This report covers data generated in 2016, and includes some of our achievements leading up to this year to help provide context.
When we draw on the resources of this planet, it is important that we do so in a responsible manner. As an organization, Keilhauer takes this responsibility seriously, and have always made it an important part of who we are.

One of our stated goals is to use “Closed-Loop Manufacturing” to create products that support the person. This gives us direction and focus. We strive to be better every day, and measure our progress along this path.

We feel it is important to create a document that reflects our commitment to the journey, and to share the challenges and the successes that we have had along the way.

We are pleased to present this Corporate Sustainability Report, and hope that by reading it you will better understand the things that we care about, and what we work on to make sure that our footprint is as light as possible.

If you have questions, comments, or feedback on this report, we’d love to hear from you. Please reply to sustainability@keilhauer.com.

Thanks,

Mike Keilhauer
We believe that good business is measured by the Triple Bottom Line: that long term success is the result of harmoniously looking after our people, our environment, and our economic success.

To ensure this belief is woven into our company consciousness, we introduced a comprehensive Sustainability Program called Planet Keilhauer.

We prioritize this program because we all share this planet, and it is important that we all take responsibility for its care.

**Planet Keilhauer**

We believe that good business is measured by the Triple Bottom Line: that long term success is the result of harmoniously looking after our people, our environment, and our economic success.

To ensure this belief is woven into our company consciousness, we introduced a comprehensive Sustainability Program called Planet Keilhauer.

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**Our Big-Time Goal**

Planet Keilhauer is driven by our goal of Closed-Loop Manufacturing, a comprehensive and environmentally friendly manufacturing approach in which there is no waste, and where materials are cycled back into the system thereby minimizing our environmental impact. Our Sustainability Policy ensures that we stay cognizant of this goal, it guides our decisions, and it empowers our people to be a part of the solution.

**Our Commitment:**

- Conduct business honestly and ethically.
- Comply with laws, rules, regulations and industry standards.
- Continue to improve environmental performance and prevent pollution:
  - Include the environment and lifecycle thinking in business policies, planning, processes, and product design.
  - Measure and manage energy and natural resource use.
  - Assess waste streams, and work to eliminate them.
  - Prioritize Reduce, Reuse, and Recycle.
  - Empower employees to lead change.
- Communicate this policy to all employees, contractors, and stakeholders.
Over the last 15 years we’ve made impressive strides forward toward environmental stewardship.
MEASURING OUR PERFORMANCE.

Leading Sustainability

All of our hard work has paid off, but you don’t have to take our word for it. We’ve been recognized with notable awards and certifications for our leadership in product design, employment standards, and environmental stewardship - a trifecta of achievements only possible due to our focus on the Triple Bottom Line.

What’s more, we work with world renowned organizations including industry watchdogs, various levels of government, and NGOs to monitor, assess, and benchmark everything we do, from materials and energy use, to manufacturing processes, social responsibility, and more.

These certifications and awards do more than just decorate our walls: they help keep us on track to achieve our goals, and identify new opportunities for improvement.

Our certifications and awards keep us on track, and help to identify opportunities for improvement.

Recent Environmental Certifications and Awards

- **BIFMA level® 2**: Keilhauer products are certified by SCS Global Services under BIFMA’s rigorous, multi-attribute sustainability standard: level®.
- **SCS Indoor Air Quality Certification - Indoor Advantage Gold**: Many Keilhauer products are certified by SCS Global Services achieving Indoor Advantage Gold, meaning they meet rigorous and comprehensive air quality standards.
- **Cradle to Cradle Certified™**: Keilhauer’s Simple 9323 Chair is Cradle to Cradle Certified™ at the Silver level.
- **Forest Stewardship Council® (FSC®)**: As of August 2014, our first Forest Stewardship Council® (FSC®) Certified product was launched. We are actively working to expand this program to include other product lines.
- **Product Innovations Award, Buildings Magazine: 2015**
  Merit award for Wheels for innovation in product sustainability and efficiency.

Canada’s Greenest Employer:

- **Canada’s Greenest Employer: 2013, 2015, 2016**
  We have been recognized as a leader in sustainable initiatives and achievements.


