

ON GROWTH



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**WHY GROWTH MATTERS
TO ARTISANS.**

WHAT IT LOOKS LIKE.

HOW YOU DRIVE IT.

WHY GROWTH MATTERS AT EVERY LEVEL

Growth is oxygen at Refined Technologies.

Growth is more than larger numbers - it's more opportunities, stronger teams, healthier Artisans, and deeper impact. Growth isn't just a topic in the conference room, it happens through every shift, every career conversation, every client event, every safety observation.

So what does healthy growth do for you and your team at RTI?

**HEALTHY GROWTH IS HOW WE PRACTICE
STEWARDSHIP, AND IT LEADS TO
FLOURISHING FOR EVERYONE AT RTI.**

- **Stability** - We focus on creating value for our clients which leads to enduring financial results, not just monthly targets.
- **Reputation** - Stronger brand recognition opens more doors.
- **Security** - Growth provides more certainty that we can continue to operate for the long term.
- **Opportunity** - Growth creates space to step up in existing roles, try new roles, or move into leadership roles. RTI's growth creates opportunity for Artisans. Artisan growth creates opportunity for RTI.



- **Impact** - Growth allows RTI to pay competitive wages, invest in our industry which accomplishes good, hire veterans and second-chance team members, and support clean water projects. In short, healthy growth allows us to care for our people, our partners, and the world.

We aren't interested in growth the wrong way - cutting corners, compromising hiring criteria just to fill roles, ignoring our Playbook. Things eventually break. Unhealthy growth burns people out and ultimately erodes trust.

We don't measure growth by revenue or margin alone. We measure it by what truly matters: safe work, high NPS, more facilities served, transformed lives, shout outs across the business, promotions for Artisans, encouragement for family, and happy clients. Our aim is not just to grow, but to build something enduring - strong for generations, not just years.

**AT RTI, WE ARE BUILDING THE CAPABILITIES,
RESILIENCE, AND MARKET PRESENCE TO
BE THE WORLD'S MOST TRUSTED PARTNER
TO THE OIL & GAS PRODUCTION, REFINING,
LNG, AND PETROCHEMICALS INDUSTRIES.**

FOR DECADES TO COME.

**WHILE LIVING INTO OUR
PLAYBOOK EVERY DAY.**

ETERNAL PURPOSE FUELS EXCELLENCE

WHAT HEALTHY GROWTH LOOKS LIKE

At Refined Technologies, growth is a sign of life, rooted in healthy foundations described in our Playbook.

The four tenants of healthy growth at RTI are in our Mission Statement:

- **Honor God Always** - We pray for God's wisdom knowing that times of success, struggle, and waiting each have purpose. We want our growth to be for His Glory.

- **Help People Develop** - Artisans take responsibility for skill-building, leadership reps, and meaningful career paths. Personal growth is key for company growth.
- **Pursue Excellence** - Growth depends on safe projects, high standards, and innovation that creates new businesses and applications, while we keep improving and cutting waste.
- **Earn a Profit** - Our profits fuel innovation, care for Artisans and their families, and community impact. Profit is the most accurate measure of the value we deliver to clients.

Miss any one of these, and growth is stunted. Every project will not go perfectly. Everything will not be up and to the right; growth is bumpy. But when we keep our Mission Statement in front of us, good things will follow. **We know that all work matters.** The Lunch & Learn sessions, the troubleshooting in the field, the 9am morning huddles, the administrative work behind the scenes, the prayers for Artisans, the contributions to World Vision... it all matters.

GROWTH VS. COMPLACENCY

GROWING ORGANIZATIONS KEEP LEARNING AND IMPROVING.

COMPLACENT ORGANIZATIONS SLOWLY LOSE THEIR EDGE.

GROWTH KEEPS US STRONG. COMPLACENCY WEAKENS US OVER TIME.

**“COMMIT YOUR WORK
TO THE LORD, AND
YOUR PLANS WILL
BE ESTABLISHED.”**

PROVERBS 16:3

HOW RTI'S CORE BEHAVIORS SUPPORT GROWTH

Growth requires agility and the right mindset. Our Core Behaviors equip teams to embrace change and improvement in a rapidly shifting industry and world.

