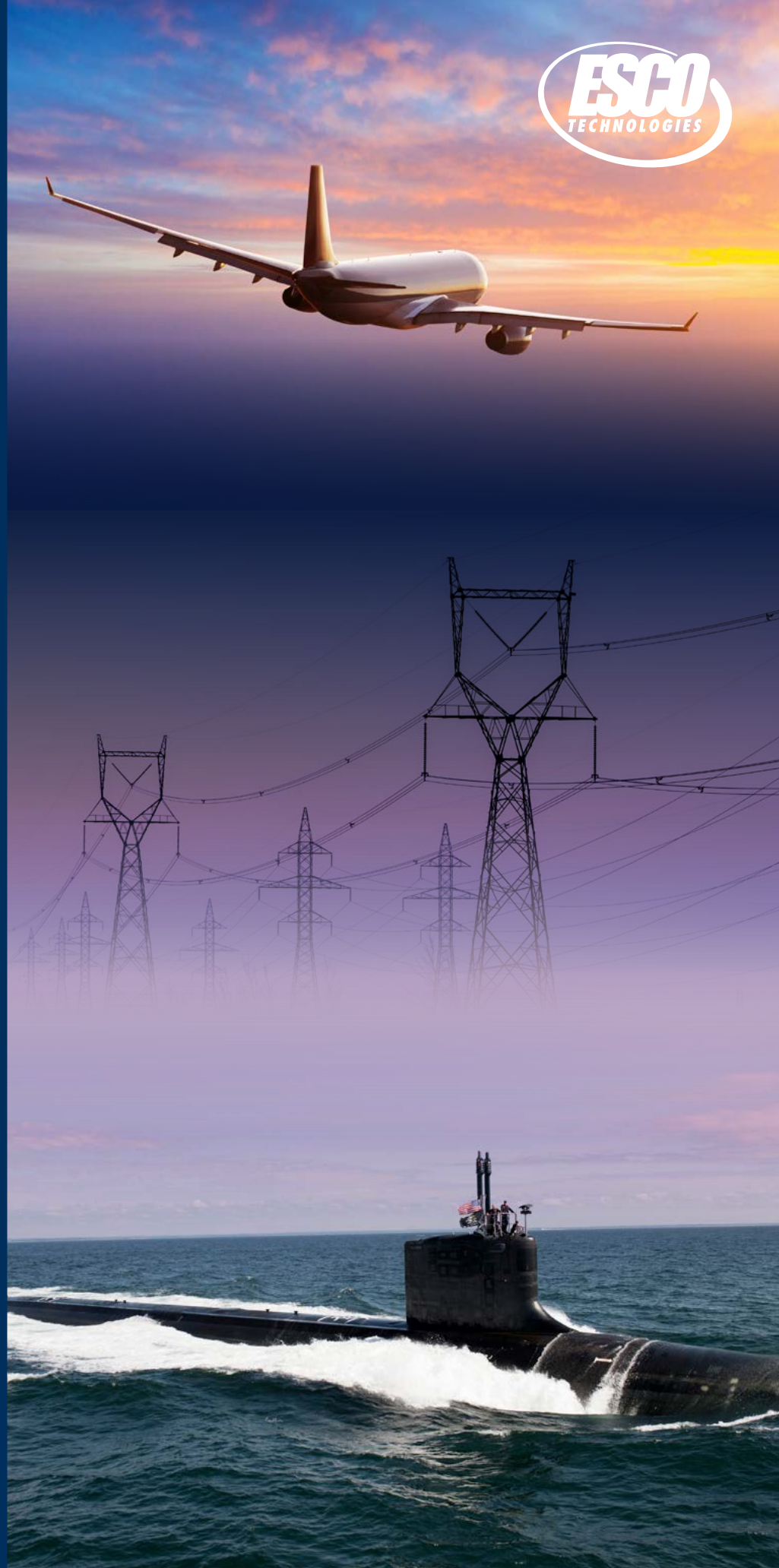


2026

ESCO TECHNOLOGIES INC.

PROXY STATEMENT

and Notice of Annual Meeting of Shareholders





ESCO Technologies Inc.
645 Maryville Centre Drive, Suite 300
St. Louis, MO 63141

Bryan Sayler
Chief Executive Officer and President



December 10, 2025

Dear Fellow Shareholders,

I am pleased to invite you to attend our 2026 Annual Meeting of Shareholders of ESCO Technologies Inc., to be held on Friday, January 30, 2026 at our corporate headquarters in St. Louis, Missouri.

The accompanying Notice of Annual Meeting and Proxy Statement describe the items of business that will be discussed and voted on at the Meeting. We value your input and encourage you to review this material as well as our Annual Report for fiscal 2025 and to vote your shares of common stock. You have a choice of voting online, by telephone, by returning the enclosed proxy card by mail, or at the Meeting.

Backed by broad engineering expertise and a highly skilled workforce, ESCO is dedicated to the design and production of advanced solutions that enhance performance, reliability, and safety across the industries we serve. With a long-standing commitment to our customers, we focus on developing the next generation of technologies to address today's most complex challenges.

In 2025, ESCO reached a pivotal milestone in its strategic evolution through two significant portfolio actions. We completed the acquisition of Signature Management & Power (SM&P) - now operating as ESCO Maritime Solutions (Maritime) - and the divestiture of VACCO Industries. These moves strengthen our presence in the Navy sector and narrow our focus in serving markets that offer resilient, long-term growth opportunities.

Overall, 2025 was a remarkable year for ESCO, as we again delivered record revenue, earnings, orders, and ending backlog. On a continuing operations basis, revenue increased 19 percent, GAAP EPS increased 13 percent, and ending backlog increased 71 percent over the prior year as we continued to see strong demand across our core defense and industrial markets.

On behalf of the Board of Directors and all of us at ESCO, thank you for your ongoing support.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Sayler". The signature is fluid and cursive, with a large initial "B" and "S".

Bryan Sayler
Chief Executive Officer and President

Notice of ANNUAL MEETING OF SHAREHOLDERS

St. Louis, Missouri
December 10, 2025

To the Shareholders of ESCO Technologies Inc.:

The 2026 Annual Meeting of the shareholders of ESCO Technologies Inc. will be held on Friday, January 30, 2026 at the Company's corporate headquarters, located at 645 Maryville Centre Drive, Suite 300, St. Louis, Missouri 63141, beginning at 8:00 a.m. Central Standard Time, for the following purposes:

1. To re-elect Patrick M. Dewar, Vinod M. Khilnani and Robert J. Phillippy to the Board of Directors of the Company for three-year terms expiring at the 2029 Annual Meeting;
2. To approve, on an advisory basis, the compensation of the Company's executive officers;
3. To approve an amendment to the Company's Employee Stock Purchase Plan; and
4. To ratify the appointment of the Company's independent registered public accounting firm for the 2026 fiscal year.

Your Board of Directors recommends that you vote –

- **FOR each nominee for director, and**
- **FOR Proposals 2, 3 and 4.**

Shareholders of record at the close of business on November 24, 2025 are entitled to vote at the Meeting.

Information about each of the above Proposals, as well as instructions for voting and additional relevant information concerning the Company, are set forth in the accompanying Proxy Statement and in the "Important Notice Regarding the Availability of Proxy Materials" sent to all shareholders entitled to vote at the Meeting beginning on or about December 10, 2025.

By Order Of The Board Of Directors,



David M. Schatz
Senior Vice President, General Counsel and Secretary

This Notice, the Proxy Statement attached to this Notice and our Annual Report to Shareholders for the fiscal year ended September 30, 2025 are available electronically at www.envisionreports.com/ESE and on our website at www.escotechnologies.com.

Even if you plan to attend the Meeting in person, PLEASE VOTE:

- Electronically via the Internet at www.investorvote.com/ESE; or
- By telephone within the United States, U.S. territories or Canada at 1 800 652 VOTE (8683); or
- If you requested paper or e-mail copies of the proxy materials, please complete, sign, date and return the proxy card.

Proxy Statement

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Proxy Statement SUMMARY

This Proxy Statement relates to the 2026 Annual Meeting of the shareholders of ESCO Technologies Inc., sometimes referred to herein as the Company, we, our or us. Our stock is listed on the New York Stock Exchange (NYSE), where our ticker symbol is “ESE”.

This Proxy Statement is provided pursuant to the rules of the Securities and Exchange Commission (SEC) in connection with our Management’s solicitation of votes for the Meeting. The Proxy Statement and form of proxy are being sent or given to shareholders beginning on or about December 10, 2025.

This Summary highlights certain information relating to the Meeting and the items to be voted on at the Meeting. For additional information, including important business, compensation and corporate governance matters, please refer to the following sections of this Proxy Statement and to our 2025 Annual Report on Form 10-K. Unless otherwise noted, all references to 2025 in this Proxy Statement refer to our fiscal year ended September 30, 2025.

Meeting Information

Date and Time: Friday, January 30, 2026 at 8:00 a.m. Central Standard Time

Location: The Company’s corporate headquarters, located at 645 Maryville Centre Drive, Suite 300, St. Louis, Missouri 63141

Record Date: Close of business on November 24, 2025

Voting: Shareholders of record as of the record date are entitled to vote. Each share of common stock is entitled to one vote on each of the director nominees and one vote on all other matters to be considered at the Meeting.

How to Vote

VIA THE INTERNET



Go to
www.investorvote.com/ESE

BY TELEPHONE



1-800-652-VOTE (8568)
in the U.S. or Canada

BY MAIL



Follow the instructions on
your proxy card

AT THE MEETING



Attend in person and vote
by ballot

Proposals and Board Recommendations

Proposal	See Page	Required Vote (see "Voting" on page 6)	Board's Voting Recommendation
1. Election of Directors	<u>8</u>	To be elected, a nominee must receive a majority of the votes cast	FOR each director nominee
2. Say on Pay – Advisory Vote to Approve Executive Compensation	<u>25</u>	To be approved, this proposal must receive a majority of the votes cast	FOR
3. Amendment of the Company's Employee Stock Purchase Plan	<u>55</u>	To be approved, this proposal must receive a majority of the votes cast	FOR
4. Ratification of Appointment of Independent Registered Public Accounting Firm	<u>59</u>	To be approved, this proposal must receive a majority of the votes cast	FOR

Management is not aware of any other matters that will be presented at the Meeting. However, if any other proposal is properly presented for a vote at the Meeting, other than the election of directors and the other proposals described in this Proxy Statement, the proxy holders will vote on it in their own discretion.

Nominees For Director

The following table provides summary information about our director nominees, each of whom is a current director of the Company:

Nominee	Primary Occupation	Independent	Board Committees	Key Attributes/ Qualifications
Patrick M. Dewar	Chief Executive of The Trenton Group, LLC (investment and strategy consulting firm focused on security, aerospace and defense technology companies)	Yes	Audit (Chair), Compensation	Extensive strategic, financial and operational experience in the aerospace and defense markets
Vinod M. Khilnani	Retired Executive Chairman of the Board of Directors of CTS Corporation (designer, manufacturer and seller of electronic components and sensors)	Yes	Compensation (Chair), Audit	Management experience and business knowledge regarding operational, financial and corporate governance issues; extensive international experience with global operations
Robert J. Phillippy	Executive consultant to technology companies on a range of strategic, operational and organizational issues	Yes	Executive (Chair), Compensation, Governance	Extensive experience in mergers and acquisitions as well as in new product innovation and international business development

COMPANY OVERVIEW AND BUSINESS HIGHLIGHTS

We conduct our business through a number of wholly-owned direct and indirect subsidiaries and are:

- A key supplier of highly engineered hydraulic filtration systems, fluid control valves, machined components, and metal finishing for the aerospace industry, as well as complex shock and vibration dampening tiles and signature and power management solutions that enhance the stealth capabilities of submarines and surface ships;
- An industry leader in radio frequency shielding and electromagnetic compatibility test products; and
- A leading provider of diagnostic instruments, software, and services for the benefit of industrial power users and the electric utility and renewable energy industries.

In 2025, strong end-market demand and the acquisition of ESCO Maritime Solutions drove record orders, sales, and backlog. We leveraged that growth to deliver improved profit margins and a 13 percent increase in diluted EPS. With a solid balance sheet and substantial liquidity, we are well positioned to fund both internal investments to support organic growth and acquisitions to further expand our technology-driven portfolio of products and services.

The following are selected measures of Company performance on a Continuing Operations basis. For complete financial information, please see the audited financial statements included in our 2025 Annual Report to Shareholders.

2025 Sales

\$1,095M

RECORD SALES/
+19% OVER PRIOR YEAR

Net Earnings

\$116.3M

+13% OVER PRIOR YEAR

Diluted Earnings Per Share

\$4.49

+13% OVER PRIOR YEAR

Entered Orders

\$1,565M

RECORD ORDERS & ENDING BACKLOG
ORDERS +57% / BACKLOG +71%
OVER PRIOR YEAR

Net Cash Provided by Operating Activities

\$200M

+65% OVER PRIOR YEAR

Leverage Ratio

0.56x

GOVERNANCE HIGHLIGHTS

- All directors other than the CEO are independent
- All committee chairs are independent
- Each director attended at least 75% of Board and committee meetings
- Independent directors hold executive sessions during each Board meeting
- Board conducts self-assessments annually
- The full Board exercises oversight responsibility for material risks, and delegates oversight of other risks to the appropriate committees
- Four of our eight directors are diverse in gender and/or ethnicity
- Robust clawback policy for executive compensation plans
- Competitive share ownership guidelines for directors and executive officers
- Executive compensation driven by pay for performance
- Annual shareholder vote on executive compensation
- Executive officers and directors may not hedge or pledge company shares
- Independent directors review CEO performance annually
- Average tenure of independent directors is 6 years
- Median age of independent directors is 65 years

EXECUTIVE COMPENSATION HIGHLIGHTS

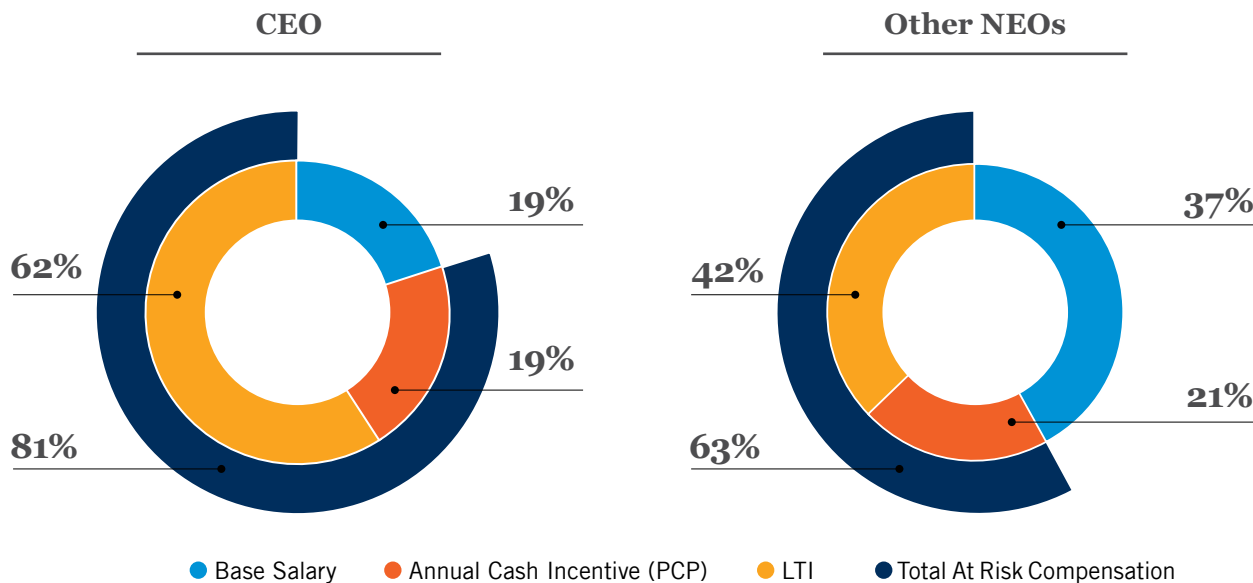
Our compensation objective is to develop and maintain an industry-competitive compensation program that attracts, retains, motivates and rewards our executive officers and other senior officers and key executives. The compensation program is designed to emphasize performance-based compensation in alignment with our business strategy.

Our compensation programs are designed to maximize shareholder value by allocating a significant portion of executive compensation to performance-based pay that is dependent on the achievement of our performance goals. Our annual cash incentive program and equity-based Performance Share Unit awards (PSUs) utilize a variety of key strategic and financial performance metrics and are designed to reward positive financial performance and limit unnecessary risk taking. Stock ownership guidelines align the interests of executives and shareholders by ensuring that executives bear the economic risk of share ownership.

For 2025, our Human Resources and Compensation Committee used the performance metrics “Adjusted EPS” and “Adjusted Cash Flow from Operating Activities,” to determine cash incentive plan compensation earned during fiscal 2025 and thereby incent the participants and align cash incentive compensation with business objectives. The metrics used in the calculation of the 2025 adjustment differed somewhat from those used to calculate the 2024 adjustment; for a detailed description, see **2025 Cash Incentive Metrics** in the **Compensation Discussion and Analysis** section.

Our long-term equity incentive (LTI) program includes Restricted Share Units (RSUs) which fully vest over a period of 3 to 3½ years and, since fiscal 2022, PSUs with a 3-year performance period, as described in the Compensation Discussion and Analysis section below.

The following charts summarize the 2025 pay mix for the CEO and the other named executive officers, with 81% of the CEO's target direct compensation at risk and 63% of the average of the other named executive officers' target direct compensation at risk. Target direct compensation is defined as the sum of the executive officer's base salary, annual cash incentive award, and annual long term incentive awards, in each case calculated at the target level approved by the Committee.







VOTING

Whether or not you expect to be present in person at the Meeting, please vote in advance using one of the voting methods described in the **Important Notice Regarding the Availability of Proxy Materials** sent to the shareholders on or about December 10, 2025, which contained instructions on how to access the proxy materials and vote electronically via the Internet, by telephone, by mail, or in person. That Notice also contained instructions on how to request a paper or e-mail copy of the proxy materials, including the Company's 2025 Annual Report to Shareholders, this Proxy Statement, and a proxy card. The 2025 Annual Report to Shareholders and this Proxy Statement are also available for review on the Company's website, www.escotechnologies.com.

- You may vote on each proposal, by proxy or by voting in person or via the Internet or by telephone, in which case your shares will be voted in accordance with your choices.
- You may abstain from voting on any one or more proposals, or withhold authority to vote for any one or more directors, which will have the effect described under **Required Vote** below.
- You may return a properly executed proxy form without indicating your preferences, in which case the proxies will vote the shares according to the Board's recommendations.

You will have the right to revoke your proxy at any time before it is voted by giving written notice of revocation to the Secretary of the Company, or by duly executing and delivering a proxy bearing a later date, or by attending the Meeting and casting a contrary vote in person.

HOW TO VOTE

VIA THE INTERNET	BY TELEPHONE	BY MAIL	AT THE MEETING
 Go to www.investorvote.com/ESE	 1-800-652-VOTE (8568) in the U.S. or Canada	 Follow the instructions on your proxy card	 Attend in person and vote by ballot

REQUIRED VOTE

At the Meeting, shareholders will be entitled to cast one vote for each share held by them of record on the record date. There is no cumulative voting with respect to the election of directors. The Company has no non-voting shares.

The affirmative vote of the holders of a majority of the shares represented in person or by proxy at the Meeting and entitled to vote on the matter in question will be required to elect directors, to approve each of the individual proposals described in this Proxy Statement, and to approve any other matters properly brought before the Meeting.

The Company's Corporate Governance Guidelines provide that an incumbent director who fails to obtain a majority vote must promptly offer his or her resignation to the Chair, and the remaining directors shall meet to consider whether it is in the best interests of the Company to accept the resignation or to permit the incumbent to remain on the Board for such period of time as the Board may determine or until a successor is elected and qualified.

Shares represented by proxies which are marked “Withhold” authority to vote for the election of one or more of the nominees for election as directors or marked “Abstain” on any one or more of the other individual proposals described in this Proxy Statement will be counted for the purpose of determining the number of shares represented by proxy at the Meeting, but proxies so marked will have the same effect as if the shares were voted against such nominee or nominees or such proposals.

Under the Rules of the NYSE, the proposal to approve the appointment of independent registered public accountants is considered a “discretionary” item, which means that brokerage firms may vote in their discretion on this matter on behalf of clients who have not furnished voting instructions at least 10 days before the date of the Meeting. In contrast, the election of directors and the other items on the Meeting agenda are “non-discretionary” items, which means that brokerage firms that have not received voting instructions from their clients on these proposals may not vote on them. These so-called “broker non-votes” will, if the underlying shares are otherwise represented at the Meeting, be considered to be present for purposes of determining a quorum, but will be treated as not entitled to vote on such non-discretionary or matters; they will therefore not be considered in determining the number of votes necessary for approval and will have no effect on the outcome of the votes for directors or the other matters to be considered at the Meeting. **If your shares are held by a broker, it is important that you provide voting instructions to your broker so that your votes will be counted.**

Proposal 1: ELECTION OF DIRECTORS

The Board of Directors recommends a vote FOR all Nominees.

The Board is divided into three classes, with the terms of office of each class ending in successive years. If elected, the nominees would serve until the expiration of their terms and until their successors have been elected and qualified. Proxies cannot be voted for more than the number of Board nominees. Should any one or more of the nominees become unable or unwilling to serve (which is not expected), the proxies unless marked to the contrary will be voted for such other person or persons as the Board may recommend.

Nominees for Terms Ending in 2029

Age: 65

Director since: 2017

Term expires: 2026

Board Committees:
Audit (Chair), Compensation

Qualifies as an audit
committee financial expert
under SEC rules



Patrick M. Dewar

Mr. Dewar's extensive strategic, financial and operational experience in the aerospace and defense markets makes him well-qualified to assist in guiding Company strategy at the highest levels.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

- 2016–Present: Chief Executive of The Trenton Group, LLC (investment and strategy consulting firm focused on security, aerospace and defense technology companies)
- 2013–2016: Executive Vice President of Lockheed Martin International and Chairman of Lockheed Martin Global, Inc.
- 2010–2013: Senior Vice President, Strategy and Business Development for Lockheed Martin Corporation
- Prior to 2010: Held various positions with Lockheed Martin and GE Aerospace

OTHER PUBLIC COMPANY DIRECTORSHIPS WITHIN PAST FIVE YEARS

- 2018–Present: Butler America Aerospace, LLC, a subsidiary of HCL Technologies Ltd. (provider of engineering, design IT and support services primarily to US aerospace and defense markets)

OTHER EXPERIENCE AND EDUCATION

M.S. in Electrical Engineering, Drexel University; B.S. in Engineering, Swarthmore College. Member of the Council on Foreign Relations; senior adviser to numerous investment firms on aerospace and defense matters

Age: 73

Director since: 2014

Term expires: 2026

Board Committees:
Audit, Compensation (Chair)

Qualifies as an audit
committee financial expert
under SEC rules



Vinod M. Khilnani

As a former public company executive, Mr. Khilnani brings to the Board of Directors a wealth of management experience and business knowledge regarding operational, financial and corporate governance issues, as well as extensive international experience with global operations.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

- 2013: Executive Chairman of the Board of Directors of CTS Corporation (designer, manufacturer and seller of electronic components and sensors)
- 2009–2013: Chairman and Chief Executive Officer of CTS
- 2007–2009: President and Chief Executive Officer of CTS
- 2001–2007: Senior VP and CFO of CTS

OTHER PUBLIC COMPANY DIRECTORSHIPS WITHIN PAST FIVE YEARS

- 2009–Present: Materion Corporation (manufacturer of highly engineered advanced materials, performance alloys and composites, and precision coatings for global markets)
- 2013–2023: 1st Source Corporation (bank holding company)
- 2014–2021: Gibraltar Industries (manufacturer and distributor of products for the building markets)

OTHER EXPERIENCE AND EDUCATION

M.B.A. from the University of New York at Albany; B.A. in Business Administration from Delhi University

Age 65

Director since: 2014

Term expires: 2026

Board Committees:
Executive (Chair),
Compensation, Governance



Robert J. Phillippy

Along with his experience as chief executive officer of a publicly held technology company, Mr. Phillippy brings to the Board of Directors extensive experience in mergers and acquisitions as well as in new product innovation and international business development; and as independent Chair of the Board he provides valuable insights and perspectives regarding all areas of the Company's business.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

- 2016–Present: Executive consultant to technology companies on a range of strategic, operational and organizational issues
- 2007–2016: President, Chief Executive Officer and a director of Newport Corporation (developer, manufacturer and supplier of lasers, optics and photonics technologies, products and systems for scientific research, microelectronics, defense and security, life and health sciences and industrial markets worldwide)
- 2004–2007: President and Chief Operating Officer of Newport Corporation
- 1996–2004: Held various executive management positions with Newport Corporation
- 1984–1996: Held various sales and marketing management positions at Square D Company (now Schneider Electric) (electrical equipment manufacturer)

OTHER PUBLIC COMPANY DIRECTORSHIPS WITHIN PAST FIVE YEARS

- 2018–Present: Materion Corporation (manufacturer of highly engineered advanced materials, performance alloys and composites, and precision coatings for global markets)
- 2018–Present: Kimball Electronics Inc. (manufacturing solutions provider of durable electronics and other products for a variety of industries globally)

OTHER EXPERIENCE AND EDUCATION

M.B.A. from Northwestern University's Kellogg School of Management; B.S. in Electrical Engineering from the University of Texas at Austin

Directors Continuing in Office

Age: 57

Director since: 2024

Term expires: 2028

Board Committees:
Audit

Qualifies as an audit
committee financial expert
under SEC rules



David A. Campbell

Mr. Campbell's extensive strategic, operational and executive experience in the energy field makes him well-qualified to provide high-level strategic, financial and operational guidance to the Company.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

- 2021–Present: President and Chief Executive Officer and Chairman of the Board (since May 2024) of Evergy, Inc. (public utility holding company)
- 2019–2020: Executive Vice President and Chief Financial Officer of Vistra Corp. (integrated retail electricity and power generation company)
- 2014–2019: Chief Executive Officer, InfraREIT, Inc.
- 2013–2014: President and Chief Operating Officer, Bluescape Resources Company, LLC
- 2004-2012: Various executive positions with Vistra Corp. and predecessors (TXU Corp. to 2008, Energy Future Holdings Corp. 2006-2012)
- 1995-2004: Positions of increasing responsibility, including Partner, Corporate Finance and Strategy, with McKinsey and Company, Inc.

OTHER PUBLIC COMPANY DIRECTORSHIPS WITHIN PAST FIVE YEARS

- 2021–Present: Evergy, Inc. (public utility holding company)

OTHER EXPERIENCE AND EDUCATION

J.D. magna cum laude from Harvard Law School; M.Phil. International Relations, Oxford University; B.A. summa cum laude with Distinction in History from Yale University. Currently serves or has served on a number of boards including the Edison Electric Institute, the Electric Power Research Institute, the Leadership Council of the Yale School of the Environment, and Nuclear Energy Insurance Limited

Age: 62

Director since: 2024

Term expires: 2028

Board Committees:
Governance



Penelope M. Conner

Ms. Conner's nearly four decades of operational, financial and leadership experience in the electric and gas utility sector, with demonstrated performance in high-quality customer service, strategy development and capital allocation, allow her to provide high-level, multi-faceted insight and assistance to the Board.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

- 2021–Present: Executive Vice President, Customer Experience and Energy Strategy at Eversource Energy (public utility holding company)
- 2002–2021: Various other executive positions with Eversource Energy
- 1986–2002: Positions of increasing responsibility from 1986 to 1998 at Duke Energy Corporation, culminating as General Manager for Process Integration, and then from 1998 to 2002 at Tampa Electric Company as its Director of Customer Service

OTHER EXPERIENCE AND EDUCATION

B.S. summa cum laude in Industrial Engineering from North Carolina State University. Registered professional engineer in North and South Carolina. Member of Boston University's Institute for Global Sustainability and the American Council for an Energy Efficient Economy

Age: 66

Director since: 2022

Term expires: 2027

Board Committees:
Audit, Governance

Qualifies as an audit committee financial expert under SEC rules



Janice L. Hess

Ms. Hess's four decades of experience includes operational, financial, business transformations and organizational effectiveness, as well as demonstrated performance in growing traditional, adjacent and emerging markets similar to those served by the Company, making her well-qualified to assist the Board in guiding Company strategy at the highest levels.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

- 2014–2022: President, Engineered Systems Segment of Teledyne Technologies Incorporated (diversified multinational company providing enabling technologies for industrial growth markets requiring advanced technology and high reliability; the Engineered Systems Segment provides innovative systems engineering and integration and advanced technology development, and is a U.S. Government contractor serving defense, space, energy and maritime markets)
- 2000–2014: Held a number of other positions with Teledyne, including Executive Vice President and Chief Financial Officer of Engineered Systems
- 1984–2000: Held positions of increasing responsibility with Intergraph Corporation (now Hexagon AB, a multinational corporation), including Vice President, Finance and Administration and Chief Financial Officer, Computer Systems

OTHER EXPERIENCE AND EDUCATION

B.S.B.A. from Auburn University; staff accountant with PricewaterhouseCoopers LLP from 1981 to 1983

Age: 59

Director since: 2023

Term expires: 2027

Board Committees:
Executive



Bryan H. Saylor

Mr. Saylor's 30 years of experience at the Company across several of its core businesses, including his current position as Chief Executive Officer and President, reflects a proven track record of aligning strategy and business objectives as well as strong financial results and M&A outcomes, making him uniquely qualified to provide the Board of Directors with valuable insights and perspectives concerning all areas of the Company's business.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

2023–Present: Chief Executive Officer, President and a director of the Company

1995–2022: Held various positions of increasing responsibility within the Company, including as President of the Utility Solutions Group and Doble Engineering from 2016-2022

OTHER EXPERIENCE AND EDUCATION

B.A. in Pre-Seminary from Southeastern College; M.B.A. from Baylor University

Age: 63

Director since: 2019

Term expires: 2028

Board Committees:
Compensation, Governance
(Chair)



Gloria L. Valdez

Ms. Valdez's extensive strategic and operational experience in the defense markets as well as her management and financial expertise allow her to provide the Board with valuable assistance and high-level strategic insight.

PRINCIPAL OCCUPATION AND BUSINESS EXPERIENCE

2021–Present: Member of the Naval Shipbuilding Expert Advisory Panel (to February 2024) and Submarine Advisory Committee (since December 2024) providing advice to the Commonwealth of Australia on its National Naval Shipbuilding Enterprise

2015–2018: Deputy Assistant Secretary of the Navy within the Office of the Assistant Secretary of the Navy (ASN) for Research, Development and Acquisition (executive oversight of all naval shipbuilding programs, major ship conversions, and maintenance, modernization and disposal of in-service ships)

1986–2015: Served in a number of other civilian positions within the Navy Department including as Executive Director for the Program Executive Office for submarines and Director of the Investment and Development division; also served as Budget Director for U.S. Immigration and Customs Enforcement within the Department of Homeland Security

OTHER EXPERIENCE AND EDUCATION

M.S. in management from Florida Institute of Technology; B.S. in Mechanical Engineering from the University of New Mexico; sponsor of the Virginia Class submarine USS Vermont (SSN 792) commissioned in 2020

BOARD OF DIRECTORS

Responsibilities

The Company's Board of Directors is ultimately responsible for the conduct of the business of the Company in accordance with ethical and honorable business practices and applicable laws, to justify the confidence that the shareholders have placed in the Company by their investment in its shares. Among the Board's core responsibilities are to:

- Oversee the conduct of the Company's business in order to evaluate whether the business is being properly managed
- Review and, where appropriate, approve the Company's major strategic and financial plans and goals, and evaluate results compared to those plans and goals
- Oversee the Company's global risk management framework
- Review and approve significant indebtedness, significant capital allocations including dividends and stock repurchase plans, and significant transactions not arising in the ordinary course of business
- Review management's determinations of principal considerations related to the auditing and accounting principles and practices used in the preparation of the Company's financial statements; review and approve the Company's financial controls and reporting systems; and review and approve the Company's financial statements and financial reporting
- Select individuals for election to the Board and evaluate the performance of the Board and Board committees
- Select, evaluate and compensate the CEO and monitor the same decisions with respect to other executive officers; approve and evaluate compensation plans for senior management in conjunction with the Compensation Committee
- Oversee the conduct of the Company's Sustainability program including annually reviewing the Governance Committee's Sustainability program assessment

Composition

The Board is currently comprised of eight directors divided into three classes, with the terms of office of each class ending in successive years. There have been no changes in the composition of the Board since the 2025 Annual Meeting of Shareholders.

