



Metallurgy Mastered for a Sustainable Future

2024 Final Report

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A LETTER TO OUR STAKEHOLDERS

We are excited to share an important update regarding Fisher Barton’s ongoing commitment to sustainability. As we ramp up our sustainability program in 2024, we are taking significant steps to further advance our position as a global leader in manufacturing and drive a better future for our company and its stakeholders.

For years, Fisher Barton has been dedicated to implementing sustainable practices across our operations. These practices have been integral to our success, and we are now taking the time to document and share them more comprehensively. Our goal is to ensure transparency and demonstrate our unwavering commitment to environmental stewardship, social responsibility, and economic growth.

At the core of Fisher Barton’s sustainability efforts are the 3C’s: Customer Excellence, Culture of Fairness, and Community Involvement. These principles guide our actions and decisions, ensuring that we remain focused on creating value for our stakeholders while minimizing our environmental impact.

Customer Excellence: We will measure our performance as seen through our customers’ eyes, aligning our performance with their business needs. By prioritizing sustainability, we not only meet but exceed our customers’ expectations, delivering products and services that support their own sustainability goals.

Culture of Fairness: As ONE Fisher Barton, we share our ideas, knowledge, resources, capabilities, and opportunities. Together, we celebrate successes and navigate challenges regardless of position in the company. This collaborative culture fosters innovation and drives our sustainability initiatives forward, ensuring that every team member contributes to our collective success.

Community Involvement: We believe in the strength and power of community. Our team members are committed to supporting and giving back to the local communities Fisher Barton calls home. Through various community engagement and environmental programs, we strive to make a positive impact, reinforcing our commitment to sustainability at a local level.

Many of the OEMs we partner with are leading by example, and we are proud to stand alongside them in this collective effort. Together, we are setting new standards for sustainability in manufacturing and paving the way for a brighter, more sustainable future.

Together, we can make a lasting positive impact on our world.



“I am honored to lead Fisher Barton at this critical time. Our commitment to sustainability is not just a business strategy; it’s a core value that drives us to innovate and excel. Together, we can make a lasting positive impact on our world.”

Scott Hoffman, CEO Fisher Barton



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EXECUTIVE SUMMARY



ABOUT FISHER BARTON

Fisher Barton is a premier manufacturing innovation partner renowned for high-wear components. Our expertise is deeply rooted in the skills of our world-class talent, who are not only masters in material behavior but also develop and apply proprietary heat treating and thermal spray solutions. This transformative approach extends the lifespan of components well beyond our core manufacturing capabilities of stamping, bending, forming, cutting, welding, machining, and casting. Fisher Barton sets itself apart with a rich history of over 50+ years of manufacturing technology.

Our commitment to excellence is evident in our nine locations across Wisconsin, Illinois, and Vietnam, where we continually innovate wear solutions for a variety of industries from cutting components in the turf, agriculture, recycling, and pulp and paper industries, to bronze gears, pumps, wear parts, close tolerance components, thermal barriers, and antimicrobial solutions serving the energy, food processing, transportation, and medical markets.

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US TEAM MEMBERS
DOING BUSINESS IN



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3C's

Customer Excellence
Culture of Fairness
Community Involvement

SUSTAINABILITY STRATEGY

The Fisher Barton Sustainability Program will focus on three key areas:

- Operational Sustainability
- People and Communities
- Governance

Fisher Barton intends to continuously implement and innovate our Sustainability Program to drive a sustainable business for all stakeholders to assure that we are operating using the best practices possible and following the vision of our "3C's".

Fisher Barton's formal Sustainability System is in the initial stages, but our organization has always been focused on operating in a socially responsible manner focusing on the safety and well-being of our people and the communities in which we operate.



SUSTAINABILITY PROGRAM OVERVIEW – EOY 2024

2024 marked the first year for Fisher Barton’s first formal Sustainability program and we are extremely encouraged and excited by the progress made over the past 12-18 months. Our Executive Team is 100% behind the program and allocating the resources for the program to continue to grow and improve now and into the future.

