

At a glance

OUR PURPOSE

Why we exist

Making amazing happen for a better world

+ Read more on pages 41 to 67

OUR VISION

Where we are going

To be first choice for all our stakeholders

+ Read more on pages 16 to 18

OUR VALUES

How we do business



WE ARE ONE TEAM



WE DELIVER BRILLIANTLY



WE DO THE RIGHT THING



WE MAKE EVERY DAY BETTER

+ Read more on page 3

CONNECTING CUSTOMERS AND SUPPLIERS

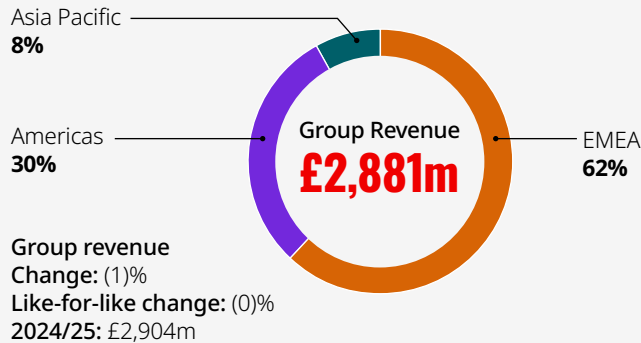
We are a high-service global product and service solutions provider for industrial customers, enabling them to operate efficiently and sustainably.

c. 1m customers

c. 8,500 employees

>2,500 suppliers

OPERATING IN 33 COUNTRIES



EMEA

Revenue

£1,803m

Change: 1%
Like-for-like change: (1)%
2024/25: £1,777m

+ Read more on page 29



AMERICAS

Revenue

£855m

Change: (6)%
Like-for-like change: (2)%
2024/25: £907m

+ Read more on page 31



ASIA PACIFIC

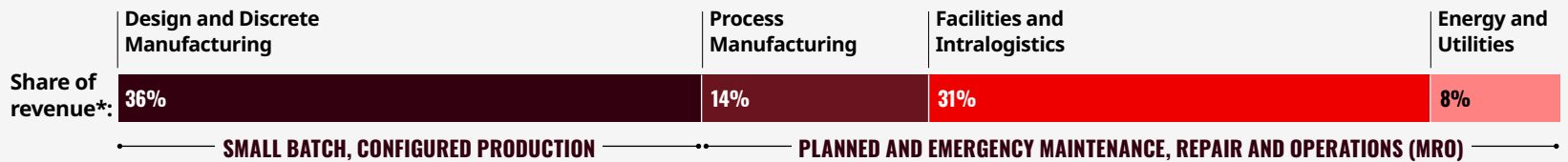
Revenue

£223m

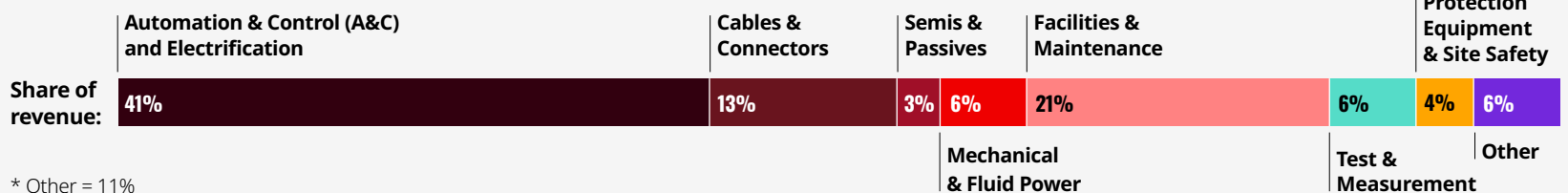
Change: 2%
Like-for-like change: 5%
2024/25: £219m

+ Read more on page 32

SUPPORTING CUSTOMERS ACROSS A RANGE OF INDUSTRIES



MULTIPLE PRODUCT CATEGORIES



* Other = 11%