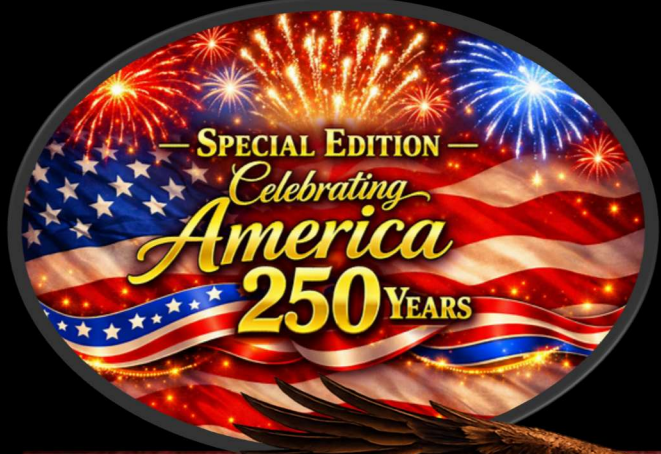




MAHAR & COMPANY

INDUSTRIAL PERFORMANCE

MONTHLY



Issue 4 : July 2026
Operational Recalibration



- INSIDE THIS ISSUE**
- ✓ Operational Recalibration
 - ✓ Industry Trends
 - ✓ Feature Article
 - ✓ Christy's Corner
 - ✓ Community Impact

TIP OF THE MONTH

*"Mid-year is not a checkpoint,
July is the correction point."*

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OUR MISSION: THE LEADERSHIP THREAD

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 4: July 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.

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EDITORIAL FROM CHRISTY

INDUSTRIAL PERFORMANCE MONTHLY

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Welcome from Our Founder

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.

July is the month where leaders stop reacting and start recalibrating.

The first half of the year reveals the truth — what's working, what's drifting, and what's quietly eroding performance beneath the surface. July is where we decide what the second half will look like. **Not by pushing harder, but by adjusting smarter.**



Recalibration is not a reset. It's a **refinement**. It's the discipline of stepping back far enough to see what needs to shift — and stepping in close enough to make the changes that matter.

This month, ***I challenge every leader to do 3 things:***

1. **Reassess your direction.** Markets move. Capacity changes. Priorities evolve. Make sure your team is aligned to the reality you're operating in today, not the assumptions you made in January.
2. **Reconnect with your people.** Your frontline knows where the friction is. Ask them what's slowing the work, what's unclear, and what's inconsistent. Their answers will tell you exactly where to recalibrate.
3. **Recommit to operational discipline.** Small drifts become big problems in Q3. Tighten expectations, reinforce standards, and remove the noise that's pulling your team off course.

Mid-year isn't a pause — it's a pivot. Leaders who recalibrate now will outperform in August, September, and beyond.

Let's Get to Work!

Christy

Recalibrate. Realign. Regain Momentum.

The first half revealed the truth. The second half depends on what you adjust now.

Mahar & Company works alongside industrial leaders to build the systems, strategies, and resilience that perform when it counts.....***Let's build your Plan TOGETHER.***

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INDUSTRY TRENDS

INDUSTRIAL PERFORMANCE MONTHLY

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Issue 4 : July 2026

INDUSTRY TRENDS 2026 JULY UPDATE RECALIBRATION IN MOTION

Mid-year clarity is driving smarter decisions. Industrial leaders are recalibrating to overcome pressure points and accelerate what's next.

72%

CAPACITY STRAIN
of manufacturers report mid-year capacity strain due to labor and maintenance backlogs.

58%

SUPPLY CHAIN RISK
are re-mapping supplier risk after Q2 variability.

64%

DIGITAL ACCELERATION
have accelerated digital visibility investments since March.

47%

WORKFORCE FATIGUE
of frontline teams show early fatigue indicators—up 12% from last year.

39%

QUALITY DRIFT
of operations cite quality drift as their top July risk.

PERFORMANCE OVERVIEW



RECALIBRATION DRIVES RESULTS



REALIGN PRIORITIES

Focus on what drives the greatest operational impact.



INCREASE VISIBILITY

Leverage data and technology to see clearly and act faster.



EMPOWER TEAMS

Support and engage your workforce to build resilience.



STRENGTHEN OPERATIONS

Optimize processes to improve output and reduce risk.



ACCELERATE GROWTH

Turn mid-year insights into second-half momentum.

Mid-year data shows leaders recalibrating fast: capacity is tightening, supplier risk is rising, digital visibility is accelerating, frontline fatigue is emerging, and quality drift is surfacing. July's message is simple — **adjust now** to protect momentum in the second half.

