

INTERPRO PIPE + STEEL

INTERPRO PIPE AND STEEL

President

carterbaldwin
search done better™

ABOUT ORION STEEL

Orion Steel is a North American-owned group of steelmaking companies built on more than 150 years of industrial history. Its three businesses, InterPro, Oregon Steel Mills, and Rocky Mountain Steel Mills, were formerly EVRAZ North America, whose assets were cut off from customers and capital when sanctions took hold in 2022.

The steelmaking assets and employee base remained well positioned throughout, each holding a differentiated market position. In 2025, Atlas Holdings acquired the businesses to form Orion Steel. Atlas moved quickly in year one, renegotiating contracts, securing reliable raw material supply, and winning a decisive trade case against unchallenged dumping, clearing the way to invest in growth.

Capital alone does not transform a business. Orion is pairing significant investment with the right leadership and talent, transforming the previous owner's centralized governance into three independent, fully empowered business units. Each leads its market: InterPro in Canadian energy tubulars, Rocky Mountain Steel Mills in North American rail, and Oregon Steel Mills in Western plate and coil.

300+
TRANSACTIONS COMPLETED

30+
PORTFOLIO COMPANIES

75,000+
EMPLOYEES WORLDWIDE

>$26B
ANNUAL REVENUE

> *Atlas Holdings, Orion's owner, is a private investment firm that builds industrial businesses, bringing deep expertise and long-term capital to Orion's growth.*



ABOUT INTERPRO PIPE AND STEEL

InterPro is Orion's largest and most complex business, and it is abounding with potential. As Canada's largest producer of energy tubulars, the only maker of large-diameter transmission line pipe, and one of a few companies in North America that can build pipe at that scale, InterPro enjoys a highly differentiated position with no real domestic competition, recently reinforced by a favorable trade case ruling against illegally supplied foreign product.

As Canada enters a generational oil and gas infrastructure build-out across its Western oil sands, including new LNG export facilities under construction, InterPro is positioned to capture a dominant share of this new investment. The business employs more than 2,000 workers across seven facilities in Saskatchewan and Alberta, with roughly 1.2 million tons of annual steelmaking capacity.

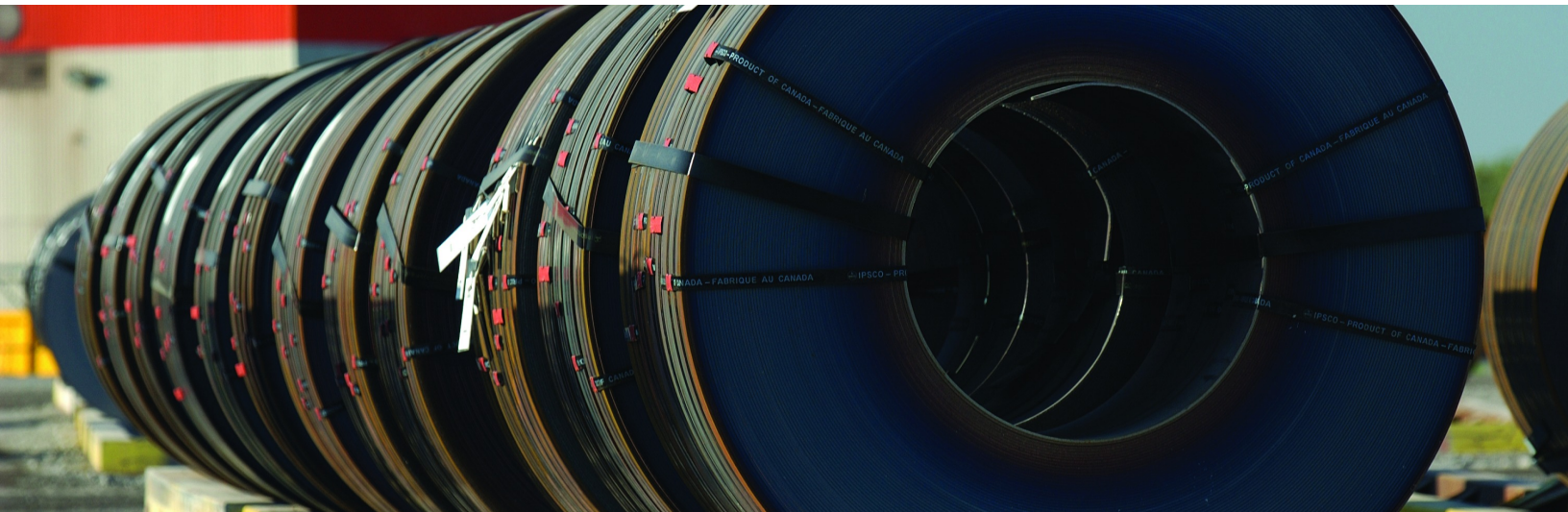
Vertically integrated from scrap to finished pipe and running on electric arc furnaces that cut emissions 75 percent, InterPro generates more than $1B in revenue with room to grow as idle capacity returns. Its flagship Regina site has historically produced roughly 60 percent of the transmission pipe used in North American pipeline projects, with OCTG, line pipe, and coupling operations in Calgary, Red Deer, Camrose, and Edmonton. Growth ahead is tied to LNG, oil sands, transmission, carbon capture, and hydrogen-ready pipe.

