

## Situation

- \$400M Label Printing Co. with 17% EBITDA, 2 Core Product Lines 15 Sites and No Prior Op Ex Focus
- Value Creation Plan: Lean & Supply Chain Drive Improved Performance, Then Accelerate Acquisition Rollup Strategy



## NLP Task

- \$10M of EBITDA Improvements Through Lean Transformation
- Build Internal Capability to Rapidly Deploy Lean to New Acquisitions
- Provide Ability to Grow Faster With Less Capital Investment



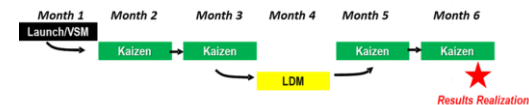
## Results (1<sup>st</sup> 14 Months)

- NLP Investment \$1.08M
- \$10.8M Annualized EBITDA Improvements
- \$12.8M Roadmap Identified by Sites & HQ (First 20 months)
- 78 People Trained / Internal Team Hired/Trained

## Approach

- Executive Lean Training Boot Camp
- 2 Site Pilot – 15 Site Rollout
- By Site: 1 Week Lean Boot Camp & Diagnostic (VSM)
  - Educate Site Leadership and Get Commitment to Stretch Targets
  - Quantified, Prioritized Roadmap-Tracker Created by Site Team
  - Capability Building Plan
  - Train While Doing – NLP Exit Acceleration
- Kaizen Cadence with Governance to Track Execution and Results (1 NLP Practitioner 1-2 Weeks/Month)
- Daily Management Process (Metrics, Review Cadence, Problem Solving Structure) to Drive Sustainability and Day to Day Improvement in Performance
- Strategy Deployment Process to Drive Focused Execution of Value Creation Plan by Executive Team

Month	Key Initiatives / Focus	Owner	Status
Month 1	Launch VSM		Completed
Month 2	Kaizen		In Progress
Month 3	Kaizen		In Progress
Month 4	LDM		In Progress
Month 5	Kaizen		In Progress
Month 6	Kaizen		In Progress





# Other Representative Results

INDUSTRY	ENGAGEMENT FOCUS	INVEST \$	HARD RESULTS	ECONOMIC PAYBACK	SOFT RESULTS/COMMENTS
Packaging	Plant transformations (OEE, TPM, SMED)	\$6.8M	> \$30.0M	> 4:1	Lean operating system, SME infrastructure, culture of CI
HC Mfg	Lean transformation, productivity, cost reduction	\$1.9M	> \$10.0M	> 5:1	Lean operating system, SME infrastructure, culture of CI
Blowmold, Packaging	Labor cost reduction (OEE, SMED, TPM)	\$329K	\$2.1M	> 6:1	Still in- process...NPD process improvements, CI culture, SMEs
Metals	Capacity, service, cash flow	\$525K	\$11M	> 20:1	Still in-process...inventory and cost reduction, 20 pts service, CI culture
Industrial Boilers	Service, cost, working capital	\$143K	\$2.0M	> 13:1	Still in-process...cost reduction while supporting growth
Propane Tanks	Flow, scheduling, SW, VRK, cost reduction, cash	\$224K	\$2.8M	> 12:1	Cost and inventory reduction, CI culture
Machined Parts	Cost, working capital	\$133K	\$3.0M	> 20:1	Still in-process...CI culture, inventory, cost reduction
Appliance	Cost, service	\$144K	\$800K	> 5:1	Lead time reduction