Annual Report for the year ended 31 March 2023

Governance

Our distinctive mix of engineering expertise, high-quality manufacturing and adaptable, reliable global logistics support delivery of our purpose

Our competitive strengths

A leading global brand

TR is a recognised and established global brand across a wide range of manufacturing sectors

Technical know-how and design-led engineering capabilities

Our engineering teams get involved from the start of the enquiry and design process, collaborating with our global OEM/Tier 1 customers to make the right fastener design decisions before full scale production begins and throughout the supply cycle

Global logistics

We have established secure and proven logistic networks across the world, offering seamless and reliable supply to c.70 countries. From complex Vendor Managed Inventory (VMI) and 'Just-in-Time' delivery to local third-party warehousing and straightforward ex-works solutions, we are able to provide the most cost-effective supply logistics to suit our customers' needs

High-quality, multi-locational manufacturing

Our seven manufacturing plants are spread across Asia, Europe and the UK, enabling us to offer our customers enhanced engineering capabilities and greater flexibility of supply and pricing

Network of trusted global suppliers

Established and proven relationships across the world ensure Trusted Reliability and flexibility, all the more important in the current challenging supply chain macroenvironment

Strong investment record

Investment into our manufacturing capabilities and our high growth distribution sites is targeted to best support our global OEM/Tier 1 customers and underpin growth. Our digital evolution has been specifically designed to support a more integrated and global approach to market

How we do it

We are a 24/7 'full service provider' offering 'end-to-end' support to all our customers

Our in-depth understanding of customer needs through our dedicated account management teams allows us to better serve them, leveraging our global scale on a local basis

We continuously strive to develop relationships with new global OEM/Tier 1s, identifying opportunities for future routes to supply

Underpinned by our values and culture

Read more on page 2

Delivering growth through our business model continued

How we do it continued



Design

Assemblies cannot function without fastenings. Our custom-engineered components support the freedom and versatility of design necessary to allow our customers to create world-class products

In addition, we provide invaluable input when engaged early in the design phase. Our engineers' design expertise helps solve customer application challenges within an assembly, providing cost efficiencies as well as enhancing performance



Our global manufacturing plants provide reliable, timely and high-quality product to our key customers around the world. The parts we choose to manufacture in-house tend to require more complex manufacturing processes and/or stricter quality requirements. This allows us to make best use of our extensive engineering know-how to drive the greatest value add for our customers



Two-thirds of the Group's revenue is sourced from our established global network of world-class external suppliers. This means we are not restricted by geography or in-house facilities. By being a 'one-stop' solution for all customers' components we are able to streamline and tailor the procurement process to meet our customers' needs



Our established, secure and proven logistic networks across the world offer seamless, reliable and cost-effective supply regardless of customer location – being where our customers need us to be is central to our Trusted Reliability

Creating value

For our customers

c.11 billion parts reliably supplied across the world

For our people

Remote and hybrid working has been adopted as a new way of working across the Group

Successful implementation of global LifeWorks system - offering support 24/7, 365 days a year

Development of our employees through our learning and development programme

For our suppliers

Continue to work closely with our global suppliers to increase the number of supply partners

Enhanced communication, for improved capacity scheduling

For our shareholders

We remain committed to a progressive dividend policy in a range of 3.0x to 4.0x cover in the medium term

Final dividend of 2.25p, an increase of 7.1%

For our communities

£3.5m of corporation taxes paid

We continue to work with our local communities supporting and sponsoring various events and activities