



THE COMPANY

Plymouth Tube Company is one of the most innovative American manufacturing companies you've probably never heard of. But their products can be found in airplanes, police batons, fast food ketchup dispensers, race cars, medical devices, and rocket ships to name just a few. Caterpillar, Ford, Toyota, GE, Boeing, and Airbus are just some of the businesses that have come to depend on them.

They are a global manufacturer of titanium, stainless, nickel alloy, carbon & alloy semi-finished extrusions and semi-finished shaped bar. They also manufacture carbon, alloy, nickel alloy, and stainless precision steel tubing. And while the last two decades have seen many American manufacturers close or relocate production overseas, often resulting in decreased quality and increased lead times, Plymouth Tube has not only remained in America, they have grown and strengthened here. They owe this to their culture and their people.

Culture is a word that lots of companies toss around without adequately walking the talk. This is an area where Plymouth excels. The company has been focused on continuously investing in its people and always doing the right thing for 95 years. This focus on culture wouldn't be possible without Plymouth's family ownership (6 generations and counting), which enables a long-term orientation. Plymouth believes in patient capital. While other companies slashed costs during business cycle dips, Plymouth continued to invest in its capabilities.

Plymouth's culture drives world-class quality and customer service. This is not a claim that is taken lightly. Plymouth has been known to set up camp in customer facilities and help troubleshoot their operations, even when the problems were unrelated to Plymouth. When a customer needs a last minute order filled in half the time that it usually takes, Plymouth takes their call at 3am and works around the clock to make it happen.

In most product segments the company's quality just can't be matched, and they back that up with one of the industry's only "no questions asked" return policy. Their customers applaud the organization for quality and service, and show their support in long term partnerships with Plymouth. In fact, this quality and service recognition is also well known by Plymouth's competitors. When a competitor had trouble producing a part to meet their customer's contractual specifications, they outsourced it to Plymouth. More than one competitor has told Plymouth that they are the benchmark for the industry.

This kind of black-belt quality and customer service wouldn't be possible without Plymouth's employees. Plymouth IS its people. They believe in empowering employees to decide what's right, and to do it. This means emphasizing autonomy, minimal

*"Plymouth
Tube is a
model for who
the
competition
chases."*

*-Parker
Hannifin*



hierarchy, a bias for action, and technical expertise. On this last point, employees are encouraged to continually develop themselves, so much so that the company offers full tuition reimbursement to all employees, a rarity in any industry. Plymouth's employees are regularly invited to speak at technical conferences and are regularly cited by other speakers. All this shows up in the company's retention rate; where tenures of 30+ years are not unusual.

From this strong platform, Plymouth has built a strong pipeline of innovation and growth opportunities. The company is the proud recipient of awards from the Association for Manufacturing Excellence, the American Metal Market, Modern Metals, the Department of Commerce, and others for innovation and manufacturing excellence. Northwestern University chose them for the focus of a case study.

MISSION

We are committed to providing products and services that meet or exceed customer expectations.



PEOPLE

Plymouth is people oriented. This leads to extensive investment in educational and developmental resources. It leads to decentralization and empowerment. These two norms in turn lead to strong operational capabilities. Plymouth is often able to provide products that are technically unachievable by competitors and they frequently provide lead times that our competitors cannot match. These offerings are made possible by decades of accumulated operational improvement generated by our people.

"We, the people who work for Plymouth Tube, are the Company; we determine its success."

- Communication, cooperation and employee involvement are essential to the operations of the company.
- We treat everyone with fairness, integrity, dignity and respect.

CUSTOMER FOCUS

Plymouth seeks to understand their key customers deeply and to provide solutions that surpass their expectations, perhaps even providing what they themselves didn't realize they wanted. This leads Plymouth to develop deep longstanding relationships. Their ten largest customers have an average tenure of a couple of decades with us.

*"Plymouth's
commitment
is a strength.
With
Plymouth
Tube,
they stand by
what they
say. It's a
commitment
to
excellence."*

*-SPX Heat
Transfer*



Plymouth Tube's continuing existence and profitability depend on meeting or exceeding their customers' expectations; this provides value to customers and leads to a strong competitive advantage.

- Plymouth is committed to developing long-term relationships with our customers.
- Plymouth's employees take on the obligation to educate themselves so that they know and understand what the customer expects.
- Plymouth explores their capabilities relative to customer needs to enhance the value of our products and services beyond what the customer expects.

COMMUNITY & ENVIRONMENT

Plymouth is respectful of the environment and community. As a large employer in many of the communities they operate, Plymouth believes it is their obligation to create an environment of stability in employment and to approach any market fluctuations with the highest level of respect. The company is mindful of the potential environmental impact of their business and seeks to be well ahead of industry norms in addressing any issues.

Plymouth strives to develop an interdependent and mutually supportive relationship with the communities and environment in which they operate; such a relationship is important to the success of the Company's operations, the employees and their families.

- Plymouth has a responsibility to protect the environment, to use natural resources efficiently and to provide for the health and safety of our members and others in the community. The Company respects the physical, economic and social well-being of the communities in which we operate.
- Plymouth builds and maintains positive community relationships.



"I am overwhelmed with gratitude. Thank you so much for helping our two employees and their families get their lives re-established after the tornadoes devastated their homes. I can't possibly thank you enough."

LONG TERM ORIENTATION

Plymouth believes in a long term orientation. They make investments on generational timelines. This frequently leads the company to pursue opportunities that others lack the patience to attempt. Plymouth is willing to preserve and protect capabilities when opportunities lie dormant in the expectation that they will resurface. At the same time,



the long term is simply an accumulation of todays, each of which presents an opportunity to continuously improve.

A long term orientation improves job security for employees and provides the best return to shareholders, both now and for generations to come; this orientation also assures the stability and consistent direction and guidance needed for long term growth.



- Family ownership provides the basis for a long term orientation and safeguards the values and beliefs of the Company.
- Plymouth does not sacrifice long term goals and benefits for short term results.
- A long term orientation is essential for the development of respect, trust, communication and the skills needed for problem solving.

***"Your redesign
of our seat
tracks for the
777 saved us
about \$30M.
Thanks to the
whole team for
their hard
work!"
-Boeing***

COMPANY SUMMARY

Since its inception in 1924, Plymouth Tube has been committed to upholding a strong family-oriented culture and the drive to make the organization better for the next generation. Founded in Plymouth, Michigan, the company remains privately held and is currently led by fifth-generation family member Drew Van Pelt. Two 4th generation and two 5th generation family members serve on the Board, and there are fourteen family shareholders.

Plymouth Tube provides a wide range of specialty tubing and extruded shapes to global customers from their nine businesses at eight mill locations with over 1.9 million square feet of manufacturing and office space.