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2026 MANAGEMENT REVIEW MEETING

REVIEW INPUT

01	Follow-up actions from previous management review meetings
02	Changes that may affect the Quality Management System
03	Customer feedback
04	Employees feedback
05	Quality objectives
06	Process performance and product conformity Audit results: PJR / 2025, internal and customer audits
07	Nonconformities and corrective actions
08	Monitoring and measurement results
09	Performance of external providers
10	Adequacy of resources
11	Effectiveness of actions taken to address risk and opportunities
12	Recommendations for improvement

FOLLOW UP ACTIONS FROM PREVIOUS MGT REVIEW

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4 of 5 employee-survey actions from the last management review are done; changing the diners is pending

Action	Status
Employee survey: improve communication between supervisors and employees	
Share all survey comments and slides with all supervisors (2 comment slides added to this review)	Done
GM and Plant Manager meet with all supervisors to start actions	Done
Employee survey: improve the cafeteria	
Deep clean the cafeteria	Done
Change or remove old cabinets	Done
Change diners (under evaluation)	**Pending**

Source: Management Review meeting minutes, 10/27/2025

CHANGES THAT MAY AFFECT THE QMS

No changes affecting the QMS were identified for this review

0

Changes in external issues

No changes in customer, regulatory or market requirements affecting the QMS

0

Changes in internal issues

No changes in processes, resources or organization affecting the QMS

Review input per ISO 9001:2015, clause 9.3.2 b: changes in external and internal issues relevant to the QMS.

CUSTOMER FEEDBACK

Customer ratings fell in all 7 areas in 2026; customer service and on-time delivery dropped most, 13 points each

Average customer rating by area
Score out of 100, 2024–2026 surveys

Rated area	2024	2025	2026	Change
Customer service	87	96	83	−13
Quality	86	91	82	−9
Product quality (printing, scores, gluing)	88	88	82	−6
Shipping	82	93	83	−10
On-time delivery	67	91	78	−13
Accounting	91	91	90	−1
On-site support	86	98	87	−11

89% would recommend EPPB
66% extremely likely, 23% likely (2025: 100%)

6 customers visited
of 21 respondents in the past 12 months

Quality ranked most important
then price and delivery, same as 2024–2025

2026 survey: 21 responses from 95 invitations. Change = 2026 vs 2025 score.

CUSTOMER FEEDBACK

Gooders co-packers (31 and 39) and RR Donnelly (56) are the only respondents with an average score below 60

2026 customer survey scores by respondent, out of 100

Customer	Contact	Customer Service	Quality	Product	Shipping	On-Time Delivery	Accounting	Support	Avg Score	Most Important Area	Would Recommend
Coca-Cola	karla.holguin@cocacolaswb.com	100	90	90	90	90	90	100	93	Support on emergency orders	Very likely
CH Gunther	jduglas@chg.com	90	90	90	90	90	90	100	91	Quality	Very likely
RR Donnelly	omar.lopez@rrd.com	30	40	40	60	60	100	60	56	Support on emergency orders	Likely
Bill Miller	mcantu@eppbinc.com	100	80	100	50	80	100	80	84	Customer Service	Extremely likely
Mount Franklin	HectorO@MountFranklinFoods.com	90	100	90	100	90	100	90	94	Delivery	Very likely
Mount Franklin	pablot@sunriseconfections.com	100	100	100	100	80	100	100	97	Quality	Extremely likely
Gooders/ AGT Foods	heagle@agtfoods.com	10	20	20	50	20	50	50	31	Quality	Not likely
Gooders	triston.beadle@goodles.com	80	70	70	90	80	100	100	84	Quality	Likely
Columbus	hugo.garcia@filtrationgroup.com	90	90	90	90	80	100	90	90	Delivery	Likely
O&M Halyard	claudia.castor@owens-minor.com	90	70	70	90	90	100	100	87	Quality	Very likely
Meristem	pmesaros@meristempkg.com	70	90	90	70	80	90	50	77	Quality	Likely
Arizona	npanagos@drinkarizona.com	90	100	90	100	100	90	100	96	Price	Extremely likely
Bunzl	guillermo.dieguez@r3redistribution.c	100	100	100	100	90	100	100	99	Delivery	Extremely likely
Bunzl	maggie.jivery@bunzlusa.com	100	100	100	100	100	100	100	100	Quality	Extremely likely
Eddy Foods	jharris@eddypacking.com	90	90	90	90	90	90	90	90	Quality	Very likely
HEB	davila.antonia@heb.com	90	90	100	90	90	90	90	91	Price	Extremely likely
Align	plechugadesantiago@aligntech.com	100	80	80	80	70	70	90	81	Quality	Likely
Align	josochoa@aligntech.com	100	90	80	70	70	80	100	84	Quality	Very likely
Columbus	mark.mosley@filtrationgroup.com	80	100	90	100	80	90	100	91	Price	Very likely
Gooders/ Makers Pride	dgmorales@makerspride.com	40	40	50	40	10	50	40	39	Quality	Somewhat likely
Brady Plus	dean.parham@bradyplus.com	100	100	100	90	90	100	100	97	Quality	Extremely likely
Overall Average		83	82	82	83	78	90	87	84		

Cell color from red (lowest score) through yellow to green (100). 21 responses; overall average 84.

EMPLOYEES FEEDBACK

5 of 6 departments raised their score in the latest survey after the 2025 drop; customer service gained most (+6)

Employee survey score by department
Average score, 2022–2026 surveys

Survey	Customer service	Pre-press	Die shop	QC	Accounting	Upper management
2022	77.5	80	82.5	79	83.5	76.5
2023	80	81.5	84	80.5	85	83.5
2024	78	78	80	79	83	79
2025	70	71	73	71	77	75
2026	76	74	75	74	78	75
Change vs 2025	↑ +6	↑ +3	↑ +2	↑ +3	↑ +1	→ 0

- 2026 employee survey held in July and September with 180 employees participating
- Graphs are posted next to the lockers

EMPLOYEES FEEDBACK

Heat is the top employee concern: 34 of 81 comments (42%) ask for AC, better ventilation or fans

Employee comments by theme

Number of comments, 2026 survey, both languages

What employees asked for

Heat	**Asking for: AC or evaporative coolers instead of fans, more fans for Cutting helpers, AC in the warehouse and back carton area** Printing, Cutting and the warehouse are hottest; one reading hit 115 °F
Facilities	Bigger cafeteria, more restroom stalls, AC in restrooms, ice machine, water fountains
Communication	Between shifts and departments; follow-up on reported issues; support from management
Operations	Preventive maintenance; overbooked orders; forced overtime causing fatigue
Pay & recognition	Promised raises not received, bonuses, simple recognition

Recommendation

Prioritize a cooling plan for Printing, Cutting and the warehouse, then set up a visible follow-up process and clarify the raise and recognition policy.