Key Accomplishments for 2024:

- Publication of Fisher Barton’s first ever Sustainability Report in August 2024
- Establishment of Sustainability KPI’s and published in Sustainability Report
- Materiality Assessment of Fisher Barton to determine our Highly Important Topics
- In 2024 our Vietnam facility, Metkraft, implemented a sustainability program using several of the same principles as the Fisher Barton US program. In 2025, they were assessed by Ecovadis and received a committed badge.
- Collection and publication of Greenhouse Gas Emissions
- Surveyed all Key Suppliers on Sustainability Topics and published in Sustainability Report
- Established Sustainability Governance, with full involvement and support of the Executive Leadership Team
- Completed a major water reclamation project at Blades and Specialty Products Division
- Realized significant GHG and Electricity reduction vs. 2023 (metrics included in Sustainability Report)
- Achieved John Deere “Partner Level” status

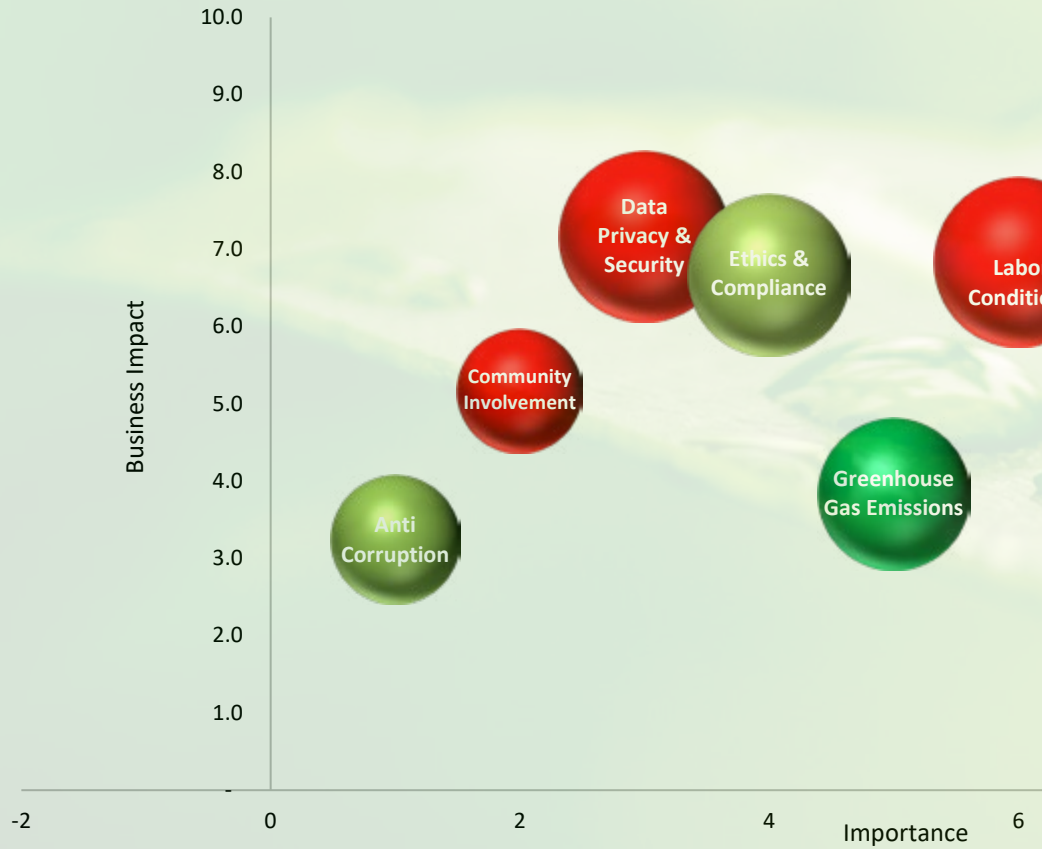


A Look Forward - 2025 Goals:

- Collection and Publication of Waste and Wastewater data and incorporation into Sustainability Metrics
- Continue to drive our Sustainability Strategy and integrate with our Operational Goals and Objectives
- Seek and receive feedback from our customers on the Fisher Barton Sustainability Program to ensure it meets with their customer specific requirements
- Continually improving our Sustainability program using current resources
- Set Short- and Long-Term Targets for Sustainability KPI’s



Fisher Barton ESG Assessment



MATERIALITY

Fisher Barton conducted a Materiality Assessment to determine which key ESG topics were important to our stakeholders and would have significant business impact. The results are below:

The Highly Important Topics are: Occupational Health & Safety, Labor Conditions, and Data Security & Privacy. These are key parts of our overall Fisher Barton Sustainability Plan and actions plans are developed to maintain and improve in those areas.

