



09/22

# GREENPRINTS

*Sustainability Statement*

# Sustainable Foundations for A Brighter Future



We appreciate your support in reading our company's first sustainability statement. The journey to this release has been enlightening, requiring time and dedication from all involved. We learned many valuable lessons as we took each step needed to reveal our existing methodologies and design a plan to improve. Armed with new insights about our processes and programs, we now have clarity concerning a sustainable path forward, and we are excited to begin working towards our goals. We titled this statement "Greenprints" because we are laying out the foundational plans for our company's future with sustainability. The development of this statement has created a positive shift within our company and our culture that will last for years to come, and we are delighted to share it with all of you, our stakeholders.

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**Scott Bedell**  
President, CEO of Caltrol

**Thank you for reading our sustainability statement.**

I am extremely proud to announce Caltrol’s newly developed sustainability framework. Our company and employees have always focused on many environmental, social, and governance elements of sustainability, but previously our sustainability efforts were never formalized. Earlier this year, we created a sustainability steering committee and several sub-committees to capture our current state, define our focus areas, and set goals. These committees have representation from our executive team, our employee owners, and our industry teams. We have full cooperation and participation from every office within our organization. This sustainability statement communicates the work we have completed over 2021 and the past few months. It is a prelude to our first sustainability report, which we will release in April 2023.

## **Environmental**

Caltrol is an Emerson Impact Partner, and we have aligned our Environmental focus with Emerson’s “Greening Of, Greening By, and Greening With” sustainability strategy. “Greening Of” is an internal focus on our own carbon footprint, “Greening By” is helping our customers with solutions that meet their environmental goals, and “Greening With” is partnering with industry associations and other thought leaders on macro-level changes.

We are uniquely positioned with our products, services, solutions, and engineering expertise, to help our customers expedite their environmental goals. The West Coast is leading the country in innovation around the energy transition, the transition to electric vehicles, and other alternative processes, such as organic plastics. We are partnering with these leading companies to help automate their innovations.

We are helping our long-time customers in traditional industries with their ESG journey and environmental goals. We provide point solutions that reduce or eliminate emissions or water usage in refining, mining, power generation, gas utilities, life sciences, and other industries. We are also helping with larger projects, such as conversions to renewable diesel. To date, Caltrol has participated in nine separate renewable diesel projects, which we are very proud to be a part of. The impact we are having is profound and extremely exciting.

## Social

Two main areas of focus summarize Caltrol's emphasis on social sustainability: safety and employee engagement. Much of what Caltrol does is service-related. We provide many services to assist our customers' operations, including valves and instrumentation, rotating equipment analysis, control system programming and maintenance, and many others. Safety is our top priority. We have adopted a "see something, say something" safety culture, and we recognize our employees for doing so. Our employee engagement efforts center around employee communication, training and development, recognition, benefits optimization, and community involvement. Earlier this year, we partnered with Gallup to leverage their expertise in driving improvement in our employee engagement using the Q12 survey. We are working in departmental teams to address and take actions to increase further engagement based on the survey results.

## Governance

Caltrol is an Employee Stock Ownership Plan (ESOP) company; we are one hundred percent employee owned. Part of our focus on Governance aligns with our compliance with ESOP regulations and requirements. We have long standing relationships with our business partners.

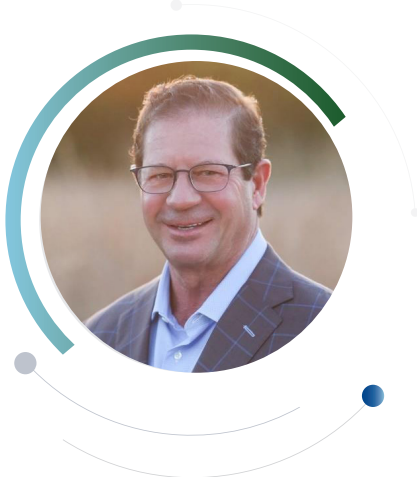
Our Board of Directors includes three independent members that provide valuable input and expertise from an outside perspective. Lastly, we are focused on the return to our shareholders – our employee owners.

We have three employee-owned committees at Caltrol that keep us focused on our priorities: Voice of Employee, Think Customer, and ESOP, and there are components of our sustainability framework in all three.

Although many of our efforts in these areas are not new, the framework and formalized structure are now in place, and we are excited about measuring our progress and the impact we can create moving forward.