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FEATURE ARTICLE:

Mid-Year Recalibration:
Where Leaders REGAIN Control

INDUSTRIAL PERFORMANCE MONTHLY

Insights for Terminals, Plants & O&M Leaders

Issue 4 : July 2026

The Mid-Year Recalibration: Where Leaders Regain Control

By July, every operation has a story — not the one written in strategy decks, but the one revealed in **real performance**. The first half of the year always exposes drift: priorities that slipped, processes that loosened, decisions that lagged, and teams that carried more than they should. Recalibration is the discipline that brings everything back into alignment. This is the moment where leaders stop assuming and start adjusting.

Recalibration Is Not a Reset — It's a Realignment

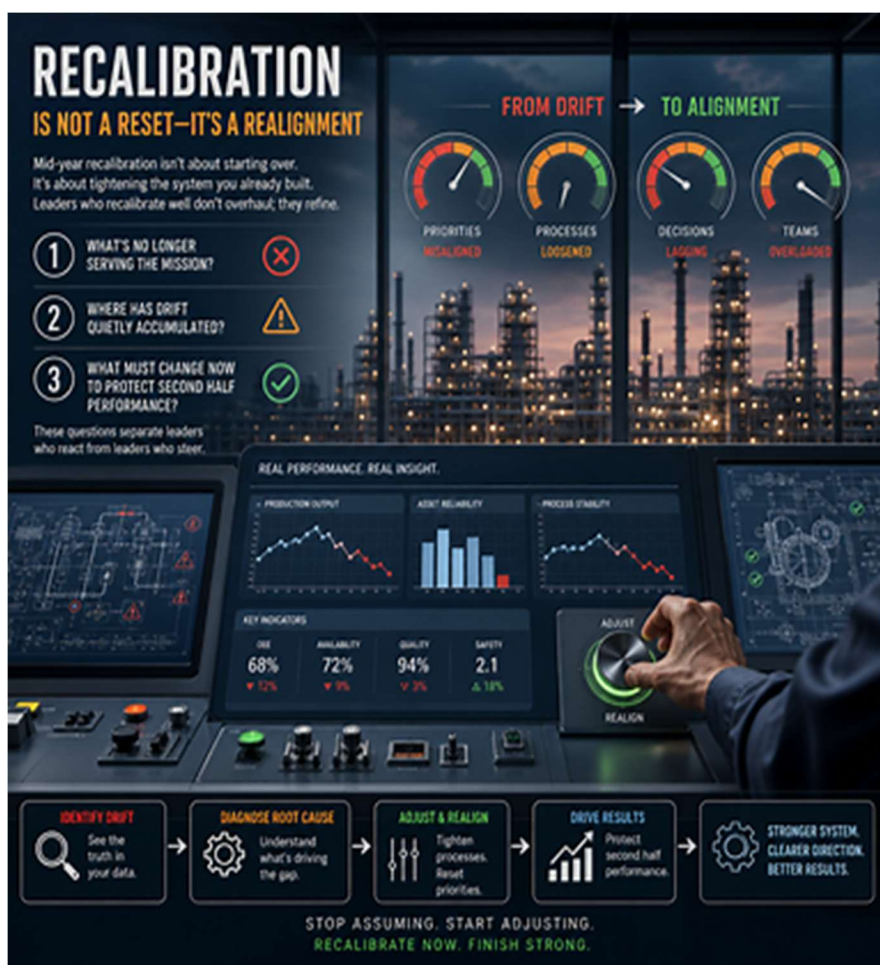
Mid-year recalibration isn't about starting over. It's about **tightening the system** you already built.

Leaders who recalibrate well don't overhaul; **they refine**.

They look at the **truth** of their operation and ask 3 questions:

1. What's no longer serving the mission?
2. Where has drift quietly accumulated?
3. What must change now to protect second-half performance?

These questions separate leaders who react from **leaders who steer**.





FEATURE ARTICLE.....continued

INDUSTRIAL PERFORMANCE MONTHLY

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The Power of Mid-Year Clarity

July gives leaders something they don't have in January: evidence. Not assumptions. Not projections. Evidence.

- ✓ Evidence of what's working.
- ✓ Evidence of what's slowing you down.
- ✓ Evidence of where your teams need support.
- ✓ Evidence of where your systems need tightening.

Recalibration is the discipline of acting on that evidence before it becomes a constraint.

