

Vision:

Delivering **quality products** that bring friends and family together

The Official Newsletter  
of Royal Oak Enterprises

**4th Quarter - 2021**

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with Royal Oak



# The **ROYAL** Roundup



## Safety

Integrity  
Team

People

Service

Products

Improvement

Values:

# Coach's Huddle

By Jim Bennett  
Chief Executive Officer



As all of you know by now, our first core value is **Safety** – “**we keep ourselves and our fellow team members safe.**” Our safety performance in 2021 highlights that value.

We achieved a TRIR rate of 1.8, down from 3.6 last year. We reduced the number of recordable incidents from 46 to 21. Obviously, 21 is still too many, but our record this year is heading in a positive direction and the improvement we have made is outstanding. **I want to give a shout-out to Royal Oak's safety team and our site leaders for all they did driving our Behavioral Based Safety (BBS) process and training our team members on how to perform their jobs safely. Outstanding job, everyone!**

Each year we set a financial budget (plan) and commit to our ownership and the bank to achieve that plan. We must make our budget/plan each year because that allows us to plan and invest in the future. **I'm happy to report that we achieved our financial budget/plan for the second year in a row.**

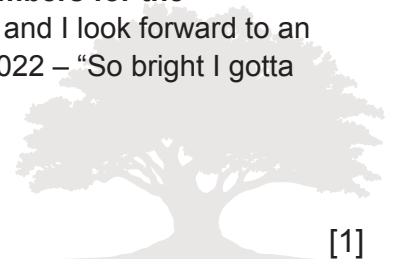
We achieved the budget/plan while overcoming tremendous challenges and “headwinds”. COVID, higher costs for raw materials, higher freight costs, difficulties in getting raw materials and sourced products, securing trucks to

transport our products, bad weather, a major briquet dryer fire, and numerous other daily challenges. Achieving our plan this year took a genuine TEAM effort. Our teams raised prices to our customers (never easy to do), drove cost-saving projects, reduced material usage, cut spending, and numerous other incremental improvements to achieve the financial budget/plan. Another one of our core values demonstrated to the fullest. **“Team – we win as a team and have a can-do attitude.”**

We have a lot of positive changes coming in 2022.

To highlight a few, we are in the process of building an entirely new briquetting plant in Salem, MO – walls are actually going up this week! We recently completed installing a new dryer and totally rebuilding our char furnace in Crossville. We have just completed the installation of a new dust collection system in Summersville and purchased an entirely new bagging line (due this April). We have made numerous other equipment purchases for 2022, including front loaders and forklifts.

As we head into 2022, I'd like to say **thank you to all our team members for the achievements in 2021**, and I look forward to an even brighter future in 2022 – “So bright I gotta wear shades”!



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# REVIEW

## Finance Update

By Kirk Mason  
Chief Financial Officer



### The 2021 Year in Review – Finance and Information Technology

We have a lot to be proud as an organization starting off with the fact that we achieved our financial plan for the year!

Despite headwind after headwind including higher commodity prices, difficulties procuring critical raw materials as well as importing finished goods, and challenges securing trucks for deliveries and incurring higher freight rates, Royal Oak persevered through various incremental actions including price increases, cost savings, and spending reductions to help us cross the finish line and deliver on our EBITDA commitment for the year. Great job to everyone as all of our combined efforts made this outcome a possibility in an extremely challenging business environment.

In addition to our financial performance, our collective teams had several other noteworthy accomplishments that are worth highlighting and celebrating as we close out the year. Starting with Accounts Receivable, we ended the year with our receivables in great shape with invoices current at over 96%. Additionally, the A/R team secured over \$4 million in repayments of customer fines and deductions which helped considerably in terms

of reaching plan this year. Finally, the A/R and IT teams implemented a Treasury Automation Suite during Q1 which helped us to automate customer payments with invoices at a 90% accuracy rate.

From a Finance standpoint, our Accounts Payable team processed a record 94,000 invoices last year while simultaneously driving improvements in several key performance indicators related to accuracy and turnaround time. The FP&A side of the house did a great job expanding our customer P&L statements and assisting with recent pricing decisions given the inflationary environment we are now facing. Our G/L team also had a nice win with our insurance renewal and managed to keep our costs flat for the coming year. Additionally, the G/L team has been made significant progress in transitioning us to our new banking partner Citibank as we look to benefit from the bank's improved technology.

The IT Applications team kicked off the year by starting on the migration of Garnett Wood Products and was able to bring the entire business on the D365 environment to a go-live status in a record six months. "No-Touch" EDI Order processing was also successfully implemented starting with Wal-Mart and will have applicability for other retailers now that the functionality is active.

