

**The t.r.e.e. Initiative:
Rooted in Global Stewardship.
Growing Positive Impact.**



Table of Contents

Introduction

- A Message from Our CEO	4
- About Oregon Tool	5
- Oregon Tool's ESG Commitment	7
- The t.r.e.e. Initiative Priorities	9
- The t.r.e.e. Initiative Strategy Development	11

Tools

- Cutting Toward a Cleaning Future	13
- Cutting Back for the Ecosystem	15
- Safety in Every Cut	17
- Product Integrity & Customer Commitment	19
- Equipping the World for Safe, Effective Work	22
- Oregon Tool Disaster Relief Efforts	26

Responsibility

- ESG Governance, Risk, & Accountability	30
- EHS Audit Program	30
- IT & Cybersecurity	31
- Supply Management	32
- Ethics & Compliance	34
- Anti-Corruption & Ethical Business Practices	34
- Policy Transparency	34
- Human Rights	34

Environment

- Climate Change	36
- Resource Use & Environmental Metrics	37
- Other Environmental Stewardship Initiatives	38
- Environmental Highlights by Site	40

Engagement

- People	42
- Diversity, Equity, & Inclusion (DEI)	44
- Health & Safety	47
- Workforce Development & Future Talent	50
- Community Engagement & Partnerships	52
- Corporate Giving	54

Brazil Spotlight

- Tools	56
- Responsibility	57
- Environment	57
- Engagement Excellence	58



Introduction

- A Message from Our CEO 4
- About Oregon Tool 5
- Oregon Tool's ESG Commitment 7
- The t.r.e.e. Initiative Priorities 8
- The t.r.e.e. Initiative Strategy Development 11

A Message from Our CEO

At Oregon Tool, we believe true leadership begins with responsibility, and that the impact of our actions extends far beyond the tools we manufacture. Our actions affect the lives of our Team Members, the strength of our communities, and the health of the landscapes we all depend on.

Since our founding, bold ideas and a pioneering spirit have driven our innovation. But today, innovation alone isn't enough. In a world facing complex environmental and social challenges, we know we must do more. That's why we created the **t.r.e.e. Initiative** — a clear and actionable framework to bring our Environmental, Social, and Governance (ESG) priorities to life.

This inaugural ESG Impact Report marks a significant milestone in our journey. It represents the formal launch of our ESG strategy and our commitment to transparency, accountability, and continuous improvement. As we refine and shape this strategy, we are working to build meaningful key performance indicators (KPIs) and establish consistent systems to track our progress toward more sustainable operations across our global footprint.

From delivering world-class cutting solutions and training, to advancing ethical governance, to championing sustainability and giving back to our communities, we are guided by our core values – **Global Stewardship**, **Leading with Humility**, **Owning It**, and **Pioneering Spirit**. These values guide our decisions, our partnerships, and our commitment to doing what's right – for our people, our planet, and future generations.



Our impact matters. And while we're proud of the steps we've taken, we're even more focused on what lies ahead. We're not just making tools. We're shaping a future where people, communities, and landscapes can thrive.

Let's keep growing — *together*.

Terry Hames
Chief Executive Officer

About Oregon Tool



Oregon Tool, Inc. is a purpose-driven global manufacturer of professional-grade precision cutting tools, serving the forestry, lawn and garden (FLAG), farming, ranching and agriculture (FRAG), and concrete cutting and finishing (CCF) markets. Headquartered in Portland, Oregon, we operate a multinational network of manufacturing and distribution facilities and sell products in more than 110 countries. Our portfolio includes trusted brands such as Oregon®, Woods®, ICS®, Pentrunder®, Merit®, and Carlton®.

Our story began in 1947 when Joe Cox invented the modern saw chain after being inspired by the natural cutting action of a timber beetle larva. What started as a small operation in the Pacific Northwest has grown into the world's #1 manufacturer of saw chain and guide bars for chainsaws, as well as diamond saw chain for concrete and pipe applications. We're also a leading OEM supplier of first-fit and replacement parts and a top manufacturer of agricultural tractor attachments.

With nearly 2,200 Team Members worldwide, we are united by a shared commitment to developing innovative solutions that help our customers work smarter, faster, and more safely. Backed by the strong ownership structure of Platinum Equity, LLC, we continue to invest in our people, processes, and planet to drive long-term, sustainable value.

We are committed to shaping a more sustainable future while delivering cutting solutions that professionals trust. Guided by our core values, we strive to make positive impacts on our Team Members, customers, communities, and the planet.



Across the business we are guided by the following principles:

OUR MISSION

To build on our legacy of precision cutting innovation so that pros can power through the toughest jobs.

OUR VISION

To become the undisputed global leader of professional-grade cutting tools while making the world a better place.

OUR CORE VALUES

Lead with Humility

We believe in inspiring, listening, learning and rolling up our sleeves to “get to work” together

Pioneering Spirit

Born from our heritage story, we have a deep-rooted desire to innovate and grow

Global Stewardship

We serve a higher purpose than the products we make and are devoted to positively impacting people, communities and landscapes around the world

Own It

We are accountable for every action, so we do what we say we’re going to do



Oregon Tool's ESG Commitment

The t.r.e.e. Initiative

Making a positive impact on people, communities, and landscapes.

We recognize the impact we have on our Team Members, communities, and landscapes. That's why we established the **t.r.e.e. Initiative** — a framework for our Environmental, Social, and Governance (ESG) efforts.

This initiative reflects our core values and brings our ESG priorities to life through four key focus areas: **Tools**, **Responsibility**, **Environment**, and **Engagement**.



**making a positive impact
on people, communities,
and landscapes**



TOOLS

Providing the products, resources, and training needed for our customers and communities to flourish.



RESPONSIBILITY

Embracing ethical business practices, strong governance, and our commitment to doing the right thing.



ENVIRONMENT

Promoting sustainability in our operations and in landscapes around the world.



ENGAGEMENT

Working with our Team Members, communities, and global partners to create a lasting positive impact.

TOOLS

Providing the products, resources, and training needed for our customers and communities to flourish.

We support our customers and communities by giving them the tools they need for success. That starts with providing unparalleled industry-leading products — but our products are just the beginning. We also focus our efforts on education, providing the resources and hands-on training necessary

to select and use our products safely and effectively. This means educating our customers and end users through retailers, websites, outreach programs, trade shows, and community events.

We also work with partners around the world, devoting tools and expertise to support disaster response efforts and help impacted communities recover in times of crisis, such as hurricanes, tornadoes, and wildfires.



Oregon Tool's ESG Commitment

(Continued)

RESPONSIBILITY

Embracing ethical business practices, strong governance, and our commitment to doing the right thing.

Ethical leadership and strong governance practices are essential to our mission. Just as we seek to develop the best products, we seek to employ the best business practices for our Team Members, customers, supply chain, and communities.

We recognize our role as an industry leader and understand that our actions have consequences. We know that for our company and our legacy to thrive, we must act responsibly and promote ethical decision-making throughout our value chain.

ENVIRONMENT

Cultivating sustainability in our operations and in landscapes around the world.

We find ourselves at a critical moment to make a real difference for our planet and its people. The decisions we make today will have a lasting impact on our

landscapes and our communities for decades to come.

This is why we promote sustainability in our operations and management of natural resources. We will continue our legacy of reducing waste, energy consumption, and greenhouse gas emissions while supporting responsible water usage, habitat restoration, and the regeneration of ecosystems.

ENGAGEMENT

Working with our Team Members, communities, and global partners to create a lasting positive impact.

Collaboration is at the heart of everything we do, and engagement is the force that drives the t.r.e.e. Initiative forward. Real impact happens when we come together as Team Members, communities, and global partners united by a shared commitment to making a difference.

This initiative is about more than just action; it's about living our values every day. Whether through the hands that build our cutting tools or those who wield them, we believe in the power of collective effort. That's why we're reaching out, inviting those who share our vision to join us – because only together can we shape a better future.

In each of our focus areas, we explore the risks and opportunities most relevant to our business and stakeholders. We outline strategies to manage our objectives, meet challenges head-on, and drive meaningful progress toward a more responsible and resilient future.

The t.r.e.e. Initiative Priorities

As stated earlier, Oregon Tool sells products in over 110 countries and operates manufacturing and distribution facilities worldwide. Our supply chain and business partners span the globe. In keeping with our core value of Global Stewardship, we have a responsibility to consider significant sustainability impacts across our operations and value chain.

We recently performed a double materiality assessment to help evaluate impacts, risks, and opportunities (IROs) regarding Oregon Tool's value chain and a changing environment. We also engaged with some of our key customers, key suppliers, and our Team Members to solicit their feedback on Oregon Tool's sustainability priorities. The following list of IROs and priorities were identified and defined:

1. **Regulatory Compliance** — Appropriately addressing regulatory requirements related to Oregon Tool's sustainability performance (e.g., EU CSRD) and the material content of Oregon Tool products and packaging (e.g., REACH, RoHS, CA Prop 65, etc.).
2. **Sustainable Packaging** — Addressing aspects of product packaging and shipping packaging that would make the packaging more sustainable, such as utilizing more sustainable or recyclable

materials, reducing the amounts of material used, reducing virgin materials, increasing recycled content, etc.

3. **Cybersecurity** — The policies and procedures employed by Oregon Tool to protect cyber assets, critical systems, sensitive information, and private data from cyberattacks.
4. **Stakeholder ESG Communication** — Engaging with our customers, end users, owners, Team Members, and affected communities regarding Oregon Tool's sustainability efforts, as well as engaging with and communicating expectations to Team Members and our supply chain.
5. **Addressing Climate Change** — Taking actions to manage and reduce Oregon Tool's greenhouse gas footprint, including Scope 3 emissions, and adapting Oregon Tool assets and business operations to the impacts of climate change.
6. **Supply Chain Worker Conditions & Rights** — The well-being and fair treatment of workers within Oregon Tool's supply chain, including freedom of association and collective bargaining, health and safety, fair wages, absence of forced labor and child labor, and the presence of grievance mechanisms.

7. **Oregon Tool Business Conduct/Corporate Governance** — The system of policies and procedures that establishes internal controls and sets expectations for ethical business practices and decision-making, as well as an appropriate level of transparency.
8. **Oregon Tool Worker Conditions & Rights** — The well-being and fair treatment of Oregon Tool's Team Members, including freedom of association and collective bargaining, health and safety, fair wages, absence of forced labor and child labor, and the presence of grievance mechanisms.
9. **Oregon Tool Corporate Culture** — Oregon Tool's shared values, beliefs, and norms that influence Team Member behavior and organizational practices. A corporate culture that successfully supports sustainability performance shapes business strategy and values stakeholder engagement, ethical conduct, care for the environment, social responsibility, and transparency.
10. **Affected Communities — Supply Chain** — Individuals, groups, or places that may potentially encounter impacts by companies in Oregon Tool's supply chain. Impacts can include pollution, access to water resources, indigenous rights, displacement, exploitation, traffic, noise, etc.
11. **DEI (Diversity, Equity & Inclusion)** — Company culture, policies, and procedures that foster respect and appreciation of individuals' differences,

The t.r.e.e. Initiative Priorities (Continued)

such as age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin.

12. **End-User Protection, Info & Training** — Providing safe products and providing quality information and training to select appropriate products, operate those products effectively and safely, and facilitate the proper recycling or disposal of products at end-of-life.

13. **Biodiversity/Ecosystems** — Impacts on biodiversity and ecosystems from Oregon Tool's business operations, supply chain, and end-user product use, as well as potential positive impacts from restoration activities.

14. **Disaster Relief** — Oregon Tool's efforts to support people and communities impacted by disasters by providing products, product maintenance, and expert advice "on scene" during recovery efforts.

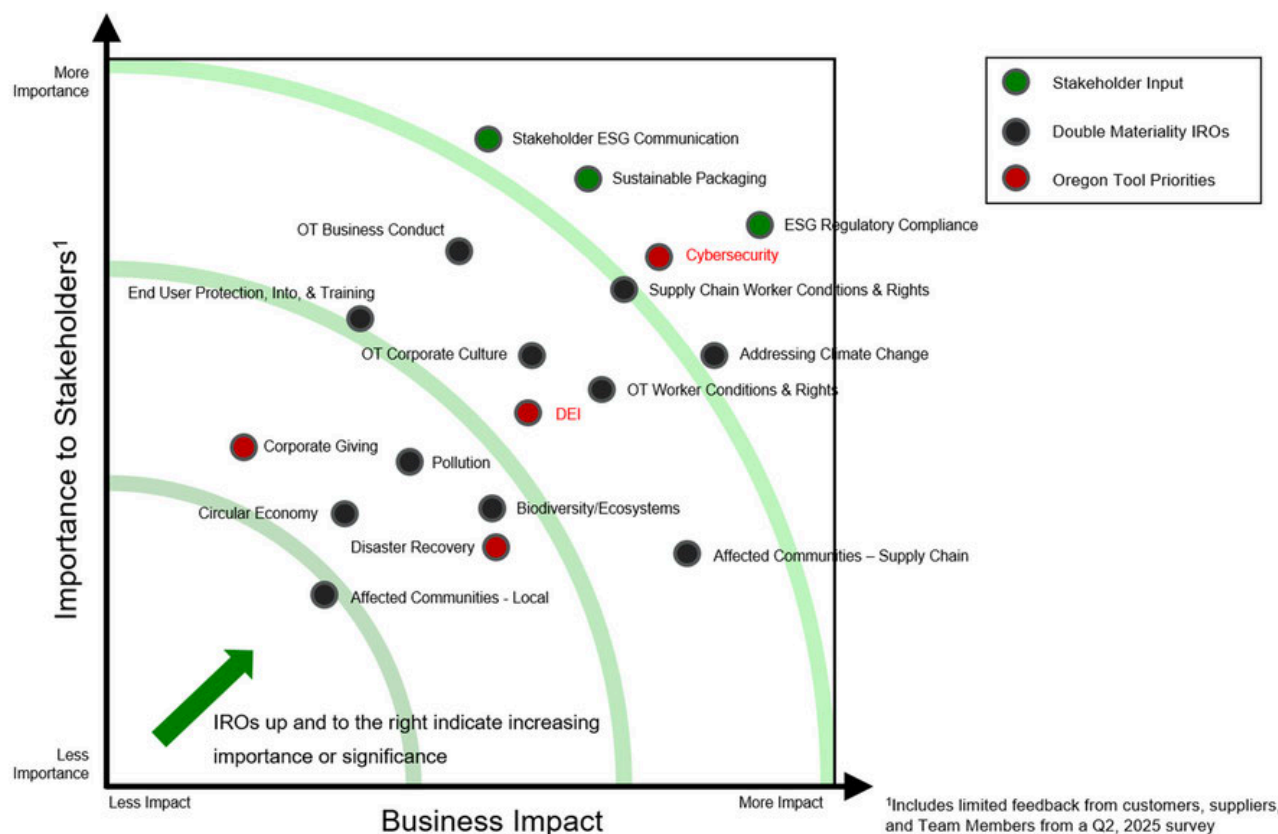
15. **Pollution** — The release of potentially harmful substances to air, water, land, or living organisms from Oregon Tool's business operations, supply chain, transportation of raw materials or products, use of products, or recycling and/or disposal of products.