Sentiment is mostly neutral (59%); 16% negative, 12% positive. English speakers were more positive (7 vs 3). Themes overlap, so counts sum to more than 81.

EMPLOYEES FEEDBACK

Heat and air conditioning drew 18 suggestions, more than the next four themes combined (16)

Heat & air conditioning — 18

- Evaporative/water AC instead of fans
- More fans for Cutting floor helpers
- AC in back carton area & warehouse
- Heaters in winter
- Hot in summer affects attendance
- **Raised for years with no action**

Communication & follow-up — 6

- Follow up on reported problems
- Listen to employees, not only customers
- More supervisor-worker communication
- More communication from HR

Facilities & cafeteria — 4

- Bigger cafeteria
- More microwaves
- Pest control (roaches)
- Better rest areas
- Cleanliness

Leadership & fairness — 3

- No favoritism
- Equal treatment by supervisors
- Better treatment from leaders
- Stronger HR department

Recognition & incentives — 3

- Say thank you
- Perfect-attendance bonus
- Employee of the month
- Seniority bonus
- Salary increase

Other requests

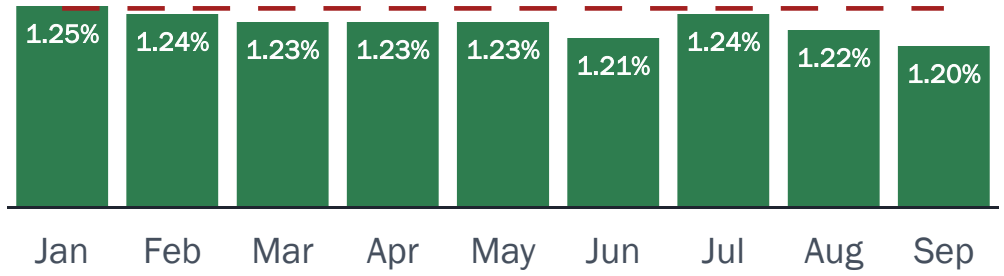
- Training (Packers)
- Better water fountains
- More parking
- More forklift drivers

Suggestions from the 2026 employee survey, grouped by theme; number = comments in that theme.

QUALITY OBJECTIVES

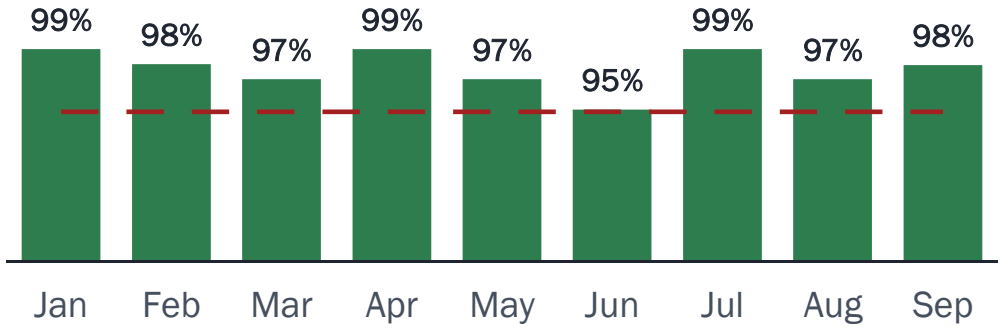
WASTE

GOAL ≤ 1.25% | Average 1.23%



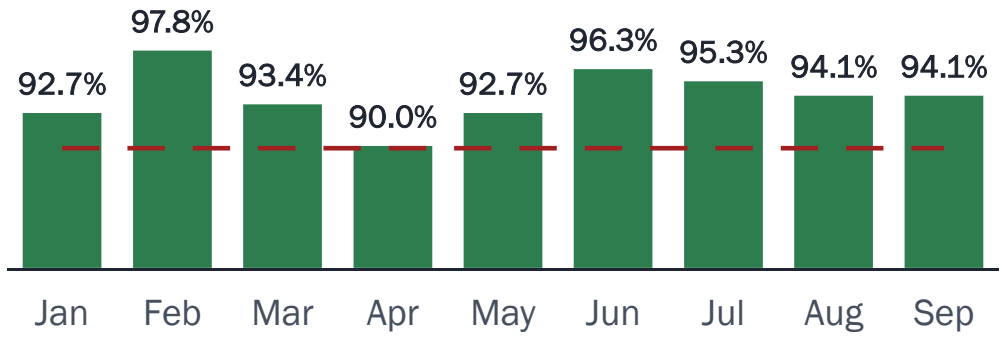
ON-TIME DELIVERY

GOAL ≥ 95% | Average 97.66%



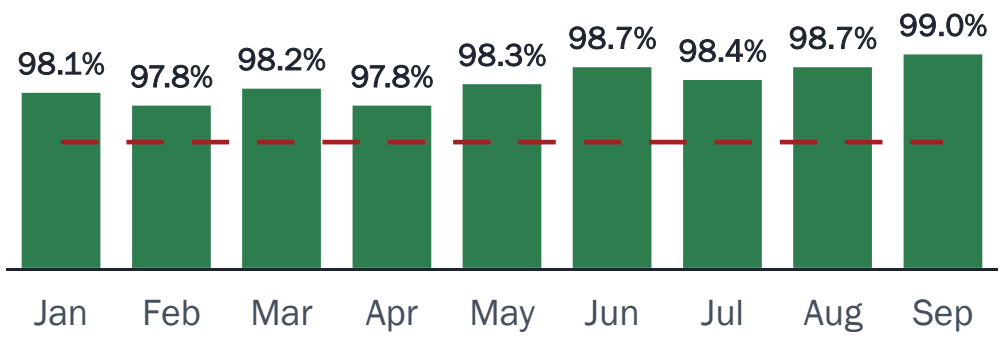
SQF AUDIT

GOAL ≥ 90% | Average 94.04%



PREVENTIVE MAINTENANCE

GOAL ≥ 97% | Average 98.33%



PROCESS PERFORMANCE AND PRODUCT CONFORMITY

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Internal audits through Sep 2026 are complete with 1 OFI and no nonconformities; 1 remain scheduled for Oct