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# REVIEW

## Finance Update

By Kirk Mason  
Chief Financial Officer



[Continued]

And finally, our IT Applications teams collaborated with Supply Chain to launch a much improved and fully integrated Transportation Management System that will help us to optimize load planning and tendering.

As we look forward into the new year, I wish to extend my sincere thanks for all the efforts and contributions made this year that will serve as steppingstone for further continuous improvement in 2022.

From the IT Infrastructure team, the focus was squarely on beefing up security and several initiatives went live during 2021 including Multi-Factor Authentication designed to safeguard our D365 environment in addition to email security enhancements to identify potential inbound threats from external sources as well as disabling embedded URL links in emails from suspicious or dubious sites.

“ Every task, goal, race, and year comes to an end...therefore, make it a habit to **FINISH STRONG!** ”

*Gary Ryan Blair - Business Coach*



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# Sales & Marketing Update

By **Bill Norman**  
Director of Sales



## Doing Business with Walmart - A Look Inside

Walmart operates approximately 10,500 stores and clubs under 48 retail banners in 24 countries and e-commerce websites. Walmart employs over 2.2

million associates worldwide, nearly 1.6 million in the U.S. alone. From their humble beginnings in 1962, Walmart now exceeds half a trillion dollars in retail sales annually. That's roughly \$16,000 in retail sales per SECOND. By the time you finish reading this article, they will have sold \$3,000,000 in retail sales!

Walmart's leadership over the years frequently credits its success to a humble attitude around spending, supplier partnerships, and customer service. The philosophy of founder Sam Walton transcended the company and its employees

in a way never seen before. With this attitude, Walmart was able to succeed against other retail giants such as Sears and Kmart. This mindset, the core of their strategy, remains as strong today as it was in 1962.

Located in Bentonville, Arkansas, the physical presence of Walmart's World Headquarters drives home the focus on low-cost management. The simple construction can be overlooked or missed entirely while driving on Walton Blvd. It serves perhaps as a reminder to those that spend carelessly on perception how they can find themselves on the wrong side of debt.

*Below, Walmart's humble office in Bentonville (L) compared to the Sears Tower in Chicago (R) - which is no longer owned by the company.*

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# Sales & Marketing Update

By Scott Reid  
SVP Sales & Marketing



[Continued]

Huddled in tiny supplier rooms, billions in commerce is planned out annually with suppliers. From food to textiles from all corners of the globe, no item is missed. Likewise, some buyers have billions in responsibility but work in small cubicles alongside their supply chain and category management counterparts. Here, buyers discuss the EDLC or 'Every Day Low Cost' strategy with suppliers. This concept means that Walmart expects the lowest cost possible with no other strings attached. While some retailers want marketing funds, advertising funds, or general funds built into the price of an item, Walmart keeps it simple.

Royal Oak has done an excellent job over the years of supporting this strategy. As a company, we get it. Transparency, smart spending, and a firm grip on data have helped us win with Walmart. We understand that managing costs allow us to sell more of our products across

the U.S., and as a result, our relationship with Walmart continues to strengthen.

The Royal Oak sales team works with ten different buyers selling in multiple shelf locations across the store. In five years, we have roughly doubled our business with Walmart. We produce 100% of Walmart's private branded charcoal, Expert Grill. We also hold firm positions on fire building, toothpicks, and matches.

Additionally, we launched Frontier Lump at Sam's Club and maintained the majority of the shelf space in Walmart Canada. These are all outstanding accomplishments and require a dedicated team to accomplish. Here's to another year of exceptional overall service to Walmart!

**Let's keep it going in 2022!**



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# Supply Chain Update

By **Dustin Cochran**

Vice President of Supply Chain



## Trending in the Right Direction

Trends come in all shapes, sizes, and fashions, and they often evolve over time. Trends in supply chain are not immune to such an evolution.

There is an old saying that if you can't measure it, you can't manage it. Many of our customers have scorecards to measure Royal Oak on a multitude of metrics (service, order/invoice accuracy, efficiency, returns/damages, etc.).

In 2021, the sales, manufacturing, and supply chain teams met every month to review the Publix scorecard. During our initial review of the scorecards, we quickly identified an issue with the quality of the pallets that were being shipped to the Publix distribution centers. As a result, the team developed and executed an action plan to improve the quality of pallets.

## Action Plan

- Engage with pallet vendors to align on pallet specifications.
- Deployed quality inspection requirements as pallets are delivered (pallets that fail inspection are quarantined and returned to the vendor for credit).
- Pallets are inspected during picking and

loading procedures, and any pallets not meeting specifications are quarantined, and the product is re-stacked to another pallet.

- Pictures are taken of each pallet (before loading) to document the condition of the pallets before they are shipped to the customer.



