

Our Values

Relationships

- Treat all people with respect
- Prioritize people in decision making
- To be clear is to be kind

Hard Work

- Take pride in your work
- Dig in and accept responsibility
- Lead by example

Humility

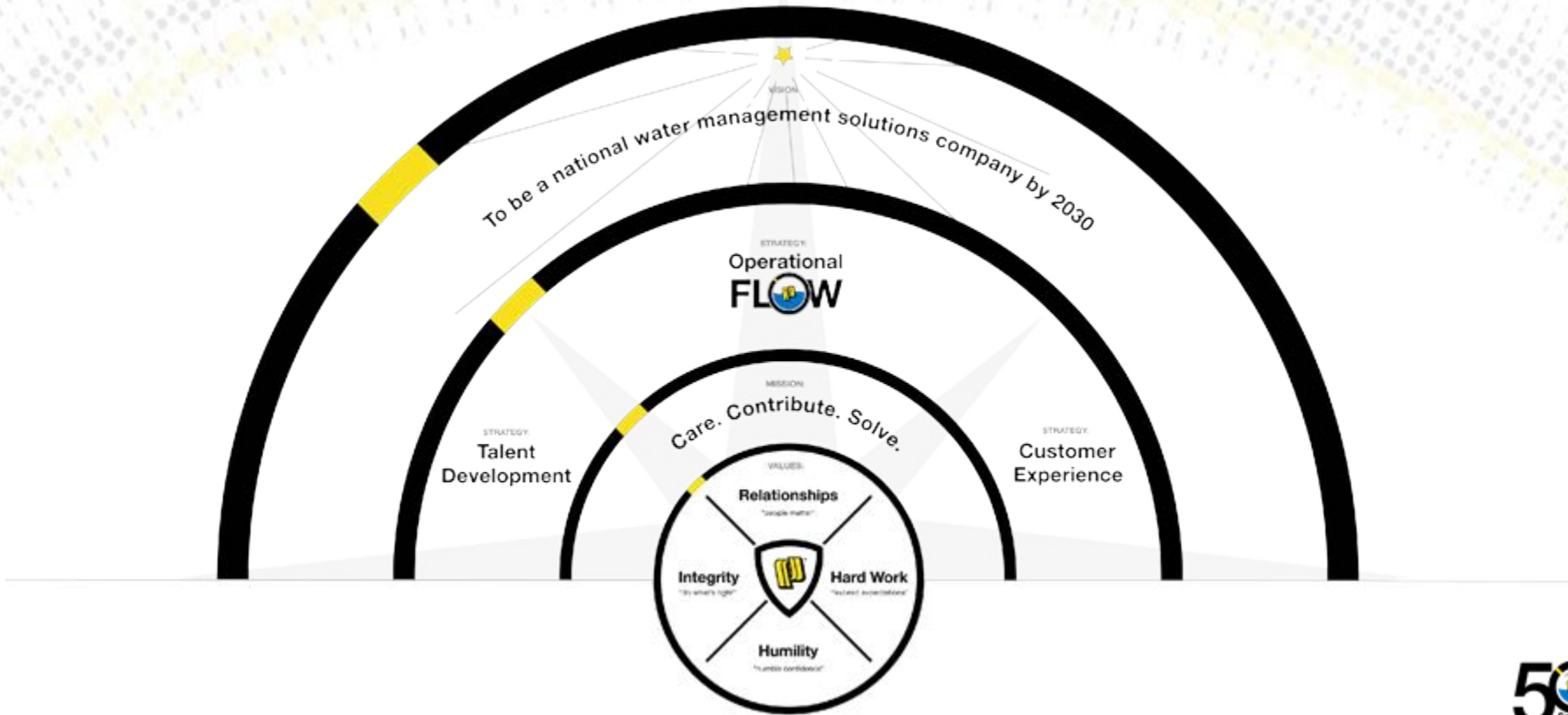
- Give credit where it's due
- Respectfully challenge the status quo
- Ask questions and invite feedback

