2025 ESG IMPACT REPORT

The t.r.e.e. Initiative: Turning Purpose into Progress



OREGON TOOL™

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Bird
Walter Bean Trail in Kitchener, Ontario, Canada
by Tom Przytula

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Nature Through Your Lens

Nature photos featured throughout this report were submitted by Team Members around the world during our Earth Month campaign. Contributor credits appear alongside photos, with additional credits listed at the end of the report.

A Message from Our Leadership

From Framework to Focus

At Oregon Tool, responsible business practices and long-term business success go hand in hand. As a global manufacturer, we create value by how effectively we serve customers, support Team Members, strengthen communities, and manage the environmental, social, and governance impacts connected to our operations. These priorities are not separate from our business strategy. They are fundamental to how we operate, grow, and position Oregon Tool for future success.

In 2025, we built on the foundation established through our **t.r.e.e. Initiative** by sharpening our ESG focus on a defined set of priorities most relevant to our business and the expectations of those we serve. This more targeted approach strengthened alignment across the organization and improved how we evaluate opportunities, make decisions, and prioritize resources. It also created a clearer path for advancing our ESG efforts and measuring progress over time.

This evolution marks an important step in our ESG journey. By gaining greater clarity on where Oregon Tool can have the most meaningful impact, we are better positioned to focus our efforts, make informed decisions, identify opportunities for improvement, and create long-term value for our business and stakeholders. This facilitates a more intentional and disciplined approach to how we advance ESG across the organization. We believe meaningful progress comes from understanding where we can make the greatest difference and having the discipline to focus our efforts there.

Ultimately, our ESG journey is powered by our people. ESG is not the responsibility of a single function or team. It's about decisions made every day across our operations and businesses. The progress shown in this report is made possible by Team Members across Oregon Tool who help advance our priorities and bring our values to life.



As we look ahead, we are committed to building on the momentum established in 2025. The priorities we've identified provide a stronger basis for measuring progress and guiding our efforts in the years ahead. By remaining focused on what matters most, we will continue strengthening our business and delivering positive outcomes for our Team Members, customers, communities, and stakeholders.

We are proud of our progress and grateful to the Team Members whose commitment, expertise, and collaboration make this work possible. Together, we are helping build a stronger business and a more sustainable future.

Terry Hames
Chief Executive Officer

Emily Lyle
Senior Vice President,
Human Resources & ESG

About Oregon Tool

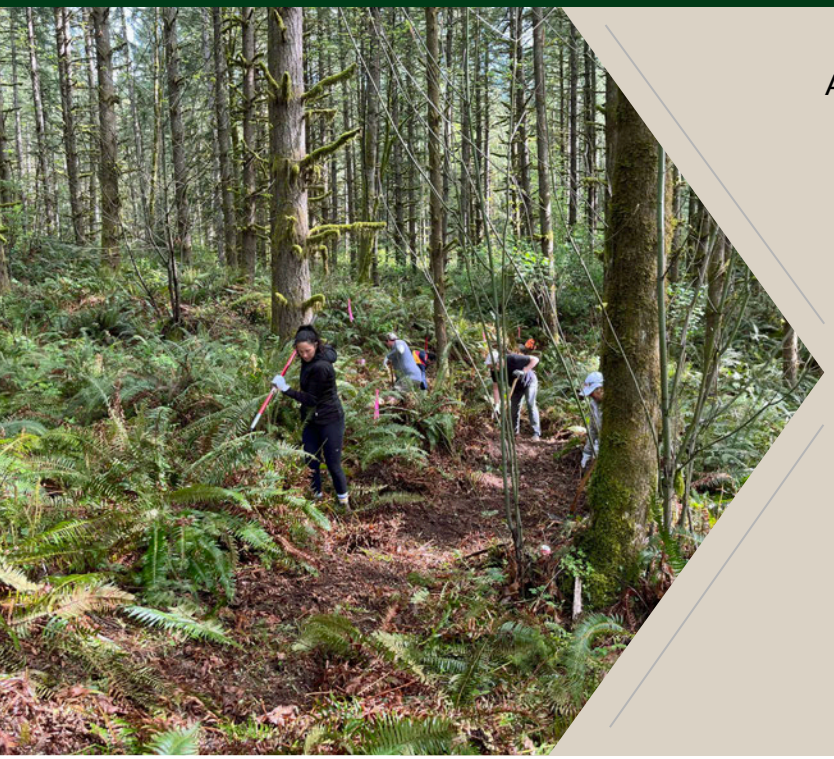


Oregon Tool, Inc. is a purpose-driven global manufacturer of professional-grade precision cutting tools, serving the forestry, lawn and garden (FLAG), farming, ranching and agriculture (FRAG), and concrete cutting and finishing (CCF) markets. Headquartered in Portland, Oregon, we operate a multinational network of manufacturing and distribution facilities and sell products in more than 110 countries. Our portfolio includes trusted brands such as Oregon®, Woods®, ICS®, Pentruder®, 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 an industry-leading 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 more than 2,150 Team Members worldwide, we are united by a shared commitment to developing innovative cutting solutions that help our customers work smarter, faster, safer, and more efficiently. We continue to invest in our people, operations, and sustainability initiatives to drive long-term value.

Guided by our core values, we strive to shape a more sustainable future and 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 be 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



making a positive impact on people, communities, and landscapes

The t.r.e.e. Initiative
Making a positive impact on people, communities, and landscapes.

How we conduct our business can have an impact on our Team Members, our customers, our suppliers, communities, and the environment. 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 through four key focus areas: **Tools**, **Responsibility**, **Environment**, and **Engagement**.



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.

Tools, Responsibility, Environment, and Engagement provide the framework for how we approach ESG across our business. The following sections of this report are organized around these four pillars and highlight the actions, priorities, and outcomes that bring the t.r.e.e. Initiative to life across our global operations.[1]

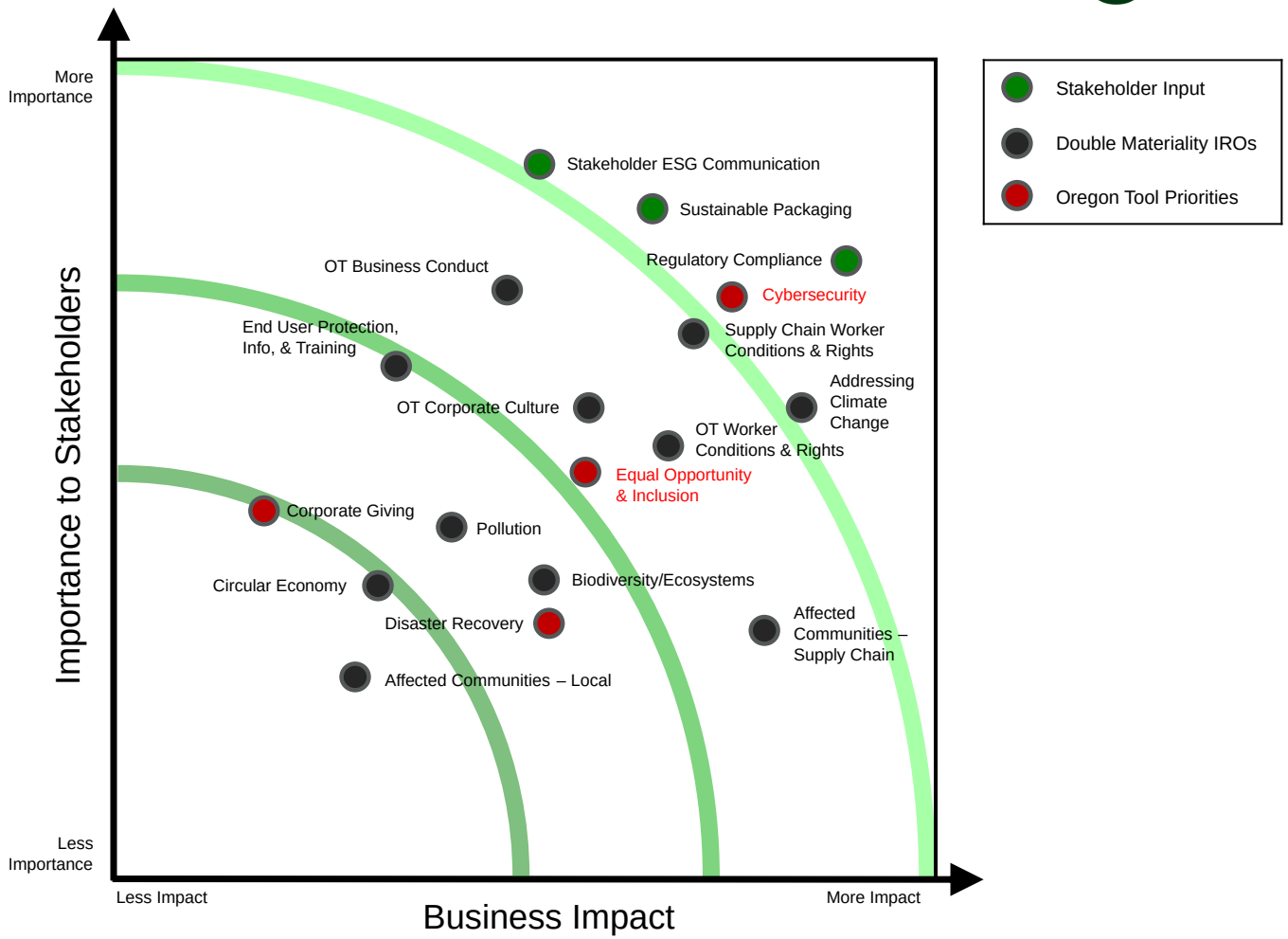
[1] See the Appendix for an expanded description of the t.r.e.e. Initiative.

The t.r.e.e. Initiative Priorities

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 our sustainability impacts across our operations and value chain.

In 2024, we performed a double materiality assessment to evaluate sustainability-related impacts, risks, and opportunities (IROs). We also engaged key customers, suppliers, and Team Members to gather feedback on Oregon Tool's sustainability priorities.

This priorities chart is a visual representation of the materiality assessment and stakeholder feedback. IROs in the upper right represent the greatest relevance to Oregon Tool and are the highest importance to our stakeholders. These priorities help inform our ESG strategy and focus areas, which are explored in the following section.[2]



[2] See the Appendix for detailed definitions of the sustainability-related impacts, risks, and opportunities (IROs) identified through Oregon Tool's materiality assessment.

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

Building on the materiality assessment and stakeholder feedback, we focused on developing an ESG strategy in 2025. For each of the top priorities, our "Tier 1" priorities, the ESG Council developed goals and assigned workstream leaders to define tactics, projects, and provide updates.

The table below lists each Tier 1 priority, Oregon Tool's goal for the priority, and some highlights on progress made toward that goal in 2025.

Tier 1 Priorities	Goal	2025 Progress Highlights
Compliance with ESG/sustainability regulations	Address ESG-related regulatory requirements applicable to Oregon Tool and our products.	- Subscribed to service to track proposed sustainability regulations and new requirements. - Published Climate Risk Report consistent with California Senate Bill 261 on OregonTool.com. - Submitted data on packaging to several jurisdictions related to new Extended Producer Responsibility (EPR) requirements.
Sustainable packaging that performs	Provide sustainable packaging that reduces impacts, meets regulatory requirements, and performs for our customers and in the market.	- Developed roadmap to address EU PPWR, as well as other EPR regulations. - Initiated a project to convert a major portion of our packaging to 100% recycled content that is 100% recyclable.
Cybersecurity – protecting Oregon Tool and our stakeholders	Ensure the security, resilience, and integrity of Oregon Tool's digital ecosystem to protect Oregon Tool and our stakeholders.	- Continued Oregon Tool's robust testing, training, and risk monitoring and assessment procedures. - For more, refer to the "Responsibility" section under "Data Privacy & Digital Responsibility."
Addressing climate change	Reduce our greenhouse gas footprint and enhance the resiliency of our business operations.	- Calculated Scope 1 and Scope 2 emissions and reported emissions through the Carbon Disclosure Project. - Implemented energy reduction projects to reduce our greenhouse gas footprint. - Earmarked funds for 2026 to calculate Scope 3 emissions and verify Scope 1 and Scope 2 emissions. - Assessed potential climate change impacts to our manufacturing and distribution facilities.
Connecting with our stakeholders on sustainability and ESG	Understand our stakeholders' ESG priorities and communicate how Oregon Tool is rising to meet sustainability challenges.	- Implemented our 3rd Party Code of Conduct due diligence and risk assessment processes. - Developed a sustainability survey (to be released in 2026) to better understand our customers' sustainability expectations. - Created a Sustainability section on OregonTool.com to communicate our commitment and progress. - Continued to provide best-in-class training worldwide to customers and end users, so they can choose the right products for their jobs and use them safely and efficiently.

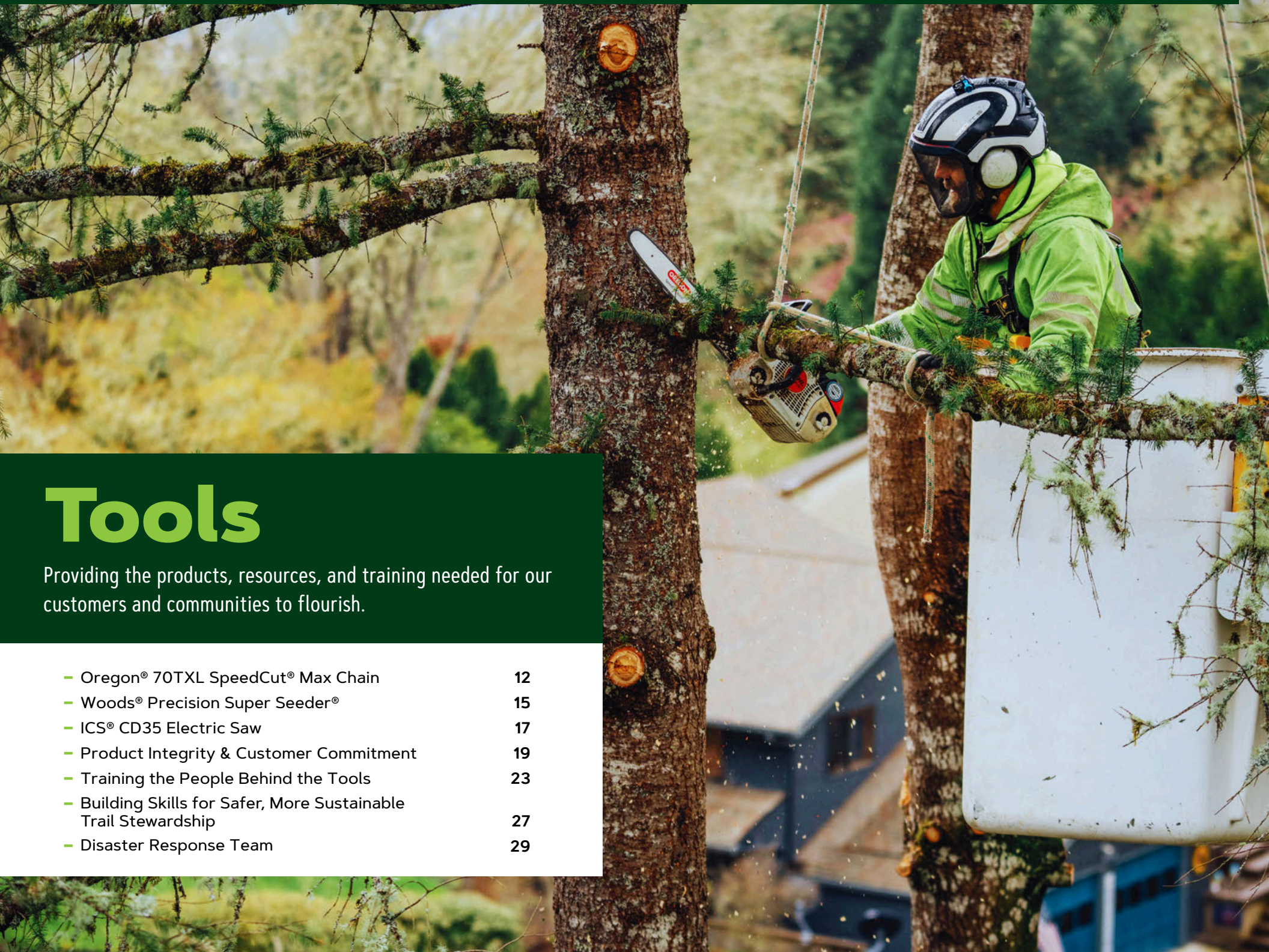
The t.r.e.e. Initiative Strategy Development (Continued)

You will find many other examples of how we are addressing these Tier 1 priorities throughout this report. But we don't stop there. While we have identified our Tier 1 priorities as the most significant to our business and stakeholders, other sustainability issues are deserving of our time, effort, and resources, as well. Whether it is volunteering or donating resources in our communities, habitat restoration, or improving workplace safety for our Team Members, you will find many more examples of Oregon Tool's sustainability commitment in the Tools, Responsibility, Environment, and Engagement sections that follow.

Throughout 2025, we built on our decades of past sustainability efforts and our commitment to Global Stewardship. We have a better understanding of sustainability issues in our markets and are committing time and resources to the issues that matter most to our customers, end users, Team Members, and landscapes around the world.



Home Orchard Education Center
Global Stewardship Event
Oregon City, Oregon



Tools

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

- Oregon® 70TXL SpeedCut® Max Chain 12
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TOOLS

Our customers depend on our products to perform in environments where safety, reliability, and efficiency matter most. That responsibility drives how we design our tools, support our customers, and invest in the training and resources that help people get their work done with confidence. From product development and quality assurance to education and community partnerships, we are committed to helping customers achieve better outcomes in the field.

Tools is the first key focus area of the **t.r.e.e. Initiative**. This section showcases how Oregon Tool and our family of brands are advancing safer, more sustainable, and more effective ways of working. Through innovation, product integrity, hands-on training, customer engagement, and community support, we help deliver solutions that create lasting value for professionals, communities, and the environments in which they operate.

Oregon® 70TXL SpeedCut® Max Chain

Designed for Speed, Control, and Safer Cutting



For arborists and landscape professionals, chainsaw work is rarely performed under ideal conditions. Crews operate in tight spaces, around buildings and utilities, and in unpredictable weather — often in awkward positions that increase physical strain over time. These realities introduce risk, not only for the operator, but also for nearby crew members, property, and the surrounding landscape.

Through extensive field work and direct engagement with end users, the Oregon® team identified a clear priority: safety. In these environments, professionals need solutions that deliver greater control, improved efficiency, and reliable performance under pressure.

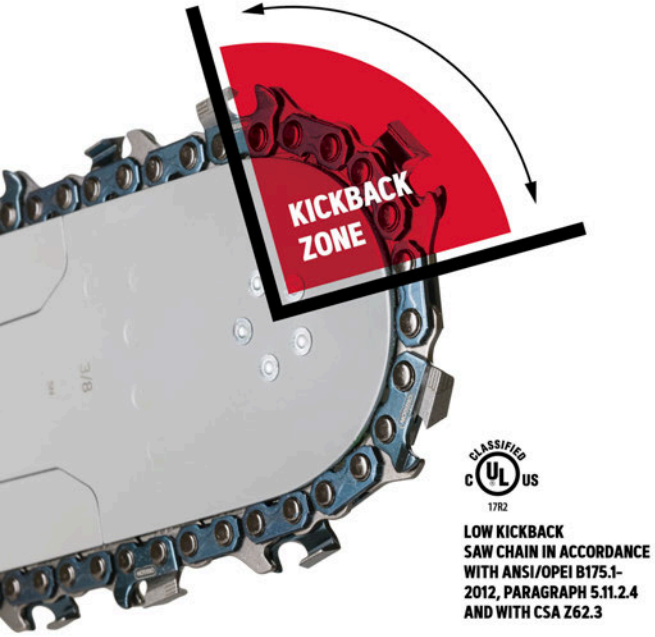
Designed with Safety at the Core

70TXL SpeedCut® Max saw chain was developed to address real-world jobsite challenges through a focused approach to safety and performance. Conditions such as complex rigging, weather extremes, and proximity to structures demand cutting systems that help minimize risk while delivering precision and predictability.

To address these challenges, 70TXL was engineered as a low-kickback chain and certified to the ANSI B175.1 “green label” standard — an industry designation for chains with features that help reduce kickback risk, including an optimized bumper drive link design. This design enables more controlled cutting behavior, helping operators maintain



precision in sensitive environments, whether preserving surrounding landscapes or performing technical cuts that contribute to the long-term health of trees.



Rethinking What a "Safety Chain" Can Be

Historically, low-kickback or "safety" chains have been perceived as slower or less productive. The Oregon® team set out to redefine what a safety chain can deliver. This approach challenged a long-standing industry assumption that safety is a tradeoff to performance.

By combining decades of chain design expertise with extensive lab testing and end-user feedback from the field, the Oregon® team developed a chain that delivers controlled cutting performance without sacrificing responsiveness. In internal lab testing, 70TXL demonstrated faster cutting speeds in certain cutting modes compared to competitor chains designed without low-kickback safety features, reinforcing that safety and efficiency do not need to be tradeoffs.

