

## Management Review Minutes

Date: 1/17/25 Location: Corporate/Virtual via Teams

Attendees: Pete Heinke, Craig Mathiason, Christopher Sweet, Randy Richards (Teams), Joe Ross Merritt, Robert Heinke, Frank Mareno, Rick Rowland, Patrick Macias, Sarah Singleterry, Jonathan Spear, Tanner Williams

Inputs	Outputs (Comments, Attachments, <a href="#">Action Items</a> )
<b>Status of Actions from Previous Mgmt. Reviews</b>	<p>From 3/18/24 Management Review</p> <ol style="list-style-type: none"> <li>1. <u>On Time Delivery</u> – On Time Delivery (OTD) performance was reviewed. YTD OTD performance is as follows: (CLV 98.72%, GAD 81.31%, LYN 96.01%, SMT 94.75%, SM2 70.81%, Total Company 88.30%). There was significant discussion around OTD and not achieving our 98% goal. The importance of this metric needs to be stressed. Per Pete Heinke “We need to increase our passion on OTD performance...”. The industry mill performance and material shortages are not helping and it was also discussed that we may not be setting clear startup timing expectations with customers. <b>Action Item:</b> QA (R. Rowland) will document actions taken throughout the year to improve our OTD. <b>Update:</b> JAN/FEB/MAR-Weekly HPX Fab, SM2 Fab &amp; SM2 BEST Rollout meetings, APR/MAY- Weekly HPX Fab, SM2 Fab, SM2 BEST Productivity Analysis Meetings, JUN/JUL- Weekly HPX Fab, SM2 Fab &amp; SM2 BEST Rollout meetings + Bi-Weekly GAD Fab Production Analysis + SM2 BEST App Rollout &amp; Machine Status Dashboard, AUG- Added SM2 Daily production review for 2 weeks, SEP-DEC-Same as June/July. <b>2/23/23 Update:</b> This continued all year in 2022 and for 2023 we have separated out all branches/plants &amp; fabrication for Credits, Devaluations &amp; On Time Delivery. 3/18/24 Update: Fab meetings continue. 2024 Targets adjusted for flat vs fab OTD. <b>Action Item:</b> March 2024, manual HFI tracking to see how it goes. 1/20/25 Update: This occurred and worked ok, we will continue it.</li> <li>2. <u>Changes in External &amp; Internal Issues Relevant to the QMS:</u> <b>Action Item:</b> Rick to research the exact meaning and options on how we can address this within the QMS so the executive team determine our stance. Target Q2 2024 for Update of the QMS with the appropriate language. 1/17/25 Update: Updates were made to, Level 1 Policy (Context of the Organization, Interested Parties Log, Risk Assessment &amp; Contingency Plan in September.</li> <li>3. <u>Audit Results (Internal):</u> <b>Action Item:</b> Christopher Sweet mentioned the corrective actions associated with the operations continuous improvement activities and that they should be reported here along with all internal corrective actions. Rick will include these in the next management review. 1/17/25 Update: Included below.</li> </ol>

<b>Changes in External &amp; Internal issues that are relevant to the QMS.</b>	<ul style="list-style-type: none"> <li>• Determination was made to leave Swainsboro plant with their current registrar for the next registration cycle. Their quality system is very different from ours and it will take some time to migrate their system into ours. Target transition to SRI/PRI is Q1 2028.</li> <li>• Beverly Clem, QA Technician, now at the Decatur plant (from SMT).</li> <li>• Craig Scott Resigned from Gadsden Quality in Mid-December</li> <li>• Phillip Mathis moved roles from Gadsden Production Planning to QA.</li> </ul>
<b>Customer Satisfaction &amp; Feedback from relevant interested parties</b>	<p>Complaints – Complaints that did not turn into credits/returns were reviewed for the first time in management review. Complaints by month and by the top 6 number of complaints by customer were reviewed. Discussion around the Trane Lynn Haven number of complaints. This customer is very pleased with our performance but why the large number of complaints? We believe it's most likely the diligence of the inside salesperson (Dean) more than anything.</p> <p><u>DPPMs</u> – 2024 DPPM performance was reviewed for all plants and total company. In 2024 we adjusted DPPM Goals to each plant/BU. The DPPM performance is as follows and includes pricing errors: (CLV 1851 vs Goal <math>\leq 3500</math>, DEC 4363 vs Goal <math>\leq 3500</math>, GAD 3446 vs Goal <math>\leq 3500</math>, GAD Fab 1857 vs Goal <math>\leq 3500</math>, LYN 1676 vs Goal <math>\leq 3500</math>, LYN Fab 1492 vs Goal <math>\leq 2000</math>, SMT 3089 vs Goal <math>\leq 3500</math>, SM2 1174 vs Goal <math>\leq 1174</math>, Total Company 2976 vs Goal <math>\leq 3400</math>). DPPMs without pricing errors were also reviewed. Without pricing errors: (CLV 1559, DEC 3156, GAD 2606, GAD Fab 1720, LYN 1114, LYN Fab 1492, SMT 2106, SM2 559, Total Company 2309).</p> <p>Historical DPPM performance was reviewed. 2021 was our record performance year. In 2024 our DPPM performance was the third best since 2009 and was a strong performance in this area.</p> <p>Pareto analysis of the top rejection causes was reviewed. Sales Entry (mainly pricing errors) was #1, while Surface was #2 and Shape was #3.</p> <p><u>On Time Delivery</u> – On Time Delivery (OTD) performance was reviewed. Full Year OTD performance is as follows: (CLV 98.4%, GAD 61.0%, GAD Fab 50.7%, LYN 95.5%, LYN Fab 91.8%, SMT 97.4%, SM2 84.4%, Total Company 84.2%). Goals were adjusted based on Flat Roll vs Fabrication (see slide 11) to better represent expectations in the marketplace.</p>

<b>Customer Satisfaction &amp; Feedback from relevant interested parties (continued)</b>	<p><u>Devaluations</u> – Devaluation performance was reviewed and along with customer returns was a highlight of performance in 2024. Full Year Devaluation performance is as follows (goals set specifically to each plant, see slide 13) (CLV 0.22%, DEC 0.14%, GAD 0.21%, GAD Fab 0.50%, LYN 0.31%, LYN Fab 0.25%, SMT 0.30%, SM2 0.35%, Total Company 0.25%). All plants met goal. Additionally, Operations was at 0.15% (0.25% in 2023) of revenue against a goal of &lt;0.15% and sales was at 0.10% (0.16% in 2023) of revenue against a goal of &lt;0.15%. Every devaluation dollar saved goes straight to the bottom-line profitability of the company. There was some discussion about lowering the reserve % set aside for devaluations based on this performance.</p> <p>Pareto analysis of causes was reviewed. This showed operator error as the #1 cause. Machine malfunction was the #2 cause and material handling fault was the #3 cause. Digging into the operator error category revealed that large single events contributed to this cause.</p> <p>Customer feedback via formal corrective action requests was reviewed by plant location. 32 requests were made in 2024.</p> <p><u>Audit Results (External)</u> – 4 Customer audits and SRI audits were reviewed. SRI Surveillance results resulted in continued registration in March (BHM, GAD &amp; SM2). See slide 18 for details.</p> <p><u>Audit Results (Internal)</u> – 2024 internal audits met the audit schedule requirements and the results were reviewed. 2 Minor Findings (CLV &amp; SM2), 5 Observations &amp; 4 Opportunities for Improvement were reported. Additionally, internal CA's from operations continuous improvement meetings were reviewed.</p>
<b>Customer Satisfaction &amp; Feedback from relevant interested parties (continued)</b>	<p><u>Performance of External Providers</u> – Supplier ratings and scorecards, for our top mill suppliers, were reviewed. Nucor Locations: Berkeley, Gallatin, Decatur as well as Metal One, Arcelor Mittal Cleveland Cliffs and NLMK were rated through Q3 2024.</p> <p>The overall rejection rate YTD was 1.25%. The overall aggregate trend score is still positive (see slide 20).</p>
<b>Quality Policy</b>	<p>The Quality Policy was reviewed and determined to be appropriate and suitable. See slide 3</p>
<b>Adequacy of Resources</b>	<ul style="list-style-type: none"> <li>Romer arm for Swainsboro Plant</li> </ul>

