

RUGGED. RELIABLE. RESPONSIVE.

INTRODUCTORY STATEMENT

Covering 800 square miles in Central Wisconsin, Stevens Point is a thriving area that benefits from proximity to Chicago, Madison, Milwaukee, Minneapolis, and Green Bay. Known for the state's oldest farmer's market, a brewery that provided beer to Union troops during the Civil War and the world's largest trivia contest, Stevens Point is also home to the world headquarters of our company, Gamber-Johnson.

Our company may not be recognized for having put Stevens Point on the map, but the products we produce make a tremendous impact on the lives of people worldwide.

Our humble beginning began in Stevens Point in 1954 with a primary focus on manufacturing wooden furniture. Nobody could have predicted that in the mid-1970's, a chance visit from a local truck driver asking for assistance with mounting his CB radio, would lead to a complete transformation for the company. The creation of this original mount set the company on a trajectory that would place critical, life-saving equipment and technology mounting products into the first response and rescue service vehicles that police, fire, EMS, and utility workers count on the most.

We obtained a patent for the original "slide mount" radio product in 1978 and went on to position the business at the forefront of the industry by securing 29 additional patents to date.  Through forward-thinking and problem-solving innovation, we are now a nearly 58-million-dollar business and the leading global manufacturer of mounting equipment for laptops, tablets, radios, surveillance cameras, point-of-use kiosks, printers, and more. Our products not only support heroes in police, fire, and EMS service, but also create vital efficiencies for the work of telecom, transportation/logistics, warehousing, and other fleets.

Growth in manufacturing has not been a solo effort for us. Our close partnerships with major technology original equipment manufacturers

(OEMs) such as Dell, Getac, Panasonic, Samsung, and Zebra have been key to our success. Constant adaptations of technology have made collaborating with OEM partners crucial to ensuring end-users have access to thoroughly tested mounting equipment at the time a new device is launched. From 2015 - 2018, we onboarded 3 new OEM technology partners who have contributed to both our sales and employee growth.

In addition to aligning with OEM partners, instituting a non-vertically integrated business model has allowed growth in product line development to benefit many local and regional partners. Supplier proximity and complimentary business values are paramount to our success. For that reason, we have grown our Wisconsin supplier base by more than 22 percent in the last two years.

Product resellers are another important extension of the business and we are committed to providing all who sell, support, or install our products with the latest developments, competitive intelligence, and market trends. October 2019 marked our 22nd annual training conference, Connect 4 Tomorrow, which welcomed nearly 150 representatives (resellers and technology partners) from 15 different countries around the globe to the state of Wisconsin.

All stakeholders have impacted the growth of our business; however, the company's commitment to attracting and retaining employees has been essential.

Over the last seven years, Gamber-Johnson has expanded their employee base by 100 percent and has continued to set the bar with their product and market expertise.

Even in a predominantly rural community, we are able to gain the national attention of job seekers with the reputation of being a great place to work.

The company's industry-recognized skills matrix allows employees to cross-train, set their career path, and enhance skills while receiving wage increases. Additionally, team members receive time to participate in and contribute to various local school outreach programs, STEM programs, fundraisers that support the families of fallen first responders, and much more.

Today, we are known for much more than manufacturing mounting devices. A management buyout of the company in 2016 helped the team recognize many areas for potential growth. Specifically, over the last five years, exports have grown from four to 46 countries, with 2019 sales exceeding \$9 million outside of North America. The acquisition of companies in Sweden and Canada in 2016 and 2017 respectively have substantially increased our position as a prominent global supplier.

These initiatives, along with advanced manufacturing practices and partnerships, have resulted in our company being recognized with the U.S. Department of Commerce President's "E" Star Award (an award presented to only eight U.S. companies in 2018), the Wisconsin Governor's Export Achievement Award, and six past nominations for Wisconsin Manufacturer of the Year.

With the global success that Gamber-Johnson has experienced, if the company's partners, resellers, and end-users did not know where Stevens Point was before...they certainly do now!

Let this be your guide to learning more about the people, strategies, and processes that make us an exemplary manufacturer.





PRODUCT DESCRIPTION

Gamber-Johnson is an ISO 9001:2015 certified manufacturer of mounting components and systems for laptop and tablet computers, radios, light and siren controls, point-of-use kiosks, printers, keyboards, and other devices. With 29 patents and counting, we are dedicated to providing products and services that are rugged, reliable, and responsive. In fact, our company's name has become synonymous with products that can withstand even the most extreme situations. As the go-to partner for major rugged computer OEMs such as Dell, Getac, Panasonic, Samsung, and Zebra, we continue to evolve with the ever-changing technology landscape.

Not exclusively aligned with a specific set of industries, our company primarily produces universal, apparatus or vehicle-equipped, and custom products for public safety services, utility, telecom, kiosk/point-of-sale, transportation/logistics, warehousing/material handling, and other fleets. Regardless of the mobile office or technology need, we have a design or a custom solution for cradle and/or docking stations to address the user's specific requirements.

PUBLIC SAFETY SOLUTIONS

Not long ago, public safety representatives used only land mobile radios to get real-time information from dispatchers. This voice-only dispatching system had significant limitations, and as technology changed, so did the way police, fire, and security personnel communicate to receive real-time information about a call. Today, more and more agencies are turning to devices that help them stay connected and situationally aware with nearly 90 percent reporting use of mobile field technology ranging from rugged laptops, tablets, handhelds, and consumer-grade devices.

Technological developments, specifically smartphones and tablets, have made a profound impact on the way law enforcement, fire service, and security workers manage data collection, keep records, and access vital information. The emergence of in-vehicle and mobile technology devices to obtain and share data out in the field, has required that we, as a company, thoroughly understand the needs and risks associated with these areas of service.

Aligning with vehicle and technology OEMs from around the world is a necessary factor to ensure products exceed performance expectations and do not pose additional risk to a vehicle or apparatus' occupants. Our design engineers have access to the necessary specifications that help customers determine if they need a universal or custom product solution. This integral knowledge creates production efficiencies and helps get critical apparatus and technology into service faster.

Our team members understand the unique challenges of those who work in law enforcement, fire, and security, and are committed to the development of rigorously-tested products that are as rugged as the devices selected for use.

“An officer was responding to a reported injury/accident 20 miles away and as he drove there, his automobile hydroplaned around a curve. The car flipped and traveled down the road on its top for 150-200 feet. I saw a photo from the crash and was amazed that the laptop hadn't moved. It was exactly where it was supposed to be and still working amid all this wreckage.”

