

rotork®

Keeping the World Flowing



Capital Markets Day

29th November 2013



rotork[®]
Keeping the World Flowing

Capital Markets Day
29th November 2013

The slide features a central graphic with four circular images: a blue valve actuator, a grey Rotork valve actuator with a digital display, a worker in a hard hat and safety glasses, and a large red valve on a blue pipe. The Rotork logo and tagline are positioned to the right of the central graphic.



rotork[®]

Introduction & Welcome

Peter France
Chief Executive

Keeping the World Flowing

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The slide features a central graphic with four circular images: a water treatment facility labeled 'WATER', an industrial valve labeled 'OIL & GAS', a red valve labeled 'INDUSTRIAL', and a power plant labeled 'POWER'. A large red circle containing the text 'Introduction & Welcome' is positioned to the right of the central graphic. The Rotork logo and tagline are in the top left, and the speaker's name and title are in the middle right. The footer contains the tagline and page number.



rotork®
Keeping the World Flowing

STRATEGY
Providing high quality and innovative products and services to control the flow of fluids and gases.
Meeting customer needs through global expertise delivered locally.
Achieving consistent, sustainable and profitable growth.
Being the employer of choice.

rotork® agenda

- 09.30 Introduction & Welcome - Peter France
- 09.45 Our Markets - Pamela Bingham
- 10.05 Group Sales - Carlos Elvira
- 10.15 R&D - Graham Ogden
- 10.30 Coffee
- 10.45 Divisional Presentations
- 12.30 Site Services - Philip Burness
- 12.45 Conclusion/Questions - Peter France
- 13.00 Lunch



rotork

Our Markets

WATER

OIL & GAS

INDUSTRIAL

POWER

Pamela Bingham
Business Development Director

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rotork total market

addressable market £2.9bn

flow control market £40 billion

market share by division

Division	Market Share (%)
Controls	18%
Fluid Systems	19%
Gears	23%
Instruments	12%


Source: Rotork Internal Data, BFPA, NFPA, EIF

Market share based on competitors' turnover, published market reports and Rotork internal data

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rotork® end user markets




oil & gas

54% of T/O




- onshore & offshore production
- refining & petrochemicals
- distribution & storage
- pipelines
- LNG liquefaction & regasification




water

12% of T/O




- sludge & sewage treatment
- water treatment, desalination & re-use
- environmental control
- dams, reservoirs & irrigation




power

19% of T/O




- fossil fuels
- nuclear energy
- concentrating solar power
- geothermal and other renewables



industrial & other

15% of T/O




- chemicals
- pulp & paper
- mining
- marine
- HVAC
- industrial
- tunnels
- food & beverage

Source: Rotork internal data


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rotork® market drivers




oil & gas

- Growth in global energy demand
- Deep water exploration & production
- Unconventional oil & gas
- Global LNG trade
- Strategic storage and reserves
- Geographic reallocation of refining capacity
- Drive for process efficiencies in petrochemicals production




water

- Population growth
- Water scarcity and urbanisation
- Industrialisation - water re-use and desalination
- Ageing assets in developed economies
- Tighter environmental regulations



power

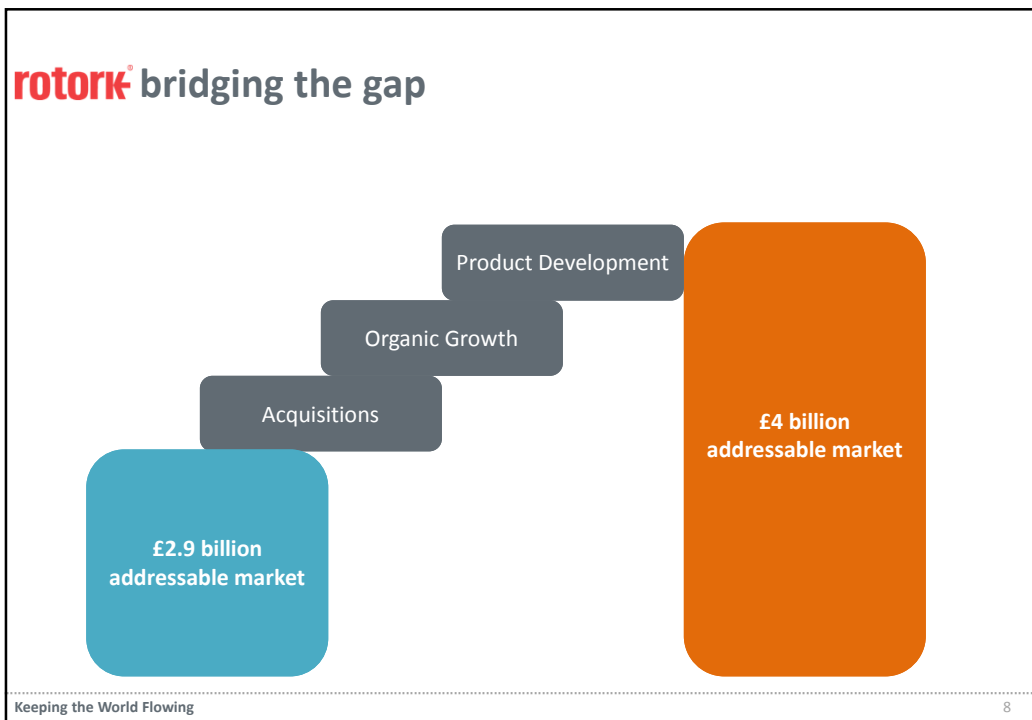
- Urbanisation & population growth
- Industrialisation in developing countries
- Need for emissions reductions and increased efficiency
- Long term energy security – investment in nuclear & renewables
- Change in fuel mix
- Upgrades and retirements



industrial & other

- Demand for metals, minerals and processed goods from developing countries
- Increased demand for vehicles from both commercial and consumer sectors
- Improved standards of living driving demand for HVAC, processed food & drink

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rotork acquisitions

		Rotork Acquisition Criteria		
	Division	Enhance Position in an End User Market	Enhance or Extend Product Offering	Enhance Position in a Geographic Market
Fairchild (2011)		Precision control of pneumatic devices & motion control equipment	Regulators, boosters, relays and transducers	Distribution channels in Latin America & Far East
Prokits (2011)		Strengthens position within valve adaption market	Additional scope to Valvekits' established business	
Soldo (2012)		Extends capability in the wider flow control market	Switchboxes	
Schischek (2013)		HVAC market	Ex HVAC Actuators	Growth in Germany & Europe
Flowco (2013)			Extend Service Capability	Growth in UK
Renfro (2013)			Extend Valve Adaptation Capability	Growth in USA
GT Attuatori (2013)		Extend Distribution Sales	Small Rack and Pinion Actuator	Distribution channels in Europe

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rotork acquisition strategy

growth framework

markets & customers

geographies

core

products & suppliers

Target Criteria

- Market research
- Competitive advantage
- Fills gap in portfolio
- Product price point
- Hits "sweet spot"
- Matches Rotork ethos
- Territorial Advantage
- Acquisition price

