

ITW Reagents Division has as main objective to grow. The growth must be healthy and sustainable. Most of the growth will be in our main customers, so focusing on the customer's loyalty is essential.

To achieve this objective, ITW Reagents Division has the following strategy:

1. The ITW Business Model.
 - This is a proprietary set of unique skills and capabilities, a powerful driver of differentiated performance. The best-in-class business model in the industrial space.
 - ITW's most important and most valuable asset.
 - It is based on three essential pillars:
 - 80/20. We know that 80% of our Products and Customers only represent 20% of our Business. Then, we focus on small part of the customers and products that contribute to the 80% of the results. We call it "our 80s".
 - Customer back Innovation. Based on well understood customer/end market needs and thus 'customer back' rather than 'company out' to provide unique proprietary solutions. It is aligned with strategic intent of the division.
 - Decentralization. Decentralization means "flexibility within a framework", allowing our businesses significant decision-making autonomy. This operating approach unleashes our entrepreneurial energy, fosters innovation and drives superior long-term performance by enabling our businesses to customize how they apply ITW's unique business model in order to best serve their key customers. We believe decentralization helps us serve our customers better and is a critical component of ITW's competitive edge.
2. Our strategic Intent defines:
 - Provide **Highest Purity Excipients** and **Laboratory Products** to the **most demanding Pharma and Health** customers leveraging our **expertise in chemicals processing and purification in evolving highly regulated environment** and together with our **Preferred Distribution Partners (PDP)** in Laboratory Business
3. The Company has the following Values that guide all decisions:
 - **Integrity in all that we do.** Despite our many brands and locations, suppliers and customers who work with ITW can expect the same treatment no matter where they are: honesty, transparency, and a company that always tries to do what's right.
 - **Respect.** It drives performance, innovation, and commitment to community. ITW has a large and highly diverse workforce, with talented employees who bring the richness of different cultures, languages, and experiences to their work. We expect those differences to be embraced with respect and dignity and for all views to be recognized. Respecting employee insights at all levels, and providing honest assessment, nurtures innovation.
 - **Trust in each other and our company.** We trust that all ITW colleagues will operate with the highest professional standards and in the best interests of the company at all times.
 - **Shared Risk.** As a company built on innovation, we know that mistakes and trial and error can make you stronger, more knowledgeable and might even trigger the next great idea. That's why we encourage well-reasoned, prudent risk taking in an environment where challenges are discussed openly, and information is shared among all. We work as a team, sharing responsibility for the outcomes of individual risks and decisions.
 - **Simplicity.** We keep things simple by focusing on the essential core of any business opportunity, challenge, issue, or problem. 80/20 is our core philosophy and is the key tool that drives simplicity into our thinking, processes, systems and structures by focusing on "the 20%" of any opportunity or problem that drives "80%" of the results or outcomes. We use business structure as a key simplicity tool... small, focused, and flexible vs. large, complex, bureaucratic, and rigid.
4. **We work with an Enterprise Safety Strategy Framework that comprises:**
 - Committed Leadership, Continuous Improvement Processes, Employee Participation, Exceptional Housekeeping, Frequent Safety Communication, Job Hazard Assessments, Machine Guarding in Place, PPE Utilization, Shared Responsibility for Safety, Visible Safety Signage

5. Our CSR

- We care for Our People, have a Zero Accident Goal
- We care for diversity. Special we have target for 30% Global Women Leaders
- We care for Our Environment. We work to Improve emissions intensity. Strictly comply for regulations. We analyze and minimize all environmental impacts of the life cycle of our products, starting with our suppliers, our manufacturing activities and trying to influence as much as possible our customers to make a correct use of them.
- We pay special attention to the involved parties in our business, both external and internal. We keep relationships and collaboration in different projects with local, regional, and state public administration and interested social groups.

In the last years, unprecedented events of all kinds have taken place. Troubles have coincided in a short period of time and have forced Panreac-AppliChem to seek solutions to the many challenges that arise.

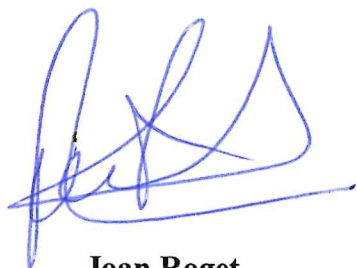
In these years, our Division has been able to successfully navigate in a new political environment, a pandemic that has caused a great impact from the human, socioeconomic and even geopolitical point of view and an unprecedented global energy crisis which started with the new environmental requirements and has been amplified by the invasion of Ukraine.

In this new Environment, European industry face uncertain and threatening times.

Our Strategy has been to expand as an international business in our core European Markets: Spain, Germany, Italy and France. In other international markets we have reinforced the sustainable Business Concept. In all cases through our Preferred Distributor Partners in Laboratory segment and to our Key Accounts in Process Business.

In this context, Panreac-AppliChem, like all the Company, has prioritized strengthening Environmentally Sustainable Growth. Renewable Energy and water consumption has been under focus in the last years.

But difficult and uncertain times offer opportunities for improvement and growth taking advantage of our Business Model. The decentralized model and simplicity strength is playing an important role to support our market share expansion.



Joan Roget
Vicepresident & General Manager
ITW Reagents Division