– Lieutenant Dave Laude, Wood County Sheriff's Department



ENTERPRISE SOLUTIONS

Enterprise solutions represent another major product category for Gamber-Johnson with a focus on end-users in industries such as utility, telecommunications, oil and gas, and field service for railroad, electric, and more. While in the field, drivers are using technology devices to access/input data in spaces that are generally more constrained than typical office environments. Safety and ergonomics have become a primary area of focus for fleet managers who cite ease of use and operator safety as fundamental concerns. We are committed to offering consultations to end-users that include on-site visits to their location to better understand how the vehicle and equipment will be utilized. Important areas of consideration when determining the best product and installation arrangement include maximizing visibility, usable space, and safety for the driver. Our products and installation experts work side-by-side with end-users to minimize/eliminate injuries and improve technology and device ease of use.

Our company's strong value proposition in the enterprise product category sets the company apart from competitors most notably in the areas of durability, pre- and post-installation service resources, and the compatibility attributes offered. Sales representatives and installation technicians provide demonstrations and testing before and after product selection to ensure the customized solution is the best arrangement to fit an end-user's needs. Additionally, most enterprise product configurations can be removed when a vehicle is taken out of service, and placed into a new vehicle for continued use, reducing consumer cost.

LOGISTICS AND MATERIAL HANDLING SOLUTIONS

In industries that rely on logistics and material handling, mobile data-driven devices such as specialized barcode scanners, enterprise resource planning systems, warehouse management technologies, and other tools are becoming increasingly able to communicate with each other. In what has historically been a difficult to measure aspect of business, organizations can now use this data transparency to set a foundation for greater insight into processing and handling procedures.

One of the key ways that warehouse professionals have become more efficient is the growing use of technology devices with real-time access to warehouse management systems. In fact, studies show that nearly 70 percent of warehouse managers are actively investing in ways to gain unprecedented visibility into every facet of the supply chain.



Mobile technology is also transforming outbound logistics of shipping, delivery, and order fulfillment services. This industry represents a mobile workforce like no other because of its delivery challenges, deadlines, and the distances the workforce can cover. With the use of mobile technology, there is now more collaboration between the warehouse, dispatch, and drivers.

Just as with enterprise and emergency services products, we work directly with technology OEMs to create logistics and material handling resources for devices that not only feature easy docking capabilities and several port options, but that are also secure - creating a safer work environment for end-users. With a variety of ergonomic mounts that can be configured for forklifts and other material handling vehicles, Gamber-Johnson can securely mount fixed vehicle computers, tablets, displays, laptops, keyboards, mobile handheld scanners, and safety lights.

Mobile technology continues to transform the supply chain as a whole, and its value is particularly evident when it comes to the final processes that impact customers.

“After a successful new software rollout and installation of tablets to a fleet of forklifts, workflow was immensely improved and vital technology is now in the hands of our users. Forklift operators no longer need to get on and off their vehicles to move to a centralized computer location before returning to work. This also improves safety, with a smaller margin of risk, and puts the computer and technology at the fingertips of the actual users, where it belongs.”

– Server-Products Representative

CORE PRODUCT FAMILY

Docking Stations:

Constructed in partnership with major rugged computer manufacturers like Dell, Getac, Panasonic, Samsung, and Zebra, our docking stations incorporate discrete designs that include input/output features such as power, USB, Ethernet, antenna pass-through, HDMI, and other functionalities that meet or exceed the level of durability as the devices they support.

Cradles:

Like our docking stations, cradles securely retain computer/tablet devices. Cradles incorporate custom or universal design to hold a variety of rugged, business-grade, or custom-grade devices.





Motion Attachments:

Our motion attachment products incorporate a wide range of locking slide arms, clevises, and other heavy-duty, yet highly flexible interfaces, to provide optimal ergonomics while maintaining safe retention of the mounted devices.

Vehicle Consoles:

Replacing the factory console that lies between the driver and front passenger seat, our console provides efficient and ergonomic access to critical systems in the vehicle, while also providing features such as storage boxes, armrests, and/or cup holders. Most consoles also provide mounting locations for motion devices and their mounted computer docks or cradles.

Material Handling Mounts:

Specifically designed with forklift users and pallet riders in mind, these mounts safely hold electronic equipment while providing flexibility in positioning to allow optimal use of the device(s) without compromising operator safety. Innovation in this product category led to the development of a revolutionary heated cover that enables the use of devices in outdoor and freezer environments.

Zirkona Solutions:

Designed to feature an innovative encapsulated joiner that allows the user to rotate a small, lightweight device (up to 11 pounds) to any angle - this product line gives users the mobility and adjustment they desire no matter the environment.

Logistic Mounts:

ELD mandates require semi-truck drivers use electronic logging devices to create a safer environment. Logistic mounts offer a solution to easily install a sturdy platform for a tablet or phone that is ergonomic and safe for the driver to use.

In addition to producing world-class technology mounting solutions, Gamber-Johnson strengthens customer relationships by providing exceptional education, support, and service in the following value-added service areas:



Certified Installer Network

Our Certified Installer Network (CIN) assures customers that their mounting system is not only well-designed and manufactured, but that it also is installed correctly, professionally and safely. Through the CIN, Gamber-Johnson extends its expertise in providing installation training based on the latest industry criterion and provides a thorough understanding of new and developing standards. Members of the CIN represent a commitment to continual improvement in product knowledge, job skills, customer service, and quality of workmanship. In turn, we maintain this network through ongoing technical and customer support to ensure it is the best.

Industry-Disrupting Product Turn-Around

As later defined in the manufacturing process section of this application, our manufacturing efficiencies allow for the execution of industry-disrupting product turnaround times. With competitor shipping times taking as long as six weeks or more from order placement, our products typically ship from the company's headquarters to a fleet in less than 72 hours (for a standard order of 25 units or less). Additionally, a less than two percent product failure rate ensures customers are able to put crucial products into service within days of placing the initial order.

AREAS OF SERVICE



PUBLIC SAFETY



ENTERPRISE



**TRANSPORTATION/
LOGISTICS**



**WAREHOUSING/
MATERIAL HANDLING**



MANUFACTURING PROCESS

Gamber-Johnson's products are put to the ultimate test every day. In fact, it is not unusual for team members to learn that the equipment they have designed and manufactured has survived intact during a serious vehicle or apparatus collision. From executives to production line technicians, these are the stories that motivate our team to always put first the needs of the products' end users.

