

2026

SUSTAINABILITY REPORT

Sustainable Solutions for Global Impact

CARPENTER TECHNOLOGY

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Letter From Our CEO

Fiscal year 2026 was a record year for Carpenter Technology. We delivered the strongest financial performance in our history, reflecting the successful execution of our strategy, the strength of our end markets, and the dedication of our employees around the world. As we achieved these results, we remained focused on operating responsibly and advancing our sustainability objectives.

True to Our Values

Our commitment to safety remains unwavering. Safety is our number one Core Value, and in fiscal year 2026 we achieved a Total Recordable Incident Rate (TRIR) of 1.4, continuing to outperform industry benchmarks while reinforcing our pursuit of a zero-injury workplace.

Responsible Operations

We also made meaningful progress in reducing our environmental footprint. Our CO_2 emissions intensity declined to 2.9 in calendar year 2025 from 3.1 in the prior year, driven in part by the fact that approximately 98% of our electricity was sourced from carbon-neutral nuclear power. These efforts support our long-term emissions reduction goals while helping position Carpenter Technology among the industry's more sustainable specialty materials producers.

Sustainability is also embedded in how we manufacture our products. During 2025, 76% of the feedstock used in production was recycled scrap, up from 63% in the prior year, further advancing our commitment to circularity and responsible resource management. We continue to seek opportunities to increase recycled content, improve efficiency, and reduce waste across our operations.

Looking Ahead

The momentum we generated in fiscal year 2026 reinforces our confidence in the future. We remain committed to delivering sustainable growth, supporting our customers through innovation, operating safely and responsibly, and creating long-term value for our employees, shareholders, and communities.

Thank you to our employees, customers, shareholders, suppliers, and communities for being part of this journey. Together, we will continue creating long-term value through innovation, operational excellence, and responsible growth as we shape a stronger, safer, and more sustainable future.

Sincerely,



Tony R. Thene
Chairman of the Board, President & Chief Executive Officer

Sustainable Solutions

Sustainability is part of our business strategy and an opportunity for future growth. As a solutions provider, we enable our customers to meet their sustainability needs with our innovative products.

To learn more about how our innovative products support our customers, see the **Sustainable Solutions section.**

Sustainable Operations

Our operations are more environmentally sustainable compared to many global metal manufacturers, with a fraction of CO_2 emissions from crude steel production.

Read about our sustainable operations in the **Environmental Stewardship section.**

Safety: Our #1 Core Value

We are one of the safest industrial manufacturing companies in the United States: our Total Recordable Incident Rate (TRIR) was 1.4 in FY26, which is far below industry rates.

Learn about our Safety approach in the **Safety section.**

Social Responsibility

We are committed to creating an inclusive workplace for our employees and serving the communities in which we live and work.

Read about our socially responsible initiatives in our **Social Responsibility section.**



Our Vision

Carpenter Technology strives to be the preferred solutions provider in specialty materials, with a reputation for zero injuries, unquestionable quality, close customer connections, innovative growth, creative technology, and engaged talent. We embrace our role in the manufacture of mission-critical, never-fail products and behave in a passionate manner that will inspire our communities, customers, and investors. We will compete tirelessly to become and remain an irreplaceable partner in the supply chains where we participate.

Our Core Values

1 ZERO-INJURY WORKPLACE
We believe that all injuries are preventable and that the safety of our employees is our highest priority.

2 TRANSPARENCY
We speak openly and honestly and are proactive in communicating up, down, and across the organization.

3 ABOVE-THE-LINE ACCOUNTABILITY
We require personal responsibility to "See it, own it, solve it, do it" to achieve desired results.

4 PERFORMANCE
We excel at what we do, and we are intolerant of not meeting or beating expectations, goals, and promises.

5 PROFESSIONAL CONFRONTATION
We speak up and we speak out, but once we make well-informed decisions, supported by reliable data, we move on.

6 COLLABORATION
We are invested in our teammates' success and cross-functional initiatives to make the organization better.

7 DIGNITY AND RESPECT
We value each person as an individual, respect their aspirations, and act honorably in our interactions.

8 INTEGRITY AND ETHICS
We act responsibly and maintain high ethical standards in the way we interact with each other, customers, suppliers, and communities.

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FOUNDED IN
1889

4,500
EMPLOYEES

$3.1B
NET SALES FY26

Locations

Tanner, AL
Rancho Cucamonga, CA
Clearwater, FL
Dundee, MI
Elyria, OH
Vienna, OH
Wauseon, OH
Franklin, PA
Kutztown, PA
Latrobe, PA
Orwigsburg, PA
Philadelphia, PA
Reading, PA
Washington, PA
McBee, SC
White House, TN
Raleigh, NC
Mont-Saint-Guibert, Belgium
Blenheim, Canada
Changshu, China
Suzhou, China
Guadalajara, Mexico
Iztapalapa, Mexico
Monterrey, Mexico
Querétaro, Mexico
Tlalnepantla, Mexico
Singapore
Seoul, South Korea
Torshälla, Sweden
Taipei, Taiwan



Sustainability Program Overview

Our Stakeholders

- Employees
- Customers
- Suppliers
- Shareholders
- Communities
- Industry Associations

Our sustainability strategy is informed through ongoing engagement with key stakeholder groups. Regular interactions help us understand evolving priorities, assess risks and opportunities, and identify areas for continuous improvement across our sustainability programs.

To learn more about our engagement approach, visit CarpenterTechnology.com/sustainability

Material Sustainability Topics

Carpenter Technology periodically assesses sustainability-related topics to identify and prioritize the issues most relevant to our business and stakeholders. We evaluate these topics through stakeholder feedback, customer requirements, regulatory developments and enterprise risk management processes.

Priority Topics

MATERIAL TOPIC	WHY IT MATTERS
GHG EMISSIONS	Energy-intensive manufacturing, climate-related risks, and evolving disclosure expectations.
ENERGY MANAGEMENT	Operational efficiency, cost management, and progress towards emissions-reduction objectives.
WATER STEWARDSHIP	Responsible withdrawal, use, and discharge of water across manufacturing locations.
WASTE AND CIRCULARITY	Material efficiency, recycling, and reduction of waste directed to disposal.
SUSTAINABLE SOURCING	Responsible procurement practices and management of supply-chain sustainability considerations.
PRODUCT STEWARDSHIP	Product quality, safety, performance, and customer sustainability needs.
EMPLOYEE SAFETY	Protection of employees through strong safety systems and performance.
HUMAN CAPITAL MANAGEMENT	Attraction, development, engagement, and retention of talent.
ETHICS AND COMPLIANCE	Responsible conduct, regulatory compliance, and a culture of integrity.
CORPORATE GOVERNANCE	Board management oversight of sustainability-related risks, opportunities, and performance.

