



35 YEARS



1921 | 2021



Vanessa Winchester
Core Room Machine Operator
M&H Valve Company



A Message from our President

G. RUFFNER PAGE JR.



WITH THE NEW YEAR UPON US, IT PRESENTS THE PERFECT OPPORTUNITY TO EXTEND MY HEARTFELT APPRECIATION FOR ALL YOUR ACHIEVEMENTS IN 2021. In the face of substantial challenges, including a global pandemic, we made significant progress and ended the year with phenomenal results. We asked a lot from you, and there is no doubt you delivered. The results we achieved are because of your hard work, focus and commitment to excellence. Thank you!

Safety must continue to be at the forefront in everything we do. Let's be relentless at working safely with no shortcuts or deviations. It is critical for us to be passionate about safety leadership and shared ownership. We need to stop and take the time to be more personally engaged in making our work environment safe for ourselves and our team members. Let's accelerate the safety programs we know make us safer, such as near-miss reporting, and be proactive in our approach with the continued rollout of safety leading indicators. While many of our sites have shown that an accident-free workplace is achievable, we have much more work to do to eliminate all safety incidents.

A challenging marketplace will remain a reality in the months ahead, so staying close to the right customers, understanding their needs and exceeding their expectations will be paramount. In 2022, our purpose should be clear — build on our past successes and deliver on our plan through the following priorities that align with our company's direction:

▶ **Further Improve Safety Leadership**

Core Principle, No Shortcuts, Accountability, Observations, Two-way Conversations, Safety Leading Indicators

▶ **Invest in Our People**

One-to-Ones, Action Planning, Recognition, Development, Feedback

▶ **Drive Portfolio Optimization**

Grow Key Segments, Innovation, Exceed Customer Expectations

▶ **Sustain Positive Manufacturing Trends**

Waste Reduction, Run Rate Improvement, Reliability Enhancement

▶ **Achieve Positive Earnings in Competitive Environment**

Increase Volume, Maintain Margins, Cost Improvements, Supply Chain

You will hear more about our 2022 priorities from leadership within your respective facilities. Let's continue to stay focused with great momentum. It is easy to become distracted on the heels of the holiday season, so please take extra steps to keep safety top of mind. Remember, there is nothing more important than going home safely to our loved ones every day.

What We Accomplished Together in 2021



Harrison Bishop,
Executive Vice President,
Fabricated Metals Group

AMEREX

- ▶ Named 2021 Alabama Large Manufacturer of the Year.
- ▶ Successfully implemented gainsharing program for team members.
- ▶ Completed Mill 1 upgrade in powder manufacturing and upgraded box machine for PEX B-Line.
- ▶ Successfully converted ERP system from AX to D365.
- ▶ Achieved zero lost production days while navigating supply chain shortages and manpower challenges.
- ▶ Brought new product innovations to market, including the Halotron BrX for commercial aviation and clean agent technology for the transit market.

MANCHESTER TANK

Manchester Tank completed the successful transfer of five product lines to the Campbellsville, Kentucky, plant. The increased capacity and manufacturing as well as worldwide distribution capabilities will support the growing demand for our products and customers' desire for stronger international supply partners.



Mike Keel, President,
McWane Global

RIEBERLOK®

Ransom International, a division of McWane Global, invented and developed unique gaskets for use in the PVC pipe industry. Sales have doubled every year, and we expect the gaskets to become the most popular form of joint restraint for PVC pipe, displacing cumbersome and expensive clamp and bolt systems.

NEW PLANT IN SRI CITY, INDIA

McWane is in the startup phase of a brand-new plant in India to make tanks for Manchester Tank, soil pipe couplings for Anaco and fire extinguisher parts for Amerex. The products will primarily be sold to McWane's U.S. operating divisions as well as to select international customers. The imported products will complement our domestically manufactured products, and we remain fully committed to investing in and operating our U.S. plants. When the plant is fully operational in 2022, it will employ around 400 people.

MCWANE NATURAL RESOURCES

McWane's timber operation includes 10,000 acres of forest land that is grown and harvested for the paper and lumber markets. It takes 20 years or longer for seedlings to reach maturity as lumber products, but what is 20 years to a 100-year-old company that operates for generations?

We contract with third-party miners to extract coal reserves from property owned by McWane in Alabama.

McWane's specialized coal seams are used to make coke for iron and steelmaking operations, including McWane's ductile iron pipe and fittings plants. McWane also has coal seams usable for power generation and industrial purposes.

PIPE GROUP



Kevin Bense, Group
President, Waterworks

- ▶ Ramped up production levels to accommodate record demand growth while maintaining leading on-time availability.
- ▶ Commissioned third phase of \$18 million finishing upgrade in Ohio.
- ▶ Broke ground on \$15 million poles expansion project and building in Utah.
- ▶ Launched seismic flex coupling with successful pilot install in Hayward, California.
- ▶ Achieved seventh consecutive year of at least 10% revenue growth in McWane Poles.
- ▶ Negotiated four-year collective bargaining agreement in Utah.
- ▶ Uploaded more than 50 videos to increase content marketing library to over 200 videos, providing valuable instruction to customers.

VALVE & HYDRANT GROUP CANADA

- ▶ Clow Canada won Outstanding Environmental Performance – Fabrication Award for the third consecutive year
- ▶ Successfully launched the iHydrant® remote monitoring system.
- ▶ Amalgamated Clow Canada, Canada Pipe and Bibby St. Croix under one leader for Canada.
- ▶ Achieved 97% vaccine rate for Clow Canada and Canada Pipe.
- ▶ Installed robotic arm on gantry to feed two CNC machines.

KENNEDY VALVE

- ▶ Implemented fully automated, fusion-bonded epoxy application at gate valve powder coat.
- ▶ Successful surveillance audit for ISO 9001:2015 and ISO 45001:2018 and recertification audits for ISO 14001:2015.
- ▶ Implemented structural knee-wall around sand plant to mitigate fugitive sand and improve stormwater benchmarks.
- ▶ Successfully converted to Power BI reporting platform across the organization.
- ▶ Significantly increased manpower without losing throughput.

M&H VALVE

- ▶ Offered iHydrant in all sizes and configurations of our 129, 129S and 929 hydrants.
- ▶ Started construction on iHydrant testing and development facility on plant grounds.
- ▶ Installed robotics with vision system in machining.
- ▶ Handled unprecedented surge in orders with outstanding coordination by the team.