Independence

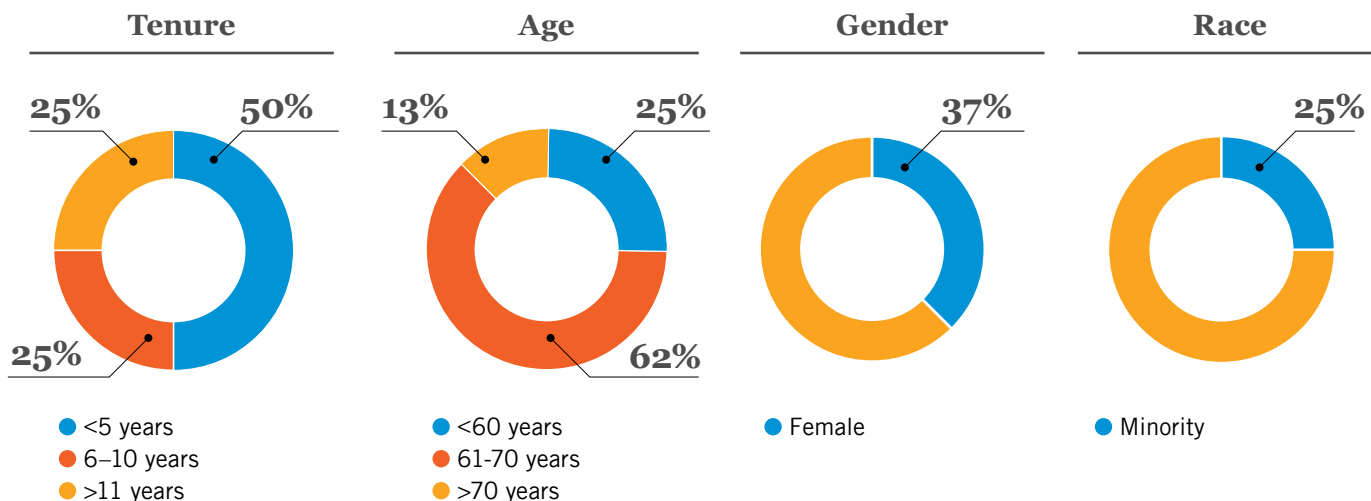
Mr. Saylor is the only Board member who is a member of the Company's management. The Board of Directors has affirmatively determined that none of the non-management directors has any material relationship with the Company other than in his or her capacity as a director and shareholder, and that therefore all of those directors are, and at all times during their service in fiscal 2025 were, independent as defined under the Company's Corporate Governance Guidelines and the listing standards of the NYSE.

Meetings

The Board of Directors held five meetings during fiscal 2025. All of the directors attended, either in person or by video conference call, at least 75% of the meetings of the Board and of each of the committees on which they served which were held during their periods of service. The Company's policy requires that all directors attend the Annual Meeting, except for absences due to causes beyond the reasonable control of the director. All of the directors serving at the time of the 2025 Annual Meeting attended the meeting.

DIVERSITY AND TENURE

Diversity is one of the factors that our Governance Committee considers in identifying the pool of director search candidates. The Board appreciates the benefits diversity brings and strives to assemble a Board with not only a variety of business and professional backgrounds, but also diversity in areas such as race, ethnicity and gender.



COMMITTEES

The members of the Board of Directors are appointed to various committees. The standing committees of the Board are the Executive Committee, the Audit and Finance Committee (Audit Committee), the Nominating and Corporate Governance Committee (Governance Committee), and the Human Resources and Compensation Committee (Compensation Committee).

Each Committee operates under a written charter adopted by the Board of Directors. The charters are posted on the Company's website, www.escotechnologies.com, under the Investor Center/Committees & Charters tab, and a copy of each Committee's charter is available in print to any shareholder who requests it.

Executive Committee

Current Members	Functions
<ul style="list-style-type: none"> • Phillippy • Sayler <p>Two meetings in fiscal 2025</p>	<ul style="list-style-type: none"> • May exercise the powers of the Board between Board meetings, subject to limitations specified in the committee charter • May not: <ul style="list-style-type: none"> » Declare dividends » Amend the Bylaws » Approve, propose or recommend for approval any action requiring approval by the shareholders » Elect directors or fill vacancies on the Board » Change the membership or composition of committees

Audit Committee

The Audit Committee assists the Board in fulfilling its oversight responsibilities for the integrity of the Company's financial statements; the Company's compliance with legal and regulatory requirements; the qualifications, independence and performance of the Company's independent public accounting firm (the Accounting Firm); and the performance of the Company's internal audit function.

Current Members	Functions
<ul style="list-style-type: none">• Dewar (Chair)• Campbell• Hess• Khilnani <p>Four meetings in fiscal 2025</p>	<ul style="list-style-type: none">• Appoints, retains and oversees the Accounting Firm and its performance of the annual audit• Annually evaluates the qualifications, independence and performance of the Accounting Firm• Reviews the scope of the Accounting Firm's work and approves its annual audit fees and any non-audit service fees• Reviews the Company's internal controls with the Accounting Firm and the internal audit executive, and reviews with the Accounting Firm any problems it may have encountered during the annual audit• Discusses the Company's Form 10-K and 10-Q reports with management and the Accounting Firm before filing; reviews and discusses earnings press releases• Reviews management's assessment and oversight of information security, cybersecurity and IT risks, breaches (if any), and any preventive or remedial actions taken on a quarterly basis• Reviews the annual internal audit plan and associated resource allocation• Evaluates the performance of the Company's internal audit executive and the results of the annual internal audit• Reviews the Company's reports to shareholders with management and the Accounting Firm and receives certain assurances from management• Issues the Committee Report required to be included in this Proxy Statement pursuant to the regulations of the SEC (see <i>Audit and Finance Committee Report</i> on page 60)

The Board of Directors has determined that all members of the Committee are financially literate and have accounting or related financial management expertise, as those terms are defined under the Company's Corporate Governance Guidelines and the applicable listing standards of the NYSE, and are also "audit committee financial experts" within the meaning of Item 407(d)(5)(ii) of SEC Regulation S-K.

Governance Committee

The Governance Committee assists the Board in fulfilling its Corporate Governance responsibilities.

Current Members	Functions
<ul style="list-style-type: none">• Valdez (Chair)• Conner• Hess• Phillippy <p>Four meetings in fiscal 2025</p>	<ul style="list-style-type: none">• Identifies individuals qualified to become Board members and recommends them for election to the Board at the Annual Meeting of shareholders or for appointment to fill vacancies occurring between Annual Meetings (see Director Candidates and Nominations below)• Reviews the size of the Board and recommends any appropriate changes to the Board• Reviews the composition of Board committees and recommends any appropriate changes to the Board• Develops and recommends to the Board effective corporate governance guidelines• Reviews the Company's corporate governance and compliance programs• Assists the Board in its oversight of the Company's Sustainability program and annually provides an assessment of the program for the Board• Oversees the Company's ethics programs• Reviews any conflicts of interest involving Related Persons, and oversees and administers the Company's policy on Related Person transactions• Leads the Board in its annual review of the Board's performance

Director Candidates and Nominations

To be considered for nomination to the Board, candidates must be persons of the highest integrity, have extensive and varied business experience and have demonstrated their ability to interact effectively with associates and peers. They preferably will also have experience and expertise in business areas related to the Company and its technologies, industries and customers. In addition, the Committee will seek out candidates with the ability to interact constructively with the existing Board membership, in order to enable the Board to act in the long-term interests of the Company's shareholders. While the Committee has not established specific minimum qualifications for candidates, it may establish specific membership criteria as appropriate from time to time if the Board determines there is a need for specific skills and industry experience.

The Committee does not have a formal policy on diversity and it seeks the most qualified candidates without regard to race, color, national origin, gender, religion, disability or sexual orientation. The Committee appreciates the benefits that diversity, including gender diversity, brings to a board of directors, and both the Committee and the full Board are committed to requiring the inclusion of women and underrepresented minorities in the initial pool of director search candidates.

The Committee may identify new candidates for nomination based on recommendations from Company management, employees, non-management directors, shareholders and other third parties. It also has the authority to engage third party search firms to identify candidates, and it has done so from time to time. Consideration of a new candidate typically involves the Committee's review of information pertaining to such candidate and a series of internal discussions, and may proceed to interviews with the candidate. New candidates are evaluated based on the above-described criteria in light of the specific needs of the Board and the Company at the time. Incumbent directors whose terms are set to expire are evaluated based on the above-described criteria, as well as a review of their overall past performance on the Board of Directors.

The Committee will consider director candidates recommended by shareholders, and will evaluate such individuals in the same manner as other candidates proposed to the Committee. All candidates must meet the legal, regulatory and exchange requirements applicable to members of the Board of Directors. Shareholders who wish to recommend individuals for consideration as director candidates for the 2027 Annual Meeting of Shareholders should notify the Committee no later than August 31, 2026 in order to allow time for their recommendations to be considered by the Committee. Submissions are to be addressed to the Nominating and Corporate Governance Committee, c/o David M. Schatz, Corporate Secretary, ESCO Technologies Inc., 645 Maryville Centre Drive, Suite 300, St. Louis, MO 63141-5855, which submissions will then be forwarded to the Committee. The Committee is not obligated to nominate any such individual for election.

Compensation Committee

The Compensation Committee's basic responsibility is to assure that the Company's directors, key executives and other senior officers are compensated in a manner consistent with and in furtherance of Company strategy, competitive practices, and the requirements of the appropriate regulatory bodies.

Current Members	Functions
<ul style="list-style-type: none"> • Khilnani (Chair) • Dewar • Phillippy • Valdez <p>Four meetings in fiscal 2025</p>	<ul style="list-style-type: none"> • Reviews and approves corporate goals and objectives relevant to the compensation of the Chief Executive Officer; evaluates the Chief Executive Officer's performance in light of these goals and objectives, and determines the Chief Executive Officer's compensation based upon the evaluation in conjunction with the full Board • Approves and evaluates the compensation plans for senior management • Reviews, approves and evaluates incentive compensation plans, equity-based plans and other compensation plans, to ensure that they provide compensation and incentives consistent with the strategy of the Company and competitive practice • Reviews and approves the compensation of the Company's non-management directors in conjunction with the full Board • Reviews, approves and evaluates material benefit programs, including new programs and material changes to existing programs • Reviews the performance and development of, and succession planning for, Company senior management • Oversees the Company's Charitable Contributions Program • Reviews and discusses with management the Company's annual Compensation Discussion and Analysis, and recommends its inclusion in the Company's annual proxy statement and the Company's Form 10-K filed with the SEC (see Compensation Committee Report on page 26)

Compensation Committee Interlocks and Insider Participation

During fiscal 2025, none of the members of the Compensation Committee (i) was an officer or employee of the Company; (ii) was formerly an officer of the Company; or (iii) had any other relationship requiring disclosure under any paragraph of Item 404 or under Item 407(e)(4) of SEC Regulation S-K. In addition, during fiscal 2025, none of the Company's executive officers served as a member of the board of directors or compensation committee of any entity that had one or more executive officers serving as a member of the Company's Board of Directors or the Compensation Committee.

CORPORATE GOVERNANCE INFORMATION

The Board's Role in Risk Oversight

The Company's management is responsible for managing the Company's risks on a day-to-day basis, and has adopted an ongoing enterprise risk management process that it uses to identify and assess Company risks. Management has identified risks in four general areas: Financial and Reporting; Legal and Compliance; Operational; and Strategic. Periodically, management advises the Board and the appropriate Board committee of the risks identified; management's assessment of those risks at the business unit and corporate levels; its plans for the management of these identified risks or the mitigation of their effects; and the results of the implementation of those plans.

While the Board as a whole has responsibility for and is involved in the oversight of management's risk management processes, plans and controls, some of the identified risks are given further review by the Board committee most closely associated with the identified risks. For example, the Audit Committee provides additional review of the risks in the areas of accounting and auditing, liquidity, credit, tax, information security and cybersecurity. Similarly, the Compensation Committee provides additional review of risks in the area of compensation and benefits and human resource planning. The Governance Committee devotes additional time to the review of risks associated with corporate governance, ethics, legal and sustainability issues.

Governance Policies and Management Oversight

The Board of Directors has adopted Corporate Governance Guidelines to guide its actions, as well as a Code of Conduct applicable to all of the Company's directors, officers and employees. Additionally, the Board has adopted a Code of Ethics for Senior Financial Officers applicable to the Company's Chief Executive Officer, Chief Financial Officer, Chief Accounting Officer, Controller and persons performing similar duties. These documents are posted on the Company's web site, www.escotechnologies.com, under the **Investor Center/Governance Documents** tab, and a copy of any of these documents is also available in print to any shareholder who requests it.

Insider Trading and Clawback Policies

In furtherance of the Corporate Governance Guidelines and the Code of Conduct, and in coordination with applicable securities-related laws and regulations, the Board of Directors has adopted robust policies regarding Insider Trading, including prohibitions against hedging and (for certain senior Company officials) pledging transactions involving Company stock, and policies permitting the Company to "claw back" all or part of the values of certain Company equity awards to executives or senior personnel in certain cases. Further information about these policies is set forth under **Insider Trading Policy; Anti-Hedging and Anti-Pledging Policies** and **Clawback Policy** beginning on page 40.

Cybersecurity

Global information technology security threats and targeted computer crime are increasing in frequency and sophistication. As these risks increase, the Company has enhanced its use of technologies and internal controls to protect our systems, networks and data. The Company's cybersecurity program includes employee training and testing, information security policies and procedures, third-party monitoring of our networks and systems, and maintenance of backup and other protective systems. Governmental authorities, including the United States government, have increasingly focused on cybersecurity requirements for government contractors. The Company's subsidiaries that serve in these capacities are increasingly focused on cybersecurity as they seek to comply with the US Department of Defense Cybersecurity Maturity Model Certification (CMMC) program and related governmental mandates.

The Audit Committee annually reviews the major financial risk exposures including cyber security and policies or controls management has implemented to manage and mitigate risks, and quarterly reviews management's assessment and oversight of cybersecurity and information technologies risks and any required remediation actions. The full Board annually reviews the Company's cybersecurity initiatives.

Succession Planning

The Compensation Committee of the Board conducts an annual review of the Company's long-term succession plan for the CEO. Additionally, the Board has in place an emergency succession plan for the CEO in order to minimize the uncertainty associated with an emergency succession event.

Independence and Related Person Determinations

All of the Company's directors except Mr. Saylor are and will be independent of Company management. Additionally, all of the members of the Audit Committee, the Compensation Committee and the Governance Committee are independent as defined by the New York Stock Exchange and set forth in the Company's Corporate Governance Guidelines.

The Company has implemented a written policy not only to ensure that all non-management directors meet the independence standards defined under the Company's Corporate Governance Guidelines and the listing standards of the NYSE but to ensure that all Company transactions in which a "Related Person" has or will have a direct or indirect interest will be at arm's length and on terms generally available to an unaffiliated third-party under the same or similar circumstances. "Related Persons" include the Company's directors, director nominees and executive officers, holders of 5% or more of the Company's stock, and the immediate family members of each. The policy contains procedures requiring Related Persons to notify the Company of any such transaction and for the Governance Committee to review the material facts of the proposed transaction and determine whether to approve or disapprove the transaction. The Committee will consider whether the transaction is on terms no less favorable than terms generally available to an unaffiliated third-party under the same or similar circumstances. If advance Committee approval is not feasible or is not obtained, the policy requires submission of the transaction to the Committee after the fact, and the Committee is empowered to approve, ratify, amend, rescind or terminate the transaction. In such event, the Committee will also request the General Counsel to evaluate the Company's controls and procedures to ascertain whether any changes to the policy are recommended.

The Company has developed and implemented processes and controls to obtain information about Related Person transactions for the purpose of determining, based on the facts and circumstances, whether a Related Person has a direct or indirect material interest in the transaction. Pursuant to these processes and controls, all directors and executive officers must annually complete, sign and submit a Directors' and Officers' Questionnaire and a Conflict of Interest Questionnaire that are designed to identify Related Person transactions and both actual and potential conflicts of interest, and are required to update their responses in the event of any changes. Additionally, the holders of 5% or more of the Company's shares (all of whom are institutional investors), are annually requested to respond to certain questions designed to identify direct or indirect material interests by such 5% or more shareholder in any transactions with the Company.

Based on its review and processes, the Company has determined that except for the matters described in the following paragraphs there has been no transaction since the beginning of the Company's 2025 fiscal year, and there is no transaction currently proposed, in which the Company was or is to be a participant and in which any Related Person had or will have a direct or indirect material interest.

One of the Company's directors, David A. Campbell, is the President, Chief Executive Officer and Chairman of the Board of Evergy, Inc. (Evergy), which through its operating subsidiaries is a customer of the Company's subsidiary Doble Engineering Company and its subsidiaries and affiliates (together, Doble). Accordingly, the Board has affirmatively considered whether this relationship might affect Mr. Campbell's independence as a director of the Company. The Board determined that Doble, among other things, sells and leases equipment and software to Evergy, repairs and calibrates the equipment and maintains the software, and provides testing, training and consulting services to Evergy, all in the ordinary course of their respective businesses; that the total amount of these transactions was less than \$800,000 in each of 2024 and 2025, which was approximately 0.03% of Evergy's spend for calendar 2024 (the last year for which information was available for Evergy), and approximately 0.08% and 0.07% of the Company's 2024 and 2025 revenues, respectively; that Mr. Campbell was not personally involved in these transactions; and that all transactions between Doble and Evergy are intended to be and have been consistent with Doble's normal commercial terms offered to its customers.

In addition, another of the Company's directors, Penelope M. Conner, is the Executive Vice President of Customer Experience and Energy Strategy of Eversource Energy (Eversource), which through its operating subsidiaries is a customer of Doble. Accordingly, the Board has affirmatively considered whether this relationship might affect Ms. Conner's independence as a director of the Company. The Board determined that Doble, among other things, sells and leases equipment and software to Eversource, repairs and calibrates the equipment and maintains the software, and provides testing, training and consulting services to Eversource, all in the ordinary course of their respective businesses; that the total amount of these transactions was approximately \$3.7 million in 2024 and approximately \$3.9 million in 2025, which was approximately 0.06% of Eversource's spend for calendar 2024 (the last year for which information was available for Eversource), and less than 0.4% of the Company's revenues for each of 2024 and 2025; that Ms. Conner was not personally involved in these transactions; and that all transactions between Doble and Eversource are intended to be and have been consistent with Doble's normal commercial terms offered to its customers.

Based on its review and consideration of these facts, and Mr. Campbell's and Ms. Conner's oral and written representations, the Board determined that the relationships between the Company and Evergy and between the Company and Eversource are not material, that the relationships will not affect Mr. Campbell's or Ms. Conner's independent judgment on matters affecting the Company, and that Mr. Campbell and Ms. Conner are each independent under the standards of both the New York Stock Exchange and the Company's Corporate Governance Guidelines.

Communications with Directors

Interested parties desiring to communicate concerns regarding the Company to the Chair of the Board or to the non management Directors as a group may direct correspondence to: Mr. Robert J. Phillippy, Chair, ESCO Technologies Board of Directors, ESCO Technologies Inc., 645 Maryville Centre Drive, Suite 300, St. Louis, MO 63141-5855. Alternatively, interested parties who wish to communicate with an individual director or any group of directors may write to such director(s) at ESCO Technologies Inc., 645 Maryville Centre Drive, Suite 300, St. Louis, MO 63141-5855, Attn: Secretary. All such letters will be forwarded promptly to the relevant director(s).

DIRECTOR COMPENSATION

The responsibilities and the substantial time commitment of a director at a public company require that the Company provide reasonable compensation to incentivize the directors' performance and ensure their willingness to continue to serve. The Company strives to engage and retain well-qualified directors with significant experience at companies of similar size and complexity. To ensure this is achieved, the Company regularly reviews the compensation provided to its directors. The Company's non-employee directors are compensated pursuant to the Sub-Plan for Compensation of Non-Employee Directors under the 2018 Omnibus Incentive Plan (the Director Compensation Plan) based upon their respective levels of Board participation and responsibilities. The Compensation Committee obtains competitive market and peer data and periodically retains a compensation consultant to evaluate the competitiveness of its director compensation. The Committee approves the directors' compensation, but any changes are ratified by the full Board. As an employee of the Company, Mr. Saylor does not receive compensation for his service as a director.

The annual compensation for non-employee directors is based on a calendar year and is paid or awarded, as the case may be, on and as of the first NYSE trading day after each Annual Meeting of Shareholders.

Components of Calendar 2025 and 2026 Director Compensation

Cash Compensation	2025	2026
Annual Retainer (all non-management directors)	\$50,000	\$50,000
Chair of the Board	\$85,000	\$100,000
Committee Chairs:		
Audit	\$17,500	\$17,500
Compensation	\$15,000	\$15,000
Governance	\$12,000	\$12,000

Equity Compensation	2025	2026
Restricted Share Award (all non-management directors) ⁽¹⁾	\$180,000	\$180,000

(1) The annual equity award consists of a number of restricted share units (RSUs) equal to \$180,000 divided by the NYSE closing price of the common stock on the award date, rounded to the nearest whole share and vesting one year after the award date. The equity award for calendar 2025 was made on February 5, 2025 and will vest on February 5, 2026. Based on the NYSE closing stock price of \$133.61 on the award date it amounted to 1,347 RSUs per director, with a grant date value of \$179,973.

For their service as directors during the latter part of calendar 2024, Mr. Campbell and Ms. Conner each received a prorated initial cash retainer of \$25,000 and a prorated initial equity award of RSUs valued at approximately \$90,000. The partial-year calendar 2024 equity award to Mr. Campbell was made on October 16, 2024, based on the NYSE closing stock price of \$124.57 on September 25, 2024, the effective date of his election; rounded to the nearest whole share it amounted to 722 RSUs, with a grant date value of \$89,940. The partial-year 2024 equity award to Ms. Conner was made on November 6, 2024, based on the NYSE closing stock price of \$127.89 on October 25, 2024, the effective date of her election; rounded to the nearest whole share it amounted to 704 RSUs, with a grant date value of \$90,035. Like the full-year annual awards, each award vested one year after the award date.

During the vesting period, each director's RSU account accrues an additional number of unvested RSUs equivalent to the quarterly dividends that would have been paid on a like number of shares of common stock, divided by the NYSE closing price on the dividend date; and on the vesting date the director's accrued and vested RSUs are converted into whole shares of common stock, plus cash equal to the value of any fractional shares based on the NYSE closing price on the vesting date, and are distributed and paid to the director, or if the director has elected to defer their compensation as described below, the RSUs are retained in the director's deferred compensation account as vested common stock equivalents until the elected distribution date.

2026 Compensation Change

The Compensation Committee reviewed the non-management directors' annual compensation program in August 2025, and based on its recommendations the Board determined to increase the annual compensation of the Board Chair for calendar 2026 as stated in the table above.

Election to Defer Compensation

Directors may elect in advance to defer receipt of all of their cash compensation and/or all of their stock compensation. If deferral is elected, the deferred amounts are credited to the director's deferred compensation account in common stock equivalents. If cash compensation is deferred, the number of common stock equivalents credited is equal to the amount deferred divided by the NYSE closing price of the common stock as of the date on which the deferral occurs (or if that is not a trading day, then the last preceding trading day). If stock compensation is deferred, the number of common stock equivalents credited is equal to the number of shares whose receipt is deferred. Common stock equivalents in the director's deferred compensation account have no voting rights, but earn dividend equivalents on each dividend payment date equal to the dividends payable on a like number of shares of common stock; and the

dividend equivalents earned are credited to the director's deferred compensation account as additional common stock equivalents valued at the NYSE closing price on the dividend date. A director's deferred compensation account becomes distributable when the director leaves the Board, or at such other date as may be specified by the director consistent with the terms of the Director Compensation Plan; distribution will be accelerated in certain circumstances, including a change in control of the Company. The account is distributable at the election of the director either in cash or in shares; however, any stock portion which has been deferred may only be distributed in shares. For fiscal 2025, Mr. Campbell, Mr. Dewar, Ms. Hess and Mr. Olivier elected to defer receipt of their cash compensation and stock compensation. In addition, Mr. Phillippy's and Ms. Valdez's cash and stock compensation from certain prior years continued to be deferred pursuant to prior deferral elections which they had terminated as to future compensation.

Director Stock Ownership Guidelines

Directors are subject to stock ownership guidelines. Under these guidelines, within five years after their appointment to the Board each non-management director is expected to acquire and hold shares or common stock equivalents having a total cash value equal to at least five times the annual cash retainer. All directors currently exceed the ownership guidelines.

Fiscal 2025 Compensation

The following table sets forth the compensation of the Company's non-management directors for fiscal 2025, including former director Leon J. Olivier, who retired at the February 2025 Annual Meeting. As an executive officer, Mr. Saylor did not receive any additional compensation for his service as a director; his compensation is described under **Proposal 2: Advisory Vote to Approve Executive Compensation** beginning on [page 25](#).

Name	Fees Earned or Paid in Cash	Stock Awards ⁽¹⁾	Option Awards	Non-Equity Incentive Plan Compensation	Change In Pension Value and Nonqualified Deferred Compensation Earnings ⁽²⁾	All Other Compensation	Total
David A. Campbell	\$ 50,000 ⁽³⁾	\$ 180,420	—	—	\$ 569	—	\$ 230,989
Penelope M. Conner	50,000 ⁽⁴⁾	270,392	—	—	0	—	320,392
Patrick M. Dewar	67,500 ⁽⁵⁾	180,466	—	—	6,942	—	254,908
Janice L. Hess	50,000 ⁽⁶⁾	180,466	—	—	2,571	—	233,037
Vinod M. Khilnani	65,110 ⁽⁷⁾	180,466	—	—	0	—	245,576
Leon J. Olivier	12,610 ⁽⁸⁾	278	—	—	5,921	—	18,809
Robert J. Phillippy	135,110 ⁽⁹⁾	180,466	—	—	3,264	—	318,840
Gloria L. Valdez	79,255 ⁽¹⁰⁾	180,466	—	—	2,993	—	262,714

- Dollar amounts represent (i) the aggregate fair values of the 1,347 RSUs awarded to the respective directors on February 5, 2025, based on the NYSE closing price of the underlying common stock of \$133.61 on that date; plus (ii) the values of the dividend equivalents accrued on the respective directors' unvested RSUs held during fiscal 2025 as of the respective dividend dates, plus (iii) for Ms. Conner, the aggregate fair value of the 704 RSUs awarded to Ms. Conner on November 6, 2024 following her initial election as a director, based on the NYSE closing price of the underlying common stock of \$127.89 on that date. See **Components of Calendar 2025 and 2026 Director Compensation** above. In view of his retirement in February 2025, Mr. Olivier did not receive an equity award in fiscal 2025.
- Dollar amounts represent the values of the dividend equivalents accrued as of the respective dividend dates during fiscal 2025 on the elective deferred stock compensation accounts of Mr. Campbell, Mr. Dewar, Ms. Hess, Mr. Olivier, Mr. Phillippy and Ms. Valdez. See **Components of Calendar 2025 and 2026 Director Compensation** above.
- Represents cash retainer of \$50,000; however, Mr. Campbell elected to defer receipt of his retainer and to receive in lieu of cash a total of approximately 374 RSUs having the same aggregate value on their issue date.
- Represents cash retainer of \$50,000.
- Represents cash retainer of \$50,000 and Audit Committee Chair fee of \$17,500; however, Mr. Dewar elected to defer receipt of his retainer and committee chair fee and to receive in lieu of cash a total of approximately 505 RSUs having the same aggregate value on their issue date.
- Represents cash retainer of \$50,000; however, Ms. Hess elected to defer receipt of her retainer and to receive in lieu of cash a total of approximately 374 RSUs having the same aggregate value on their issue date.
- Represents cash retainer of \$50,000, committee chair fee of \$15,000, and \$110 in cash from the redemption of fractional RSUs vested during 2025.
- Represents prorated cash retainer of \$12,500 plus \$110 in cash from 2025 earnings on previously deferred shares distributed during 2025.
- Represents cash retainer of \$50,000, Board Chair fee of \$85,000 and \$110 in cash from the redemption of fractional RSUs vested during 2025.
- Represents cash retainer of \$50,000, Committee Chair fee of \$12,000, \$110 in cash from the redemption of fractional RSUs vested during 2025, and \$17,145 in cash from 2025 earnings on previously deferred shares distributed during 2025.

Proposal 2:

ADVISORY VOTE TO APPROVE EXECUTIVE COMPENSATION

The Board of Directors recommends a vote FOR this Proposal.

Pursuant to Section 14(a) of the Securities Exchange Act of 1934, the Board of Directors is again soliciting an advisory (non-binding) shareholder vote, commonly referred to as “Say-on-Pay”, to approve the compensation of the executive officers whose compensation is disclosed in this Proxy Statement (the named executive officers or NEOs). At our 2025 Annual Meeting, over 98% of the shares represented and entitled to vote on the Say on Pay proposal, and over 91% of all outstanding shares, were voted in support of the Say-on-Pay proposal. Based on the preference of over 93% of the votes cast on the frequency of the Say-on-Pay proposals in 2023, we plan to continue to hold a Say-on-Pay vote every year.

The Board of Directors strongly endorses our executive compensation program and recommends that the shareholders vote in favor of the following Resolution:

“RESOLVED, that the Company’s shareholders approve, on an advisory basis, the compensation of the named executive officers as disclosed in the Company’s Proxy Statement for the 2026 Annual Meeting of Shareholders pursuant to the executive compensation disclosure rules of the Securities and Exchange Commission, including the Compensation Discussion and Analysis, the Summary Compensation Table, and the other related tables and narrative disclosure.”

Shareholders are encouraged to review the **Compensation Discussion and Analysis** section below as well as the Summary Compensation Table and the other related tables and narrative disclosure referred to in the proposed Resolution, which provide details about our executive compensation program as well as specific information about the compensation of our named executive officers.

This vote is not intended to address any specific item of compensation, but rather the overall compensation of the named executive officers as described in this Proxy Statement. Although the vote is non-binding, the Board of Directors and the Compensation Committee value the opinions of the shareholders, and to the extent there is a significant vote against the above resolution the Company will consider the shareholders’ concerns and the Committee will evaluate what actions (if any) may be necessary to address those concerns.

SUMMARY OF EXECUTIVE COMPENSATION PROGRAM

Our executive compensation program is designed to attract, motivate, and retain executive officers who are critical to our success. The Committee believes that the program constitutes a balanced, competitive approach to compensation that supports our compensation objectives through performance-based compensation that aligns the interests of executives with those of our shareholders.

The Compensation Committee reviews our compensation program at least annually to ensure that it achieves the desired goals of aligning our executive compensation structure with shareholders’ interests and current market practices.



What We Do

- Pay for performance philosophy
- Significant portion of compensation is at-risk
- Competitive stock ownership guidelines
- Robust clawback policy
- Double-trigger change-in-control equity vesting
- Independent compensation consultant



What We Don't Do

- No excessive perquisites
- No tax gross-ups on perquisites
- No tax gross-ups on change in control severance
- No hedging or pledging of Company stock
- No repricing or exchange of equity-based awards without shareholder approval

COMPENSATION COMMITTEE REPORT

The Compensation Committee is responsible for determining the compensation of the Chief Executive Officer and President as well as other senior officers and key executives of the Company. The Committee has reviewed and discussed with management the Company's disclosures under the section captioned **Compensation Discussion and Analysis** beginning immediately following this Compensation Committee Report.

Based on such review and discussion, the Committee recommended to the Board of Directors that the Compensation Discussion and Analysis be included in this Proxy Statement and incorporated by reference in the Company's Annual Report on Form 10-K for the fiscal year ended September 30, 2025 filed with the SEC.

The Human Resources and Compensation Committee

Vinod M. Khilnani, Chair

Patrick M. Dewar

Robert J. Phillippy

Gloria L. Valdez

COMPENSATION DISCUSSION AND ANALYSIS

This Compensation Discussion and Analysis discusses the compensation of the following NEOs.

Bryan H. Sayler, Chief Executive Officer & President

Christopher L. Tucker, Senior Vice President & Chief Financial Officer

David M. Schatz, Senior Vice President, General Counsel & Secretary

2025 PERFORMANCE HIGHLIGHTS

Net
Sales

\$1,095M

+19% OVER PRIOR YEAR

Diluted Earnings
Per Share

\$4.49

+13% OVER PRIOR YEAR

Entered
Orders

\$1,565M

ORDERS +57% / BACKLOG +71%
OVER PRIOR YEAR

- Record Sales, Orders, Backlog and GAAP Earnings per Share
- Leveraged revenue growth to drive improved profit margins in all three business segments
- Completed the largest acquisition in company history (ESCO Maritime Solutions) and the divestiture of VACCO Industries

2025 Performance Related to Executive Compensation

The Compensation Committee established two performance metrics, “Adjusted EPS” and “Adjusted Cash Flow from Operating Activities,” to determine incentive plan compensation earned during fiscal 2025 and thereby incent the participants and align cash incentive compensation with business objectives. Adjusted EPS and Adjusted Cash Flow from Operating Activities are non-GAAP measures; for a detailed description and a reconciliation to the nearest GAAP measure, see *2025 Cash Incentive Metrics*, below.

Pay for Performance

Our compensation programs are designed to maximize shareholder value by allocating a significant portion of executive compensation to at-risk pay. Our annual cash incentive program and equity-based PSUs utilize a variety of key strategic and financial performance metrics and are designed to reward positive financial performance and limit unnecessary risk taking. Stock ownership guidelines align the interests of executives and shareholders by ensuring that executives bear the economic risk of share ownership.