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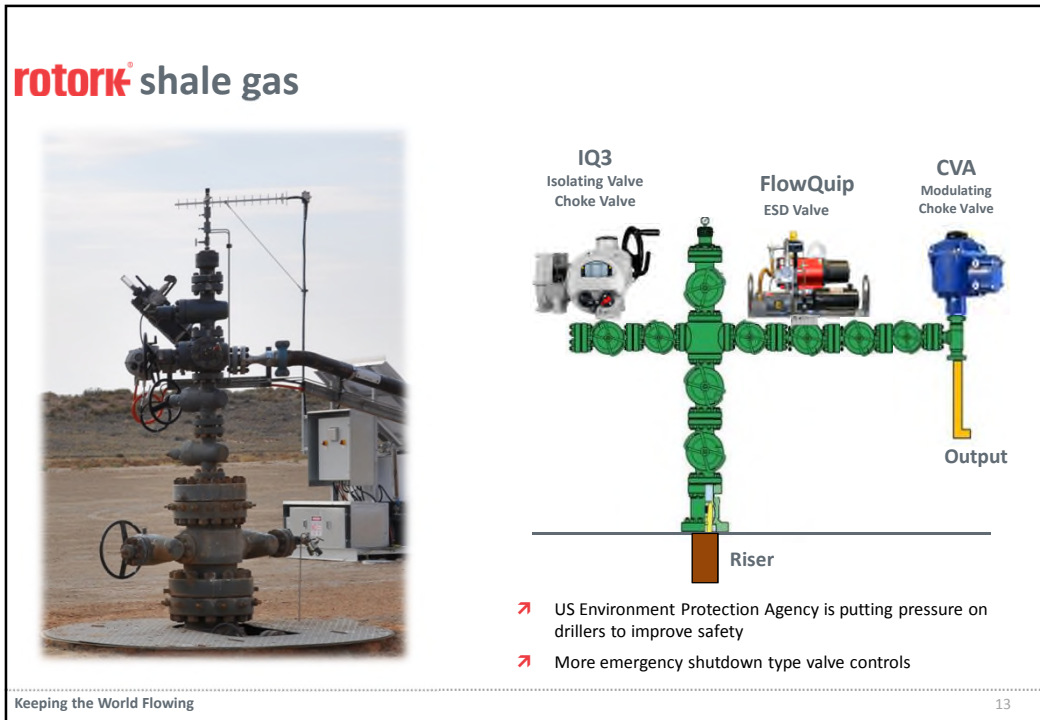
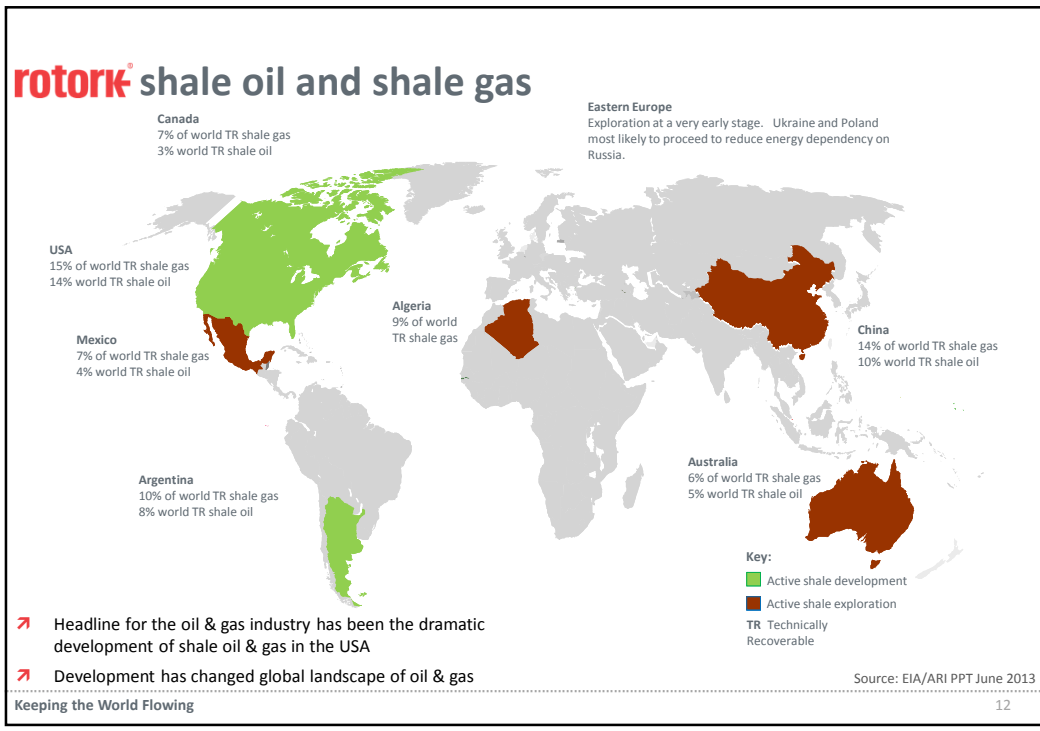
rotork geographic strategy

- Collect data on key economic indicator forecasts
- Vertical market activity, investment levels and growth potential
- Customer and end user profiling
- Review of Rotork locations
- Use of analysis tools to identify geographic focus

gdp forecast to 2017 (% change y-o-y)

Source: Ernst & Young

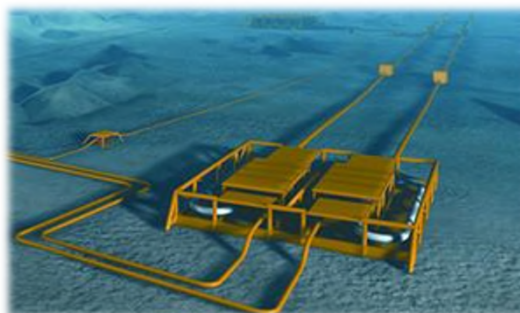
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rotork® subsea oil and gas



- Declining production in mature, shallow-water basins
- Trend towards deepwater and ultra-deepwater developments
- Total global subsea expenditure is expected to grow at 13% CAGR over the next 5 years
- Africa, Latin America and the USA will comprise around 75% subsea expenditure



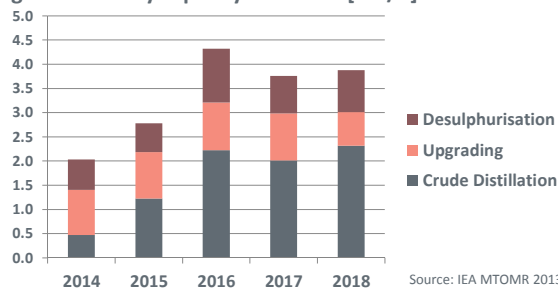
subsea manifold

rotork® downstream - refineries



- Geographic shift West to East
- Restructuring of US refining sector to refine increased supplies of domestic light, sweet crude oils, produced from the new mid-continent plays
- Environmental pressure and water scarcity driving demand for water re-use
- Continued drive for increased process efficiencies

global refinery capacity additions [mb/d]



rotork midstream - pipelines

- Route to market for shale oil and shale gas
- Strategic infrastructure to reduce dependency on Russian gas and offshore gas gathering
- Diversification and expansion of Russian transmission networks to Europe and Asia
- Transnational and inter-regional pipelines supporting industrial and urban growth
- Integrated pipeline networks to transport coal seam gas to coastal LNG plants
- Transportation of offshore oil & gas to marketing hubs and internal transmission
- Brazilian pre-salt and Argentinian shale gas potential