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# Supply Chain Update

By **Dustin Cochran**  
Vice President of Supply Chain

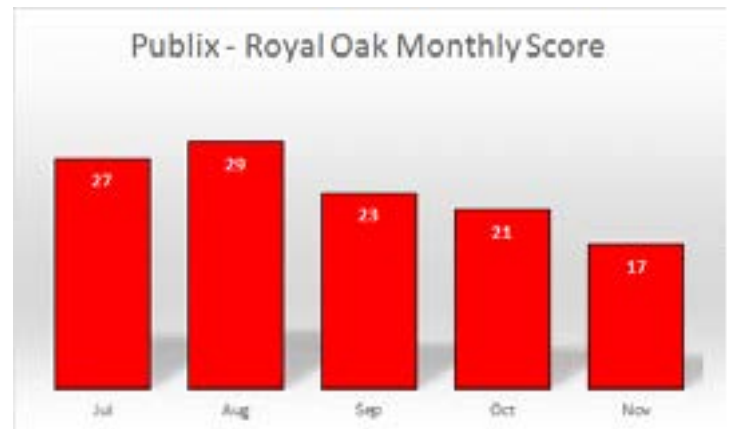


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Publix scores their vendors using a ranking system of all the vendors in a particular category - worst to first (in other words, "1" is the best). In the charcoal category, there are currently 30 vendors. Since focusing on improving our pallet quality, we have continued to improve our overall monthly score from Publix.

Though we are not #1, we are trending in the right direction in our pursuit to reach the top spot. We have improved twelve spots since instituting our action plans.

**I want to thank Aaron, Jimmy, and the Crossville warehouse team for leading the charge with their commitment to quality and continuing to inspect pallets both in and out the door.**



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# Manufacturing Update

By Kevin Christensen  
Vice President of Manufacturing



## Win As A Team

**In 2021, Royal Oak achieved a 50% improvement in our safety performance, focusing on our behavior-based safety (BBS) process.** We produced more char, bagged more lump, and produced more firelogs than

in 2020. Although we had some setbacks on the briquet side, we came together as a team working to improve our operations and prepare for 2022.

There is an old saying, “there is no ‘I’ in team,” and any of us who have played team sports have probably heard this saying more than we care to remember. Yet, teamwork is one of our core values - **we win as a team and have that can-do attitude.** With the challenges we’ve faced due to COVID, this phrase is more relevant now than ever.

With the absenteeism rate fluctuating week to week, our teams have really pulled together to continue to produce our products with no interruption to our customers. Throughout the year, there have been numerous examples where team members have stepped up and filled the shoes of a team member who was out with COVID. This unselfish behavior is at the very heart of the Royal Oak Team.

We’ve had individuals reschedule their vacations to cover when a team member was out due to an emergency procedure. Team members from other departments worked extra hours to assist another

department in completing their tasks. Even our maintenance and janitorial teams reported to our packaging lines when absentee rates were high. We have had team members travel to Birmingham from Greenville, and team members from Branson travel to Crossville to share knowledge and get better as a team. All of these are examples of the unselfish and uncompromising commitment of the Royal Oak team.

In 2022, our business will continue to grow, which undoubtedly will bring additional challenges on top of COVID and the current supply chain issues. However, I have complete confidence that the team will continue to pull together and face these new challenges with unwavering resolve and determination.

I look forward to the new Salem plant starting up, the new cooling technology in Pine Mountain, and the lump bagging automation in Summersville. We will continue to improve our wood yield, percent in bag, and

giveaway performance. 2022 is shaping up to be another record-breaking year at Royal Oak.



**I want to thank the Royal Oak team for all the hard work and dedication in 2021. Now let's go win again in 2022!**



# Human Resource Update

By Kai Anglin

Vice President of Human Resources



## 2021 W2's NOW AVAILABLE ON ADP!

All team members have access to ADP. With your self-service portal, you can:

- View your pay statements or annual tax forms (W-2)
- Update personal information, including

address, phone numbers, emergency contacts, and dependent and beneficiaries

- Update pay information, including tax withholdings and direct deposits

*Please contact Payroll if you need assistance with login issues!*

## TEAM MEMBER REFERRAL PROGRAM

Did you know Royal Oak offers team member referral bonuses? As team members, we are the best promoters of our organization. So, if you know someone that would be a great addition to our organization and meets the qualifications for an opening at any of our locations, please consider our referral program.