Sincerely,





## David Jumonville

Chair, Caltrol Board of Directors

**“I am extremely proud to be a part of  
our very first impact statement.”**

Environmental, Social and Governance (ESG) considerations are of absolute importance to Caltrol. Our Company, our customers and our dedicated team of employees are putting forth tremendous effort and commitment to ensure that our world is healthier, safer, smarter, and more sustainable. The establishment of Caltrol’s Sustainability Steering committee this year marks the beginning of our journey towards providing transparency and insight into our foundational sustainability initiatives and the framework we are using to help us reach our goals. The Board of Directors strongly supports the important initiatives that are led by Scott Bedell and the Caltrol leadership team.

Strong corporate citizenship is about much more than an organization’s appearance to investors or the potential by-product of increased profits. It is about a company’s ability to consistently engage in honest self-reflection. It is then taking the information gained from that reflection and using it to deliberately choose operational practices that will better impact the world. We must start by examining how we safeguard the environment as well as how we manage relationships with our employees, customers, suppliers, and the communities in which we operate. That is what we intend to share with you in this statement.

I hope you find this information as enlightening as I do. You will see examples of how we support our people, programs, and allies. You will also find that our ESG goals are inherently linked to our overall business strategy as we strive for best-in-class accountability and performance.

I am pleased with the many accomplishments that we have achieved, but I also recognize there is far more rewarding work to be done. I could not be more excited about the direction and future of our great company. Thank you all.

*David Jumonville*

# Caltrol Overview

At Caltrol, our goal is to help our customers daily by improving their operations and business results with our best-in-class products and services for the industrial automation industry. As a member of the Emerson Impact Partner network, we balance local focus with global scale and unmatched expertise in our complete solution offerings. We have proudly served many Southwest US and Hawaii industries since 1934, including power generation, life sciences, chemical, mining and metals, and more. Because we are an ESOP, each member of the Caltrol team possesses a unique sense of pride and genuine dedication to the success of the organization and one another. These things set us apart as we continue the good work of doing all we can to improve the lives and well-being of the world and our stakeholders.

## 1 OUR MISSION

We aim to continue our reputation as a leading provider of automation, including process control solutions, valves, instrumentation, and reliability. We are a reliable resource to our customers and form trusted partnerships with them, providing world-class technical expertise, and complete lifecycle services to improve operational performance.

## 2 OUR VISION

The future of Caltrol revolves around continued appreciation and support of our most valuable resource, our employee owners. We are cultivating an organization that provides equality, inclusion, better training, and career path opportunities that benefit our employees and their families. We believe that doing so boosts their quality of life and enables them to provide a premier customer experience. We will grow in our commitment to our corporate social responsibilities and the needs of the communities in every location we serve. We will increase opportunities for our company and employees to contribute and help support nonprofit organizations, educational institutions, and other social needs.

## Sustainability

**As the world evolves, we challenge ourselves to evolve along with it, as is evident in the release of this statement. Sustainability is now a principle focus for our organization as we witness and embrace the need for better standards in caring for the world we live in each day.**

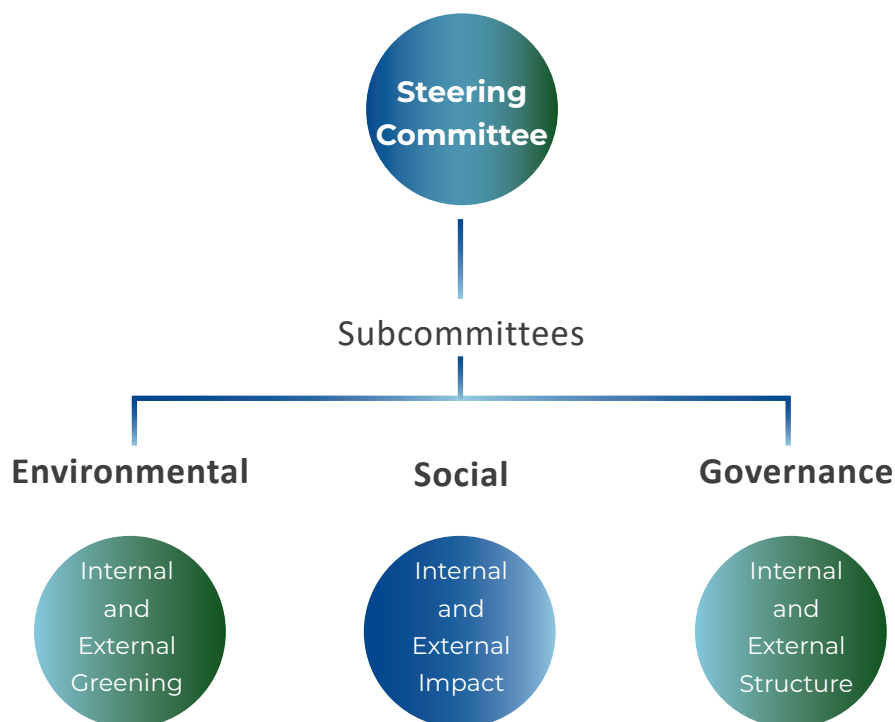
**We are dedicated to ensuring the success of customer ESG programs and standards to further the safety, comfort, and progression of future generations because it's the right thing to do.**