- Onshore pipeline global expenditure is expected to reach \$216 billion over the next five years
- Over 270,000 km of pipelines expected to be installed between 2013-2017
- Increasing gasification is shaping the demand profile for pipes

Source: Pipeline & Gas Journal/Douglas Westwood

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rotork LNG








- Australia emerging as global leader in LNG production driving global capex
- US expected to see investment in LNG export terminals
- FLNG terminals expected to be a technology gamechanger due to potential cost savings
- Future investment potential from East African gas discoveries and Arctic circle

global LNG demand

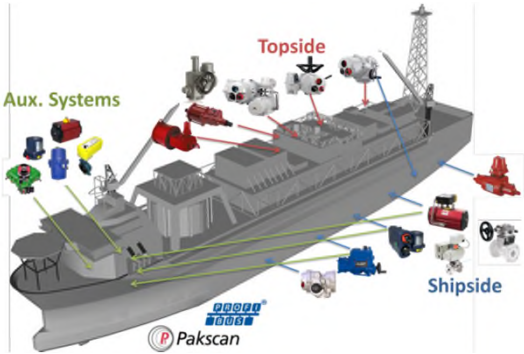
Source: Ernst & Young

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rotork[®] marine

						
Tug Boat	Fishing ship	OSV	Platform	Tanker	Cruise	FPSO
5-30*	20-80*	100-250*	150-350*	250-400*	250-400*	250-400*

* Approximate quantity of actuators per vessel



Topside

Production Modules Loading / Offloading
Fire Protection

Shipline

Bilge System Cooling System
Fire Protection Cargo Storage
Engine Room / Boilers


Aux. Systems

Water & Waste HVAC
Water Cooling Fuel Management

LNG carriers: 100+ planned new-build by 2020

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rotork[®] water & waste water

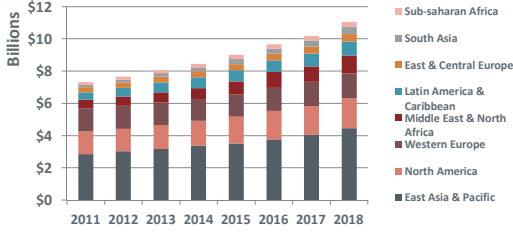


“80% of world’s waste water is neither collected nor treated”
UN World Water Development Report 2012

“2.5 billion people in the world do not have access to adequate sanitation, almost two fifths of the world’s population.”
WHO/UNICEF Joint Monitoring Programme Report 2013 update

- Demand from developing countries for improved water supply and sanitation
- Investment in developed nations driven by the need for more efficient systems and environmental legislation
- Fastest growth from water intensive industries investing in water technologies that enable them to use water more efficiently

valves, actuators & fittings [global capex forecast to 2018]



Source: GWI Global Water Market 2014

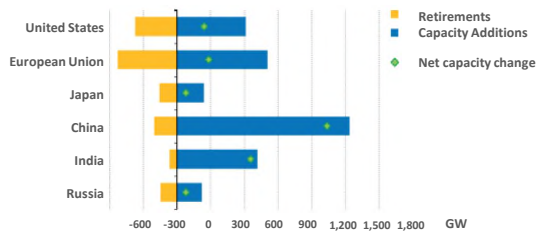
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rotork® power generation



- Upgrades, replacements and new-builds needed to keep pace with consumer demand, legislation and technological advances
- Electricity demand expected to increase 2.2% per annum to 2035
- China and India account for around half of the incremental electricity demand

capacity additions 2013-2035



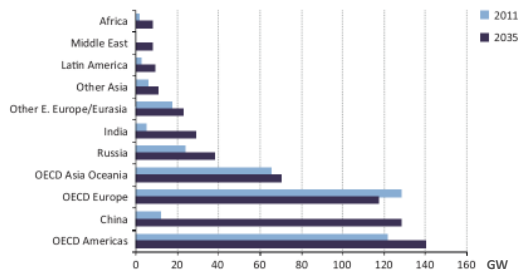
Source: IEA World Energy Outlook 2013

rotork® power generation - nuclear



- Increasing energy demand, plus concerns over climate change continue to drive investment in nuclear power.
- Over 60 reactors are under construction in 13 countries
- Most reactors on order or planned are in Asia; primarily China and India

change in nuclear generating capacity 2011-2035



Source: IEA World Energy Outlook 2012

rotork® power generation - renewables

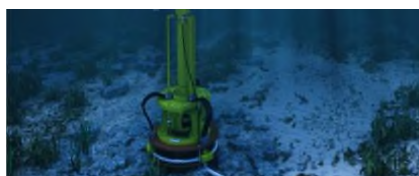
concentrating solar power



geothermal



marine energy



- USA & Spain leading field in technological developments and in installed plant
- Countries in the Middle East, Africa, Far East and Latin America now also in early stages of developing CSP programs to reduce fossil fuel dependence and CO₂ emissions
- Approximately 12GW planned capacity additions in the early stages of development or under construction in 70 countries
- Significant development potential in Central African and Latin American countries with few other primary energy resources
- Expected to see high long term growth rates – up to 17.3% CAGR
- Applications for subsea products – shallow depth tethered wave energy devices
- Attractive energy source due to stability and predictability of supply

Source: GEA / IEA WEO 2013

rotork® mining



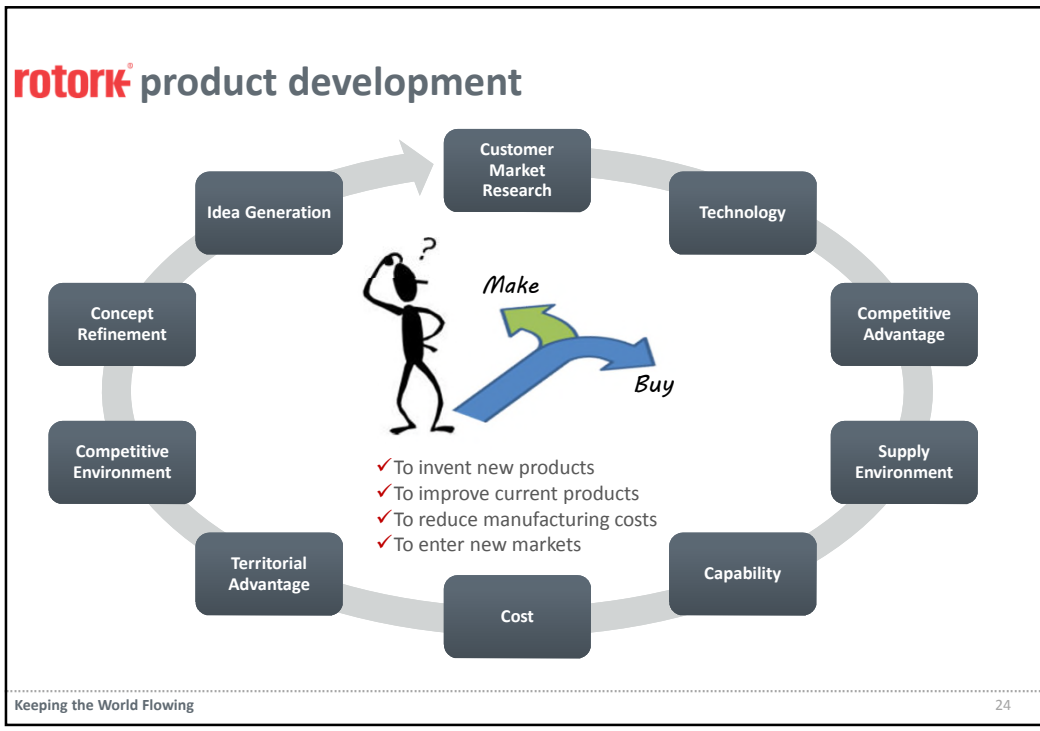
- Sustained demand from China for copper, steel and other base metals
- Success in mining now more than ever, depends on having effective water management and treatment plans
- Legislation to reduce environmental damage driving water treatment and re-use
- Rising energy costs create the need for energy efficient equipment and systems

forecast major iron ore trade flows 2015



Source: CRU, BHP Billiton Analysis. Location of the trade flow arrow is indicative.

