



PEOPLE FIRST.
PERFORMANCE
ALWAYS.

2025
CORPORATE
RESPONSIBILITY
REPORT

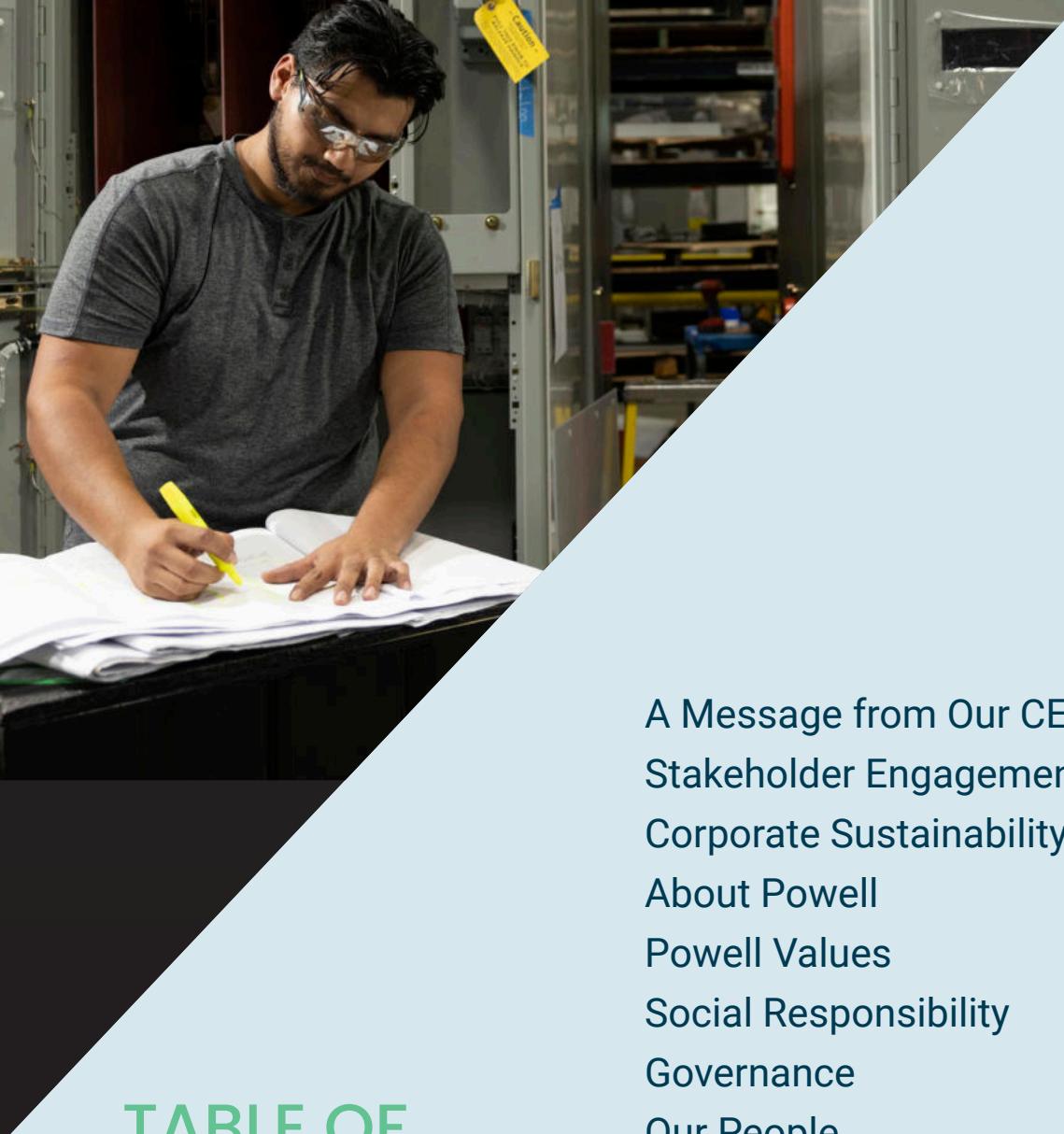


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BRETT A. COPE
President & CEO
Chairman of the Board

"At Powell Industries, our employees are at the heart of everything we do—including our corporate responsibility efforts. All our team members play a vital role in operating our business with integrity, building a sustainable future, and supporting the communities where we live and work.

Corporate responsibility today means more than meeting financial goals. We must remain accountable to our people, our customers, our stockholders, and our neighbors. We hold ourselves to the highest standards of ethical governance, environmental stewardship, and inclusion because doing what's right strengthens our company and our industry.

We are proud of the progress we've made and mindful that there's always more to do. By working together, we can continue to advance responsible practices, create growth opportunities, and make a meaningful difference in the world around us.

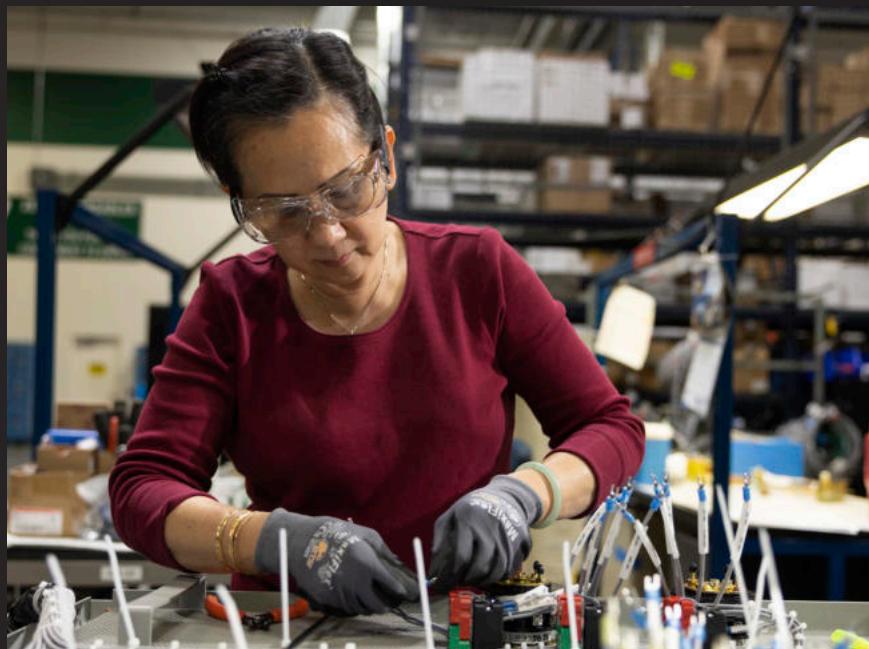
To the Powell team and all our stakeholders who share our mission and values, thank you. Your dedication ensures that our company's success remains aligned with the greater good."

"By working together, we can continue to advance responsible practices, create growth opportunities, and make a meaningful difference in the world around us."



