



The Ashcroft  
**Code of Conduct**



ASHCROFT-NAGANO KEIKI HOLDINGS, INC.

## CODE OF CONDUCT

The Code of Conduct of Ashcroft-Nagano Keiki Holding, Inc. (Ashcroft), contains the framework as to how Ashcroft conducts itself both as a business and as individual employees. The framework is our guidance as we endeavor to obtain a profit for our shareholders through the production of our products and services offered competitively in the markets we serve. The foundation of our corporate and individual ethical behavior is built on the fundamental principles of integrity, respect, compliance and responsibility. As an employee, following the Ashcroft's Code of Conduct is not optional.

We all are required to apply the four underlying principles of integrity, respect, compliance

and responsibility as we conduct ourselves as employees and representatives of Ashcroft. These principles permeate our conduct in the course of doing business on behalf Ashcroft Inc.

**Integrity** will always guide us in doing the right thing, even if it means walking away from a business opportunity.

**Respect** for each other includes not only employees but our customers, suppliers and guests.

**Compliance** to all applicable laws and regulations as well as to our own operating policies and procedures is essential.

**Responsibility** to adhere to our principles is the obligation of each and every employee.

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## **OUR VISION**

A world where our customers' people, processes and profits are never at risk because of the reliability of Ashcroft's products and services.

## **OUR MISSION**

To constantly push the limits of innovation and deliver the world's most trusted measurement instruments.

## OUR CORE VALUES

### **Think customer first.**

Every action, plan and project should start with the customer in mind. We always need to see the world through their eyes. We need to anticipate the challenges our customers face and act with urgency to solve them.

### **Never settle/challenge the status quo.**

Being the best means always improving, never being satisfied or complacent with your personal performance or the performance of the company. Yesterday's answers aren't always the right answers. At Ashcroft, we need to constantly challenge each other to improve.

### **Respect each other.**

We can only do this together. We need to celebrate our diversity, share our ideas, and amplify our collective thinking. Constructive debate and respect will generate better solutions.

### **Think beyond borders.**

Across geographic borders. Outside your factory. Beyond your function. Outside your comfort zone.

### **Win as a team.**

Teamwork is the ability to work together towards a common vision. Making group goals more important than individual goals is what makes Ashcroft successful. A team always delivers more than the sum of its parts.

## **INTRODUCTION**

### **GENERAL POLICY**

The Ashcroft Code of Conduct covers a wide range of business practices and procedures. It does not cover every issue that may arise, but it sets out basic principles to guide all employees and officers of Ashcroft-Nagano Keiki Holdings Inc. (Ashcroft) and all its subsidiaries. Employees' responsibility and adherence to the Code of Conduct, also includes Ashcroft's agents and representatives, who act on behalf of Ashcroft. Respect, Integrity, Compliance and Responsibility are the fundamental principles which incorporate trustworthiness, loyalty, truthfulness and ethical behavior in all our business dealings. All of our employees and officers must incorporate these principles in their conduct and seek to avoid even the appearance of improper behavior.

If a law conflicts with a policy in the Code of Conduct, you must comply with the law. Also, if a local custom or policy conflicts with this Code of Conduct, you must comply with the Code of Conduct. If you have any questions about these conflicts, you should ask your supervisor and/or leadership management how to handle the situation. Employees and officers

are responsible for a fundamental understanding of the legal and policy requirements that apply to their jobs as well as report any suspected violations of law, this Code of Conduct or company policy.

Those who violate the standards in this Code of Conduct will be subject to disciplinary action, including possible dismissal. Furthermore, violations of this Code of Conduct may also be violations of the law and may result in civil or criminal penalties for you, your supervisors and/or Ashcroft. If you are in a situation which you believe may violate or lead to a violation of this Code of Conduct, follow the Compliance Procedures Section of the Code of Conduct.

The basic principles discussed in this Code of Conduct are subject to any company policies covering the same issues.

### **WAIVERS**

Certain standards within the Code of Conduct may be waived pursuant to the following process. A waiver may be granted only by the CEO and President of Ashcroft. Corporate Officers may be granted a waiver only by the Ashcroft, Ltd. Board of Directors. For assistance in obtaining a waiver, please contact the

Vice President of Human Resources. Any waiver of this Code of Conduct for executive officers or directors may be made only by the Board of Directors and will be promptly disclosed as required by law or regulation.

