

DRIVING SUSTAINABLE GROWTH



01

OUR PEOPLE

ENSURING SAFETY AND WELLBEING

Throughout the COVID-19 pandemic, we have placed the safety and wellbeing of our people as our top priority. We have followed all the recommended epidemic prevention and control measures in all of our facilities around the world, enabling them to stay open and keep product flowing to our customers.

STAYING CONNECTED

We were able to stay close to our colleagues throughout the epidemic by frequent all-hands video conferences and tailored employee surveys while the majority of our people worked from home.

Over **2,000**
Employees across 14 countries



[READ MORE ABOUT OUR UNIQUE CULTURE ON PAGE 8](#)



[READ MORE ABOUT OUR INNOVATIONS ON PAGE 46](#)



[READ MORE ABOUT HOW WE OPERATE ON PAGE 29](#)

02

PRIORITISING OUR CUSTOMERS

POWERING THE WORLD'S CRITICAL SYSTEMS

Our customers provide mission critical systems to service the Healthcare, Industrial Technology and Semiconductor Manufacturing Equipment markets. Our Healthcare customers saw unprecedented demand due to the COVID-19 pandemic. We were proud to support them to expedite shipments and provide the power for the critical care equipment required to treat COVID-19.

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RELENTLESS CUSTOMER FOCUS

While our Healthcare customers experienced unprecedented demand, our customers making Semiconductor Manufacturing Equipment also saw significant demand. This was due to the acceleration of technological changes due to COVID-19, and advancements in semiconductor manufacturing technology, which we were able to support in the most challenging environment.

Over **4,500**
Direct customers

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Keeping our customers supplied with product

We are designed into numerous ventilator products and other critical care devices such as drug delivery systems, patient monitors, specialist ultrasound and X-ray equipment.

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DRIVING SUSTAINABLE GROWTH

CONTINUED



03

STRENGTHENING OUR SUPPLY CHAIN

CONTINUING TO SUPPLY OUR CUSTOMERS DURING COVID-19

Our Vietnamese facility was able to keep product flowing to customers, while China was shut down in the early stages of the COVID-19 pandemic. Our supply chain team expedited component deliveries and rapidly expanded capacity to respond to the worldwide crisis and support our customers.

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TALENT AND EXPANSION

We have strengthened our supply chain talent in 2020 with a number of key hires. We have expanded our Vietnamese capacity and have closed our facility in Minden, Nevada, and successfully transferred production to Vietnam. This has resulted in significant cost savings for 2021.

Over 3,000

Products now approved for manufacture in Vietnam

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Our low-cost manufacturing in both China and Vietnam provides the supply chain resiliency our customers value

Over 2,000

Products capable of manufacture in China

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04

GROWING OUR PRODUCT PORTFOLIO



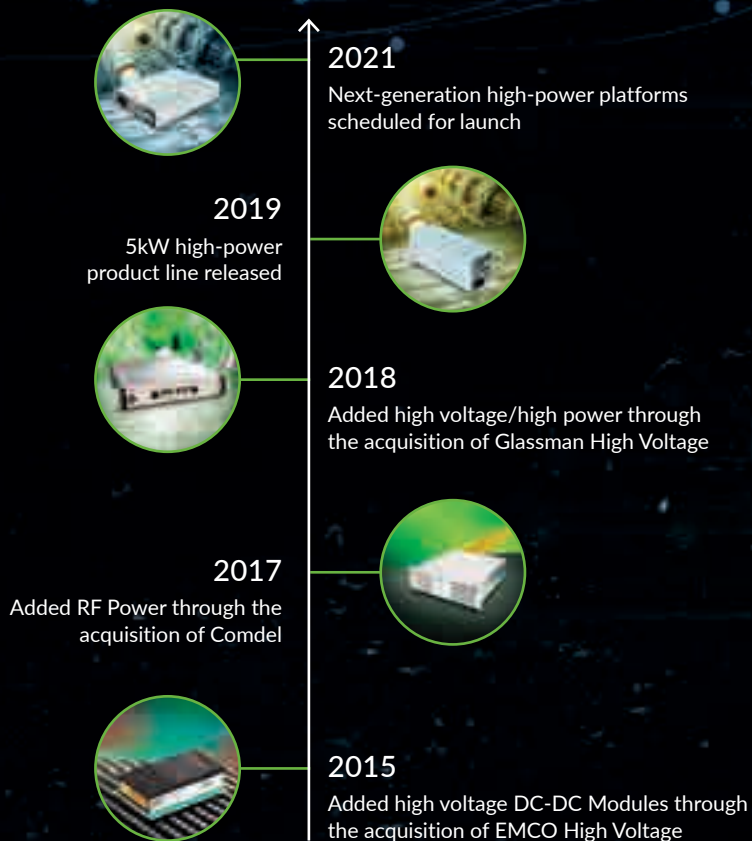
ENGINEERING NEW PRODUCTS

Throughout the COVID-19 pandemic, we have been able to continue to maintain our product development and invest in new products.

PRODUCT FAMILIES

Over the years, we have built a broad product portfolio of over 250 product families to give us the broadest product offering in the industry.

YEAR	FAMILIES
2020	+20
2019	+32
2018	+27
2017	+27
2016	+47
2015	+22
2014	+26
2013	+31
2012	+19
2011	+38
2010	+31



05

MAINTAINING A STRONG CASH POSITION

PRESERVING OUR CASH

Early in the COVID-19 pandemic, we took swift action to ensure we preserved cash in the face of worldwide uncertainty. We focused on early collection of receivables and prudent management of inventory in the face of unprecedented demand from our Healthcare customers. We took the difficult decision to cancel the 2019 final dividend and did not declare a dividend for the first quarter of 2020.

OPERATING CASH FLOW

The actions we took and prudent management resulted in strong operating cash conversion. Strong performance allowed us to resume dividend payments with effect from the second quarter of 2020.

117%

Adjusted Operating Cash Conversion

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We were able to resume dividend payments from the second quarter of 2020

74 pence

Dividend of 74 pence per share (2019: 55 pence per share)

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