After weathering the economic storm prior to the end of 2009, our leadership team recognized the need to diversify markets and capitalize on the opportunities presented to grow product exports overseas. This transition required a complete retooling of the product development process that could address the communication and technical specification challenges that occur when accommodating international customers. The technology, automation, and lean manufacturing practices that have been put into place in recent years are essential to addressing challenges presented with developing products that often need to accommodate different product footprints, ambidextrous usability, and more.

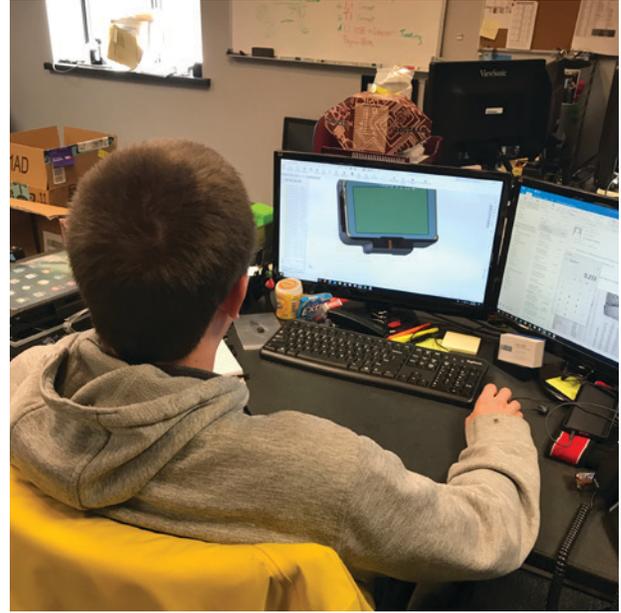
Today, our "Rugged, Reliable, and Responsive" manufacturing and service approach is what guides both domestic and international customers to products that are optimized for their needs, add value at a reasonable cost, and offer the fastest lead times available.

DESIGN ENGINEERING

Some of Gamber-Johnson's most successful products have come to fruition from addressing a pain point. The design engineering process begins with listening to a customer and determining if a universal or custom product will best fit their needs. When it is determined what technology is going to be put into place and the scope of a customer's product needs, design engineers lean on the most cutting-edge software including SOLIDWORKS® computer-aided engineering and design program to create a solution that puts the end-users' needs first.

When compared to the competition, our relationships with OEM technology partners may be the most significant differentiator. These close relationships provide insight into the production of new technology devices, oftentimes more than two years before a product even hits the market. This true partnership gives our design engineers the opportunity to work with technology developers to review and analyze vital specifications that are required when designing appropriate mounting equipment. Considerations such as rugged design, port locations, and much more are all discussed in the early stages of technology device design.

OEM alignment as a competitive advantage allows Gamber-Johnson to introduce new mounting products at the time a new technology device is launched, with some competitors following as much as six months later.



SOLIDWORKS®

Accelerating and optimizing product design, along with reducing valuable production time and costs, begins with an emphasis placed on early OEM involvement and the most efficient design for manufacturability process possible. Our company continues to elevate the resources available to help our team of design engineers create the best products possible while keeping the end-users' needs in mind. Use of the SOLIDWORKS software package provides the team with an up-front design validation tool offering insight into product geometry that would be difficult, expensive, or impossible to predict by conventional means.

SOLIDWORKS also provides specification checks — helping to identify potential problem areas upfront, and reducing the risk for production issues or product failure. The software allows us to generate dependable output for successful manufacturing, while controlling costs, increasing efficiencies, and decreasing time-to-market.

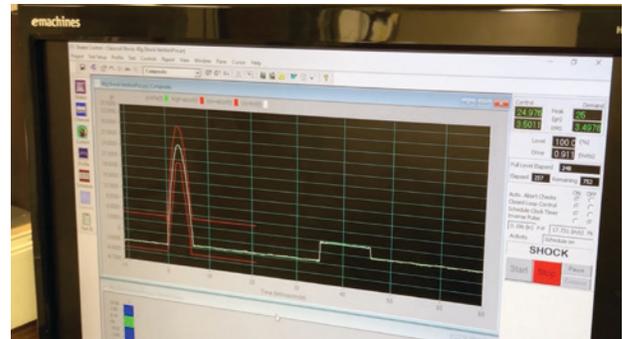
3D PROTOTYPE PRINTING

As the technology landscape has changed in recent years, the cost of 3D prototype printing resources dropped to a point that has allowed our design engineers to leverage capabilities in-house. In 2015, Gamber-Johnson made the financial investment of \$160k to be on the forefront of additive manufacturing with the goal of gaining greater speed-to-market. The addition of a 3D prototype printer has ultimately been a transformative element of Gamber-Johnson's design for manufacturability process.

Before the addition of a 3D printer, prototype iterations would take two weeks to develop using third party resources, with four to five iterations needed per project. The process was very inefficient and added months to a product's production schedule. Having a 3D printer in-house allows the team to get around traditional tooling challenges and produce a prototype product within 24 hours. A design engineer can start a design in the morning and depending on the product's size, the prototype print will likely be complete by the end of the day. The addition of a 3D printer has created design efficiencies that cut out, on average, two months of the total product development timeline.

Our design engineers also use the 3D printer to validate new design philosophies and share learnings with key customers who are then encouraged to provide feedback on designs. Additionally, the 3D printer is used to improve assembly efficiencies on the manufacturing floor with the printing of fixtures that assist associates with part orientation and mistake-proofing operations.

To support growth in 2019, we invested \$184K and purchased two additional 3D prototype printers.



IN-HOUSE PRODUCT TESTING

The testing of Gamber-Johnson mounting products may be the most critical aspect of the manufacturing operations because lives depend on the results. Those in law enforcement, fire service, EMS, security, utility, transportation/logistics, and more, depend on technology mounting equipment to stay in place, protect valuable devices, and not become a dangerous projectile when a vehicle or apparatus is involved in a hazardous collision.

Our extensive quality and testing procedures are completed in-house, and ensure product quality throughout the design and development, testing, procurement, and assembly process. Cross-functional design reviews bring the expertise of the entire team into the design process and ensure that customers' needs and expectations are defined and integrated into product features. Designs are then tested to OEM and Gamber-Johnson specifications to ensure that products are safe and reliable.

Fewer than two percent of Gamber-Johnson docking stations are submitted for warranty repair during the three-year warranty period.