## **COMPLYING WITH THE CODE OF CONDUCT AND OBEYING THE LAW**

As Ashcroft employees, we must always conduct ourselves with respect for one another and act with integrity in the performance of our job duties. In doing so, we all have an obligation to comply with the Code of Conduct and the laws as we conduct our business affairs for Ashcroft.

All employees and officers must respect and obey the laws, rules and regulations of the cities, states and countries in which we operate. When in doubt on what to do, act with integrity and ask yourself:

- Will my actions be well within the boundaries of the law?
- Will my actions be consistent with our values and policies?
- What will be the reaction of my family and friends after reading about my reported actions on the front page of the local newspaper?

Although employees and officers are not expected to know all of the details of each of these laws, rules and regulations, it is important to know enough to determine when to seek advice from supervisors, managers, Human Resource management or other leadership management personnel.

## **CONFLICTS OF INTEREST**

A “conflict of interest” exists when a person’s private interest interferes in any way, or could be inconsistent, with the interests of Ashcroft. A conflict situation can arise when an employee or officer takes actions or has interests that may make it difficult to perform his or her company work objectively and effectively. Conflicts of interest may also arise when an employee or officer, or a member of his or her family, receives improper personal benefits as a result of his or her position in the company. Loans to, or guarantees of obligations of, employees and officers and their family members by Ashcroft may create conflicts of interest and in certain instances are prohibited by law.

It is a conflict of interest for an Ashcroft employee or officer to work for a competitor, customer, supplier or distributor. You should avoid any direct or indirect business connection

with our customers, suppliers or competitors, except as required on our behalf.

Conflicts of interest are prohibited as a matter of company policy, except as approved by the Board of Directors. Conflicts of interest may not always be clear-cut, so if you have a question, you should consult with your supervisor or follow the compliance procedures contained in this Code of Conduct. Any employee or officer who becomes aware of a conflict or potential conflict should bring it to the attention of a supervisor, manager or other appropriate personnel.

### **INSIDER TRADING**

All non-public information about Ashcroft should be considered confidential information. Employees and officers who have access to confidential information about the company or any other entity are not permitted to use or share that information for trading purposes in Nagano Keiki Company, Ltd. or for any other purpose except company business. To use non-public information for personal financial benefit or to “tip” others who might make an investment decision on the basis of this information is not only unethical but also illegal.

### **CORPORATE OPPORTUNITIES**

Employees and officers are prohibited from taking for themselves opportunities that are discovered through the use of corporate property, information or position without the consent of the Board of Directors. No employee or officer may use corporate property, information, or position for personal gain, and no employee or officer may compete with Ashcroft directly or indirectly. Employees and officers owe a duty to Ashcroft to advance the company’s interests when the opportunity to do so arises.

### **COMPETITION AND FAIR DEALING**

We seek to outperform our competition fairly and honestly. We seek competitive advantages through superior performance, never through unethical or illegal business practices. Stealing proprietary information, possessing trade secret information that was obtained without the owner’s consent, or inducing such disclosures by past or present employees of other companies is prohibited. Each employee and officer should endeavor to respect the rights of and deal fairly with Ashcroft’s customers, suppliers, distributors, competitors and employees. No employee or officer should take

unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other illegal trade practice.

No employee or officer is permitted to engage in price fixing, bid rigging, allocation of markets or customers, or similar illegal anti-competitive activities.

To maintain Ashcroft's valuable reputation, compliance with our quality processes and safety requirements is essential. All inspection and testing documents must be handled in accordance with all applicable specifications and requirements.

The purpose of business entertainment and gifts in a commercial setting is to create goodwill and sound working relationships, not to gain unfair advantage with customers. No gift or entertainment should ever be offered, given, provided or accepted by any company employee or officer, family member of an employee or officer, or agent unless it: (1) is not a cash gift, (2) is consistent with customary business practices, (3) is reasonable in value, not to exceed \$150 (4) cannot be construed as a bribe, payoff or kickback and (5) does not violate any laws, regulations or applicable policies of the other party's organization. Never offer or

provide any gift, entertainment or other item to a government official or employee of a government owned business. If you are solicited for a gift or entertainment from or to a government official or employee, or an employee of a state owned enterprise, contact the Vice President of Human Resources immediately.