Source: The Business of Mining



rotork[®]

Group Sales

WATER

OIL & GAS

INDUSTRIAL


POWER

Carlos Elvira
Group Sales & Marketing Director


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25


rotork divisions




Controls




Fluid Systems



Gears



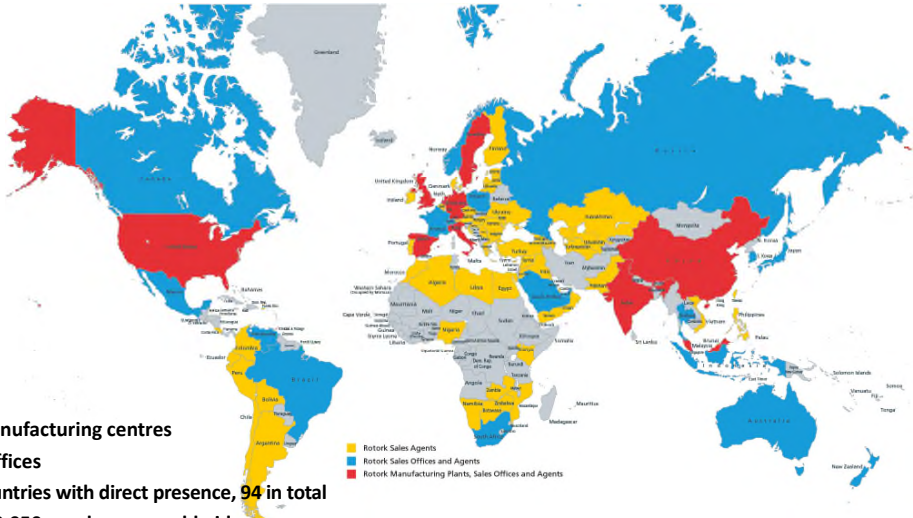
Instruments



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rotork global footprint



- 24 manufacturing centres
- 154 offices
- 34 countries with direct presence, 94 in total
- Over 3,050 employees worldwide
- 718 sales channels

■ Rotork Sales Agents
■ Rotork Sales Offices and Agents
■ Rotork Manufacturing Plants, Sales Offices and Agents

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rotork[®] specifiable products - synergies

Oil & Gas

The diagram illustrates an oil and gas processing facility with the following components and equipment connections:

- LOADING EXPORT TERMINAL**: Connected to a rotork pump.
- ESD** (Emergency Shutdown) and **MANIFOLDS**: Connected to various rotork valves and actuators.
- STORAGE**: Connected to a rotork pump.
- PUMP STATION**: Connected to a rotork pump.
- BALLAST & FUEL LOADING**: Connected to a rotork pump.
- LIFT PUMPS**: Connected to a rotork pump.
- RESERVOIR**: Connected to a rotork pump.
- WELL HEADS**: Connected to a rotork pump.
- FLOWLINES**: Connected to a rotork pump.
- GOSP** (Gas Oil Separation Plant): Connected to a rotork pump.
- MANIFOLDS**: Connected to various rotork valves and actuators.
- LAUNCH & RECEIVE FACILITIES**: Connected to a rotork pump.
- PUMP STATION COMPRESSOR STATION**: Connected to a rotork pump.
- RIVER CROSSING**: Connected to a rotork pump.
- BLOCK VALVE**: Connected to a rotork valve.
- PRESSURE REDUCTION UNIT**: Connected to a rotork pump.
- RECEIVE**: Connected to a rotork pump.
- METERING SKID**: Connected to a rotork pump.

Logos for **FOUNDATION** and **Pakscan** are visible at the bottom left. The text "Keeping the World Flowing" is at the bottom left, and the number "28" is at the bottom right.

rotork[®] specifiable products

Water & Waste Water

The diagram illustrates a water and wastewater treatment plant with the following components and equipment connections:

- RIVERS**, **RESERVOIRS**, and **AQUIFERS**: Connected to a rotork pump.
- SCREEN**: Connected to a rotork pump.
- FLOCCULATOR**: Connected to a rotork pump.
- CLARIFIER**: Connected to a rotork pump.
- RESERVOIR**: Connected to a rotork pump.
- CONTACT TANK**: Connected to a rotork pump.
- ULTRA VIOLET**: Connected to a rotork pump.
- SUPPLY**: Connected to a rotork pump.
- Filter Bed**: Connected to a rotork pump.
- BACKWASH OUT**: Connected to a rotork pump.
- BACKWASH WATER IN**: Connected to a rotork pump.
- AIR**: Connected to a rotork pump.

Logos for **Pakscan** and **PROFIT BUS** are visible at the top left. The text "Keeping the World Flowing" is at the bottom left, and the number "29" is at the bottom right.

rotork[®] specifiable products

Coal Power Station

The diagram shows a cross-section of a coal power station. Red arrows point from various Rotork products to their specific locations within the plant. Products shown include Pakscan sensors, actuators, and valves. The products are arranged around the central plant diagram, with arrows indicating their application points.

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rotork[®] project tracking

Rotork Sales Management System (RSMS) Mining - Escondida Desalination Plant

The world map highlights four key locations in the project tracking process: Consultant (USA), End-user (Chile), Valvemakers (Germany), and Contractor (S. Korea). Red arrows show the flow of information and materials between these entities. A large red arrow points from the USA to Chile, and another from Germany to Chile. Smaller arrows show connections between Germany and S. Korea, and between S. Korea and Chile.

Consultant USA End-user Chile Valvemakers Germany Contractor S. Korea

Keeping the World Flowing 31

rotork® RSMS

Projects- CH3329A Escondida Desalination Plant Chile

Main Details Accounts Involved Visits Quote Summary Sales Orders Forecast Representation

Project Location CH3329A Escondida Desalination Plant

Project Plant Seawater Desalination

Project Scope The Facility Will Have The Capacity To Produce 220,000 Tons Of Water Per Day From Mid-2016, For Supply To The Escondida Copper Mine, The Worlds Largest Source Of Copper. Water Produced At The Plant Near The Coastal City Of Antofagasta Will Be Piped 180Km (112 Miles) To The Copper Mine Situated 3,000 Meters Above Sea Level.

Territory Chile CH Country Chile CH

Industry Type Industrial Processes - Mining

Products Electric Electric Order Value

Project Status 4 Final Bids for Actuated Valves Chk'd By JKL On 25-Sep-2013 Status OK?