Compensation Objective

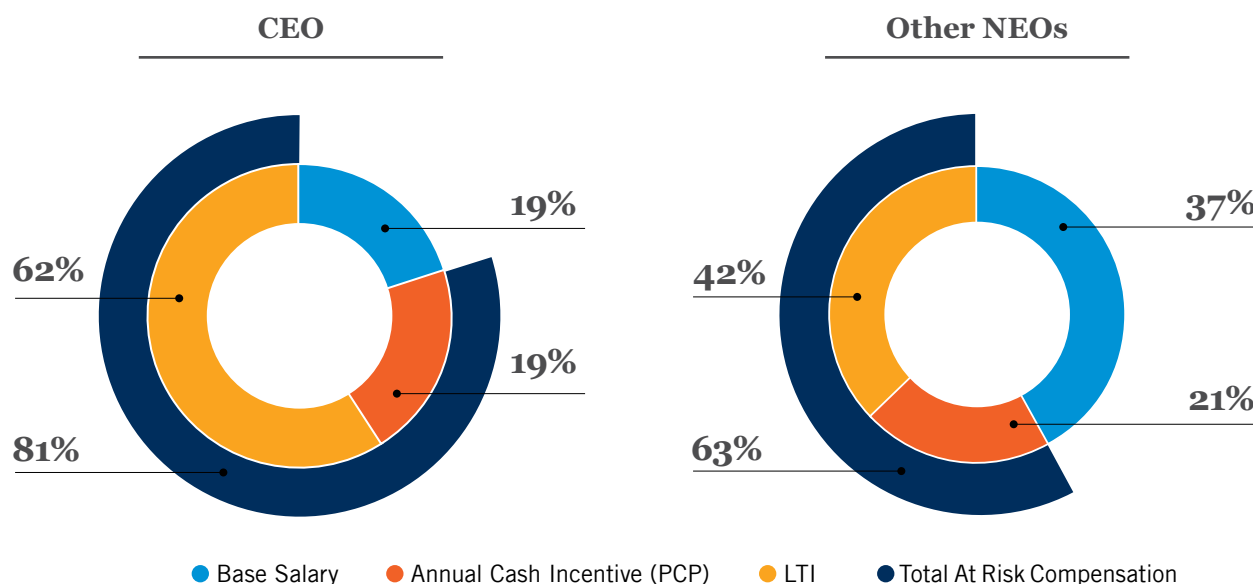
The Compensation Committee’s objective is to develop and maintain industry-competitive compensation packages to attract, retain, motivate and reward our executive officers and other senior officers and key executives. Compensation programs are designed to be consistent with those of other companies engaged in similar industries and/or of similar size with which we are likely to compete for talent to enable us to employ and retain a high-quality management team. The Committee seeks to use performance-based compensation to maximize the alignment of executive compensation with the long-term interests of our shareholders.

The Committee sets compensation levels based on the skills, experience and performance of each executive officer, taking into account the benchmarking described below and compensation recommendations made by the CEO (except with respect to his own position). The Committee’s pay for performance philosophy is reflected in the annual compensation review. The Committee also considers tally sheets which provide, for each executive officer, a recap of each principal element of compensation as well as benefits, perquisites, equity awards, and stock ownership and potential ownership. The tally sheets also reflect the incremental compensation which would be payable as a result of various termination scenarios and each element of pay or benefits impacted. The Committee retains the discretion to adjust all elements of compensation as it deems appropriate, subject to the requirements of shareholder-approved plans.

Executive Compensation Program Highlights

Pay for performance philosophy	A significant portion of NEO pay is at-risk in order to align pay with business strategy and shareholder interests
At-risk annual cash incentive	Based on achievement of specified Company performance metrics
Long-term equity incentive compensation (LTI)	Incorporates long-term Company performance metrics, and retention factors such as delayed vesting
Limited perquisites	Perquisites are appropriate to the position and not excessive
No tax gross-ups	No tax gross-up on any perquisites or severance benefits
Competitive stock ownership policy	NEO stock ownership requirement is based on a multiple of base salary
Clawback policy	Cash incentive and equity awards may be reclaimed by the Company in case of malfeasance or accounting restatements due to noncompliance with financial reporting requirements
No hedging or pledging	NEOs must retain the risks of Company stock ownership
Double trigger vesting	NEO change in control agreements and stock awards contain double trigger vesting provisions
Independent compensation consultant	The Compensation Committee retains its own independent compensation consultant
Strong say-on-pay support	Over 98% of the shares voting at the 2025 Annual Meeting supported the Company's executive compensation program

The following table summarizes the 2025 target direct compensation pay mix for the CEO and other NEOs, with approximately 81% of the CEO's target direct compensation at risk and 63% of the average of the other NEOs' target direct compensation at risk. Target direct compensation is defined as the sum of the executive officer's base salary, annual cash incentive award, and annual long term equity incentive awards, in each case calculated at the target level specified by the Compensation Committee.



Compensation Consultant and Benchmarking

The Compensation Committee is authorized by its charter to employ independent compensation and other consultants. The Committee annually engages with a nationally recognized compensation consulting firm (Compensation Consultant) to assist the Committee in evaluating executive compensation. The Compensation Consultant provides information, research and analysis pertaining to executive compensation as requested by the Committee, including updates on the peer group, market trends, survey data and analysis for market review. The Committee also from time to time engages our primary outside counsel, Bryan Cave Leighton Paisner LLP (BCLP) to advise it on selected executive compensation issues.

2024 Compensation Report (Fiscal 2025 Compensation Review)

In the summer of 2024, the Committee engaged Pay Governance LLC as the Compensation Consultant to provide a compensation report (the 2024 Compensation Report) for the Committee's fiscal 2025 compensation review. One of the elements of the 2024 Compensation Report was the 2024 Mercer Benchmark Database/Total Remuneration Survey – Executive (the Mercer Survey), a broad-based survey of management compensation, as the primary source for benchmarking its executive compensation levels. A broad market survey provides decision-quality data that is generally reliable and consistent year-over-year. The Company was a participant in the Mercer Survey. A list of all of the participating companies included in the Mercer Survey is attached as Appendix B to this Proxy Statement.

For its 2024 Compensation Report, the Compensation Consultant also provided proxy data from the peer group described below (2024 Peer Group) to be used in conjunction with the Mercer Survey in order to add context to the decision-making process and provide a supplemental perspective on the market. Peer group proxy data provides transparent line-by-line information for each company in the peer group, and provides the ability to review industry trends and compensation design practices as well as pay-for-performance alignment. The 2024 Peer Group was based on the GICS codes assigned to the Company's subsidiaries and represented companies in the following industries in which the Company participates:

- Industrial valves
- General industrial machinery
- Radio and television
- Communications equipment
- Printed circuit boards
- Instruments to measure electricity
- Services not elsewhere classified

Companies in the above industries were then filtered for revenue size in order to determine the 2024 Peer Group. The following is a list of the companies in the 2024 Peer Group, with their ticker symbols:

Albany International Corp. (AIN)	Kadant Inc. (KAI)
Ameresco, Inc. (AMRC) *	MACOM Technology Solutions Holdings Inc. (MTSI)
Badger Meter, Inc. (BMI) *	Mueller Water Products, Inc. (MWA) *
Barnes Group Inc. (B)	Powell Industries, Inc. (POWL) *
Columbus McKinnon Corp. (CMCO)	Rogers Corporation (ROG)
Crane Company (CR)	SPX Technologies, Inc. *
CTS Corporation (CTS)	Standex International Corporation (SXI)
Enpro Inc. (NPO)	Tri Mas Corporation (TRS) *
Franklin Electric Co., Inc. (FELE)	Viavi Solutions Inc. (VIAV) *
Helios Technologies, Inc. (HLIO)	Watts Water Technologies Inc. (WTS)

* These companies did not report compensation data for the General Counsel position in their proxy materials.

Fiscal 2025 Benchmarking

For its compensation review for fiscal 2025, the Committee reviewed each principal element of compensation (base salary, cash incentive and LTI), as well as total cash compensation (base salary and cash incentive), and total direct compensation (target cash compensation and LTI) for each of the Company's executive officer positions, and compared them against the benchmark range from the Compensation Report. For all three of the NEOs, the benchmark range for each element of compensation in the Compensation Report is the median plus or minus 15%. For fiscal 2025, the Committee utilized the benchmark ranges from the Compensation Report in determining the competitiveness of the executives' compensation. The Committee also compared relative Company performance against the performance of the companies in the 2024 Peer Group to test the overall reasonableness of pay for performance.

The Committee used the Compensation Report described above as a guideline and frame of reference in determining appropriate compensation levels and incentives for the executive officers; however, the Committee does not make its decisions according to a formula, and the Committee exercises considerable judgment and discretion in making them. The complexity and composition of the Company does not lend itself to comparisons with a readily ascertainable peer group, and while matching by SIC codes can provide some measure of comparability, there are wide variations in the type and complexity of these companies. The Committee therefore considers the benchmark ranges to be only a guide, and makes individual determinations of compensation for each of the executive officers based on numerous factors including the comparative responsibilities of the executive officers and the Committee's assessments of individual and Company performance.

Change in Compensation Consultant for Fiscal 2026

In May 2025, the Committee engaged Meridian Compensation Partners (Meridian) as the Compensation Consultant for fiscal 2026.

Compensation Consultant Independence

In August 2024 and August 2025, the Committee assessed the independence of the Compensation Consultant and BCLP in line with the SEC's compensation consultant independence factors, and determined there were no conflicts of interest. The Committee will continue to review their independence status annually and will keep the compliance letters on file.

Principal Elements of Compensation Program

The principal elements of the 2025 compensation program for executive officers (base salary, annual cash incentive and long-term equity incentive) are reflected in the Summary Compensation Table on [page 41](#). Each of these elements is described in detail in the corresponding sections below.

Pay Element	Form	2025 Metrics	Objectives
Base Salary	Cash	Benchmarked to market median, subject to adjustment for individual factors such as experience and performance	Attract and retain qualified executives
Annual Incentive Plan (PCP)	Cash	100% based on financial results: <ul style="list-style-type: none">70% based on Adjusted EPS30% based on Adjusted Cash Flow from Operating Activities	Drive profitability, growth and progress against strategy
Long-Term Equity Incentive (LTI)	Performance Share Units (PSUs)	Awards vest after 3-year performance period <ul style="list-style-type: none">60% based on EBITDA growth40% based on Return on Invested CapitalPotential for modification based on rTSR	Align NEOs' efforts with creation of long-term shareholder value
	Restricted Share Units (RSUs)	2025 awards vest in thirds approximately 1, 2 and 3 years after grant	Retention, ownership and full alignment with the shareholder experience
Benefits	Consistent with other similarly situated personnel		

We do not believe that any risks arising from our compensation policies and practices are reasonably likely to have a material adverse effect on the Company. Any such risk is mitigated by the multiple elements of the compensation programs, including base salary, annual cash incentive programs, and LTI awards which are earned over multiple years. This structure encourages decision-making that is in the best long-term interests of the Company and our shareholders.

Total Direct Compensation

The executive officers receive total direct compensation consisting of cash compensation (base salary plus annual cash incentive compensation) and long-term equity incentive compensation. Each of these elements is described in detail in the corresponding sections below.

The Committee sets target levels for total direct compensation based on the skills, experience, breadth of their role, and performance of each executive officer, taking into account the benchmarking described above and compensation recommendations made by the CEO (except with respect to his own position). The Committee also considers the Company's performance. For fiscal 2025, the Committee increased the executive officers' total direct compensation as described in detail below. Total direct compensation for fiscal 2025 was within the benchmark range for Mr. Saylor, slightly above the benchmark range for Mr. Tucker, and within the benchmark range for Mr. Schatz.

Base Salaries

Base salaries are designed to attract, retain, motivate and reward competent, qualified, experienced executives, although we emphasize performance-based compensation for the executive officers.

Fiscal 2025 base salaries for the executive officers were set by the Committee in the first quarter of fiscal 2025. Annual base salaries for the executive officers for fiscal 2025 and fiscal 2024 were as follows:

Base Salaries⁽¹⁾

Officer	FY 2025 Base Salary	FY 2024 Base Salary	Percent Increase from FY 2024
Bryan H. Saylor	\$830,500	\$755,000	10%
Christopher L. Tucker	\$616,500	\$598,500	3%
David M. Schatz	\$426,100	\$405,800	5%

(1) Amounts shown are annual rates for fiscal 2025; the actual amounts paid are set forth in the Summary Compensation Table.

Changes to Base Salaries for Fiscal 2026

For fiscal 2026 the Committee determined that increases in base salary of 8.4%, 3.9% and 4.5% were warranted for Mr. Saylor, Mr. Tucker and Mr. Schatz, resulting in base salaries of \$900,000, \$640,500 and \$445,300 respectively. To assist in evaluating 2026 executive compensation, the Committee engaged Meridian to conduct a comprehensive 2025 market assessment.

Annual Cash Incentive

The Committee uses annual performance-based cash incentives to compensate the executive officers. The Committee establishes at-risk performance targets for the executive officers using financial and operational goals linking compensation to overall Company performance. The annual cash incentive targets for fiscal 2025 and fiscal 2024 were as follows:

Target Cash Incentive Compensation⁽¹⁾

Officer	FY 2025 Target Cash Incentive	FY 2024 Target Cash Incentive	Percent Increase from FY 2024
Bryan H. Sayler	\$830,500	\$755,000	10%
Christopher L. Tucker	\$400,700	\$389,000	3%
David M. Schatz	\$213,100	\$202,900	5%

(1) Amounts shown are annual targets for fiscal 2025; the actual amounts paid are set forth in the Summary Compensation Table.

The fiscal 2025 cash incentive targets for the executive officers were established pursuant to our Performance Compensation Plan (PCP) authorized under the 2018 Omnibus Incentive Plan. This at risk plan closely links the executive officers' pay to our financial results and provides compensation variability in the form of reduced payments when performance is below targets and higher compensation when performance exceeds targets. The PCP has a fixed target with a payout range based on performance. The Committee has discretion to either increase or decrease the actual cash incentive payouts. For fiscal 2025, the Committee determined to set the cash incentive targets as a percent of base salary in line with market practices. The 2025 cash incentive targets for Mr. Sayler, Mr. Tucker and Mr. Schatz were 100% of 2025 base salary, 65% of 2025 base salary, and 50% of 2025 base salary, respectively.

Changes to Annual Cash Incentive for Fiscal 2026

Consistent with fiscal 2025, the Committee determined that the cash incentive targets for fiscal 2026 would be set as a percent of base salary in line with market practices. The fiscal 2026 cash incentive targets for Mr. Sayler, Mr. Tucker and Mr. Schatz are \$900,000 (100% of 2026 base salary), \$448,400 (70% of 2026 base salary), and \$267,200 (60% of 2026 base salary), respectively.

Total Target Cash Compensation

The target percentages of total cash compensation represented by base salary and by the PCP target varied for fiscal 2025 based on the position, as follows:

Target Total Cash Compensation – Fiscal 2025⁽¹⁾

Officer	Base Salary		Cash Incentive Target (PCP)		Target Total Cash Compensation
		Percent of Target Total Cash Compensation		Percent of Target Total Cash Compensation	
Bryan H. Sayler	\$830,500	50%	830,500	50%	1,661,000
Christopher L. Tucker	\$616,500	61%	400,700	39%	1,017,200
David M. Schatz	\$426,100	67%	213,100	33%	639,200

(1) Amounts shown are annual targets for fiscal 2025; the actual amounts paid are set forth in the Summary Compensation Table.

The higher at-risk target percentage for the CEO as compared to the other executive officers is based on our at risk philosophy and the greater responsibilities of the CEO. Similarly, the CFO has a higher at-risk percentage as compared to the General Counsel. Near the beginning of each fiscal year, after reviewing our business plans for the fiscal year, the Committee determines the key short-term business metrics on which senior management should focus in order to drive results and approves the cash incentive target for each executive officer. Because of the broad responsibilities of the executive officers, their criteria are tied to Company-wide metrics. The Committee then determines the percentage of the cash incentive target which should be tied to each of the metrics and the performance target for each metric, and approves the threshold and maximum multipliers which will be applied to each of the performance targets to determine the payment under the plan. If performance is below the threshold for a metric, there is no payout for that metric.

Cash Incentive Metrics

During the first quarter of fiscal 2025 the Committee approved two metrics for achievement of the fiscal 2025 PCP incentive targets, based on the annual operating plan reviewed by the Board of Directors. The first metric in 2025 was “Adjusted EPS,” weighted at 70% of the total PCP target opportunity. Adjusted EPS is a non-GAAP financial measure and its target was \$4.76 for fiscal 2025. Fiscal 2025 Adjusted EPS of \$5.54 equaled GAAP diluted EPS from continuing operations of \$4.49 plus \$0.31 in transaction costs related to the Maritime acquisition and restructuring costs; \$0.31 in Maritime operations, interest and amortization expenses, all of which were excluded because they were not in the target; and \$0.43 in VACCO earnings prior to the divestiture which were reported in Discontinued Operations but which were added back because they were in the original target.

The second metric in 2025 was “Adjusted Cash Flow from Operating Activities,” weighted at 30% of the total PCP target opportunity. Adjusted Cash Flow from Operating Activities is a non-GAAP financial measure, and its target was \$140.2 million for fiscal 2025. The unadjusted 2025 GAAP Cash Flow from Continuing Operations of \$200.4 million delivered the maximum payout, so further adjustments related to VACCO and Maritime cash flow would have increased the amount but not the payout for this metric and are therefore not shown here.

The following table summarizes the targets for the two fiscal 2025 cash incentive metrics, the results achieved, and the actual payouts for 2025. The Committee believes that the selected metrics and the performance benchmarks for each metric, and the threshold and maximum multipliers, provided meaningful incentives for 2025 performance.

2025 PCP Targets and Results

Metric	Weight (% of Target Incentive)	2025 Benchmarks			Actual Value Achieved	Actual % of Payout Earned (unweighted)
		Threshold	Target	Maximum		
Adjusted EPS	70%	\$3.81	\$4.76	\$5.47	\$5.54	200%
Adjusted Cash Flow from Operating Activities (millions)	30%	\$112.2	\$140.2	\$161.2	\$200.4 ⁽²⁾	200%
% of Target Earned at Each Benchmark		50% ⁽¹⁾	100%	200%		
Weighted % of Total Target Earned						200%

(1) If performance is below the threshold for a given metric, there is no payment for that metric.

(2) Unadjusted; see explanation above.

The Summary Compensation Table on [page 41](#) reflects the actual payouts to the executive officers under the PCP for fiscal 2025.

Changes to Cash Incentive Metrics for Fiscal 2026

In line with its practice in recent years, the Committee determined to allocate 100% of the executive officers' cash incentive compensation opportunity to the PCP, and approved the following performance criteria for fiscal 2026:

- Adjusted EPS, weighted at 70% of the total target opportunity; and
- Adjusted Cash Flow from Operating Activities, weighted at 30% of the total target opportunity.

As in 2025, the potential cash incentive compensation for fiscal 2026 will range from 0 to 2.0 times the target opportunity for both Adjusted EPS and Adjusted Cash Flow from Operating Activities, depending on actual 2026 performance.

Long-Term Equity Incentive Compensation

The Company's annual LTI award program consists of a combination of performance-based share unit (PSU) awards and time-vested restricted share unit (RSU) awards. For fiscal 2025 the Committee determined to shift the mix of the LTI awards toward the performance-based PSUs rather than being divided equally between the PSUs and the RSUs as they were in in prior years, and it assigned 70% of the total LTI target value to the PSUs and 30% to the RSUs. For fiscal 2025, both the PSU and RSU grants were approved in the first quarter of the fiscal year.

We do not coordinate LTI grants with the release of material non-public information. Company-wide equity grants, including equity grants to our executive officers, are made at regular meetings of the Compensation Committee. We also do not grant stock options or other awards which require a payment by the recipient in order to realize the value of the award.

The target number of shares in each RSU and PSU award equals the Committee-approved target values divided by the average trading price of the Company's stock over the last 15 trading days before the effective award date. The actual payout of the RSUs and PSUs will be in shares, whose value at the time of payout may be greater or less than the target values. For an award to vest, the recipient must generally be continuously employed by the Company from the award date through the vesting date.

For the executive officers, the numbers of RSUs granted and the PSU threshold, target and maximum numbers of shares payable according to the performance criteria, were as follows:

Officer	RSU Target Values as of Grant Date	Number of RSUs Granted	PSU Target Values as of Grant Date	PSU Payout Potential (Shares)		
				Threshold (50%)	Target (100%)	Maximum (200%)
Bryan H. Saylor	\$810,000	6,226	\$1,890,000	7,263	14,526	29,052
Christopher L. Tucker	231,180	1,777	539,420	2,073	4,146	8,292
David M. Schatz	127,830	982	298,270	1,146	2,292	4,584

Restricted Share Units (RSUs)

RSUs are time-vested awards. The terms of the fiscal 2025 awards were similar to those granted in fiscal 2024, vesting over a period of approximately three years, in three equal portions approximately 12, 24 and 36 months after the grant date; accordingly, for the fiscal 2025 awards, vesting will occur on the last NYSE trading days in November 2025, 2026 and 2027, at which time they will be converted into a like number of shares of Company common stock, and such shares will be paid out to the participant (after statutory tax withholdings) on the following business day.

Performance Share Units (PSUs)

Other than the specific share amounts and performance goals, the terms of the fiscal 2025 PSUs were substantially similar to those awarded for fiscal 2024, including that the awards are subject to the Company's Clawback Policy (see **Clawback Policy** on page 40). The fiscal 2025 PSUs will vest after a three-year performance period beginning with fiscal 2025 and ending with fiscal 2027, on the day in the first quarter of fiscal 2028 on which the HRCC approves and certifies the extent to which the applicable performance goals have been achieved. To the extent earned, the vested awards will be converted into a number of shares of Company common stock based on achievement of the performance goals. The award distribution in shares may be less than or greater than the number of PSUs awarded, within certain specified threshold and maximum limits. Straight-line interpolation will be used to score between threshold, target and maximum performance levels. For the fiscal 2025 PSU awards, the Committee continued to align the performance measures with shareholders by continuing the use of EBITDA as a performance measure with a 60% weighting and Return on Invested Capital (ROIC) as a performance measure with a 40% weighting, and continuing the use of relative Total Shareholder Return (rTSR) as a potential modifier as described below:

EBITDA Performance Goals – 60% of PSU Award Value

		Below Threshold	Threshold	Target	Maximum
Cumulative Company EBITDA for the three year performance period ⁽¹⁾	Performance Level	<85% of EBITDA target	85% of EBITDA target	\$713.2 million	130% of EBITDA target
	Payout ⁽²⁾	0%	50%	100%	200%

ROIC Performance Goals – 40% of PSU Award Value

		Below Threshold	Threshold	Target	Maximum
Company ROIC for 2027 ⁽³⁾	Performance Level	<85% of ROIC target	85% of ROIC target	12% for FY2027	130% of ROIC target
	Payout ⁽²⁾	0%	50%	100%	200%

(1) The EBITDA target was set by the Committee to represent a challenging performance incentive based on annual percentage increases over actual 2024 EBITDA and is not intended as guidance or a prediction of actual results.

(2) Subject to adjustment as described below.

(3) The ROIC target was set by the Committee to represent a challenging performance incentive and is not intended as guidance or a prediction of actual results.

After applying the above performance metrics, the resulting number of PSUs may be subject to increase or decrease based on the Company's Total Shareholder Return (TSR) over the performance period compared to the TSR of the companies in a peer group based on the S&P SmallCap 600 Industrials Index. If the Company's rTSR is below the 25th percentile or above the 75th percentile, the resulting number of shares will be decreased by 20% or increased by 20%, respectively; if the Company's rTSR is from the 25th percentile to the 75th percentile, no adjustment will be made. In no event will the award payout be greater than 200% of the target.

Vesting of FY 2022 Performance Share Unit Award

The following table summarizes the payout for the FY 2022 PSU award that was earned and distributed in FY 2025.

EBITDA Performance Goals – 70% of the FY 2022 PSU Award Value

		Below Threshold	Threshold	Target	Maximum	Actual Achieved
Cumulative Company EBITDA for the three year performance period ⁽¹⁾	Performance Level (in millions)	<\$405.5	\$405.5	\$477.1	\$620.2	\$548.3
	Payout Earned	0%	50%	100%	200%	149.77%

rTSR Performance Goals – 30% of FY 2022 PSU Award Value

		Below Threshold	Threshold	Target	Maximum	Actual Achieved
Company TSR over the three year performance period compared to TSRs of all companies in the S&P 600 Industrials Index ⁽²⁾	Performance Level (in millions)	<30th percentile	30th percentile	50th percentile	80th percentile	65th percentile
	Payout Earned	0%	50%	100%	200%	150%
Total Weighted Payout Multiplier						149.84%

1 EBITDA target represents EBITDA growth targets for the performance period using actual 2021 EBITDA plus 15% then 5.5% CAGR for 2023 and 2024. Straight-line interpolation was used to score between threshold, target and maximum performance levels.

2 The Company's TSR for the performance period was compared to each company in the S&P 600 Industrials Index. The Index companies' TSR was ranked and the Company's TSR was compared to the ranked list to determine the rTSR score. Straight-line interpolation was used to score between threshold, target and maximum performance levels.

For more information about the fiscal 2025 LTI awards and the grants to the individual executive officers, see *Grants of Plan-Based Awards* on page 42.

Changes to Long Term Incentive Compensation for 2026

The 2025 Meridian market assessment indicated that the executive officers' total direct compensation was lagging the market primarily due to below-market LTI. In response, the Committee significantly increased the total 2026 LTI values as percentages of base salaries, resulting in fiscal 2026 target LTI values as of the grant date of \$3,500,000 (389% of base salary) for Mr. Saylor, \$960,800 (150% of base salary) for Mr. Tucker, and \$556,600 (125% of base salary) for Mr. Schatz.

The fiscal 2026 RSU awards were granted in November 2025; they will vest in three equal portions approximately 12, 24 and 36 months after the month in which they are granted; for the fiscal 2026 awards, vesting will occur on the last trading days in November of 2026, 2027 and 2028.

The fiscal 2026 PSU awards were also granted in November 2025, and after a three-year performance period ending with fiscal 2028, they will vest on the last trading day of the month in which the HRCC approves and certifies the extent to which the applicable performance goals have been achieved. To the extent earned, the vested awards will be converted into a currently undeterminable number of shares of Company common stock, which may be less than or greater than the number of PSUs awarded, within certain specified threshold and maximum limits, depending on the degree to which the Company has achieved one or more specified performance goals. If the performance is less than the threshold goal for a particular performance measure, there will be no payout of that portion of the PSUs dependent on that measure.

Other Compensation Elements

Perquisites

The Company also provides limited perquisites to the executive officers, which currently include financial planning and an annual physical. The Committee annually reviews the types and value of the perquisites provided to the executive officers as part of its overall review of executive compensation. The Committee determined the perquisites paid in fiscal 2025 to be reasonable.

Certain of these perquisites are treated as taxable income. We do not reimburse our executive officers for the income taxes due on these perquisites (“tax gross-ups”), and beginning in fiscal 2023 we ceased providing auto allowances and country club benefits for our executive officers other than country club initiation fee benefits for Mr. Sayler and Mr. Tucker based on their employment terms at hire.

Retirement Benefits

Like our other employees, the executive officers are eligible for retirement benefits provided through our 401(k) Plan. See *Pension Benefits* on [page 44](#).

Severance Plan

Severance provisions in the event of a change of control benefit a company by allowing executives who are parties to such arrangements to focus on continuing business operations and the success of a potential business combination rather than seeking alternative employment, thereby providing stability to a corporation during a potentially uncertain period. Accordingly, the Company has adopted a Severance Plan which prescribes the compensation and benefits to be provided in the event of a change of control to certain executives, including the CEO and the other executive officers.

Our change of control arrangements are designed to provide executives with severance payments and certain other benefits in the event that their employment is terminated in connection with a change of control transaction. The Severance Plan includes a “double trigger,” which means that it provides severance benefits only if there is both (1) a change of control of the Company, and (2) the Company (or any successor) terminates the employee’s employment without cause within 36 months following a change of control, or the employee terminates his or her employment for good reason within 36 months following a change of control, or the Company terminates the employee’s employment within 90 days before a change of control at the request of a third party who, at such time, had taken steps reasonably calculated to effect the change of control.

For purposes of the Severance Plan, “change of control” means any of the following (subject to the specific definitions in the Severance Plan): (i) the acquisition by any person or group of at least 20% of the then-outstanding shares of the Company’s common stock; or (ii) a change in a majority of the members of the Board of Directors that is not approved by the incumbent Board; or (iii) the approval by the shareholders of either a reorganization, merger or consolidation after which the shareholders will not own at least a majority of the Company’s common stock and voting power, or a liquidation or dissolution of the Company, or the sale of all or substantially all of the Company’s assets.

If the Severance Plan is triggered, the executive will be entitled to all accrued but unpaid compensation, a pro rata cash bonus for the year of separation and benefits through the date of separation, as well as a lump sum cash payment which is designed to replicate the cash compensation (base salary and cash incentive), plus certain benefits, that the executive would have received had he or she remained employed for two years. These payments and benefits would only be paid as a result of a double-trigger event. The determination of the appropriate level of payments and benefits to be provided in the event of a change of control termination involved consideration of several factors. The two-year multiple was determined based on a survey of the Company's peers at the time the Severance Plan was adopted by the Company, and is deemed to be reasonable. The Committee considered that a high-level executive, who is more likely to lose his or her job in connection with a change of control than other employees, may require more time than other employees in order to secure an appropriate new position, and, unless that executive was provided with change of control benefits, he or she may be motivated to start a job search early if a change of control is anticipated, to the detriment of the Company. Thus, the existence of the Severance Plan provides an incentive for the executive to remain with the Company until a change of control actually occurs. In addition, payments are not provided under the Severance Plan unless there has been not only a change of control but also a qualifying termination of employment, thus providing an acquirer the opportunity to retain the Company's management team during or after a transition period.

For further information about the Severance Plan, and a sample calculation of the cash compensation and benefits to be provided to our executive officers under the Severance Plan, based on certain stated assumptions, see ***Potential Payments Upon Termination or Change in Control*** beginning on [page 45](#).

In addition, pursuant to the executive officers' severance agreements as well as their LTI award agreements, in the event of a change of control, all LTI awards are to be assumed by the acquirer or successor entity and converted to an equivalent agreement. If for any reason the awards will not or cannot be assumed, they will be paid out in cash.

Employment Agreements

We have entered into employment and compensation agreements with each of our executive officers. The agreements provide for payment of an annual base salary, participation in our cash incentive plans, eligibility for participation in our LTI plans and benefit plans and programs applicable to senior executives, and continuance of certain perquisites. For more information about the terms of these agreements, including specifics regarding the cash compensation and benefits provided in the event of a qualifying separation, and for a sample calculation based on certain stated assumptions, see ***Employment Agreements*** on [page 44](#), and ***Potential Payments Upon Termination or Change in Control*** beginning on [page 45](#).

The Compensation Committee periodically assesses the reasonableness of the executive officers' employment agreements to consider whether any changes are appropriate.

Deferred Compensation Plan for Selected Employees

Effective in 2025, the Company established the ESCO Technologies Inc. Deferred Compensation Plan (the Plan), under which its executive officers and other selected management or highly compensated employees may elect in advance to defer receipt of from 5% to 75% of their base salary and/or from 5% to 100% of their at-risk compensation, including PCP payouts, RSUs and PSUs. Deferrals may be for a period or periods specified in advance by the participant, or until the participant's employment terminates, if earlier, and distribution will be accelerated in certain circumstances, including a change in control of the Company. For fiscal 2025, Mr. Saylor elected to defer 10% of his PCP payment, which was paid in November 2025.

Deferred amounts are credited to the participant's deferred compensation account either in cash or in common stock equivalents depending on the nature of the deferred compensation, and receipt is subject to any vesting requirements specified in the compensation award. Deferrals of cash-based compensation (such as base salary and PCP payouts) are measured and paid in dollars and credited with earnings based on the earnings of one or more notional investment options offered by the Company and elected by the participant; however, those options are provided solely as measuring devices, and at no time will the participant have any interest in any such investment option. Cash deferrals may not be allocated to Company common stock. Deferrals of share-based compensation (such as RSUs and PSUs) are credited to the participant's

deferred compensation account as a like number of units, with each unit equal in value to one share of Company common stock. Cash dividends paid on a number of shares of Company common stock equal to the number of deferred units which are vested will be paid in cash as provided in the equity compensation plan under which the units were granted.

Limit on Deductibility of Certain Compensation

Section 162(m) of the Internal Revenue Code prohibits publicly held companies, including the Company, from deducting salaries and other compensation paid to an executive officer to the extent that the total exceeds \$1 million during the tax year. Certain compensation based upon the attainment of performance goals set by the Compensation Committee was formerly able to qualify for an exclusion from this limitation, but this exclusion has been eliminated. However, the Committee intends to continue its practice of utilizing shareholder-approved metrics for our cash incentive plans when appropriate, although it reserves the right to use other award provisions that are tailored to achieving our financial and business objectives if it determines that the awards and performance metrics are appropriate and consistent with our business needs.

Stock Ownership Guidelines

The Compensation Committee has established stock ownership guidelines for the executive officers. The guidelines set the minimum level of ownership at a multiple of annual base salary as follows:

Title	Multiple of Base Salary
CEO and President	5x
Other Executive Officers	3x

Executive officers are expected to be in compliance with the ownership guidelines within five years of their appointments, and they are required to hold 100% of all after-tax stock distributions received from compensation awards until the guideline amounts are reached and thereafter as needed to maintain ownership of at least the guideline amounts. All of our executive officers currently exceed the ownership guidelines.