Integrity

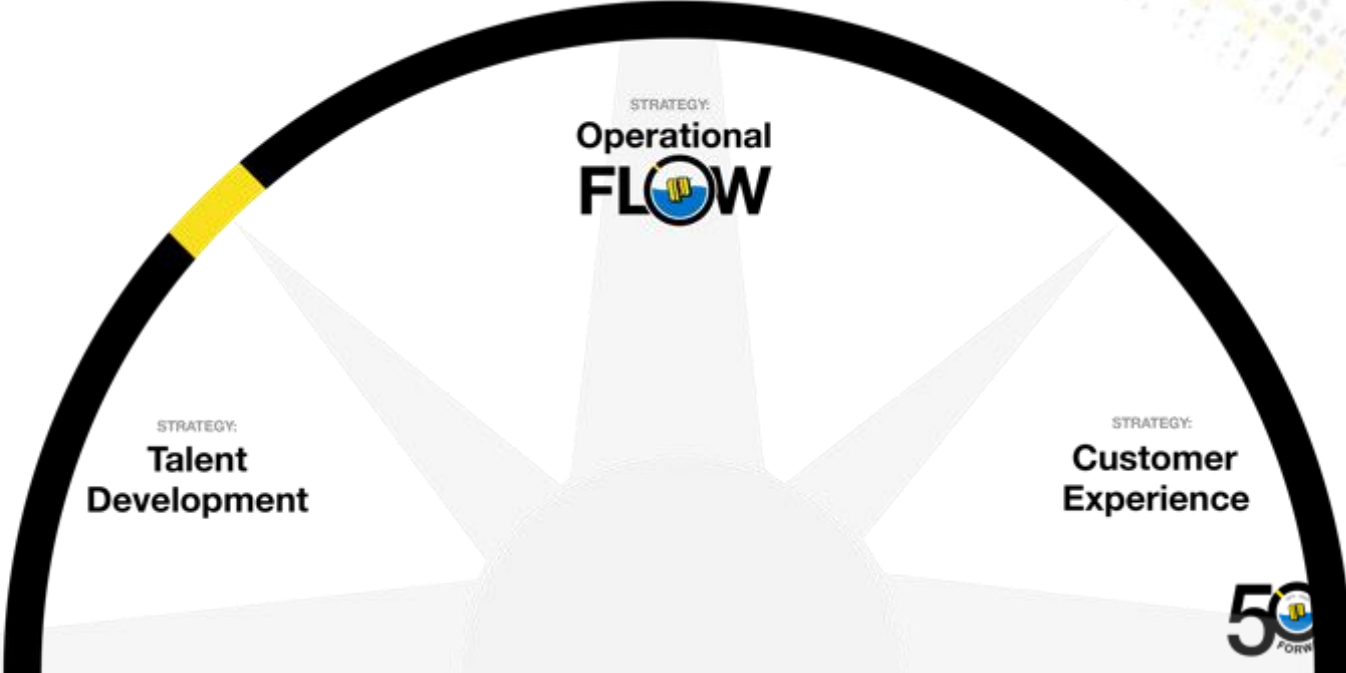
- Tell the truth
- Do what you say you are going to do
- Do what's right - not what's easy



Our Compass



Strategic Waypoints



STRATEGY:
**Operational
FLOW**

STRATEGY:
**Talent
Development**

STRATEGY:
**Customer
Experience**

Talent Development

- Enhanced 90-Day Onboarding Program for New Employees
- 30 Internal Promotions YTD
- Executive Leadership Team participated in Franklin Covey's Speed of Trust
- Successful Launch and Engagement of the Chaplaincy Initiative
- FLOW Process is showing early implementation signs of improving clarity and communication speed and engagement within the organization
- Focus for the latter half of the year will be on improving the formal and service recognition programs coupled with the continued further develop of a tailored leadership development program



The Prinsco FLOW Process



PRINSCO
MANAGEMENT SOLUTIONS



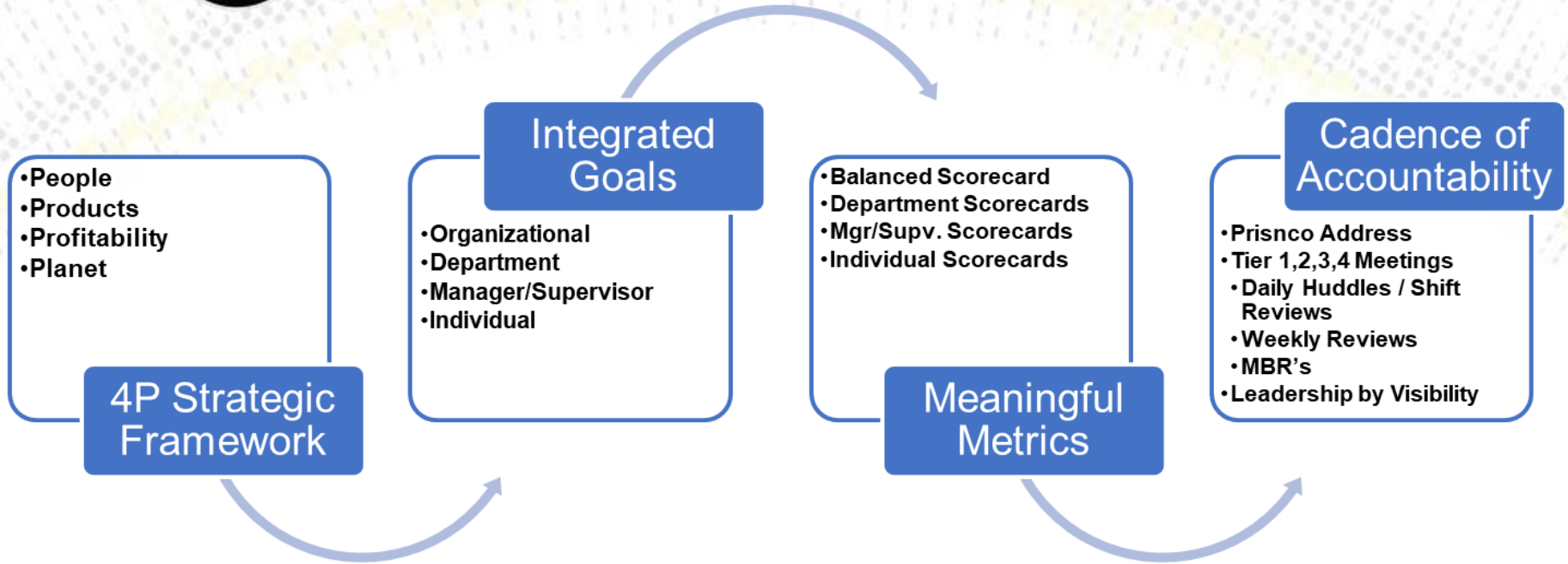


- Best in Class Closed-Loop Operating System = **Speed of Execution**
- Strategic 4P Framework = Ensures **Cross Functional Alignment**
- Integrated Goals = **Ensures meaningful metrics at the point of execution.**
- Cadence of Accountability = **Engages All Team Members Every Single Day**