Sustainable Development Goals

- Keep our people safe
- Provide the best working environment possible
- Responsible Consumption, Manufacturing and Recycling
- Support the Communities where we work



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OPERATIONAL SUSTAINABILITY

Greenhouse Gas (GHG) Emissions and Energy

- Fisher Barton is partnered with TRC Companies to assess and report on our Greenhouse Gas emissions. This formal program began in July 2024 and Fisher Barton plans to publish our GHG statistics in our annual sustainability report moving forward.

Waste

- All of Fisher Barton's Steel waste is recycled using Alter Trading Products, an industry leader in sustainable recycling steel.
- Fisher Barton facilities have reduced overall operations scrap by over 1% in the past two years.

Water

- Fisher Barton is committed to the responsible use of water. Regular assessments are conducted on our water usage and wastewater management.



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EMISSIONS AND ENERGY

2022

2023

2024

Emissions

Scope 1 and 2 Emissions (metric tons CO2e)

not measured

18,322

16,331

Scope 1 Emissions (metric tons CO2e)

not measured

6,980

5,099

Scope 2 (market based) Emissions (metric tons CO2e)

not measured

11,342

11,233

Energy

Energy Consumption (Electricity - Kwh/Therms)

not measured

37,367,842

32,834,938

% Grid Electricity

100%

100%

100%

% Renewable Electricity

0%

0%

0%

% Renewable Energy

0%

0%

0%

WATER AND WASTE

2022

2023

2024

Water

Water Consumption (cubic meters)

2025 Goal

Waste

Total Waste (kg)

2025 Goal

Hazardous Waste (kg)

2025 Goal

Non-Hazardous Waste (kg)

2025 Goal



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PEOPLE & COMMUNITIES

7600
TRAINING HOURS



63
LEAN GREENBELTS

TALENT DEVELOPMENT

Fisher Barton University

- In 2022, Fisher Barton launched a program to provide educational opportunities to all its employees with the introduction of Fisher Barton University. Programs are designed to provide employees with the ability to tools they need to achieve their goals and be eligible for internal promotions within the organization.
- There are over 20 different programs available with thousands of individual courses available for Fisher Barton Team Members to expand their skills.
- Learning Labs are located at every Fisher Barton location and time is budgeted for individuals to take courses on site at the facilities.
- In 2023 and 2024, over 7,600 hours of training have been completed by Fisher Barton employees

Lean Six Sigma Greenbelt Program

- Starting in 2022, Fisher Barton began an investment in our people, partnering with a local college to offer a 16 week Lean Six Sigma Greenbelt certification program.
- Since 2022, Fisher Barton graduated 75 students from the Greenbelt program in the US and another 25 in our Vietnam facility. These individuals have led the culture of continuous improvement that has led to outstanding performance in our facilities and for our customers. Not only are we saving dollars and improving productivity, but we are providing a safer environment for our people to work in every day.

Internal Promotions

- Fisher Barton prides itself on promoting from within. Our internal promotion rate is tracked and published internally.

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WORKFORCE (US ONLY)	2022	2023	2024
Number of Employees (US)	610	581	537
Training Hours	1,200	6,465	1,153
Training Hours / FTE	2.0	11.1	2.1
# of Lean Six-Sigma Greenbelts (US)	34	71	63
SAFETY	2022	2023	2024
DART Rate	1.65	1.80	0.46
TRIR Rate	4.95	5.59	0.92
OSHA Recordable Injuries	33	31	4
Lost Time Injuries	11	8	2
ISO CERTIFIED CITES	2022	2023	2024
# of ISO-9001:2015 Manufacturing Sites Certified	6	6	6
# of ITAR Certified Manufacturing Sites	0	0	1
# of ISO-14001:2015 Manufacturing Sites Certified	0	0	0
SUPPLY CHAIN	2022	2023	2024
# of Key Suppliers	49	49	49
# of Suppliers with Formal Sustainability Programs	7	7	7
# of Suppliers Surveyed for Sustainability Program	0	15	49
% of Suppliers ISO-9001: 2015 Certified	x	x	87.80%
% of Suppliers ISO-14001 Certified	x	x	12.20%
DIVERSE SUPPLIER SOURCING SPEND	2022	2023	2024
Women-Owned Business Sourcing	x	x	2.2%
Minority-Owned Business Sourcing	x	x	0.0%
Veteran-Owned Business Sourcing	x	x	2.2%
COMMUNITY ENGAGEMENT	2022	2023	2024
Food Banks Supported	2	4	4
Local Food Bank Contributions (Employee driven / company matched)	\$ -	\$ 20,325	\$ 28,360