To further challenge long-standing perceptions, the Oregon® team has released video showing how modern safety chain design can deliver both control and cutting performance. 70TXL SpeedCut® Max helps debunk the myth that "green label" safety chains are inherently slower, showing that professional arborists can achieve fast cutting speeds alongside the control and smoothness associated with low-kickback design.

Watch how the Oregon® team is helping challenge misconceptions around safety chains: https://youtu.be/wpoDwVYMEU8

Performance that Supports the Operator

Beyond cutting speed, 70TXL SpeedCut® Max was designed to improve the overall cutting experience. Smooth, controlled cutting helps reduce physical strain during extended use — an important consideration for professionals performing repetitive, high-effort work throughout the day.

End users shared how smoother cutting can:

- Reduce fatigue and physical wear on the body
- Help maintain focus and consistency over longer periods
- Minimize the likelihood of errors that can lead to rework or potential safety incidents





These factors contribute not only to productivity, but also to safer outcomes on the jobsite.

Built for Evolving Equipment and Applications

As cutting equipment and jobsite demands continue to evolve, cutting systems must keep pace. The 70TXL SpeedCut® Max chain is optimized for 3/8” pitch saws commonly used in more demanding applications, including larger tree maintenance and groundwork. It brings the speed, smoothness, and control established in earlier SpeedCut® chain designs to more demanding applications, including larger tree applications that require greater power and durability.

For arborists, this is especially important. Their work often focuses on maintaining the health, structure, and longevity of trees. Controlled, precise cuts are essential to achieving those outcomes while minimizing impact to the surrounding environment.

Supporting Safer Work Outcomes

In arboriculture and landscape maintenance, safety is not defined by a single feature. It is the result of thoughtful system design that supports the operator in real-world conditions. The 70TXL SpeedCut® Max chain demonstrates a systems-based approach, helping professionals:

- Maintain control in complex or confined cutting scenarios
- Work more confidently in high-risk or sensitive environments
- Reduce fatigue during prolonged use
- Achieve productive outcomes while prioritizing safety

By combining low-kickback design with strong cutting performance, Oregon® is helping redefine expectations for what safety-certified cutting systems can achieve, supporting both safer jobsite results and high-performance work in the field.

Woods® Precision Super Seeder®

Supporting Habitat Restoration and Sustainable Land Stewardship



At Woods Equipment, we understand that the tools we design do more than support productivity, they help customers steward the land and contribute to long-term environmental sustainability. Through innovative solutions like the Woods® Precision Super Seeder®, Woods Equipment helps landowners, conservation organizations, contractors, and agricultural producers establish native vegetation, improve wildlife habitat, support pollinators, and enhance the resilience of the landscapes they manage.



Supporting Habitat Restoration and Biodiversity

Habitat restoration plays an important role in conserving ecosystems and enhancing biodiversity. Native grasses, wildflowers, and other conservation plantings improve soil structure, reduce erosion, increase water infiltration, and provide critical habitat for wildlife and pollinators. By enabling more precise seeding and helping establish healthy plant communities, Precision Super Seeder® sowers support restoration efforts that contribute to healthier landscapes and more resilient ecosystems.

The Precision Super Seeder® system features advanced seeding technology designed to support uniform planting of grasses, forbs, and wildflowers. Consistent seed placement and strong seed-to-soil contact help promote successful establishment while minimizing unnecessary soil disturbance. These capabilities make the equipment particularly valuable for Conservation Reserve Program (CRP) projects, pollinator habitat development, wildlife management initiatives, native grass establishment, and erosion control efforts.

Restoration in Practice

Customers across North America are using Precision Super Seeder® sowing systems to support habitat restoration efforts. In Wisconsin, Ross Johnson, Owner of Non-Typical Builders LLC, has used a PSS84 Precision Super Seeder® to establish native grasses for CRP projects, pollinator habitats, wildlife habitat improvements, and large-scale restoration initiatives.

Among these efforts was a 175-acre habitat restoration project that established native grasses and wildlife

forage plantings designed to improve habitat quality, increase biodiversity, and support local wildlife populations. The project created food, cover, and nesting opportunities for birds and other wildlife while enhancing ecological diversity.

Successful habitat restoration often depends on establishing diverse seed mixes that contain native grasses, pollinator species, and other small seeds that require precise placement for successful establishment. Johnson noted that the Precision Super Seeder® metering system and one-pass design helped support accurate establishment of diverse native seed mixes across a variety of restoration applications.

> **"The areas have turned out great — the wildlife really responds to it, especially birds using it for bedding and nesting. We've had repeat customers year after year happy with how things turned out, and the equipment has been a big part of that."**
>
> — Ross Johnson, Owner of Non-Typical Builders LLC



Durability Supports Sustainability

Sustainability extends beyond environmental outcomes to include the longevity and durability of the equipment itself. Landowners, farmers, and conservation professionals rely on products that can perform reliably in demanding conditions for years to come.

Woods® equipment is designed with durability in mind, helping customers maximize product life while reducing the need for premature replacement. High-quality materials, durable construction, and replaceable wear components help keep equipment operating efficiently over the long term, supporting responsible resource use, reducing waste, and contributing to circularity.

This durability also delivers value for customers through dependable performance and lower lifecycle costs. By providing equipment built to withstand years of use, Woods Equipment helps customers continue their land stewardship efforts while making the most of their investment.

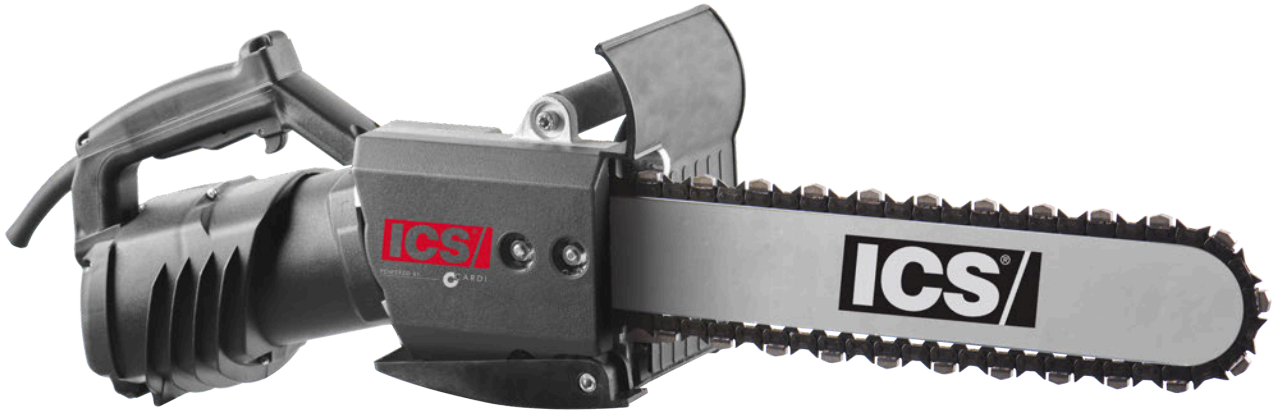
Supporting the Future of Conservation

Landowners, farmers, contractors, and conservation professionals play an essential role in balancing productivity with environmental stewardship. Woods Equipment is proud to support their efforts by providing tools that help make habitat restoration and sustainable land management more achievable.

By helping customers restore native habitats, support biodiversity, improve wildlife and pollinator populations, and manage land responsibly, Woods Equipment contributes to environmental stewardship efforts that create lasting value for both communities and ecosystems. Through durable products and continuous innovation, we remain committed to helping customers care for the land today while preserving its potential for future generations.

ICS® CD35 Electric Saw

Expanding Low-Emission Solutions



As construction environments continue to evolve, there is increasing demand for tools that can deliver high performance while reducing jobsite emissions, noise, and operational complexity. Electrification is playing a growing role in this shift, particularly in applications where air quality, accessibility, and ease of use are critical considerations.

In 2025, ICS Diamond Tools & Equipment introduced the ICS® CD35 Electric Saw globally, expanding its concrete cutting and finishing portfolio with a professional-grade electric solution designed for construction, demolition, and installation applications. Engineered to cut through reinforced concrete, masonry, and stone, the CD35 saw delivers the power required for demanding jobs while offering an alternative to traditional gas-powered tools. This expansion builds on ICS Diamond Tool's collaboration with our partner, CARDI s.r.l, helping accelerate the development of advanced electric cutting solutions that meet evolving jobsite requirements.

Supporting the Shift to Electrification

Electric tools are becoming a more viable option across a wider range of construction applications, particularly where jobsite conditions and environmental considerations are evolving. The CD35 saw is powered by a 120V or 230V electric motor, enabling contractors to achieve the cutting performance they expect while eliminating exhaust emissions during operation.

This makes the tool well-suited for enclosed or sensitive environments where air quality and ventilation are important considerations. Electric operation can also contribute to more consistent working conditions by reducing noise, simplifying operation, and removing the variability associated with fuel-powered equipment.

A key advantage of the CD35 saw is its compatibility to work with established on-site power based on the specific market or jobsite. The saw runs directly from commonly available 120V or 230V sources, eliminating the need for specialized infrastructure. This accessibility allows contractors to incorporate electric tools into existing workflows with minimal disruption, making electrification a practical option across a broader range of jobsites.

Improving Jobsite Conditions

Beyond emissions, electrification can also improve overall jobsite conditions. The CD35 saw is designed to support more consistent and controlled operation compared to traditional gas-powered tools, helping contractors work effectively across a range of environments. This is reinforced through features such as:

- **Zero exhaust emissions during operation**, allowing use in enclosed spaces, sensitive environments, and other settings where air quality is critical
- **Lower noise and vibration levels** relative to gas-powered tools, improving operator comfort during extended use

- **Soft-start motor and electronic controls** that enhance stability and control during operation

These features help address common jobsite challenges while supporting safer, more efficient use of cutting tools.

Designed for Performance and Longevity

Durability and reliability remain critical in demanding construction environments. The CD35 saw incorporates an electric motor design with fewer moving parts than combustion systems, along with integrated protection features that help manage load and reduce premature wear.

This performance is supported by design elements such as:

- **Electric motor architecture** designed for heavy-duty, long-term use
- **Integrated protection and load management systems** that support tool longevity
- **Compatibility with ICS® Force3® chains and guide bars**, enabling efficient, high-performance cutting across materials





These features help extend product life, reduce maintenance requirements, and minimize downtime, contributing to more efficient use of tools and resources over time.

Advancing Electric Innovation in Concrete Cutting

The introduction of the CD35 saw shows our continued progress in expanding electric solutions for demanding construction applications. By combining professional-grade cutting performance with the operational benefits of electric power, the tool supports evolving jobsite expectations without trade-offs in capability.

As electrification continues to gain momentum across the industry, innovations like the CD35 saw demonstrate how cutting solutions can adapt to deliver reliability, efficiency, and improved working conditions in real-world environments.

Product Integrity & Customer Commitment

At Oregon Tool, our commitment to excellence extends beyond the design and manufacture of our products. It encompasses product integrity, quality, regulatory compliance, customer support, and transparency in how we service our customers around the world. Through a focus on safety, performance, continuous improvement, and customer engagement, we work to deliver reliable solutions and build lasting trust with the people who rely on our products every day.



Product Integrity and Safety

We maintain a rigorous product quality program to ensure that every tool we produce meets our exacting standards. Through rigorous testing, design validation, and continuous improvement, we help ensure our products perform safely and reliably in the environments for which they were designed. 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 considerations are integrated throughout the product development process. We further reinforce this commitment by providing multilingual product manuals, safety videos, and training programs designed for real-world applications.

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 verify that our products meet or exceed applicable safety requirements and industry standards. We also require suppliers and contract manufacturing partners to provide appropriate certifications and testing documentation for products sold under our brands, reinforcing our commitment to product quality, regulatory compliance, and responsible sourcing across all the products in our portfolio.

We manufacture and test products in accordance with internationally recognized standards and certifications, including ISO 9001 (Quality Management Systems), ANSI, CSA, and CE certifications, as applicable by product type and market region. Adherence to these standards supports our commitment to delivering safe,

high-performance tools that meet or exceed regulatory requirements while ensuring consistent quality and reliability for customers around the world.

To further strengthen our global product compliance efforts, we continued to build out our internal program in 2025. This included adding dedicated resources, expanding the use of third-party tools to monitor evolving regulatory requirements, and enhancing cross-functional training to ensure alignment across teams. We also increased engagement with customers and partners to better understand and meet specific compliance expectations across markets.

Material Compliance

We take proactive measures to ensure that our materials, components, and finished goods comply with relevant chemical 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. In addition, we are launching efforts to reduce our use of plastics in packaging and investing in packaging solutions that support a more sustainable future for our customers while meeting regional regulatory requirements.

Our Quality Commitment

At Oregon Tool, we're 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 post-sale support.

To support this commitment, all Team Members undergo comprehensive quality training, and we operate under a standardized global quality system to drive alignment and excellence across regions. Through continuous improvement, ongoing monitoring of key performance indicators (KPIs), and dedication to our team, we strengthen product quality, enhance customer satisfaction, and advance our goal of achieving best-in-class performance. These efforts support our focus on delivering the quality, reliability, and service our customers expect while reinforcing customer trust across the markets we serve.

Customer Trust Through Transparency

Trust is earned through clear and honest communication. That's why we ensure our marketing and product claims are grounded in verified performance data and transparency. We help 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 commitment to clear and honest communication extends to our packaging and promotional materials and the conversations we have with partners and end users.

Customer Satisfaction, Feedback, and Support

Customer feedback plays a critical role in how Oregon Tool develops products, enhances services, and improves the customer experience. Across our business segments — FLAG, FRAG, and CCF — we use a variety of channels to gather insights, understand evolving customer needs, and provide responsive support. Through field visits, surveys, distributor and dealer collaboration, product reviews, and direct engagement with customer service teams, we capture the voice-of-the-customer and use it to drive continuous improvement.

- In **FLAG** (forestry, lawn and garden), our Technical Service and Customer Service teams engage customers through multiple direct channels, including email, phone, and the "Contact Us" portal on OregonProducts.com. We also monitor and respond to product reviews on major retail and ecommerce platforms, including Amazon, Lowe's, and Home Depot through Bazaarvoice. Feedback gathered through customer interactions, retailer scorecards, and online reviews helps us identify trends, improve processes, and enhance the overall customer experience. Our engineers,

technical service teams, and field representatives also spend significant time in the field with loggers, arborists, harvester operators, dealers, and other end users, gathering firsthand feedback and insights that help guide product innovation, performance improvements, and customer support.

- In **FRAG** (farming, ranching and agriculture), we gather customer input through targeted interactions at trade shows, including the U.S. National Farm Machinery Show, where we conduct live end-user surveys. We also engage dealers through roundtable discussions to capture feedback on product performance, sales, and marketing initiatives. Regular field visits and product evaluations allow us to gather direct feedback from end users across a range of commercial, agricultural, and municipal applications, supporting product enhancements, continuous improvement, and customer support. Product-specific feedback is gathered through the contact form and review pages on WoodsEquipment.com, where customers are encouraged to leave ratings and comments, and through review cards distributed by dealers. Our commitment to customer support is reinforced through timely technical and customer support, including phone assistance with an average wait time of less than seven seconds. We also offer comprehensive whole goods and replacement parts warranty programs, including industry-leading gearbox and spindle warranty coverage, helping customers keep their equipment operating with confidence.
- In **CCF** (concrete cutting and finishing), we maintain direct, high-touch relationships with our end users. Our product development process emphasizes voice-of-the-customer feedback. Customers have direct access to our sales, customer service, and technical support teams through ICSDiamondTools.com, phone hotlines, and on-site job visits. We offer technical training to help customers operate and maintain their equipment with confidence, delivered through both classroom instruction and hands-on jobsite support. In 2025, we expanded these capabilities by introducing in-house repair and service for the ICS® powered by CARDI product line at our Chandler, Arizona facility and began evaluating opportunities to expand service centers to support continued growth in Merit® products. We also hosted multiple in-house training sessions in Chandler, providing hands-on instruction to customers on servicing Pentruder® equipment.
- 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 to build lasting customer relationships through responsive service, meaningful engagement, and continuous improvement. By actively listening to customer feedback, we gain valuable insights that help guide how we evolve our products, enhance support, and improve the overall customer experience.

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 offering support through both digital and in-person training opportunities. In partnership with our OEMs, distributors, dealers, and end users, we work to ensure customers have access to the products, information, and resources they need when and where they need them.

From product integrity to ongoing 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.









IN THE FIELD

Customer Feedback Drives Innovation

When harvester operators reported excessive guide bar movement, known in the field as “waggle,” the Oregon® product management team and engineering teams partnered with customers in the field to better understand the challenge. Through winter site visits in Wisconsin and Michigan, where operators were working in some of the most demanding conditions, the team observed the issue firsthand and gathered direct feedback from operators in the harvester cab. Engineering testing helped validate those findings and inform design improvements.

Guided by these insights, the team introduced the SpeedMax® XL Anti-Vibe Harvester Bar, featuring a redesigned steel body that reduces vibration, improves cut quality, and helps minimize downtime. The design enhancement also increased durability, extending product life and helping customers get more value from every bar before replacement or recycling.

FEATURED PRODUCT

SpeedMax® XL
ANTI-VIBE HARVESTER BAR



REDUCES VIBRATION | IMPROVES CUT QUALITY | EXTENDS BAR LIFE

Training the People Behind the Tools

At Oregon Tool, we believe performance and our end users' safety go hand in hand. Our products are used every day in demanding environments, which is why we support them with practical, hands-on education designed to help professionals, dealers, distributors, and end users work more safely, efficiently, and confidently in the field.

In 2025, we continued to expand our global education and training efforts across our business segments and regions, delivering programs through in-person instruction, digital learning tools, technical support, dealer and distributor programs, and partnerships with universities and volunteer organizations. Across our businesses, these efforts reveal the unique needs of the industries and communities we serve.

Forestry, Lawn and Garden (FLAG)

Our FLAG education programs help professionals, dealers, distributors, and end users operate equipment more safely and effectively through hands-on demonstrations, technical instruction, product education, and field-based learning experiences. By helping users select the right products, maintain equipment properly, and follow safe operating practices, these programs support productivity, extend product performance, and help reduce risks in the field.

North America (NA)

- Delivered **240+ training sessions and events**, reaching **2,000+ participants** across distributors, arborists, forestry professionals, students, volunteers, municipalities, contractors, and internal teams
- Combined hands-on training, chainsaw maintenance and chain sharpening education, and cutting instruction with live demonstrations at trade shows, open houses, and in-field engagements, reinforcing safe operation and proper product use in field conditions



FLAG Hands-on Training, Uganda

- Executed **900+ dealer engagements across the U.S. and Canada**, strengthening technical knowledge, relationships, and product adoption
- Strengthened industry and community engagement through forestry events, Train-the-Trainer initiatives, and field-based demonstrations, including participation in events such as Logger Rodeo and regional forestry festivals, supported by expanded digital training materials and learning tools for dealers and distributors
- Increased engagement with student and volunteer groups, including university forestry programs (University of Idaho, University of Oregon, Oregon State University School of Forestry, Clackamas

Community College Tree School) and volunteer organizations such as Trailkeepers of Oregon (TKO) and disaster response teams

Latin America (LATAM)

- Achieved significant growth in training reach, engaging more than **2,700 participants** across 17 trainings/events, with strong year-over-year **increases across end users (+84%), dealers (+24%), and distributors (+210%) vs. previous year**
- Delivered training at scale through coordinated technical and sales education programs, strengthening consistency in how products are demonstrated, specified, and supported across markets
- Launched **OregonLAB**, an immersive training program at the Curitiba, Brazil manufacturing facility that integrates factory tours, classroom instruction, retail merchandising education, and field-based product testing
- Conducted a **15-day master training program in Paraguay** with distributor CHACOMER, reaching more than **630 participants across 40+ cities**
- Strengthened regional capability through new Technical Sales Specialists and expanded trade marketing education, improving in-store product presentation, dealer support, and customer engagement

Europe, the Middle East and Africa (EMEA)

- Delivered more than **22 days of customer and distributor education events** reaching **200+ participants** across the region

FLAG TRAINING IMPACT BY REGION



- Provided approximately **120 hours of internal Oregon Tool staff training**
- Distributed **260+ Oregon® Chainsaw Chain Training Kits** to professional trainers and forestry schools
- Focused training on low-kickback chain technologies, harvester chain safety, PPE standards, and best practices for safe equipment operation
- Expanded access to digital education resources through QR-enabled Infocenter tools, online fit-up systems, tutorial videos, and multilingual product materials

Asia Pacific (APAC)

- Delivered **12 training events** reaching more than **215 participants** across China, Thailand, and Japan, supporting dealers, distributors, OEM partners, and end users
- Introduced localized Japanese-language technical training materials and authorized certification programs, strengthening consistency in partner training and product knowledge
- Expanded regional training delivery through new markets and programs in Thailand and Japan, broadening support for dealers, distributors, and OEM partners
- Expanded digital training delivery through regional platforms, including websites, WeChat, and Douyin, increasing access to product education and training content


Training in NA




Trainings in LATAM




Trainings in EMEA


Training in APAC

Farming, Ranching and Agriculture (FRAG)

Every Woods® product is designed for rugged performance and supported with the resources needed to help operators work safely and effectively. Through training, technical support, and digital learning tools, we help customers maximize equipment performance, reduce downtime, and operate with confidence throughout the life of their equipment.