# SUSTAINABILITY FRAMEWORK

From 1993 to 2020, the number of worldwide N100 companies reporting on sustainability increased from 12 to 80 percent.<sup>1</sup> As the world's largest companies have shown, as studies projecting further harm to the environment have shown, and as ever-growing requests for transparency and change have shown, sustainability reporting is not just a want. It is a need. We are proud to announce that our company has started on a path that will enable us to assist in meeting that need, now and in the future.

For the past two years, our team has been diligently working to build and begin implementing a sustainability program that is not only impactful but also thoughtful, measurable, and achievable. Mirroring our largest principal partner, Emerson, we have established a framework that will help us make sound, data-driven decisions about our business and our impact on the world.

*Our foundational sustainability framework consists of a supervisory steering committee and subcommittees for each area of our environmental, social, and governance (ESG) program. Within each subcommittee, select Caltrol employees work to promote growth in predetermined initiatives. Each initiative is an area of focus that will enable us to reduce our carbon footprint while expanding our business and maintaining corporate citizenship for our company, the people, and the communities we serve. This statement aims to give a thorough overview of each section within our framework and offer insights about how we plan to set and meet our goals.*







# ENVIRONMENTAL GREENPRINT

**01**

## Greening Of

Measurement, data  
and methodologies for  
change



**02**

## Greening By Caltrol

Providing solutions to  
help our customers  
change

**03**

## Greening With Caltrol

Partnerships and  
associations for big  
picture change



A new plan of action for  
data-driven change in our  
daily operations and an  
improved carbon footprint.

# Greening Of Caltrol

## Subcommittee

We are proud to announce that we are beginning our ESG journey with a formalized process and dedicated employees to steer our sustainability program in a more decisive and data-driven manner.

Members of the Greening Of committee serve as environmental stewards for their respective offices with the responsibility of keeping a watchful eye on the trends associated with the office and measurement of our carbon footprint. Each member is charged with suggesting meaningful operational changes that will have a positive environmental impact.



### Bill Flader

Greening Of Team Lead

Bill's operational assistance at Caltrol is invaluable, as he handles corporate project management, is the company safety officer, and a training manager.

## Greening of Caltrol Subcommittee Members:



Keith Bowen



Kent Chrisman



Curtis Plowman



Morgan Stallings



Tim Terrell



Jenny Costa



Brian Pitcher



Shari Hurley



Ivan Michel

## GOALS

1. Measure of our company impact on the environment based on our most recent past operations
2. Enhance of our data collection methodologies to establish accurate and timely data
3. Implement meaningful operational changes that will have a positive environmental impact



## Highlight: Pallet Reuse Program

*Our Las Vegas warehouse team showed care, creativity, and determination by establishing a pallet reuse program to resolve crating challenges with shipping.*

The program began in response to an influx of small wooden crates from deliveries for a particular project with Emerson. The warehouse team was struggling with managing the wood waste, and they did not want to throw away usable crates. The group explored options to recycle the crates locally but found there was a very small market for free wood recycling in Las Vegas. They then asked the Emerson logistics team if they were interested in Caltrol sending back the crates for reuse. Emerson was thrilled with the offer and agreed to start the program. Now smaller wooden crates are being reused regularly.

