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# LETTER FROM THE CEO

Cardo's mission is to empower We believe that responsibly managing our In 2022, Cardo showed business leadership riders, adventure seekers and professionals with state-of-the-art communications, safety and sound. Our commitment to Environmental, Social, and Governance (ESG) principles is deeply interwoven within this mission. We are committed to making a difference in our society by prioritizing inclusion and diversity, supporting our communities, and creating sustainable products and services.

Environmental, Social and Governance impact on climate action and reflected its ongoing makes our company stronger, and we have commitment to sustainability performance by continued to make significant progress on approving GHG reduction targets aligned with our ESG strategy in 2022. We believe our the Science Based Targets Initiative. We have environmental responsibility extends along our announced our commitment to reducing scope entire supply chain. This year, we focused on 1 and scope 2 GHG emissions 38% by 2030 from bringing our suppliers along with us, and we a 2021 base year, and to measure and reduce are proud to announce that in 2022, 10 of our our scope 3 emissions. largest Tier 1 suppliers signed our Supplier Code of Conduct.

We also understand the importance of our executive team taking responsibility for ESG. Our team are leaders in this field and monitor and oversee progress against our ESG goals and targets. Our executive team integrates ESG into Cardo's strategy and as such, progress against ESG targets factors is part of their bonus remuneration.

#### 66 ESG is important for us at Cardo as it's important for the world •• Alon Lumbroso, CEO

As we continue to measure and calculate our GHG footprint to assess where our main impacts lie, we are also identifying mitigation strategies to reduce them. A significant step we took in 2022 was to purchase Renewable Energy Certificates, which allowed us to mitigate our Scope 2 emissions by 100%.



# **ABOUT CARDO**

In 2003, Cardo's founder, Dr. Abraham Glezerman recognized that motorcycle riders should be able to effortlessly enjoy their friends' company while on the road. Though various Bluetooth communication options were beginning to emerge on the market, the specific needs of motorcyclists for efficient and safe communication devices were not being met. Cardo is committed to improving the motorist, and today our products are sold in more than 80 countries around the world.

Cardo is fully committed to being a steward to the environment, a positive resource to the community, and an advocate for human rights. Cardo continuously explores new ways to reduce our environmental impact, enhance our social responsibility and advance our top governance standards. Our main objective at Cardo is to balance the needs of our customers, employees, community, and the environment.

# OUR ENVIRONMENTAL COMMITMENT

We are partnering with programs and organizations with a **focus on environmental conservation**.

Cardo has a **1.5°C** aligned science-based target committing to reduce its absolute scope 1 and 2 GHG emissions by **38% by 2030** from the base year 2021.

Since our last ESG report in 2021, Cardo has eliminated our Scope 2 emissions through purchasing Renewable Energy Certificates by 100%.







# **OUR SOCIAL COMMITMENT**

- Cardo is dedicated to creating a fair and just workplace that celebrates diversity and inclusion.
- We are proud to support our local community through social investment projects, and we encourage our employees to actively participate in these volunteer opportunities.
- Our Code of Conduct breaks down expectations, policies and responsibilities for the company and our employees.
- We are committed to holding our suppliers accountable and working with companies that share similar values to Cardo.
- Our policies, including for anti-bribery and data privacy, ensure we are following the best practices in the industry.











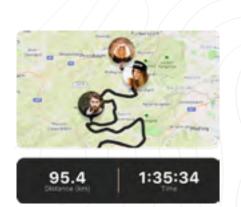




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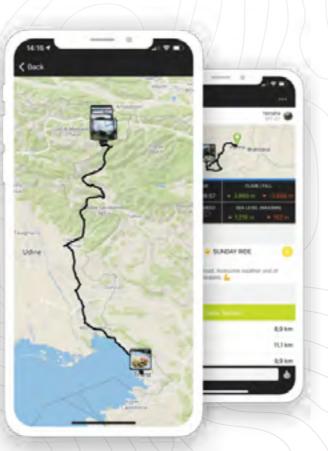
# **CARDO IN 2022**

In 2022, we acquired and integrated the premier Motorcycle Navigation App which strategically combines Cardo's seamless communication systems with Riser's route planning and social features. The acquisition provides an all-in-one solution that revolutionizes how riders connect, navigate, and engage, creating an unparalleled experience for motorcycle enthusiasts worldwide.









