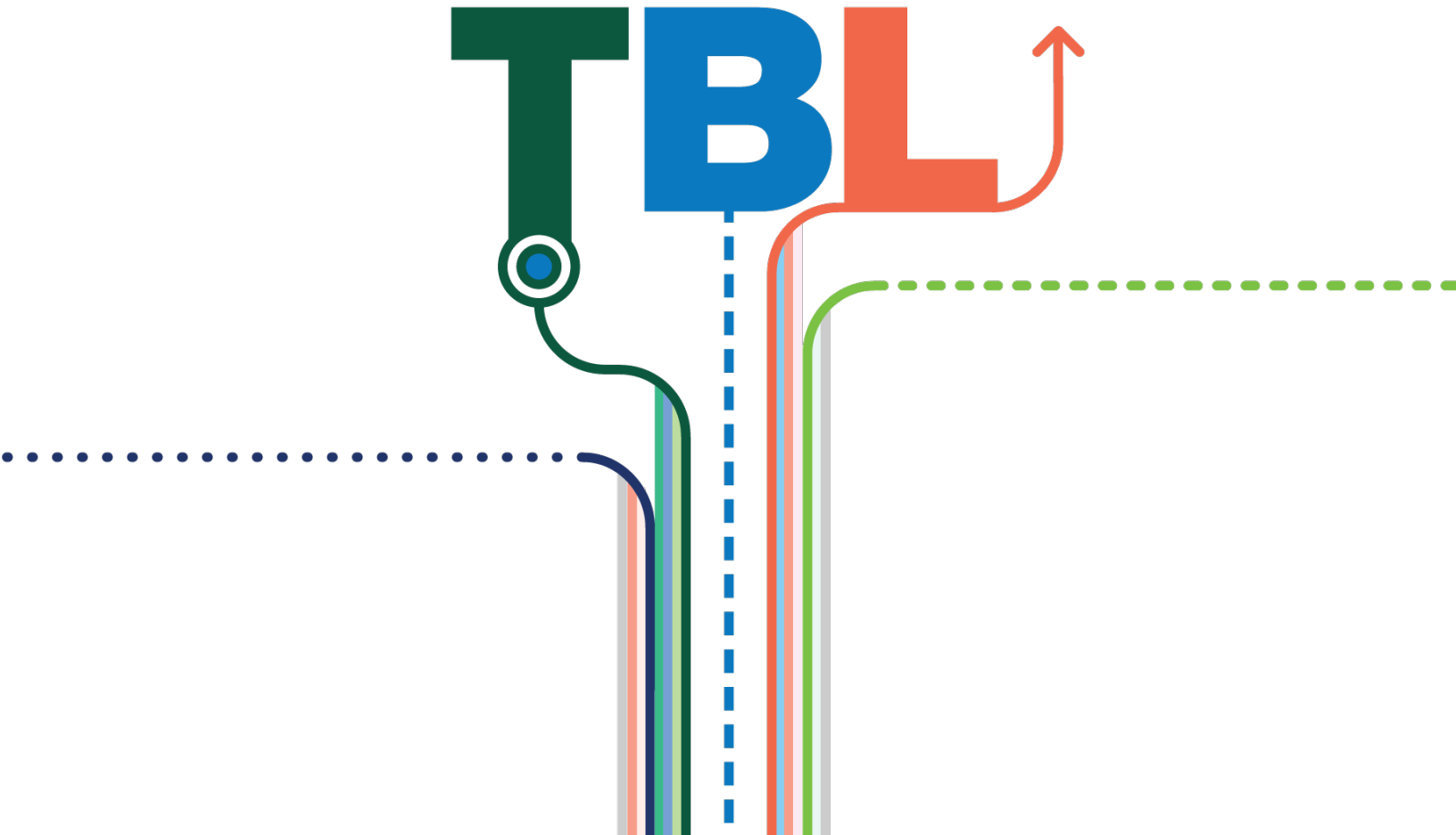


2019

TRIPLE BOTTOM LINE REPORT
CASCADE ENGINEERING
FAMILY OF COMPANIES



TBL



INTRODUCTION



Triple Bottom Line Summary

Our 15th annual TBL Report's theme is "moving the world forward." We have made many strides toward success and have overcome many obstacles. Our family of companies has overcome a couple challenging years through resilience and hard work. It is due to everyone's efforts who make this driving force. Together, we will move the world forward, by shaping ideas in plastic.

Our purpose is to have a positive impact on society, the environment and to be financially successful. Our history and track record show that a business focused on People, Planet and Profit – rather than profit alone – is more innovative and sustainable. Our goals are to solve difficult problems with our stakeholders and strive toward operational excellence, so this philosophy continues to thrive. We also focus on the diverse business units that make-up our Family of Companies. With special attention to the purpose, vision, strategic direction, culture, and values that inter-twine our company.



Integration Strategy

The intent of our integration strategy is to eliminate redundancies in processes and policies that are expensive to maintain and difficult to manage. This process will strengthen all of our business units while streamlining our services including accounting, administration, communications, data processing, and document handling.

CK Technologies is our largest business unit and a recognized brand in the truck industry. We have no intention of jeopardizing this recognition and fully intend to make the investments required to make sure we are prepared for anticipated growth at CKT and throughout the organization. We have purchased two presses, one in Montpelier and one for the Grand Rapids campus. Our team has developed a renovation plan for Montpelier similar to the Buursma Plant that has been completed.

Our intent is to develop "Centers of Excellence" throughout our operations. For example, CK Technologies, Montpelier will be the center for excellence for the engineering and injection molding of large truck exterior components with future potential to produce large parts for other markets. CE Automotive Europe will be our center of excellence for kinematics and fluid connectors. We fully intend to make the investments required and provide the foundation for continued growth.



BUILDING OUR LEAN JOURNEY

We started fiscal year 2019 in better shape than the start of fiscal year 2018. We missed our goal by a small amount, but this growth reflects progress. We are headed in the right direction, and there will be many things we will do to hold ourselves accountable to improve our performance even further. Part of this plan was empowering our Plant Managers at each plant. We held weekly meetings to review the financials of each facility and the improvement actions being taken. We were impressed with the Plant Managers ability to understand the financial drivers in their plants. This work has made a positive difference in our performance.

The Right Teams

Plant Management - To increase local accountability, we elevated the importance of plant managers. As a product moves through our value stream, accountability shifts from account management to program management and then ultimately to plant management after launch. The end goal was for our plant managers to be fully accountable for all aspects of Quality, Safety, Delivery and Cost.