## **POLITICAL CONTRIBUTIONS**

Except as approved in advance by the Chief Executive Officer, Ashcroft prohibits political contributions (directly or through trade associations) by the company or its subsidiaries. This includes: (a) any contributions of company funds or other assets for political purposes, (b) encouraging individual employees to make any such contribution; or (c) reimbursing an employee for any contribution. Individual employees are free to make personal political contributions as they see fit.

## **HEALTH AND SAFETY**

Ashcroft strives to provide each employee and officer with a safe and healthy work environment. Each employee and officer has responsibility for maintaining a safe and healthy workplace for all employees and officers by following environmental, safety and health

rules and practices and reporting accidents, injuries and unsafe equipment, practices or conditions. Employees should report any safety issues to leadership management and/or Health and Safety management. Violence and threatening behavior are not permitted in accordance with company policy. Employees engaging in such behavior are subject to disciplinary action up to and including termination of employment.

Employees and officers are expected to perform their company-related work in a safe manner, without having ingested alcohol, illegal drugs or controlled substances. The possession of weapons and illegal drugs are prohibited in the workplace, and on any company premises. This policy does not prohibit the use of physician prescribed medication. However, even those medications must not impair the employee's performance or the essential functions of his or her job or present a threat to the health or safety of the employee or others in the workplace.

## **MUTUAL RESPECT**

The diversity of Ashcroft's employees is a tremendous asset. We are firmly committed to providing equal opportunity in all aspects of employment, including recruitment, hiring, placement, promotion, transfer, compensation, benefits, training, educational, social and recreational programs and the use of our facilities. Ashcroft prohibits discrimination or harassment against any employee or applicant based on age, sex, race, color, religion, national origin, ancestry, genetic information, present and past history of mental disorder, sexual orientation, pregnancy, marital status (including civil unions), citizenship, disability, veteran status or any other legally protected categories. This policy applies to all employees, contract workers, consultants, customers, distributors, suppliers, and guests at all locations where Ashcroft conducts business, as well as at company-sponsored social events and other non-company locations if the conduct affects the work relationships.

All employees will be treated with dignity and respect and Ashcroft employees are expected to conduct themselves in a manner that promotes respect and trust. The work environment should be free from harassment. Verbal

or written harassment, physical harassment, sexual harassment, personal character degradation, workplace violence and/or threats of violence are never acceptable and will not be tolerated. Such behavior is a violation of policy and will be addressed with the appropriate disciplinary action up to and including termination of employment. On the other hand, it is not considered harassment for supervisors to enforce job performance and standards of conduct in a fair and consistent manner.

## **ENVIRONMENTAL**

Ashcroft expects its employees and officers to follow all applicable environmental laws and regulations and integrate sound environmental practices into business decisions. Ashcroft is dedicated to protecting human health, natural resources, and the environment, and is committed to reducing waste pollutants, conserving resources, and recycling materials. If you are uncertain about your responsibility or obligation or you feel that you have observed a violation, you should contact your supervisor or the Environmental, Health and Safety Manager or the Vice President of Human Resources for guidance.

## **RECORD-KEEPING, FINANCIAL CONTROLS AND DISCLOSURES**

Ashcroft requires honest, accurate and timely recording and reporting of information in order to make responsible business decisions.

All business-expense accounts must be documented and recorded accurately in a timely manner. If you are not sure whether a certain expense is legitimate, ask your controller. Policy guidelines are available from your controller.

All company books, records, accounts and financial statements must be maintained in reasonable detail; must appropriately and accurately reflect the company transactions; must be promptly disclosed in accordance with any applicable laws or regulations; and conform both to applicable legal requirements and Ashcroft's system of internal controls.

Business records and communications often become public, and we should avoid exaggeration, derogatory remarks, guesswork, or inappropriate characterizations of people and companies that may be misunderstood. This applies equally to e-mail, internal memos, and formal reports. Records should always be retained or destroyed according to the company

record retention policies. In accordance with those policies, in the event of litigation or governmental investigation, please consult with the Vice President of Human Resources.

