

2024 Half Year Results

30 July 2024



Mining technology for a sustainable future

Forward looking statements

This information includes ‘forward-looking statements’. All statements other than statements of historical fact included in this presentation, including, without limitation, those regarding The Weir Group PLC’s (“the Group”) financial position, business strategy, plans (including development plans and objectives relating to the Group’s products and services) and objectives of management for future operations, are forward-looking statements. These statements contain the words “anticipate”, “believe”, “intend”, “estimate”, “expect” and words of similar meaning. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the Group to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Group’s present and future business strategies and the environment in which the Group will operate in the future. These forward-looking statements speak only as at the date of this document. The Group expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. Past business and financial performance cannot be relied on as an indication of future performance.

Jon Stanton

Chief Executive Officer



Compelling value creation opportunity

Focused mining technology leader with unique capabilities and high barriers to entry



Multi-decade market opportunity driven by demand for critical metals and adoption of new technologies to enable sustainable mining



Performance Excellence transformation programme delivers compounding financial benefits



Our commitments to stakeholders

Growth

**Outgrowing
our markets**



Mid to high single digit
% organic revenue
growth through the
cycle



Margins

**Expanding
our margins**



20% operating profit
margin in 2026



Returns

**Converting
earnings into
cash and returns**



90-100% free
operating cash
conversion; focus
on growing ROCE



Resilience

**Providing
resilience and
predictability**



>7% Minerals AM
revenue CAGR since
2011



Sustainability

**Delivering for
people and
planet**



Accelerate sustainable
mining; deliver
sustainable Weir



Prioritising Total Shareholder Returns

Delivering on our commitments in H1 2024

Growth

Outgrowing
our markets



-3%

YoY change
in revenue¹

Margins

Expanding
our margins



+180_{bps}

Operating
margin^{1,2}

Returns

Converting
earnings into
cash and returns



68%

H1 cash
conversion

Resilience

Providing
resilience and
predictability



8%

YoY growth in
operating profit^{1,2}

Sustainability

Delivering for
people and
planet



CDP³ 'A List' for
transparency and
performance on
climate change

On track to achieve full year guidance in operating profit and cash conversion

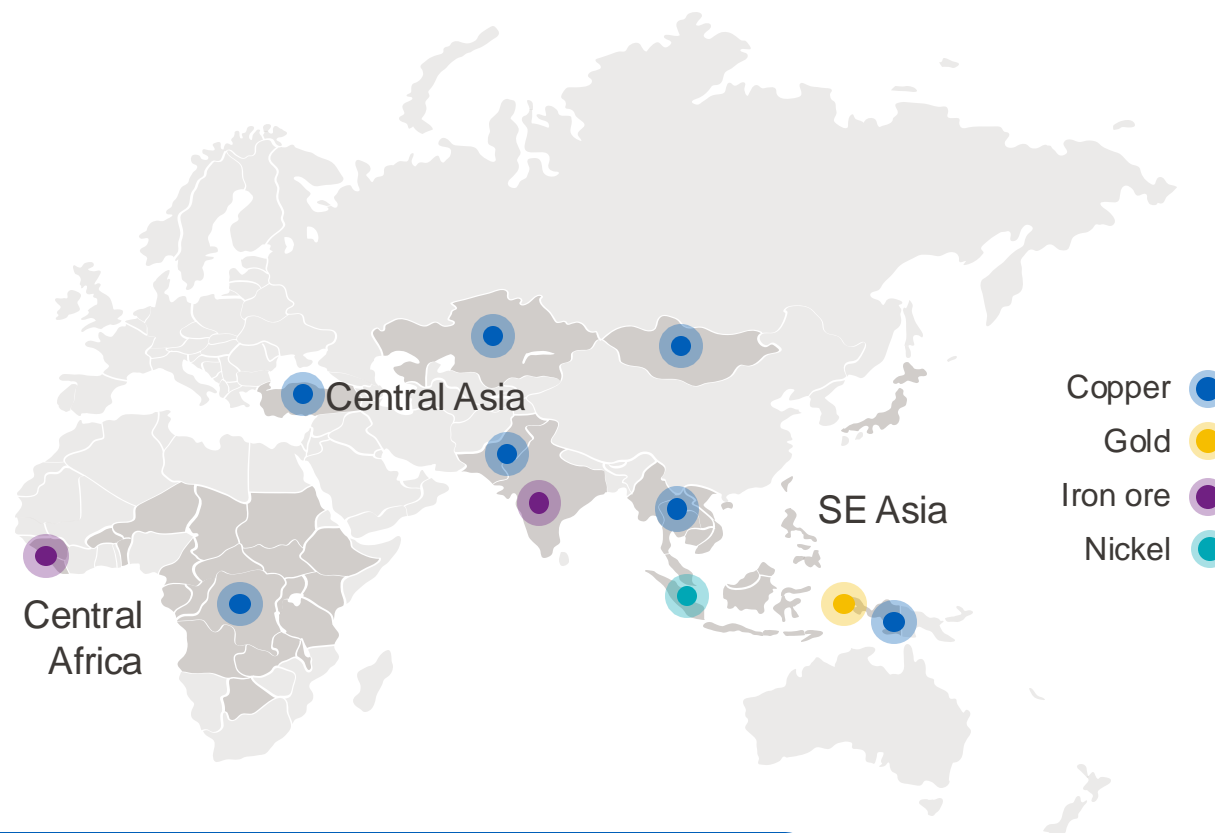
Project pipeline approvals accelerating

Exploration/greenfield activity

- Supply deficits for base metals coming into focus as global infrastructure funding legislated – Central Asia
- Most high grade and likely future greenfield sites located in remote areas – Central Africa, SE Asia
- Total Minerals pipeline increased c.15% over last 18 months, reflecting expanded product line and flowsheet opportunities

Our advantage

- Market leading solutions – including redefined flowsheet
- Adapt footprint to pivot toward where the minerals of the future will be mined
- Partner with operators early in feasibility – be part of greenfield discussion
- Successful trials supported by strong local teams – our differentiator
- Quickly develop local service capability - lock in spares