CLOW VALVE

- ▶ Started weekend shift in machine shop to increase production and decrease overtime.
- ▶ 2021 AFS Safety and Insight Award recipient.
- ▶ Installed automated 30-inch to 54-inch large valve tester and added two robotic vision bin picking cells.
- ▶ Shipped first one grip/iHydrant Medallion prototype.
- ▶ Used large plastic printer to make temporary, low volume run patterns and 3D scanner to develop pattern drawings and preventive maintenance plan.
- ▶ Successfully negotiated collective bargaining agreements at our respective facilities.
- ▶ Improved iron and brass foundry percentage scrap, man-hours per ton, conversion cost and production year over year.

TYLER UNION

- ▶ Did more with less — good tons per hour were up more than 20% over last year and more than 40% over 2019 while labor was down 15%.
- ▶ Reduced inventory by more than one-third while providing service levels superior to the competition.
- ▶ Maintained great safety record with recordable injury rate in top quartile of industry.

MPI

- ▶ Launched McWane Plant and Industrial – 1/1/2021.
- ▶ Acquired Clear Water – 1/1/2021.
- ▶ Acquired Tri Seal Valve – 3/1/2021.
- ▶ Implemented Microsoft Dynamics AX and established Birmingham inside sales operation.

PLUMBING GROUP



Kurt Winter, Executive Vice President, Plumbing Group

ANACO-HUSKY

- ▶ Completed new automation system for clamp machines installed in Corona and Marshfield locations, reducing labor input by 75% in this process step.
 - ▶ Engineered and purchased three custom assembly machines to be installed Q1 2022.
 - ▶ Completed plant expansion in Marshfield, adding an additional 35% manufacturing floor space.
 - ▶ Developed new “push-on” coupling to enter niche market.
 - ▶ Developed Husky CR 7000 chemical resistant coupling.
- ### TYLER PIPE AND COUPLING
- ▶ Consolidating cast iron fitting production in Tyler, Texas, to be up and running in Q1 2022.
 - ▶ Construction of DISA molding line began in Tyler. Slated to be completed in Q2 2022.
 - ▶ Development of new coatings process for epoxy coated cast iron pipe and fittings to be marketed under the name Titan Pipe for Tyler and DuRa Pipe for AB&I Foundry.

AB&I FOUNDRY

- ▶ Completed several enclosure projects in the foundry to reduce odors and fugitive emissions.
- ▶ Technical Services group hosted events for mechanical engineers who specify cast iron soil pipe and fittings.

TECHNOLOGY GROUP



G. Ruffner Page, President

ZINWAVE

- ▶ Launched innovative new products including the Uni-transport fiber distribution system and the Unitivity 5000 high power remote.
- ▶ Deployed new distributed antenna systems (DAS) at several marquis accounts.
- ▶ Captured the first deal with a neutral host.
- ▶ Successfully in-sourced production in the Harston, U.K., facility resulting in substantial cost savings.
- ▶ Developed a best-in-class MIMO DAS solution to be launched in 2022.
- ▶ Awarded a major multi-year tender for UK government buildings.
- ▶ Deployed systems on several super yachts establishing Zinwave as the standard solution for this application.
- ▶ Successfully completed an urban density trial with T-Mobile to bring service to a high-rise from a base station 4 miles away.

NIGHTHAWK

- ▶ Increased iHydrant market penetration from 43 installations to 103 total cities and more than 500 total units.
- ▶ Deployed first full system for pressure monitoring at Roswell, Georgia.
- ▶ Launched new fast sample pressure iHydrant with pre- and post-event logging, a first in the industry, and low-profile wet barrel iHydrant.
- ▶ Awarded new iHydrant design patents.
- ▶ Launched ROI sales tool highlighting the payback on iHydrant investments.
- ▶ Completed first phase of Alpha tests at Redmond, Oregon, for the iHydrant leak detection product.
- ▶ Expanded Adaptive™ smart meter installations to 11 additional customers, representing 70,000 meters to be deployed over three to five years.
- ▶ Improved network performance to achieve more than 99.5% billing read availability.

SYNAPSE

- ▶ Received ISO 9001 Quality Management and ISO 27001 Information Security Management recertification.
- ▶ Completed Phase 1 of energy monitoring solutions (EMS) at 11 U.S. facilities as part of the McWane Energy Management Program, resulting in more than \$200K per year in energy savings.
- ▶ Maintained 99.6% on-time delivery while navigating global shortage of electronic components.

FUTURECOM

- ▶ Began delivery of new DVR-LX®.
- ▶ Launched SmartConnect Range Extension feature.
- ▶ Granted patent for PDR8000® in Australia.
- ▶ Released PDR8000® Rackmount Repeater, showcased at APCO 2021.
- ▶ Completed automated product regression test environment.

Persistence Amid Pandemic: An Unwavering Commitment



One could never have imagined that nearly two years following the declaration of a global pandemic, we would still be navigating through such uncharted territory. A top priority across McWane focuses on making the work environment for our team members as safe as possible. To that end, comprehensive training is essential with an emphasis on hazard recognition. But what happens when the hazard that threatens our team members cannot be seen?

Throughout the pandemic, McWane has remained committed to the health and safety of our team members, visitors and the community. We have implemented infection prevention controls, including face coverings, social distancing, frequent hand washing, barriers and testing. Our protocols follow

both CDC and OSHA guidelines regarding contact tracing and testing, to include screening of unvaccinated team members.

We have encouraged our team members, along with the community, to receive the COVID-19 vaccine as the most effective means of protection, not only for themselves, but also for the protection of others. We partnered with infectious disease specialists from the University of Alabama at Birmingham School of Medicine

to provide timely material on the safety and efficacy of the vaccine, including hosting live webcasts, which provided opportunities to engage directly with medical professionals and help dispel misinformation.

For all the protective measures in place, were it not for the persistent dedication of our safety team members who have actively championed our COVID-19 preparedness plan, the impact of the pandemic on our McWane family could have been significantly greater. Their efforts — along with those of leadership, who made the tough but necessary decision to implement long-term, stringent protocols to best safeguard our people — underscore the company's commitment. And without question, the continued perseverance of our production team members, despite the challenges of operating while adhering to public health guidelines, have remained steadfast throughout.

As the pandemic continues, we will persist to take all necessary and appropriate measures to protect our team members. Just as McWane is committed to doing our part, our team members who have not yet received the COVID-19 vaccine are encouraged to do their part by utilizing the greatest means of protection available against this deadly virus while making the conscious decision to protect their family, their fellow team members and the community at large.

