

NOTICE: SUMMER OFFICE HOURS BEGINS MAY 26, 2026

Summer Office Hours will run from May 26 through August 28 across Steffes locations. Front doors at our manufacturing facilities will be locked at 4:30 p.m. Monday through Thursday and 12:30 p.m. Fridays (local time). Live phone coverage will also adjust during these hours before transitioning to auto attendant.

Please note: This change applies to lobby access and phone coverage only. Employees are still expected to work their normal schedules unless otherwise approved by their leader. Standard office hours will resume after Labor Day.



EMPLOYEE PHOTO & VIDEO PRODUCTION SCHEDULE

Professional photography and video production will take place at Steffes facilities throughout the summer and early fall to capture Team Steffes in actio alongside our operations, equipment, manufacturing processes, and products.

- **Dickinson:** June 9-10
- **Shelby:** September 1
- **Grand Forks:** September 22

Employees are encouraged to wear Steffes gear during the shoot. If you previously selected “no” on the media acknowledgment and prefer not to be photographed, please notify a member of the marketing team during the shoot.

STEFFES CORPORATE CALENDAR

May 25	Memorial Day (Holiday)
May 28	Care Team: Memorial Day Cookout (DIX)
June 1	Sagency: Steffes Leadership University Virtual Connect - All
June 9-10	Marketing Photo Shoot (DIX)
June 11	Care Team: Cornhole Tournament (Shelby)
June 12	Care Team: Bakken BBQ (DIX)
June 16-18	O&G Mid Year Sales Meeting (DIX)
June 17	Bravera 401(k) Meeting for new hires - All
June 18	O&G Product Training on Walkovers and Service Platforms (DIX, GF, Remote)
June 22-26	<i>Wellbeing Event - Hydration Challenge</i>
June 29	Sagency: Steffes Leadership University for Senior Leaders - (GF)
June 30	ISO Phase 1 Audit - Documentation (DIX)



Did you miss the Quarterly Meeting Live Sessions?

Scan the QR code to watch the recording online.





STEFFES QUARTERLY MEETING (LIVE - Q1:2026)

Quarterly Meeting Follow-Up - Q&A Session

1. Does the expectation for leadership visibility and engagement apply beyond the Executive Team to Directors and Managers as well?

Yes, leadership visibility and engagement expectations extend beyond the Executive Team. While the responsibilities and travel demands of leaders may vary by role, we do expect Directors, Managers, and leaders at all levels to maintain an appropriate level of presence, connection, and engagement with their teams. At the same time, “presence” is not always measured solely by physical visibility on the floor or at a specific location every day. Many leaders support multiple locations, customers, projects, and teams, which can impact where their time is spent. However, the broader point around leadership accessibility, communication, and engagement is valid and something we continue to reinforce across the organization.

2. What is the reason behind having both an internal recruiter and an external recruiting partner like Korn Ferry?

While both support hiring efforts, they serve different purposes within the organization. Our Senior Talent Acquisition Partner is focused on strengthening our overall internal recruiting capability, workforce planning, and long-term hiring processes across the organization. This helps us become more proactive, improve consistency, reduce reliance on outside firms over time, and better support hiring across all locations and functions. Korn Ferry was engaged for a very specific need, targeted sales recruiting within the Oil & Gas market, where deep industry networks and specialized experience are critical. These types of roles can be difficult to fill through traditional posting methods alone, particularly in highly competitive markets like the Permian Basin. The goal is not to permanently rely on external recruiters, but rather to use specialized support strategically where it makes business sense while continuing to strengthen our internal capabilities long-term.

3. What are practical things we can do to improve our financial position?

The most valuable thing we can do is improve flow. Flow is the time when inventory is delivered to our facility through when it is manufactured, shipped, and paid for (sold). Flow is measured by the number of days we control inventory plus the number of days it takes to collect accounts receivable. While reductions in production time (flow) certainly helps with cost, having less inventory equals less cash sitting on our shelves and more in our bank accounts and available to invest. We can improve this metric by having better data quality to make buying and production decisions; this is the point of the EPICOR initiative to Improve Epicor Integration and Functionality. Timely, accurate and complete inventory movement in EPICOR will help us know where things are; whether on order, in transit to a facility, or in production within our facilities.

4. Can we look into opening a Crumble Cookie bakery onsite?

While opening a Crumbl Cookie bakery onsite is probably not in Steffes' future, we are always open to ideas that help improve employee experience, engagement, and workplace culture. The CARE Teams across locations continue looking for opportunities to bring in treats, appreciation events, food trucks, and other activities throughout the year.

5. Why do office employees get a much more flexible schedule than production employees?

This is an understandable question to raise. Different roles across the organization operate under different responsibilities and scheduling structures based on business, operational, and customer needs. Some positions require more structured shift coverage, while others allow for more flexibility in how schedules are managed. Regardless of role, attendance, accountability, and performance expectations apply across all areas of the organization, and leaders are expected to manage those expectations consistently and fairly within their teams.

6. There's concern among production employees that the stricter attendance policy may create anxiety about job security. Can management explain how the company plans to balance accountability with understanding employees' real-life family responsibilities?