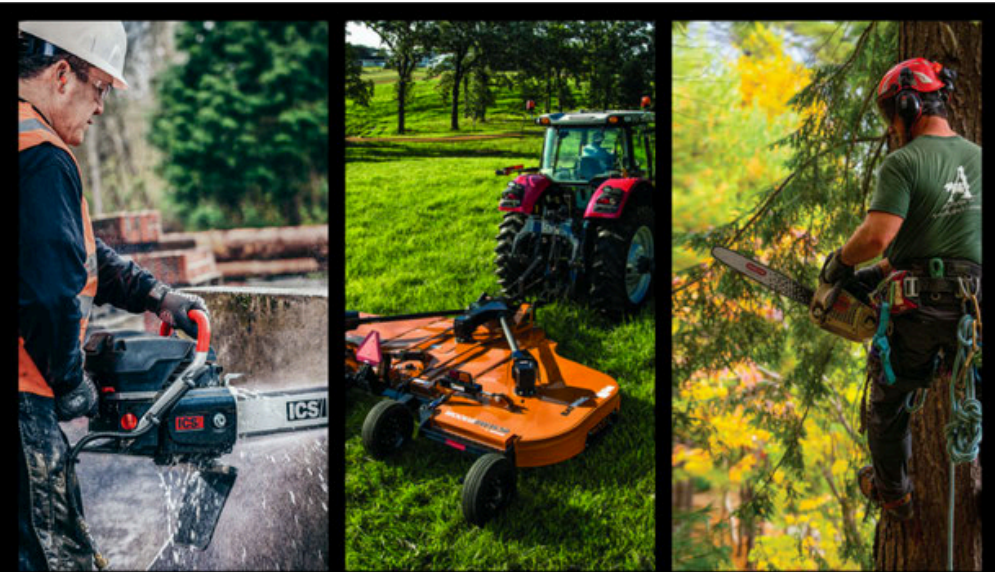
16. **Circular Economy** — Keeping finished products and/or their associated materials in circulation through

processes such as maintenance, reuse, refurbishment, remanufacture, recycling, or composting.

17. **Corporate Giving** — Oregon Tool's practice of donating money, time, or resources to support charitable social and/or environmental causes.
18. **Affected Communities — Local** — Individuals, groups, or places that may potentially encounter impacts from Oregon Tool facilities located in their local area. Impacts can include pollution, access to water resources, indigenous rights, displacement, exploitation, traffic, noise, etc.

In order to prioritize the IROs, we compared the results of the double materiality assessment with the feedback from our stakeholders. A chart showing the results of that comparison is presented below. IROs in the upper left represent those that have a high business impact and are considered important to our stakeholders. Therefore, Oregon Tool assigns a higher priority to ensuring those IROs are adequately addressed by our ESG strategy. Though IROs down and to the left in the chart may be assigned a lesser priority, Oregon Tool may still choose to develop strategic initiatives to address those IROs, if warranted.





The t.r.e.e. Initiative Strategy Development

Building on our materiality assessment and stakeholder feedback, Oregon Tool is developing a strategic plan centered on our ESG priorities.

Our approach includes four key components:

- **Establishing clear, measurable goals** that consider our stakeholders' expectations.
- **Conducting baseline assessments** of current ESG performance across all priority areas.
- **Developing robust key performance indicators (KPIs)** to track progress and ensure accountability.
- **Creating targeted actions**, with time horizons and ownership, to address our priorities and goals.

These four components will form the backbone of our comprehensive ESG strategy, which we are finalizing throughout 2025. This strategic framework will enable us to scale our positive impact for people, communities, and landscapes worldwide while fulfilling the ambitions of the t.r.e.e. Initiative.

Oregon Tool's commitment to environmental stewardship, social responsibility, and strong governance spans decades. Throughout 2024, we advanced numerous initiatives across these areas. This inaugural ESG Impact Report captures our past progress and achievements as we transition to forming and implementing a formal ESG strategy.

As we complete our ESG strategy, we remain focused on delivering measurable outcomes that benefit our stakeholders while strengthening our business for long-term success.



Tools

Providing the products, resources, and training needed for our customers and communities to flourish.

- Cutting Toward a Cleaning Future 13
- Cutting Back for the Ecosystem 15
- Safety in Every Cut 17
- Product Integrity & Customer Commitment 19
- Equipping the World for Safe, Effective Work 22
- Oregon Tool Disaster Relief Efforts 26

TOOLS

Our tools are used in some of the most demanding and high-risk environments around the world, and we embrace that responsibility by providing the products, resources, and training needed to help people work more safely, efficiently, and sustainably. We back our tools with rigorous quality assurance, global compliance practices, multilingual training, and responsive customer support.

Tools is the first key focus area of the **t.r.e.e. Initiative**. This section highlights how Oregon Tool and our family of brands are shaping the future of cutting solutions. From forestry and farming to utility and construction, from product design to disaster relief, we put integrity into action, helping professionals succeed, communities recover, and every user operate with confidence.

Cutting Towards a Cleaner Future:

Battery-Optimized Oregon® SpeedCut Nano® Saw Chain Supports a More Sustainable World

As industries across the globe shift toward cleaner, more energy-efficient technologies, Oregon Tool is proud to lead with purpose, demonstrating how performance and sustainability can go hand in hand. Some of our latest innovations are specifically engineered for battery-powered chainsaws.

Designed to reduce energy consumption, improve cutting efficiency, and extend battery life, saw chain like Oregon® **SpeedCut Nano®** supports professional users and consumers alike as they transition to cleaner power sources.



Engineered for Battery Power. Built for a Better Planet.

Battery-powered chainsaws continue to grow in popularity for their low emissions, quiet operation, and ease of use. But maximizing their performance requires saw chain that is purpose-built for a battery platform. That's where the **SpeedCut Nano®** chain stands out.

As the first-ever .325" Low Profile cutting system, **SpeedCut Nano®** was developed specifically to keep battery-powered chainsaws cutting efficiently. With its narrow-kerf design and optimized grind geometry, the chain reduces resistance during cuts, which conserves energy and extends battery runtime.

Delivering Environmental and Operational Benefits

SpeedCut Nano® saw chain contributes to meaningful outcomes in the following areas:

Cutting Towards a Cleaner Future (Continued)

1. Energy Efficiency and Emissions Reduction

- Designed to maximize cutting efficiency, **SpeedCut Nano®** requires **less power** per cut and extends runtime between charges.
- Reduced power demand helps to extend battery life over time, **decreasing the environmental impact** of battery production and disposal.
- When paired with electric motors, the system produces **zero on-site emissions**, supporting cleaner air and healthier work environments.

2. Resource-Conscious Design and Circularity

- Manufactured with **high-strength, lightweight materials** that maintain durability while reducing waste.
- Made from recyclable steel**, our saw chains — as well as our guide bars and sprockets — can be recycled through most local metal recycling centers, supporting responsible end-of-life management and helping reduce landfill waste.
- SpeedCut Nano®** chain is **packaged in recyclable cardboard**, reducing plastic use and supporting more sustainable packaging practices.

3. Operator Safety and Noise Reduction

- Potential for reduced vibration and kickback (ANSI green label)** helps lower operator fatigue and enhance safety on the job.
- Quieter operation** is better suited for urban, residential, and noise-sensitive areas, making professional-grade tools more community-friendly.

Empowering Users with the Right Tools

The t.r.e.e. Initiative is built on the belief that tools can not only get the job done but make a positive impact on the world around us. The **Tools** focus area puts this belief into action by supporting people with products that perform and education and training that empowers.

SpeedCut Nano® embodies this by:

- Supporting the transition to battery-powered equipment by improving performance and ease of use.
- Maximizing runtime and reducing energy waste.
- Enhancing productivity while reducing strain on equipment and the environment.
- Giving professionals and communities the confidence to work cleaner, smarter, and more effectively.

Innovating with Purpose

Oregon® **SpeedCut Nano®** is just one way we're advancing the t.r.e.e. Initiative and bringing our ESG priorities to life. By focusing on sustainability, innovation, and customer needs, we're helping shape the next generation of cutting tools — tools that cut cleanly, efficiently, and responsibly.



Cutting Back for the Ecosystem:

Woods® Rotary Cutters Help Manage Invasive Species



BrushFighter™ Rigid Rotary Cutter

Invasive species and unchecked vegetation are not only a nuisance but a growing threat to agriculture, biodiversity, and climate-resilient landscapes. Across working lands, pastures, and restoration zones, the pressure is on to control ecological disruption without creating new harm. That's where Woods Equipment steps in.

As land managers, ranchers, and conservation professionals seek alternatives to chemical treatments and intensive land disturbance, Woods® rotary cutters deliver a proven, responsible solution.

Designed to take on everything from overgrowth to saplings, models like the **BrushBull™** and **BrushFighter™** rotary cutters offer high-performance, mechanical vegetation control that protects both operational output and ecological health.

These tools are frontline allies in the fight against invasive species, helping restore the conditions necessary to prevent soil degradation and support native habitats.

A Mechanical Solution to a Biological Challenge

Herbicide resistance, water quality concerns, and environmental regulations are driving a shift toward non-chemical vegetation management. Woods® rotary cutters are playing a role in that shift. Heavy-duty and field-proven, they offer a scalable, low-impact way to cut through dense weeds and invasive species, clearing fields, rights-of-way, and neglected land, fostering healthier ecosystems.

- The **BrushBull™** rigid rotary cutter is built to take on regular rugged residential or commercial mowing applications. With exclusive features for extra durability, operators can confidently clear away invasive vegetation, whether it's tall grass, thick weeds, or tough brush.

- The **BrushFighter™** rigid rotary cutter is ideal for more intermittent mowing of light brush, weedy overgrowth, and tall grass. Unlike zero-turn mowers which are designed to mow more maintained landscapes, the **BrushFighter™** cutter gives operators greater flexibility to mow on their schedule and easily manage invasive species when they return.

This strength in the field translates into long-term value, not just in terms of productivity but in reduced replacement cycles, long-term cost efficiency for end users, and reducing equipment waste. By reducing the need for frequent replacement or extensive maintenance, Woods® rotary cutters provide a dependable, sustainable solution that supports both land productivity and responsible resource use.

Restoring Balance, One Cut at a Time

Strategically deployed rotary mowing plays an essential role in ecosystem recovery and pasture regeneration. In particular, regular mowing is critical to controlling invasive species, disrupting their growth cycles, limiting seed production, and giving native plants a better chance to thrive.

Cutting Back for the Ecosystem (Continued)

By enabling efficient, repeated rotary mowing, Woods® cutters:

- **Disrupt the seed cycle** of aggressive annual and perennial weeds.
- **Support habitat restoration** by preparing sites for reseeding or native species reintroduction.
- **Minimize soil disturbance**, especially when compared to heavy tilling or excavation.

We are also mindful of conservation efforts and timing. Woods Equipment encourages land managers and operators to consider local conservation guidelines on wildlife and habitat preservation, scheduling mowing activities to avoid peak nesting and breeding season whenever possible. By aligning mowing practices with conservation timing, we help protect pollinators, ground-nesting birds, and other vulnerable species while still achieving vegetation control goals.

This method of land care helps restore balance to degraded spaces, supporting resilience in wildlands, riparian corridors, and working landscapes.

Tools with Purpose. Results That Last.

With Woods Equipment, we've built a reputation for delivering rugged, reliable tools that perform in the most demanding conditions. While our rotary cutters have long helped landowners and professionals manage vegetation responsibly, we recognize the opportunity to do even more. As we look to the future, we're exploring how sustainability can play a larger role in the way we engineer and manufacture our equipment — so our tools not only serve those who use them but also the landscapes they are built to protect.



As we continue to innovate for a changing world, our focus remains clear: create tools that empower people, promote responsible land management, and contribute to lasting, positive impact across the environments on which we all depend.

Safety in Every Cut:

How PowerGrit™ Technology Is Transforming Pipe Work in Confined Spaces

We believe the best tools don't just get the job done, they make the job safer. Our **PowerGrit™** diamond chain technology, part of ICS® cutting solutions, is helping reshape how underground utility crews approach one of the most hazardous tasks on the job: cutting pipe in trenches.

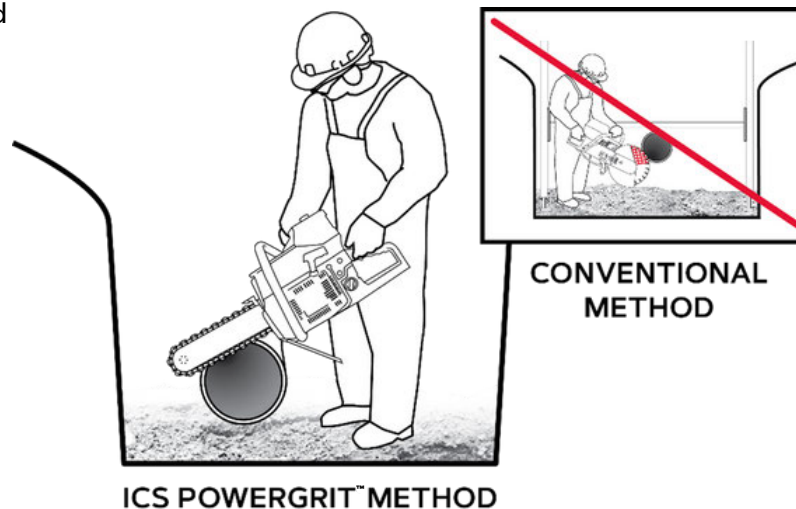
Used by municipalities, contractors, and emergency response crews, **PowerGrit™** technology enables safer, more efficient cutting of ductile iron, cast iron, HDPE, asbestos concrete pipes, and other buried utility pipes. But what truly sets it apart is its ability to help reduce one of the most dangerous risks in underground pipe cutting: kickback.

Backed by Research. Proven to Protect.

To quantify the real-world benefits of **PowerGrit™** technology, ICS® engaged a world-leading research university to conduct an independent study comparing kickback energy between traditional circular cutoff saws and ICS® abrasive chainsaws during pipe cutting in trench conditions.

The results were striking:

- Abrasive chainsaws when used with **PowerGrit™** diamond chain technology demonstrated **nearly 50% less kickback energy** than circular cutoff saws.
- This reduction in force directly translates to **reduced injury risk and greater operator control** in the field.

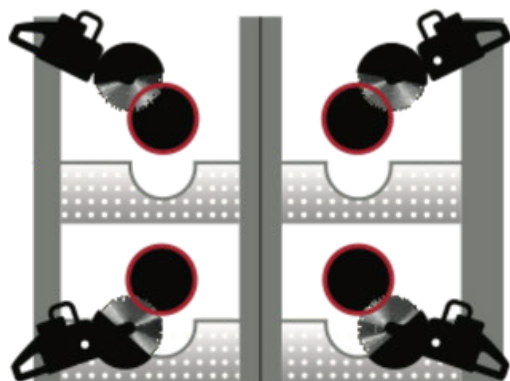


These findings aren't just technical, they're personal. According to the U.S. Occupational Safety and Health Administration (OSHA), kickback is one of the primary hazards associated with circular cutoff saws, often resulting in head and neck injuries, lacerations, facial trauma, and, in some cases, fatalities. The ability to reduce that force by half is more than a performance metric — it's a matter of protecting lives.

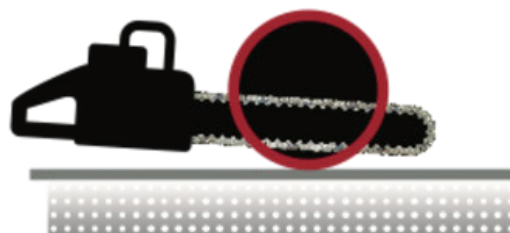
Designed for Safer Cuts in Confined Spaces

Traditional tools require workers to crouch or kneel in unstable trenches, positioning them mere inches from high-RPM rotating blades. **PowerGrit™** technology radically improves this scenario by allowing operators to make controlled cuts in a safer, upright stance, reducing exposure to reactive forces, improving visibility, reducing physical strain, and minimizing excavation around the pipe.