If your candidate is hired, you will receive the bonus listed below after they have completed 90 days of employment:

- \$100 for hourly employees (less applicable payroll taxes)
- \$200 for salaried employees (less applicable payroll taxes)

*Please contact Human Resources or your local*

*plant administrators if you have any additional questions.*

## TEAM MEMBER QUARTERLY SPOTLIGHT

Royal Oak Human Resources would like to allow everyone a chance to recognize their fellow team members who have shown great examples of our core values. You can nominate team members by reaching out to your regional HR business partner or downloading a copy of the nomination form from ADP. All forms should be turned in to the VP of Human Resources. Dates for submissions are the last day of each quarter:

- March 31, 2022
- June 30, 2022
- September 30, 2022
- December 31, 2022

## COVID 19 VACCINATION REWARD!

Safety of our team members is number one on Royal Oak's Vision and Values. Getting vaccinated, especially as a relatively healthy person, is not only protecting you, your family, and your coworkers, but it's protecting those most vulnerable around us – those with underlying health conditions, or who are immunocompromised.

Therefore, we encourage all of our team members to go out and get vaccinated to protect against COVID and in return we will give each **vaccinated team member \$100 worth of Amazon Gift Cards!**

*Please contact HR if you have any questions.*



# Human Resource Update

By Kai Anglin

Vice President of Human Resources



## Your HR Team!



**Bridget Robertson**  
*brobertson*  
*@royaloak.com*

**Regional HR  
Business Partner  
Supporting:**

- Ellsinore
- West Plains
- Belle/Licking
- Summersville
- Mountainview
- Garnett
- Snow/Oxley



**Brittany Whipple**  
*bwhipple*  
*@royaloak.com*

**HR Generalist**

- Benefit Enrollment
- On-Boarding
- Certificates of Insurance
- HRIS Reporting



**Kit Strickland**  
*kstrickland*  
*@royaloak.com*

**Recruitment  
Manager**

- Salaried Recruitment
- All Job Postings



**Bianca Bush**  
*bbush*  
*@royaloak.com*

**Payroll/HRIS  
Analyst**

- Payroll Processing
- HRIS Changes
- Child Support
- Benefit Orders



**Joanna Milam**  
*jmilam*  
*@royaloak.com*

**Regional HR  
Business Partner  
Supporting:**

- Salem
- Crossville
- Birmingham
- Greenville
- Branson
- Huntsville
- MoTie
- Reynolds



**To WIN in the marketplace you  
must first WIN in the workplace.**



*Doug Conant, former President and  
CEO of the Campbell Soup Company*



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# Area Director Update

By Keene Brodnax  
Area Director



## **“Look Forward” and Continuously Improve**

It is hard to believe that 2021 has come and gone and that we have lived another challenging year with COVID. Yet, with all the difficulties we have endured,

we are stronger and set for another successful year here at Royal Oak. Over the past four months, I have gotten to know many of you, and I see all the hard work you do for the company. I know the challenges in operations have not been easy, but they are all growth opportunities. We have to look to the future and set goals that make us better each day. This is why I say, **“Look Forward.”**

We must learn from our past and keep looking forward to the next opportunities to succeed. We naturally are creatures of comfort and will fall back to what we know. This is not necessarily bad, but it is not good either. Think about an unsafe condition in the plant (an “Ol’ Moses”).

We have been comfortable with the condition for a while, but in truth, it is a safety hazard that needs to be corrected. Perhaps this hazard

exists elsewhere in the facility, and if we keep looking, we will eventually correct them all. This applies to all areas of manufacturing and not just to safety.

Every day, our job is to improve on what we have done the day before in the safest, most productive, and most efficient way possible. We could never do this if we didn’t look ahead for opportunities to do better. This will require change. Yes, change makes some of us uncomfortable, but it is how we grow as individuals and as a team.

**In closing, I would like to take a moment to recognize every team member for what they do every day to make Royal Oak a great place to work.** Your contribution to the organization is greatly appreciated. As I look forward to 2022, I am excited for the opportunity to meet more of our outstanding team members who make Royal Oak so great.



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# Area Manager Update

By Justin Rollins  
Area Manager



## A Year of Change

Winston Churchill once said, "To improve is the change; being perfect is to change often."

We are certainly not perfect, but in looking back on 2021,

we made many positive changes. The kiln team changed how we look at our process from "all kilns are different" and "no burn is the same" to every location implementing a single kiln Standard Operating Procedure (SOP). The new SOP helped move us in a single direction as a team, and we achieved a wood utilization of 4.75, exceeding our target of <4.8 as a result.

Another area of change was the roll-out of hourly pay bands. Royal Oak's pay bands make us competitive from a pay perspective and allow our team members to increase their pay rate as they become more trained and skilled. Our pay bands also provide a road map for our team members to advance in their careers at Royal Oak.