Leadership Structure

Board of Directors	The Board maintains overall responsibility for sustainability-related matters, including climate-related risks and opportunities.	**Corporate Governance Committee:** Leads the sustainability program, including climate-related matters, for the Board. **Science, Technology, and Sustainability Committee:** Reviews actions and progress of sustainability efforts to reduce environmental impact, including reporting of metrics. **Human Capital Management Committee:** Reviews human capital, talent management and retention, and Corporate Social Responsibility activities.
CEO	Responsible for management's execution of sustainability activities and sets strategic direction for the sustainability program and sustainability efforts.	
Steering Committee	The Sustainability Steering Committee, which includes the Company's functional and business leaders, ensures the sustainability strategy is aligned across the enterprise and defines targets that inform our public reporting. The Steering Committee reports to the CEO.	• Senior VP and General Counsel • VP and Chief Human Resources Officer • VP and Chief Technology Officer • VP of Corporate Environmental, Health, Safety, and Sustainability (EHSS) • VP of Investor Relations and Corporate Development • Sustainability Specialist
Functional Teams	The functional teams execute the sustainability efforts as defined by the Sustainability Steering Committee. Efforts are coordinated and regularly reviewed to ensure alignment with the Company's sustainability strategy.	• Environment, Health, Safety, and Sustainability • Human Resources • Operations • Procurement • Research and Development

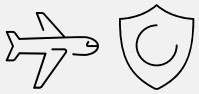
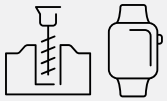
Innovation and Sustainable Solutions

For more than 135 years, Carpenter Technology has delivered specialty alloy innovation to help customers solve complex material challenges. Our portfolio of more than 500 specialized alloys, including nickel-, cobalt-, and titanium-based alloys, stainless steels, and soft magnetic materials, supports critical applications across the markets we serve.

By enabling stronger, lighter, and more durable products, our materials can help improve efficiency, reduce resource consumption, and support our customers' sustainability objectives.

Innovation remains central to our strategy. Through our research and development capabilities, materials science expertise, and focus on emerging technologies such as additive manufacturing and electrification, we continue to develop solutions that meet evolving customer and market needs.

To see how our materials support our customers' sustainability efforts, visit CarpenterTechnology.com

MARKET	APPLICATIONS AND END USES	EXAMPLE END-USE SUSTAINABILITY IMPACTS
 Aerospace and Defense	Engines, fasteners, landing gear, and auxiliary power units	Improved aircraft energy efficiency, lower GHG and other air emissions, reduced material requirements, and avoidance of certain hazardous coatings and plating processes
 Medical	Implants, stents, surgical tools, and dental applications	Improved patient outcomes, longer service life of implants and devices, reduced need for replacement procedures, and avoidance of certain hazardous coatings
 Energy	Wind power components, drilling and completions equipment, and power generation components	Improved renewable energy capture, lower power generation emissions, longer tool life, and reduced environmental exposure through high-integrity systems
 Transportation	Turbochargers, structural components, electric motors, power electronics, and charging systems	Improved vehicle energy efficiency and reduced material requirements
 Industrial and Consumer	Semiconductor flow control and components for advanced consumer electronics	Extended product life, reduced waste, and lower material requirements

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ENVIRONMENTAL STEWARDSHIP

Carpenter Technology is committed to protecting the environment and minimizing our impact through a managed sustainability program. Our environmental priorities, governance, and risk-management processes are overseen by the Environmental, Health, Safety, and Sustainability (EHSS) team and supported by technical experts across our facilities.

Our Approach: We track progress, maintain management systems, and seek opportunities to further reduce environmental impacts across our operations.

Environmental Priorities

- Climate: Reduce GHG emissions
- Energy: Reduce energy intensity
- Water: Reduce fresh water intensity
- Waste: Reduce and recycle waste
- Air Emissions: Reduce air pollution emissions
- Sustainable Sourcing: Source materials sustainably

Governance and Environmental Management

The EHSS team oversees Carpenter Technology's environmental management system and develops policies and protocols that establish our global standards for energy management and GHG emissions, air emissions, waste, water, scrap metal recycling, sustainable sourcing, safety standards, and training. The EHSS team also supports compliance with applicable legal and regulatory requirements and alignment with best practices.

The majority of Carpenter Technology's manufacturing facilities are ISO14001 certified. These facilities generate over 90% of our business.

Climate-Related Risks and Opportunities

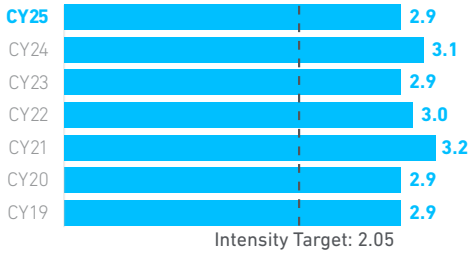
Risks: Carbon pricing relevant to facilities and products, mandates and regulations affecting existing products and services, shifts in customer preferences, and extreme-weather events that could disrupt the supply chain.

Opportunities: Growth through sustainable products and markets, improved operational performance through increased efficiency, and support for customers navigating the transition to a lower-carbon economy.

Additional information, including our SASB and TCFD reports, is available at CarpenterTechnology.com/Sustainability/Sustainability-Reporting

Greenhouse Gas (GHG) Emissions

CO_2 Emissions Intensity

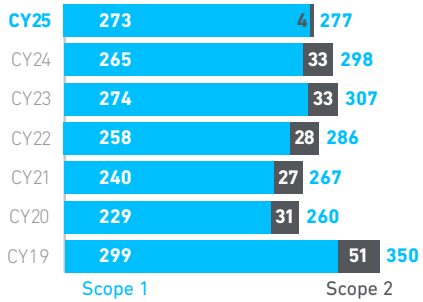


Looking ahead, we will continue to drive toward our intensity goal by:

1. Recycling waste heat from our furnaces to improve efficiency of furnace operations.
2. Converting natural gas-fueled boilers and furnaces to electric.
3. Increasing the share of carbon-free grid electricity, using renewable and nuclear based energy.
4. Improving our operational efficiencies.