McWane Team Members Recognized as Leaders

MCWANE TEAM MEMBERS WORK TOGETHER EVERY DAY TO MAKE QUALITY PRODUCTS THAT ARE THE BACKBONE OF OUR COMMUNITIES. AND WHILE THEY ARE A DRIVING FORCE AT WORK, THEY ARE ALSO LEADERS IN THE COMMUNITY. We would like to spotlight one of the leaders, Jerome McQueen, who was featured this year as a Science, Technology, Engineering and Mathematics (STEM) Influencer in Forbes Magazine because of his efforts to introduce STEM to students at an earlier age, especially young women. Over the last 18 years, McQueen has mentored over 225 students and helped them amass over \$3.5 million in scholarship money.

McQueen is an Environmental Compliance Director for McWane and has been leading the way for diversity and inclusion for decades. He has always loved science and wanted underrepresented kids to know that there are opportunities for them in STEM.

McQueen's own interest in science began when he was a little kid playing in his front yard and the county decided to pave the dirt road he lived on. The construction workers destroyed half of McQueen's yard by digging a large ditch so the water had somewhere to go. Frustrated that his play area had been cut in half, McQueen asked one of the workers, "Why did you do that?" and the worker answered, "That's the way the engineer drew it up." McQueen decided he was going to figure out why that engineer did that, and that's when his love for STEM began.

His high school physics teacher, Mr. Reeves, brought science to life through captivating experiments that encouraged his continued interest in STEM. After high school, McQueen started college at South Carolina State University but struggled academically. At the end of his first semester, he had a low GPA. Because his mom was



a teacher, he said, "There was no way I could walk in my house with a 1.4 grade point average." McQueen turned his grades around, graduated with honors and went on to receive a NASA fellowship that paid for all his tuition and fees and provided a \$15,000 stipend during his studies.

Over the years, McQueen discovered that there was a lack of access to STEM educational opportunities for minorities and girls, so he decided to form his own program — AcaSTEMics. He is passionate about sparking students' interest in STEM and hopes that AcaSTEMics will show students that studying STEM can provide promising career paths — great ways to earn a good living while improving the world.

Ultimately, said McQueen, "I want to communicate the unlimited opportunities the underrepresented members of our community have in STEM ... the fun and wondrous things that can come from STEM."



What Does Diversity Look Like in the Manufacturing Industry?



OVER THE YEARS, MANUFACTURING COMPANIES HAVE NOT MADE AS MUCH PROGRESS WITH DIVERSITY AND INCLUSION — SPECIFICALLY IN RECRUITING WOMEN — AS OTHER SECTORS, BUT BY WORKING TOGETHER AND SHARING BEST PRACTICES, WE CAN BECOME MORE EFFECTIVE IN THIS INITIATIVE. The preconceived notions and working environment in the foundry make achieving diversity challenging. Historically, underrepresented groups have not viewed manufacturing as a welcoming place to work, but that is changing.

In 2014, McWane Ductile in Coshocton, Ohio, noticed that more females were applying for jobs in the foundry. This trend continued in 2018 when they started a second shift at the foundry. A number of female applicants had some level of prior experience in manufacturing while

others had little or no experience in the field. Many applicants with prior work experience outside of manufacturing had skillsets — such as organizational agility, multitasking and problem solving — that would translate well into production roles. The common

thread among these applicants was their willingness to do whatever it took to get the job done.

McWane Ductile Ohio (MDO) currently leads McWane with the highest number of female team members, approximately 32





production and 38 salaried for a total of 70. The facility’s Human Resources Manager, Jolinda Kistler, heads up recruitment and knows firsthand what candidates will be facing working in the foundry. Prior to joining MDO, Jolinda worked in manufacturing, which gives her an advantage when trying to recruit diverse talent. Additionally, MDO has partnered with local recruiting agencies, including Job and Family Services, the Coshocton County Chamber of Commerce, Business & Professional Women and Department of Veterans Affairs, to supplement its outreach.

The McWane Way Teamwork compass point encourages and requires us to **Help Each Other Be Great** — regardless of our race, gender or ethnicity, and these new team members are dependable hard



workers with an innate attention to detail and who work well with the team.

Team member referral has proven beneficial in recruiting diverse candidates. Our team members are happy with their wages and benefits and feel better prepared to support their families, and they share these sentiments with family and friends. Word of mouth is a powerful tool, and the word is spreading that MDO is a great place to work and one of the better paying employers in the Coshocton community.

Not only have female team members performed well in the foundry, but they are also moving up in the ranks. Two production workers have been promoted to the role of inspector, an external candidate was onboarded for an inspector role, and another team member was promoted to flange operations manager. A more diverse workforce can improve morale and employee engagement, which in turn increases productivity. **We All Win Together** when working as a team.

“I enjoy the manufacturing environment and like what I do each day. I can support my son with the good wages and benefits.”
— Valerie Thornsley (Pipe Shop Clean Up)

“I like the fact that my co-workers help each other out and watch each other’s backs for safety.”
— Jessica Durben (Finishing Labor Pool)

“Co-workers are supportive in training for the jobs. As I proved I could do the work, I gained respect from my co-workers. I enjoy the work and am very proud to be a part of McWane.”
— DeShawna Scarnecchia (Poles Utility)

“I am proud to know that I play a part in making the ductile iron pipe that provides water to people. I also appreciate the wages and the benefits so I can support my family.”
— Katilyn Dent (Utility Relief Melting)

“I started out as a temporary and proved myself so I could transition to a full-time MDO team member. I love manual labor and am excited to work in manufacturing.”
— Destini Woods (Trough Person Pipe Shop)

Celebrating 100 Years

IN 2021, WE CELEBRATED THE INNOVATION AND INVENTION THAT COMES WITH 100 YEARS OF SERVICE. FOR GENERATIONS, MCWANE HAS THRIVED BECAUSE OF OUR WILLINGNESS TO EVOLVE, IMPROVE AND ADAPT AS A TEAM. Advancements in safety, education and technology allowed us to change the trajectory of our industry for future generations. And each team member continues to play a critical role in supporting and manufacturing lifeline infrastructure that impacts our families, neighbors and communities.

Throughout this centennial year, team members around the world honored this milestone by donating their time and resources to support local communities, including hosting drives to collect diapers, coats, gloves, dog food and canned food; neighborhood cleanups; and centennial tree plantings. Among the celebrations included team luncheons, military and team member appreciation

events and cooking contests using commemorative cast iron skillets.

The first **McWane Community Challenge** was also a great success. Collectively, team members donated more than 5,300 items to various schools in the communities where our team members live and work.



On Oct. 22, 2021, team members celebrated the same historic day in 1921 when McWane Cast Iron Pipe Company was founded in Birmingham, Alabama, by throwing a companywide birthday party.