## **CONFIDENTIALITY**

Employees and officers must maintain the confidentiality of proprietary information entrusted to them by Ashcroft or its customers or suppliers, except when disclosure is authorized in writing by the Chief Financial Officer or required by laws or regulations. Confidential information includes all non-public information that might be of use to competitors or harmful to Ashcroft or its customers or suppliers if disclosed. It includes information that suppliers and customers have entrusted to us. In addition it includes personal information relating to Ashcroft employees. The obligation to preserve proprietary information continues even after employment ends.

## **PROTECTION AND PROPER USE OF COMPANY ASSETS**

All employees and officers should protect company assets and ensure their efficient use. Theft, carelessness, and waste have a direct

impact on Ashcroft's profitability. All company assets are to be used for legitimate company purposes. Company assets should not be used for non-company business.

Any suspected incident of fraud or theft should be immediately reported for investigation.

Examples of fraudulent acts include: stealing; forging or altering negotiable instruments such as checks; filing a false expense report; taking cash, supplies or any other company asset for personal use; establishing or maintaining an undisclosed or unrecorded bank account, fund or asset of Ashcroft; making false, artificial or misleading entries into company records or financial statements; submitting false time reports for pay; and unauthorized handling or reporting of company transactions. Fraudulent acts committed by employees will be subject to disciplinary action up to and including termination of employment.

The obligation of employees and officers to protect Ashcroft's assets includes company proprietary information. Proprietary information includes intellectual property such as trade secrets, patents, trademarks, and copyrights, as well as business, marketing and service plans, engineering and manufacturing ideas, designs,

databases, records, salary information and any unpublished financial data and reports.

Unauthorized use or distribution of this information is a violation of company policy. It could also be illegal and result in civil or criminal penalties.

As a rule, use the Internet only for work assignments. Internet use for non-work related activity is permitted during non-working hours, including lunch periods, but this use must conform to appropriate standards of behavior and does not conflict with directions from leadership management or with Ashcroft's Information Technology Acceptable Use Policy. If in doubt, ask your immediate supervisor or Human Resources management.

All electronic communications transmitted via Ashcroft's systems (including telephone, e-mail, voice mail, security surveillance and instant messages) become Ashcroft records and property. No employee should expect that such messages will be treated as personal or private messages. Ashcroft can, and sometimes does, access or monitor its electronic communications and security surveillance systems. Ashcroft may monitor or delete any electronic communications or disclose them to

others without advance notice, unless applicable law provides differently.

Never make any illegal, unethical, unauthorized, or disruptive use of Ashcroft information systems or equipment. This includes, for example, accessing, transmitting, or storing inappropriate material (such as streaming music/videos, pornography, depicted nudity, lewd or violent materials, chain letters, sexually oriented jokes or cartoons, or other offensive or demeaning material related to age, race, color, sex, religion, national origin, disability, or sexual orientation). Violations are subject to disciplinary action up to and including discharge.

If you receive an inappropriate message, report the matter to Human Resources or the appropriate level of leadership management.

## **PAYMENTS TO GOVERNMENT PERSONNEL**

The U.S. Foreign Corrupt Practices Act ("FCPA") prohibits giving anything of value, directly or indirectly, to officials of foreign governments or foreign political candidates in order to obtain or retain business. Never give or authorize directly or indirectly any illegal payments to government officials of

any country. While the FCPA does, in certain limited circumstances, allow nominal “facilitating payments” to be made, any such payment must be discussed with local management and the Chief Financial Officer before any such payment can be made.

In addition, the U.S. government has a number of laws and regulations regarding business gratuities which may be accepted by U.S. government personnel. The promise, offer or delivery to an official or employee of the U.S. government of a gift, favor or other gratuity in violation of these rules would not only violate Company policy but is also a civil or criminal offense. State and local governments, as well as foreign governments, often have similar rules.

## **TRADE ISSUES**

From time to time, the United States, foreign governments and the United Nations have imposed boycotts and trading sanctions against various governments and regions, which must be obeyed. Advice regarding the current status of these matters must be obtained from the Chief Financial Officer or the Manager of Import/Export Compliance.