£53m contract award for a greenfield expansion awarded in July



Brian Puffer

Chief Financial Officer

Strong execution underpinned by Performance Excellence

Orders¹

£1.3bn -2%

Revenue¹

£1.2bn -3%

Operating profit^{1,2}

£215m +8%

Operating margin^{1,2}

17.8% +180bps

Profit before tax^{2,5}

£193m +3%

Free operating cash conversion³

68% +17pp

Book-to-bill

1.04

Statutory profit
after tax⁵

£118m
-7%

EPS²

53.6p
stable

ROCE⁵

17.9%
+160bps

Net debt:
EBITDA⁴

1.2x
stable

Interim
dividend

17.9p
+1%

Minerals: resilient aftermarket

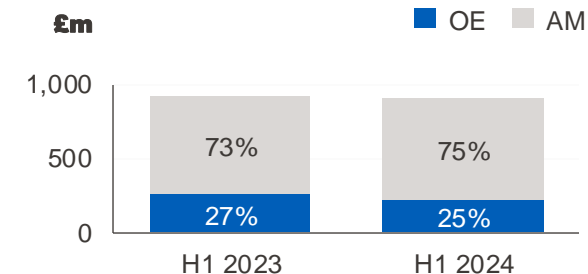
Growth in underlying mining markets

- Continued momentum in demand for brownfield OE
- Strong prices for copper and gold driving demand for AM
- AM growth diluted by phasing of a multi-year order versus PY
- Book-to-bill of 1.04

Orders¹

£907m -2%

OE -12% AM +1%



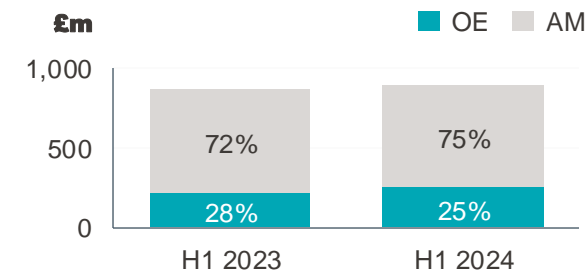
Supporting expanding production

- OE driven by order period phasing
- Q2 AM revenue +15% sequentially
- AM revenue PY comparator included large Canadian oil sands shipments and final revenues recognised from Russia

Revenue¹

£869m -4%

OE -13% AM stable



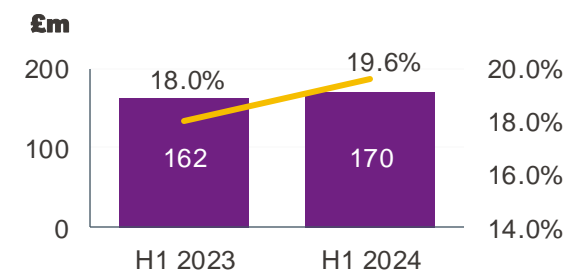
19.6% margin^{1,2}, +160bps

- Benefit from 3% movement in revenue mix towards AM
- Incremental benefits from Performance Excellence
- Gross margins protected through pricing
- AM and product mix benefit to reverse in H2

Operating margin^{1,2}

19.6% +160bps

Operating profit^{1,2}
£170m +5%



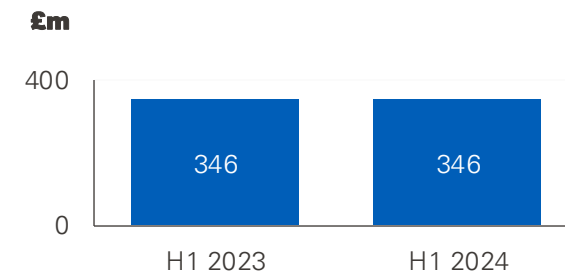
ESCO: strong margin progression

Mining market demand positive

- Strong share gains in African copper and North American iron
- Infrastructure demand stable, record levels of dredge orders offsetting soft Europe
- Book-to-bill of 1.02

Orders¹

£346m **stable**

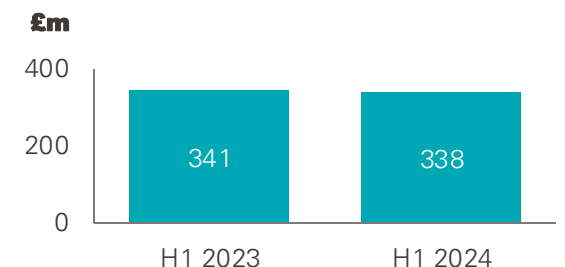


Strong execution

- Growth in core mining and infrastructure GET
- Q2 AM revenue +5% sequentially
- Delivery timing for certain large projects pushed into H2, with site specific downtime in North America

Revenue¹

£338m **stable**



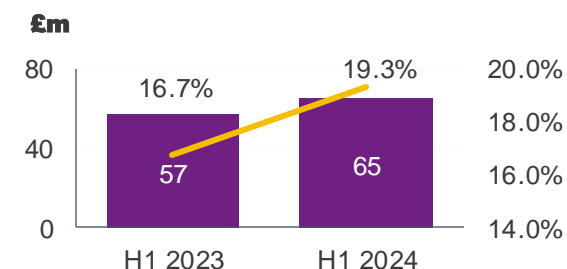
19.3% margin^{1,2}, +260bps

- Benefit from improvements in foundry efficiency
- Incremental benefits from Performance Excellence
- Gross margins protected through pricing
- Mix and freight cost benefits will reverse in H2