Now numbering 12 foundries and 34 manufacturing facilities across eight countries, the entire McWane network of companies has many reasons to celebrate.





GENERATIONS
OF EXCELLENCE

1921 | 2021

McWane Scholarship for Skilled Trades

In honor of our 100th anniversary, we established the **McWane Scholarship for Skilled Trades** to support the training and development of skilled workers. This program is a supplement to our current four-year McWane Scholarship that is offered to dependent children of our team members. The new McWane Scholarship for Skilled Trades provides a **two-year, \$1,000 scholarship** eligible for renewal annually. In total, McWane will offer 100 scholarships, which are available to all, including members of the community, who meet the following eligibility criteria:

- ▶ Be a high school senior, high school graduate or have a GED equivalent.
- ▶ Be enrolled or plan to enroll in a trade-related program in the fall of 2022 at an accredited two-year college, vocational or technical school, or other approved technical institute. Four-year degree or bachelor programs are not eligible.
- ▶ While no trade-related program is disqualified, preference will be given to applicants pursuing technical training that is relevant to McWane's industry.

You can apply for the McWane skilled trades scholarship by scanning the QR code or by visiting <https://aim.applyists.net/McWaneTrades>.



And while some team members may just be beginning their McWane story, others have been building memories with McWane for decades, including generational family members across divisions who call McWane their second home.

We are grateful for each member's dedication, commitment and hard work in helping us achieve 100 years in business and for carrying the spirit of celebration

into the future. One thing is clear: The key component of our success is and always has been the team members of McWane — past, present and future.

Congratulations — here's to the next 100 years, McWane!





Janus team collected 858 individual items to donate to the two schools most in need in the community.



Clow Canada team donated 2,093 school items to the Saint John Boys & Girls Club and \$580 to buy shoes for needy children.



M&H Valve celebrated the centennial by donating eight benches that were installed throughout the community.



McWane Ductile Utah held team luncheon and centennial tree planting.



MPI celebrated the centennial with a team picnic.



McWane Ductile Ohio team held an Earth Day/Centennial clean-up in the Coshocton, Ohio, community.



Understanding the Value of ESG



THE TERM “ENVIRONMENTAL, SOCIAL AND GOVERNANCE” — MORE COMMONLY KNOWN AS ESG — IS PERMEATING BUSINESS PUBLICATIONS, NEWS STORIES AND NEWSPAPERS WITH INCREASING FREQUENCY. WHAT EXACTLY IS ESG, AND WHY HAS IT QUICKLY BECOME SUCH A CATCHPHRASE? ESG is the

latest evolution of what started as sustainability in the 1990s and was supplemented by corporate social responsibility (CSR) in the early 2000s. Over the past three years, ESG has gained a lot of traction due to investors increasingly favoring companies that espouse ESG principles in their business practices. In addition to ethical considerations

such as putting their money to work with companies that strive to make the world a better place, there is growing awareness that considering such factors gives investors a more holistic view of companies, which can help mitigate risk and identify opportunities. Demonstrating ESG’s staying power and sphere of influence, investments in ESG are projected to reach \$53 trillion worldwide by 2025.

Much of the interest around ESG has centered on larger public companies thus far. The U.S. Securities and Exchange Commission (SEC) is developing stringent guidelines and enforceable requirements to ensure the accuracy of ESG disclosures by publicly traded companies. While McWane is not bound by these guidelines or

required to make ESG disclosures as a privately held company, we recognize that prioritizing a strong ESG proposition creates opportunity and value for our customers and our team members and could offer a competitive advantage. Many of our major customers are publicly traded companies with growing ESG programs that will likely give preference to suppliers that embrace ESG values.

In addition, sustainability and corporate social responsibility are becoming increasingly important among consumers. Many job seekers have a strong preference for employers that are good stewards of the environment and the communities in which they operate. Such companies have an edge in attracting top talent. Taking

a proactive approach and strong position on ESG will soon become a necessity rather than a nicety for most companies to remain competitive in today's marketplace.

As a result of the robust environmental, health and safety (EHS) infrastructure McWane has built over the past 20 years, we

to garner a well-rounded, competitive and sustainable ESG program.

Our customers are increasingly applying ESG as part of their analysis to identify material risks and growth opportunities, and our products play a significant role in helping maximize their ESG strategy. In 2021, Roswell, Georgia,

McWane's subsidiary Synapse is also playing a pivotal role in implementing innovative energy management systems and controls designed to reduce the energy footprint at a number of McWane facilities, further bolstering our environmental prowess.



DEMONSTRATING ESG'S STAYING POWER AND SPHERE OF INFLUENCE, INVESTMENTS IN ESG ARE PROJECTED TO REACH \$53 TRILLION WORLDWIDE BY 2025."

have many components of ESG in place. In addition, McWane earns significant sustainability credit given our manufacturing process for products such as pipe, fittings, valves and hydrants utilizes recycled iron and steel scrap. Extending the life cycle of these recycled materials by repurposing them into essential products is an added bonus.

Focused on building a well-established, systematic ESG program at McWane, we are conducting a study to benchmark our operation against major customers and competitors in the markets we serve. The output of this study will be a gap analysis that will help identify areas where we need to fortify our offerings

became the first municipality to implement a full iHydrant® system, upgrading approximately 400 hydrants with iHydrant technology and sensors that provide pressure and temperature monitoring for wet and dry barrel hydrants. These updated hydrants issue alerts at a moment's notice via smart hydrant sensors deployed across the water system, enabling the customer to know the exact moment their water grid experiences a hydraulic event or is threatened by rapid pressure or temperature fluctuations. This is an environmentally sustainable initiative for the city of Roswell, and they are proud to be the first to implement a full iHydrant system.



E *Use of natural resources, conservation efforts, recycling, sustainability, environmentally friendly chemicals, carbon footprint and energy use*



S *Health and safety, labor standards, human rights, diversity and inclusion, and community welfare*



G *Company leadership, board, executive and management composition, compensation equity, transparency with stakeholders and integrity*

Saving Time and Gaining Insights with Power BI



THE FOUNDATION OF EFFICIENTLY RUNNING ANY BUSINESS IS PROPER DATA AND REPORTING. IN YEARS PAST, KEY REPORTS MAY HAVE BEEN COMPLETED ANNUALLY OR, AT MOST, QUARTERLY. IN TODAY'S WORLD, THE NEED TO QUICKLY PROCESS DATA AND INFORMATION HAS EVOLVED TO A POINT WHERE INFORMATION NEEDS TO BE ANALYZED AND DISTRIBUTED ALMOST DAILY TO ENSURE OPTIMAL DECISION-MAKING. Fortunately, McWane saw this need and had the foresight to begin utilizing Power BI and kick off projects like Data Insights, which has recently come fully online. The utilization of Power BI companywide and the development of underlying datasets built off our AX/D365 enterprise systems have led to reporting that is more insightful, timely and automated, which has greatly increased reporting and data distribution efficiency.