Lastly, we changed how we purchase loaders. Instead of purchasing used loaders, we invested in brand new Komatsu loaders with a full maintenance service agreement. This change has significantly increased our machine reliability and uptime and significantly reduced our maintenance costs.



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# Site Update

By **Mike McNail**  
VP/GM Missouri Tie



2021 is now behind us, and it certainly had its challenges. However, the MOT team persevered and found success despite those challenges. Rising costs of nearly everything significantly impacted our business in 2021, and

COVID remained a challenge throughout the year. Nevertheless, 2022 seems to be promising, and we look forward to a healthy and prosperous year for everyone.

## **Safety - MOT and Reynolds Plant**

Missouri Tie (566 days) and Reynolds Kiln (553 days) remain incident-free. The combined efforts of the plant leadership, BBS evaluations, and team commitment continue to keep us safe. Johnny Hall (Reynolds plant manager) and George Morris (MOT plant manager) continue to demonstrate and instill the value of keeping themselves and fellow team members safe.

We also appreciate the continued efforts from Kevin Crain and Brent Darnell helping to train our team members and drive the safety process at MOT and Reynolds. Keep up the great work, everyone!

## **Site Visit**

It's not often we get the opportunity to visit a job site and see track construction using our rail ties. Fortunately, a local manufacturer of roofing granules added over two miles of track to allow for more rail car storage. The project, led by Railworks LLC, provided a great opportunity for some of the MOT team to visit the site and see our ties in action!



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# Site Update

By Mike McNail  
VP/GM Missouri Tie



[Continued]



## Team Member Spotlight

### Joshua O'Neil (Reynolds Kiln)

Josh recently celebrated his 6th anniversary with Royal Oak. Over that time, Josh has performed every position within the plant and has excelled at all of them. Josh is currently a lead on our 1st shift.

Reynolds plant manager Johnny Hall states, "Josh is a team player and sets the example for working hard in a safe manner. His 'can-do' attitude resonates with everyone on his shift."

Congratulations, Josh. Keep up the great work!



### Nicole Lizenbee

Nicole recently celebrated her 5th anniversary with the company. Nicole was initially hired as a temp for the Salem office in the fall of 2016, converting to full-time status in January of 2017, where she served as plant administrator. Nicole transferred to MOT in July 2019, where she serves as a plant administrator for MOT and the Reynolds Kiln site.

Nicole was very instrumental in the D365 startup for MOT and continues to excel in our fast-paced environment. At MOT, our office team is cross-trained to handle any function. It is this training that allows us to perform with maximum efficiency. Nicole's multiple roles within the company have made her a great resource with considerable knowledge.

Congratulations, Nicole, your effort is greatly appreciated!



# Site Update

By Mark Garnett  
VP Garnett Wood Products



## Garnett Wood Products Division Holiday Dinner and Retirement Celebration for Rodger Shelton

At the recent Garnett Wood Products (GWP) Division holiday dinner, Rodger Shelton, Bill Fisher, and Joe Wright were honored for their 41, 25, and five years of service to the GWP Division. After a dinner of turkey, ham, and all the trimmings, they each received a certificate, gift card, and a profound thank you from ROE, GWP, and Division VP Mark Garnett for their years of service.

### Mark spoke highly of each team member individually at the celebration.

“As we honor and thank Rodger, Bill, and Joe for their service to GWP, I want to thank all of you for working safely for the last eight years and six months! Rodger, Bill, Joe, and many of you have provided the safety leadership necessary to allow us all to work safely every day. As we all also know, there are several GWP team members at the GWP Division that have over 20 years of experience and help to keep us all safe each and every day.”

“**Joe Wright** is actually in his 15th year at GWP but has been a TM at three different times, including over the last five years. We all appreciate the great job Joe does operating the charcoal plant. **Bill Fisher** has 25 continuous years of service at GWP. He began as a nailing machine operator and has worked his way up to become our pallet plant manager. We especially thank Bill for the great work he does planning and executing the production plan in service to our customers.”

“**Rodger Shelton** is retiring from full-time work at the GWP Division at the end of 2021. Rodger has been a TM at GWP twice for a total of 41 years. Rodger began his work at GWP in 1976 as a material handler, advanced to lead nailing machine operator, and worked his way up to pallet plant

floor team leader before he was promoted to lumber buyer 21 years ago. Rodger has not just been the lumber buyer for the last 21 years. He has performed a diverse and important set of duties, some of which include the following.”