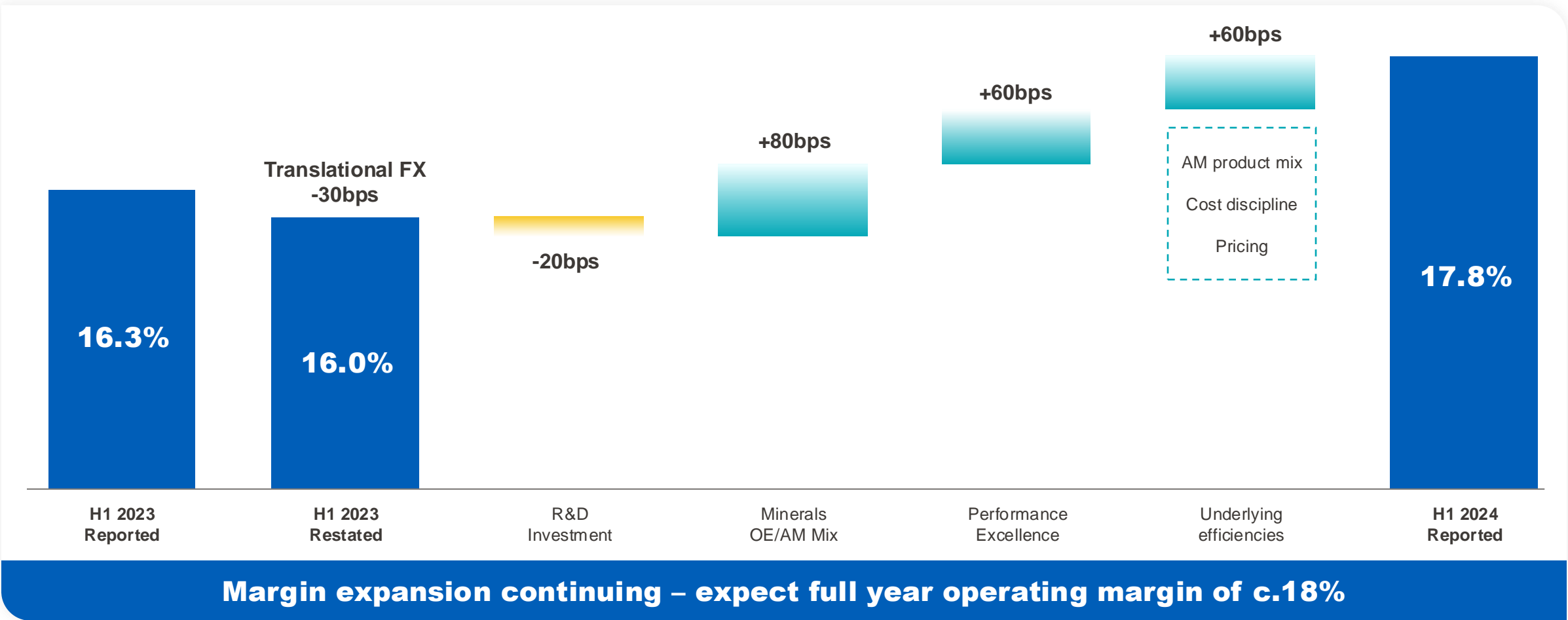
Operating margin^{1,2}

19.3% **+260bps**

Operating profit^{1,2}
£65m +14%



Group operating margin¹ expansion: +180bps



Exceptional items

£15m exceptional charge

- Performance Excellence exceptional costs of £14m
- Related cash outflow of £16m; in line with FY guidance
- Costs mainly relating to ongoing roll out of WBS¹

£13m other adjusting items charge

Intangibles amortisation flat YoY from acquisition related assets

£m	H1 2024	H1 2023
Exceptional items		
Performance Excellence	(14)	(8)
Russia operations wind down	-	7
Other exceptional items	(1)	-
Total exceptional items	(15)	(1)
Other adjusting items		
Intangibles amortisation	(12)	(13)
Asbestos-related provision	(1)	(4)
Total other adjusting items	(13)	(17)
Total adjusting items	(28)	(18)

Cash generation and returns

Operating cash flow £198m, +14%

Profit growth and efficient working capital management

Working capital efficiency; 24.3% of sales

Process optimisation and strong execution

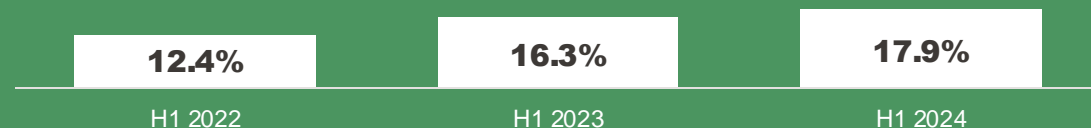
Capex and lease payments -£7m

- Lower capex spend driven by ESCO Xuzhou foundry opening; Capex to depreciation at 1.0x

Free operating cash conversion of 68%, increase of +17pp year-on-year

Return on capital employed of 17.9%

Return on capital employed (H1 2022 – H1 2024)



£m	H1 2024	H1 2023
Operating cash flow pre working capital	269	261
Working capital cash flows	(71)	(88)
Operating cash flow	198	173
Net capex and lease payments	(45)	(52)
Dividends received from joint ventures	-	2
Purchase of shares for employee share plans	(7)	(15)
Free operating cash flow	146	108
Free operating cash conversion %	68%	51%
Debtor days	60	53
Inventory turns	2.5	2.4
Working capital as % of sales	24.3%	24.3%

Cash flow and liquidity

Free cash inflow of £53m

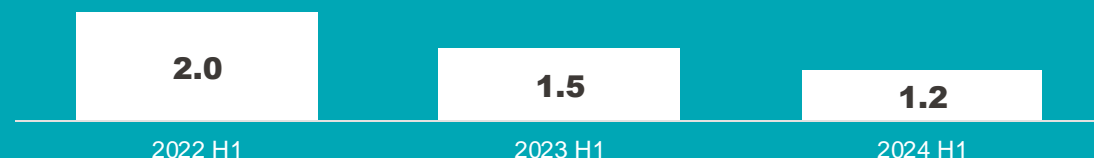
- Net debt increased by £48m
- Positive free cash inflow offset by 2023 final dividend payment
- Net debt to EBITDA 1.2x on a lender covenant basis

Liquidity

- More than £750m immediately available long dated liquidity
- c.95% fixed rate at weighted average of 3.7%
- S&P upgrade outlook to positive; maintains investment grade credit rating

Net debt to EBITDA of 1.2x

Net debt to EBITDA (H1 2022 – H1 2024)



Free cash flow £m	H1 2024	H1 2023
Free operating cash flow	146	108
Net interest	(32)	(24)
Tax	(59)	(51)
Additional pension contributions paid	-	(8)
Other	(2)	(1)
Free cash flow	53	24

Free cash flow £m	
Net debt at 31 December 2023	690
Free cash inflow	(53)
Dividends paid	54
Exceptional and other adjusting cash items	16
Other	3
Net cash outflow after dividends and exceptional items	20
FX and other non cash items	12
Leases	16
Net debt at 30 June 2024	738
Leases	133
Net debt at 30 June 2024 (excluding leases)	605

2024 full year financial guidance

Based on July FX rates expected full year operating profit headwind of **£26m**

Corporate costs broadly in line with 2023 and interest costs marginally lower than 2023

Purchase of shares for employee share plans **£15m** (2023: £24m)

Effective tax rate expected to be approximately **28%**

Capex and lease spend **c.£120m**

Free operating cash conversion **90-100%**

Exceptional cash outflow **c.£40m** to support Performance Excellence programme

Additional pension cash contributions of **c.£3m** (2023: £9m)