Executive Council Working Together for Employees and Businesses - We know that in order to successfully grow the business, we need to ensure there are clear policies and procedures that are consistently followed across the organization. The Executive Council is putting strong focus on holding themselves accountable to work together to deliver FoC policies and procedures that reflect what's best for our employees and our growth as a business. By integrating our teams and systems, eliminating waste and implementing best practices, we will all contribute to increasing our profitability year over year.

We recruited high level talent. People who have experience in their fields, appropriating the right people in the right seats.

The Right Metrics

Mission Center Rooms - The Plant Mission Center Rooms are our method of communication and system of managing plant improvements, priorities, and performance. The operation of this system is an integral part of the Cascade Enterprise System and embodies the core values of People, Planet and Profit.

The goal of the room was to provide alignment of plant resources and identify priorities as the year progressed. The system was designed to identify overburden and facilitate the balancing of the work for the core team members who are a part of the value stream within the scope of the plant.

Flow Cells - Flow cell certification has proven to be one of the most influential systems we have at our disposal, packed with tools designed to assist in the sustainment and advancement of our manufacturing processes. It requires patience, cooperation and opportunity.

As you focus your attention on our manufacturing processes, you will understand the complexity of our operations. For those of us living with this complexity every day, we define the challenges as "opportunities". Opportunity is a set of circumstances that allow us to deepen our understanding, experience and practical application of the knowledge acquired through our lean manufacturing journey. Understanding that our ultimate destination is manufacturing excellence and total operational efficiency. We were excited to re-establish our Flow Cell Certification process in Brownsville.

LEVEL ZERO GOALS

People: Zero injuries - Be an Employer of Choice

Planet: Increase sustainable products and new innovative solutions - Zero Waste to Landfill in all Facilities

Profit: 14% EBITDA - Reduction of Non Value Add to Value Add ratio

The Right Actions

Inventory Accuracy - The materials group continued to work on inventory accuracy and overall reduction in inventory dollars. As we continued to focus on all QAD transactions and ensured scrap is addressed as timely as possible.

Schedule Attainment - Montpelier demonstrated the ability to meet the demanding challenges of the truck market by improving on time delivery through production schedule attainment. To fulfill all customer requirements in we stabilized our staffing, optimized warehouse organization, heightened our focus on schedule and execution. We also embraced Single Minute Exchange of Dies (SMED) and integrated data driven problem-solving methodology.

Additional benefits were achieved through capital expenditures for press refurbishment, preheat stations, process monitoring, and switcher trucks.

Purchasing - It was a challenging year for purchasing and pricing due to tightness in the market for many commodity items like resins and nickel. We saw a softening in the market which offered price relief for polypropylene, high density polyethylene, and others.

The CE/CKT integration continued in the purchasing group as we designated lead commodity managers for all of our commodities. This change supported improved management of suppliers, and a focused strategic direction. The pricing environment stabilized for the 2019 calendar year.

Labeling Solution - A cross-functional team comprised of Brownsville, Montpelier, Corporate Manufacturing and Quality Engineering was dispatched to utilize strong root cause problem solving to assess the current situation and develop robust corrective actions to ensure our product was properly labeled.

The team created a data driven philosophy of reviewing weekly containment findings to prioritize all the mislabeling incidents, assess specific root causes for every one and apply error proofing technology to prevent any recurrences. The results of the teams efforts and level of error proofing utilized to drive the number of mislabeled incidents towards zero.

Plant Layout - Grand Rapids facility, North Plant, needed to optimize the most productive plant layout to improve our raw material and component delivery systems for increased volumes on the Herman Miller COSM chair. These changes improved 6S, which created better inventory accuracy and higher productivity.

Communication - Good communication is key to any successful business. We improved existing methods such as ACE, monitors, shift meetings and town halls. The larger effort was creating two new vehicles to drive information. We introduced The Communicator, which is a monthly newsletter about our company. The second was 'In The Know,' a weekly brief of current events and company updates. Both formats reach all employees to increase understanding and transparency of everything happening within the FoC.

CHRISTINA KELLER

President and CEO

Christina assumed this position on September 1, 2018. Cascade Engineering is a family owned private business founded by her father, Fred Keller in 1973. She is responsible for ensuring that Cascade Engineering continues its dedication to the community, accomplishes its purpose of being a Triple Bottom Line company and develops and executes Cascade's strategic direction.

Christina has held a number of leadership positions of increasing responsibility since joining Cascade in 2009. Most recently Christina served as President for the Cascade Business Team (CBT) from 2016 - 2018, overseeing five of Cascade's nine businesses. In 2013, Christina was named President of CK Technologies (CKT). CKT is the largest CE business unit headquartered in Montpelier, OH, with additional facilities in Mount Airy, NC, Brownsville and Grand Prairie, Texas. From 2010 - 2013 she was the business unit leader for Triple Quest, which produced and distributed the Hydraid filter.

Christina led the strategic integration of all Cascade Engineering's North American operations, creating an alignment through best practices and standardized work to maximize operational, financial and human resources.

Our Why: When I was younger, Fred referred to Cascade Engineering as "a living laboratory to eradicate poverty". I am inspired by this concept and the amazing stories we have throughout the organization, from people overcoming personal barriers to excel at work and the positive impact CE has made in their lives. I am also excited about our future as a manufacturing company and the evolution of Industry 4.0. Industry 4.0 is the application of automation and data exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things (IoT), cloud computing and cognitive computing. Our customers are also expecting more from us and we need to deliver and exceed their expectations.

Our How: As a Triple Bottom Line company, we need to make sure our conviction to People, Planet and Profit are all equally effective. Today, our focus and attention is improving our financial



performance. Long term we need to work to improve our earnings (EBIT) by focusing on our quoting and launch processes, improving our OEE and throughput, eliminating scrap and reducing overtime. At our core, we need our customers to be our top focus, we need to make our key customer scorecards green and we need to continue our press and equipment refurbishments. Thank you for your help in driving these actions throughout the Family of Companies, it will take all of us working together to continue our drive towards operational excellence.

Our Future: We have a bright and promising future ahead of us. We recently received, "National Women's Business Enterprise Certification", this classification provides exclusive opportunities for us as automotive suppliers and unlocks new opportunities for U.S. Department of Defense contracts. We are seeing interesting opportunities and have been awarded new business using our asset tracking RFID technology. We are also investing in new presses and machinery across our locations.

With 1,800 employees in the rapidly changing world of manufacturing it is difficult to ensure that every employee throughout the Cascade Engineering Family of Companies knows they are valued. Your contribution is appreciated, and we want to thank you for being you. Our future prosperity depends on all of us working together.

WOMEN OWNED BUSINESS

On March 7th we received notification that we have been awarded the Women's Business Enterprise Certification. The application was submitted in December and Tammy Vandegriff, representative from the Great Lakes Women's Business Council, conducted the required on-site visit with Christina on February 26th.

