



MAHAR & COMPANY

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026
Operational Execution



INSIDE THIS ISSUE

- ✓ Operational Execution
- ✓ Industry Trends for August
- ✓ Feature Article *"The Execution Gap"*
- ✓ Christy's Corner
- ✓ Community Impact

TIP OF THE MONTH

*"Your Priorities Are Only As Real
As Your Follow-Through."*

PROFESSIONAL EXCELLENCE • COMMUNITY INVOLVEMENT • TEXAS TRADITION



OUR MISSION: THE LEADERSHIP THREAD

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026



The Leadership Thread is our **year-long progression** through ten pillars of operational excellence — from **Clarity** to **Growth**.

Each month builds on the last, equipping leaders with the discipline, visibility, and foresight to perform under pressure. The **chart above** shows our **progression** — where we've been, where we stand today, and where we're headed next on the Leadership Thread.

Whether you're joining us now or have been with us since April, you're part of a **deliberate journey** toward stronger, more resilient leadership.

If you're just starting, that's perfectly fine — you can **catch up** by viewing our previous months' newsletters posted at www.maharcompany.com/newsletter.

Good luck on the journey. May you gain insight, sharpen your leadership, and GROW alongside the rest of us.

The Path to Operational Excellence is Built one Month at a Time.

PROFESSIONAL EXCELLENCE • COMMUNITY INVOLVEMENT • TEXAS TRADITION



EDITORIAL FROM CHRISTY

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

Welcome from Our Founder - August Edition

Mahar & Company is glad you are joining us on a journey of continuous refinement, each month sharpening our systems, deepening our discipline, and advancing toward mastery.

August is where leaders stop reacting and start producing.

Last month, we recalibrated — we stepped back, reassessed, reconnected, and recommitted. Now the question becomes simple:

What will we execute because of it?

Execution is not about speed. It's about **precision, discipline, and follow-through**. August is the month where leaders turn clarity into action, stability into consistency, resilience into momentum, and recalibration into results.

The organizations that win in Q3 are the ones that execute relentlessly on the few things that matter most. Not everything — the essentials. This month, **I challenge every leader to do 3 things:**

1. **Prioritize with intention.** Your team cannot execute what you have not clarified. Identify the 2–3 priorities that will move the business forward and eliminate the noise competing with them.
2. **Operationalize your commitments.** Execution requires systems, not slogans. Build the checklists, rhythms, and accountability structures that make success repeatable — not accidental.
3. **Model disciplined action.** Your team will execute at the level you demonstrate. Show them what consistency looks like. Show them what follow-through feels like. Show them what excellence requires.

August is not about doing more.

It's about doing what matters —
better, cleaner, and with unwavering discipline.

Let's Get to Work & Execute!

Christy



Where Recalibration Turns Into Results..

Recalibration in July revealed the path.
August Execution is what moves you down it.

Mahar & Company works alongside industrial leaders to build the systems, strategies, and resilience that perform when it counts.....

Let's build your Plan TOGETHER.

PROFESSIONAL EXCELLENCE • COMMUNITY INVOLVEMENT • TEXAS TRADITION



INDUSTRY TRENDS

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

AUGUST INDUSTRIAL TRENDS



1. DEMAND & END MARKETS

- ✓ Core end markets remain steady.
- ✓ Project activity supports consistent demand.

STEADY & CONSISTENT

Fundamentals are holding firm across key sectors.



2. INVENTORY & SUPPLY

- ✓ Inventories are balanced.
- ✓ Supply chains continue to normalize.

BALANCED & IMPROVING

Fewer constraints, better availability.



3. PRICING & COSTS

- ✓ Raw material costs have stabilized.
- ✓ Pricing pressures are easing.

STABLE & MANAGEABLE

Cost environment is predictable, supporting planning.



4. WORKFORCE & LABOR

- ✓ Labor availability remains tight.
- ✓ Focus on retention and productivity.

TIGHT BUT ADAPTING

People strategies are driving performance.



5. OUTLOOK

- ✓ 2H remains cautiously optimistic.
- ✓ Disciplined execution is the differentiator.

CAUTIOUSLY OPTIMISTIC

Stay focused. Execute. Win.



RAIL SITUATION

VOLUME



Rail volumes remain below last year, impacting capacity.



SERVICE

Service is inconsistent with extended transit times.



PLANNING

Plan ahead, build flexibility, and monitor closely.



BOTTOM LINE

The rail situation requires patience, planning, and partnership.