*We are very proud of our warehouse team for doing their part to further sustainability in our daily operations. Thank you Las Vegas warehouse team!*

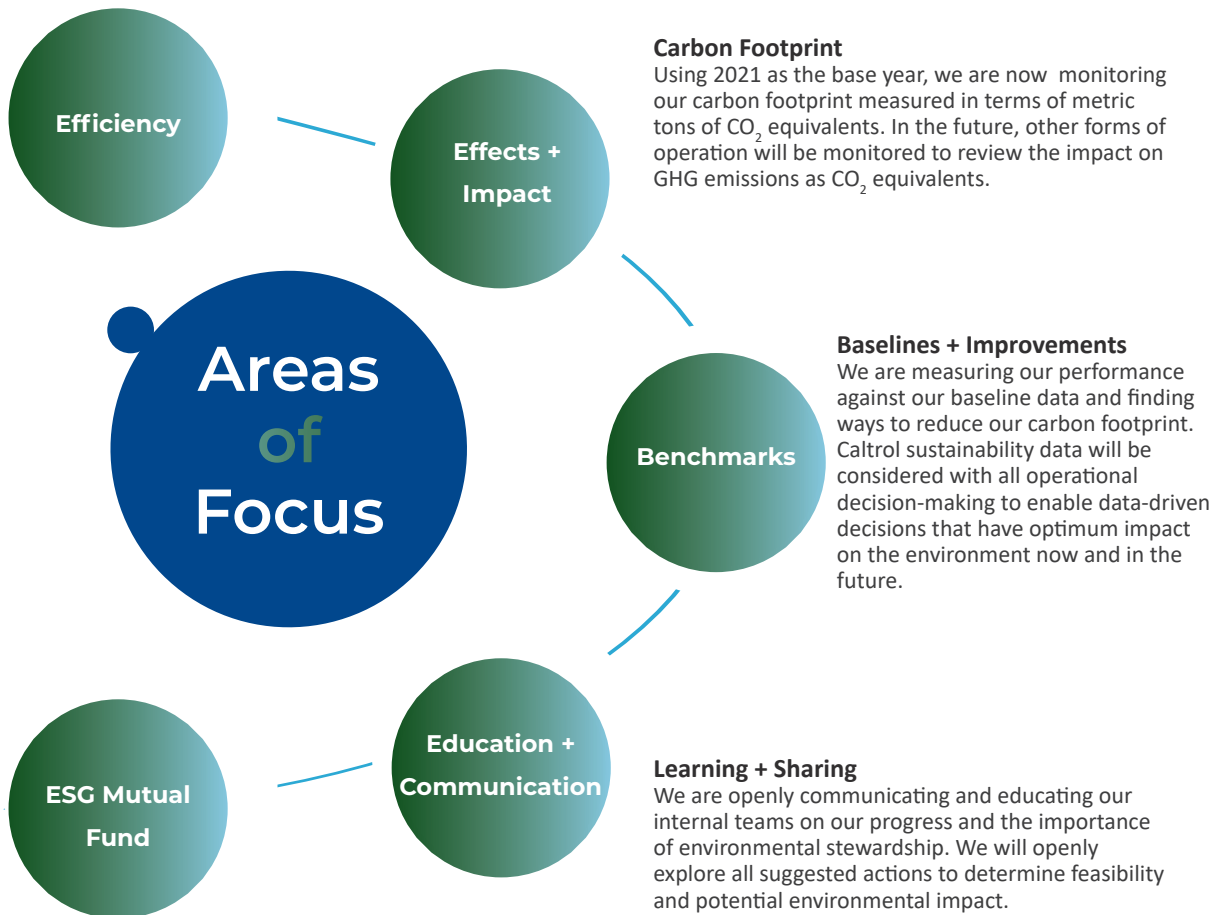
# Greening Of Caltrol Initiatives

■ ***“If you cannot measure it, you cannot improve it.” - Lord Kelvin***

For many years we have been attentive to economic and social governance due to operating as an ESOP. However, we had not established formal measurements to track the environmental impact of our operations. Therefore, our first goal will be to measure our company impact on the environment based on our most immediate past operations and the best available data.

### Energy Efficiency

We are beginning to evaluate trends and suggest actions that enhance the environmental efficiency of our facilities. We believe this can be done while maintaining growth and providing great service to our expanding customer base



### Sustainable Investing

We offer an optional ESG mutual fund to encourage and support our employees to take part in sustainable investments that impact change without sacrificing overall financial performance.

# Greening By Caltrol

## Subcommittee

Our organization is unique in its ability to help our customers meet their ESG targets with our broad portfolio of products, services, and integrated solutions. Collaborating with our customers around their environmental needs is not new to Caltrol, as California has been on the leading edge of emissions reductions for some time.