# **OUR CUSTOMERS**

Each year, Cardo surveys our customers through extensive large-scale surveys, reaching out to an impressive 15,000 of our valued clients. Furthermore, we actively seek opportunities to connect with our clients in-person at exhibitions, shows, and conferences, allowing us to gain valuable insights into their experiences. Additionally, we maintain a strong rapport with our product distributors, ensuring that we receive comprehensive feedback tailored to specific market segments. As we look ahead, intend to improve our data collection efforts by incorporating automatic data retrieval from our units through the Cloud, there by enhancing our ability to gather essential product information.





95.5%
of our customers
would recommend Cardo
to a friend according to our
customer satisfaction score
survey.





# **ENGAGING OUR STAKEHOLDERS**

Stakeholder engagement has been a key component of what drives our success at Cardo. We don't just design products for the general public—we design products for our customers. Every year, we query over 15,000+ customers directly to understand their needs. We keep continues dialogue by meeting them at exhibitions, shows and conferences where we hear their experience. Consumers can connect their products to our online application which also allows for a convenient communication channel. Currently, we have 3 million active users who choose to utilize our platforms. Furthermore, we also survey distributers and industry

professionals in order to keep in touch with these specific markets. In addition, our employees across all departments, many of whom are avid riders, help to give perspective and experience to shape our product and brand.

Our main investor, EMK Capital, is a signatory to the Principles of Responsible Investment:

•• EMK Capital endeavors to uphold the United-Nations backed Principles of Responsible Investing, with a focus on ensuring high environmental, social and governance (ESG) standards across our portfolio and operations •• EMK Capital















# **ENVIRONMENT**

#### **OFFICE SUSTAINABILITY INITIATIVES**

#### Creating an Environmentally Conscious Company Culture

At Cardo, we take great pride in the integral role sustainability plays in shaping our employee experience. Within Cardo, each department appoints a dedicated sustainability representative who attends quarterly meetings on sustainability concepts. One noteworthy environmental initiative to emerge from these collaborative discussions was the complete elimination of disposable cutlery and utensils from our kitchen areas, being replaced by reusable alternatives.

In keeping with our commitment to sustainability, we made a significant shift in our approach to employee gift giving in 2022, and now instead of traditional plastic gift cards, all our employee gifts are now exclusively digital. As we continue to learn, we intend to update and develop our overarching management

#### Cardo College

Our Cardo College initiative stands as yet another testament to our commitment to embedding sustainability education within our organization. This monthly program serves as a platform for our employees to share their insights and expertise with the wider team, focusing on projects they have personally been involved in.

In 2022, one of our dedicated members from the Operations team took the stage at Cardo College to shed light on the sustainability initiatives taking place within our company. The talk focused on both product initiatives and recycling initiatives happening inside the office. We aim to continue with our sustainability talks to foster a deeper understanding of our commitment to sustainability among our team members.

#### **REDUCING OUR BUSINESS TRAVEL**

In 2022, we continued to take significant steps to minimize our company's environmental footprint. At a company level, a directive was introduced on planning to reduce international travel, with an increased emphasis on prioritizing virtual meetings. Additionally, to help reduce emissions generated by employee commuting and to improve employee wellbeing we implemented a hybrid working model, enabling our team members to work from home for two days a week. These actions underscore our commitment to both environmental responsibility and fostering a more flexible and sustainable work environment.



# **PRODUCT SUSTAINABILITY**

#### **REMOVABLE BATTERY**

Looking forward, Cardo has been working on the development of a removable battery solution for our headsets. Our target is to introduce this innovative feature to the market by 2025.

This advancement represents a significant enhancement for our customers. Instead of having to replace their entire headset when the battery reaches the end of its lifespan, they will now have the option to simply replace the battery itself. This will not only offers cost savings but also extends the overall product lifetime, aligning with our commitment to delivering sustainable and user-friendly solutions to our valued customers.



Removable battery by

2025

#### **PACKAGING REDUCTIONS**

At Cardo, our commitment goes beyond product innovation. We are dedicated to continuously improving not only our products but also our production processes, with a strong focus on environmental mindfulness. As part of a move to make our packaging more sustainability we are now proud to be shipping out 50% more boxes per pallet than in 2021.

