

2020 (22 ENPS):

10% Layoffs, Salary Reductions, 401k cancellation...

2021 (31 ENPS):

Up to 40% turnover, 30% voluntary

2022 (79 ENPS):

- **Commitment to FLO as a strategy.**
- **We needed a more committed workforce, we needed a better trained workforce, we needed to communicate and perform as a team.**
- **Set only 3x Company Strategic Goals**
 - **Employer of Choice (FLO)**
 - **Focus on top 20% SKUs (OTD & Quality)**
 - **Grow Top 10 OEM accounts**

2023 (73 ENPS):

- **Commitment to “Earn the Right to Be World Class” *through* the success of our team members.**
- **Set 7 strategic goals that are shared across entire company (supply chain, ops, innovation, finance)**
- **All Leaders on same payable bonus goal**
- **June & July – NO voluntary turnover!**

Key Programs

Radical Transparency, Focused empowerment

Champions (2021): Reelcraft’s top performing front line employees can earn “Champion Status” through demonstration of discretionary effort in competency and attitude. \$3 hour pay increase & benefits

ReelEdu (2022): College program taught on-site during work hours with resources provided (computer, benefits, pay raise upon completion).

Floor First Hiring (2022): 41/43 Reelcraft promotions made from within. Leverage bubble assignments, college, mentoring to challenge and stretch folks to take on chances.

Team Goals (2023): All Company goals are transparent and shared openly with same verbiage.

Town Halls, Thank You Letters, Shirts, Mugs, Front Line to Trade Shows, Marketing Features

Not Perfect...

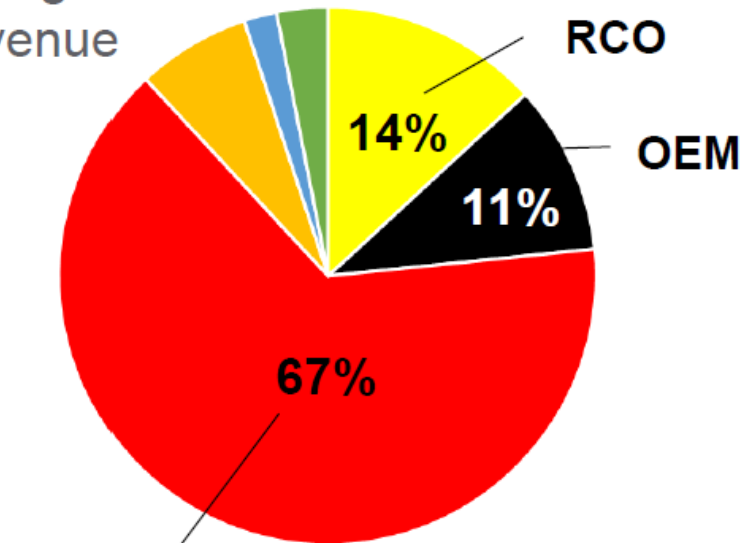
- Had to make difficult people decisions as we shifted to leadership culture
- FLO helped in crises!
 - 2022: 35x front line employees out due to immigration status
 - 2023: Snow Storm

80/20 Results

Growth (Top & Bottom Line)
through simplification & Focus

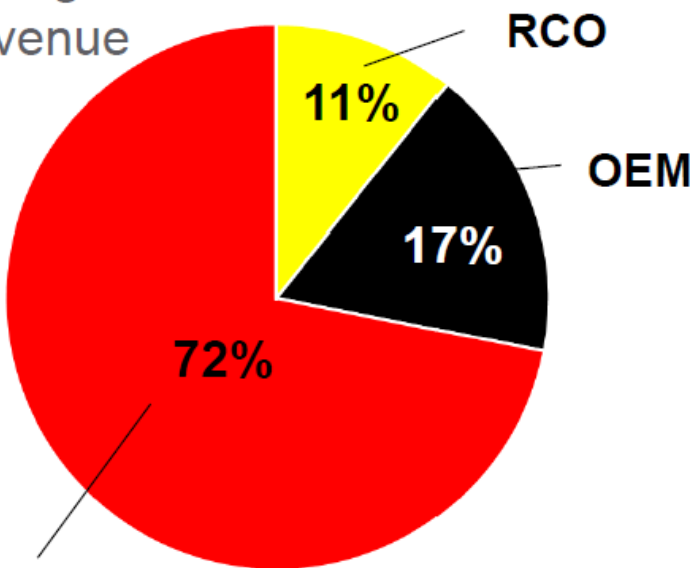
	2020	2023	+/-
OEM	\$ 6,563	\$ 15,202	132%
US Distribution	\$ 41,557	\$ 62,938	51%
RCO	\$ 8,464	\$ 9,410	11%
US Custom Products	\$ 4,394	\$ -	-100%
US Import Private Label	\$ 1,281	\$ -	-100%
US to Europe	\$ 1,981	\$ -	-100%
	\$ 64,240	\$ 87,550	36%

2020 Segment
Revenue



US Distribution
\$64M Revenue
25.8% EBITDA
6000+ SKUs, 4000+ customers

2023 Segment
Revenue



US Distribution
\$87M Revenue
28.5% EBITDA
450 SKUs, 300 customers