- Delivered **in-person product training sessions** for municipalities, contractors, and partners, including Gulf Shores International Airport (Alabama), Alabama Department of Transportation, Davis County Highway Department (Iowa), and MACC Contracting (St. Louis), reinforcing safe equipment operation and maintenance best practices
- Launched **Woods Way Academy**, an online dealer training platform offering structured product education modules to strengthen technical knowledge and consistency across dealer networks
- Supported dealers and end users through the Woods® Technical Service team, providing fast, expert guidance and real-time troubleshooting to reinforce safe and effective product use
- Handled **9,850 customer calls** in 2025 with an average response time of less than seven seconds, extending technical support at scale and helping ensure proper product use and maintenance


Woods® In-person Product Training

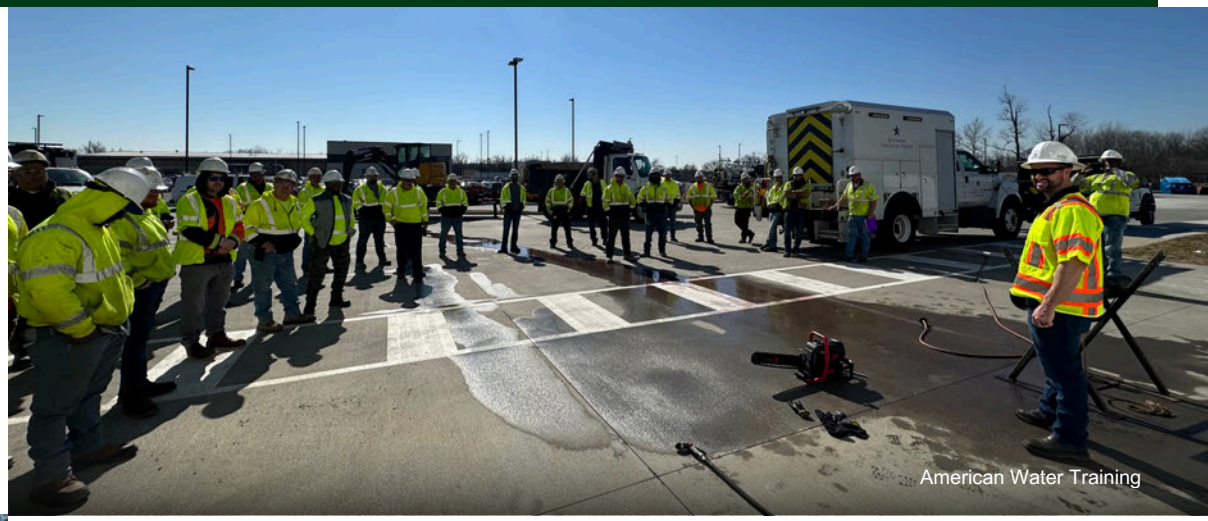
Concrete Cutting and Finishing (CCF)

Across the CCF business, hands-on technical training programs support safe operation, proper setup, equipment maintenance, and cutting techniques. By combining classroom instruction, live demonstrations, and field-based learning, these programs help operators improve safety, productivity, and performance in critical infrastructure applications.

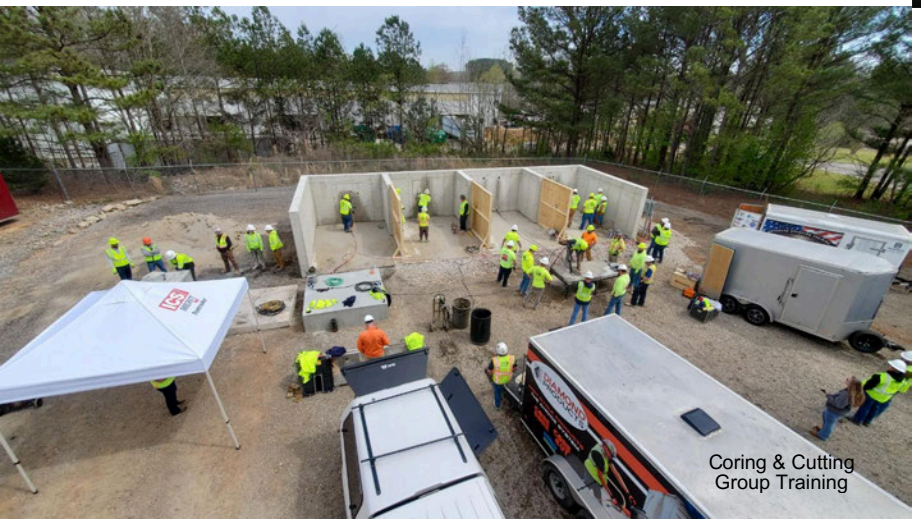
- Conducted **60+ PowerGrit® technology training sessions**, reaching **900+ participants**
- Delivered an additional **50+ concrete cutting training programs** serving dealer and contractor channels, reaching **500+ participants**
- Trained operators through a combination of classroom presentations, live demonstrations, and hands-on cutting time, reinforcing safe operation, proper

equipment setup, and cutting technique best practices

- Provided specialized **Pentruder® mechanics training** through four dedicated classes serving approximately 30 participants
- Supported industry training alongside partners, including the Coring & Cutting Group (CCG), Concrete Sawing & Drilling Association (CSDA), Penhall, and American Water, reaching **300+ operators** through joint training sessions



American Water Training



Coring & Cutting Group Training



Penhall Training

Digital Resources and Ongoing Support

In addition to live instruction, Oregon Tool continued investing in digital and self-service educational resources across our businesses that help customers select, maintain, and use products correctly. These resources include product catalogs and application guides, online fit-up and part finder tools, QR-enabled digital learning platforms, tutorial videos, multilingual training materials, and technical support resources for dealers, distributors, and end users worldwide.

The investments reflect Oregon Tool's commitment to supporting the people who rely on our products every day. They help build skills, improve safety awareness, and strengthen the industries and communities that depend on the safe and effective use of our tools.

Building Skills for Safer, More Sustainable Trail Stewardship

TRAILKEEPERS OF OREGON

In 2025, Oregon Tool deepened its collaboration with Trailkeepers of Oregon (TKO), a nonprofit dedicated to maintaining and preserving public trails. Together, we focused on a critical part of responsible tool use: ensuring the people who rely on our products have the skills and training to use and maintain them safely and effectively in the field.

As part of this ongoing engagement, Oregon Tool hosted a hands-on chainsaw maintenance clinic at our Portland headquarters in February. Sixteen volunteers from TKO participated in the session, receiving practical instruction on powerhead upkeep, chain sharpening, and cutting system care. These practices help extend tool life, improve safety, and support more efficient trail work.

In April, 16 participants attended a three-day chainsaw training and certification program with TKO and the United States Forest Service (USFS), including 13 Oregon Tool Team Members and other trail stewards. The training began with classroom sessions hosted at our Portland headquarters, followed by two days of hands-on fieldwork. Participants learned to safely operate chainsaws and assess low- to medium-complexity cutting scenarios in field conditions, an experience that provides valuable insight into how our tools are used in practice. Participants built practical skills and confidence while earning "A" level (beginner) certification. As part of this broader partnership, product support was also provided later in the year, further strengthening TKO's ability to carry out safe and effective trail work.



Oregon Tool expanded its role as a training partner by funding the second chainsaw training and certification course of the year in November, led by TKO in partnership with the USFS. Our support enabled 19 volunteers to participate, including five Oregon Tool Team Members. This three-day training included classroom instruction followed by hands-on field application work near Mt. Hood in areas affected by the 2020 Riverside Fire site near Estacada, Oregon. All participants earned "A" level certification, supporting trail maintenance and expanding trail stewardship capacity across Oregon and Washington.



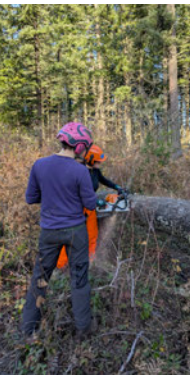


The partnership continues in 2026, with additional hands-on training planned in collaboration with TKO. Our collective efforts strengthen the connection between tools and the skills needed to support safe, effective trail stewardship. By pairing hands-on training with real-world application, we help ensure that the people who rely on our products are equipped to use them safely and with confidence in the field.















2025 TRAINING IMPACT HIGHLIGHTS

35

Participants completed hands-on chainsaw certification and field training across April and November sessions

18

Oregon Tool Team Members earned USFS chainsaw bucking certification

16

Volunteers trained in chainsaw maintenance to support safe and effective tool use

14

Expanded access to certification training for volunteers with funding from Oregon Tool



Disaster Response Team:

Prepared to Respond, Committed to Support

Since its creation in 2012, Oregon Tool's Disaster Response Team has played an important role in supporting communities impacted by natural disasters. What began as a single trailer, conceived by a dedicated Team Member, has grown into a fleet of three mobile units equipped to deliver tools, expertise, and hands-on support where it is needed most. Over more than a decade, the team has deployed to over 22 disaster events, supporting tens of thousands of individuals as they recover and rebuild.

The Disaster Response Team is built on a simple but powerful idea: When disaster strikes, access to properly functioning equipment can make a critical difference. By sharpening saw chains, repairing chainsaws, and supporting equipment readiness in the field, the team enables first responders, utility crews, and local residents to safely clear debris, restore access, and begin recovery efforts.

This work shows the importance of our **Tools** focus area, delivering not only high-performance products, but also the technical expertise and service that help communities move forward in times of crisis.

Supporting Communities Through Partnership and Preparedness

In 2025, there were no large-scale disaster deployments requiring on-site response from our Disaster Response Team. While we are grateful that our on-site support was not needed, the team remains ready to mobilize whenever they are needed. Meanwhile, Oregon Tool continued to support communities in other meaningful ways.

When severe flooding impacted Central Texas in July 2025, Oregon Tool responded through a distributor partner by providing critical equipment and supplies. Donations included guide bars, saw chain, files, and personal protective equipment to support local response efforts. While the team was not deployed on-site, this coordinated response ensured that essential tools reached those working on recovery in affected areas.

Year-Round Impact Through Training and Industry Support

In years without major disaster events requiring deployment, Oregon Tool's Disaster Response Team plays an important role in supporting training, education, and industry engagement across the United States. Using the same trailers and equipment designed for disaster response, the team contributes to a wide range of events and hands-on learning opportunities, helping professionals and communities utilize safe and effective cutting practices.

In 2025, these activities included:

- Delivering hands-on training at dealer events, open houses, and industry conventions
- Hosting chain sharpening and maintenance clinics for forestry professionals, arborists, and other end users
- Supporting education-focused events that promote forestry awareness, safety, and workforce development
- Providing on-site equipment service, chain sharpening, light repairs, and product demonstrations at large-scale community and industry events, including wood carving competitions, forestry demonstrations, and skilled trades events

At these events, the team sharpened hundreds of saw chains and mower blades, supported multiple dealers, and conducted training sessions for professionals across the industry, reinforcing safe practices and product performance in real-world conditions.

Ready When It Matters Most

Whether responding to natural disasters or supporting training and education across the industry, Oregon Tool's Disaster Response Team remains focused on preparedness, service, and impact. The team's ability to mobilize quickly, combined with its ongoing investment in training and partnerships, ensures that when the next disaster strikes, communities will have access to the tools, expertise, and support they need to recover.







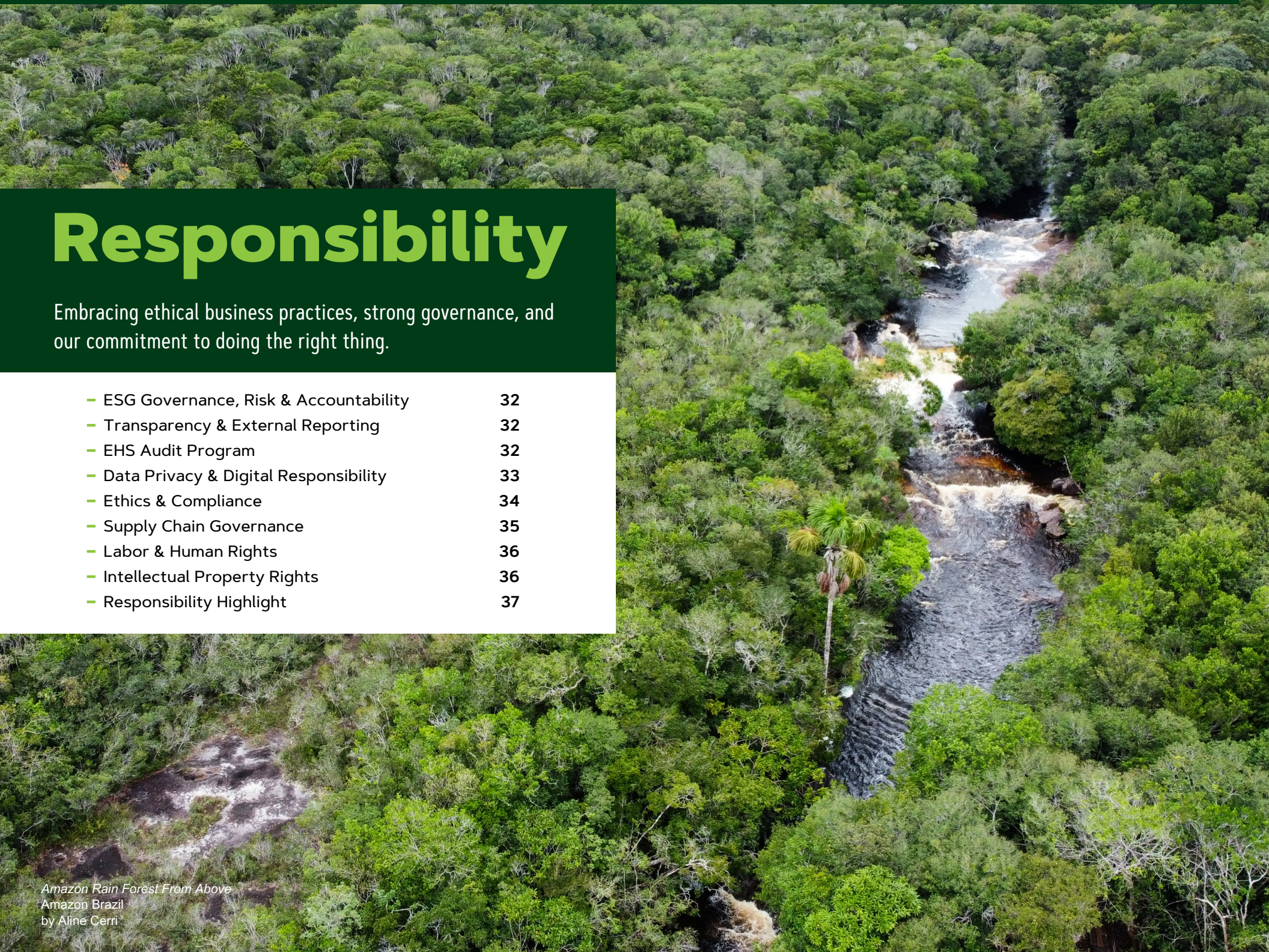


Across Oregon Tool, our commitment to innovation extends beyond the **Tools** we manufacture. It encompasses the quality standards we uphold, the education and support we provide, and the partnerships we foster to help people work safely and effectively. By combining trusted products with technical expertise, training, and customer-focused support, we help advance safer workplaces, more efficient operations, and responsible stewardship of resources. We believe that the best tools not only perform in the field but also create lasting value for customers, communities, and the environment.

Responsibility

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

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Amazon Rain Forest From Above
Amazon Brazil
by Aline Cerri

RESPONSIBILITY

Responsibility is the foundation of trust. It shapes how we govern our business, support our Team Members, engage with suppliers and partners, and uphold the standards that define Oregon Tool around the world.

As the second focus area of the **t.r.e.e. Initiative**, Responsibility shows our commitment to ethical leadership, accountability, and transparency. Through strong governance practices, compliance programs, human rights principles, and a culture that encourages speaking up, we strive to ensure our values guide decisions at every level of the organization while strengthening the trust placed in us by Team Members, customers, partners, and communities.

ESG Governance, Risk & Accountability

Implementing a robust governance structure 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 helps guide actions that advance the goals of the t.r.e.e. Initiative. The Executive Management team provides oversight of the company's objectives, strategy, and implementation of our initiatives and regularly reports on ESG-related activities to the Board.

Oregon Tool's Board of Directors provides oversight of the company's ESG strategy through its Audit Committee. Executive leadership delivers regular briefings on ESG risks, opportunities, and performance metrics to support informed decision-making and long-term strategic planning. This governance structure ensures ESG considerations are integrated into broader business priorities, risk management processes, and operational practices across the organization.

As our ESG program continues to evolve, we remain focused on identifying and managing risks, enhancing transparency, and strengthening the governance practices that support responsible business performance across our global operations.

Transparency & External Reporting

Transparency remains an important component of our approach to ESG management and stakeholder engagement. To support customer, partner, and investor information needs, Oregon Tool reports ESG-related data through several recognized third-party platforms, including EcoVadis, the Carbon Disclosure Project (CDP), Sedex, and Secaro.

Participation in these platforms enables us to benchmark performance, respond to stakeholder reporting requests, and identify opportunities for continuous improvement. By providing ESG information through established reporting channels, we support greater transparency while reinforcing our commitment to accountability and responsible business practices.

EHS Audit Program

Maintaining safe, compliant, and responsible operations is a key component of Oregon Tool's environmental, health, and safety (EHS) program. To support these efforts, we conduct independent third-party audits of our manufacturing facilities to evaluate compliance with applicable EHS regulations.

Auditors are selected based on their expertise and familiarity with the regulatory requirements applicable to each operating location. Evaluations may include on-site inspections,

documentation reviews, and assessments of relevant public records. Findings help identify opportunities to strengthen compliance, improve EHS performance, and support the safe operation of our facilities for Team Members and surrounding communities.

Data Privacy & Digital Responsibility

At Oregon Tool, we recognize the critical role that digital infrastructure, cybersecurity, data privacy, and emerging technologies play in supporting a sustainable, ethical, and resilient business. As part of the Responsibility focus within the t.r.e.e. Initiative, we are committed to protecting our digital ecosystem, strengthening governance practices, and promoting the secure and responsible use of technology across the organization.

As technology continues to evolve, we are also exploring the use of artificial intelligence (AI) and automation to improve productivity, enhance decision-making, strengthen cybersecurity capabilities, and support Team Members globally. These efforts are guided by a focus on responsible use, and we are committed to implementing these technologies thoughtfully, with safeguards that support privacy, security, ethical use, and appropriate oversight.

Governance

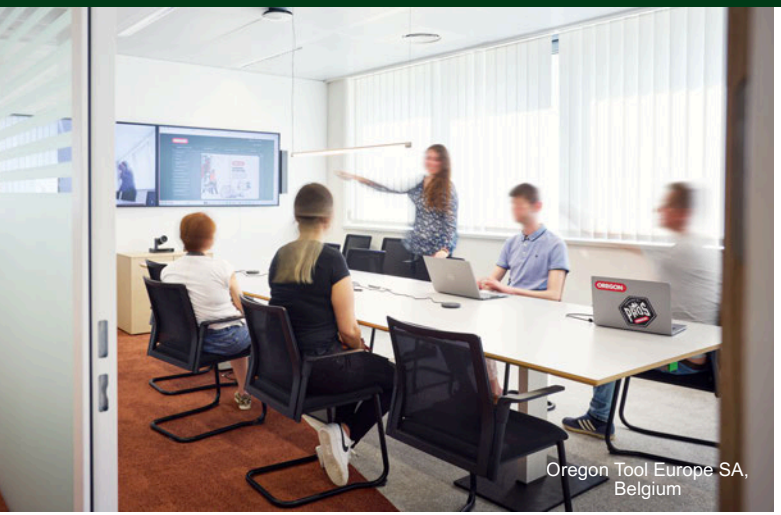
We maintain a strong focus on information security, risk management, and responsible technology practices, aligning our programs with recognized industry standards and best practices to protect business operations and digital assets.

- **Zero Trust Security Architecture** — We continue to advance a Zero Trust approach to security, ensuring that users, devices, and applications are continuously verified and authenticated before access is granted. This model strengthens protection across our global environment and reduces organizational risk.
- **Security Awareness and Workforce Education** — Ongoing security awareness programs help Team Members recognize and respond to phishing, ransomware, social engineering, and other evolving cyber threats. Regular training reinforces a culture of cybersecurity awareness and shared responsibility for maintaining a secure workplace.
- **24/7 Monitoring and Incident Response** — Our IT and security teams maintain continuous monitoring capabilities and proactive incident response processes designed to rapidly detect, contain, and respond to emerging threats while minimizing operational disruption.
- **Data Privacy and Regulatory Compliance** — We remain committed to protecting personal and business data and complying with global privacy regulations, including GDPR, CCPA, and other regional requirements. We maintain robust controls governing data handling, records retention, access management, and secure information practices.
- **Responsible AI and Technology Governance** — As AI-driven capabilities continue to evolve, we are establishing governance practices focused on responsible and secure AI adoption. This includes evaluating data privacy considerations, maintaining human oversight where appropriate, and promoting the ethical use of AI-enabled tools and automation technologies.

Environmental Responsibility

Our Responsibility commitment also extends to how we manage our technology infrastructure, with a focus on efficiency and reducing environmental impact.