Main Enduser MIN41 Minera Escondida Limitada Project Card

Eng Consultant BLA87 Black & Veatch Inc - HQ Project Log

Contractor Awarded D0010 Doosan Heavy Industries & Construction Copy Project

Category Type ;ATV;AFT;TJB;CET;KLN;CR2;MJB;JF1;JIM;OMM;ALA;RM;H;SKR;VS1;TLP;JAT;JDK;RJW;CTH;KHK;CSW;APM;RDL;FWW;JWC;MGK;SKL;AHM;SP1;DPN;JBW;DAL; ;CH;USTX3;IDS

My Top 10 Projects Control Panel

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rotork® commodity product examples - smart selling

- Hand operated
- Light duty, cast aluminium
- Quarter-turn
- Torque up to 1,500 Nm
- Single and double acting pneumatic piston actuators
- Torque up to 15,300 Nm
- Quarter-turn
- Modulating Option
- Separate Motor Control Available
- Torque up to 650 Nm



232 Manual Worm Gearbox



GT Rack and Pinion Actuator



ROM Quarter Turn Actuator

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rotork® sales force

- Market specialists
- Products champions
- Project focused
- Selling to OEMs
- Commodity sales specialists



Keeping the World Flowing 34

rotork® controls

- Access to new products in 2013
- New product launches in 2014



Schischek




Centork

Keeping the World Flowing 35

rotork® fluid systems

- Access to new markets and users
- New products launch 2014


K-Tork **GTA** **SI**



Keeping the World Flowing 36

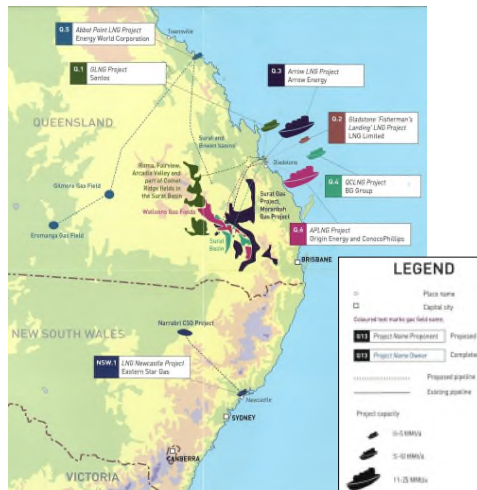
rotork® the future - 2014

- Nuclear
 - Hiller
 - NA actuator
 - UK - Hinkley
 - China - Xudapu
 - India
 - Russia



Keeping the World Flowing 37

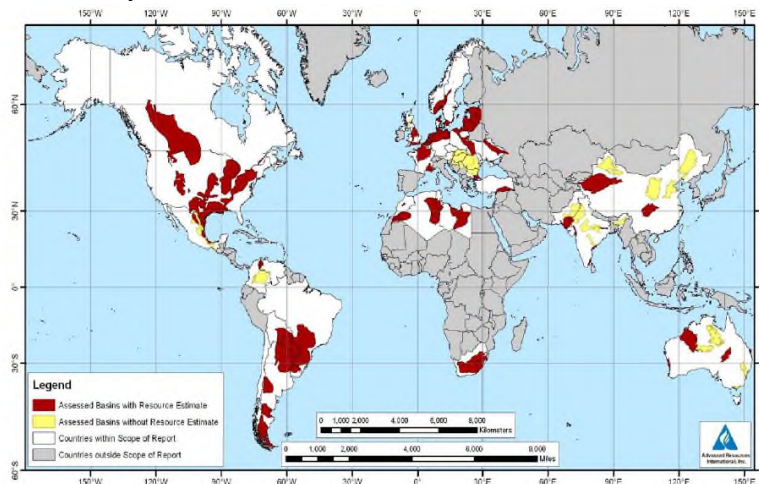
rotork success stories



- Coal bed methane in Australia
- Over 5,000 units ordered
- Projects –
 - BG / QCLNG (Queensland)
 - Santos / GLNG
 - Origin / APLNG
- 27 million tonnes of LNG p.a.
- CVA, IQ, SI, EH, CP, GP and GO
- Total project value over £26 million

rotork unconventional gas is a huge opportunity

➤ 48 Major Shale Basins in 32 Countries



Source: US Energy Information Administration (April 2011)

rotork

Research & Development

Graham Ogden
Research & Development Director

Keeping the World Flowing

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rotork process - *from dreams to reality*

Source of Ideas

- Focused market research – “next big thing”
 - Key themes
 - Internet of things
 - Security
 - Through life asset management, data simplification
 - Growth of wireless systems
 - Subsea systems
- Market roadmapping
 - Global infrastructure changes
 - Technology shifts
 - Environmental initiatives
- Technology Forums
 - Diagnostic capability
- Sales/customer feedback
 - Incremental product improvements

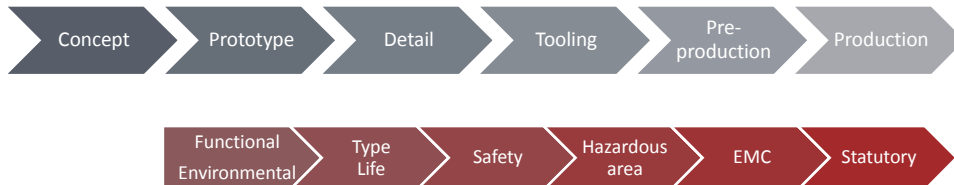
Roadmapping- Linking future to present **rotork**

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rotork[®] process - from dreams to reality

Development Process



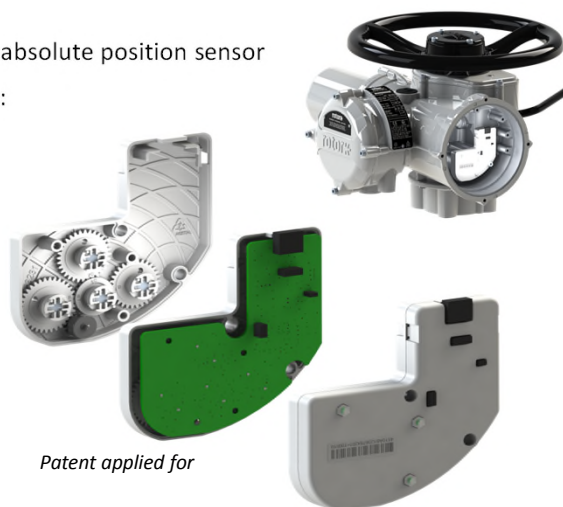
Development resources

- Divisional
 - Development of core technology & know how
- Cross-divisional (Bath, India)
 - Leverage Group technology
- External
 - Specialist not flow control specific

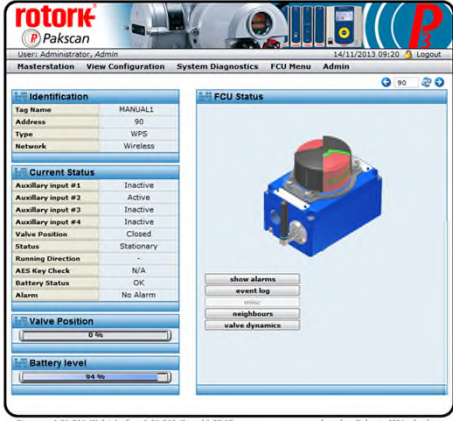


rotork[®] typical core technology project

- Development of a multi-turn absolute position sensor
- Design has following features:
 - Simple design
 - Low backlash
 - Redundant measurement
 - Fault tolerant



cross divisional project rotork® Pakscan wireless switchbox



Identification

Tag Name	MANJALI
Address	90
Type	WPS
Network	Wireless

Current Status


Auxiliary input #1	Inactive
Auxiliary input #2	Active
Auxiliary input #3	Inactive
Auxiliary input #4	Inactive
Valve Position	Closed
Status	Stationary
Running Direction	-
AES Key Check	N/A
Battery Status	Ok
Alarm	No Alarm