Safety in Every Cut (Continued)



Circular Cutoff Saw Kickback Risk — When using a traditional circular cutoff saw in the trench, the operator must reposition the blade guard to make an upward cut under the pipe. This exposes the upper quadrant of the blade (kickback zone), dramatically increasing kickback risk, especially while completing the final cut when the pipe is most likely to pinch.



Abrasive Chainsaw Advantage — The abrasive chainsaw, equipped with a **PowerGrit™** diamond chain technology, allows for a complete top-to-bottom cut from one side of the pipe. This method eliminates the need to reposition the saw during the cut or engage the upper quadrant of the bar nose (kickback zone), therefore further reducing kickback risk **in addition to having 50% less kickback energy**.

PowerGrit™ technology also enables **controlled cutting of asbestos concrete pipe**, a critical safety consideration in aging infrastructure. By minimizing dust and operator exposure, it helps crews comply with OSHA and U.S. Environmental Protection Agency (EPA) standards for airborne particulates, making it a more responsible choice when working with potentially hazardous materials.

Additional safety and performance benefits include:

- **Lower rotational force and minimal kickback** for added stability.
- **Superior ergonomic design** that reduces fatigue and musculoskeletal strain.
- **Plunge-cutting ability** that eliminates the need for overcuts.

Combined, these features offer operators greater control, reduced risk, and increased confidence, especially for newer crew members or during emergency repairs.



Safer Crews, Stronger Communities

Reducing workplace injuries has a ripple effect. Fewer incidents means fewer lost-time cases, lower insurance costs, and higher workforce morale. More importantly, it means people go home safely at the end of the day.

At a time when infrastructure work is accelerating, cities are growing, and labor shortages persist, having tools that not only perform but protect is essential.

PowerGrit™ technology supports safer water, sewer, and utility repairs. By reducing the need for large excavations and helping crews work faster and smarter, it also contributes to cleaner, more efficient field operations.

Innovation That Puts People First

PowerGrit™ technology reflects what we value most: that the people doing the work deserve better protection, better design, and better outcomes. Every cut made with **PowerGrit™** technology is a cut made with greater safety, protecting the operator, improving the result, and reducing risk.

True innovation isn't always about power or speed. Sometimes, it's about putting people first and designing tools that rise to the challenges workers face in the field.

Product Integrity & Customer Commitment



At Oregon Tool, our commitment to excellence extends beyond the design and manufacture of cutting tools. It includes the way our products perform in the field, how we educate and support users, and how we uphold the trust of our customers. We're committed to delivering products that meet the highest standards for safety, performance, and reliability while ensuring every customer is equipped with the knowledge, service, and support they need to succeed.

Product Integrity and Safety

We maintain a rigorous product quality program to ensure that every tool we produce meets our exacting standards. Through extensive testing, design validation, and continuous improvement processes, we help protect end users while upholding the reliability our customers count on. Whether it's reducing kickback in chainsaws, preventing chain shot in harvester applications, or reducing the risk of injury in underground pipe work through trench-safe cutting solutions, safety is built into the core of our innovation. We further reinforce this commitment by providing multilingual product manuals, safety videos, and training programs designed for real-world application.

To ensure compliance with the highest safety and performance expectations, we work with both independent third-party labs and our own internal testing facilities. This includes collaboration with trusted testing organizations such as UL, TÜV Rheinland, and SGS. These partnerships help us verify that our products meet or exceed applicable safety regulations and

industry best practices, further strengthening end-user confidence. We also hold our suppliers accountable by requiring appropriate certifications and testing documentation for all contract-manufactured products sold under our brands. This expectation applies across all three of our business segments — FLAG, FRAG, and CCF — and is a key part of our commitment to responsible sourcing and product integrity.

Many of our products are manufactured and tested in accordance with internationally recognized standards, including ISO 9001 (Quality Management Systems), ANSI, CSA, and CE certifications, depending on product type and market region. These certifications reflect our commitment to delivering safe, high-performance tools that meet or exceed regulatory requirements across the globe.

Chemical Compliance

We take proactive measures to ensure that our materials, components, and finished goods comply with relevant chemical

Product Integrity & Customer Commitment (Continued)

regulations, including but not limited to EU REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals), EU RoHS (Restriction of Hazardous Substances), TSCA (Toxic Substances Control Act), and California Proposition 65, where applicable. We strive to minimize risks to our customers, company, and Team Members by minimizing the use of substances of concern and extending that due diligence through our supply chain. Our due diligence processes include supplier engagement, substance monitoring, and transparent reporting practices that support responsible chemical management and customer confidence.

Our Quality Commitment

At Oregon Tool, quality is not a department - it's a shared mindset. We are committed to exceeding customer expectations by delivering consistently high-quality products and services. Our definition of quality is grounded in three beliefs: quality is everyone's job, quality is a source of pride, and quality starts with the end user. We listen to our customers through ongoing feedback channels and voice-of-the-customer insights to inform decisions from design to delivery.

To support this, all Team Members

undergo comprehensive quality training, and we operate under a standardized global quality system to drive alignment and excellence across regions. Our teams pursue continuous improvement, monitor key performance indicators (KPIs), and bring a deep dedication to craftsmanship and precision. These efforts reflect our goal of being recognized as a true industry leader, not only in performance but in reliability, consistency, and customer trust.

Customer Trust Through Transparency

Trust begins with clarity and honesty. That's why our marketing and product claims are grounded in verified performance data and transparent communication. We work to ensure that our customers understand not only what our tools can do but how to use them safely and effectively to get the job done right. This integrity extends from our packaging and promotional materials to the conversations we have with partners and end users.

Customer Satisfaction, Feedback, and Support

Customer insight is an essential driver of innovation at Oregon Tool, and for each of our business segments — FLAG, FRAG, and CCF — we take a hands-on, tailored approach to understanding and serving customer needs. Through field visits, surveys, distributor and dealer collaboration, and direct feedback to our customer service teams, we gather the input that helps us evolve our products

input that helps us evolve our products and improve the user experience.

- In **FLAG** (forestry, lawn and garden), our Technical Service and Customer Service teams engage customers through direct channels, including email, phone, and the "Contact Us" portal on oregonproducts.com. We also monitor and respond to reviews from online platforms like Amazon, Lowe's, and Home Depot via Bazaarvoice. Retail scorecards from major partners provide valuable metrics that inform process improvements. Customers who call in often provide feedback directly to our service representatives, helping us identify trends and improve the overall customer experience.
- In **FRAG** (farming, ranching and agriculture), we gather customer input through targeted interactions at trade shows, such as the U.S. National Farm Machinery Show, where we conduct live end-user surveys. Our team also facilitates dealer roundtables, ensuring we gather diverse feedback on product performance, sales, and marketing. Product-specific feedback is captured through the contact form and review pages on woodsequipment.com, where customers are encouraged to leave star ratings and comments. Review cards are distributed through dealers as part of our ongoing engagement. Our commitment to service is backed by responsive phone support, with an average wait time of under seven seconds.

Product Integrity & Customer Commitment (Continued)

- In **CCF** (concrete cutting and finishing), we maintain direct, high-touch relationships with our end users. Our product development process emphasizes voice-of-customer feedback. Customers have direct access to our sales, customer service, and technical support teams through [ICSDiamondTools.com](https://www.ICSDiamondTools.com), phone hotlines, and on-site job visits. We offer technical training sessions to ensure customers understand how to operate, maintain, and feel confident with their product, whether it's through classroom instruction or hands-on jobsite support.
- To support consistency and responsiveness across the company, Oregon Tool maintains a company-wide internal tracking system that captures and monitors customer inquiries from all channels, ranging from product issues to questions about website content. This system ensures that every inquiry is logged, tracked, and followed through its full lifecycle, helping us close the loop with customers and continuously improve the overall experience.

Across all business segments, our goal is the same: to ensure customers feel heard, supported, and confident using Oregon Tool products. Whether through surveys,

reviews, phone support, or in-person interaction, the voice of the customer is deeply integrated into how we improve, educate, and innovate.

Accessibility of Products and Services

We are committed to ensuring our products and services are accessible to a diverse global customer base. This includes offering training materials in multiple languages, designing intuitive user experiences, and providing support through both digital and in-person training. In partnership with our OEMs, distributors, dealers, and end users, we work to ensure that the right tool is available in the right place when and where it's needed most.

From product integrity to lifelong customer support, we are committed to being a trusted partner, dedicated to delivering tools that perform, endure, and inspire confidence in the people who rely on them.



Team Member at our Portland, Oregon facility

Equipping the World for Safe, Effective Work:

A Global Commitment to Product Training & Education

At Oregon Tool, we understand that putting tools into people's hands comes with a powerful responsibility. From loggers and landscapers to farmers and water utility crews, our products are used in high-risk environments every day. That's why we pair our world-class tools with world-class education, delivering training, resources, and support that help people operate safely, effectively, and confidently.

Across our business segments, our training efforts reflect a shared commitment to safety, stewardship, and customer success. In 2024, our training programs spanned the globe, reaching thousands of individuals through hands-on sessions, digital platforms, and community engagement.

FLAG: Safety Is the Starting Point

In FLAG applications, the margin for error can be razor-thin, especially when working with equipment like chainsaws and harvesters. Through our trusted Oregon® and Carlton® brands, we engineer cutting systems with safety in mind and back them with training that emphasizes not just how to use tools but how to use them safely, with confidence, and in alignment with industry best practices. We teach safety as a culture — ongoing, evolving, and grounded in real-world scenarios.

What We Teach: Core Safety Topics

Our product education and safety training covers the full lifecycle of tool use, from pre-operation checks to maintenance best practices, with a strong focus on risk prevention:

• Chainsaw and Harvester Safety

- Kickback prevention and low-kickback chain selection
- Chain shot risk awareness and daily inspection protocols for harvesters
- Safe chain sharpening, bar alignment, and tensioning procedures



Training and Education in Europe

• Personal Protective Equipment (PPE)

- Selection and use of head, face, ear, eye, leg, and hand protection
- Compliance with American National Standards Institute (ANSI), Occupational Safety and Health Administration (OSHA), and Conformité Européenne (CE) safety standards

• Tool Inspection and Maintenance

- Pre-use checklists, fuel safety, and troubleshooting guidance

• Landscape Equipment Safety

- Ergonomic usage techniques and noise exposure protection

Equipping the World for Safe, Effective Work: (Continued)

Who We Train

We tailor our training for dealers, distributors, end users, community volunteers, and students, delivering the right level of technical knowledge and safety context to each group.

Global FLAG Training Highlights:

North America

- Delivered **over 300 training events**, reaching **more than 1,400 dealers**, distributors, and end users.
- Hosted three **Train-the-Trainer sessions** at our Oregon Tool Portland Headquarters and held formal safety demonstrations at leading trade shows.
- Collaborated directly with logging companies, landscape crews, and OEM partners to deliver **hands-on safety education** focused on real-world applications ranging from kickback and chain shot prevention to proper PPE usage and daily equipment inspections.
- Deployed mobile Disaster Response Trailer Teams to North Carolina, Florida, and Georgia, offering **free chains, bars, saw maintenance, and safety education** to storm-impacted communities and first responders.

Europe, the Middle East, and Africa

- Delivered over **20 external training days** and over **50 hours of internal education**, equipping teams and partners with hands-on safety knowledge on forestry, harvester, and lawn and garden tools.
- Strengthened distributor capabilities by providing **tailored, in-market training** that helped partners confidently support end users with safe operation, troubleshooting, and product fit-up information.
- Deployed **digital fit-up and education tools** like the **Forestry and Garden Infocenter platforms**, improving customer experiences and guiding users to safe, compatible products.

Latin America

- Conducted **52 training events**, reaching over **1,500 participants**, including **593 dealers**, **22 distributors**, and key OEM partners across the region.
- Delivered **localized, multilingual training sessions** focused on chainsaw kickback, harvester chain shot prevention, PPE use, safe maintenance practices, and proper tool selection, empowering frontline teams with practical skills that directly support safe operation in the field.
- Reinforced learning through **on-site product demonstrations and technical walkthroughs** at our Curitiba, Brazil manufacturing facility.

Asia Pacific

- Delivered a combination of **on-site distributor training sessions** and **centralized safety education programs** at our Fuzhou, China manufacturing plant, ensuring tailored support for both technical teams and sales professionals across the region.
- Reinforced safe tool use through a **multi-channel education strategy**, including product and maintenance tutorials via WeChat, Douyin, and localized Oregon® products websites in Chinese, expanding our safety reach to end users and retail staff alike.
- Conducted **product-specific training sessions** across Vietnam and throughout key provinces in China, including Yunnan, Guangxi, and Liaoning, focused on safe operation, tool compatibility, and routine maintenance to promote long-term product performance and user protection.

FLAG Training Highlights by Region





Training in
North America



Training in
Latin America



Training in
North America



Training in
Asia Pacific

FRAG: Confidence from the Ground Up

Every Woods® implement is built for rugged performance and supported with the tools to operate it safely. Our approach to operator safety begins with product design and continues through training and support:

- **Operator Manuals and Safety Videos** — Every product ships with **detailed instructions** and links to a 22-minute safety video (rotary cutters).
- **Live Training** — In 2024, we led **in-person training sessions** for municipalities and contractors, including the City of Detroit, Pontchartrain Levee District, and BREC parks in North America.
- **Technical Support** — Our Woods® Technical Service team supports end users and dealers with **fast, expert guidance**, answering most calls within 7 seconds.

CCF: PowerGrit™ Technology Safety Training for Utility Crews

Through our ICS® brand, we provide specialized training on the safe and effective use of **PowerGrit™** technology cutting systems — a solution built specifically for the challenges of water and wastewater utility work.

Key training topics:

- The critical importance of safety in high-risk environments
- Jobsite assessments and confined space awareness

- Equipping workers with knowledge to reduce risk of injury in the trench and improve productivity
- Chain tensioning, the importance of correct water usage, and proper cutting technique
- Use of the **PowerGrit™** technology clamp to virtually eliminate kickback

In 2024, we trained over 2,600 professionals, reinforcing our safety-first mission to ensure every worker goes home safely at the end of the day.



PowerGrit™ technology
cutting system training

Equipping the World for Safe, Effective Work: (Continued)

Community Education: Safety Beyond the Sale

Our commitment to training extends beyond commercial settings. In 2024, we:

- Equipped forestry students at Bridgwater & Taunton College in the UK with **Oregon® Chainsaw Chain Training Kits** at a hosted training session. Each student received hands-on instruction on proper chain maintenance, kickback prevention, and safe operating practices, along with take-home kit materials like chain samples, safety manuals, and posters to reinforce long-term learning.
- Oregon Tool instructors participated in **Tree School**, a forestry education event hosted by the Oregon State University Extension Service in partnership with community organizations. The 2024 session held at Clackamas Community College brought together family forestland owners, foresters, loggers, arborists, educators, and the public for hands-on learning and networking. Sessions included woodland management, proper equipment use, safety practices, and the latest tools supporting sustainable forestry.
- Supported **Career Pathway Programs** at Oregon Manufacturing Innovation Center (OMIC), Clackamas Community College, University of Idaho, and regional high schools to introduce students to safe, skilled trade work.