D 9.2.1 ISO 9001 / SQF audit calendar

PROCESS			Frequency	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	OFI	MIN	MAJ
Third Party certification	ISO Clause (s)	SQF Clause (s)					SQF	SQF 0/3/0	SQF						ISO	0	0	0
PLANNING	4.1, 4.2, 4.3, 4.4	N/A			12-Dec											0	0	0
	5.1, 5.2, 5.3	2.1			18-Dec											0	0	0
	6.1, 6.2, 6.3, 6.S	2.1, 2.4, 2.7			29-Dec											0	0	0
	7.1, 7.4	2.1, 2.9				26-Jan										0	0	0
SALES, CUSTOMER SERVICE	8.1, 8.2	2.3, 2.4					26-Feb									0	0	0
PRE-PRESS, DIE SHOP	8.6	N/A						30-Mar								0	0	0
MANUFACTURING	8.5, 8.6	2.3, 2.4, 2.6	Yearly						30-Apr							0	0	0
PURCHASING	8.4	2.3, 2.4								29-May						0	0	0
QUALITY	7.5, 8.7	2.2, 2.4									30-Jun					1	0	0
WAREHOUSE, RECEIVING & SHIPPING	8.6	2.4										29-Jul				0	0	0
MANAGEMENT REVIEW, INTERNAL AUDITS, CORRECTIVE ACTION, TRAINING, DOCUMENT AND RECORD CONTROL, IMPROVEMENT	7.2, 7.3, 7.5	2.1,2.2, 2.9,											28-Aug			0	0	0
	9.1, 9.2, 9.3	2.1, 2.5												29-Sep		0	0	0
	10.1, 10.2, 10.3	2.1, 2.5														0	0	0
Good Manufacturing Practices for Production of food Packaging	9.S, 9.S.1, 9.S.2, 9.S.3, 10.S	Module 13				28-Jan										0	0	0
Access Door inspections	N/A	13.1	Monthly	25-Nov	29-Dec	30-Jan	25-Feb	31-Mar	27-Apr	29-May	25-Jun	28-Jul	28-Aug	28-Sep		0	0	0
SWAB Test	N/A	2.8	Monthly	25-Nov	29-Dec	28-Jan	20-Feb	31-Mar	27-Apr	29-May	25-Jun	28-Jul	28-Aug	28-Sep		0	0	0
Air Quality Swab Test	N/A	13.5	Quarter			28-Jan			27-Apr			28-Jul				0	0	0
															TOTAL	1	0	0

SCHEDULED COMPLETED RE-SCHEDULED NOT DONE

PJR / 2025 AUDIT

2025 surveillance audit found no nonconformities; all applicable ISO 9001:2015 requirements satisfactorily fulfilled

0

Nonconformities
2025 surveillance audit

ISO 9001:2015

Requirements met
All applicable requirements satisfactorily fulfilled

PERRY JOHNSON REGISTRARS, INC.

Certificate of Registration

Perry Johnson Registrars, Inc., has audited the Quality Management System of:

El Paso Paper Box, Inc.
24 Zane Grey, El Paso, TX 79906 United States

(Hereinafter called the Organization) and hereby declares that Organization is in conformance with:

ISO 9001:2015

This Registration is in respect to the following scope:

Manufacture of Folding Cartons, including Printing, Lamination, Cutting, Windowing, Gluing, and Folding for a Variety of Industries

This Registration is granted subject to the system rules governing the Registration referred to above, and the Organization hereby covenants with the Assessment body duty to observe and comply with the said rules.

Terry Boboige

Terry Boboige, President
Perry Johnson Registrars, Inc. (PJR)
755 West Big Beaver Road, Suite 1340
Troy, Michigan 48084
(248) 358-3388

The use of the UKAS accreditation symbol is in respect to the activities covered by the Accreditation Certificate Number 0105.
The validity of this certificate is dependent upon ongoing surveillance.

Effective Date:	Expiration Date:	Certificate of No.:
December 2, 2020	December 1, 2023	C2020-03908

Certified scope

Manufacture of folding cartons, including printing, lamination, cutting, windowing, gluing and folding

Registrar

Perry Johnson Registrars, Inc.

Source: Perry Johnson Registrars, Inc. certificate of registration and 2025 surveillance audit

INTERNAL AUDITS

14 internal audits since December 2025 found no minor or major nonconformances

Date	Process audited	Auditor	Findings
12/12/25	4.0 Context of the organization	A. Avina	None
12/18/25	5.0 Leadership	A. Avina	None
12/29/25	6.0 Planning	E. Martinez	None
01/26/26	7.1 Resources, 7.4 Communication	E. Martinez	None
01/28/26	SQF 9.S Env. monitoring, 10.S Food defense	E. Martinez	None
02/26/26	8.1 Operational planning, 8.2 Requirements	A. Avina	None
03/30/26	8.6 Prepress & die shop	A. Avina	None*
04/30/26	8.5 Production & service provision	E. Martinez	None
04/30/26	8.6 Release of products, manufacturing	A. Avina	None
05/29/26	8.4 Purchasing, external providers	E. Martinez	None
06/30/26	7.5 Documented information, 8.4	E. Martinez	1 OFI
07/29/26	8.6 Release of products and services	A. Avina	None
08/28/26	7.2 Competence, 7.3 Awareness	A. Avina	None
09/29/26	9.1 Monitoring, 9.2 Audit, 9.3 Mgmt review	E. Martinez	None