STAKEHOLDER ENGAGEMENT

Whether you engage with Powell as a customer, a supplier, a host community, an investor, or an employee, Powell is committed to enhancing your experience in a responsible manner. We balance the needs of our stakeholders through continuous assessment and engagement. Powell's most pertinent economic, environmental and social topics are as follows:



EMPLOYEES - One of Powell's fundamental areas of focus is organizational and employee development. We work to create an environment where our people can grow professionally through training and development, while embracing diversity, equity, and inclusion. We strive to create a healthy and safe workplace, routinely measuring and reviewing safety performance in every location. In order to solicit candid feedback across the organization, Powell conducts an anonymous, business-wide survey each year soliciting employee feedback related to compliance and ethics, employee safety and well-being, training and development, and corporate culture.

COMMUNITY - Powell encourages employees to donate their time and/or resources to support the communities in which they live. Through the community outreach program, participating employees are recognized annually for their community involvement, while select employees are honored for their exemplary service with a cash award and a Powell donation to the organizations they support.

INVESTORS - We believe that a strong corporate governance program should include routine engagement with stockholders. Engagement forums take the form of in-person and virtual investor conferences, as well as current and prospective conference calls or video meetings. Additionally, Powell has transitioned to a virtual annual shareholders meeting to reach more stockholders.

CUSTOMERS - Powell's diverse array of products and associated applications provide safe and efficient electrical power that enables economic growth to businesses and reliable power to residential and commercial customers. Our customers are typically long-term strategic partners, requiring customized and engineered-to-order electrical solutions. Powell's products are efficient, reliable and meet all evolving safety and technical standards, making them applicable across multiple markets and geographies.

POWELL'S CORPORATE SUSTAINABILITY STRATEGY

Throughout 2025, Powell continued to assess all of the relevant inputs that have an impact on our corporate sustainability strategy. Topics identified as most pertinent to Powell's business and sustainability framework are as follows:

CUSTOMERS

Powell is a manufacturer of electrical distribution equipment specifically designed for industrial, utility, traction, and other commercial applications. We collaborate with customers to design engineered-to-order electrical solutions that deliver innovative, safe and reliable electrical distribution for customized applications. For over 75 years of serving our customers, our products can be found in a variety of industrial facilities, utilities, traction, and various light commercial applications such as universities, data centers, etc.

PRODUCT SAFETY AND QUALITY

Product quality is initiated through our product development process and continues through the product lifecycle. Consistent with Powell's desire to provide 'best-in-class' products and services supported by competitive lead times, Powell's products have continued to serve our end markets with safe and reliable electrical distribution solutions. Recent examples of product safety features include digital applications such as BriteSpot® and Circuit Breaker Monitor™ as well as mechanical upgrades, which would include OnBoard Racking (OBR).

SUPPLIER RELATIONSHIPS

Powell is committed to partnering with suppliers who operate at high standards of social and environmental responsibility and ethical conduct. Our suppliers are expected to conduct business in accordance with applicable labor, health & safety, environmental, ethical, quality, employee, and management principles outlined in Powell's [Supplier Code of Conduct](#).

DIVERSITY

We support and encourage a culture that embraces the strengths, differences and perspectives of all. At Powell, all employees have an equal opportunity to develop, grow and succeed based on their performance. The diversity of our workforce is a critical component of our business strategy and integral to partnerships with the communities in which we operate.

EMPLOYEES

We are committed to provide our diverse, global workforce of over 3,000 employees with competitive wages and benefits, and equitable, fair opportunities to advance and grow. Our inclusive culture and core values provide a place where employees can bring their best selves to work. We purposefully recruit from a diverse pool of candidates that reflect the makeup of the communities where we operate and make an extra effort to recruit qualified veterans.

OPERATIONAL EFFICIENCY

In addition to providing customers with advanced technology to improve efficiencies, our operational and commercial excellence is regularly recognized and sought after by our stakeholders. We routinely exceed the expectations of our customers through supply chain efficiencies, digital advancements and technical applications expertise.



ABOUT POWELL

Powell began as a metalworking shop to support local Houston, Texas petrochemical facilities in 1947. Throughout our history, we have expanded from a local, small business to a publicly traded corporation with locations in the United States, Canada, and the United Kingdom. Powell's manufactured products are now in operation in more than 80 countries across the globe. Today, Powell continues to be recognized as a leading provider of switchgear, breakers and power control rooms, and so much more in this ever-changing environment.

OUR MISSION

We solve our customers' toughest problems.

OUR VISION

Be the trusted long-term, global partner to our customers by providing engineered, integrated electrical power solutions with strong application knowledge, superior execution and organizational responsiveness for critical processes and infrastructure.

POWELL VALUES

CUSTOMERS FIRST ... OUR LIFELOOD

Our customers represent our current success and remain vital to our future growth. Valued relationships drive Powell's behavior, generating our product and service innovations. Powell is a customer-focused company that respects, listens to and serves our customers. This attitude contributes to world-class system solutions that set new industry standards. Powell's core business model revolves around responding quickly to customer needs. Customer satisfaction is the focal point that guides our daily actions. Powell aims to strengthen relationships with all levels of our customers' organizations.

RESPECT FOR EMPLOYEES ... OUR HEART

We achieve more than we can imagine through the hard work, cooperation and dedication of our great people. Powell employees convey the voice of the customer throughout our company. Their passion ignites our ability to innovate and create system solutions. Our expertise and capabilities reside with each dedicated individual who collectively form the Powell team. We serve and respect each other from top to bottom. Customer perception of Powell starts as they walk through our doors; so we must take pride in our facilities, appearance and daily actions.

CAN-DO ATTITUDE... DRIVES OUR SUCCESS

Our can-do spirit symbolizes who we are -- a world-class manufacturer that embraces complexity through custom-engineered solutions. We view daily challenges as opportunities to excel. We don't pass the buck -- we solve problems. Powell's collaborative style generates solutions, not stalemates or barriers to satisfying our clients. Our collective goal is to "make it right" for our customers. Hard work, teamwork and passion epitomize the Powell way while creating an invigorating atmosphere. We are different from our competition. We respect their capabilities, but take pride in our consistent ability to outperform them.

COMMITMENT TO IMPROVE ... OUR STRENGTH

Powell's commitment to continually improving our single-source philosophy is steadfast. Our success in achieving continuous improvement has kept competitors from duplicating our proven model. We love to innovate and this maverick spirit has produced world-class products, services, processes and safety solutions. Powell's Commitment to Improve continues to be the primary catalyst for Powell's growth. Our valued suppliers are partners in this effort. We are proud of our past and confident in who we are. Our past performance is a sound foundation for our future growth.



SOCIAL RESPONSIBILITY

HUMAN RIGHTS

Respect for human rights is a core commitment at Powell Industries. In 2025, we continue to align our practices with the United Nations Guiding Principles on Business and Human Rights across our global operations. We emphasize responsible sourcing, ethical labor practices, and transparent governance throughout our value chain. Through structured due diligence, we work proactively to identify, prevent, and mitigate human rights risks. If any adverse human rights impact is linked to our operations, we are committed to fair and timely remediation in accordance with global standards.