Scope 1 & 2 CO_2 Emissions

Scope 1 & 2 CO_2 Emissions (Metric Tons, Thousands)



OUR GOAL BY 2035:
30% REDUCTION IN SCOPE 1 & 2 CO_2 EMISSIONS

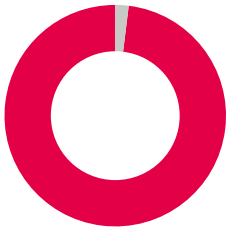
In 2025, Carpenter Technology's Scope 1 emissions totaled 273,042 metric tons of CO2; Scope 2 emissions totaled 4,223 metric tons of CO2.

Crude Steel Emissions Intensity

Although Carpenter Technology manufactures specialty alloys and stainless steels, we are often compared to the broader steel industry. To help put our emissions into the context of the broader steel industry and align to SBTi's steel industry sector decarbonization approach, we also report our crude steel emissions intensity. Our crude steel emissions intensity was 0.33 for CY25, well below SBTi's 2035 target of 0.63 for a "well below 2dc" scenario.

Crude Steel CO_2 Emissions Intensity

We also aspire to achieve net-zero carbon emissions by 2050 for Scope 1 & 2 emissions. Meeting this goal will require technological advancements, such as carbon capture systems and the use of hydrogen in specialty alloys, and customer partnerships before becoming commercially feasible. We are committed to evaluating and investing in new technologies that will move us towards a net-zero future.



~98%

of our electricity was sourced from Carbon Neutral Power in 2025

Our reported environmental data covers all manufacturing operations. The data is tracked at the facility level and reported to the EHSS team using a data management system and defined process. Charts reflect latest estimates for CY25 and historical years.

Scope 2 emissions estimated using market-based approach.

We are using 2019 CO_2 emissions as our baseline year, as it was the last full year of operation before the COVID-19 pandemic.

Historical data is periodically reviewed and updated to ensure accuracy and integrity. Any changes in the data from past reports is the result of internal review processes.

Managing Performance

Energy and water intensity are monitored regularly across Carpenter Technology's operations to track performance and identify improvement opportunities. Site-level teams review performance, share best practices, and evaluate initiatives that support more efficient operations. Sustainability walks are conducted across facilities to identify opportunities to reduce energy consumption and improve operational performance.

OUR GOAL BY 2035:

5% REDUCTION

OF BOTH ENERGY AND FRESH WATER

Energy Management

Specialty alloy manufacturing is energy intensive, primarily using electricity and natural gas to melt and process materials. Carpenter Technology actively monitors energy consumption across its operations and seeks opportunities to improve efficiency, reduce waste, and optimize manufacturing processes while meeting customer and operational requirements.

In 2025, energy intensity marginally increased to 79 GJ per metric ton shipped. We continue to review energy performance at the site and corporate levels, share best practices, and identify operational improvements as we work toward our goal of reducing energy intensity 5% from the 2019 baseline.

Water Management

Water use and management is an important component of our manufacturing process, as water is used to cool material at specified rates.

We look to implement best practices in water use, including:

- Leak detection and monitoring equipment to reduce waste
- Utilizing local high-rate water recycling and reuse systems to minimize the amount of water required for cooling

Water Use in 2025

WELL WATER USE (MILLION M^3)	1.2
PUBLIC WATER USE (MILLION M^3)	1.8
TOTAL WATER USE (MILLION M^3)	3.0
DISCHARGED (MILLION M^3)	2.1
WATER CONSUMED (MILLION M^3)	0.9

We manage wastewater discharge in accordance with the National Pollutant Discharge Elimination System Permits implemented by the U.S. Environmental Protection Agency (EPA). All sites conduct routine monitoring of treated wastewaters and stormwaters through sampling and analysis to ensure compliance with respective permits and limits.

Carpenter Technology also uses the WRI Aqueduct Water Risk Atlas to identify facilities located in areas of elevated water stress.

Water consumed is the difference between total water used and water discharged over the course of the calendar year.

Waste Management

By preventing waste in our manufacturing processes, we can reduce environmental risk and operational costs. We track the amounts and types of waste generated by each facility and review audits of our third-party waste management partners.

In addition to waste reduction, we reuse, recycle, or recirculate as many byproducts as possible. In 2025:

- 76% of feedstock used in production was recycled scrap.
- We recycled 100% of slag produced in our melt operations.
- 67% of our waste was recycled.

Our waste management approach ensures that all waste, including hazardous and nonhazardous waste, is disposed of in compliance with national and international waste management requirements, including the EPA's Resource Conservation and Recovery Act (RCRA) and the EU's Restriction of Hazardous Substances Directive (RoHS). We dispose of waste at approved Treatment, Storage, or Disposal Facilities (TSDFs) that have obtained proper environmental permits for disposal. Also, we encourage recycling office waste, including e-waste which is handled by our IT department to ensure it is done properly.

We had zero reportable spills in 2025. At our facilities, we train our employees on emergency procedures and how to respond in the event of a spill.

Air Emissions

We closely monitor and report air emissions from our major manufacturing sites. All air emissions data can be found in our latest SASB table at **CarpenterTechnology.com/Sustainability/Sustainability-Reporting.**

All manufacturing facilities strictly comply with applicable regulatory requirements regarding emissions limits and hold valid air permits. We have implemented measures to reduce emissions, including dust, mist, and fume pollution capture and control systems, and efficiency is always a consideration during equipment repair and upgrades.

AIR POLLUTANT	METRIC TONS
CO	467
NOx	374
SOx	16
PM10	71
MnO	0.8
Lead	0
VOCs	59
PAHs	0.01

Sustainable Sourcing and Supply Chain Management

We are committed to conducting our business in an ethical, legal, and socially responsible manner. We expect our suppliers, customers, and vendors around the world to operate in line with the values outlined in our **Code of Business Conduct and Ethics, Human Rights Policy,** and **Supplier Code of Conduct.**

Sustainable Sourcing

Carpenter Technology is proud to create products that contain as much recycled or reclaimed material as possible. We rely heavily on the use of reclaimed metal in our production of highly specialized metal alloys to reduce the need to procure carbon-intensive inputs:

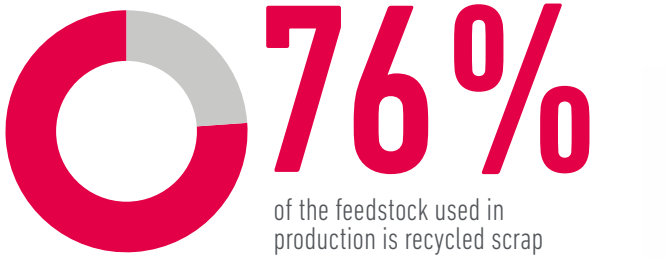
- We recover as much metal byproduct as possible from our operations.
- We seek opportunities to source scrap material from customers to return to our production process.

