

Glenair UK Ltd Roadmap - March 2022

Glenairs' Guiding Principles

- Protect the reputation of the organization: It is your primary responsibility to behave in a manner which reflects well on Glenair. Our "zero tolerance" employee conduct policy prohibits all forms of unethical behaviour in the workplace.
- Focus on results rather than methods: Create flexible plans which fit current circumstances. Do not attempt to force circumstances to fit inflexible plans. Focus on the goal of your activity, but remain flexible in the methods you use to achieve it.
- Be reality oriented and intellectually honest: Base decisions on an objective view of the facts obtained through your own research and "homework", rather than on optimistic opinions, guesses, assumptions, wishful thinking or outright lies.
- Bow to the customer's convenience: Every customer has unique requirements, and should be allowed to choose their preferred way of doing business with us at each and every point in the sales cycle.
- Build "win-win" business relationships: Build successful, long-term business relationships through mutually beneficial business practices. Avoid cumbersome rules, complex sales agreements, "one-sided" contracts, and other restrictive business arrangements.
- Keep today's customer satisfied: It is cheaper to hold what you have than to retake what you have lost. Listen carefully to each existing Glenair customer to learn exactly what they value most, and then deliver that flavour of value and service in every business dealing. If we don't satisfy our current customers, someone else will.
- Be the first with the most: Speed ranks with quality as the surest path to customer satisfaction, and our standard is nothing less than the fastest "turn-around" in the industry. But don't confuse speed with haste. Always balance speed with proper preparation and execution.
- Follow the Glenair "game-plan": We compete on quality, flexibility, speed, availability, customer service, and complete market coverage; not on discount pricing, strong-arm sales agreements, exclusive distribution contracts, or other "conventional" marketing schemes.
- Pursue each task through to completion: Make persistence and determination your approach to tackling difficult tasks. If an idea is worth pursuing in the first place, it is clearly worth more than one try.
- Practice follow-up and follow-through: Visit daily every area under your supervision which has a bearing on customer satisfaction. Base decision-making on personal, first-hand knowledge and follow-through. Don't just trust that everything is working "according to plan".
- Delegate the right part of the job: Communicate the ultimate goal of a task (the "what") and empower individual employees to formulate their own execution plan (the "how").
- Trust your judgement: There is no comprehensive "book of rules" for every situation affecting customer satisfaction. In the absence of an applicable guiding principle, use your best judgement to solve problems and meet customer needs. If in doubt, ask yourself how you would like to be treated if you were in the customer's shoes.
- Grow the Glenair family with quality people: We employ the best and brightest in the industry. Keep your eyes open for "superstars" and aggressively work to bring them on board. Likewise, provide existing employees with training opportunities, care and respect to further their progress as members of the Glenair team.
- Take Action: It is not enough to subscribe to these principles on an intellectual level. Each guiding principle requires daily attention and action. Knowledge of an effective approach only has value if the knowledge is put to use. Master these principles and act accordingly.

Our Vision—Where do we want Glenair to be?

Established as a world class supplier of highly engineered interconnect solutions for harsh physical and mission critical environments

Our Mission—What do we need to do?

To maintain a business excellence environment through continuous improvement, creating value for all stakeholders

What is our Business Target?

To be profitable over the long term with minimal business risk

Aims

Increase market share of Glenair products & capabilities	To be at the forefront of developing technology	Continue to exceed customer service & satisfaction	Realise staff potential through training, teamwork & reward
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Strategies

Business development & improvement plans	Integrated sales team approach to systems selling and new product development	New product development & expand technical capabilities	Embed corporate social responsibility and sustainability
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Objectives

Our Customers come first
Build the competitive moat
Continuously develop our operational capability, invest in technology and Industry 4.0 to meet future market needs.
Developing win/win partnerships; leaner systems based on continuous sustainable improvement
Identify opportunities for product innovation; strive for the highest appropriate standards of quality, performance and legal compliance
Identify new customers and geographies

Actions

1. Understand and respond to our customers' challenges	2. Manufacture with the shortest lead times in the industry	3. Reduce business risk and maximise resource availability	4. Double our development and training of our workforce to world class standards
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Measures

<u>Improvement Project</u>	<u>Target</u>	<u>Project Owners</u>
Recruitment and Retention of Talent	Sep 2022	K Hardy
ESA Qualification of Micro D & Hard Ware	Jun 2023	M Fata
Implementation and Roll out of VKS for Contract Cell Assemblies	Dec 2022	A Louch
Complete implementation of Model Based Definition from Design to Shipping	Sep 2022	M Rhodes
More Sole Sourced New Developments and Projects	Dec 2022	G Dowle
Move into and Commission Phase 7	Sep 2022	N Sweeney
Develop Facilities Repurposing Plan	Sep 2022	R Spink
Digital Documentation / Upgrade Route Card Archive	Nov 2022	R Kind
Continuous Improvement Reboot (Name, System, Documents, Training, Organise & Define)	Aug 2022	A Quirk

Product Quality
On Time Delivery
Profitability
Internal Quality
Process Performance
SHE and Environmental Performance
Employee Satisfaction