Category	Organizational Goal	2025 Organizational Targets/Metrics
People Our #1 asset	Become an Employer of Choice	<ol style="list-style-type: none">1. Achieve Total Recordable Incident Rate (TRIR) of \approx <2.93%2. Achieve 26.25% company turnover3. Achieve \approx < 7% Overtime4. Achieve Wellbeing Score of xx%5. Open Position
Products Quality good and service provided to internal and external customers	Achieve Highest Quality Product & Service	<ol style="list-style-type: none">1. Achieve Customer Service Index of 95%2. \$ Orders Past Due3. AR \$ Past Due of XX4. Reduce Red Tag to 10%5. Achieve Customer Complaint Rate of X%
Profitability P&L performance that provides fuel for growth	Achieve Operating Profit	<ol style="list-style-type: none">1. Achieve Revenue of \$280MM2. Achieve XX% Gross Margins3. Achieve XX Net Sales ro Plan4. Achieve \approx < 0.29/lb Mfg Cost5. Achieve 22MM Operating Profit6. Achieve XX Transportation Cost7. Achieve 3.5MM Cost Savings8. Achieve XXXMM GPP
Planet Living responsibly as good stewards of the resources entrusted to us	Become Stewards of our Environment	<ol style="list-style-type: none">1. Achieve XX Volunteer Hours2. Maintain A Show Ready Environment3. Environmental Impact Score

FLOW





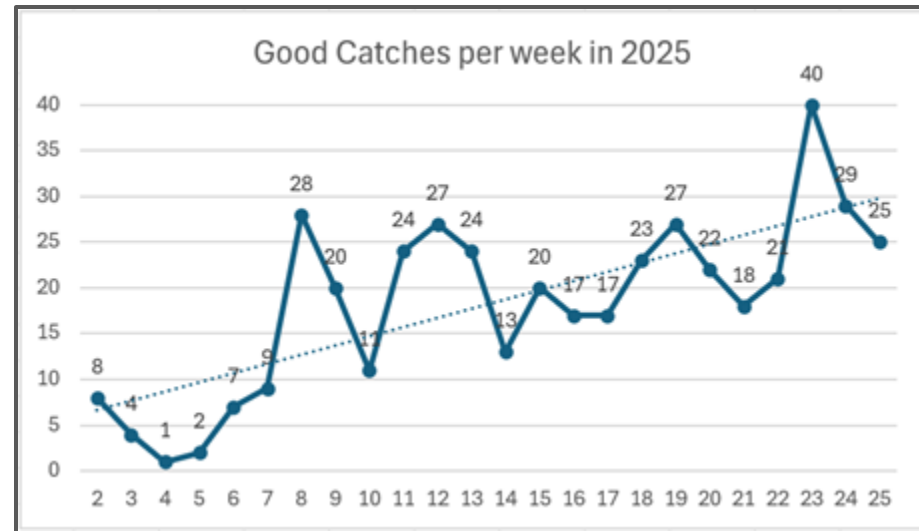
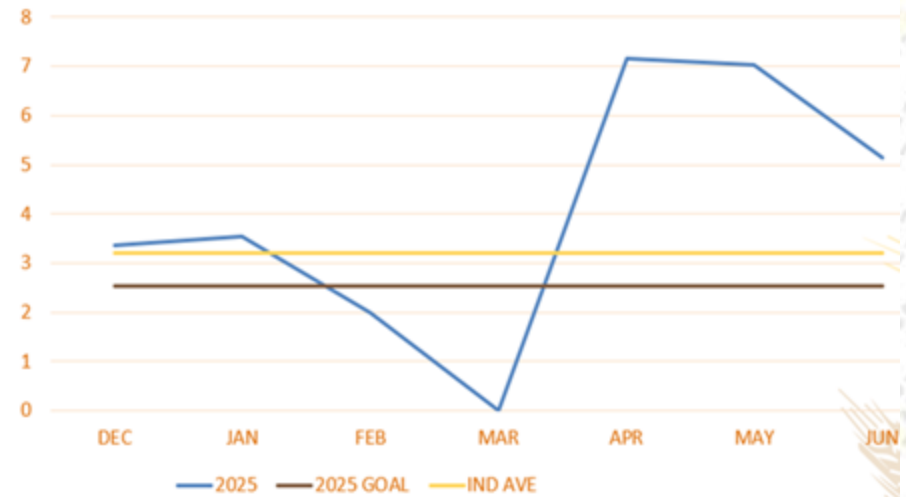
Prinsco Scorecard - 2025