Digital Tools, Real-World Impact

To meet users where they are, we continue our investment in digital education platforms and support tools:

- Fit-Up and Selection Tools** — Online chain/bar selectors, QR-based infocenter platforms, and regional websites are continuously updated to maintain fit-up data and guide users to safe, compatible products.
- Call Center Support** — Our U.S.-based forestry, lawn, and garden products team handled 26,000 calls in 2024, nearly half of which focused on fit-up and safe usage.
- Video Libraries and Tutorials** — Available in multiple languages across regions to expand safety access globally.

Looking Forward

As we continue to expand our digital platforms and in-person programs, we are committed to deepening our role as educators, partners, and stewards of safe tool use. Whether you're cutting timber in Romania, restoring trails in Oregon, or laying pipe in Louisiana, Oregon Tool is there to help you get the job done safely and skillfully.



Equipped forestry students at Bridgwater & Taunton College with Oregon® Chainsaw Chain Training Kits



Oregon Tool Disaster Relief Efforts: Supporting Communities in Crisis

Since its creation in 2012, Oregon Tool's Disaster Response Team has been on the front lines, providing crucial support to communities impacted by natural disasters. What began as a single trailer conceived by a dedicated Team Member to assist those in crisis has evolved into a fleet of three trailers. Over the past decade, the team has been deployed to more than 22 storms, providing critical aid to tens of thousands of individuals in need.

recover from devastating storms and fires. In line with our **Tools** focus area, the team's efforts go beyond providing industry-leading products; they offer the expertise and resources necessary to help communities rebuild. Their work includes sharpening saw chains and repairing chainsaws, a vital tool for clearing downed trees, debris, and restoring access to impacted communities. The team's dedication was especially evident in the 2024 responses to Hurricanes Helene and Milton.

Hurricane Helene: A Test of Resilience and Solidarity

In September 2024, Hurricane Helene made landfall in the Florida panhandle as a Category 4 storm, with winds over 130 MPH. In anticipation of the storm's impact, Oregon Tool's Disaster Response Team began preparations for deployment. The first team was sent to support Lowe's stores in Lake City and Live Oak, Florida, where they restocked shelves and helped customers select the products they needed.

Recognizing the widespread damage across several states, the team expanded their efforts, setting up in



Valdosta, Georgia to assist with tree removal and equipment repairs. As the storm continued to cause damage, a second trailer was deployed to Asheville, North Carolina, marking the first time multiple trailers were sent to different locations to support the same storm event.

At each location, the team worked closely with local emergency services to set up areas where residents could bring their saw chain for sharpening and chainsaws for repairs. The team serviced over 2,500 chainsaws in just a few weeks, allowing crews and residents to continue their critical work of clearing roads and restoring power.



Map of deployments by
our Disaster Response
Team since 2012

A Decade of Service

Oregon Tool's Disaster Response Team is committed to ensuring that first responders, local officials, and residents have the tools they need to

Oregon Tool Disaster Relief Efforts (Continued)

Hurricane Milton: Continued Commitment in October

In October 2024, Hurricane Milton further tested the resilience of the affected communities. While the team had already been active in the aftermath of Helene, their commitment did not waver. With Florida and Georgia impacted by Hurricane Milton, Oregon Tool's Disaster Response Team continued their support in Florida and Georgia, where recovery efforts were still in full swing. The team provided crucial service and repair for chainsaws and equipment, ensuring first responders and local residents had the tools they needed to clear debris and restore access. In total, the team supported these communities for 28 days.

A Commitment Beyond the Call of Duty

Oregon Tool's Disaster Response Team goes beyond merely supplying products; they offer the hands-on expertise that ensures communities can recover and rebuild in times of crisis. While the assistance provided may not come with recognition or fanfare, the team's work is invaluable. Team Members often spend long hours working in challenging conditions, driving up to four hours each day to provide assistance, and the gratitude they receive from the communities they help makes every moment worthwhile.

“You can't imagine the feeling of helping people who are desperate just to get a tree off their home or car, or an electric company trying to get trees off the power lines to begin restoring the electricity for their area. I am so proud to be working for an organization that trusted our instincts and desire to help all.”

— Millard Kidder, Oregon Tool Technical Sales Specialist and Disaster Response Team Member



A Legacy of Giving Back

Oregon Tool's Disaster Response Team has been deployed to 22 natural disasters since 2012, and every deployment reflects the company's core values of stewardship, responsibility, and support for the communities in which we live and work. The team's tireless efforts in the face of disaster are a testament to our pioneering spirit and commitment to doing what's right, attributes which define our company culture. By providing the tools, expertise, and dedication needed to help communities recover after disasters, Oregon Tool continues to prove that our impact extends beyond our products.

Integrity Built In. Support That Lasts

The **Tools** focus area of the t.r.e.e. Initiative reflects Oregon Tool's unwavering dedication to excellence. We engineer tools that reduce risk, extend performance, and support a cleaner, safer, more efficient future. We back every product with a deep-rooted culture of quality, integrity, and lifelong customer support. Whether it's through compliance with product safety standards, incorporating customer feedback, global education programs, or on-the-ground disaster relief efforts, we go beyond expectations to uphold our customers' trust.





Responsibility

Embracing ethical business practices, strong governance, and our commitment to doing the right thing.

— ESG Governance, Risk, & Accountability	30
— EHS Audit Program	30
— IT & Cybersecurity	31
— Supply Management	32
— Ethics & Compliance	34
— Anti-Corruption & Ethical Business Practices	34
— Policy Transparency	34
— Human Rights	34



RESPONSIBILITY

We believe doing the right thing is a responsibility — not a choice.

Responsibility is embedded in the way we lead, operate, and make decisions every day. It shows up in how we govern ethically, protect data, uphold human rights, engage with partners, and drive transparency throughout our global operations.

As the second of four focus areas of the **t.r.e.e. Initiative**, **Responsibility** reflects our commitment to strong corporate governance, integrity in our relationships, and a culture where every Team Member is empowered to act. We continue to build systems that support ethical conduct, mitigate risk, and ensure our values are reflected in action – from our production floors to our global partnerships.

ESG Governance, Risk & Accountability

Implementing robust governance structures requires commitment from all parts of the organization, including our owners. At the center of our governance structure is the ESG Council, which evaluates Oregon Tool's impacts, risks, and opportunities and defines the actions Oregon Tool will use to further the t.r.e.e. Initiative's ideals. The Executive Management team provides oversight of the company's objectives, strategy, and implementation of our initiatives and reports on ESG-related activities to the Board.

Oregon Tool's Board of Directors provides continuous oversight of the company's ESG strategy through its Audit Committee. Executive leadership delivers regular briefings to the Audit Committee on ESG risks, opportunities, and performance metrics. This governance structure ensures ESG considerations are integrated into broader risk management and long-term strategic planning.

Looking ahead, we plan to engage a third party to conduct a refreshed Enterprise Risk Management (ERM) assessment to provide an independent, company-wide view of our risk landscape, including ESG considerations. This assessment will help identify and prioritize key financial, operational, and compliance risks, evaluate the effectiveness of our current risk management practices, and support

stronger governance and informed decision-making. This assessment will better position us to align risk mitigation efforts with our long-term strategic objectives and enhance stakeholder confidence.

To support transparency, ethical governance, and continuous improvement, Oregon Tool reports ESG-related data to several leading third-party platforms. These include EcoVadis, the Carbon Disclosure Project (CDP), Sedex, and Manufacture2030, which assess or support reporting of our ESG performance.

By participating in these platforms, we benchmark our practices against global standards, respond to customer and partner expectations, and identify opportunities to further strengthen our ESG performance. These disclosures reflect our commitment to accountability and help ensure our values are consistently reflected in action.

EHS Audit Program

As part of Oregon Tool's commitment to operate our manufacturing facilities safely for our Team Members and surrounding communities, we conduct third-party audits to evaluate our compliance with environmental, health, and safety (EHS) regulatory requirements. The third-party auditors that we engage are evaluated for their experience and knowledge of city,

provincial, and national EHS requirements in the jurisdictions in which our sites are located.

The third-party auditors perform onsite evaluations of the sites' operations, review documentation, and may perform public records searches. The auditors compare the sites' performance to the EHS requirements and recommended actions to enhance compliance. Through this program and with the help of our third-party auditors, we verify the safe operation of our facilities for our Team Members and surrounding communities.

IT & Cybersecurity

Data Privacy

At Oregon Tool, we recognize the critical role that digital infrastructure, data protection, and responsible technology practices play in supporting a sustainable, ethical, and secure business. As part of the **Responsibility** focus within the t.r.e.e. Initiative, we prioritize safeguarding our digital ecosystem, upholding high standards of governance, and ensuring data privacy while making continuous efforts to engage with the cybersecurity community.

Governance

We are dedicated to maintaining high standards for information security and risk management, aligning with industry best practices to protect our digital assets. Our IT team has implemented a multi-layered cybersecurity framework

that includes:

- **Zero Trust Architecture** — Adopting a zero-trust approach to network access, ensuring that no device or user is implicitly trusted, reinforcing security at every point of access.
- **Security Awareness Training** — Ongoing training programs for all Team Members, enabling them to identify and respond to phishing, ransomware, and other cyber threats.
- **24/7 Monitoring and Incident Response** — We maintain around-the-clock security monitoring and a proactive incident response strategy to mitigate emerging threats.
- **Data Privacy Compliance** — Oregon Tool is committed to upholding global data protection regulations including GDPR, CCPA, and other regional laws, with robust data handling and retention policies.

Environmental Responsibility

Our commitment to **Responsibility** extends to sustainable IT practices that minimize our environmental impact through efficient infrastructure management:

- **Energy-Efficient Data Centers** — Operating and managing data centers with a focus on energy efficiency, employing advanced cooling systems, server virtualization, and power management technologies to minimize our carbon footprint.

- **E-Waste Reduction** — Implementing responsible recycling programs for decommissioned hardware and prioritizing vendors with strong sustainability credentials.
- **Remote Collaboration Tools** — Enhancing digital collaboration platforms to reduce business travel and support a hybrid workforce, contributing to a lower environmental impact.

Social Responsibility and Digital Equity

We are dedicated to ensuring that our IT initiatives contribute to broader social responsibility goals:

- **Inclusive Technology** — Ensuring accessibility standards are integrated into internal and customer-facing digital platforms. Internally we provide live translations and captioning during Town Halls and meetings, making our content more inclusive for a global audience. These efforts ensure that all users can access important information and resources regardless of ability.
- **Community Engagement** — Our IT team is actively engaged in the cybersecurity community, sharing knowledge and contributing to initiatives that strengthen digital security and resilience. By collaborating with experts, we help drive improvements in cybersecurity practices and promote a safer digital environment for all.

• Workforce Enablement —

Empowering employees with secure, flexible technology that supports work-life balance and professional development.

Through ongoing innovation and ethical stewardship, Oregon Tool's IT organization strengthens our ESG mission, enhancing security and privacy while fostering a more sustainable, equitable, and responsible digital future for our Team Members, customers, communities, and planet.

Supply Management

Oregon Tool's supply chain strategy incorporates both direct and indirect suppliers. Direct suppliers deliver raw materials and finished goods that are integral to our manufacturing processes and product offerings. Indirect suppliers provide essential services and operational inputs that support the company's ongoing business functions. This diversified supplier base enhances operational resilience and supports long-term value creation.

As a global enterprise, Oregon Tool has implemented robust governance measures, including due diligence protocols, transactional safeguards, and ongoing monitoring across all supplier categories. All suppliers are expected to undergo a comprehensive due diligence assessment to evaluate risk exposure and identify necessary remediation actions, if needed.

Before partnering with any supplier, we conduct a comprehensive risk assessment. This includes evaluating factors such as geopolitical conditions, projected spend, involvement with prohibited parties, the supplier's industry, and their financial stability. This pre-engagement due diligence process informs whether we engage with the supplier. If engagement with a potential supplier is deemed a risk, we do not proceed with onboarding. For those we do engage, the level of additional due diligence is tiered based on their risk profile. Suppliers operating in high-risk industries or geographies may undergo formal third-party audits. Suppliers that are deemed to be lower-risk may be required to complete self-assessments and certify that they align with our standards.

We communicate our ESG expectations throughout the supplier due diligence and onboarding process, ensuring suppliers are aware of and aligned with Oregon Tool's standards for labor practices, human rights, environmental responsibility, and ethical conduct. These expectations are formalized in master supplier agreements and, when necessary, reinforced through ongoing monitoring and corrective action plans.

By proactively managing supply chain risk and fostering accountability, Oregon Tool aims to build trusted supplier relationships rooted in shared values and continuous improvement.



Creating a Culture of Integrity:

Speak Up! Hotline Awareness Campaign

At Oregon Tool, fostering a culture grounded in integrity, responsibility, and respect is foundational to how we operate. In 2024, we strengthened this commitment with the launch of a global Speak Up! and Code of Conduct awareness campaign, reinforcing our message that ethical concerns can and should be raised without fear of retaliation.

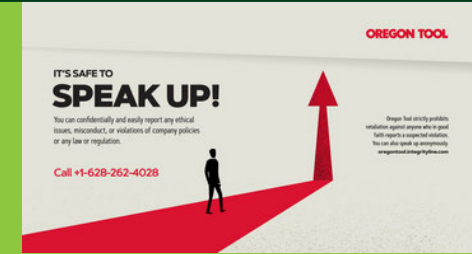
The campaign was designed to empower all Team Members to voice their concerns and uphold our core values. Key elements included:

- **Increased Visibility** — A new Speak Up! logo was added to email signatures of Executive Leadership, Legal, and HR teams. These logos link directly to the Speak Up! Hotline, encouraging and reinforcing its availability as a confidential and secure channel to report concerns.
- **Facility Engagement** — To reinforce our commitment on the ground, we introduced posters across all facilities highlighting the Speak Up! Hotline and key tenets of the Code of Conduct, making it easier for Team Members to access resources and stay informed on how to act with integrity.

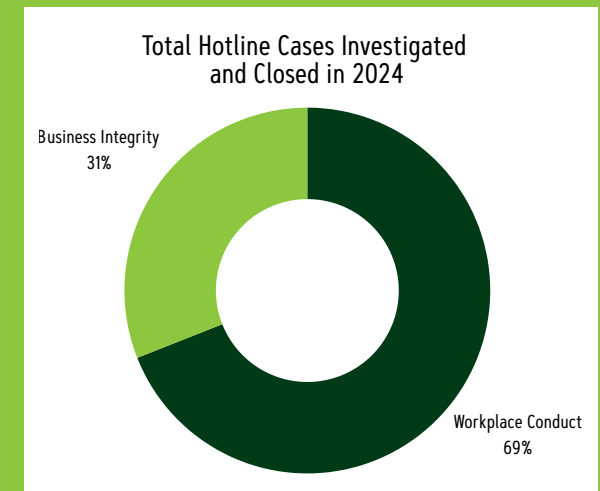


- **Non-Retaliation Commitment** — Oregon Tool strictly prohibits retaliation against anyone who reports concerns in good faith, whether related to our Code of Conduct, internal policies, or applicable laws and regulations.
- **Ongoing Education** — The campaign supported the lead-up to our biennial Code of Conduct training, ensuring all Team Members understand how to recognize, prevent, and respond to unethical behavior in the workplace. In the off-years, Team Members are required to certify that they have read and understood our Code of Conduct, maintaining continuous awareness and accountability.

The campaign proved successful. We saw an increase in reports submitted through the Speak Up! Hotline, demonstrating greater awareness and confidence in the process. Of the total cases, 31% were related to Business Integrity and 69% to Workplace Conduct. All reports are investigated promptly and thoroughly, with outcomes tracked and reviewed for trends and opportunities for improvement. The increase reflects growing trust in our reporting systems and reinforces the importance of creating space for ethical dialogue at every level of the organization.