Insider Trading Policy; Anti-Hedging and Anti-Pledging Policies; Timing of LTI Grants

Our Insider Trading Policy prohibits any employee from trading in Company securities while in possession of material non-public information. In addition, the Insider Trading Policy strictly prohibits our directors, officers and employees from engaging in transactions in Company securities involving puts, calls or other derivative securities on an exchange or in any other organized market, selling Company securities “short”, or entering into hedging or similar arrangements (such as exchange funds) involving Company securities. The Insider Trading Policy also prohibits our directors, officers, corporate office employees, and other designated employees in management positions from pledging Company securities as collateral for a loan or holding Company securities in a margin account. These policies are intended to ensure that the executive officers, as well as other Company personnel in positions of authority, cannot offset or hedge against declines in the price of the Company stock they own or have a personal interest in the price of their shares which may be different from the interests of other shareholders generally. A clickable link to the Insider Trading Policy is located at Exhibit 19 in the Exhibit Index to our 2025 Annual Report on Form 10-K on file with the SEC.

We do not coordinate LTI grants with the release of material non-public information. Company-wide equity grants, including equity grants to our executive officers, are made at regular meetings of the Compensation Committee. We also do not grant stock options or other awards which require a payment by the recipient in order to realize the value of the award.

Clawback Policy

Our Code of Conduct reaffirms the importance of high standards of business ethics. Adherence to these standards by all employees is the best way to ensure compliance and secure public confidence and support. All employees are responsible for their actions and for conducting themselves with integrity. Any failure on the part of any employee to meet any of the standards embodied in this Code will be subject to disciplinary action, including potential dismissal.

We adopted a robust Compensation Recovery Policy (Clawback Policy) in 2010, and in October 2023 we adopted a Supplement to the Clawback Policy designed to comply with the enhanced clawback-related listing standards adopted in 2023 by the NYSE. The Clawback Policy provides that when appropriate, and in accordance with applicable law, the Company may recover any “Recoverable Compensation” received during a prescribed period of up to three years if an executive or other senior officer of the Company or any of our affiliates:

- Engages in intentional misconduct resulting in a financial restatement or in any increase in his or her incentive or equity income, or
- Engages in activity that competes with the Company or its affiliated companies, or
- Solicits customers or hires or assists anyone else in soliciting or hiring employees of the Company or its affiliates after termination of employment or engages in the unauthorized disclosure or use of the Company’s confidential information resulting in harm to the Company or its affiliates, in any case in violation of agreements entered into by such employee prohibiting such actions.

“Recoverable Compensation” is defined to include any equity and incentive compensation received, earned or distributed to or for the benefit of an executive or senior officer, including amounts and shares under any equity or compensation plan or employment agreement. The Clawback Policy specifies that to the extent compensation is recovered from an individual as a result of a financial restatement such amounts will be excluded from “Recoverable Compensation.”

As supplemented, the Clawback Policy also provides in the event the Company is required to prepare an accounting restatement of its financial statements due to the Company’s material noncompliance with any financial reporting requirement under the federal securities laws, the Board shall require prompt reimbursement or forfeiture of any excess Incentive-Based Compensation, as defined in the Supplemental Clawback Policy, received by a Company executive during the three completed fiscal years immediately preceding the date on which the Company is required to prepare an accounting restatement, in addition to any transition period (that results from any change in the Company’s fiscal year) within or immediately following such three completed fiscal years.

Recoupment and clawback provisions are included in all equity awards and performance compensation plan agreements for certain participants. The Clawback Policy does not prevent us from taking other actions as appropriate, if warranted, based on the misconduct outlined above.

A clickable link to the Clawback Policy, including the 2023 Supplement, is located at Exhibits 97.1 and 97.2 in the Exhibit Index to our 2025 Annual Report on Form 10-K on file with the SEC.

During fiscal 2025, there was no financial restatement which would have required action under the Clawback Policy to recover any Recoverable Compensation, and at the end of fiscal 2025 there was no outstanding balance of Recoverable Compensation resulting from a financial restatement in any prior year.

2025 SUMMARY COMPENSATION TABLE

The following table contains compensation information for fiscal 2025 and the preceding two fiscal years for all services rendered in all capacities to the Company and its subsidiaries by the executive officers.

Name	Fiscal Year	Salary	Bonus	Stock Awards ⁽¹⁾	Non-Equity Incentive Plan Compensation ⁽²⁾	Change in Pension Value & Nonqualified Deferred Compensation Earnings	All Other Compensation ⁽³⁾	Total
Bryan H. Saylor Chief Executive Officer and President	2025	\$830,500	\$0	\$3,052,886	\$1,661,000 ⁽⁴⁾	\$0	\$41,753	\$5,586,139
	2024	\$755,000	\$0	\$1,651,551	\$674,819	\$0	\$30,690	\$3,112,060
	2023	\$621,125 ⁽⁵⁾	\$0	\$1,492,717	\$947,375	\$0	\$586,424	\$3,647,641
Christopher L. Tucker Senior Vice President and Chief Financial Officer	2025	\$616,500	\$0	\$871,350	\$801,400	\$0	\$26,913	\$2,316,163
	2024	\$598,500	\$0	\$654,600	\$347,688	\$0	\$26,995	\$1,627,783
	2023	\$570,000	\$0	\$845,059	\$410,300	\$0	\$113,274	\$1,938,633
David M. Schatz Senior Vice President, General Counsel and Secretary	2025	\$426,100	\$0	\$481,650	\$426,200	\$0	\$32,919	\$1,366,869
	2024	\$405,800	\$0	\$333,039	\$181,352	\$0	\$31,009	\$951,200
	2023	\$394,000	\$0	\$308,530	\$193,600	\$0	\$33,342	\$929,472

- 1 Represents the aggregate grant date fair values of equity-based awards based on the fair market value of the underlying Common Stock on the respective grant dates as calculated in accordance with applicable accounting rules. Such amounts do not represent the actual value that will be realized by the executive officers at the time of distribution. Awards shown are grants of time-vested RSUs and performance-based PSUs to Mr. Saylor, Mr. Tucker and Mr. Schatz. For more information, see *Principal Elements of Compensation – Long-Term Equity Incentive Compensation* in the Compensation Discussion and Analysis section, and *Grants of Plan-Based Awards*, below.
- 2 Reflects the performance-based cash awards earned for the fiscal year indicated under the PCP. These awards were paid out in the following fiscal year. For more information, *Principal Elements of Compensation – Cash Incentive Plans* in the Compensation Discussion and Analysis section, and *Grants of Plan-Based Awards*, below.
- 3 Comprised of the amounts provided in the table below:

Name	Fiscal Year	Defined Contribution Savings Plan Company Contributions ^(a)	Employee Stock Purchase Plan Company Contributions ^(b)	Dividend Equivalents Paid on RSUs	Perquisites and Other ^(c)	Total
Bryan H. Saylor Chief Executive Officer and President	2025	\$14,000	\$0	\$2,012	\$25,741	\$41,753
	2024	\$13,800	\$0	0	\$16,890	\$30,690
	2023	\$14,954	\$1,648	0	\$569,822	\$586,424
Christopher L. Tucker Senior Vice President and Chief Financial Officer	2025	\$14,000	\$230	\$800	\$11,883	\$26,913
	2024	\$13,800	\$5,979	0	\$7,216	\$26,995
	2023	\$13,200	\$5,691	0	\$94,383	\$113,274
David M. Schatz Senior Vice President, General Counsel and Secretary	2025	\$12,455	\$6,070	\$412	\$13,982	\$32,919
	2024	\$12,123	\$6,008	0	\$12,878	\$31,009
	2023	\$13,281	\$6,350	0	\$13,711	\$33,342

- (a) See *Pension Benefits* on page 38.
 - (b) The Company matches 20% of employees' contributions to its Employee Stock Purchase plan.
 - (c) Includes financial planning and premiums for group variable universal life (GVUL) insurance which the Company offers to a number of senior managers at ESCO and its participating subsidiaries. Mr. Saylor's figure for 2023 includes compensation of \$538,495 for reimbursement of moving expenses related to his transition to CEO, and a country club initiation fee which the Company had agreed to pay at the time Mr. Saylor commenced his employment. Mr. Tucker's figure for 2023 includes \$88,000 as the personal portion of a country club initiation fee which the Company had agreed to pay at the time Mr. Tucker commenced his employment. For more information, see *Other Compensation Elements – Perquisites* in the Compensation Discussion and Analysis section.
- 4 Mr Saylor elected to defer 10% of this amount. See *Deferred Compensation Plan for Selected Employees* on page 38.
 - 5 Upon becoming an executive officer Mr. Saylor, who was previously a management official of the Company, received an increase in his annualized salary from \$339,500 to \$715,000, prorated based on his days of service in each position.

2025 GRANTS OF PLAN-BASED AWARDS

The following table provides information for fiscal 2025 for the executive officers regarding cash incentive awards under our PCP and awards of RSUs and PSUs under the 2018 Omnibus Incentive Plan. See **Principal Elements of Compensation – Cash Incentive Plans** and **– Long-Term Equity Incentive Compensation** in the Compensation Discussion and Analysis section.

Name	Grant date	Estimated future payouts under non equity incentive plan awards ⁽¹⁾			Estimated future payouts under equity incentive plan awards ⁽²⁾			All other stock awards: Number of shares of stock ⁽³⁾	All other option awards: Number of securities underlying options	Exercise or base price of option awards	Grant date fair value of stock and option awards ⁽⁴⁾
		Threshold (0.5x Target)	Target	Maximum (2.0X Target)	Threshold (0.3x Target)	Target	Maximum (2.0X Target)				
Bryan H. Saylor	11/7/2024	\$415,250	\$830,500	\$1,661,000	–	–	–	–	–	–	–
	11/7/2024	–	–	–	7,263	14,526	29,052	–	–	–	\$2,176,576
	11/7/2024	–	–	–	–	–	–	6,226	–	–	876,310
Christopher L. Tucker	11/7/2024	\$200,350	\$400,700	\$801,400	–	–	–	–	–	–	–
	11/7/2024	–	–	–	2,073	4,146	8,292	–	–	–	\$621,237
	11/7/2024	–	–	–	–	–	–	1,777	–	–	250,113
David M. Schatz	11/7/2024	\$106,550	\$213,100	\$426,200	–	–	–	–	–	–	–
	11/7/2024	–	–	–	1,146	2,292	4,584	–	–	–	\$343,433
	11/7/2024	–	–	–	–	–	–	982	–	–	138,217

- 1 Represent the threshold, target and maximum cash incentive opportunities awarded for fiscal 2025 under the PCP. If performance according to a specific performance measure is less than that necessary to achieve the threshold payout, the payout will be zero for that measure. Actual amounts earned were based on fiscal 2025 results and are reported in the column captioned **Non Equity Incentive Plan Compensation** in the Summary Compensation Table; these amounts were paid out in fiscal 2026. For more information, see **Principal Elements of Compensation – Cash Incentive Plans** in the Compensation Discussion and Analysis section.
- 2 Represent the threshold, target and maximum equity incentive opportunities for the PSUs awarded for fiscal 2025 under the Company's Long-Term Incentive Compensation program. If performance according to a specific performance measure is less than that necessary to achieve the threshold payout, the payout will be zero for that measure. The actual incentive payout will be in shares of common stock based on Company performance over a three-year performance period and will not be determinable until after the close of the performance period. For more information, see **Principal Elements of Compensation – Long-Term Equity Incentive Compensation** in the Compensation Discussion and Analysis section.
- 3 These consist of time-vested RSUs vesting in three equal portions approximately 12, 24 and 36 months after the month in which they are granted. For more information, see **Principal Elements of Compensation – Long-Term Equity Incentive Compensation** in the Compensation Discussion and Analysis section.
- 4 Based on the fair market value on the grant date of a number of shares of common stock equal to the number of RSUs, or in the case of PSUs, the number of shares corresponding to the Target payout, as calculated in accordance with applicable accounting rules. Such amounts do not represent the actual value that will be realized by the executive officers at the time of distribution.

OUTSTANDING EQUITY AWARDS AT FISCAL 2025 YEAR-END

The following table provides information as of the end of fiscal 2025 for our executive officers regarding outstanding equity awards, consisting of unvested RSUs and unvested PSUs. As of the end of fiscal 2025, no executive officer had any outstanding stock option awards, either exercisable or unexercisable.

Name	Type of award	Grant date	Stock Awards			
			Number of shares or units of stock that have not vested ⁽¹⁾	Market value of shares or units of stock that have not vested ⁽²⁾	Number of unearned shares, units or other rights that have not vested ⁽³⁾	Market Value of unearned shares, units or other rights that have not vested ⁽²⁾
Bryan H. Sayler	RSU	5/5/2022	2,805	\$ 592,164		
	PSU	11/16/2022			4,118	\$ 869,351 ⁽³⁾
	RSU	5/2/2023	4,993	1,054,072		3,595 ⁽⁴⁾
	PSU	11/14/2023			3,814	807,309 ⁽³⁾⁽⁴⁾
	RSU	11/14/2023	5,085	1,073,494		2,848 ⁽⁴⁾
	PSU	11/7/2024			7,263	1,535,035 ⁽³⁾⁽⁴⁾
	RSU	11/7/2024	6,226	1,314,371		1,494 ⁽⁴⁾
Christopher L. Tucker	RSU	5/5/2022	4,880	\$ 1,030,217		
	PSU	11/16/2022			1,642	\$ 346,643 ⁽³⁾
	RSU	2/3/2023	2,507	529,253		2,006 ⁽⁴⁾
	RSU	5/2/2023	1,990	420,109		1,433 ⁽⁴⁾
	PSU	11/14/2023			1,512	320,045 ⁽³⁾⁽⁴⁾
	RSU	11/14/2023	2,016	425,598		1,129 ⁽⁴⁾
	PSU	11/7/2024			2,073	438,129 ⁽³⁾⁽⁴⁾
RSU	11/7/2024	1,777	375,142		426 ⁽⁴⁾	
David M. Schatz	RSU	5/5/2022	2,384	\$ 503,286		
	PSU	11/16/2022			851	\$ 179,655 ⁽³⁾
	RSU	5/2/2023	1,032	217,866		743 ⁽⁴⁾
	PSU	11/14/2023			769	162,774 ⁽³⁾⁽⁴⁾
	RSU	11/14/2023	1,026	216,599		575 ⁽⁴⁾
	PSU	11/7/2024			1,146	242,207 ⁽³⁾⁽⁴⁾
	RSU	11/7/2024	982	207,310		236 ⁽⁴⁾

- Each RSU represents the right to receive one share of Company common stock if the recipient remains continuously employed by the Company until the vesting date. RSUs awarded prior to 2023 will vest in their entirety approximately 3½ years after the effective award date, except that Mr. Tucker's February 3, 2023 RSUs will vest on November 5, 2025. RSUs awarded in 2023 will vest in three equal tranches approximately 18, 30 and 42 months after the effective award date, on the last trading days in November of 2024, 2025 and 2026. RSUs awarded in 2024 will vest in three equal tranches approximately 12, 24 and 36 months after the effective award date, on the last trading days in November of 2025, 2026 and 2027. Vested shares will be issued to the participant (less a number of shares having a value equal to the amount of required tax withholdings) on the following business day.
- Based on the NYSE closing price of the Company's common stock of \$211.11 on September 30, 2025, the last NYSE trading day of the Company's 2025 fiscal year.
- Represents the number and value of the shares issuable if Company performance over the three-year performance period meets the threshold required to earn a minimum non-zero payout for each of two performance components. However, because performance below either threshold will result in a zero payout for that component, the minimum payout is actually zero. The actual payout will not be determinable or estimable until after the close of the performance period. For more information, see *Principal Elements of Compensation – Long-Term Equity Incentive Compensation* in the Compensation Discussion and Analysis section.
- Includes cash dividend equivalents accrued on RSUs awarded beginning in fiscal 2023 and on PSUs beginning in fiscal 2024. On each regular quarterly dividend date occurring from the award date to and including the vesting date, the Company accrues for the benefit of the recipient an amount in cash equal to the cash dividend which would have been paid on a number of shares of Company common stock equal to (a) in the case of RSUs, the number of unconverted (unvested) RSUs, and (b) in the case of PSUs, the number of shares corresponding to the target payout. The amount accrued with respect to each vested portion of the award will be paid out in cash at the time that portion of the award is distributed in shares; but, if or to the extent the award does not vest, or is not earned, or for any other reason is not distributed, a like portion of the accrued amount will be cancelled and not paid.

2025 OPTION EXERCISES AND STOCK VESTED

The following table sets forth information for our executive officers regarding their stock-based awards which vested during 2025. We have not awarded stock options to our executive officers since 2006, and no stock options were outstanding or were exercised during 2025.

Executive Officer	Stock Awards	
	Number of Shares Acquired on Vesting ⁽¹⁾	Value Realized on Vesting ⁽²⁾
Bryan H. Saylor	9,884	\$1,412,014
Christopher L. Tucker	11,113	1,544,349
David M. Schatz	5,459	759,186

- 1 Consists of shares acquired upon vesting or partial vesting of RSU awards granted in fiscal 2021, 2023, and 2024, and upon vesting of PSU awards granted in fiscal 2022. A number of these shares were withheld in lieu of cash payment of applicable withholding taxes.
- 2 Fair market value of the shares of Common Stock underlying the vested awards, based on the NYSE closing prices on the respective vesting dates, the value used by the Company for tax and accounting purposes.

PENSION BENEFITS

401(k) Plan

We have not maintained a defined benefit retirement plan since 2020. We offer an Employee Savings Investment Plan, a defined contribution plan under section 401(k) of the Code (401(k) Plan), to substantially all United States employees including our executive officers. The 401(k) Plan provides for a Company cash match at a rate of 100% of the contributions by each employee up to 3% of the employee's eligible compensation, and 50% of any additional contributions by the employee up to 5% of the employee's eligible compensation, subject to Code contribution limits. The amounts of the Company's cash match for the accounts of the executive officers in fiscal years 2023, 2024 and 2025 are listed in footnote (3) to the Summary Compensation Table, under the heading **Defined Contribution Savings Plan Company Contributions**.

EMPLOYMENT AGREEMENTS

We have written employment and compensation agreements with each of our executive officers. The agreements provide for a base salary, which is subject to annual review by the Compensation Committee but may not be decreased, and an annual cash incentive opportunity in accordance with our cash incentive program. The executive officers are entitled to participate in LTI awards and other compensation programs as determined by the Compensation Committee, as well as in all Company employee benefit programs applicable to senior executives, and the Company agrees to provide certain perquisites, including financial planning and outplacement assistance.

The agreements provide that following an initial term (which in each case has now elapsed), they will automatically renew for successive one-year periods unless a specified notice of non-renewal is given by the Company or the executive.

The agreements give each party certain termination rights, with post-termination compensation and benefits payable to the executive officer, if any, depending on the reasons for the termination, such as whether the termination is with or without Cause, as defined in the agreements. The following section, **Potential Payments Upon Termination or Change in Control**, describes the compensation and benefits payable to the current executive officers upon termination of their employment for various reasons.

The employment agreements prohibit the executives from disclosing confidential information or trade secrets concerning the Company, and for a period of two years from soliciting employees of the Company and from soliciting customers or distributors of the Company. The agreements also require the executive officers to provide limited consulting services on an as-requested basis following termination.

POTENTIAL PAYMENTS UPON TERMINATION OR CHANGE IN CONTROL

Payments/Benefits Upon Change in Control

Severance Plan

We have established a Severance Plan covering the executive officers. Under the Plan, following an occurrence of a Change of Control as defined in the Severance Plan (see **Other Compensation Elements – Severance Plan** in the Compensation Discussion and Analysis section), each of the executive officers will be entitled to be employed by the Company for a period of three years following the Change of Control, unless terminated earlier in accordance with the Severance Plan. During this employment period the executive officer will: (i) be paid a minimum base salary equal to his or her base salary prior to the Change of Control, (ii) be paid a minimum annual bonus equal to the latest target cash incentive opportunity approved by the Compensation Committee prior to the effective date of the Change of Control (the “Current Cash Incentive Target”), (iii) continue to receive the employee benefits to which he or she was entitled prior to the Change of Control, and (iv) receive annually the value (determined as described under **Incentive Plan Awards** below) of the last LTI awards issued to him or her prior to the Change of Control, which value may be paid either in cash or in publicly traded stock of the entity which acquired the Company in the Change of Control.

If we terminate the executive officer’s employment during this three-year employment period other than for death, disability or Cause as defined in the Severance Plan, or if the executive officer terminates his or her employment during the employment period following certain specified actions by us (Good Reason), such as materially failing to comply with the provisions of the Severance Plan, a material diminution in his or her authority, duties or responsibilities or base salary, or requiring him or her to relocate, he or she will be entitled to receive, among other things, a cash lump sum equal to the aggregate of (i) any unpaid current base salary, (ii) a bonus equal to the Current Cash Incentive Target, prorated for a partial year, and (iii) an amount calculated by multiplying two times the sum of the current annual base salary and the Current Cash Incentive Target. In addition, he or she will receive the continuation of his or her employee benefits for two years.

We may amend the Severance Plan, but no amendment adverse to the rights of an executive officer will be effective unless we have given the executive officer notice of the amendment at least one year before a Change of Control occurs.

Long-Term Incentive Plan Awards

The terms of our RSU and PSU awards in effect at September 30, 2025 provide that upon a Change of Control (defined in the awards substantially the same as in the Severance Plan) the awards will be assumed by the acquirer or successor entity and converted to an equivalent agreement. If for any reason the awards will not or cannot be assumed, they will be paid out in cash.

Payments/Benefits Upon Death or Disability

If the executive officer's employment were to be terminated because of death or disability, under the executive officer's employment agreement with the Company the executive officer (or his or her beneficiaries) would receive benefits under the Company's disability plan or the Company's life insurance plans, as applicable.

With respect to RSU and PSU awards in effect at September 30, 2025, the Committee may, in its sole discretion, make full, pro-rata, or no share distributions, as it may determine, to an executive officer in the event of disability, or to the executive officer's surviving spouse or beneficiary in the event of death.

Payments/Benefits Upon Termination by the Employee With Good Reason or by the Company Without Cause

The executive officers' employment agreements provide that if we were to terminate the executive officer's employment prior to a Change of Control other than for cause, death or disability or if the executive officer were to resign following certain actions by us defined in the agreements as "Good Reason," including our materially failing to comply with the agreement, materially reducing the executive's responsibilities or requiring the executive to relocate, we would be required to continue to pay the executive officer's base salary and cash incentive for two years following termination; however, the executive officer could elect to receive each of these payments in a lump sum on or about March 15 of the calendar year following the calendar year in which the termination occurs. In addition, certain employee benefits would continue after the termination, the executive officer's accelerated but unvested RSU and PSU awards would become fully vested and the underlying shares would be distributed, subject to and in accordance with the terms of the Omnibus Plan. These payments and benefits would be conditioned upon the executive officer not soliciting our employees, customers or distributors for a period of two years after termination. In addition, the executive officer would be required to execute our standard severance agreement and release.

Payments/Benefits Upon Termination by the Employee Without Good Reason

If the executive officer were to resign without Good Reason, the executive officer would not be entitled to payment of continued compensation or benefits, and all outstanding RSU and PSU awards would be forfeited.

Payments/Benefits Upon Termination by the Company for Cause

If we were to terminate the executive officer's employment for Cause, under the employment agreement the executive officer would not be entitled to payment of continued compensation or benefits, and all outstanding RSU and PSU awards would be forfeited.

Incremental Compensation in the Event of Termination as a Result of Certain Events

The following tables reflect the additional compensation and benefits to be provided to the executive officers in the event of a termination of employment at, following, or in connection with a Change of Control or for the other listed reasons. The amounts shown assume that the termination was effective as of the close of business on September 30, 2025, the end of our 2025 fiscal year. No outstanding PSU awards were earned or vested as of September 30, 2025. The actual amounts to be paid would be determinable only at the time of the actual termination of employment.

Bryan H. Sayler

Pay Element	Change in Control	Death	Disability	Termination by Employee for Good Reason or by Employer Without Cause	Termination by Employee Without Good Reason	Termination by Employer for Cause
Cash Compensation						
Base salary	\$0	\$0	\$207,625 ⁽¹⁾	\$1,661,000 ⁽²⁾	\$0	\$0
Cash incentive	830,500 ⁽³⁾	0	0	2,491,500 ⁽⁴⁾	0	0
Severance payment	3,322,000 ⁽⁵⁾	0	0	0	0	0
Total Cash Compensation	\$4,152,500	\$0	\$207,625	\$4,152,500	\$0	\$0
Long-Term Equity Incentive Awards						
RSUs and PSUs	10,471,585 ⁽⁶⁾	0	0	0	0	0
Total Awards	\$10,471,585	\$0	\$0	\$0	\$0	\$0
Total Direct Compensation	\$14,624,085	\$0	\$207,625	\$4,152,500	\$0	\$0
Benefits ⁽⁷⁾						
Broad-based benefits	\$70,971	\$0	\$0	\$7,812	\$0	\$0
Pension benefits	0	0	0	0	0	0
Other executive benefits/perquisites	\$16,000	0	0	28,000	0	0
Total Benefits	\$86,971	\$0	\$0	\$35,812	\$0	\$0
Total Incremental Compensation	\$14,711,056	\$0	\$207,625	\$4,188,312	\$0	\$0

Christopher L. Tucker

Pay Element	Change in Control	Death	Disability	Termination by Employee for Good Reason or by Employer Without Cause	Termination by Employee Without Good Reason	Termination by Employer for Cause
Cash Compensation						
Base salary	\$0	\$0	\$154,125 ⁽¹⁾	\$1,233,000 ⁽²⁾	\$0	\$0
Cash incentive	400,700 ⁽³⁾	0	0	1,202,100 ⁽⁴⁾	0	0
Severance payment	2,034,400 ⁽⁵⁾	0	0	0	0	0
Total Cash Compensation	\$2,435,100	\$0	\$154,125	\$2,435,100	\$0	\$0
Long-Term Equity Incentive Awards						
RSUs and PSUs	4,997,470 ⁽⁶⁾	0	0	0	0	0
Total Awards	\$4,997,470	\$0	\$0	\$0	\$0	\$0
Total Direct Compensation	\$7,432,570	\$0	\$154,125	\$2,435,100⁽⁴⁾	\$0	\$0
Benefits ⁽⁷⁾						
Broad-based benefits	\$90,452	\$0	\$0	\$11,987	\$0	\$0
Pension benefits	0	0	0	0	0	0
Other executive benefits/perquisites	\$12,000	0	0	26,000	0	0
Total Benefits	\$102,452	\$0	\$0	\$37,987	\$0	\$0
Total Incremental Compensation	\$7,535,023	\$0	\$154,125	\$2,473,087	\$0	\$0

David M. Schatz

Pay Element	Change in Control	Death	Disability	Termination by Employee for Good Reason or by Employer Without Cause	Termination by Employee Without Good Reason	Termination by Employer for Cause
Cash Compensation						
Base salary	\$0	\$0	\$106,525 ⁽¹⁾	\$852,200 ⁽²⁾	\$0	\$0
Cash incentive	213,100 ⁽³⁾	0	0	639,300 ⁽⁴⁾	0	0
Severance payment	1,278,400 ⁽⁵⁾	0	0	0	0	0
Total Cash Compensation	\$1,491,500	\$0	\$106,525	\$1,491,500	\$0	\$0
Long-Term Equity Incentive Awards						
RSUs and PSUs	\$2,317,851	0	0	0	0	0
Total Awards	\$2,317,851	\$0	\$0	\$0	\$0	\$0
Total Direct Compensation	\$3,809,351	\$0	\$106,525	\$1,491,500	\$0	\$0
Benefits⁽⁷⁾						
Broad-based benefits	\$95,020	\$0	\$0	\$11,987	\$0	\$0
Pension benefits	0	0	0	0	0	0
Other executive benefits/perquisites	\$12,000	0	0	26,000	0	0
Total Benefits	\$107,020	\$0	\$0	\$37,987	\$0	\$0
Section 280G Reduction⁽⁸⁾	(472,514)	0	0	0	0	0
Total Incremental Compensation After Reduction	3,443,857	\$0	\$106,525	\$1,529,487	\$0	\$0

Footnotes to the Above Three Tables

- 1 Represents three months' base salary, which we have the discretion to provide to the executive officers in order to cover the waiting period under our group long-term disability insurance policy.
- 2 As calculated under the terms of the executive officer's employment agreement. The amount shown represents the annual base salary in effect at September 30, 2025 multiplied by two.
- 3 As calculated under the terms of the Severance Plan. The amount shown is in lieu of any annual cash incentive for fiscal 2025 which would have otherwise been paid except for the termination.
- 4 As calculated under the terms of the executive officer's employment agreement.
- 5 As calculated under the terms of the Severance Plan.
- 6 Represents the value of shares that would be distributed upon the occurrence of a change in control and in the event the awards are not assumed by the successor company, based on the average NYSE closing price of our common stock of \$211.56 for the ten trading days preceding and including September 30, 2025, the last trading day of our 2025 fiscal year, pursuant to the Severance Plan and the award agreements. These amounts would become payable to the executive officer even if the officer's employment were not terminated in connection with the change in control. See *Payments/Benefits Upon Change in Control – Long-Term Incentive Plan Awards* on page 46.
- 7 The amounts shown represent the projected cost to continue benefits in accordance with the executive officer's employment agreement and the provisions of the Severance Plan. Included in Total Benefits are broad-based benefits (health insurance, life and disability premiums) and financial planning. In the case of "Termination by Employee for Good Reason or by Employer Without Cause," Total Benefits also include an estimated outplacement fee of \$20,000.
- 8 Under Internal Revenue Code Section 280G, certain payments made to an executive officer in the event of a Change in Control are subject to a "golden parachute" excise tax under Code section 4999. The Severance Plan provides that if any compensation paid to the executive officer upon a Change in Control causes this excise tax to be imposed, the compensation would be reduced if and to the extent that the reduction would create a more favorable net-after-tax benefit to the executive officer. Based on the calculations prescribed under section 280G as applied to the amounts shown in the table, the executive officer would be subject to this excise tax in the event of a Change in Control, and therefore the officer's compensation would be reduced by the amount shown.

PAY RATIO DISCLOSURE

CEO Pay Ratio

Pursuant to Section 953(b) of the Dodd-Frank Wall Street Reform and Consumer Protection Act and the implementing regulations of the SEC, we are providing the following information about the relationship between the total annual compensation of our CEO, Mr. Sayler, and the median total annual compensation of our employees.

As reported in the Summary Compensation Table on [page 41](#), Mr. Sayler's 2025 total annual compensation was \$5,586,139. The 2025 median total annual compensation of all of our employees who were employed as of August 1, 2025 (the Determination Date), other than Mr. Sayler, was \$71,384, resulting in a pay ratio of 78:1.

Calculation Methodology

As of the Determination Date, our total worldwide employee population consisted of 3,468 employees, excluding the CEO. This included all full-time, part-time and temporary employees as well as employees on leaves of absence. Although the SEC regulations permit companies to exclude a limited number of non-U.S. employees, we did not use this exclusion.

The SEC regulations require the identification of the median compensated employee using a "Consistently Applied Compensation Measure" (CACM). The CACM used consisted of base salary or wages, overtime, target bonus and commissions as of the Determination Date. This compensation was annualized to cover the full 2025 fiscal year, as was the compensation of new hires. For international employees, their compensation was converted to U.S. dollars using the applicable foreign exchange rate as of the Determination Date.

After identifying the median compensated employee, that employee's total annual compensation was calculated consistent with the methodology used for determining the CEO's total annual compensation for the Summary Compensation Table.

The pay ratio reported above is our reasonable estimate calculated in a manner consistent with SEC regulations and the methodology described above. However, the SEC rules for identifying the median compensated employee and calculating the pay ratio allow companies to adopt a variety of methodologies, to apply exclusions, and to make reasonable estimates and assumptions that reflect their compensation practices and employee populations. Other companies may calculate their pay ratio using a methodology or estimates and assumptions which differ from those we used. Therefore, the pay ratio reported above may not be comparable to the pay ratio reported by other companies, including those in our peer group.

PAY VERSUS PERFORMANCE

Overview

In accordance with the “Pay Versus Performance” rules adopted by the SEC pursuant to the Dodd-Frank Wall Street Reform and Consumer Protection Act, we are providing the following information about the relationship between compensation actually paid to our executive officers and certain Company financial performance metrics for the fiscal years listed below using a methodology that has been prescribed by the SEC.