Prinsburg		April							May						
Metric	Goal	6 - 12	13 - 19	20 - 26	27 - 3	MTD	QTD	YTD	4 - 10	11 - 17	18 - 24	25 - 31	MTD	QTD	YTD
People															
Safety TRR	2.29							7.59					27.07		8.77
Recordable Injuries	0	0	0	0	1				1	0	0	0			
Good Catches / Near Misses (per week)	3	4	4	2	2				1	3	5	5			
GC / NM to Incident Ratio	5							5.9							4.7
Monthly Safety Audit Score	90%					94%		90%					89%		92%
Weekly Safety Audit Score	90%	94%	94%	94%	94%				100%	80%	94%	89%			
Annualized Voluntary Turnover	24.0%					37.17%							34.37%		
Overtime Rate	7.50%					13.30%		9.80%					12.90%		10.00%
Absenteeism Rate	5%					0.45%		2.43%					1.71%		3.37%
Products															
Scrap	7.55%	8.10%	8.40%	5.90%	5.90%	7.10%	7.10%	6.90%	4.90%	3.30%	5.30%	4.30%	4.70%	5.90%	6.40%
Cust Complaints Rate per MM Lbs Produced	1.15					4.57	4.57	2.46							
Customer Cases Submitted (per week)	0.74	2	4	4	6				4	6	6	4			
Red Tag %	1.00%	0.36%	0.66%	0.41%	0.14%	0.40%	0.40%	0.59%	1.48%	0.25%	0.71%	2.59%	1.15%	0.80%	0.70%
Cycle Count Matrix	95%					102.0%		95.0%					101.0%		98.2%
Quality/Inventory Audit	85%							76.3%							76.3%
Profitability															
OEE	78%	75.5%	84.0%	80.0%	77.4%	79.6%	79.6%	81.0%	81.2%	87.2%	90.8%	89.0%	86.9%	83.4%	82.1%
Performance%	90%	83.4%	88.4%	86.5%	84.0%	86.4%	86.4%	89.2%	91.4%	90.5%	94.8%	93.5%	92.2%	89.4%	89.8%
% Downtime	10%	4.9%	4.1%	6.3%	5.0%	4.9%	4.9%	5.7%	4.8%	1.9%	2.8%	1.4%	2.8%	3.8%	5.2%
Mechanical DT (hrs per week)	7.5	5.25	4.33	5.35	1.58	4.13	4.13	7.96	0.33	0.24	0.84	1.05	0.61	2.18	6.56
Preventative Maintenance Completion %	90%	78%	82%	0%	100%				52%	67%	68%	58%			
Changeover Hrs (Gained) or Lost	0	0.32	(0.00)	(0.00)	4.45	4.77	4.77	2.52	(0.24)	1.43	-	(5.70)	(4.51)	0.26	(1.99)
Volume Produced to Plan- GPP	100%					121.0%	121.0%	109.0%					139.0%	130.0%	114.0%
Manufacturing Cost per GPP	\$ 0.230					\$ 0.179		\$ 0.189					\$ 0.163		\$ 0.177
Cost Savings	\$ 540,000					\$ 55,796		\$ 229,139					\$ 143,256		\$ 372,395
Blend Cost Variance	\$ (45,000)					\$ (87,000)		\$ (138,000)					\$ 29,000		\$ (109,000)



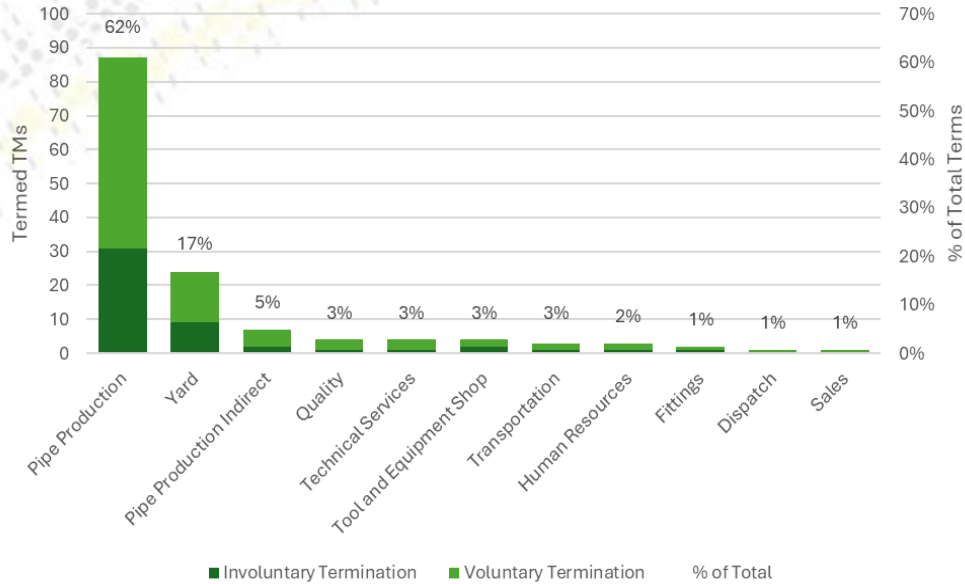
2025 Year-to-Date –

- 5.15 compared to a target of 2.53
- The primary causes are Strains and Contusions.
- Prinsburg, Jesup, and Chatsworth are contributing to negative outcomes.
- Fargo, Fresno, and Bethany have not recorded any incidents for more than a year.