<b>Effectiveness of Actions to Address Risks and Opportunities</b>	<p>Actions to Address Risks/Opportunities (From risk scoring matrix)</p> <ol style="list-style-type: none"> <li>1. Invex/BEST implementation. ERP implementation added to Jemison business risk assessment in January 2024.</li> <li>2. Organizational knowledge added to Jemison business risk assessment in January 2024.</li> </ol> <ul style="list-style-type: none"> <li>• Interested Parties Log, JDM-F-100 was reviewed for continuing suitability. Changes made regarding climate change in September.</li> </ul>
<b>Opportunities for Improvement</b>	<ul style="list-style-type: none"> <li>• Additional operation continuous improvement activities as initiated in 2024.</li> <li>• Substantial labor and error improvements expected with the implementation of Invex &amp; Best in 2025.</li> </ul>

# JEMISON

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## METALS

### MANAGEMENT REVIEW

1/17/25



# Management Review Requirements (ISO 9001)

*“Top management shall review the organization’s quality management system (QMS), at planned intervals, to ensure its continuing suitability, adequacy, effectiveness **and alignment with strategic direction of the organization.***

## Review Inputs

- a) Status of actions from previous Management Reviews
- b) Changes in external & Internal issues that are relevant to the QMS
- c) Information on the performance & effectiveness of the QMS, including trends in:
  - 1) Customer satisfaction & feedback from relevant interested parties
  - 2) The extent to which quality objectives have been met
  - 3) Process performance & conformity of products & services
  - 4) Nonconformities & corrective actions
  - 5) Monitoring & measuring results
  - 6) Audit results
  - 7) The performance of external providers

- d) The adequacy of resources
- e) The effectiveness of actions taken to address risks and opportunities
- f) Opportunities for improvement

## Review Outputs: The output from the management review shall include any decisions and actions related to:

- a) Opportunities for improvement
- b) Any need for changes to the quality management system
- c) Resource Needs



# REVIEW FOR CONTINUING SUITABILITY

Quality Policy

Interested Parties Log (JDM-F-100)

ISO 9001:2015, February 2024 Amendment 1 Updates

## Corporate Quality Policy

- To meet or exceed internal and external expectations represented in our Four Customer Service Cornerstones:
  - Quality
  - On-Time Delivery
  - Personal Service
  - Complete & Accurate Inventory
- Provide a safe working environment for our employees.
- To continually improve the skills of our employees through training and education.
- To continually improve our processes, equipment, systems, and Quality Management System effectiveness.

## ISO 9001:2015, February 2024 Amendment 1:

4.1 The organization shall determine whether climate change is a relevant issue.

4.2 Relevant interested parties can have requirements related to climate change.

Updates to: 1) Level 1, Section 4 Context of the Organization, 2) Interested Parties Log  
3) Business Risk Assessment, 4) Contingency Plan



# STATUS OF ACTIONS FROM PREVIOUS MANAGEMENT REVIEWS

## From 3/18/24 Management Review

1. On Time Delivery – Action: **Action Item: March 2024, manual HFI tracking to see how it goes.** 1/17/25 Update: This occurred and worked ok, we will continue it.
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3. Audit Results (Internal): **Action Item: Christopher Sweet mentioned the corrective actions associated with the operations continuous improvement activities and that they should be reported here along with all internal corrective actions. Rick will include these in the next management review.** 1/17/25 Update: Included below (See Slide 17).



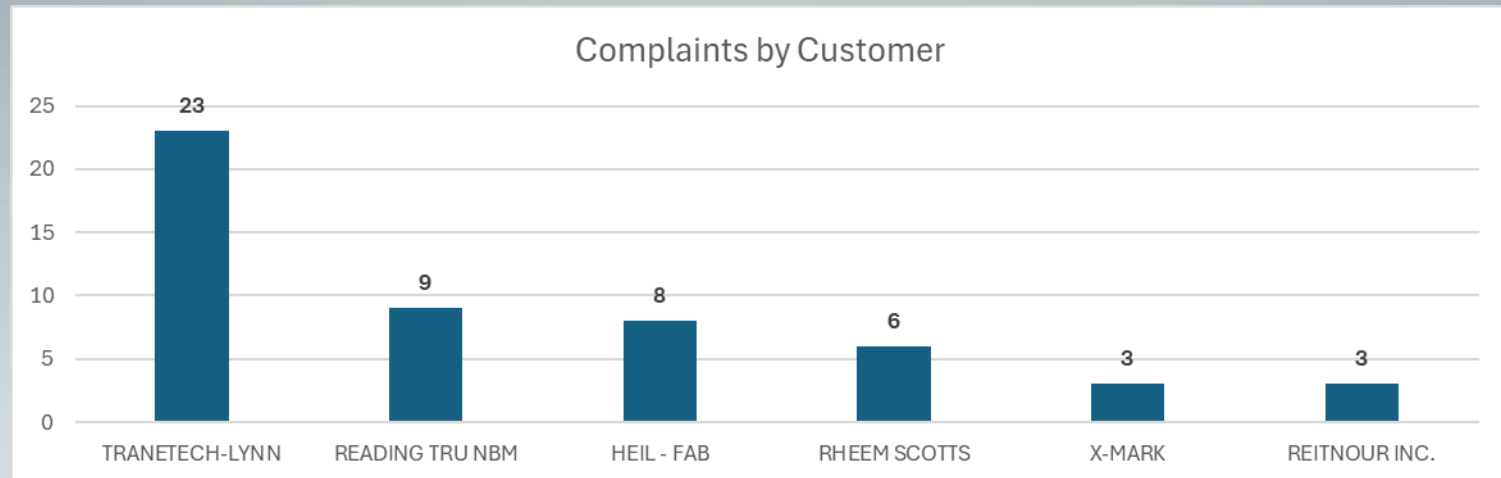
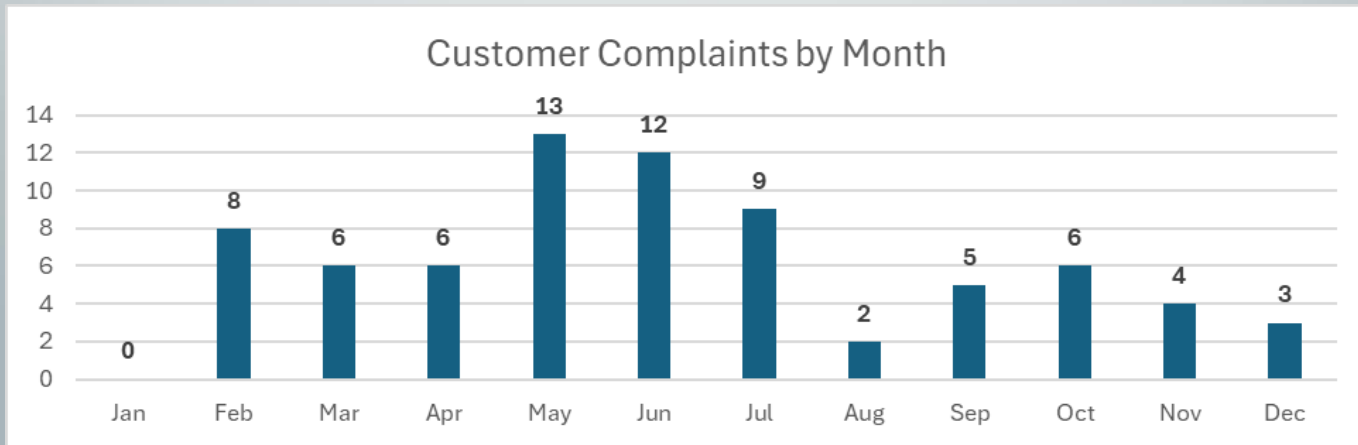