Fiscal Year	Summary Compensation Table Total for First PEO ⁽¹⁾	Summary Compensation Table Total for Second PEO ⁽²⁾	Compensation Actually Paid to First PEO ⁽¹⁾⁽⁴⁾	Compensation Actually Paid to Second PEO ⁽²⁾⁽⁴⁾	Average Summary Compensation Table Total for Non-PEO NEOs ⁽³⁾	Average Compensation Actually Paid to Non-PEO NEOs ⁽³⁾⁽⁴⁾	Total Shareholder Return (TSR)	Value of Initial Fixed \$100 Investment Based On:		Earnings per Share (EPS) ⁽⁶⁾
								Peer Group TSR ⁽⁵⁾	Company Net Income	
2025	\$5,586,138	N/A	\$11,583,180	N/A	\$1,841,516	\$3,878,289	\$266.11	\$251.75	\$116,300,000	\$5.54
2024	3,112,060	N/A	4,065,021	N/A	1,289,492	1,874,523	162.23	220.60	101,881,000	4.18
2023	3,647,641	2,677,153	4,225,234	2,306,171	1,434,053	1,862,816	130.97	164.32	92,545,000	3.70
2022	N/A	5,452,715	N/A	5,361,519	1,428,876	1,405,968	91.77	126.99	82,320,000	3.21
2021	N/A	4,161,742	N/A	3,230,464	1,039,962	1,215,051	95.91	146.65	63,496,000	2.59

Adjustments to Determine Compensation Actually Paid to Current CEO (PEO 1)

Current CEO	2021	2022	2023	2024	2025
SCT Total Compensation	N/A	N/A	\$3,647,641	\$3,112,060	\$5,586,139
Less Equity Award Values Reported in SCT	–	–	(1,492,717)	(1,651,551)	(3,052,886)
Plus Fair Value at Fiscal Year-End of Outstanding and Unvested Stock Awards Granted in Fiscal Year	–	–	1,700,271	2,006,282	4,865,106
Change in Fair Value of Outstanding and Unvested Stock Awards Granted in Prior Fiscal Years	–	–	325,125	622,595	4,047,645
Plus Fair Value at Vesting of Stock Awards Granted in Fiscal Year That Vested During Fiscal Year	–	–	0	0	0
Plus Change in Fair Value as of Vesting Date of Stock Awards Granted in Prior Fiscal Years For Which Applicable Vesting Conditions Were Satisfied During Fiscal Year	–	–	44,914	(24,366)	137,176
Less Fair Value as of Prior Fiscal Year-End of Stock Awards Granted in Prior Fiscal Years That Failed to Meet Applicable Vesting Conditions During Fiscal Year	–	–	0	0	0
Plus Dividends or Other Earnings Paid on Stock Awards in the Fiscal Year Prior to the Vesting Date that are not otherwise included in the Total Compensation for the Fiscal Year	–	–	0	0	0
Compensation Actually Paid (CAP)	N/A	N/A	\$4,225,234	\$4,065,021	\$11,583,180

Adjustments to Determine Compensation Actually Paid to Former CEO (PEO 2)

Former CEO	2021	2022	2023	2024	2025
SCT Total Compensation	\$4,161,742	\$5,452,715	\$2,677,153	N/A	N/A
Less Equity Award Values Reported in SCT	(2,462,845)	(2,963,694)	(1,499,967)	–	–
Plus Fair Value at Fiscal Year-End of Outstanding and Unvested Stock Awards Granted in Fiscal Year	1,714,174	2,813,301	0	–	–
Change in Fair Value of Outstanding and Unvested Stock Awards Granted in Prior Fiscal Years	(182,607)	(159,075)	338,042	–	–
Plus Fair Value at Vesting of Stock Awards Granted in Fiscal Year That Vested During Fiscal Year	0	0	1,786,685	–	–
Plus Change in Fair Value as of Vesting Date of Stock Awards Granted in Prior Fiscal Years For Which Applicable Vesting Conditions Were Satisfied During Fiscal Year	0	218,272	1,015,817	–	–
Less Fair Value as of Prior Fiscal Year-End of Stock Awards Granted in Prior Fiscal Years That Failed to Meet Applicable Vesting Conditions During Fiscal Year	0	0	(2,011,558)	–	–
Plus Dividends or Other Earnings Paid on Stock Awards in the Fiscal Year Prior to the Vesting Date that are not otherwise included in the Total Compensation for the Fiscal Year	0	0	0	–	–
Compensation Actually Paid (CAP)	\$3,230,464	\$5,361,519	\$2,306,171	N/A	N/A

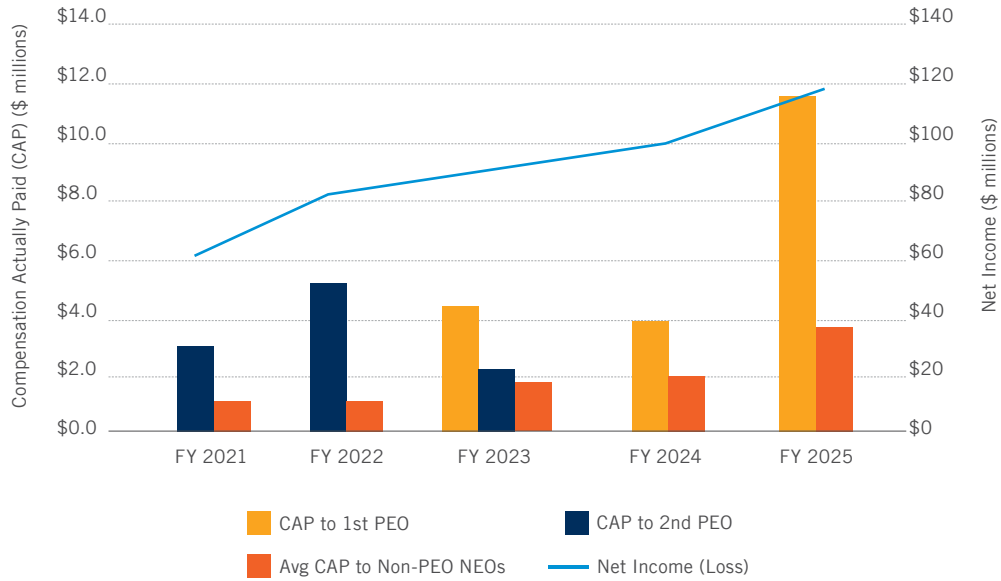
Adjustments to Determine Compensation Actually Paid to Non-PEO NEOs

Average Compensation	2021	2022	2023	2024	2025
SCT Total Compensation	\$1,039,962	\$1,428,876	\$1,434,053	\$1,289,492	\$1,841,516
Less Equity Award Values Reported in SCT	(257,270)	(543,430)	(576,795)	(493,819)	(676,500)
Plus Fair Value at Fiscal Year-End of Outstanding and Unvested Stock Awards Granted in Fiscal Year	179,064	517,034	645,518	599,886	1,078,079
Change in Fair Value of Outstanding and Unvested Stock Awards Granted in Prior Fiscal Years	(23,168)	(15,413)	332,101	493,583	1,552,156
Plus Fair Value at Vesting of Stock Awards Granted in Fiscal Year That Vested During Fiscal Year	0	0	0	0	0
Plus Change in Fair Value as of Vesting Date of Stock Awards Granted in Prior Fiscal Years For Which Applicable Vesting Conditions Were Satisfied During Fiscal Year	276,464	18,900	27,940	(14,618)	83,039
Less Fair Value as of Prior Fiscal Year-End of Stock Awards Granted in Prior Fiscal Years That Failed to Meet Applicable Vesting Conditions During Fiscal Year	0	0	0	0	0
Plus Dividends or Other Earnings Paid on Stock Awards in the Fiscal Year Prior to the Vesting Date that are not otherwise included in the Total Compensation for the Fiscal Year	\$0	\$0	\$0	0	0
Compensation Actually Paid (CAP)	\$1,215,051	\$1,405,968	\$1,862,816	\$1,874,523	\$3,878,289

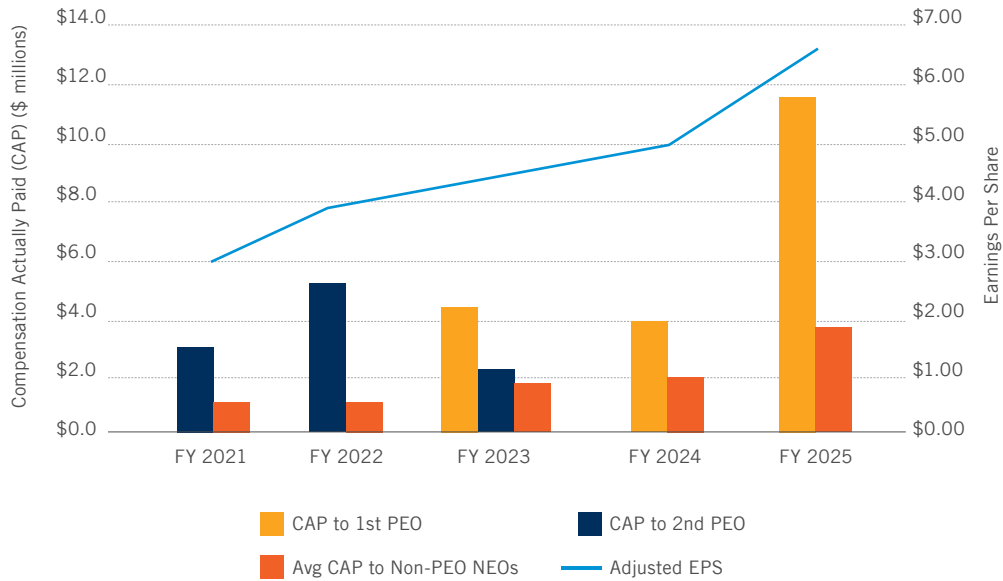
- Bryan H. Sayler has served as the Company's PEO (Principal Executive Officer) since the second quarter of fiscal 2023.
- Victor L. Richey served as the Company's PEO during fiscal 2021, fiscal 2022 and the first quarter of fiscal 2023.
- The Company's non-PEO executive officers for fiscal 2022 through 2025 were Christopher L. Tucker, Senior VP & CFO, and David M. Schatz, Senior VP, General Counsel & Secretary. In fiscal 2021, Mr. Tucker succeeded Gary E. Muenster as an executive officer, and Mr. Schatz succeeded Alyson S. Barclay as an executive officer. Accordingly, there were two persons serving as non-PEO executive officers at all times during these years.
- The following amounts were deducted from or added to Summary Compensation Table total compensation in accordance with the SEC-mandated adjustments to calculate Compensation Actually Paid to our principal executive officer (PEO) and the average Compensation Actually Paid to our non-PEO executive officers. The fair value of equity awards was determined using methodologies and assumptions developed in a manner substantively consistent with those used to determine the grant date fair value of such awards. In calculating the year-end fair values of equity awards, the assumptions made did not differ materially from the assumptions made in calculating the grant date fair values of such awards.
- The Peer Group TSR set forth in this table utilizes the S&P SmallCap 600 Industrials Index, which we also utilize in the stock performance graph required by Item 201(e) of Regulation S-K included in our Annual Report for the year ended September 30, 2025. The comparison assumes \$100 was invested for the period starting September 30, 2021 through the last day of the subsequent fiscal years, in the Company and in the S&P SmallCap 600 Industrials Index, respectively. Historical stock performance is not necessarily indicative of future stock performance.
- We determined EPS to be the most important financial performance measure used to link Company performance to Compensation Actually Paid to our PEO and the other executive officers in 2025. This performance measure may not have been the most important financial performance measure for one or more of fiscal years 2021 through 2024 and we may determine a different financial performance measure to be the most important financial performance measure in future years.

Pay Versus Performance Relationships

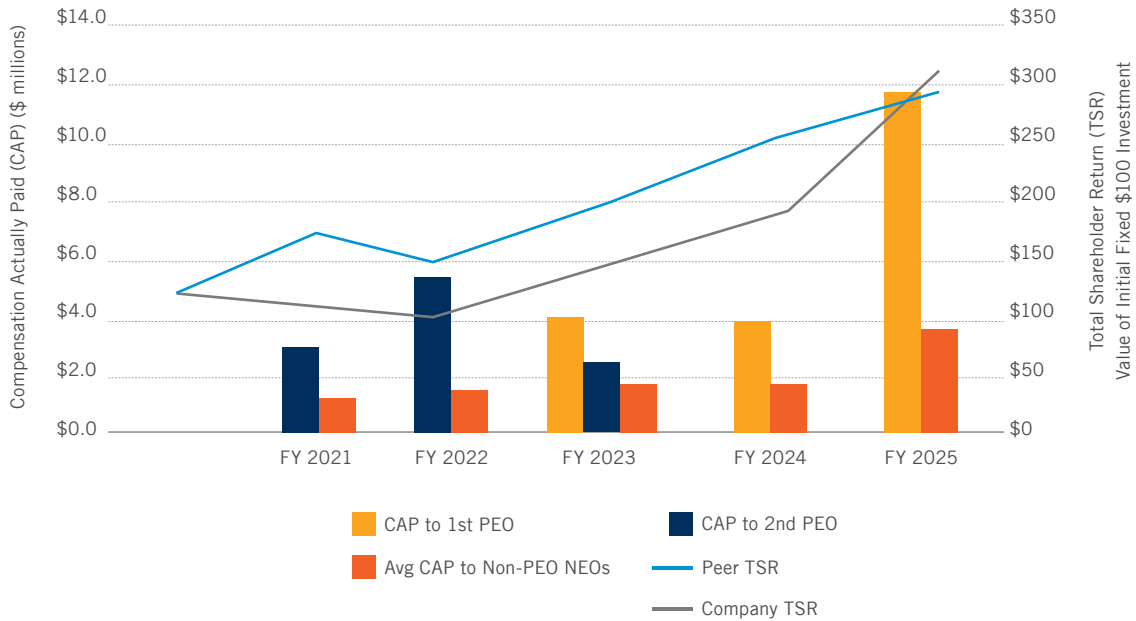
CAP vs. Net Income (Loss)



CAP vs. Adjusted EPS



CAP vs. TSR



Tabular List of Most Important Financial Performance Measures

The following table presents the financial performance measures that the Company considers to have been the most important in linking 2025 Compensation Actually Paid to our PEO and the non-PEO NEOs to Company performance, due to their use in the PCP and the PSU awards. More information about each of these measures, including why the Company uses these measures and how they are calculated with respect to applicable compensation plans, is included in the Compensation Discussion and Analysis section of this Proxy Statement. The measures in this table are not ranked.

Adjusted EPS
Adjusted Cash Flow from Operating Activities
EBITDA
Return on Invested Capital (ROIC)
Total Shareholder Return (TSR)

Proposal 3:

APPROVAL OF AMENDMENT TO THE COMPANY'S EMPLOYEE STOCK PURCHASE PLAN

The Board of Directors recommends a vote FOR this Proposal.

The Company's Board of Directors has declared it to be advisable and in the best interests of the Company and its shareholders, and therefore recommends that the shareholders approve, an amendment to Section 7(b) of the Company's Employee Stock Purchase Plan, as described below (the "Proposed Amendment").

PRINCIPAL FEATURES OF THE PLAN

The Plan was adopted by the Board of Directors of the Company on April 28, 1992. It has been amended and restated numerous times, most recently in November 2024. The purpose of the Plan is to provide a convenient method by which eligible employees of the Company and its designated domestic subsidiaries, who choose to do so, may purchase shares of the Company's common stock. The administrator and Trustee of the Plan is Computershare, Inc., which is also the Company's transfer agent. All costs and expenses of administering the Plan, including the fees of the Trustee, are paid by the Company.

Eligibility and Participation

All current and future employees of the Company and its current domestic and Canadian subsidiaries are eligible to participate in the Plan. A subsidiary hereafter acquired by the Company may elect to permit its employees to participate in the Plan subject to the approval of the Company's Chief Executive Officer or any other Senior Corporate Officer of the Company to whom the Chief Executive Officer has delegated such authority.

Participation in the Plan is entirely voluntary. Upon written application by any eligible employee to the Trustee, on a Company-approved form, the Trustee will open a Plan account for the employee. Eligible employees for whom accounts are opened and maintained in accordance with the terms of the Plan are referred to as "participants".

Contributions by Participants

Participants may make contributions to the Plan only through payroll deductions. By completing and submitting a Company-approved form, participants may authorize the Company to make deductions from their "Compensation" as defined in the Company's 401(k) Plan, which generally includes all cash compensation but excludes payments under stock-based plans, severance payments, reimbursements and payments more than 2½ months after termination of employment or the end of the plan year, to be applied to the purchase of Company common stock under the terms of the Plan. Deductions authorized for such purpose must be whole percentages of eligible compensation, not less than one percent (1%) nor more than ten percent (10%).

A participant may cease making contributions to the Plan at any time, but the shares allocated to the participant's account will remain in the Plan until they are withdrawn by the participant; however, if the participant later wishes to resume making contributions to the Plan the participant must complete a new Plan Participation/Election Form.

As of September 30, 2025 the Trustee held a total of approximately 128,154 shares of Company common stock in the Plan for a total of 838 participant accounts, of whom 630 were active participants with payroll deduction elections currently in effect.

Purchase and Allocation of Shares

The Company forwards the participants' payroll deduction contributions, together with the Company's matching contributions described below, to the Trustee monthly, and the Trustee uses the contributions to purchase shares of Company common stock. Brokerage costs incurred in the purchase are charged pro rata to the participants' accounts and increase the participants' cost basis in their shares.

The Trustee may purchase shares either on the open market or in private transactions, but no private transactions may be at a price greater than the then-market price on the New York Stock Exchange. Following each stock purchase, the Trustee allocates the purchased shares to the participants' accounts pro rata according to their respective contributions to the purchase price. The Trustee may not purchase shares from the Company.

Withdrawal from the Plan; Sale of Shares

A participant may from time to time elect to withdraw a number of whole shares from the participant's account, in which case the shares are transferred to an individual account in the name of the participant, to the participant's brokerage account, or otherwise as the Company may permit. Alternatively, the participant may request the Trustee to sell a number of whole shares in the participant's account and remit the cash proceeds to the participant, less any commission charged by the Trustee.

Company Matching Contributions

Section 7(b) of the Plan permits the Company to make matching contributions to the Plan in cash up to a maximum of 20% of the employees' contributions. These matching contributions are used by the Trustee to purchase additional shares, which are allocated proportionately to the participants' accounts as described above. Since 2004, the match percentage has been the maximum of 20%. Matching contributions allocated to a participant's account constitute taxable income to the participant and are deductible by the Company as a compensation expense. In fiscal 2025, the Company made pre-tax contributions of approximately \$1,098,000 to the Plan to match approximately \$5,490,000 in employee contributions. However, because future Company matching contributions are dependent on the number of participants and their individual elections as well as approval of the proposed increase in the maximum number of matching shares, and because the value of a participant's Plan account depends on the value of the underlying Company common stock, the future amounts or value which any individual or group of employees may receive under the Plan is not determinable.

Current Limitation; Effect

In 2003 the Plan was amended to place a cap of 200,000 on the total number of shares which could be purchased thereafter with Company matching contributions; as a result, the Company must periodically seek approval from its shareholders to increase the number of shares that can be purchased with Company matching contributions. At the February 2019 Annual Meeting, the Company's shareholders overwhelmingly approved an increase in the cap to the current number of 275,000 shares.

As of September 30, 2025 a total of 255,014 shares had been purchased after 2003 with Company matching contributions, of which 16,077 shares had been purchased in the previous 24 months. The Company estimates that, based on current employee participation rates and Company stock prices, the 275,000 share cap may be reached some time during fiscal 2027, at which time, unless the cap is increased as proposed by the Proposed Amendment, the Company will not be able to make further matching cash contributions to the Plan for the purchase of Company stock. The Company believes that this would greatly diminish the incentive for employees to participate in the Plan and thereby reduce the alignment between the interests of the Company and its employees created by employee ownership of Company shares.

DESCRIPTION OF THE PROPOSED AMENDMENT

Purpose and Text of the Amendment

The Proposed Amendment would amend Section 7(b) of the Plan to increase the number of Company shares which may be purchased with Company matching contributions from 275,000 to 350,000, an increase of 75,000 shares which is the same number as approved in 2019. As in the current Plan, this number is subject to adjustment to reflect stock dividends, stock splits, reverse stock splits and similar matters occurring after the date of the Meeting that affect the number of outstanding shares of Common Stock. The text of the Proposed Amendment is as follows (deletions are in red and lined out, and additions are in blue, in bold font and underlined):

*“(b) At the discretion of a Senior Corporate Officer of the Company, the Company or a participating subsidiary may contribute in cash an amount not to exceed twenty percent (20%) of the amounts contributed by participants employed by it or its division or subsidiaries. The Company’s contribution amounts may be separately determined for each of its subsidiaries or divisions. Amounts contributed by the Company or a subsidiary under this Section 7(b) shall be considered as additional compensation to the participants for purposes of applicable income and employment taxes. Commencing October 15, 2003, the total number of shares of Common Stock that may be purchased under the Plan with the Company’s contribution amounts shall not exceed ~~two hundred seventy-five thousand (275,000)~~ **three hundred fifty thousand (350,000)** shares, which number shall be adjusted to reflect stock dividends, stock splits, reverse stock splits and similar matters occurring after ~~February 5, 2019~~ **the date of the 2026 Annual Meeting** that affect the number of outstanding shares of Common Stock.”*

A complete copy of the Plan, restated to include the proposed Amendment and to update various references to the effective date of the most recent amendment, is set forth as Appendix A to this Proxy Statement.

Rationale for the Amendment

The Company views the Plan as an important vehicle for Company employees to acquire and hold shares of the Company’s common stock, and thereby more closely align employees’ interests with those of the Company. The cost to the Company of providing the 20% match is approximately \$1.1 million per year at current participation rates. Accordingly, Management believes that the Company match offers an important incentive to employees to participate in the Plan at a reasonable cost to the Company, and that its employees’ participation in the Plan would be adversely affected if the Company were no longer able to provide the match.

The Company estimates that, based on the current participation rate and stock price and the possibility of an increasing eligible employee base, the proposed increase will be sufficient to permit Company matching contributions to be made for at least another eight years, through fiscal 2034, at which time it would again seek shareholder approval if it intends to continue the match.

No Dilution

Because the Plan purchases only previously-issued Company shares, and may not purchase shares from the Company, the purchase of shares by the Plan does not increase the number of shares outstanding and therefore does not dilute the interests of the Company’s shareholders, regardless of whether the shares are purchased with employee contributions or with Company matching contributions.

Approval; Effect of Failure to Approve

The Proposed Amendment will become effective upon its approval at the Meeting by a majority of the shares voting on the matter. If the Proposed Amendment is not approved by the requisite vote, then it will not become effective and the number of Company shares that may be purchased under the Plan with the Company’s contribution amounts will remain at its current limit of 275,000 shares. When this limit is reached, most likely during fiscal 2027, the Company will no longer be able to make further matching contributions to the Plan.

OTHER EQUITY COMPENSATION PLAN INFORMATION

The following table summarizes certain information regarding shares of Company common stock that may be issued by the Company pursuant to its equity compensation plans existing as of September 30, 2025; it does not include any shares which may be purchased on the open market under the Employee Stock Purchase Plan, as described above:

Plan category	Number of securities to be issued upon exercise of outstanding options, warrants and rights ⁽¹⁾	Weighted-average exercise price of outstanding options, warrants and rights	Number of securities remaining available for future issuance under equity compensation plans (excluding securities reflected in the first column) ⁽¹⁾
Equity compensation plans approved by security holders ⁽²⁾	218,667 ⁽³⁾	N/A ⁽⁴⁾	808,103 ⁽⁵⁾
Equity compensation plans not approved by security holders ⁽⁶⁾	68,493	N/A ⁽⁴⁾	21,316
Total	287,160	N/A⁽⁴⁾	829,419

- 1 The number of shares is subject to adjustment for future changes in capitalization by stock splits, stock dividends and similar events. Does not include shares that may be purchased on the open market pursuant to the Company's Employee Stock Purchase Plan (ESPP). Under the ESPP, participants may elect to have up to 10% of their current salary or wages withheld and contributed to one or more independent trustees for the purchase of shares. At the discretion of an officer of the Company, the Company or a domestic subsidiary or division may contribute cash in an amount not to exceed 20% of the amounts contributed by participants; however, as of September 30, 2025 the total number of shares purchased with the Company's matching contributions after October 15, 2003 may not exceed 275,000. As of September 30, 2025, 667,036 shares had been purchased with the Company's matching funds of which 255,013 were purchased after October 15, 2003.
- 2 Consists of the Company's 2018 Omnibus Incentive Plan (Omnibus Plan).
- 3 Represents shares issuable under the Omnibus Plan (i) upon vesting of stock-based awards granted under the Omnibus Plan or (ii) upon distribution of vested shares held by directors who have made an election to defer their receipt of stock-based compensation issuable under the Omnibus Plan. Includes a number of common stock equivalents representing dividends accrued on unvested and vested deferred shares, which are distributable in common stock along with the underlying shares.
- 4 The securities outstanding at September 30, 2025 have no exercise price.
- 5 Represents shares currently available for awards under the Omnibus Plan.
- 6 Consists of the Company's Compensation Plan for Non-Employee Directors (Directors Compensation Plan), under which the Company's non-employee directors were compensated before 2021; since then the directors have been compensated under the Omnibus Plan. As of September 30, 2025, of the 400,000 shares authorized for issuance under the Directors Compensation Plan a total of 310,191 shares had been issued and approximately 68,493 shares had been elected by various directors to be issued on a deferred basis; the remaining 21,316 shares will be used, if at all, only to satisfy dividend accrual rights attached to deferred shares awarded prior to fiscal 2023 under the Directors Compensation Plan; however, all such accruals in fiscal 2025 were charged to the Omnibus Plan. Details of the directors' compensation, including elective deferrals and dividend accrual rights, are hereby incorporated by reference to the section captioned "Directors Compensation" beginning on [page 21](#).

Proposal 4:

RATIFICATION OF APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

The Board of Directors recommends a vote FOR this Proposal.

The Audit Committee has appointed Grant Thornton LLP (Grant Thornton), an independent registered public accounting firm, as our independent public accounting firm for the fiscal year ending September 30, 2025. We first retained Grant Thornton to audit our consolidated financial statements for fiscal 2022.

Although we are not required to submit the appointment of Grant Thornton to a vote of the shareholders, our Board of Directors believes it is appropriate to request that the shareholders ratify the appointment. If the shareholders do not ratify this appointment by a majority of shares voting at the meeting, the Committee will investigate the reasons for the rejection and will reconsider the appointment. A representative of Grant Thornton is expected to be present at the Meeting and will have the opportunity to make a statement if they desire to do so and be available to respond to appropriate questions from shareholders.

PRE-APPROVAL OF AUDIT AND PERMITTED NON-AUDIT SERVICES

The Audit Committee has adopted pre-approval policies and procedures requiring the Committee to pre approve all audit and permitted non-audit services to be provided by our independent registered public accounting firm. In accordance with this policy, the Committee has pre-approved and has set specific quarterly limitations on fees for the following categories of services: general accounting and SEC consultation, compliance with pertinent legislation, general taxation matters and tax returns. Services which have not received specific pre-approval by the Committee must receive such approval prior to the rendering of the services.

AUDITOR FEES AND SERVICES

We have incurred the following fees to Grant Thornton, our independent registered public accounting firm for fiscal 2025 and fiscal 2024, for services rendered for each of those years, respectively. All of these fees were pre approved by the Audit Committee.

Fee Category	2025	2024
Audit Fees ⁽¹⁾	\$1,799,000	\$1,350,000
Audit-Related Fees ⁽²⁾	0	0
Tax Fees ⁽³⁾	0	0
All Other Fees ⁽⁴⁾	73,316	100,830
Total	\$1,872,316	\$1,450,830

- 1 Audit Fees primarily represent amounts paid for the audit of our Consolidated Financial Statements included in our Annual Report to Shareholders, reviews of the quarterly financial statements included in our SEC Forms 10-Q, the performance of statutory audits for certain of our foreign subsidiaries, and services that are normally provided in connection with statutory and regulatory filings for those fiscal years, including expressing an opinion on our internal control over financial reporting.
- 2 Audit-Related Fees represent amounts paid for assurance and related services that are reasonably related to the performance of the audit or review of financial statements and which are not included in Audit Fees above.
- 3 Tax Fees represent amounts paid for tax compliance, tax advice and tax planning services.
- 4 All Other Fees includes amounts paid for out-of-pocket expenses in connection with the audit.

AUDIT COMMITTEE REPORT

The Audit and Finance Committee oversees and monitors the Company's financial reporting process on behalf of the Board of Directors. Management has the primary responsibility for the financial statements and the reporting process, including the Company's system of internal controls. In fulfilling its oversight responsibilities, the Committee reviewed and discussed with management the audited financial statements to be included in the Company's Annual Report on Form 10-K for the year ended September 30, 2025, including a discussion of the quality and the acceptability of the Company's financial reporting practices and the internal controls over financial reporting.

The Committee reviewed with Grant Thornton, the independent registered public accounting firm which is responsible for expressing opinions on the conformity of those audited financial statements with accounting principles generally accepted in the United States of America and on the Company's internal control over financial reporting, its judgments as to the quality and the acceptability of the Company's financial reporting and such other matters as are required to be discussed with the Committee under auditing standards generally accepted in the United States of America. In addition, the Committee discussed with Grant Thornton its independence from management and the Company, including the impact of any non-audit-related services provided to the Company, the matters in that firm's written disclosures and the letter from Grant Thornton to the Committee pursuant to the applicable requirements of the Public Company Accounting Oversight Board (PCAOB) and the SEC regarding the independent accountants' communications with the Audit Committee concerning independence, and the other matters required by the PCAOB's Auditing Standards.

Further, the Committee discussed with both the Company's internal audit executive and Grant Thornton the overall scope and plans for their respective fiscal 2025 audits. The Committee met periodically with the Company's internal audit executive and representatives of Grant Thornton, with and without management present, to discuss the results of their respective examinations, their respective evaluations of the Company's internal controls (including internal controls over financial reporting), and the overall quality of the Company's financial reporting.

In reliance on the reviews and discussions referred to above, the Committee recommended to the Board of Directors that the audited financial statements be included in the Company's Annual Report on Form 10-K for the fiscal year ended September 30, 2025 filed with the SEC.

The Committee also appointed Grant Thornton as the Company's independent registered public accounting firm for fiscal 2026.

The Audit And Finance Committee

Patrick M. Dewar, Chair

David A. Campbell

Janice L. Hess

Vinod M. Khilnani

OTHER INFORMATION

SECURITIES OWNERSHIP OF DIRECTORS AND EXECUTIVE OFFICERS

The following table sets forth certain information with respect to the number of shares beneficially owned by our directors and executive officers as of November 24, 2025, the record date for the Meeting. For purposes of this table and the following table, the “beneficial ownership” of shares means the power, either alone or shared with one or more other persons, to vote or direct the voting of the shares, and/or to dispose of or direct the disposition of the shares, and includes any shares with respect to which the named person had the right to acquire beneficial ownership within the next 60 days. Unless otherwise noted, each person had the sole voting and dispositive power over the shares listed.

Name of Beneficial Owner	Number of Shares Beneficially Owned	Percent of Outstanding Shares ⁽¹⁾
David A. Campbell	2,642 ⁽²⁾	(3)
Penelope M. Conner	2,054 ⁽²⁾	(3)
Patrick M. Dewar	22,656 ⁽²⁾	(3)
Janice L. Hess	8,910 ⁽²⁾	(3)
Vinod M. Khilnani	25,033 ⁽²⁾	(3)
Robert J. Phillippy	30,622 ⁽²⁾	(3)
Gloria L. Valdez	10,879 ⁽²⁾	(3)
Bryan H. Sayler	30,037 ⁽⁴⁾	(3)
Christopher L. Tucker	18,024 ⁽⁴⁾	(3)
David M. Schatz	24,830 ⁽⁴⁾	(3)
All directors and executive officers as a group (10 persons)	175,687	0.7%

1 Based on 25,874,368 shares outstanding as of November 24, 2025, the record date for the Meeting.

2 Includes approximately 2,642, 1,349, 22,656, 8,910, 1,349, 20,403 and 8,748 common stock equivalents credited to the deferred compensation accounts of Mr. Campbell, Ms. Conner, Mr. Dewar, Ms. Hess, Mr. Khilnani, Mr. Phillippy and Ms. Valdez, respectively, under the Compensation Plan for Non Employee Directors. See Director Compensation beginning on [page 21](#). Stock equivalents have been rounded to the nearest whole share.

3 Less than 0.2%.

4 Includes shares held in our Employee Stock Purchase Plan. Does not include 21,090, 7,097 and 3,801 unvested RSU award units held by Mr. Sayler, Mr. Tucker and Mr. Schatz, respectively, and a currently indeterminate number of shares issuable upon vesting of unvested PSUs held by the executive officers, as described under **Long-Term Equity Incentive Compensation** on [page 34](#).

SECURITIES OWNERSHIP OF CERTAIN BENEFICIAL OWNERS

The following table sets forth certain information with respect to each person known by us as of the dates set forth in the footnotes below to be deemed, pursuant to applicable SEC regulations, to beneficially own more than five percent of our outstanding shares. For this purpose, beneficial ownership of shares is determined in accordance with SEC Rule 13d-3 and includes sole or shared voting and/or dispositive power with respect to such shares.

Name and Address of Beneficial Owner	Number of Shares Beneficially Owned	Percent of Outstanding Shares ⁽¹⁾
BlackRock, Inc. 50 Hudson Yards, New York, NY 10001	3,857,252 ⁽²⁾	14.9%
Vanguard Group, Inc. PO Box 2600, V26, Valley Forge, PA 19482	2,948,437 ⁽³⁾	11.4%

1 Based on 25,874,368 shares outstanding as of November 24, 2025, the record date for the Meeting.

2 Based on information contained in a Form 13F filed with the SEC on November 12, 2025 by BlackRock Inc., which reported that as of September 30, 2025 it and its affiliated investment management companies had sole dispositive power over 3,857,026 of these shares and sole voting power over 3,776,157 of these shares. Although BlackRock Inc. has stated that it is the parent holding company of certain institutional investment managers and that it does not itself exercise and has disclaimed investment discretion over any securities positions over which its investment operating subsidiaries exercise such discretion, for purposes of this Proxy Statement it is deemed to be a beneficial owner of these shares.

