

O'Neal Steel, Inc.
P.O. Box 2623
Birmingham, AL 35202-2623
www.onealsteel.com
Address Service Requested, Printed in U.S.A.

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U.S. POSTAGE
PAID
PERMIT #3866
BIRMINGHAM, AL

SPRING 2014

O'NEAL NEWS

REMEMBERING WHERE WE'VE COME FROM

TRACING O'NEAL STEEL'S
HISTORY SINCE 1921



- O'Neal Steel, Inc.**
- Corporate Office**
P.O. Box 2623
Birmingham, AL 35202
205-599-8000
 - O'Neal Steel Service Centers**
 - O'Neal Manufacturing Services**

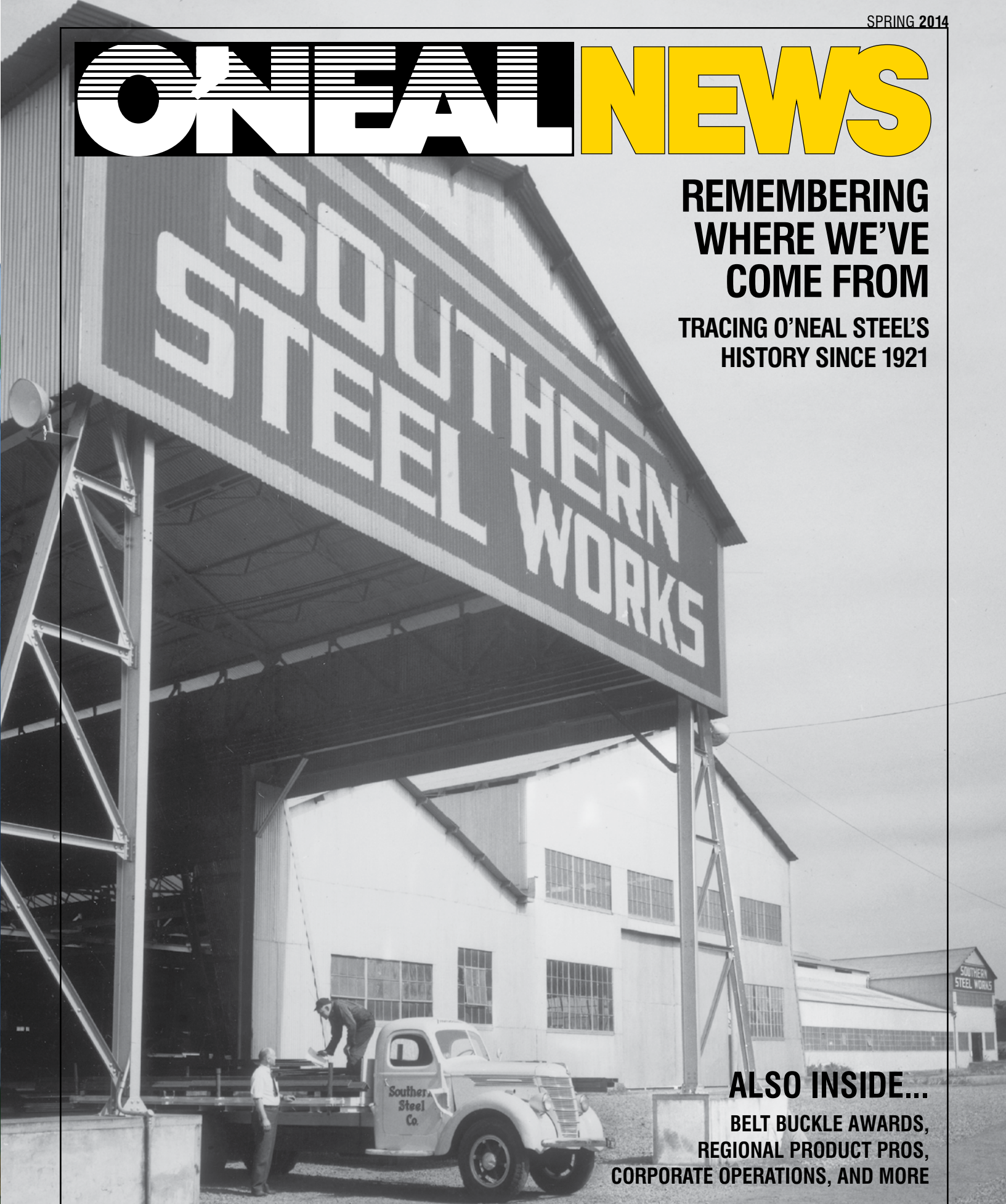
- O'Neal News**
Editor-In-Chief
Shirley Fagan
- Editors:**
David Goff
Kim Tillman
- Contributing Editors:**
- O'Neal Steel Corporate**
- Accounting/Finance**
Robi Cole
 - BP/PIP/Safety**
Joe Dozier
 - Executive Office**
Terri Ratliff
 - Human Resources**
Kim Tillman
 - Information Services**
Samantha Gates
 - Purchasing**
Shea Kennedy

- O'Neal Steel Service Centers**
- Birmingham**
- Warehouse**
Matt Moon
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Chasity Layton
- Dallas**
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- Evansville**
Duane Wells
- Ft. Wayne**
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- Greensboro**
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ALSO INSIDE...
BELT BUCKLE AWARDS,
REGIONAL PRODUCT PROS,
CORPORATE OPERATIONS, AND MORE

PRESIDENT’S MESSAGE



I have no doubt that this team has the *drive* and the *mettle* to achieve great things!

The *O’Neal News* began in the early 1950s as an employee news magazine. For more than 60 years, it has provided an opportunity to share important information about our great company and a way to celebrate our successes. Great stories about our products and departments, employees achieving service milestones and retirements, children graduating from high school, marriages, and births are all things we read about in the *O’Neal News*. It serves to inform us and to bring us closer together as a work family. This magazine is just one small example of O’Neal Steel’s rich history and legacy, which are the focus of this issue’s cover story.

From the day **Kirkman O’Neal** borrowed \$2,000 from the American Trust Bank to invest in Southern Steel Works, to becoming the largest producer of general-purpose bombs in World War II, to our rapid growth in the ’80s and ’90s, O’Neal Steel has continued to adapt and evolve, but our focus and values have remained consistent through the years. We care about our customers. We respect each other. We partner with our suppliers. And we value relationships. These qualities have been important throughout our history; and they remain fundamental to who we are as a company today and in the future. After reading, I hope you feel the same sense of pride in our history that I do.

Going forward, I want to ensure that we continue to improve our internal communications. My desire is that every employee understands where we are going and the critical success factors it will take to get there.

One of the first steps on this journey was to establish our guiding principle:

“Driven by our Legacy. Measured by our Mettle.”

- *Driven* refers to what compels us to act. It’s the force to move in a specific direction or down a certain path.
- Our *legacy* always has been, and will continue to be, important to us. It represents where we’ve come from and the things we value most.
- *Measured* refers to being accountable. We are accountable to each other, our customers, and our shareholders.
- Our *mettle* is our strength of spirit, our determination, our stamina, and our ability to face a demanding situation.

Make no mistake; we are facing a demanding business environment. We have made tremendous improvements and I firmly believe in the path we are on, but it won’t be easy. Our competitors won’t go away. Our customers’ expectations won’t decrease. No one is going to hand us success. We must stay focused on the job in front of us. That said, there is no team that I would rather be a part of. I have no doubt that this team has the *drive* and the *mettle* to achieve great things!

Sincerely,

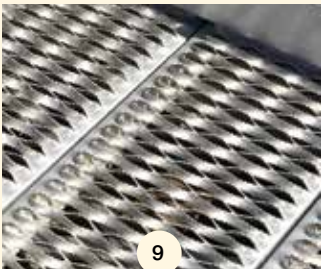
Stephen Armstrong
President & CEO

ONEALNEWS In This Issue

Published for the employees, customers, and suppliers of O’Neal Steel and O’Neal Manufacturing Services, part of O’Neal Industries, the nation’s largest family-owned group of metals service centers, now with more than 90 locations worldwide.

FEATURES

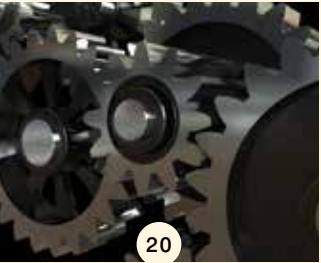
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A look back at O’Neal Steel’s storied history, growth, innovation, and leadership as the nation’s largest family-owned metals service center.
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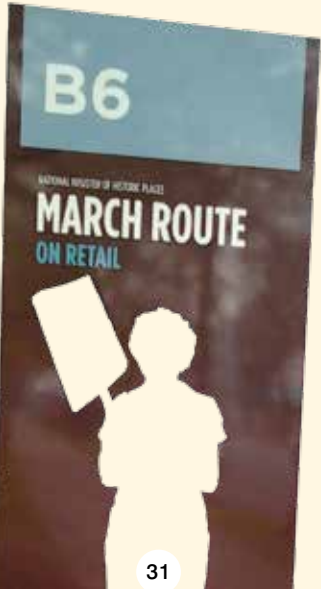
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PRIDE IN OUR LEGACY



Kirkman O'Neal (2nd from left) with members of the military during WWII.



Preparations for new facility in 1942.



Workers with first shipment of WWII bombs.



Military honors for Southern Steel Works.



Kirkman and Emmet O'Neal (3rd and 4th from left) discuss construction of upper deck at Birmingham's Legion Field.

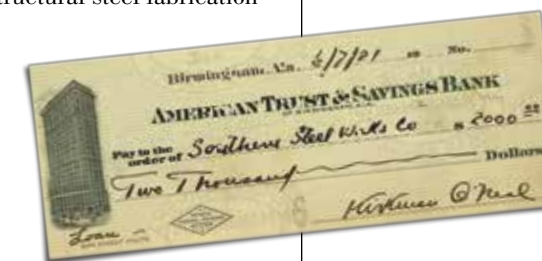


Company name changes to O'Neal Steel in 1949.

In today's rapidly changing, technology-driven, globally connected world, nothing stays the same for very long. The idea that you can predict the future based on what's happened in the past doesn't necessarily hold true anymore. That's requiring a more responsive and adaptive approach to business – and life in general – than ever before. But there is still great value in history. That's why we commemorate and celebrate events of the past. We humans have a natural appreciation for those who came before us, for those who struggled and succeeded and paved the way to the present. Even though circumstances are different today, there are still many lessons to be learned from our predecessors, values to be honored, and principles upheld. O'Neal Steel is rich in history, which is a great source of pride for everyone associated with this company. That legacy inspires us. It motivates us to live up to the high standards that have been set for us. And it drives us to move forward and meet the challenges of an ever-changing world.