Power BI, or Power Business Intelligence, is a Microsoft platform designed to easily connect to data sources to visualize and discover what is important and, in turn, share that information with anyone or everyone. Power BI is available to almost all McWane team members that have an Office 365 account. In fact, many divisions discovered and started using Power BI more than two years ago as a way to bring together data from disparate systems. In early 2020, Amerex used Power BI to combine data from its old Dataflo ERP and AX to have continuous reporting

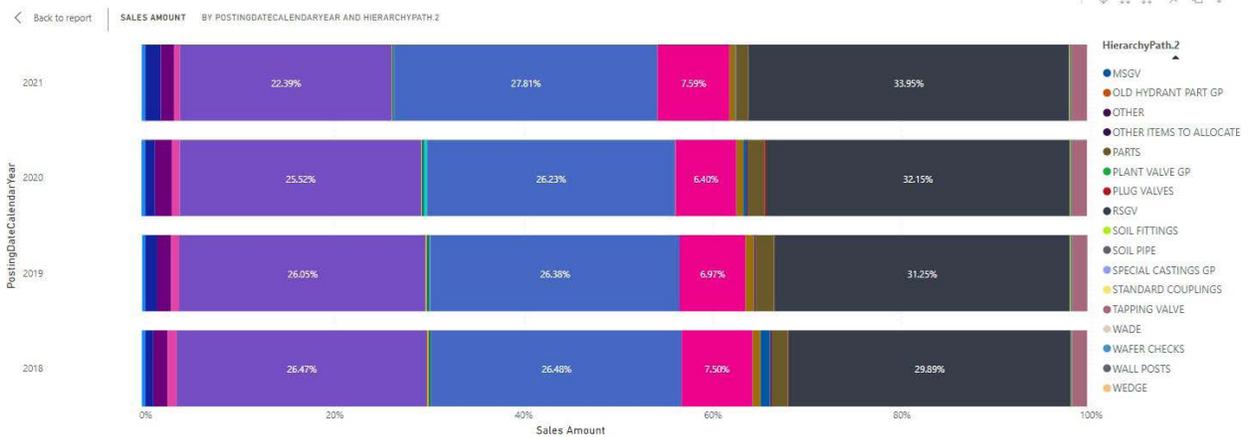


POWER BI IS AN AMAZING PROGRAM THAT ALLOWS DATA TO BE PULLED IN FROM NUMEROUS SOURCES WHERE IT CAN THEN BE FORMATTED AND VISUALIZED TO REVEAL TRENDS TO GIVE MANAGEMENT VALUABLE INFORMATION FOR DECISION-MAKING PURPOSES. ”

Sam Fay, Group Safety Director

despite two different systems for source data. Power BI is now being used by most divisions in one way or another for more automated reporting and data analysis. It is also utilized by other groups, such as Safety, to roll up data easily and automatically from multiple divisions and locations, as well as to distribute reports. Since users can drill into the data, the need for pages upon pages of information is eliminated, allowing reports to focus on the big picture with the ability to look deeper where necessary.

According to Group Safety Director Sam Fay, “Power BI is an amazing program that allows data to be pulled in from numerous sources where it can then be formatted and visualized to reveal trends to give management valuable information for decision-making purposes. For example, during the COVID-19 pandemic, Power BI has helped us keep close tabs on positivity rates and vaccination percentages. Equipped with real-time COVID data like this, our McWane team has been able to make informed decisions and then monitor their impact. As for reporting efficiency, the steps and time to generate the monthly safety key performance indicator report was greatly reduced. Now that the data model has been established, the monthly KPI reports can be refreshed and published in half the time. Additionally, the same data model feeds numerous other safety reports that are automatically refreshed and available for viewing with no extra prep, again eliminating several hours of work for multiple team members.”

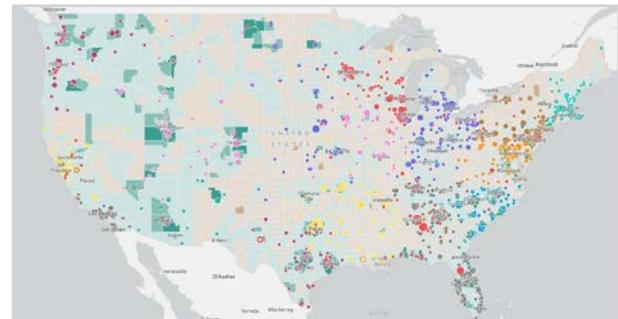


Spotting subtle sales trends over time with Power BI

Another huge efficiency boost has been the related Data Insights project. This project built out a warehouse of data fed daily into Power BI datasets from our AX/D365 ERPs that can be easily analyzed and distributed through Power BI. Fortunately, McWane divisions were not without data prior to this project, but it was more cumbersome and required manual involvement to bring in new data and run reports. Also, there was no way to easily roll up data across divisions to gain customer insights or comparisons between divisions, and every division maintained separate reports. It was common for each division to have team members who would manually kick off data refreshes and wait an hour or more for completion. With Data Insights and Power BI, the entire refresh process is automated. By 7 a.m., reports based on the prior day are updated and ready to use and can automatically be distributed through subscriptions or be viewed in dashboard format, saving valuable time and freeing up team members from the repetitive daily data and report refresh process.

