



Strategy

Working together to achieve our ambition

Across the Group we are united in our ambition to deliver long term, compounding organic revenue growth. We will achieve this by working together across our three Businesses and together in partnership with our customers, to evolve to meet the needs of tomorrow's world, capturing the significant opportunity we see ahead of us and delivering on our ambition. We have enshrined this approach in our **Together for Growth Strategy** Growth Drivers.

Our Growth Drivers



Commercial Excellence

Our global direct sales force and local customer relationships are the core of our business model and a key differentiator. We are investing in the capability of our sales colleagues to better serve customers, meeting their evolving needs, to expand and capture our addressable market opportunity.



Digital and Services

Our relationships, technical expertise and data driven insights are the basis of our deep customer understanding. We are focused on being highly-connected with our customers throughout their process and product lifecycles to anticipate their needs and build enduring customer partnerships.



Operational Excellence

Our regional manufacturing facilities are strategically positioned close to our sales operating companies to deliver high levels of customer service and maintain agility in our supply chain. We are focused on continuous operational improvements, reinvesting the benefits to support future growth.



Decarbonising Thermal Energy

Our combined steam and electric expertise and innovative solutions uniquely position us to decarbonise our customers' thermal energy use. We are investing in our decarbonisation technology and capability to capture the significant market opportunity from helping customers meet their efficiency and sustainability targets.



Organisational Fitness

Our local presence in the countries we serve enables us to better understand and meet customers' needs. We are connecting colleagues to leverage our global presence and scale and simplifying the way we work to better serve our customers.

+ Read about the progress we are making in each Growth Driver on pages 45, 49 and 53 of our Operating Review

How we drive long term, compounding growth