  We were awarded the Gold Award for “Excellence of Commitment to a Sustainable Environment” in both 2014 and 2015.

Canada’s Top Small & Medium Employer: 2015, 2016

- **Canada’s Top Small & Medium Employer: 2015, 2016**
  Keilhauer is a best-in-class workplace with forward-thinking human resources and comprehensive benefits.
Sustainability is about balance, and manufacturing has the capacity to have an environmental impact. Knowing this, every aspect of the process, from product inception to end of useful life, is reviewed by our interdisciplinary sustainability team to holistically ensure that every seat and table lives up to our Planet Keilhauer commitment.

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Product Stewardship

Our Commitment:
- Continue to improve environmental performance and prevent pollution:
  - Include the environment and lifecycle thinking in business policies, planning, processes, and product design.
  - Measure and manage natural and energy resource use.
  - Assess waste streams and work to eliminate them.
- Prioritize Reduce, Reuse, and Recycle.

Design For Environment Program:
We proactively design our products to be as sustainable as possible through our Design for Environment Program (DfE). This ensures that the decisions made from the onset of any project are aligned with our Planet Keilhauer commitment.

This program evaluates a product early in its development, and targets a broad range of environmental design criteria including lifecycle thinking, material specification, and sourcing. This results in exceptionally well-designed and safe products with long, useful lives that are both repairable and recyclable.

Members of the DfE team include managers from Manufacturing, Engineering, Operations, Sustainability, and our President.
Wood Sourcing:
Keilhauer places immense value on all natural resources. Since 2013, our facilities have been certified to sell Forest Stewardship Council® (FSC®) Certified products. In 2014, we launched our first certified product: Juxta tables. Since then, we have been actively aligning our internal processes to expand this program and include more Forest Stewardship Council® (FSC®) Certified products.

- 2014 In the summer of 2014, Juxta tables launched as Keilhauer's first FSC® Certified product.
- 2016 In 2016, Chemistry and Loon tables are FSC® Certified.
- 2017 3 more Keilhauer tables are FSC® Certified.
- 2020 All Keilhauer tables are FSC® Certified.

Material Chemistry:
Material Chemistry is a critical aspect to product sustainability. We are careful to choose materials for our products that are safe for people and the planet by working closely with our supply chain.

- 2014 Chemical assessment of select products against the rigorous Cradle to Cradle™ Certified Product Standard.

Transparency:
Integrity is key to the success of product stewardship, and we recognize the importance of material disclosure. We are proud of the steps we have undertaken as part of our Sustainability Policy and Planet Keilhauer, but we certainly won’t rest on our laurels.


Recycled Content:
To reduce our dependence on the earth’s finite resources, we use recycled content wherever possible. Whether it’s metals, plastics or textiles, we diligently work with our vendors to specify recycled, quality materials. We track and publish this data so that our products may help contribute to LEED® and other certifications. This supports our clients goals but it also highlights areas of improvement.

- 2016 Achieved greater transparency through our new Product Environmental Criteria documents, launched in 2016.
- 2017 Continue to assist our customers by providing products and support that help achieve their environmental goals.

- 2017 Continue to assist our customers by providing products and support that help achieve their environmental goals.
We look for the opportunity to leverage quality materials that have a long and useful life at every step of the design process. Products are well-designed with replaceable parts, and through dismantling, some product materials can be recycled and/or re-used for an even longer lifecycle. Keilhauer products are designed with these qualities in mind, and have a 10 year warranty policy* to back it.

In 1997, we decided to take our dedication to recycling and reuse to a new level with the implementation of a take-back program for one of our most iconic products - the Tom chair. Customers are invited to ship back any of their Tom chairs for full disassembly.

Our publicly available “End of Product Life” documents, accessible through our website, describe the commonly used materials in our products, and provide instructions for disassembly for customers who wish to recycle products at home.

_in the spring of 2016, Keilhauer launched new ‘End of Product Life’ documents which include details on replaceable parts, instructions on disassembly, and guidance for recycling. This move brings us one step closer to Closed Loop Manufacturing._

_Do you own a Tom chair?_ To participate in our Tom Take-Back Program, at end of the product’s useful life, simply ship your Tom chair back to Keilhauer Headquarters and we’ll handle the recycling for you. Please contact customer.service@keilhauer.com for more details.