Companies certified as Women Owned Enterprises by WBENC generate \$11.6 billion in annual revenue and employ 46,000 U.S. workers. WBENC partners with 14 Regional Partner Organizations to provide its world-class standard of certification to women-owned businesses throughout the country, including the Great Lakes WBC.

Christina Keller, was instrumental in pursuing this certification and she said, "The accreditation communicates our promise to a rich and diverse work culture. Much of our innovation and growth can be attributed to our diversity and inclusion programs that embrace and empower women and minorities."

A major benefit of WBENC certification is access to a current list of supplier diversity and procurement executives at hundreds of major U.S. corporations and federal, state and local government entities that accept WBENC certification.

Cascade Engineering is now the fifth largest Women's Business Enterprise in Michigan. This certification will be instrumental in pursuing new business opportunities for the Family of Companies and we will all benefit from this accreditation.



Mark Miller Retires

Mark started with Cascade Engineering in 2006, as the Vice President of Sales and Marketing for CK Technologies, and named President of CK Technologies a year later. He became the President of Cascade Engineering in 2013, assuming the CEO title the following year from Fred Keller - Founder and Chair.

Fred Keller, commented, "Mark has been a tremendous leader for Cascade Engineering. He directed the growth of CKT from a small business acquisition into becoming the largest business we currently operate. His contribution to Cascade Engineering has been remarkable."

Christina Keller, said, "Mark has been an excellent partner over the last nine years and I have learned a lot from his leadership and mentorship. I appreciate everything he has contributed to our organization and our successful generational transition and wish him the very best."



BUSINESS PRINCIPLES

We have designed the graphic shown to communicate to all of our valued employees our Purpose, Vision and Values, established by our founder Fred Keller. These represent the concrete foundation of our Triple Bottom Line principles.

Christina Keller - President and CEO along with the executive team have developed three major objectives that will ensure the continued success and future longevity for the entire Family of Companies.



● These three objectives represent the steps we will take to make certain that all of us at Cascade Engineering know we work at a place where we are valued as human beings and diversity is embraced. A place recognized for innovation and ideation. A place acknowledged for the safety of our healthy workforce and renowned for operational excellence.

● To successfully execute these objectives requires a commitment from everyone we employ, and our future success is dependent on you. Thank you for your allegiance to the Cascade Engineering Family of Companies and know that your contribution makes a positive difference.

PEOPLE

At Cascade Engineering, there's a Family of Companies, but also a much larger family of people. Our purpose, philosophy, and reason for existing comes back to these valued individuals, but they also encompass millions more, including the customers we serve, the partners we work with, and people from around the world we'll never have the chance to meet.

That's what we mean by "having a positive impact on society," as our purpose states. We're referring to all of society, for this and future generations. It's a daunting task, but we believe that when you empower a passionate, forward-thinking group of people, good things are bound to happen.



EMPLOYER OF CHOICE

Moving the Box

We pioneered the 'move the box' program which moves the question about being convicted of a felony to the end of the hiring process. This has offered economic and societal benefits while continuing to foster productive working environments and meeting strategic goals.

Businesses across Michigan are seeing the benefit of investing in their communities. Cascade Engineering has been hiring returning citizens for the past 40 years. Since the program started, we have hired many returning citizens who have now successfully developed long term careers in our organization, supporting their success and the company's success. Recidivism in Michigan is far lower than that of the national average. Programs like this are critical to help continue to move the needle.

"We talk about moving the check-box. It's not about not asking the question, it's about asking the question after you've looked at a candidate as an individual," says Christina L. Keller.

Safety

The Cascade Engineering Family of Companies completes 900+ safety observations every month. When observations are submitted, they are collected for ESS (Environmental Safety & Sustainability) review and approval. ESS reviews each observation looking for concerns needing immediate correction and opportunities for safety improvement. When a safety concern is identified requiring immediate attention a screen shot is sent to the Operations Manager and V.P. of Operations.

Our goal is to address all safety concerns identified through the STOP observation process. We want to provide a safe place to work, where our employees' well being is the top priority.

FoC Interns/Co-ops

Cascade Engineering continues its dedication to the community and local universities by continuing to refine our Intern/Co-Op program. In an effort to tap into new talent, maintain brand recognition and engage the community, our on-going strategy is to have students leave Cascade at the end of an internship or Co-Op rotation with a true vision of what they will experience once they complete their degree and enter the workforce with hands-on experience they wouldn't have access to through their studies alone.

Many of our facilities including Montpelier and Brownsville receive energetic individuals that occupy a variety of plants, projects, tasks and responsibilities. Most notably they get involved in many events and campaigns such as United Way, Habitat for Humanity, Adopt-A-Road and others. It's nice to get an extra hand while broadening their own experience.

UofM Magnify Team

A group of students from the University of Michigan's Magnify Immersion Program visited our Grand Rapids campus. These undergrads of varied degrees immerse themselves in high-performing organizations that bring out the best in people.

The Team presented to our Leaders with a reflection on their experience against the principles they were studying. They were certainly blown away by the consistent messaging and culture they saw within all levels of employment here at Cascade Engineering. It was surprising to them seeing a plastics manufacturer offer such a variety of ways for its employees to flourish.



BALANCE 360
PHYSICAL. EMOTIONAL. FINANCIAL.

Balance 360

Cascade Engineering FoC is a company dedicated to the education and development of its employees. The Benefits department has taken the best parts of the Associate Healthy Habits, WOW and Health Horizons programs and created a new integrated Cascade FoC wellness program. This new integrated program is called Balance360 and it focuses on physical, emotional, and financial health.

Through this program, employees can learn and grow while creating the best possible lifestyle for them and their family. Balance 360 events provide opportunities for everyone to monitor, manage, and change health behavior to reach optimum health.

We want all of our 1800+ employees to embrace healthy lifestyles, emotional stability and financial security - and we want to reward you for doing so. By meeting two simple goals in each of the three areas during FY2019 employees can earn credits up to \$12 per week, \$48 per month and up to \$624 a year that will be added to their weekly paycheck.

Physical Goal = \$4 per week credit

Obtain an Annual Physical Exam
Complete Health Insurance Basics Quiz

Emotional Goal = \$4 per week credit

Complete Emotional Health Education Quiz
Mental Health Awareness Quiz

Financial Goal = \$4 per week credit

Update 401(k) Beneficiary Designation(s)
Complete Principal Retirement Wellness Planner

CKT BROWNSVILLE HAS HAD STELLAR COMMUNITY IMPACT



After 8 Years...