## CHANGES IN EXTERNAL & INTERNAL ISSUES THAT ARE RELEVANT TO THE QMS

- Determination was made to leave Swainsboro with their current registrar for the next registration cycle. Their quality system is very different from ours and it will take some time to migrate their system into ours. Target transition to SRI/PRI is Q1 2028.
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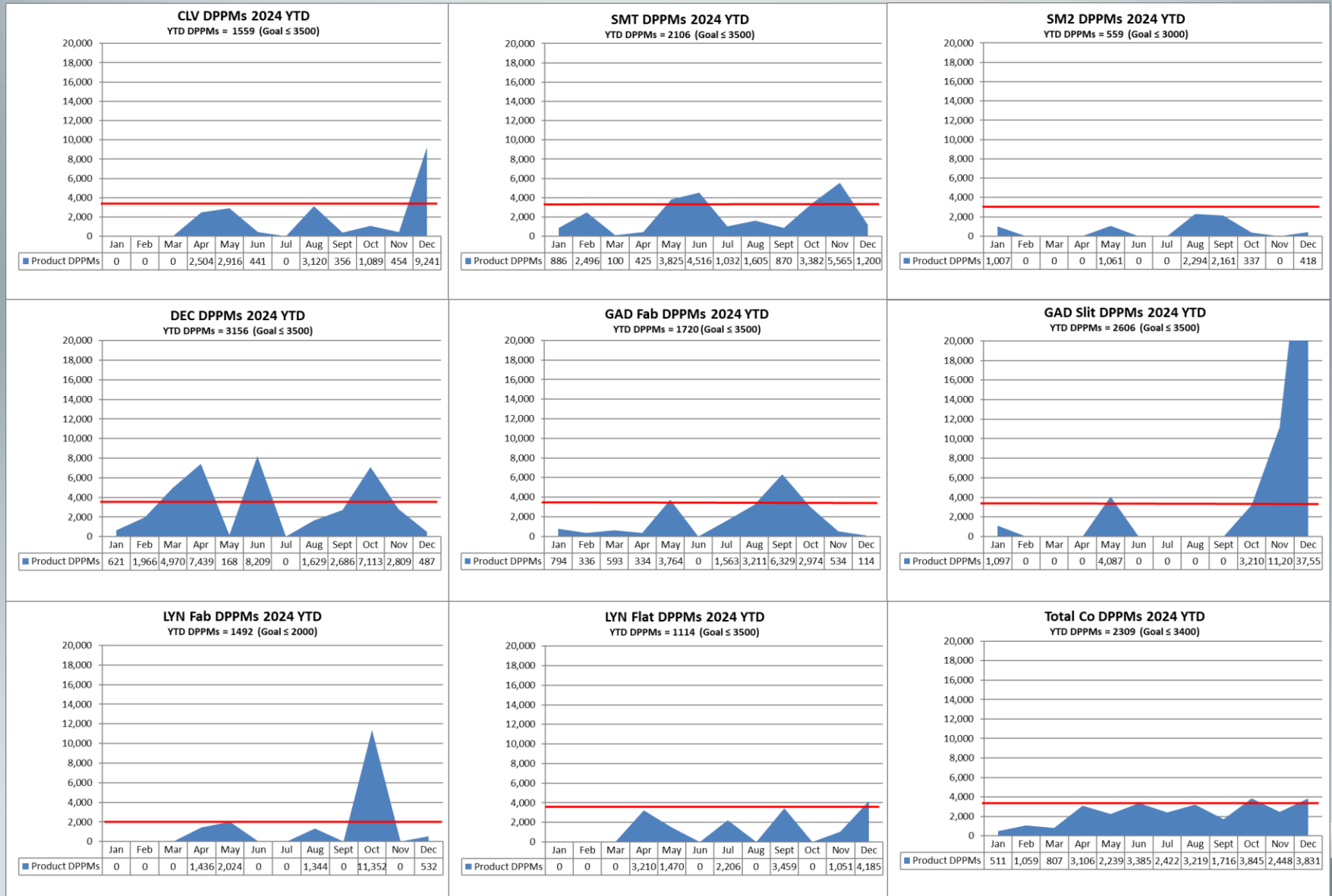
# Customer Feedback Complaints (No Credit/Return)



Complaint reasons pertain mostly to tagging issues, piece counts, delivery issues plus similar reasons to our credit/returns.