In 1921, with a \$2,000-loan from a local bank, **Kirkman O'Neal** started a small steel fabricating business called Southern Steel Works (which would later be re-named O'Neal Steel) on the westside of Birmingham, Alabama. The company, which specialized in structural steel fabrication and plate work, quickly gained a reputation for dependability and outstanding performance; and with that reputation came a steady stream of customers. Cited as an up-and-coming business in *The Birmingham News* in 1926, an article about the company quoted Kirkman as saying, "We turn out each piece of work and each contract the very best that can be done, and we are determined that it shall be satisfactory." That unyielding sense of responsibility, held by the Naval Academy graduate, set the tone for the strong work ethic and business philosophy that O'Neal Steel would become known for in the years ahead.

Just as the young company was hitting its stride in 1929,



the U.S. stock market crashed. Businesses throughout the country struggled to survive The Great Depression. Tragically, many did not. Southern Steel Works, however, held firm by maintaining strong customer relationships and providing the same level of service and reliability during hard times as it had before.

By 1935, having recognized a significant void in the regional marketplace, Kirkman decided to add a new dimension to the business by becoming one of the South's first metals service centers – offering distribution services as well as fabrication. The company began warehousing metals in order to serve smaller customers whose needs did not meet the high-tonnage requirements necessary to enable them to purchase their materials directly from the mills. This strategic move created an entirely new and robust market for the company as the nation's economy gradually recovered.

continued on page 6

Kirkman's O'Neal's strategy of providing metals distribution as well as fabrication created an entirely new and robust market for the company.

O’Neal Steel’s first satellite operation in Jackson was an instant success in 1952, and set the stage for expansion into many new markets.

Southern Steel Works had made a name for itself as a metals service center by the time the United States entered World War II in 1942. For some time prior to that, Kirkman had been working on two major projects: he was preparing to move the company’s operations to a newly constructed 150,000-square-foot facility on Birmingham’s northside (where O’Neal Steel is still located today); and he was working to secure the company’s first and most historic government contract with the U.S. War Department (now known as the Department of Defense). The business was successfully relocated on schedule. And, although it took a while for the government contract to become reality, Kirkman’s perseverance paid off. Once the country officially entered the war, Southern Steel was hired to produce general-purpose bombs and superstructures for ships. This, of course, required re-tooling the new plant as a manufacturing facility and greatly expanding its workforce. That might have been too much for many companies to bite off, but Southern Steel not only succeeded – it excelled.

Operating around the clock to meet the demands of an increased war effort, the company was awarded even more business for the production of seven different types of bombs. Southern Steel set records for production, and went on to become the nation’s largest single producer of 100-pound general-purpose bombs. It was also documented that one of the ships used by General Douglas McArthur in the Philippines was furnished with superstructures and gun platforms made by Southern Steel. The work that was performed at that all-new plant was deemed superior for its quality, speed, efficiency, and timely delivery – earning the company the extraordinary honor of the Army/Navy E for Excellence award.

Manufacturing on behalf of the military continued until V-J Day on August 15, 1945, which marked the end of war operations in the Pacific. That was also the day that Southern

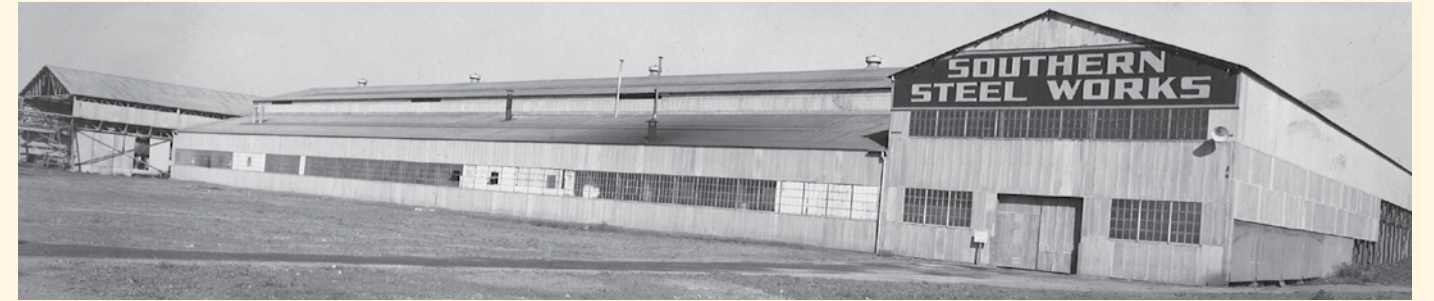
Steel began to refocus its business on commercial trade. What had been a model of efficiency as a manufacturing facility was quickly converted back to a warehousing and fabricating plant that would go on to serve a wide range of customers from Birmingham’s broad industrial base and beyond.

Soon after returning home from the war, another Naval Academy graduate **Emmet O’Neal**, Kirkman’s son and former Chairman of O’Neal Steel, joined the company in 1946. With

this new generation came the start of a new era of innovation and expansion. In 1949, the company’s name was changed to O’Neal Steel, Inc. And in 1952, acting on Emmet’s plan for growth, O’Neal opened its first satellite district in Jackson, Mississippi. He recognized the opportunity for business outside of the Birmingham facility’s delivery radius; and the quick success of the Jackson operation proved him correct. As a result, additional locations in Chattanooga and Atlanta were the next to open, and O’Neal was well on its way to establishing itself as a regional force in the industrialized South.

During the next half-century, through corporate planning and acquisitions,

O’Neal greatly expanded its operations with the addition of products, services, and dozens of facilities throughout the South, Midwest, and Southwest. Companies such as Monroe Steel & Pipe in Louisiana, Shelby Steel in Indiana, Wabash-Lagrange in Ohio, and Liberty Steel in Texas all became part of the O’Neal Steel family, and were re-branded during the 1970s and ’80s. It was also during that time, in 1984, that Emmet’s son **Craft O’Neal** joined the company, representing the third generation of family involvement in the business. Craft learned the industry from the ground up at an early age, and held a variety of sales and district management positions with the company before being named to the Executive Team. Then, sadly in 1988, the company, community, and metals industry as a whole mourned the loss of Kirkman O’Neal.



Southern Steel Works held firm during The Great Depression by maintaining strong customer relationships and providing the same level of service and reliability during hard times as it had before.

A healthy economy in the 1990s opened the door to more growth for O’Neal Steel in new markets through the acquisitions of Weissman Industries in Iowa and Carolina Steel, which had operations in North and South Carolina, Kentucky, and Virginia. O’Neal also continued to open new facilities during that period, including its first Regional Processing Center in Peru, Illinois in 1996, and its first south-of-the-border venture that was focused on production of weldments in Monterrey, Mexico in 1998. The company’s multi-stage processing capabilities were designed to capture outsourced projects from manufacturers in search of more cost-effective production methods. The state-of-the-art facilities in Monterrey soon proved to be a reliable resource for many Original Equipment Manufacturers’ (OEMs’) large-scale, labor-intensive jobs that require specialized facilities and a high degree of manufacturing expertise and efficiency.

With Emmet O’Neal’s sudden passing in 2004, Craft was named Chairman of O’Neal Steel. He inherited his father’s belief that if you’re not growing, you’re standing still. And he has pursued growth through not only acquisition but diversification, as well. This has come about by purchasing successful companies that specialize in certain segments of the metals industry that O’Neal Steel does not serve. Those more specialized companies have continued to operate under their names as affiliates of O’Neal Steel. Craft continues to serve as Chairman of O’Neal Steel today, as well as O’Neal Industries, Inc., which was formed in 2008 as the parent organization of all the O’Neal affiliate companies, which now include: O’Neal Steel, O’Neal

Manufacturing Services (OMS), O’Neal Flat Rolled Metals, Aerodyne Alloys, Leeco Steel, Supply Dynamics, TW Metals, United Performance Metals, Iowa Laser, Philip Cornes, Plus Ten Stainless, Stainless Tubular Products, and Vulcanium.

For decades, O’Neal Steel steadily expanded the processing capabilities and value-added services offered at its service centers in order to help customers reduce their own overhead. In late 2010, a major strategic and structural initiative was launched to re-focus O’Neal Steel on its core business of fast, accurate, and dependable metals distribution. At the same time, the expertise in complex, multi-stage processing that the company had developed through years of relationships with

OEMs was channeled through the creation of O’Neal Manufacturing Services. Serving customers from a network of facilities throughout the United States and Mexico, OMS now produces everything from simple bracket weldments and precision parts to subassemblies and complex mainframes that are fabricated from hundreds of processed components and machined parts – then shipped to the customer ready for on-line assembly.

O’Neal Steel is proud to remain a family-owned company. It’s the largest of its kind in the nation, and was named Service Center of the Year by *American Metals Market* in 2013. We are reminded every day of the business philosophy, work ethic, and humanity of our founder Kirkman O’Neal, and are committed to maintaining our position as an industry leader by remaining focused on meeting and exceeding our customers’ needs with consistently fast, accurate, and dependable service. We are a company driven by our legacy. Measured by our mettle. 🏆



By converting its new plant to a manufacturing facility during WWII, the company became the nation’s largest producer of 100-pound general-purpose bombs for the War Department.



O’NEAL INDUSTRIES HONORED FOR CORPORATE CITIZENSHIP

“If you have the capacity to help, then do so.”



AT THE AWARDS PRESENTATION, ONI Chairman Craft O’Neal is pictured with (l-r): Karen Carroll, Director of Development for the Birmingham Zoo and Ellyn Grady, Senior Vice President of Resource Development for the United Way of Central Alabama, both of whom nominated O’Neal Industries.

Recipients of the 2013 National Philanthropy Day Awards were announced late last year, with O’Neal Industries (ONI) being named Outstanding Corporate Citizen. Nominations are solicited from throughout the community, and the Alabama Chapter of the Association of Fundraising Professionals selects the winners in categories that include individuals, businesses, and charitable organizations. (O’Neal Industries Vice Chairman **Bill Jones** and his wife Walker received the 2012 award for Outstanding Civic Leadership.)

ONI was nominated by executives from the Birmingham Zoo, the Alabama Symphony Orchestra, United Way of Central Alabama, and Children’s Health System. In the announcement about the award, O’Neal Industries was cited as a family company and a community leader in philanthropy...

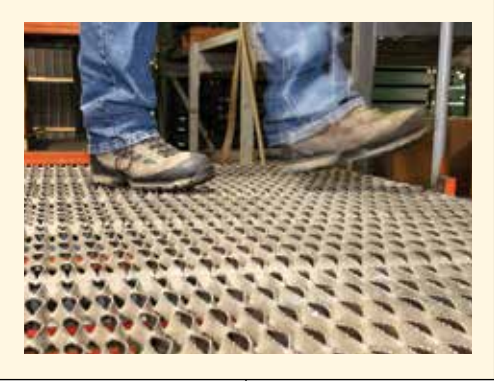
company that involves its employees in giving and motivates other businesses to support local charities...and one that provides support and leadership in the arts, culture, civic organizations, and health and human services.

Commenting on corporate philanthropy, ONI Chairman **Craft O’Neal** said, “We’ve always supported the community from a financial and employee-involvement standpoint, but have increased our efforts over the past few years, both locally and in other markets where we do business. We appreciate the opportunity to give back, and encourage others within and outside our organization to do the same. If our giving inspires someone else to give, then that’s a bonus...I know others inspire us. If you have the capacity to help, then do so. There is nothing more gratifying than helping others. A great way to start is by supporting your local United Way.”