FEATURE ARTICLE: EXECUTION GAP

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

THE EXECUTION GAP

WHY INDUSTRIAL PERFORMANCE IS SLIPPING — AND HOW LEADERS MUST RESPOND NOW

Author: Christy Mahar

Industrial manufacturing and terminal operations are entering the second half of the year under intensifying pressure. July revealed the truth: capacity strain, maintenance backlogs, workforce fatigue, supply chain volatility, and quality drift. **August is where leaders stop diagnosing and start executing.**

But one pressure is accelerating faster than most leaders expected — and it's reshaping the entire industrial landscape: **Rail volatility.**

Class I railroad mergers are disrupting long-established patterns of movement, priority, and velocity across North America. Interchange times are lengthening. Crew availability is tightening. Network priorities are shifting. And for oil & gas and petrochemical terminals, the impact is immediate and unavoidable:

- ✖ Longer dwell times
- ✖ Reduced railcar velocity
- ✖ Congestion at interchange points
- ✖ Less flexibility for surge volumes
- ✖ Higher demurrage risk
- ✖ More missed shipment windows

These aren't theoretical risks.
They're operational realities —
and **they're already eroding performance.**



The Leaders Who Think Rail Doesn't Affect Them Are Already Behind

Every year, a portion of industrial leaders assume rail volatility is “someone else's problem.” They believe their operations are insulated because they're pipeline-heavy, truck-heavy, or operate inside a closed loop.

But here's the truth: **Rail affects you even when you don't touch a railcar.** Here's how:

- **Feedstock availability shifts** when upstream suppliers face rail delays.
- **Storage constraints tighten** when terminals can't clear product fast enough.
- **Truck congestion increases** when rail-dependent facilities push volume onto the road.
- **Pipeline scheduling becomes more volatile** when rail-served refineries adjust runs.
- **Maintenance windows shrink** when inbound materials arrive late or unpredictably.
- **Quality drift increases** when teams rush to compensate for delayed shipments.

Rail volatility doesn't stay in the rail system. **It cascades across the entire industrial ecosystem.**

If you think rail doesn't affect you, it simply means you haven't yet felt the downstream impact — but you will.

PERFORMANCE EXCELLENCE • OPERATIONAL EFFICIENCY • TEXAS TRADITION



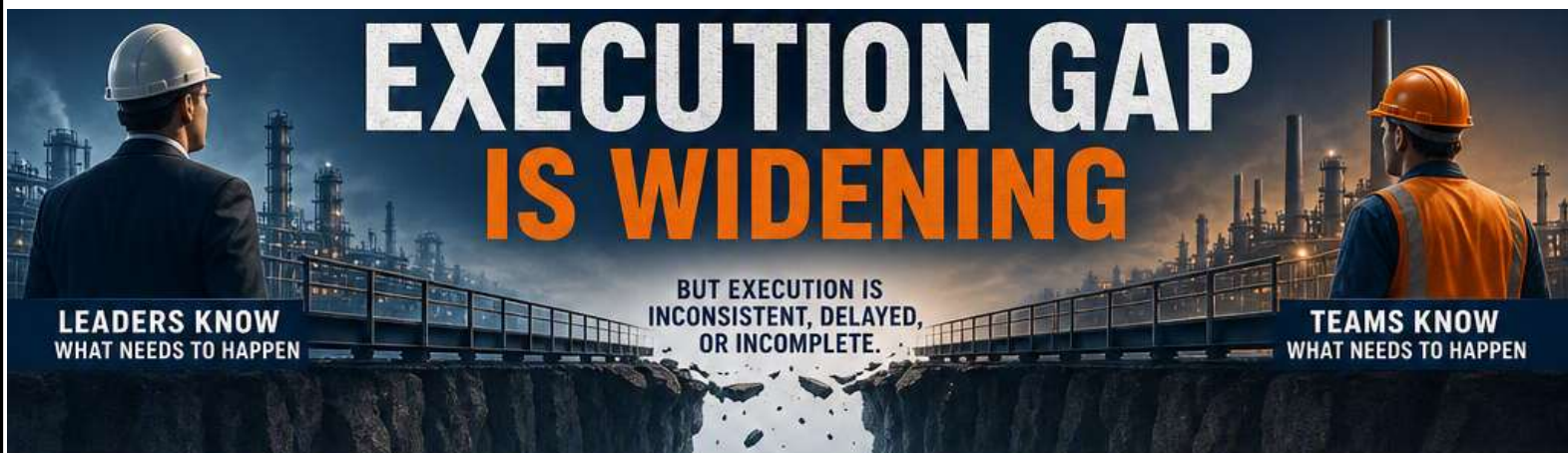
INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

The Execution Gap Is Widening

Across industrial manufacturing and terminals, a dangerous pattern is emerging: Leaders know what needs to happen. Teams know what needs to happen. But the **execution** is inconsistent, delayed, or incomplete.