QUICK RESPONSE MANUFACTURING CELLS

Throughout our company we have implemented quick response manufacturing practices (QRM) based on research done by the University of Wisconsin Madison's Quick Response Manufacturing Center. Incorporating four QRM-focused cells (including relevant representation from areas including product marketing, customer service, engineering, purchasing, etc.), has allowed the company to reduce lead times and increase revenue, as well as improve operational performance in all facets of the business.

The primary concept of our cell structure is to combine different functions together in one, co-located group - all focused on one common set of objectives. The cell is motivated to drive self-directed improvements in the areas of speed-to-market, cost, and customer service. In addition, the cell focuses on reducing wait time between steps

in the manufacturing process (or any other process within its scope).

Our QRM processes have proven beneficial to the company's customers by ensuring the following:

- Reduction of external failure costs: less than ½ of 1 percent
- Reliability of products: nearly 99 percent perform past the three-year warranty period (exceeds industry figures for rugged computer reliability)
- On-time delivery above 97 percent
- Delivery lead time on standard orders under three days
- Service turnaround for docking station repairs under three days

The incorporation of QRM strategies has allowed Gamber-Johnson to build partnerships based on overall product value, rather than cost.

Specifically, the outcome of QRM practices has been the primary catalyst for the company's average year-over-year revenue growth of 30 percent since 2016, and 100 percent increase in employee hires since 2012.

AUTOMATION

We pride ourselves on our innovative spirit and the tendency to be forward thinking, so when automation started to become a common practice on the warehouse floor in many industries, we knew we had to jump on board to improve efficacies where we could here in Stevens Point. We began introducing automation with the addition of collaborative robots (cobots) in our assembly processes.

Our cobots are designed to work side-by-side with human staff members, eliminating the need for any human overseeing or guarding, which is typically seen in many automation practices. The addition of our first Gamber-Johnson cobot allowed us to address the regional labor shortages in our area, increase productivity, reduce



manufacturing lead times, improve product quality and eliminate boring repetitive tasks for our staff members.

Our first cobot, affectionately named GAMBOT (Gamber Automated Member Big On Teamwork) was brought on board in September of 2018 and is utilized on one of our high volume tablet docking station production lines. Over the course of 2019 our GAMBOT #1 will install 280,000 screws. The installation of these screws has previously been a bottleneck on our production line, due to their tiny size but now with our cobot aiding in the assembly process a 28% increase in dock output has been realized.

In mid-2019 we brought on a second cobot (named creatively) GAMBOT #2 to give our production floor more flexibility with the ability to run and be programmed on four different product families. Historically, we operated two production cells of four operators to build our highest running laptop dock. With the addition of GAMBOT #2 we were able to combine the production cells into a mini assembly line with only 7 operators while maintaining the same output. This allowed us to utilize operator number eight elsewhere, giving us additional manpower on the floor.



We at Gamber-Johnson look forward to expanding our automation throughout the company and are actively researching new technologies to deploy on our production floor, keeping us both innovative and competitive within the marketplace.

With our cobot aiding in the assembly process a 28% increase in dock output has been realized.



OPERATIONAL & WORKPLACE SAFETY

EXCELLENCE/CONTINUOUS IMPROVEMENT:

Gamber-Johnson strives to put our core values at the forefront of all we do. In turn, the company is most admired for its people, partnership, and product performance. Our company's culture is built on compassionate methods of providing solutions that help people and businesses, all while protecting the environment. Our operational excellence practices systematically guide workforce safety and health, process safety, environmental sustainability, and more.

Operational excellence priorities include, but are not limited to the elimination of serious injuries or illnesses, improved energy and resource efficiency, the management of environmental risks, addressing business risks with employee engagement, and operating with industry-leading dependability.

SALES AND OPERATIONS PLANNING (S&OP)

Our comprehensive outlook focuses on a five-year projection window, with strategic planning sessions occurring yearly. Contributions for these sessions are acquired through team member surveys, customer surveys, market research, field sales personnel, compensation surveys, sales and operations planning, and other stakeholder expectations. The subsequent plan is shared with all employees and regularly monitored and updated. Our management team keeps a strong focus on ensuring all team members understand the plan and how they can individually/collectively contribute.

Based on methodologies developed by Oliver Wight, we implement a four-part ongoing planning process called S&OP. The process involves monthly reviews of each of the following four parts:

- Product Management Review
- Demand Review
- Supply Review
- Management Business Review

One area is reviewed each week with a focus on gaps in alignment with the overall strategic plan.

COST SAVINGS KEY PERFORMANCE INDICATOR

Employee involvement is key to the implementation of our sales and operations planning. Team members are encouraged to take pride in and ownership of what they do each day to help solve difficult business problems. To expand employee engagement in company strategy initiatives, the Cost Savings Key Performance Indicator program was created. **Through the Cost Savings KPI program, a total of 394 ideas (originating from the shop floor, purchasing, engineering, and upper management) were generated and implemented resulting in a total cost savings of \$1,489,373 through October 2019, representing 1.5 percent of sales and 2.6 percent of cost of sales for the company.**

394

IDEAS IMPLEMENTED

(originating from production, purchasing, engineering and management)



\$1,489,373

2019 TOTAL COST SAVINGS

(representing 1.5% of sales and 2.6% of cost of sales)

LEAN EXECUTION

Taking a lean approach to manufacturing processes has helped our company eliminate practices that are devoid of value to the business. The most significant benefit of the company's lean techniques has been the increase in value delivered to the customer. **By incorporating Six Sigma, Kaizen, and 5S tools into everyday processes, we have cut product delivery times nearly in half, grown export involvement from four to 46 countries, and experienced a 74% increase in revenue since 2016.**

Gamber-Johnson's lean strategy has allowed employees more time to spend on value-add processes that have resulted in tremendous capacity improvements for the business. With lean practices not limited to the production floor, weekly 5S events are held in all areas with cross-functional input to identify areas for improvement. The incorporation of 5S events have helped identify and correct workplace inefficiencies before incorporating more complex lean applications - ultimately laying the foundation for improved results.

ENVIRONMENTAL SUSTAINABILITY

Whether you're exploring the backwaters of the Wisconsin River or hiking the Ice Age Trail, Stevens Point has so many beautiful opportunities to explore the outdoors. Our team respects this about our community's heritage and is committed to building a tradition of environmental stewardship in all business practices.