* See warranty policy for more details.
Supply Chain

Who you do business with is fundamental to how you do business. Throughout our 35 year history we’ve established long term relationships with phenomenal vendors, suppliers, and business partners. We work with companies that value integrity, sustainability, communities, and wherever possible, support our local economy.

Our Commitment:
- Employ vendors that conduct business honestly and ethically, giving priority to local vendors.
- Work with vendors to include recycled materials, and source raw materials from sustainable sources.
- Assessing our Suppliers: Vendors complete a Supplier Assessment Survey, covering criteria such as social and sustainable responsibility, so that we can make informed decisions about who we partner with.
- Working Together: We work closely with our vendors to specify the inclusion of recycled content, and to source raw materials from sustainable sources. This team approach was a key factor in gaining our first Forest Stewardship Council® (FSC®) Certification for our Juxta table line. We are actively expanding this program to include more products this year.
- Cutting Down on Waste: Collaborating with our vendors and partners yielded phenomenal waste reduction results. Many of our vendors send shipments in reusable containers, which are returned to them upon the next delivery. In fact, over half of our vendor-spend use reusable containers, meaning fewer wasted boxes and bags are needed.

2016 By The Numbers:
- 71% Recycled Content in Cartons
- 15% Tables with FSC® Certified Wood
- 65% Vendors Use Reusable Containers
- 75% Vendor Assessments Completed

We work with businesses that value integrity, sustainability, communities, and where ever possible, support our local economy.
Packaging

Our commitments don’t end at our door. We’ve taken significant steps to ensure our packaging won’t become our customer’s, or Mother Nature’s problem.

Our approach to waste reduction is as surprisingly simple as it is effective: Reduce, Reuse and Recycle. We’ve reduced how much packaging is used with each delivery, implemented processes that allow us to reuse shipping materials, and where disposable packaging is required, we ensure it is made from recycled materials that can be easily recycled by municipal facilities.

Our Commitment:

- Include the environment and lifecycle thinking in business policies, planning, processes and product design.
- Measure and manage natural and energy resource use.
- Assess waste streams, and work to eliminate them.
- Prioritize Reduce, Reuse, and Recycle.

Through this program, in 2016, we eliminated the need for over 97,000 boxes.

Blanket Wrapping:

Rather than using single-use cardboard boxes, our products are wrapped in reusable blankets. In 16 years, this program has eliminated the need for over 1,000,000 boxes (see graph, right)! It also eliminated the resources required to make the boxes and the resulting waste they create. Blanket wrapping allows us to fit 25-50% more products on each truck, cutting our greenhouse gas emissions dramatically.

This program is important to us because we’ve seen how one idea can develop into long lasting change. Our data (see graph, right) indicates that over the last 16 years, we’ve maintained shipping over 63% of seating products using this method. While using boxes is sometimes unavoidable, we encouraged the use of this program through our shipping policy, by prioritizing Blanket Wrapping and through financial disincentive. So, while we keep delivering quality seating on time, we also reduce our footprint on the earth.

Through this program, in 2016, we eliminated the need for over 97,000 boxes.

OVER 1,000,000 SHIPPING BOXES ELIMINATED!
Keilhauer knows what it takes to make a product. We know it takes resources like energy, water, people power, and more, and we respect that. Whether it is an entire chair or the bolt that holds it all together, we place high value on material use, operations, and efficiency within these processes.

To target efficiency, we measure our consumption by tracking monthly use and performing regular audits. The data generated is used to evaluate our processes and specify capital investments that will align with our goals.

**Our Commitment:**

- Continue to improve environmental performance and prevent pollution:
  - Include the environment and lifecycle thinking in business policies, planning, processes, and product design.
  - Measure and manage energy and natural resource use.
  - Assess waste streams, and work to eliminate them.
  - Prioritize *Reduce, Reuse, and Recycle.*
Water Conservation:
Access to clean, potable water is an increasing global concern. To ensure future generations are able to access this crucial resource, Keilhauer is taking many steps to reduce usage. Our manufacturing facility is nearing zero water use with process water only being used to steam finished seats.