3 Based on information contained in a Form 13F filed with the SEC on November 7, 2025 by Vanguard Group, Inc., which reported that as of September 30, 2025 it and its affiliated investment management companies had sole dispositive power over 2,743,724 of these shares, shared dispositive power over 204,713 of these shares, and shared voting power over 175,934 of these shares. For purposes of this Proxy Statement it is deemed to be a beneficial owner of these shares.

SHAREHOLDER PROPOSALS

SEC Rule 14a-19 provides, among other things, that a shareholder desiring to solicit proxies in support of one or more director nominees not nominated by the Company must provide notice of such intent containing the information required by the Rule and postmarked or transmitted electronically to the Company at its principal executive office no later than 60 calendar days prior to the anniversary of the previous year's Annual Meeting; for the Company's 2027 Annual Meeting this deadline will be December 1, 2026.

The Company's Articles of Incorporation require that in order for a shareholder of the Company to formally nominate an individual for election as a director or propose other business at an annual meeting of shareholders, written notice of the nomination or proposal must be given to the Company not less than 60 nor more than 90 days before the meeting; provided that if the Company gives less than 50 days' notice or prior public disclosure of the date of the meeting, then the shareholder must give such notice not later than ten days after notice of the meeting is mailed or other public disclosure of the meeting is made, whichever occurs first. We intend to give public notice of the date of our 2027 Annual Meeting in connection with the release of our financial results for fiscal 2026, which we expect will occur in mid-November of 2026.

The required advance notice must include certain additional information regarding both the proponent and any prospective nominee useful to the Company in evaluating and responding to the nomination or proposal, and as to proposals other than nominations, a full description of the proposal, including its text, and a description of any agreements or arrangements between the proponent and any other person in connection with the proposal, all as specified in detail in the Company's Articles of Incorporation and Bylaws. Any prospective director nominees must also complete a questionnaire regarding the background and qualifications of the proposed nominee and any person or entity on whose behalf the nomination is being made, and must represent in writing that the proposed nominee is not, and will not become, a party to any undisclosed voting commitments or compensation arrangements with respect to service as a

director, and will comply with all applicable publicly disclosed corporate governance, conflict of interest, confidentiality and stock ownership and stock trading policies and guidelines of the Company.

The Board may reject any nominations or proposals that are not made in accordance with these procedures or that are not a proper subject for shareholder action in accordance with the provisions of applicable law. The foregoing time limits also apply in determining whether notice is timely for purposes of rules adopted by the SEC relating to the exercise of discretionary voting authority.

The above requirements are in addition to, and are separate from, the requirements of SEC Rule 14a-8 relating to the rights of shareholders to request inclusion of proposals in, or of the Company to omit proposals from, the Company's proxy statement. However, solely with respect to a proposal, other than the nomination of directors, that a shareholder proposes to bring before an annual meeting of shareholders, the notice requirements set forth in the Company's Articles of Incorporation and Bylaws will be deemed satisfied by the shareholder if the shareholder has submitted the proposal to the Company in compliance with Rule 14a-8 and the proposal has been included in the Company's proxy statement for the meeting.

Proposals of shareholders intended to be presented at the 2027 Annual Meeting must be received by the Company not later than August 12, 2026 (120 calendar days before the anniversary of the first mailing of these proxy materials), if the proponent wishes to have them included in the Company's proxy statement and form of proxy relating to that meeting pursuant to SEC Rule 14a-8. Upon receipt of any such proposal, the Company will determine whether or not to include such proposal in the proxy statement and form of proxy in accordance with SEC regulations governing the solicitation of proxies.

In each case, the notice required to be given to the Company must be directed to the Secretary of the Company, whose address is 645 Maryville Centre Drive, Suite 300, St. Louis, MO 63141-5855. Any shareholder desiring a copy of the Company's Articles of Incorporation or Bylaws will be furnished one without charge upon written request to the Secretary.

Shareholders may also recommend director candidates to the Governance Committee for consideration as described under **Governance Committee** on [page 17](#).

FORWARD-LOOKING STATEMENTS

Statements contained in this Proxy Statement regarding future events that reflect or are based on current expectations, estimates, forecasts, projections or assumptions about the Company's management, performance and intentions are considered "forward-looking statements" within the meaning of the safe harbor provisions of the Federal securities laws. These may include, but are not necessarily limited to, statements about proposed or potential future actions, compensation or benefits under the Company's compensation plans, incentive plans, employee benefit plans or awards, employment, compensation or severance agreements, proposed or anticipated Board or management actions, policies and programs, future meeting or information release dates, and any other statements contained herein which are not strictly historical. Words such as expects, anticipates, targets, goals, projects, intends, plans, believes, variations of such words, and similar expressions are intended to identify such forward-looking statements. Investors are cautioned that such statements are only predictions and speak only as of the date of this Proxy Statement, and the Company undertakes no duty to update them except as may be required by applicable laws or regulations. The Company's actual results and actions in the future may differ materially from those described in the forward-looking statements due to numerous risks and uncertainties that exist in the Company's operations and business environment, including but not limited to those described in Item 1A, "Risk Factors," of the Company's Annual Report on Form 10 K for the fiscal year ended September 30, 2025.

I Appendix A

TWELFTH AMENDMENT AND RESTATEMENT OF THE ESCO TECHNOLOGIES INC. EMPLOYEE STOCK PURCHASE PLAN (PROPOSED)

Set forth below is the text of the Company's Employee Stock Purchase Plan, as restated to include the amendment to Section 7(b) proposed in Proposal 3 – Approval of Amendment to Employee Stock Purchase Plan on page 55; deletions are in *red, in italics, and lined-out* and additions are in **blue, in bold font and underlined**.

~~ELEVENTH~~**TWELFTH AMENDMENT AND RESTATEMENT OF THE ESCO TECHNOLOGIES INC. EMPLOYEE STOCK PURCHASE PLAN**

(Incorporating all amendments through ~~November 7, 2024~~ **January 30, 2026**)

1. **Title:** This Plan shall be known as the “ESCO Technologies Inc. Employee Stock Purchase Plan”. ESCO Technologies Inc. (the “Company”) is a Missouri corporation with its principal offices located at 645 Maryville Centre Drive, Suite 300, St. Louis, Missouri 63141.
2. **Purpose:** The purpose of the Plan is to provide a convenient method by which employees of the Company and certain of its subsidiaries, who wish to do so, may purchase shares of the common stock of the Company (hereinafter referred to as “Common Stock”).
3. **Eligibility:** A division or subsidiary of the Company may elect to permit its employees to participate in the Plan, subject to the approval of the Chief Executive Officer of the Company or any other Senior Corporate Officer of the Company to whom such authority has been delegated by the Chief Executive Officer of the Company, provided that participation shall be subject to the Company having obtained any necessary permits or authorizations necessary for the offer and/or sale of Common Stock to the participating employees under the Plan. All current and future employees of the units listed in Attachment 1 hereto are eligible to participate in the Plan. Upon the addition or subtraction of a participating subsidiary the Company shall cause Attachment 1 to be appropriately updated, indicating the effective date of the change.
4. **Participation:**
 - a. Participation in the Plan shall be entirely voluntary. Upon submission by any eligible employee of a Company-approved Plan Participation and Election Form or by such electronic means as the Company may approve (in whatever form and by whatever method submitted, the “Plan Participation/Election Form”), an account shall be opened with respect to such employee in the name of the employee. Eligible employees for whom accounts are opened and maintained in accordance with the terms of the Plan are herein referred to as “participants.”
 - b. A participant may not assign or pledge any interest the participant may have under the Plan.
5. **The Trustee:** The Plan shall be administered by one or more Trustees (herein called the “Trustee,” whether one or more) appointed by an officer designated by the Board of Directors of the Company. The Trustee shall at all times be “an agent independent of the issuer” as defined in Rule 10b-18 under the Securities Exchange Act of 1934 (the “1934 Act”). The Trustee shall have power and authority to establish such procedures as the Trustee shall deem necessary to effect equitably and fairly the provisions and the intent of the Plan.
6. **Contributions by Participants:**
 - a. Participants may make contributions to the Plan only through payroll deductions. By completing and submitting a Plan Participation/Election Form, participants may authorize the Company to make deductions from their “Compensation,” as defined in the Company's Employee Savings Investment Plan (the “401(k) Plan”) to be applied to the purchase of Common Stock of the Company under the terms of the Plan.

- b. Deductions authorized for such purpose shall be whole percentages of Compensation and shall not be less than one percent (1%) nor more than ten percent (10%). The Company may establish rules of uniform application regarding a participant's ability to change the participant's deduction authorizations.
- c. Participants' contributions shall be included in their gross income for purposes of applicable income and employment taxes.
- d. A participant may cease making contributions to the Plan at any time by completing a Plan Participation/Election Form revoking the participant's payroll withholding authorization. Such cessation shall be effective as promptly as practicable after the participant's direction to cease withholding is received by the Company's payroll processing service. In such event the shares allocated to the participant shall remain in the Plan until withdrawn as set forth in Sections 10 or 11 below. If the participant later wishes to resume making contributions to the Plan the participant must submit a new Plan Participation/Election Form.

7. Stock Purchases and Allocation to Participant Accounts: Common Stock purchases under the Plan, and allocation of such Common Stock to the accounts of participants, shall be effected pursuant to the following rules and procedures:

- a. The Company shall remit amounts withheld pursuant to payroll authorizations under the Plan to the Trustee on a monthly basis as promptly as practicable after the end of each month.
- b. At the discretion of a Senior Corporate Officer of the Company, the Company or a participating subsidiary may contribute in cash an amount not to exceed twenty percent (20%) of the amounts contributed by participants employed by it or its divisions or subsidiaries. The Company's contribution amounts may be separately determined for each of its subsidiaries or divisions. Amounts contributed by the Company or a subsidiary under this Section 7(b) shall be considered as additional compensation to the participants for purposes of applicable income and employment taxes. Commencing October 15, 2003, the total number of shares of Common Stock that may be purchased under the Plan with the Company's and its subsidiaries' contributions shall not exceed ~~two hundred seventy-five thousand (275,000)~~ **three hundred fifty thousand (350,000)** shares, which number shall be adjusted to reflect stock dividends, stock splits, reverse stock splits and similar matters occurring after ~~February 5, 2019~~ **the date of the 2026 annual Meeting** that affect the number of outstanding shares of Common Stock.
- c. The Trustee shall use amounts contributed pursuant to Sections 7(a) and 7(b) to purchase shares of the Common Stock of the Company on a monthly basis as promptly as practicable after receipt of such amounts. Common Stock may be purchased from sellers unaffiliated with the Company in private transactions, or such purchases may be effected on the New York Stock Exchange. No private transaction may be at a price greater than the then-market price of the Company's Common Stock on the New York Stock Exchange. Common Stock may not be purchased from the Company or its affiliates.
- d. Following each stock purchase, the Trustee shall allocate shares purchased by the Trustee to the participants' accounts pro rata according to their respective contributions to the purchase price. The cost per share charged against the account of each participant for shares allocated to the participant's account shall be the average cost to the Trustee for the shares purchased by the Trustee (including brokerage fees and any other expenses directly applicable to the purchase of such shares). Both whole and fractional shares shall be allocated.
- e. The Trustee shall cause a participant account to be maintained for each participant and shall issue stock certificates to a participant only upon the circumstances and in the manner provided in Section 10.
- f. Cash dividends received by the Trustee on shares held by it under the Plan shall be used by the Trustee to purchase additional shares which shall be allocated among all participants, pro rata, on the basis of their respective account balances and credited to the accounts of participants as additional contributions under the Plan. Account balances for this purpose shall be determined as of the dividend record date preceding the allocation of shares to such accounts. Any shares of the Common Stock of the Company received by the Trustee as a stock dividend on shares held by it shall be treated as additional shares purchased by the Trustee under the Plan, at no cost, and shall be allocated and otherwise dealt with by the Trustee in the same manner as any other shares purchased by the Trustee under the Plan. Dividends received by the Trustee shall be deemed to have been received by the Trustee on the payment dates provided for the declaration of such dividends.
- g. The Company does not guarantee in any way that the shares purchased under the Plan will not decline in market value.

8. Voting of Stock Held Under the Plan: For each meeting of stockholders, the participants will have the right to vote all shares credited to their respective participant accounts under the Plan, whether registered in the name of the Trustee or its nominee. Shares held by the Trustee under the Plan but for any reason not allocated to the account of a participant will not be voted by the Trustee.

9. Costs of Administering the Plan: All costs and expenses of administering the Plan, including the fees of the Trustee, shall be paid by the Company.

10. Distributions from Participants' Accounts:

- a. A participant may from time to time elect to withdraw any number of whole shares allocated to the participant's Plan account in any of the following ways, in each case by submitting an appropriate Plan Participation/Election Form and complying with such other conditions, if any, as may be required by the Trustee and/or the Company:
 - i. The participant may elect to have ownership of a number of whole shares withdrawn from the Plan and transferred from the participant's Plan account to the participant as an individual. As promptly as practicable after the Trustee's receipt of the withdrawal election, the Trustee will deduct the number of withdrawn shares from the participant's Plan account and credit them to the participant's individual share ownership account. Alternatively, the participant may direct the Trustee to have the withdrawn shares transferred to the participant's brokerage account or to such other account or in such other manner as the Company may permit in its sole discretion.
 - ii. The participant may request the sale of a number of whole shares allocated to the participant's Plan account. The Trustee will endeavor to sell the shares within one week of receiving written authorization to sell the shares and will promptly deliver a check to the participant less any commission charged by the Trustee.
- b. The Trustee may establish such other procedures as it deems necessary to administer withdrawals in accordance with the intent of the Plan.
- c. Except for sale commissions, no charges shall be imposed against the participant or the participant's account by reason of a withdrawal of shares. However, if the participant requests the Trustee to issue and deliver a stock certificate for the withdrawn shares (in lieu of having them transferred to a share account), the participant will be responsible for any costs charged by the Trustee for the issuance of a paper certificate.
- d. Except as set forth in Section 11, no participant shall have any right to receive a distribution of fractional shares in the participant's account, or to receive the value thereof in cash.
- e. A participant may designate one or more beneficiaries of Common Stock purchased pursuant to the Plan, upon the participant's death, by completing a Transfer-On-Death ("TOD") Beneficiary Designation Form provided by the Company and returned to and acknowledged by the Company prior to the participant's death. At any time, the Company, in its sole discretion, may discontinue the allowance of TOD Beneficiary Designation Forms upon prior written or electronic notice to the participant. By executing the TOD Beneficiary Designation Form, the participant agrees on his/her/their behalf and on behalf of his/her/their heirs, executors, estate, beneficiaries, successors and assigns that: (i) the TOD Beneficiary Designation Form shall supersede all other documents and conflicting provisions (including without limitation those contained in any will, trust or other instrument) with respect to the shares purchased pursuant to the Plan, (ii) the Company is authorized to instruct or otherwise cause the applicable plan services administrator of the shares to transfer and/or issue the participant's shares in accordance with the TOD Beneficiary Designation Form, (iii) the participant releases the Company and its affiliates and their respective employees, directors, officers, transfer agent, administrators, registered holder, trustees, representatives and advisors from all liability, and (iv) the participant hereby indemnifies such parties against any and all claims, liabilities and costs arising from or related to the TOD Beneficiary Designation Form and any such transfer and/or issuance of the participant's shares in accordance with such form. Any documents required by the Company to affect the transfer and/or issuance of the participant's shares, including without limitation a death certificate, certification of trust, and/or required tax forms, shall be provided by a designated beneficiary, or the representative of a designated beneficiary, upon request prior to such transfer and/or issuance.

11. Termination of Participation in the Plan:

- a. A participant may voluntarily elect to completely withdraw from the Plan and terminate participation in the Plan by submitting an appropriate Plan Participation/Election Form.
- b. A participant's participation in the Plan will automatically terminate upon the participant's death, retirement, or other termination of employment.
- c. Upon the termination of a participant's Plan participation, the participant's account will be settled and distributed as soon as practicable after such event occurs and after the Trustee receives notice of such termination or in the event of death, after the appointment of the legal representative of the estate of the deceased and/or the satisfaction of any other applicable legal requirements. The whole shares of stock which have been allocated to the account of such former participant shall be distributed as provided in section 10, and the Trustee shall pay to the former participant an amount in cash equal to any fractional share remaining in the former participant's account, or in the case of the death of a participant who is the sole account holder, the Trustee shall make such distribution and payment to the designated beneficiary or beneficiaries of the account or, if none, to the legal representative of such participant.

12. Reports to Participants: The Trustee will render regular reports to each participant under the Plan, showing, for the period of the report, the contributions made and dividends, if any, credited to such participant's account; the number of shares allocated to such participant; the purchase price for such shares charged against the participant's account; and the number of shares withdrawn, if any. Such reports shall be made not less frequently than once each quarter.

13. Amendment and Termination of the Plan: The Company reserves the right with respect to any or all employees, **including** those who may be participants under the Plan, to amend or terminate the Plan at any time; provided that, except with respect to termination of the Plan and changes in the amount of contributions by participants under Section 6 or by the Company or a division or subsidiary under Section 7(b), such authority may be delegated to any Senior Corporate Officer of the Company subject to such conditions as the Human Resources and Compensation Committee of the Company's Board of Directors may determine from time to time. In the event of termination of the Plan, the Trustee as promptly as practicable after the date of termination shall deliver to the participant a certificate for the whole shares in the participant's account, or transfer such whole shares to such brokerage account as the participant may have directed, and shall pay to the participant an amount in cash equal to any fractional share remaining in the participant's account.

14. Section 16 Compliance: With respect to persons subject to Section 16 of the 1934 Act, transactions under the Plan are intended to comply with the applicable conditions of Rule 16b-3 or its successors under the 1934 Act. To the extent any provision of the Plan and any action thereunder fail to so comply, it shall be deemed null and void to the extent permitted by law.

15. Effective Date: The Plan became effective on October 15, 2003. This Amendment and Restatement incorporates all amendments through ~~November 7, 2024~~ **January 30, 2026**.

ATTACHMENT 1

(Last Revised Effective July 18, 2025)

Unit	Effective date, if later than the above date
Crissair, Inc.	
Doble Engineering Company	
EMS Development Corporation	
ESCO Technologies Inc.	
ETS-Lindgren Inc.	
Globe Composite Solutions, LLC	
Mayday Manufacturing Co.	
Measurement Systems, Inc.	
Morgan Schaffer LTD.	
NRG Systems, Inc.	
PTI Technologies Inc.	
Westland Technologies, Inc.	

I Appendix B

PARTICIPANTS IN THE 2024 MERCER BENCHMARK DATABASE/TOTAL REMUNERATION SURVEY: EXECUTIVE

(See *Compensation Consultant and Benchmarking* on [page 29](#))

24 Hour Fitness	Agropur, Inc.	Allina Health System	American Financial Group, Inc. - ABA Insurance Services
3M Company	AgustaWestland Philadelphia Corporation	Allina Health System - Mercy Hospital	American Financial Group, Inc. - Great American Insurance Group
7-Eleven, Inc.	Ahold Delhaize - Ahold Delhaize USA, LLC	Allina Health System - St. Francis Regional Medical Center	American Financial Group, Inc. - Mid-Continent Casualty Company
777 Partners LLC	Ahold Delhaize - Delhaize America Supply Chain Services	Allina Health System - United Hospital	American Financial Group, Inc. - National Interstate
A. O. Smith Corporation	Ahold Delhaize - Food Lion, LLC	Allison Transmission Holdings, Inc.	American Financial Group, Inc. - Republic Indemnity
AAA Auto Club Group	Ahold Delhaize - Giant of Maryland, LLC	Allnex USA, Inc.	American Financial Group, Inc. - Summit Holdings Southeast, Inc.
AAA Northern California, Nevada and Utah	Ahold Delhaize - Hannaford Bros. Co., LLC	AlloSource	American Financial Group, Inc. - Vanliner
ABB	Ahold Delhaize - Peapod Digital Labs, LLC	Allot Ltd	American International Group, Inc.
Abbott Laboratories	Ahold Delhaize - Retail Business Services, LLC	Ally Financial, Inc.	American Medical Association
Abbott Laboratories - Nutrition	Ahold Delhaize - Stop & Shop Supermarket Company, LLC	Alnylam Pharmaceuticals, Inc.	American National Insurance
AbbVie, Inc.	Ahold Delhaize - The GIANT Company, LLC	Alorica	American Regent, Inc.
Abt Associates	AIPSO	Alstom Signaling, Inc.	American Transmission Company
Accenture, Inc.	Air Methods Corporation	Alstom Transportation Holding	Americas Building Products
ACCO Engineered Systems	AIT Worldwide Logistics Inc.	Alstom Transportation, Inc.	Americas Materials (AMAT)
AccorHotels NA	Akima, LLC	Alterra Mountain Company	Ameridrives
ACH Food Companies, Inc.	Akzo Nobel Coatings Inc.	Alticor - Amway	AmeriHealth Caritas Family of Companies
ACTEGA North America	Akzo Nobel Services Inc.	Altria Group, Inc.	Ameriprise Financial, Inc.
Acumed	Al Fakher Distribution USA, Inc.	Altus Group US Inc.	AmerisourceBergen Corporation
Acushnet Holdings Corporation	Alabama Farmers Cooperative	Alyeska Pipeline Service Company	Amerisure Mutual Insurance Company
Adidas America, Inc.	Alaska Airlines, Inc.	Am-Pat, Inc. (Boot Barn)	Ameritas Life Insurance Corp.
ADT, LLC	Alcon	Amazon.com, Inc.	Amgen
Adtalem Global Education, Inc.	Aldo (US)	AMBU	Amica Mutual Insurance Company
Advance Auto Parts, Inc.	AIEn USA, LLC	Amcors Flexibles North America	Amneal Pharmaceuticals, Inc.
Advanced Airfoil Components LLC	Alex Lee, Inc.	Amedisys, Inc.	AMPAC Fine Chemicals, LLC
AdvanSix, Inc.	Alex Lee, Inc. - Merchants Distributors, LLC	Amentum - Nuclear Waste Partnership	Amplifon
Adventist Health	Alfasigma USA, Inc.	American Academy of Family Physicians	Amplity, Inc.
ADVICS North America, Inc.	Allegis Group	American Airlines Group, Inc.	Amrock, Inc.
Advisor Group, Inc.	Alliance Data Systems Corporation	American Axle & Manufacturing	Amy's Kitchen
Aecon Construction Group	AllianceRx Walgreens Prime	American Bureau of Shipping	Anchor Glass Container Corporation
Aero Snow Holdings	Alliant Energy Corporation	American Century Investments	Andersen Corporation
AeroData	Allianz Global Corporate & Specialty	American Chemical Society	
Aerojet Rocketdyne Holdings, Inc.	Allied Solutions LLC	American Enterprise Group, Inc.	
Aflac, Inc.		American Family Insurance	
AFP		American Financial Group, Inc.	
AGC Biologics			
Agero, Inc.			
AgFirst Farm Credit Bank			
Agilent Technologies, Inc.			
AGP GLASS USA			

Andersen Corporation - Andersen Windows, Inc.	Ascension - Borgess - MI	Atos It Solutions And Services	Baptist Health South Florida
AngloGold Ashanti North America Inc.	Ascension - Columbia/St Mary's - WI	Atrium Health Navicent	Bar-S Foods
Ann & Robert H. Lurie Children's Hospital of Chicago	Ascension - Genesys - MI	Atrius Health, Inc.	Barrick Gold of North America
Ansell Healthcare Products, LLC	Ascension - IN	Audubon Metals, LLC	Barry Callebaut USA, LLC
Anthem, Inc.	Ascension - MI	Aultman Health Foundation - Ohio	BASF Corporation
Anuvu Operations	Ascension - Our Lady of Lourdes Memorial Hospital	Auriga Polymers (Nov 2010)	Bass Pro Shops
Apartment Income REIT	Ascension - Providence - Rochester - MI	Autogrill - HMSHost	Basware, Inc.
Apergy USA, Inc.	Ascension - Providence Hospital - Mobile	Autoliv North America, Inc.	Bath & Body Works, Inc.
Apex Tool Group	Ascension - Sacred Heart Health System - FL	Automated Control Concepts	Battelle Memorial Institute
APM Terminals	Ascension - Seton Family of Hospitals	Automatic Data Processing, Inc.	Baxter International
Apotex Corp.	Ascension - St John Hospital - MI	Automobile Club of Southern California	BAYADA Home Health Care, Inc.
Appareo Systems LLC	Ascension - St Thomas Health - TN	AvalonBay Communities, Inc.	Bayer AG - Bayer Corporation
AppHarvest, Inc.	Ascension - St. Agnes Healthcare, Inc. - MD	Avangrid, Inc.	Bayer AG - Consumer Health Division
Apple Bank for Savings	Ascension - St. Johns - OK	Avanir Pharmaceuticals	Bayer AG - CropScience
Apple Leisure Group	Ascension - St. Mary's - MI	Avanos Medical, Inc.	Bayer AG - North American Pharmaceutical Division
Aquity Solutions	Ascension - St. Vincent's Health System - AL	Avantax Wealth Management, Inc.	Baylor College of Medicine
ARAMARK Corporation	Ascension - St. Vincent's Health System - FL	Avantor, Inc.	Baylor Scott & White Health - Dallas, Texas
Aramco, Inc.	Ascension - Wheaton Franciscan Healthcare	Avenue Living	Baystar-Bayport Polymers, LLC
ARB Midstream	Ascension Health	AVEO Oncology	BBD Mass Transit Corp.
Arc International US	Ascension Macomb - Oakland Hospital, Warren Campus	Aveva Drug Delivery Systems	BCS Automotive Interface Solutions US, LLC
Arc'teryx Equipment	Ascent Brands	Avgol America, Inc.	Beam Suntory
ArcBest	Ascent Resources Management Services, LLC	AvidXchange, Inc.	Beaumont Health System
Arch Capital Services, Inc.	ASCO Sandusky	Avient - Distribution	Beaumont Hospital - Dearborn
Arch Insurance Group, Inc.	ASICS America Corporation	Avient - Global Color, Additives and Inks	Beaumont Hospital - Farmington Hills
Arch Reinsurance Company	Aspen Technology Inc.	Avient - Global Specialty Engineered Materials	Beaumont Hospital - Grosse Pointe
Arch Resources, Inc.	Aspire Bakeries, LLC	Avient Corporation	Beaumont Hospital - Royal Oak
Arch US Mortgage Services, Inc.	ASSA ABLOY Sales and Marketing Group, Inc.	Avon Research & Development	Beaumont Hospital - Taylor
Archrock, Inc.	ASSA ABLOY, Inc.	Axalta Coating Systems, LLC	Beaumont Hospital - Trenton
Arctic Slope Regional Corporation - ASRC Federal Holding Company	Associated Bank, N.A.	Axiom Global, Inc.	Beaumont Hospital - Troy
Arctic Wolf Networks Inc.	Association of International Certified Professional Accountants	Axonlog USA	Beaumont Hospital - Wayne
Arete Associates	Assurant, Inc.	Axis Communications, Inc.	Beaumont Medical Group
Argo Group US	Assured Partners	B. Braun Medical	Beaute Prestige International (Miami)
Argonne National Laboratory	Astellas Pharma US, Inc.	B&H Foto & Electronics Corp.	Beauty Systems Group (BSG)
ARGOS USA LLC	Astex Pharmaceuticals, Inc.	Babson College	Bechtel Global Corporation
Ariston	AstraZeneca US	Babylon Partners Ltd	Bechtel Plant Machinery, Inc.
Arizona State University	Asurion	Bacardi	Beckman Coulter - Diagnostics
Arkansas Children's	AT&T	Bacardi US Operations	Beckman Coulter - Life Sciences
Arkansas Children's Hospital	ATI Physical Therapy	BAE Systems, Inc.	Beiersdorf, Inc.
Arlington County Government	Atlantic Aviation FBO Holdings	BAE Systems, Inc. - Electronic Systems	Bel Brands USA, Inc.
Armanino LLP	Atlas Air, Inc.	BAE Systems, Inc. - Intelligence & Security	Belden, Inc.
Armstrong Group	Atlas Sand Company, LLC	BAE Systems, Inc. - Platforms & Services	Belk, Inc.
Arrive Logistics	Atmos Energy Corporation	Baker Hughes Company	Belmond
Arrow Electronics, Inc.		Ball Corporation	BentallGreenOak (U.S.) Limited Partnership
Arrowhead Engineered Products		Ball Corporation - Ball Aerospace & Technologies Corp.	Berkadia
Artera Services		Ball Corporation - Beverage Packaging North and Central America Segment	Berkshire Associates
Arthrex, Inc.		Banner Health	Berry Appleman & Leiden LLP
Arthur J. Gallagher & Co.			Berwind United States
Artic Cool Chillers Limited			Best Buy Company, Inc.
Artivion, Inc.			
Ascensia			

BevMo!	Boardwalk Pipeline Partners, LP	BT Holdings USA Inc.	CDM Smith, Inc.
BeyondTrust Corporation	Bobst North America, Inc.	Buckeye Partners, L.P.	CECO Environmental
BGIS Global Integrated Solutions US LLC	Boehringer Ingelheim Animal Health USA, Inc.	Bulletproof 360	Cedars-Sinai Medical Center
BHP Billiton	Boehringer Ingelheim Pharmaceuticals, Inc.	Burlington Stores, Inc.	Cello Health Inc.
Big Lots	Boeing Employees Credit Union (BECU)	Burns & McDonnell	Celulosa Arauco North America
BigBear.ai Holdings, Inc.	Boise Cascade Company	BWX Technologies, Inc.	CEMEX, Inc. US
Bill & Melinda Gates Foundation	BOK Financial	BYK USA	CenterPoint Energy, Inc.
Bimbo Bakeries USA	Bombardier Transit Corp.	BYK-Gardner USA	Central California Alliance for Health
BioBridge Global	Bon Secours Mercy Health	C&S Wholesale Grocers, Inc.	Central Garden & Pet Co.
Biogen, Inc.	Bonduelle USA, Inc.	C110 - Quaker US - Corporate Admin	Central Ohio Primary Care Physicians, Inc.
BioMarin Pharmaceutical, Inc.	Booking Holdings	Cable One, Inc.	Centro, Inc.
bioMerieux Inc.	Booking.com	CACI International	Centrus Energy Corp.
Bird Rides	Booz Allen Hamilton	CAE, Inc.	Centuri Group Inc.
Birla Carbon USA	Bose Corporation	Caerus Operating, LLC	Cepheid
Bishop Spencer Place-Saint Luke's Health System	Boston College	California Casualty Management Company	Cerner
BJ's Wholesale Club, Inc.	Boston Scientific Corporation	California Dental Association	CertiK
BJC HealthCare	Boston University	California Earthquake Authority	CEVA Animal Health
BJC HealthCare - St. Louis Children's Hospital	Bounteous	California Hospital Association	CF Industries Holdings, Inc.
Black & Veatch Corporation	Boy Scouts of America	California Resources Corporation	CFI Resorts Management
Black & Veatch Corporation - B&V Special Projects Corp.	Brake Supply, LLC	Callaway Golf Company	CGG Services (US), Inc.
Black & Veatch Corporation - Black & Veatch Construction, Inc.	Brandeis University	CALMAC Corporation	CGI Technologies and Solutions, Inc.
Black Stone Minerals Company, L.P.	Braswell Family Farms	Calpine Corporation	CH Robinson United States
Blackberry Limited	Breakthru Beverage Illinois	Cambia Health Solutions	CH2M Hill BWXT West Valley, LLC
Blackboard, Inc.	Breville	Cambridge Investment Research, Inc.	Champion Petfoods USA, Inc.
Blattner Company	Bridgestone Americas	Campari America	ChampionX
Blucora, Inc.	Bridgestone APM Company	Campbell Meals and Beverages	ChampionX USA, Inc.
Blue Apron	Briggs & Stratton Corporation	Campbell Soup Company	Charles River Laboratories International, Inc.
Blue Cross and Blue Shield of Florida, Inc.	Bright Health Group	Campbell Soup Company - Global Biscuits & Snacks	Charter Automotive
Blue Cross and Blue Shield of Louisiana	Bright Horizons Family Solutions, Inc.	Canature WaterGroup	Charter Dura-Bar
Blue Cross and Blue Shield of Massachusetts, Inc.	Brighthouse Financial	Canon Virginia, Inc.	Charter Manufacturing Company
Blue Cross and Blue Shield of Michigan	BrightSpring Health Services	Canoo, Inc.	Charter Steel
Blue Cross Blue Shield of Kansas City	Bristol-Myers Squibb Company	Canvas Credit Union	Charter Wire
Blue Cross of Idaho Health Service, Inc.	Bristow Group, Inc.	Capital One Financial Corp.	CHC Helicopter Support Services (US) Inc.
Blue Racer Midstream, LLC	British American Tobacco	CapitalLand International USA	Chelan County Public Utility District
Blue Shield of California	Broad Institute of MIT and Harvard	Cardinal Health, Inc.	ChemTreat
BlueCross BlueShield of North Carolina	Brookfield Properties Retail Group, Inc.	Cardiovascular Systems, Inc.	ChenMed, LLC
BlueFin Services	Brookfield Residential Properties, Inc.	CareFirst BlueCross BlueShield	Chervon North America, Inc.
BlueLinx Corporation	Brooks Sports	Cargill	Chesapeake Energy Corporation
Bluepeak	Brookshire Grocery Company	Carhartt, Inc.	Chesapeake Utilities Corporation
BMW Financial Services NA, LLC	Brotherhood Mutual Insurance Company	Carilion Clinic	Chewy, Inc.
BMW of North America, LLC	Broward County Government	Carlisle Companies, Inc.	Chicago Cubs Baseball Club, LLC
Board of Governors of the Federal Reserve System	Broward Health	CarMax	Chicago Public School System
	Brown & Toland Physicians	Carmeuse Americas	Chief Executives for Corporate Purpose
	Brown and Caldwell	Carnegie Mellon University	Children's Hospital of Orange County (CHOC)
	Brown Forman	Carnival Cruise Lines	Children's Hospital of Wisconsin
	BSH Home Appliances Corporation (Executive)	Carrier	Children's Mercy Kansas City
	BSN Medical, Inc.	Cascade Corporation	
		Catalyst Pharmaceuticals, Inc.	
		Caterpillar, Inc.	
		CBRE Group, Inc.	

