ALDMERE INDUSTRIES · MONTHLY BALANCED SCORECARD

12 KPIs · 4 perspectives

Fluid Handling Division

October 2026 · Fiscal period 10 of FY2026 · Amounts in USD

6	4	2
On track	At risk	Off track

STATUS	KPI, OWNER AND SOURCE	PERIOD	ACTUAL	TARGET	VARIANCE	VAR %	Worse ◂ Target ▸ Better	12-MONTH TREND
FINANCIAL — Grow profitably and turn profit into cash								
On track	F1 **Net revenue** CFO · ERP general ledger	Rolling 12 mo.	**$486.2M**	≥ $478.0M	+$8.2M	**+1.7%**		
At risk	F2 **EBITDA margin** CFO · ERP general ledger	Oct 2026	**17.8%**	≥ 18.5%	−0.7 pts	**−3.8%**		
Off track	F3 **Days sales outstanding** Controller · ERP receivables	Oct 2026	**57.3 days**	≤ 52.0 days	+5.3 days	**+10.2%**		
CUSTOMER — Deliver reliably and keep customers satisfied								
At risk	C1 **On-time in-full delivery** VP Supply chain · ERP shipments	Oct 2026	**93.6%**	≥ 95.0%	−1.4 pts	**−1.5%**		
On track	C2 **Customer satisfaction (CSAT)** VP Customer service · CRM surveys	Rolling 3 mo.	**88.4%**	≥ 87.0%	+1.4 pts	**+1.6%**		
On track	C3 **Book-to-bill ratio** VP Sales · ERP order book	Rolling 3 mo.	**1.06**	≥ 1.00	+0.06	**+6.0%**		
INTERNAL PROCESS — Make it right the first time, with lean inventory								
On track	P1 **Overall equipment effectiveness** VP Operations · MES	Oct 2026	**81.2%**	≥ 80.0%	+1.2 pts	**+1.5%**		
At risk	P2 **First pass yield** Quality director · MES test records	Oct 2026	**96.1%**	≥ 97.5%	−1.4 pts	**−1.4%**		
Off track	P3 **Inventory turns** VP Supply chain · ERP inventory	Rolling 12 mo.	**4.6×**	≥ 5.5×	−0.9×	**−16.4%**		
LEARNING AND GROWTH — Keep our people safe, skilled and engaged								
On track	L1 **Total recordable incident rate** EHS director · EHS incident log	Rolling 12 mo.	**0.42**	≤ 0.50	−0.08	**−16.0%**		
On track	L2 **Voluntary turnover** CHRO · HRIS	Rolling 12 mo.	**7.4%**	≤ 8.0%	−0.6 pts	**−7.5%**		
At risk	L3 **Training hours per employee** CHRO · Learning system	Rolling 12 mo.	**30.9 h**	≥ 32.0 h	−1.1 h	**−3.4%**		

Status **On track** at or better than target. **At risk** worse than target by up to 5%. **Off track** worse than target by more than 5%. ≥ and ≤ show whether a higher or a lower value is better.
Reading Variance = actual − target. Var % = variance ÷ target. Bars show Var % from −20% to +20%, better to the right, over the status bands. Trend: last 12 months, the dot is the actual.

F1 **Net revenue:** invoiced sales net of returns, rebates and discounts, rolling 12 months.
F2 **EBITDA margin:** earnings before interest, taxes, depreciation and amortization ÷ net revenue, month.
F3 **Days sales outstanding:** trade receivables at month-end ÷ net revenue of the last 3 months × days in those months.
C1 **On-time in-full delivery:** order lines shipped complete by the date confirmed to the customer ÷ lines due, month.
C2 **Customer satisfaction (CSAT):** survey answers of 4 or 5 on a 5-point scale ÷ all answers, rolling 3 months.
C3 **Book-to-bill ratio:** orders booked ÷ net revenue invoiced, rolling 3 months.
P1 **Overall equipment effectiveness:** availability × performance × quality of the bottleneck lines, month.
P2 **First pass yield:** units passing final test with no rework or repair ÷ units tested, month.
P3 **Inventory turns:** cost of goods sold, rolling 12 months ÷ average month-end inventory.
L1 **Total recordable incident rate:** OSHA recordable injuries and illnesses × 200,000 ÷ hours worked, rolling 12 months.
L2 **Voluntary turnover:** voluntary leavers, rolling 12 months ÷ average headcount.
L3 **Training hours per employee:** formal training hours, rolling 12 months ÷ average headcount.

Source: Aldmere data warehouse (ERP, CRM, MES, EHS, HRIS, learning system) · Data as of Oct 31, 2026 · Refreshed Nov 4, 2026, 6:00 AM CST

Confidential, executive leadership team