Our concerted efforts to reduce packaging have revolved around four key strategies:

- 1) Shipping-Friendly Boxes: Introducing foldable boxes has revolutionized our shipping practices allowing us to accommodate a significantly higher number of boxes per pallet.
- 2) **Reducing size of the boxes:** Previously our units, both single and duo, came in the same sized box. By reducing the volume of the boxes, we can reduce the amount of cargo emissions.
- 3) Recyclable boxes: As of 2023, our boxes are up to 98% recyclable. To encourage customer engaging in recycling practices, we've prominently placed recyclable logos on our packaging. Looking ahead, we're actively exploring opportunities to utilize recycled materials in our packaging, reducing our reliance on raw materials.
- 4) Raw Material Reduction: Looking towards 2024, we're committed to replacing the traditional printed manuals in our boxes with a digital alternative in the form of a QR code. This transition extends to all manuals, including pocket guides, installation guides, and software update manuals. Our goal is to streamline these resources online while retaining only the essential paper safety guide. Additionally, we've reduced the use of nylon bags inside our boxes, replacing them with greener solutions.

Our aim is that by the end of 2023 all of our new products will be shipped within our new packaging.







Reduce size of the boxes



Recyclable boxes





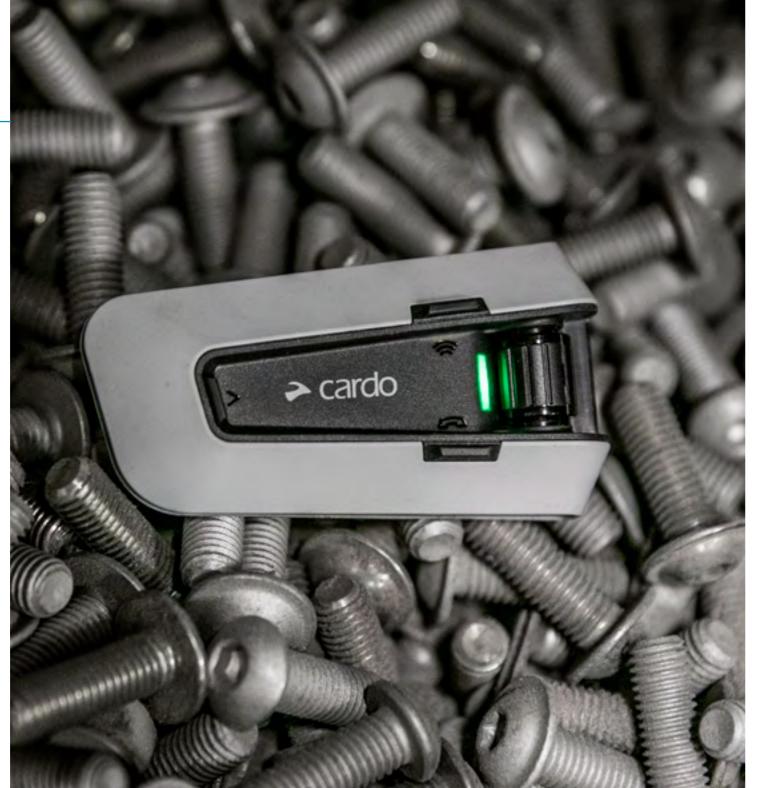
#### **REFURBISHMENT PILOT IN US**

Cardo is in the process of implementing a proactive strategy for managing returned products. In the infrequent event when a product is found to have a fault or at the products end of life, our customers in the US will soon be able to return the item to our warehouse while we promptly dispatch a replacement to them.

These returned units will then be repaired and restored to full functionality, enabling us to offer them back to customers as refurbished units.

Our pilot program is scheduled to commence in January 2024, with a trusted partner located in New Jersey.

During this pilot phase, several hundred units will be refurbished, allowing us to evaluate both the logistical and technical aspects of the process. The full-scale rollout of this refurbishment program is anticipated to be completed by March 2024, with an estimated annual target of repairing and refurbishing thousand of units in the United States.



# **MEASURING ENVIRONMENTAL IMPACT & GHG REDUCTION**

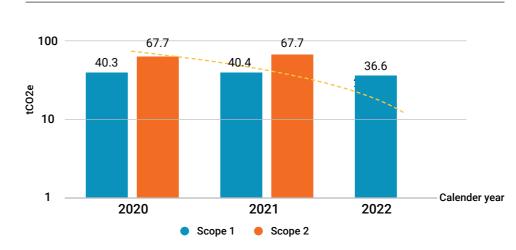
To ensure the health and wellbeing of our society, Cardo is committed to reducing our carbon emissions. Since 2020 to we have taken the initiative to do a comprehensive analysis of our greenhouse gas emissions. We have been supported by the third-party company Normative who specialize in GHG footprinting to measure our current Scope 1, 2 and 3 impact in line with the internationally-accepted Greenhouse Gas Protocol standards.