**OUR CORE BEHAVIORS HELP
ARTISANS FIGHT A FIXED MINDSET.**

- **DISPLAY A SERVANT'S HEART** - Humble enough to lay down what I've created to adopt something new.
- **LEAD WITH EMPATHY** - Caring enough to listen to what Artisans and clients need now, rather than assuming the status quo works.
- **EXHIBIT ENTHUSIASM** - Positive enough to approach change with a can-do attitude, especially when it's tough, and even if the benefit is for another team and not my own.

**HONOR GOD ALWAYS
HELP PEOPLE DEVELOP
PURSUE EXCELLENCE
EARN A PROFIT**

THE BENEFITS OF BEING PRIVATELY HELD

As a private company, RTI is built for the long term. We don't chase quarterly earnings or quick sell-offs. Instead, we prioritize enduring impact, paced growth, and mission-aligned decisions - a framework described as Evergreen.

Being private allows us to invest for years, not quarters, maintain confidentiality in our strategies, and leverage greater operating flexibility. We prioritize enduring profitability over short-term gains, the mandate of public companies. Our goal is to flourish, not finish. Every decision is made with endurance in mind, building sustainable growth that strengthens RTI for decades to come.

SPOTTING GROWTH IN DAY-TO-DAY WORK

Here's what real, on-the-ground healthy growth looks like.
These are things you can see, track, and lead.

AREA

SAFETY & QUALITY

ARTISANS & TEAMS

HEALTHY GROWTH

No injuries, job done right the first time, proactive learning from reporting, on schedule, no missing equipment

UNHEALTHY DRIFT

Safety incidents, rework, “good enough” mentality, shortcuts, ignoring RTI standards, unnecessary churn in projects

Team development, low turnover, growing leadership, having fun, focus, communication up and down, feedback to help RTI improve, healthy debate

Burnout, gossip, “just get through the day,” slopey shoulders, distraction, complaining, silos, internal competition, undermining decisions

AREA

CLIENT RELATIONSHIPS

FINANCIALS

COMMUNITY IMPACT

**HEALTHY GROWTH REQUIRES A LONG-TERM
VIEW AND CONSISTENT COMMITMENT TO
HARD WORK. AND IT'S WORTH IT!**

HEALTHY GROWTH

Repeat work, referrals,
deeper trust, continuous
improvement and
innovating together,
increasing our number of
facilities served

UNHEALTHY DRIFT

Complaints, losing work
to competitors or self-
performed work, late
payments, us vs. them, lost
visibility of value, lost trust

Strong margins, reinvested
profits, revenue growth,
legal compliance

Short-term investment,
missed targets due to lack
of focus, last-minute cuts,
waste, sloppiness, low ROI

Local service, faith-based
giving, second-chance
hiring, sensitive to needs,
Artisan-powered

Shrinking outreach, check-
the-box charity, inward
looking vs. outward giving,
disengaged Artisans

**“LET US NOT GROW
WEARY IN DOING GOOD,
FOR IN DUE SEASON WE
WILL REAP, IF WE DO NOT
GIVE UP.”** *GALATIANS 6:9*

HOW FRONT-LINE LEADERS DRIVE GROWTH

Leadership isn't about title. It's about ownership.

1. BE AN EXAMPLE

Are you healthy? Have you found ways to embody *The Whole You*? Are you growing? What books, podcasts, or mentors are shaping your development? What habits are your Artisans learning from you?

2. LEAD WITH PURPOSE

Start each shift or meeting by connecting your team to the “why.”

Example: A valve that's properly maintained and easy to operate isn't just impressive - it saves lives in an emergency.

3. FIND AND FIX WASTE

See something broken? Say something. Whether it's an unsafe situation, a bad tool, a clunky process, or just a better way to stage a project - bring it up.

Good teams listen. Great teams fix it.

4. OWN THE NUMBERS

Know your cost, your hours, your targets. If you lead a team, coach them so they know, too. Everyone must care about the measurable value you are creating for clients.

5. RAISE UP OTHERS

Growth is multiplied when you help people develop.

If you've got a new Artisan hungry to learn, give them reps. Teach them what you know.

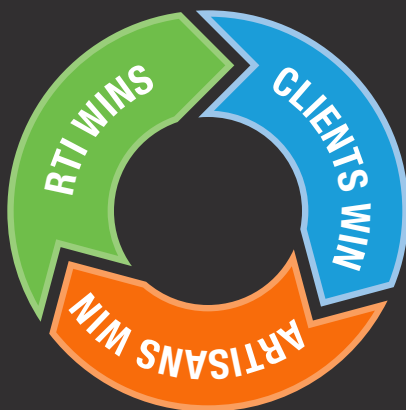
Give them chances to excel. Share and accept feedback. Set, expect, and inspect for high standards.