Chipotle Mexican Grill	CNSI	Cook Medical, Inc.	Cummins, Inc.
Chobani Global Holdings, LLC	Coaction Specialty Insurance	Coolsys	CUNA Mutual Group
Choctaw Nation of Oklahoma	Coats North America	Cooper's Hawk Winery & Restaurants	CURiO Brands
Choice Hotels International, Inc.	Coca Cola Southwest Beverages	CoorsTek, Inc.	Curriculum Associates
Chow Tai Fook Jewellery Company UNITED STATES	Coca-Cola Bottlers' Sales & Services Company LLC	Corbin Russwin	Curtiss-Wright Corporation
Chr. Hansen, Inc.	Cochlear Americas	Core and Main	Cushman & Wakefield
Christie's Inc.	Coeur Mining, Inc.	CoreBiome, Inc.	CVR Energy, Inc.
CHS, Inc.	Cognite AS	Corix - Corix Infrastructure Services US	CVS Health Corporation
Chubb US	Cognosante, LLC	Cornell University	Cyclerion Therapeutics, Inc.
Church & Dwight Co., Inc.	Coinstar LLC	Cornerstone Building Brands	Cygnus Home Delivery
Church & Dwight Co., Inc. - Specialty Chemicals Division	Colas, Inc.	Corning	Cystic Fibrosis Foundation
CIGNA Corporation	Colgate-Palmolive Company	Costa Farms, LLC	Cytel, Inc.
Ciklum Inc.	College of American Pathologists	Coty, Inc.	Cytiva
Cincinnati Children's Hospital Medical Center	Collin County	COUNTRY Financial	D.A. Davidson Companies
Cincinnati Financial Corp.	Colonial Group Inc.	CountryMark Cooperative Holding Corp.	D.R. Horton
Cipla USA, Inc.	Colonial Pipeline Company	Covance, Inc.	Daiichi Sankyo, Inc.
Circle K Stores	Coloplast Corporation	Covestro, LLC	Daimler Truck Financial Services USA
Cirque du Soleil, Lake Buena Vista	Colorado Public Employees Retirement Association	Covetrus	Dairy Farmers of America, Inc.
Citation Oil & Gas Corp.	Columbia University	COWI Consulting Inc.	DAK Americas Alpek
CITGO Petroleum Corporation	Columbus McKinnon Corporation	COWI NA Inc.	Dakota Minnesota & Eastern Railroad Corporation
Citigroup, Inc.	Columbus Regional Airport Authority	Cox Enterprises - Cox Automotive, Inc.	Dallas Central Appraisal District
Citizens Property Insurance Corporation	Comcast Cable Communications, LLC	Cox Enterprises - Cox Communications	Danaher Corporate
City Facilities Management (US)	Comerica, Inc.	Cox Enterprises, Inc.	Danfoss Power Solutions (US) Company
City National Bank of Florida	CommentSold, LLC	CPI Card Group, Inc.	Danfoss Power Solutions II, LLC
City of Detroit	Commercial Metals Company	CPS Energy	Danfoss Silicon Power US
City of Dublin	Commonwealth Care Alliance (CCA)	Cracker Barrel Old Country Store, Inc.	Danfoss, LLC
City of Greensboro	Community Health Choice, Inc.	Crawford & Company	Danone North America
City of Hope	Community Health Network (CHN)	Creative Artists Agency, LLC	Danos & Curole Marine Contractors, LLC
City of San Antonio	Commvault	Credit Acceptance Corporation	Daramic, LLC - Division of Polypore
City Storage Systems	Compass Group North America	Credit Central Loans and Taxes	Darden Restaurants, Inc.
Civica Rx	Compass Minerals International, Inc.	Crestron Electronics	Darling Ingredients, Inc.
CivicPlus, LLC	Compassus Hospice	CRH Americas	Dart Container Corporation
CKE Restaurants Holdings, Inc.	Compeer Financial	Crimson Wine Group, Ltd.	DataCore Software Corporation
Clare Holdings LLC	Conagra Brands	CROPP Cooperative	Datavant, Inc.
Clarios, LLC	Consilio Inc.	Crowe, LLP	David's Bridal
Clayton Homes	Consolidated Nuclear Security Y-12 & Pantex	Crowley Maritime Corporation	DaVita, Inc.
Clean Harbors, Inc.	Constellation Brands, Inc.	Crown Bioscience	Dawn Food Products, Inc.
Clearwater Paper Corporation	Consumers Credit Union	Crown Castle International Corporation	Day & Zimmermann Engineering, Construction and Maintenance
Cleco Corporate Holdings, LLC	Consumers Credit Union (www.myconsumers.org)	Cryogenic Industries	Day & Zimmermann Group, Inc.
Clemson University	Consumers Energy	Crystal Mountain, Inc.	Day & Zimmermann Munitions and Defense
Cleveland Clinic	Continental Automotive Systems, Inc.	CSA Group International	Day & Zimmermann SOC
Clif Bar & Company	Continental Properties Company, Inc.	CSAA Insurance Group	Day 1 Academies
Cloud Packaging Solutions, LLC	Control Components Inc.	CSL Americas	DCP Midstream, LP
CLOUGH	Convatec, Inc.	CSL Behring	Deacero USA, Inc.
CMA CGM (America) LLC	Cook Children's Health Care System	CSL Seqirus	Deckers Outdoor Corporation
CMC Materials		CSX Transportation, Inc.	Deere & Company
CNA Financial Corporation		CTB, Inc.	Del Monte Foods, Inc.
CNH America, LLC		Cullen/Frost Bankers, Inc.	DeLaval, Inc.
CNO Financial Group, Inc.			
CNOOC Petroleum U.S.A., Inc.			

Delaware Supermarkets	Doskocil Manufacturing Company, Inc.	Eisai, Inc.	ERCO Worldwide, Inc.
Delegat USA, Inc.	Dover Corporation	ELANTAS PDG	Ericsson
Deloitte, LLP	DOW Chemicals	Elbit Systems of America	Erie Indemnity Co.
Delta Air Lines, Inc.	Dow Jones	Electric Reliability Council of Texas, Inc.	Eriks North America
Delta Air Lines, Inc. - Monroe Energy, LLC	DPM, LLC	Electrolux	ESAB Corporation
Delta Dental Insurance Company	Dr. Reddy's Laboratories, Inc.	Elekta Inc.	ESCO Technologies, Inc.
Delta Dental of California	Draeger Medical Systems, Inc.	Elevations Credit Union	Esko
Delta Dental Of New York	Draeger, Inc.	Eli Lilly & Co.	Essentia Health
Delta Dental Of Pennsylvania	Dresser-Rand Group, Inc.	Ellucian	Essentra Components
Deluxe Corporation	Dril-Quip, Inc.	Emburse, LLC	Essentra Packaging
Denbury, Inc.	Driscoll's, Inc.	EMCOR Group, Inc.	Essentra PLC (US Shared Services)
Denny's Corporation	Driven Brands Holdings Inc.	Emerson Automation Solutions	Essilor of America
Dentaquest Ventures, LLC	DriveTime Automotive Group	Emerson Climate Technologies, Inc.	Essity North America
Denver Health	DS Smith Worldwide Dispensers	Emerson Electric Co	EthosEnergy
Denver Public Schools	DSM Biomedical	Empirical Foods	Everest Re Group
Deoleo US	DSM Engineering Plastics, Inc.	Employbridge	Everside Health
DePaul University	DSM Nutritional Products	Employers Mutual Casualty Company	Eversource Energy
Desert Financial Credit Union	DSM Services USA, Inc.	Empower Retirement LLC	Evolve Vacation Rental Network Inc.
Designer Brands, Inc.	DTE Energy	Emulsicoat, Inc.	Evolved By Nature
Deutsche Lufthansa US	Duke Clinical Research Institute	Enbridge, Inc.	Evonik Industries North America
Devon Energy Corporation	Duke Energy Corporation	Encompass Health Corporation	Ewellix (SMT)
Dexerials America Corporation	Duke Energy Corporation - Duke Energy Carolinas, LLC	Encore Group	Exactech, Inc.
DexKo Global	Duke Energy Corporation - Duke Energy Indiana, Inc.	Encova Insurance	Exelixis, Inc.
DHL eCommerce United States (Corporate)	Duke Energy Corporation - Progress Energy, Inc.	Endeavor	EXP U.S. Services, Inc.
DHL Executives United States (Corporate)	Duke University	Endo International, PLC	Explorer Pipeline, Inc.
DHL Express United States (Corporate)	Duke University Health System	Enel Green Power North America	Express, Inc.
DHL Global Business Services United States (Corporate)	Duquesne Light Holdings	Enerflex Energy Systems Inc.	EyeBuy Direct, Inc.
DHL Supply Chain United States	Durango Midstream, LLC	Enerflex Services, Inc.	F. Hoffmann La-Roche, Ltd. - Genentech, Inc.
DHL Supply Chain United States (Corporate)	Duravent, LLC	Energizer Holdings, Inc.	F. Hoffmann La-Roche, Ltd. - Roche Diagnostics Corporation
Diality	Dyno Nobel, Inc.	Energy Transfer LP	F. Hoffmann La-Roche, Ltd. - Roche Molecular Systems, Inc.
Diamond Offshore Drilling, Inc.	DYWIDAG-Systems International USA Inc.	EnergySolutions	Faegre Drinker Biddle & Reath LLP
Diamondback Energy	E.& J. Gallo Winery	EnerMech Mechanical Services, Inc.	Fairview Health Services
DICK'S Sporting Goods	E2OPEN	Enerplus Resources (USA) Corporation	Fameccanica North America, Inc.
Diebold Nixdorf, Inc.	EAB Global, Inc.	EnerVest, Ltd.	Fanatics Retail Group
Direct Supply, Inc.	Eagle Mine, LLC	ENGIE North America, Inc.	Farm Credit Bank of Texas
DirectTV Group Holdings LLC	East West Bancorp, Inc.	Eni Trading & Shipping, US	Farmers Insurance Group
Discover Financial Services	Eastern Bankshares, Inc.	EnLink Midstream, LLC	Fast Retailing USA Inc.
DISH Network Corp.	Eastman Chemical Company	Enova International, Inc.	FBL Financial Group, Inc.
DJO Global, Inc.	Eaton Corporation (US)	Ensemble Health Partners	FCA US, LLC
DNV Energy Insights USA, Inc.	eBay, Inc.	Entegris, Inc.	FCCI Insurance Group
Dole Food Company, Inc.	Echo Global Logistics, Inc.	Entergy Corporation	Federal Aviation Administration
Dollar General Corporation	ECKART America Corporation	Entertainment Partners	Federal Reserve Bank of Atlanta
Dominion Energy South Carolina	Ecolab, Inc.	Envision Healthcare Holdings Inc.	Federal Reserve Bank of Chicago
Dominion Energy, Inc.	Ecopetrol America Inc.	Envista	Federal Reserve Bank of Cleveland
Dominium	EDF Renewables Development Inc.	Enviva	Federal Reserve Bank of Minneapolis
Domino's Pizza, Inc.	Edgewell Personal Care	Envoy Air	Federal Reserve Bank of Philadelphia
Donaldson Company	Edlong Dairy Technologies	Equinix	
Doosan Bobcat, Inc.	Edward D. Jones & Co. L.P.	Equinor US Operations, LLC	
Dorsey & Whitney, LLP	Edwards Lifesciences, LLC	Eramosa International, Inc.	

Federal Reserve Bank of Richmond	Fortune Brands Home & Security, Inc. - MasterBrand Cabinets, Inc.	Generac Power Systems Inc.	Goodwill NCW
Federal Reserve Bank of San Francisco	Fortune Brands Home & Security, Inc. - Therma-Tru	General Atomics	GoPro Inc.
Federated Mutual Insurance Company	Forum Energy Technologies, Inc.	General Dynamics Corporation	Gordon Food Service, Inc.
Fender Musical Instruments Corporation	Foundation Partners Group, LLC	General Dynamics Corporation - Bath Iron Works	GP Strategies Corp.
Ferrara Candy Company	FPT NORTH AMERICA INC.	General Dynamics Corporation - Electric Boat Division	GPG Plumbing Group, LLC
Ferrellgas	Fragomen, Del Rey, Bernsen & Loewy LLP	General Dynamics Corporation - Gulfstream Aerospace Corp.	Graham Group US, Inc.
Ferring Pharmaceuticals, Inc.	Fred Hutchinson Cancer Research Center	General Dynamics Corporation - Land Systems	Graham Packaging Company, L.P.
Ferrovia - Webber, LLC	Freeport LNG Development, L.P.	General Dynamics Mission Systems Inc.	Grand River Dam Authority
Fidelity National Information Services, Inc. (FIS)	Freeport-McMoRan, Inc.	General Motors Company	Grange Mutual Casualty Company
Fiduciary Counselling, Inc.	Freight Handlers Inc.	Generalali Global Assistance	Granite Construction Inc.
FieldCore Service Solutions LLC	Fresenius Kabi USA	Genesis Energy, LP	Grayson Mill Energy
Fifth Third Bancorp	Fresh Del Monte Produce United States	Genmab USA Inc.	Great Minds
FIJI Water Company	Fresh US	Genuine Parts Company	Great River Energy
Financial Accounting Foundation	Freudenberg Medical Mis Inc.	GEODIS United States	Greater New York Mutual Insurance Co
Financial Industry Regulatory Authority (FINRA), Inc.	Friedkin Companies, Inc.	George Koch Sons, LLC	Greater Washington Educational Telecommunications Association, Inc. (WETA)
Firmenich, Inc.	Friedkin Companies, Inc. - Gulf States Financial Services	George Washington University	Green Dot Corporation
First American Financial Corporation	Friedkin Companies, Inc. - Gulf States Toyota, Inc.	Georgetown University	Greenhouse Software
First Data Hardware Services Inc.	Friedkin Companies, Inc. - US AutoLogistics, LLC	Georgia System Operations Corporation	Greenlight Financial Technology, Inc.
First Financial Bancorp	Froedtert Health Inc.	GeoVera Holdings, Inc.	GreyStone Power Corporation
First Interstate BancSystem, Inc.	Frontdoor, Inc.	Gerdau USA Inc.	Grundfos Pumps Manufacturing United States
First National Bank of Omaha	Frontier Airlines	Gevo, Inc.	Grupo Industrial Lala US
First Orion	Fulton Financial Corporation	GfK US LLC	GTM International, LLC
First Solar, Inc.	Funko, Inc.	GHD Pty Ltd	Guarantee Trust Life Insurance Company
First Western Financial	G2O Technologies	GHSP	Guardian Pharmacy
FirstBank	Gables Engineering, Inc.	Gibbs Die Casting, LLC	Guild Education, Inc.
Fisher & Paykel Healthcare	GAF Industries, Inc.	Giesecke+Devrient Currency Technology America Inc.	Guinness World Records North America Inc.
Flaktgroup SEMCO	Galderma Laboratories L.P.	Giesecke+Devrient Mobile Security America, Inc.	GXO Logistics, Inc.
Flanders Inc.	GAN Limited	Gildan USA Inc.	Gymshark USA, Inc.
Flashpoint	Gap, Inc.	Gilead Sciences, Inc.	H-E-B
Flavor Producers	Garaga	Givaudan US	H&M U.S.
Florida State University	Garmin AT	GKN America Corporation - GKN Aerospace North America	Hach
Flowers Foods, Inc.	Garmin International	GKN North America Inc.	Haemonetics Corporation
Flowserve Corporation	Garmin USA	Glass Coatings & Concepts, LLC	Haldor Topsoe, Inc.
FLSmidth, Inc.	Garrett Transportation I, Inc.	Glatfelter Corp.	Halliburton Company
Fluor Corporation	Gate Gourmet, Inc.	Glatfelter Insurance Group	Hallmark Cards, Inc.
Fluor Idaho	Gates Industrial Corp. PLC	GlaxoSmithKline	Hallmark Cards, Inc. - Crayola, LLC
Fluor Marine Propulsion, LLC	Gateway Foundation Inc.	Global Finishing Solutions, LLC	Halma Holdings US
FM Global	GATX Corporation	Global Health Labs, Inc.	Hammond Power Solutions
FMH Conveyors, LLC	GE Appliances, a Haier Company	Global Indemnity Group, LLC	Hampton Products International Corporation
FONA International Inc.	GE Gas Power	Global Partners LP	Hanchett Entry Systems, Inc.
Fonterra Co-operative Group, Ltd.	GE Renewables North America, LLC	Globe Life, Inc.	Hanesbrands, Inc.
Formsprag	GE United States Aviation	GN Audio	Hanford Mission Integration Solutions
Fortive	GE United States Healthcare	GN Hearing	Hannover Re U.S.
Fortune Brands Home & Security, Inc.	GEA Refrigeration North America	GOJO Industries, Inc.	Hanon Systems USA, LLC
Fortune Brands Home & Security, Inc. - Master Lock Company, LLC	Gemological Institute of America	Golden Hippo Media	Harbison-Fischer, Inc.
	GenCure	Golden State Farm Credit	
		Goodnight Midstream, LLC	

Harris Health System	HNI Corporation	IKEA North American Services, LLC	Ipsen Biopharmaceuticals, Inc.
Hasbro, Inc.	HNTB Corporation	IKEA Purchasing Services (US), Inc.	IQVIA Holdings, Inc.
Hatch Associates Consultants	Hollister	Iiitch Holdings, Inc.	Iron Mountain, Inc.
HAVI Group	Holman Enterprises Inc.	Illumio	ISO New England
Hawaiian Airlines, Inc.	Hologic, Inc.	IMI Zimmermann & Jansen	Isuzu North America Corporation
HCA Healthcare	Honeywell Federal Manufacturing & Technologies	Impellam Group NA	ITC Holdings Corp.
HDR, Inc.	Honeywell International, Inc.	Imricor Medical Systems, Inc.	ITG Brands, LLC
Health & Happiness (H&H), Inc.	Horizon Air	IMT Insurance Company	Itochu International, Inc. North America
Health Care Service Corporation	Horizon Blue Cross Blue Shield of New Jersey	IN-N-OUT BURGER	ITOCHU Prominent USA, LLC
Healthpartners, Inc.	Hormel Foods Corporation	Incyte Corporation	ITT, Inc.
Heidrick & Struggles International, Inc.	Hoshizaki America, Inc.	Independent Bank Group Inc.	Ixom Watercare, Inc.
Helen Of Troy - US	Hostess Brands Inc.	Index Exchange Inc.	J-W Power Company
HELLA, Inc.	Hovnanian Enterprises, Inc.	Indiana University Health	J.Crew Group, Inc.
HELLA, Inc. - HELLA Electronics Corporation (HEC)	Howard Hughes Medical Institute	Inflection Energy, LLC	J.D. Irving - Cavendish
HelloFresh	Howden Roots LLC	Ingevity Corporation	J.D. Irving - Irving Consumer Products
Helmerich & Payne, Inc.	Howden USA Company	Ingredion, Inc.	J.Jill, Inc.
Helzberg's Diamond Shops, Inc.	Hoya Optical Labs of America, Inc.	InnFocus, Inc.	J.R. Automation Technologies LLC
Henkel Corporation	HOYA Surgical Optics, United States	Integer Holdings Corporation	J.S. Held LLC
Hennepin County	Hublot US	Integra LifeSciences Holdings Corporation	Jabil Circuit, Inc.
Hennepin County Medical Center	Humana, Inc.	Intelsat Corporation	Jackson Lewis P.C.
Henry Ford Health System	Humane Society of the United States	Intercept Pharmaceuticals, Inc.	Jackson National Life Insurance Company, Inc.
Henry Ford Health System - Henry Ford Allegiance Health	Hunter Industries, Inc.	InterContinental Hotels Group	Jacobs Engineering Group, Inc.
Henry Ford Health System - West Bloomfield Hospital	Huntington Bancshares, Inc.	Interface, Inc.	Jaguar Land Rover North America, LLC.
Henry Schein, Inc.	Huntington Ingalls Industries, Inc. - Technical Solutions Division	Intermountain Healthcare, Inc.	Jaguar O&G
Heraeus Electro-Nite Co., LLC	Hunton Andrews Kurth LLP	International Air Transport Association, Inc.	James Avery Craftsman, Inc.
Heraeus GMSI, LLC	Husky Injection Molding Systems, Ltd. (US)	International Baccalaureate Organization US	James Hardie Building Products
Heraeus Inc.	Huvis Indorama Advanced Materials	International Business Machines Corporation	James River Group, Inc.
Heraeus Medical Components, LLC	Hy Cite Enterprises, LLC	International Paint LLC	Jason, Inc.
Heraeus Medical, LLC	Hyatt Hotels Corporation	International Paper Co.	JB Hunt Transport Services, Inc.
Heraeus Metals New York, LLC	Hycroft Mining Holding Corporation	International Rescue Committee	JBG SMITH Properties
Heraeus Precious Metals North America Conshohocken, LLC	HydraForce, Inc.	International SOS	Jeld-WEN
Herbalife Nutrition, Ltd.	Hyperion Materials & Technologies, Inc.	International-SOS	Jet Aviation United States
Heritage Landscape Supply Group, Inc.	Hypertherm	International-SOS	Jet Propulsion Laboratory
Herr Foods Inc.	Hyundai Motor America	International-SOS	JetBlue Airways
HF Management Services LLC	Hyundai Translead	International-SOS	Jockey International, Inc.
Hibbett Sports, Inc.	i-Health, Inc.	International-SOS	John B. Sanfilippo & Son, Inc.
HID Global Corporation	IAT Insurance Group	International-SOS	John Bean Technologies Corporation
Highmark Health	ICL USA	International-SOS	John Fabick Tractor Company (Fabick CAT)
Highspot Inc.	ICW Group	International-SOS	Johns Hopkins All Children's Hospital
Hikma Pharmaceuticals USA, Inc.	Idaho National Laboratory	International-SOS	Johns Hopkins Health Care System
Hillenbrand, Inc.	Idorsia Pharmaceuticals US, Inc.	International-SOS	Johns Hopkins University
Hilltop Holdings, Inc.	IDT	International-SOS	Johns Manville
Hilton Grand Vacations	IES Abroad	International-SOS	Johnson & Johnson
Hilton Worldwide Holdings, Inc.	IFCO Systems	International-SOS	Johnson & Johnson Consumer Health
Hitachi Astemo Americas Inc.		International-SOS	Johnson & Johnson Medical Devices
Hitachi Construction Machinery Loaders America Inc. (HCMA)		International-SOS	
HM.CLAUSE, INC.		International-SOS	

Johnson & Johnson Medical Pharma	Klein Tools, Inc.	Les Schwab Tire Centers, Inc.	Lundbeck US
Johnson Controls Inc.	Knauf	Lesson Nine GmbH (Babbel)	LURIN
Johnson County Community College	Knoxville Utilities Board	Leupold & Stevens, Inc.	Lutheran Senior Services
Johnson Financial Group	Koch Air, LLC	Levi Strauss & Co, Inc.	Luxoft GmbH
Johnson Matthey, Inc.	Koch Enterprises, Inc.	Lexington Medical Center	LVMH - Christian Dior, Inc.
Jostens, Inc.	Kohl's Corporation	LG Electronics USA, Inc.	LVMH - DFS Group Limited
JT International USA, Inc.	Kohler Company	Libbey	LVMH - Fendi North America, Inc.
Juice Plus	Komatsu Mining Corp.	Liberty Mutual Group	LVMH - Sephora USA, Inc.
Just Born Inc.	Konecranes Nuclear Equipment & Services	Liberty Utilities	LVMH - Starboard Cruise Services, Inc.
JUSTIN Vineyards & Winery	Konecranes, Inc.	LifeNet Health	LVMH Moet Hennessy Louis Vuitton, Inc.
JX Nippon Oil Exploration (U.S.A.) Limited	Kontoor Brands, Inc.	Liferay, Inc.	LyondellBasell Industries
Kaiser Permanente	Koppers	Lifescan	M. A. Mortenson Company
Kaiser Permanente - Colorado Region	Kosmos Energy, LLC	Lifetime Healthcare Companies, Inc. - Excellus BlueCross BlueShield	M. Holland Company
Kaiser Permanente - Georgia	Kremers Urban Pharmaceuticals, Inc.	LifeWay Christian Resources	M&T Bank Corporation
Kaiser Permanente - Hawaii	KUBRA	Likewise	Macy's, Inc.
Kaiser Permanente - Mid Atlantic	Kum & Go L.C.	Linamar Corporation McLaren Performance Technologies, Inc.	Maersk
Kaiser Permanente - Northern California	KushCo Holdings, Inc.	Linamar Corporation Skyjack Equipment, Inc.	Maersk Drilling USA
Kaiser Permanente - Northwest Region	Kwik Trip	Lincoln Electric Holdings, Inc.	Maesa LLC
Kaiser Permanente - Southern California Region	Kyowa Kirin, Inc.	Lincoln National Corporation	Magellan Health, Inc.
Kaiser Permanente - Washington	Kyriba Corporation	Linde, Inc.	Magna International of America, Inc.
Kamehameha Schools	L.A. Care Health Plan	Lineage Logistics	Maine Medical Center - MaineHealth
Kansas State University - Manhattan Campus	L.L.Bean, Inc.	Linear Motion, LLC	Mallinckrodt Pharmaceuticals
Kao USA, Inc.	L'Oreal USA	LineDrive	Malvern Panalytical US
KAR Auction Services, Inc.	L3Harris Technologies	Lionbridge Technologies	Mammoth Mountain Ski Area, LLC
KBR (GSUS)	Laboratory Corporation of America Holdings	Live Nation Entertainment, Inc. - Ticketmaster, LLC	Mammotome
KBR, Inc.	LACC, LLC	Live Oak Bank	MANA Products
Kellogg Company	Land O'Lakes, Inc.	LMB Mortgage Services, Inc.	Mane USA, Inc.
Kelsey-Seybold Clinic	Landmark Credit Union	Lockheed Martin - Aeronautics	Mann+Hummel (MHUS)
Kelvion	Lannett Company, Inc.	Lockheed Martin - Missiles and Fire Control	Mansfield Energy Corp.
KemPharm, Inc.	LANXESS Corporation US	Lockheed Martin - Rotary & Mission Systems	ManTech International Corporation
Kendo Holdings, Inc.	Laredo Petroleum, Inc.	Lockheed Martin - Space	MAPCO Express
Kent PLC US	Latham & Watkins	Lockheed Martin Corporation	MAPFRE U.S.A. Corp.
Kentucky Lottery Corporation	Launch Federal Credit Union	Loews Corporation	Maple Leaf Foods, Inc.
Kering Americas	Lawrence Berkeley National Laboratory	Lone Wolf Technologies	Maquet Getinge Group
Kerry, Inc.	Lawrence Livermore National Laboratory	Lonza	Marathon Oil Corporation
KeyCorp	LBC Houston	LOOP, LLC	Marc Jacobs International, LLC
Kiewit Corporation	LBC US	Los Alamos National Laboratory	Markel Corporation
Kimberly-Clark Corporation	LDC Louis Dreyfus Company	Los Angeles Community College District	Marken LLP
Kimberly-Clark Corporation - Consumer	Leadiant Biosciences, Inc.	LOTTE Chemical Louisiana, LLC	Marlen International, Inc.
Kimberly-Clark Corporation - K-C Professional	Legal & General America	LOTTE Chemical USA Corporation	Marriott International, Inc.
Kimley-Horn and Associates Inc.	LEGO Systems, Inc.	Louis Vuitton USA	Mars Food
Kinder Morgan, Inc.	Lehigh Hanson, Inc.	Lowe's Companies, Inc.	Mars Global Services
Kinecta Federal Credit Union	Lehigh University	Lower Colorado River Authority	Mars Pet Nutrition
Kinross Gold Corporation	Leica Biosystems	LS Group Staff	Mars Pet Nutrition Global
Kirkland & Ellis, LLP	Leica Microsystems	LT Apparel Group	Mars Retail
Kiva Microfunds	Leidos Holdings, Inc.	Lubrizol	Mars Wrigley - Americas
	Lend Lease USA		Mars Wrigley Global
	Lennox International, Inc.		Mars, Inc.
	LEO Pharma		
	Leprino Foods Company		

Marsh & McLennan Companies	Memorial Sloan Kettering Cancer Center	Molina Healthcare, Inc.	NeoImmuneTech, Inc.
Marsh & McLennan Companies, Inc. - Marsh	MemorialCare Health System	Molnlycke Health Care US, LLC	Neste US, Inc.
Marshfield Clinic Health System	MemorialCare Health System - Orange Coast Memorial Medical Center	Molson Coors Beverage Company monday.com	Nestle USA - Nespresso USA
Martin Marietta Materials, Inc.	Mercedes-Benz U.S. International, Inc.	Mondelez International, Inc.	Nestle USA, Inc.
Mary Kay, Inc.	Mercedes-Benz USA, LLC	MongoDB Inc.	NetJets
Mary Kay, Inc. - US Division	Merck & Co., Inc.	Monotype Imaging Inc.	Neurocrine Biosciences, Inc.
Maryland Procurement Company	Merck & Co., Inc. - Animal Health Division	Monterey Bay Aquarium	New Jersey Institute of Technology
Masco Corporation	Mercury Insurance Group	Montrose Environmental Group, Inc.	New Jersey Resources Corp.
Massachusetts Institute of Technology	Meritage Homes Corporation	Moore & Van Allen, PLLC	New Nautical Coatings Inc.
Massachusetts Institute of Technology - MIT Lincoln Laboratory	Meritor, Inc.	Morris Material Handling	New World Medical
MassMutual Life Insurance Company	Merlin Entertainments	Motiva Enterprises, LLC	New York Power Authority
Material	Mersen US	Motorola Solutions	New York University
Materion United States	Meso Scale Diagnostics	Motrex LLC	Newell Brands, Inc.
MathWorks	MetaBank National Association	Movado Group, Inc.	Newmont Corporation
Matson, Inc.	Metal Exchange Corporation	Movado Retail Group	Newpark Drilling Fluids
Matson, Inc. - Matson Logistics	Mettler-Toledo, LLC - MTI	Mr. Cooper Group, Inc.	Newpark Mats and Integrated Services
Mattel, Inc.	MFS Investment Management	msg global solutions, Inc.	Newpark Resources
Matthews International Corporation	Michelin North America, Inc.	MTS Systems Corporation	NewRez, LLC
Maurices, Inc.	Michels Corporation	Mueller Water Products, Inc.	Nexan - Amercable Inc.
MAXIMUS, Inc.	Michigan Farm Bureau	MultiCare Health System	Nexans High Voltage USA, Inc.
Maxion Wheels Sedalia LLC	Mid-America Apartment Communities, Inc. (MAA)	Munich Reinsurance America, Inc./HSB Insurance and Inspection	NextEra Energy, Inc.
Maxion Wheels U.S.A., LLC	Mid-America Conversion Services	Murdochs Ranch and Home Supply	NexTier Oilfield Solutions
Mayer Brown, LLP	Midco	Murphy Oil Corporation	NFI Industries Inc.
Mayo Foundation for Medical Education and Research	Midland Cogeneration Venture	Mutual of Omaha	Niagara Bottling
Mayo Foundation for Medical Education and Research - Mayo Clinic Arizona	MillerKnoll Inc.	N-able Technologies Inc.	NIBCO, Inc.
Mayo Foundation for Medical Education and Research - Mayo Clinic Florida	Milliken & Company	N3B Los Alamos	Nidec Motor Corporation
McCain Foods USA, Inc.	Milliken & Company - Chemical	NASSCO Holdings Inc.	Nike, Inc.
McCormick & Company	Minnesota Valley Electric Cooperative	National CineMedia, LLC	Nilfisk, Inc.
McCrometer	Minto Communities, LLC	National Futures Association	NiSource, Inc.
McDermott International, Inc.	Miram Pharmaceuticals, Inc.	National Grid	Nitta Corporation of America
McDonald's Corporation	Mission Produce, Inc.	National Louis University	NMI Holdings, Inc.
McGrath RentCorp	Mission Support and Test Services	National Oilwell Varco, Inc.	Noble Corporation
McKesson Corporation	MiTek USA, Inc.	National Renewable Energy Laboratory	Noble Research Institute, LLC
McNeil & Company, Inc.	Mitsubishi Corporation (Americas)	National Research Corporation	Noblis
Mecklenburg County	Mitsubishi Heavy Industries America, Inc.	National Rural Utilities Cooperative Finance Corporation (NRUCFC)	Noblis ESI
Medallion Midstream, LLC	Mitsubishi Hitachi Power Systems Americas, Inc.	Nationwide Mutual Insurance Company	Noodles & Company
Medela, LLC	Mitsubishi Motors North America	Nature's Sunshine Products, Inc.	Nordstrom, Inc.
Medicago USA, Inc.	Mitsubishi Tanabe Pharma America, Inc.	NatureWorks, LLC	Norfolk Southern Corporation
Medical Mutual of Ohio	Mitsui E&P USA, LLC	Navient	Norgren, Inc.
Medifast, Inc.	MKOX KONE, Inc.	Navistar USA	Norican Group
Medline Industries, Inc.	MMGY Global, Inc.	Navitus Health Solutions, LLC	Norris Rods, Inc. (PAT Corp.)
MedStar Health	Mohawk Industries, Inc.	Navy Federal Credit Union	Norriseal-Wellmark, Inc.
Medtronic, PLC	Mohawk Valley Health System - Faxon St. Luke's Hospital	NCCI Holdings	Norsk Hydro
Meggitt-USA, Inc.	Molecular Devices	NCS Multistage, LLC	North American Science Associates
Meijer, Inc.		Nearmap	Northeastern University
Memorial Health System		NECI	Northrop Grumman Corporation
		Nemak	NorthShore University HealthSystem
			Northwell Health
			Northwest Bank
			Northwestern University
			Norton Door Controls