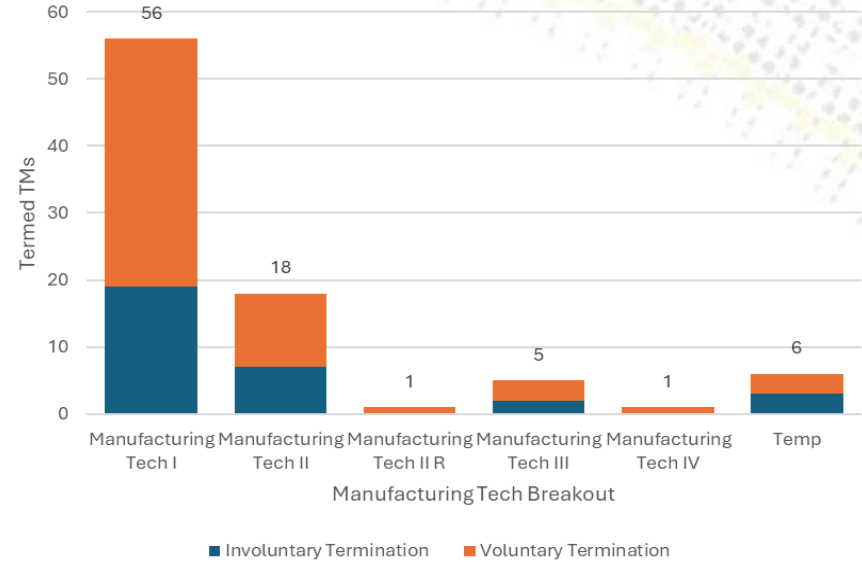


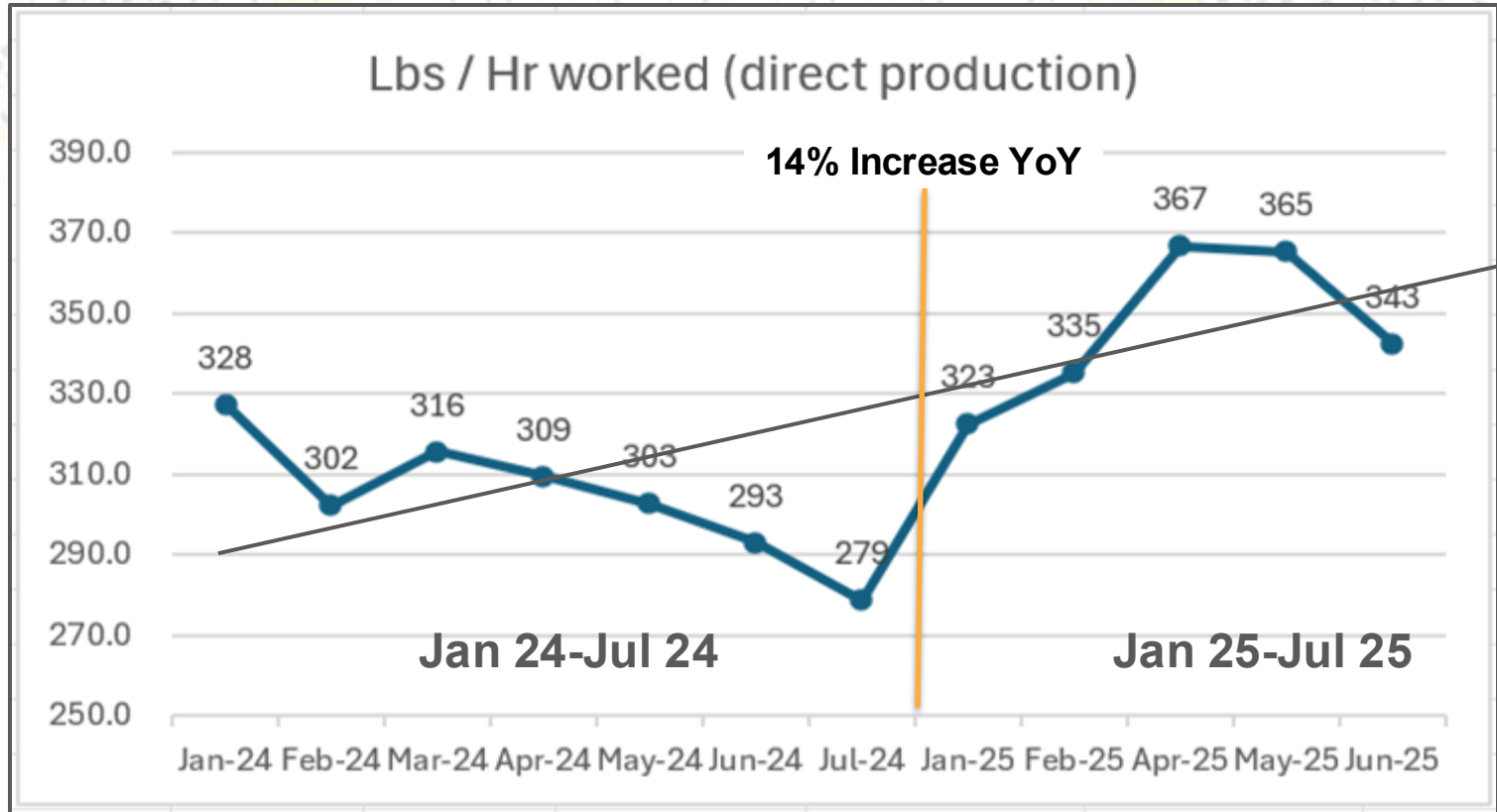
Termed TMs by Department
Jan - June 2025