# Customer Feedback DPPMs

## (Less Price Errors, what our plant personnel see)



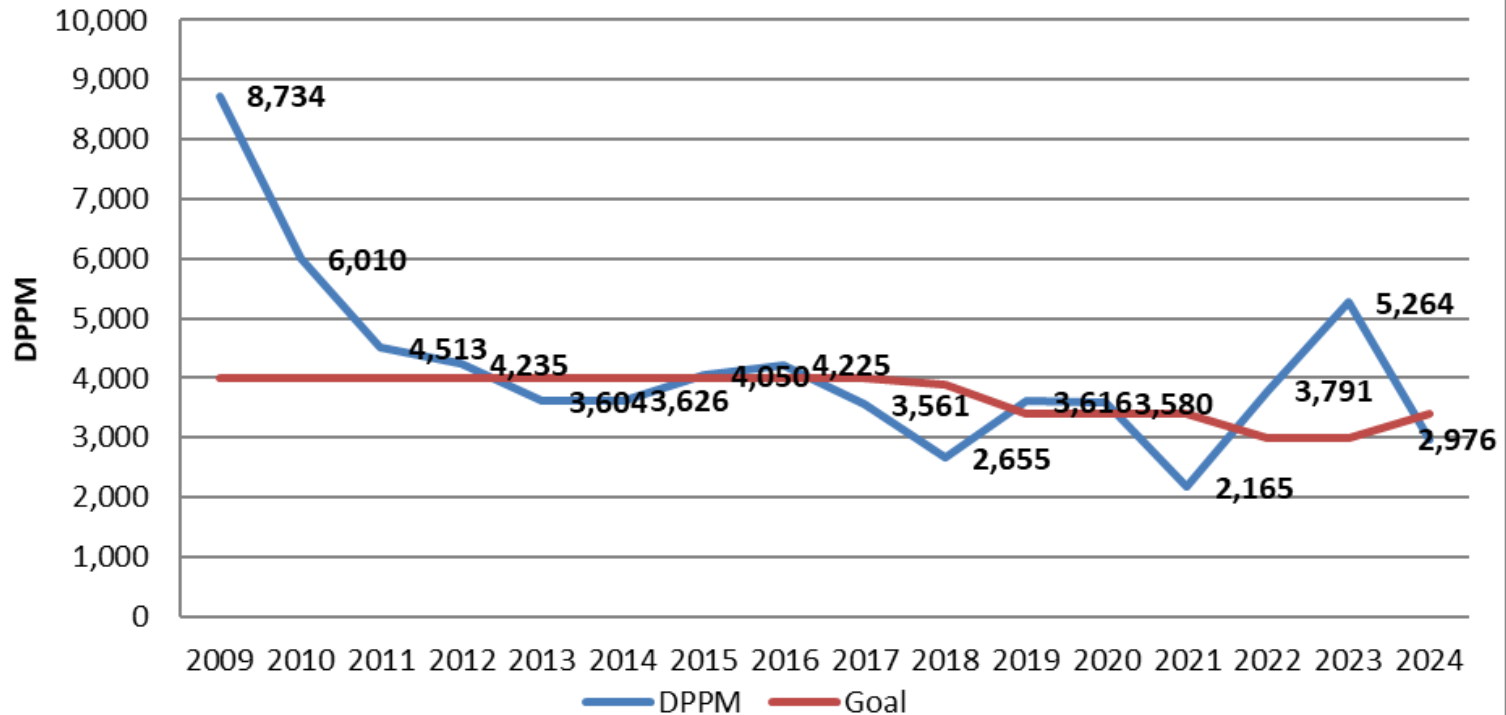
# Customer Feedback DPPMs

## 2024 DPPMs

	CLV	DEC	GAD Fab	GAD Slit	LYN Fab	LYN Flat	SMT	SM2	Total Co
2024 DPPM	1851	4363	1857	3446	1492	1676	3089	1174	2976
2024 DPPM - Sales Errors	1559	3156	1720	2606	1492	1114	2106	559	2309
Goal	≤ 3500	≤ 3500	≤ 3500	≤ 3500	≤ 2000	≤ 3500	≤ 3500	≤ 3000	≤ 3400

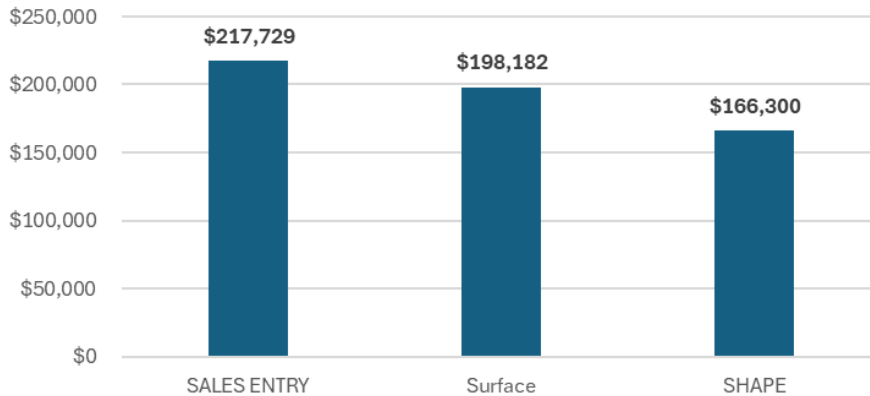
2024 Actual was 2976 DPPM. Goal was ≤ 3400 DPPM

## Historic JM Total Co DPPMs



# Customer Feedback DPPM Analysis

Top Causes - Total Co. 2024

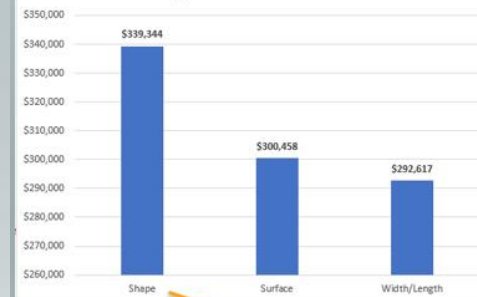


## •2023 Data Showed:

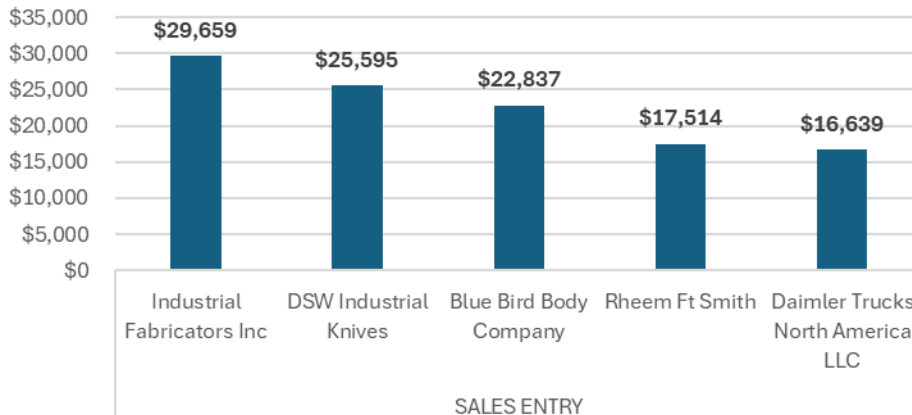
- 1) Shape \$339k
  - 2) Surface \$300k
  - 3) Width/Length \$293k
- 2024 Data shows Sales Entry Errors as #1 \$218k, Surface at #2 \$198k and Shape at #3 \$166k.