This momentum builds on significant progress made in our ethics and compliance program. Oregon Tool strengthened its compliance function in 2024 with the appointment of a Chief Compliance Officer, who leads Oregon Tool's governance and compliance-assurance functions, ensuring adherence to laws, regulations, and internal policies. We are committed to comprehensive and proactive compliance that includes every member of the Oregon Tool organization and all of our partners. By making it safe and simple to speak up, we are creating a culture where doing the right thing is expected and where every voice matters.



Ethics & Compliance

Oregon Tool's core values — **Leading with Humility, Pioneering Spirit, Global Stewardship**, and **Own It** — are codified in our Team Member Code of Conduct. They shape our company culture and define the way we do business, including how we engage with our partners and suppliers. We believe strong partnerships are built on shared principles of integrity, responsibility, and respect, and we invite our customers, suppliers, and other partners to align with us in upholding these values through Oregon Tool's Third Party Code of Conduct.

Anti-Corruption & Ethical Business Practices

Oregon Tool is committed to conducting business with high standards of integrity, honesty, and transparency. We maintain a zero-tolerance policy toward bribery, corruption, money laundering, and unethical business conduct, in alignment with applicable laws and global best practices.

In 2024, we reestablished and instituted a Compliance Training Committee to create better structure and visibility around required internal training across departments and regions. Meeting quarterly, the Committee oversees a training calendar that ensures compliance expectations are met consistently and proactively, reinforcing our commitment to integrity and accountability.

We also strengthened our compliance training focused on Anti-Money Laundering, Anti-Bribery and Corruption, and Economic Sanctions. This training was specifically designed for Team Members who interact with third parties or serve as gatekeepers for the company. The sessions helped participants:

- Understand their role in upholding ethical business practices.
- Recognize red flags associated with bribery, corruption, and suspicious transactions.
- Learn how to report known or suspected violations through the appropriate channels.

This initiative reinforces our belief that Team Members play a critical role in protecting our company's reputation and maintaining trust with our customers, partners, and communities. As part of our broader ethics and compliance program, these trainings are an essential tool in driving awareness, accountability, and ethical decision-making across the business.

Policy Transparency

Oregon Tool is committed to operating with transparency and integrity. We make the following key policies available to all stakeholders to reinforce our ethical standards and expectations:

- **Code of Conduct** — Defines the ethical principles and behaviors expected of all Oregon Tool Team Members worldwide.

- **Third Party Code of Conduct** — Outlines our expectations for business partners, suppliers, and contractors to uphold ethical, legal, and socially responsible practices.

These policies guide our day-to-day decisions and help ensure that we hold ourselves and our partners accountable to high standards of integrity and compliance.

Human Rights

Oregon Tool is committed to upholding fundamental human rights across the globe. We believe that all human beings should be treated with dignity, fairness, and respect. Practices such as child labor or forced labor as well as other acts that deceive or deny workers access to identity documents such as passports or visas are prohibited. Oregon Tool contractually obligates suppliers, contractors, and vendors to demonstrate a serious commitment to the health and safety of their workers in compliance with human rights laws.

Oregon Tool's commitment to responsibility is more than policy – it's a reflection of our values in practice. Through strengthened oversight, secure digital systems, clear codes of conduct, and open reporting channels, we are actively building a resilient, transparent, and values-led organization.



Environment

Promoting sustainability in our operations and in landscapes around the world.

- Climate Change 36
- Resource Use & Environmental Metrics 37
- Other Environmental Stewardship Initiatives 38
- Environmental Highlights by Site 40



ENVIRONMENT

We find ourselves at a critical moment to make a real difference for our planet, the **Environment**, and its people. The decisions we make today will have a lasting impact on our landscapes and our communities for decades to come. This is why we promote sustainability across our operations and the responsible management of natural resources. We will continue our legacy of reducing energy use and greenhouse gas emissions, reducing waste, and promoting responsible water use.

Climate Change

We have been witnessing an increase in the frequency and intensity of wildfires throughout the world, according to data from the United States National Aeronautics and Space Administration¹ and The World Resources Institute². Fire seasons are getting longer, and more acreage is being burned. In recent decades, wildfire has become the main driver of forest loss. Damage to forests can impact water quality, air quality, and biodiversity while reducing recreational opportunities and the world's ability to sequester greenhouse gases.

Oregon Tool recognizes climate change's threat to our forests and the

world's ecosystems. In response, we are committed to reducing our greenhouse gas emissions (GHG) and adapting our business operations, if we identify a potential impact due to climate change.

As part of our commitment to reduce GHG, we have set a target to reduce our Scope 1 and Scope 2 GHG by 35% by 2030 from our 2021 baseline. We track and report our Scope 1 and Scope 2 emissions to the Carbon Disclosure Project, annually.

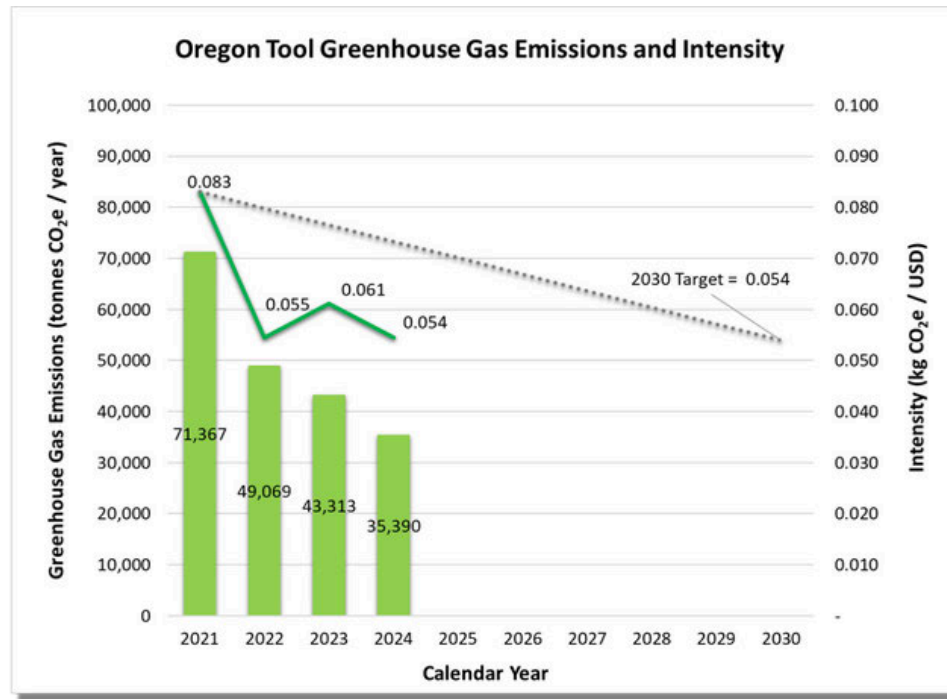
Oregon Tool's absolute GHG and GHG intensity have been declining since 2021. This is largely due to our energy and GHG reduction efforts, electrical utility decarbonization, and a global economic slowdown since 2021.

Oregon Tool Greenhouse Gas Emissions (GHG)

	2021	2022	2023	2024
Total (tonnes CO ₂ e)	71,367	49,069	43,313	35,390
Scope 1 (tonnes CO ₂ e)	27,119	21,390	18,973	15,338
Scope 2 (tonnes CO ₂ e)	44,249	27,679	24,340	20,052
Intensity (kg CO ₂ e / US\$)	0.083	0.055	0.061	0.054

¹ NASA. May 2025. <https://science.nasa.gov/earth/explore/wildfires-and-climate-change/>

² The World Resources Institute. July 2025. <https://www.wri.org/insights/global-trends-forest-fires#:~:text=Fires%20Are%20Emerging%20as%20a,countries%27%20promises%20to%20combat%20it>



As part of our efforts to reduce Oregon Tool’s GHG, we have implemented or are implementing the following actions:

- We intend to develop a **climate transition plan** to outline mitigation and adaptation options Oregon Tool can use to address climate change.
- An internal team has been formed to study electrification and the **transition away from fossil fuel-fired equipment**.
- Our facility in Curitiba, Brazil has transitioned to **100% renewable power** and eliminated its Scope 2 emissions.
- Our manufacturing facility in Fuzhou, China produces Oregon Tool products **without using natural gas**, drastically reducing that facility’s GHG.

A company’s facilities or assets may be affected by impacts from climate change and may need to adapt business operations in response to these impacts or deploy methods to protect company facilities. Climate change impacts can include:

- More extreme weather events
- Increased drought
- Increased wildfires
- A warming, rising ocean

Oregon Tool has not identified climate adaptation as a material impact to our physical assets, currently. Our property insurance provider, FM, provides a report outlining climate-related risks and recommendations for our facilities. Based on FM’s report and our own assessment, we assess that our facilities are not in locations that will be severely impacted by the climate change impacts described above. We will periodically reassess the need for climate adaptation as the climate risk picture evolves.

Resource Use & Environmental Metrics

We seek to reduce the environmental impact from our manufacturing operations, including reducing potential pollution and the responsible use of manufacturing inputs. In addition to the greenhouse gas metrics described above, and to further evaluate Oregon Tool’s environmental footprint, we track the following resource use and environmental metrics:

1. **Steel Purchased** — Includes steel purchased for use in Oregon Tool’s manufacturing operations. This does not include steel contained in Oregon Tool products that are sourced from our supply chain.
2. **Steel Recycling** — Includes steel from manufacturing operations that is sent offsite for recycling.
3. **Steel Utilization** — A calculation of the percentage of steel purchased that is manufactured by Oregon Tool into products.

4. **Water Usage** — Includes extracted and purchased water used in manufacturing operations.

5. **Hazardous Waste** — Waste produced by Oregon Tool’s manufacturing operations that is classified as “hazardous” according to the jurisdiction where it was generated. Hazardous waste generated in other jurisdictions may have other names, such as “dangerous,” “special,” or “regulated,” etc.

Generally, resource use and environmental metrics have been declining since 2021.

	Units	2021	2022	2023	2024
Steel Purchased	Pounds	153,812,308	137,900,957	99,788,163	82,054,340
Steel Recycled	Pounds	54,041,985	45,464,169	31,751,928	30,632,382
Steel Utilization	%	65%	67%	68%	63%
Water Usage	Gallons	125,675,319	117,922,097	102,987,842	87,797,910
Hazardous Waste	Pounds	2,523,429	1,627,937	1,975,438	1,340,436

Other Environmental Stewardship Initiatives

We take a variety of additional steps to reduce our impact and operate as good stewards of the environment and our local communities.

Oil Recycling

Oregon Tool uses petroleum oils as an essential ingredient to make our world-class products. However, we are sensitive to the environmental impact that oil extraction can cause to ecosystems and habitats. Accordingly, our manufacturing teams continually look for opportunities to recycle oil and reduce these potential impacts.

- In many facilities, oil is removed from production parts with centrifugal spinners, collected, and filtered for reuse onsite.
- In many facilities, oil is removed from steel scrap, collected, and filtered for reuse onsite.
- Other oils, such as hydraulic oils or quench oils, are collected and sent offsite for recycling by a used oil processor. This recycled oil then becomes a usable product that can be sold in the marketplace.

NOTHING GOES TO WASTE



100% OF STEEL SCRAP
from punch press operations
is recycled

Scrap is
spun in a
centrifuge,
wringing out
oil for reuse



**99% OF
OIL**

is filtered and
returned to presses

By keeping steel and oil in circulation, Oregon Tool is cutting waste, conserving resources, and contributing to a circular economy

Storm Water

When rain, snow, or other precipitation contacts production materials or equipment, pollutants can be transferred and discharged to nearby streams, rivers, or soil from the storm water runoff. In recent years, we have upgraded storm water treatment and retention systems at many of our manufacturing facilities.

- It all starts with prevention. Oregon Tool manufacturing facilities take care to store manufacturing materials or waste where they won't come into contact with storm water. Some surfaces and equipment are painted or covered to prevent contact with storm water. This reduces the risk of pollutants entering storm water runoff.
- Many facilities have storm water retention ponds to slow water discharge nearby streams or municipal storm water systems, reduce potential pollutants, and allow for some infiltration and recharge of groundwater aquifers.
- Many facilities also utilize special catch basins, oil/water separators, and other special treatment devices to reduce potential pollutants before discharge to streams or municipal storm water systems.

Air Discharge

Some manufacturing processes inherently generate air emissions as byproducts of production. These air emissions may be combustion gases from heat treating, mists from a metal plating operation, or particulates from processing parts or material handling.

Where possible, we attempt to implement processes that do not produce air emissions. Where air emissions are unavoidable, we implement air abatement technologies and controls to remove those pollutants that could be considered harmful to our Team Members and our local communities.

For example, Oregon Tool uses a plating process to put a hard chromium layer on the cutting surface of our saw chain. This layer is critical to the functioning of the chain. It provides a sharp cutting surface, extends the time between chain sharpening, and improves corrosion resistance and durability.

While necessary for the performance of our products, the plating process produces an air emission that can impact Team Members and surrounding communities if not properly controlled. Out of an abundance of concern for our Team Members and surrounding communities, we have installed a higher level of control than what is required by environmental regulations.

Specifically, we have installed High-Efficiency Particulate Air (HEPA) filters

to our existing air treatment systems. While this is more costly, HEPA filters provide a higher level of control and surety, and we feel it is a necessary cost to ensure the health and safety of our Team Members and surrounding communities.

Environmental Highlights by Site

As part of the t.r.e.e. Initiative and our commitment to environmental stewardship, Oregon Tool manufacturing facilities are taking purposeful action to reduce our environmental footprint and operate responsibly across the globe. Through site-led projects focused on conserving energy, reducing emissions, minimizing waste, and protecting natural resources, our teams are advancing sustainability at the local level, demonstrating how collective local action supports our global goals.

Civray, France

- Installed smoke extraction and filtration on three tempering furnaces, significantly reducing potential air emissions.
- Implemented a variable speed drive compressor with heat recovery, providing sustainable heat to a previously unheated workshop.
- Deployed Ewattch sensors across machines to monitor and optimize energy consumption.



Curitiba, Brazil

- Curitiba has undertaken numerous impactful environmental initiatives, including transitioning to 100% renewable electricity, eliminating Scope 2 emissions.
- Additional environmental efforts from this site will be featured later in this report.

Fuzhou, China

- Upgraded the Haka bar adhesive pre-treatment process, eliminating 2.2 tons of wastewater per year, saving 20,000 kWh of electricity, and reducing CO₂ emissions by 11.4 metric tonnes annually.
- Enhanced bar nose rivet plating to reduce rust and transitioned bar sleeves from plastic to recyclable paper.
- Upgraded an air compressor head and gearbox, saving 46,079 kWh and reducing CO₂ emissions by 18.9 tons annually.

Guelph, Ontario, Canada

- Improved the stormwater retention pond effectiveness by clearing debris and overgrowth, which enhances storm water treatment and retention.

Oregon, Illinois, United States

- Conducted a facility-wide airline leak survey to identify and repair leaks that were causing unnecessary energy use. By fixing these leaks, we enabled air compressors to shut off when compressed air demand is low, reducing energy consumption, lowering operational costs, and improving system efficiency.
- Replaced over 2,200 light fixtures with high-efficiency LEDs and occupancy sensors throughout the facility, significantly reducing electricity use and improving overall energy efficiency.