- **Responsible AI and Technology Governance** — As AI-driven capabilities continue to evolve, we are establishing governance practices focused on responsible and secure AI adoption. This includes evaluating data privacy considerations, maintaining human oversight where appropriate, and promoting the ethical use of AI-enabled tools and automation technologies.
- **Energy-Efficient Infrastructure** — We prioritize energy efficiency across our data center and cloud operations through technologies such as server virtualization, power optimization, intelligent workload management, and modern cooling practices designed to reduce energy consumption.
- **E-Waste Reduction and Responsible Procurement** — We maintain recycling and disposal programs for retired hardware and work with licensed vendors and partners.


Oregon Tool Europe SA, Belgium

- **Digital Collaboration and Hybrid Work Enablement** — We continue investing in collaboration technologies that support flexible and hybrid work environments, helping reduce travel-related emissions while improving connectivity and productivity for Team Members worldwide.

- **Smart Automation and Operational Efficiency** — Automation and digital tools continue to improve process efficiency, reduce repetitive manual work, and optimize resource utilization across IT and business operations.

Social Responsibility and Digital Equity

We focus on ensuring our technology initiatives contribute positively to Team Members, customers, and the broader community.

- **Inclusive and Accessible Technology** — Accessibility remains an important part of our digital strategy. We incorporate accessibility standards into internal and customer-facing platforms and provide live captioning and translation capabilities during town halls and meetings to support a more inclusive experience for our global workforce.

- **Community Engagement and Cybersecurity Collaboration** — Our IT and security teams actively participate in cybersecurity collaboration and knowledge-sharing initiatives that strengthen digital resilience and promote safer technology practices within the broader community.

- **Workforce Enablement** — We empower Team Members with secure, flexible, and modern technology solutions that support collaboration, professional growth, operational efficiency, and work-life balance. AI-enabled productivity tools are also being evaluated and deployed to help employees work more effectively while maintaining appropriate security and governance controls.

Through responsible governance, strong cybersecurity practices, and ethical stewardship of technology, Oregon Tool continues to strengthen data security and privacy while supporting a resilient and responsible digital environment for our Team Members, customers, and broader stakeholders.

Ethics & Compliance

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 our policies, applicable laws, and global best practices. Through our Codes of Conduct, compliance training, Speak Up! Hotline, and third party due diligence processes, we reinforce ethical business practices and accountability throughout our global operations.

Code of Conduct and Policy Transparency

Oregon Tool's core values — **Leading with Humility**, **Pioneering Spirit**, **Global Stewardship**, and **Own It** — serve as the foundation for how we conduct business and engage with one another. These values are the foundation of our Team Member Code of Conduct, which establishes the ethical standards and behaviors expected across our global organization.

We believe strong business relationships are built on integrity, responsibility, and respect. The Oregon Tool Third Party Code of Conduct establishes the standards and expectations we have for customers, suppliers, contractors, and other partners, supporting a shared commitment to ethical, legal, and responsible business practices.

As part of our commitment to transparency, we make the following key policies publicly available:

- 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 help guide decision-making, reinforce accountability, and communicate the standards we expect of ourselves and those with whom we do business.

Compliance Training

The Compliance Training Committee continued to oversee Oregon Tool's global compliance training program in 2025, providing structure and visibility around required training across departments and regions.

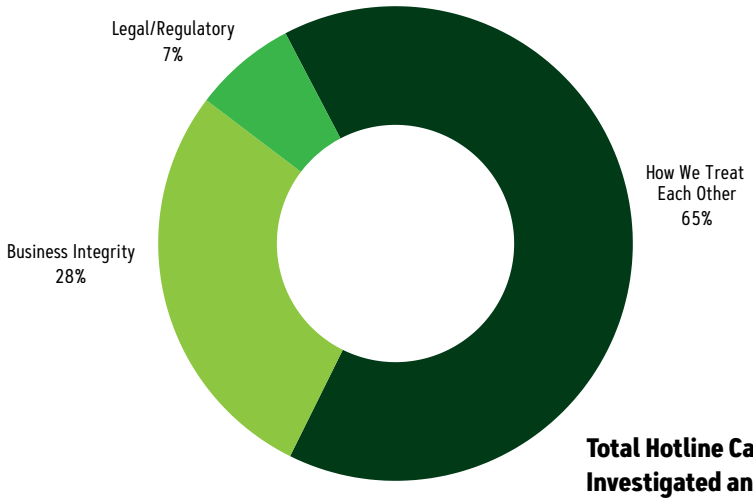
In November 2025, Oregon Tool completed mandatory Ethics & Compliance training covering Anti-Money Laundering, Anti-Bribery and Corruption, and Economic Sanctions. The training was designed for Team Members who interact with third parties or play a role in managing compliance risk. It equipped participants with the knowledge to recognize compliance risks, understand reporting expectations, and support ethical business practices in their daily work.

By providing ongoing compliance education, Oregon Tool reinforces a culture of integrity, accountability, and ethical decision-making while helping Team Members protect the company's reputation and uphold applicable laws and regulations.

Speak Up! Hotline

Building on the Speak Up! Hotline awareness campaign launched in 2024, Oregon Tool continued to reinforce a culture where Team Members are encouraged to raise concerns without fear of retaliation. The Speak Up! Hotline provides a confidential channel for reporting concerns related to workplace conduct, business integrity, the Code of Conduct, the Third Party Code of Conduct, and compliance matters.

In 2025, Oregon Tool received 14 reports through the hotline, a slight increase from 2024. There were no confirmed incidents of corruption in 2025. All reports are reviewed and investigated as appropriate, with outcomes used to identify trends and strengthen policies, training, and workplace practices. The continued use of the hotline demonstrates that individuals know how to report concerns, feel safe doing so, and trust the process to address those concerns appropriately.



Total Hotline Cases Investigated and Closed in 2025

Supply Chain Governance

Oregon Tool's supply chain strategy includes both direct and indirect suppliers. Direct suppliers provide the raw materials and finished goods that support our manufacturing operations and product portfolio, while indirect suppliers deliver services and operational support that enable the business to function effectively. This diverse supplier network contributes to operational resilience and long-term business success.

As a global organization, Oregon Tool applies robust governance measures across all supplier categories, including due diligence processes, transactional controls, and ongoing monitoring. Prior to engaging with a supplier, all suppliers must sign a commitment to adhere to Oregon Tool's Third Party Code of Conduct. In addition, all suppliers are expected to complete a comprehensive due diligence assessment to evaluate risk exposure and determine whether corrective or remediation actions may be necessary.

Oregon Tool's third party risk assessment considers factors such as regional geopolitical conditions, involvement with prohibited parties, labor and human rights, the industry-specific risks, and the supplier's financial stability. This pre-engagement due diligence process informs onboarding decisions and helps determine whether we move forward with a supplier relationship. If

engagement with a potential supplier is deemed a risk, we do not proceed with onboarding. For those we do engage, the level of ongoing due diligence is tiered based on their risk profile. Suppliers operating in higher-risk industries or geographies may be subject to formal third party audits, while lower-risk suppliers may be required to complete self-assessments and certify compliance with Oregon Tool's standards.

We communicate our ESG expectations throughout the supplier onboarding and due diligence process, including expectations related to labor practices, human rights, environmental responsibility, and ethical conduct. These expectations are incorporated in our master supplier agreements and may be supported through ongoing monitoring and corrective action plans when appropriate.

Supplier Lookback Review

Oregon Tool completed the full integration of its Third Party Due Diligence and Monitoring Policy and Procedure through completion of the Lookback review. Throughout 2025, we conducted a self-imposed compliance audit to confirm that all active third party business relationships were reviewed and categorized for appropriate, risk-based assessments.

Through proactive risk management and supplier accountability, Oregon Tool seeks to build trusted relationships that support responsible business practices, shared values, and continuous improvement throughout the supply chain.

Labor & Human Rights

Oregon Tool is committed to upholding fundamental human rights across the globe. We believe all people should be treated with dignity, fairness, and respect. Practices such as child labor, forced labor, and acts that deceive or deny workers access to identity documents such as passports or visas are prohibited.

We also contractually obligate suppliers, contractors, and vendors to demonstrate serious commitment to the health and safety of their workers in compliance with human rights laws.

These expectations reinforce our commitment to responsible business practices throughout our value chain.

Intellectual Property Rights

The intellectual property (IP) of Oregon Tool is a highly valuable asset, and one which must be properly protected and enforced. We strengthened Oregon Tool's intellectual property program by reestablishing the IP Steering Committee, launching a refreshed IP strategy, and introducing annual Innovation Awards to recognize internal innovation.

Additionally, we embarked on a large-scale anti-counterfeit operation in APAC, enforcing Oregon Tool's intellectual property rights.



2025 Innovation Awards

Responsible Use of Artificial Intelligence

In 2025, we took an intentional step forward in how we explore and govern the use of artificial intelligence (AI) across our business.

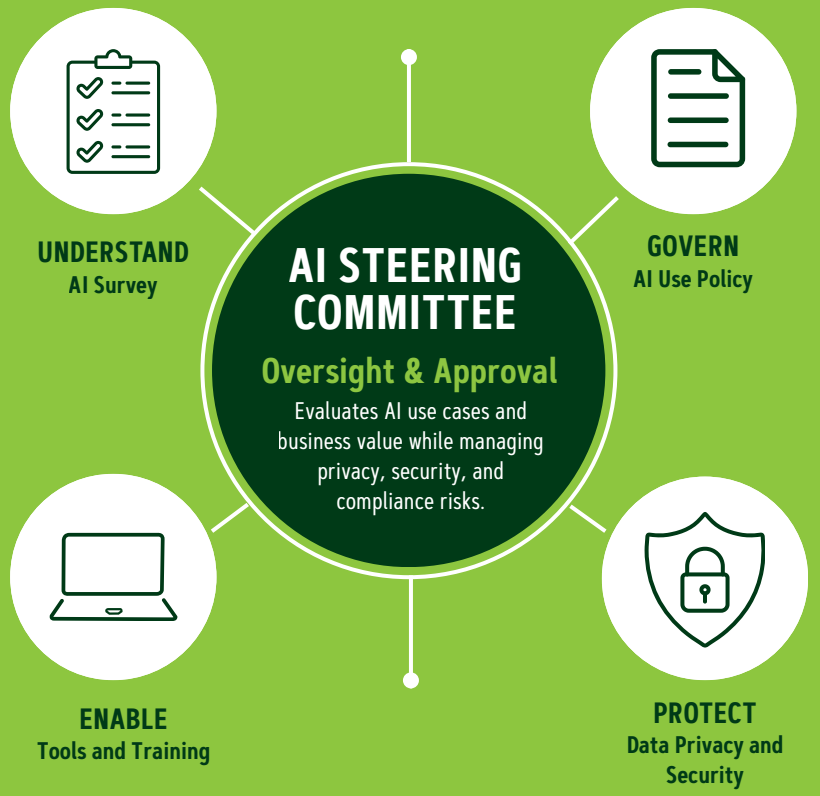
To better understand current use and inform our approach, we launched a global *Empowering with AI* survey, gathering input from more than 350 Team Members on how AI tools may support their work and where additional guidance or investment is needed.

Building on these insights, we implemented a global AI Use Policy to guide responsible, secure, and consistent adoption. The policy defines approved tools, establishes clear expectations for protecting company and stakeholder information, and reinforces compliance with privacy, security, and ethical standards.

To further strengthen governance and oversight, we established an AI Steering Committee in September 2025. This group is responsible for evaluating proposed use cases and ensuring alignment with company standards. It also evaluates potential data privacy, security, and regulatory compliance risks, assesses business value, and determines whether to approve, request revisions to, or decline proposed tools.

Our approach prioritizes practical application with clear guardrails. We have enabled access to approved AI tools within our secure environment, while limiting the use of external platforms to reduce risk and protect sensitive information. We are also expanding training and resources to support effective and responsible use and strengthen capability across our global team.

AI GOVERNANCE



As we continue to evaluate opportunities, our focus remains on applying AI in ways that enhance productivity, support innovation, and strengthen decision-making, while maintaining strong governance and alignment with our company standards. We are committed to responsible use, safeguarding the information of our Team Members, customers, and partners, and ensuring that AI is applied with appropriate controls, oversight, and accountability.

INSIGHTS FROM OUR 2025 AI SURVEY

190+
TEAM MEMBERS
Use AI Weekly or Daily

300+
INTERESTED IN
AI Training

180+
REPORTED IMPROVED
Quality of Work

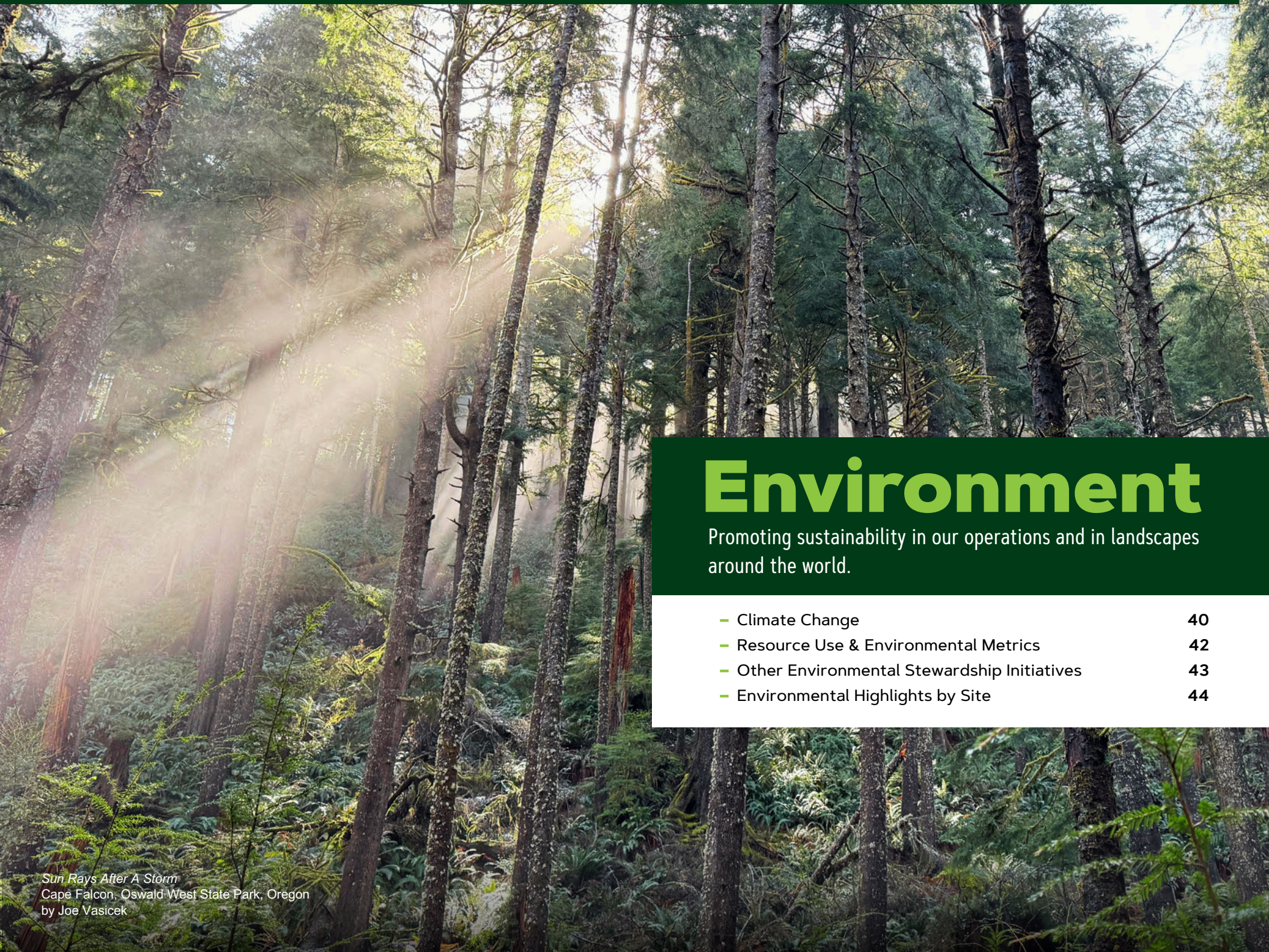
160+
GENERATED NEW IDEAS
or Approaches

Oregon Tool's commitment to Responsibility extends beyond policies and procedures. Through responsible governance, strong information technology practices, ethical business conduct, supply chain oversight, and a culture of accountability, we continue to strengthen the systems and processes that support long-term business resilience and stakeholder trust.

As emerging technologies continue to evolve, we remain focused on their responsible use while maintaining the standards of integrity, transparency, and oversight that define Oregon Tool.



Smoky Mountain Fall
Smoky Mountain National Park, Tennessee
by Jennifer Youngblood



Environment

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

- Climate Change 40
- Resource Use & Environmental Metrics 42
- Other Environmental Stewardship Initiatives 43
- Environmental Highlights by Site 44

Sun Rays After A Storm
Cape Falcon, Oswald West State Park, Oregon
by Joe Vasicek

ENVIRONMENT

The decisions we make today can have a lasting impact on our landscapes, communities, and the environment for decades to come. **Environment** is the third focus area of our **t.r.e.e. Initiative** and expresses our commitment to promoting sustainability across our operations and responsible management of natural resources. We will continue our legacy of reducing greenhouse gas emissions, waste, and excess energy use while promoting the responsible use of water.

Climate Change

Most of Oregon Tool's end users rely on healthy forests, agriculture, and managed landscapes. The effects of climate change pose risks to the continued health and viability of these biomes. Forests have evolved and adapted to wildfire exposure. However, the increasing intensity and heat of modern-day fires hinder forest regeneration by killing mature trees and damaging roots and soil structures.[3] Droughts are increasing in frequency and severity and negatively impacting agriculture and managed landscapes.[4]

In 2025, land area burned by wildfires was the second lowest on record since 2002 (~390 million hectares). However, it was one of the costliest years in terms of damage. During the January 2025 wildfires, 30 people died, and damages were estimated to be over $50 billion USD. The impact on the overall economy has been estimated to be $250 - $275 billion USD.[5]

Oregon Tool recognizes climate change's threat to our forests, ecosystems, communities, and our end users. In response, we are committed to reducing our greenhouse gas emissions (GHG) and adapting our business operations to climate risks.

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

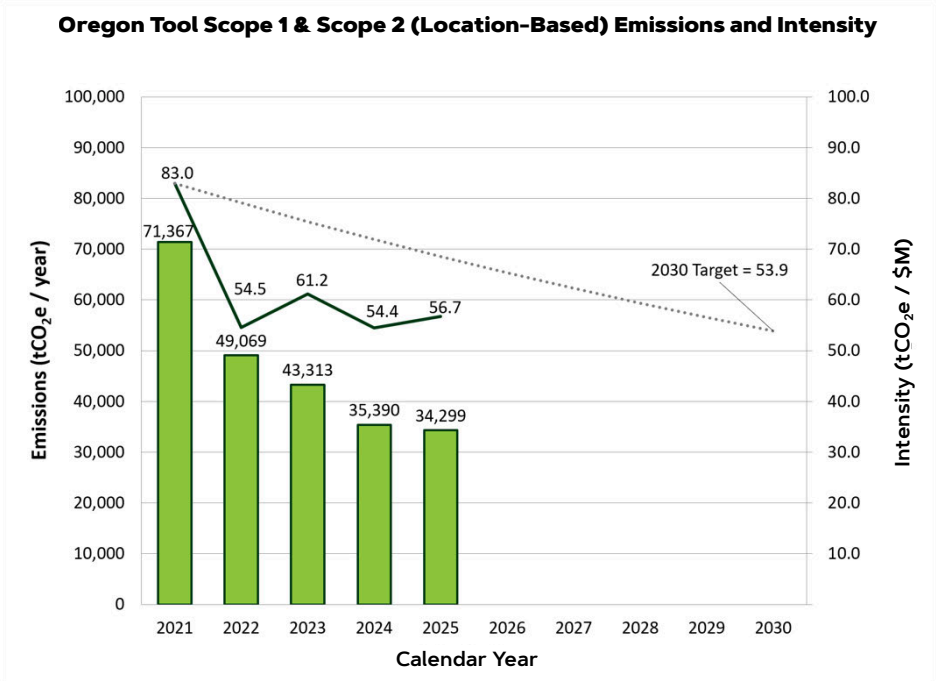
This year, our Scope 1 and Scope 2 emissions were independently verified by a third-party, SCS Global Services ("SCS Global"). Third party verification guarantees that our greenhouse gas emission calculations are thorough and accurate. SCS Global is a global leader in third-party environmental and sustainability verification, certification, auditing, testing, and standards development. By providing third-party verification of our Scope 1 and Scope 2 emissions, we are providing greater transparency and credibility to stakeholders.

Oregon Tool's location-based Scope 2 emissions decreased in 2025, but Scope 1 emissions increased. Combined absolute Scope 1 and location-based Scope 2 emissions decreased overall. Due to less revenue in 2025, the GHG intensity metric increased slightly from 54.4 to 56.7 tCO_2e / $M.