Find more information on this policy [here](#).

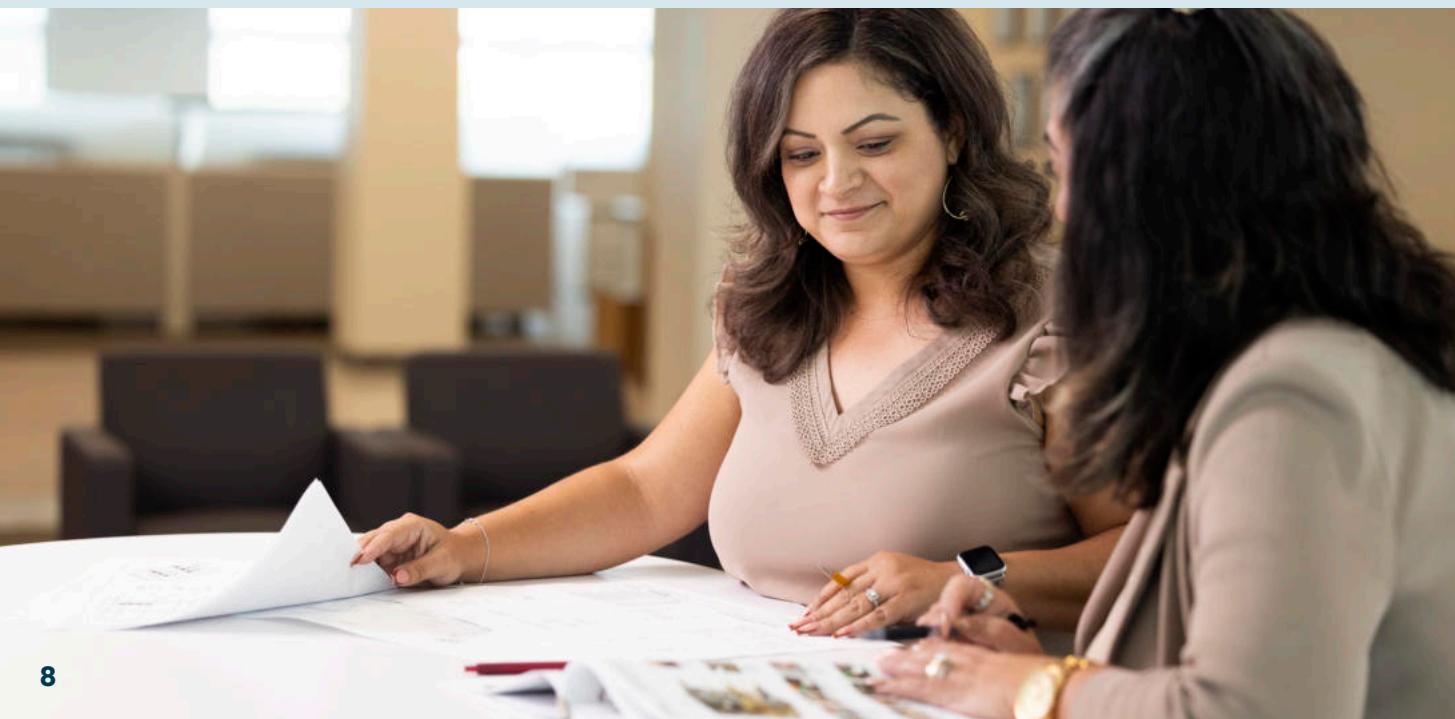
ANTI-SLAVERY & HUMAN TRAFFICKING

Powell is firmly committed to operating with integrity and ensuring that our business and supply chain remain free from forced labor, human trafficking, and unlawful labor practices. In 2025, we expanded global training and supplier attestations aligned with the UN Universal Declaration of Human Rights, the UK Modern Slavery Act, the California Transparency in Supply Chains Act, and related international standards. Powell will not tolerate child labor, bonded labor, or any form of coercion. We collaborate with partners across our supply network to ensure compliance with laws, expectations, and our values of Customers First, Respect for Employees, a Can-Do Attitude, and a Commitment to Improve.

Find more information on this policy [here](#).

CONFLICT MINERALS

Powell support transparent, responsible supply chains and the global effort to eliminate human rights abuses associated with [Conflict Minerals](#). While we are not a direct purchaser of these materials, we collaborate closely with our suppliers to understand and monitor the origin of minerals potentially present in the components we procure. In 2025, we strengthened supplier expectations through enhanced due-diligence protocols, reinforcing the requirement that all minerals must be sourced responsibly and in compliance with applicable laws and international frameworks.



GOVERNANCE

Powell is committed to maintaining the highest level of ethical business practices and governance throughout our organization. Our policies, procedures, and training reflect our commitment to strong corporate governance and guide us in our daily business operations. The governance policies require accountability, transparency, and legal and regulatory compliance for our customers, employees, and supply partners. Powell's Corporate Governance Guidelines set forth the role that our Board of Directors have in ensuring a firm corporate governance foundation is in place.

BOARD OVERSIGHT

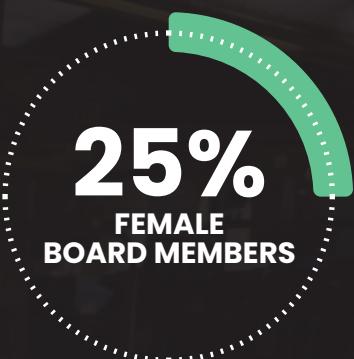
Powell's Board of Directors drive our culture of compliance and commitment to our core values: Customers First, Respect for Employees, Can-Do Attitude, and Commitment to Improve. The Board of Directors actively oversees Powell's business strategy and strategic priorities and has the primary responsibility to advise management in the execution and achievement of that strategy for the benefit of the shareholders. Our nine-member Board is composed of Directors with varying professional expertise, knowledge, viewpoints, and backgrounds.



COMPLIANCE HOTLINE

Our EthicsPoint hotline, at <https://powellind.ethicspoint.com> or +1 (877) 217-4661, is available 24 hours a day, seven days a week. The hotline is an independent reporting service and is available for all company employees, contractors, suppliers, and agents. Submissions may be made anonymously. Retaliation for reporting violations or concerns is expressly forbidden by Powell's [Code of Business Conduct and Ethics](#). Calls to EthicsPoint are received by a third party and are forwarded for immediate review and action as required.





\$0
MONETARY LOSSES AS A RESULT OF
LEGAL PROCEEDINGS ASSOCIATED
WITH BRIBERY OR CORRUPTION

\$0
MONETARY LOSSES AS A RESULT OF
LEGAL PROCEEDINGS ASSOCIATED
WITH ANTI-COMPETITIVE BEHAVIOR

GOVERNANCE HIGHLIGHTS

Powell's Board of Directors utilizes the Company's risk management process to assist in fulfilling its oversight of the Company's risks. The independent Directors meet regularly without management present. Our Directors have full and free access to management, all company personnel, locations, outside advisors, attorneys, and consultants.