Portland, Oregon, United States

- Completed a major stormwater infrastructure upgrade, including custom filtration, new basins, and oil/water separators, to meet and exceed permit requirements and protect local waterways.
- Decommissioned a casting operation, eliminating two hazardous waste streams and significantly reducing energy, water, and natural gas use.
- Installed Variable Frequency Drives (VFDs) on key equipment to optimize power use and improve operational efficiency.
- Reduced electricity use by over 1.6 million kWh in 2024, which in turn reduced the facility's Scope 2 emissions by over 1,000 metric tonnes.



Engagement

Working with our Team Members, communities, and global partners to create a lasting positive impact.

— People	42
— Diversity, Equity, & Inclusion (DEI)	44
— Health & Safety	47
— Workforce Development & Future Talent	50
— Community Engagement & Partnerships	52
— Corporate Giving	54

Team Members from Portland at the Hopkins Demonstration Forest Global Stewardship Event

ENGAGEMENT

The **Engagement** focus area of the **t.r.e.e. Initiative** is rooted in the belief that people are the foundation of lasting impact. Engagement means building a culture of support, recognition, and growth that extends beyond our walls. From mentoring and inclusive learning opportunities to workforce development and global partnerships, we are creating meaningful pathways for our Team Members and the communities we serve around the world.

People

People are at the heart of our business. Oregon Tool strives to create an environment where our Team Members are empowered, supported, and celebrated for their contributions across every function, region, and role. With nearly 2,200 Team Members around the world, we are united by a shared purpose and supported through a workplace culture that values inclusion, opportunity, and continuous growth.

This people-first approach is core to the t.r.e.e. Initiative, and our **Engagement** focus area reflects how we listen to, invest in, and uplift our global workforce. Whether it's a mentoring program in the United States, emotional intelligence training in Brazil, or occupational health screenings in China, we are committed to meeting the needs of our Team Members in ways that are both locally relevant and globally consistent.

Team Member Mentoring

In late 2024, Oregon Tool conceptualized a mentoring program initiative that was launched in the first quarter of 2025. The program created space for Team Members to expand their knowledge, build confidence, and gain exposure to different parts of the business. Whether growing within their current roles or exploring new ones, mentoring offers a powerful way to lead with humility. Participants benefit from

two-way learning, where seasoned leaders pass down knowledge and, in turn, gain fresh insight from the next generation. By investing in mentoring, we are also strengthening our management pipeline and developing future-ready leaders who own their growth and help others do the same. This is more than professional development; it's culture-building and future-shaping work.

Expanding Connection and Inclusion

We also took steps to reduce barriers and increase inclusion at the site level. At our Blades Manufacturing plant, we took a meaningful step toward inclusion by offering weekly English classes for Team Members who are non-native speakers. In partnership with local nonprofit Literacy KC, eight Team Members participated in paid, on-site language development sessions aimed at enhancing communication, confidence, and connection at work.

Team Member Engagement and Satisfaction

Creating an inclusive and responsive culture means engaging with our Team Members and listening to their feedback. In 2024, we expanded our approach to engagement through:

- **Pulse surveys and an annual engagement survey** that offered real-time insights.



Team Member at our Portland, Oregon facility

- **One-on-one check-ins and exit interviews** to better understand the employee experience.
- **Action planning** at the team, site, and organizational levels, ensuring that feedback leads to tangible change.

We achieved a 67% employee engagement score, representing a four-point improvement over 2023. We also saw a strong 86% response rate, underscoring the willingness of our Team Members to share their voices and perspectives.

This feedback helped us identify opportunities, celebrate bright spots, and address barriers across different functions and regions. From enhancing communication and recognition to refining onboarding experiences, we're

using what we hear to strengthen trust, belonging, and satisfaction at every level of the organization.

Recognition and Culture of Appreciation

We believe that recognizing the contributions of our Team Members is essential to building a thriving culture. When people feel valued for their impact — whether on the manufacturing floor, out in the field, or behind the scenes — they feel more connected, motivated, and inspired to grow.

Recognition at Oregon Tool is intentionally multifaceted and globally embedded. Across our sites and regions, we celebrate performance and dedication through a variety of formal and informal channels, including:

- **Performance Increases and Incentives** — Such as bonus plans and profit-sharing³ aligned with company and individual performance.
- **Recognition Programs** — Such as A Cut Above peer-to-peer recognition, Spot Awards for informal on-the-spot recognition, milestone Years of Service Awards, and our global Annual Awards recognizing Team Members that exemplify Oregon Tool's core values.
- **Public Recognition** — Featuring Team Member Spotlights, acknowledgments in town halls, mentions on the company intranet site, and highlights in internal newsletters.

- **Business Segment Honors** — Like the Golden Chain Award in our concrete cutting and finishing business and the Woods Award in our farm, ranch, and agriculture business.
- **Career Growth as Recognition** — Through promotions, stretch assignments, and project team roles that offer expanded responsibilities.
- **Leadership Opportunities** — Through cross-functional project leadership, pilot initiatives, and high-visibility work streams.

These recognition efforts reflect our global values while allowing local customization to fit cultural norms and team dynamics. By honoring both everyday excellence and major achievements, we are cultivating a workplace where appreciation is ingrained in who we are.

Compensation, Benefits, and Fair Labor Practices

Supporting our Team Members means not only providing a paycheck but offering them and their loved ones meaningful benefits and fair, transparent practices. At Oregon Tool, we are committed to ensuring competitive compensation, equitable treatment, and safe working conditions across our global sites.

In the United States, Team Members receive a comprehensive benefits package that includes medical, dental, and vision

³ Bonus plans and profit-sharing are based on position and geographic location.

insurance; retirement savings plans with company match; paid time off for vacation, sick leave, and holidays; and coverage for short- and long-term disability, life insurance, and optional supplemental life, critical illness, and accident insurance plans. Globally, we offer supplemental plans to complement local/statutory programs to ensure our Team Members are receiving the highest-quality care available in their communities.

In the United States, we added a program that provides resources for inclusive fertility, family forming, and hormonal health to support Team Members on unique life journeys.

Additional support includes access to wellness resources, such as mental health services and Employee Assistance Programs (EAPs), as well as financial planning support through onsite retirement advising sessions. At some locations, we also offer onsite services like health screenings, flu shots, and biometric testing. Our paid **Community Involvement Day** empowers Team Members to give back to causes they care about by volunteering with charitable organizations of their choice.

Across our global footprint, we adapt benefits to local needs while upholding high standards for fairness and dignity. Our approach to fair labor practices includes:

- **Non-discriminatory compensation and promotion practices.**
- **Equal opportunity** in recruitment, development, and advancement.
- **Prohibition of forced labor and child labor** across all operations and supply chains.
- **Safe, respectful, and inclusive workplaces**, supported by localized policies and trainings.
- **Regular compensation benchmarking and equity reviews** to maintain both market competitiveness and internal fairness.

In 2024, we strengthened our internal processes for pay structure reviews and refined our approach to job leveling and regional benchmarking. These efforts reflect our belief that people thrive in environments where they are valued, supported, and treated with dignity.

By prioritizing fair pay, comprehensive benefits, and ethical labor standards, we are building a workplace where people can grow their careers, care for their families, and feel proud of the organization they represent.

Whether through recognition programs, professional growth opportunities, or expanded well-being resources, we're working to build a culture where Team Members across the globe feel seen, heard, and supported — because when our people thrive, our business does, too.

Diversity, Equity & Inclusion (DEI)

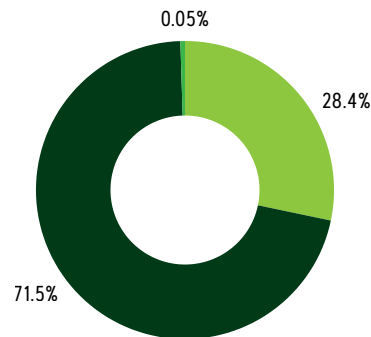
We believe that fostering an inclusive workplace isn't just the right thing to do, it's the smart thing to do. A diverse workforce enables us to think more creatively, move faster, and serve broader communities. We have embedded DEI principles into every layer of our organization.

In 2024, we reassessed our DEI metrics, ensuring legal compliance and ethical policies. We also recognized cultural celebrations across regions and supported interest groups such as Women in Manufacturing (WiM). A total of 132 Team Members were registered as part of WiM in 2024, collectively participating in 42 events ranging from local networking opportunities to virtual learnings to professional development programs. These efforts reflect our focus on building belonging, strengthening peer connections, and advancing gender equity across our workforce. Furthermore, we continued to train managers about diversity, equity, and inclusion in our interviewing and hiring practices.

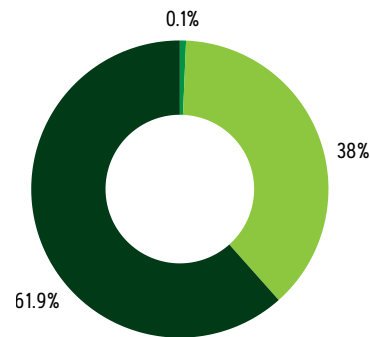
Our Workforce at a Glance

As of October 1, 2024, our global workforce totaled 2,193 Team Members.

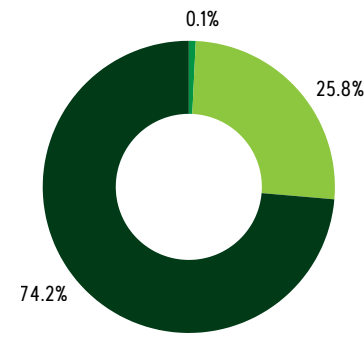
Women
Men
Undeclared



Overall



Management & Professional

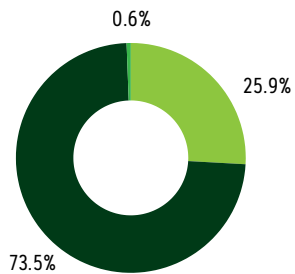


Production

Of the total, this marked a net decrease of 301 employees compared to January 2024, driven largely by strategic restructuring and business transitions. We noted that senior leadership tiers, including Vice President (VP) and Executive Leadership Team (ELT) levels, remain majority male, representing an area of focus for pipeline development.

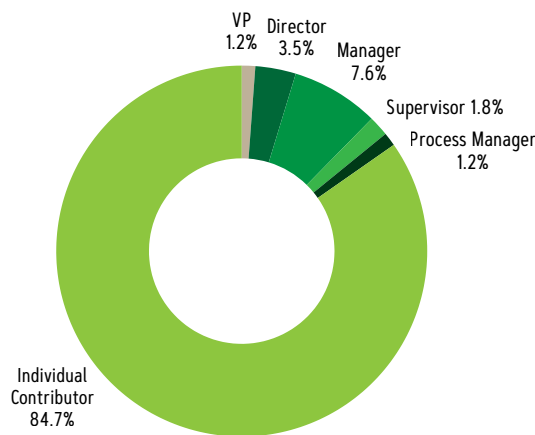
Hiring Highlights

170 Global New Hires



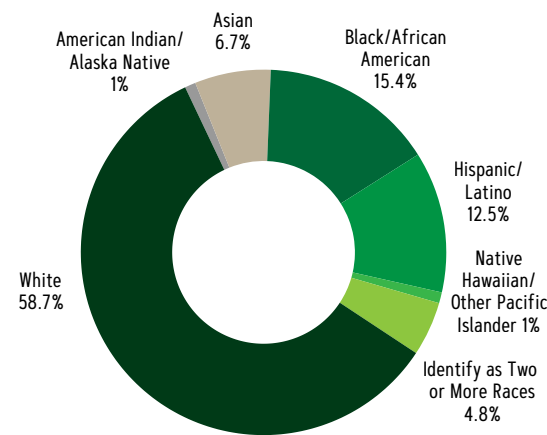
Hires by Gender

Women
Men
Undeclared



Hires by Position

There were no ELT hires in 2024.



U.S. Hires by Ethnicity
(Per voluntary disclosure)

Our hiring data shows we are attracting diverse talent, but there is room to increase representation of women and non-majority groups in leadership roles.

This distribution demonstrates our reach across multiple communities and confirms our continued effort to build inclusivity within the talent pipeline. Future emphasis on targeted outreach and reducing candidate drop-off at application stages will strengthen this further.

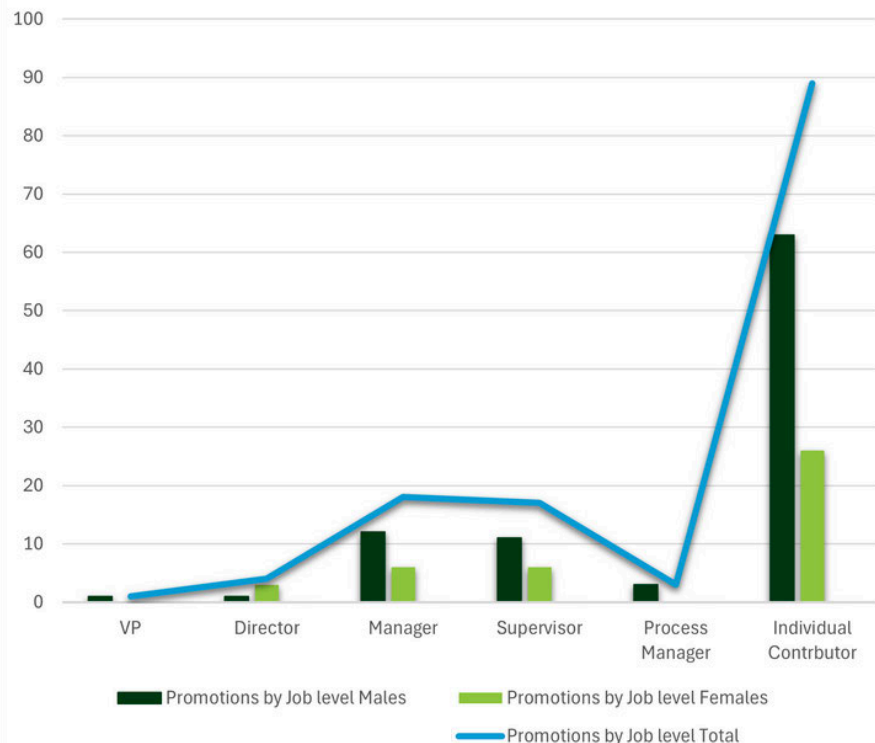
Promotions and Retention

We believe retention and advancement are powerful indicators of how well we support, develop, and engage our Team Members. We strive to create an environment where people feel empowered to grow and contribute, and where opportunities for advancement are accessible to all.

We promoted 132 Team Members across all global regions. Of these:

- 41 (31%) were women: 26 in Individual Contributor roles, followed by 6 in Director roles, 6 in Supervisor roles, and 3 in Director roles.
- Female promotion rate nearly aligned with representation, indicating equitable access to advancement when positioned within the organization.

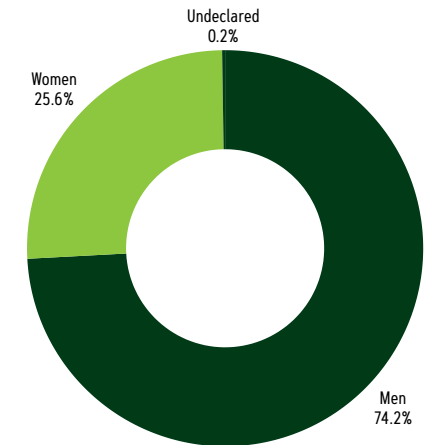
Promotions by Job Level and Gender



We experienced a total of 414 terminations globally in 2024. These figures as shown to the right generally align with the overall workforce distribution, where female representation stood at approximately 28% by year-end.

While no disproportionate turnover trends were identified, we remain focused on strengthening retention, especially at key leadership and specialist levels.