[3] Murphy, Shane T., et al. "Post-fire Conifer Regeneration in the Western US Is Constrained by Fire Severity and Short-term Climate." Proceedings of the National Academy of Sciences, vol. 119, no. 50, 2022, p. e2208120120, doi.org.
[4] Liangzhi Chen et al., "Global Increase in the Occurrence and Impact of Multiyear Droughts," Science 387, no. 6731 (January 2025): 278–84, doi.org.
[5] United Nations Office for Disaster Risk Reduction (UNDRR), "The Invisible Costs of Wildfire Disasters in 2025," January 13, 2026, https://www.undrr.org/news/invisible-costs-wildfire-disasters-2025.

Oregon Tool Greenhouse Gas Emissions (tCO_2e)

	2021	2022	2023	2024	2025
Total	71,367	49,069	43,313	35,390	34,299
Scope 1	27,119	21,390	18,973	15,338	16,683
Scope 2 (Location)	44,249	27,679	24,340	20,052	17,616
Scope 2 (Market)					20,928
Intensity (tCO_2e / $M)[6]	83.0	54.5	61.2	54.4	56.7



Climate Transition Plan

As part of our efforts to reduce Oregon Tool's GHG, we will continue to look for opportunities to reduce our energy use and increase our use of renewable energy. In the coming years, we intend to develop a **climate transition plan** to outline the mitigation and adaptation options Oregon Tool can use to address our impacts and plan for climate impacts on our business operations.

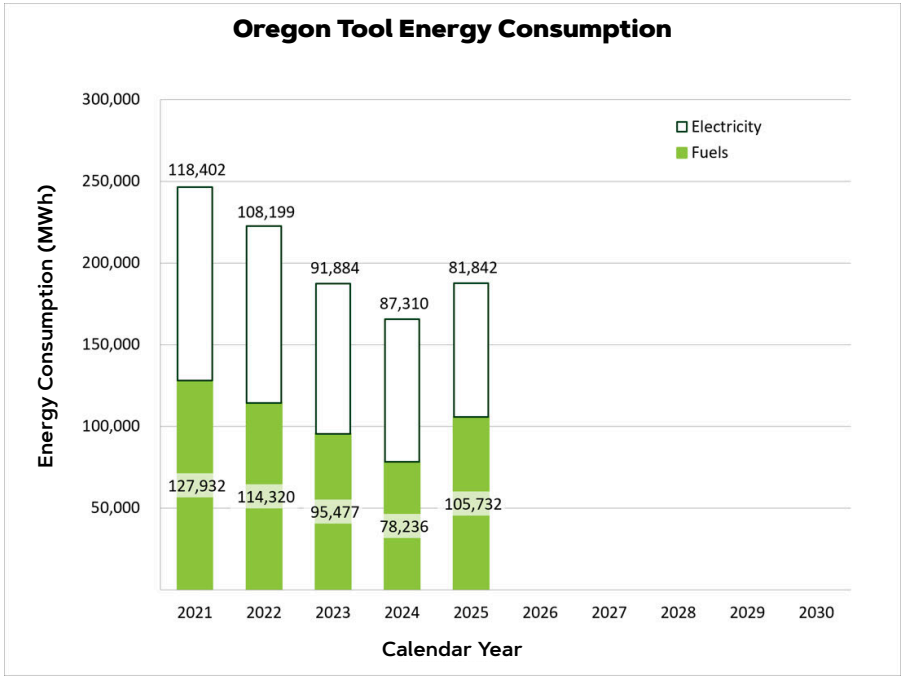
[6] Location-based Scope 2 emissions are currently used in the Intensity metric calculation.

Oregon Tool has not identified climate adaptation as a material impact, currently. Our property insurance provider provides a climate risk report and recommendations for our facilities. Based on that report and our own assessment, we assess that our facilities are not in locations with severe climate risks. However, we will re-visit this assessment as we develop our climate transition plan.

Energy Use

We continue to address energy conservation as one of our primary levers for reducing our GHG. In particular, energy conservation measures are necessary to achieve our 35% reduction goal for our Scope 1 and Scope 2 emissions.

In 2025, overall energy use increased from 165,546 MWh to 187,575 MWh, even as our absolute GHG emissions decreased. We consumed more natural gas in 2025, which was the reason for the increase in overall energy consumption. The increase in natural gas use could be the result of higher production rates in specific facilities, colder weather, and changes to heat treatment processes.



Portland Facility Energy Efficiency Highlight



In 2025, Oregon Tool's Portland manufacturing facility completed its third year participating in Energy Trust of Oregon's Continuous Strategic Energy Management (SEM) program, demonstrating measurable and sustained improvements in energy performance.

Key outcomes included:

- **1.28 million kWh** in verified annual electricity savings
- **5.5% reduction in energy use** compared to baseline operations
- **$115,000+** in estimated annual utility cost savings
- **$132,955** in Energy Trust of Oregon performance and milestone incentives

These results were achieved through Team Member-led initiatives focused on operational efficiency, including compressed air leak repairs, equipment runtime reductions, downtime shutdown campaigns, and ongoing energy performance monitoring. They highlight the Portland facility's continued commitment to embedding energy management into daily operations and driving continuous improvement.

Resource Use & Environmental Metrics

We seek to reduce the environmental impact from our manufacturing operations, including 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	2025
Steel Purchased	Pounds	153,812,308	137,900,957	99,788,163	82,054,340	76,915,122
Steel Recycled	Pounds	54,041,985	45,464,169	31,751,928	30,632,382	30,664,315
Steel Utilization	%	65%	67%	68%	63%	60%
Water Usage	Gallons	125,675,319	117,922,097	102,987,842	87,797,910	67,226,700
Hazardous Waste	Pounds	2,523,429	1,627,937	1,975,438	1,340,436	1,024,756

Other Environmental Stewardship Initiatives

We take a variety of additional steps to reduce our impact and operate as good stewards for 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. Our manufacturing teams continually look for opportunities to recycle oil and reduce potential impacts.

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

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. We continue to upgrade and maintain our 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.
- Many facilities have storm water retention ponds to slow water discharge to nearby streams or municipal storm water systems, reduce potential pollutants, and allow for some infiltration and recharge of groundwater.
- Many facilities also utilize special catch basins, oil/water separators, and other special treatment devices to address potential pollutants before discharge to streams or municipal storm water systems.

Air Discharge

Some manufacturing processes 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 pollutants that could potentially impact our Team Members or 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 on 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

Across our global operations, Oregon Tool manufacturing facilities are driving meaningful sustainability progress through focused, site-led initiatives. By improving energy efficiency, reducing emissions, minimizing waste, and protecting natural resources, these efforts demonstrate how local action plays a critical role in strengthening our overall environmental performance.

Civray, France

- Recycled 100% of steel scrap generated on-site and achieved a 99.5% waste sorting rate, supporting circular manufacturing and reducing landfill impact.
- Upgraded stormwater systems, air filtration, and LED lighting while implementing site-wide energy and water reduction projects to improve resource efficiency and reduce environmental impact.
- Hosted an on-site waste sorting "Escape Game" and related workshops, engaging over 100 Team Members to strengthen waste sorting practices and reinforce a culture of recycling across the facility.

Curitiba, Brazil

- Purchased and retired International Renewable Energy Certificates (I-RECs) to match 100% of Curitiba's 2025 electricity consumption.
- Achieved Zero Landfill certification, ensuring all waste is diverted through recycling, reuse, composting, or co-processing rather than landfill disposal.



Our Curitiba team achieved Zero Landfill certification

- Completed a large-scale rainwater infrastructure upgrade, including an underground retention basin and controlled discharge system to reduce runoff impact.
- Reduced energy consumption by approximately 32,000 kWh annually through cooling tower optimization, using automated controls to adjust fan speed based on temperature, improving efficiency and reducing unnecessary electricity use.
- Conducted an interactive waste segregation awareness program for Team Members and their children, strengthening knowledge and engagement in recycling and responsible waste disposal practices.

Fuzhou, China

- Replaced a chemical-based surface preparation process with a surface polishing technology, eliminating approximately 2,200 kg of hazardous wastewater annually, reducing CO_2 emissions by 8,422 kg, and lowering electricity consumption by approximately 20,000 kWh per year.
- Lowered energy consumption through targeted equipment upgrades, including high-efficiency air systems and process improvements that reduce electricity use by more than 30,000 kWh annually and avoid over 14,000 kg of associated CO_2 emissions.
- Additional environmental efforts from this site will be featured later in this report.

Guelph, Ontario, Canada

- In Guide Bars Production, reduced scrap rate by 0.6%, resulting in approximately 18,000 lbs. less steel waste, driven by data-informed quality improvements in setup, gauging, equipment, procedures, and design.
- Reduced water consumption by 25% through improvements to chiller and cooling system performance.
- Implemented real-time monitoring for wastewater and furnace operations, enabling streamlined compliance reporting, tracking of resource use, and identification of opportunities to support reductions in energy and water consumption.

Oregon, Illinois, United States

- Reconstructed a leaking paint line wash tank, significantly reducing chemical loss and lowering the volume of wastewater requiring off-site treatment.
- Replaced rooftop air conditioning units with more energy-efficient systems, reducing electricity consumption and improving HVAC performance across the site's office buildings.

Portland, Oregon, United States

- Reduced stormwater contamination risk by re-coating three galvanized roofs that contributed to zinc runoff and installing filtration, drainage, and bioswale systems to capture pollutants and improve stormwater quality before leaving the site.
- Installed a new wastewater sludge dryer, significantly reducing the volume and weight of hazardous waste transported off-site for disposal.
- Eliminated acid etching in cutter inspection processes, reducing chemical use and hazardous waste while also reducing a potential safety risk to Team Members.
- Reduced energy consumption in assembly operations by replacing pneumatic vibrators with electric resonance units, lowering reliance on compressed air systems and improving equipment reliability.



Team Members from Fuzhou, China supporting residents in Fengluo Village during the Double Ninth Festival

Engagement

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

- People & Culture 46
- Learning, Development & Future Talent 51
- Equal Opportunity & Inclusion 54
- Health, Safety & Well-Being 56
- Community Impact 57

ENGAGEMENT

At Oregon Tool, we believe sustainable business success begins with our people. Guided by our core values, we strive to create a workplace where Team Members feel supported, respected, and empowered to contribute meaningfully to both our organizational success and our communities.

The **Engagement** focus area of the **t.r.e.e. Initiative** demonstrates our commitment to fostering a culture where Team Members can grow, contribute, and thrive. Through engagement, development, well-being, and community involvement, we invest in our people while creating positive impact in the communities where we live and work. From listening to Team Member feedback and supporting professional growth to promoting health and safety and strengthening community partnerships, our efforts help build a connected, resilient, and future-ready organization.

People & Culture

People are at the heart of our business. Oregon Tool strives to create an environment where Team Members are empowered, supported, and recognized for their contributions across every function, region, and role. With more than 2,100 Team Members worldwide, we are united by a shared purpose and supported through a workplace culture that values respect, opportunity, and continuous growth.

This people-first approach is core to the t.r.e.e. Initiative's Engagement focus area and demonstrates how we listen to, invest in, and support our global workforce. Through ongoing engagement efforts, recognition programs, development opportunities, and well-being initiatives, we strive to create an environment where Team Members feel connected to their work, valued for their contributions, and empowered to build meaningful careers.

In 2025, Oregon Tool refreshed its Employee Value Proposition (EVP) to better reflect the company's culture and its promise to Team Members. The EVP outlines what Team Members can count on from Oregon Tool, bringing together the opportunities, support, recognition, development, and sense of purpose that define the employee experience. By clearly articulating this commitment, the EVP helps reinforce the culture, values, and shared understanding of what it means to be part of Oregon Tool.

Ongoing feedback from Team Members helps us evaluate and continuously improve how we deliver on that commitment.

Team Member Engagement and Feedback

Creating an inclusive and responsive culture starts with listening to our Team Members and acting on their feedback. Throughout the year, Oregon Tool gathers insights through pulse surveys, an annual engagement survey, one-on-one check-ins, skip-level meetings, exit interviews, and direct engagement opportunities with leadership. These feedback channels help identify opportunities, celebrate successes, and inform planning at the team, site, and organizational levels.

In 2025, we launched Ask Me Anything (AMA) sessions with members of the Executive Leadership Team, providing Team Members with direct access to senior leaders and creating additional opportunities for open dialogue, questions, and feedback. More than 300 Team Members participated in AMA sessions throughout the year, creating opportunities to discuss business priorities, organizational direction, workplace concerns, development opportunities, and areas for continuous improvement. Combined with feedback gathered through our other channels, insights from AMA sessions helped inform efforts to strengthen communication, transparency,

collaboration, and Team Member development across the organization.

These ongoing listening efforts are complemented by our annual global engagement survey, which remains one of our most important tools for understanding the Team Member experience and measuring progress over time. Oregon Tool partners with an independent third-party firm to administer the survey and maintain the confidentiality of individual responses, encouraging candid feedback from Team Members. The firm also supports analysis of the results, helping to identify trends, strengths, and opportunities to improve the Team Member experience.

In 2025, Oregon Tool achieved an 86% participation rate in its global engagement survey, with 1,833 of 2,138 Team Members providing feedback. Overall engagement increased to 71%, up four percentage points from 67% in 2024, demonstrating continued progress in strengthening the Team Member experience and reinforcing a culture where Team Members feel valued, supported, and connected.

Survey results demonstrated strong performance across several key areas. It found that 86% of Team Members reported being treated with dignity and respect, while 82% indicated they feel part of a team. Trust in local leadership remained strong at 73%, and manager effectiveness scored 77%, highlighting the importance of visible leadership, communication, and accountability throughout the organization.

Recognition and Team Member voice continue to play a critical role in engagement. According to the survey, 70% of Team Members reported receiving appropriate recognition, while 72% indicated their ideas and suggestions are valued. These insights align with ongoing efforts across the organization to strengthen communication, encourage participation, and recognize contributions at all levels.

The survey also identified opportunities to continue advancing the Team Member experience. It showed that 55% of Team Members reported positive perceptions of career advancement opportunities, highlighting an area where continued investment in development and internal mobility can further strengthen engagement. Additionally, 74% of Team Members reported having access to learning and development opportunities, reinforcing the importance of workforce growth and career development.

These results provide valuable direction as we continue to evolve our engagement strategy and ensure Team Member feedback remains central to advancing our people-first culture.

Recognition, Belonging, and Workplace Culture

Fostering a culture of recognition, connection, and belonging is an important part of the Team Member experience at Oregon Tool. Through leadership engagement, employee recognition programs, and opportunities for Team Members to connect with one another, we strive to create a workplace where individuals feel valued, supported, and empowered to contribute their best work.

Recognition and Appreciation

In 2025, Team Members were recognized through a variety of programs across the organization.

- **A Cut Above Peer Recognition** — Launched in 2025 on our intranet, A Cut Above provides a company-wide platform for Team Members to recognize colleagues who go above and beyond in their daily work. From innovation and problem-solving to

2025 GLOBAL ENGAGEMENT SURVEY

71% Overall Engagement
Up four percentage points from 67% in 2024.

86% Participation Rate
1,833 of 2,138 Team Members provided feedback.

86% Treated with Dignity and Respect

82% Feel Part of a Team

77% Manager Effectiveness

73% Trust in Local Leadership

support on the production floor, the program encourages peer-to-peer appreciation and celebrates meaningful contributions across the organization. In its first year, the program generated more than **230 recognition submissions**.

- **Executive Leadership Team Annual Awards** — More than **100 individual and group nominations** were submitted in 2025 recognizing Team Members whose contributions exemplify Oregon Tool's core values, commitment to excellence, and significant impact across the organization. Nominations were reviewed by Oregon Tool's Executive Leadership Team, and winners and runners-up were highlighted at a company-wide town hall.
- **Spot Awards and Years of Service Awards** — Continued to recognize exceptional contributions, achievements, and career milestones.
- **Quality Awards** — Oregon Tool expanded recognition efforts in 2025 with quality-focused programs, including the **Woods® Quality Matters Award** in FRAG and the **Quality Carat Award** in CCF. These awards recognize individuals and teams that demonstrate excellence in quality, continuous improvement, communication, and leadership.
- **Business Segment Honors** — Team Members were recognized through awards presented during global sales meetings that celebrate outstanding achievements across our businesses. Additional recognition included the **Woods® Get After It Award** in FRAG and the **Golden Chain Award** in CCF, highlighting Team Members who demonstrate exceptional performance, leadership, innovation, and commitment to business success.
- **Accelerate Kudos Recognition** — Through the Kudos section of Oregon Tool's global *Accelerate* newsletter, leaders recognize individuals and teams whose contributions, achievements, and dedication make positive impacts to our success.
- **Career Growth and Leadership Opportunities** — Promotions, stretch assignments, project leadership roles, pilot initiatives, and other opportunities remained important ways to recognize and expand Team Member contributions.

At the Merit® site in Prescott, Arizona, Team Members also launched a peer-driven Rewards & Recognition program aligned with Oregon Tool's core values. During 2025, six Team Members were recognized through the program, reinforcing a culture of appreciation and shared accountability.



Oregon Tool's commitment to fostering a positive workplace culture was also recognized externally in 2025. In Brazil, the Curitiba facility earned **Great Place to Work® certification** for the first time, achieving an overall score of 89% based on Team Member feedback. The site was also recognized as one of the 90 Best Medium-sized Companies to work for in Paraná, ranking 39th, and among the 100 Best Medium-sized Manufacturing Companies in Brazil, ranking 44th. These recognitions highlight the team's ongoing focus on employee engagement, workplace culture, and creating an environment where Team Members can grow and succeed.





Our Curitiba team celebrating the Great Place to Work® certification

These initiatives help reinforce the values and behaviors that drive our success while celebrating the contributions of Team Members across the organization.

Continuous Improvement and Team Member Participation

Empowering Team Members to contribute ideas and participate in continuous improvement efforts is an important part of Oregon Tool's culture. By creating opportunities for employees to engage with leaders, share insights, and help solve challenges, we strengthen collaboration, accountability, and operational excellence.

In **China**, engagement is reinforced through long-standing communication practices, including weekly General Manager discussions, monthly leadership forums, one-on-one conversations, and regular Gemba walks that connect leaders directly with frontline employees. These efforts help foster transparency, trust, and open communication throughout the facility.

Our China team also maintains a strong culture of participation through employee suggestion programs, newsletters, recognition initiatives, and award ceremonies. In 2025, Team Members submitted more than 51,000 suggestions through continuous improvement programs, demonstrating a deep commitment to innovation, problem-solving, and ownership.

Through these initiatives, Team Members play an active role in identifying opportunities, improving processes, and contributing to the ongoing success of the business while reinforcing Oregon Tool's culture of continuous improvement.

Connection and Belonging

Building meaningful connections helps us strengthen workplace culture and foster a sense of belonging across our global workforce. By creating opportunities for Team Members to connect with colleagues, leaders, and their communities, and the products and customers they support, we promote an environment where individuals feel welcomed, valued, and engaged.

Across Oregon Tool, employee events helped increase connection and engagement through town halls, family events, seasonal celebrations, holiday gatherings, wellness activities, and employee appreciation events. These activities provided opportunities for Team Members to build relationships, celebrate successes, and engage with colleagues beyond their day-to-day responsibilities.

In **Portland**, Oregon, Take Your Child to Work Day welcomed 29 children of Team Members, providing families with an opportunity to learn more about Oregon Tool and the work their family members do each day. Holiday celebrations and other long-standing family-focused traditions also helped strengthen relationships among Team Members and their families while reinforcing a strong sense of community.

In **Oregon, Illinois**, Team Members participated in Woods® Field Day, an experiential program launched in 2025 that provided opportunities to see agricultural products in action and gain firsthand experience using equipment in the field. Similar hands-on experiences are offered at several Oregon Tool locations, where Team Members can interact directly with forestry, lawn and garden, and concrete cutting products.

Bringing together employees from different parts of the company helps us build cross-functional relationships, deepen our understanding of customer applications, and nurture a greater appreciation for the products and customers we support. We are committed to creating an environment where Team Members feel connected to their colleagues and part of a shared global community.



Team Members participating in Woods® Field Day in Oregon, IL

Compensation, Benefits, and Fair Labor Practices

Supporting Team Members means creating an environment where people have the resources, support, and opportunities they need to succeed both at work and in their personal lives. Oregon Tool is committed to providing competitive compensation, meaningful benefits, and fair employment practices that support the long-term well-being of Team Members and their families.

Across our global operations, we offer compensation and benefits programs designed to support the diverse needs of our workforce while remaining responsive to local labor market conditions and regional labor requirements. While specific offerings vary by location, our overall approach is centered on promoting health, well-being, financial security, and work-life balance for all Team Members.

In the United States, Team Members receive a comprehensive benefits package that includes medical, dental, and vision insurance; retirement savings plans with company match; paid time off for vacation, emergency time off, and holidays; company paid short- and long-term disability and life and accidental death and dismemberment (AD&D) insurance coverage; and optional supplemental life and AD&D, critical illness, and accident insurance plans. Team Members also have access to an Employee Assistance Program (EAP), wellness resources, and financial planning support. We partner with an independent financial advisor to provide access to financial consultants who are available to meet with Team Members to help them plan for retirement and navigate broader financial planning needs. Team Members also have access to resources supporting inclusive fertility, family forming, and hormonal health. At some locations, additional on-site services, such as health screenings, flu shot clinics, and biometric testing, are available to support preventive care and overall well-being. Additionally, Team Members are encouraged to participate in a paid Community Involvement Day, providing time to support charitable organizations and community causes that are meaningful to them.