14
internal audits
Dec 2025 – Sep 2026, all closed

0
minor or major nonconformances
across all 14 audits

1
observation (OFI)
7.5 / 8.4 audit, June 2026

OFI = opportunity for improvement. *03/30/26 report has blank finding counts; the March review deck reports 0 OFI / 0 minor / 0 major. Jun and Jul 2026 rows from Management Review decks (no report attached); Sep 2026 row from the D 9.2.1 audit calendar. Source: F.9.2.2.6 Internal Audit Reports

CUSTOMER AUDITS

Align Tech's June 2026 ISO 9001 audit closed with no minor or major findings

Date	Customer	Standard	Auditor	Findings	Status
06/12/2026	**Align Tech**	ISO 9001:2015	JC Ochoa	1 OFI · 0 minor · 0 major	Closed

1
customer audit in 2026 YTD
Align Tech, June 2026 (ISO 9001)

0
minor or major findings
in the 2026 Align Tech audit

1 of 1
customer audits closed
Closed 06/12/2026

OFI = opportunity for improvement. June 2026 review input lists the Align audit as 0 OFI; the audit table lists 1 OFI. Source: Management Review Meeting decks, Jan–Jul 2026

PROCESS PERFORMANCE AND PRODUCT CONFORMITY

Product conformity is checked through quality inspections that are documented in the ERP

Quality plan and checklists in the ERP

Quality Plan

Trait	Proof	Submitted By	Due Date	Approved Date	Approved By	Note	Edit

Quality Checklists

Date	User	Form or Item	Checklist	Status	Note
2017-11-14 19:48:34	vrodriguez	0935480000	Printing-First Piece	Submitted	
2017-11-14 20:28:02	vrodriguez	0935480000	Printing-Sampling	Submitted	load 4
2017-11-15 03:50:55	rgonzalez	0935480000	Cutting-First Piece	Submitted	14076
2017-11-15 06:48:11	eacevedo	0935480000	Cutting-Sampling	Submitted	
2017-11-15 10:31:52	eacevedo	0935480000	Cutting-Sampling	Submitted	
2017-11-15 11:42:58	eacevedo	0935480000	Cutting-Sampling	Submitted	
2017-11-15 12:06:22	eacevedo	0935480000	Cutting-Sampling	Submitted	
2017-11-15 12:57:17	eacevedo	0935480000	Cutting-Sampling	Submitted	
2017-11-15 14:53:59	eacevedo	0935480000	Cutting-Sampling	Submitted	load 13
2017-11-16 06:03:24	quality	0935480000	Finishing-Sampling	Submitted	

Example: Printing first-piece QC check

QC Check Home

Checklist Printing-First Piece — 14076
Note — 11/14/2017
Pin 562 — 0935480000
2017-11-14 19:48:34

Check Name	
Is Artwork correct? check vs Proof or sample/ ¿Es correcto el arte? Revisa vs proof o muestra	Not Applicable
Is this a two sided printing?/ ¿Se trata de una impresión a dos caras?	One side
Is UPC legible and bar code correct?/ ¿Esta correcto el codigo de barras y legible?	Not Applicable
Verify Uncoated area (if applicable)/ Verificar el área sin varnis (donde aplique)	Uncoated area ok
Check colors vs Std or PMS book/ Compruebe los colores vs Std o libro de PMS.	
Is printed area correct vs Vinyl?/ ¿El área impresa esta correcta Vs vinil?	Yes
Are part numbers correct? (Combo)/ ¿Son los números de parte correctos? (Combo)	Not a combo
Document Mill, Type, caliper, Tag , Dimensions/ Documente Molino, Tipo, calibre, Etiqueta, Dimension	cw 34476 sbs .018
Is grain direction correct?/ ¿Esta correcta la dirección del grano?	Yes
Is Board size correct?/ ¿Es correcto el tamaño del papel?	Yes
Is Operator doing shingles?/ ¿Esta el operador haciendo shingles?	No
Has the Operator signed off the color standard?/ ¿Firmo el Operador el estándar de color?	No color standard given
Is there Color variation, Hickies, scumming?/ ¿Hay variación de color, Hickies, scumming?	No

Add notes/ Agregar notas:

Return to Order

ERP screenshots; each checklist is recorded against the job with user, date and status.

NON- CONFORMITIES & CORRECTIVE ACTIONS

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2026 YTD beats 2025 on every quality rate while volume grows 7%: failure rate down 72%, cost of quality per piece down 57%

Metric	2025	2026 YTD	Change
Complaints, total	136	104 (9 mo)	= pace
Pieces shipped, full year	366M	390M (proj.)	+7%
Pieces shipped per complaint	2.69M	2.82M	+5%
Cost of quality, total	$243K	$83.6K	−54%*
Cost of quality per million pieces	$663	$285	−57%
Complaints per million pieces	0.372	0.355	−4%
Real failure rate, % of pieces	0.411%	0.117%	−72%

