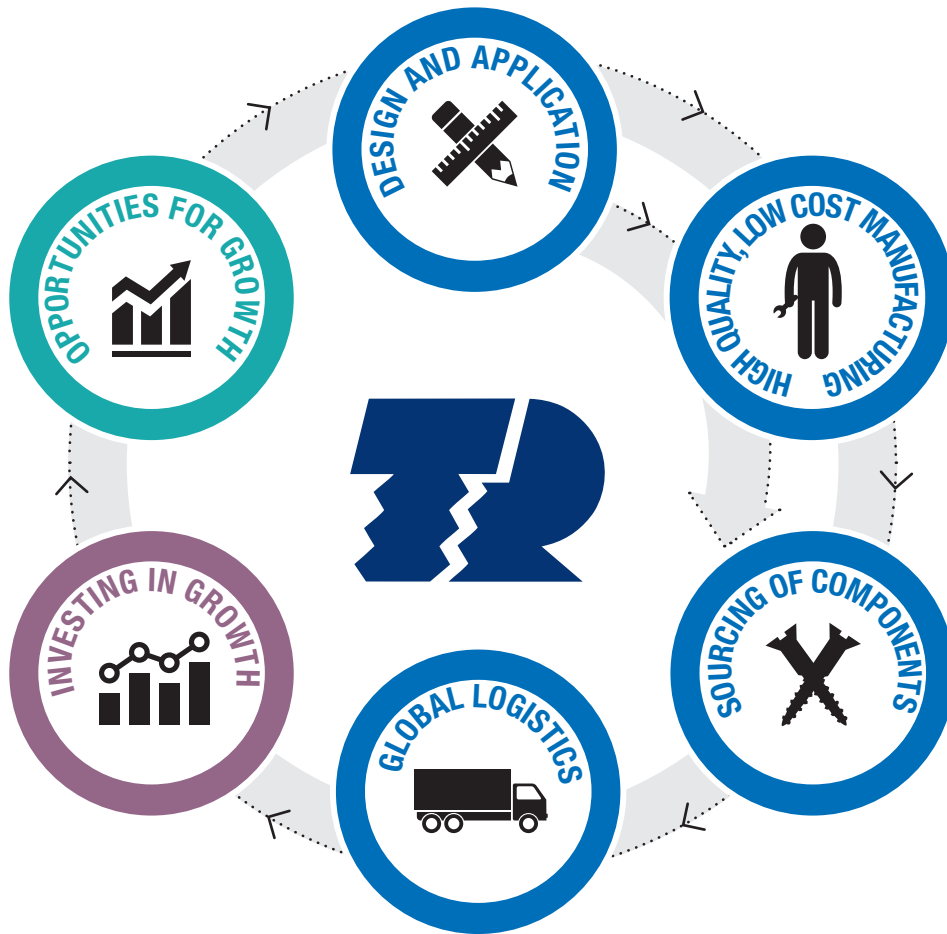



OUR GROUP BUSINESS MODEL

We are a 24/7 'full service provider' offering 'end-to-end' support to all our customers. Our success and ongoing growth is based on a unique mix of high quality manufacturing, sourcing know-how and adaptable, reliable global logistics



 Read about **Corporate governance** on pages 64 to 65

 Read the **Business review** on pages 32 to 41

What we offer

At *TR* we pride ourselves on the end-to-end support that we offer to all customers. We don't just sell industrial fastenings – we design, we problem-solve, we engineer, we manufacture, we source and we reliably deliver high quality, value adding components and logistical solutions to production lines across the world.

TR is a recognised and established global brand across a wide range of manufacturing sectors. We differentiate ourselves in the market by offering a unique blend of high quality manufacturing with sophisticated supply chain distribution and logistics.

So how do we do it?



Design & application

A large proportion of our sales are driven by customer specific assembly components, including our unique product introductions within the automotive, electronics and domestic appliances sectors.

Our engineering teams, through their strong relationships with our customers' R&D departments, look to get involved from the start of the enquiry process, helping our multinational OEM customers to make the right fastener design decisions before full scale production begins.

Our technically skilled engineers can deliver cost savings to the customer through specific component design or process applications, adding value and generating efficiencies throughout the supply relationship by working with our customers to reduce product volume, assembly time or weight. In turn, these savings help us to manage price discounting demands, win customer loyalty and further enhance our reputation for adding value.



High quality, low cost manufacturing

Our eight manufacturing plants spread across Asia, Europe and the UK allow us to provide reliable, timely and high quality product to our key multinational OEMs around the world. Our experienced manufacturing teams are able to work directly with our customers to rapidly design, produce and develop product samples, whilst on an ongoing basis, our factories are regularly audited, giving our customers complete confidence in the continuing quality of our supply.

'Just in Time' supply chains and advancements in robotic assembly have driven expectations and demand for zero defect components. By self-manufacturing we are better able to invest to meet these challenging and changing demands.



Sourcing of components

Two-thirds of the Group's revenue is sourced from our established network of world class external suppliers. This means we are not restricted by what we can manufacture in-house, instead we are able to offer our customers a truly 'one-stop' solution for all their fasteners and related components.

In a rapidly changing world, at both the micro and macroeconomic level, our established high quality supplier network, in conjunction with our in-house manufacturing capacity, means we can respond to both our customers' urgent supply situations and longer term market changes with equal success.



Global logistics

We have been a global supplier of fasteners and related components for over 40 years. Over that time we have established secure and proven logistic networks across the world. We now offer seamless and reliable supply to over 60 countries. From complex VMI and 'Just-in-Time' delivery to straightforward ex-works solutions, we are able to provide the most cost effective supply logistics to suit our multinational OEMs' needs.

With our core facilities in Asia, North America and Europe mirroring the global spread of our customer base, we are able to meet the challenging geographical requirements of our customers. By offering logistic solutions from transportation, warehousing, distribution, through to production lines, we can give our customers a cost effective and efficient service.

It is these extensive and flexible networks that help to drive our core organic growth strategy, allowing us to continue to increase our revenues, profits and penetration across our key multinational OEMs' sites.



Investing for growth

Nothing stands still in this ever-changing world. In order to make the most of the opportunities for growth and to keep moving forward, we must continue to invest in our business, whether this is in our people, our manufacturing capabilities and quality or in finding the next successful acquisition.

Ongoing capital expenditure in new manufacturing and inspection plant within our factories is almost routine, with significant investment currently underway at our Italian, Singaporean and Malaysian sites, whilst over the course of the last two years, we have also seen significant investment in our people, not just via recruitment, but also through training programmes and succession planning.



Opportunities for growth

The strong relationships we have built with our key global multinational OEMs over the last 40+ years are considered a significant asset to the Group. We continue to prioritise the development, protection and maintenance of these relationships so as to grow market share across the world.

It's not just about existing relationships, we are also always looking at how we can gain access to new customers. At any point in time we will be working on a number of new multinational OEMs – building networks and trust, developing a better understanding of their needs and spotting the opportunities that will provide us with that initial route to supply.

As a wider business, we are also constantly looking beyond specific customer relationships. Our engineering, sales, marketing and innovation teams are continuously tasked with searching the market to identify the next big thing. Be it a specific product range, patented technology, a new market focus or a geographical hot spot, we are always working together to drive our ongoing growth.