2023 Data

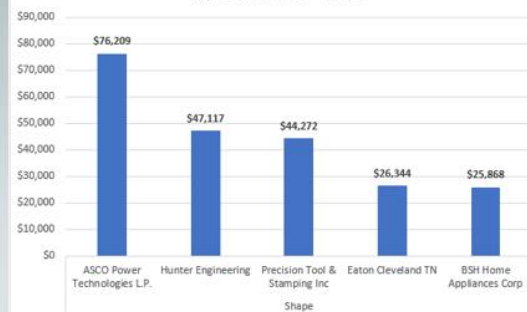
Top Causes - Total Co. 2023



Top 5 Customers - Sales Entry

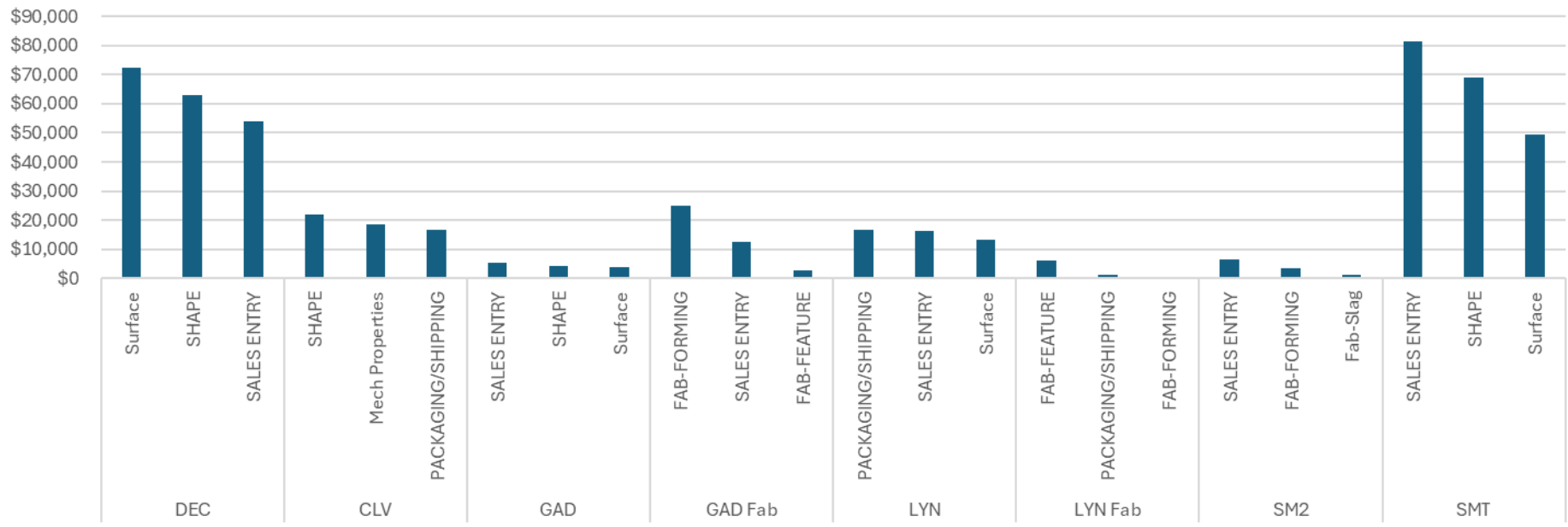


Top 5 Customers - Shape



# Customer Feedback DPPM Analysis

Top 3 Credit Reasons, by Plant/BU

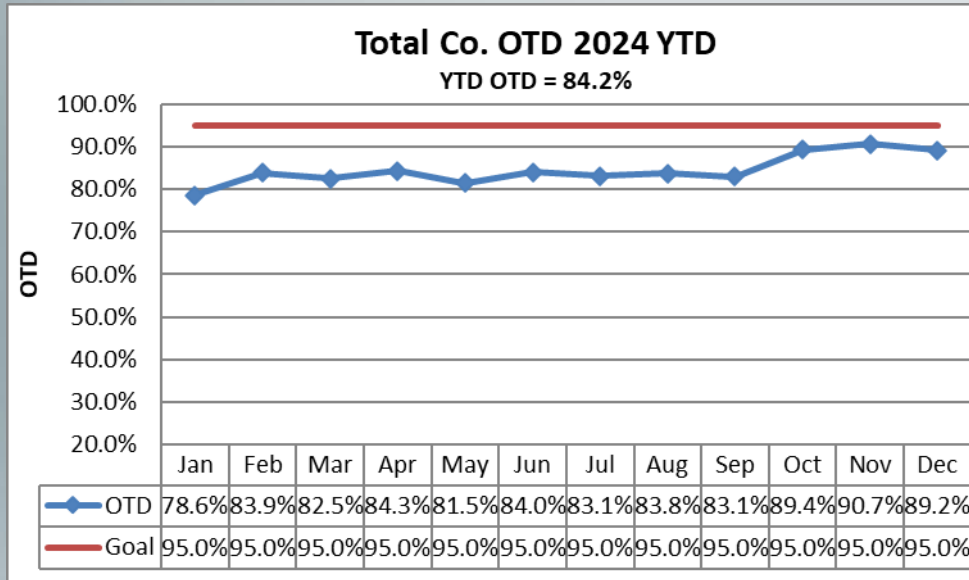


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# Customer Feedback On-Time Delivery (Full Year 2024)