ROHS COMPLIANCE (RESTRICTION OF HAZARDOUS SUBSTANCES DIRECTIVE), REACH COMPLIANCE (REGISTRATION, EVALUATION, AUTHORIZATION, AND RESTRICTION OF CHEMICALS), AND WEEE COMPLIANCE (WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT DIRECTIVE)

As exports have grown to represent 25 percent of our business in recent years, the focus on environmental sustainability has magnified due to stringent international regulations.

For example, since 2007, all new Gamber-Johnson products are produced to be RoHS and REACH compliant. These regulations ban the use of certain hazardous substances such as lead, mercury, cadmium, hexavalent chromium, and some polybrominated flame retardants. In one situation, a tablet docking station used in office environments was tested with multiple conformity markings for compliance including RoHS, REACH, and more, and can now be distributed in over 60 countries. Additionally, we must comply with the WEEE directive which requires product manufacturers take responsibility for the collection and recycling of their products at the end

of their lifecycle. Together, RoHS, REACH, and WEEE compliance work hand-in-hand to reduce hazardous substances used in the production of products, the risk of hazardous exposure to production and recycling staff, and recycling costs.

Regulation compliance is not the only driver for our sustainable practices. On a daily basis, team members recycle all accepted materials including cardboard, batteries, fluorescent light bulbs, electronics, steel, aluminum, and magnesium. Taking the initiative a step further, once a year team members are encouraged to recycle waste from their personal residences including TVs, computers, monitors, and more with the processing paid for by Gamber-Johnson. Together, the recycling of scrap steel, aluminum, cardboard and personal waste keeps more than 150 cubic yards of waste from entering landfills.

WORKPLACE SAFETY

While continuous improvements and efficiency assessments are a core focus for the Gamber-Johnson team, long-term success depends on a commitment to workplace safety for employees, visitors, and the community. Many elements contribute to creating a strong culture of safety and at our company, it starts with the understanding that a safe and healthy workplace is not only a business imperative but a fundamental right for every person. From leadership to the production floor, workplace health and safety policies require that team members take responsibility for maintaining a work environment that minimizes the risk of accident, injury and exposure to health hazards for all associates and visitors.

In 2017, we initiated new methods to further build on the company's culture of safety and has since taken action to address areas of risk. As a result, in that year, the company has seen a decline in month-over-month safety incidents and has decreased lost time accidents from one incident in 2016 to zero incidents in 2017.

Notable workplace safety training initiatives include:

- Hazard Communication
- Forklift Certification
- Tornado Warning Protocol
- Fire Evacuation Protocol
- Lockout/Tagout Protocol
- Plant Security for Key Holders
- Extreme Weather Conditions Protocol



MANAGEMENT PHILOSOPHY/ EMPLOYEE COMMITMENT:

The management buyout of Gamber-Johnson in 2016 opened doors to establish a trajectory of growth that has validated the company as a global supplier of technology mounting equipment.

However, rapid growth presents common challenges that nearly every manufacturing company faces - regardless of location but particularly in rural communities. The Manufacturing Institute projects two million skilled jobs in the U.S. may go unfilled by 2025, and like many other manufacturers, our team understands the potential magnitude of the situation if creative recruitment, retention, and customer relationship initiatives are not deployed. With a focus on the company's mission to provide "joyful growth" for suppliers, customers, employees, partners, and the community, our leadership team has adopted a robust strategy to continue on a path to further expansion and growth in the years to come.



WORKFORCE EXPANSION AND DEVELOPMENT

In 2017, our team identified additional engineering resources as a critical area of need for the company. Recruiting engineers to work in the Stevens Point world headquarters presents both the benefit and challenge of being located within 1-2 hours of Madison, Milwaukee, and Green Bay. Considering the scope of other competitive engineering jobs available statewide, and the segment of the prospect pool that may not consider moving to an area with the perception of being a rural community, it was decided that a satellite office dedicated primarily to design engineering would be opened in Madison in 2019.

In March of 2019, we successfully opened our Madison office and currently have 4 full-time staff members who call this location home. We will continue to identify and develop creative ways to fill areas of employee and skill gaps through intentional planning that focuses on finding and retaining talented employees, as well as individual development.

Our Madison location provides the opportunity to attract a larger applicant base and has ultimately increased Gamber-Johnson's engineering capabilities by 50 percent.

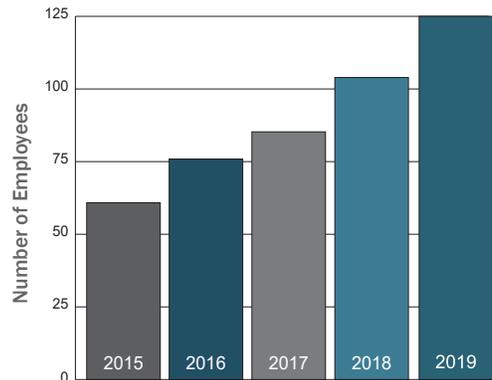
TRAINING MATRIX

Our lean practices include a comprehensive, cross-training matrix combined with automation, which allows production teams to move from dedicated work cells that are flexed to accommodate each new project. The efficiencies created from these practices allow us to keep inventory at a minimum and the majority of orders shipped within two days of order receipt. The training matrix also allows employees to take part in a development plan that aids career path planning. When a new employee's training period is complete, they have the opportunity to participate in our training matrix.

The Matrix is made up of 25 cell areas with skills that have point values based on complexity. For every cell an employee shows competency, they are able to earn increased wages. Self-motivated employees are able to move up with the skills matrix and increase their hourly wage more quickly than traditional training and promotions programs.

Gamber-Johnson has made the commitment to further develop internal personnel. More than 20 percent of our current employees have been promoted from within.

Gamber Johnson's – Employee Growth



ASSEMBLY MENTORS

In 2017, the creation of an assembly mentor role made a significant impact on the engagement of production employees and their progression through the training matrix. In addition, assembly mentors help train and encourage employees, identify areas of inefficiency, conduct quality control checks, and act as liaisons to the management team. As an extension of lean manufacturing practices, the assembly mentor's contribution to getting a cell up and running as efficiently as possible results in reduced cycle time and capacity for new projects. Most importantly, assembly mentors help empower employees.



“Our team members take pride in their work because we are held to specific production systems. Everyone has the opportunity to broaden their knowledge and share ideas to improve communication and efficiencies. As an assembly mentor, it’s an honor to help our team achieve individual and collective goals.”