Valve Position

0 %

Battery level

84 %



Valve Dynamic Trace

Duration in seconds

Pressure (bar)

Valve Dynamics

Trace Name	Trace Start	Trace End	Trace Duration	Trace Started Away	Trace Message Count
Dynamic Trace Data	24/11/13 15:28:17	25/10/13 14:05:15	01:40:08	Yes	124

- Wireless technology embedded within a Soldo switch box that can connect through Pakscan infrastructure
- Enables status of manual, pneumatic or hydraulically operated valves to be monitored through the Pakscan loop
- Provides diagnostic data akin to the Smart Valve Monitor solution


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rotork® RIDEC update

- Rotork Innovation Design & Engineering Centre, Chennai, India
 - Opened 2010
 - Moved to new facility 2012
 - Now 27 engineering staff, current target 38



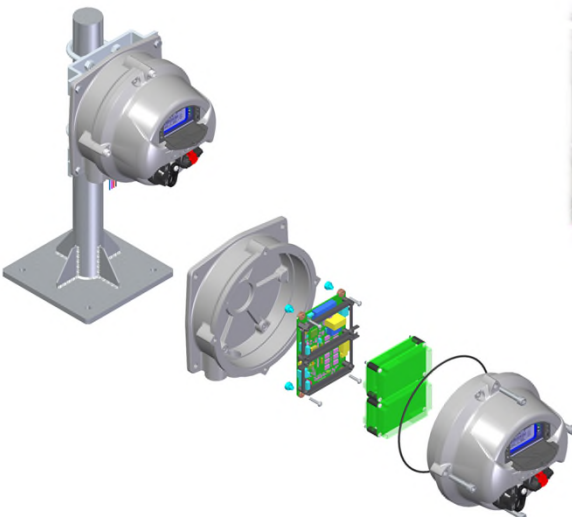

2013 YTD Work Distribution






Keeping the World Flowing 45

rotork[®] RIDEC projects - remote hand station

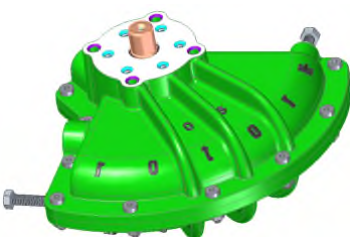
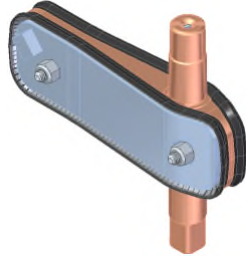
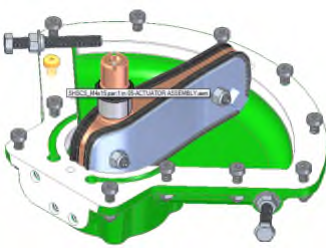
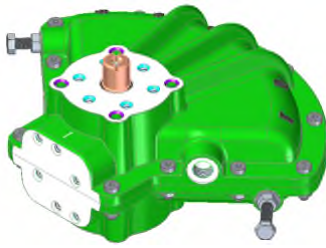



- Required skills
 - Communications
 - Hardware
 - Software
 - Mechanical
 - Prototyping

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rotork[®] RIDEC projects - K-Tork

- K05 Double Acting
 - 20% more torque than competition
 - New seal profile & Expander design
 - CA15 vane material
 - Design completed.
 - Drawings released for sample parts and prototype

Keeping the World Flowing 47

rotork

WATER

OIL & GAS

INDUSTRIAL

POWER

Break

Keeping the World Flowing

48

This slide features the Rotork logo in the top left. A central graphic consists of four overlapping circles, each containing an image of industrial equipment. The top-left circle is labeled 'WATER' and shows a water treatment facility. The top-right circle is labeled 'OIL & GAS' and shows a large industrial valve. The bottom-left circle is labeled 'INDUSTRIAL' and shows a red industrial tank. The bottom-right circle is labeled 'POWER' and shows a power plant. A large red circle overlaps the top-right circle and contains the word 'Break' in white text. At the bottom left, the slogan 'Keeping the World Flowing' is written, and the number '48' is in the bottom right corner.

rotork

WATER

OIL & GAS

INDUSTRIAL

POWER

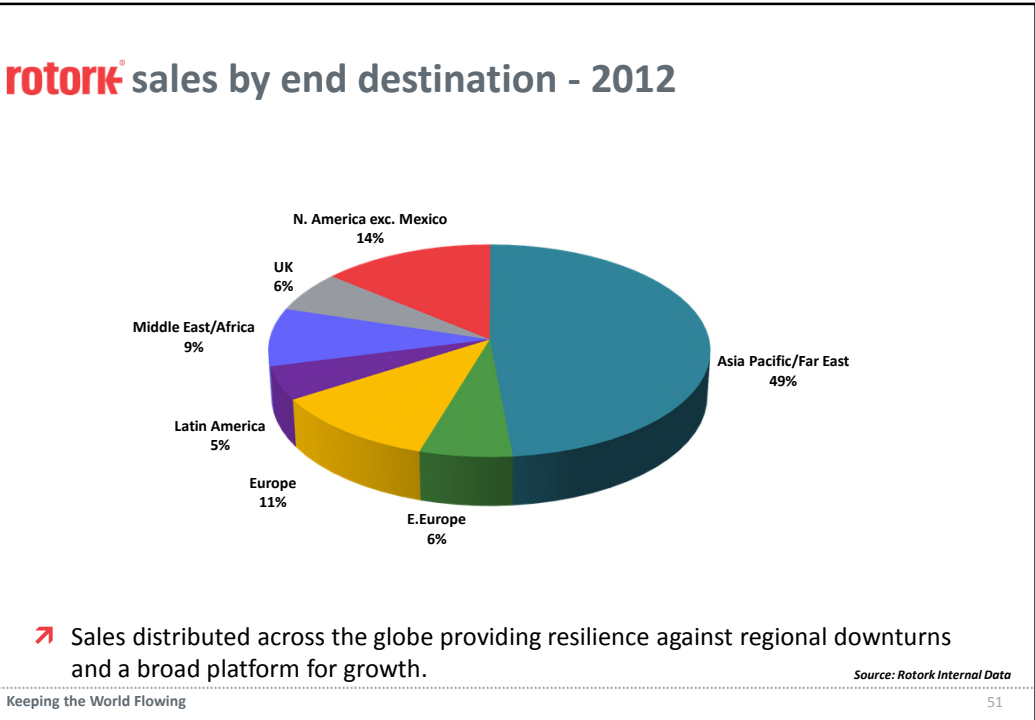
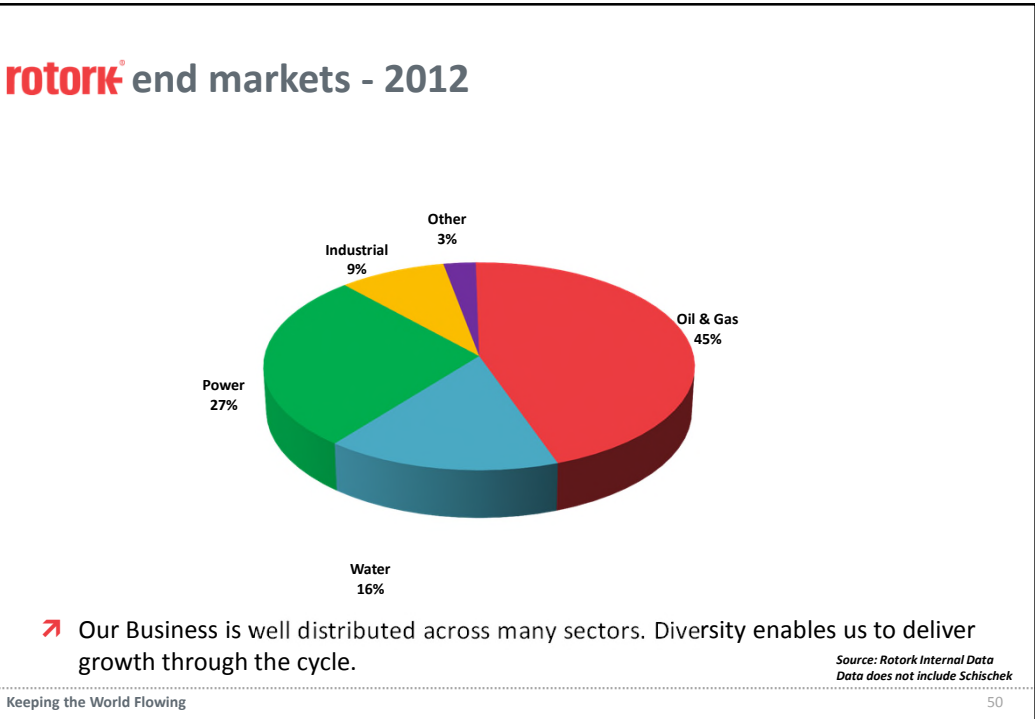
Controls Division

