

In business, if you're not willing to evolve, you'll be overtaken by those who are. Call it evolution, retooling or reinvention—**change isn't just good for business, change is vital to success.**

progress is optional change is essential

There is more competition than ever and it comes from anywhere in the world. To stay competitive, we must continue to adapt and refine our processes. This is the reality for all businesses today and the mandate for our company's leadership team.

There is a lot of great news. We're already known as an excellent company. We have an enviable customer base. Our people and infrastructure are exceptional. And, we're recognized as leaders in all of our various markets. **But we can't stop here.**

We see an exciting future for Promac. We want to build on our track record and expand beyond Vancouver Island. We want to be more than a full-service manufacturing facility. We want to become a leading technology innovator beyond the forestry industry.

To get us there, we are investing in R&D to expand our product lines, starting with the Brushcutter. We are reorganizing our business around customer value streams and incorporating continuous improvement into our daily work. Over time, this will make our processes more streamlined and efficient. Right away, this provides opportunities to learn new skills and methods.

The changes won't happen overnight. It's more of a journey than an event. Change also won't happen without the participation of everyone at Promac. We need your ideas and input, because we're all in this together, and we believe in the potential of our team, our partners and our industry!

Honouring our history and the people who made it



Promac Pride. 70 & counting.

Promac has its roots in a company called Argyle Manufacturing, founded in Port Alberni in the 1940s. Not much changed until 1972, when two important things happened. First, Phil Humber worked a short contract there. Second, the company bought E&M Manufacturing in Duncan. That's when the Promac story really began.

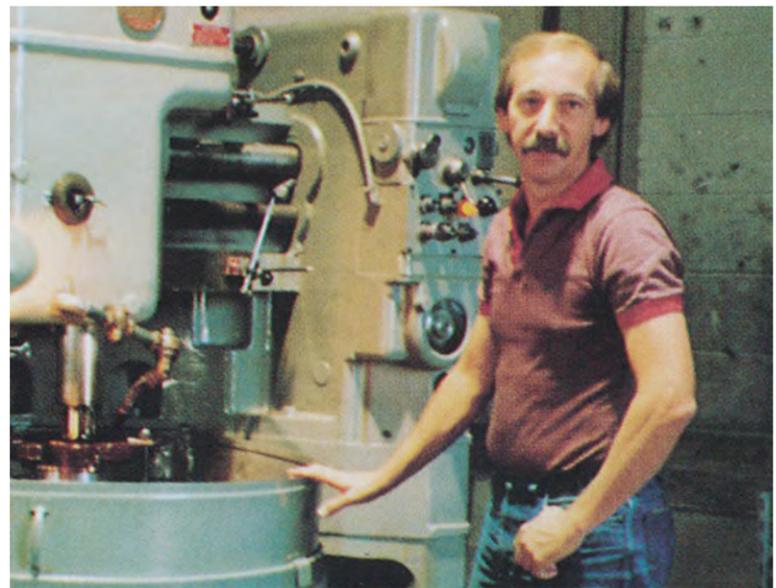
The Duncan shop opened in January, 1973 with Phil working as a foreman. It thrived throughout the '70s, peaking at about 150 employees. In 1980, to avoid confusion, the three locations were united under a single name: Promac Manufacturing was born.

In the 1980s, times were tough, but the company kept going thanks to hard work and its exceptional parts manufacturing division. When times got better in the early '90s, Promac invested extensively in its Brushcutter business, an important specialty that is still central to the company today.

In 1993, Phil Humber, who had become a part-owner in the late '70s, made a deal to become majority owner and sold the Port Alberni and Campbell River locations. Since then, the company has been on a steady course.

"I loved going to Promac every day. I got to do work I really enjoyed with people who were as committed to quality and workmanship as I was."

— PHIL HUMBER



Over the years, Promac has built its reputation for quality products and outstanding customer service. After all, not every company can build a crane shaft sight-unseen and have it ready within eight hours! Its machinists and sales people – some of whom have been with the company for decades – are second to none. And new owner Gary Powers, taking the mantle from Phil Humber, is excited to take the company on the next steps of its incredibly successful journey.



Cover Photo: Shown on the front cover is the Walt Disney Concert Hall in Los Angeles. Designed by renowned Canadian-born architect Frank Gehry, the Hall opened in 2003 and cost \$274 million to build. It was inspired by Gehry's love of sailing, hence the look of wind-filled sails. Like many of Gehry's iconic buildings, it is clad completely in stainless steel, creating the perfect balance of art, science, strength and beauty, and is an elegant metaphor for how metal shapes our future.



Small Changes. Big Impact.

What is Continuous Improvement?

Continuous Improvement is an ongoing process companies use to make a big difference through a series of small changes. Simply put, it involves slowly improving our systems to make them more and more efficient. Every step in this process is aimed at improving the customer experience. Over time, we'll evaluate everything we do and eliminate anything the customer doesn't value.