– Nick Wierzba, Assembly Mentor

EMPLOYEE EMPOWERMENT

Gamber-Johnson team members regularly recommend open positions to past colleagues and friends because the organization has been built on a foundation of being a great place to work. Even in a predominantly rural community, we gain the national attention of job seekers because employees are empowered to put their knowledge and creativity to use through innovative product development, the latest technology and automation applications, and quick response manufacturing practices.

In recent years, an important employee empowerment initiative for us has been the creation of a Millennial task force. The committee is made up of employees who enjoy identifying and implementing initiatives that support the recruitment and retention of young professionals.

Since its inception, the task force has helped put into place a number of benefits that have added to our competitive appeal for job applicants, as well as improved employee satisfaction.

- On-site fitness room that can be accessed by employees before/after work hours, or during breaks and lunch hour
- Complimentary Netflix subscription for all employees
- Tuition reimbursement and sign-on bonuses
- \$1,000 employee referral bonuses
- \$5,000 yearly dependent daycare reimbursement
- Lunch and learn training opportunities in the areas of personal taxes, retirement investing, Microsoft skills, and more
- International travel opportunities to strengthen relationships with customers overseas



COLLEGE INTERNSHIP PROGRAM

We value being located in a state where our universities and technical colleges support graduates who want to pursue a career in manufacturing. Having close proximity and connections with UW-Stevens Point, Mid-State Technical College, Fox Valley Technical College, UW-Madison, and more, our associates have access to recruitment resources, as well as provide resources for engineering and manufacturing students that need skills to advance.

As a devoted participant at career fairs across the state, we seek out eager students to participate in paid college internships. In line with the employee skills matrix, interns have the opportunity to learn the job functions of any role in which they would like to gain knowledge and additional skills. In 2019, six students participated in our paid internship program that runs spring through fall.



“When I graduated college, I considered other engineering positions in different areas of the state but decided to stay at Gamber-Johnson because I was provided the opportunity to immediately be an integral part of design projects and new products. This presented the opportunity to quickly grow in my career, and still use my strengths. I also appreciate that the company is supportive of initiatives that attract young professionals and will help them thrive in whatever role they take on.”

– Travis Pischel, Design Engineer and Past Intern



COMMUNITY SUPPORT, STEWARDSHIP, & INVOLVEMENT:

Our associates understand that the company's success is directly tied to the well-being of the communities in which they operate and serve. We may be situated in the heart of rural Wisconsin, but our social responsibility and community outreach not only extend far beyond the town, but also beyond the state. As we have grown over the years, so has our ability to support the causes and organizations that are near and dear to the hearts of associates, their families, product resellers, and end users. Community support and stewardship activities have presented many benefits including team building and talent attraction, higher employee morale and improved collaboration, relationship building, and much more.

Over the past six years, Gamber-Johnson's leadership team has taken part in Wisconsin Manufacturing Extension Partnership (WMEP) programs to learn more about growth in exporting. **Through this valuable relationship, our advanced manufacturing attributes were recognized by WMEP which qualified the company to receive additional WEDC State grant funding to expand and grow exports, which have exceeded \$9 million in 2019.** This past year, we received national recognition with the highly coveted US Department of Commerce's President's "E Star" Award for Export Excellence; presented to only eight companies nationally.

As a prominent business in the community and within the industries it serves, our development in the areas of community support and stewardship has allowed our company's leadership team to give back and share important learnings with other Wisconsin manufacturers.

CONNECT 4 TOMORROW

In 2019, the 22nd annual Connect 4 Tomorrow event was celebrated bringing together resellers, supporters, and installers of Gamber-Johnson products. Over 150 individuals from around the world convened in Green Bay to learn about the latest product developments, installation techniques, competitive intelligence, and market trends. Connect 4 Tomorrow is an event that also offers invaluable networking opportunities for resellers to share best practices and connect with representatives from partners such as Getac, iKey, Panasonic, Samsung, Zebra, and more. We show our gratitude and commitment to our partners by sponsoring all lodging, meals, transportation, conference activities, and an optional tour of the company's Stevens Point manufacturing facility. Event organizers are proud of feedback received from post-event surveys with 100 percent of attendees rating the conference as "very good or excellent."



COMMUNITY SUPPORT

Expanding on its commitment to the partners and industries it serves, Gamber-Johnson employees are also encouraged to donate their time and talents to many area organizations and causes. Additionally, the company frequently donates and sponsors several events throughout the year. The beneficiaries of these contributions include a focus on those impacted by Gamber-Johnson's products including causes that support first responders and their families. In the tragic event of a fallen police officer or firefighter nationwide, the company makes a contribution to the Concerns of Police Survivors (C.O.P.S.) or the National Fallen Firefighters Foundation. Overall, we have contributed \$55,600 to support emergency responders since 2017.



Other areas of contribution include, but are not limited to:

- United Way (over \$28,061.76 contributed since 2017)
- Marshfield Clinic Breast Care Center
- Special Olympics
- Centergy (Central Wisconsin Regional Economic Development Organization)
- Leadership team and associate participation on various boards of directors and committees



**Marshfield
Clinic**



**Special
Olympics**



CENTERGY
Central WI Alliance for
Economic Development

In 2019, Gamber-Johnson is committing to additional donations for the following:

- \$100,000 donation | Mid State Technical College | New building construction in Stevens Point Industrial Park to support future workforce development.
- \$25,000 donation | Centergy – Center for Success | This program will help attract for talent
- \$2500 donation | WMC | Business Boot Camp for High School Kids
- \$2500 donation | Boys and Girls Club | Great Futures Program
- \$2500 donation | IDEA Center | Create Portage County Investment



HEAVY METAL TOUR

Every year we open our doors to more than 200 area middle school students during the “Heavy Metal Tour” which takes place in recognition of Wisconsin Manufacturing Month. In an effort to address the expected workforce and skilled labor shortage, the event is in partnership with technical colleges from across the state of Wisconsin and gives students the opportunity to explore cross-sectional career pathways in manufacturing. Our team members welcome the opportunity to introduce the company’s innovative manufacturing processes to students and express the value and benefits a career in manufacturing can offer.



STEM EDUCATION

We are committed to continuing and expanding its support of local schools and community STEM programs. As a supporter of STEM (an approach to learning that uses Science, Technology, Engineering, and Mathematics), students are encouraged to engage in hands-on workshops, both at manufacturing sites and in the classroom, to learn about the many career paths available with an education in STEM.

In addition, we are also proud to sponsor the Stevens Point Senior High School STEM team which competes throughout the state.