Our commitment to supporting Team Members extends beyond benefits. We strive to maintain fair, consistent, and transparent employment practices across the organization, ensuring employment decisions are based on qualifications, skills, experience, performance, and business needs.

Our fair labor practices are designed to support a respectful and inclusive workplace and include:

- Equal opportunity in recruitment, development, and advancement
- Non-discriminatory employment, compensation, and promotion practices
- Prohibition of forced labor and child labor across our operations and supply chain
- Safe, respectful, and inclusive workplaces supported by localized policies and training
- Compliance with applicable labor laws and regulations

Through these efforts, we continue to foster a workplace where Team Members are treated with dignity and respect, supported through competitive benefits and fair employment practices, and empowered to do their best work.

Learning, Development & Future Talent

Investing in learning and development is essential to preparing our workforce for future opportunities while supporting both individual and organizational growth. Feedback gathered through engagement surveys, pulse surveys, one-on-one conversations, and Ask Me Anything (AMA) sessions reinforced the importance of learning opportunities, career development, and cross-functional knowledge sharing, helping shape continued investments in Team Member development programs.

Oregon Tool continued to provide training and development opportunities designed to support Team Members in building skills, strengthening leadership capability, and contributing effectively within their roles. Development initiatives across the organization included leadership development, manager training, onboarding support, technical training, safety-related training, and learning opportunities designed to help Team Members build job-related capabilities.

We also support continued education through tuition reimbursement and educational assistance programs. These programs help Team Members pursue degrees, certifications, language development, and other learning opportunities that support personal and professional growth while strengthening capabilities that drive business success.

Accelerate Mentor Program

A significant milestone in 2025 was the launch of Oregon Tool's global Accelerate Mentor Program, designed to foster growth, knowledge sharing, and professional development across the organization. During its inaugural year, 74 mentors and 100 mentees participated in the year-long program, connecting Team Members across functions, locations, and levels of the business.

Through one-on-one mentoring relationships, participants gained guidance tailored to their professional goals, including leadership development, career advancement, and project management. The program also provided opportunities for Team Members to develop new skills, build confidence, gain exposure to different areas of the business, and strengthen cross-functional collaboration while exploring future career opportunities.

Global Learning and Development Programs

In **Canada**, the Guelph team launched NEXTGEN, a talent development program designed to support career growth, leadership development, and future workforce readiness. The program creates opportunities for Team Members to build new skills, expand their experience, and prepare for future roles while strengthening succession planning and leadership pipelines across the site. The CliftonStrengths Leadership and Professional Development Program also engaged 50 leaders and professional Team Members through strengths-based assessments, facilitated learning sessions, and individualized coaching. The program helped participants increase self-awareness, strengthen leadership effectiveness, enhance collaboration, and translate personal strengths into practical development opportunities that support continuous learning and growth across the organization.

In the **United States**, leadership and professional development remained a focus. Four multi-day Management Workshop classes were conducted in Portland, Prescott, Kansas City, and Oregon, Illinois, providing development opportunities for 36 leaders. Additional programs included Leadership Essentials, New Leader Acceleration, and a series of Knowledge Hour learning sessions covering topics such as inclusion, belonging, performance management, product knowledge, and business operations. Team Members also participated in first aid, fire extinguisher, and quality training programs.

Oregon Tool continued its long-standing partnership with the Multiple Engineering Cooperative Program (MECOP), hosting seven engineering interns while supporting future workforce development through partnerships with universities throughout the Pacific Northwest. The organization also hosted plant tours and educational opportunities for engineering students preparing to enter the workforce.

In **Brazil**, workforce development efforts received external recognition when the organization's newly launched internship program was named the second most innovative internship program in the State of Paraná. In its first year, the program welcomed 11 university students, creating opportunities for hands-on learning and professional development.

Additional investments included:

- The E4M leadership development program
- Lean Certification training offered to employees, community members, and partners
- Manufacturing 360 training that prepared more than 20 Team Members with technical and soft-skills development
- Educational assistance to support more than 30 Team Members pursuing higher education and language development opportunities

In **Europe**, teams continued to invest in learning, development, and workforce readiness. In **Belgium**, the team provided 2,063 hours of formal and informal training during 2025, averaging approximately 25 hours of training per Team Member. Training activities included both structured learning programs and informal development opportunities such as coaching, mentoring, and on-the-job training. In **Germany**, two students participated in marketing internships that provided meaningful professional experience and exposure to a global manufacturing organization while allowing them to apply classroom knowledge in a business setting. At our **Civray, France** facility, the team also launched a workforce integration program to support unemployed individuals. This provided hands-on training in a manufacturing environment, helping participants develop practical skills and gain valuable workplace experience. In 2025, the initiative resulted in the successful hiring of eight participants, strengthening both the local talent pipeline and community employment opportunities.


Brazil Internship Program named 2nd Most Innovative Internship Program in the State of Paraná


Brazil Internship Program


Brazil Team accepting the Award

In **China**, learning and development efforts included internal technical training, leadership development initiatives, succession planning, and ongoing capability-building programs supported by a network of certified trainers. Team Members participated in 21 internal training courses delivered through 31 training sessions, reinforcing both technical and leadership competencies.

Apprenticeships and Early Career Development

Apprenticeship and early-career programs continued to provide hands-on learning opportunities and structured pathways for developing technical and professional skills across Oregon Tool's global operations.

In **Canada**, six apprentices participated in registered training programs across the Millwright, Electrician, and Tool & Die Maker trades, supporting the development of professional trade skills in these areas.

Across the **United States**, apprenticeship programs continued in partnership with local community colleges. In 2025, one Maintenance Electrical Apprentice successfully completed the program and advanced into a Licensed Manufacturing Electrician (LME) role in Portland. Apprenticeships in electrical maintenance, CNC machining, and facilities maintenance continued to provide structured classroom and on-the-job learning opportunities.

In **Brazil**, the federally supported Young Apprentice Program continued to provide classroom learning and practical work experience for 12 young people, helping participants develop technical and professional skills while preparing for future careers.

In **Europe**, apprenticeship opportunities remained closely connected to university and technical education programs. In **France**, apprentices in customer service, health, safety and environment, and marketing roles gained practical workplace experience aligned with their fields of study while developing skills for future employment.

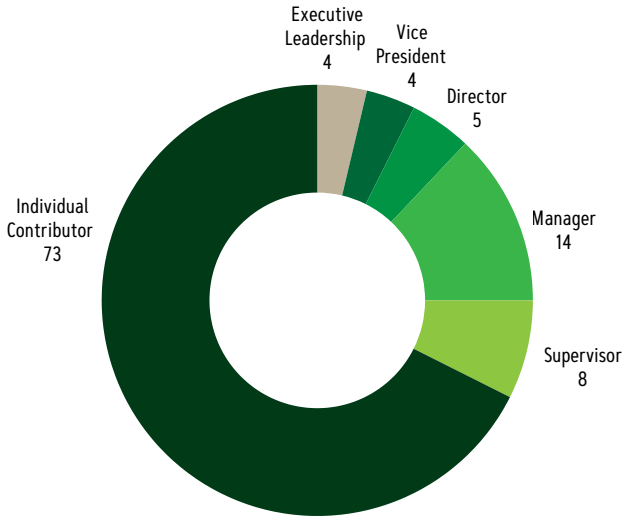
In **China**, structured apprentice-style development programs continued to support technical skill advancement. The Mechatronics Development Program combines classroom instruction with hands-on electrical systems training to help mechanical maintenance personnel develop dual competencies in mechanical and electrical maintenance. Following the successful certification of two electricians in earlier program cohorts, theoretical training was underway for five additional mechanics in 2025. The Die Mechanics Job Progression Program continued to provide progressive certification and mentorship opportunities for mold maintenance specialists. In 2025, one die mechanic successfully completed the training program, passed the required evaluations, and earned a promotion.

Career Growth and Internal Mobility

Providing opportunities for career growth and advancement remains an important part of Oregon Tool's approach to talent development. Through promotions, expanded responsibilities, leadership opportunities, and internal mobility, Team Members are able to grow their careers while helping strengthen organizational capability and leadership pipelines.

In 2025, Oregon Tool recorded 108 internal promotions across the organization, reflecting continued investment in developing talent from within.

Promotions at all Levels of the Business in 2025



Internal mobility also remained an important component of workforce development and talent acquisition. In 2025, nearly 23% of open professional and operational support positions were filled by internal candidates, creating opportunities for Team Members to grow their careers while helping retain organizational knowledge and experience. Supporting career advancement from within continues to be an important focus, helping strengthen succession planning and leadership development across the organization.

Our investments in learning, development, apprenticeships, mentoring, and internal mobility help strengthen leadership pipelines, build organizational capability, and create pathways for long-term career growth.

Equal Opportunity & Inclusion

At Oregon Tool, we are committed to fostering a workplace where all Team Members are treated with dignity and respect, have access to opportunities to contribute and grow, and are supported by fair, consistent employment practices. Our approach to equal opportunity and inclusion is grounded in transparency, accountability, and compliance with applicable employment laws.

In 2025, we continued to review workforce demographic information, hiring activity, terminations, and job-level representation to better understand the composition of our workforce and support informed workforce planning. This data is used to provide a snapshot of our organization, identify broad workforce trends, and support continuous improvement in people practices. It is not used as a basis for individual employment decisions, including hiring, promotion, compensation, performance management, or termination decisions.

Our focus remains on ensuring that employment-related programs, training, development opportunities, and workplace resources are available through fair and consistent processes. We continue to support a culture where Team Members are evaluated based on job-related qualifications, performance, skills, experience, and business needs.

Workforce Culture and Employment Practices

Oregon Tool remains committed to maintaining fair employment practices and providing equal opportunity in recruitment, development, advancement, and compensation. We strive to cultivate a workplace where Team Members are treated with dignity and respect and have opportunities to contribute and grow based on their skills, experience, qualifications, and performance.

Oregon Tool regularly reviews its workforce programs, internal communications, and external reporting to ensure compliance with applicable laws and alignment with evolving regulatory requirements. We continue to share workforce information in a manner that supports transparency and accountability while reinforcing that employment decisions are based on job-related qualifications, business needs, and performance.

Our continued focus includes:

- Maintaining fair and consistent employment practices
- Providing training and development opportunities that are accessible to all Team Members
- Using workforce data responsibly to support transparency, workforce planning, and trend analysis
- Supporting a respectful workplace where all Team Members are treated with dignity and respect
- Ensuring public-facing ESG and workforce reporting remains factual, balanced, and aligned with applicable legal and regulatory requirements

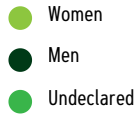
Through this approach, Oregon Tool continues to support an inclusive and respectful workplace while reinforcing our commitment to equal employment opportunity and responsible reporting.

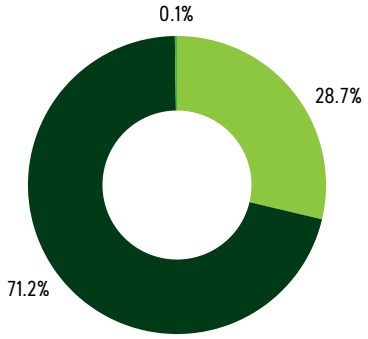


Team Member at our Portland, Oregon facility

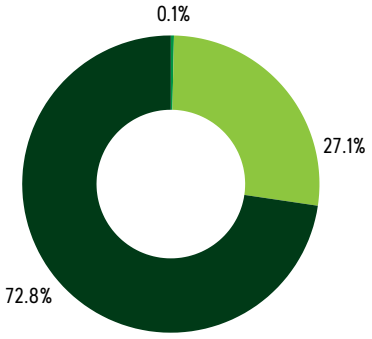
Our Workforce at a Glance

2,154 Global Team Members

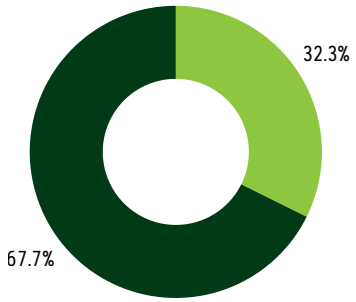




Overall



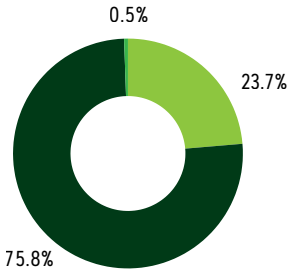
Management & Professional



Production

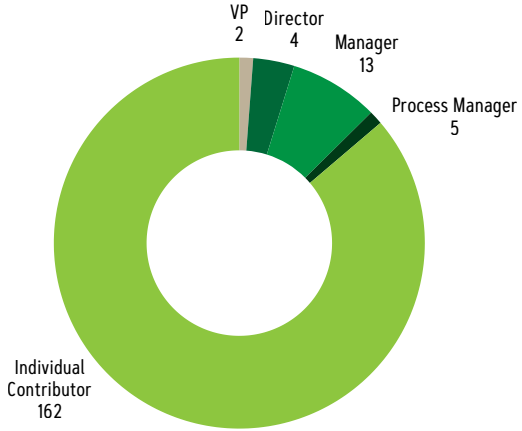
Hiring Highlights

186 Global New Hires



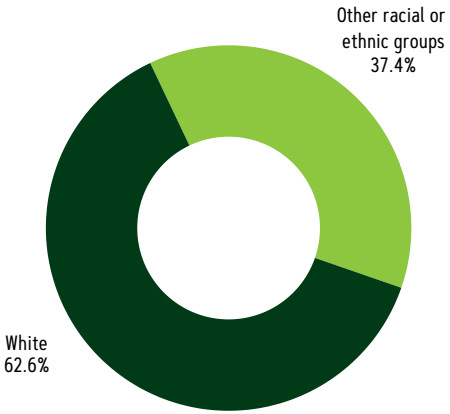
Hires by Gender





Hires by Position

There were no Executive Leadership or Supervisor new hires in 2025.



U.S. Hires by Race/Ethnicity
(Self-Identified)

In 2025, Oregon Tool's global workforce totaled 2,154 Team Members, compared to 2,193 in 2024.

In the United States, 57 hires self-identified as White and 34 hires self-identified with other racial or ethnic groups.[7]

Oregon Tool recorded 108 internal promotions during 2025, which shows our continued investment in developing talent from within and providing opportunities for career advancement across the organization.

We also monitored termination data as part of its broader workforce review. In 2025, we recorded 212 total terminations, consisting of 164 males and 48 females. No undeclared terminations were reported.

Monitoring workforce movement helps us evaluate trends and identify opportunities to strengthen employee retention and support workforce planning. This information is reviewed at an aggregate level and is not used to draw conclusions about individual employees or employment decisions.

[7] U.S. ethnicity data is based on employee self-identification and is reported only where collection and reporting are permitted by applicable law.

Health, Safety & Well-Being

The health, safety, and well-being of our Team Members are essential to Oregon Tool's long-term success. By fostering safe workplaces, supporting physical and emotional well-being, and encouraging a healthy work-life balance, we strive to create an environment where Team Members can perform at their best and thrive both personally and professionally.

Caring for Our People

Across our global operations, Oregon Tool continued to support Team Member well-being through a range of health, wellness, and workplace initiatives tailored to local needs.

Examples from 2025 include:

In the **United States**, Team Members participated in a variety of wellness-focused initiatives. Portland manufacturing operations continued daily stretching programs designed to help prevent injuries and promote physical well-being. Team Members also participated in programs such as Reach the Beach, a six-week wellness challenge that engaged 88 participants, who collectively logged more than 15,300 miles while encouraging exercise and healthy habits.

In **Brazil**, Team Member well-being was further strengthened through Emotional Intelligence training, helping Team Members develop self-awareness, communication skills, and emotional Intelligence training, helping Team Members develop self-awareness, communication skills, and emotional resilience that can positively impact both personal and professional success.

Across **Europe**, efforts focused on preventive health and workplace flexibility. Sites implemented ergonomic improvements, workplace safety training, health awareness campaigns, and environmental improvements designed to create safer and more comfortable working conditions. Preventive health efforts included on-site awareness sessions led by occupational health professionals on topics such as breast cancer prevention, supported by dedicated Pink October communication campaigns. In France, workplace risk assessments also led to targeted improvements to support Team Member comfort and safety in high-temperature working environments. Additional programs provided greater flexibility through vacation carryover options, support for employees transitioning out of night-shift work, and shared leave arrangements that allow Team Members to support colleagues during times of personal hardship.

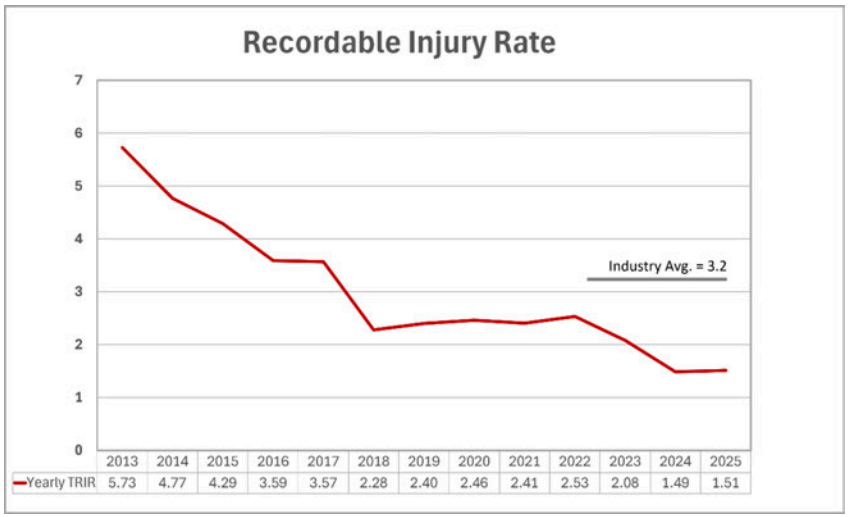
In **China**, annual health screenings and occupational disease examinations helped identify potential risks early and support long-term Team Member health. These programs were complemented by ongoing safety initiatives and proactive workplace health management practices.

These initiatives illustrate our commitment to creating safe, healthy, and supportive workplaces where Team Members can thrive.

Safety: Protecting Our People Everyday

At Oregon Tool, protecting the health and safety of our Team Members is a core commitment and a fundamental part of how we operate. For more than a decade, we have focused on building a proactive safety culture centered on risk identification, continuous improvement, and shared responsibility across our global operations. This commitment is reflected in our ongoing Road to Zero journey, which aims to eliminate occupational risk by empowering Team Members to identify hazards, control risk, and develop procedures to perform their tasks safely.

Since our baseline year of 2013, these efforts have contributed to significant improvements in safety performance. Annual company-wide recordable injuries have decreased from 216 to just 32, while our total recordable incident rate (TRIR) improved from 5.7 in 2013 to 1.5 in 2025, more than 50% better than the 2024 reported industry average of 3.2.[8]

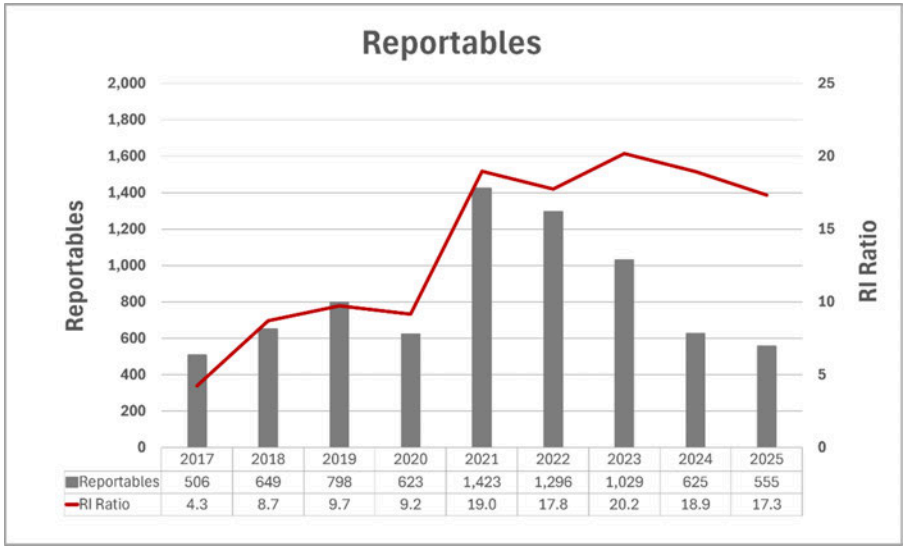


[8] U.S. Bureau of Labor Statistics, NAICS 332000, Fabricated Metal Product Manufacturing.

In addition to recordable injuries, we also track first aid incidents, near misses, property damage, fires, chemical spills, etc. We call these "reportables," and analyzing their causes 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.

Accordingly, we track the number of reportable incidents and the ratio of reportables to injuries (RI ratio) to monitor how well Team Members are reporting. As one can see, our reportables and the RI ratio initially increased from 2017, when we began collecting this data. When the RI ratio approaches 20, we see the reportables begin to decrease year-over-year.