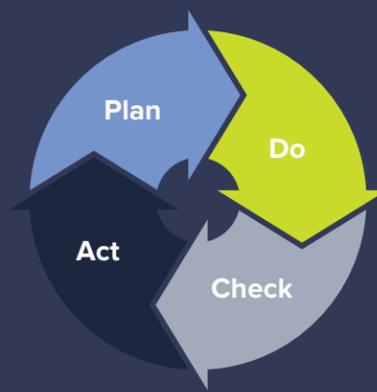
The benefits to our customers are obvious.

Our service will consistently be on time and on budget. Customers will receive great service and quality goods the way they want them. However, the benefits will also spread to everyone inside Promac. We'll get improved safety, increased opportunities for learning, increased innovation and a more positive work environment.

Continuous Improvement is nothing new.

Modern improvement programs have a long history. As early as the 1800s, companies started programs that encouraged employees to suggest improvements. In the 1950s, Toyota and other Japanese manufacturers took things to a whole new level, introducing lean manufacturing to remove waste and inefficiency and then adding Continuous Improvement to ensure ongoing innovation.

"The Toyota Way," which emphasizes not just what you do but how you do it, made them one of the greatest manufacturers in the world and spawned a movement that has been evolving ever since. Today, Continuous Improvement is used in companies of all types and sizes around in the world.



Plan-Do-Check-Act is a problem-solving approach used by Toyota and others to test and refine various solutions to a problem.

The cycle can be repeated as needed and applied in any department from operations to accounting.

Toyota views employees not just as pairs of hands but as knowledge workers with the wisdom of experience gained on the company's front lines.

Promac's new Value Streams

For any business, mapping value streams is a crucial first step in the improvement process. A value stream includes all the activities, materials, people and information that must flow together to create a specific product or service. As with every aspect of Continuous Improvement, the focus is on the customer: what they want, when they want it and how they want it. Organizing the business by value streams keeps our customers in focus and helps us understand and improve our workflow.

We have recently reorganized all of the Promac business areas into three value streams:

Promac Group of Companies

PROMAC 
ENGINEERING

PROMAC 
EQUIPMENT

PROMAC 
SAWMILL

A strong safety culture: our first priority

Safety by choice, not by chance

Safety is our #1 concern. We want the Promac workplace to be a safe and healthy environment for every employee, and with this in mind, the Promac Safety Committee has just completed a comprehensive Health & Safety Program and Safe Work Procedures Guide. This document outlines the core requirements, protocols and procedures for safe work at Promac. It will be every worker's responsibility to learn and follow our safe work procedures and to provide feedback on improvements to our program.

As important as our new guide is, we can't stop there. Our goal is to create a strong safety culture at Promac. More than a program, this is an atmosphere of safety within our company that ingrains safe behaviour. It's what happens when nobody is watching, when we're proud of our safety performance and when everybody has internalized the need to be safe. We're striving to foster safety as a way of life for everyone at every level, where we actively care for ourselves and others.

Promac has set a company goal of achieving Occupational Safety Standard of Excellence (OSSE) Certification by the end of 2018. This is an in-depth, seven step process that involves audit and analysis of our current safety practices toward creation of a comprehensive health and safety management system. Promac is currently at step five of the process.

Our pathway to OSSE certification:

- » By doing a GAP Analysis, we discover our Occupational Health and Safety (OHS) strengths and weaknesses. We then gain an understanding of the changes we will need to make to obtain our certification.
- » An action plan is developed to deal with each OHS weakness. All employees are actively engaged in developing and putting this plan in place.
- » Once the action plan is complete and any remaining issues are dealt with, we undergo an OSSE audit. After certification, we work continually to maintain standards and improve safety.

Thank you to our Promac Safety Committee:

- » Scott Mckay (sr. manager)
- » Kurt Walas
- » Jud Ryan
- » Ian Burnett (alternate)
- » Shelley Woodman
- » Ryan Caunt
- » Alistair Purdon (alternate)

We're rebuilding our brand from the inside out

Welcome to our **new brand.**

In support of the continued growth and advancement at Promac, we have undertaken a brand refresh. A robust new marketing program is in development but we're pleased to share our streamlined and sleek new visual identity, designed to position us at the forefront of our industry and take us into new markets and areas of opportunity.

Thank you to all of the Promac employees, customers and partners who provided input on the brand strategy. It has been a great help to the project team and we look forward to sharing more of our work as the full brand program is realized.



PROMAC
GROUP OF COMPANIES

Promac Manufacturing Ltd.
2940 Jacob Road
Duncan, BC V9L 6W4

Toll Free: 1-800-665-5405
Phone: 250-746-5181
www.promac.bc.ca