The Audit Committee, the Compensation and Human Capital Committee, and the Nominating and Governance Committee assist the full Board in fulfilling its oversight responsibilities by considering risks that fall within their areas of responsibility.

- The Audit Committee focuses on financial risk exposures, internal controls, and compliance with applicable laws and regulations. The Audit Committee also oversees responsibilities related to cybersecurity risks.
- The Compensation and Human Capital Committee assists in overseeing risks arising from compensation policies and programs.
- The Nominating and Governance Committee considers risks related to corporate governance.
- The Board and its Committees conduct annual self-evaluations. Our [Committee Charters](#) are reviewed annually.
- The Board engages in succession planning in the event of an unplanned vacancy in the Chief Executive Officer position.
- The Board has adopted stock ownership guidelines for non-employee directors.
- Upon initial appointment, new Directors participate in an orientation program that includes presentations by management and previous standing Directors to familiarize new directors with the Company's strategic plans, significant financial and risk management, compliance programs, code of ethics, management, and internal and external auditors.

ETHICS AND COMPLIANCE

Powell has adopted a formal Anti-Corruption & Bribery Policy that defines our framework for the prevention, detection, and elimination of all forms of corrupt practice. Our Code of Business Conduct and Ethics reflects our commitment to conduct business in accordance with our core values.

Annually, Powell conducts a Code of Business Conduct and Ethics training and re-certification program for employees. The training communicates the importance of ethics and legal compliance and helps to establish a culture of integrity among our employees.

OUR PEOPLE



TALENT

With more than 3,000 employees across five countries, Powell's success is built on the strength of our people. In 2025, we continue to focus on attracting, developing, and retaining top talent in an environment that values inclusion, innovation, and continuous improvement.

Our workforce strategy aligns with Powell's long-term vision and emphasizes capability building, engagement, and high-performance culture.

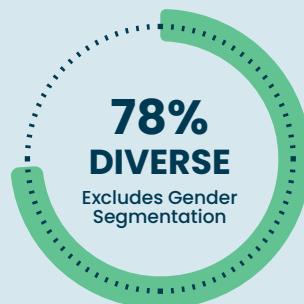




REFLECTION OF THE COMMUNITY

Powell is committed to building a workforce that reflects the diverse communities in which we operate. In 2025, we expanded initiatives to foster inclusion, broaden access to opportunities, and amplify diverse voices across the company.

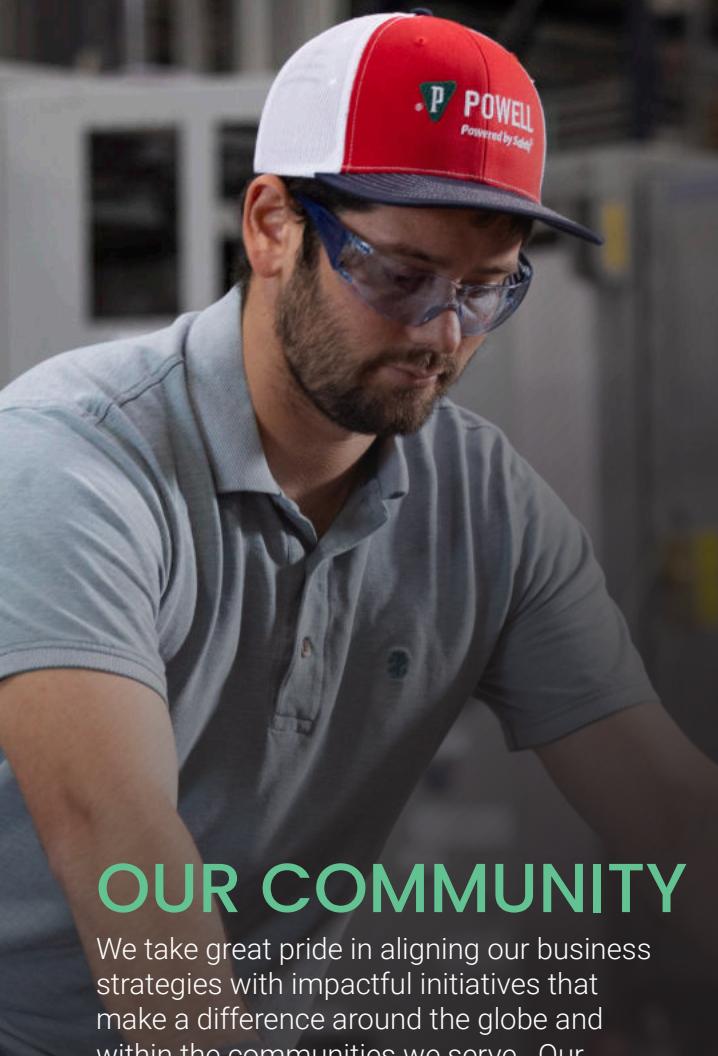
We continue to strengthen partnerships, talent pipelines, and community-based programs that support equitable workforce representation and advance our culture of belonging.



U.S. DIVERSITY
PERCENTAGE



GLOBAL GENDER
PERCENTAGE



OUR COMMUNITY

We take great pride in aligning our business strategies with impactful initiatives that make a difference around the globe and within the communities we serve. Our 'Community Impact Mission' focuses on two areas of critical need:

- 1 Supporting military service members, veterans, and their families**
- 2 Supporting our communities locally and globally**

SUPPORTING MILITARY MEMBERS

We take proactive steps to enrich our talent pool and strengthen our capabilities by identifying and adding diverse perspectives, skills, experiences, characteristics, attributes, and backgrounds – all of which underwrite our exceptional Talent Acquisition processes and commitment to Talent Development.

With almost 80 years of experience in identifying and adding talented individuals to our global team, we have discovered very few communities that more closely align with our core values and culture than those who have served in the military and the family members who have supported them through some of the most challenging circumstances and life events.

We find, time and again, that the unique experiences of those who have served their nation equip them with the skills and capabilities to lead, innovate and inspire. These core and critical competencies have and will continue to ensure Powell thrives and can continue to solve our customer's toughest problems.

As a global organization, we salute those who have served, their families, and the countless military and veteran advocates across our business.

VETERANS AND THEIR FAMILIES

Powell is committed to ensuring that our veterans and their families succeed in their next mission. With hiring and employment programs, delivered in partnership with the non-profit NextOp, Powell works to ensure a smooth transition into civilian life and work in the private sector.

We take particular pride in our Veterans' Network, an employee-delivered support forum that seeks to connect our Veterans community, the families of active-duty personnel, and Military advocates from across our organization with each other, with our business, and with individuals exploring career opportunities with Powell. Meeting regularly, the Veterans' Network supports our commitment and to creating and maintaining an environment of connection, collaboration, and support through the sharing of experience, resources and expertise.