YTD 2025 = 21.9%
PY 2024 = 19.5%

Pipe Production Terms
Jan - June 2025

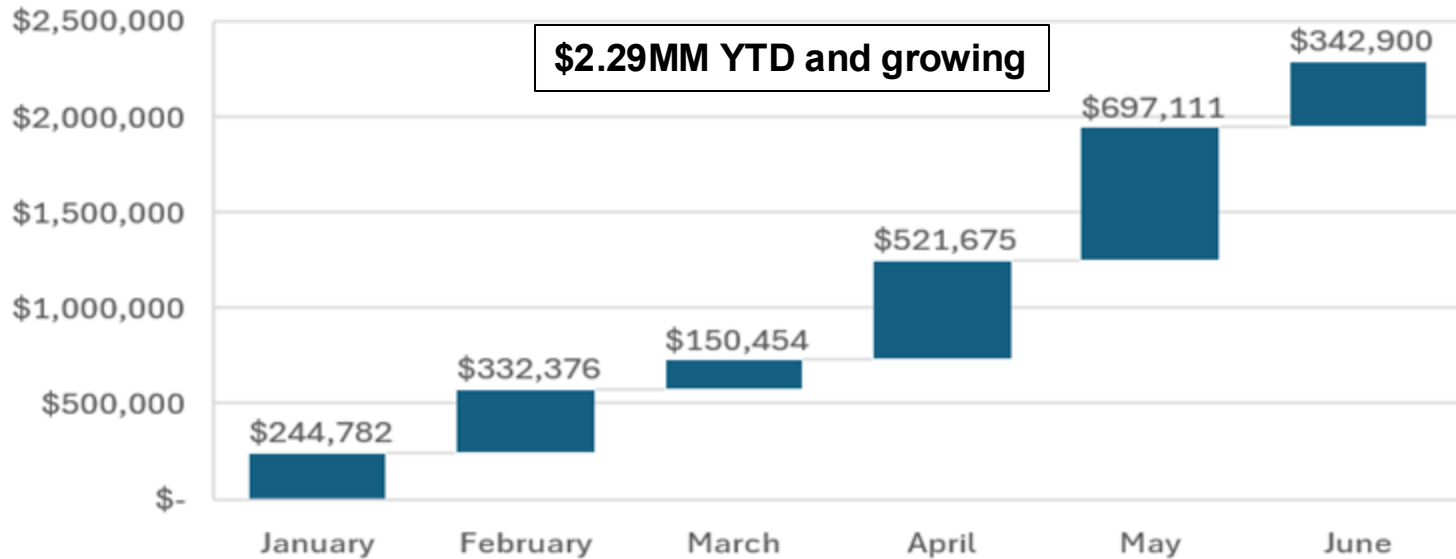






Cost Savings YTD

■ Increase ■ Decrease ■ Total





Visual Mgmt

Communication

Shift Review

Linkage to Results

Audit Summary

PRINSCO EOS GOLD SHIFT / AREA SYSTEM AUDIT
Page 1 of 4

Area: [Pinburg] SHIF: [] REF: []

Supervisor: [] Prepared By: []

Date Requested: 10/00 Date Conducted: []

Rating: Needs Work / Comments

1 DISPLAY BOARDS (one page per dept)

Are controls set-up prior to shift start? (These include the visual display monitors, Safety and/or Calendar, Product Selector, Process Monitor, etc. inside the board borders, etc.)

Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.

Target Page Score: 0 - 34 - 35 - 44 - 45 - 50
Page Rating: Red Yellow Green
Actual Page Score: 21

Comments / Recommendations for Areas of Improvement:

PRINSCO EOS GOLD SHIFT / AREA SYSTEM AUDIT
Page 2 of 4

Area: [] SHIF: [] REF: []

Supervisor: [] Prepared By: []

Date Requested: 10/00 Date Conducted: []

Rating: Needs Work / Comments

2 TEAM Huddle / COMMUNICATION (one page per dept)

1. Are the huddle boards conducted in the department? (What is conducted by the Team Lead and the Leads? Are they conducted on time, appropriate for the department? Do you require a Process, Product, Profitability? Does the Team Lead lead and address subject and communicate the huddle to the team? Does the Team Lead lead drive appropriate communication for the department? Are the huddle boards conducted when a 20-minute period is available?)

2. Are the assessment surveys prepared in the present? Are they prepared by the Team Lead, etc. Are the huddle boards being conducted and kept to the schedule that follow up with their department? Does the Team Lead engage the supervisor in the huddle?

3. Does the Team Lead have approved exhibitors for all group communications that provide the opportunity for all personnel to understand knowledge of the tools and technologies? (Production ratings and inventories)

4. Have the team leads in the department (EOS Operators) helped you understand their goals better? (What has been the greatest thing that has happened, not implemented, not achieved in the department? What goal you committed to do directly in addition to that relevant to all efforts or possible during a cycle of continuous improvement and associate engagement?)

5. Have team operators in the department (EOS Operators) helped you understand their goals better? (What has been the greatest thing that has happened, not implemented, not achieved in the department? What goal you committed to do directly in addition to that relevant to all efforts or possible during a cycle of continuous improvement and associate engagement?)

Red 0 pts.	Yellow 7 pts.	Green 10 pts.
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Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.

Target Page Score: 0 - 24 - 25 - 44 - 45 - 50
Page Rating: Red Yellow Green
Actual Page Score: 21

Comments / Recommendations for Areas of Improvement:

PRINSCO EOS GOLD SHIFT / AREA SYSTEM AUDIT
Page 3 of 4

Area: [] SHIF: [] REF: []

Supervisor: [] Prepared By: []

Date Requested: 10/00 Date Conducted: []

Rating: Needs Work / Comments

3 SHIFT REVIEW MEETINGS / CORRECTIVE ACTION

1. Are the departmental meetings on the 30th minute? (Meeting and as the shift review meeting agenda followed knowledge, the work of the operators, actual company's including, but not limited to the opportunity, "how" cause identification and possible solutions when available?)

2. Does the Shift Review Meeting cover the Management/Operations activities addressed in the 15 opportunities in the department in each of the 3P categories? (Are the top priority work not having priority been raised on the shop floor being brought to the shift review meeting? Are they being raised in some other way, providing the leadership/communication to their line leader for address response time?)

3. Are corrective action / action items being generated to support the 3P of the department? (Based on the department's current performance, do corrective action / action items appear identified opportunities to reduce losses?)