CKT Brownsville has had a lot of community impact. Brownsville City Commissioner John Cowen Jr. praised Cascade Engineering Family of Companies for investing in Brownsville, and read a proclamation on behalf of the commission recognizing CKT for the hundreds of jobs it has created in Brownsville as well as its partnership with Brownsville Independent School District's P-TECH (Pathways in Technology Early College High School) program. Cowen said "the partnership expanded employment opportunities for students while promoting CKT. He hopes the city's residents recognize the contributions manufacturing makes to the local economy."

Christina Keller, Cascade Engineering president and CEO, said the company wants Brownsville to be Cascade's "premiere southern location," and that CKT is expanding its operation, adding new manufacturing equipment and product lines, including plastic trash bins used in waste management. CKT employs more than 375 workers and adds nearly \$1.2 million to the local economy each week, equaling an economic impact of about \$117 million a year, Keller said "the company's incentives for attracting workers include scholarships offered to all its employees, plus opportunities for 15-percent pay bonuses on top of regular wages and benefits. It's a partnership, it's a collaboration and it's exciting for this region."

We are proud of the work Brownsville has done and continues to do to drive towards our top objectives of being an employer of choice in the region as well as driving towards Operational Excellence. We have hired Cornerstone Consulting Group in order to accelerate the journey towards operational excellence for the leadership team.

Greater Brownsville Incentives Corporation (GBIC)

On April 11th, the Greater Brownsville Incentives Corporation (GBIC) hosted a visit to CK Technologies to discuss the growth of jobs in Cameron County. U.S. Congressman Filemon Vela (D-34), Joe Esparza, Deputy Secretary of State for the State of Texas and Mario Lozoya, GBIC Executive Director were all on hand to get an up close and personal look at the industry being created near the border.

"That noise is what's important. That's the sound of progress, innovation, and jobs in the Rio Grande Valley," said Joe Esparza. Mario Lozoya discussed establishing internships and externships between educational institutions and companies like CK Technologies help grow the local workforce that the industry depends on by steering young people toward a technical trade early on.

Another resource GBIC is pursuing is Jobs and Education for Texas (JET) grants, which provides funding for educational institutions to purchase equipment to develop career and technical courses. This created an opportunity to share funding from the state to create opportunities for independent school districts and local community and technical colleges to buy advanced equipment to do P-TECH in partnership with industries like CK Technologies."



P-TECH Program

CK Technologies has teamed up with The Brownsville Independent School District (BISD) on the P-TECH Program (Pathways in Technology Early College High School).

This partnership provides students the opportunity to earn an Associates Degree in Advance Manufacturing and Mechatronics Engineering. This union is a win-win providing students the ability to expand their educational aspirations, and also promoting CKT along general manufacturing awareness among High School students.

In this program, CKT provides work-based learning experiences for students such as facility visits, guest speaker presentations, career information, job shadowing, internships, externships and apprenticeships. In addition, some CKT employees are assigned to the P-TECH program to promote college and career awareness. They become a source for the school, teachers and students alike to seek information or guidance for technical training, available jobs, or council on building Student Organizations.

Rio Grande Guardian

In this international news service, Brownsville City Commissioner Joel Munguia says "his city can become a manufacturing hub for the automotive and commercial trucking industries."

District 3's representative on the city council pronounced his optimism upon news that CK Technologies, a market leader in providing plastic injection molded and chrome electroplated grilles for the commercial truck and bus industry, was expanding again.

"I am inspired by the collaboration between the Greater Brownsville Incentives Corporation and CK Technologies. I am proud that CK Technologies has chosen to expand in our city, bringing high-quality jobs to a region that is vital to the growth of our state," Munguia said

"Our project was to have only 120 employees. It has been a very successful project and so we keep hiring people and we are almost up to 400 employees. The growth has been amazing," said Griselda Muñoz, assistant plant manager for the Brownsville operation.

PLANET

Business is one of the greatest forces in existence, and with that comes an incredible responsibility. The manner in which we use our resources has an incredibly profound impact.

We take very intentional steps to protect our environment and ecosystems. This not only goes for the actual products we manufacture, but also for the strategies and systems which support them. We've taken incredible strides to produce less waste and manufacture with more recycled materials.

We're still reaching goals while setting new ones.



WE ARE PART OF THE SOLUTION

UBQ

We have partnered with UBQ (Ubiquitous), an Israeli startup company, which developed a process to convert household waste (including food, plastic, etc. – everything but the glass and metal) into a material that can be utilized at a certain percentage in the injection molding process. Depending on the material family, the percentage of UBQ required to be “climate positive” varies, but would be 20% when mixed with a virgin HDPE (material used in our carts).

We are one of the early adopters in the US working with UBQ to utilize this PCR household waste using UBQ material in our parts. Currently we are testing containers and dash mats. In this case, UBQ would be a material supplier to Cascade Engineering.

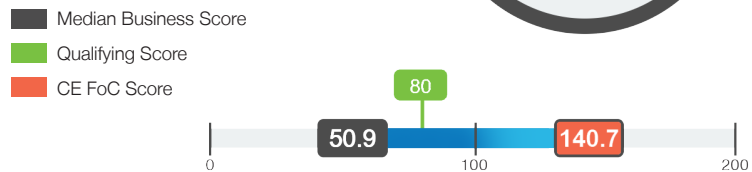
It is far more than a supplier/customer relationship. We are working together closely to develop ways to utilize their material to reduce the carbon impact of producing products for our customers. We have several conversations going within our customer base on how we can successfully use this material in their products.

B Corp

Certified B Corporations are a new kind of business that balances purpose and profit. They consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. A community of leaders, driving a global movement of people using business as a force for good.

Our B Impact Assessment is the most credible tool to measure our impact on our workers, community, customers, and environment. This benchmark quantifies our social and environments contributions and helps drive further programs.

We’re part of a large community of B Corps, collectively growing the global movement of people using business as a force for good.



FIELD SERVICE MANAGEMENT



Effective January 15, 2019, Vice President Jo-Anne Perkins was pleased to announce the Container Field Service Management (CFSM) team will be returning to the Cascade Cart Solutions business unit. Previously managed from 2016-2019 by our Cascade Technology & Services team, CFSM experienced exceptional growth in the municipal solid waste industry.