THIS GAP IS WIDENING BECAUSE:



MAINTENANCE BACKLOGS
ARE GROWING.



WORKFORCE SKILL GAPS
ARE INCREASING.



DIGITAL VISIBILITY
IS STILL TOO LIMITED.



QUALITY CONTROLS
ARE DRIFTING UNDER
VOLUME PRESSURE.



RAIL VOLATILITY
IS DISRUPTING FLOW
AND TIMING.



COMPLIANCE EXPECTATIONS
ARE TIGHTENING.



EQUIPMENT DOWNTIME
INCREASES



PRODUCTIVITY
DECLINES



POOR DECISIONS
CONTINUE



DEFECTS & REWORK
RISE



DELAYS & DISRUPTIONS
MULTIPLY



RISK & PENALTIES
ESCALATE



THE RESULT?

FACILITIES ARE SLIPPING – NOT BECAUSE LEADERS
DON'T UNDERSTAND THE PROBLEMS, BUT BECAUSE
EXECUTION ISN'T KEEPING PACE WITH THE PRESSURE.





FEATURE ARTICLE.....continued

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

The Second Half of 2026 Will Be Won by Execution, Not Insight

The organizations that stabilize and accelerate in the second half will be the ones that execute with discipline, visibility, and consistency.

Here are the **execution disciplines that matter most** right now:

- ✓ **Prioritize Ruthlessly** — Focus on the few actions that protect throughput, safety, and reliability.
- ✓ **Strengthen Daily Discipline** — Reinforce shift routines, checklists, and accountability structures.
- ✓ **Tighten Quality Controls** — Reduce drift through consistent verification and process adherence.
- ✓ **Accelerate Throughput** — Remove flow constraints in terminals and production lines.
- ✓ **Coordinate Rail Impacts Proactively** — Build contingency plans, adjust schedules, and increase visibility across inbound and outbound movement.
- ✓ **Deliver on Commitments** — Execution becomes visible through measurable follow-through.

The Bottom Line

Rail volatility is not a transportation issue.
It's an execution issue. It's a reliability issue.
It's a throughput issue.

It's a second-half performance issue.

And it's already affecting every industrial leader
— whether they realize it or not.

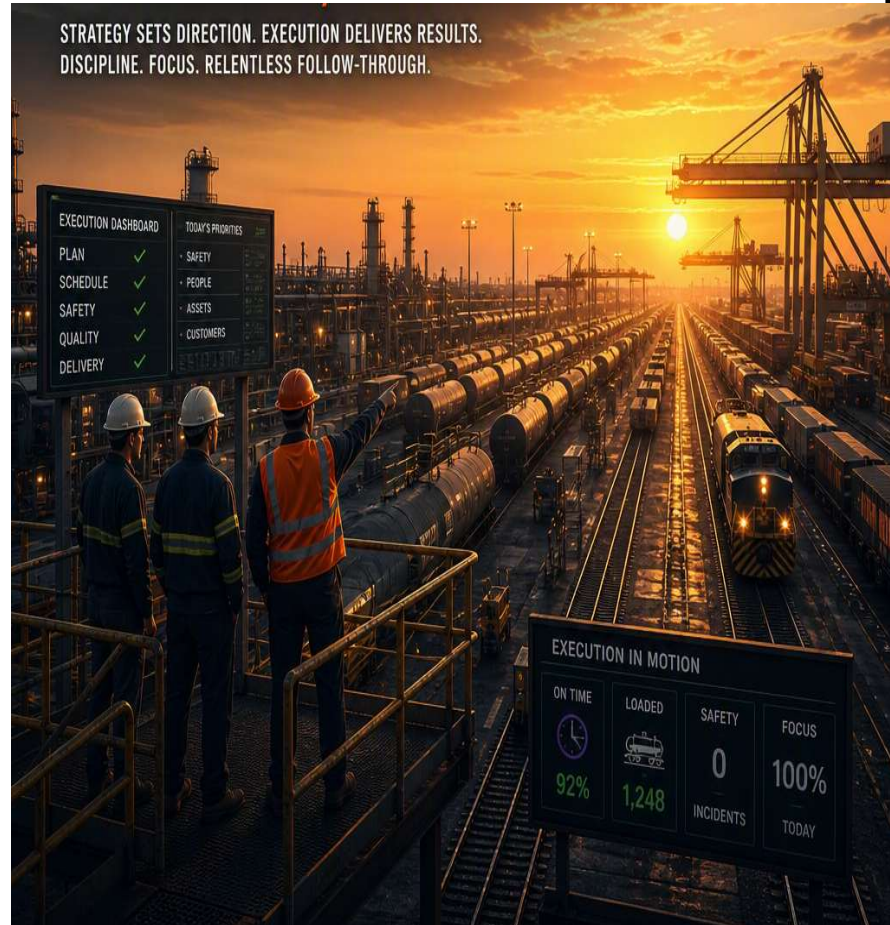
The second half of 2026 will be defined by one
thing: **Execution**.