- Maintains the customer and vendor relationships for the pallet plant
- Purchases cants and cutstock for the pallet plant
- Purchases cutstock for cutstock sales
- Arranges trucking for inbound cants and cutstock
- Helps purchase green woodwaste for the charcoal plant
- Sells the pallets produced in the pallet plant
- Sells pallet cutstock
- Develops the Pallet CAD Design System for the pallet plant
- Arranges the rail and container shipment of construction mats and pallet cutstock, including identifying transload facilities
- Approves pallet and cutstock invoices for the customers he handles
- Approves lumber receiving tickets
- Tracks the volume and quality of raw material purchased for the pallet plant
- Assists with the preparation of mat quotes that involve rail shipment
- Tracks the load board (mat movements)
- Helps complete the monthly physical inventory of cants and cutstock for the pallet plant
- Purchases the promotional products for the GWP Division
- Keeps the GWP Division trucks current on maintenance
- Handles the preparations for all special projects and company and customer outings

**Mark ended the dinner by saying, “Rodger has performed at a high level for many, many years as a key team member at GWP and we all wish him well in the future!”**

*[Continued on next page]*

# Site Update

**By Mark Garnett**  
VP Garnett Wood Products



*ROE-GWP  
team members  
enjoying a  
delicious meal*



*Joe Wright honored for five  
years of service with ROE-  
GWP charcoal plant*



*Bill Fisher honored for 25  
years of service with the  
GWP division*



*Rodger Shelton recognized  
for his many years of  
service upon his retirement*



# Plant Spotlight - Branson

By Tim Jones  
Site Manager



On December 17, 2021, Royal Oak Enterprises in Branson, MO, celebrated the achievement of one-year incident-free with a BBQ lunch from Oscars. There were plenty of smiles and words of appreciation from our senior leadership. It was indeed a team effort, with each team member doing their part and taking responsibility to care not only for themselves but their fellow team members.



Safety is everyone's job, and it's important to recognize those individuals who go above and beyond to contribute to that effort positively. The safety performance and safety culture at Branson is improving, and for those reasons, we would like to recognize two of our team members for their safety-first attitudes. Luis Castellanos and Raymond Weeks. Luis has been working in the bagging room since

June 24, 2020. He was asked to operate a forklift but realized that his forklift training had expired. Rather than jumping on the forklift and worrying about it later, he let his supervisor know, and we were able to get his training updated. In addition, he took responsibility and initiative for his own safety and the safety of those around him by speaking up rather than keeping quiet. Thank you, Luis!

Raymond has been our shop mechanic for several years. On January 10, he was asked to replace a leaf spring on one of our semi-truck trailers. Typically, the mechanics would pick up the truck with a forklift and replace the part. But rather than just "doing it like we used to," he came to discuss it with others to see if there was a safer way to do it. As a result, the work was postponed until we could develop a safer solution. Thanks to Raymond's proactive approach, we were able to fix a potentially problematic flaw in our work process. Thank you, Raymond!

These are just two examples of how our Branson team members take a proactive approach to safety in the workplace. Team members should be encouraged to question the current processes and procedures and express any concerns. Safety is everyone's responsibility.

These are excellent examples of how team members can do their part to improve and actively participate in a safety-first culture. We've made it one year so far. Now we need to keep pushing forward as a team and working together to make it another year incident-free! **Remember that even the smallest efforts, and a lot of teamwork, can go a long way.**

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# Plant Spotlight - Greenville

By Tim Neece  
Site Manager



During the 4th quarter, Greenville has continued to exceed expectations and drive continuous improvement at the plant. The Greenville team did a great job working together on improving plant processes and the quality of our products. As a result, the Greenville plant closed out the year meeting their budget commitment, good on-time delivery performance, and exceeding our customer's expectations.

Unforeseen events such as material shortages, power failures, and damaged equipment could have created significant downtime. But instead, due to the hard work and knowledge base of the Greenville team members, each occurrence was handled in a timely and safe manner.

Thank you, Greenville team, for all your hard work in 2021! We are looking forward to your continued success as we head into 2022.

Vicente demonstrates enthusiasm and leadership in all his dealings. We appreciate his devotion and patience and his clear guidance to his team members. Vicente's production experience goes beyond his technical knowledge. He also has a deep understanding of what works and how to get the job done safely and efficiently.

Recently, Vicente traveled to our Birmingham firelog plant. He diligently worked with the wrapper operators and assisted with production and line improvements. In addition, Vicente was accommodating in educating the team members on some of our crucial best practices. Thank you for all your efforts – great job!



## Team Member Spotlight

Please join us in recognizing our line lead, Vicente Rios, for his Q4 team member spotlight.

Vicente is based in our Pine Mountain firelog plant in Greenville, Texas, and has been with the Royal Oak team for over 22 years. His perfect attendance and dedication are a testament to his work ethic.