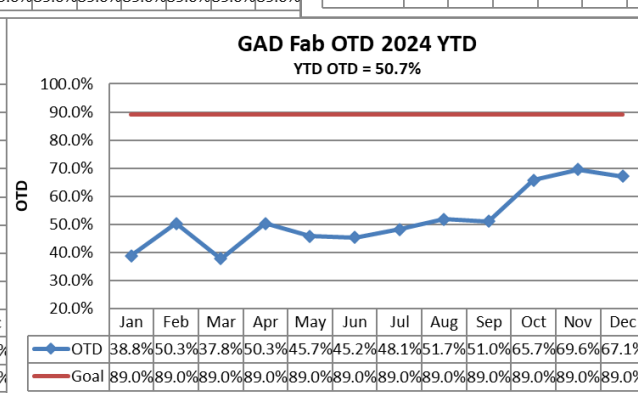
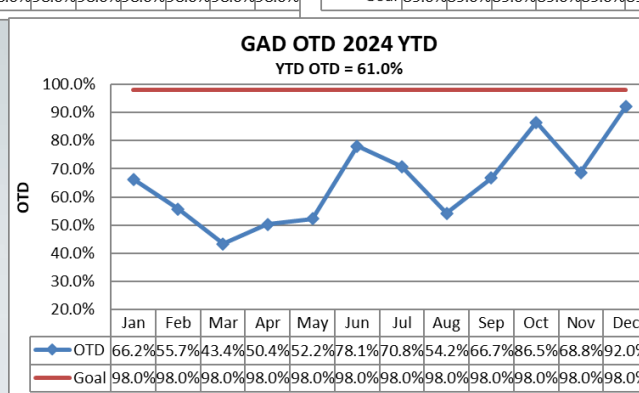
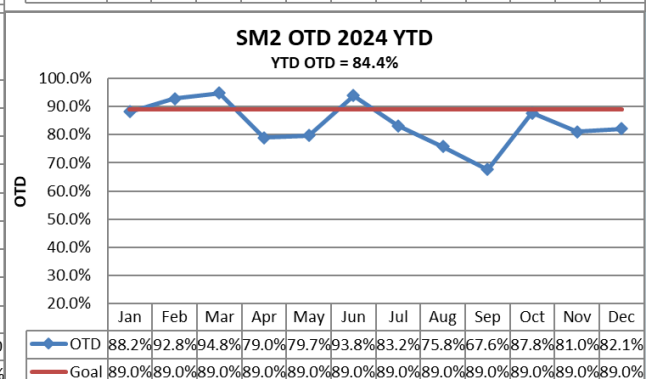
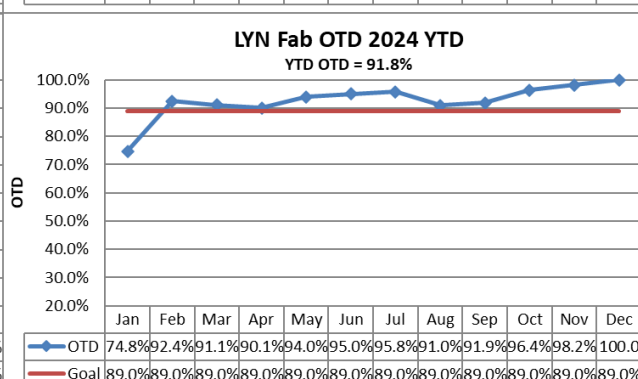
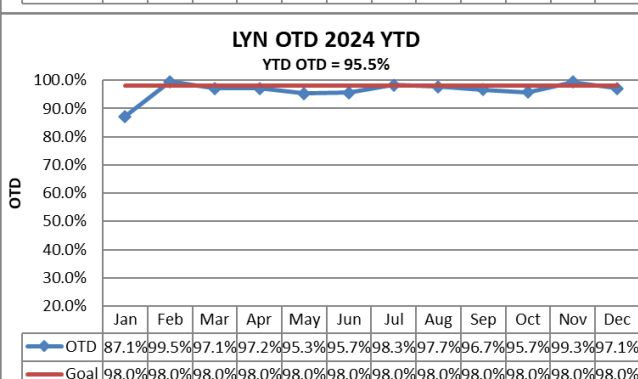
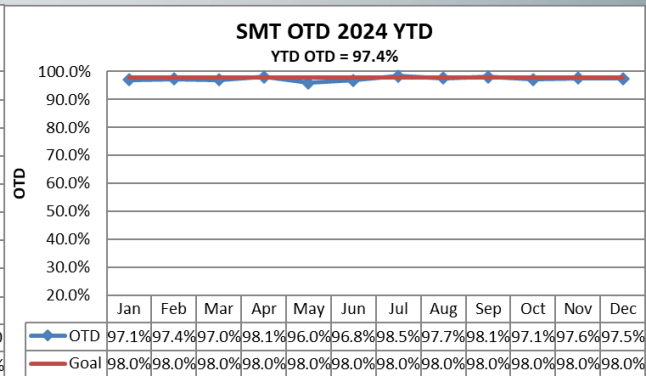
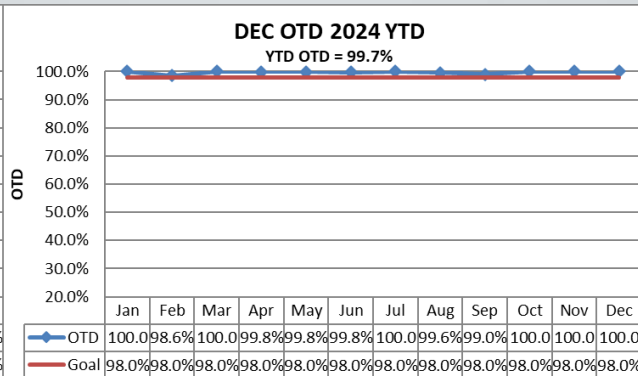
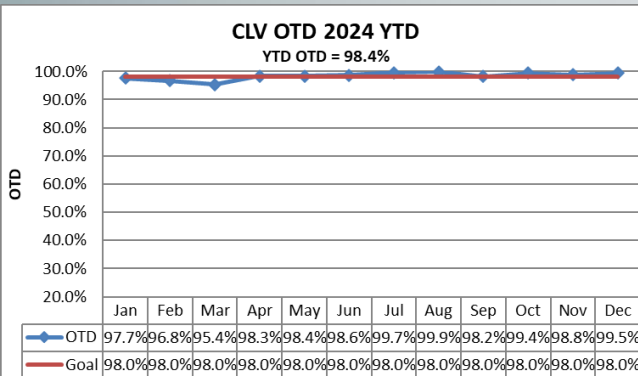
- General Uptrend in 2024
- New 2024 goals (below), take into account flat roll vs fabrication expectations.