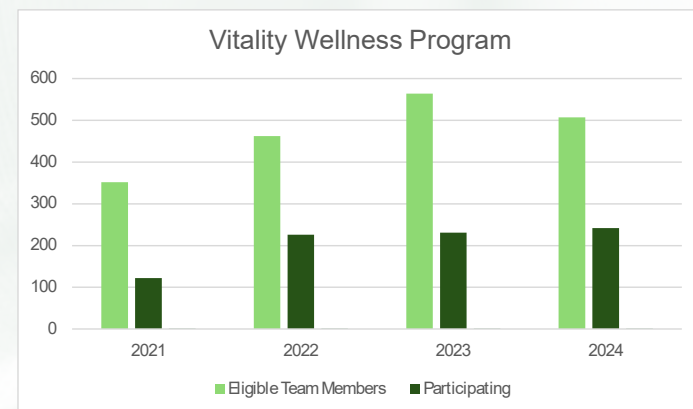
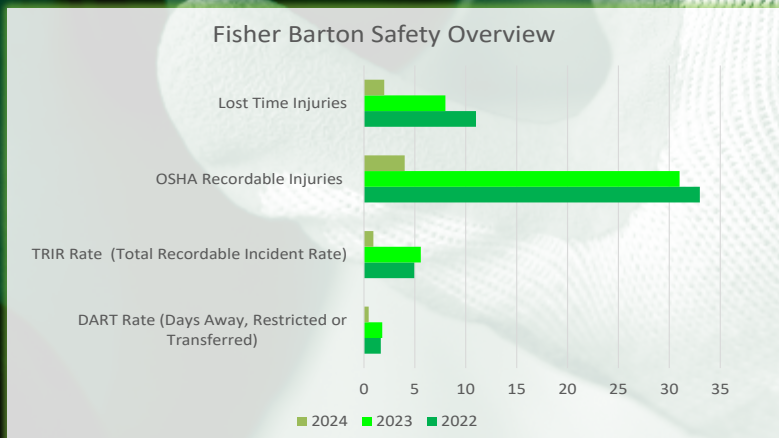
HEALTH & SAFETY

Safety Management System Program

- Fisher Barton has a robust Safety Management System (SMS) and continues to build upon it every year. Led by a cross-functional Safety Council and Manufacturing Council, the team is implementing a comprehensive SMS system. A significant improvement in our TRIR and DART rate has been achieved in 2024 YTD (see Sustainability Metrics).
- In 2023, Fisher Barton invested in a new Incident Management system to further improve our response to internal injuries and near misses.

Wellness Program

- Fisher Barton began its partnership with Vitality in 2021. All registered members have access to their own personal Vitality personal online portal, where a variety of resources, webinars, goal setting and weight loss programs can be accessed as a complimentary benefit to members. The importance of “total wellbeing” is communicated each program year to encourage team members (and their families) to start making small steps to better health. These could be an increase in daily activity, maintaining a healthy mindset – both physically and mentally, and knowing risks for serious illness or disease before it happens. All of these preventive wellness measures can provide cost savings for both the company and its team members.





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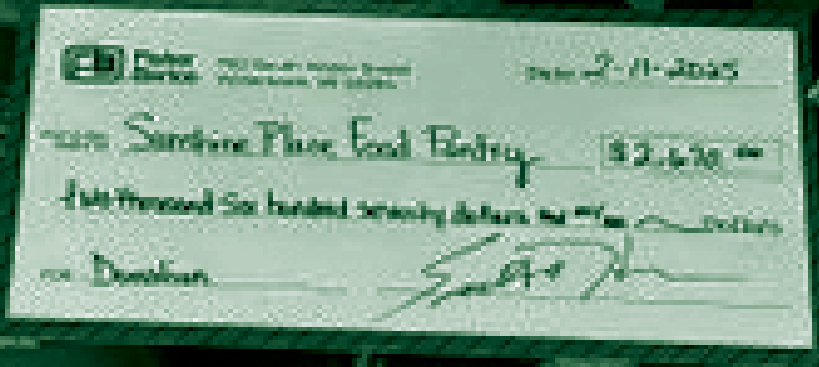
Food Banks

Community Involvement is one of the Three C's that guide our organization

- Fisher Barton employees have long supported local food banks with food donations to support those in need in our communities. Inspired by this generosity, the organization provided a payroll deduction option for each employee, which the company matches to provide continued support for our community food banks.