GET A GRIP: ELIMINATE SLIP-UPS WITH GRIP STRUT® FROM O’NEAL

O’Neal maintains one of the largest Grip Strut® inventories in the nation.

Sure footing is one of the most important aspects of safety in an industrial environment, where slippery floors, steps, and platforms can cause an accident. Fortunately, there’s an easy solution for surfaces where anything from grease, oil, and detergents to mud, ice, and snow can create hazardous conditions. The answer in many cases is Grip Strut® safety grating.



12 and 14 gauge, as well as heavy-duty 9, 10 and 11 gauge. It’s also available in 16-gauge stainless steel and .080 and .100 aluminum. Stair treads can be fabricated in a variety of ways, and are available with or without cast aluminum abrasive nosing.

So whenever slippery footing is a problem, get a grip on it with Grip Strut® safety grating from O’Neal Steel.

For more information, contact your O’Neal sales representative or visit OnealGripStrut.com.

With serrated, diamond-shaped openings, specifically designed to grip the soles of shoes and work boots, Grip Strut® provides maximum slip protection under practically all conditions and in every direction. It’s a highly versatile product that’s available in both standard and heavy-duty versions. Produced in a variety of widths and channel heights, as well as non-standard shapes and sizes, it’s well suited to common industrial and commercial applications, including catwalks, machinery platforms, rooftop walkways, stair treads, ladder rungs, and truck steps – and is used extensively in environments such as oil refineries, coal processing plants, and grain terminals.

The open design of Grip Strut® allows for quick drainage, easy cleaning, and minimal overall maintenance. Yet the openings are small enough to catch falling objects, such as dropped tools. The unique structural design gives Grip Strut® an exceptionally high strength-to-weight ratio. In addition, the lightweight planks are easy to handle, making installation quick and easy by rapidly bolting, clamping, or welding in place. If necessary, sections can be easily field-cut to almost any angle or fabricated to adapt to any situation.

O’Neal maintains one of the largest Grip Strut® inventories in the nation. This unique product is available in lengths up to 24 feet, and comes in HRPO and galvanized in

Grip Strut® provides maximum slip protection under practically all conditions and in every direction.



HEAD MOVES UP AND OVER TO ONI

Holman Head, formerly President and Chief Executive Officer of O’Neal Steel, has been promoted to President and Chief Operating Officer of parent company O’Neal Industries (ONI).

Originally from Montgomery, Holman is a graduate of Washington & Lee University. A veteran of O’Neal Steel since 1980, he has worked in inside and outside sales, corporate marketing, specialty products, district management, regional management, purchasing, product development, and executive management. In 2009, following the formation of O’Neal Industries, he became President and CEO of O’Neal Steel, as well as Executive Vice President of ONI. During his tenure as O’Neal Steel President, he led the company through a major reorganization resulting in a re-focus on metals distribution and the formation of O’Neal Manufacturing Services as a freestanding company. He has



also played a key role on the ONI Executive Leadership Team, setting overall corporate policy, strategy, and vision.

In his new position as President and COO of ONI, Holman will have direct responsibility for the Marketing and Business Development Department as well as the Industrial Metals Group, which includes O’Neal Steel, O’Neal Manufacturing Services, O’Neal Flat Rolled Metals, and Leeco Steel.

Commenting on the promotion, ONI Chairman and CEO **Craft O’Neal** said, “Holman’s 34 years of experience, covering nearly every facet of our business from working on the sales desk to leading our largest company, have uniquely prepared him for his new role. Having worked through some of the best and worst cycles of the economy, his perspective on industry leadership and success will be invaluable to ONI going forward.”

SUZANNE LANE NAMED TO CFO POST AT O’NEAL STEEL

Suzanne Lane has been appointed Vice President and Chief Financial Officer at O’Neal Steel. In this role, she will have overall responsibility for the Accounting, Credit, Information Services, and Analytics departments, which provide services to both O’Neal Steel and O’Neal Manufacturing Services.

Suzanne joined O’Neal Steel’s parent company O’Neal Industries (ONI) in 2010 as Director of Financial Reporting, which included responsibility for holding company accounting, financial reporting, analysis, and payroll. She was promoted to Vice President and Corporate Controller at ONI in 2012, assuming responsibility for banking and credit relationships, as well as treasury and cash-management activities.



Prior to joining ONI, Suzanne was Director of Hedge Fund Valuation and Analysis for Harbert Management Corporation in Birmingham. She also worked as a Senior Audit Manager at Deloitte & Touche LLP, where she focused on serving clients in the manufacturing and distribution industries.

A native of Birmingham, Suzanne is a graduate of Samford University with a degree in accounting, and is a member of the American Institute of CPAs and the Alabama Society of CPAs. “Suzanne’s extensive financial background and industrial experience make her very well suited for this role, and I look forward to her being part of the O’Neal Steel team,” said O’Neal President **Stephen Armstrong**.

ARMSTRONG IN NEW LEADING ROLE AT O’NEAL STEEL

Stephen Armstrong has been named President and Chief Executive Officer of O’Neal Steel, where he previously served as Vice President of Administration. He replaces former company President **Holman Head**, who is now President and Chief Operating Officer of parent company O’Neal Industries (ONI).

Stephen joined O’Neal Steel in 2006 as Financial Planning and Analysis Manager following 10 years at BellSouth, where he held positions in operations, marketing, and management. After leading an O’Neal initiative to implement activity-based costing, he joined the Marketing Department as Manager of Sales and Marketing Analysis. In 2010, he was promoted to Vice President of Administration with responsibility



for oversight of critical administrative functions, ultimately including accounting, credit, information services, human resources, analytics, and strategic planning. He is a graduate of Auburn University with a degree in electrical engineering, and also earned an MBA from the University of Alabama at Birmingham.

“Stephen has been instrumental in creating and refining the modern vision of O’Neal Steel as well as our leadership and management processes,” said Holman. “Through employee teamwork, empowerment, and development, he has made every area of his responsibility better and more customer focused. I’m confident that trend will continue in his new leadership role at O’Neal Steel.”

TAPPED FOR INFORMATION: TRONCALE TO LEAD IS DEPARTMENT

Mark Troncale has been promoted to Director of Information Services (IS) for O’Neal Steel following the retirement of Chief Information Officer **Mike Gooldrup** (see page 26). In his new role, Mark will now lead and develop the Information Services staff, and will be responsible for ensuring that the vision and strategy of the department align with the company’s overall business goals.

Mark is a graduate of the University of Alabama, and also holds an MBA from Samford University. He began his career at O’Neal Steel in 1986 as Aluminum Product Specialist, and later served as specialty metals Purchasing Agent and Aluminum Product Manager. In 1998, Mark joined a Midwest-based service center, where he worked in product management, supply chain, and strategic projects. Then in 2001, having enjoyed his involvement in systems projects through the years, Mark accepted a position with Greycon Inc., a global software company specializing in production planning and scheduling optimization. There, he served as Implementation Consultant until 2006, when he was



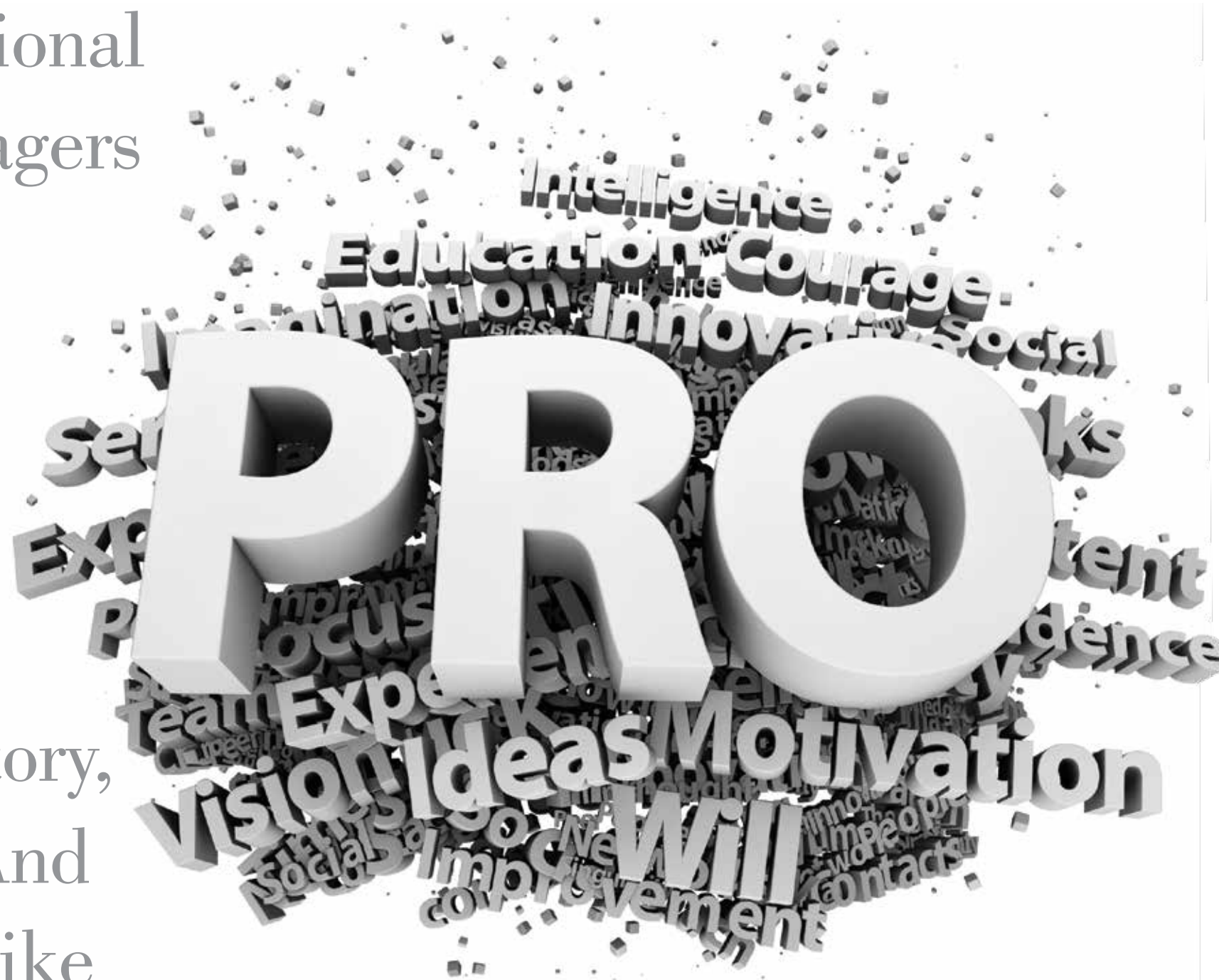
named North American Regional Manager – responsible for business operations, including sales, solution design and development, implementation, customer support, and account management.