### Chuck Hakala

Greening By Team Lead

As the Vice President of Sales, Charles currently leads Caltrol's sales teams and works with the business units to deliver results for our shareholders.

## Greening of Caltrol Subcommittee Members:



Puja Miller



Stuart Thomas



Brian Pitcher



Shari Hurley



Garrett Ray



Morgan Stallings

## GOALS

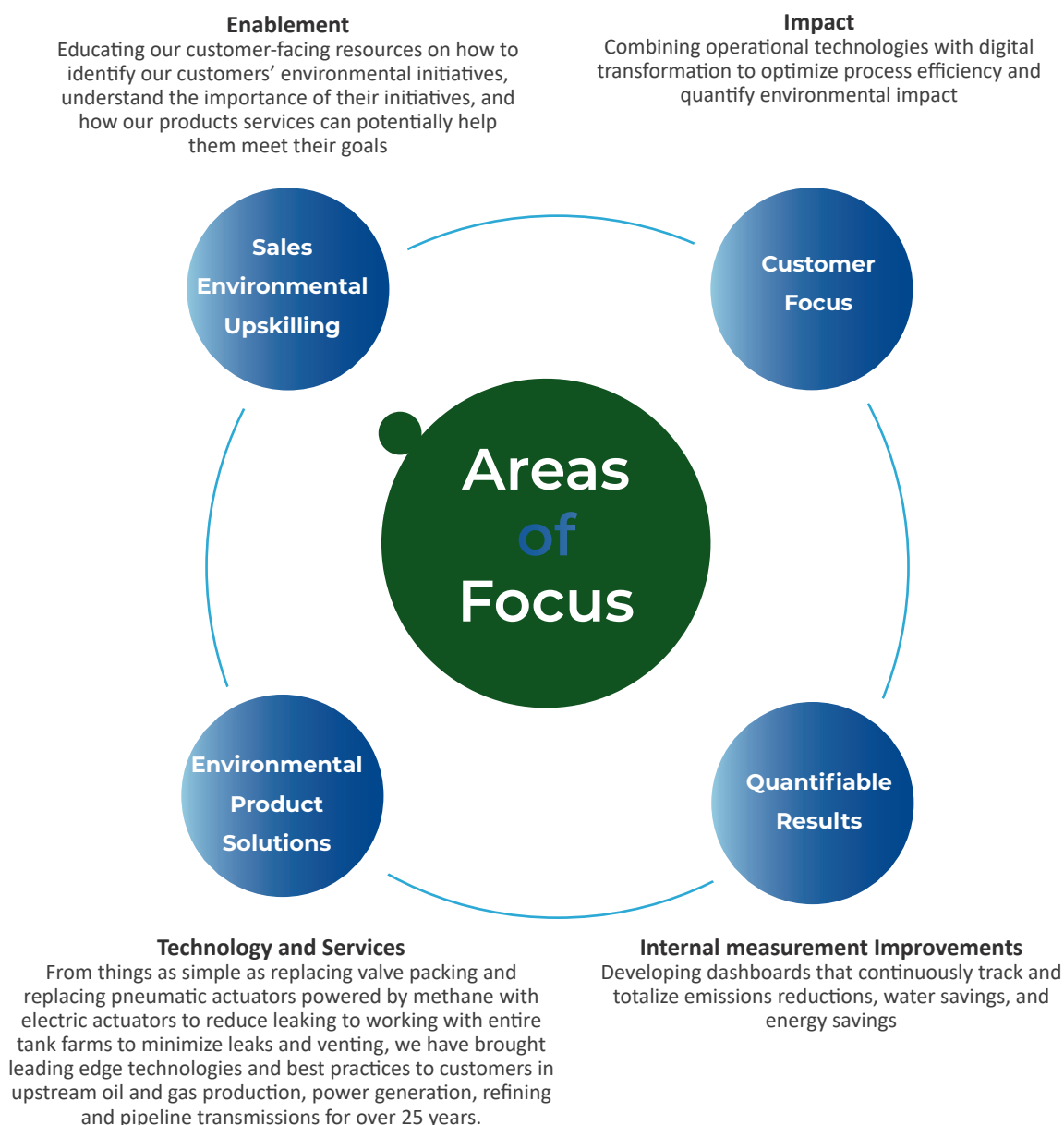
**1. Maintain focus on the collective positive environmental impact that our customers create by using our products and services**



# Greening By Caltrol Initiatives

■ ***“It is literally true that you can succeed best and quickest by helping others to succeed.” - Napoleon Hill***

These initiatives focus on helping our customers as their environmental goals have evolved with packaged solutions that take our technologies and combine them into high value systems to solve customers’ unique applications. Caltrol is also partnering with companies on the leading edge of environmental processes created specifically to help reduce carbon footprint. We believe our focus in helping customers meet their ESG initiatives helps differentiate us from our competitors and believe this is an area of organic growth for us.