We see both promotion and retention not just as metrics but as reflections of a culture that values growth, equity, and long-term commitment.



Terminations by Gender

We recognize that building an inclusive, equitable workplace is a continuous effort. While we have made important strides in strengthening representation, awareness, and access, we know there is more to do. As part of our broader ESG strategy and the t.r.e.e. Initiative, we are developing a strategic framework in 2025 that will include clear, measurable goals and KPIs, DEI among them. We remain committed to listening, learning, and taking thoughtful action as we move forward — together.



Oregon Tool Europe SA,
Belgium

Health & Safety

Workplace safety isn't a check-the-box exercise — it's embedded in everything we do. We are committed to protecting our people through rigorous safety protocols, robust training, and a culture of continuous improvement. But our definition of health and safety goes beyond physical measures. We believe true well-being includes mental, emotional, and social health, too.

Caring for our People

In **China**, we ensure the health of our Team Members by organizing annual health checks and regular occupational disease examinations. These proactive measures help us stay ahead of risks and demonstrate our commitment to long-term well-being.

In **Brazil**, we focused on both mental and physical health. This year, we delivered three in-depth Emotional Intelligence training sessions for Team Members and interns. These four-hour sessions explored how to recognize and regulate emotions, identify internal saboteurs, and take ownership of personal growth. Additionally, we offered a condensed, site-wide lecture on Emotional Intelligence during SIPAT (the Internal Week for the Prevention of Workplace Accidents), emphasizing its relevance to both professional success and personal fulfillment. Brazil also goes beyond legal compliance by maintaining an on-site occupational doctor and nurse, monitoring basic health indicators for all Team Members.

Across Europe, our approach to caring for Team Members is shaped by local practices and national systems, while grounded in our global commitment to health, safety, and well-being. Flu vaccinations are offered annually, either organized directly onsite or reimbursed, depending on the location of our facilities.

In France and Belgium, health checks are conducted through occupational medicine programs, with frequency and scope tailored to job duties. To support mental and physical wellness, we've offered tailored workshops across sites.

In Belgium, office Team Members participated in a session on reducing sedentary behavior, while warehouse workers engaged in ergonomics and lifting workshops — both included personalized, on-the-job coaching. We are currently evaluating opportunities to expand these types of workshops to other European locations.

In Sweden, we provide a health care allowance of up to €300 per year, which Team Members can use for approved wellness programs. **In the UK, France, and Belgium**, we fund supplementary health insurance to complement national healthcare systems, ensuring broader, more affordable access to care.

In the United States, our teams access a range of well-being resources, from stress awareness and mental health education to onsite physical health services. Our vendor partner, NDS, conducts once-a-year site visits offering general health screenings,



Team Member at our Curitiba, Brazil facility

blood tests, and BMI evaluations, across all shifts to maximize accessibility. We also address financial wellness by partnering with Baird Financial, whose advisors meet with Team Members onsite to review retirement savings and to support financial planning.

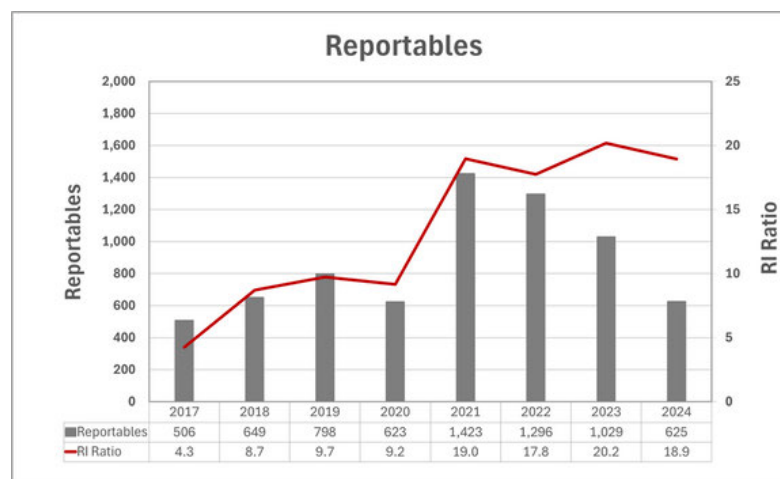
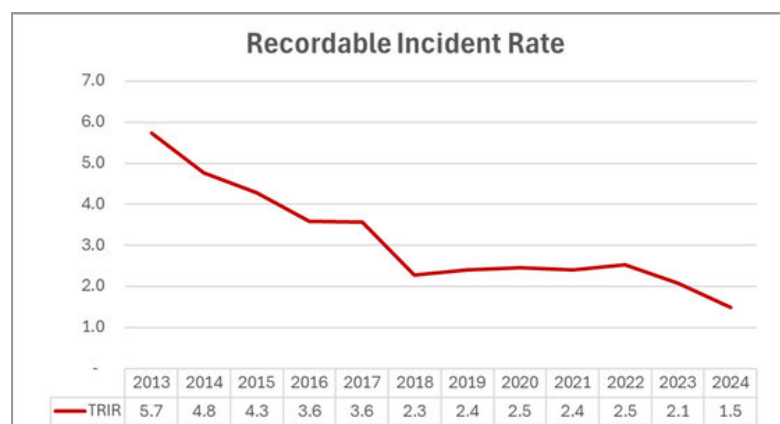
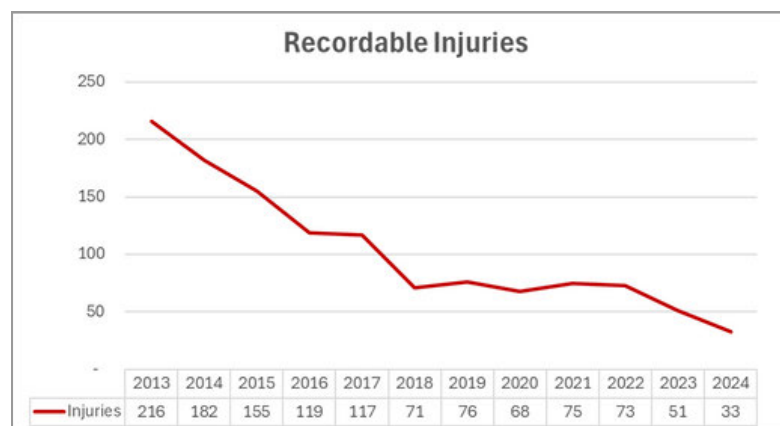
Whether through emotional intelligence training, preventative health screenings, region-specific wellness programs or access to financial guidance, we are continuously expanding what health and safety means across our global sites. These efforts reflect our values in action and our belief that well-being is foundational to thriving teams and sustainable performance.

Safety: Protecting our People Everyday

At Oregon Tool, our mindset isn't "safety first," it's safety always. That's why we promote a sense of ownership and responsibility at all levels of our organization. Our Executive Leadership Team sets the tone from the top. Site managers set safety expectations and provide safety resources at their sites. Supervisors own the safety performance for their departments and create safe workplaces for our Team Members. Our Team Members are responsible to follow safety procedures and speak up if they find unsafe conditions or improvement opportunities. Finally, our safety staff are our subject matter experts and work to implement safe procedures, address issues, and raise everyone's awareness of safe work practices.

Our vision is to continuously improve and achieve "world-class" safety. We call this our "Road to Zero," a journey we started a decade ago. From our baseline year of 2013, we have reduced our annual company-wide recordable injuries from 216 to just 33 in 2024. Accordingly, **our total recordable incident rate (TRIR) fell from a high of 5.7 in 2013 to 1.5 in 2024, which is over 50% better than the 2023 reported industry average of 3.2.**⁴

In addition to recordable injuries, we track first aid incidents, near misses, property damage, fires, chemical spills, etc., what we call "reportables." Early reporting of recordables allows us to address risks



before they cause injuries to our Team Members.

When an organization begins tracking reportables, the number of reportables can increase as employees get better at reporting. At some point, employee reporting becomes "perfect," and reportables decrease because of risk reduction efforts. Some studies estimate that "perfect" reporting happens at reportable incident to recordable injury ratios between 15 and 30.

Therefore, we track the number of reportable incidents and the ratio of reportables to injuries (RI ratio). As one can see, our reportables and the RI ratio initially increase from 2017, when we began collecting this data. When the RI ratio approaches 20, we see the reportables begin to decrease year-over-year.

We interpret the high ratio and declining reportables to mean that our Team Members do very well reporting incidents and that our safety processes continue to reduce risks in our workplaces. Good reporting and declining reportables should indicate future improvement in our TRIR as well.

⁴ U.S. Bureau of Labor Statistics, NAICS 332000, Fabricated Metal Product Manufacturing

Stretching for Success:

PREPARED Program Cuts Injuries and Near Misses

In April 2024, our Portland facility took a proactive step to enhance workplace safety and Team Member well-being by launching the **PREPARED program** — a daily pre-shift warm-up initiative designed to prevent injuries and energize our team. As a result of this program, we've seen a **significant decrease in injuries and near misses**, reinforcing the connection between physical preparation and workplace safety.

Recognizing that our Team Members are industrial athletes, the PREPARED program draws inspiration from professional sports warm-up routines. Just as no athlete would enter a game without proper preparation, we believe no shift should start without physically preparing our bodies for the work ahead.

With support from our on-site partner, Work Right NW, we introduced a daily stretching and movement routine, led by 51 trained PREPARED Champions. These Champions now lead daily stretch sessions in the lunchroom and departments at the beginning of each shift, ensuring all Team Members have the opportunity to participate.

More than just stretching, PREPARED is a comprehensive approach to ergonomic success. It incorporates practical injury-

prevention strategies through the PREPARED acronym:

P	PRE-SHIFT WARM UPS
R	REVIEW YOUR HAZARDS
E	EVALUATE YOUR EQUIPMENT FOR THE JOB
P	PROPER LIFTING POSTURE
A	ALIGN YOUR SHOULDERS, HIPS & TOES
R	REMAIN IN THE GREEN ZONE
E	ELBOWS IN & THUMBS UP WHEN REACHING
D	DEBRIEF & RECUPERATE

The initiative directly addresses overexertion injuries, which are the leading cause of workplace injuries. Often developed over time through repeated motions or improper posture, these injuries may seem sudden, but they're usually the result of small habits accumulated over days, weeks, or years. The PREPARED program helps prevent these injuries by:



- Increasing awareness of early warning signs like stiffness, fatigue, or discomfort.
- Reinforcing healthy posture and ergonomic body mechanics.
- Providing time each day to loosen joints, warm up muscles, and align the body for the physical demands of the job.

Participation has been high and Team Member feedback overwhelmingly positive. Some initially experienced mild soreness, but this quickly gave way to increased mobility and energy. Importantly, the program has built a stronger sense of team connection and care, with department Champions meeting monthly to evaluate and improve the routine.

This program exemplifies our **Engagement** focus area, promoting not only physical safety but a culture of care, teamwork, and readiness. We know that being prepared isn't just about tools and processes — it starts with our people.

Workforce Development & Future Talent

We view workforce development as both a responsibility and a strategic investment. That's why we're building robust talent pipelines to help individuals gain valuable experience, develop critical skills, and grow long-term careers. Whether through registered apprenticeships, technical training, internships, or academic scholarships, our global programs are designed to meet local needs while shaping a stronger, more capable workforce for the future.

Apprenticeship Programs and Upskilling

Investing in future talent and supporting career growth is a key part of our people-first approach. Across the globe, our apprenticeship and upskilling programs offer hands-on training, formal education, and long-term career pathways for emerging and early-career professionals. These programs are helping to build a stronger, more capable workforce, both for today and the future.

China: Building Dual-Certified Expertise

In China, we run structured apprenticeship-style training programs focused on technical upskilling:

- **Mechatronics Development**

Program: Combines electrical theory with hands-on mechanical and electrical systems training. Since launching in 2022, two apprentices have become certified electricians, and seven more are currently in training.

- **Die Mechanics Job Progression**

Program: A tiered certification system with six progressive skill levels, combining senior mentorship, practical assessments, and consistent performance benchmarks.

Both programs emphasize validated skill-building leading to career advancement.

Brazil: Opening Doors for Youth

Through Brazil's federally supported Young Apprentice Program, our team in Curitiba, Brazil is creating opportunities for professional development. This initiative combines classroom learning with real-world experience for young people, ages 14 to 24. Between 2024 and 2025, we expect 12 young apprentices to participate in this program.

Canada: Supporting Skilled Trades

While 2024 presented business challenges, our long-standing apprenticeship programs in Canada continue to offer registered training in high-demand trades such as Millwright, Electrician, and Tool & Die Maker. These four to five-year programs are delivered in partnership with local apprenticeship colleges and are essential to upskilling our manufacturing workforce.

Europe: Bridging Education and Employment

In Europe, our apprenticeships are closely tied to university and technical education. Apprentices in Human Resources, Health, Safety & Environment, and Marketing roles in Civray, France and Lyon, France

benefit from real employment contracts and meaningful work aligned with their field of study. These programs aim to transition apprentices into full-time roles following program completion.

United States: Relaunching Registered Apprenticeships

In 2024, we reestablished formal apprenticeship programs in the U.S., partnering with Portland Community College and Clackamas Community College in the Portland, Oregon metropolitan area. Our current cohort includes:

- Four Electrical Maintenance apprentices
- One CNC Machining apprentice
- One Facilities Maintenance apprentice (following the same structure, though not license-based)

Each apprentice is paired with an experienced trainer and follows a structured pathway combining classroom instruction and on-the-job learning.

Team Members at our Oregon, Illinois facility





Creating opportunities for students to grow and contribute through the MECOP Program.

MECOP and Internships

Oregon Tool has participated in the Multiple Engineering Cooperative Program (MECOP) **since 1979** and has **hosted 173 six-month internships** in Portland, Oregon. Our participation in MECOP would not be successful without the support of our managers and Team Members who guide and mentor our interns each year.

MECOP is a nonprofit organization built on a partnership between Oregon-based universities (Oregon State University, Portland State University, Oregon Technical Institute, and University of Portland) and Oregon-based companies. The program began in 1978 with the goal of producing highly qualified engineering graduates and bridging academic theory with industrial reality.

Across the globe, we host interns in Brazil, Europe, and the United States. These internships span a wide range of disciplines, from marketing, finance, human resources, engineering, and project management to customer operations, IT, and more. These opportunities give students real-world experience in a dynamic, hands-on environment, while allowing our teams to cultivate future talent and bring fresh perspectives into the workplace.

Oregon Tool Scholarship Program

As our Global Stewardship core value indicates, we serve a higher purpose than the products we make. We are devoted to positively impacting people, communities, and landscapes around the world. One way we live that value is by supporting students striving to improve themselves through higher education. Oregon Tool firmly believes in the power of education to transform lives and shape futures.

In 1981, the Oregon Tool Scholarship Program was established in partnership with our internal nonprofit, ODONS (Oregon Dedicated to Others' Needs). Over time, Oregon Tool assumed full responsibility for the program and has proudly continued this long-standing tradition. The program has a strong history of supporting Team Members and their families with the ever-increasing cost of higher education.

Each year, scholarship opportunities are offered to graduating high school seniors of Oregon Tool Team Members. Recipients are selected through a competitive process that includes application reviews, recommendation letters, academic transcripts, and interviews conducted by community judges. Two students are awarded \$2,000 per year for four years (a total of \$8,000) to support their college journey. Since its inception, **the program has awarded scholarships to more than 80 students**, helping them pursue their dreams and shape a brighter future.