In 2011, Mark re-joined O’Neal Steel as Strategic Business Applications Manager in the Information Services Department. He was assigned the lead role in O’Neal’s “Customer Experience” strategic initiative, which included improving O’Neal’s web presence, as well as the introduction of web-based self-service options for customers. Since then, he has been heavily involved in the planning, development, and launch of new websites for O’Neal Steel and O’Neal Manufacturing Services, along with the rebuilding and expansion of the web-accessible “Customer Gateway.”

Mark’s broad-based understanding of O’Neal and the metals industry, combined with his ability to translate technology into business solutions, should serve him well in his new position.

THEY PUT THE PRO IN PRODUCTS

O'Neal's Regional Product Managers And Product Specialists Share Their Expertise With Supply Chain, Inventory, Sales Reps, And Customers Alike



If there were a contest to see who knows O'Neal Steel's products backwards and forwards, there are at least nine people who could easily win the prize. They've each earned the title of Regional Product Manager or Regional Product Specialist. And their in-depth knowledge of specific product characteristics, applications, and market demand has proven to be a very valuable resource to O'Neal's Supply Chain Management group, Inventory Department, Inside and Outside Sales, as well as customers themselves.

These are the individuals whose job is to research and intimately understand certain categories of products and how they can best be used. They often have direct contact with customers to learn firsthand about their specific needs and concerns. They follow market trends closely so as to always know the relative supply and demand of certain products. And they use all of that information to assist others throughout the company in purchasing, stocking, and selling products that fulfill the customers' needs while supporting O'Neal's sales and marketing strategy.

"The regional product managers spearhead the promotion and direction of sales activities for a specified group of products," said **Gary Gray**, Regional Vice President for O'Neal's South Region. "They play a crucial role in providing recommendations for sourcing, product mix, and direct sales efforts, while the regional product specialists work directly with the product managers and the sales force to increase sales volume across the region."

Since these dual positions were created in recent years, they've sparked a type of synergy that has resulted in great teamwork and added strength at numerous levels. **Steve Coulter**, Regional Vice President of O'Neal's Southwest Region, sees that in action every day. "Our regional product managers serve a critical role in the implementation of our commercial strategy by providing a vital link between Supply Chain, Inside Sales, Outside Sales, and our customers," he said.

The regional product managers and product specialists are some of the most experienced and well-versed people at O'Neal Steel. They have a thirst for knowledge, are good communicators, and enjoy working with others throughout the company and in the field.

continued on page 14

The regional product managers and specialists have sparked a type of synergy that has resulted in great teamwork and added strength at numerous levels.



DANAE SPONSEL

PAUL GEHA

JAMES MORGAN

ALFRED GOINGS

TERRY ORSBUN

Take, for example, **Danae Sponzel**, Regional Product Manager, Midwest, Non-Ferrous Products. She pays regular visits to all the Midwest Sales offices and meets with inside sales representatives in person to discuss non-ferrous products. She says those meetings greatly heighten the sales teams’ product awareness and comfort level. She also travels periodically with the outside sales reps, which allows her to help increase customer interest in specific types of products. She works directly with customers in complex quote or contract situations. And she says that her close working relationship with the Supply Chain and Inventory departments is vital to advancing the region’s growth plan for non-ferrous products. Danae’s career began at Shelby Steel (prior to acquisition by O’Neal Steel), in 1975. Since then, she’s worked in Accounts Receivable, Accounts Payable, Credit, Purchasing, Inventory Control, General Line Sales, and as Non-Ferrous Product Specialist before moving into her current position.

Paul Geha functions in much the same way. As Regional Product Manager, Midwest, for Cold Finished Bar, DOM Tubing, and Safety Products, Paul is tightly linked to Supply Chain Management, Inventory Control, and Sales. He maintains close contact with all those departments, including providing product training to sales reps and helping them identify opportunities for new and increased sales. He’s an additional resource to customers whenever needed. Paul started his career with Wabash-Lagrange Steel (prior to O’Neal’s acquisition of that company) in 1984. He has since worked as an inside sales representative, product specialist, outside sales representative, and sales manager.

In O’Neal’s South Region, **James Morgan** serves

as Regional Product Manager, Non-Ferrous Products. Communication is key to this position, and James stays in close contact with others through conference calls, personal visits to local facilities, and sales calls to customers. He’s constantly watching for market trends and shares that information with his sales teams and peers. James has been with O’Neal for three and a half years, having worked in Outside Sales in Nashville before moving into his current position. He is also currently finishing work toward his MBA degree at Belmont University.

As Regional Product Manager, South, for Cold Finished Bar, DOM Tubing, and Safety Products, **Alfred Goings** says a big part of his job is staying very involved with Supply Chain to identify the right vendors for specific situations. He also works closely with Sales in daily quoting activity, and collaborates with Inventory to ensure good stocking decisions. He says that making regular customer visits to identify the products used in their shops, and to better understand their needs, is critical to his position. Alfred has worked for O’Neal for 18 years, having held positions as an inside and outside sales representative, sales manager, regional sales manager, assistant general manager, and general manager.

Terry Orsbun, Regional Product Manager, Southwest, Non-Ferrous Products, is the region’s go-to person for specialty bar and tubing products – providing product expertise, pricing guidance, and market information to the sales teams. He regularly works with the product managers in other regions, as well as with the national product development managers, on strategies to grow business among specialty products. And he says they share best practices, success stories, and market information with one another.

Terry has more than 20 years experience in the metals industry, having worked as an inside and outside sales representative and sales manager prior to joining O’Neal in 2007. Since then, he has served as general manager at two locations before moving into this position.

As Regional Product Manager, Southwest, for Cold Finished Bar, DOM Tubing, and Safety Products, **Lee Gilson** has a direct line of communication with Sales and works regularly with Supply Chain on sourcing and pricing of specialty products. He also works with regional inventory management to ensure that the region’s product availability meets customers’ needs; and he makes frequent sales calls in support of Outside Sales. Lee has worked in the metals distribution industry for more than 30 years, and has held positions in sales, sales management, and general management. He joined O’Neal last year.

The job of O’Neal’s three regional product specialists is complementary to the regional product manager, and also requires a close working relationship with Sales, Supply Chain, and Inventory. Day-to-day tasks of the job include: communication with Supply Chain Management to determine the cost and availability of a group of products for specific sales opportunities; communication with the Credit Department concerning customers and prospects; assisting Inside Sales with coordinating and quoting potential orders that might be very large, time consuming, or complex; assisting in monitoring and updating customer-specific inventory levels and contract pricing; performing buyouts of special or non-stocked items; and serving as a regional resource for the Sales Department by maintaining superior product and market knowledge.

As Regional Product Specialist, Midwest, Non-Ferrous Products, **Brian Polter** brings 18 years of metals industry experience to the job. He began his career in sales, specializing in cold-finished bar and structural steel, before joining O’Neal in 2005. Since then, he has worked in Inside Sales and Account Management.

Kris Frush, Regional Product Specialist, Midwest, Cold



LEE GILSON



BRIAN POLTER



KRIS FRUSH



JULIE BOTELE

Finished Bar, DOM Tubing, and Safety Products, has been with O’Neal Steel for 20 years. She started her career in the metals industry at Weissman Steel (prior to acquisition by O’Neal) in 1993, and has worked as an order entry clerk, inside sales assistant, inside sales trainee, inside sales representative, and inside sales manager before moving into her current role at the end of last year.

And as Regional Product Specialist, South, Non-Ferrous Products, **Julie Boteler** brings 16 years of experience with O’Neal to the job. She previously worked in Supply Chain Management in Specialty Products, and cross-trained within the department to acquire a strong working knowledge of coil processing, sheet, plate, plate mill plate, tube, pipe, structural, and bar products. She also worked closely with Sales in the past as a product specialist, helping acquire direct orders and large project business, as well as growing stock sales.

In discussing the game-changing role that the people in these two positions are playing, **Jeff Robertson**, Regional Vice President for the Midwest Region, summed it up like this. “The regional product managers and product specialists are making a profound difference in our region,” said Jeff. “They’ve been instrumental in providing us with product training and better knowledge of end uses... they’re bringing excitement and enthusiasm to our sales teams...they’re providing our customers with solutions to their problems, competitive costs, and an increased awareness of the O’Neal Steel brand...and

they’re increasing our market share. They’re a powerful team that really helps us win more business!” 🙌

They’re game changers – within the company and in the field – helping O’Neal increase its market share by winning more business.

These are the individuals whose job is to research and intimately understand certain categories of products and how they can best be used.

ON THE LOCAL LEVEL

O'NEAL-SHELBYVILLE

CINCINNATI Incorporated, renowned manufacturer of machine tools, such as press brakes, shears, and laser systems, has recognized O'Neal Steel as one of its Top 10 Suppliers of 2013. The account is serviced by O'Neal's Shelbyville location, which was recently presented with the award. CINCINNATI is one of only a few U.S. based, build-to-order machine tool manufacturers, and has shipped more than 31,000 machines in 114 years of operation. O'Neal Steel is proud to be a trusted supplier to this legendary company, and can testify to the quality and endurance of CINCINNATI products. It is quite common to still see Depression-era CINCINNATI press brakes and shears in daily use today. Larry Bumgardner, CINCINNATI Purchasing Manager, said that O'Neal was selected as a Top

10 Supplier for its demonstrated commitment to providing quality products, competitive pricing, and near-100-percent on-time delivery. In addition, it was noted that O'Neal has made a significant contribution toward CINCINNATI's Lean manufacturing efforts by allowing the customer to reduce its high-usage steel plate inventory by 75 percent.

ONEAL-CORPORATE & O'NEAL INDUSTRIES

Each year, "PurpleStride" events throughout the country raise awareness about the mission of the Pancreatic Cancer Action Network. Events, such as the 5k run/walk held in Birmingham this past February, contribute millions of dollars to advance research, support patients, and provide hope in the fight against pancreatic cancer. O'Neal fielded a team of about 20 people to participate and raise money



THE O'NEAL-SHELBYVILLE TEAM that was named one of CINCINNATI's Top 10 Suppliers is represented here by (l to r): Scott Strate, Keith Nunnally, David Wayt, Matt Fricke, and Rick Lambert.



PURPLE STRIDE PARTICIPANTS (l to r): Carol Thornburg, O'Neal Steel; Kirstie Barton, O'Neal Steel; and Lee Ann Dunn, O'Neal Industries, with Wesley Couch, Kirstie and Jonathan's son.



THE CHRISTMAS SPIRIT at OMS-Indianapolis was demonstrated at an employee lunch and through a Christmas angels project and food drive.

for this worthy cause. The O'Neal team, calling itself "The Couch Potatoes," was formed in memory of **Jonathan Couch**, a former O'Neal Steel employee and husband of **Kirstie Barton**, Inventory Management Analyst in Supply Chain Management. The O'Neal team raised \$2,200; and the entire event produced more than \$90,000 toward pancreatic cancer research.

OMS-INDIANAPOLIS

OMS-Indianapolis held its annual employee Christmas lunch last December. A huge meal was provided, gifts were opened, and a fun time was had by all! The Christmas spirit extended far beyond lunch, however. Employees of the Indy operation also participated in a local food drive to benefit the Community Alliance of the Far Eastside and the Salvation Army Christmas Angels project. Many employees contributed food for those in need, as well as money to purchase gifts for needy children. Other OMS-Indianapolis charitable contributions in 2013 included United Way of Central Indiana, Lawrence Township Foundation, and Peyton Manning Children's Hospital.