POWER OF One

POWERING OUR COMMUNITIES THROUGH SERVICE

At Powell, our commitment to supporting the communities where we live and work is more than just a value—it's a reflection of who we are. That's why we're proud to highlight our annual Power of One Community Service Award, which recognizes employees who go above and beyond in their personal time to make a difference. These individuals exemplify the spirit of service, leadership, and compassion that makes our company stronger inside and out.

This award celebrates unpaid, volunteer acts of service that improve the lives of others and strengthen the communities around us. Winners are chosen based on their dedication to causes that align with Powell's values.

This year's 14 nominees remind us that the power to make a difference starts with one person taking action. Whether it's mentoring, feeding the hungry, rescuing animals, or empowering young minds, each of these individuals embodies the true spirit of the Power of One.

With amazing nominees across the globe, our Executive team chose five outstanding employees this past year who have dedicated their time and energy to their communities. Each of these award winners received a \$500 cash award and a \$5,000 donation to their charitable organization.



POWER OF one

In addition to the Annual Community Service Award, the Power of One Program also has Anytime Awards, Quarterly Awards, and a CEO Award for outstanding service in these award categories: Innovation, Leadership, Safety, and Customer Service.

Powell is committed to supporting our employees and the communities where we work and live.

We thank all our amazing nominees for their work and dedication in 2025 and hope to encourage even more service in 2026!



MONA MAYES
EDH PRODUCTION SCHEDULER
N HOUSTON COMMUNITY RENEWAL

Mona partnered with the North Houston Community Renewal Initiative which focused on uplifting children and families. This initiative leads book, food, clothing, and toy drives, along with fundraisers that send low-income children to summer camp. Volunteers regularly support a local elementary school, reading to students and providing appreciation lunches for teachers and staff.



SIERRA HUDSON
NCD SENIOR HR GENERALIST
ALS ASSOCIATION

Since 2008, Sierra's family has been deeply involved with the Akron ALS Chapter in honor of her grandfather, whose ALS diagnosis was supported with compassion and resources from the ALS Association. Their walk team "4GrandpaBud" raised \$2,800 last year through homemade items and local fundraising events, helping the Akron Chapter reach an impressive \$80,000 total.



JEFFERY MOREHOUSE
EDH SENIOR ELECTRICAL ASSEMBLER
PASADENA LIVESTOCK SHOW & RODEO

A lifetime member since 1995, Jeffrey joined PLS&R after his Marine Corps service and continues to support the organization through event production, arena maintenance, cooking, and animal care. PLS&R funds educational scholarships for students across Pasadena and surrounding districts. In 2024 alone, the organization contributed over \$550,000 to benefit youth in the community.

COMMUNITY SERVICES WINNERS



JIM BREDBERG
EDN OPERATIONS MANAGER
LOVE YOUR NEIGHBOR

Love Your Neighbor assists families rebuilding their lives after homelessness, domestic abuse, or trafficking, moving one family into a new home every other Saturday. Jim and fellow volunteers fully furnish these homes, design the living spaces, and handle all delivery and installation. From loading trucks to staging each room, they help families settle into a safe and comfortable permanent residence.



LISA SMITH
UK HR ASSISTANT
BRADFORD CENTRAL FOODBANK

Lisa and the Powell UK Mental Health First Aid Team organized a Christmas toy and food drive to support the Bradford Central Food Bank, a key local charity partner. When the Food Bank created a Christmas Grotto for families unable to afford gifts, Lisa quickly coordinated Powell's efforts, raising more than £700 in toys, food, and presents to ensure every child received something special.



LEADERSHIP TRAINING

In partnership with Allen Austin, we continued to invest in executive and high-potential leadership development. Participants engaged in multi-week sessions, assessments, action-learning projects, and coaching designed to build strategic leadership capabilities.

In 2025, we sponsored a new cohort of emerging leaders to participate in these programs, reinforcing our commitment to succession and future-ready leadership.

EMPLOYEE ENGAGEMENT

We prioritize two-way communication and frequent touchpoints to ensure employees are informed, engaged, and heard. Key engagement channels continue to include:

- **Tone at the Top Surveys** – providing insights into engagement, leadership alignment, and organizational climate.
- **Quarterly Town Halls** - offering open dialogue, recognition, and business updates.
- **Power of One Awards** - honoring exceptional contributions to Powell and our communities.



EMPLOYEE BENEFITS & WELL-BEING

Powell continues to advance a comprehensive total rewards strategy that supports physical, emotional, and financial well-being. In 2025, we expanded access to competitive benefits, including global medical coverage enhancements, voluntary benefits, and financial wellness resources. Benefits vary by country and employment status but generally include:

- Group benefits programs (primarily in United States and supplemental in other countries)
- Medical, dental and vision insurance
- Paid time off and holidays
- Employee education and tuition assistance
- Life insurance
- Disability insurance (US, CAN)
- Retirement Savings Plans
- Supplemental, voluntary insurance products (US, CAN)
- Identity Theft Protection Plans (US)

Note 1: Employee benefits vary by employee status and country; this is not a comprehensive list.

Note 2: Family and/or Parental leave are paid depending on the country and local laws and regulations.

EMPLOYEE HEALTH & SAFETY

Powell is firmly committed to protecting the environment and safeguarding the health and safety of all individuals connected to our operations, including employees, contractors, customers, and the communities in which we operate. Wherever we do business, we act responsibly and with respect for both the local and global environment, proactively identifying and managing risks to support sustainable, long-term growth. We reject the notion that injuries, occupational illnesses, unsafe behaviors, or environmental incidents are inevitable and continuously strive toward a zero-injury workplace. A strong Environmental, Health, and Safety Management System is fundamental to our operational excellence, business continuity, and long-term sustainability.

Stewardship for our environmental health and safety performance is provided by Powell Leadership Team with direction from the Leadership Safety Committees and support from Dedicated HSE professionals. Our Environmental Health and Safety Teams work directly with all levels of the organizations at each facility, to proactively recognize, communicate, and eliminate potential hazards in the workplace.

“Every Powell employee has ‘stop work’ authority to maintain safety in our facilities for all our teams, Customers, Contractors, and guests.”

Kevin Fields
Safety & Health Director
Electrical Division Houston



THIS MEANS WE:

- **Protect our People:** We prioritize the safety and health of our employees by fostering a proactive safety culture, adhering to all regulations, and continuously improving our processes to prevent workplace injuries and illnesses.
- **Preserve the Environment:** We actively manage our environmental impact by minimizing waste, reducing emissions, conserving resources, and implementing sustainable practices across all our operations.
- **Comply with Regulations:** We ensure strict compliance with all local, national, and international EHS laws, standards, and best practices, exceeding expectations whenever possible.
- **Engage our Communities:** We engage stakeholders transparently, promoting open communication and collaborative efforts to improve the safety and environmental performance of our operations.
- **Continuous Improvement:** We are committed to regularly reviewing and enhancing our EHS management systems to foster innovation, efficiency, and sustainability in all areas of our business.