Those who tighten it will stabilize.

Those who ignore it will slip.

Those who think rail doesn't affect them
will be the ones caught off guard.

This is the moment to execute with
discipline, clarity, and urgency.



PROFESSIONAL EXCELLENCE • COMMUNITY INVOLVEMENT • TEXAS TRADITION



COMMUNITY IMPACT

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

Mahar &
Company's
Commitment

EXECUTION IN MOTION >>> BACK TO SCHOOL

Powering today. Preparing tomorrow.
Supporting students, teachers, and the future workforce.



BACK-TO-SCHOOL SUPPLY GRANT

We're providing a supply grant to a local school to help students start the year ready to learn.

- ✓ Essential school supplies
- ✓ Classroom materials for teachers
- ✓ STEM tools for science and math learning



OUR STEM COMMITMENT

We're investing in STEM education and building tomorrow's workforce.

- ✓ Partner with local schools
- ✓ Hands-on STEM kits & materials
- ✓ Guest speakers from our team
- ✓ Facility tours & STEM days
- ✓ Inspiring careers in industry



THE IMPACT



STRONGER START

Reduces financial pressure on families and supports teachers at the start of the school year.



BRIGHTER FUTURES

Builds early interest in STEM and industrial careers for students in our community.



STRONGER COMMUNITY

Investing in education today creates a stronger workforce and a brighter tomorrow.



EXECUTION DRIVES INDUSTRY.
INVESTING IN OUR COMMUNITY.



FOCUSED
ON IMPACT



COMMITTED
TO SAFETY



BUILT ON
PARTNERSHIP



POWERING
PROGRESS

TOGETHER, WE'RE BUILDING A STRONGER COMMUNITY—AND A STRONGER FUTURE.

PERFORMANCE EXCELLENCE • OPERATIONAL EFFICIENCY • TEXAS TRADITION



CHRISTY'S CORNER

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

Leadership & Execution *Momentum. Precision.*

Every leader reaches a point in the year where clarity demands movement. August is that point. It's where **recalibration becomes execution** — where the plans we refined in July must now translate into **visible results**.

Execution isn't about speed; it's about precision. It's the discipline of doing what matters most, consistently, even when the pressure rises. It's the quiet confidence of teams that know their rhythm, their priorities, and their purpose.

The strongest leaders I know don't wait for momentum — they create it. They align their people, tighten their systems, and move forward with conviction. They understand that excellence isn't built in bursts; it's built in cadence.

Because leadership isn't about motion for motion's sake — it's about meaningful progress. So this month, act with clarity. Execute with discipline. And remember: momentum isn't found, it's built — **one deliberate step at a time.**

Execute. Align. Accelerate Momentum.

Christy Mahar

Operational Excellence starts with Leadership Execution

INSIGHTS FOR TERMINALS, PLANTS, & O&M LEADERS



LOOKING BACK, LOOKING AHEAD

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 5: August 2026

THE THREADS THAT CONNECT IT ALL

Operational excellence is the golden thread that weaves clarity, stability, and resilience into lasting growth.



We're on a journey of continuous refinement—each month sharpening our systems, deepening our discipline, and advancing toward mastery.

WHERE WE'VE BEEN

APRIL TO AUGUST LEADERSHIP TIMELINE



APRIL – ISSUE 1: CLARITY

Establish expectations. Set accountability. Build the foundation leaders can actually stand on.

MAY – ISSUE 2: STABILITY BEFORE VOLATILITY

Shift into operational control. Tighten systems. Remove drift before it becomes drag.

JUNE – ISSUE 3: OPERATIONAL RESILIENCE BEFORE PEAK SEASON

Test systems before Q3 tests you. Strengthen the core so performance holds under pressure.

JULY – ISSUE 4: RECALIBRATION, MID-YEAR RESET

Mid-year is the moment leaders decide the outcome of the second half. Recalibration isn't optional – it's decisive.

AUGUST – ISSUE 5: EXECUTION IN MOTION

Turn recalibration into action. Covert systems into habits. Drive consistency that compounds through Q3 & Q4

WHERE WE'RE GOING

SEPTEMBER – POSITIONED FOR WHAT'S NEXT



SEPTEMBER – ISSUE 6: OPTIMIZATION

Refine systems. Eliminate friction. Maximize efficiency and prepare for sustained growth into Q4.