2,000+
EMPLOYEES ACROSS SEVEN FACILITIES

1.2M
TONS ANNUAL STEELMAKING CAPACITY

>$1B
CURRENT REVENUE

~2%
OF SASKATCHEWAN'S ANNUAL GDP



THE OPPORTUNITY

Leading Orion Steel's largest and most complex business unit, the President of InterPro will report directly to Orion's CEO. Based in Regina, Saskatchewan, the President will lead a fully integrated, multi-site steel and pipe manufacturer serving the energy industry, with a genuinely differentiated market position and a long runway for profitable growth. This is a full P&L leadership role with complete autonomy and executive authority to run all facets of the business.

Under Atlas's ownership, Orion is deliberately moving away from a centralized corporate model toward a decentralized structure in which each business unit operates with its own P&L, leadership team, and functional support embedded within the business. The President takes over what is fundamentally a leadership and culture-change mandate layered on top of a strong set of underlying assets. InterPro's competitive advantages, its unique geographic position, integrated operations, and a strengthening commercial backdrop, are already largely in place.

What the business needs now is a leader who can build a disciplined, safety-first operating culture, bring rigor and reliability to manufacturing execution, sharpen commercial and financial discipline, and move the organization from a legacy mindset shaped by prior underinvestment into a confident, accountable, ownership-driven culture. The President will lead an existing team with experienced operations leadership and strong engineering and quality-control credentials, giving the incoming leader a solid technical foundation to build on.

> *Canadian Steel, North American Strength. As Canada enters a generational oil and gas infrastructure build-out, including new LNG export facilities, InterPro is positioned to capture a dominant share of this massive new investment.*



THE ROLE

The President will be a well-rounded executive leader with the commercial judgment to navigate long-lead-time, high-value contracts, the operating discipline to drive reliability across a multi-site manufacturing context, and the financial rigor to protect cash and working capital in a capital-intensive, cyclical industry, all while building a leadership team that operates with unity and trust.

KEY RESPONSIBILITIES

- Embed safety as a nonnegotiable organizational value, where employees feel cared for, protected, and empowered to build a world-class safety organization.
- Evolve the leadership team from independent operators into a unified, high-trust team that collaborates effectively, challenges constructively, and becomes a talent magnet.
- Optimize the commercial pipeline to maximize margins and operating schedules while reducing risk in a long-lead-time supply chain, with strong judgment in complex contract environments.
- Champion the Orion Operating System and lean methodology to drive continuous improvement, yield, and quality across both EAFs and pipe and tube mills, with clear metrics and accountability.
- Optimize working capital and cash conversion, integrating a visible organizational scorecard and aligning order acceptance and inventory strategy with financial constraints.
- Lead the shift from a centralized, matrixed organization to a decentralized, business-unit-empowered company, simplifying roles, decision rights, and workflows at every level.
- Build a culture of ownership where decisions occur at the lowest competent level, while leading constructively within a unionized workforce and maintaining high performance expectations.
- Navigate the regulatory, political, and trade environment for steel and pipe in Canada, interfacing effectively with regulatory bodies, industry groups, and external stakeholders.

LEADERSHIP PRIORITIES

Safety as a Core Value

Make safety a value that never shifts, with employees empowered to own a world-class safety organization.

Operational Excellence

Bring lean discipline, reliability, and clear accountability to multi-site EAF and pipe-mill execution.

Commercial and Financial Discipline

Maximize margins, protect cash and working capital, and align production with financial priorities.

Structural and Cultural Change

Move from a centralized legacy model to a decentralized, accountable, ownership-driven culture.

THE IDEAL CANDIDATE

The ideal candidate is a seasoned operating executive with a track record of leading complex, multi-site industrial manufacturing businesses, equally comfortable setting strategy at the leadership-team level and talking with front-line workers while walking the floor of a mill. Orion and Atlas are focused on a leader who has driven a transformational effort in a steel, heavy-industrial, or energy-related context. Given that roughly 95 percent of InterPro's shipments serve the energy sector, direct exposure to oil and gas and pipeline markets is highly valued even without a steel background.

Operating Executive

A well-rounded general manager first, with significant P&L ownership across large-scale, multi-site industrial operations and the discipline to drive reliability and continuous improvement.