POWELL'S ENVIRONMENTAL, HEALTH & SAFETY MANAGEMENT SYSTEM

Powell's commitment to environmental health and safety is guided by Powell's Environmental, Health and Safety Management System. The (EHSMS) framework is risk-based and designed to meet Powell's continually evolving and dynamic business and operating model. This framework identifies mandatory controls where there is potential for high-consequence events, as well as risk control measures that are proven effective and judged to be technically superior.

Powell's Global EHS Team maintains a series of documents detailing the key components of Powell's EHSMS. Powell's EHSMS is designed to protect the environment and the health and safety of our employees and the communities in which we operate with consistent risk thresholds and the flexibility to make decisions to manage risk most effectively.

SAFETY TRAINING & REVIEW

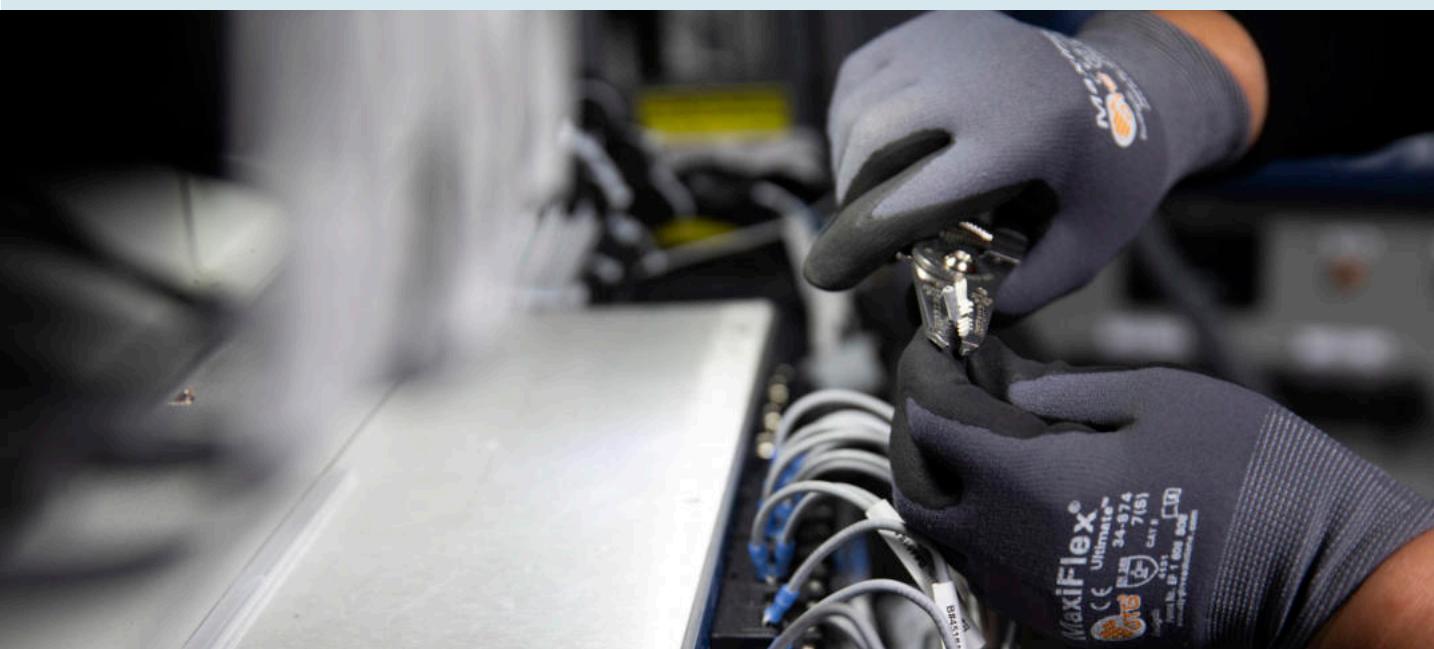
Safety programs and training are provided to all employees. Our Safety Practice Council further drives safety initiatives from the ground up and our leaders ensure accountability. We conduct internal safety audits to verify that our control measures and systems are working as expected.

All incidents are reviewed monthly with all levels of leadership to share lessons learned and prevent similar incidents from happening in the future. We also utilize site-wide communications, safety awards and facility meetings to make sure our employees understand how they can improve employee safety.

0.57
**TOTAL RECORDABLE
INCIDENT RATE (TRIR)**
FY2025

2.4
**INDUSTRY
AVERAGE**

*Data Source: 2023 BLS Data,
NAIS Code 335313





FAIR COMPENSATION & PAY EQUITY

Powell remains committed to fair, competitive, and transparent compensation practices. In 2025, we conducted comprehensive global reviews of pay equity, market competitiveness, and internal alignment. We continue to ensure employees performing similar work under similar conditions are compensated equitably across gender, race, and other protected characteristics.

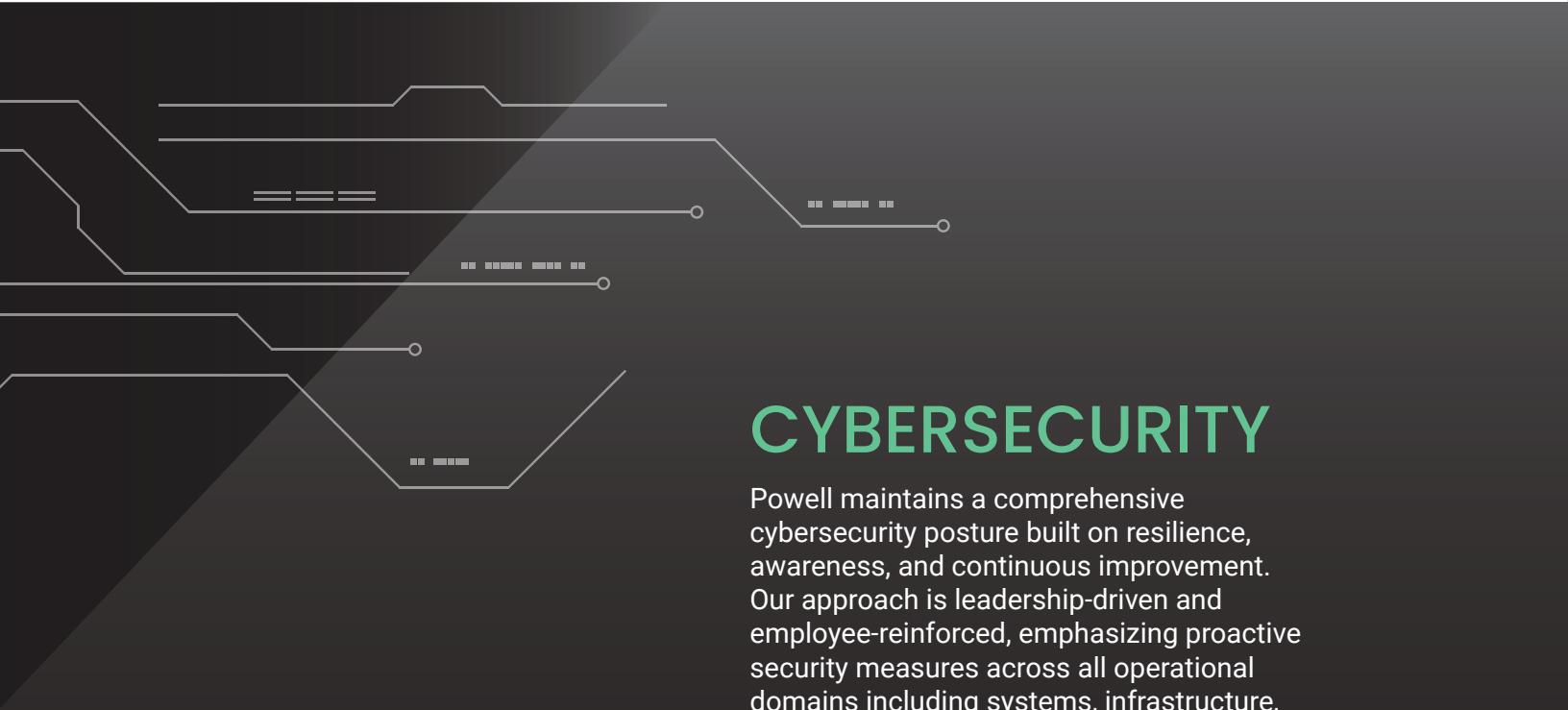
POWELL'S FAIR COMPENSATION AND REWARD PRINCIPLES:

- Fixed pay is market-based, fair and competitive.
- Variable pay drives business performance.
- Exceptional individual employee contributions are appropriately recognized.
- All elements of rewards are open, fair, consistent, and explainable.





Overarching Principle	Fair Compensation Delivery
Fair Compensation	<p>Fixed compensation amounts will be achievable without need to work excessive hours (e.g., overtime), or rely on any non-guaranteed compensation (e.g., bonus).</p> <p>Part-time employee compensation based on the full-time fixed compensation pro-rated for hours worked.</p>
Market-Based Compensations	<p>Compensation is market-based and fairly reflects an employee's skill, education and experience, as well as rewarding individual collective performance.</p> <p>Fixed compensation amounts meet or exceed any legal minimum standards or appropriate prevailing industry standards.</p> <p>There are regular reviews of the compensation amounts.</p>
No Discrimination in Compensation	<p>Equal compensation for equal work with no discrimination on the grounds of race, age, role, gender, color, religion, country of origin, sexual orientation, marital status, dependents, disability, social class or political views.</p>
Performance Focused Compensation Driving Alignment to Our Business	<p>Employees benefit from the improved performance of their local Powell businesses through participation in appropriate business performance-linked bonus plans. The bonus is linked to a number of key business performance measures applicable at the location where the employee works.</p>
Open and Explainable Compensation	<p>Employees have sufficient information to understand how their compensation package is calculated, what amounts to expect and how they will receive these amounts.</p> <p>Answers always provided to any employee compensation queries.</p> <p>Employees receive their compensation regularly, in full and on time.</p>



ZERO DATA OR CONSUMER PRIVACY BREACHES IN FISCAL 2025

ZERO SECURITY BREACHES IN FISCAL 2025



CYBERSECURITY

Powell maintains a comprehensive cybersecurity posture built on resilience, awareness, and continuous improvement. Our approach is leadership-driven and employee-reinforced, emphasizing proactive security measures across all operational domains including systems, infrastructure, personnel, and cloud environments.

Our cybersecurity framework adheres to industry-leading standards and ensures full compliance with global privacy regulations and requirements. We implement multi-layered protection through physical, technological, and administrative controls that safeguard both customer data and organizational assets.

GOVERNANCE STRUCTURE

Leadership Accountability: The Chief Information Security Officer leads our cybersecurity program and reports directly to the Chief Financial and Information Officer, ensuring executive-level oversight and strategic alignment.

Risk Management: The IT Cybersecurity Risk Management Committee, composed of senior IT leadership, convenes quarterly to assess emerging threats, evaluate risk trends, and oversee remediation initiatives.

Board Oversight: The Audit Committee of the Board of Directors receives comprehensive annual briefings covering cybersecurity risk assessments, threat landscape analysis, program maturity metrics, and strategic progress reports.

TRAINING & AWARENESS

All employees complete mandatory annual cybersecurity awareness training with regular knowledge assessments to maintain current threat awareness. Additional targeted education programs are provided for:

- Technology function employees requiring advanced security knowledge.
- Personnel handling personal or sensitive information requiring specialized protocols.

THREAT MANAGEMENT & INCIDENT RESPONSE

Our information security team operates a continuous 24/7 Monitoring Security Operations Center utilizing advanced technologies and vendor partnerships for comprehensive threat detection and response capabilities. Established procedures ensure rapid containment, coordinated response, and immediate recovery actions for any security incidents, minimizing potential impact and ensuring business continuity.

SECURITY VALIDATION AND TESTING

We maintain rigorous security standards through continuous validation processes including:

- Regular penetration testing to identify vulnerabilities.
- Comprehensive compliance audits to ensure regulatory adherence.
- Proactive security assessments to verify system integrity.
- Ongoing control validation to maintain security effectiveness.