## **REPORTING ANY ILLEGAL OR UNETHICAL BEHAVIOR**

Employees are encouraged to talk to supervisors, managers or other appropriate personnel about observed behavior, which they believe may be illegal or a violation of this Code of Conduct or company policy or when in doubt about the best course of action in a particular situation. In fact, employee failure to report a knowing violation of Ashcroft’s Code of Conduct is a violation of the Code of Conduct and will subject the employee to disciplinary action up to and including termination of employment. Ashcroft does not allow retaliation for reports made in good faith by employees of misconduct by others. Employees are expected to cooperate in internal investigations of misconduct.

## **IMPROPER INFLUENCE ON CONDUCT OF AUDITORS**

You are prohibited from directly or indirectly taking any action to coerce, manipulate, mislead or fraudulently influence Ashcroft’s independent auditors for the purpose of rendering company financial statements materially mis-

leading. Prohibited actions include but are not limited to those actions taken to coerce, manipulate, mislead or fraudulently influence an auditor: (1) to issue or reissue a report on company financial statements that is not warranted in the circumstances (due to material violations of generally accepted accounting principles, generally accepted auditing standards or other professional or regulatory standards); (2) not to perform audit, review or other procedures required by generally accepted auditing standards or other professional standards; (3) not to withdraw or to withdraw an issued report; or (4) not to communicate matters to Ashcroft's Compliance Officer or board members.

## **FINANCIAL REPORTING**

As a public company, it is necessary that company filings with the Nagano Keiki Company LTD. be accurate and timely. Ashcroft expects employees and officers to take this responsibility very seriously and provide prompt and accurate answers to inquiries related to public disclosure requirements regulations applicable to Ashcroft. If any employee or officer has concerns or complaints regarding accounting or auditing matters of the company, then he or she is encouraged to submit those concerns

by one of the methods described in the Compliance Procedure Section.

## **CONDUCTING BUSINESS IN FOREIGN COUNTRIES**

The U.S. has strict export control laws that prohibit the export and re-export (i.e., exports of U.S. origin goods, software or technology from a Company affiliate located in a country outside of the U.S.) to certain "sanctioned countries" without proper government approvals. The U.S. Treasury Department's Office of Foreign Assets Control (OFAC), as well as the U.S. Commerce Department's Business and Industry of Security (BIS) office, regulates these sanctioned country transactions. For non-sanctioned countries, U.S. export laws and regulations may also require government approvals on exports and re-exports of certain goods, software and technology to certain restricted parties. Local country export regulations may also apply, in addition to U.S. regulations, for Ashcroft subsidiaries located outside the U.S.

Import regulations deal with the assessment and collection of duties, fees and taxes, declarations and statistics, as well as the determination as to whether goods are subject

to quotas, restraints, embargoes and other restrictions. These regulations also address the movement of goods and people across borders, including security concerns throughout the entire supply chain. Generally, an importer must accurately classify and value all items it brings into a country.

The U.S. Foreign Corrupt Practices Act (FCPA) prohibits payments or offers of value to government officials, parties or candidates in order to influence their acts or decisions as they relate to business opportunities. Some countries boycott, or refuse to deal with, other countries based upon political or religious disputes. U.S. anti-boycott regulations prohibit Ashcroft from participating in boycotts against countries friendly to the U.S.

## **FAILURE TO COMPLY**

All employees and officers are subject to Ashcroft's Code of Conduct, which describes procedures for the internal reporting of violations of this Code of Conduct. All employees and officers must comply with those reporting requirements and promote compliance with them by others. Failure to adhere to this internal reporting process by any employee or

officer will result in disciplinary action, up to and including termination of employment.

## **COMPLIANCE PROCEDURES**

We must all work to ensure prompt and consistent action against violations of this Code of Conduct. However, in some situations it is difficult to know right from wrong. Since we cannot anticipate every situation that will arise, it is important that we have a way to approach a new question or problem. The following procedure will assist you with your concerns and/or complaints:

1. Make sure you have all the facts or as many that you can obtain. In order to reach the right solutions, we must be as fully informed as possible.
2. Ask yourself: What specifically am I being asked to do? Does it seem unethical or improper? This will enable you to focus on the specific question you are faced with, and the alternatives you have. Use your judgment and common sense; if something seems unethical or improper, it probably is.
3. Discuss the problem with your supervisor. This is the basic guidance for all situations.