	2017	2018	2019	2020	2021	2022	2023	2024	2025
Reportables	506	649	798	623	1,423	1,296	1,029	625	555
RI Ratio	4.3	8.7	9.7	9.2	19.0	17.8	20.2	18.9	17.3

We interpret the high RI ratio and declining reportables to mean that our Team Members do very well reporting non-injury 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.

Community Impact

Supporting the communities where we live and work is an important part of Oregon Tool's commitment to Global Stewardship. Through volunteerism, charitable giving, educational partnerships, disaster response efforts, and community engagement activities, our Team Members help create a positive impact in the places they call home.

By combining our skills, products, resources, and time, we work alongside nonprofit organizations, schools, industry partners, and community groups to address local needs and contribute to long-term community well-being.

Community Engagement and Volunteerism

Throughout 2025, Team Members across Oregon Tool participated in a variety of volunteer and community engagement activities that supported environmental stewardship, education, community development, and social impact.

Canada

The Guelph team supported environmental stewardship, food security, community well-being, education, and inclusion through a variety of local initiatives. At the Guelph facility, 22 volunteers participated in an Earth Day clean-up event, collecting 24 large bags of litter. Team Members organized food drives, Adopt-a-Family initiatives, and fundraising efforts supporting local food banks and community organizations.



Through the Backpack Project, the team collected more than 100 school supplies, 10 backpacks, and $500 in donations for Hope House. Oregon Tool matched employee contributions, providing a total of $1000 to help support children and families preparing for the new school year.


Guelph Team Earth Day Clean-up, Canada


Castle Rock State Park Clean-up, IL


Hopkins Demonstration Forest Trail Maintenance, OR


SOLVE Invasive Species Removal at Mary S. Young Park, OR


Home Orchard Education Center Preparing Garden Beds, OR



Supported Biodiversity Education Project through Partnership with local Girl Scout Troop, IL


Land Stewardship Initiative Donating Hay Bales, IL



Blood Drive, Missouri (MO)

Oregon Tool Canada continued its partnership with the Live & Learn Centre, creating opportunities for individuals with developmental disabilities to participate in meaningful workplace activities while supporting greater independence and inclusion.

United States

Community engagement efforts across the United States focused on environmental stewardship, education, community support, and community health. A paid Community Involvement Day further supported volunteerism by providing Team Members with paid time off to contribute to charitable organizations and causes that are meaningful to them.

- **Environmental Stewardship (Illinois (IL) & Oregon (OR))** — More than 60 Team Members participated in environmental stewardship activities with organizations including Hopkins Demonstration Forest, SOLVE, Trailkeepers of Oregon, the Illinois Nature Preserves Commission, and the Home Orchard Education Center. Volunteer efforts supported trail maintenance, reforestation, habitat restoration, invasive species removal, orchard care, and community clean-up projects while helping strengthen connections to the communities we serve.
- **Agriculture, Education, and Youth Development (IL)** — As part of a local land stewardship initiative, Team Members planted and harvested hay on property adjacent to the Oregon, Illinois facility. The project supported both local agriculture and youth education, resulting in the distribution of 330 hay bales, including 230 bales donated to Future Farmers of America (FFA) to support fundraising efforts. Team Members also supported biodiversity education through a partnership with a local Girl Scout troop and hosted a book drive that collected more than 500 books for schools, libraries, and nonprofit organizations.

- **Community Support Initiatives (IL & OR)** — Team Members volunteered with organizations including Pegasus Special Riders (IL) and Saluting Branches (OR), helping maintain facilities that support therapeutic riding programs and preserve memorial grounds dedicated to U.S. veterans. Team Members also supported local families through holiday sponsorship programs, volunteered at the Ogle County 4-H Fair, and collected more than 60 pounds of aluminum pop tabs for Ronald McDonald House Charities.
- **Community Health (MO & OR)** — Five American Red Cross blood drives were hosted across Kansas City and Portland locations during 2025. A total of 92 Team Members participated, including 50 Team Members at the Kansas City North America Distribution Center and 42 Team Members in Portland, supporting local healthcare and emergency preparedness efforts.

Brazil

Across Brazil, community engagement efforts continued through both grassroots initiatives and formal investments made through Brazil's Tax Incentive Law. Community involvement was also strengthened through the Brazil facility's annual Corrente do Bem (Chain of Good) campaign, which empowers Team Members to identify organizations with the most urgent needs and direct support where it can have the greatest impact.

The Curitiba team supported APACN, a nonprofit organization serving children with cancer and their families, through donations of food, cleaning supplies, hygiene products, and diapers. This initiative engaged 47% of the team, helping address critical needs while strengthening community connections.

The team organized a Charity Picnic that brought together Team Members and their families to raise funds for Minha Vida Mudou, a nonprofit organization that provides educational, cultural, recreational, and workforce development opportunities for approximately 130 socially vulnerable children and adolescents. The event raised approximately $1,500 USD to support the nonprofit's programs and activities, helping expand opportunities for the children and families it serves.

Europe

In **Belgium**, the team continued the annual Harvest Shoebox Operation, collecting and distributing more than 40 shoeboxes containing food, hygiene items, winter accessories, and small gifts for 28 local families during the holiday season. The initiative was expanded through collaboration with neighboring businesses, increasing its reach and impact within the local community. In addition, the Belgium team supported social inclusion by continuing to partner with Café Joyeux as the office coffee supplier. Café Joyeux is a social enterprise and nonprofit café chain that creates employment opportunities for people with intellectual and developmental disabilities, including those with Down syndrome.



Our Belgium Team's Harvest Shoebox Operation Collection

In **Civray, France,** we maintained a formal agreement supporting volunteer firefighters, enabling Team Members serving in these roles to remain fully compensated while responding to emergency calls. The program helps strengthen local safety and emergency response capabilities while supporting civic service in the local community.

Across Europe, Team Members supported community health, education, and social inclusion through blood donation programs, Téléthon fundraising efforts, charitable giving, educational sponsorships, and partnerships benefiting local communities.

China

In **Shanghai**, the team supported children with autism through the Uniting for Love: Embracing Children of the Stars initiative, which included fundraising, volunteer activities, and donations of craft supplies and two air conditioners benefiting the Xingxing Cai Welfare Institution. The program included handwritten cards, a charity bazaar, on-site volunteer activities, and donations that helped improve the center's learning and living environment while promoting greater awareness and inclusion.







Our Shanghai Team's Embracing Children of the Stars Initiative

Across China, Team Members also partnered with local organizations and educational institutions through outreach activities and charitable initiatives that strengthened community relationships and supported local development efforts.

Additional examples of community engagement and volunteerism in China can be found in the **Fuzhou Spotlight**.

Education and Future Workforce Development

Supporting education and workforce readiness is one way Oregon Tool invests in future generations and the long-term success of the communities where we operate. Through partnerships with schools, universities, technical programs, and workforce development organizations, we help create practical learning opportunities that expose students to manufacturing, engineering, forestry, agriculture, and related career pathways.

We also supported career and technical education through material and equipment donations that expand hands-on learning opportunities for students.

In **Oregon, Illinois,** the Woods Equipment team continued donating thousands of pounds of scrap metal generated through laser cutting operations to local community colleges and high school welding and agricultural programs, providing students with valuable materials for skills-based learning.

In **Portland, Oregon**, an electric draw oven from a retired production area was donated to the Sabin-Schellenberg Professional Technical Center, providing a resource for students pursuing manufacturing and technical career pathways while extending the useful life of equipment that would otherwise have been retired from service.

Oregon Tool Scholarship Program

We support access to education through the Oregon Tool Scholarship Program, helping students pursue higher education and build a foundation for the future.

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. Today, it remains an important way we support Team Members and their families as they navigate the rising cost of higher education.

Each year, scholarship opportunities are offered to graduating high school seniors who are children of Team Members in the United States. Recipients are selected through a competitive process that includes application reviews, letters of recommendation, academic transcripts, and interviews conducted by community judges. Two students are each awarded a one-time $8,000 scholarship to support their college journey. Since its inception, the program has awarded scholarships to 86 students, helping them pursue their goals and invest in their future.

COMMUNITY IN ACTION

Supporting Pegasus Special Riders

For several years, Team Members at our Woods Equipment facility in Oregon, Illinois have partnered with Pegasus Special Riders, a nonprofit therapeutic horseback riding organization that operates a working farm serving individuals with physical, mental, and emotional challenges. The organization relies heavily on volunteers to help maintain its facilities and support its mission.

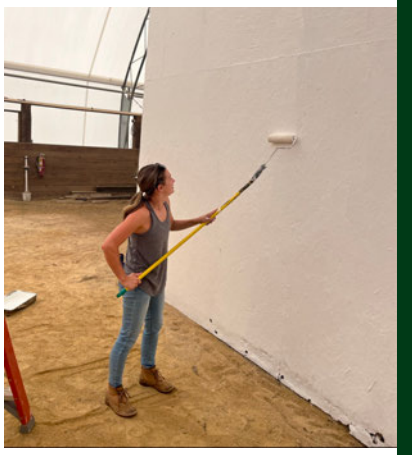
In 2025, Woods Equipment launched its first **Work the Farm Day**, bringing Team Members together to support the organization through hands-on volunteer service. Volunteers **contributed more than 50 hours** maintaining the farm, completing projects that included fence repairs, painting, grounds maintenance, stall cleaning, tree trimming, and the removal of invasive brush and shrubs. Woods Equipment also donated an auger and post hole digger to support ongoing maintenance needs at the facility. These efforts helped improve the safety, accessibility, and overall functionality of the property for participants, volunteers, and animals.

By helping care for the environment where therapeutic programs take place, Team Members supported an organization that provides meaningful opportunities for growth, independence, and well-being. Their efforts helped maintain a safe and welcoming space where participants and families can continue to benefit from the services Pegasus Special Riders provides.

> **Pegasus Special Riders is grateful for the continued partnership with Woods Equipment. As a volunteer-driven organization, we rely on the support of community partners to help sustain our equine therapeutic programs. Through hands-on projects such as facility maintenance, fence repairs, and grounds upkeep, Woods Team Members have made a tremendous impact on our operations. We look forward to building on the success of Work the Farm Day and other volunteer opportunities while expanding our collaboration as we strive to increase our impact within the community.**
>
> – Pegasus Special Riders









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

In 2025, we formalized our approach to corporate giving by establishing a global framework aligned with our **t.r.e.e. Initiative** that would ensure every contribution supports our focus on Tools, Responsibility, Environment, and Engagement. This shift marked an important step toward more intentional, consistent, and impact-driven giving.

Tools for Good

At the core of this approach is our Tools for Good program, which brings together our financial contributions, product donations, and volunteer support under one unified strategy. To guide this work, we introduced a global Giving & Community Impact Policy and established a cross-functional Charitable Contributions Committee. The committee reviews monetary requests submitted through our Tools for Good portal twice per year, evaluating opportunities based on strategic alignment and potential impact before making recommendations to senior leadership.

Through Tools for Good, we support communities in a variety of ways, including:

- **Product donations** to equip organizations with essential tools and resources
- **Volunteer support** from our Team Members
- **Fixed asset donations** such as equipment or materials
- **Disaster relief support** for communities facing urgent need

By aligning giving with our products, expertise, and community partnerships, Tools for Good helps us support organizations in ways that extend beyond financial contributions. It shows the practical role our tools can play in education, environmental stewardship, disaster preparedness, and community service.

We also launched a centralized portal on OregonTool.com, creating a streamlined and transparent process for both internal and external partners to submit requests and ensuring consistent evaluation and tracking across the organization.

Corporate Partnerships

Our corporate giving in 2025 demonstrates this focused approach, with key partnerships aligned to our t.r.e.e. Initiative:

- **One Tree Planted** — Supported global reforestation efforts, helping restore forests and strengthen ecosystems in areas affected by deforestation, wildfire, and other environmental challenges.
- **Saluting Branches** — Continued our support of this nonprofit dedicated to honoring veterans through tree care at national cemeteries, including both event participation and product donations.
- **Trailkeepers of Oregon** — Provided funding for saw training programs and donated tools to support volunteer trail crews, helping expand safe trail maintenance and stewardship across Oregon and Washington.

These partnerships help translate our giving strategy into measurable impact across environmental stewardship, community engagement, and workforce development initiatives. Through our partnership with One Tree Planted, we helped support the Oregon 2025 Siskiyou Coast Native Forest Restoration Project along Oregon's southern coast. Our contribution directly supported the planting of 18,656 native trees as part of a broader effort that restored 220.3 hectares (544.4 acres) of forest habitat, improved watershed health, supported wildlife habitat, and strengthened long-term forest resilience. The project also helped restore disease-resistant Port Orford cedar populations and contributed to local employment opportunities in natural resource management.



Oregon Siskiyou Coast Native Forest Restoration Project

Through our partnership with Saluting Branches, we supported the organization's annual National Day of Service through event sponsorship, product donations, and Team Member volunteerism. In 2025, 18 Team Members participated in service activities at Willamette National Cemetery, helping maintain and preserve grounds dedicated to U.S. veterans. This collaboration helped honor those who served while supporting the care and preservation of important memorial spaces.



Portland Team Members Volunteering at the Saluting Branches National Day of Service

In addition, we continued to provide product donations to schools, community organizations, and workforce development programs, helping equip the next generation with the tools and resources they need to learn and grow.

Engagement is measured by how we support our people and contribute to our communities. From mentoring and professional development to volunteerism, educational partnerships, and strategic giving, we continued to create opportunities for meaningful impact throughout 2025. These efforts reflect our commitment to people, purpose, and Global Stewardship while creating lasting value for our communities and our organization.

Fuzhou Spotlight

- Tools 65
- Responsibility 67
- Environment 68
- Engagement 68



FUZHOU SPOTLIGHT

We're proud of the sustainability efforts our Team Members and facilities have implemented across the globe in 2025. Among them, our Fuzhou manufacturing facility in China exemplifies how continuous improvement, responsible operations, and innovation can create meaningful impact across all four pillars of our **t.r.e.e. Initiative**.

Throughout the year, the Fuzhou team advanced manufacturing capabilities through automation and robotics, shared technical expertise through customer and partner education programs, demonstrated a strong commitment to ethical business practices and workplace standards, identified opportunities to reduce waste and improve resource efficiency, and invested in initiatives that strengthen safety and community engagement. These accomplishments coincided with the celebration of the Fuzhou facility's 20th anniversary, an opportunity to reflect on two decades of growth, innovation, and the contributions of Team Members who have helped build the site into a key part of Oregon Tool's global operations.

The following examples highlight how Fuzhou is bringing the **t.r.e.e. Initiative** to life through the actions, innovation, and commitment of our Team Members.

Tools

Driving Manufacturing Innovation Through Automation

As a world-class manufacturing facility, Fuzhou continues to invest in advanced manufacturing technologies that strengthen operational performance, product quality, and manufacturing capabilities. Through the integration of robotics, automation, and innovative production processes, the facility is enhancing efficiency, improving consistency, and positioning operations for future growth. The following examples highlight how these investments are strengthening manufacturing capabilities, advancing operational excellence, and delivering greater value to customers around the world.

Robotic Loading System

Fuzhou implemented a robotic automation system with an integrated conveyor to replace manual material handling in the chrome racker cutter loading process, processing approximately 5,000 pounds of material per day. The project improved efficiency by 6.2% and units produced per labor hour by 8.2% compared to 2024. By automating a repetitive production process, the system advances safety, enhances operational consistency, strengthens manufacturing efficiency, and supports greater production reliability.

Automated Adhesive Removal Process

To support growing demand for Oregon Tool's lightweight chainsaw guide bars, Fuzhou introduced a dedicated automation cell for adhesive removal. The system improves consistency across bar slots, holes, and surfaces while reducing manual variation in the manufacturing process. The project increased bars produced per labor hour (UPLH) by 13% and improved material flow by 20% through a redesigned U-shaped production layout. By enhancing process repeatability, production efficiency, and manufacturing consistency, the automation supports scalable production and helps deliver reliable, high-quality products to customers.



Automated Adhesive Removal Process

Robotic Scale Removal

Fuzhou automated a manual scale-removal process through robotic technology and integrated dust-proof containment. The new system eliminates approximately 30,000 pounds of daily material handling, removes manual air-gun cleaning, and supports seamless flow into powder coating operations. By replacing a repetitive manual operation with robotic automation, the project eliminates ergonomic risks associated with the task while improving process consistency and product flow. These enhancements strengthen manufacturing reliability, improve finishing quality, and support more efficient product delivery to customers.

Sharing Expertise Through Education and Training

Fuzhou regularly works with customers, distributors, and industry partners to share technical expertise and support the safe and effective use of Oregon Tool's products. Through factory tours, product demonstrations, technical instruction, and hands-on learning opportunities, participants gain valuable insight into product performance, manufacturing processes, and quality standards.

Two standout training events in 2025 brought dealers and distribution partners directly to the Fuzhou facility, providing opportunities to explore manufacturing operations, gain practical product experience, and deepen their understanding of our products and quality standards.

China Tier 2 Dealer Product Training Conference

In March 2025, Fuzhou hosted 17 dealers from across China for a product training conference designed to strengthen product knowledge and reinforce safe operating practices. Participants toured the facility, attended product briefings, explored manufacturing processes, and took part in hands-on product demonstrations and cutting experiences that showcased product performance and application. The program also included personal protective equipment education to promote safe product use in the field. By combining technical instruction with practical experience, the event strengthened dealer relationships and supported future market growth.











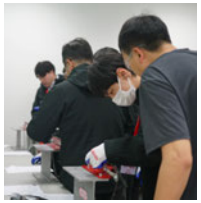
Japan Distributor Training Conference

Fuzhou also hosted seven distributors from Shingu, Japan, for a two-day technical training session focused on chain and guide bar products, manufacturing processes, and new product development. Supported by bilingual training materials developed specifically for the visit, the program combined classroom instruction, factory tours, product demonstrations, maintenance training, and hands-on workshops. Participants gained firsthand insights into Oregon Tool's manufacturing capabilities, quality standards, and product performance, helping build confidence in the Oregon brand and strengthening technical knowledge across the distributor network.













Responsibility

Responsible manufacturing depends on strong management systems, ethical business practices, and an engaged workforce. In 2025, an independent Semi-Announced Sedex Members Ethical Trade Audit (SMETA) highlighted Fuzhou's commitment to maintaining high standards across labor practices, workplace safety, business ethics, and environmental management.

SMETA Audit and Responsible Operations

In October 2025, our Fuzhou facility participated in a SMETA audit conducted by independent SGS auditors, covering labor standards, health and safety, environmental practices, and business ethics. The audit findings revealed strong and well-established management systems across nearly all categories, supported by clear policies, training programs, and ongoing monitoring.

Auditors noted particularly strong performance in several key areas, with practices that exceeded typical industry expectations, including:

- **Working conditions and workplace environment**, supported by effective oversight and well-maintained facilities
- **Health and safety systems**, including active safety committees, regular training, and comprehensive risk controls
- **Wage practices**, with 100% of employees earning above local legal minimums and receiving structured benefits and overtime premiums

These strengths are reinforced by a high level of Team Member engagement. Interviews conducted independently during the audit indicated a positive workplace experience, with Team Members citing fair treatment, equal opportunities, training and development, and satisfaction with compensation and working conditions.

The audit also confirmed:

- **No child or forced labor**
- **Strong non-discrimination practices** across hiring, promotion, and compensation
- **Accessible grievance mechanisms**, enabling Team Members to raise concerns without fear of reprisal

While the overall results were highly positive, the audit identified a small number of non-critical opportunities for improvement. These observations are being addressed through ongoing monitoring, corrective actions, and continuous improvement efforts designed to further strengthen alignment with SMETA standards and responsible workplace practices.

The results reinforce Fuzhou's position as a facility with strong ethical foundations, effective management systems, and a clear commitment to continuous improvement in responsible operations.

Environment

Reducing Waste and Improving Resource Efficiency

Across the Fuzhou facility, Team Members regularly evaluate manufacturing and administrative processes to identify opportunities to reduce waste, conserve resources, and improve operational efficiency. In 2025, these efforts resulted in measurable reductions in oil usage, hazardous wastewater, packaging materials, and energy consumption.

Fuzhou Facility Leads the Way with Electrification

Many industrial facilities use natural gas for building heating or for heat treatment operations. Oregon Tool's Fuzhou facility utilizes electricity for these functions, giving it an edge in the push toward electrification. By electrifying these operations, Fuzhou's greenhouse gas emissions see greater reductions as the local grid decarbonizes and uses more renewable energy.

Nickel-Plated Rivets Eliminate Plastic

By changing multi-rivet bar nose rivets from zinc plating to nickel plating, Fuzhou improved corrosion resistance and eliminated the need for additional plastic film previously used in packaging. The change removes approximately 140,000 pieces of plastic material annually and enables the use of recyclable paper-only sleeves.

Centrifuge Technology Reduces Wastewater

A new centrifuge system was implemented to separate oil contaminants from fluids used in the small punch press cleaning machine, allowing the cleaning solution to remain in service longer. The improvement reduced hazardous wastewater generation by approximately three tons and lowered wastewater treatment costs in 2025.

Precision Oil Dripping Dispenser Reduces Consumption

By precisely controlling the amount of oil applied during the riveting process, a new oil dispenser reduced rivet oil consumption by approximately 9% compared to 2024. More precise and consistent oil application also reduced rivet burn quality deviations by more than 50%, improving chain assembly quality and manufacturing consistency.