Key financial messages

- High levels of activity in mining markets
- Supported by structural demand for electrification and investment metals
- Greenfield project approvals accelerating

01

- Performance benefits driving additional balance sheet deleveraging
- Further progress on ROCE³ +160bps
- Interim dividend of 17.9p +1%

03

- Strong execution across both Divisions
- Operating margin^{1,2} expansion +180bps
- Free operating cash conversion +17pp

02

- On track to deliver margin growth in 2024
- Full year cash conversion of 90% to 100%

04

Jon Stanton

Chief Executive Officer



Our strategic objectives

We are Weir

Deliver on zero harm for our people and the environment

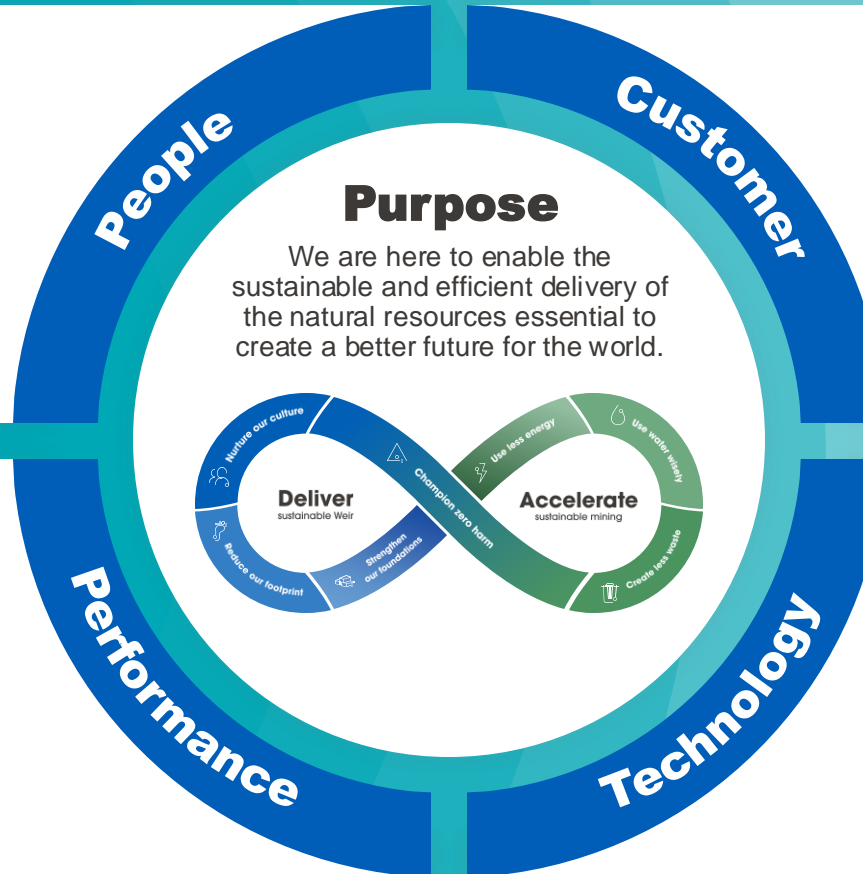
Accelerate purpose driven culture and lead in ID&E

Create talent and capabilities needed for the future

Drive clean, lean and agile operations and supply chain

Leverage foundational investments to deliver high quality efficient back office functions

Demonstrate quality through margin expansion and strong cash conversion



Outgrow markets through the cycle with robust VOC led initiatives

Solve biggest smart, efficient, sustainability challenges for customers

Show leadership in industry's pathway to net zero

Grow pipeline of transformational solutions through investment in innovation and engineering

Digitally enable everything we do

Create new business and business models from data and insights

Creating a safer workplace and purpose-driven culture

Pursuing zero harm

One incident resulting in a fatality

TIR¹ increased slightly to 0.35, remains world class in our sector

Recognised as top improver in CCLA mental health benchmark



Accelerate purpose-driven culture

Percentage female representation in leadership roles increased

New SteerCo formed to accelerate ID&E agenda

Established 2 new chapters of Weir Pride Alliance



Create talent and capabilities for the future

Continued investment in new leadership and development programmes

Maintained low levels of voluntary attrition

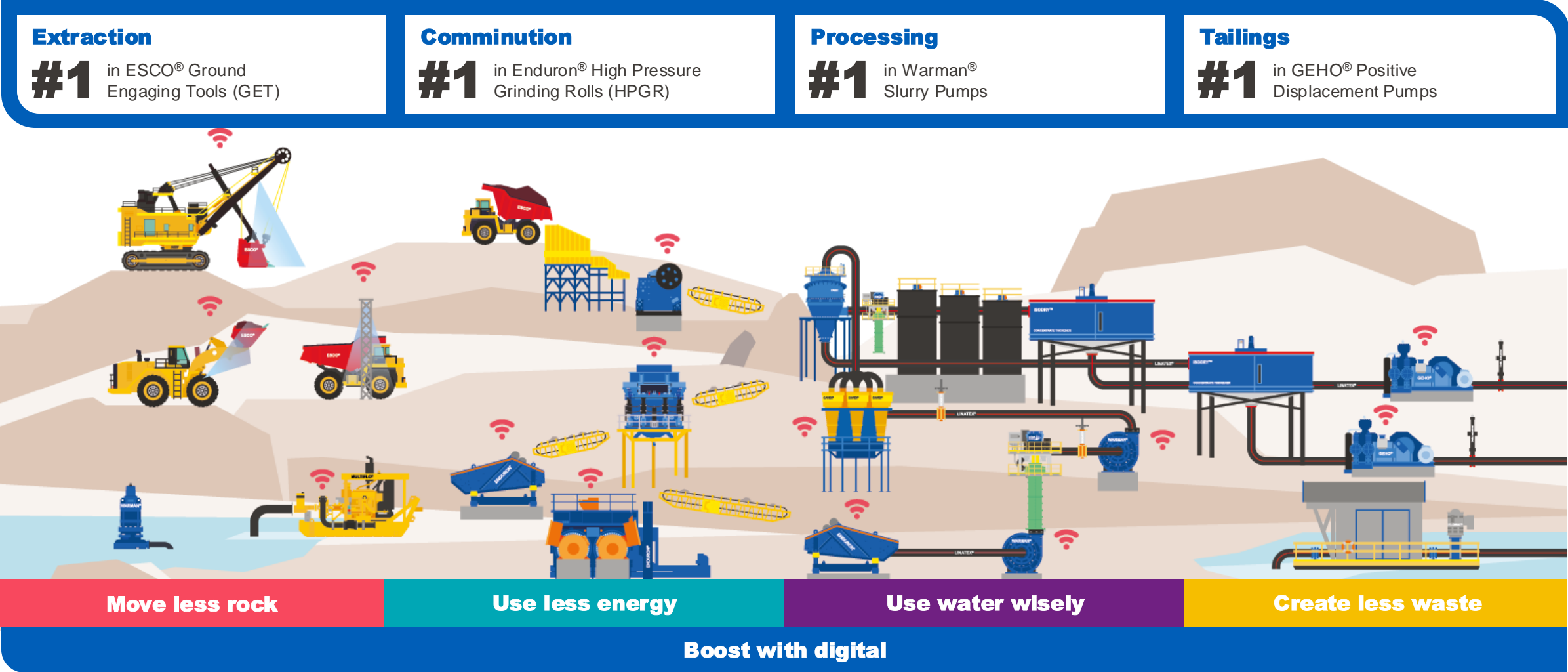
Accreditation as Global Living Wage Employer from Fair Wage Network