OMS-LOUISVILLE

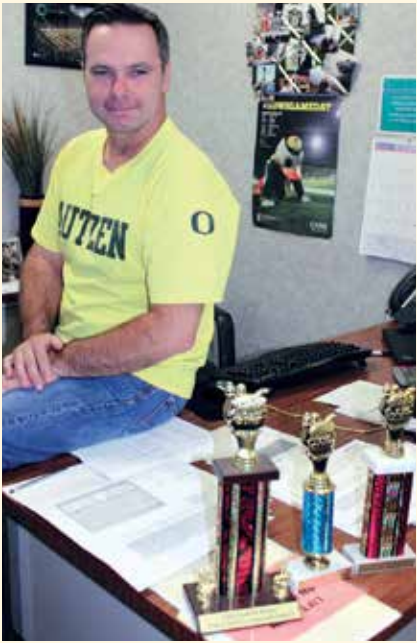
The Louisville operation of O'Neal Manufacturing Services held its annual Chili Cook-Off and Luncheon last October on Halloween. And for the third year in a row, congratulations go out to **David Ezzell**, Materials Manager, whose chili was once again voted best of the best. Many thanks are also extended to **Josh Griffin**, **David Seales**, **Ralph Reedy**, **Darrell Keith**, **Elaine Rosselli**, **Paul Limper**, and **Larry Walden**

for their culinary skills and contributions of chili to the luncheon. Needless to say, everyone was well fed and enjoyed the day.

O'NEAL-BIRMINGHAM

The Birmingham operation of O'Neal Steel (and its predecessor Southern Steel Works) were prominently featured in an article and pictorial in the January issue of *Birmingham* magazine. The story explored the city's roots as an industrial center that became home to some of the nation's leading iron and steel producers, beginning in the late 1800s. O'Neal was cited in the article on several levels, starting with former Alabama Governor **Emmet O'Neal's** 1911 speech to the giants of American business at the annual conference of the New York Chamber of Commerce. In that

speech, he urged famous financiers, such as J.P. Morgan and Andrew Carnegie, to invest in Birmingham as the up-and-coming industrial center of the South, and paved the way for the city's booming growth during the decades to follow. Southern Steel Works was featured for its contributions to the war effort during WWII as the largest producer of general-purpose bombs and superstructures for ships. And O'Neal Steel's multi-location growth and evolution as a metals service center was noted as an innovative concept that continues to support manufacturing and other types of businesses. **Craft O'Neal**, **Holman Head**, and **Shirley Fagan** were all quoted in the article. Text can be found at http://www.al.com/bhammag/index.ssf/features/forged_in_the_foundry.html



THREE-YEAR CHILI CHAMPION David Ezzell of OMS-Louisville.

BELT BUCKLE AWARDS

O’Neal’s Belt Buckle Awards are presented annually to warehouse employees who have achieved outstanding safety records on the job. Employees are recognized for 10 or more consecutive years without a lost-time injury.



BERNARD ALSTON



JULIUS BONNER



RICHARD CLACK



THOMAS SMITH



DAVID THOMPSON



JOSEPH TRUESDALE

10 YEARS	LOCATION	15 YEARS	LOCATION	20 YEARS	LOCATION
Shane Fancher	OMS-Birmingham	Timothy Filler	O’Neal-Shelbyville	Gregory Porath	OMS-Iowa Laser
Randy Gary	OMS-Iowa Laser	Kim Graves	O’Neal-Birmingham	Toby Smith	OMS-Birmingham
Bernard Gimnang	O’Neal-Dallas	Dan Herchenroether	OMS-Pittsburgh	Derek Stover	OMS-Indianapolis
Michael Hood	O’Neal-Birmingham	Kenneth Lavelle	OMS-Pittsburgh	Francis Vincent	OMS-Pittsburgh
Samuel MacKanick	O’Neal-Dallas	Todd Lindsey	O’Neal-Evansville		
Herman Mitchell	OMS-Birmingham	Christopher Phillips	OMS-Pittsburgh	30 YEARS	LOCATION
Robert Peterson	O’Neal-Birmingham	Eric Santek	OMS-Pittsburgh	Clayton Dawson	OMS-Louisville
Donald Riesbeck	O’Neal-Evansville	Pierce Smith	O’Neal-Little Rock	Lucio Flores	O’Neal-Dallas
Steve Shelton	O’Neal-Birmingham	Roger Smith	O’Neal-Mobile	Brett Gatrost	OMS-Louisville
Jose Sosa	OMS-Indianapolis	Cody Thibodeaux	O’Neal-Lafayette	Anthony Greene	OMS-Louisville
Raymond Thompson	O’Neal-Jackson			Clifford Haynes	OMS-Greensboro
Dustin Wampner	OMS-Indianapolis	20 YEARS	LOCATION	Gene Osborne	OMS-Greensboro
Walter Woodard	O’Neal-Jacksonville	Richard Beatty	O’Neal-Pittsburgh	Stephen Smith	OMS-Louisville
		Scott Begley	O’Neal-Waterloo	Mark Stohry	O’Neal-Shelbyville
15 YEARS	LOCATION	Eloy Cavazos	O’Neal-Dallas		
Scott Andersen	OMS-Iowa Laser	Chris Elrod	O’Neal-Shelbyville	40 YEARS	LOCATION
Joseph Bailey	OMS-Pittsburgh	Jason Fouraker	O’Neal-Jacksonville	Bernard Alston	O’Neal-Greensboro
Shane Broussard	O’Neal-Lafayette	Ronald Joest	OMS-Indianapolis	Julius Bonner	O’Neal-Birmingham
Ryan Cooper	O’Neal-Waterloo	Chris Lykins	OMS-Louisville	Richard Clack	O’Neal-Jackson
Jeffrey Davis	O’Neal-Waterloo	Michael Mattingly	OMS-Indianapolis	Thomas Smith	O’Neal-Waterloo
Brad Eades	OMS-Iowa Laser	Carl Nickel	O’Neal-Shelbyville	David Thompson	O’Neal-Waterloo
Kim Farlow	OMS-Indianapolis	Mike Pinkerton	OMS-Houston	Joseph Truesdale	OMS-Greensboro

YOU KNOW IT’S SMART TO SAVE, BUT ARE YOU SAVING SMART?



O’Neal has launched a new initiative aimed at improving the long-term financial wellness of employees and their families.

We all know it’s important to save for retirement. But sometimes that’s easier said than done. That’s why, through the years, O’Neal has taken numerous steps to encourage – and to actually help – employees set money aside for the future. O’Neal offers a generous 401(k) retirement plan and match for employees. Last year, the company raised its matching contribution and enhanced automatic enrollment and automatic-increase features to encourage participation. The response was outstanding. Ninety-six percent of employees are now in the plan, and many increased the amount they contribute.

We want this trend to continue! We know, however, that saving enough for retirement is still extremely difficult. Although economic indicators have signaled an improving economy, many personal households have yet to see a positive impact. So O’Neal has launched a new initiative aimed at improving the long-term financial wellness of employees and their families. The program is called **SaveSMART** and it has been developed in coordination with retirement plan advisors CAPTRUST Financial.

Meetings to introduce the program will be held across

the company, and will consist of a short group presentation as well as an opportunity to have a free, one-on-one confidential financial consultation to discuss any particular concerns or goals you may have. In addition to retirement planning, **SaveSMART** meetings will also address the appropriate amounts and types of insurance for families, spending plans, credit and debt management, and even college planning.

Personal, one-on-one advice is also available from CAPTRUST advisors if you have specific questions or want to get advice on your retirement savings and investments. Advisors

can also show you how to use the various tools provided by Fidelity, the company that manages O’Neal’s 401(k). If you would like to have a personal consultation, but are not able to arrange one at your on-site meeting, you may call CAPTRUST at 1-800-967-9948.

SaveSMART is being rolled out regionally beginning with seminars in the Southeast. All management teams understand the importance of these sessions and will make sure employees are allowed the time needed to attend. The company’s hope is that **SaveSMART** will make a lasting, positive impact on your family. 🌟



WORKING. ORDER.

O’Neal’s Corporate Operations Department Helps The Company Run Like A Well-Oiled Machine

Companies don’t run themselves. It takes people who understand and manage the inner-workings of an organization to keep it humming along day after day. Sometimes, those people are very visible. Other times, they’re busy behind the scenes taking care of many things that most of us take for granted.

At O’Neal, those are the talented individuals who make up the Corporate Operations Department, which serves both O’Neal Steel and O’Neal Manufacturing Services (OMS).

Under the leadership of **Mitchell Harrison**, Vice President of Operations, this group helps ensure that virtually everything related to warehouse and office facilities functions the way it’s intended to. That’s a big job in and of itself. But it’s not enough just to keep things working; the Corporate Operations Department is constantly looking for ways to work smarter – safer, faster, more efficiently, and with greater accuracy, all of which make O’Neal even more competitive in the marketplace.

“At first glance, it may look like we’re concerned with operations mainly from an internal point of view,” said

Mitchell. “But the truth is that the quality of our operations has everything to do with the quality of our customer service. At the end of the day, it’s the customer who benefits the most from our ability to work smarter. That’s why we’re dedicated to continuous improvement at every level.”

Corporate Operations supports both O’Neal Steel and OMS in a wide variety of areas, ranging from safety and quality assurance to maintenance and energy conservation (see the sidebar on page 23 for a complete list). In addition to these many specific areas of concern, the department works with regional and local personnel to standardize operations and methodologies, thus ensuring seamless output from one location to the other. The department also looks for opportunities to

leverage its volume business with MRO (Maintenance, Repair, and Overhaul) suppliers by negotiating regional and national contracts. And it works with local management to find innovative ways to reduce operational expenses while supporting the O’Neal promise of fast, accurate, dependable service to the company’s customers.