# Greening By Caltrol: Project Highlights



## Renewable Natural Gas

Largest RNG processing facility in North America  
220,000 metrics tons CO<sub>2</sub>e reduction  
985,000 MMBTU/year RNG



## CIP Water Reduction

Working with life science and food & beverage customers to reduce water use in clean in place systems 30-45%



## Renewable Diesel

40+% Reduction in GHG  
with lower carbon intensity fuels,  
9 projects completed across North America



## Hydrogen

SoCal Gas Hydrogen Home of the Future Partner,  
on leading edge of green hydrogen



## Compressor Packing Slip Stream

Working with upstream & midstream customers to prevent thousands of tons of CO<sub>2</sub> emissions of methane from being released



## Heap Leach Optimization

SX Extraction Uses 30% less energy than milling & smelting, 5 projects helping Arizona mines increase SX production levels to 45% of their output



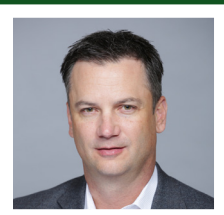
## Battery Recycling Processing

Circular supply chain recycling of electronics and lithium batteries to provide materials for future electric vehicle manufacturing

# Greening With Caltrol

## Subcommittee

The mission of Caltrol’s Greening With committee is to form and grow partnerships with organizations that focus on big picture change. Committee members are charged with actively seeking to prioritize the development and nurturing of relationships that align with Caltrol’s company initiatives and have the potential to influence industry transformation.



### Scott Bedell

Greening With Team Lead

As President and CEO, Scott currently leads Caltrol by establishing objectives, vision, and strategic direction that aligns with the key stakeholders.

### Greening of Caltrol Subcommittee Members:



Puja Miller



Shari Hurley



Stuart Thomas



Ivan Michel



Brian Pitcher



John Ketelsen

### Initiatives: Areas of Focus

Industry Associations

#### Collaboration

We are committed to active participation and involvement with industry associations that share and support our values concerning sustainability.



Government, Educational & Policy Groups

#### Partnership

We are committed to seeking partnerships with groups that promote growth in the knowledge, skills, and actions required to develop a sustainable future.

Emerson & Emerson Impact Partner Network

#### Support

We are committed to supporting our principal partner, Emerson, in its mission to deliver a net zero emission world. We believe Emerson has the technology, expertise, reach and drive to assist with many of the essential solutions under consideration in the roadmaps for tomorrow’s low-carbon energy system. Our participation in sharing best practices with the Emerson Impact Partners creates better alignment and enforcement of ESG standards across our network.



## SOCIAL GREENPRINT

Laying the foundations for a truly impactful social responsibility program is of the utmost importance to our organization.

The purpose and function of our social impact committee is to create and nurture the development of programs and initiatives that enable us to improve the lives and well-being of our team members, and the communities in which we operate.



# Social Impact

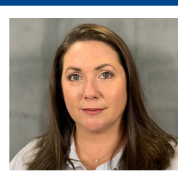
## Subcommittee

As an ESOP organization, every Caltrolian is an owner of the company, and our culture centers around that truth. Ownership culture drives every decision we make in serving our customers, our partners, the world, and one another each day. The members of our social impact committee are tasked with driving engagement that supports our pre-selected social initiatives.



