

An aerial photograph of a river valley, showing a winding river and surrounding terrain. The left side of the image is overlaid with a solid blue color, which serves as a background for the text.

Introduction

Jon Stanton
Chief Executive Officer

Today's focus areas

01

Our digital vision

Unlocking the potential for digital technology to drive productivity and sustainability in mining

Leading provider of next generation software

Connected, intelligent products

02

Outgrowing our markets

Enhancing our customer proposition and value creation opportunities

Accelerating our resilient and predictable growth model through new solutions and geographic expansion

Execution and M&A driving virtuous circle of growing total shareholder returns

Accelerating growth and compounding returns



Agenda and speakers

1 Introduction

Jon Stanton | Chief Executive Officer

2 Software Solutions

Kristen Walsh | President, Software Solutions
Ivan Zelina | CTO, Micromine

3 Software Q&A

Jon Stanton and Kristen Walsh

20-minute recess

4 ESCO growth initiatives

Sean Fitzgerald | President, ESCO Division

5 Minerals growth initiatives (incl. NEXT digital solutions)

Andrew Neilson | President, Minerals Division
Ole Knudsen | Director, NEXT digital solutions

6 Performance Excellence

Brian Puffer | Chief Financial Officer

7 Conclusion

Jon Stanton | Chief Executive Officer

30-minute recess

8 Q&A

Executive panel

Our journey toward greater total shareholder returns

	2018 - 2020 Portfolio transformation	2021 - 2023 Operating leverage	2024 - 2026 Performance Excellence	2027 and beyond
Capital allocation decisions	<ul style="list-style-type: none"> Acquired ESCO Divested Oil & Gas, Flow Control 	<ul style="list-style-type: none"> Reduced leverage Achieved investment grade debt rating 	<ul style="list-style-type: none"> Right sized footprint Investing for growth across all three focus areas 	<ul style="list-style-type: none"> Bolt-on acquisitions Other special returns as appropriate
Group adj. profit margin ¹	13.2 - 15.5%	15.3 - 17.4%	18.8 - c.20% in 2025	Sustainably beyond 20%
Free operating cash flow conversion ²	83 - 84%	67 - 87%	90 - 100+%	90 - 100%
ROCE ³	12.9%	15.1%	17.7% as of 30 June 2025	Focus on growing ROCE

1. Continuing operations, as reported. 2025 based on full year guidance as of 31 July.

2. Continuing operations. 2024 full year operating cash flow conversion of 102%. 2025 full year guidance of 90-100%. Guidance for 2026 not yet provided.

3. Continuing operations, 2018-2020 and 2021-2023 average of as reported figures for years noted.

A compelling value creation opportunity with accelerating growth

Focused mining technology leader

with unique capabilities and high barriers to entry



- Trusted brands
- Leading technologies
- Differentiated customer service

Multi-decade market opportunity

driven by demand for critical metals and adoption of new technologies to enable sustainable mining



- Increasing ore production/capex
- Growing our addressable market
- Gaining market share