CFSM includes all activities relating to our carts after sale:

- On-site Service Centers
- Cart deliveries, swaps, removals, repairs
- Cart cleaning
- Inventory
- Cart recycling
- RFID Tag retrofit installations

This past year, CFSM grew our base of Service Centers to a total of 15, expanding our services westward as far as San Antonio, TX and increased our east coast operations. During this time Mitch DeFranco put emphasis on implementing consistent processes across all Service Centers, which facilitated quality growth for future sites. Improvements include up-to-date technology to allow for accurate tracking and reporting across all sites, team re-alignment for consistent support from here at Cascade HQ, and positive customer communications. Some of the unforeseen benefits of these improvements include:

This re-alignment tucks directly into Cascade Cart Solutions’ existing Assembly & Distribution, Recovery, and Recycling services – allowing Cascade to provide total life management support of each cart asset, reinforcing our company’s triple bottom line mission. Perkins notes, “It simply makes sound business sense to provide our customers with services over the life of our product, ensuring a closed loop from manufacture to end of life recovery and recycling. By combining our teams, we will better assist our customers with crafting total asset management plans before the sale, which provides the added value of security and trust in their investment. I’m excited for the opportunities and continued growth of this piece of our business.”

NOBLE POLYMERS

Hemp Plastic Company

Noble Polymers has been working closely with The Hemp Plastic Company and Titan Bioplastics to develop and produce new innovative bio-based solutions for the consumer packaging market. This collaboration will not only bring new business to Noble, but increase our technical ability around bioplastics and natural fillers to better position us to provide material solutions focused on sustainability.

Developing the processes for producing these materials presented many challenges for the Noble team due primarily to the moisture content of the hemp powder. The team worked together to troubleshoot and solve any issues and setbacks as they arose. Recently, Noble produced large scale sample quantities of each of these four core products that will be used to seed the market with samples and trials towards commercialization. The development of these processes has strengthened the partnership between Noble Polymers and The Hemp Plastic Company and has opened new doors into the growing market of bio-based plastics.

Noble continues to work with the West Plant and CKT on FoC material cost savings projects. Currently, we are re-pelletizing cart regrind to supply the 33rd Street Plant with material for the cart wheels, in turn providing a large savings in production materials. In addition, Noble recently completed an RIE for cross training polymer technicians on all production job functions. Allowing people to rotate jobs and learn new skills while helping to cover roles during vacations and absences.



THE HEMP PLASTIC COMPANY



Ecopuro

Noble Polymers starting production of an additive master-batch for our newest customer, Ecopuro. Ecopuro is a research and development company focused on advanced materials technology development. The additive, called Boundary Breaker™, is an engineered structural particle that helps to convert static friction to kinetic friction thereby reducing energy required for fluid to flow through the process equipment. This results in an improved weld line strength and flow ability as well as a 12-30% increase in productivity for extrusion and injection molding processes.

Ecopuro is marketing this material to recyclers, compounders, and injection molders who desire increased efficiency. We are looking forward to growing with this new, innovative partner and are just beginning to explore how this additive might further benefit the FoC.



Noble & CKT

Noble Polymers has joined forces with CKT to implement a VAVE initiative (Value Analysis/ Value Engineering). Noble Polymers and CK Technologies are joining forces to strategically implement Noble rigid TPO materials in Heavy Truck applications.

Teams are in place to evaluate the opportunity and set the priority moving forward. This VAVE initiative is targeted at satisfying customer cost down targets while adding margin and value to both Noble Polymers and CKT business units – it's a win, win, win – and a great example of how we can be better together! At Noble Polymers, we are thrilled to have this opportunity to grow within the FoC and solidify our partnership with CK Technologies.



PROFIT

As a chair cannot stand on two legs, Profit is a critical and equal component supporting our TBL philosophy. With this in mind, we create value for our employees, customers, and the communities we serve, while staying true to our guiding principles.

Our vision is to be a sustainable and capable partner to our customers. Year after year, we achieve this by doing good work, solving meaningful business problems, and pushing the boundaries of what's possible for manufacturing.



A MILESTONE YEAR

Cascade Cart Solutions 30 years!

It was June of 1989 when Fred Keller, founder and then CEO of Cascade Engineering and Dean Buntrock, founder and then CEO of Waste Management decided to go into business together in a very unusual and creative way. WM wanted to make their own garbage carts, and CE had the manufacturing expertise grown out of our automotive experience. And so it was born, one day as the two men stood on an empty piece of land on 37th Street in Grand Rapids.

It was a creative business relationship where-in CE bought the land and erected the manufacturing plant and WM purchased the presses and molds. They shared in the labor division and started making carts that were exclusively for WM divisions, shipping across the US.

In the first year together we manufactured exactly 73,000 carts, the following year we doubled and manufactured 155,000 carts. In 2001 we hit 1 million. Today, thirty years later, we have built and distributed to the market over thirty one million carts. As the business grew naturally changes happened, CE purchased all of the presses and molds from WM and increased our Sales Group to pursue other waste haulers and municipalities. We grew to become a force in the solid waste industry.



May 30th 2018 we hit 30 million carts sold! Cascade Carts produced. "Our Cascade Cart Solutions and Buursma Plant family could not be more grateful for the commitment and contributions each and every one of you has made to help us reach this milestone! And from the bottom of my heart, thank you all for sharing in the making of this milestone!" Jo-Anne Perkins

In addition the Pink Cart is celebrating it's 10 year anniversary. The Pink Cart is a special product of Cascade Cart Solutions. Every Pink Cart sold represents a \$5 contribution to the American Cancer Society breast cancer initiatives. With over 150,000 Pink Carts on curbs across North America and Canada, and over \$700,000 in funds raised so far, we can't wait to see where The Pink Cart program will take us.



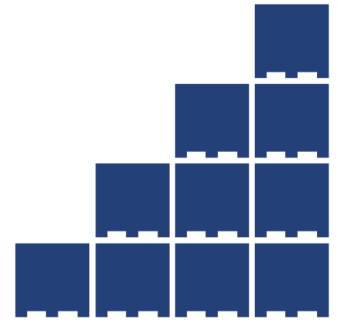
When we started The Pink Cart program, we didn't exactly know what to expect. We hoped to sell a couple thousand carts and just 'get people talking'. Now ten years later, we are thrilled with the program's success in the United States and Canada and are proud that 100% of the funds raised support the American or Canadian Cancer Society breast cancer initiatives both locally and nationally.

Decade 20 years!

Decade Products is a joint venture with Cascade Engineering and Dolav Plastic Products, which is headquartered in Southern Israel. Decade Products supplies customized plastic bins and pallets to farmers, food processors and manufacturers across the US, Canada, South America, and even the Caribbean. Leaders from Dolav were here to kick off the anniversary.

Dani Omri of Dolav visited Cascade Engineering in 1998 and told us about an interest they had in expanding their successful business to the US. He explained they were looking for potential partners to assist in the sales and production of products.

Several months later he returned and let us know that of all the companies they had seen, they liked Cascade the best. We had an obvious capability as a molder of very large parts with our twin 4500 ton Battenfeld press (the largest in North America). Also our commitment to operational excellence was impressive to their team. But it was the culture of Cascade that really impressed them. They were interested in partnering with an organization where they could develop long term relationships. I too was convinced this could be a relationship built on trust and mutual respect. We started designs and hired our first sales manager in 1999 and thus began the twenty year relationship we all know as Decade.