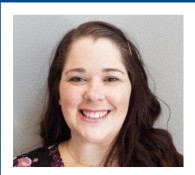
**Rachel Kennedy**

Human Resources Specialist



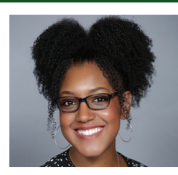
**Tristan Alexander**

Environmental Health and Safety Manager



**Brittney Lease**

Lead Order Management Specialist



**Shanti Terry**

Marketing Strategist

Social Impact Team Executive Sponsor: Scott Bedell, CEO/President of Caltrol

## SOCIAL IMPACT GOALS

1. Develop and enhance the safety programs within our organization, maximizing the impact these have on our employee owners and their families
2. Increase employee engagement by working through exercises like our Gallup Q12 Engagement Survey, and providing more opportunities for the Caltrol team to give back to local communities



### Highlight : Vitalant

*Our Las Vegas site hosts 2-3 Blood drives with Vitalant each year. In the three blood drives since 8/1/2021, a total of 39 lifesaving units have been donated.*

Pictured: Two Caltrolians, Eric Callahan and Karen Hamilton, met years ago while giving blood at Caltrol and became good friends. They schedule their donation timeframe the same each year to continue the tradition of being "Blood Drive Buddies."

# Internal Social Initiatives

Internally, our vision for the future is to leverage and build upon the strengths that come from embracing a truly diverse and inclusive workforce, where every voice, every opinion, and every suggestion is heard and considered equally.

To maintain momentum and keep our goals foremost in our minds during daily operations, we have developed specific areas of focus; each one carefully chosen by our social impact team to maximize the health and happiness of our employee owners:

## Areas of Focus



Core Values

We are committed promoting the values we believe make our company and the world better. We believe these values influence our daily lives, spreading a worldview that we know affects positive change.



Employee Engagement

We are committed to two-way employee communication, impactful onboarding, training and development, employee recognition, benefits optimization, community involvement, and building upon our existing ESOP culture.



Diversity, Equality, and Inclusion

We are committed to increasing the diversity of Caltron and creating a work environment that provides equality and fairness of opportunities as well as freedom from discrimination.



Training and Development

We are committed to providing training and development to our employees to increase skills within current roles, as well as creating paths for career progression.



Benefits Optimization

We are committed to regular, critical assessments of our benefits structure, implementing changes that best serve the interests of our employee owners' satisfaction and well-being.

### Safety



We are committed to safety first because our people and their families come first. We maintain a high quality safety record, which is verified by the third party auditing agencies listed below. As a member of these independent auditing agencies we are constantly challenging our safety record and improving our safety culture. To support our commitment to safety, we have recently hired a full time Environmental, Health and Safety Manager to further expand our safety training and install additional policies and procedures that will insure that both our customers and employees operate in the safest manner possible.



Veriforce/PEC Safety



Avetta Safety Program



ComplyWorks Program



ISNetworld® Safety



iSNetworld®  
RAVS PLUS PARTICIPANT

# External Social Initiatives

Externally, we plan to increase and expand on the number of activities and opportunities we provide to our teams to give back to the world and our local communities each year. Caltrol is already actively engaged with many organizations that allow us to partner with them to create meaningful change, growth, and improvement in people's lives. We believe that change in the lives of the many and change in the lives of the few are of equal importance, and so we give as often as possible. Our area of focus for accomplishing this within the Social Impact portion of our sustainability framework is Philanthropy.



Philanthropy

*We are committed to continue strengthening the ties we have with partnered philanthropic organizations that work to improve the lives of others. We encourage and support the need and desire shown by our employee owners to assist and support local communities through charities, sponsorships, donations, and community projects and events.*



Pictured: Caltrol team members making sack lunches for the WestCare Foundation's "Feed the Homeless" event.

## Our Social Impact Partners



BOYS & GIRLS CLUBS  
OF AMERICA



LEUKEMIA &  
LYMPHOMA  
SOCIETY®

vitalant®  
Blood Donation

- In 2021, Caltrol Donated \$10,000 to the Jr. Vegas Golden Knights Foundation. The foundation supports youth hockey and is committed to providing an environment where players, families, and coaches learn the value of teamwork, competition, sportsmanship, discipline, respect and more.
- Caltrol participates in toy drives, backpack drives and events to help feed the homeless with the West Care Foundation every year.



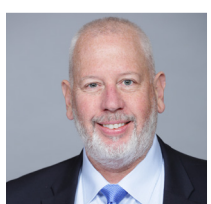
## GOVERNANCE GREENPRINT

*“Maintaining a strong governance culture will increase trust, confidence and ultimately yield better corporate returns and value for all of our employee owners.” - Mike Threet (Caltron, CFO)*

# Governance

## Subcommittee

The governance team at Caltrol supervises the internal systems of practices, controls, and procedures our company adopts to govern itself. Committee members focus on business leadership and ethics, with a significant emphasis on risk management and value creation. They also assist with developing programs that mitigate risk, promote ethics, drive sustainable growth, and enable the company to better achieve environmental and social goals.