Where Leaders Must Recalibrate Now

Every operation is different, but the patterns are consistent. The strongest leaders focus their recalibration in five areas:

- 1. Priorities** Too many teams are carrying too much. Recalibration means stripping away the noise and doubling down on the work that actually moves the business.
- 2. Visibility** Leaders can't correct what they can't see. July is the time to tighten reporting, shorten decision cycles, and eliminate blind spots.
- 3. Team Capacity** Fatigue, friction, and unclear expectations slow execution. Recalibration restores clarity, resets standards, and reinforces leadership presence.
- 4. Process Discipline** Small inconsistencies become big problems in the second half. Recalibration brings teams back to precision.
- 5. Momentum** The second half of the year rewards speed. Recalibration removes drag so teams can accelerate into Q3 and Q4.





FEATURE ARTICLE.....continued

INDUSTRIAL PERFORMANCE MONTHLY

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WHY JULY MATTERS MORE THAN ANY OTHER MONTH



JULY IS THE TURNING POINT.

- Recalibrate with clarity.
- Realign your teams.
- Regain momentum.

Leadership today.
Leverage for the rest of the year.



Why July Matters More Than Any Other Month

Because July determines the trajectory. If leaders recalibrate now, they regain control of performance. If they wait, the operation will set its own pace — and it rarely chooses the one you want. Recalibration is the leadership advantage of the mid-year. It's how you convert clarity into action, action into alignment, and alignment into momentum.

The Leaders Who Win the Second Half Are the Ones Who Adjust in July

Not because they're perfect. Not because they predicted everything. But because they refused to let drift define their direction.

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COMMUNITY IMPACT

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Insights for Terminals, Plants & O&M Leaders

Issue 4: July 2026



MAHAR & COMPANY

**CELEBRATING
AMERICA
250
YEARS**



A LEGACY OF FREEDOM. A FUTURE OF PROMISE.



AMERICA 250

CELEBRATING 250 YEARS OF AMERICAN INGENUITY

1776



1876



1976



2026



As the nation prepares to mark America 250,
we celebrate the innovation, determination, and vision
that have shaped our past—and continue to define our future.

- ★ Modern manufacturing
- ★ Digital transformation
- ★ Workforce empowerment

As we honor 250 years of American enterprise,
let us continue building a stronger, more resilient future—
together.

Recalibrate. Realign. Regain Momentum.

INNOVATION
BUILT OUR PAST.

★
INGENUITY
BUILDS OUR
FUTURE.



HONORING THE MAKERS, MOVERS,
AND LEADERS WHO POWER AMERICA FORWARD.



MAHAR & COMPANY

Issue 4: July 2026

CHRISTY'S CORNER



Leadership & Flow

Reflection. Perspective.

Every leader hits a point in the year where the numbers stop being theoretical. **July** is that point. It's where the story shifts from what we planned to what we're **actually producing**.

Recalibration isn't about fixing what's broken — it's about tightening what's working. It's the discipline of looking at the truth without flinching, then adjusting with precision.

The strongest leaders I know don't wait for perfect conditions. They **act on evidence**. They strip away noise. They realign teams. They move forward with clarity.

Because leadership isn't about predicting everything — it's about **refusing to drift**. So this month, pause long enough to see what the **first half revealed**. Then move fast enough to correct it. That's how **momentum** is built — not by chance, but by choice.

Recalibrate. Realign. Regain Momentum.

Christy Mahar

Operational Excellence starts with Leadership Flow

INSIGHTS FOR TERMINALS, PLANTS, & O&M LEADERS



LOOKING BACK, LOOKING AHEAD

INDUSTRIAL PERFORMANCE MONTHLY

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Where We've BEEN

- ✓ **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.

What's Coming NEXT

August – Issue 5: Execution

- Turning recalibration into action
- Converting systems into habits
- Driving consistency that compounds through Q3 and Q4

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.

Stability is earned.

Resilience is engineered.

Leadership is intentional.



HAPPY
250
YEARS
AMERICA

1776 ★ 2026

THE MAHAR FAMILY

A PROUD PART OF AMERICA'S STORY

THROUGH EVERY ERA. IN EVERY BATTLE. FOR EVERY GENERATION.

TEXAS REVOLUTION
1835-1836

U.S. CIVIL WAR
1861-1865

WORLD WAR I
1914-1918

WORLD WAR II
1939-1945

KOREAN WAR
1950-1953

VIETNAM WAR
1955-1975

MAHAR FAMILY
★ PATRIOTIC LEGACY ★

For 250 years, the Mahar family has
stood with courage, honor, and dedication
— serving America, protecting freedom, and
building a stronger tomorrow.
One family. One nation. One legacy of pride.

★ ★ ★

HONOR. SERVICE. SACRIFICE.
FAMILY. FREEDOM. AMERICA.

250 YEARS OF AMERICA.
GENERATIONS OF THE MAHAR FAMILY.

THANK YOU TO ALL WHO SERVED. WE REMEMBER. WE HONOR.