In 2022, we were proud to see a decrease in our Scope 1 emissions.

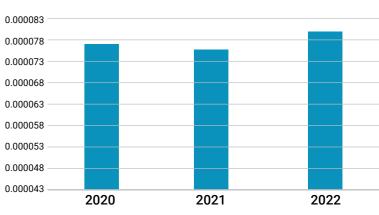
Most importantly, in 2022, Cardo through purchasing renewable energy certificates was able to **mitigate our Scope 2 emissions by 100%.** 

Scope 3 emissions refer to indirect greenhouse gas emissions that result from our company's activities along our supply chain and during product use. Based on our annual analysis we also recognize that our Scope 3 emissions are the significant bulk of our GHG impact. This is be due to the fact that all our material sourcing and manufacturing are done through external vendors. We are proud to be leaders in terms of calculating our Scope 3 emissions for 5 categories. Between 2021 and 2022, due to increased product reach our Scope 3 emissions slightly increased.

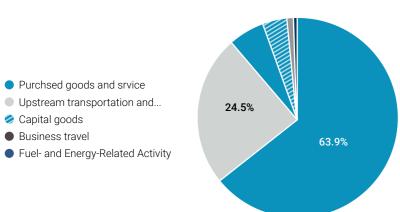
#### **GHG Emissions**



#### tCO2e/M\$



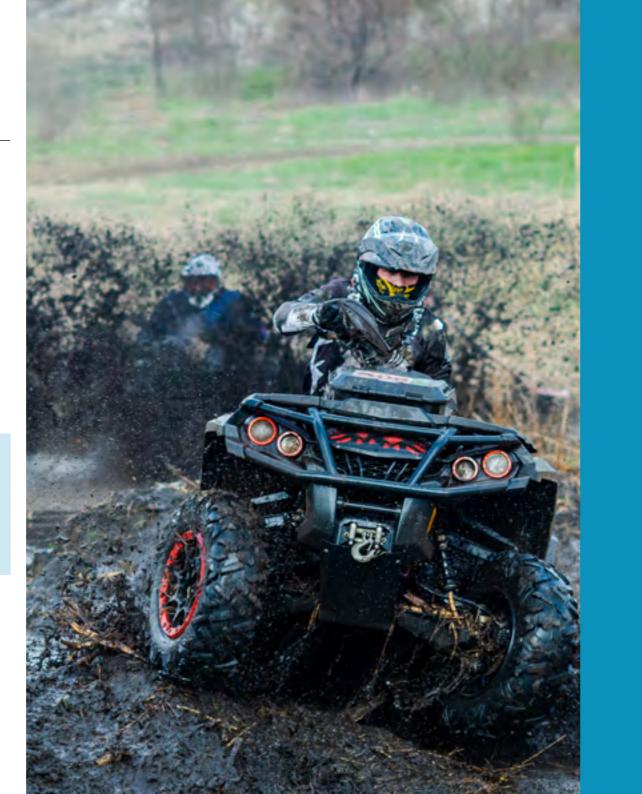
#### Emissions per scope 3 category (kg tCO2e)



Our emissions intensity per revenue is more than three times smaller than the average of retail sales of information and communication equipment in specialized stores.

**3x smaller emissions intensity** Our Scopes 1-3 emissions intensity per revenue in 2022 was **0.09 compared to the industry** average of **0.355**.

<sup>&</sup>lt;sup>1</sup> Exiobase industry average for retail sales of information and communication equipment in specialized stores in the Middle Fast





Scope 1+2 emissions

-38% untill 2030

Scope 3 emissions

commits to measure and reduce its

30%

Reduction in fuel consumption in the next 3 years

#### Emissions per scope 3 category (kg tCO2e)

In 2022 Cardo showed business leadership on climate action and reflected its ongoing commitment to sustainability performance through the approval of GHG reduction targets aligned with the Science Based Targets Initiative. Cardo is one of only five companies in Israel to do so. Our SBTi goals are in line with the Paris Climate Agreement and the level of de-carbonization required to limit global warming to 1.5°C.