1. As measured by Total Incident Rate (TIR) which represents the rate of any incident that causes an employee, visitor, contractor, or anyone working on behalf of Weir to require off-site medical treatment per 200,000 hours worked.


Transformative solutions for sustainable mining

Our technology strategy prioritises our customers biggest challenges



Minerals: leader in next generation comminution

2024 H1 progress



Comminution	First HPGR order win in gold mining application
Digital solutions	Synertrex®: Continued roll out of intelli-solutions; c.80 sites now connected Integration of SentianAI progressing to plan
Mill circuit market share gains	Converted 100% of competitive trials for mill circuit pumps
Geographical expansion	Opened Port Hedland service centre; key strategic location in Pilbara region Expanded service support for Central African copper/gold belt
Technology: new products and range expansion	Piloted automated tyre wear detection for our HPGR technology Released new, all-bolted, Enduron® Orbital range of vibrating screens
Market growth	High levels of activity in mining markets Focus on sustainable solutions and efficiency of existing operations

Minerals: customer case study

Enduron® HPGR enhances mill circuit performance to reduce emissions and energy costs

Challenge

Gold mine in Australia wanted to **optimise mineral grinding** in the comminution circuit

Reduce energy costs while improving sustainability and productivity

Solution

Enduron® HPGR technology was determined the optimal solution

Ongoing support and insights from our team at the new Port Hedland service centre

Outcomes

Customer: Widest diameter tyres in the market delivering **significantly more tonnage throughput** than the next largest competitive machine

Customer: **Industry leading** 10 year bearing life guarantee requiring less maintenance and **more uptime**

Weir: **Reference site for sustainable solutions** in a new ore application

ESCO: leader in GET with in-pit digital solutions

2024 H1 progress



Digital solutions

Motion Metrics™ delivered truck tray damage monitoring to customer utilising TruckMetrics™ solution

Surface mining buckets

Strong market share gains in mining attachments

GET market share gain

Net 28 competitive major digger conversions

Geographical expansion

Installed base benefits crystallising from regional direct to customer model
Key dredge product orders won in Africa and Middle East

Technology: new products and range expansion

Launched Nexsys™ next generation core GET system

Market growth

High levels of activity in mining markets
Activity levels in infrastructure stable

ESCO: customer case study



Nexsys™ enables smart, efficient and sustainable mining

Challenge →

Large iron ore mine in Brazil

Seeking to further **optimise productivity** and **reduce cost per tonne** of production

Solution →

Nexsys™, ESCO's newest rope shovel lip and GET system, **installed on large machine**

Next generation technology to **extend service life**, **minimise downtime**, and **reduce operating costs**

Outcomes —●

Customer: **50% increased wear life** from teeth and adapters versus competitor systems

Customer: **Less plant downtime** from zero adapter failures vs competitor solutions

Customer: **Reduced operating costs**, with >30% lower cost per tonne versus competitive systems

Weir: Key **reference site** for benefits of **new technology**

Delivering Performance Excellence



Optimising service centres and facilities

- Production ramp up at new ESCO China foundry underway
- Further optimised Minerals' APAC and LATAM rubber streams
- Rationalisation of Scandinavian distribution and service centres



Driving lean philosophy

- Improved efficiency metrics in ESCO North American foundries
- Reduction in scrap and quality defects across Minerals
- Labour savings from manufacturing value stream reviews
- Material savings from increased sourcing from lowest cost providers

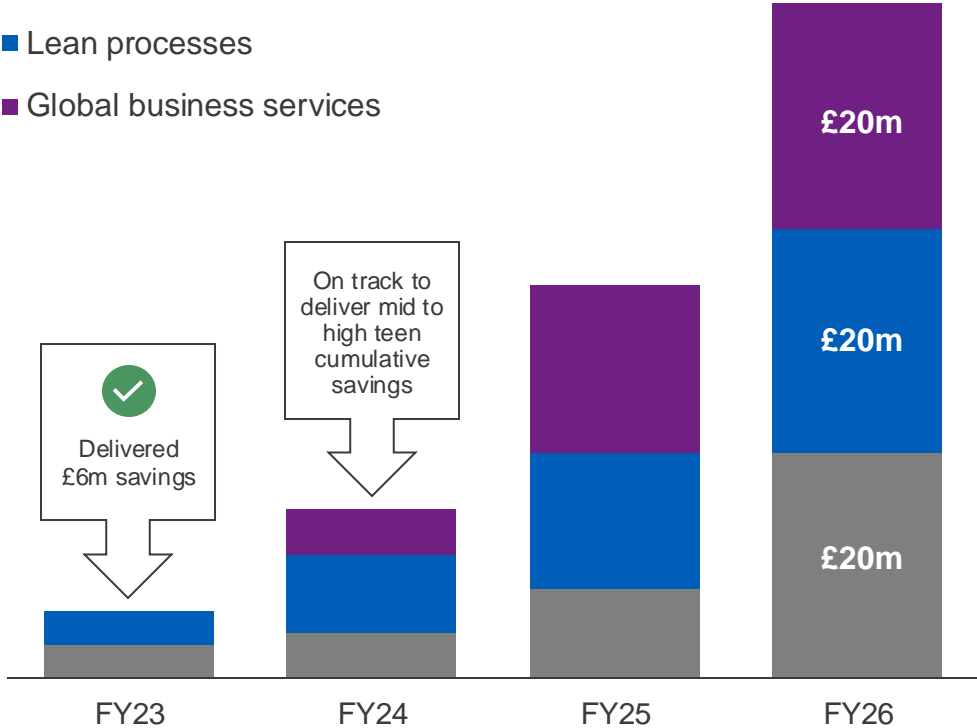


Deploying Weir Business Services

- Services transitioned in North America and Australia businesses
- Final business preparing for go-live on global SAP
- OneStream implementation phase has commenced