Flat	Fab	Total Co
>98%	>89%	>95%
95%-98%	86%-89%	92%-95%
<95%	<86%	<92%

	CLV	DEC	GAD	GAD Fab	LYN	LYN Fab	SMT	SM2	Total Co
2024 On Time %	98.4%	99.7%	61.0%	50.7%	95.5%	91.8%	97.4%	84.4%	84.2%
Goal	≥ 98.0%	≥ 98.0%	≥ 98.0%	≥ 89.0%	≥ 98.0%	≥ 89.0%	≥ 98.0%	≥ 89.0%	≥ 95.0%

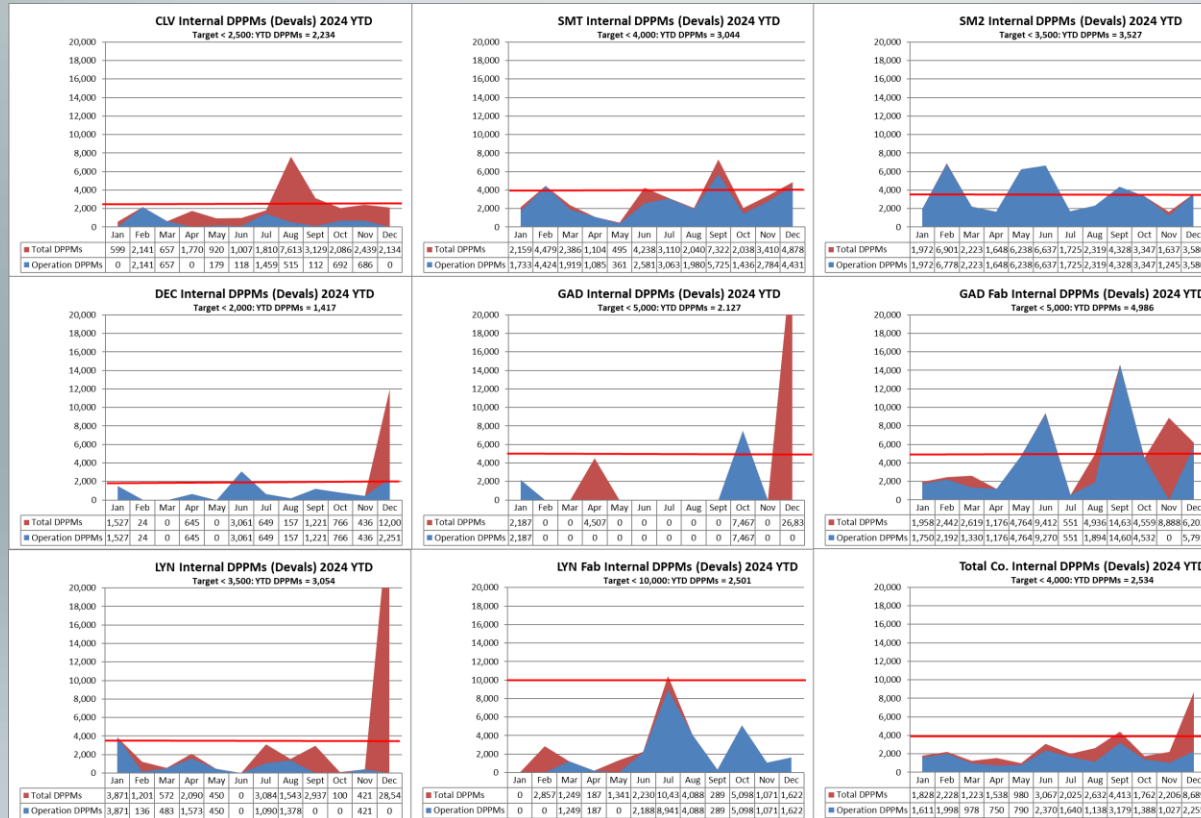


# Customer Feedback On-Time Delivery (Full Year 2024)





# Devaluation Tracking (Full Year 2024)



Blue Area =  
Operational Deval,  
Red Area =  
Inventory Related  
Deval

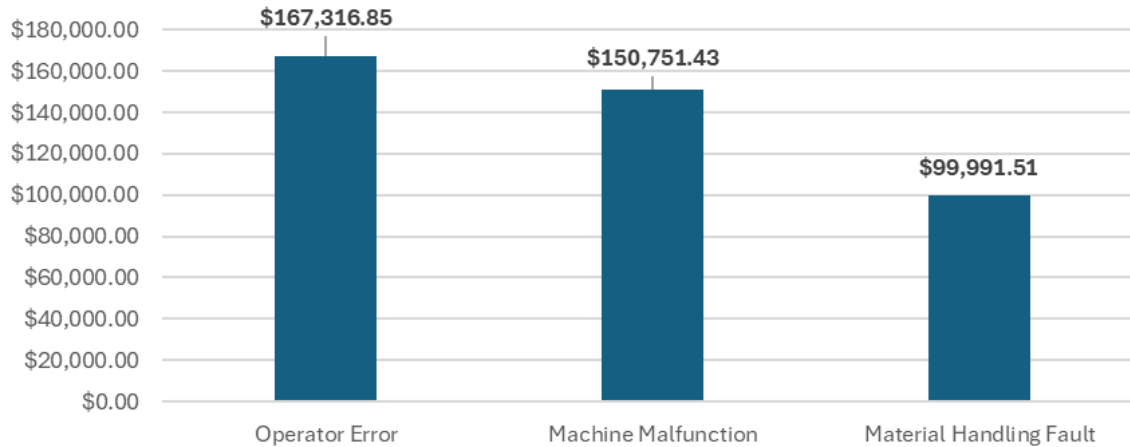
2024 0.25% of Rev.  
2023 0.50% of Rev.  
2022 0.54% of Rev.  
2021 0.21% of Rev.  
2020 0.49% of Rev.

	Full Year 2024 Devaluations								
	GAD	GAD FAB	DEC	CLV	LYN	LYN FAB	SMT	SM2	Total
Actual	\$13,538	\$112,759	\$63,112	\$104,909	\$87,803	\$14,708	\$252,045	\$38,246	\$718,097
Goal	\$44,399	\$121,096	\$96,999	\$129,345	\$89,375	\$66,157	\$334,295	\$41,637	\$1,085,645
% of Revenue	0.21%	0.50%	0.14%	0.22%	0.31%	0.25%	0.30%	0.35%	0.25%
% of Revenue Goal	0.50%	0.50%	0.20%	0.25%	0.35%	1.00%	0.40%	0.35%	0.40%
Operations (Goal <0.15%)	0.12%	0.39%	0.08%	0.06%	0.05%	0.20%	0.25%	0.35%	0.15%
Sales (Goal <0.15%)									0.10%
Deval DPPM	2,127	4,986	1,417	2,234	3,054	2,501	3,044	3,527	2,534



# Devaluation Tracking

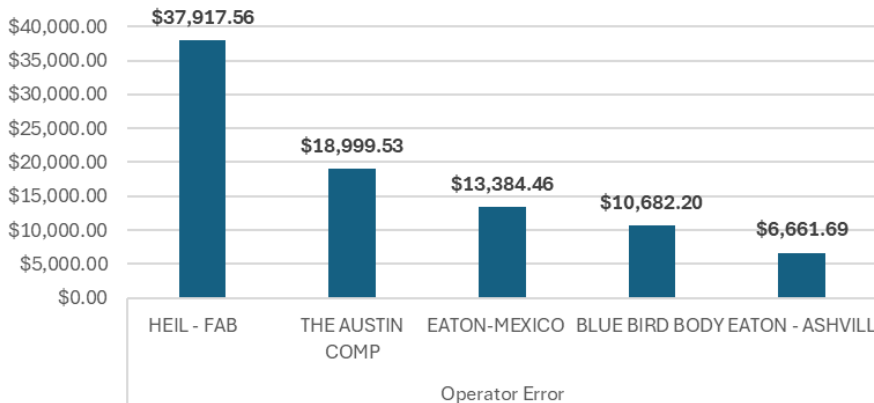
2024 Devaluations (Top 3) Causes



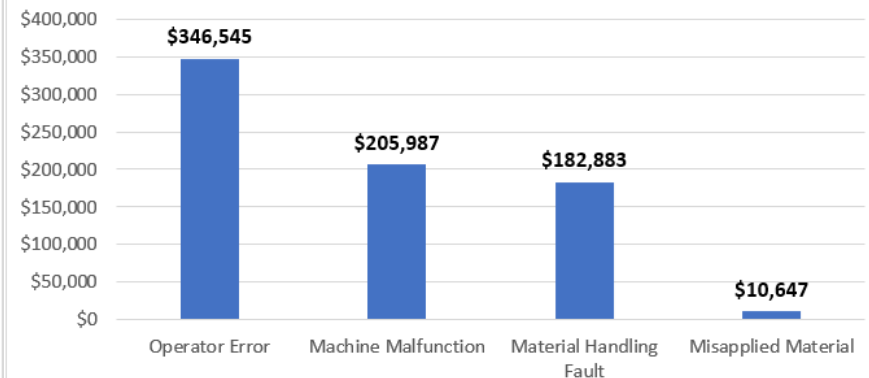
2023 Data:

#1 Operator Error  
#2 Machine  
Malfunction & #3  
Material Handling  
Fault

Top 5 Operator Error by Customer



2023 Devaluations (Top 4)



# Devaluation Tracking

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Operations (Goal <0.15%)	0.12%	0.39%	0.08%	0.06%	0.05%	0.20%	0.25%	0.35%	0.15%
Sales (Goal <0.15%)									0.10%
Deval DPPM	2,127	4,986	1,417	2,234	3,054	2,501	3,044	3,527	2,534

GAD at **0.21%** of Revenue. Top Causes 1) Operator Error \$5.9k 2) Material Handling Fault \$4.9k 3) Operator Error \$2.7k

GAD Fab at **0.50%** of Revenue. Top Causes 1) Operator Error \$51.3k 2) Material Handling Fault \$25.4k 3) Customer Accomodation \$17.7k

DEC at **0.14%** of Revenue. Top Causes 1) Operator Error \$18.9k 2) Master Coil Inventory \$13.7k 3) Mill Claim Denied \$12.9k

CLV at **0.22%** of Revenue. Top Causes 1) Mill Claim Denied \$27k 2) Not Rejected to Vendor in a Timely Manner \$21.2k 3) Finished Goods Inventory \$13.5k

LYN at **0.31%** of Revenue. Top Causes 1) Modeled Incorrectly \$45.6k 2) PO Error \$17k 3) Material Handling Fault \$8.7k

LYN Fab at **0.25%** of Revenue. Top Causes 1) Operator Error \$8.7k 2) Machine Malfunction \$2.4k 3) Not Enough Weight to Claim \$1.6k

SMT at **0.30%** of Revenue. Top Causes 1) Machine Malfunction \$109.7k 2) Operator Error \$63.6k 3) Material Handling Fault \$26.3k

SM2 at **0.35%** of Revenue. Top Causes 1) Material Handling Fault \$16.9k 2) Operator Error \$15.3k 3) Machine Malfunction \$5.5k

Total Co at **0.25%** of Revenue. Top Causes 1) Operator Error \$165k 2) Machine Malfunction \$151k 3) Material Handling Fault \$100k