- For our Scope 1 & 2 emissions, Cardo aims to reduce total emissions by 38% until 2030 compared to the 2021 base year.
- Cardo also commits to measure and reduce its Scope 3 emissions.

#### Reduction Plan

We plan to achieve these ambitious targets on the Scope 1 level by switching to alternative transportation options like bicycles, electric and hybrid vehicles and shared transportation initiatives. To further reduce our projected Scope 1 emissions, we have implemented a forward-thinking car rental/lease policy. Starting in 2023, we have made the commitment to exclusively lease hybrid or electric vehicles. This strategic shift in our vehicle fleet is expected to yield significant results and based on our projections, over the course of approximately three years, we anticipate a remarkable 30% reduction in fuel consumption on average.

We also intend to continue purchasing renewable energy certificates to mitigate our Scope 2 emissions.

For Scope 3, we expect our newly optimized packaging to make a great impact on transportation costs and emissions in the following years.



# **SOCIAL**

#### **WORKPLACE CULTURE AND EMPLOYEE DEVELOPMENT**

Employee



#### **TRAINING & EMPLOYEE SUCCESS**

At Cardo, we place a paramount importance on nurturing the personal and professional growth of our valued team members. Our unwavering commitment to their development is exemplified through our comprehensive annual training programs, which encompass critical areas such as product training and health and safety protocols.

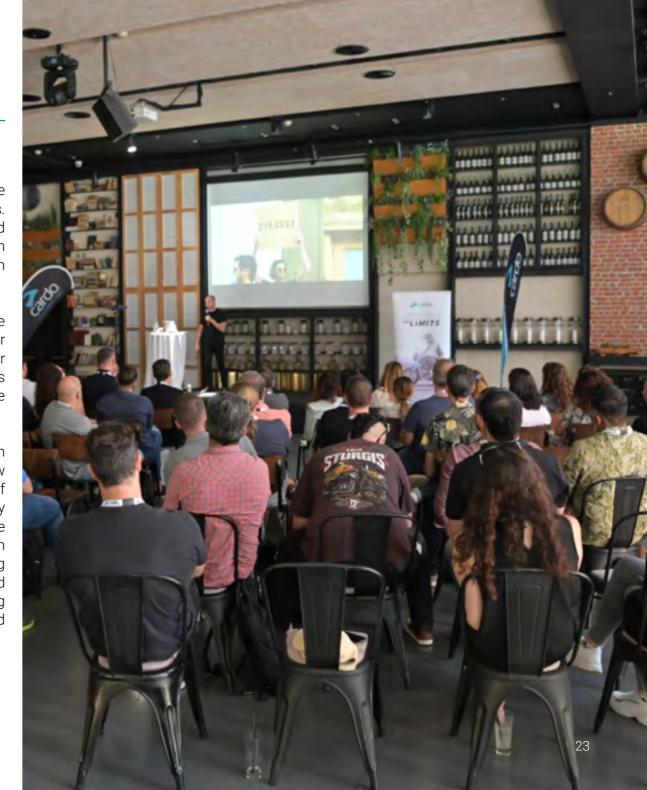
Furthermore, we tailor our training initiatives to meet the unique needs of each of our specialized teams, exemplified by our rigorous trainings on python and management techniques. Our aim is to empower our employees with the knowledge and skills they need to excel in their roles and contribute to our collective success.

Equally vital is our commitment to fostering employee growth and excellence. In 2022, we revamped our employee review process, empowering our team members to take charge of their own development journey. Our employees now actively participate in the review process by completing the performance evaluation forms, followed by constructive discussions with their managers to set ambitious targets for the upcoming year. The results speak for themselves: in 2022, we achieved a 100% participation rate in the review process, reflecting our unwavering dedication to our employees' personal and professional advancement.