- In many cases, your supervisor will be more knowledgeable about the question, and will appreciate being brought into the decision-making process. Remember that it is your supervisor's responsibility to help solve problems. If you are uncomfortable discussing the problem with your supervisor you can talk to someone in leadership management or Corporate Human Resources management.
4. Seek help from Company resources. In a case where it may not be appropriate to discuss an issue with your supervisor, or local management, call 203-385-0612 which will put you in direct contact with the Vice President of Human Resources at Corporate headquarters. If you prefer to write, address your concerns to the Vice President of Human Resources at 250 East Main Street, Stratford, CT. 06614.
  5. Anonymous reports can be made through the Ashcroft Integrity Alert Line. See page 19 for complete details.
  6. You may report violations in confidence and without fear of retaliation. If your situation requires that your identity be kept secret, your anonymity will be protected. Ashcroft does not permit retaliation of any kind against employees or officers for good faith reports of suspected violations.
  7. Always ask first, act later: If you are unsure of what to do in any situation, seek guidance before you act.

## **SUMMARY**

As employees we will provide the best return to our shareholders as well as the best value to our customers with the products and services that we offer. We will strive to adhere to the principles of integrity in our work behaviors, respect of one another, compliance with all applicable laws and our policies and responsibility for our actions as employee representatives of Ashcroft.

## **ANNUAL ACKNOWLEDGEMENT**

To help ensure compliance with this Code of Business Conduct, the Company requires that all employees and officers review the Code of Business Conduct on an annual basis.

## **ANNUAL ACKNOWLEDGEMENT & CERTIFICATE OF COMPLIANCE**

I hereby acknowledge that I have received the Ashcroft Nagano Keiki Holdings Inc. Code of Business Ethics & Conduct (“Code”), that I have read and understand the Code, and that I am expected to comply fully with the Code and all company policies. The term “Company” means Ashcroft Nagano Keiki Holdings Inc. and its subsidiaries, and I understand that if I am employed by a subsidiary that has policies in addition to those stated in the Code, I must also comply with those policies.

I certify that I have not violated the Code or any company policy, and I am not aware of any violations by any other company employee or officer.

If I become aware of any violation or suspect a violation of the Code, I agree to follow the Compliance Procedures described in the Code. I understand that failure to comply with the

Code may result in disciplinary action, up to and including termination of employment as well as civil and criminal prosecution.

I understand that I am responsible for reading the Code, and that any failure to read or sign the Code in no way relieves me of my responsibilities to comply in all respects with the Code.

## **ASHCROFT INTEGRITY ALERT LINE**

The ongoing success of Ashcroft is dependent upon our employees conducting business with integrity and in full compliance with regulations, legislation, and our own corporate operating policies and procedures. Ethical and compliant business behavior that reflects our corporate values is right for our employees, right for our customers, right for our stakeholders, and right for our business. Ashcroft depends on you to safeguard our organization’s reputation and protect us from financial and legal harm. If you have observed employee misconduct, speak up!

To report a concern or follow-up on a concern:

Visit:

[ashcroft.ethicspoint.com](https://ashcroft.ethicspoint.com)

Select your language from the pull-down in the upper right corner and follow the instructions.

## HOW TO REPORT A CONCERN ANONYMOUSLY

Depending on your location or the location of your operation, you may also speak directly to an agent at Ashcroft's Integrity Alert Line:

- In the US or Canada dial: 1-866-235-1960
- In Brazil dial: 0800-891-4177
- In China dial: 0086-512-632-69101
- In Germany dial: 0800-187-3586
- In Malaysia dial: 1-800-882964
- In Mexico dial: 001-844-276-9901
- In Netherlands dial: 0-800-0231784
- In the UK dial: 0808-234-2480
- In Singapore dial: 800-110-2456
- In Switzerland two step dialing:  
0-800-890011, listen to the AT&T prompt,  
then dial the second number 866-235-1960
- In Turkey dial: 0811-288-0001.  
You will be connected to AT&T and prompted  
to dial: 866-235-1960

Ashcroft is providing this information to enable you to report your concern in a confidential and anonymous manner. This reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. In submitting a report, you may remain anonymous or identify yourself, and provide information as to how Ashcroft can contact you directly if additional details are desired. In either case, your information will be treated confidentially.

Your report will be handled promptly and confidentially as long as it is submitted in good faith.

All specifications are subject to change without notice.  
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Trust the shield.<sup>®</sup>