Becoming a quality compounder

with strong through cycle organic growth and compounding M&A



- Sector leading margins
- Consistent cash conversion
- Driving TSR

Focused mining technology leader – strategy in action



Achieve and sustain a **zero harm workplace**

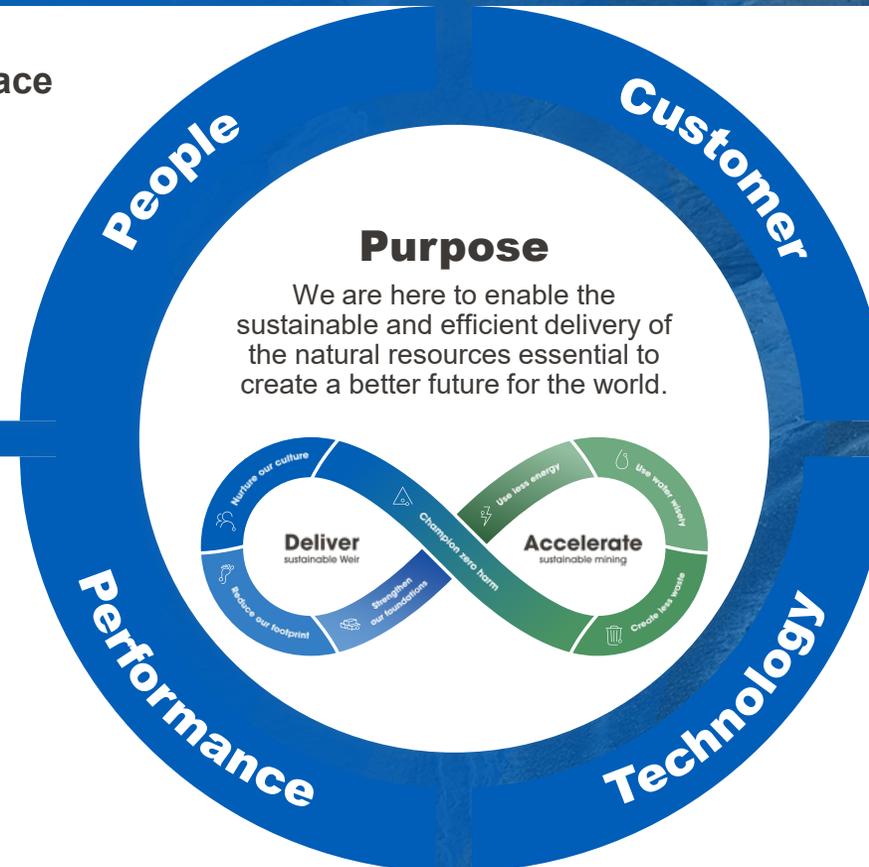
Nurture our inclusive **‘One Weir’ culture**

Create a future-ready workforce **enabled by AI**

Optimise customer fulfilment through **clean, lean and agile operations**

Leverage technology to deliver **high quality efficient business processes**

Maintain best-in-class **operating margins and cash conversion**



Be recognised as a **thought leader** in the transformation of mining

Deliver **smart, efficient and sustainable outcomes** for customers

Grow faster than the market via **exceptional technology and service**

Protect the core with **continuous design and value proposition enhancements**

Broaden transformational solutions offering across the mining value stream

Build the **leading software solutions provider** to the mining industry

Multi-decade market opportunity drivers



Demand drivers

Structural factors across our broad basket of commodity exposures

- + **Global population growth**
- + **Urbanisation and rising living standards**
- + **Global energy transition**
- + **AI and data infrastructure**
- + **Deglobalisation and reshoring**
- + **Geopolitical uncertainty and defence spending**

Supply response

- + **Policy intervention to accelerate greenfield projects**
Increased focus on security of supply of critical minerals
- + **Licence to operate**
Acknowledgement of the importance of mining and producing metals in a responsible and sustainable manner
- + **Technology adoption**
Unprecedented broad-based innovation and the application of AI across the mining sector
- + **Brownfield expansion and debottlenecking**
Growing economic incentive to bring more metals to the market from all mines, including those with declining grades

Translating market drivers into growth



Installed base expansion

OE projects

c.£500m+ p.a.

Greenfield | Brownfield
Debottlenecking
Productivity

Growing potential for
CAPEX cycle



Resilient and predictable growth

Aftermarket

Mid-high single digit

Production and ore grades
Installed base expansion
TCO pricing

Inelastic to commodity
cycles



Software

20-30% growth¹

Software adoption
Geographic expansion
Value based pricing

Strong recurring
revenue model



Investing for growth

M&A

Bolt-ons

Digital
Product extension
Geographic expansion

Disciplined acquisition
criteria



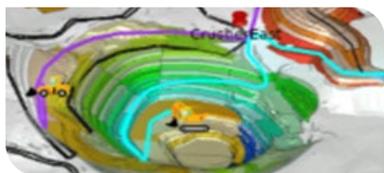
Compounding business model with mid to high single digit growth through the cycle