6. STRENGTHEN CULTURE

Toxic attitudes kill healthy growth faster than budget cuts. Stay positive. Over-communicate in every direction. Assume positive intent. Mine for conflict to avoid passive-aggressive actions. Don't leave culture stuff for others to handle. Your attitude is contagious and sets the tone more than you think.

7. SET HIGH STANDARDS

Quality, procedures, and accountability matter. Our tolerance defines the team's expectations.



HOW ARTISANS POWER GROWTH

We all can take actions that create traction.

Every Artisan contributes to RTI's advancement.

1. THINK CLIENT-CENTERED

Lead with empathy, asking clients: "What's on your mind?" Is it downtime? Budget? Safety? Build solutions that ease their pain; that's where our value lies. Hose bridges, iView, and other practical innovations came from client-centered thinking.

The **SERVE model** captures RTI's framework for serving our clients. Artisans should build skills in each area of the SERVE model.



Artisans must understand value. Consider the below mental model.



We ask, how can we maximize the buyer's profit?

Total value helps clients say **yes to a project**;

marginal value helps clients say **yes to RTI**.

If the client focuses only on price, we failed to convey our value.

We may cost more, but we deliver more profit to the buyer.

2. MEASURE WHAT MATTERS

Track what matters - then talk about it with your team.

We can't improve what we don't measure.

- Safe work hours
- Project timelines met or exceeded
- Net Promoter Scores
- Repeat clients
- Facilities actively served

Vista is our tool to quantify and communicate both total and marginal value.

What is your team's scoreboard? (Proposals or invoices per week? Turnaround time for drawings or POs?) Make sure you know and are tracking with your team.

3. SMALL WINS FIRST

Every big idea starts small. Pilot it with one project on one site. Prove it works, then scale. Our Stage Gate process is designed to accelerate focused growth – this is pragmatic innovation. Jump in!

4. GROWTH REQUIRES FOCUS

Let's release what no longer works. Just as a plant grows stronger when unproductive parts are trimmed away, RTI thrives when we stop processes, products, or partnerships that hold us back. By cutting what doesn't help, we free energy to grow what does.

5. SHARE THE STORIES

We must celebrate our history and what growth looks like for RTI and Artisans. Learn and tell the stories again and again...

- The turnaround that finished early and landed your client a promotion.
- The second-chance Artisan who has been promoted a couple times already and strengthens others.
- The clients who called us when they needed help fast. The clients who called us when they needed prayer. The clients who called us when they had a unique challenge.

- The Market Technician who is now on our management team and mentors dozens of Artisans.
- The team who showed grit and struggled well together when we did something totally new; the inside jokes born out of shared, temporary pain.
- Stories of what went wrong - these often teach us the most.

**THESE ARE WINS WORTH REPEATING.
THE SHOUT OUTS HOLD THE HEADLINE,
BUT YOU LIVED THE ADVENTURE.**

The following are two examples of stories we tell to illustrate Artisan and RTI growth.

ARTISAN GROWTH: KENDALL BARROW

Kendall Barrow began with RTI in 2007, serving part-time as an Ops Tech. Over the years, he advanced to Operations Manager, Director of Operations, and Director of Business Development, serving RTI around the globe. Today, he shares his decades of operations experience through our consulting business. We've prayed for him and his family, cheered him on through project wins, and celebrated his growth. Kendall's career has grown alongside RTI, exemplifying the opportunities, versatility, and spirit of a true Artisan.



RTI GROWTH: MECHANICAL BUSINESS LINE

Our mechanical business started in 2015 with challenging, frustrating work that few wanted to do. We knew this service was essential to providing safer client solutions. Beginning with just a few key pieces of equipment, we grew steadily, now employing over 100 Artisans and creating opportunities for second-chance hires. Today, this once-struggling segment of our business funds new RTI ventures, showing how focused growth creates lasting impact.