## Customer Feedback via Corrective Action Requests in 2024

### 32 Formal Corrective Action Requests (External)

Plant	External CA Detail
Cleveland (5)	Feb. Reading Truck-Rusted Load / May. Reading Truck-Wrong Coil Width / May. Lincoln-Wet Load / Jul. Lincoln-Bow / Oct. Lincoln-Tag Switch
Decatur (5)	Feb. Eaton MX-Gauge / Mar. Eaton MX-Bow / Oct. BTD-Bow / Oct. BTD-Pits / Oct. Eaton MX-Coil Breaks
Gadsden Slit (2)	Aug. Freudenberg-Rough Edge / Oct. Freudenberg-Rolled Edge
Gadsden Fab (9)	4 Heil-1 part labeled incorrectly; 3 parts formed incorrectly / 5 Bluebird- 3 formed incorrectly; 1 Old Revision Parts; 1 Wrong WIP Pulled
Lynchburg Flat (2)	Feb. BSH-Received Galv Sheets but ordered Aluminized Sheets / Sep. Lincoln-incorrect packaging
Lynchburg Fab (1)	Jul. Hill Phoenix Fab-indentation from TK Arm
Sumter (7)	4 Eaton Fayetteville- 1 Camber; 1 Laser Burr; 1 Edgewave; 1 Coil Width / Apr. Florida Heat Pump-Skid incorrect / 3 ABB Selmer from Full System Audit-All 3 safety related.
Sumter 2 (1)	Apr. Trane Clarksville-Hole size incorrect



Internal Corrective Actions in 2024  
From Continuous Improvement Activities or Internal Audits

Plant	Internal CA Detail
Cleveland (1)	Internal Audit – one CA relating to incomplete activities from a customer CA.
Decatur (4)	April – implementation of operator Scorecards. May (2) – Added color coding of scores and giving copies to operators daily. November – Added leveler settings to scorecards and added QA Technician to the plant.
Gadsden Slit (0)	None
Gadsden Fab (2)	April – CAD functionality started at press brakes. May – Revamp of press brake procedures and verifications.
Lynchburg Flat (1)	Internal Audit – no ID on gauge.
Lynchburg Fab (2)	2 in January. Lighted table and gold samples for turret feature checks (Poke Yoke).
Sumter (2)	January – Banding line double checks on width implemented. November – Shipping personnel double checking each other on tags for loads.
Sumter 2 (0)	None

All CA's closed.

# EXTERNAL AUDIT RESULTS

Since 3/18/24 Management Review

Decatur – None

Lynchburg – None

Cleveland – None

Sumter

- 5/2/24: ABB Full System Audit. 3 Minor Findings related to Safety, 3 Observations, 5 Best Practices. 82.45% Pass, Target 80-100%.
- 5/21/24: Carrier Full System Audit. No report provided. Passed.
- 5/29/24: Eaton SMT Full System Audit. Report provided but no status on report.

SM2

- 3/28 & 3/29/24: SRI Surveillance Audit. No Findings.
- 10/24/24: Trane Full System Audit. No Findings. SSA Score 88.6% Green/Low Risk.

Gadsden – 3/26 & 3/27/24: SRI Surveillance Audit. No Findings.

Corporate – 3/25 & 3/26/24: SRI Surveillance Audit. No Findings.

**Next External Audit (CLV, BHM, SMT)**

**Weeks of 1/20 & 1/27/24 SRI Re-Registration Audit**



# PROCESS & INTERNAL AUDITS

Location	Internal Audit Results	2024 Process Audits
CLV	<u>Findings:</u> Minor-Corrective Action not fully implemented. <u>Observations:</u> None. 2 Opportunities for Improvement. #1 Out of service label on hardness testers & #2 Receiving form scale weight.	12
SMT	<u>Findings:</u> None <u>Observations:</u> 2. #1 Operator had difficulty opening operating procedure. #2 FGs in reject area showed OK in Stelplan.	11
SM2	<u>Findings:</u> Minor-Intranet link to obsolete press brake form. <u>Observations:</u> None	12
DEC	<u>Findings:</u> None <u>Observations:</u> None. 1 Opportunity for Improvement. Transition operator scorecards to new quality personnel in plant.	6
GAD	<u>Findings:</u> None <u>Observations:</u> 1 Observation. Should consider moving laser measuring table to the cleaner QA lab environment.	12
LYN	<u>Findings:</u> None <u>Observations:</u> 2 Observations. #1 Operator left part# off production form. #2 Operator needed assistance to locate procedures in FIT.	10
BHM	<u>Findings:</u> None <u>Observations:</u> None. 1 Opportunity for Improvement. Part# was changed by customer and the model was not updated.	n/a

63 Process Audits in 2024 up from 41 in 2023

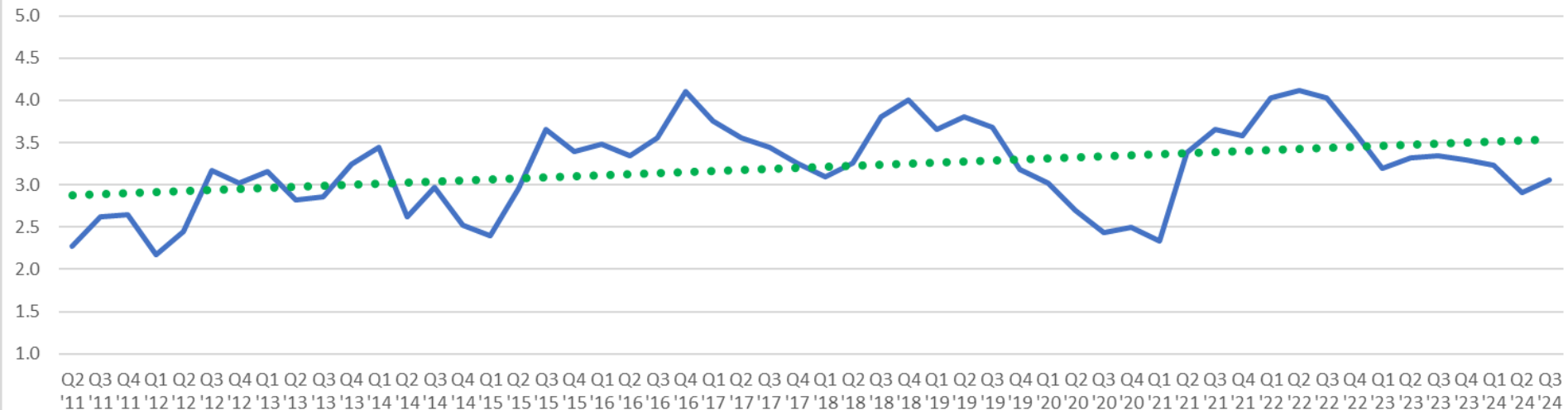


# Supplier Scorecards

Mill Source	Q1 '24	Q2 '24	Q3 '24
Nucor-Berkeley	2.2	2.4	3.2
Nucor Gallatin	4.2	1.9	1.8
Metal One America	3.2	3.0	3.7
Nucor-Decatur	4.4	4.4	4.2
CLEVELAND CLIFFS	4.2	3.7	2.6
NLMK	1.8	1.8	1.7
ARECLOR MITTAL	2.6	3.2	4.2

Final Rating Scale	
3.5-5	Good
2.5-3.4	Marginal
<2.4	Poor

Aggregate Score (All Mills)



2014 = 2.1%  
 2015 = 1.3%  
 2016 = 0.83%  
 2017 = 1.17%

2018 = 0.66%  
 2019 = 1.45%  
 2020 = 1.70%  
 2021 = 0.24%

2022 = 0.86%  
 2023 = 0.84%  
 '24 thru Q3 = 1.25%





## Resource Needs

- Romer Arm in Swainsboro

Other Business?