Performance Excellence – cumulative phasing of benefits

- Capacity optimisation
- Lean processes
- Global business services



Virtuous cycle of growing total shareholder returns

Performance Excellence

Higher profitability and cash generation

01

Further strengthening balance sheet

Increases optionality

02

Bolt-on acquisitions

Which accelerate our organic strategy

03

Organic investments

To enable smart, efficient and sustainable mining



Dividend: 1/3rd of EPS through the cycle

Other special returns as appropriate

Outlook: operating profit and cash guidance reiterated

Positive market conditions

Original equipment: Continued momentum

- Demand for debottlenecking and small brownfield projects continues
- Greenfield expansion project approvals accelerating in H2

Aftermarket: Demand increasing

- Installed base expansion on OE commissioning
- Rephasing of large multi-period order into Q4
- Oil sands and infrastructure: year-on-year order comparatives easing

Outlook for 2024 full year

We expect another year of growth and margin expansion

- H2 growth driven by strong OE orderbook and AM demand
- Revenue toward the lower end of the current range of analysts' expectations
- Operating profit margin ahead of prior guidance, c.18%
 - OE/AM mix benefit moderating
 - Pricing to normalise to through-cycle levels
- Operating profit phasing to follow normal seasonality
- Free operating cash conversion of 90% to 100%

Building our track record in the first half

01

**Strong
execution**

02

**Supporting
our customers
as they
scale up**

03

**Excellent
strategic
progress**

04

**Doing the
right thing
for our
people and
the planet**

05

**Reiterate
full year
guidance
for profits
and cash**

Compelling value creation opportunity

Focused mining technology leader with unique capabilities and high barriers to entry



Multi-decade market opportunity driven by demand for critical metals and adoption of new technologies to enable sustainable mining



Performance Excellence transformation programme delivers compounding financial benefits



Q&A

Appendix

Continuing operations

£m	H1 2024	H1 2023 ¹	Growth	H2 2023 ¹
OE orders	253	289	-13%	270
AM orders	1,000	986	2%	957
Total orders	1,253	1,275	-2%	1,227
OE revenue	244	278	-12%	313
AM revenue	963	964	0%	1,001
Total revenue	1,207	1,242	-3%	1,314
Book-to-bill	1.04	1.03		0.93
Adjusted operating profit ²	215	199	8%	240
Adjusted operating margin ^{2%}	17.8%	16.0%	180bps	18.3%
Operating cash flow ²	198	173	14%	353

Minerals

£m	H1 2024	H1 2023 ¹	Growth	H2 2023 ¹
OE orders	225	255	-12%	244
AM orders	682	674	1%	652
Total orders	907	929	-2%	896
OE revenue	218	251	-13%	283
AM revenue	651	650	0%	685
Total revenue	869	901	-4%	968
Book-to-bill	1.04	1.03		0.93
Adjusted operating profit ²	170	162	5%	195
Adjusted operating margin ^{2%}	19.6%	18.0%	160bps	20.2%
Operating cash flow ²	151	131	15%	287

£m	H1 2024	H1 2023 ¹	Growth	H2 2023 ¹
OE orders	28	34	-20%	26
AM orders	318	312	2%	305
Total orders	346	346	0%	331
OE revenue	26	27	-4%	30
AM revenue	312	314	-1%	316
Total revenue	338	341	-1%	346
Book-to-bill	1.02	1.02		0.96
Adjusted operating profit ²	65	57	14%	63
Adjusted operating margin ^{2%}	19.3%	16.7%	260bps	18.2%
Operating cash flow ²	70	53	32%	84

1. 2023 restated at H1 2024 average exchange rates, except for operating cash flow.
2. Operating profit figures before adjusting items. Operating cash flow (cash generated from operations) excludes additional pension contributions, exceptional and other adjusting cash items and income tax paid

Quarterly order trends – continuing operations

	Reported organic growth					
	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2
Original Equipment	20%	-12%	-10%	-15%	-9%	-15%
Aftermarket	5%	5%	1%	2%	4%	-1%
Minerals	9%	0%	-2%	-3%	0%	-5%
Original Equipment	39%	40%	21%	69%	-16%	-23%
Aftermarket	-9%	-4%	-5%	-2%	5%	-1%
ESCO	-6%	0%	-3%	2%	3%	-4%
Original Equipment	22%	-8%	-8%	-10%	-9%	-16%
Aftermarket	0%	2%	-1%	1%	4%	-1%
Continuing Operations	4%	0%	-2%	-2%	1%	-4%
Book-to-bill	1.04	1.01	0.94	0.94	1.11	0.97

Quarterly order trends – continuing operations

	Quarterly orders ¹ £m					
	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2
Original Equipment	129	126	125	119	118	107
Aftermarket	317	357	322	330	329	353
Minerals	446	483	447	449	447	460
Original Equipment	14	20	13	13	12	16
Aftermarket	159	153	151	154	167	151
ESCO	173	173	164	167	179	167
Original Equipment	143	146	138	132	130	123
Aftermarket	476	510	473	484	496	504
Continuing Operations	619	656	611	616	626	627