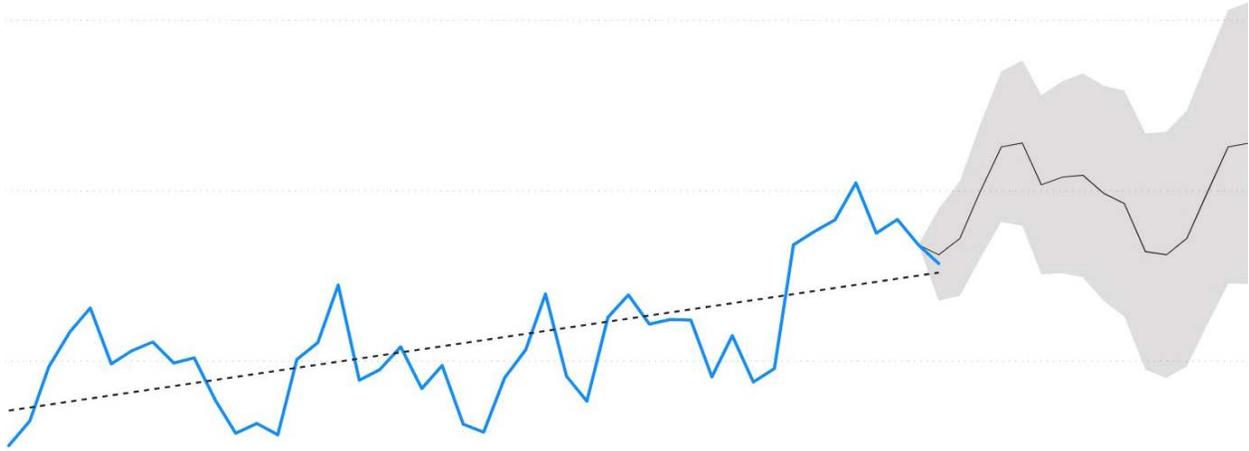
“There are two key things that Power BI has provided that I feel have had the biggest impact at divisions,” stated Director of IT-Integrations Michael Gaston. “First is the ability of end users, like sales team members or production managers, to be able to explore, use and interact with the data, thus greatly expanding the amount of people who can improve their decision-making through data. Users can even build their own reports or dashboards in a personal workspace to monitor their own key metrics. The second major impact is the ability for the divisions to automate reporting to remove the burden of team members manually compiling data from different locations and sending out paper or email copies. Now everyone can use the same report or dashboard and even set up a schedule of reports to be automatically distributed daily or weekly.”

Today, data is not only for reviewing prior performance, but also playing a critical role in developing future forecasts and proper business planning. We are just



Analyzing delivery locations by DC to improve customer support and efficiency



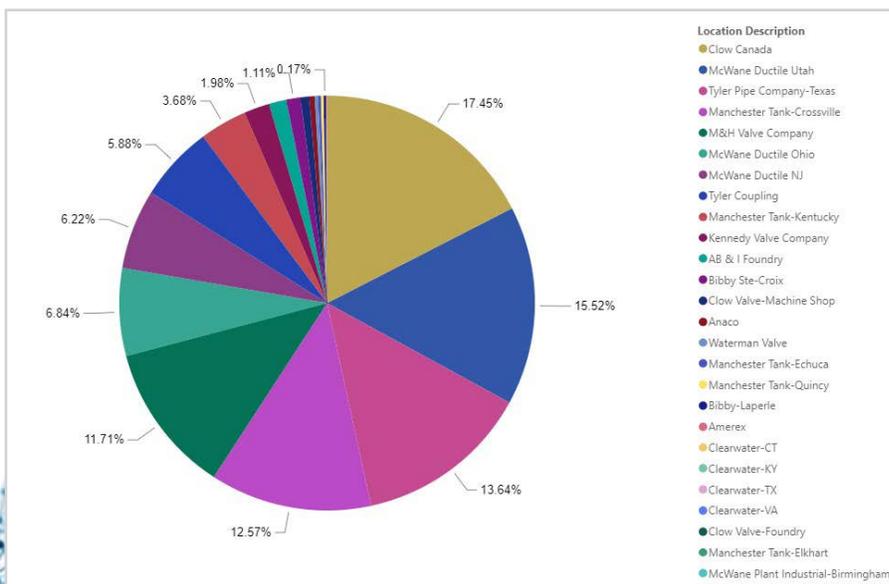


Sales Forecasting with confidence intervals in Power BI

beginning to tap into the potential of using Power BI to help us plan and forecast; it can be easily integrated with other key business metrics to help develop better business plans. Since most of our data sources drill all the way down to the transactional level, Power BI can be used to quickly generate forecasts or estimate more granular, specific outcomes at even the product line or customer levels. The business intelligence capabilities of Power BI can then help divisions quickly see current and future trends and steer their business accordingly.

— along with integrating other systems like our CRM, Teams, and even D365 — the efficiency gains will only increase over time. There are divisions already using automated Power BI dashboards that keep everyone on the same page and embedding those into Teams, while other divisions are inserting customer-level Power BI reports into the CRM to quickly review open orders, utilizing automated reports in both scenarios to provide team members with more time to focus on generating insights and taking action.

The future is bright for McWane on the data analytics and reporting front. Using Power BI and automation



The McWane P2C Challenge Returns

AT MCWANE, WE WORK TOGETHER TO MAINTAIN A BALANCE OF TRADITION AND CHANGE. BUT ONE THING THAT NEVER CHANGES IS OUR COMMITMENT TO RESPONSIBLE, EFFICIENT MANUFACTURING OF SUSTAINABLE PRODUCTS. IT'S THE MCWANE WAY.

We can achieve environmental excellence only by working together as a team to continually evaluate our operations with an eye on the latest innovations and ways we can adopt them into our current processes. The annual Pollution Prevention Challenge (P2C) spotlights the

ingenuity and innovation of our talented teams and the impact their ideas have on the environment.

This year's judges were **Dan Oman** (retired industry professional), **Sarah Burton** (Kestrel Management) and **Mack Overton** (Keramida).



We've just completed the 11th year of the Pollution Prevention Challenge (P2C) and I continue to be surprised each year with the level of ingenuity and effort that goes into these projects. It's been incredible to see facilities working to eliminate waste streams, turning something that was once a waste into product and making minor modifications that have major impacts on reducing or preventing pollution. Credit goes to the facilities that drive pollution prevention year in and year out and see the results of their efforts. ”

Ward Pate, Corporate Environmental Manager

SPECIAL THANKS TO EVERYONE WHO COMPETED IN THE 2021 P2C CHALLENGE. THE 12 PROJECTS COMPETING WERE:

Bibby Ste-Croix	Remanufactured residual paint
McWane Ductile Utah	Mold dust reduction
Manchester Tank Quincy	Plastic recycling program
Waterman	Spray paint can usage reduction
Amerex	Reduction in aerosol usage
McWane Ductile Ohio	Reusable steel dunnage
M&H Valve	Rubber recycling
Tyler Union	Amines recycling
McWane Ductile New Jersey	Beneficial reuse of sand and cement waste
Kennedy Valve	Respirator reduction
McWane Ductile New Jersey	Reduction in compliance risks at the cupola baghouse
M&H Valve	Hydrant testing water recirculation



1st Place — McWane Ductile New Jersey, Beneficial reuse of sand and cement waste, Team members: Preston Klingseis, Andy Boise, Brandon Leidy and Ricky Grovesner, \$1,500 per team member



2nd Place — McWane Ductile Ohio, Reusable steel dunnage, Team members: Ricky Thomas, Jay Fouch, Ryan Terrell and Sean Helton, \$750 per team member



CONGRATULATIONS TO THIS YEAR'S WINNERS!