AWARDS AND RECOGNITION:

2020 - Wisconsin Manufacturer of the Year Grand Award

2019 - Wisconsin Governor's Export Achievement Award

2019 - Wisconsin Manufacturer of the Year for Exceptional Customer Relations | Special Award

2018 - President's "E" Star Award for Exports

2018 - Manufacturing Excellence Award - Wausau Region Chamber of Commerce

2017 - Wisconsin Manufacturer of the Year Nominee

2017 - United Way Special Service Award

2016 - Wisconsin Manufacturer of the Year Nominee

2015 - Wisconsin Manufacturer of the Year Nominee

2015 - Wisconsin Governor's Export Achievement Award

2014 - President's "E" Award for Exports

2014 - Wisconsin Manufacturer of the Year Nominee

2013 - Wisconsin Manufacturer of the Year Nominee

2010 - Cygnus Innovation Award

2004 - Workplace of Distinction - Corporate Report Wisconsin

2000 - Wisconsin Manufacturer of the Year Nominee



GAMBER-JOHNSON'S NOTABLE NEWS MENTIONS

[Work Truck, October 22, 2019:](#) Gamber-Johnson's Toughbook Offers Motion Attachments

[Kiosk Market Place, August 8, 2019:](#) Gamber-Johnson Enters Retail Market With Payment Terminal Stands

[Wausau Pilot and Review, July 23, 2019:](#) Gamber-Johnson Expands International Sales Team by Hiring
New Sales Manager

[MHEDA, June 6, 2019:](#) Gamber-Johnson Receives U.S. Patent for Unique Thermal Tablet Cover

[Business Wire, May 29, 2019:](#) Ventev & Gamber-Johnson Collaborate to Provide Tessco Customers New
Vehicle Mounting Solutions

[The Business News, April 7, 2019:](#) Keeping it Local

[Officer.com, March 12, 2019:](#) New Madison Satellite Office Now Open

[KHQ NBC 6, October 19, 2018:](#) Gamber-Johnson Receives Distinguished 2018 Manufacturing
Excellence Award

[Wausau Pilot and Review, October 19, 2018:](#) Domtar and Gamber-Johnson honored at third Manufacturing
Excellence Awards

[Point / Plover Metro, May 22, 2018:](#) Gamber-Johnson Recognized by Federal Government for
Growth, Exporting

[Yahoo Finance, May 21, 2018:](#) Gamber-Johnson Receives Presidential Award for Exports

[Samsung Newsroom, October 20, 2017:](#) Samsung Advances Mobility for the Global Workforce with the
Enhanced Galaxy Tab Active2, a Ruggedized Tablet Optimized
for Business

[Milwaukee Business Journal, October 20, 2017:](#) Gamber-Johnson Unveils Three New Docking Stations for the
Samsung Galaxy Tab Active2

[Stevens Point Journal, July 15, 2016:](#) Gamber-Johnson Announces Management Buyout

[Field Technologies Online, May 27, 2016:](#) Gamber-Johnson Introduces Vehicle Docking Station For New Getac
S410 Notebook

[Wisconsin Manufacturing Extension Partnership, May 27, 2015:](#) Gamber-Johnson receives Governor's Export
Achievement Award

[Stevens Point Journal, May 10, 2015:](#) On the Job: Gamber-Johnson Receives State Export Award

[PoliceOne.com, March 10, 2009:](#) Why the Wood County Sheriff's Department's Decided to go with Gamber-
Johnson Vehicle Mounting Solutions



November 1, 2019

Attn: WI Manufacturer of the Year Nomination Committee
Re: Gamber Johnson, Nominee

Dear Judges,

It is my pleasure to write to you today in support of Gamber Johnson's application for the 2019 Wisconsin Manufacturer of the Year award. Colby Metal is based in Colby, WI, and provides metal fabricating and manufacturing of specialized parts for a diverse range of industries. Our team has been committed to growing with Gamber Johnson for nearly two decades because frankly, the company is made up of outstanding people who are passionate about the industries they serve. Since my earliest involvement, I have found Gamber Johnson to be world class in many ways. Our relationship and their representation of Colby Metal products on both a national and international level, demonstrates true partnership, innovative and lean manufacturing processes, and the highest quality production.

It's truly an honor to work with a company that creates solutions to support the critical work of the public sector such as police and fire personnel, as well as many other enterprise industries. Armed with a dedicated and knowledgeable team from leadership members, problem-solving engineers, and experienced production technicians, Gamber Johnson has consistently partnered with Colby Metal representatives to create parts that guarantee optimal product performance for its customers.

In line with its collaborative approach and forward-thinking manufacturing philosophies, Gamber Johnson has been an exemplary model for manufacturers across Wisconsin - including our own business. Like many other manufacturers, the recession of 2009- 2010 hit Colby Metal hard. We studied Gamber Johnson's lean practices including a comprehensive, cross-training matrix combined with automation, which allows production teams to move from dedicated work cells that are flexed to accommodate each new project. The efficiencies created from these practices allow Gamber Johnson to keep inventory at a minimum and two-thirds of all products shipped within two days of order receipt. These proven examples motivated the Colby Metal team to evolve our lean processes which have resulted in significant sales growth and the addition of 16 employees. Our team values this journey we have experienced growing alongside Gamber Johnson, as partners working toward the same goals.

On a personal level, Gamber Johnson is represented by people we enjoy working with and operates with the utmost professionalism and integrity. On behalf of Colby Metal, I am grateful for their partnership and business.

Please strongly consider Gamber Johnson's application for this distinguished award.

Sincerely,

A handwritten signature in black ink that reads "Mark M. Viegut".

Mark M. Viegut
President, Colby Metal, Inc.



Attn: WI Manufacturer of the Year Nomination Committee
Re: Gamber Johnson, Nominee

Dear Judges,

On behalf of Wisconsin Manufacturing Extension Partnership (WMEP), I am proud to endorse the nomination of Gamber Johnson for the 2020 Wisconsin Manufacturer of the Year.

Our relationship with Gamber Johnson goes back to 2012, when the company's leadership team attended ExporTech – a program that supports the export capabilities of businesses in the state of Wisconsin. Since that time, our organization has recognized Gamber Johnson's passionate leadership, advanced manufacturing processes, and production of rugged, reliable, and responsive products. These attributes, along with the unique potential to grow export sales, qualified Gamber Johnson to receive additional WEDC State grant funding to expand and grow exports. The results have been astounding! In 2012, the company's exports were 400K and included four countries. Over the next six years, exports grew to 43 countries with 2018 sales exceeding \$8 million. Additionally, WMEP is inspired by Gamber Johnson's employee growth from 58 associates in 2012, to 104 in 2018. As a non-vertically integrated business, this company growth multiplied, and contributed to the addition of significant employment opportunities within its base of Wisconsin suppliers.

