

POLYPIPE'S BUSINESS MODEL

CREATING THE COMPETITIVE ADVANTAGE

The strength and long-term value of our business model is in placing our customers' needs, their market trends and the protection of the environment at the heart of everything that we do.

Key resources

Method of value creation



PEOPLE

e.g. Our workforce are experts and provide support for our customers



STRONG RELATIONSHIPS

e.g. With our suppliers, employees, shareholders, and customers



IP/EXPERTISE

e.g. We are market leaders due to our expertise and knowledge



STRONG LEADERSHIP

e.g. Strong and focused leadership team with a clear strategic vision



CAPITAL/INVESTMENT

e.g. We use our capital to invest in our people, products, productivity and potential growth opportunities



SMART SOLUTIONS

e.g. Data driven monitoring and control for optimised system performance



Read case study on page 29



ENGINEERED SOLUTIONS

e.g. Bespoke one-off designs, prefabrication, underfloor heating, ventilation systems



Read case study on page 104



PIPING SYSTEMS

e.g. Pushfit plumbing, ventilation and ducting



Read case study on page 21



DISCRETE PRODUCTS

e.g. Pipe and fittings



Read case study on page 17

Through our business model we are afforded scale. The various elements of the business model in combination help to provide barriers to entry, and so maintain Polypipe's market leadership position.

We invest back into our key resources to enable the continuation of our business model and value creation.

This is supported by our competitive advantage

TRUST:

- Market leadership
- Polypipe brand

SUSTAINABILITY:

- Sustainable products and practices
- Enabling sustainable building technology

RANGE:

- Breadth and depth of product systems
- Substituting legacy materials

VALUE:

- Intelligent engineered solutions
- Smarter thinking and better solutions



Our customers

Outputs

POLYPIPE HELPS PROFESSIONALS CREATE SUSTAINABLE, ENGINEERED WATER AND CLIMATE MANAGEMENT SOLUTIONS FOR THE BUILT ENVIRONMENT

WE CREATE SUSTAINABLE VALUE FOR OUR STAKEHOLDERS

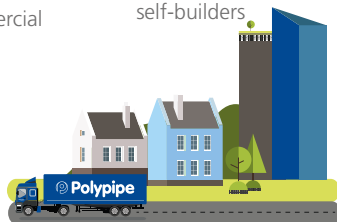
CUSTOMERS:


- One-off installers
- Contract installers
- Civil engineers and contractors
- M&E specifiers



WHO THEN DELIVER TO THE END USER:

- Housebuilders
- Civils and Commercial sector developers
- Asset owners and self-builders



 **Read more on our Investment Proposition on page 02**



CUSTOMERS

e.g. Quality products, engineered solutions that enable a sustainable built environment, innovative products, support, value, range, bespoke solutions, thought leadership, Polypipe brand



EMPLOYEES

e.g. Training and skills development, commitment to diversity, direct engagement and empowerment, providing a chance to make a difference – e.g. proposals for investment in automation come directly from the shop floor



INVESTORS

e.g. Dividend, growth opportunity, responsible and ethical investment



SUPPLIERS

e.g. Long-standing relationships, fair negotiation, certainty on payment, reputation, visibility on revenues



COMMUNITIES AND THE ENVIRONMENT

e.g. Working towards a sustainable built environment, sustainable products and practices, enhancing the environment, while engaging with communities and charities and having some fun

 **Read more about Supporting our Sustainable journey on pages 50 to 53**

SUPPORT:


- Leading-edge design expertise
- Application-based technical support

CAPABILITY:

- Industry authority
- Product innovation

COMPETENCE:

- Manufacturing and logistics scale
- Bespoke product solutions

 **Read more about Our Sustainability on pages 24 to 31**