

...to create customer partnerships

We know that our customers' needs are evolving and that means the way in which we deliver our solutions is evolving too. At our Capital Markets event in October 2024, we shared how we are building on our already strong and differentiated business model, evolving its focus from **Customer Solutions**, where we understand customer needs, to **Customer Partnership** where we anticipate customer needs. We are doing this by evolving our sales model:

1. Customer Closeness evolves to **Connected Customers**

Our local direct sales presence underpins our close customer relationships. Through being even more highly connected with customers, both physically and digitally, we will move from point-in-time sales to more frequent and even continuous engagement.

2. Deep Process Insight evolves to **Deep Customer Insight**

Our deep process insight and technical expertise delivers solutions that enhance our customers' efficiency, safety and sustainability. Through digitally-led, data-driven insights we will deepen our understanding of customers' specific and critical needs to serve them better.

5. Applied Engineering evolves to **Applied Design and Engineering**

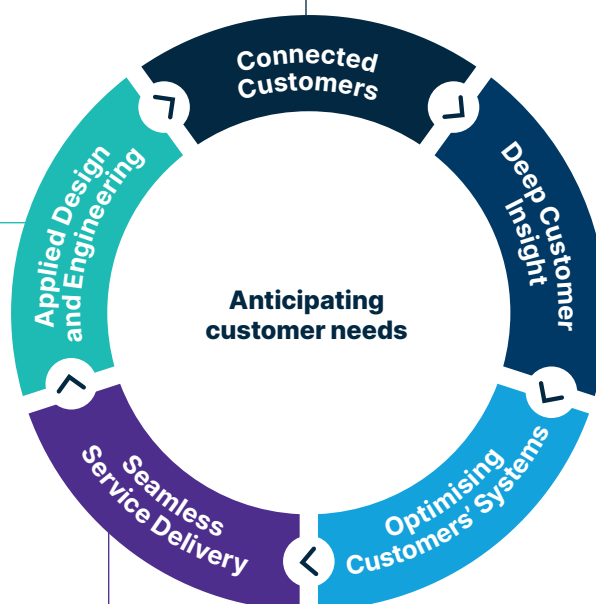
Our applied engineering skills are critical to solving customers' problems. Through building on our design engineering capability we will deliver the more bespoke solutions that our customers will require in the future.

4. Responsive Manufacturing evolves to **Seamless Service Delivery**

Our customers rely on our ability to react quickly to their needs and maintain their critical production processes. Through deeper insights and continuous engagement, we will proactively identify their needs, delivering a more seamless service and building enduring partnerships.

3. Wide Product Range evolves to **Optimising Customers' Systems**

Our wide product range underpins our tailored approach to improving the efficiency of customers' discrete processes. Through an expanded and holistic understanding of our customers' needs, across multiple processes, we will elevate our optimisation solutions to system and plant level.



Our evolving business model is how we will maintain and build on our competitive advantage and drive growth.

- + Read about how we are already delivering against these aspects of Customer Partnership on pages 12 and 13
- + Find out how our investment priorities are supporting our evolution to Customer Partnership on pages 26 and 31