Thailand

Employee

**Employee** 

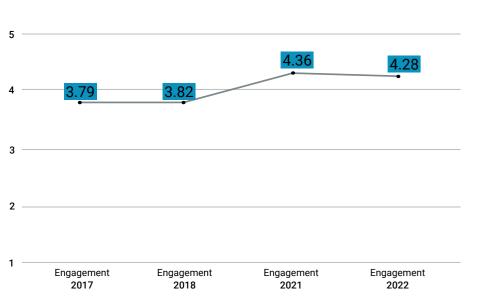


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#### **EMPLOYEE SATISFACTION**

Cardo is an employee-centric company with a wide range of initiatives that keep employees' satisfaction rates high from year to year. In 2022, we conducted our annual Employee Engagement Index survey to measure and evaluate our employees' level of engagement and satisfaction. Our employee engagement index had **risen from 3.79 in 2017 to 4.28 in 2022.** 







At Cardo, we deeply value our team members, and employee retention is a key performance indicator (KPI) that we prioritize. In the year 2022, we celebrated a remarkable achievement, surpassing our initial retention rate target of 88% and instead achieving 94%.

We firmly believe that our employees' voices matter. To ensure this, we facilitate open channels of communication through quarterly roundtable discussions with senior management. These forums provide our team members with ample opportunities to share their insights, ideas, and concerns, helping us continuously improve as an organization.



**13%**employee
engagement growth
from 2017-2022



#### **DIVERSITY & INCLUSION**

At Cardo, we recognize that having diverse perspectives is critical for our company's success in continuing to pioneer communication technology. Being a diverse company and employer helps us to better understand and serve our customers who span over 85 countries. With these values of empowerment and innovation in mind, we aim to create a work culture that is diverse and inclusive, at all levels of our business.

We are committed to inclusivity and equality, through our business partners, suppliers and customers and to creating an equal workplace that embraces employees' various backgrounds and differences. Our Diversity & Inclusion Policy outlines the importance of respecting people across all backgrounds including ethnicity, nationality, race, religion, physical abilities, gender, gender identity or expression, sexual orientation, family or marital status and age. We take pride in the fact that our organization comprises almost 40% women with women represented in every department of Cardo globally, including APAC, EMEA, US, and the HQ in Israel. In 2021, women made up 36% of our total employees and we were proud to increase this to 39% in 2022.

We are proud to disclose our female representation across our leadership team with women holding 2 VPs and 16 Team Leaders positions.

Looking forward, as part of our 2023 ESG Plan we are working to further create an inclusive work culture and equal opportunities for progression within the business.

#### **EMPLOYEE HEALTH AND WELLBEING**

Our employees benefit from a hybrid work model whereby they work 3 days from the office and 2 from home. All employees in Israel also receive an additional full day off before religious holidays in order to maximize time with their family, a key pillar of Cardo.

In 2022, as part of our Cardo employee awards for our employees who 'do the extra mile' we were honored to award five of our employees.

All our employees benefit from premium private health insurance policy, including preferred pricing for immediate family members.

#### **Encouraging outdoor activity**

Our Packtalk Outdoor product enables our customers, to fully immerse themselves in nature and outdoor adventure activities while staying connected with their friends and family. Our users can create an intercom network to seamlessly communicate hands free without the need for internet or a cellular network. This not only enhances the outdoor experience but also aligns with our commitment to sustainability and social well-being, fostering deeper connections between people and the environment.

•• Being at the forefront of outdoor communication systems inherently aligns us with a heightened environmental consciousness. Our dedication to enhancing connectivity in outdoor environments is intrinsically tied to our deep appreciation for the natural world.

Asaf Schnitzer, Head of Outdoor Business at Cardo





#### **COMMUNITY ENGAGEMENT**

Our Community Engagement and Volunteering Policy outlines our commitment to supporting our local community and provides formal procedure for our charitable donations. Our 'Donation Committee' which is composed of employees and management looks through nominated organizations in our priority areas and undergoes selection process that considers various aspects including our UN SDG goals.

**Ruach Nashit** 



Women's Spirit works to promote the economic independence of women survivors of violence in Israel.



■ We envision a society in which people with physical disabilities are fully included in all areas of life, including education, recreation, and beyond.

Alice Code



The AliceCode program trains young girls, from the fourth grade and up, for the software field.

Simcha Laveled



Working to improve the life quality of children and adolescents suffering from disease.

No2Violence



"No2Violence" was established in order to save women and children suffering from domestic violence.

To organize our donations for 2022 and beyond, we put together a 'Donation' Committee' which looked through numerous organizations in our priority areas and in line with our UN SDG goals, as outlined in our Community non-profits to whom we made donations.

