: COMMUNITY SUPPORT

## Helios Sponsored a Multi-Year Partnership with Mote SEA

Mote Science Education Aquarium (Mote SEA) is a world-class, 146,000-square-foot facility dedicated to marine science, education, and immersive public experiences.

Mote SEA sits on 12 acres and is a central site for Sarasota and Manatee counties and the southwest Florida Region.

Mote SEA improves access to marine science education for diverse learners, allowing future ocean leaders to discover their passion for science, technology and conservation.

The mission of Mote Marine Laboratory & Aquarium is dedicated to world-class marine science and to support conservation and sustainable use of marine and coastal biodiversity, healthy habitats and natural resources.

Helios Technologies has become a corporate partner of Mote SEA to invest in and support our local community and conservation efforts.



## VISION

To be the world's most trusted and preferred provider of premium technologies that ensure safety, reliability, and seamless connectivity while enabling a superior user experience.

## MISSION

We deliver innovative, premium-quality hydraulic and electronic solutions through our trusted global brands enabling our customers to keep their products operating efficiently and with confidence.

## STRATEGY

By 2030, Helios Technologies will be a diversified, customer-centric global enterprise distinguished by innovation, operational speed, and a high-performance culture. We will leverage these competitive advantages to deliver unmatched customer value and top-tier financial returns.