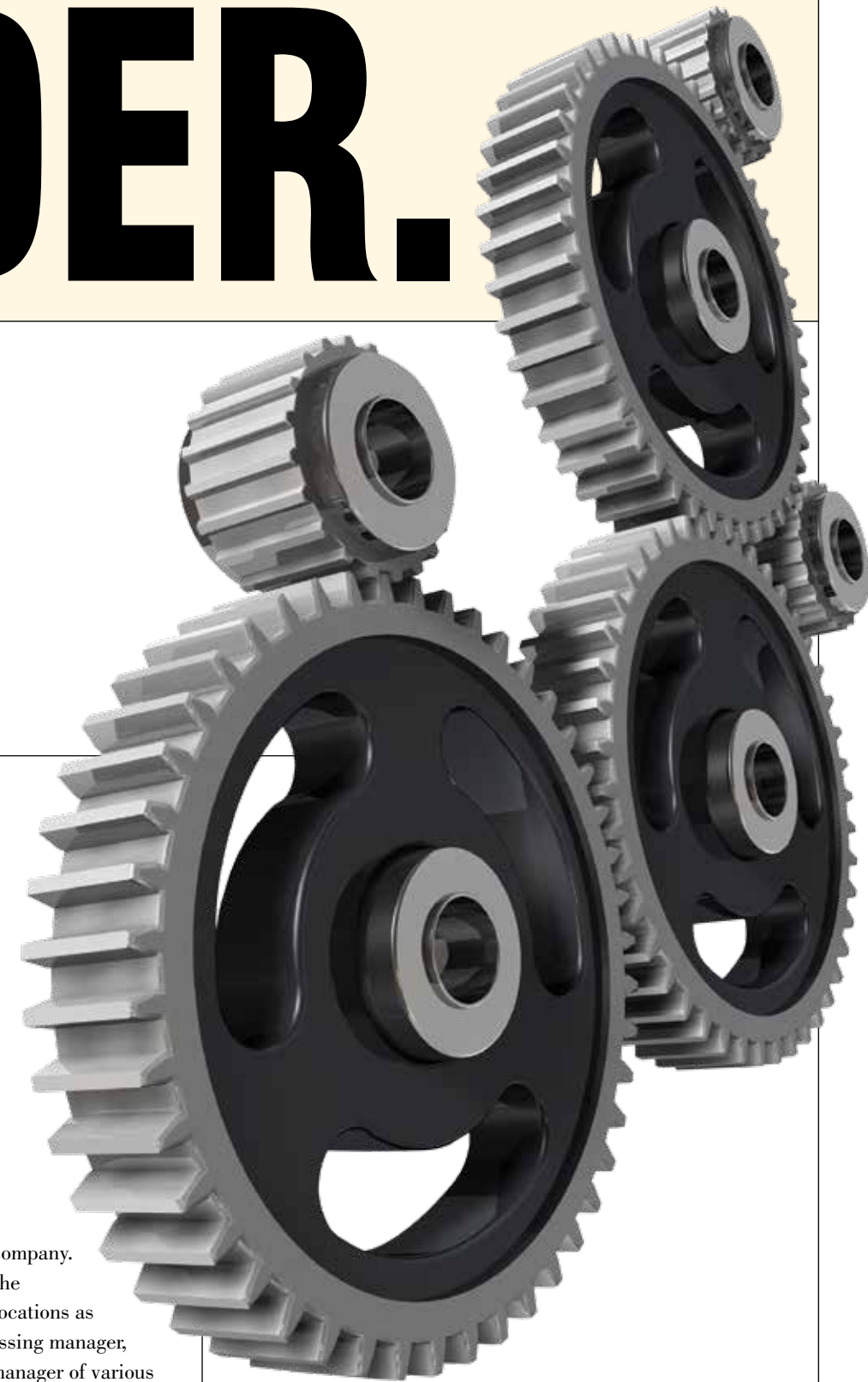
MITCHELL HARRISON, Vice President of Operations.

Addressing so many different facets of operations requires a diverse group of people who can focus on the details of day-to-day business and can also see the big picture, think long-term, and envision innovative solutions to complex problems. The department currently consists of nine individuals, each with very different backgrounds and skill sets.

As Vice President of Operations, Mitchell’s role is to lead and oversee the group’s efforts to maintain consistency, excellence, and cost-effectiveness in each facet of O’Neal’s operations. In doing so, he also ensures that Operations’ goals remain appropriately aligned with the goals of the company. With 36 years of service, having started in the warehouse, he has worked in five different locations as a sales representative, sales manager, processing manager, operations manager, general manager, and manager of various

continued on page 22

At the end of the day, it’s the customer who benefits the most from O’Neal’s ability to work smarter. That’s why the company is dedicated to continuous improvement at every level.



Corporate Operations is constantly looking for ways to work smarter – safer, faster, more efficiently, and with greater accuracy.

special projects. Mitchell emphasizes that the department’s – and the company’s – highest priority is always the health and safety of O’Neal employees.

Corporate Manager of Health, Safety & Environment **Eric Worley** is charged with developing the methods and procedures to meet O’Neal’s safety goals and objectives. His responsibilities include: leading all efforts toward continuous safety improvement; integrating safe practices into the company’s leadership culture; providing organizational direction for the implementation of safety and health systems; and serving as an internal consultant and problem-solver for safety issues. Eric joined O’Neal four years ago after serving in the U. S. Marine Corps and working in the areas of new vehicle development and ergonomics at Honda Manufacturing of Alabama.

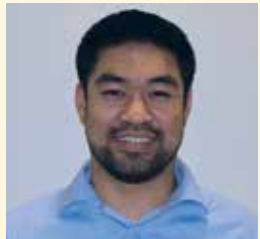
Joe Dozier has been with O’Neal 34 years, and currently serves as Corporate Business Process Improvement Manager. Joe’s vast experience in all facets of production, including inventory control, quality assurance, and operations management, as well as leadership on special projects, enables him to bring a unique perspective to this job. His role requires forward-looking innovation, process waste reduction, and the application of Lean principles in working with corporate and districts teams. Joe is involved with departments and disciplines throughout the company, ranging from accounting to quality, with the goal of



ERIC WORLEY



JOE DOZIER



ARNOLD INTRABOONA



RAMON SHARRITT

developing and implementing cost-containment initiatives or process improvements that result in greater accuracy, reduction of manual effort, and improved customer service.

Arnold Intraboona joined O’Neal four years ago as Senior Financial Analyst and then led the newly formed Corporate Analytics Department before moving into his current position as Corporate Logistics Manager. In this role, he is responsible for maximizing the efficiency, performance, and customer service of the company’s transportation operations while minimizing operating expenses. This involves developing metrics, setting goals, and measuring how logistics operations perform against those goals; understanding the root cause of delivery issues and ensuring effective delivery strategies are carried out by reviewing and making recommendations based on geographical analytics with Sales and Operations. He also provides analytical support for various sales, inventory, and operational strategies pertaining to logistics. Prior to joining O’Neal, Arnold’s experience included logistics work at UPS, as well as financial analysis and risk management at BBVA Compass Bank.

With 21 years of service, Transportation Analyst **Ramon Sharritt** began his career at O’Neal as the 3rd shift storeroom clerk and was promoted to the Traffic Department two years later. Since then, he has held a variety of positions, including Import Coordinator and Fleet Administrator. Today as Transportation Analyst reporting to Arnold, his responsibilities

include handling corporate inbound loads (mill pickups) and import material; providing various O’Neal locations with rate quotes; and assisting in tendering carriers for transportation support. Ramon says that moving material – whether from facility to facility, vendor to facility, or vendor to customer – is a never-ending process, and his goal is to ensure that it’s delivered expeditiously in a safe and cost-effective manner.

James Davis, Corporate Operations Services Manager, joined O’Neal 13 years ago after having worked in a wide variety of industries, including manufacturing, lumber, construction, maintenance, steel, and electronics repair. His current job entails serving as administrator of “Bigfoot,” the Computerized Maintenance Management Software used to monitor the preventive and corrective maintenance for all O’Neal equipment. In addition, James is responsible for the rollout of Fastenal vending equipment and management of that vending contract. He also develops national contracts aimed at reducing the company’s MRO expenses and assists with maintenance issues, review of maintenance quotes, development of new facility layouts for materials and equipment installation, the sale of used equipment, and research on reduction of energy costs.

Corporate Facilities Manager **Kevin McKinney** has been with the company 11 years. He is a Cisco Certified Network Associate with 22 years of IT experience and is a Certified Novel Netware Engineer. Prior to joining O’Neal, he worked as a network analyst at a regional hospital, and served as a network engineer and IT consultant for several companies in Atlanta. Reporting to James, Kevin’s responsibilities in the Corporate Operations Department include: management of the corporate building



JAMES DAVIS



KEVIN MCKINNEY



TRAVIS BEATTY



MAC MCINTYRE

interior and exterior; mailroom management; companywide FedEx, UPS, and Pitney Bowes account management; waste management and recycling; and corporate fleet car management. He also serves as the companywide account manager for scrap steel.

Travis Beatty, Administrative Associate II, has worked in O’Neal’s corporate office mailroom for 23 years and reports to Kevin. His duties include printing, sorting, packaging, and mailing all company invoices, statements, and credit memos, as well as receiving, sorting, and distributing all company mail. Travis also manages all outbound FedEx shipments, hourly payroll checks, and overnight shipments to company locations, and receives all inbound FedEx and UPS deliveries.

Rounding out the department is **Mac McIntyre**, a 20-year employee. As Administrative Associate II, Mac reports to Kevin and works in the mailroom with responsibility for printing, sorting, packaging, and mailing company invoices, statements, and credit memos. He also receives, sorts, and distributes company mail, and delivers all O’Neal Industries in-house and USPS packages. In addition, Mac handles all employee relocations of furniture, computers, etc. and performs general maintenance, such as changing light bulbs and keeping the corporate office’s patio, porch, and walkways clean.

So while it might seem as though business as usual just automatically happens throughout the company on a daily basis, there’s actually a very diverse and specialized team working constantly to keep things running smoothly... with an eye toward continuous improvement, cost

reduction, and even greater efficiency. From developing better ways to handle material in the warehouse...to keeping track of inventory and deliveries...to replacing burned-out light bulbs, the Corporate Operations Department is on top of it all. 🌟



Addressing so many different facets of operations requires a diverse group of people who can focus on the details of day-to-day business and can also see the big picture, think long-term, and envision innovative solutions to complex problems.

What Do Corporate Operations Include?

- Health, Safety & Environmental
- Quality & ISO Registration
- Capacity Management
- Logistics & Delivery Fleet
- MRO Contracts
- Maintenance
- Equipment Selection & Justification
- Warehouse Layouts & Material Handling
- Inventory Accuracy
- Energy Conservation
- Lean & Continuous Improvement
- Project Management
- Operations Training & Development
- Scrap Management & Sales
- Process & Systems Improvements

ROUND OF APPLAUSE

Mark Allen, Manufacturing Engineer for Iowa Laser, ran the Rails to Trails Marathon in Norwalk, Wisconsin this past fall. The 26.2-mile race, which is run along an old rail bed that has been converted to a trail, includes a ¾-mile stretch through a railroad tunnel. (Participants are provided flashlights for that portion of the course.) Mark set a personal record in that race of 4:43:07. It was the third marathon Mark had run in 2013, all within six weeks of each other.



MARK ALLEN set a personal best in the Rails to Trails Marathon.

Deion Calhoun, son of **Tracie Banks**, Accounts Receivable, O’Neal-Corporate, signed a letter of intent to attend Mississippi State University on a full athletic scholarship, choosing the Bulldogs and clanging cowbells over offers from the University of Louisville, Southern Mississippi, and numerous other NCAA Division I schools. Deion currently attends Restoration Academy, where he maintains a 3.7 GPA.

Phillip Brown, Jr., son of **Wanda Brown**, Human Resources, O’Neal-Corporate, signed a letter of intent to attend Tuskegee University on a full athletic scholarship this coming fall. Phillip chose Tuskegee over Illinois State, Albany State, and

a host of NCAA Division II colleges. Phillip is currently a senior at Spain Park High School in Hoover, Alabama, where he was named Student of the Month in January. Phillip will play receiver for the Tuskegee Golden Tigers while pursuing a degree in nursing.