Grant Wood
Managing Director

Keeping the World Flowing

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This slide features the Rotork logo in the top left. It uses the same central graphic of four overlapping circles with industry images as slide 48. A large red circle overlaps the top-right circle and contains the text 'Controls Division' in white. Below this, the name 'Grant Wood' and title 'Managing Director' are listed. At the bottom left, the slogan 'Keeping the World Flowing' is written, and the number '49' is in the bottom right corner.



rotork[®] location/facilities

USA - Rochester

USA - Milwaukee

Germany - Nuremberg

UK - Bath

India - Jigani

China - Shanghai

Malaysia - Kuala Lumpur

India - Chennai

➤ Multiple sites providing global supply, local content and flexible manufacturing.

Keeping the World Flowing

rotork[®] product range

Key: New Product

ON/OFF

IQ3 IQT Q A/AWT Centork NA ROM ExMax

Modulating/Process Control

CVA CMA GPSA 1000 Series 2000 Series 6000 Series ExRun

Control Networks

Pakscan DeviceNet HART FOUNDATION Modbus[®] PROFIBUS

➤ The electric actuation market breaks down into two segments - On/Off and Fully Modulating. Rotork has comprehensive coverage of both.

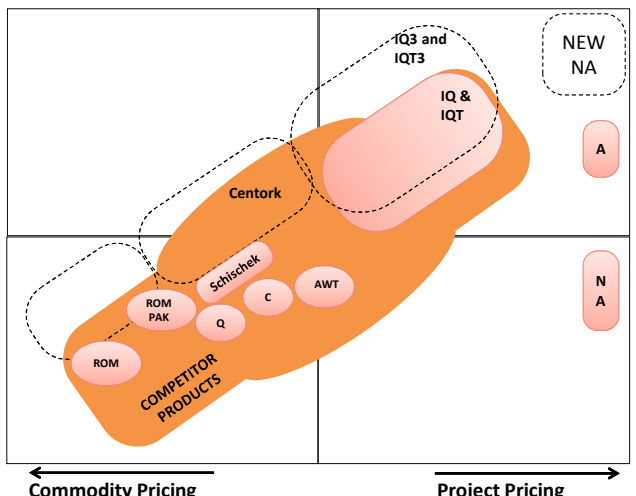
Keeping the World Flowing

rotork shale gas has already delivered significant sales but there is much more



Keeping the World Flowing 54

rotork on/off market positioning



Perceived Value ↑

← Commodity Pricing | Project Pricing →

COMPETITOR PRODUCTS

ROM, ROM PAK, Q, C, AWT, Schishek, Centork, IQ & IQT, IQ3 and IQT3, NEW NA, A, N A

Significant organic and developmental growth being targeted.

Keeping the World Flowing 55

rotork[®] hvac

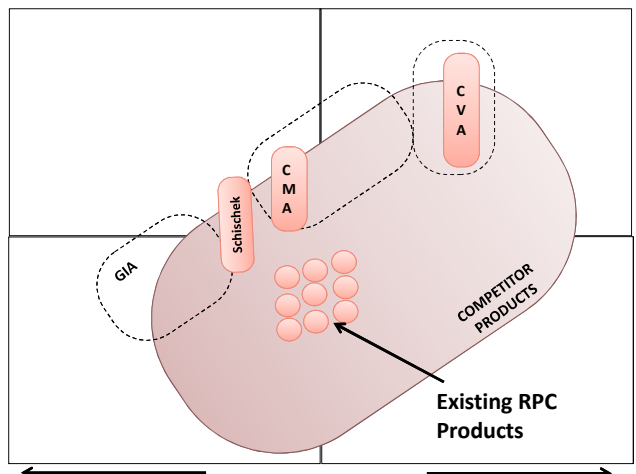
HVAC is a new focus for Rotork into which we can sell our broad range of products

- HVAC related valve and damper actuation
- Ex applications
- Temperature and humidity sensors and switches
- Tunnel Air Control Dampers
- Tunnel Fire/Smoke protection
- Purge & Pressurisation systems