4. Does the Team Lead develop corrective action / action items to address the 3P of the department? (Based on the department's current performance, do corrective action / action items appear identified opportunities to reduce losses?)

5. Have the Team Lead and the operators in the department helped you understand their goals better? (What has been the greatest thing that has happened, not implemented, not achieved in the department? What goal you committed to do directly in addition to that relevant to all efforts or possible during a cycle of continuous improvement and associate engagement?)

6. Have team operators in the department (EOS Operators) helped you understand their goals better? (What has been the greatest thing that has happened, not implemented, not achieved in the department? What goal you committed to do directly in addition to that relevant to all efforts or possible during a cycle of continuous improvement and associate engagement?)

Red 0 pts.	Yellow 7 pts.	Green 10 pts.
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Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.

Target Page Score: 0 - 31 - 32 - 44 - 45 - 50
Page Rating: Red Yellow Green
Actual Page Score: 21

Comments / Recommendations for Areas of Improvement:

PRINSCO EOS GOLD SHIFT / AREA SYSTEM AUDIT
Page 4 of 4

Area: [] SHIF: [] REF: []

Supervisor: [] Prepared By: []

Date Requested: 10/00 Date Conducted: []

Rating: Needs Work / Comments

4 AREA LINKAGE TO RESULTS

1. Is the department achieving their Process Quality and output goals? (If not, is evident that the team are using EOS Gold to resolve?)

2. Is the department achieving their Products goals? (If not, is evident that the team are using EOS Gold to resolve?)

3. Is the department achieving their Profitability goals? (If not, is evident that the team are using EOS Gold to resolve?)

4. (The department give examples of how they have used EOS Gold to correct, enhance, or change the operator's culture / performance for the better in any of 3P categories?)

5. In addition perspective, is the department clearly on way to becoming a culture of continuous improvement associate engagement or are they in a task mode?

Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.
Red 0 pts.	Yellow 7 pts.	Green 10 pts.

Target Page Score: 0 - 34 - 35 - 44 - 45 - 50
Page Rating: Red Yellow Green
Actual Page Score: 41

Comments / Recommendations for Areas of Improvement:

PRINSCO EOS GOLD SHIFT / AREA SYSTEM AUDIT
AUDIT SUMMARY

Pinburg	SHIF: []	REF: []	Schedule
Supervisor:			Date:
Date Requested:			Prepared By:
Section Page # / Area Subtotal	Page Rating Color	Actual Scores	Maximum Score
VISUAL DISPLAY BOARD TOTAL		21	50
DAILY Huddle / COMM. TOTAL		47	50
SHIFT REVIEW TOTAL		48	50
ACTION ITEM TOTAL		41	50
AREA AUDIT SUMMARY		137	200
AREA COLOR SCORE	200 - 180	179 - 140	
Recommendations for Areas of Improvement:			





“Communication between the shifts is much better”

“I didn’t like the idea at first but now I know if I had a good day”

“I’m a big fan of the Prinsco action item list. There has been a lot of good ideas and progress since the launch of FLOW”

“FLOW has been my inspiration to go after a number of problems and try to solve them” QA Mgr

Place the following letter in the Scoring (D) column beside the question and it will calculate the points and indicate the color: "F" for (Fail) Red, "M" for (Satisfactory Mechanics and or items) Yellow, or "E" for (Excellent Mechanics & Items) Green.

PRINSCO FLOW PROCESS SHIFT / AREA SYSTEM AUDIT

Page 2 of 4

AREA: SHIFT: #REF:

Manager: **Jamie Feston** Supervisor: **Jamie Feston** Prepared By: **Jamie Feston**

Requested By: **Internal Baseline** Date Requested: **3/18/25** Date Conducted: **3/19/2025**

DAILY HUDDLES / COMMUNICATION	page per dept	Scoring	Rating	Needs Work / Comments
1. Was the daily huddle conducted in the department? Was it conducted by the Team Lead and Line Leads? Are they translated when appropriate. Do the daily huddles follow the SP sequence (People, Products, Profitability)? Does the Team Lead/Line Leader effectively address and communicate the tools to the team? Did the Team Leader/Line Leader discuss opportunities/successes from the previous day's production? Is the daily huddle conducted within a 5 minute timeframe?			Red 0 pts. Yellow 7 pts. Green 10 pts.	The huddle are getting done most of the time. The big focus is on getting the size factor and lack of engagement at the huddle board. Moving forward our goal is to start calling on team members at the huddle board to give the updates to get them more involved.
2. Are the associates actively engaged in the process? Are they generating ideas to Team Leads, etc.? Are those ideas being acted upon by the Team Lead and is the information being communicated back to the associates that follows up with their suggestions? Does the Team Lead engage the associates in the huddle?			Red 0 pts. Yellow 7 pts. Green 10 pts.	We are getting some ideas from the board. During the huddle the team doesn't always express their ideas/opportunities. We will continue to have the Team Lead drive to get the rest of the team more involved.
3. Does the Team Lead have a process established for small group communications that provides the opportunity for each associate to expand their knowledge of the tools and methodologies? (Associate training and development).			Red 0 pts. Yellow 7 pts. Green 10 pts.	We plan to have more 1 on 1 with team members to get them more engaged. Also making sure they know what they are doing in the huddle board.
4. Interview Line Leader(s). How has the Prinsco FLOW Process helped you effectively manage your business? What has been the greatest thing that has happened since was implemented or last audited in your department? What would you recommend we do different to enhance so that it remains as effective as possible in driving a culture of continuous improvement and associate engagement?			Red 0 pts. Yellow 7 pts. Green 10 pts.	The team member we interviewed said he has noticed the communication between shifts to be much better. He also said he likes the move of the Tier 1 Lead to a higher location on our site to hear.
5. Interview Supervisor. How has Prinsco FLOW Process helped you effectively manage your business? What has been the greatest thing that has happened since was implemented or last audited in your department? What would you recommend we do different to enhance so that it remains as effective as possible in driving a culture of continuous improvement and associate engagement?			Red 0 pts. Yellow 7 pts. Green 10 pts.	The manager we asked about this said he really thought the Tier 2 meeting was going well. Lots of good communication happened. He also was a big fan of the Prinsco Action List. He stated there has been a lot of good ideas and progress have been made since the launch of FLOW.
Target Page Score			0 - 34 ## 44 ## 50	
Page Rating			Red ## Yellow ## Green ##	
Actual Page Score			36	