Jim Huntsinger, Director of Internal Audit at O’Neal Industries, who had the privilege of coaching both Deion Calhoun and Phillip Brown in AAU basketball, said, “I couldn’t be prouder of these two guys! Deion and Phillip have worked extremely hard, both academically and athletically, to reach this point. I can’t wait to see them play in college; and I’m thrilled that they’ve both earned scholarships that will allow them to make their dreams a reality.”

Congratulations to BiWei Chen, daughter of **Jason Chen**, Quality Tech, OMS-Louisville. BiWei earned the position of first-chair flutist in the symphony orchestra in the Kentucky All-State Music Festival for 2014. BiWei is also principal flutist for the Louisville Youth Orchestra. She is currently a junior at DuPont Manual High School, as well as a student at the Youth Performing Arts School in Louisville.



DEION CALHOUN signs with Mississippi State University on a full athletic scholarship.



PHILLIP BROWN, JR. signs with Tuskegee University on a full athletic scholarship.



BIWEI CHEN becomes first-chair flutist in the Kentucky All-State Music Festival for 2014.

SAFETY FIRST: Corporate Safety Council Strives To Keep Workplace Accident-Free



O’Neal has always put the highest priority on employee safety, and is constantly striving to improve workplace procedures, train and encourage employees to follow safety guidelines, and completely eliminate accidents from the workplace. The Corporate Safety Council provides a framework in which a cross section of representatives from O’Neal Steel and O’Neal Manufacturing Services can collectively evaluate complex warehouse safety issues and develop countermeasures, while setting the overall tone for

safety and compliance at both companies. Below are the current appointed members of the council. The management and technical members are selected by Corporate Manager of Health, Safety & Environment **Eric Worley**. Recommendations for warehouse members are submitted by the local plant or general managers, and are then selected by the council’s management members based on each individual’s dedication to safety, experience, reputation, and leadership qualities. Members rotate on and off the council periodically. ➡

Management Members

- Eric Worley** Corporate Manager of Health, Safety & Environment
- Federico Fraga** Plant Manager, OMS-Indianapolis
- Joe Barber** Plant Manager, OMS-Cedar Falls (Iowa Laser)
- Ed Arceneaux** Plant Manager, OMS-Houston
- Ryan Burdine** Regional Operations Manager, O’Neal-South Region
- David Rosenstiel** Regional Operations Manager, O’Neal-Southwest Region
- Ron Harrison** Regional Operations Manager, O’Neal-Midwest Region

Technical Members

- Damian Kline** Divisional Technology Manager, OMS
- Jim Davis** Operations Services Manager, O’Neal Steel/OMS
- Brian Vannarsdall** Continuous Improvement Manager, OMS

Warehouse Members

- Paul Freeman** Warehouseman, O’Neal-Shelbyville
- Buster Burnham** Warehouseman, O’Neal-Jackson
- Lance Theriot** Warehouseman, O’Neal-Lafayette
- Johnny Hutchison** Warehouseman, O’Neal- Dallas
- John Pence** Maintenance, OMS-Birmingham
- Jeff Conover** Warehouseman, OMS-Cedar Falls (Iowa Laser)
- Larry Walden** Warehouseman, OMS-Louisville
- Jimmy Bragg** Warehouseman, OMS-Memphis

RETIREMENTS

Nemesio Cortes, Warehouse Craft 1, O’Neal-Dallas, retired after 42 years of service. Nemesio started his career with O’Neal in 1972 and worked in the warehouse in various capacities throughout those many years. Having spent more than four decades with O’Neal, he has seen many changes on the operations side of the company, and has played an important part in ensuring continuity of service through them all. He now plans to spend more time with his wife Rosa and their family.



NEMESIO CORTES

Mike Gooldrup, Vice President and Chief Information Officer in O’Neal’s corporate office, retired after 21 years of service. Mike’s relationship with O’Neal began with him providing consulting services to the company. He was then hired full-time as Inventory Manager in 1992. He then served in numerous capacities leading up to being promoted to Vice President of Strategic Planning and Information Services (IS) in 2001. In that role, his responsibilities included management of the BPR Team, the implementation of the E1 system, and the operations of the IS Department. In his most recent role as VP/CIO, Mike also served as a member of Executive Committee, helping develop strategies to continue moving O’Neal forward into the future. In retirement, Mike plans to spend more time with his wife Linda and their family, which includes one granddaughter. He plans to travel, enjoy more time at the beach, play golf, and continue to be an avid supporter and follower of University of Alabama football – Roll Tide! Mike has several upcoming trips to Europe this year, including Italy, where he will pursue his



MIKE GOOLDRUP



JOE HANDLEY

hobby of learning about Italian culture and language.

Jim Meyers, Operations Manager at O’Neal-Jacksonville, retired after five years of service. Jim is excited about his retirement and plans to spend time with his wife Theresa, their two daughters, and their granddaughter. He is also looking forward to devoting more time to his favorite charities. He is currently preparing for a trip to Europe this spring to visit his daughter who is a teacher in Spain.

Joe Handley, Purchasing Agent, Capital Services Department at O’Neal Industries, retired after 27 years of service. Joe started his career at O’Neal Steel in Birmingham as a G/L Utility Clerk and soon moved into the Inventory Management Department. In 1990, he moved to O’Neal-Birmingham’s Storeroom, fulfilling the supply and equipment needs of that operation’s warehouse and maintenance employees. In 2006, he transitioned to O’Neal Industries as a purchasing agent, maintaining capital expenditure budgets and soliciting quotes for large projects. Joe has a great, easy-going and pleasant personality. He enjoyed each day of working with the many different people across the family of O’Neal companies, as well as with a wide variety of vendors across the country. No doubt – between Joe’s volunteer work through his church, home projects, and a little travel mixed in – he will stay busy and on the go. That will include spending more time with his daughter Jennifer and his three grandchildren.

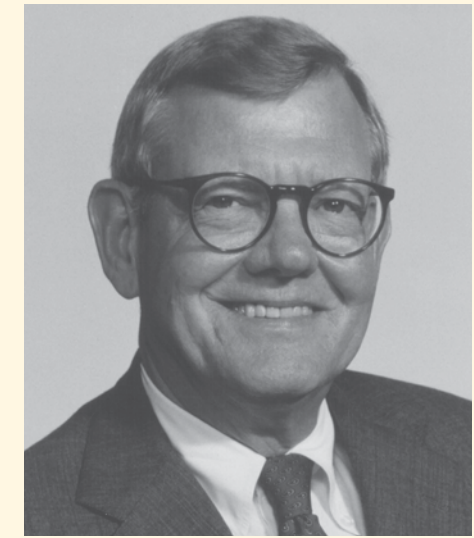
REMEMBERING JIM WALL,
PAST PRESIDENT
OF O’NEAL STEEL

“Knowing the company you work for is the best [in its field] does great things for your confidence and makes you want to be your best, as well.”



You might say that **James (Jim) T. Wall** was the consummate company man. Born in Los Angeles in 1931, he came to work at O’Neal in 1957, straight out of Auburn University and after four years as a Navy pilot. With a degree in industrial management, he started out as an Inside Sales Representative in Birmingham and eventually rose to the rank of President in 1985. Along the way, he grew with the company; and the company grew, in part, because of him. He was hard-working and forward-thinking. But perhaps more than anything else, it was his impassioned, contagious belief in O’Neal Steel as the premier provider of metals that enabled him to be a driving force in the company’s success. “Knowing the company you work for is the best [in its field] does great things for your confidence and makes you want to be your best, as well,” he once said.

During Jim’s career at O’Neal, he also held posts as Outside Sales Representative, District Manager of the company’s Birmingham operation, Group Vice President, and Executive Vice President. In each of those jobs, as he worked his way up to the office of President, he was like a sponge – seeking knowledge and learning every facet of the business from people more experienced than him in a variety of areas. That included individuals from throughout the company, as well as his counterparts in O’Neal’s trade associations, such as



the Steel Service Center Institute (now known as the Metals Service Center Institute) and the National Association of Aluminum Distributors, where he held office and served on various committees. He used that knowledge to develop numerous ideas, goals, and strategies for the company, and always credited former Chairman **Emmet O’Neal** and former

President **Jack Blackwell**, whom he succeeded, with the open-mindedness to listen to his proposals and the willingness give them a try. Jim served as President of O’Neal Steel from 1985 until his retirement in 1991, which was a period of extraordinary growth for the company. Under his leadership, O’Neal entered the Midwest market and expanded its processing capabilities to serve a broader and deeper range of customers than ever before.

O’Neal Industries Chairman **Craft O’Neal** said, “Jim made a significant contribution in expanding O’Neal and building the foundation upon which

our company has grown and prospered over the years.” O’Neal Industries President & COO **Holman Head** added, “Jim was integral in making O’Neal Steel what it is today. He lived the values that have been the keys to our long-term success.”

Jim Wall passed away on December 29, 2013. He is survived by his wife Sarah “Sally” Williams Challis of 57 years, his son James Thomas Wall, Jr., his daughter Challis Wall Gamble, five grandchildren, and a sister. ☺