Nouryon	Olin Corporation	Pall	Pharmavite, LLC
NOVA Chemicals	Olympus America, Inc.	Panasonic Corporation of North America	PharmScript
Novant Health, Inc.	Olympus Corporation of the Americas	Panda Restaurant Group, Inc.	Phenomenex & Agela
Novartis Corporation	Olympus Scientific Solutions America	Pandora Jewelry, LLC	Philadelphia Insurance Companies
Novartis Institutes for BioMedical Research, Inc.	Olympus Surgical Technologies America	Panduit Corporation	Philip Morris International, Inc.
Novartis Pharmaceuticals Corporation	OMNOVA Solutions, Inc.	Papa John's International, Inc.	Piaggio Group Americas, Inc.
NovaSignal Corporation	OMRON Healthcare	Par Pacific Holdings	Pierce Manufacturing, Inc.
Novavax	One Call Care Management	PAREXEL International Corporation	Pierre Fabre Dermo Cosmetique North America
Novo Nordisk Pharmaceutical Industries LP	ONE Gas, Inc.	Pariveda Solutions, Inc.	Pilot Corporation Of America
Novo Nordisk, Inc.	One10	Parker Hannifin Corporation	Pilot Flying J
Novocure	OneBeacon Insurance Group	Parker Hannifin Corporation - Aerospace Group	Pinnacle West Capital Corporation
Novozymes North America, Inc.	OneSource Virtual	Parkland USA	Pioneer Natural Resources Company
NOW Health Group, Inc.	Ono Pharma USA	Parkview Health	Piper Sandler Companies
NRT, LLC	OnPoint Group	Partners HealthCare	Pivot Bio
NS Pharma	OOCL (USA), Inc.	Patagonia Works	PJM Interconnection, LLC
Numerica Credit Union	Open Society Foundations	Patterson UTI Drilling Company, LLC	pladis
NuStar Energy, L.P.	Oportun Financial Corp.	Pavement Maintenance Systems, LLC	Plains All American Pipeline, L.P.
Nutrien, Ltd. - US	Orbia United States	Pax8, Inc.	Plante & Moran, PLLC
nVenia, LLC	Organon & Co.	Paychex, Inc.	Platte River Power Authority
nVent (US)	Orica USA, Inc.	Paycor, Inc.	Pointsbet Australia Pty Ltd
NVR, Inc.	Orlando Health	Payoneer, Inc.	Polypore International, LP
Nyrstar Netherlands - US	Orrick, Herrington & Sutcliffe, LLP	PayPal Holdings, Inc.	POM Wonderful
O.C. Tanner Company	Ortho Clinical Diagnostics	PCC Community Markets	Port of Houston
O'Reilly Automotive, Inc.	Oscar Insurance Corporation	Peabody Energy Corporation	Port of Portland
Oak Ridge Associated Universities	OSF Healthcare - Peoria, Illinois	Pedernales Electric Cooperative, Inc.	Post Holdings, Inc.
Oak Ridge National Laboratory	Oshkosh Access Equipment	Penn Medicine - Lancaster General Hospital	Post Holdings, Inc. - 8th Avenue
Ocado Solutions USA Inc.	Oshkosh Commercial	Penn Mutual Life Insurance Company	Post Holdings, Inc. - Bob Evans Farms, Inc.
Ocean Mist Farms	Oshkosh Corporation	Penn State Health	Post Holdings, Inc. - Michael Foods
Oceaneering International, Inc.	Oshkosh Defense	Pennex Aluminum Company, LLC	Post Holdings, Inc. - Post Consumer Brands
Ocwen Financial Corporation	OSI Industries, LLC	Pennsylvania National Mutual Casualty Insurance Company	Postlethwaite & Netterville
Oerlikon Surface Solutions	Ossur Americas	Penske Corporation	PPG Industries, Inc.
Offerpad Solutions, Inc.	OTR Wheel Engineering Inc.	Pentair Plc	PRA Group, Inc.
Office of Planning and Budget	Otsuka America Pharmaceuticals, Inc.	PepsiCo, Inc.	Precision Drilling Corporation
Office of the Comptroller of the Currency	OTT HydroMet	Perfection Pet Foods, LLC	Premera Blue Cross
OGE Energy Corp.	Otter Products, LLC	Perfetti Van Melle USA	Premier, Inc..
Ohio National Financial Services, Inc.	OU Medicine	Perfumes & Cosmetics	Presbyterian Healthcare Services
Ohio Transmission Corporation	Owens & Minor Distribution, Inc.	Perrigo Company, Plc - Perrigo Company (US)	Prevea Health
OIA Global	Owens Corning	Perspecta, Inc.	PriceSmart
Oil Search (Alaska), LLC	Oxford Industries, Inc.	Pet Supplies Plus	PricewaterhouseCoopers, LLP
Oil-Dri Corporation of America	P2 Energy Solutions, Inc.	Petco Health and Wellness Company, Inc.	Primetals Technologies US, LLC
Old Dominion Electric Cooperative	PACCAR, Inc.	Petrobras America Inc.	Prince International Corporation
Old Dominion University Research Foundation	Pacific Northwest National Laboratory	Pfizer, Inc.	Princeton University
Old Republic National Title Insurance Company	PacifiCorp	PG&E Corporation	Principal Financial Group, Inc.
Oldcastle APG	Packaging Corporation of America	Pharmaceutical Product Development, LLC	Procter & Gamble Company
Oldcastle Building Envelope, Inc.	Packaging Corporation of America - Packaging		PROG Leasing, LLC
Oldcastle Infrastructure	Packaging Corporation of America - White Paper		Progressive Corporation
	Pactiv		Promega Corporation
			Promethean World

Proserv Operations, LLC	Regional Management Corporation	RSM US, LLP	Savannah River Remediation, LLC
Providence Health & Services - Providence Health Plans	Regions Financial Corporation	RTI International	Savencia Cheese USA
Proximo Spirits	REHAU, Inc.	RTSS US	Savers, Inc.
PSCU, Inc.	Reinsurance Group of America, Inc.	Ruan Transportation Management Systems, Inc.	Savvas Learning Company LLC
PTC Therapeutics, Inc.	Reiter Affiliated Companies, LLC.	Rudolph Foods Company, Inc.	Saxx Underwear Co. USA
Public Company Accounting Oversight Board	Reliance Standard Life Insurance Company	Ryan Specialty Group, LLC	Sazerac Company, Inc.
Public Service Enterprise Group, Inc.	Remington Hotels	Ryerson Holding Corp.	SBA Communications Corporation
Publicis Sapient	Renaissance Lakewood, LLC	S.C. Johnson & Sons, Inc.	Schaeffler Technologies AG & Co. KG - Schaeffler Group USA, Inc.
Publix Super Markets, Inc.	Renalytix AI, Inc.	S&C Electric Company	Schenker, Inc.
PulteGroup, Inc.	Renewal by Andersen, LLC	SABIC Americas, Inc.	Schindler Elevator Corporation
Puratos Corporation	RENK Corporation	Safe-Guard Products International	Schlumberger Limited - Schlumberger Oilfield Services
Purdue Pharma L.P.	Repsol Services Company	Safelite	Schnuck Markets, Inc.
Purdue University	Republic Airline, Inc.	Sage Natural Resources	SchoolsFirst Federal Credit Union
PureCycle Technologies	Republic National Distributing Company (RDNC)	Sailun Tire Americas Inc.	Science Applications International Corporation (SAIC)
Pushpay USA, Inc.	Republic Services, Inc.	Saint Luke's Health System	Sciex
PVH Corp.	Resideo Technologies, Inc.	Saint Luke's Health System - Hedrick Medical Center	Scooter's Coffee
QBE Americas, Inc.	Restoration Hardware (RH)	Saint Luke's Health System - Saint Luke's East Hospital	Screen Actors Guild - American Federation of Television and Radio Artists
QC Industries, LLC	REVENUE SOLUTIONS	Saint Luke's Health System - Saint Luke's Home Care and Hospice	Scripps Health
Qorvo	Reyes Holdings	Saint Luke's Health System - Saint Luke's Hospital of Kansas City	Scroll Compressors LLC
Quaker Houghton - Engineered Custom Lubricants	Reynolds Consumer Products, Inc.	Saint Luke's Health System - Saint Luke's North Hospital	Seaboard Corporation
Quaker Houghton - US Fluidcare MW	Rheem Manufacturing Company, Inc.	Saint Luke's Health System - Saint Luke's Physicians Group	Seadrill
Quaker Houghton - US OPS	RHI Magnesita	Saint Luke's Health System - Saint Luke's South Hospital	Seagen Inc.
Qualfon	Ria Envia, Inc.	Saint-Gobain US	Seagull Scientific, Inc.
QualTex Laboratories	Rich Products Corporation	Saks, Inc.	SEAKR Engineering
Quantum Health, Inc.	Richardson International	Sally Beauty Holdings, Inc.	Sealed Air Corporation
Quartzdyne, Inc.	Rite Aid Corporation	Sally Beauty Supply	Seashine Financial, LLC
Quest Diagnostics	Rite-Hite Company LLC	Saluda Medical	Seattle Children's Hospital
QVC, Inc.	RK&K	Samis Land Company	Sebia USA
R&M Materials Handling	RKT Holdings, LLC	Sammons Financial Group	Securitas Inc.
Radian Group, Inc.	Robert Bosch	Samsung Electronics America, Inc.	Seda North America Inc.
Radisson Hotel Group	Robertet USA	Samtec, Inc.	Select Medical Holdings Corp.
Rahr Corporation	Rochester Institute of Technology	Samuel, Son & Co., Inc.	Selective Insurance Group, Inc.
Raley's	Rock Central, LLC	San Diego Zoo Wildlife Alliance	Sempra Energy
RAND Corporation	Rocket Auto, LLC	Sandia National Laboratories	Sensia, LLC
Range Resources Corp.	Rocket Homes Real Estate, LLC	Sandvik, Inc.	Sentara Healthcare
Range USA	Rocket Mortgage, LLC	SanMar Corp.	Sentry Insurance Company
Raytheon Technologies	RockLoans Marketplace, LLC	Sanofi US	Sequa Corporation
Realogy Holdings Corporation	Rockwell Automation	Santen, Inc.	Servco Pacific, Inc.
Realty Income Corporation	Roll Forming Corporation	Saputo Cheese USA, Inc.	Service Corporation International
REC Silicon, Inc.	Rolls-Royce North America, Inc.	Saputo Dairy Foods USA, LLC	SGRE Wind, Gamesa USA
Reckitt Benckiser, Inc.	ROTOPLAS UNITED STATES	Sartorius United States	Shake Shack, Inc.
Recreational Equipment, Inc.	Rowan Williams Davies & Irwin (RWDI, LLC)	SAS Institute, Inc.	Sharp Electronics Corporation
Red Bull Distribution Company, Inc., USA	Royal Bank of Canada - City National Bank	Sasol (USA) Corporation	ShawCor (US)
Red Bull North America	Royal Canin	Savannah River National Laboratory	Shelf Drilling US, Inc.
Red Robin Gourmet Burgers	Royal Canin - Americas		Shepherd Chemical Company
Refrigerated Solutions Group	RR Donnelley & Sons		Shepherd Color Company
Regal Beloit Corporation			
RegEd, Inc.			
Regeneron Pharmaceuticals, Inc.			

Shiseido Americas Corporation	SoftServe (ISV Tech)	Spectrum Health System	STERIS, PLC
Shiseido Travel Retail Americas	SOL-MILLENNIUM Medical Group	Spectrum Retirement Communities, LLC.	Stewart Title Guaranty Company
SHOES FOR CREWS LLC	Solmax	Spencer Gifts, LLC	Stewart Title Insurance Company
Shook, Hardy & Bacon, LLP	Sonepar - Vallen Distribution, Inc.	Spin Master, Ltd.	Stoneridge, Inc.
Showa Denko Materials (America), Inc.	Sonoco Products	Spirax-Sarco, Inc.	Storck USA L.P.
Shure Inc.	Sonos	Spirit AeroSystems Holdings	Strategic Education United States
Shurtape Technologies LLC	Sound Credit Union	Spirit Airlines, Inc.	Straumann
Shutterfly, Inc.	Sound Transit	SPIRIT Global Energy Solutions, Inc.	Stride, Inc.
SI Group, Inc.	South Jersey Industries	Spreetail LLC	Stryker Corporation
Sidley Austin, LLP	South Texas Blood & Tissue Center	Springfield Clinic, LLP	Styropak USA, Inc.
Siegwerk EIC, LLC	South Western Communications, LLC	Springworks Therapeutics, Inc.	Subaru of America, Inc.
Siegwerk USA Co.	Southeastern Freight Lines	SPX Corporation	Suburban Hospital
Siemens Corporation	Southern California Edison	Squaw Valley Ski Corporation	Suburban Propane Partners, LP
Siemens Energy, Inc.	Southern Company - Georgia Power	SRS Distribution	Subway FWH, LLC
Siemens Energy, Inc. - Fossil Products (OPP)	Southern Company - Mississippi Power Company	SSM Health	Sulzer Pumps (US), Inc.
Siemens Energy, Inc. - Oil & Gas (PT2)	Southern Company - Southern Company GAS	SSR Mining, Inc.	Sulzer Turbo Services Houston Inc.
Siemens Energy, Inc. (US) - Dist Gen (PS1)	Southern Company - Southern Company Services	St. Charles Health System	Sumitomo Electric - Sumitomo Electric U.S.A. Holdings, Inc.
Siemens Field Staffing, Inc.	Southern Company - Southern Power Company	St. Luke's Elmore Medical Center	Sumitomo Pharma America Holdings
Siemens Financial Services, Inc.	Southern Company - Southern LINC Wireless	St. Luke's Health System - Saint Luke's Boise Medical Center	Summa Health
Siemens Gamesa Renewable Energy, Inc. USA	Southern Power Company - Alabama Power Company	St. Luke's Magic Valley Medical Center	Sun Life Financial U.S.
Siemens Healthcare	Southern Ute Indian Tribe - Aka Energy Group, LLC	St. Luke's Meridian Medical Center	Sunbelt Rentals, Inc.
Siemens Industry Software	Southern Ute Indian Tribe - Growth Fund Properties Group, LLC	St. Luke's Nampa Medical Center	SunCoke Energy Inc.
Siemens Mobility, Inc.	Southern Ute Indian Tribe - Cedar Gathering Company	Stancorp Financial Group	Sunovion Pharmaceuticals, Inc.
Sierra Nevada Corporation	Southern Ute Indian Tribe - Red Willow Production Company	Standard Meat Company	SunStream Business Services
Signature Aviation US Holdings, Inc.	Southern Ute Indian Tribe - Southern Ute Indian Tribe Growth Fund	StandardAero	Superior Energy Services, Inc.
Signature Bank	Southern Ute Indian Tribe - Southern Ute Shared Services	Stanford University	Supernus Pharmaceuticals
Signify North America Corporation	Southland Industries	Stanford University - Stanford Health Care	Surescripts, LLC
Silver Oak Wine Cellars	Southwest Airlines Co.	Stanley Consultants	SureWerx USA Inc.
Silverchair	Southwest Gas Corporation	Stantec, Inc.	Surmodics, Inc.
SimpliSafe Inc.	Southwest Research Institute	Star Tribune Media Company, LLC	Sutherland Global Services
Simpson Manufacturing Co., Inc.	Sovos Brands	Starbucks Corporation	Sutter Health
Sims Metal Management, Ltd.	Spark Therapeutics	Starkey Hearing Technologies, Inc.	Suzuki Marine USA
Sinclair Broadcast Group, Inc.	Sparrow Health System	State Employees' Credit Union	Svendborg Brakes
Singapore Technologies Engineering	Spectrum Brands Holdings, Inc.	State Farm Insurance	Swagelok Company
SiriusPoint America Insurance Company	Spectrum Brands Holdings, Inc. - Hardware & Home Improvement	State of North Carolina	Swarovski US
SitusAMC	Spectrum Brands Holdings, Inc. - Home & Personal Care Appliances	State of North Dakota	Swedish Match, US Division
Skyward Specialty Insurance	Spectrum Brands Holdings, Inc. - Pet Home & Garden	State Teachers Retirement System of Ohio	Swissport
SMC Corporation of America		Steamboat Ski & Resort Corporation	Sylvamo
Smead Manufacturing		Stella - Blue Cross Blue Shield Minnesota	Symetra Financial Corporation
Smith College		Stella McCartney US	Symmetry Energy Solutions
Smithfield Foods		STEP Energy Services (USA) Ltd.	Symrise, Inc.
Snow Summit, LLC		Stepan Company	syncreon America, Inc.
Snowshoe Mountain, Inc.		Stephen Gould Corporation	Syneos Health, Inc.
Society Insurance			Synergy Flavors, Inc.
Society of Petroleum Engineers (SPE)			Syngenta
Sodexo USA			Synovus Financial Corporation

Tailored Brands	The Aerospace Corporation	The E.W. Scripps Company - WXYZ-TV	The Sherwin Williams Company - Performance Coatings Group, Global Packaging, Coil Coatings Business
Takasago International Corporation (USA)	The Allstate Corporation	The Estee Lauder Companies, Inc.	The Sherwin Williams Company - Performance Coatings Group, Industrial Wood
Takeda Pharmaceuticals U.S.A., Inc.	The American College of Surgeons	The Freeman Company	The Sherwin-Williams Company - Performance Coatings Group, Automotive
Tallgrass Energy Partners, LP	The Annie E. Casey Foundation	The Fresh Market - Store Support Center	The Sherwin-Williams Company - Performance Coatings Group, Protective & Marine
Tanner Medical Center	The Beck Group	The Gilbert Company, LLC	The Sherwin-Williams Company - The Americas Group
Targa Resources	The Boeing Company	The Guardian Life Insurance Company of America	The Stratton Corporation
Target Corporation	The Boeing Company - Insitu, Inc.	The Hartz Mountain Corporation	The Sundt Companies, Inc.
TaskUs, Inc.	The Boyd Group	The Heritage Group	The Taubman Company, LLC
TaxAct, Inc.	The Capital Group Companies, Inc.	The Honest Company, Inc.	The TJX Companies, Inc.
Taylor Morrison Home Corporation	The Chamberlain Group, LLC	The Irvine Company, LLC	The Travelers Companies, Inc.
TBK BANK	The Charles Stark Draper Laboratory	The Jackson Laboratory	The University of Chicago
TC Energy - Energy Group	The Children's Hospital of Philadelphia (CHOP)	The Johns Hopkins Hospital	The University of Texas System
TC Energy - PipeLines	The Church of Jesus Christ of Latter-day Saints	The Johns Hopkins University - Applied Physics Laboratory	The University of Texas System - Oil & Gas Division
TD Bank, N.A.	The Clorox Company	The Kraft Heinz Company	The University of Texas System - The University of Texas at Arlington
Teacher Retirement System of Texas	The Coca-Cola Company	The Kroger Co.	The University of Texas System - The University of Texas at Dallas
TECO Energy	The Commonwealth of Virginia - Department of Accounts	The Methodist Hospital System	The University of Texas System - The University of Texas at El Paso
Tecumseh Products Company	The Commonwealth of Virginia - Department of Aviation	The Metropolitan Museum of Art	The University of Texas System - The University of Texas at San Antonio
Teleflora	The Commonwealth of Virginia - Department of Corrections	The MITRE Corporation	The University of Texas System - University of Texas Health Science Center at San Antonio
Telephone & Data Systems, Inc. - TDS Telecommunications Corp.	The Commonwealth of Virginia - Department of Health	The Mosaic Company	The University of Texas System - University of Texas Health Science Center at Tyler
Telephone & Data Systems, Inc. - U. S. Cellular	The Commonwealth of Virginia - Department of Motor Vehicles	The National Academies of Sciences, Engineering, and Medicine	The University of Texas System - University of Texas Health Science Center at Tyler
Tellurian, Inc.	The Commonwealth of Virginia - Department of the Treasury	The New York Public Library (NYPL)	The University of Texas System - University of Texas Health Science Center at Tyler
Telstra USA	The Commonwealth of Virginia - University of Virginia	The Nielsen Company	The University of Texas System - University of Texas Health Science Center at Tyler
TELUS International (U.S.) Corporation.	The Container Store, Inc.	The North West Company	The University of Texas System - University of Texas Health Science Center at Tyler
Tempur Sealy	The Cooper Companies, Inc.	The Options Clearing Corporation (OCC)	The University of Texas System - University of Texas Health Science Center at Tyler
Tenaris, Inc. USA	The Cooper Companies, Inc. - CooperVision	The Pennsylvania State University (Penn State)	The University of Texas System - University of Texas Health Science Center at Tyler
Tenerity	The Doctors Company	The Prime Group, Inc.	The University of Texas System - University of Texas Health Science Center at Tyler
Tenet Healthcare Corporation	The Doe Run Company	The QT Company	The University of Texas System - University of Texas Health Science Center at Tyler
Ternium USA, Inc.	The E.W. Scripps Company	The Rosewood Corporation	The University of Texas System - University of Texas Health Science Center at Tyler
Terracon Consultants, Inc.	The E.W. Scripps Company - KGUN - Tucson - TV	The Scripps Research Institute	The University of Texas System - University of Texas Health Science Center at Tyler
Terumo Americas Holding, Inc.	The E.W. Scripps Company - KMGH - TV	The Sherwin Williams Co - Performance Coatings Grp, Global Packaging, Coating Resins & Colorants	The University of Texas System - University of Texas Health Science Center at Tyler
Terumo BCT, Inc.	The E.W. Scripps Company - KMTV - Omaha-TV	The Sherwin Williams Company - Consumer Brands Group	The University of Texas System - University of Texas Health Science Center at Tyler
Terumo Medical Corporation	The E.W. Scripps Company - KNXV-TV	The Sherwin Williams Company - Consumer Brands Group, Consumer North America Division	The University of Texas System - University of Texas Health Science Center at Tyler
Tetra Pak United States	The E.W. Scripps Company - KSHB-TV	The Sherwin Williams Company - Global Supply Chain	The University of Texas System - University of Texas Health Science Center at Tyler
Texas Children's Hospital System	The E.W. Scripps Company - KSTU - TV Salt Lake City	The Sherwin Williams Company - Performance Coatings Group	The University of Texas System - University of Texas Health Science Center at Tyler
Texas Health Resources, Inc.	The E.W. Scripps Company - WEWS-TV	The Sherwin Williams Company - Performance Coatings Group, General Industrial	The University of Texas System - University of Texas Health Science Center at Tyler
Texas Life Insurance Company	The E.W. Scripps Company - WLEX - TV - Lexington	The Sherwin Williams Company - Performance Coatings Group, Global Packaging	The University of Texas System - University of Texas Health Science Center at Tyler
Texas Mutual Insurance Company	The E.W. Scripps Company - WTMJ - Milwaukee - TV		The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc.			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Airborne Solutions			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Bell			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Kautex			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Textron Aviation			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Textron Financial Corporation			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Textron Specialized Vehicles			The University of Texas System - University of Texas Health Science Center at Tyler
Textron, Inc. - Textron Systems			The University of Texas System - University of Texas Health Science Center at Tyler
TGS NOPEC			The University of Texas System - University of Texas Health Science Center at Tyler

The Wonderful Company - Roll Law Group	TreeHouse Foods, Inc.	United States Sugar Corporation	US WorldMeds, LLC
Thelios US	Trelleborg Wheel Systems Americas, Inc.	United Therapeutics Corporation	UW Health
Thermo King Corporation	Tri Counties Bank	UnitedHealth Group	Vail Resorts, Inc.
Thermon Group Holdings, Inc.	Tri-Arrows Aluminum Inc.	UnitedHealth Group - Surgical Care Affiliates	Valaris Limited
Third Bridge (US)	Tricon American Homes	UnityPoint Health	Valent USA, LLC
Thomson	TriHealth, Inc.	Univar Solutions, Inc.	Valero Energy Corporation
Thomson Reuters	Trimble, Inc.	Universal Health Services (UHS)	Vallourec Star, LP
Thorntons	TRIMEDX, LLC	Universal Pressure Pumping, Inc.	Vallourec Tube-Alloy, LLC
Thrivent Financial	Trincher Family Estates dba Sutter Home Winery	University Health	Vallourec USA Corporation
ThyssenKrupp AG (US)	Trinity Church Wall Street	University of California - Berkeley	Valmet, Inc.
Tiffany & Co. US	Trinity Health - St. Joseph Mercy - Oakland	University of California - Davis	VAM USA, LLC
Title Nine	Trinity Industries	University of California - Irvine	Vanda Pharmaceuticals, Inc.
Title Resource Group	Trinseo	University of California - Los Angeles	Vanderbilt University
TK Elevator United States BU NA	Triumph Group, Inc.	University of California - Merced	Vanderbilt University Medical Center
TK Elevator United States Corporate B-1	True Partners Consulting, LLC	University of California - Riverside	Varroc Lighting Systems, Inc.
TMEIC Corporation	TruGreen Limited Partnership	University of California - San Diego	VCU Health System Authority
TOD01 Services Inc.	Truist Financial Corporation	University of California - San Francisco	VELUX America, LLC
Tokai Carbon US Holdings Inc.	TSA	University of California - Santa Barbara	Ventas, Inc.
Tokio Marine Highland	TTEC Holdings, Inc.	University of California - Santa Cruz	Ventech Solutions
Tokyo Electron	TTI Inc.	University of California (UC)	Ventura Foods, LLC
Toll Global Forwarding (USA), Inc.	TTM Technologies	University of Central Florida (UCF)	Veran Medical Technologies Inc.
TOMS Shoes, LLC	Tufts Medical Center Inc.	University of Colorado Boulder	Verathon, Inc.
Torrid, LLC	Tufts University	University of Colorado System	Vericast
Toshiba America, Inc.	Tupperware Brands Corporation	University of Florida	Veritiv Corporation
Total Quality Logistics	Turner Construction Company	University of Houston-Clear Lake	Versant Health
TotalEnergies US	TUV SUD America, Inc.	University of Kansas (KU)	Verso Corporation
Tower Hill Insurance Group	Twin-Star International	University of Massachusetts Systems Office	Vertex Pharmaceuticals, Inc.
Toyota Boshoku America, Inc.	Tyson Foods, Inc.	University of Michigan	Veryan USA
Toyota North America	U.S. Pharmacopeia Convention	University of Minnesota	Vestas American Wind Tech
TPC Group, LLC	Uber Technologies, Inc.	University of Notre Dame	Vestas Blades America, Inc.
TPI Composites, Inc.	UCB, Inc.	University of Pittsburgh	Vestas Nacelles America
Tractor Supply Company	UChicago Medicine	University of Wisconsin Credit Union	Vestas Towers America, Inc.
Trane Latin America	Ulteig Engineers, Inc.	Upfield US, Inc.	VF Corporation - Altra
Trane Technologies Company, LLC	Ultimate Medical Academy, LLC	UPM - Communication Papers	VF Corporation - Icebreaker
Trane Technologies Company, LLC - CFO	Ultragenyx Pharmaceutical	UPM - Fibres	VF Corporation - JanSport
Trane Technologies Company, LLC - Trane Comfort Specialist	UMB Financial Corporation	UPM-Kymmene, Inc. - Raflatac, Inc.	VF Corporation - Kipling
Trane Technologies Financial Services Corporation	UMUC Ventures	UPM-Kymmene, Inc. - Specialty Papers	VF Corporation - Smartwool
Trane U.S., Inc.	Under Armour	Uponor, Inc.	VF Corporation - The North Face
Transamerica - Life Insurance Company	UniFirst Corporation	Upsher-Smith Laboratories, LLC	VF Corporation - Timberland
TransCanada Corporation (US)	UNITE HERE HEALTH	Urban Oil & Gas Group	VF Corporation - Vans
Transcontinental	United Airlines Holdings, Inc.	Urban Outfitters, Inc.	VF Corporation - Williamson-Dickie
TransMontaigne Partners, LLC	United Launch Alliance	US Foods Holding Corp.	VF Corporation (VFC)
Transocean	United Malt Group United States	US LBM Holdings	Viatris, Inc.
Travel + Leisure Co.	United Natural Foods, Inc.	US Synthetic Corporation	Vicinity Energy
Travere Therapeutics, Inc.	United Parcel Service, Inc.		Victoria's Secret & Co.
Treasury Wine Estates Americas Company	United Properties Investment, LLC		Videojet
	United Rentals, Inc.		Vinson & Elkins, LLP
	United States Olympic Committee (USOC)		Virbac Corporation
	United States Steel Corporation		Virtua Health, Inc.
			Viskase Companies, Inc.
			Vistra Corp.
			Vital Proteins, LLC

Vitamix Holdings Co	Westerra Credit Union	YMCA of the North
Vitesco Technologies USA LLC	Westfield Insurance	Yoh
Vizient	Westfield, LLC	Young Living Essential Oils
VMware, Inc.	Westinghouse Electric Co	Youngers and Sons Manufacturing
Volkswagen Credit, Inc.	Westlake Chemical Corporation	Zachry Group
Volkswagen Group of America, Inc.	Westmoreland Mining, LLC	Zenith American Solutions
Volvo Group North America	Westrock Company	Ziegler CAT
Vontier	Weyerhaeuser / Timberlands Division	Zim American Integrated Shipping Services Company, Inc.
W. L. Gore & Associates, Inc.	Weyerhaeuser / Wood Products Divisions	Zimmer Biomet Holdings, Inc.
W.R. Grace & Co.	Weyerhaeuser Company	ZimVie
W.W. Grainger	WGL Holdings, Inc. - Washington Gas	Zions Bancorporation
Wakefern Food Corporation	Wheels, Inc.	Zobebe USA, Inc.
Walgreens Boots Alliance - Walgreen Co.	Whirlpool Corporation	Zoetis, Inc.
Walmart, Inc.	WhiteWater Midstream	ZOLL Medical Corporation
WANdisco	WideOpenWest, Inc.	Zovio, Inc.
WarnerMedia LLC	Wilbur-Ellis	Zumiez, Inc.
Washington University in St. Louis	Wild Fork Foods	Zurich North America
Waste Management, Inc.	William Marsh Rice University, Inc.	Zurn Water Solutions Corp.
Watches & Jewelry (United States)	Willscot Mobile Mini	Zymeworks
Waters Corporation	Wilmer Cutler Pickering Hale and Dorr, LLP	
Watts Water Technologies	Wilton Brands	
Wayne Farms, LLC	Winc Inc.	
Weatherford International, LLC	Winpak Portion Packaging, Inc.	
Webasto Roof Systems Americas	Winsome Truth	
Weber-Stephen Products, LLC	Wonderful Sales	
Webster Financial Corporation	WoodmenLife	
Wegmans Food Markets, Inc.	Woodside Electronics Corporation	
Weil, Gotshal & Manges, LLP	Woodward, Inc.	
Welbilt, Inc.	Workiva Inc.	
Wellmark BlueCross BlueShield	World Wide Technology Holding, Inc.	
Wells Enterprises, Inc.	World Wrestling Entertainment, Inc.	
Wells Fargo & Company	Worthington Industries	
WellSpan Health	WSP USA	
WernerCo	WuXi Biologics	
WESCO International, Inc.	Wyndham Worldwide - Wyndham Hotels and Resorts	
West Bend Mutual Insurance Company	X-Rite	
West Fraser, Inc.	Xcel Energy, Inc.	
West Pharmaceutical Services, Inc.	Xcel Energy, Inc. - Southwestern Public Service Co.	
West Virginia Higher Education Policy Commission	Xellia Pharmaceuticals USA	
Western & Southern Financial Group	XPO Logistics, Inc.	
Western Area Power Administration	Yale-New Haven Hospital	
Western Foods, LLC	Yanfeng US Automotive Interior Systems I, LLC	
Western Growers Assurance Trust	Yanfeng US Automotive Interior Systems II, LLC	
Western Midstream	Yanmar America Corporation	
Western Milling, LLC	Yazaki North America, Inc.	
Western National Group		
Western Union Corporation		



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