Additionally, Cardo has been supporting the Erez Foundation, a non-profit organization designed for helping disabled IDF veterans, athletes, and children with disabilities as part of the rehabilitation process through sport. Engagement and Volunteering Policy. In 2022, the committee selected five We have equipped Erez with 40 of our new Packtalk Outdoor products to help their team leaders guide their teams so the participants can experience In 2022, Cardo donated a total of 50,000 NIS to the following organizations: the outdoors like never before in sports including skiing and kitesurfing.

# CORPORATE GOVERNANCE

In 2022, Cardo was proud to participate in the international 'Goods Deeds Day' by volunteering with Leket Israel. With 35 volunteers, we handled a total of 12,000 kg of rescued food, providing crucial support to hundreds of families suffering from nutritional insecurity.

Over an 8-month period, our employees donated their time and knowledge to a nearby high school in Netanya, every week someone from our team delivered a lecture to the students on a subject of their choice, ranging from topics like engineering to developing a project vision. These students primarily came from economically disadvantaged backgrounds.

One of the most significant and influential events at the global level was Russia's invasion of Ukraine in February 2022. Cardo is fully compliant with the applicable sanctions and export controls that relate to this conflict. Additionally, Cardo ensured the wellbeing of our employees and contractors in the region, and supported those who wanted to leave with their family.

#### Among the steps taken by Cardo:

- Cardo kept our production contractor in Ukraine to support the local site & employees and expedited future payments to support our loca contractor financially
- We maintained daily and close communication with our employees and subcontractors working in Ukraine to insure to a supportive professional connection
- We also created a special case employee crisis fund, and supported each employee and subcontractor in the region with \$1,000
- Our contractor, Jabil, supported its employees by matching Cardo's \$5,000 donation





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#### **CORPORATE GOVERNANCE**

At Cardo, we recognize the importance of effective governance to a company's health and longevity. In 2021, we developed a 'Code of Conduct' to better establish formal expectations of employee and company behavior. All of our employees receive training and sign the 'Code of Conduct' as part of our onboarding process.



#### Our business integrity

Cardo embraces transparency as an important value in its economic, social, and environmental conduct. In any case of a suspected violation of our Code of Conduct, employees shall report such violation to our HR Department or via our anonymous Whistleblower Policy.

In 2022, 100% of our employees participated in anti-corruption and anti-trust training conducted by our legal department.

#### **Health and Safety**

Looking ahead to 2023, Cardo will update our Health and Safety Policy. The policy will be made available to all Cardo employees, business partners, customers, and any other stakeholders, as well as to all the people working for the company or on its behalf, including contractors, consultants, suppliers and others. Our policy will reflect our ongoing commitment to providing our employees and subcontractors with safe and healthy working conditions to prevent any injuries or bad health resulting from their work.

#### Human rights policy

Cardo abides by local laws and regulations in all countries and regions where it operates and is committed to ensuring the protection of human rights in its operations, supply chains, and products.

Cardo's Human Trafficking and Slavery policies and requirements are in line with the UN Guding Principles and OECD Guidelines for Multinational Enterprises. We also require our suppliers to follow these principles and conduct due diligence to ensure they are complying.



### **Our Quality Policy**

Cardo's quality procedures and processes are assurance and testing teams, we consistently designed to ensure and maintain the highest quality level of our products and services.

Our brand's leading reputation is ensured by our focus on the best product quality throughout the entire development process. This enables us to exceed the expectations of our customers and remain in full compliance with all applicable regulatory requirements. Starting from the initial design phase through to our thorough quality In 2023, we have begun a supplier auditing program,

deliverpremium products known for their durability, with every single unit undergoing rigorous testing before release.

#### **Our Sustainable Procurement**

At Cardo, we strongly believe that our responsibility to the environment extends along the entire supply chain. In 2022, 10 of our largest Tier 1 suppliers had signed our Supplier Code of Conduct.

As part of our sustainable Procurement Policy, we have set the following targets and commitments:

compliance against our supplier policy.

 Explore options for recycling and reusing material after product use to increase circularity

reviewing our suppliers for production quality and

- Increase certified vendors that comply with our high ESG standards
- Support local community suppliers by defining 15% of local spending for local community.



#### CYBERSECURITY AND DATA PRIVACY

Cardo has made significant strides in bolstering its commitment to cybersecurity and data management. To enhance our cybersecurity, we've engaged the services of a reputable third-party company, outsourcing our cybersecurity efforts to ensure comprehensive protection of our employees and customers data.