5-year context

0.355
lowest complaint rate in 8 years
complaints per million, 2019–2026

2×
pieces shipped, 2019 to 2025
181M to 366M

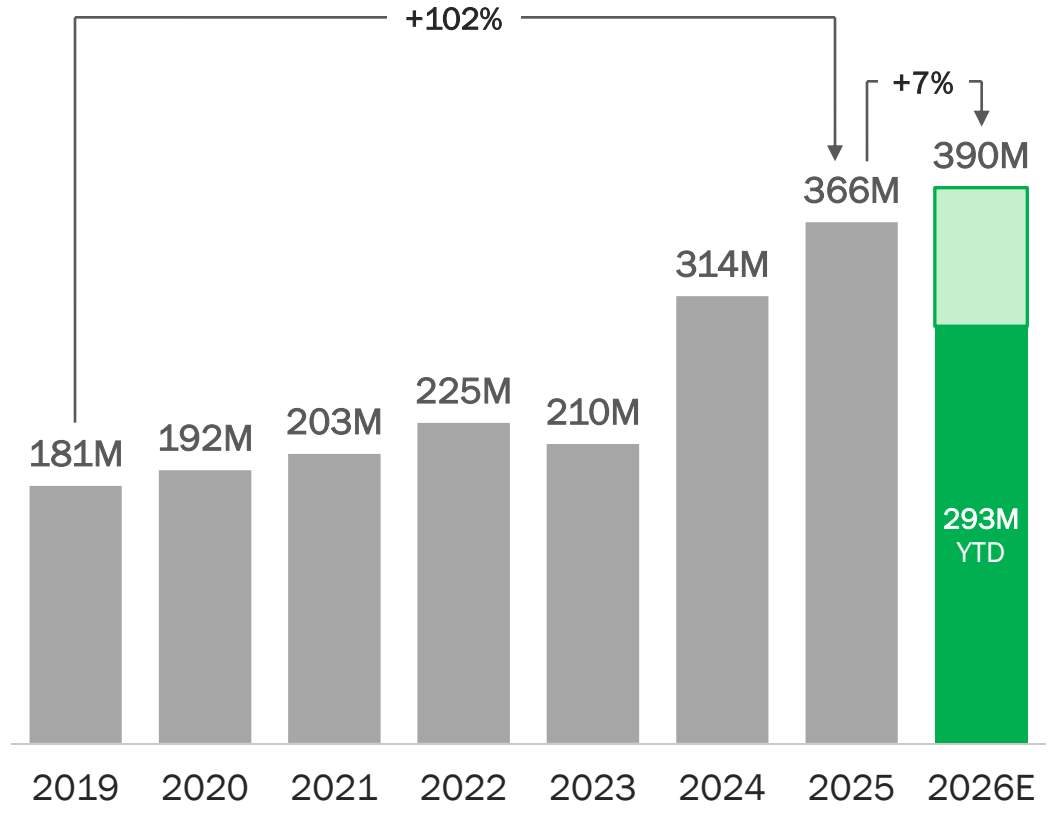
−57%
2026 failure rate vs 5-yr avg
0.117% vs 0.273%, 2021–2025

2026 = Jan–Sep YTD. Rates are per piece shipped, so years compare directly; 2026 full-year shipped = 292.8M + 32.5M/month × 3. Cost of quality = real non-quality cost; *total changes compare 2026 full-year pace (cost $111K, 139 complaints) with 2025. Source: METRICS.xlsx

NON- CONFORMITIES & CORRECTIVE ACTIONS

Shipments are on pace for a record 390M in 2026, up 7% on 2025

Pieces shipped per year
2026E = 293M YTD (Jan–Sep) + 98M projected (light green)



The costliest settled 2026 event ($11K) is one-ninth of 2025's largest ($104K)

Highest-cost quality events, real cost

2025 · top 3

$104K — Winland Foods · Warped
1.12M pcs (5 trucks) · Dec 2025 · Finishing

$26K — Align Tech · Broken score
60K pcs · Dec 2025 · Cutting

$15K — O&M Halyard · Mixed material
Customer sort · Jul 2025 · Finishing

2026 YTD · highest

$11K — O&M Halyard · Mixed material
75 pcs + sort · Jul 2026 · Finishing · repeat of 2025

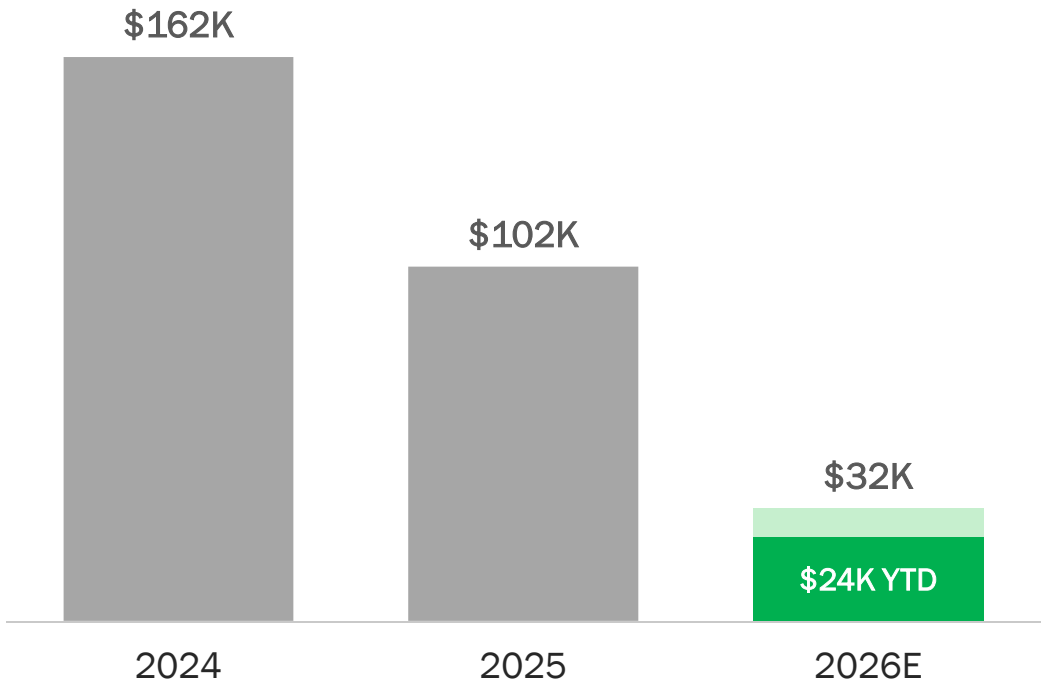
Final disposition pending (reported value):
Unomedical red stains **$18.5K** (Sep) · Abimar warped **$12.9K** (Jun)

2026 = Jan–Sep YTD; 2026E full-year shipped = 292.8M + 32.5M/month × 3. Event cost = real quality cost per the Main Tracker. Source: METRICS.xlsx

MONITORING AND MEASUREMENT RESULTS

DMR cost is on pace for $32K in 2026, under one-third of 2025's $102K

DMR material cost per year
2026E = $24K YTD (Jan–Sep) + $8K projected (light green)



97% of 2025 DMR cost was recovered; 100% of 2026 already has been

DMR material cost by outcome

2025 · 14 DMRs

$98.2K — Recovered
97% of $101.7K DMR cost

$3.5K — Not recovered
Excl. $10.2K DMR 2514, material consumed

2026 YTD · 8 DMRs

$24.2K — Recovered
100% of $24.2K; all 8 DMRs credited or replaced

$0 — Not recovered
Roosevelt DMR 2610 credit of $8.46K received

DMR count excluding cancelled: 15 in 2024, 14 in 2025, 8 in 2026 YTD

2026 = Jan–Sep YTD; 2026E = YTD monthly average × 12. Counts exclude cancelled DMRs and DMR 2514 (material consumed). Recovered = supplier credit received. 2024 from prior DMR report. Source: DMR Summary Log 2025 and 2026