We are committed to finding more ways to incorporate recycled scrap into our operations based on applicable environmental regulations and best management practices while regularly working with our customers to recycle scrap materials.

We also source materials from suppliers that align with our sustainability mission to reduce environmental impact through carbon-neutral programs, including our main source of pure nickel.

In 2023, we launched our Sustainable Supplier program. We are working with our suppliers to better understand their primary sources of emissions and ways that we can work together to reduce environmental impact.

Learn more at **CarpenterTechnology.com/Sustainability**



76%

of the feedstock used in production is recycled scrap

Conflict Minerals: Responsible Minerals Initiative

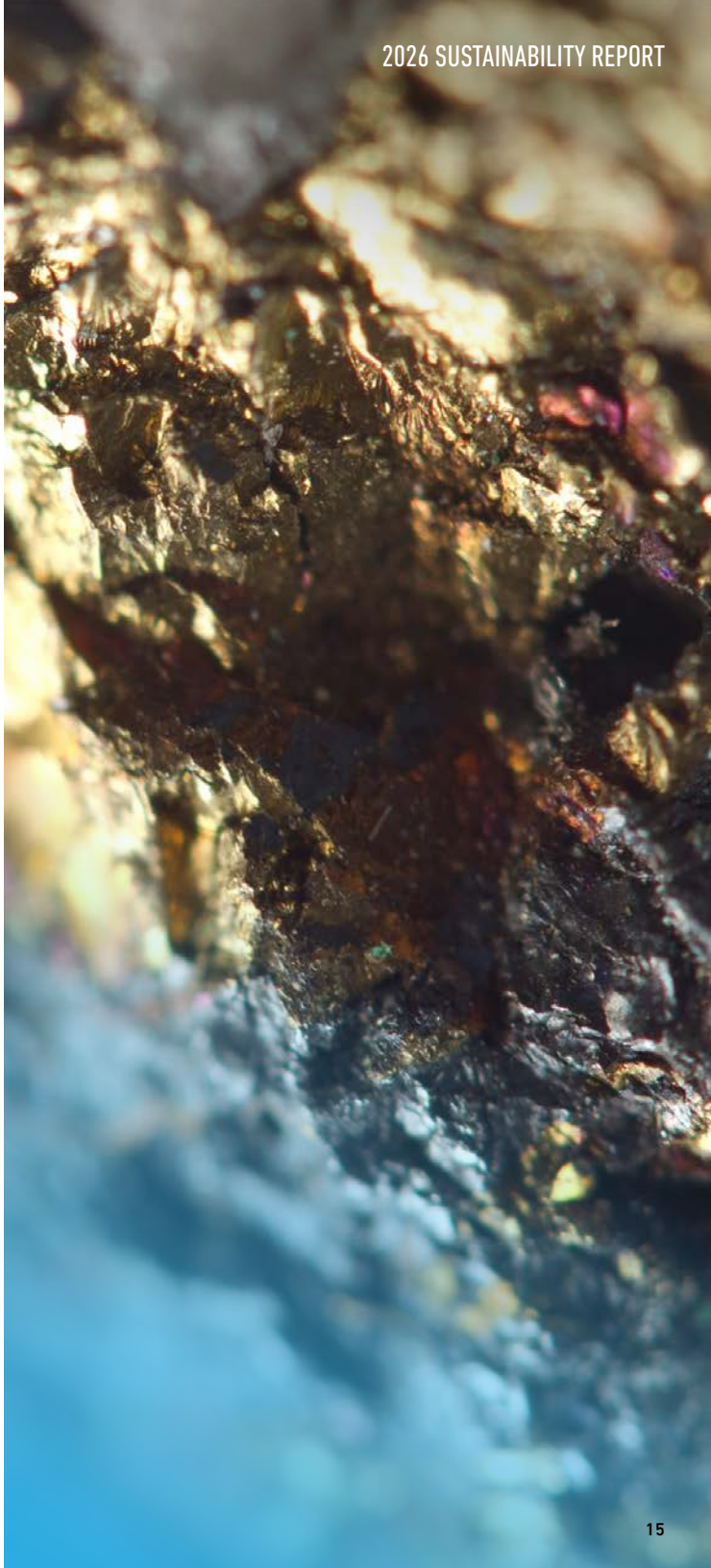
We ensure materials used in our products are sourced in an ethical manner and in compliance with applicable laws and regulations, including the Security Exchange Commission's "Conflict Minerals" rules. In accordance with these rules, we do not purchase minerals that originate from the Democratic Republic of the Congo or any other region that is not certified conflict-free. For more information, our Conflict Minerals Policy and Conflict Minerals Disclosure can be found at **CarpenterTechnology.com/Legal.**

To remain at the forefront of sustainable sourcing practices, we work with the Responsible Minerals Initiative (RMI) to assess and validate conflict-free suppliers on environmental sustainability and human rights.

RMI provides the following tools and resources to ensure our business remains compliant and in support of sustainable mineral supply chains:

- Supply chain mapping using reporting templates.
- Third-party assessments of smelters, refiners, and downstream companies.
- RMI eLearning Academy to provide training to supply chain professionals.
- Risk assessments to identify high-risk areas in mineral supply chains.
- Reporting mechanisms to communicate due diligence programs.

To further our understanding of best practice in terms of conflict mineral management, Carpenter Technology is an active member in the RMI Alliance program. This program allows companies to collaborate on best practice as it relates to conflict mineral management, due diligence, and supplier sustainability.



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SAFETY FIRST

Strategy and Approach

The safety of all employees is our highest priority. It is the shared responsibility of every employee to actively participate in all aspects of the safety program to achieve our goal. We are proactive in our approach to safety, working to eliminate hazards before causing injury or harm.

We invest in our employees and engage them in finding solutions to achieve a zero-injury workplace. We focus on three areas:

1. Dedicated Leadership

   Our leadership includes the executive team, site operations managers, and site EHSS managers. Leadership partners with employees to actively problem-solve together. Leaders are responsible for identifying and assessing potential hazards and implementing solutions to reduce risk.

2. Systems and Accountability

   Our management system—including formal policies, procedures, training, and internal and external auditing across eight categories—sets standards and expectations for our safety performance in line with best practices, certification requirements, and compliance.

3. Employee Engagement

   Employees are expected to actively participate in their own safety and the safety of their colleagues. Human performance training and impactful safety campaigns ensure safety topics are always top-of-mind.

Learn more about our safety efforts, including bullwork reduction and ladder elimination, at CarpenterTechnology.com/Sustainability/Safety

Critical 7 Safety Program

Hand Safe
Always use devices and tools to handle loads or materials.