# •• At Cardo we continuously invest in cyber security and data privacy Maya Elkayam ••

For our customers in the United States we comply with The California Consumer Privacy Act (CCPA) - a comprehensive data privacy law. As part of this, our customers have the right to know how their personal information is collected, used and shared and have the right to request deletion.

At a company level, we conduct annual GDPR and data security training sessions to ensure that our employees are well-equipped with the latest information and policies.



#### **OUR ESG MANAGEMENT AND OVERSIGHT**

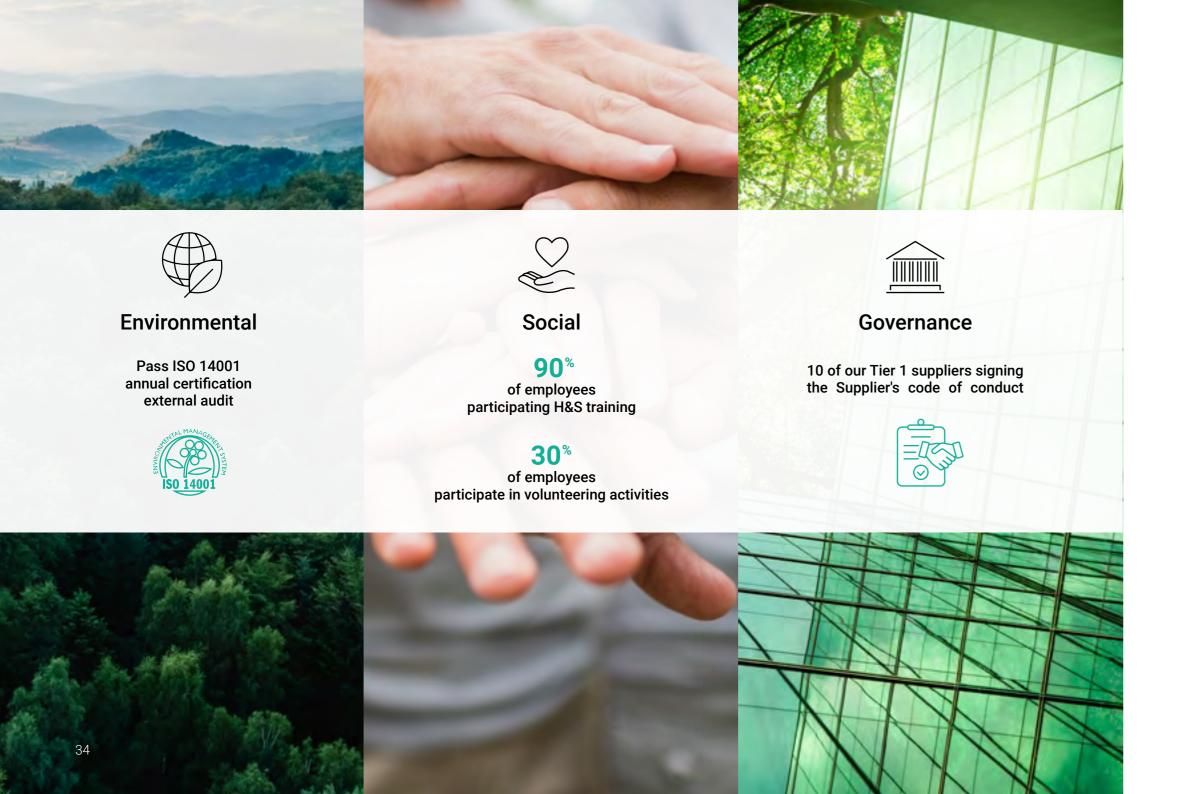
At Cardo, the executive team monitor and oversee progress against ESG goals and targets. We have assigned climate-related responsibilities to management-level positions within Cardo who are responsible for assessing and managing climate-related metrics and targets.

In 2022, we set the following ESG targets at an executive level and they form 5% of the total bonus remuneration. This helps ensure climate risk is at the forefront of considerations when critically assessing decisions made at Cardo. We were proud to say that all of our objectives for 2022 were achieved. Further, since 2021, our investor EMK has been a key supporter of the Task Force for Climate-related Financial Disclosure (TCFD), committing to improve and increase reporting of climate-related financial information.





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# **CONTACT US**

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