

Values & Behaviors

CUSTOMER FOCUS

Our customers are why we exist. We build relationships with internal and external customers that are built on trust, a desire to understand their needs and challenges, and a genuine interest in making them more successful.

- Makes effort to learn customer needs.
- Strives to meet or exceed customer expectations.
- Listens to customers' concerns and responds promptly and effectively.
- Understands industry and competitive trends. Helps identify ways to differentiate Ferro from its competitors.

ACCOUNTABILITY FOR PERFORMANCE

As individuals and teams, we work to achieve the highest performance standards. We prioritize safety and environmental stewardship; providing high-value solutions for our customers; and creating value for Ferro's shareholders.

- Acts legally and ethically. Exhibits honesty and integrity. Promotes safety in the workplace and is socially and environmentally responsible.
- Understands Ferro's business, strategies and goals. Translates business requirements into action plans. Identifies metrics and evaluates results.
- Takes ownership and delivers on commitments.
- Seeks opportunities to create value for customers and shareholders.

INNOVATIVE THINKING

We encourage our associates to seek out new ideas for technologies and business processes, and to always look for ways to improve and to better serve our customers.

- Constructively challenges the status quo and eagerly introduces suggestions for new ways of working.
- Champions positive change. Focuses on finding solutions and better processes.
- Exhibits creativity and resourcefulness. Contributes ideas for new products and enhanced services.
- Takes prudent risks in pursuing growth and improvement opportunities.

TEAMWORK AND COLLABORATION

We are committed to a work environment that promotes trust, mutual respect, teamwork and collaboration, and that focuses on consistently delivering value to our customers and shareholders.

- Communicates openly and gives honest feedback.
- Respects and celebrates diversity and cultural differences.
- Removes barriers to success and assists others with problem solving.
- Listens and responds to others' concerns and recognizes others' contributions.
- Displays enthusiasm, energy and diligence in all efforts.



Leadership Foundation

COLLABORATION AND INFLUENCE

- Acts to the highest standards of ethical and legal behavior. Exhibits honesty and integrity.
- Constructively manages internal and external relationships, facilitating open communications.
- Embraces and advocates for positive change.
- Coaches and develops associates to improve organization capability and bench strength for key positions.
- Demonstrates a proactive and conscientious attitude toward risk, risk tolerance and internal controls.

OPERATIONAL EXCELLENCE

- Delivers on commitments.
- Strives for higher performance at all levels of the organization.
- Actively promotes continuous improvement.
- Maintains a focus on Ferro's business objectives and results, and aligns individual and group priorities to the bottom line.

GROWTH ORIENTATION

- Seeks out new opportunities to accelerate growth.
- Stays current with advances in science, technology and the marketplace, anticipating customer needs.
- Acts to build customer satisfaction and strengthen relationships.

STRATEGIC ACUMEN

- Creates and communicates a well-defined vision for the future.
- Brings a diverse perspective that values cultural differences and an understanding of global markets.
- Anticipates changes in the market and external environment.
- Continuously evaluates business and makes challenging decisions to optimize resource allocation and to enhance value.