### Mike Threet

Governance Team lead

As Chief Operating and Financial Officer, Mike leads all efforts to create and maximize shareholder value.

### Greening of Caltrol Subcommittee Members:



Shanti Terry



Mike Giordano



Bill Flader



Linda Bennett

### SUBCOMMITTEE GOALS

1. Maintaining the alignment of business transactions with company values to steer Caltrol towards long-term success and economic growth
2. Continued strong adherence to corporate governance standards set forth by federal and state-mandated regulations.
3. Steady improvements to control management and information systems

## Caltrol Governance Partners

Our governance partners are critical to our overall sustainability strategy. They help ensure a complete and transparent accountability process by providing expert guidance on new or existing laws and regulations, providing best practices, or serving in an independent and objective oversight capacity.



THE POWER OF BEING UNDERSTOOD  
AUDIT | TAX | CONSULTING



McDermott  
Will & Emery



The ESOP Association

# Governance Initiatives

## Areas of Focus

Each governance initiative area of focus serves to support our sustainability framework and align the interests of our shareholders as we work to advance our progress toward more transparency, accountability, fairness, and responsibility.

### Board of Directors

#### Structure, Composition and Oversight

The Board of Directors is the central pillar of our governance structure and serves as the link between shareholders and management, tasked as genuine fiduciaries of stockholders.

#### Metrics & Factors

- Independence:
  - Majority composition of non-executive directors
  - Annual assessment and election by the company's independent trustee
- Quality:
  - Board members shall have appropriate skill sets and experience
  - Board members shall understand the company's sector and long-term objectives
  - Board members participate in training programs that enable them to be more effective decision makers

### Corporate Ethics

#### Values + Code of Conduct

We embrace knowing there is a direct link between our values, ethics, and financial performance. Our company shall maintain a clear commitment to ethical behavior and conduct.

#### Metrics & Factors

- Our corporate values are clearly stated, explained and reviewed
- The company shall have a written standards of conduct policy that is reviewed and updated regularly
- All employees are expected to adhere to the Caltrol Conflict of Interest policy
- Employees have formal channels to voice feedback
  - Voice of Employee committee
  - Gallup Engagement Workshops
  - Monthly Company Coffee Conversations with the President
  - Quarterly Business Reviews

## Financial Reporting

### Accuracy + Transparency

We are committed to financial and accounting transparency and complete and honest financial reporting, as these are crucial elements of the good corporate governance we strive for in our business.

#### Metrics & Factors

- The company shall employ capable and competent personnel responsible for accounting and financial reporting
- The company's financial records shall be subject to a full-scope independent audit conducted by a qualified independent public accounting firm
- The board of directors, on no less than an annual basis, shall meet directly with independent auditors to review annual audit findings and reports
- The board and management are authorized to order other ad-hoc internal audits/reviews as may be necessary

## Shareholder Value

### Long-Term Success

At its core, the ultimate business objective of the company is to create economic value. We are committed to the continued optimization of opportunities for growth to benefit our shareholders.

#### Metrics & Factors

- Top line and contribution margin growth
- Appropriate cost structure
- Investment optimization
  - Independent annual valuation
  - Caltrol shall strive to provide above market returns to its shareholders
  - Industry benchmarking

## Risk

### Identification and Management

The timely identification, assessment, reporting, mitigation, and control of risk-related policies and procedures leads to more informed decision-making and is crucial to long-term value creation.

- Law and regulation compliance
- Board of directors oversight and reporting
- Leadership responsibility and participation
- Education and training
- Audits and Reviews



## The Road Ahead

*Thank you for reading our sustainability statement. We are currently working on completing our first sustainability report, which we are releasing in April of 2023. The report will follow the framework explained here, with the enhancement of additional data about our new and existing sustainability policies and programs. We plan to include information concerning our emissions data, further insight into the efforts and activities of each ESG committee, customer project highlights, the impact of our new hybrid work-from-home policy, and much more.*

*We are eager to continue down the road ahead as we gather the materials we need to complete the report, and we look forward to sharing it with you.*

**For more information about Caltrol and our sustainability journey, please visit our website at:**  
[www.Caltrol.com/sustainability](http://www.Caltrol.com/sustainability).



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