

Strategic Framework: Three Pillars for Success

A comprehensive framework for strategic execution with focus on Portfolio, Growth, and Efficiency



Portfolio

- Proactive portfolio management
- Global reach with local focus
- Niche player in high-quality industry
- Disciplined capital allocation across 20+ business units with biannual portfolio reviews

Growth

- Deeper customer focus
- Innovation leveraging core capabilities, differentiation
- Unique, value-added solutions
- 15% organic revenue growth target driven by adjacent market expansion

Efficiency

- Operational excellence everywhere
- Value chain span of control
- Disciplined expense management
- 300 bps margin expansion through procurement optimization, shared services consolidation, and overhead reduction

Enablers



People and Values



Sustainability



Digitalization