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# Plant Spotlight - Summersville

By **Aubrey Odom**  
Site Manager



The Summersville plant total recordable incident rate (TRIR) was reduced to 0 for the third quarter of 2021 and maintained at 0 throughout the fourth quarter. Again, we want to thank all our team members for keeping themselves and fellow team members safe! Another significant contributor to our success was maintaining the facility's Behavioral Based Safety (BBS) Observation Program, and weekly safety walks completed by the leadership team.

We would also like to recognize our Summersville team members that achieved perfect attendance in 2021 and are the first to receive ROE's new yearly attendance bonus: Everett Parsons, Peter Geer, Charles Hendrickson, and Jeff Barton – fantastic job!

The kiln team and the bagging team met their monthly production targets during the fourth quarter. This was celebrated with a team dinner in November and December to thank everyone for their hard work. The Summersville lump bagging team bagged a total of 23,178 tons in 2021 vs. a target of 22,242 tons, setting an all-time record.

We had a few organizational changes during the quarter, including the addition of Jon Wallace as the bagging supervisor and the promotion of Aubrey Odom from process engineer to plant manager. Jon has taken the initiative to reduce all downtime and exceed our daily production targets. In addition, Stacey Ipock, our new administrative assistant, was hired full-time in August and has performed exceedingly well in hiring new team members and maintaining accounts payable for the Summersville facility.

During Q4, our kiln supervisor, Jason Twyford, took an extreme focus on cleaning up and completing "5S" on our Summersville slab yard, and the results are very

noticeable. Jason continues to drive improvement for our kiln team and maintains a clean and organized environment.

Throughout 2021 and into 2022, Summersville sees significant investments in our facility. This quarter, large-scale projects that were completed include installing LED lighting throughout the production facility and warehouse, the kiln door replacements to the Summersville B-Set, and installing a new dust collection system for bagging. We are excited to see the improvements each project brings to the work environment for our team members. In addition, we all look forward to our new and innovative project to be completed in mid-2022 for Summersville – a fully automated production bagging line.



## Team Member Spotlight

**We want to congratulate our newest kiln team lead, William Wilkens.** Will

joined the Summersville Royal Oak team in July 2019. Throughout his time at Royal Oak, he has progressed in his role and become proficient in all job tasks. In addition, he has served as a mentor

for new kiln team members and advocates for safety improvements. We are excited to see Will progress in his new role, where he focuses on safety and continuous improvement.



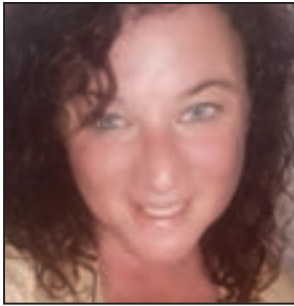
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For comments or suggestions - contact Human Resources

# Team Member **Spotlight**



## **Lisa Tucker**

We would like to recognize and congratulate Lisa Tucker, who was recently promoted to material supervisor. Lisa started with Royal Oak as a temporary employee in June 2019, working as a shipping clerk. Through her hard work and dedication, she became the warehouse supervisor. This past fall and winter, Lisa played a crucial role in us having a successful end-of-year inventory audit. Lisa is focused on safety and continuous improvement when working with her team in Birmingham. Thank you, Lisa, and great job!



## **Daniel Naumann**

In Belle, the employee spotlight is on Daniel Naumann. Daniel has been with Royal Oak for six years as of this month, and in those six years, Daniel has shown hard work, dedication, and a true passion for what he does. As he likes to be called, Dan is from Belle, where he was born and raised. Dan has two sons and spends much of his free time in their company. Dan is always willing to learn and has moved up to a yard/kiln lead. Talking with Dan, he has his sights set on becoming a kiln manager one day. He is always asking questions and looking for ways to learn more about what he needs to do to achieve that goal. Here in Belle, we are honored to have Dan on the ROE team and have no doubt his persistence will take him far at Royal Oak. Please join me in recognizing Daniel in his employee spotlight. Keep up the good work, Dan!



## **Traci Babcock**

In April of last year, Tracy moved to Tennessee from New York and joined the Crossville team in November. Traci is a former firefighter and served as fire chief for two years before transitioning to a medical career and becoming a licensed phlebotomist. Traci applied to Royal Oak Crossville and was hired as a utility operator in our packaging department, looking for better pay and benefits. Traci demonstrated a tremendous work ethic and was formally recognized for going above and beyond the call of duty. So, when an opening for a shipping and inventory clerk became available earlier this month, she was a natural choice for the position. Congratulations, Traci!



# Royal Oak Gives Back

By Joanne Milam & Wesley Parnell



It is no secret that Royal Oak's team members are the backbone of our organization. Without our team member's dedication and commitment, we would not be as successful as we are. However, it is easy to overlook that our team members are part of larger communities around our Royal Oak locations, each community with its unique situation and needs.

