



MEMO

Our strategy & vision | An introduction

To: Our distributors

From: Rob Fraley

Date: 15 February 2024

To our distributors,

Following on from our town hall at the end of last year, where you heard a lot of talk about our vision and mid-range master plan, I wanted to take some time to go through this concept with you all. I'll be sharing a series of 3 emails that break down the vision and mid-range master plan over the coming weeks. In this first email I want to share a basic overview of our vision.

You may have heard that we have been on a journey of change for several years now, and at the beginning, our customers told us that key competitors are seen as innovative while we were seen as traditional. We would like to change that perception, so we have been focused on re-building our brand based on that customer feedback. We have created a new vision to align our teams around.

Our company vision:

For customers who want a partner with excellent products and an eye on the future, Cook is a privately held, minimally invasive medical company that leads the industry by relentlessly delivering new products and services to address unmet customer needs and underserved patients, while always striving to deepen connections with customers, employees and communities.

Our current supporting goals are as follows:

1. **Rally the entire organization around our vision & strategy**
2. **Create a sustainable competitive advantage while staying true to our purpose and culture**
3. **Change negative customer perceptions**

We are sharing this vision internally and supporting our teams by aligning around a brand essence. A brand essence is an internal guide for making strategic decisions that support our vision. As mentioned in the vision, we want our teams to be **deeply connected and relentlessly inventive**, and that's also what we want our customers and partners like you to feel when working with us. There is no expectation for you to live this essence, but it is helpful for you to know. All of this work is to make sure Cook is a company that you can trust and to set ourselves up for future success.

Over the coming weeks, you will begin to see us speak about how we are making strides towards our goals. We hope you begin to see the changes we are making and that they positively impact your experience with us. Stay tuned for two more emails going into further detail on this topic. Also, once we complete the series, there will be a training tool available through Cook Learn, which we will share more details on later. One last note, this is all to remain internal only. Please do not share this information outside of your organization.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Rob Fraley'.

Rob Fraley
Director
Global Business
Indirect Market