Orders by end market and geography – continuing operations

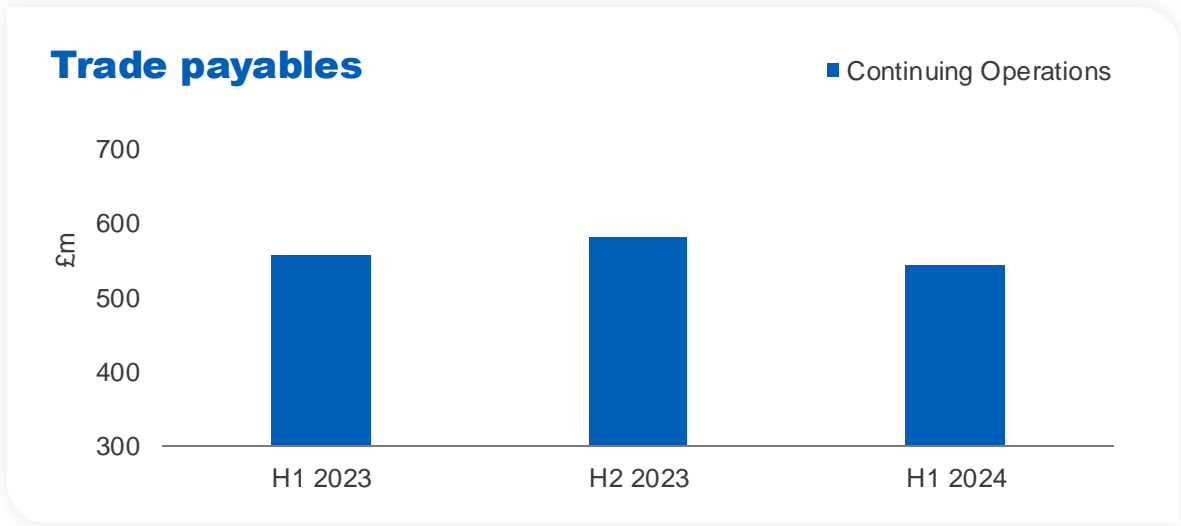
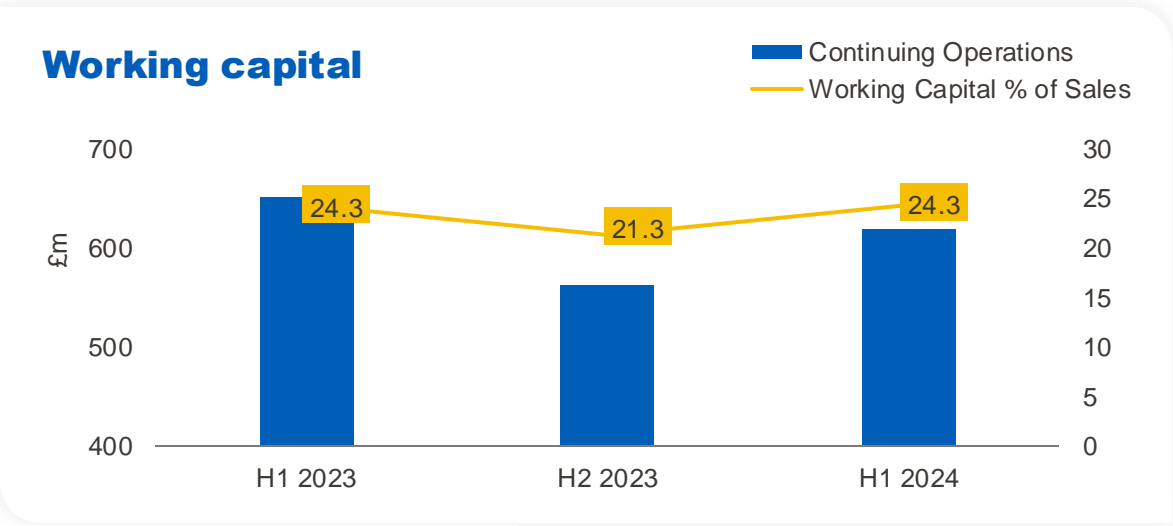
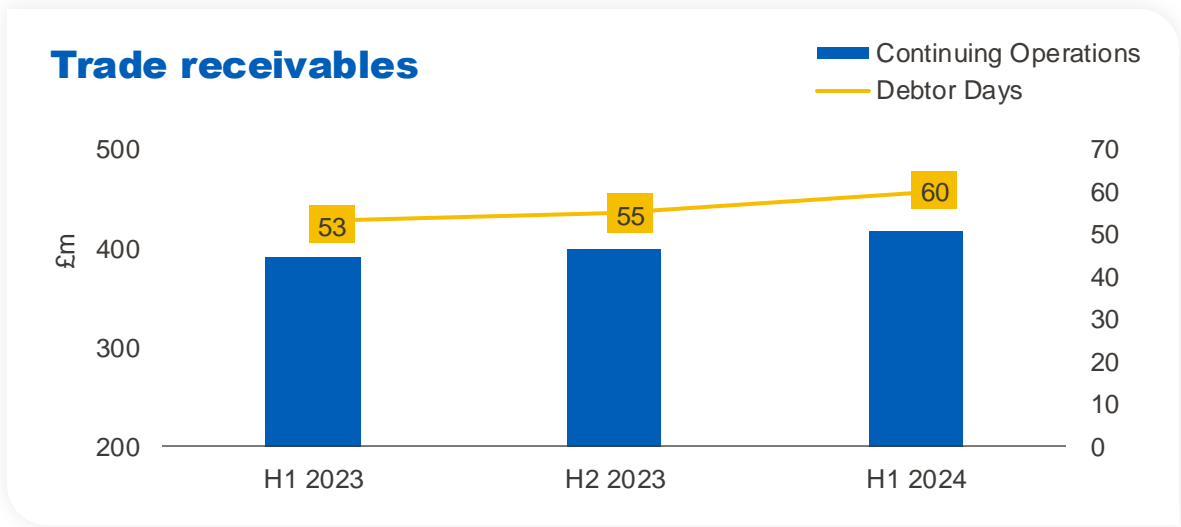
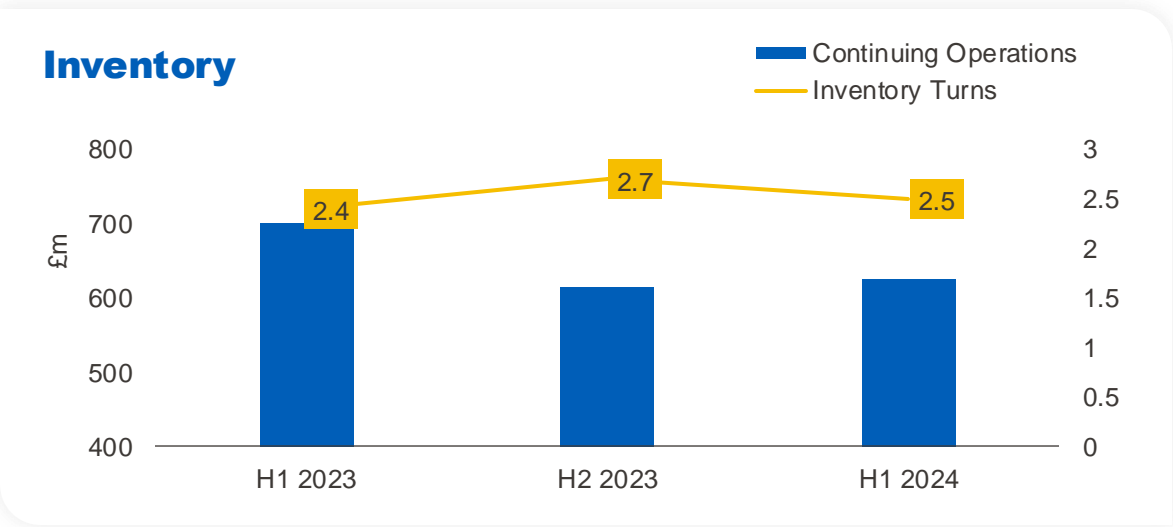
Orders by end market (£m)	Minerals	ESCO	H1 2024 Total	H1 2023 ¹ Total
Mining	657	208	865	916
Oil & Gas	58	30	88	99
Infrastructure	16	94	110	100
General Industrial	144	14	158	114
Other	32	-	32	46
Continuing Operations	907	346	1,253	1,275