3rd Place (tie) — Bibby Ste-Croix, Remanufactured residual paint, Team members: Philippe Grenier, Marieve De Beaumont, Manon Dubois, Brigitte Lepage, Pierre Lelievre, Leopold Filion, Benoit Desjardins and Gilles Labrecque, \$375 per team member



Why Didn't I Think of That Award — Amerex, Reduction in aerosol usage, Team members: Chuck Freind, Tamara Wright, Steven Hardin, Alex Hydrick, Billy Davis, Faye Merchant and Ricky Bonds, \$150 per team member.



3rd Place (tie) — McWane Ductile New Jersey, Reduction in compliance risks at the cupola bighthouse, Team members: Chelsea Ivy, Andy Boise, Luis Gonzalez and Jonathan Ferreira, \$375 per team member

9th Annual McWane Ergo Cup Competition

AFTER FOREGOING LAST YEAR'S COMPETITION DUE TO THE PANDEMIC, WE WERE EXCITED TO HOST THE 9TH ANNUAL MCWANE ERGO CUP COMPETITION ON OCTOBER 12. With increased absenteeism and numerous operational challenges related to COVID-19, it is imperative that we work even harder to reduce workplace injuries by improving workplace efficiency and transforming our processes. Just as the world around us has evolved during the pandemic, we too must remain steadfast in our priority to work safer.

The McWane Way Compass Point for Safety requires and encourages us to step up to protect ourselves and others when we see a process or condition that should be changed or could be improved. This underscores the

objective of the Ergo Cup Competition. To improve upon an existing operation to make it safer by making the process better. Additionally, the competition enables the sharing of best practices across the enterprise.

THIS YEAR, FIVE PROJECTS WERE ENTERED IN THE 2021 ERGO CUP COMPETITION:

Clow Valve Foundry	Bolster rotisserie
Clow Valve Machine Shop	Sales mode hydrant lift device
Bibby Ste-Croix	Shell core support plate
Bibby Ste-Croix	Industrial shot blast vacuum cleaner
M&H Valve	20-inch RS valve hydraulic seating device



Most Outstanding Project, 1st Place Winner — Clow Valve Foundry – Bolster rotisserie, Team members: Tony Ingle (MCF Safety Manager), Jake Van Polen (Project Engineer), Joe Young (Clow Health & Safety Manager), Jeff Beuthien (Supervisor), Chris Moody (IT), Mitzi Fisch (Nurse Administrator) and Rick Thompson (Pattern Maker).

ON THE JOB SAFETY BEGINS HERE



1st Place Runner-Up — Bibby Ste-Croix, Shell core support plate, Team members: Jacque Hamel, Dave Kirouac, Mario Hamel and François Caron.



Best Risk Reduction — M&H Valve, Team members: Jeff Rasmussen (Safety Engineer), John Brueshaber (Maintenance Manager), Steven Griffith (Maintenance), Chris Nissley (Mechanical Maintenance Manager), Curtis Ramsey (BFV Supervisor), Daniel Eady (BVF Production) and Cecil Payne (Machine Shop Manager).



Most Innovative Project — Clow Valve Machine Shop, Sales mode hydrant lift device lift device, Team members: Andrew Bonde (Manufacturing Engineer), Mitzi Fisch (Nurse), Brian Box (Safety Engineer) and Chris Moody (IT).



The goal of the Ergo Cup is to recognize and encourage the development of ergonomic solutions and education, which leads to a safer workplace. It is inspiring to see the ownership and pride with the teams that drive these projects. Having a team work together on an injury reduction project that can be integrated into production illustrates the McWane Way as our framework to do business. It is productive safety at its finest.

Clow Valve applied lessons learned from the Brass Pattern Rotisserie project from 2019. This is exciting because it indicates the team is applying their previous achievements with other jobs or tasks. Clow Valve is also utilizing Humantech software to assist its ergonomic solutions. The software removes a lot of the subjectivity that can go into ergonomics, and the application is user friendly allowing for increased team member involvement.

Great job to all teams that submitted entries for this year's competition while also managing the challenges we face each day.