Many of Royal Oak's team members are active in their community, often giving time or resources to support those in need. **These individuals very much embody Royal Oak's fifth core value: "We serve our fellow team members, customers, and local communities."**

To further embody this value, Royal Oak started the **Royal Oak Gives Back** initiative to partner with a local non-profit in a community where our team members live and work. A team of over ten Royal Oak employees from all areas of the organization came together to screen and interview local non-profit organizations that most closely aligned with Royal Oak's vision and values and offered the most opportunity for ROE to help. Over 20 organizations were considered during the screening process, eventually narrowing it down to five that were then interviewed in person and presented to the group.

**Royal Oak is very excited to announce that our organization will be entering into a partnership with Choices for People Center.**

Choices for People Center (CFPC) is an organization committed to providing instructional programs and adult support services to aid individuals with disabilities in developing essential life skills that promote inclusion, independence, self-sufficiency, and productivity. Located primarily in Rolla, MO, with smaller locations in Jefferson City, MO, and Waynesville, MO, CFPC provides four main services:



- Employment services and job placement.
- Supervised adult day services.
- Community living programs.
- Individual supported living (ISL) homes.

These programs are funded mainly through the Department of Mental Health for their basic operating costs. In addition, corporate and personal donations help the organization grow by expanding staff, resources, and locations.

Royal Oak has chosen this organization based on its values and community-focused objectives. Several current ROE employees have originated from CFPC's job placement services and have great ROE success.

Many of the communities we operate in lack sufficient support services for people with disabilities. Paula DeLong, executive director of CFPC, commented in our interview that most people don't realize that smaller communities and towns don't have the same kind of access to the type of services CFPC offers, even though the proportion of individuals with disabilities is often larger than a city with over 10,000 people. Knowing that, she aims to target the organization's efforts towards smaller local communities.

Royal Oak is currently exploring ideas and options for fundraising and volunteerism, including employee giving programs at each site, grilled pay-per-plate lunches, community BBQ grilling contests, and much more.

**Our company has set a goal of \$50,000 raised for CFPC in 2022 through employee donations and fundraising opportunities. To reach this goal, we are looking for motivated individuals at each site to act as community service coordinators and lead the charge at their local sites for fundraising and awareness.**

If you are interested in this volunteer position or have any questions about how you can help, please reach out to **Joanne Milam at [jmilam@royaloak.com](mailto:jmilam@royaloak.com).**





**Choices for People** provides year-round instructional programs and support services designed to aid individuals with disabilities in developing essential life skills.



**Interested in becoming a community service coordinator?**  
Contact Joanne Milam at [jmilam@royaloak.com](mailto:jmilam@royaloak.com)

# Grilling

## Tips & Tricks



## Mexican Pizza

### Ingredients:

- Pizza Dough
- Pizza Sauce
- Chorizo
- Chopped Bell Pepper – Red, Yellow and Orange
- Chopped Jalapeno
- Finely Chopped Cilantro
- Mozzarella Cheese
- Pepperjack Cheese
- Finely Grated Cotija Cheese
- Pizza Pan approximately 12.5-13 inches in diameter

### Directions:

1. Prepare Pizza Dough as stated on package
2. Prepare your grill with Royal Oak Briquettes for a hot and fast cook.
3. Spread out dough in approximately a 13 inch size, place dough on Pizza pan and then lightly apply Pizza Sauce to dough.
4. Apply a decent amount of Mozzarella and then a lighter amount of Pepperjack cheese.
5. Sprinkle on chorizo followed by onion, bell peppers, jalapeno, cilantro, and a final light dusting of Cotija Cheese.
6. Grill temp should be around 650-700 degrees, then place Pizza on the grill and let cook for 7-8 mins.
7. After 7-8 mins, place your Pizza directly underneath the charcoal grate to broil. This will only take 15-20 seconds. Rotate Pizza a few times during this time frame.
8. Pull out Pizza, let slightly cool then slice and enjoy!

Enjoy!





## Fun Fact:

Approximately 70 percent of Americans own a grill or a smoker, according to a 2017 survey by the Hearth, Patio, and Barbecue Association. That's a lot of backyard action!



**Royal Oak's Vision and Values:**  
***"Deliver quality products that bring friends and families together"***



1. **Safety** – We keep ourselves and our fellow team members safe
2. **Integrity** – We act with honesty and integrity in everything we do
3. **Team** – We win as a team and have a "Can-Do" attitude
4. **People** – We value our people, invest in their development, and reward performance



5. **Service** – We serve our fellow team members, customers and our local communities
6. **Products** – We take pride in the products we make
7. **Improvement** – We continuously strive to improve in everything we do