PERFORMANCE OF EXTERNAL PROVIDERS

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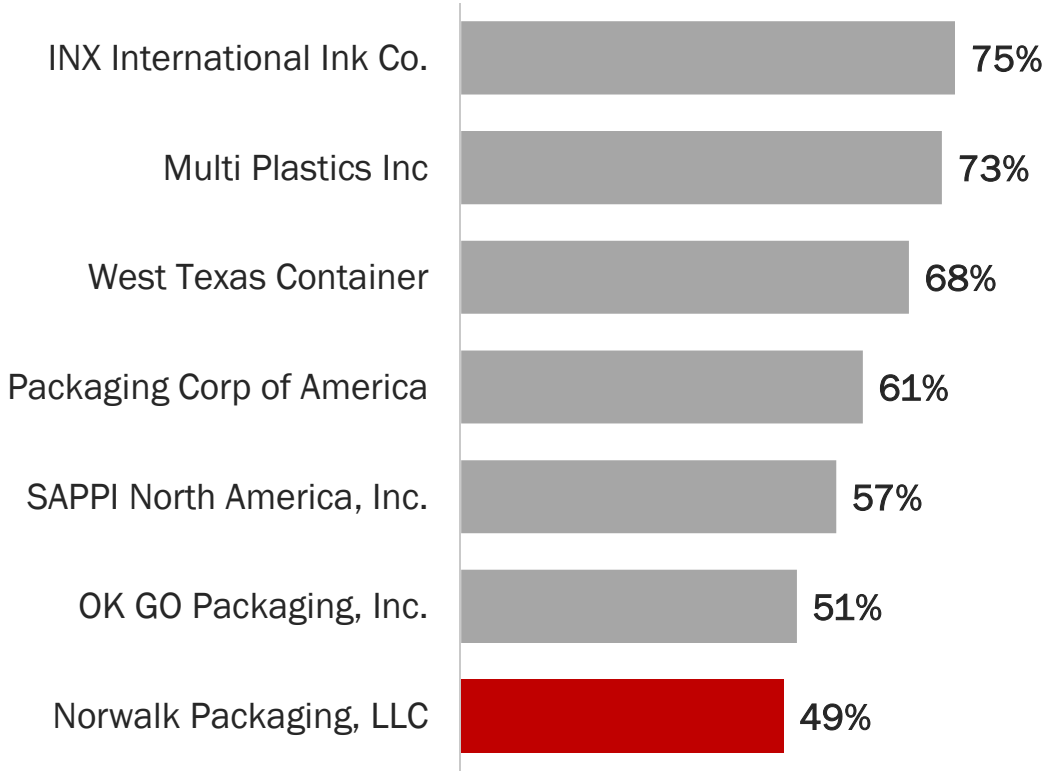
27 of 34 suppliers rate OK on 2026 YTD delivery; 1 is critical and quality stays at 98.9% or better

Suppliers below 80% on-time delivery
OTD = received ÷ ordered, Jan–Aug 2026



YTD rating, 34 suppliers

27 OK	6 Attention	1 Critical

Actions for suppliers below 80%

INX	POs rescheduled or cancelled
West Texas, PCA, OK GO	Packaging safety stock agreements
SAPPI	Paperboard safety stock agreement
Multi Plastics	Working with supplier on on-time delivery
Norwalk	Consume issued POs, then discontinue

Quality below 100%, YTD

99.3%	Roosevelt Paper Company	97,980 rejected of 15.0M
98.9%	ARO-Packing	4,478 rejected of 415K
99.9%	Franklin Mountain Packaging	1,000 rejected of 782K

2026 YTD = Jan–Aug. OTD and quality summed across months per supplier; quality = 1 − rejected ÷ received. OTD above 100% = over-delivery. Criteria: OK over 80%, Attention 51–79%, Critical 50% and under. Source: Supplier Monthly Evaluation 2026

PERFORMANCE OF EXTERNAL PROVIDERS

2026 YTD supplier scorecard, all 34 suppliers ranked by on-time delivery

Supplier	OTD	Ordered	Received	Rejected	Quality
Graphic Packaging International	117%	388,468	455,120	–	100%
World Wide Forest Products	109%	1,305,062	1,425,550	–	100%
Warren Adhesives	106%	2,215	2,342	–	100%
Cartones Ponderosa, S.A. de C.V.	103%	2,095,943	2,169,159	–	100%
Southwest Forest Products, Inc.	103%	600	616	–	100%
Perez Trading Company	102%	891,597	906,829	–	100%
Vision Packaging Logistics	101%	3,900	3,955	–	100%
Buckeye Business Products, Inc.	100%	1,192	1,192	–	100%
Diamondback Indutrial Supply	100%	275	275	–	100%
Southwestern Mill Distributors Inc.	100%	30,000	30,000	–	100%
Walmark Adhesives	100%	6,718	6,718	–	100%
Tailored Adhesives	100%	500	500	–	100%
Pacific Graphic Supply Inc.	100%	220	220	–	100%
RS Hughes Company Inc.	100%	110	110	–	100%
Printers' Service (Prisco)	100%	146,794	146,361	–	100%
Sun City Printing Ink & Supply	99%	151,724	149,649	–	100%
Zeller+Gmelin Corporation	98%	16,387	16,005	–	100%
WestRock901	97%	25,971,127	25,277,973	–	100%

Supplier	OTD	Ordered	Received	Rejected	Quality
Green Paper	97%	18,717,732	18,191,246	–	100%
Dixie Pulp & Paper, Inc.	96%	4,658,943	4,481,457	–	100%
Roosevelt Paper Company	93%	16,144,892	15,034,096	97,980	99.3%
DP Multipallets	92%	3,900	3,600	–	100%
Alonso's Pallets LLC	90%	900	810	–	100%
Franklin Mountain Packaging	88%	884,501	782,004	1,000	99.9%
Professional Packaging Systems	84%	912	768	–	100%
Green Bay Packaging	83%	32,000	26,532	–	100%
ARO-Packing	80%	517,765	414,849	4,478	98.9%
INX International Ink Co.	75%	510	380	–	100%
Multi Plastics Inc	73%	188,937	137,148	–	100%
West Texas Container	68%	16,650	11,294	–	100%
Packaging Corp of America	61%	35,200	21,470	–	100%
SAPPI North America, Inc.	57%	21,605,464	12,403,326	–	100%
OK GO Packaging, Inc.	51%	69,650	35,804	–	100%
Norwalk Packaging, LLC	49%	14,400	7,050	–	100%