Mickey Hannum, Vice President, Health & Safety

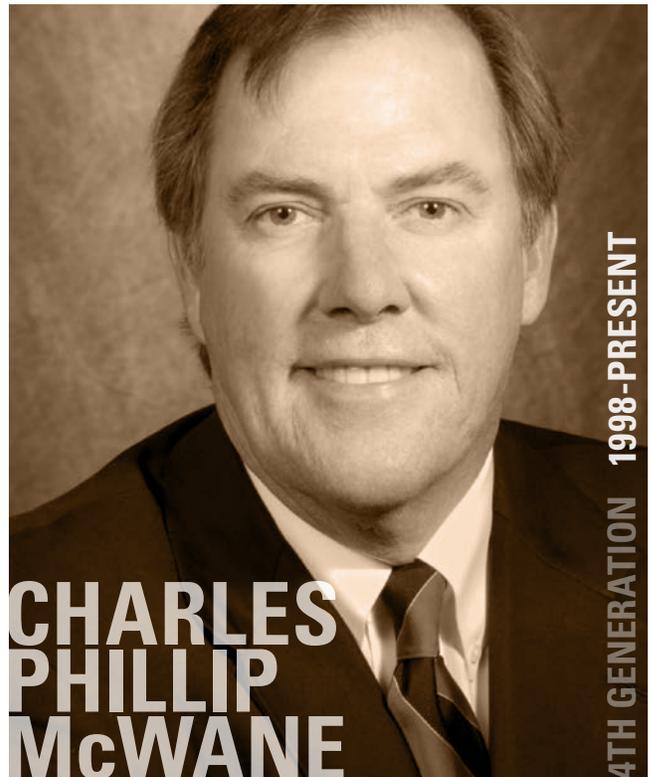
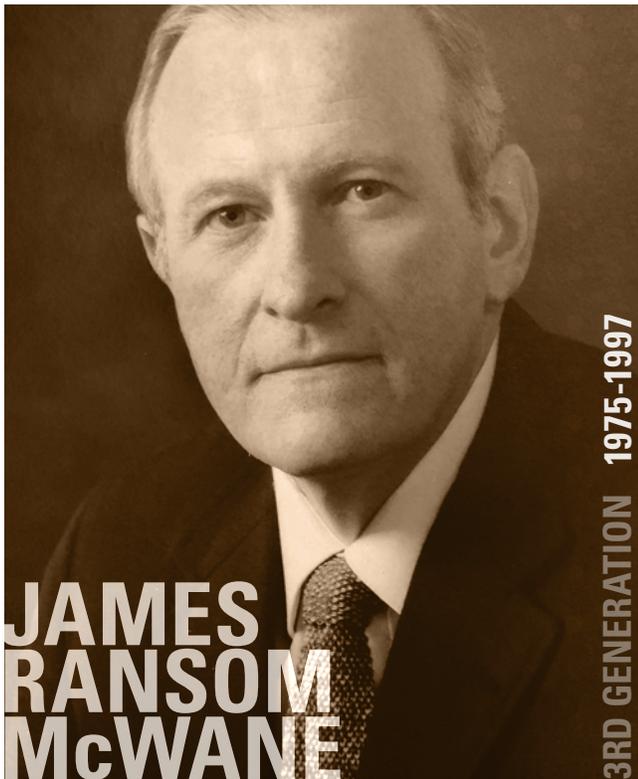
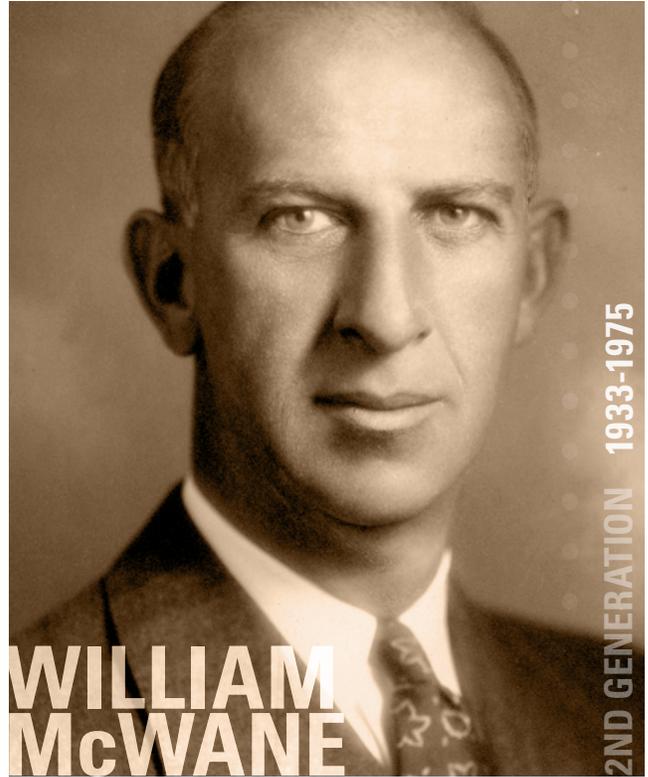
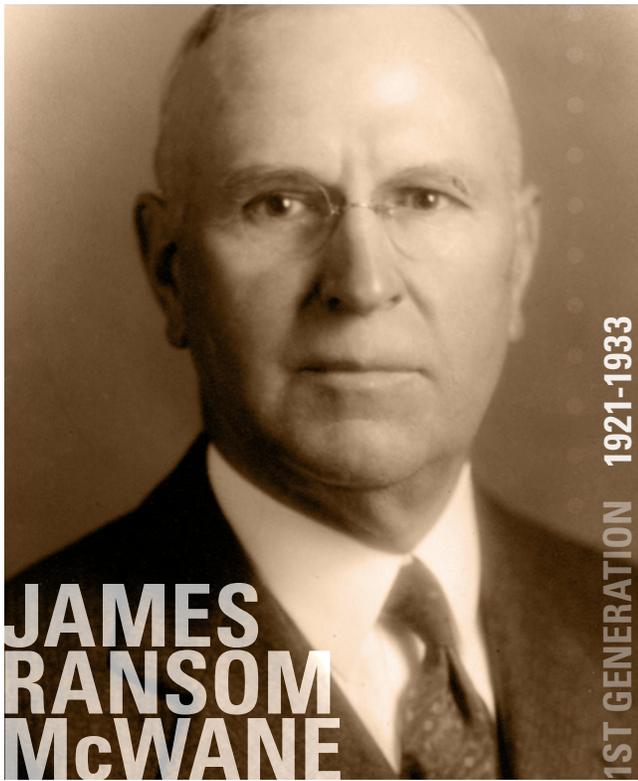
It's All in the Family; the Tradition Continues...

AFTER 100 YEARS, FAMILY AND TRADITION ARE AMONG THE VALUES MCWANE HOLDS DEAR. Automobile manufacturer Henry Ford once said, "Coming together is the beginning. Keeping together is progress. Working together is success." And that is still evident today across many of our facilities around the world where family members successfully work together.

Continuing the tradition, Erick and Ruby Scott joined their son, Adarius, and their nieces English Sims and Tiffanie Sims at Tyler Union in Anniston, Alabama. Together, the family members work as molder utilities in the cement lining department.



A Legacy
FOR GENERATIONS



For Generations

For McWane, October 2021 marked 100 years of improving the state of the art. This year, and each year before, we have enjoyed celebrating the people and communities who embody the heart of our company and make **generations of excellence** possible. From shore to shore and across oceans, we owe our past, present and future success to the support of our team members, communities and partners in innovation.

GENERATIONS



OF EXCELLENCE

DUCTILE IRON PIPE DIVISION

McWane Ductile – New Jersey
Canada Pipe Company
McWane Ductile – Ohio
McWane Ductile – Utah
McWane Poles

INTERNATIONAL SALES & TRADING

McWane Global
McWane International
McWane India

WATERWORKS VALVES & FIRE HYDRANTS

Alabama Dynamics
Clow Canada
Clow Valve
Kennedy Valve
M&H Valve
MPI
Waterman
Clear Water Manufacturing

WATERWORKS FITTINGS

Tyler/Union Foundry
Tyler Xianxian

SOIL PIPE, SOIL FITTINGS & COUPLINGS

AB&I Foundry
Anaco
Bibby-Ste-Croix
Fonderie Laperle
Tyler Pipe
Tyler Coupling

PROPANE & COMPRESSED AIR TANKS

Manchester Tank & Equipment Company
MTE Cemcogas, SA

FIRE EXTINGUISHERS & FIRE SUPPRESSION

Amerex
Janus

TECHNOLOGY

Futurecom Systems Group
Synapse Wireless
Nighthawk
Zinwave

McWane Family
of Companies