Youth Involvement

- Fisher Barton is involved with our local high schools, attending career fairs, providing financial support to technology and robotics programs and conducting facility tours to students from grade school through high school levels.





GOVERNANCE

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231.654



SUSTAINABILITY GOVERNANCE

The Sustainability Core Team consists of the C.E.O., C.O.O., VP of Finance & IT, VP of Sales, Director of Human Resources, Director of Marketing, and the Director of Operational Excellence and Automation, supported by other Senior Leadership, General Managers and the EHS Manager.

- The Sustainability Core Team will meet at minimum annually to review the sustainability report and act on key sustainability metrics as required.
- The Sustainability Core Team will report results to the Board of Directors as part of standard board meetings.

Cybersecurity & Data Privacy

- Fisher Barton has a detailed Cybersecurity Policy

Supply Management

- Fisher Barton has a strong supply base and the performance of that supply base is monitored by Fisher Barton Purchasing. Fisher Barton performs on site audits of new suppliers to ensure they conduct business in a way that meets the vision and ethics of Fisher Barton. Suppliers are also monitored on an ongoing basis by the Fisher Barton Purchasing Council.
- Fisher Barton is integrating the vision of our Sustainability Program into our supply base. Initial communications regarding sustainability were sent out to key suppliers in 2024. Included in this communication were surveys on key sustainability topics.
- 87% of Fisher Barton's suppliers are ISO-2001:2015



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COMPLIANCE

ISO-9001

- All of Fisher Barton's manufacturing facilities are ISO-9001: 2015 registered and comply with ISO and customer specific requirements with common quality, safety and ERP systems

ITAR

- Fisher Barton's ASI facility is fully ITAR approved and systems are in place for other facilities to become ITAR approved if customers require it.

Reach/RoHS

- Fisher Barton facilities provide necessary data for compliance to Reach and RoHS requirements.



AWARDS

Dick Wilkey, Fisher Barton's founder, received the first Community Impact Award from the Watertown Economic Development Corporation for his contributions to the local community, an event attended by Lt. Gov. Rebecca Kleefisch. His commitment to education is evident through his decade-long support of the Watertown Schools Technology & Engineering program, where Fisher Barton has donated equipment, time, and sponsorships. Contributions include a robotic cell for classrooms, a HAAS lathe for machining classes, and sponsorship for SkillsUSA, welding booths, and the Electrathon engineering team.

In recent years:

- Fisher Barton was named Partner of the Year in 2022 by Watertown's SkillsUSA team.
- Supplier Performance -Ariens 2022 & 2023
- 2023 Coolest Things Made in Wisconsin (Top 16) for Fisher Barton's LaserEdge® lawn mower blade that "Cuts itself Sharp"





WATER RECLAMATION PROJECT

At Fisher Barton, our commitment to sustainability drives us to innovate and implement projects that significantly reduce our environmental footprint. One such initiative is our water reclamation project at Fisher Barton Blades and Specialty Products plants, which has yielded impressive results in water conservation and cost savings.

Project Overview: Previously, we were using 1.5M gallons of fresh water per month to maintain our heat treat rinse tanks between the two plants, adding water at a rate of 3 gallons per minute. To enhance our sustainability efforts, we devised a plan to recycle this water. The process involved cooling the water in a holding tank, allowing it to become saturated with salt. The excess salt would then precipitate as solids, with the potential for salt reclamation. The cooled water would be re injected into the quench tank, further conserving water and salt. Any remaining water would be recycled back into the rinse tank. Orifices were also added to the input side to restrict the flow. This keeps the water temp in a workable range and doesn't allow for unintended increases in flow.

Challenges and Achievements: While the salt reclamation aspect of the project did not meet our initial expectations, the overall impact on water conservation has been remarkable. We successfully reduced our rinse water consumption by an astounding 98%.

This project underscores our dedication to sustainable practices and our ability to adapt and innovate in the face of challenges. By significantly reducing our water usage, we are not only cutting costs but also contributing to the preservation of our precious natural resources.

Fisher Barton remains committed to exploring and implementing sustainable solutions that benefit both our operations and the environment.

Together, we can make a difference.





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