



### **Mission**

**Building a portfolio of high performance companies driven by highly capable and motivated team members focused on providing innovative and superior customer solutions while creating value for all stakeholders.**

### **Principles and Core Values**

**1) We strive to know and understand our customers to innovate and deliver superior products and services:**

- **1.1** We stay in touch with our customers and invest the time to understand their explicit and implicit requirements so we can devise superior services and products.
- **1.2** We seek to find innovative ways of serving and finding solutions for our customers.

**2) We embrace continuous improvement:**

- **2.1** We continuously strive to improve and make progress, understanding that if we don't, we will inevitably fall back.
- **2.2** We aim to continuously improve our own knowledge, processes, information systems, decision making skills, and project selection to maximize our performance.

**3) We build our Quality Management System to remain strategically focused:**

- **3.1** We aim to simplify, streamline, and standardize our work processes to remove waste and increase the chance of performing at high levels consistently.
- **3.2** We integrate into our Quality Management System our key learnings to minimize the recurrence of similar problems and learn from our successes.
- **3.3** We prioritize our tasks based on those that add most value, set target dates, align our resources, and galvanize our people to execute with intensity.
- **3.4** We thoroughly plan upfront, review our plan in versions to strengthen it, and once solid we deploy our energy to execute quickly.
- **3.5** We measure our performance by reviewing Key Performance Indicators regularly. We believe that what is measured is better managed.

**4) We find strength in unity:**

- **4.1** We work as a united team seamlessly and unify behind decisions made even if we don't always agree with them in order to advance the interest of the whole group.

- **4.2** We exploit synergies with our infrastructure, systems, and people across our business units, divisions, and functions to deliver superior performance at lower cost.
- **4.3** We build one common management platform for all Business Units to use and encourage improvements to it through active contribution.
- **4.4** We embrace the human capital of all our people to keep learning and improving the areas we can impact.
- **4.5** We balance the interest of the group with that of the Business Units to maximize the performance of the overall group.

**5) We seek to forge aligned partnerships:**

- **5.1** We partner with our stakeholders (customers, suppliers, team members, shareholders) and align incentives to achieve mutually beneficial goals.
- **5.2** We stretch our creativity and dig deep to find solutions that are win-win for all parties at the table.

**6) We believe in embracing diversity, respect, openness, trust, and ethical conduct:**

- **6.1** We act ethically by doing the right things at all times and abide by our rules and regulations and operate by the letter and the spirit of the law.
- **6.2** We embrace diversity and respect one another and deal with others in ways they would want to be treated.
- **6.3** We continuously ask penetrating questions and encourage open arguments and constructive debates to find meaningful answers.
- **6.4** We strive to be fair in all our decisions and in the treatment of others.
- **6.5** We believe people work best in high performance teams when there is a foundation of confidence and trust, and that trust is earned and not granted.

**7) Our people drive performance:**

- **7.1** We favor people that are honest, passionate, energetic, collaborative, courageous, and hungry to learn.
- **7.2** We drive performance by having the right people in the right position focused on the right tasks.
- **7.3** We provide the training and the tools required for our people to get the job done and let them know how their performance is going to be measured.
- **7.4** We value people that develop themselves and take an active role in the development of others. Life-long learning through study and practice is a way of life.
- **7.5** We stay humble at all times, uphold our commitments, and take responsibility for our own actions.
- **7.6** We commit to providing our team members with a 360 degree Continuous Improvement Feedback so they are aware of their strengths and the areas they need to work on.

- **7.7** We challenge the status quo, understand success is temporary, and keep a sense of paranoia to constantly re-evaluate ourselves and our position to make the best decisions for our future.

**8) We use data and evidence based management to improve the quality of everything we do:**

- **8.1** We use data, evidence, and logic in order to analyze problems, make improvements, and monitor results.
- **8.2** We encourage unfiltered facts to surface and confront challenges head-on in order to conceive the right path to value creation and unify around implementation.
- **8.3** We expand the search for solutions by looking internally and externally for the best possible options.

**9) We focus on long term profitable and sustainable growth to keep on delivering value to shareholders:**

- **9.1** We collectively set clear financial targets, review our financial statements, and make our team members responsible for results.
- **9.2** We act like owners and treat the company assets and allocation of its capital as we would our own.
- **9.3** We expect our top managers to connect external opportunities with internal capabilities to identify profitable growth opportunities so they can be pursued with discipline.
- **9.4** We constantly assess risk vs. potential reward and don't hesitate to make the hard decisions if we find ourselves on the wrong path.

**10) We delight in making a positive impact on the people and the environment we touch:**

- **10.1** No matter what services or products we produce we cherish making a positive impact in the lives of others.
- **10.2** We care for our environment and for people and look at ways to connect and help the communities we serve.
- **10.3** We value our families and friends and make a concerted effort to nurture relationships and find the right balance between personal and work life.