Human Performance
STOP. Discuss pretask briefs and high-risk tasks.

Ergonomics
No bullwork. Stay within lifting guidelines.

Personal Protective Equipment and Department Checklists
Wear correct gear. Check your equipment and work area. Report any hazards.

Machine Guards
Always in place and free of damage or STOP.

Engagement
See it, own it, solve it, do it.

Employee Discussions
Daily active dialogue and listening.

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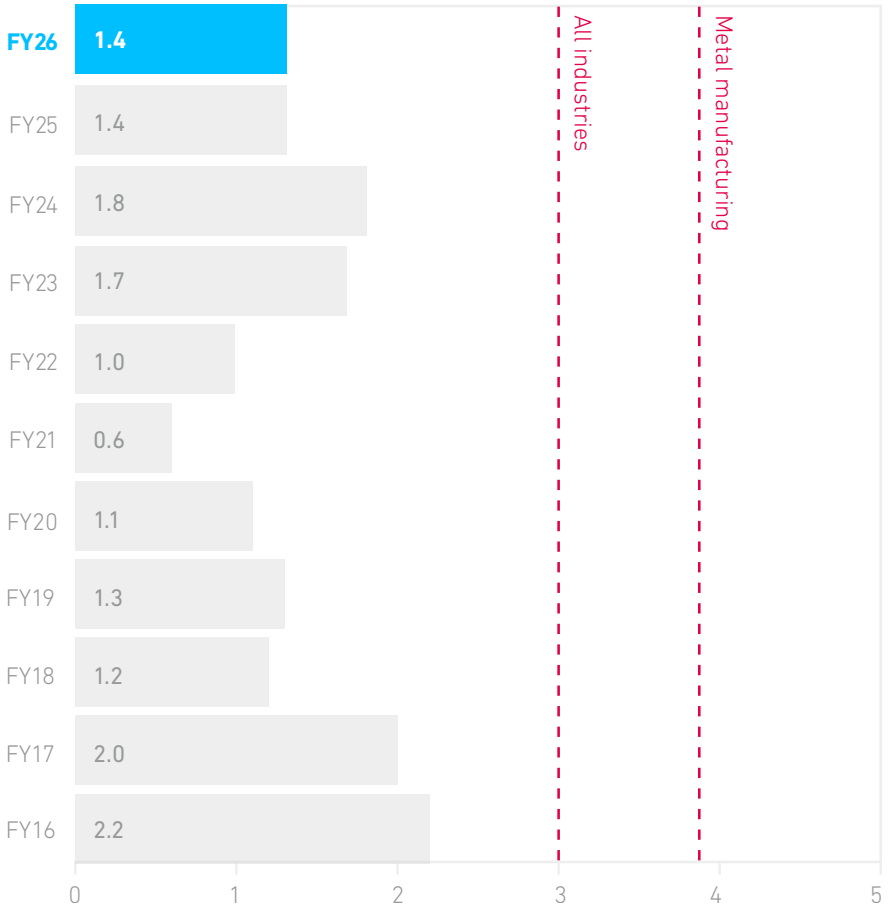
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Safety Performance

Carpenter Technology is one of the safest industrial companies in the United States. We continue to record far fewer injuries than the metals manufacturing industry and across all industries.



Total recordable incident rate is defined as OSHA-recordable incidents multiplied by 200,000, divided by total hours worked. Data from Bureau of Labor and Statistics, Incidence rates of nonfatal occupational injuries and illnesses by industry and case types, 2024.

Carpenter Technology TRIR data reflects performance during respective fiscal year ending June 30.



Emergency Preparedness

Carpenter Technology is responsible for identifying and preparing for emergencies that may pose a risk to employees, contractors, visitors, facilities, assets, and surrounding communities. Internal policies detail requirements and provide resources for site-specific emergency action plans, including instances of medical emergencies, severe weather, fire, spills, and other incidents. Facility leaders ensure relevant personnel are trained and regular collaboration takes place with outside aid agencies, such as fire, police departments, and other emergency responders.

Drills are conducted at random intervals annually and incorporate the use of different types of scenarios. All Carpenter Technology facilities have an emergency notification system designed to inform personnel on site of an emergency situation.

Contractor Safety

Our dedication to safety applies to everyone, including our contractors and vendors. We partner with a contractor management firm to ensure our contractors adhere to Carpenter Technology's safety standards. Contractors are regularly monitored and evaluated based on health, safety, and environmental requirements, and compliance with all site-specific work rules and policies.

Beyond our contractor management approach, we fully comply with applicable federal and state health and safety regulations. Our safety management firm ensures our contractors and vendors do the same.

Chemical and Hazard Management

Chemicals introduced to the manufacturing process are subject to a rigorous approval process that identifies potential risks to employees and the environment.

Prior to introducing new chemicals to production, our employees and contractors are subject to periodic hazard communication and exposure control processes. Additionally, customers are informed of any material or chemical changes. Once new chemicals are introduced, we engage in regular employee health checks, re-training, and periodic sampling of our sites as appropriate.

In addition, Carpenter Technology discloses chemical information through the Benchmark Safety Data Sheet (SDS) module, available to employees and contractors. We ensure our approach meets and exceeds OSHA requirements to avoid risks associated with hazardous chemicals.



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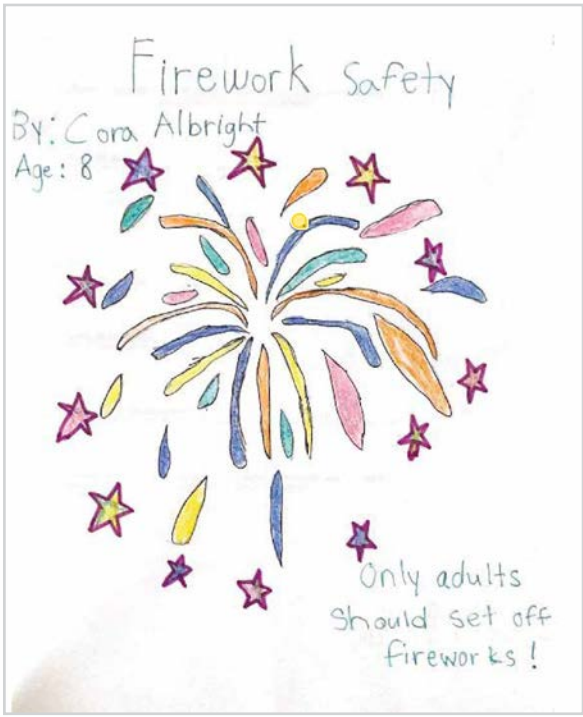
Safety Campaigns

Every year, we engage our employees through numerous efforts, including a series of safety campaigns. Campaigns follow our Critical 7 Safety program and remind our employees of the ways in which they can keep safety top-of-mind.

