

# Driving growth through our business model

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.75 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. Whilst our digital evolution, via Project Atlas, has been specifically designed to support a more integrated and global approach to market

**Underpinned by our values and culture**

[Read more on page 03](#)

## 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 1's, identifying opportunities for future routes to supply

### 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 problems within an assembly, providing cost efficiencies as well as enhancing performance

### Produce



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

### Procure



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

### Deliver



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.15 billion parts reliably supplied across the world  
£31.7m invested in stock, to mitigate fluctuating demand levels

### For our people

Remote and hybrid working appropriately supported across the globe

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

### For our suppliers

No credit terms extended, to support sustainable supply  
Enhanced communication, for improved capacity scheduling

### For our shareholders

Return to interim and final dividend - 2.10p and 3.9x cover  
TSR + 11.6% ten year CAGR

### For our communities

£2.8m of direct taxes paid  
Community projects supported in c.5 countries