The intent of the attendance policy is not to create uncertainty around job security, but to set clearer expectations and more consistency across the organization. We all have real-life situations, family responsibilities, illnesses, and unexpected events that come up. At the same time, attendance and schedule reliability matter in a manufacturing environment, where staffing impacts coworkers, production flow, and customer commitments. The goal is to balance accountability with reasonable flexibility and to encourage proactive communication when situations arise.

7. Since EPICOR has had issues from the beginning of its implementation, has there been any consideration of finding a better software option that might offer, maybe, a cleaner, more streamlined style of operations within it?

Yes, leadership recognizes there have been ongoing frustrations and challenges with Epicor since its implementation. Rather than simply replacing the software outright, there is active work underway with our Epicor Team. This strategic initiative, Epicor Integration and Functionality, is being led by Michaela Haugen and focuses on improving how the system is utilized, supported, and integrated across the organization. The team has already seen several wins this past quarter including expanded use of tablets and displays for faster data access, process automation evaluations, and engagement with third-party ERP experts to assess system improvements and long-term optimization opportunities. While other options have been considered, we believe continuing to invest in Epicor, rather than replacing it, is the right path forward for now.

8. Is upper management aware that the newer option Steffes is looking at for flare enclosures isn't the quality Steffes touts? They allow a ton of dust/dirt and seem like even water inside. At least that is what we saw with an ERU controller enclosure that was brought in from the yard.

Thank you for pointing this out and keeping an eye out for quality! These enclosures are 3R rated, which essentially means rain resistant, but engineering will be moving from these fan-included enclosures to the enclosure used for the PRB controllers (or the appropriate size of the same model line) in an ECO being worked on. Engineering is recommending that for the already built panels, we use silicon in those corners and install a plug where that cord grip is. The hope was that these enclosures would save us time in manufacturing, as the fan and filters come pre-installed, but with the issues we've found, we are completely convinced that these enclosures do not make us look like the high-quality manufacturer that we are.

Observations like this are important and exactly the kind of feedback we want employees raising to leaders across the organization. And if you ever have an idea for how to fix or improve something like this, the Just Improve It (JII) program is another great way to put that idea into action and help us improve product quality, processes, and long-term reliability.

9. When will paid time off (PTO) be looked at as a whole? Most of our employees earn very little per paycheck as 5.23 hours per check. I feel this is pretty low compared to other companies in the Grand Forks area. I know it was a higher percentage at year 8, but I believe this was taken away recently.

PTO is an important part of overall compensation and work-life balance, and it's natural for employees to compare these benefits to what is offered in the surrounding market. To clarify one point directly: no recent changes were made to the existing PTO accrual tier structure. As part of Steffes' ongoing Total Rewards review process, PTO will be evaluated again in 2027 alongside overall market competitiveness, long-term sustainability, and employee experience.

In recent years, Steffes has expanded several other employee benefits and leave offerings, including Paid Parental Leave, expanded Bereavement Leave, Volunteer Time Off, Personal Days, and company-paid disability benefits. While this question is specifically about PTO accrual, these additions reflect an ongoing focus on strengthening the overall benefits employees receive.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Support for life's challenges, available to you at no cost.

The EAP can help with:

- Stress, anxiety, burnout, or depression
- Relationship or family concerns
- Substance use support
- Financial or legal consultations
- Child care, elder care, or pet care referrals
- Building healthy habits and resilience

Program Features:

- 24/7 confidential support
- In-person or virtual counseling sessions
- Mental health resources and guided programs
- Mobile app and online access anytime
- Anonymous support groups and wellness tools

Access Your EAP:

- **Call:** 1-888-881-LINC (5462)
- **Visit:** www.mysupportlinc.com
- **Group Code:** steffes

SCAN THE QR
CODE!





Strict confidentiality standards apply. No one at Steffes will know you accessed the program without your written permission, except as required by law.

WELLNESS REMINDER

Stay hydrated this summer.

Aim for at least **8 glasses of water a day** to feel your best. Try a **free hydration app** to stay on track.



WaterMinder



Plant Nanny



Waterllama

Be on the look out for the Steffes Wellness Committee's Hydration Challenge: June 22-26

CYBER SECURITY TIP

Scammers use fake texts and emails to create panic and urgency. Before clicking a link, pause and ask yourself:

Was I expecting this message?

When in doubt, go directly to the company's official website or contact them yourself.

The biggest security risk is often human error. Stay alert and think before you tap.

NEW UKG PRO LEARNING EXPERIENCE UPGRADE

What is it?

UKG Pro Learning will be going through an upgrade of their platform. This latest innovation advances the platform with the introduction of workspaces, a reimagined learner experience, immersive course experiences, re-imagined social workspace, microlearning, and a host of other exciting features designed to empower learners.

What will it provide?

Workspaces are designed to streamline your workflow and zero in on specific tasks. They make it easy to navigate directly to a relevant section of the platform with the tools and information needed to complete a task all in one place. Organizing content into workspaces eliminates clutter and distraction and ensures the essential information is front and center, allowing you to focus on completing your task efficiently.

What are the benefits?

One of the benefits will be a cleaner, more intuitive interface that reduces training friction and speeds up content discovery. For employees, it will provide smart recommendations tailored to individual career goals and skills.

It will have automated tracking and renewed notifications making it easier for teams to complete mandatory trainings on time. For leaders, it gives them direct visibility into their team's skills, progress, and immediate training gaps.

When will it happen?

This is set to go live in **August 2026**.