Reducing our water use is not only a manufacturing goal; we are also directing our efforts to our facilities. We’ve installed low flow toilets, committed to irrigation-free landscaping, and are working with our suppliers to understand and assess their use and conservation efforts.

- **2016** 9% increase in process water use per product. This increase is attributed to an increase in products manufactured in 2016.
- **2017** Analyze our process water use to determine DfE projects that can help reduce use.

<table>
<thead>
<tr>
<th>Year</th>
<th>Process Water Use / Product (gal.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0.6</td>
</tr>
<tr>
<td>2010</td>
<td>0.5</td>
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<tr>
<td>2011</td>
<td>0.4</td>
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<td>2012</td>
<td>0.3</td>
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<td>2016</td>
<td>0.0</td>
</tr>
<tr>
<td>2017</td>
<td>0.0</td>
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</tbody>
</table>

Energy Reduction:
To reduce our dependency on finite natural resources, we purchase Renewable Energy Credits (RECs) to offset 100% of our total annual electricity use. Every year this renewable energy is sourced from facilities in Canada that are certified by Environment Canada’s EcoLogo program.

- **2014** In September 2014, we purchased a new energy efficient cutting machine for textiles which saves an average of 10,560 kWh / year.
- **2015** In 2015, we purchased 1,261,236 kWh of wind power RECs to offset 100% of our electricity use.
- **2016** In 2016, we purchased 1,177,000 kWh of wind power RECs to offset 100% of our electricity use.
- **2017** Continue to target energy reduction in our processing.
- **2017** Continue to purchase RECs for 100% of our annual electricity use.

<table>
<thead>
<tr>
<th>Year</th>
<th>Renewable Energy Use (kWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>1,177,000</td>
</tr>
<tr>
<td>2015</td>
<td>1,261,236</td>
</tr>
<tr>
<td>2016</td>
<td>1,177,000</td>
</tr>
</tbody>
</table>

- **2015** 30% reduction in process water use per product which demonstrated efficiency within our overall processing in 2015.
Waste Management

Waste Management is a constant area of focus for Keilhauer in striving to achieve Closed-Loop Manufacturing. Numerous projects and systems ensure every resource that enters our system is able to fulfill as many uses as possible throughout its lifecycle.

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  - Prioritize Reduce, Reuse, and Recycle.

Keilhauer: A Zero Waste To Landfill Facility:
In 2013, Keilhauer took a major step forward, and partnered with Greater Toronto Area-based Algonquin Power to convert our waste to energy and achieve Zero Waste to Landfill. While we continue toward eliminating waste, this move ensures that the garbage we can’t reduce, reuse or recycle at this time still has some value through conversion to energy.

Annual 3rd Party Waste Audit:
Keilhauer conducts 3rd party waste audits annually. By monitoring the total amount of waste generated, and the efficiency of our recycling programs, we can modify these programs to make sure they are performing. (See page 30 for data on our progress.)
Diversion & Elimination Programs:
We are proud to say that we have a comprehensive waste program in place that goes well beyond standard diversion practices. Aluminum cans, steel cans, cardboard, paper, newsprint, glass, PET, HDPE, LDPE, and Polystyrene are all recycled, and unique diversion programs (listed right) help to divert these materials from garbage. We encourage our people to bring in some of these items from home, so we can go beyond our facility and also impact our community.

Unique Diversion Programs
- Food waste composting
- Light bulb recycling
- Battery recycling
- Writing utensil recycling
- Wood and skid reuse and recycling
- Printer & toner cartridge recycling
- IT equipment recycling (with a no-export policy)
- Textile tube reuse & donation
- Personal protective equipment recycling
- Textile and leather offcut recycling

Textile Recycling:
Our unique textile recycling program was developed when several furniture manufacturers came together with Keilhauer to solve the common problem of what to do with all of our textile scraps. Collectively, we were able to consolidate and create enough demand to recycle our textile waste together. In the first six months of the program, Keilhauer recycled 10,500 pounds of fabric. This program goes beyond our company, and increases sustainability within other manufacturers too!