In 2015, and again in 2019; Gamber Johnson received the Governor's Export Achievement Award which recognizes extraordinary results in international markets and elevates Wisconsin's competitiveness in the global economy. Now with two subsidiaries in Canada and Sweden, it's truly remarkable that Gamber Johnson calls the Steven's Point facility its world headquarters.

They have achieved national recognition with the US Dept of Commerce's President's "E" Award for Export Excellence; and the highly coveted President's "E Star" award given to only (8) companies nationally in 2018. All this recognizing solid revenue and job growth. And, we can always count on their leadership to give back and share best practices and key learnings with other Wisconsin manufacturers.

Gamber Johnson is recognized by WMEP, WEDC, the business community, and industry peers as a first-class, growth-minded Wisconsin manufacturer. The company's lean practices and applied leadership have led to the adoption of new and innovative technologies and processes, creating a culture of safety and community involvement. Further illustrating its leadership in the manufacturing of state-of-the-art mounting products for technology, Gamber Johnson has shown a commitment to educating OEM and reseller partners by bringing 150 representatives from across the globe to Wisconsin to learn the unique specifics of new product developments, product installation techniques, competitive intelligence, and market trends through the company's annual Connect 4 Tomorrow event – marking its 21st year in 2018.

WMEP supports many businesses across Wisconsin, and Gamber Johnson's story is incredibly unique. Originally a furniture producer, Gamber Johnson evolved with changing market demands and ever-advancing technology developments to become a world leader in mounting products that support the critical work of police and fire heroes, and more.

Gamber Johnson is a progressive and admirable business leader. These qualities, among many others, make WMEP proud to have them as part of our community of Wisconsin manufacturers. I am honored to support the nomination of Gamber Johnson for Wisconsin Manufacturer of the Year.

Most Sincerely,

Roxanne Baumann

Roxanne Baumann, Director Global Engagement
Wisconsin Manufacturing Extension Partnership (WMEP)

Attn: WI Manufacturer of the Year Nomination Committee
Re: Gamber Johnson, Nominee

Dear Judges,

At Baycom, Inc., we are continually improving how we support the wireless voice and data communications needs of businesses, schools, governments, and public safety organizations across Wisconsin. Achieving our mission to keep communities secure and connected would not be possible without the partnership of GamberJohnson and their dedicated team of design engineers, sales professionals, and production technicians. As a reseller and service provider that takes a total solutions approach, Gamber-Johnson is critical to helping Baycom achieve our business goals. On behalf of Baycom, I appreciate the opportunity to share a few attributes of what makes Gamber-Johnson a remarkable partner and wholeheartedly support the company's nomination for Wisconsin Manufacturer of the Year 2019.

Gamber-Johnson is not just a vendor, but a collaborative partner we can always count on to operate in an ethical way. We know products ordered are thoroughly tested, will arrive on-time and in exceptional working order, and will exceed customer performance expectations. In fact, no other vendor partner of Baycom can report a nearly zero product failure rate or guarantee a two-day turnaround. Additionally, Gamber Johnson's service team has proven to be first class in all scenarios including one particular instance where an associate drove more than four hours to assist with a mounting kit adjustment for a law enforcement officer.

As a fellow Wisconsin-based business, Baycom is proud to be partnered with Gamber-Johnson because of their ability to produce innovative products, exhibit stellar customer service, and showcase incredible responsiveness in an environment where technology design changes daily. However, when you walk in the doors of Gamber-Johnson, you not only see a highly-efficient manufacturing operation and the leading patented mounting products, you also see happy people. It's a pleasure to work with a team that genuinely loves their jobs and cares for the customers they serve. We not only value our partnership, we are happy to call the Gamber-Johnson team our friends.

I urge you to grant the distinguished Wisconsin Manufacturer of the Year 2019 award to Gamber-Johnson - a company that has proven to be an outstanding Wisconsin manufacturer that cares greatly for their employees, customers, and reseller partners.

Sincerely,



Tim Cooney
Product Manager, Baycom Inc.

Attn: Wisconsin Manufacturer of the Year Award Program
Re: Gamber Johnson, Nominee

Dear Judges,

We are writing this letter in support of Gamber-Johnson, an applicant for the 2019 Wisconsin Manufacturer of the Year awards (Medium Category), because they exemplify and demonstrate leadership, financial success, innovation and superior quality.

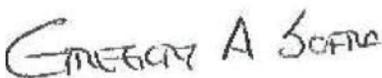
As financial auditors and business advisors, our work requires us to audit organizational leadership as well as financial results. In recent years, Gamber-Johnson experienced an ownership transition that brought long-time team members into owner-leadership roles and positioned the organization for significant growth. During this time of change, company leaders were professional, ethical and diligent. The evolution Gamber-Johnson experienced resulted in substantial company growth, enhanced customer and vendor satisfaction, strengthened employee satisfaction and greater community involvement. These milestones are supported throughout the application document.

Gamber-Johnson's continued expansion and financial success is a reflection of the company's exceptional leadership and employee dedication. Each year, the company's financial performance outpaces that of the prior year, which leads to tremendous economic growth through the company's supply chain, end users, and within the communities in which Gamber-Johnson resides. In the past seven years, the company's employee base has nearly doubled from approximately 60 employees to now near 120 team members; the majority of which are located at the company's world headquarters in Stevens Point, Wisconsin. During the same period of time, significant employment opportunities were added within Gamber-Johnson's Wisconsin-based suppliers. Additionally, from 2012 to 2019, Gamber-Johnson expanded global unit sales from four to 43 countries and is projected to achieve over \$8 million in export sales in 2019.

Gamber-Johnson is a financially stable company with a diverse customer base, global appeal, continued expansion and innovative approach to product development. The company is poised for continued growth, and we look forward to following the new and exciting developments Gamber-Johnson will experience in the future.

Gamber-Johnson is an exceptional business, one that we are proud to work with. Gamber-Johnson possesses the high standards of operational excellence and quality necessary to receive this award. Thank you for the opportunity to provide information and for your consideration of Gamber-Johnson.

Sincerely,



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