Jan–Aug 2026, summed per supplier. OTD = received ÷ ordered; quality = 1 − rejected ÷ received. Amber = Attention (51–79%), red = Critical (≤50%). Source: Supplier Monthly Evaluation 2026

ADEQUACY OF RESOURCES

Printing, Cutting and Finishing receive 15 of the 19 resource additions

Printing 5

- New RO Water System
- Carts for Rollers and Plates
- Vinyl Containers
- Blanket Cutting and QC stations
- New Electric Pallet Jacks

Cutting 4

- New BOBST 145-4
- Steel Plates cabinets
- ID Cones
- New Electric Pallet Jacks

Finishing 6

- New Recycling Bins
- Retractable Air hose stations
- HHS Upgrade for Barcode and Glue detection
- In-line Window Geniecut for 110
- New Electric Pallet Jacks
- New lights for QC sorting area

Die-Shop 2

- New Kongsberg Entro Machine
- New Racks for Dies

Building 1

- Air Fans for manufacturing floor

Shipping/Receiving/Warehouse 2

- New Racks for Finished Goods
  - Docks area
  - Expansion area

EFFECTIVENESS OF ACTIONS TAKEN TO ADDRESS RISK AND OPPORTUNITIES

Each process risk is rated by severity and likelihood in the risk matrix, with actions planned against the highest scores

	D 6.1.2 – RISK RATING SCALE & MATRIX	REV.: C DATE: 08/14/20 OWNER: Quality & HR Mgr.

RISKS RATING SCALE			
SEVERITY	LIKELIHOOD	ACTIONS REQUIRED IF:	LAST UPDATE: 11/01/23
1 = No potential for harm or significant effects	1 = Very unlikely	Severity (S)= 5	
2 = Distraction/ Limited effect on production efficiencies	2 = Possible, but not likely	Likelihood (L) = 5	
3 = Negative effect on sales and reputation. / Negative effect on production efficiencies	3 =Quite possible	RPN > 8	
4 = Loss of customers/ significant drop in revenue	4 =Likely		
5 =Death to employees/ business closure	5 =Very likely		

RISKS MATRIX										
PROCESS	RISKS	EFFECT	S	L	RPN	ACTIONS PLANNED	S	L	RPN	COMMENTS
PLANNING	▪ In a rush to finish	▪ Incomplete project	3	2	6					
	▪ Inadequate/ Incomplete research	▪ Repair, redo, rearrange resources	3	2	6					
	▪ Lack of a contingency/ emergency Plan	▪ Uncertainty or loss of confidence on management	3	1	3					W 6.1.1 Emergency and Contingency Plan

RISKS MATRIX										
PROCESS	RISKS	EFFECT	S	L	RPN	ACTIONS PLANNED	S	L	RPN	COMMENTS
SALES & CUSTOMER SERVICE	▪ Missing sales forecast	▪ Reduction in Cash flow	4	2	8					
	▪ Competitors	▪ Loss of business	4	2	8					
	▪ Late orders	▪ Dissatisfied customers	4	2	8					
	▪ Customer complaints	▪ Dissatisfied customers	3	2	6					
	▪ Missing or wrong job orders	▪ Defective product	2	1	2					
	▪ Unpublished, unscheduled orders	▪ No production, no delivery to customer	3	1	3					

RISKS MATRIX										
PROCESS	RISKS	EFFECT	S	L	RPN	ACTIONS PLANNED	S	L	RPN	COMMENTS
PRE-PRESS & DIE SHOP	▪ Missing/ wrong plates	▪ Defective product	2	2	4					
	▪ Wrong art revision	▪ Defective product	2	1	2					
	▪ Late orders	▪ Delay in production	2	1	2					
	▪ Sudden changes to schedule	▪ Disruption of normal process flow	2	4	8					
	▪ Damaged Die set	▪ Defective product	2	2	4					
	▪ Having incorrect sample for Size and Style	▪ Delay on job while investigating correct sample	2	3	6					

Source: D 6.1.2 Risk rating scale & matrix, rev. C.

EFFECTIVENESS OF ACTIONS TAKEN TO ADDRESS RISK AND OPPORTUNITIES

The updated SWOT adds training, the 401(k) plan and certification as strengths, and closes 3 weaknesses and threats

	D 4.1 - SWOT	REV.: C DATE: 07/31/2023 OWNER: GM & Quality Mgr.

INTERNAL

EXTERNAL

STRENGTHS	WEAKNESSES
▪ Experience in the industry ▪ Willingness to constantly adapt and grow the business ▪ Ability to invest in new equipment ▪ Location near airport and warehouses ▪ Close proximity to 80% of customer base. ▪ Nearly vertical operation, with only board mill not produced in-house. ▪ Robust training program ▪ 401 Retirement plan benefit. ▪ Third party certification standards for processes and products.	▪ Finding qualified employees ▪ Proper training of new hires. ▪ Managing product flow through the plant. ▪ ~~Lack of benefits to attract and retain key personnel (401K, medical insurance)~~ ▪ Accountability of performance by employees.
OPPORTUNITIES	**THREATS**
▪ Becoming a leaner operation ▪ Reducing lead times ▪ Educating and training our employees into cleaner/ sanitized facility. ▪ Promote from within the company ▪ More responsive, better trained customer service. ▪ Basic medical insurance is available, improving benefits to attract and retain key personnel.	▪ A number of local and nearby competitors ▪ An aging-out of supervisors and operators ▪ ~~No succession planning.~~ ▪ ~~No significant training programs.~~ ▪ Wage/ benefits competition from other industries. ▪ Global recession. ▪ Unknown global threats (pandemics)

Source: D 4.1 SWOT, rev. C. Highlighted items are new; struck-through items are closed.