Orders by geography (£m)	Minerals	ESCO	H1 2024 Total	H1 2023 ¹ Total
North America	219	190	409	433
Europe & FSU	46	20	66	65
Australasia	183	32	215	207
Middle East & Africa	117	45	162	152
South America	217	45	262	268
Asia Pacific	125	14	139	150
Continuing Operations	907	346	1,253	1,275

2024 H1 Order Bridges – as reported

	Q1			Q2			H1		
	OE	AM	Total	OE	AM	Total	OE	AM	Total
Group orders (£m)									
2023 – as reported	151	506	657	150	529	679	301	1,035	1,336
Organic	-9%	4%	1%	-16%	-1%	-4%	-13%	2%	-2%
Structure	0%	0%	0%	0%	0%	0%	0%	0%	0%
Currency	-5%	-6%	-6%	-2%	-3%	-3%	-3%	-5%	-4%
Total	-14%	-2%	-5%	-18%	-4%	-7%	-16%	-3%	-6%
2024 – as reported	130	495	625	123	505	628	253	1,000	1,253
Minerals orders (£m)									
2023 – as reported	137	340	477	129	374	503	266	714	980
Organic	-9%	4%	0%	-15%	-1%	-5%	-12%	1%	-2%
Structure	0%	0%	0%	0%	0%	0%	0%	0%	0%
Currency	-5%	-8%	-7%	-2%	-4%	-3%	-3%	-5%	-5%
Total	-14%	-4%	-7%	-17%	-5%	-8%	-15%	-4%	-7%
2024 – as reported	118	328	446	107	354	461	225	682	907
ESCO orders (£m)									
2023 – as reported	14	166	180	21	155	176	35	321	356
Organic	-16%	5%	3%	-23%	-1%	-4%	-20%	2%	0%
Structure	0%	0%	0%	0%	0%	0%	0%	0%	0%
Currency	-3%	-4%	-4%	-1%	-1%	-1%	-2%	-3%	-3%
Total	-19%	1%	-1%	-24%	-2%	-5%	-22%	-1%	-3%
2024 – as reported	12	167	179	16	151	167	28	318	346

Working capital



Foreign exchange by currency

Currency	H1 2023 Revenue £m			H1 2023 Adjusted operating profit ¹ £m		
	At 2023 rates	FX	At 2024 rates	At 2023 rates	FX	At 2024 rates
US Dollar	554	(15)	539	105	(2)	103
Australian Dollar	203	(11)	192	34	(2)	32
Canadian Dollar	135	(4)	131	43	(1)	42
Euro	62	(2)	60	16	(1)	15
Chilean Peso	109	(18)	91	29	(5)	24
South African Rand	66	(4)	62	8	-	8
Brazilian Real	38	(1)	37	6	-	6
Other	133	(3)	130	(29)	(2)	(31)
Continuing operations	1,300	(58)	1,242	212	(13)	199
Variance		(4%)			(6%)	
			Interest	(24)	-	(24)
			PBTA	188	(13)	175
			Variance		(7%)	

Foreign exchange by division

Division	H1 2023 Revenue £m			H1 2023 Adjusted operating profit ¹ £m		
	At 2023 rates	FX	At 2024 rates	At 2023 rates	FX	At 2024 rates
Minerals	950	(49)	901	173	(11)	162
ESCO	350	(9)	341	59	(2)	57
Corporate costs	-	-	-	(20)	-	(20)
Continuing operations	1,300	(58)	1,242	212	(13)	199

Foreign exchange headwind in 2024 at current rates

Currency	FY 2023 Revenue £m			FY 2023 Adjusted operating profit ¹ £m		
	At 2023 rates	FX	At 2024 rates ²	At 2023 rates	FX	At 2024 rates ²
US Dollar	1,109	(30)	1,079	166	(5)	161
Australian Dollar	442	(14)	428	80	(3)	77
Canadian Dollar	273	(11)	262	79	(3)	76
Euro	104	(3)	101	35	(1)	34
Chilean Peso	219	(29)	190	69	(9)	60
South African Rand	139	(4)	135	25	(1)	24
Brazilian Real	82	(7)	75	19	(2)	17
Other	268	(9)	259	(14)	(2)	(16)
Continuing operations	2,636	(107)	2,529	459	(26)	433
Variance		(4%)			(6%)	
			Interest	(48)	-	(48)
			PBTA	411	(26)	385
			Variance		(6%)	

Exchange rates

The principal exchange rates applied in the preparation of the financial statements were as follows:

Currency	H1 2023 Average FX rate	H1 2024 Average FX rate	H1 2023 Balance sheet rate	H1 2024 Balance sheet rate
US Dollar	1.23	1.27	1.27	1.26
Australian Dollar	1.82	1.92	1.91	1.89
Canadian Dollar	1.66	1.72	1.68	1.73
Euro	1.14	1.17	1.16	1.18
Chilean Peso	993.99	1,189.70	1,020.41	1,192.23
South African Rand	22.44	23.69	23.91	23.05
Brazilian Real	6.26	6.43	6.09	7.03
Chinese Yuan	8.54	9.13	9.22	9.19
Indian Rupee	101.35	105.30	104.25	105.41



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