We also want to ensure Carpenter Technology families keep safety top-of-mind at home. Our Home Safety Committee engages with our families through a series of quarterly home mailers, including seasonal safety tips, home safety scavenger hunts, and an annual calendar featuring safety illustrations by children of Carpenter Technology employees.



Celebrating Shalmet, PA facility safety success



Safety tips drawn by children of employees



Critical 7 Safety Campaigns shared at Carpenter Technology facilities

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Human Rights

The human rights of our employees and employees of our business partners are respected across our organization in line with international standards, including the United Nations Guiding Principles on Business and Human Rights. Our approach to managing human rights in our organization and across our supply chain is outlined in our Human Rights Policy, which applies to 100% of our operations. We also conduct internal assessments to evaluate actual and potential risks, as required by national and international laws and regulations.

Human Rights Mitigation and Management

Carpenter Technology is committed to conducting our business in an ethical, legal, and socially responsible manner. To that end, Carpenter Technology includes human rights risks in its regular business risk assessments under the oversight of executive leaders and Board members. Identified risks include the health and safety of our employees, the environmental impact of our operations, and maintaining an ethical supply chain.

While the risk of human rights impact within our operations and supply chain are low, we actively monitor and manage these areas with programs across Environmental, Health, Safety and Sustainability, Procurement, and Compliance.

Our assessment identified the following areas within our operations and supply chain with potential impacts on human rights:

Health and Safety: Safety is our #1 Core Value and highest priority. We have a managed safety program with risk identification processes and procedures to ensure our employees remain safe. For more information about our managed safety program, read our **Safety section.**

Environmental Impact: Producing metal is an energy-intensive process. We recognize the environmental impact our operations can have on our communities and beyond and address our impact through a managed sustainability program. To learn more about our environmental management approach and sustainability efforts, read our **Environmental Stewardship section.**

Supply Chain Management: We are committed to conducting our business in an ethical, legal, and socially responsible manner and expect our suppliers to do the same. Carpenter Technology is proud to create products that contain as much recycled or reclaimed material as possible, and source from suppliers that align with our sustainability mission, including our dedication to human rights. Our expectations for our suppliers are outlined in our Supplier Code of Conduct found at **CarpenterTechnology.com/Legal.**

Learn more about our Human Rights Policy at **CarpenterTechnology.com/Human-Rights**

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Belonging

At Carpenter Technology, We Are One Company For All

Carpenter Technology has a culture that builds on the different backgrounds, experiences, and perspectives of all employees to drive performance. Our commitment to inclusion and belonging is woven into our Core Values of dignity and respect for all.

By embracing our diverse backgrounds and perspectives, we accelerate the creation of innovative solutions that deliver value to our customers.

Belonging Committee

Our Belonging Committee plays a critical role in advancing our awareness and engagement of key topics. Comprised of volunteers from all levels and sites, the team is focused on cultivating an environment where everyone thrives.

Since its inception, the committee has supported efforts to celebrate and strengthen belonging across the organization:

Campaigns

Every month, the Belonging Committee celebrates the various backgrounds and contributions of our employees. Celebrations include panel discussions, cultural activities, and more.



Workplace Demographics

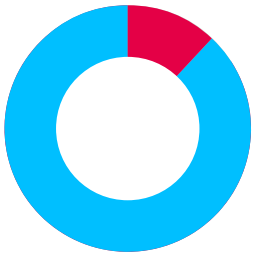
Carpenter Technology collects and analyzes self-reported information from our U.S. employees based on the EEO-1 reporting framework. The data are only used as a tool for ascertaining the various backgrounds and perspectives of the workforce.

U.S. Employee Demographics

WHITE / CAUCASIAN	77%
HISPANIC / LATINO	12%
AFRICAN AMERICAN / BLACK	7%
ASIAN	1%
OTHER*	3%

**Other includes: American Indians and Alaska Natives, Native Hawaiians and Other Pacific Islanders, people who identify as two or more races, and those who choose not to answer.*

Gender Demographics (4,500 Total Employees)



87% IDENTIFY AS MALE

13% IDENTIFY AS FEMALE



Training and Development

Carpenter Technology is rooted in a culture of continuous improvement. Central to this culture is our ability to attract, retain, and develop the best possible talent through employee training, engagement, and recognition.

Professional Development

Salaried employees participate in twice-yearly performance reviews involving self-evaluation and manager evaluation. We encourage leaders and employees to have regular career development and feedback sessions.

Learning Management

Carpenter Technology provides employees with access to professional skills, leadership and management, personal growth, and wellness courses through our online learning management system. Courses are offered in a variety of languages in addition to English to ensure training is accessible to our employees across the globe.

Resource Catalog

Employees have access to Carpenter Technology's Training & Development Resources Catalog, a centralized resource that consolidates learning opportunities from our Learning Management System (LMS), external providers, local training resources, books, and other development tools. The catalog helps employees easily identify professional, leadership, and soft-skill development opportunities that support continuous learning and career growth.

Lean Manufacturing Certifications

To further our commitment to continuous improvement, Carpenter Technology offers employees Lean manufacturing yellow belt and green belt certifications to strengthen employee understanding of the Carpenter Technology Operating Model. Through the certification road map, employees learn Lean principles through hands-on activities and training.

CALCct

The Carpenter Applied Learning Center–Critical Thinking (CALCct) program develops employee skills in risk identification, judgment, problem-solving, decision making, and nonstandard events. Through the program, employees are presented with safety or operational challenges and learn how to respond effectively.

Tuition Reimbursement

Carpenter Technology offers a best-in-class tuition reimbursement program, allowing our employees to use the benefit towards degrees and certifications. This program offers up to $11,000 per year to support the attainment of degrees and certifications, helping ensure that our workforce can continue to grow and learn with Carpenter Technology.

Emerging Talent

We are always looking for the next generation of innovators to help us tackle the challenges and opportunities of tomorrow. Finding innovative minds starts with recruitment from talented pools.

Associate Metallurgy Program

The Associate Metallurgist Development Program provides a formalized introduction and development platform in the Metallurgy career field for recent college graduates during their first years with Carpenter Technology. These opportunities span across multiple skill teams in R&D or Product & Process Metallurgy. This program is designed to promote development of a broad set of capabilities for assignment to a higher-level Metallurgist position within Carpenter Technology.