Kick off by training all Team Members

First start by taking all team members through the vision, what, why, and how of the FLOW Process





Kick off every shift by Tier 1 Daily Huddle

Every Shift starts by the Supervisor leading a two-way dialogue on previous day performance and current shift clarity across People, Products, and Profitability





Every Hour Performance Tracking

Line Operators track performance every hour . And starts root cause analysis for every opportunity (quality, downtime, performance) that impacts line performance





Intentional Leadership Training

Leadership spends 1:1 intentional time with their team to ensure full understanding and continued development of the process.





Gemba Leadership Walks Every Day

Leadership by visibility is essential throughout the day. Additionally, we formalize set times each day where leadership “together” walks the floor, engaging with team members at the VDB.





Gemba Leadership Walks Every Day

This is a time for Line Operators and other Team Members to share their progress and where help or additional resources may be needed.





Daily Tier 2 Shift Review and Tier 3 Weekly Performance Meetings

Every day, leadership holds a shift review meeting reviewing previous and current days performance, ensuring root cause analysis, and proper solutions identified to improve performance across People, Products, and Profitability





Operational Monthly Business Reviews

Every month, leadership holds a MBR's reviewing month to date and YTD performance, ensuring root cause analysis, and proper solutions identified to improve performance across People, Products, and Profitability

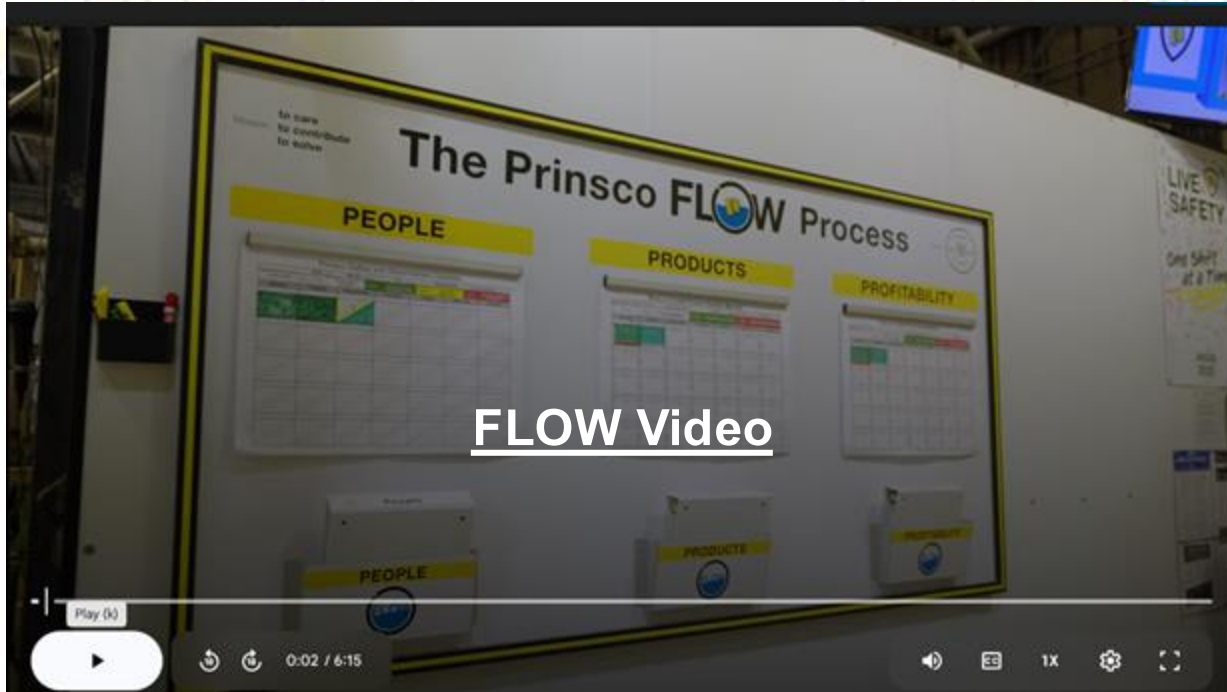




FLOW Audit

To live out our values, we have implemented a FLOW audit to ensure the FLOW process is executing and achieving our desired results across People, Products, Profitability.





FLOW Video





- Best in Class Closed-Loop Operating System = **Speed of Execution**
- Strategic 4P Framework = Ensures **Cross Functional Alignment**
- Integrated Goals = **Ensures meaningful metrics at the point of execution.**
- Cadence of Accountability = **Engages All Team Members Every Single Day**

Our Values in Action