Leather Recycling:
Many of our customers choose leather to cover their seats. While we strive to achieve maximum usage of our hides, offcuts are inevitable. Rather than sending our offcuts to landfill, in 2003, we sought out a recycling partner. Now, 100% of our leather scraps, or about 9,000 pounds per year, are recycled into small purses and other accessories to give our leather a second life.
2015 Waste and Recycling Program Overhaul:
Between mid-2015 and early 2016, we overhauled our Waste and Recycling Management system in our plants, offices, and kitchens. Using the data from our annual 3rd party waste audits we focused on specific job functions, and identified employee behavior so that we could tailor a system of waste reduction for each department. This change continues to reduce our waste as demonstrated in our 2016 Waste Audit (see above for data).

- New colour coded bins divide waste streams for recycling.
- Newly designed custom made signs and labels target each department and facilitate correct recycling practices.
- Employee-wide training targets each department and the materials they are most likely to handle.
- Waste stream ‘cheat sheets’ posted in every station (plants and offices).
- New cafeteria waste signs.
- New desk-side recycling bins and small saddle waste bins in offices.

2015: Our 2015 Waste Audit demonstrated that although we are recycling more, we are generating more overall waste. This meant that our new recycling system is working, but we still had room for improvement.

2016: We are always looking to find more solutions to our non-recyclable waste. In 2016 we began participating in TerraCycle’s Personal Protective Equipment recycling program.

Our 2016 Waste Audit (see graph above) demonstrated that not only are we recycling more, but we decreased our overall waste generation. This shift shows how small changes can have big impacts.

2017: We still have room for improvement. Some of our recyclable material is ending up in the wrong stream. This year we are going to start training early and improve our training program for new hires so that good habits can start early.

In 2017, we plan to reduce our overall generation of waste by analyzing part packaging coming into Keilhauer and working with our vendors to reduce packaging.

2020: Continue with annual training in order to work toward elimination of waste.
Throughout 2015 and 2016, Keilhauer’s facilities underwent a little bit of TLC. From the roof that covers our heads, to the floors that we walk on, we diligently did our homework to ensure that materials that we chose would improve our surroundings aesthetically and sustainably. The renovation process took the principles of Keilhauer’s DfE program to a new and beautiful level.

Facility Renovations

**Eco-Roof:**
In March 2015, we renovated close to 40,000 square feet of our roof at our 50 Underwriters facility, replacing it with a “cool roof”. Our new cool roof has an Ontario sourced, snow white calcite stone surface with a high solar reflectivity and thermal emissivity which reflects the sun’s thermal energy. This helps to reduce urban-heat and better insulate the building - which means a potential reduction in indoor energy use. By renovating our roof with an eco-roof, we are participating in the City of Toronto’s Climate Change Action plan which aims to reduce Toronto’s greenhouse gas emissions by 80% by 2050.

**New Picnic Tables:**
As summers can sometimes feel so short, we want to make sure we get the most out of it! In the spring of 2015, we purchased new picnic tables made from recycled milk jugs, so that our employees have a place to enjoy time outside, surrounded by fresh air and greenery.

**Sustainable Carpet Tiles:**
After 21 years of solid use, Keilhauer’s carpet needed to be replaced. We sought out one of the most renowned and sustainable carpet tile manufacturers to help us lay out over 1,500 yards of carpet tiles made from 100% recycled nylon material. The shift to tiles was intentional. If an area becomes worn out, or when coffee inevitably gets spilled, we can replace the affected tile instead of the whole carpet, minimizing future waste.

**New Desk Stations:**
In 2016, Keilhauer employees were provided with new beautiful desk stations that are BIFMA level® 1 Certified, GREENGUARD Certified, FSC® Certified and made with up to 43% recycled content. They can be reconfigured in many ways; if our space needs to change, our furniture can too, which means a long and useful life.
Our people are everything to us. We are a close-knit team of professionals who prize integrity and creativity. We believe that a better future requires incredible design, and we empower every member of our team to bring new ideas to the table. We rely on these ideas to maintain our leadership in sustainability and outperform environmental standards.

It takes great people to run a great business, which is why we invest in on-going training, continued education, company-wide profit sharing, and various perks that promote our health and wellness.

**Keilhauer Culture**

Our people are everything to us. We are a close-knit team of professionals who prize integrity and creativity. We believe that a better future requires incredible design, and we empower every member of our team to bring new ideas to the table. We rely on these ideas to maintain our leadership in sustainability and outperform environmental standards.