Internship Program

The Carpenter Technology Internship Program is designed to transform high-potential students into future leaders. By immersing interns in meaningful, high-impact work and providing the tools, mentorship, and executive exposure needed to succeed, we create an experience that is both challenging and rewarding. Our interns don't just learn about Carpenter Technology—they contribute to it in meaningful ways. Intern positions span the organization, including Engineering, Metallurgy, Operations, EHS, Finance and HR. Interns are provided with competitive pay, paid holidays, professional development, and networking opportunities.



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Employee Engagement

Carpenter Technology strives to have a workforce that is fully engaged, embraces our Core Values, takes pride in the Company, and is energized about the Company's future. This mindset drives higher morale and job satisfaction, better retention, and improved financial outcomes.

Employee Engagement Survey

Our employee engagement surveys gather employee feedback across several dimensions, including Safety, Work/Life Balance, Growth and Development, and Communication. Based on employee feedback, Carpenter Technology has introduced programs to further engage our workforce by providing resources to implement company improvements.

Carpenter Technology Impact Awards

In 2017, Carpenter Technology launched the annual Impact Awards to celebrate and recognize employees who actively demonstrate our Core Values. Awardees are chosen from five categories and awarded a monetary donation to an organization of their choice. On behalf of our Impact Award winners, Carpenter Technology has donated more than $970,000 to various organizations in the communities in which we live and work.

CARPENTER TECHNOLOGY HAS DONATED

MORE THAN $970,000

TO VARIOUS ORGANIZATIONS ON BEHALF OF OUR IMPACT AWARD WINNERS

Since 2017, Impact Award Winners have supported more than 106 nonprofit organizations.

In 2025, Carpenter Technology's Impact Award winners donated $110,000 across the following organizations:

- Children's Scholarship Fund Philadelphia
- Cranio Care Bears
- Delaware Valley Golden Retriever Rescue, Inc.
- Hands Across Decatur
- Helping Harvest
- Hope Rescue Mission
- K9s for Warriors
- Opportunity House Shelter
- Russel Hill Cancer Foundation
- UPMC Children's Hospital Foundation
- Westmoreland Habitat for Humanity
- Wounded Warrior Project



Compensation, Benefits, and Employee Recognition

Our Total Rewards program supports employees' financial security, health, well-being, work-life needs, and professional development through a range of compensation and benefit programs.

- Compensation: Market-competitive, performance-based, and equitable compensation structure.
- Health and Well-being: Comprehensive health care coverage and access to our Global Employee Assistance Program.
- Financial Security: Retirement benefits, including a 401(k) retirement plan.
- Work-Life Balance: Family-focused paid leave options.
- Career Development: Access to thousands of digital training courses through our learning management system, with opportunities for further career development via internal programs and tuition assistance.

Employee Health and Well-being

Carpenter Technology provides resources that support employees' physical, mental, and emotional well-being. Our Global Employee Assistance Program offers mental health support, work-life services, mindfulness resources, life coaching, and other well-being services. Employees also have access to virtual primary care, behavioral health therapy, and psychiatry. Wellness days at our locations provide flu vaccinations, biometric screenings, and educational resources that encourage healthy lifestyles.



Community Engagement

Carpenter Technology and our employees support the communities where we live and work through volunteerism, charitable giving, educational partnerships, and the employee-driven Carpenter Technology Cares program. Our efforts focus on community needs, education and workforce development, and STEM outreach.

Our Focus Areas

Community Support: Through Carpenter Technology Cares and partnerships with organizations such as United Way, employees contribute time, skills, financial support, and volunteer service to address local community needs.

Education and Workforce Development: Carpenter Technology supports cybersecurity scholarships, certification testing, co-op programs, and educational outreach that help students explore career opportunities and build relevant skills.

STEM and Community Outreach: Employees support ASM Materials Camps, K-12 engagement, and the Reading Science Center through mentorship, technical expertise, interactive exhibits and hands-on learning experiences.

Community Impact Highlights

$10M+ donated by Carpenter Technology and employees to United Way Berks since 2006

$750,000+ donated to United Way locations across the country in the most recent reporting year

6,700+ items collected through the 2026 school supplies drive

180 children experienced the 2026 Take a Friend Fishing event



GOVERNANCE

Carpenter Technology is committed to maintaining strong and effective corporate governance practices to deliver shareholder value and maintain accountability to our stakeholders.

Board Composition

Our Board of Directors comprises 10 directors, of which 9 are independent, with one, our Chairman of the Board, President and Chief Executive Officer, being an employee director. With the Chairman and CEO in one role, the Board also consists of a Lead Independent Director. In addition, our Board regularly meets in executive sessions, without management, to facilitate communication among independent directors.

The skill set of our current Board is broad and diverse, with experience in operational manufacturing, finance, strategy, international, R&D, and innovations, as well as CEO experience and key industry experience. Additionally, 40% of our Board members are women or ethnically diverse.

