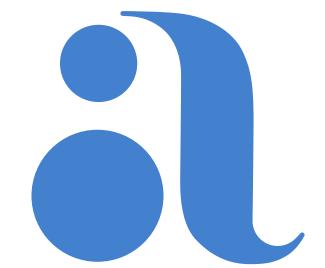
THE A-DEC WAY



"Striving for Excellence"

At A-dec our working philosophy is a commitment to strive for excellence in all we do. Recognizing the need to maintain control of our future, we looked inside A-dec to define the secret of our past success and as a result developed the "A-dec Way." The A-dec Way is a written expression of the operating philosophy which governs all aspects of our company.

The A-dec Way consists of 15 principles of concern and 6 questions of test. One must take the philosophy as a whole—striving for the total best.

Join us as we strive for excellence.



Concern for People

- Includes all people we impact: employees and families vendors – mutual trust and confidence townspeople – Newberg customers (dealers) user (profession)
- Create the best possible physical surroundings in which to work.
- Maintain a positive, motivating atmosphere—treat people the best we know how in all respects—equal and fair.
- Do our best to provide steady work and security of employment.
- Provide professional, motivating, concerned leadership at all levels in the company.



Provide for Opportunity & Assist in Self-Development

- Create an environment that encourages and assists each person in developing to their highest potential.
- Provide for opportunity by internal promotion to higher level positions when or where possible.
- Provide for guidance and direction in area of greatest contribution.
- · Delegate responsibility, accountability and authority.

Provide an Atmosphere Encouraging Self-Satisfaction & Pride

- Create conditions promoting self-satisfaction and pride as a part of life for all at A-dec.
- Maintain a quality organization of which all can be proud and enjoy.

Encourage Team Effort

- An exchange of ideas usually brings a better decision.
- Provide a mutually supportive and co-operative atmosphere.
- Disciplined conduct on the part of each team member is essential to success.

Maintain Complete Fairness, Honesty & Integrity

- There is no such thing as "almost" fair or "almost" honest.
- Give commitments carefully and keep them faithfully in order to build trust.



Maintain Open, Consistent & Regular Communication

- Create understanding and a feeling of sharing of ideas and information throughout the company.
- Involve and inform people as necessary.
- Consciously seek open, clear, two-way communication establishing effective and satisfactory personal relationships.

Encourage Public Service

- Be a good citizen and neighbor to the public we serve (employees, community, dental industry, etc.).
- Do our fair share in all areas of corporate responsibility.



Encourage Creativity

- All of our people's ideas are important and needed.
- Keep a positive attitude towards innovation and new ideas at all levels.
- Encourage receptivity to creative change.
- Practice techniques of positive reinforcement and constructive criticism.

Commitment to Quality & Productivity

- Quality is everyone's responsibility.
- We recognize that productivity with quality is the only real security for a company and its people in the American enterprise system.
- We commit to seeking better methods and equipment—there is always a better way.
- Work simplification and training are vital to achieving improvements and productivity.



Maintain Consistency

- Use standard policies and procedures and preserve corporate image.
- Standardize machinery, tools and supplies.
- Create consistent advertising and promotional programs.
- Maintain continuity in professional and consulting relationships.
- Use a steady, predictable approach when conducting business.

Dedication to Improvement

- Encourage and be receptive to ideas and efforts for improvement.
- Maintain an awareness of the need for improvement. "Find what's wrong and fix it."
- Change for needed improvement, not for change itself.
- Change with our changing society to meet internal and external needs.
- Appreciate and encourage improvement efforts by others.



Keep Things Simple & Basic

- Satisfy the need without complication.
- Seek the most effective way, keeping simplicity in mind.
- Cut through the maze—do it as simply as possible.

Build on a Basis of "Need"

- Proceed only if there is a compelling or anticipated need for the contemplated action.
- Identify the need and the necessary steps to fulfill that need.
- In the search for perfection, be willing to accept the best known way—take action when needed.
- Maintain flexibility without compromising "the best."



Attention to Detail

- No detail is too small to qualify for attention.
- Proper attention to detail deters degeneration.
- Avoid the "what difference does it make?" stance and seek to improve if possible.
- Prioritize activities to put details in proper relationship and perspective and avoid getting bogged down.

Conserve Resources

- Conserve time, money and materials.
- Be concerned about costs and justification of expenditures.

Questions

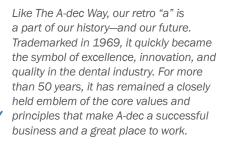
- 1. Is there a need?
- 2. Is this the simplest and best way to do it?
- 3. Am I using time and material effectively?
- 4. Am I helping make A-dec better for everyone?
- 5. Can I be proud of what we are doing?
- 6. Have I communicated?



The A-dec Way started with Ken and Joan and today is kept alive by our A-dec employees.



Scott Parrish, A-dec CEO & President, with A-dec Founder Ken Austin.





Taken in 1982, our employees posed for an A-dec family photo. It was presented to Ken and Joan at the company Christmas party. Welcome to the family!



A-dec Headquarters

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