It takes great people to run a great business, which is why we invest in on-going training, continued education, company-wide profit sharing, and various perks that promote our health and wellness.

**Our Commitment:**

Keilhauer provides employees with a safe and healthy workplace where:

- The principles of fairness and mutual respect are achieved through communication, education and commitment.
- A zero tolerance policy for workplace violence, harassment, discrimination, and violations of human rights is upheld.
- All applicable health and safety legislative requirements are met and in many cases exceeded.
- We promote fundraising and volunteer efforts that support local community groups and charities.
- We communicate and educate on sustainability, while challenging employees to lead individual and business change.
- We use fair hiring practices in agreement with the Human Rights Code and Keilhauer’s Recruitment, Posting, Selection, and Administration Policy.

**OUR PEOPLE ARE EVERYTHING TO US.**
Health & Safety:
We go above and beyond when it comes to Health, Safety, and preventing workplace injuries. Workplace Safety inspections are conducted on a monthly basis and a Joint Health and Safety Committee meet quarterly to discuss and implement safety measures. As a result, we have maintained zero lost-time claims. This demonstrates the success of our commitment to eliminating and preventing workplace injuries.

Inclusiveness & Accessibility:
Keilhauer is wholly committed to the principles of workplace diversity. We demonstrate a commitment to equality and diversity by providing a supportive, barrier-free work environment and a corporate culture that welcomes members of all designated groups. In addition to policies, Keilhauer conducts regular training sessions to increase staff awareness and provide customized Accommodation Plans for those with disabilities.
Sewing Machine Recycling & Fundraiser:
Working with Partners in Project Green and The Repair Café Toronto, Keilhauer was able to remove 34 year old and broken sewing machines from our production facility, all of which were dismantled and recycled, achieving the following results:
- 12 skids (6,600 lbs.) of material were diverted from landfill and taken to off-site recyclers.
- The proceeds from selling the scrap metal were donated to The Repair Café Toronto - over $600.

This unique community collaboration resulted in a symbiotic outcome for all involved whilst targeting the Triple Bottom Line.

Gift Drive:
Over the 2015 holiday season we participated in a gift drive that saw 84 local Pathways students receive a holiday gift bag full of items to make their educational pursuits and holiday season a little bit brighter.

Other Donations:
In 2015, Keilhauer donated over $24,000 in funds and in-kind donations to various organizations.

Annual Becel Ride for Heart:
Every year, Team Keilhauer riders jump on their bikes in support of the Heart & Stroke Foundation of Canada. Our enthusiastic riders have the thrill of speeding along Toronto’s main thoroughfares while supporting a worthy cause. In 2015, Keilhauer raised an impressive $13,495. Since 2012, we’ve donated over $90,000, which helps fund important research benefitting heart health.

Take Our Kids to Work Day:
In 2014 and again in 2016, we participated in Take Our Kids to Work Day to bring students into work with Keilhauer staff to learn about career possibilities - including sustainability. (See image on the left for 2016’s participants.)

Secret Santa:
In 2016, we held a “Different Kind of Secret Santa” collecting canned goods and donations supporting the “Malvern Healthy Cupboard”. A total monetary donation exceeding $5,000 and three large box chairs full of canned goods were donated.

Other Donations:
In 2016, over $21,000 in funds and in-kind donations were gifted to various organizations.
Keilhauer has made big strides in the past year toward our goal of Closed-Loop Manufacturing. In the upcoming year, we plan to become more efficient than ever, improving and expanding on our environmental projects. With boundaries to push and innovative, environmental solutions to pursue, we are excited for the year ahead.

We hope that our 2016 Corporate Sustainability Report has provided you with some insight into our business, our ethics, and how we achieve our goals. We will publish this report annually so we can share how we address the challenges we face and how we turn them into success stories.

We welcome your feedback. Send your comments and questions to sustainability@keilhauer.com.

Where To Go From Here?

Keilhauer has made big strides in the past year toward our goal of Closed-Loop Manufacturing. In the upcoming year, we plan to become more efficient than ever, improving and expanding on our environmental projects. With boundaries to push and innovative, environmental solutions to pursue, we are excited for the year ahead.

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