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Ethics and Compliance

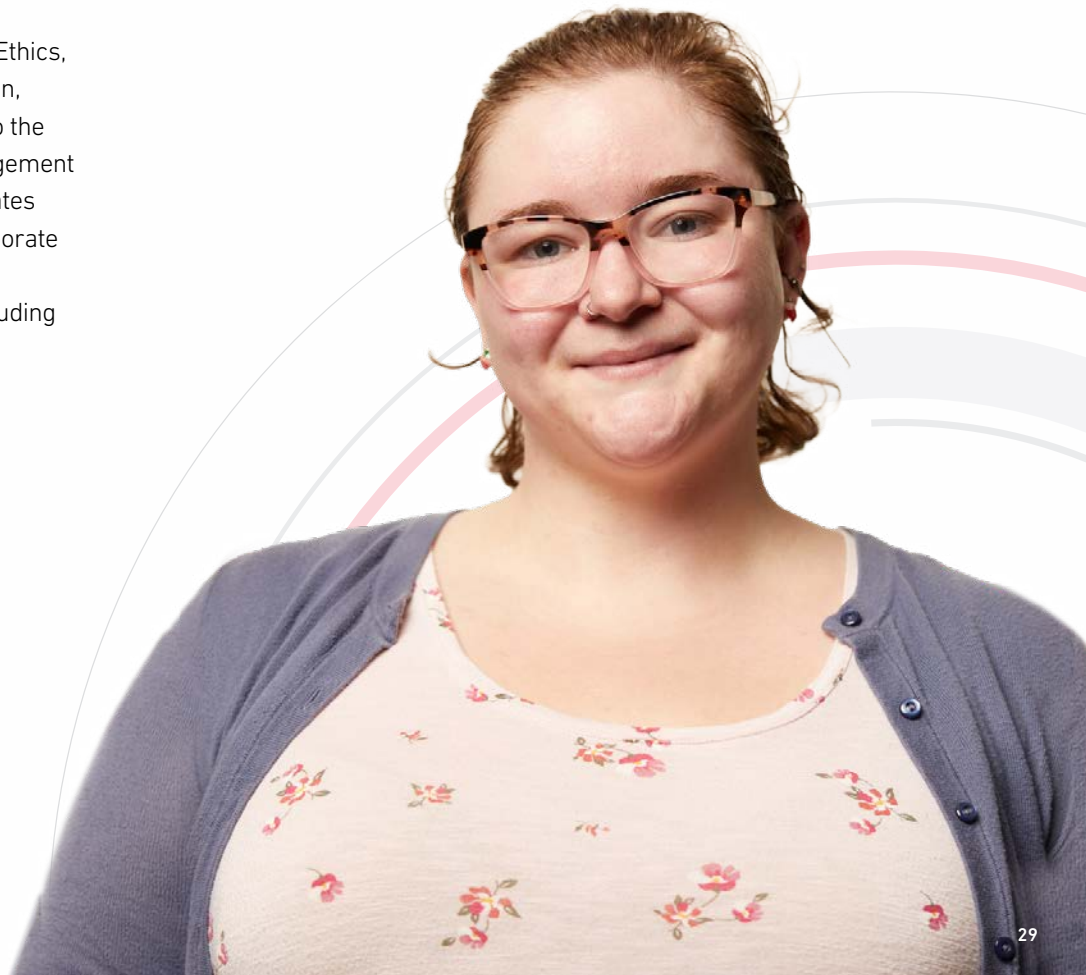
We expect our employees, management, and Board of Directors to act in accordance with the highest ethical standards and integrity as embodied in our Code of Business Conduct and Ethics. We are committed to maintaining a culture rooted in respect for fundamental human rights, consistent with our Core Values. Our Human Rights Policy applies to all employees, customers, and vendors and sets forth our approach to ensuring socially responsible business practices.

In addition, the Board of Directors has adopted a Code of Ethics for Carpenter Technology's CEO and senior leadership.

All salaried, full-time employees receive annual ethics and compliance training on the Code of Business Conduct and Ethics, including topics such as conflicts of interest, anti-corruption, trade compliance, and ethical work practices. In addition to the formal compliance program, the Board encourages management to continuously promote a corporate culture that incorporates business integrity into Carpenter Technology's overall corporate strategy, business, and day-to-day operations. Our Code of Business Conduct and Ethics applies to all employees, including management, executives, and our Board of Directors.

Compliance Reporting

To encourage compliance with our ethical standards, Carpenter Technology maintains EthicsPoint®, an anonymous, third-party electronic reporting system and telephone hotline available 24 hours a day, 7 days a week in multiple languages. Concerned stakeholders such as employees, suppliers, and customers can file reports or concerns about possible ethical violations, including sustainability-related matters, without fear of identification or retaliation. Carpenter Technology investigates all reports. We take reports seriously and endeavor to respond to concerns within 48 hours.



Cybersecurity and Risk Management

As cybersecurity risks continue to affect businesses globally, Carpenter Technology understands protecting business, employee, and customer information, data, and systems is of critical importance. Through a series of cybersecurity imperatives aligned with the National Institute of Standards and Technology (NIST), Carpenter Technology identifies and manages potential cyber risks. Imperatives include:

- Increasing Visibility: Improving understanding of what to protect
- Rapid Response: Mitigate the amount of damage that could occur
- Shrink Surface of Attack: Reduce the total resources exposed to cyber threat
- Identity Management: Ensure the right people have correct access
- Supply Chain Risk Management: Manage security risks introduced by vendors and third parties
- Data-Centric Security: Data protection throughout the lifecycle

Our cybersecurity team and organizational partnerships ensure our employees, intellectual property, and customers are protected from various cyberthreats. Our cybersecurity team demonstrates competence through best-in-class certifications and engages regularly with third parties and federal organizations to further protect our information.

Carpenter Technology maintains a Cybersecurity Incident Response Plan (CIRP), which provides specific guidance and documentation for proper incident handling and communication. The CIRP applies to all locations and situations where our business is conducted. All cybersecurity incidents, regardless of severity, are to be promptly handled according to this plan.

The Audit/Finance Committee of the Board of Directors oversees the Company's risk management program, including information security. The Board of Directors is also regularly briefed on Carpenter Technology's cybersecurity risks and mitigation efforts.

Cybersecurity Engagement

Our cybersecurity team is committed to ensuring company and employee information is secure. Through a series of employee engagement efforts, including monthly training, internal communication campaigns, and alerts, our cybersecurity team ensures our employees are aware of potential cybersecurity threats.

Sustainability Resources

Sustainability Reporting

CarpenterTechnology.com/Sustainability/Sustainability-Reporting

- Sustainable Accounting Standards Board (SASB) Tables
- Taskforce on Climate Related Financial Disclosure (TCFD) Report
- Previous Sustainability Reports

Legal

CarpenterTechnology.com/Legal

- Human Rights Policy
- Supplier Code of Conduct
- Conflict Minerals Policy
- Conflict Minerals Disclosure
- Conflict Minerals Reporting
- Anti-Human Trafficking and Slavery Statement

Investor Relations

IR.CarpenterTechnology.com

- Proxy Statements
- Annual Report
- SEC Filings
- Corporate Governance Guidelines
- Code of Conduct and Ethics

Quality Certifications

CarpenterTechnology.com/Quality-Certifications

- Quality Information Brochure
- ISO14001 Certifications
- Nadcap Certifications
- Customer Certifications
- ...and more

To learn more about our sustainability journey, visit CarpenterTechnology.com/Sustainability and the above resources.

CarpenterTechnology.com/Sustainability

Carpenter Technology Corporation | 1735 Market Street, 15th Floor | Philadelphia, PA 19103 | United States

For any questions or additional information about our sustainability initiatives, please contact:
sustainability@cartech.com | 610 208 2000

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Forward-Looking Statements

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on expectations and assumptions that we believe to be reasonable when made, but that may not prove to be accurate. These statements are not guarantees and are subject to risks, uncertainties and changes in circumstances that are difficult to predict. The most significant of these uncertainties are described in Carpenter's filings with the Securities and Exchange Commission, including its report on Form 10-K for the year ended June 30, 2026, and the exhibits attached to that filing. They include, but are not limited to, statements relating to sustainability matters, our future plans, business prospects, financial condition and results. Carpenter Technology undertakes no obligation to update or revise any forward-looking statements.