EFFECTIVENESS OF ACTIONS TAKEN TO ADDRESS RISK AND OPPORTUNITIES

Each interested party's requirements are mapped to the QMS process that addresses them

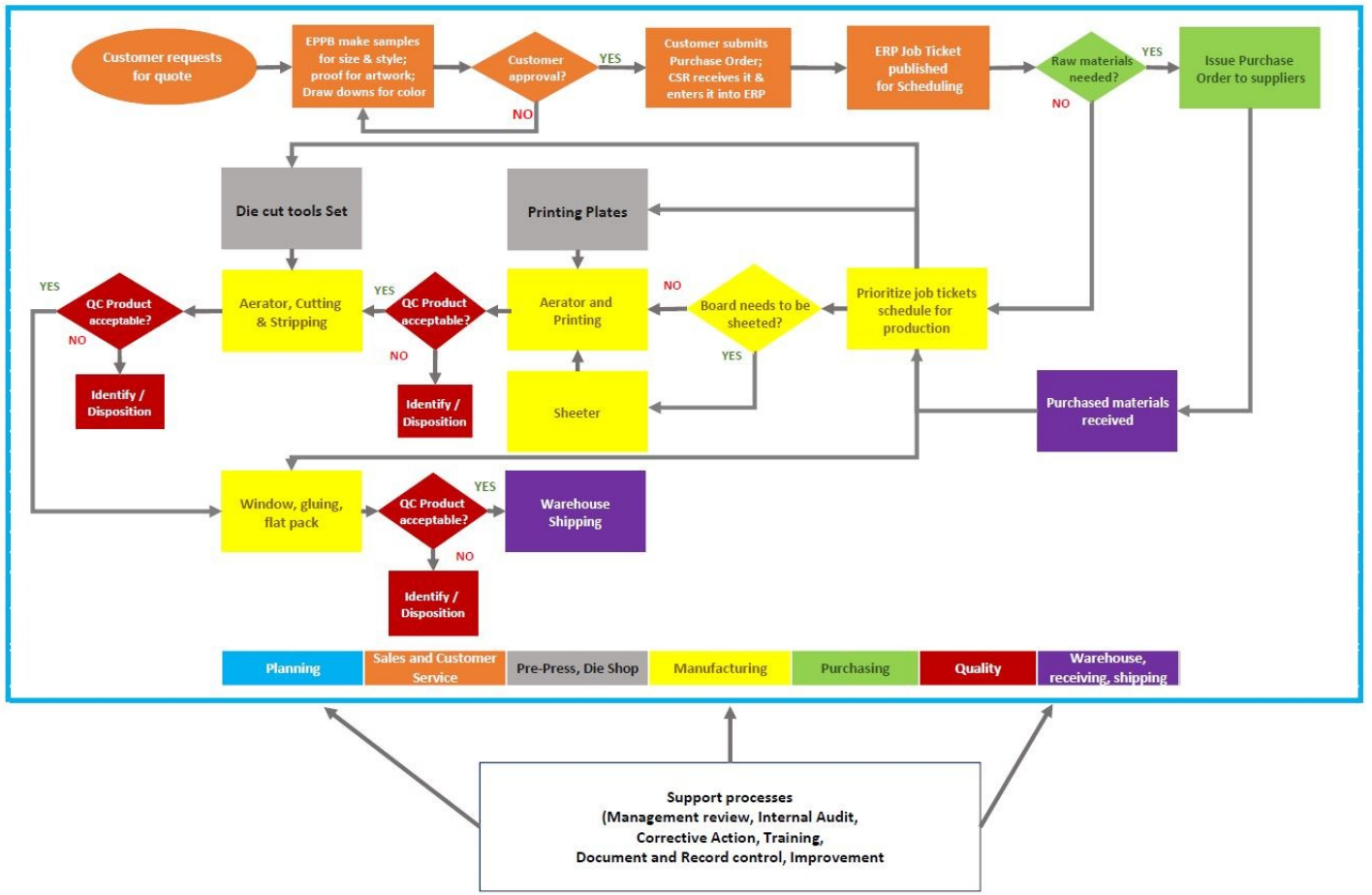
El Paso PAPER BOX	***D 4.2 – INTERESTED PARTIES***	REV.: B DATE: 03/24/2020 OWNER: VP & QA Mgr.

INTERESTED PARTY	REQUIREMENTS	QMS PROCESSES
Customers	▪ Orders delivered complete taken ▪ Products arrived on time ▪ All products specification met	▪ Sales and CS process ▪ Receiving and shipping process ▪ QC inspection process ▪ Production process management
Suppliers	▪ Accurate purchase orders ▪ Timely payment of invoices*	▪ Purchasing process ▪ Accounts payable process*
Employees	▪ Clear instructions and training ▪ Paychecks accurate and on time* ▪ Resolution of grievances* ▪ Evaluation	▪ Training process ▪ Payroll process* ▪ Human Resources process*
Managers	▪ Current information for decision making	▪ Management review process ▪ Reporting on quality objectives ▪ ERP
Owner	▪ Receive favorable return of investment*	▪ Finance process*
Community	▪ Environmental concerns addressed* ▪ Health and safety guidelines compliance*	▪ Local, State and Federal guidelines met* ▪ CDC (Centers for Disease Control and Prevention) ▪ DHS (Department of Homeland Security)
Regulatory bodies	▪ Regulatory compliance*	▪ Listing of applicable regulations* ▪ Regulatory compliance process*
Law enforcement	▪ Compliance with all laws ▪ Reporting of illegal activities*	▪ Human resources process* ▪ EEOC guidelines followed*
Emergency responders	▪ Reporting of dangerous substances* ▪ Planned approach to emergencies*	▪ Emergency response process* ▪ Emergency maps and contact lists* ▪ Off duty access 24/7*
News media	▪ Response to requests for information*	▪ Public relations process*

* Requirements not typically addressed within the QMS.

UPDATES OR CHANGES OF THE QMS

Current QMS process flow, from customer quote request to warehouse shipping



REVIEW OUTPUT

01 Opportunities for improvement

02 Updates or changes to the QMS

03 Resource needs

THANK YOU VERY MUCH FOR YOUR TIME