<div><div><p>O'Neal High-Performance Metals Group</p></div><div><p>During the past year, Aerodyne Alloys has been revamping and restructuring its operations at the South Windsor, Connecticut facility. What began as a “spring cleaning” project turned into a major overhaul with four 30-yard dumpsters of trash and clutter removed from the shop floor. This resulted in hundreds of square feet becoming available for repurposing. And that, in turn, set the stage for a 5S organization project, which as you probably know stands for Sort, Straighten, Shine, Standardize, and Sustain.</p><p>As with most shop floors, clutter had built up over time and needed to be sorted and/or removed. A grid for daily housekeeping was developed, and employees were assigned zones to be responsible for. This had the dual effect of holding people accountable for maintaining the cleanliness of the</p></div></div>		<p>shop and also making them proud to be associated with the 5S program.</p> <p>The 5S team evaluated the flow of the shop floor and determined the specific issues that needed to be corrected for optimum efficiency. A new floor plan was laid out, whereby excess racking was removed to allow for a circular flow; the receiving department was relocated; and equipment was repositioned to minimize the number of steps employees have to take to accomplish daily tasks. Overall efficiency has been greatly improved and the time to complete order processing has been reduced. An order that previously took 15 minutes to process, for example, can now be completed in just 10 minutes.</p> <p>Aerodyne’s 5S program is saving the company time and money, and has had a very positive effect on employee morale. Proof once again that working smarter and more efficiently leads to happier employees and higher productivity.</p>	
<div><div><p>O'Neal High-Performance Metals Group</p></div><div><p>In 2012, TW Metals entered into a Mentor/Protégé agreement with FlatWater Metals. FlatWater is a small startup company owned by Ho-Chunk Incorporated, an economic development corporation created by the Ho-Chunk Tribe of Winnebago, Nebraska. The goal of the agreement was to work together to build FlatWater’s business, create jobs, and provide added value to the United States Department of Defense, which is required to award 23 percent of its annual spend to small business.</p><p>In the first phase of the agreement, FlatWater served as a subcontractor to TW Metals by stocking, cutting, pulling, and</p></div></div>		<p>packing stainless steel bar. In the second phase, the company needed to create a quality-assurance system, increase the number of items available for sale, and bid set-aside jobs directly to the government, as well as work with the prime vendors to help those entities meet their small business goals.</p> <div><div></div><div><p>Today, through its partnership with TW Metals, FlatWater has achieved AS9100/ISO 9002 certification, and is working toward QSLD (Qualified Suppliers List of Distributors) certification. It is also helping Ho-Chunk Incorporated fulfill its mission of economic development, self-sufficiency, and job creation for tribal members and the community. TW Metals congratulates everyone involved in this success story.</p></div></div>	
<div><div><p>O'Neal Industrial Metals Group</p></div><div><p>Leeco Steel started off the first quarter of 2014 by announcing two new locations in Houston and Tampa. Both were added to better serve current and potential customers, and to support the company’s overall strategic initiatives. Leeco now operates a total of 11 service centers.</p><p>In March, representatives from Leeco were among the 130,000 people attending ConEXPO/ConAGG, the world’s largest construction expo, which is held once every three years in Las Vegas. The five-day show features more than 2,400 exhibitors, and is traditionally where all the newest equipment, technology, and product breakthroughs in construction are unveiled. The Leeco team met with many</p></div></div>		<p>current and potential customers, and hosted an invitation-only cocktail party at the MGM Grand Hotel’s exclusive Skylofts, offering a spectacular view of the world-famous Las Vegas Strip. Guests were able to unwind in style after a long day at the show, while the Leeco staff took the opportunity to connect with customers and prospects, and learn more about trends in their respective industries. Overall feedback was excellent.</p> <p>And in the area of governmental affairs, John Purcell, Vice President of Leeco’s Energy Division, took part in the American Wind Energy Association’s annual “Wind Power on Capitol Hill” event. John met with key decision makers, leaders in both the U.S. House and Senate, and with media to provide a manufacturing point of view on wind as an alternative energy source.</p>	

<div><div><p>Supply Dynamics</p></div><div><p>Supply Dynamics is off to great start in 2014. In the first three months of the year, the company re-launched and re-branded its proprietary multi-enterprise platform as SDX™ 8.0 (an abbreviation for the Supply Dynamics corporate name). Formerly known as “OASIS” and built from the ground up, SDX™ 8.0 is a robust, eighth generation platform that features a highly configurable and scalable multi-enterprise architecture designed to capture and model both structured and unstructured data from disparate sources. This was complemented with the launch of a powerful new website, providing an expansive library of resources, solutions, and reference materials for prospective customers. “We have worked hard to build the Supply Dynamics brand,” said company President Trevor Stansbury. “SDX is a great name that perfectly reflects our business value and focus.”</p><p>Other recent developments include the completion of the first phase of a part-attribute characterization project, and SDX training, for a globally known agriculture and</p></div></div>		<p>construction equipment company. Bob Hales, Director of Market Development, said, “The customer has been running an aggregation program for years, so it has been great to better understand their challenges and then configure our solutions and reports to eliminate them. It really underscores the value of our tools.”</p> <p>In March, Scott Jones, Director of Operations, John Baron, Chief Marketing Officer, and Trevor completed a detailed opportunity assessment of a major Canadian airframe manufacturer’s extended supply chain practices – continuing to build on Supply Dynamics’ reputation as a thought leader in extended enterprise and related supply chain solutions.</p> <p>And for the second year in a row, Trevor moderated a panel at the SpeedNews 4th Annual Aerospace Raw Materials & Manufacturers Supply Chain Conference in Beverly Hills, California. The topic was “Re-imagining the Extended Raw Material Value Chain.” Panelists included industry leaders from global companies such as Boeing, Cessna, and O’Neal Industries’ own TW Metals, represented by President & CEO Jack Elrod.</p>	
<div><div><p>O'NEAL FLAT ROLLED METALS</p></div><div><p>O’Neal Flat Rolled Metals (OFR Metals) hosted an open house at its Garland, Texas facility in February. The event highlighted the new retrofitted non-ferrous line, and was attended by 94 individuals representing more than 40 companies in the Texas region.</p><p>OFR Metals sales representatives led attendees on guided tours of the 75,000-square-foot facility, showcasing the processing capabilities and production lines in action. Attendees also conversed with mill representatives, enjoyed a catered lunch, and met with OFR Metals’ executives and employees. Carbon, stainless, and aluminum mill</p></div></div>		<p>representatives arrived one day early to make sales calls with the Texas facility’s sales team.</p> <p>“We’re glad that many of our customers came to our open house to learn more about our company,” said Derek Lindeberg, Sales Manager in Garland. “They were able to meet our mill representatives, our CPEP team, and our new President and CEO Jeff Simons.”</p> <p>“Both the mill reps and our sales team benefited from the time spent together,” said Phill Cavender, Regional Vice President. “Our sales reps were able to learn directly from the product experts, and the mill reps were able to learn more about the end users of their products.”</p>	
<div><div><p>UNITED PERFORMANCE METALS O'NEAL HIGH-PERFORMANCE METALS GROUP</p></div><div><p>United Performance Metals is off to a strong start in 2014, with all divisions reporting good volume throughout the first quarter. Pricing is on the rise with both surcharge and bases prices climbing in recent months. And there’s lots of activity throughout the company associated with the ongoing integration of Vulcanium and UPM-Houston.</p><p>The recent addition of a new 18" turret-head slitter in Ohio will soon be complemented by a state-of-the-art edging line. The new line promises to boost both productivity and quality while freeing up existing equipment that will be overhauled and sent to the company’s California facility.</p></div></div>		<p>Additionally, Plus Ten Stainless has put a refurbished saw into service to assist with growing demand.</p> <p>The first quarter has also seen UPM’s employee-involvement group “United Involved” playing an active role in the community – most recently competing in the Big Brothers Big Sisters “Bowl for Kids Sake!” bowling tournament. A group of 10 employees and family members, officially dubbed the “Gutter Busters,” recently took time out of their Sunday afternoon to raise money for the charity. And, in a great show of support from UPM employees for another worthy cause, the company’s highly successful United Way campaign was recognized as one of the Top 12 Corporate Campaigns in Butler County, Ohio.</p>	

BIRTHS



Bronson Thomas
December 16, 2013
Beth and **Brian Minogue**
Customer Service Representative, OMS-Louisville

Zander Lee
December 27, 2013
Kodie and **Eric Olson**
Custom Laser Operator, Iowa Laser

Dorian Posey
January 7, 2014
Diedre Tolbert and **Randell Posey**
Metal Finishing, Iowa Laser

Austen Taylor
January 13, 2014
Tony Fritz and **Samantha Holtkamp**
Custom Laser Operator, Iowa Laser

Cayleigh McKenzie
January 19, 2014
Lesley and **J.D. Smithson**
Manufacturing Analyst, OMS-Birmingham

Jaxton Murphy
February 6, 2014
Mike and **Stephanie Kelshaw**
Administrative Associate, OMS-Indianapolis

MARRIAGES

Ryan and **Alexandra Kilby**, Administrative Associate IV, O’Neal-Dallas, were married January 10, 2014.

OUR SINCERE SYMPATHY TO...

The family of **Charlie Neilson**, retired employee of O’Neal Steel.
The family of **Ishmael Dozier**, retired employee of O’Neal Steel.
Sherry Wallace in the loss of her mother **Lee Ann Sweatt**, retired employee of O’Neal Steel.

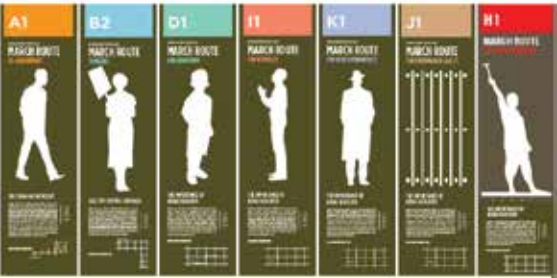
Lee Hood in the loss of his father-in-law.
Mary Smith in the loss of her father.
Darrell Keith in the loss of his mother.
Emma Reed in the loss of her brother.
Jason Davis in the loss of his grandmother.
Mary Demouchet in the loss of her stepfather.
Shane Broussard in the loss of his father.
Frances Vincent in the loss of her mother and her mother-in-law.

Jeff Robertson in the loss of his father.
Vern Little in the loss of his daughter.
Scott Begley in the loss of his brother.
Eddie Hall, Sr. in the loss of his brother.
Debra York in the loss of her mother.
Anthony Beck in the loss of his grandmother.
Bob Baur in the loss of his father.
Kenny Wallace in the loss of his father.
Mike Rand in the loss of his father.
Holly Feathers in the loss of her mother.
Jose Sosa in the loss of his father-in-law
Farrell Blake in the loss of his grandfather.
J.D. Smithson in the loss of his mother.
Wendy Bedford in the loss of her father-in-law.
Steve Venetis in the loss of his mother.
Maggie Scott in the loss of her brother.
Frank Burian in the loss of his brother.
Mark Echols in the loss of his grandmother.

Cassandra and **Chadd Kreemook**, Machinist, OMS-Pittsburgh, were married January 10, 2014.

SIGNS OF THE TIMES

O’Neal Helps Mark The Occasion Of The 50th Anniversary Of Birmingham’s Civil Rights Movement



The atmosphere today around Kelly Ingram Park, Sixteenth Street Baptist Church, and the Birmingham Civil Rights Institute is so peaceful and reverent, it’s hard to believe it could have ever been any other way. But downtown Birmingham’s streets were the site of infamous unrest and pivotal events leading up to the 1963 Civil Rights Movement.

Last year was the 50th anniversary of the organized efforts that eventually led to recognition by society and the law that we are all equal as human beings. To commemorate the occasion, the City of Birmingham staged a variety of functions and activities, including the creation of the “Birmingham Civil Rights Heritage Trail.” This intricately researched walking tour directs pedestrians through more than 70 sites of national merit – designated as such by the National Register of Historic Places. And helping serve as a silent



tour guide is an informative signage system, which O’Neal Industries (ONI), O’Neal Steel, and O’Neal Manufacturing Services (OMS) are proud to have been a part of.

Working with the Mayor’s Office, ONI arranged for O’Neal Steel to donate the material for the 200 signs, and for OMS to provide processing services. **J.D. Smithson**, Manufacturing Analyst at OMS, coordinated the project. The signs are constructed of 2" x 0.125" wall aluminum tubing (5052), 0.250" aluminum plate, and 0.125" aluminum sheet. Working from DXF drawings provided by the City, OMS laser cut the outlined figures into the panels, while the tubing was cut with a mitre saw.

The finished pieces and installations are beautiful, and should be a permanent part of Birmingham’s history. O’Neal is honored to have contributed to this highly significant community project. 🙏

This intricately researched walking tour directs pedestrians through more than 70 historic sites of national merit.