AUTOMOTIVE / POWERSPORTS



● Polaris Continues Production with CE

In 2014, about 1 year after CKT started doing business with Polaris Industries, Christina Keller and Tony Kramer made a good will visit to Polaris in Wyoming, MN. During that visit, Andy Clark held an on-line presentation on our 3D suction blow molding technology, convincing Polaris that our technology is the right technology for their air duct requirements. Soon after, CE was awarded their first 3DSBM job.

Here we are 5 years and 5 awards later, CE has been recognized by Polaris as a strategic supplier, making the final cut as Polaris conducted a thorough review of their entire global supply base, reducing it down to a few choice suppliers. This is a perfect example of the effectiveness of cross selling, bringing value by offering multiple technologies, and providing your customer with outstanding service and attention.

● Harley-Davidson and the LiveWire Project

Harley Davidson, the company that has defined the motorcycle industry for the past 116 years recently introduced the LiveWire at the Las Vegas, Consumer Electronics show. Through the diligent efforts of Brandon Spence, Brian Parker, Al Hayes, Todd Mazurek, Trent VanSweden, DeAnne Mosey and Andy Clark, Cascade Engineering will be manufacturing parts for the LiveWire.

“The LiveWire represents the future of Harley Davidson, bringing high-performance electric propulsion, evocative design, and cellular connectivity to today’s rider. The first of a new electric portfolio of motorcycles that provides an all new two-wheel experience, LiveWire delivers thrilling acceleration, agile handling, premium materials and finishes, and a full suite of electronic rider aids and interfaces for a completely connected experience.”

To be aligned with this iconic brand as a supplier for their next generation of motorcycles is a reflection of their trust in our company. Before awarding this new business, Harley Davidson procurement specialists spent hours observing our operations, our processes and our valued employees. This new business represents only the beginning of our relationship with Harley Davidson.

● Honda Recognizes our Efforts

Two key tenets of our corporate vision are to Drive Customer Intimacy and Deliver Flawless Launches. The best ways to measure this is through customer recognition. We have always strived to make our customers successful and it’s rewarding when a customer acknowledges our efforts.

The Honda HL6 project team is successfully launching 4 new tools for the production of new parts to be introduced on the new Honda Powersports side by side. This new customer is recognizing our team, Program Manager - Brandon Spence, Engineer - Jim Tol and Account Manager - Lance Tennant, along with strong support from our entire extended team. We were selected as one of only six suppliers that were recognized with a celebratory dinner hosted by Honda’s Director of Purchasing.

The team will also be included in Honda’s “Line Off” celebration marking the official start of production for the new vehicle. There will still be follow up required for start of production to ensure we achieve a flawless launch. This recognition from Honda exemplifies the results of a diverse team focused on customer success!



Polaris RZR



Harley-Davidson LiveWire



Honda Talon



CK TECHNOLOGIES

New Peterbilt Business

We are excited to report that we have been awarded the Peterbilt Mid-Life Update (MLU) bumper! This bumper is a replacement to the current 2.1M - 579 truck currently molded, painted, and assembled at the CKT Brownsville facility. This is one of our higher volume products and is a high profile class A surface centerpiece of this exciting new truck. Product launch is set for late 2021 and is one of many new components we anticipate for MLU.



DeBotech

DeBotech is a CKT Mount Airy customer, which provides carbon fiber and advanced composite products. Mount Airy is converting their paint line from the current rack system which allows parts to swing freely, to a rigid system that stabilizes the parts. Todd Davis led the deBotech program that originated at a 3P event. This program reduces cycle time by ten seconds per rack and was fully operational by the end of February. We will gain additional capacity of one shift per week allowing us to add the Karma program to the revised paint line.

The deBotech program has been a substantial challenge for Mount Airy and required the talents of many people to find a resolution. The true value of these efforts and lessons learned will be applying this knowledge to other programs. That's what continuous improvement is all about. We look forward to contributing to the deBotech product line.



CE EUROPE - 25th ANNIVERSARY

Located in Halásztelek, Hungary, CEE engineers, manufactures and assembles products for automotive customers throughout Europe. They specialize in kinematics, fluid connectors and air vent assemblies. With 330 employees they are recognized for their innovative product solutions in manufacturing and assembly of automotive components.

Electric Vehicles

The automotive industry is undergoing a major transformation as OEM's prepare for the substantial growth of electric vehicles (EV) worldwide. Electric vehicles represent less than 1% market share today, but that is anticipated to grow to 12-15% within the next 5 years, with over 100 EV models available to choose from. Many Tier 1 & Tier 2 suppliers are challenged with the impact electric vehicles will have on their products since demand for traditional powertrain components is declining.

In anticipation of the global demand for electric vehicles the sales team has spent the past few years in discussion with their customers to determine how CEE could be instrumental in electric vehicle development. They learned that electric vehicles would still require the quick connectors we supply for powertrain applications and most importantly the OEM's will require many more connectors for electric vehicles. The use of high-performance batteries requires complex water-cooling systems to maintain constant working temperature to achieve the best performance. This means more connectors will be needed for electric vehicles than those currently in use on traditional combustion engines.

Fluid Connectors

Cascade Engineering Europe is a world class leader in the automotive fluid connector market and has become operationally excellent in this area. While these parts are relatively inexpensive, they have very tight tolerances and are very complicated assemblies.

CEE has continued to develop complex assembly fixtures; originally helping with hand assembly, transitioning to robotic assist and most recently entirely automated assembly. They have cut down cycle time from 10 seconds to nearly 5.5 seconds with the new equipment and have increased quality with high tech visual management systems (i.e. cameras to spot non-conformance). Using 3D printing to create low cost customized assembly fixtures allows CEE to stay competitive.

They have also created an automation team that develops faster processes similar to continuous improvement procedures used in "formula 1" racing.



INNOVATIVE PLASTIC TECHNOLOGIES



Herman Miller

With the launch of the Cosm office chair, we are continuing the tradition of producing the plastic parts for every successful chair for Herman Miller since the Equa in 1984. At Herman Miller, they are excited to share that Cosm has been honored with a Red Dot Best of the Best Product Design award—chosen for a combination of its innovation, functionality, formal quality, ergonomics, durability, symbolic and emotional content, product periphery, self-explanatory quality, and ecological compatibility. This award to Herman Miller adds to an already robust number of awards won for this chair since we launched the product last year. Our 33rd street facility is already experiencing year three projected volumes in year one.