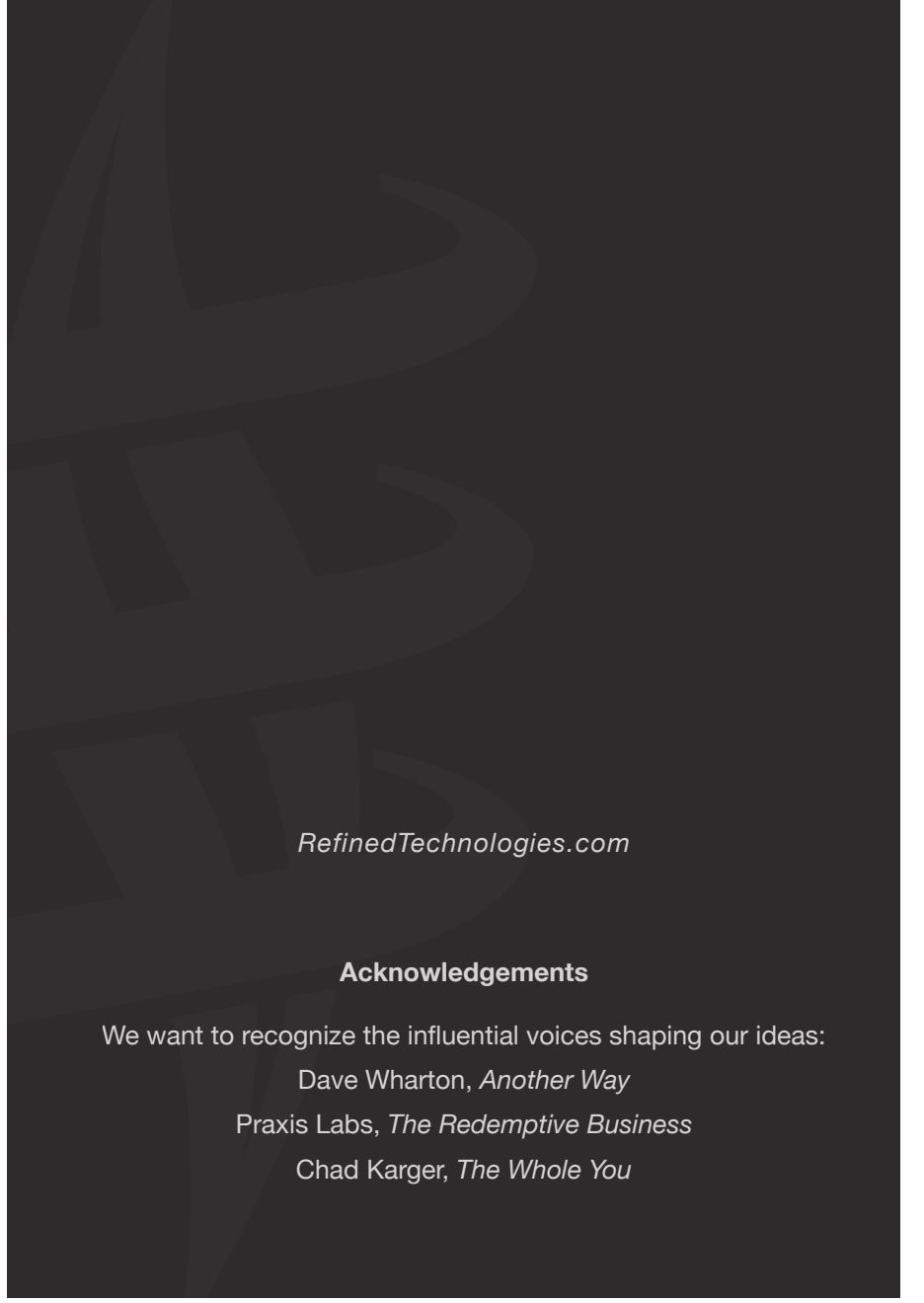
FINAL WORD: WHAT'S AT STAKE

Our growth objectives are not about a rising financial bar chart but about something much deeper, much more inspiring. We want flourishing Artisans, secure families, thriving communities, and client relationships transformed by experiencing our value and our culture. When Refined Technologies grows well:

**BOTTOM LINE:
HEALTHY, PACED GROWTH IS NEVER EASY**

- Our Artisans, our clients, and our partners are safer.
- Our clients pull us into new spaces and shared triumphs.
- Our families benefit from greater stability and ongoing support.
- Our impact grows, both in the field, the shop, our offices, and around the world.

**BUT IT IS ALWAYS WORTH IT.
LET'S DO THIS TOGETHER!**



RefinedTechnologies.com

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