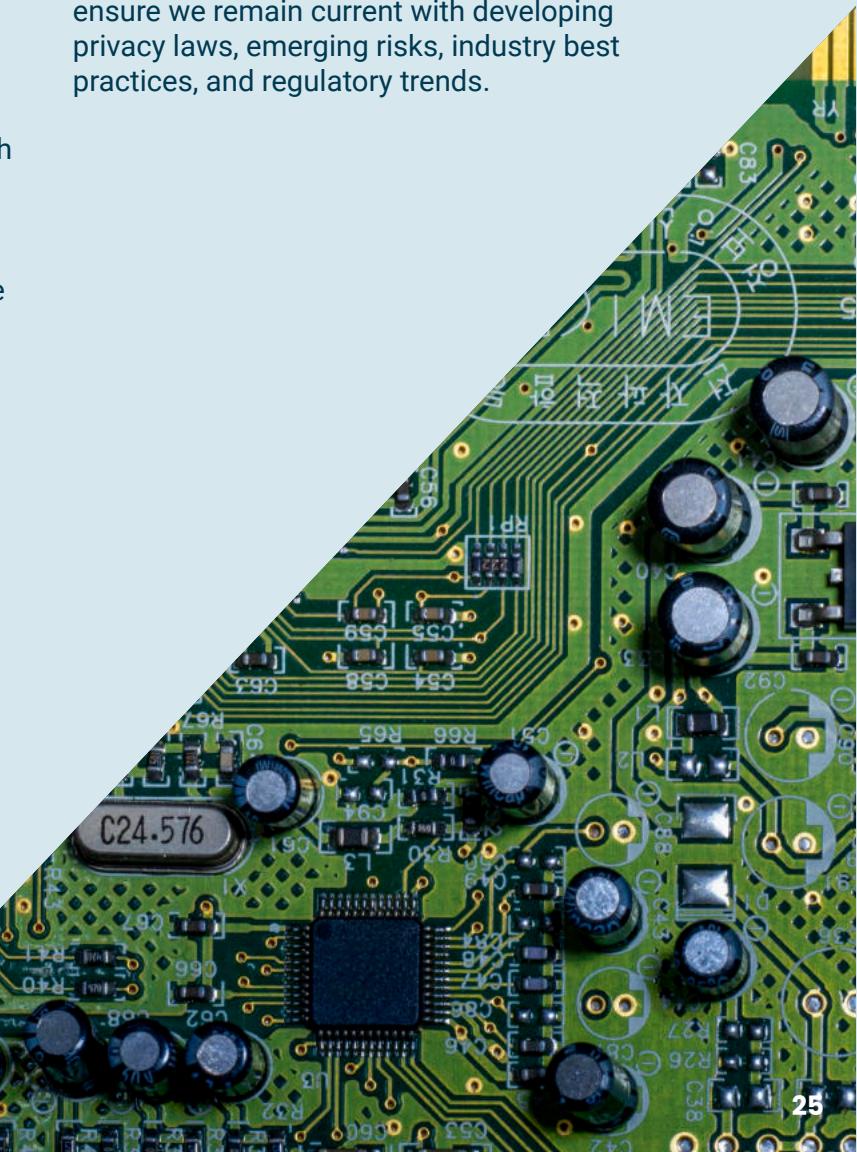
DATA & CONSUMER PRIVACY

Powell's privacy program demonstrates unwavering commitment to data protection through continuous monitoring and adaptation to evolving global privacy legislation. Our compliance framework addresses major regulatory requirements including:

- EU-U.S. Data Privacy Framework.
- UK Extension to the EU-U.S. Data Privacy Framework (2023).
- California Consumer Privacy Act of 2018.
- Additional regional privacy laws across all operational jurisdiction.

We implement comprehensive technical, procedural, and organizational measures designed to meet applicable data protection and consumer privacy requirements worldwide.

Continuous Improvement: External benchmarking and privacy compliance audits ensure we remain current with developing privacy laws, emerging risks, industry best practices, and regulatory trends.



STRATEGIC SOURCING

Powell is dedicated to cultivating a diverse, resilient, and ethically responsible supply chain that drives business performance while ensuring compliance with all applicable laws and regulations. All suppliers partnering with Powell are required to meet rigorous compliance standards as a condition of doing business. These standards cover critical areas such as quality, delivery, anti-discrimination, workplace safety, anti-bribery, conflict minerals, forced labor, human trafficking, child labor, and fair labor practices, and are incorporated into every Powell purchase order. Beyond risk mitigation through compliance, Powell actively promotes supplier diversity across multiple classifications, including Minority-Owned, Women-Owned, Disability-Owned, Veteran-Owned, Service-Disabled Veteran-Owned, and HUBZone businesses. Additionally, we prioritize sourcing from domestic and regional suppliers located near our manufacturing facilities to minimize supply chain disruptions and ensure a reliable flow of critical materials.

This strategic approach has enabled Powell to source over 90% of materials for our U.S. and Canadian operations within North America, significantly reducing exposure to global supply chain risks. Likewise, more than 90% of materials for our UK operations are sourced within the UK and European Union. By emphasizing diverse local sourcing, we strengthen supply chain resilience, support our commitment to diverse suppliers, and mitigate risk for our stakeholders.

With robust planning, risk management, and strategic supplier partnerships, Powell is well-prepared to deliver products and services that meet our clients' needs, even amid today's volatile global supply challenges. Our proactive approach ensures continuity, reliability, and responsiveness across all operations.



>90%
LOCAL CONTENT SUPPLY
BASE FOR POWELL'S
NORTH AMERICAN
BASED FACILITIES



>90%
LOCAL CONTENT SUPPLY
BASE FOR POWELL'S
UNITED KINGDOM
BASED FACILITIES

ENVIRONMENTAL RESPONSIBILITY

NATURAL RESOURCES

To implement the best conservation practices, Powell monitors resource consumption at all global facilities and strives to develop efficient manufacturing processes. This includes using dynamic nesting software as a primary tool to significantly reduce scrap metal material during the fabrication process. Utilizing pre-painted steel, where appropriate, optimizes our powder paint coating process by resulting in less energy and water consumption.

NATURAL GAS

119,430 MMBtu

ELECTRICITY

107,819 GJ

WATER

14,168,855 gallons

RECYCLED SCRAP METAL

7,535,004 pounds

RECYCLED SCRAP COPPER

834,180 pounds

RECYCLED SCRAP ALUMINUM

601,720 pounds

Note: Fiscal 2025 Data



SASB REPORTING

STANDARDS & REFERENCES

The basis for this corporate responsibility report was based on the Sustainability Accounting Standards Board (SASB) for Electrical & Electronic Equipment, Sustainability Industry Certification System (SICS) RT-EE, dated October 2018.

SASB TERMINOLOGY, DEFINITIONS, CODES, AND POWELL FY2025 DATA				
TOPIC	ACCOUNTING METRIC	MEASURE	CODE	POWELL FY2025
Energy Management	(1) Total Energy Consumed, (2) percentage grid electricity, (3) percentage renewables	Gigajoules (GJ) Percentage (%)	RT-EE-130a.1	107,819 GJ consumed, with 100% sourced from the electrical grid
Hazardous Waste Management	Amount of hazardous waste from manufacturing, percentage recycled.	Metric tons (t) Percentage (%)	RT-EE-150a.1	4.50 t 0% Recycled Plating (D0011, F007)
Hazardous Waste Management	Number of aggregate quantity of reportable spills, quantity recycled.	Number (x) Kilograms (kg)	RT-EE-150a.2	0 Reportable Spills
Materials Sourcing	Description of the management of risks associated with the use of critical materials (a material that is both essential in use and subject to the risk of supply restriction).	Discussion & Analysis	RT-EE-440a.1	Please reference discussion and analysis on page 26 in Powell's 2025 Corporate Responsibility Report.
Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior.	Discussion & Analysis	RT-EE-510a.1	Please reference discussion and analysis on page 8 in Powell's 2025 Corporate Responsibility Report.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption.	Reporting Currency	RT-EE-510a.2	\$0 (USD)
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.	Reporting Currency	RT-EE-510a.3	\$0 (USD)
Employee Health & Safety	Total Recordable Incident Rate (TIRR) and Near Miss Frequency Rate (NMFR).	Rate	RT-EE-320a.1	0.57 TRIR (FY2025) NMFR = 3.6 (FY2025)
Number of Employees	-	Number (x)	RT-EE-000.B	3,143 employees as of September 30, 2025

