

Management Philosophy

Greenheck's management philosophy is to establish and communicate a clear vision and set of values and then live them. Our Vision of Excellence and Statement of Corporate Values focus on the partnership between our employees and business partners.

Greenheck Vision of Excellence

We are a customer-driven multinational market leader providing innovative, cost-effective air movement, control, filtration, and conditioning solutions.

We differentiate ourselves by being the easiest company to do business with, providing a broad range of products and application expertise, and offering quality products at competitive prices. We are dedicated to building the largest and most successful business of its kind in the world, thereby sustaining prosperity for our employees and business partners.

Statement of Corporate Values

Greenheck employees believe in and practice

- A caring concern and respect for our fellow employees, customers, community, and other business partners
- Life-long training and education
- Productivity improvements through personal commitment to active involvement and teamwork

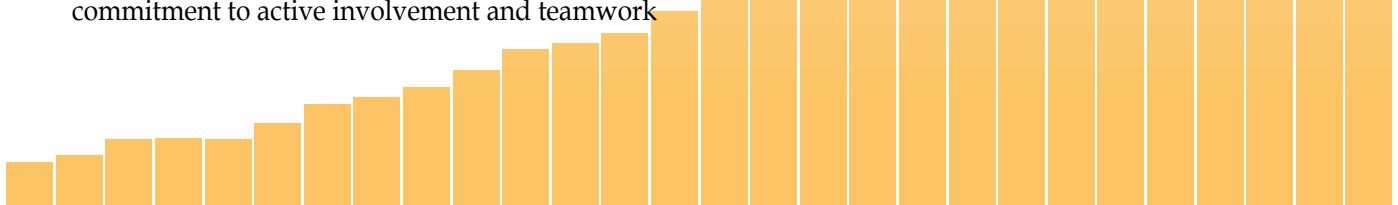


- The highest level of integrity, ethics, and professionalism
- Open, honest, and candid communications
- Continuous improvement in the quality of our products, services, and processes
- The pursuit and application of innovative and flexible technology
- Total commitment to both internal and external customer service to sustain prosperity for our employees and business partners.

Financial Growth and Consistency

Greenheck has enjoyed extraordinary and continuous success, especially over the last decade. The number of employees working at Greenheck had more than doubled by 2001, and annual sales reached an amazing \$200 million.

During the last six years, Greenheck has increased market share for its core ventilation products by developing new products and expanding its sales channels through the acquisition of other brands and companies. This tremendous recent expansion added more than 1,000 new employees to the Greenheck organization during the past three years. By April, 2008, the 2,850 employees throughout the Greenheck organization had achieved \$473 million in annual sales, and their sights are on \$600 million — a goal they hope to reach during the next few years.



Customer Focus

Greenheck believes in supporting our employee-owners and our business partners. It is our belief that we cannot be successful without each other. A key business partner is our manufacturer representative. The majority of Greenheck's annual sales are generated through manufacturer representatives.

Our key strategies are developed to help them sell more products and capture market share. However, developing new and redesigned products is only one step in the process. Education and training is another key element to our success and our manufacturer reps success. We have two resources available to assist in training.

Product Center

Greenheck has a Product Training Center, located in Schofield, WI, Sacramento, CA, and our Kunshan China manufacturing facilities. The Schofield Product Center offers an overview of more than 100 Greenheck air moving and control products. It also provides customers and our business partners with

an opportunity to focus on individual products in both static displays and working models. A unique bi-level area features roof-mounted equipment above, connected by ductwork to interior equipment below, to showcase roof-mounted units such as four-way fans and kitchen ventilation systems. The Product Center serves as an ideal training site for manufacturer's reps and customers each year.

Computer Aided Product Selection Program

Greenheck's Computer Aided Product Selection Program (CAPS) is more than just a computerized selection program. It includes product descriptions, application information, dimensional drawings, detailed product performance for all products and CAD drawings for many products.

CAPS provides complete menu driven support for Greenheck's fans and ventilators, centrifugal and vane axial fans, energy recovery ventilators, make-up air units, kitchen ventilation systems, dampers, and louvers.



Greenheck's Enterprise Management System (GEMS)

In 2002 Greenheck recognized the need to invest in a new business system in order to support our strategic goals and growth objectives. We chose SAP to be the foundation for our business systems. Today SAP supports our entire business process from the time an order is received from the customer, through the manufacturing and shipping processes, all the way to receipt of payment from the customer. We completed the implementation in late 2007.



Since completing the implementation, we are now focused on continually expanding the use of SAP to help us:

- Improve our customer service
- Support operational excellence
 - Supply chain management
 - Lean and synchronized manufacturing
 - Manufacturing pull system – Kanban



- Support the realization of our Field to Factory vision where a customer can place an order in the field and have it flow seamlessly through our factories with little to no manual intervention
- Provide the opportunity to redefine and redesign our business processes to make them more consistent and efficient
- Allow for sales channel expansion
- Have a vended technology solution vs. an in-house developed system
 - Leverage best practice technology
 - Take advantage of regular improvement and enhancements
- Support our business unit structure
 - Multiple plants
 - Multiple distribution centers
- Support international growth
 - Operate in multiple currencies
 - Support multiple time zones and calendars
- Allow for assimilation of acquisitions into the company.