American Seating

Cascade Engineering has been awarded approximately 2.5 million dollars of bus seating business from American Seating, who has been serving the transportation industry for 88 years in Grand Rapids. They manufacture passenger seating for city service buses, rails, and motor coaches. The bus seats that we will manufacture and supply consist of two different styles (with and without grab-rails), offered in three different colors, and have an option for flame retardant.

Due to our depth of knowledge and expertise in large part injection molding, we are having discussions with them in regards to additional opportunities as well. We are looking forward to this partnership and building a mutually beneficial relationship with American Seating.



THE REAL LEADERS TOP 100 IMPACT COMPANIES



Real Leaders magazine has been in circulation since 2010 and is the world's first sustainable business & leadership publication. It aims to inspire better leaders for a better world.

Cascade Engineering was selected for the inaugural - Real Leaders 100 Top Impact Companies Award. The Awards rank the top companies applying capitalism for greater profit and greater good. "These companies are driving a dynamic segment of the economy, bearing a new vision of capitalism that demonstrates that every transaction is an opportunity for both growth and a better world."

This is a, "world-first list that proves business can thrive as a force for good". It was created through a collaboration between Real Leaders, Big Path Capital, B Lab, Bain Capital, KMPG and Mintz Levin.

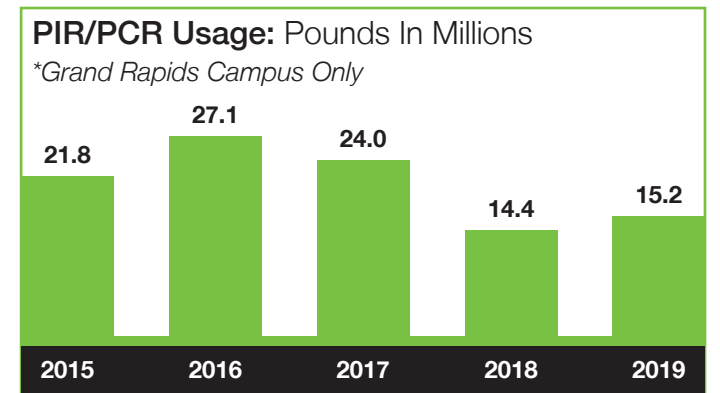
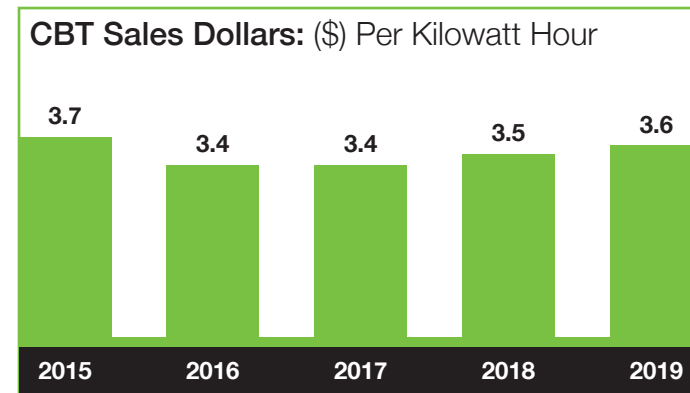
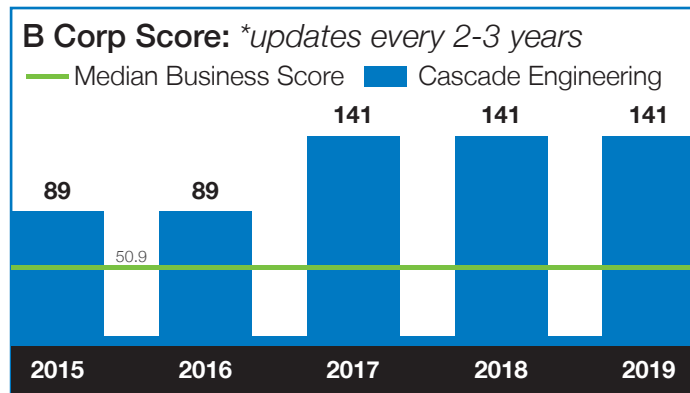
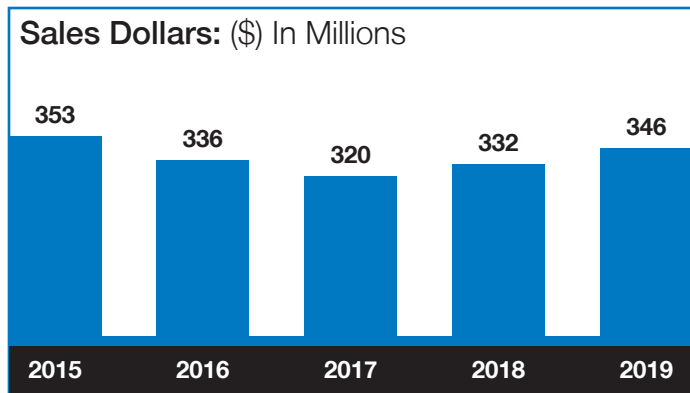
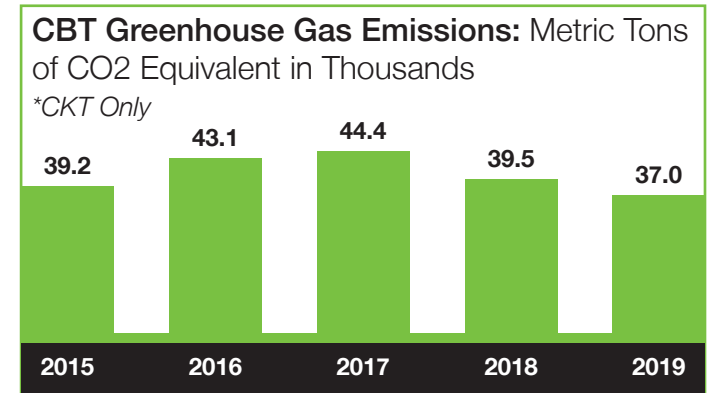
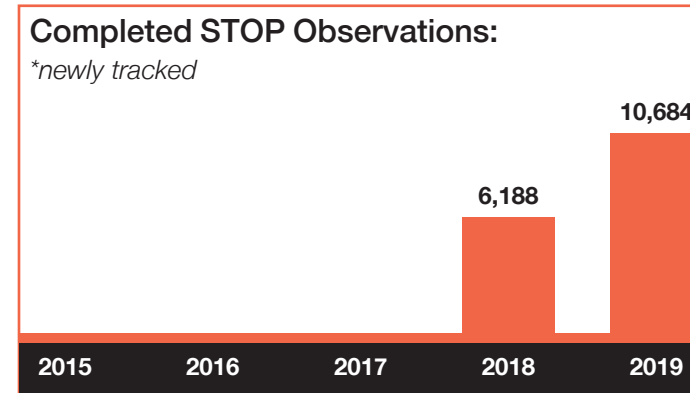
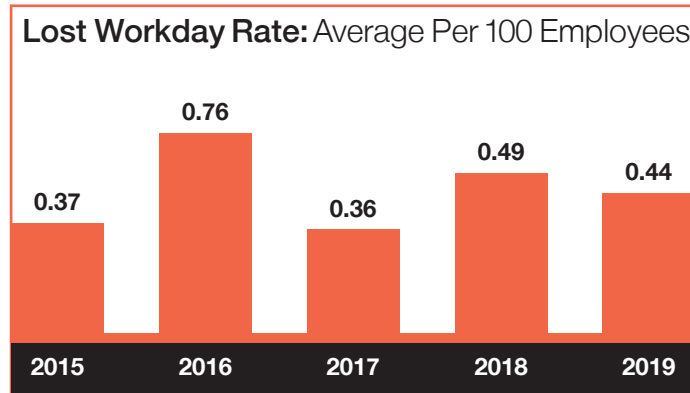
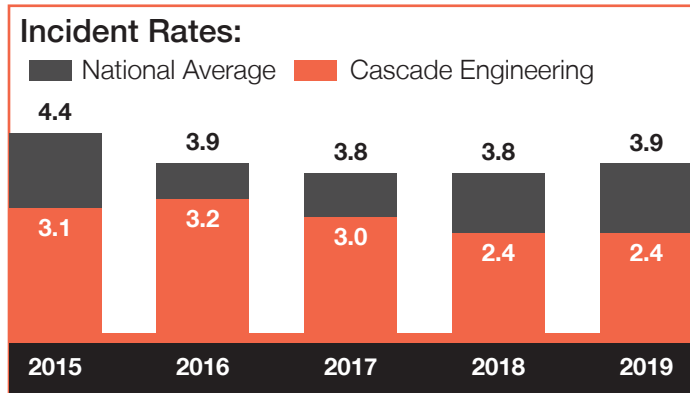
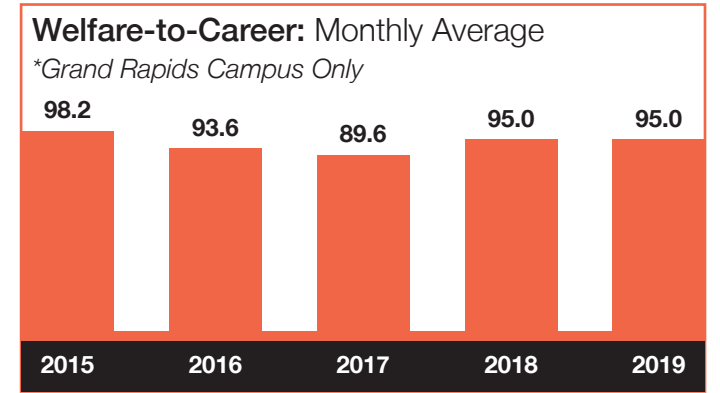
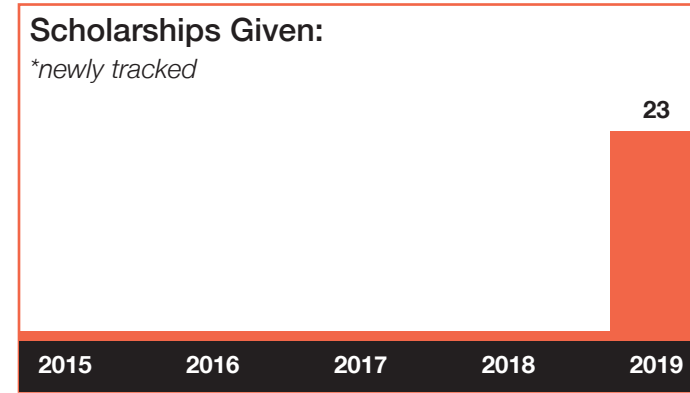
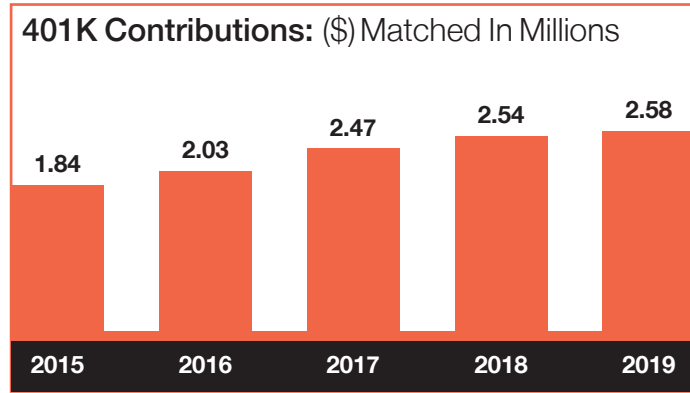
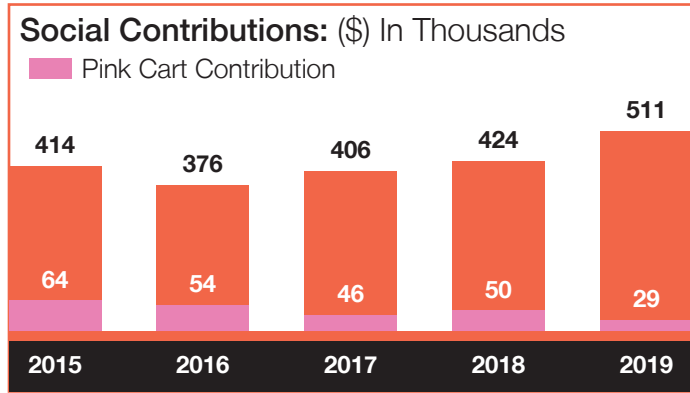
A companies' B Lab assessment was used as the primary metric for screening applicants. The rigorous criteria used for the B Lab assessment measures both social and environmental impact. Growth rate and scale were also important factors and all applicants had to provide verification of the data they supplied. The Real Leaders 100 formula for business as a force for good was:

$$\text{Revenue Growth Rate} \times \text{B Impact Assessment Score} = \text{Force for Good}$$

Cascade Engineering was ranked 24th. All of The RL100 award winners were featured at the MO Summit taking place in Asheville, NC on April 4-5.

We Are A
#ForceForGood





Certified



Corporation

WOMEN[™]
OWNED



3400 Innovation Court, Grand Rapids, MI, 49512
616.975.4800 | info@cascadeng.com | www.cascadeng.com
2019 Cascade Engineering