Community Engagements & Partnerships

We don't just operate in communities; we contribute to their strength and resilience. At Oregon Tool, we believe meaningful impact happens when company-led initiatives are matched by the passion and involvement of our people. That belief fuels our efforts to make a positive difference in the places where we live and work, embodying our commitment to Global Stewardship.

In China, our partnership with the Blue Leopard Rescue Team, established in 2021, reflects the power of grassroots collaboration. This local nonprofit specializes in disaster relief and emergency response, and our team proudly supports their mission through donations of equipment, training partnerships, and continued engagement. Most recently, Team Members joined forces with the organization to support community relief efforts and environmental initiatives. Looking ahead, our Fuzhou site plans to deepen the collaboration, especially in support of typhoon and flood response efforts, further strengthening local resilience.

Across Brazil, we continue to invest in community partnerships through both grassroots team engagement and formal support via Brazil's Tax Incentive Law. Oregon Tool proudly supports numerous Brazilian organizations through sponsored projects aimed at education, youth development, and inclusion, including:

- **Projeto Dorcas** — Supporting over 100 children with education, recreation, and family assistance programs.
- **Centro de Excelência de Ginástica do Paraná (CEGIN)** — A national hub for high-performance gymnastics and community access to sport.
- **Escolinha de Triathlon & Futsal — Fazenda Rio Grande** — Sports-based programs promoting inclusion, teamwork, and health among youth.
- **Amigos do Pé no Palco, Instituto Gente de Bem, Pequeno Cotolengo do Paraná, and Hospital Pequeno Príncipe** — Each offering vital support to underserved communities across Brazil.

We will feature additional engagement activities in a dedicated **Brazil Spotlight** later in this report, including a school supply donation campaign, disaster relief efforts, and other initiatives led by our Curitiba team.

In Canada, our Guelph site continues to demonstrate the impact of consistent, localized giving. Through company sponsorship, team-led collection drives, and 50/50 raffles, we support a range of causes, including:

- School Backpack Drives
- Ronald McDonald House
- United Way
- Coldest Night of the Year (in support of people experiencing hurt, hunger, and homelessness)
- Christmas Toy Drives
- Thanksgiving and Holiday Food Drives

Looking ahead, Guelph's team is actively developing a Community Involvement Day program, with plans to organize group volunteer experiences at local nonprofits starting in late 2025. This model reflects our belief in team-based impact, encouraging shared service and stronger community ties.

In Belgium, our team made meaningful contributions through both local and international giving. Following an office relocation in 2024, they donated equipment and furniture to two organizations, one supporting migrants in Belgium, and another, Project KOMLA, serving communities in Togo, West Africa. These acts reflect our values of stewardship and global citizenship. The team also supports landscaping and arborist education by donating Oregon Tool products to local schools. In addition, Team Members are encouraged to participate in blood donation drives, with paid time provided to support their involvement.



Team Members at our Guelph, Ontario facility

In Civray, France, Team Members actively participate in social engagement and community service. The site donates to local sports associations, contributes to the national Telethon (a fundraising effort supporting rare genetic disease research), and allocates apprenticeship tax contributions to local schools. Civic service is also supported, as Team Members who serve as volunteer firefighters are granted authorized absence for emergency fire response. As in Belgium, Civray supports blood donation by providing paid time off, one hour per donation, further reinforcing our commitment to community health.

In the United States, our teams continue to strengthen their connection with the communities around them through environmental restoration, food security, veteran support, education, and blood donations. We also offer a Community Involvement Day, a paid day off granted annually to U.S.-based Team Members, empowering them to volunteer with charitable organizations of their choice. This benefit reflects our belief in service and individual impact, helping our people support the causes they care about most. Some highlights from 2024 include:

- **SOLVE Oregon Park Restoration (West Linn, OR)** — We partnered with SOLVE to unite volunteers to restore and protect the environment across Oregon and Washington. Team Members participated in a local community park cleanup and in invasive species removal efforts.



Team Members from our Kansas City, Missouri Distribution Center

- **Hopkins Demonstration Forest (Oregon City, OR)** — More than 30 Team Members helped clear trails, remove brush, and plant native species at this 140-acre site used for education and sustainable forestry practices.
- **Saluting Branches** — We honored veterans through our partnership with this nonprofit. Twenty Team Members volunteered to clean headstones and support tree care at national cemeteries, helping preserve these sacred spaces.
- **Harvesters Community Food Network (Kansas City, MO)** — Over 30 Team Members helped sort and organize food donations to support hunger relief across the Kansas City area at multiple times throughout the year.
- **American Red Cross Blood Drives** — We hosted five blood drives across our Portland and Kansas City locations, reinforcing our commitment to public health and emergency response.

- **ODONS (Oregon Dedicated to Others' Needs)** — Our long-standing internal Portland-based nonprofit supported Team Members and local communities through emergency assistance, community engagement, and festive fundraising events. Events like silent auctions, ice cream socials, BBQ luncheons, and holiday-themed drives not only raise funds but also boost morale and foster a strong sense of community among Team Members.



Team Members from our Oregon, IL facility

Across the globe, our people are working directly with their communities to restore habitats and support those in need. These efforts underscore our role as more than a manufacturer, but an organization made up of committed global citizens striving to make the world a better place.

Corporate Giving Aligned to the t.r.e.e. Initiative

Oregon Tool has a long-standing tradition of corporate giving, with a focus over the past decade on supporting national and global organizations aligned with our values. This includes reforestation efforts through the National Forest Foundation and Tree-Nation, as well as education and youth development through National 4-H, Boys & Girls Clubs, Portland State University, and Oregon State University.

In 2024, we intentionally limited our corporate giving as we took a step back to formalize a new donations framework aligned with the t.r.e.e. Initiative. This approach will ensure our future contributions more directly support our key focus areas, guiding more purpose-driven giving in 2025 and beyond.

Even during this transition, we remained committed to meaningful impact. In 2024, we donated products to Saluting Branches in support of their mission to honor veterans through tree care at national cemeteries. We also provided tools for disaster relief efforts in the United States following one of the most destructive storm seasons on record, and we continue to donate tools throughout the year to support recovery through our Disaster Response Team. These contributions reflect our continued commitment to acting on our values and supporting communities in times of need.

Our Team Members are the driving force behind Oregon Tool's impact. Whether through career development, inclusive practices, meaningful recognition, or hands-on involvement in their communities, they embody the spirit of our values every day. Together with our focused corporate giving strategy, these efforts reflect our deep commitment to people and purpose. As we continue to expand our reach through the t.r.e.e. Initiative, our goal remains clear: to cultivate a thriving, values-driven organization that empowers people to grow, give back, and shape a more sustainable future.



Disaster Response Team Member
supporting relief efforts



Brazil Spotlight

— Tools	56
— Responsibility	57
— Environment	57
— Engagement Excellence	58



BRAZIL SPOTLIGHT

We're proud of the sustainability efforts our Team Members and facilities have implemented across the globe in 2024. Among them, our Curitiba, Brazil manufacturing facility stands out as a shining example of what it means to put the **t.r.e.e. Initiative** into action.

From product education and emergency training to energy conservation, air quality protection, and deeply rooted community engagement, the Curitiba team has shown what's possible when innovation, responsibility, and compassion converge. Their efforts reflect the very best of the t.r.e.e. Initiative and its four key focus areas: **Tools, Responsibility, Environment, and Engagement.**

We're proud to highlight just a few of the ways the Curitiba team is modeling how our values come to life on the ground through the passion and commitment of our people. Their outstanding commitment showcases what the t.r.e.e. Initiative aims to achieve across all our operations.

Tools

Empowering Product Education and Safe Use in Remote Communities

Oregon Tool is committed to equipping people with the knowledge, confidence, and support they need to use our products safely and effectively, wherever they are in the world. In 2024, our Brazil-based training team brought that commitment to life by conducting outreach in Rurrenabaque, Bolivia, a remote community that serves as a vital link between the Bolivian Amazon and the people who rely on it.

In August, the team traveled to this small, forest-bordering town to deliver immersive product and safety training for 30 local indigenous dealers, including six women, many of whom had never used or even held a chainsaw before. In a region where cultural norms have historically discouraged women from engaging in this type of work, the training not only focused on safe cutting techniques and chainsaw maintenance but also opened doors for new opportunities and personal empowerment.

The local dealers in Rurrenabaque play a vital role in supporting their communities. They supply tools not for large-scale commercial operations but for sustainable, small-scale cutting to meet basic needs such as housing and fuel. Thanks to this training, they are now better equipped to guide local customers in selecting the appropriate products for

their needs, helping ensure tools are used safely, effectively, and for the right applications. By investing time, resources, and technical expertise, our team helped these individuals build the confidence and competence to use and recommend Oregon Tool products responsibly.

This hands-on engagement is a powerful example of how the t.r.e.e. Initiative can combine product integrity, education, and local partnership to create meaningful, on-the-ground impact.



Building Skills to Protect Our Team Members

As part of our commitment to education under the Tools area of the t.r.e.e. Initiative, our team in Curitiba participated in hands-on training with the site's Emergency Response Brigade. Equipping Team Members with essential knowledge in fire response, first aid, and rescue techniques, not only protects their coworkers but provides knowledge they can use at home or in the community.

This training deepened technical skills and strengthened their preparedness, helping ensure that Team Members are ready to respond in emergency situations. Investing in this type of education reflects our belief that the tools we provide go beyond physical products; they include the knowledge, training, and support that empower our own Team Members to act with confidence and care.



Responsibility

Air Quality Protection

Consistent with Oregon Tool's other chain manufacturing facilities, the Curitiba facility installed high-efficiency particulate air (HEPA) filters to control potential emissions from its metal plating operations. These filters provide a level of pollution control that often exceeds environmental regulatory requirements.

Oregon Tool is committed to providing a safe working environment for our Team Members and protecting the communities surrounding our manufacturing facilities. This enhanced level of protection exemplifies how Oregon Tool and our Curitiba facility demonstrate our commitment to responsible manufacturing operations.



Environment

The city of Curitiba has long been recognized for its pioneering efforts in urban environmental stability, and our Team Members in Curitiba bring that Pioneering Spirit and environmental passion to the work they do at Oregon Tool.

Greenhouse Gases and Energy Conservation

The electrical grid in Curitiba was already pretty "green," with a greenhouse gas emission factor (~0.1 kg CO₂e/kWh) that is lower than most other electrical grids. However, the Curitiba facility took the step to obtain I-REC Certificates to demonstrate that 100% of their 2024 electricity use came from a renewable source. I-RECS are tracking instruments that certify the electricity was generated from a renewable source and are aligned with greenhouse gas reporting methodologies, such as the CDP, SBTi, GHG Protocol, and EU CSRD. In addition, the facility continued to build on its history of energy conservation efforts by recovering waste heat from its air compressors. The recovered heat is captured and then used for process heating, eliminating the use of natural gas or electricity.



Storm Water Retention Project

The Curitiba facility implemented a storm water retention project to reduce the potential for downstream flooding and erosion during weather events. One key element of the project was the installation of a large storm water retention pond, which significantly expanded a water feature and potential habitat for aquatic plants and wildlife.

Waste Reduction

For many years, the Curitiba facility has had a strong recycling program. Team Members sort and divert several potential wastes, such as plastic, paper, glass, used batteries, light bulbs, electronic waste, etc. In addition to these potential waste streams, food waste is diverted in the cafeteria and sent to a composting facility.

In 2025, the facility will continue to investigate additional waste diversion opportunities with the goal of becoming a certified “Zero Landfill” facility.

Engagement Excellence: Curitiba Team’s Commitment to Community

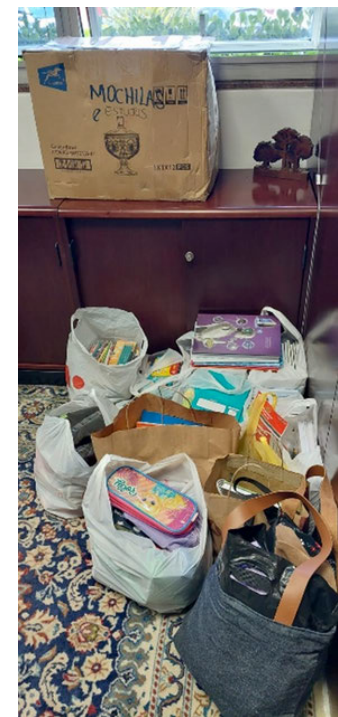
In 2024, our Curitiba, Brazil team exemplified the spirit of engagement through their thoughtful, employee-led initiatives that made a tangible difference across their region. Guided by the Social Responsibility Committee and supported by a network of volunteer Sustainability Agents, they empowered Team Members to step up and support those in need, all while fostering a strong culture of empathy and action.

The “Chain of Good” in Action

A cornerstone of community engagement in Curitiba is the ongoing Chain of Good campaign, created to support people experiencing social vulnerability. What began as a winter clothing drive has grown into a series of high-impact campaigns shaped by direct conversations with local organizations about their most urgent needs.

In 2024, the team led three major campaigns:

- January – School Supplies Drive**
 Kicking off the year with purpose, the Curitiba team launched a campaign to collect new and gently used school supplies for children in underserved communities. Team Members gathered notebooks, pencils, backpacks, and more, often pooling resources to boost contributions. Institutions were selected through a nomination and draw process, ensuring support reached the areas of greatest need. The campaign was a meaningful way to equip students for a successful school year and reinforce the power of collective impact.



• **March/April – Flood Relief for Rio Grande do Sul**

When devastating floods struck more than 300 cities in southern Brazil, displacing over half a million people, the Curitiba team mobilized with urgency and compassion. Team Members collected critical supplies such as water, food, and cleaning materials. In partnership with distributor Nordtech, they also donated Oregon® saw chains, guide bars, and chainsaws – along with trained tech representatives who supported local civil defense groups and volunteers with hands-on safety guidance. One Curitiba Team Member even traveled to the region to help on the ground, witnessing firsthand the community's appreciation. For their impactful response, the team was recognized with Oregon Tool's 2024 Global Stewardship Award.





• October — Supporting Mãos que Amam

The Curitiba team partnered with Mãos que Amam, a local NGO that supports families in social vulnerability — including many refugees — by providing emotional support, food, and essential items. The campaign focused on collecting new and gently used toys such as dolls, balls, toy cars, stuffed animals, and games for the organization’s Children’s Day celebration. Some Team Members also helped organize and deliver the items, ensuring a joyful experience for the children. The effort not only brought smiles to the local community but also deepened the team’s connection to meaningful social impact.

The Curitiba team’s multifaceted efforts — in training, responsible operations, environmental stewardship, and engaging with their communities — demonstrate what it means to bring the t.r.e.e. Initiative to life. Their dedication continues to raise the bar for what’s possible when purpose and performance go hand in hand, serving as a model for how we can grow responsibly, together.

OREGON TOOL™



Forward-Looking Statements and About This Report

This ESG Impact Report (the “Report”) includes forward-looking statements about our environmental, social, and governance priorities, goals, strategies, and commitments. These statements reflect current expectations and assumptions and are not guarantees of future performance. They are subject to inherent risks and uncertainties, many of which are beyond our control, including but not limited to changes in laws and regulations, climate-related developments, market conditions, supply chain dynamics, and technological advancements. Actual outcomes may differ from those expressed or implied herein. We undertake no obligation to update any forward-looking statements contained in this Report after its publication.

Unless otherwise noted, this Report covers our global operations for the calendar year 2024. Certain data and information presented relies on estimates, assumptions, or third-party sources and may be updated as methodologies evolve. References to “material” topics reflect our sustainability materiality assessment and may differ from definitions used in financial reporting. The targets described herein are aspirational in nature and should not be interpreted as guarantees or promises.

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