

**Rotork plc (the "Company")**

**Annual General Meeting held at 12.00 pm on 2 May 2025 in the Brunel Suite at the Bailbrook House Hotel,  
Eveleigh Avenue, London Road West, Bath, Somerset, BA1 7JD**

**Questions and Answers**

**Question (submitted in advance of the AGM):**

***How does the acquisition of Noah fit with Rotork's strategy and growth plans?***

**Answer (Kiet Huynh, CEO):**

The Board and I are very excited about the acquisition of Noah Actuation into the Rotork family, because Noah enhances our existing portfolio and is consistent with our Growth+ strategy. Rotork's IQ (electric) actuator range is typically used on larger valves, with our actuators for smaller valves typically using pneumatic or hydraulic technology. However, with the trend towards electrification, there was a growing customer demand for electric actuators tailored to all valve sizes. Noah Actuation are a leading South Korean electric actuator manufacturer, with their headquarters in Seoul, and their product portfolio helps to enhance Rotork's own. Our relationship with Noah Actuation has naturally evolved over the past five years. Noah Actuation aligns with our Target Segments in Water & Power, CPI and Oil & Gas (upstream and mid-stream electrification) and its products are complementary to our existing electric actuator product range. We look forward to integrating their products into our sales initiatives.

**Question:**

***It is a delight to see companies actually delivering their expected growth rates. Looking longer-term, how will Rotork navigate the next 10 to 15 years?***

**Answer (Kiet Huynh, CEO):**

The Board has set the Growth+ strategy for exactly that, as it is a long-term strategy for the Company. It is key for us to understand which markets within our Target Segments are going to grow, in conjunction with a review of macro themes and global mega trends. For example, we know that the world will continue to have growing energy requirements, so in conjunction with traditional markets we are also focusing on alternative energy markets such as offshore wind or LNG. Another example is the mega trend of electrification, this suits our existing (and growing) skillset in electric actuation. The Growth+ strategy is also built around sustainability, so as more industries try to become more sustainable, Rotork has solutions for that, including electric actuation.

**Question:**

***Notwithstanding that fossil fuels may have a renaissance, will you be taking steps over the coming years to reduce your presence in the oil and gas sector?***

**Answer (Kiet Huynh, CEO):**

We are already a diverse business thanks to our Target Segments approach, in addition to Rotork Service. Our water business has grown significantly, as has Rotork Service, and we continue to horizon scan for further diversification opportunities. We continue to explore opportunities that could come by way of mergers and acquisitions, which would also allow a presence in adjacent markets. **Question:**

***Will Rotork be affected by the US tariffs that have recently be imposed?***

**Answer (Kiet Huynh, CEO):**

As a company we have undertaken detailed work to map the effects of the US tariffs that are currently imposed. Our mitigating actions are consistent with the actions being taken by our peers and competitors. We continue to monitor the US tariffs closely.

**2 May 2025**