Updated Die-Cleaning Practices Reduce Wastewater

By replacing die-cleaning fluid based on actual usage levels rather than fixed replacement intervals, Fuzhou reduced hazardous wastewater generation by approximately one ton while also lowering wastewater treatment costs in 2025.

Oil Recovery and Recycling Reduces Waste

Previously, lubricating oil removed during die maintenance was absorbed with rags and discarded. A new recovery process now collects and transfers the oil to a recycling system for reuse, conserving approximately 100 kg of lubricating oil while reducing waste and supporting more efficient resource utilization.

Engagement

Safety Through Continuous Improvement

Safety remains a core focus at the Fuzhou facility. In 2025, the site completed their 10th consecutive year with a Total Recordable Incident Rate (TRIR) below 1.0. The site also continued to invest in process improvements and technologies to reduce risk, improve ergonomics, and create a safer workplace for Team Members.

Autonomous Mobile Robots

Fuzhou is advancing workplace safety through the deployment of Autonomous Mobile Robots (AMRs), initially within chrome plating and heat treatment operations. The AMRs transport heavy materials between production processes, reducing manual handling and physically demanding movements for Team Members. By automating the movement of materials through key manufacturing stages, the technology helps reduce ergonomic risks, improve consistency in material flow, and support a safer working environment. Building on the success of the initial deployment, Fuzhou plans to expand the use of AMRs to additional manufacturing processes in the future.



Autonomous Mobile Robot

Zero-Discharge Chrome Plating Automation

The Chrome Racker Cutter Loading Station Automation project demonstrates how innovative manufacturing solutions can support both workplace safety and environmental performance. By eliminating manual material handling with a robotic automation system and integrated conveyor, the project eliminated hazards associated with a process that had experienced 19 reportable incidents since 2007. The fully enclosed system also reduces chromium wastewater generation, supporting safer operations for Team Members while advancing environmental stewardship.

Noise Reduction in Bar Die Maintenance

Fuzhou continues to identify opportunities to improve workplace conditions through engineering and process improvements. In 2025, the team optimized die punch angles in progressive dies, reducing noise exposure in the Bar Die Maintenance department by approximately 10%. This proactive improvement helps create a safer and more comfortable working environment for Team Members.

Connecting Industry and Education

In March 2025, Fuzhou welcomed 37 faculty members and students from Fujian University of Technology for an immersive look at the company's manufacturing, logistics, and international business operations. Through facility tours and discussions with company representatives, participants gained firsthand exposure to global manufacturing and supply chain practices while exploring the knowledge, skills, and career paths that support a world-class manufacturing operation. The visit reveals Oregon Tool's commitment to workforce development, strengthening university-industry partnerships, and inspiring future talent through real-world learning experiences.









Fujian University of Technology Visit



Feifeng Mountain Park Clean-up







Caring Together During the Double Ninth Festival

The Double Ninth Festival is a traditional Chinese holiday dedicated to honoring and caring for older generations. In 2025, 11 Fuzhou Team Members partnered with the Fujian Blue Leopard Rescue Team, a nonprofit volunteer organization focused on disaster relief and humanitarian assistance, to support elderly residents in Fengluo Village, a rural mountain community located about one hour from the Fuzhou facility. Many younger residents have relocated to larger cities for work, leaving an aging population in need of additional support and connection.

Following discussions with local leaders to better understand community needs, volunteers delivered essential supplies, including rice, flour, cooking oil, and food gift packages. Team Members also joined Blue Leopard medical volunteers on home visits to provide health and wellness support, basic health examinations, companionship, and practical assistance to seniors with limited mobility.

More than a day of giving, the initiative focused on building relationships and helping seniors feel seen, valued, and supported. By combining material assistance, professional services, and personal connection, the effort strengthened community ties while demonstrating Oregon Tool's commitment to supporting local communities through meaningful volunteer engagement.

Supporting Communities Through Global Stewardship

Feifeng Mountain Park Clean-up

At Feifeng Mountain Park, 27 Fuzhou Team Members participated in a clean-up effort as part of Oregon Tool's commitment to Global Stewardship. Working together to remove litter from trails and public areas, volunteers helped protect a local natural resource while raising awareness of environmental responsibility. The event demonstrated how Team Members can make a positive impact through community action, supporting both environmental stewardship and engagement in the communities where we live and work.



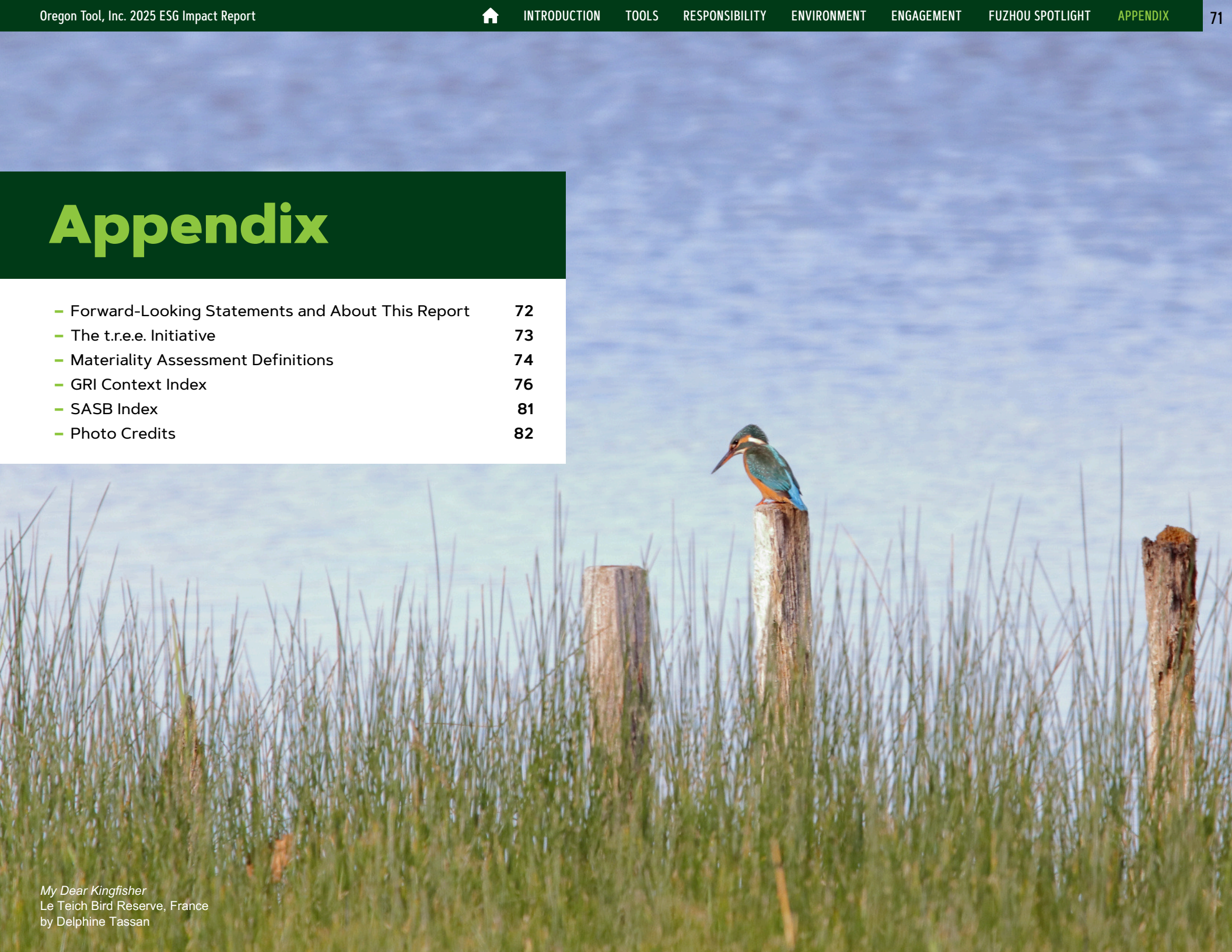




> **The assistance and personal attention made us feel truly valued by society.**
>
> – Elderly recipient in Fengluo Village

Appendix

- Forward-Looking Statements and About This Report 72
- The t.r.e.e. Initiative 73
- Materiality Assessment Definitions 74
- GRI Context Index 76
- SASB Index 81
- Photo Credits 82



My Dear Kingfisher
Le Teich Bird Reserve, France
by Delphine Tassan

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 2025. 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.

For questions or feedback, please contact Oregon Tool Communications at communications@oregontool.com.



The t.r.e.e. Initiative

The t.r.e.e. Initiative is Oregon Tool's framework for environmental, social, and governance (ESG) efforts. It reflects our commitment to Global Stewardship and focuses on four areas: **Tools**, **Responsibility**, **Environment**, and **Engagement**. The following outlines in more detail each of the areas of the t.r.e.e. Initiative.

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.

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

Promoting 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.

Materiality Assessment Definitions

The following definitions correspond to the sustainability-related impacts, risks, and opportunities (IROs) evaluated through Oregon Tool's 2024 double materiality assessment. These topics informed the priorities presented in the materiality assessment and helped guide the development of Oregon Tool's ESG strategy and Tier 1 priorities discussed throughout this report.

- **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.).
- **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.
- **Cybersecurity** — The policies and procedures employed by Oregon Tool to protect cyber assets, critical systems, sensitive information, and private data from cyberattacks.
- **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.
- **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.
- **Supply Chain Worker Conditions and 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.
- **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.
- **Oregon Tool Worker Conditions and 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.
- **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.
- **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.
- **Equal Opportunity and Inclusion** — Company culture and policies that support fair and consistent employment practices, equal opportunity, and a respectful workplace for all Team Members.

Materiality Assessment Definitions Cont'd

- **End-User Protection, Info, and Training** — Providing safe products as well as 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.
- **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.
- **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.
- **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.
- **Circular Economy** — Keeping finished products and/or their associated materials in circulation through processes such as maintenance, reuse, refurbishment, remanufacture, recycling, or composting.
- **Corporate Giving** — Oregon Tool's practice of donating money, time, or resources to support charitable social and environmental causes.
- **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.

GRI Context Index

Statement of use: Oregon Tool has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards. GRI 1 used: GRI 1: Foundation 2021

GRI Standard / Disclosure	Disclosure Title	Location in 2025 ESG Impact Report	Page(s)
GRI 2: GENERAL DISCLOSURES 2021			
2-1	Organizational details	About Oregon Tool	5
2-2	Entities included in the organization's sustainability reporting	About Oregon Tool	5
2-3	Reporting period, frequency and contact point	Forward-Looking Statements and About This Report	72
2-4	Restatements of information	Forward-Looking Statements and About This Report	72
2-5	External assurance	Climate Change	40
2-6	Activities, value chain and other business relationships	About Oregon Tool; Supply Chain Governance	5, 35-36
2-7	Employees	Our Workforce at a Glance	55
2-9	Governance structure and composition	ESG Governance, Risk & Accountability	32
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Governance, Risk & Accountability	32
2-13	Delegation of responsibility for managing impacts	ESG Governance, Risk & Accountability	32
2-14	Role of the highest governance body in sustainability reporting	ESG Governance, Risk & Accountability	32
2-16	Communication of critical concerns	Ethics & Compliance - Speak Up! Hotline	35
2-22	Statement on sustainable development strategy	A Message from Our Leadership	4
2-23	Policy commitments	Ethics & Compliance; Labor & Human Rights; Responsible Use of AI; Tools for Good	34-36, 37, 62
2-24	Embedding policy commitments	Compliance Training; Supply Chain Governance	35-36
2-25	Processes to remediate negative impacts	Ethics & Compliance - Speak Up! Hotline	35
2-26	Mechanisms for seeking advice and raising concerns	Ethics & Compliance - Speak Up! Hotline	35

GRI Context Index

GRI Standard / Disclosure	Disclosure Title	Location in 2025 ESG Impact Report	Page(s)
GRI 2: GENERAL DISCLOSURES 2021 CONTINUED			
2-29	Approach to stakeholder engagement	The t.r.e.e. Initiative Priorities; People & Culture	8, 46-47
GRI 3: MATERIAL TOPICS 2021			
3-1	Process to determine material topics	The t.r.e.e. Initiative Priorities; Strategy Development	8-9
3-2	List of material topics	The t.r.e.e. Initiative Priorities; Materiality Assessment Definitions	8-9, 74-75
3-3	Management of material topics	The t.r.e.e. Initiative Strategy Development	9-10
ECONOMIC			
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change; Climate Transition Plan	40-41
201-3	Defined benefit plan obligations and other retirement plans	Compensation, Benefits, and Fair Labor Practices	50
201-4	Financial assistance received from government	Portland Facility Energy Efficiency Highlight	42
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Fuzhou Spotlight - SMETA Audit and Responsible Operations	67
203-1	Infrastructure investments and services supported	Community Impact - Tools for Good; Corporate Partnerships	62
203-2	Significant indirect economic impacts	Disaster Response Team; Community Impact; Fuzhou Spotlight	29-30, 57-63, 70
205-1	Operations assessed for risks related to corruption	Supply Chain Governance - Supplier Lookback Review	35-36
205-2	Communication and training about anti-corruption policies and procedures	Ethics & Compliance - Compliance Training	35
205-3	Confirmed incidents of corruption and actions taken	Ethics & Compliance - Speak Up! Hotline	35
ENVIRONMENTAL			
101-2	Management of biodiversity impacts	Woods Precision Super Seeder; Community Impact - Corporate Partnerships	15-16; 62

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301-2	Recycled input materials used	Sustainable packaging that performs; Resource Use & Environmental Metrics; Oil Recycling	9; 43
302-1	Energy consumption within the organization	Energy Use	41
302-4	Reduction of energy consumption	Portland Facility Energy Efficiency Highlight; Environmental Highlights by Site	42, 44
302-5	Reductions in energy requirements of products and services	ICS CD35 Electric Saw	17-18
303-2	Management of water discharge-related impacts	Storm Water; Environmental Highlights by Site	43-44
303-3	Water withdrawal	Resource Use & Environmental Metrics; Environmental Highlights by Site	43-44
305-1	Direct (Scope 1) GHG emissions	Climate Change	40-41
305-2	Energy indirect (Scope 2) GHG emissions	Climate Change; Environmental Highlights by Site	40-41, 44
305-4	GHG emissions intensity	Climate Change	40-41
305-5	Reduction of GHG emissions	Strategy Development; Climate Change; Energy Use	9, 40-42
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Discharge; Environmental Highlights by Site	43-44
306-1	Waste generation and significant waste-related impacts	Resource Use & Environmental Metrics; Oil Recycling	42-43
306-2	Management of significant waste-related impacts	Oil Recycling; Environmental Highlights by Site; Fuzhou Spotlight	43-44, 68
306-3	Waste generated	Resource Use & Environmental Metrics	43
306-4	Waste diverted from disposal	Environmental Highlights by Site; Fuzhou Spotlight	44, 68
308-1	New suppliers that were screened using environmental criteria	Supply Chain Governance	35-36
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Governance; Fuzhou Spotlight - SMETA Audit	36, 67

GRI Context Index

GRI Standard / Disclosure	Disclosure Title	Location in 2025 ESG Impact Report	Page(s)
SOCIAL			
401-1	New employee hires and employee turnover	Our Workforce at a Glance	55
401-2	Benefits provided to full-time employees	Compensation, Benefits, and Fair Labor Practices	50
403-1	Occupational health and safety management system	EHS Audit Program; Safety: Protecting Our People Everyday	32-33, 56
403-2	Hazard identification, risk assessment, and incident investigation	Safety: Protecting Our People Everyday	56-57
403-3	Occupational health services	Caring for Our People	56
403-4	Worker participation, consultation, and communication on occupational health and safety	Fuzhou Spotlight - SMETA Audit	67
403-5	Worker training on occupational health and safety	Building Skills for Safer Trail Stewardship; Global Learning and Development; Caring for Our People	27-28, 51, 56
403-6	Promotion of worker health	Caring for Our People	56
403-7	Prevention and mitigation of occupational health and safety impacts linked by business relationships	Labor & Human Rights	36
403-9	Work-related injuries	Safety: Protecting Our People Everyday; Fuzhou Spotlight	56-57, 68
404-2	Programs for upgrading employee skills and transition assistance programs	Learning, Development & Future Talent	51-53
405-1	Diversity of governance bodies and employees	Our Workforce at a Glance	55
408-1	Operations and suppliers at significant risk for incidents of child labor	Labor & Human Rights; Fair Labor Practices; Fuzhou Spotlight	36, 50, 67
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Labor & Human Rights; Fair Labor Practices; Fuzhou Spotlight	36, 50, 67
413-1	Operations with local community engagement, impact assessments, and development programs	Community Impact; Fuzhou Spotlight - Global Stewardship	57-63, 70
414-1	New suppliers that were screened using social criteria	Supply Chain Governance	35-36
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Governance; Fuzhou Spotlight - SMETA Audit	36, 67-68

GRI Index

GRI Standard / Disclosure	Disclosure Title	Location in 2025 ESG Impact Report	Page(s)
SOCIAL CONTINUED			
416-1	Assessment of the health and safety impacts of product and service categories	Oregon 70TXL SpeedCut Max Chain; Product Integrity & Customer Commitment	12-14, 19-20
417-1	Requirements for product and service information and labeling	Product Integrity & Customer Commitment; Digital Resources and Ongoing Support	19-21, 26
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy & Digital Responsibility	33-34

Note: Oregon Tool retains responsibility for the content of this report. SCS Consulting Services provided support in the development of the GRI and SASB Content Indexes and the mapping of report disclosures to applicable reporting standards. This support did not constitute assurance.

SASB Index

This index maps Oregon Tool's 2025 ESG Impact Report to the SASB Industrial Machinery & Goods Standard (RT-IG). Disclosures cover Oregon Tool's global operations for the period January 1, 2025 to December 31, 2025 unless otherwise noted.

Topic	SASB Code	Metric	Category / Unit	Oregon Tool 2025 Response	Page(s)
Energy Management	RT-IG-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative; GJ, %	(1) 675,269 GJ (2024: 595,966 GJ). (2) Not reported. (3) Not reported company-wide; the Curitiba, Brazil facility sourced 100% renewable electricity through I-RECs.	41, 44
Workforce Health & Safety	RT-IG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative; Rate	(1) TRIR of 1.5 with 32 recordable injuries, compared with a 2013 baseline of 5.7 and 216 injuries, and more than 50% better than the 2024 industry average of 3.2. The Fuzhou facility recorded a 10th consecutive year below 1.0. (2) Not reported. (3) Not reported; Oregon Tool tracks 'reportables' and the reportables-to-injuries (RI) ratio.	56-57, 68
Fuel Economy & Emissions in Use-phase	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative; L/100 tonne-km	Not applicable. Oregon Tool does not manufacture or sell medium- or heavy-duty vehicles. See About Oregon Tool (p. 5).	-
Fuel Economy & Emissions in Use-phase	RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Quantitative; L/hour	Not reported. Oregon Tool's products are predominantly non-engine-based. Gasoline-powered saws are sold within the concrete cutting business and represent less than 5% of total revenue. Oregon Tool has determined this metric is not material to its business at this time. See product discussion (pp. 17-18).	-
Fuel Economy & Emissions in Use-phase	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Quantitative; kJ/L	Not applicable. Oregon Tool does not manufacture or sell stationary generators.	-
Fuel Economy & Emissions in Use-phase	RT-IG-410a.4	Sales-weighted emissions of (1) NOx and (2) particulate matter for marine, locomotive, on-road medium- and heavy-duty, and other non-road diesel engines	Quantitative; g/kJ	Not applicable for 2025. Oregon Tool did not sell any diesel-powered equipment during the reporting period.	-
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Discussion and Analysis; n/a	Supplier due diligence assesses geopolitical, prohibited-party, labor and human rights, industry and financial-stability risk, with tiered audits and corrective action plans. Steel is the principal manufacturing input: 76,915,122 lbs purchased and 30,664,315 lbs recycled in 2025, with 60% steel utilization.	35-36, 43
Remanufacturing Design & Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Quantitative; Presentation currency	Not reported. Circularity is addressed through product durability and replaceable wear components, repair and refurbishment services, steel scrap recycling, and on-site oil recovery and reuse (see pp. 16, 18, 21, 43).	-
Activity Metric	RT-IG-000.A	Number of units produced by product category	Quantitative; Number	Not reported. Product categories and brands are described in About Oregon Tool (p. 5).	-
Activity Metric	RT-IG-000.B	Number of employees	Quantitative; Number	2,154 Team Members globally as of year-end 2025 (2024: 2,193).	55

Photo Credits

Unless otherwise noted, all photography is courtesy of Oregon Tool.

Oregon Tool gratefully acknowledges the Team Members, partners, and community organizations who contributed photography to this report.

Page	Description / Credit
Cover	*The Forest Remembers*, Portland, Oregon, by Samantha Hanna
4	Terry Hames and Emily Lyle at Oregon Tool Headquarters in Portland, Oregon by Todd Smith
6	Hopkins Demonstration Forest Global Stewardship Event, Oregon City, Oregon
16	PSS84 Precision Super Seeder by Ross Johnson, Non-Typical Builders LLC
19	Team Member in Bars Production, Guelph, Ontario, Canada by Todd Smith
48	Terry Hames, CEO, Annual Awards Town Hall, Portland, Oregon by Todd Smith



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