Commercial Leader

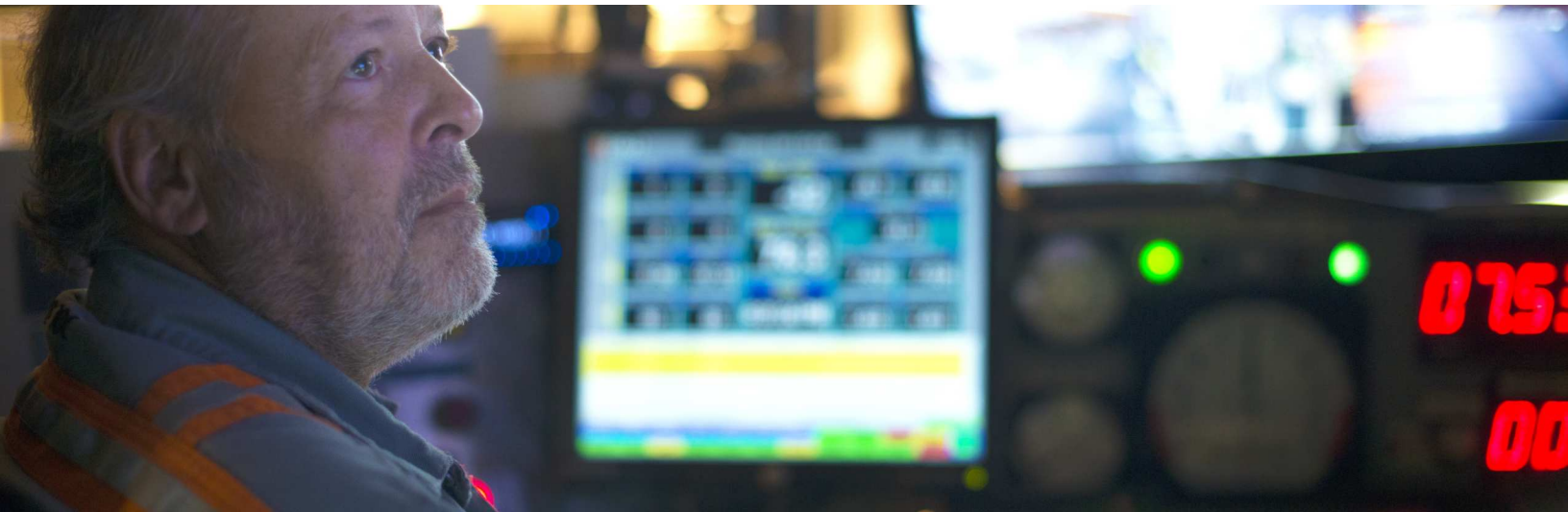
Strong commercial judgment in long-lead-time, contract-driven markets, balancing growth against execution risk and capacity constraints in a cyclical industry.

Culture and Change Builder

A proven builder of high-trust leadership teams and safety-first cultures who can lead a unionized workforce through meaningful structural and cultural change.

Financial Steward

Hands-on discipline managing working capital, cash conversion, and inventory strategy, protecting cash in a capital-intensive environment.



QUALIFICATIONS

PROFESSIONAL QUALIFICATIONS

- Proven experience aligning commercial strategy with operational execution across a large-scale, multi-site industrial operation.
- Demonstrated ability to build and sustain a safety-first culture in a heavy-industrial setting.
- Experience deploying lean manufacturing or continuous improvement systems such as Six Sigma or the Toyota Production System across an organization.
- Strong commercial judgment in long-lead-time, contract-driven markets, balancing growth against execution risk and capacity constraints.
- Financial discipline, including hands-on experience managing working capital, cash conversion, and inventory strategy.
- Experience leading organizations through structural transformation from a centralized, matrixed model toward a decentralized, business-unit-empowered structure.

PERSONAL CHARACTERISTICS

- Executive presence and the ability to build a high-trust, cohesive senior leadership team from a group of previously independent operators.
- Demonstrated success leading in a unionized workforce environment, balancing constructive labor relations with high-performance expectations.
- Energy-sector acumen across OCTG, line pipe, transmission pipeline, or upstream and midstream operations.
- An entrepreneurial, ownership-oriented mindset, with experience operating autonomously in a lean corporate environment.





THE SEARCH TEAM

Nominations, confidential inquiries, and questions concerning this search may be directed to the CarterBaldwin search team.

Dave Sobocinski

PARTNER

678.448.0011
dsobocinski@carterbaldwin.com

Ted Wieber

CONSULTANT

678.448.0006
twieber@carterbaldwin.com

Jake Hooper

RESEARCH

jhooper@carterbaldwin.com

Jodi Delikat

SEARCH COORDINATOR

jdelikat@carterbaldwin.com

carterbaldwin
search done better™