Investing in M&A to further accelerate our organic growth strategy



Acquisition criteria

- Accelerate our strategy
- ROIC > WACC by the end of third year of ownership
- Consistent with AM business model
- Within leverage guidance, maintain investment grade



Micromine

Leading software provider to mining industry significantly accelerating Weir digital strategy

High performing, high growth business of scale providing entry to the software market

EV £624m



Fast2Mine

Complements Micromine's suite of mine planning software, expanding the mine management solution offering to both open-pit and underground operations

Investment not disclosed



CiDRA

Global collaboration agreement to commercialise P29 separation technology leveraging Weir footprint and process knowledge

Investment not disclosed



Townley

Enhanced North American and phosphate market presence

Completes Minerals global casting capacity needs

EV £111m

Focus area

Digital



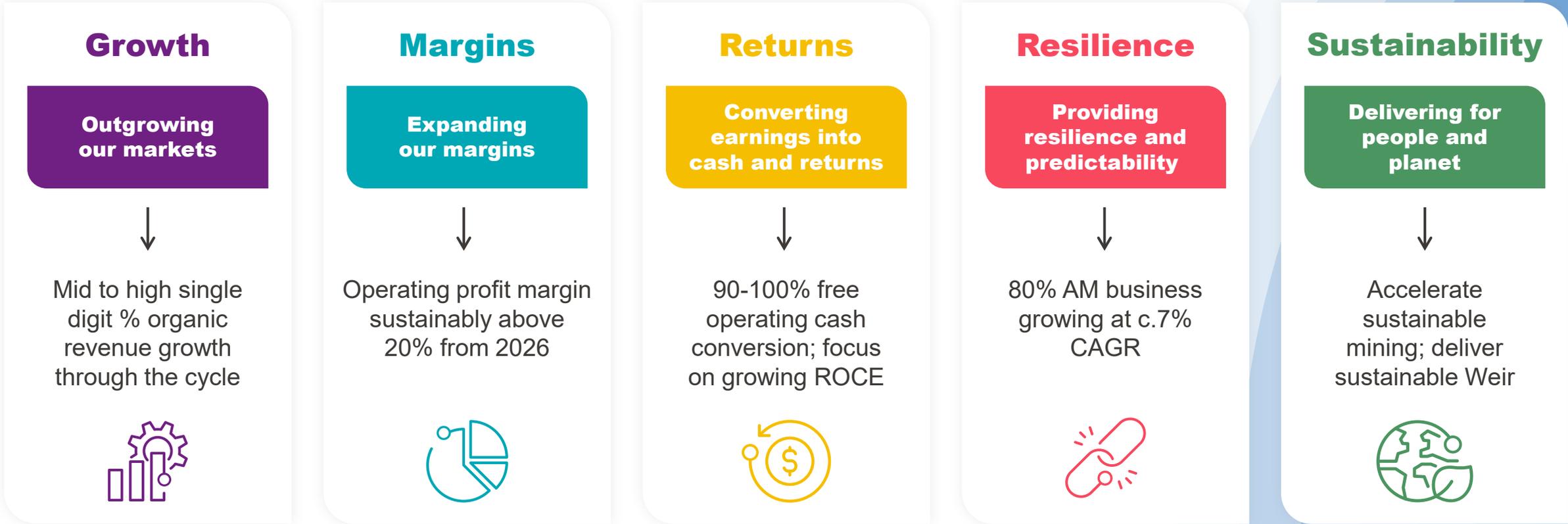
Product extension



Geographic expansion



Our commitments to stakeholders



Prioritising Total Shareholder Returns

Productivity and sustainability are the largest challenges facing the mining industry

Mining today



Processing millions of tonnes of earth per day, small operational changes **quickly compound**, to the upside and downside

- + Legacy equipment and processes
- + Analogue control systems
- + Manual decision making

Technology transformation



Given clear demand for critical metals, customers recognise the need for **new solutions** to drive growth

- + Innovative process technology
- + Real time data and digital enablement
- + AI-enhanced process automation

Higher yields from connected, optimised processes