Keeping the World Flowing 56

rotork[®] fully modulating process control market



Perceived Value ↑

Commodity Pricing ← Project Pricing →

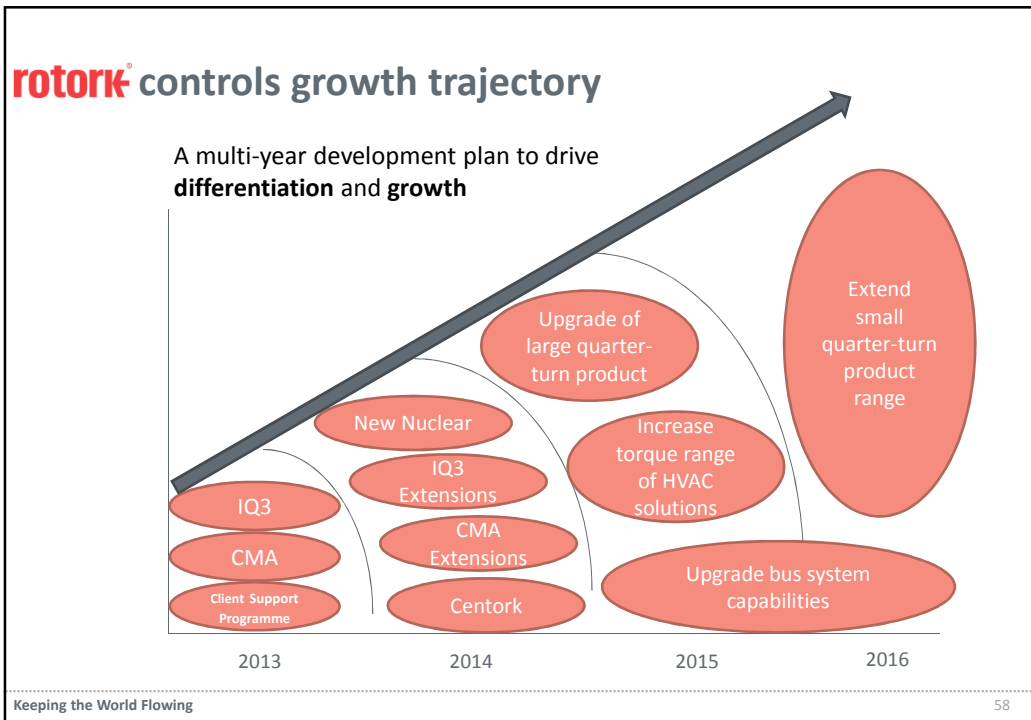
Existing RPC Products

COMPETITOR PRODUCTS

GIA, Schischek, CMA, CVA

Very significant growth potential in the process control segment.

Keeping the World Flowing 57



rotork® summarising growth opportunities

- Product developments extending customer preference and our ability to be specified
- Continued organic sales growth through having a portfolio of competitive products
- Global sales coverage with increased infrastructure in the high growth territories
- Entrance to new markets / applications such as HVAC

Keeping the World Flowing 59

rotork

Fluid Systems Division

Alex Busby
Managing Director

WATER

OIL & GAS

INDUSTRIAL

POWER

Keeping the World Flowing

60

rotork location/facilities

USA - Pittsburgh

UK - Leeds

Sweden - Falun

Germany - Melle

USA - Rochester

USA - Dallas

Italy - Lucca

Italy - Milan

Keeping the World Flowing

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rotork[®] centres of excellence

Keeping the World Flowing

62

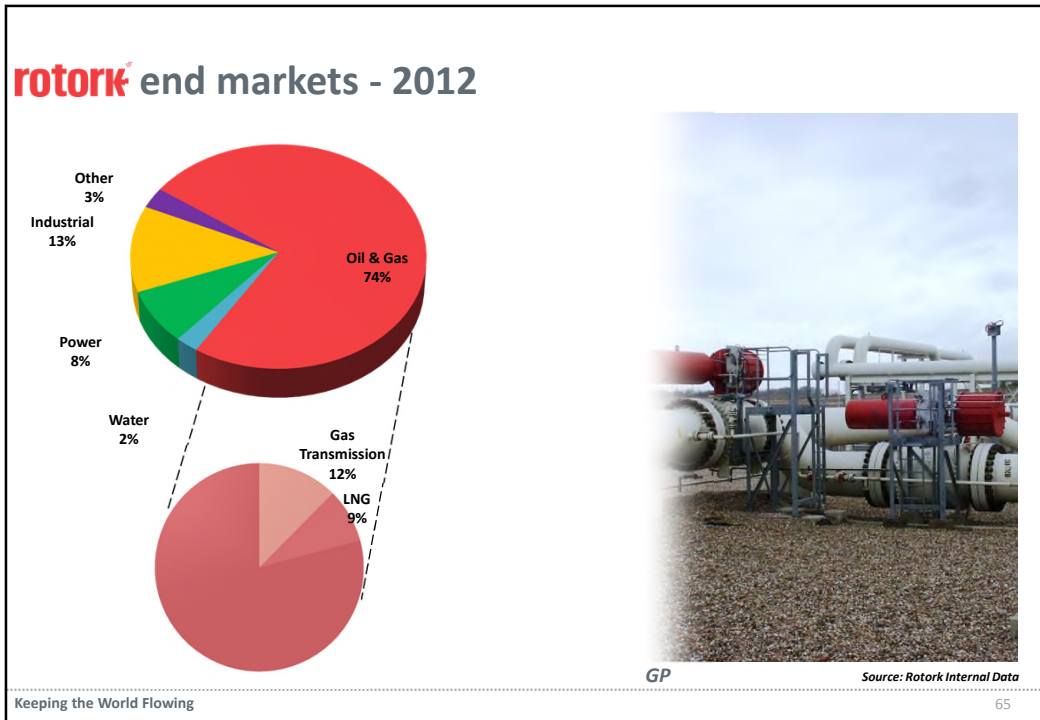
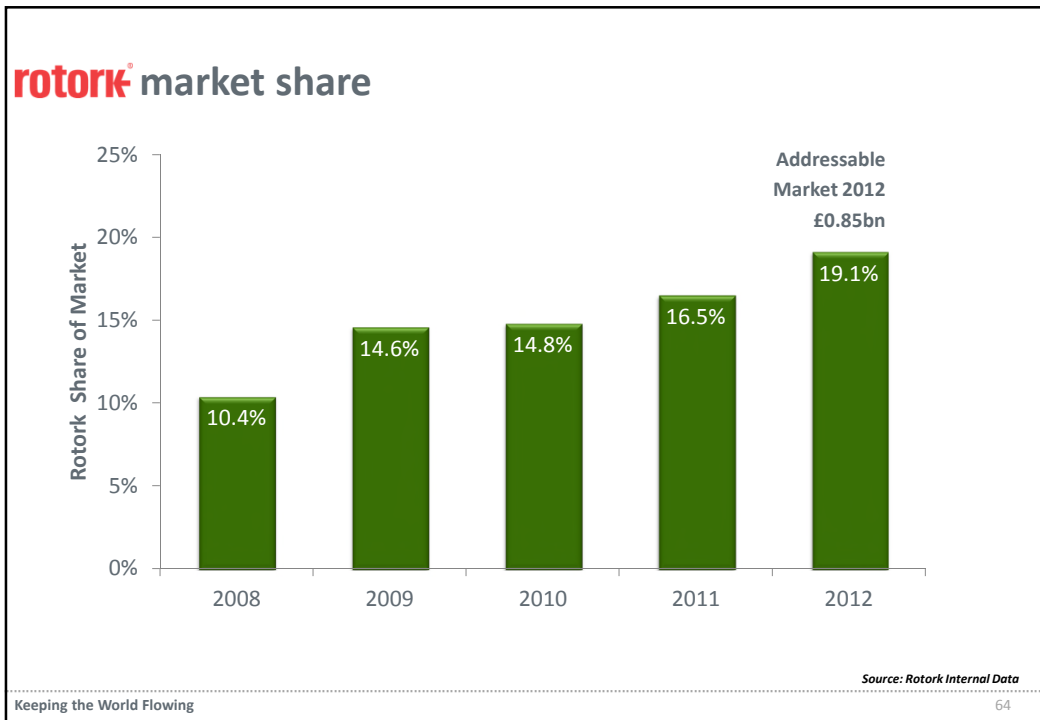
rotork[®] product range

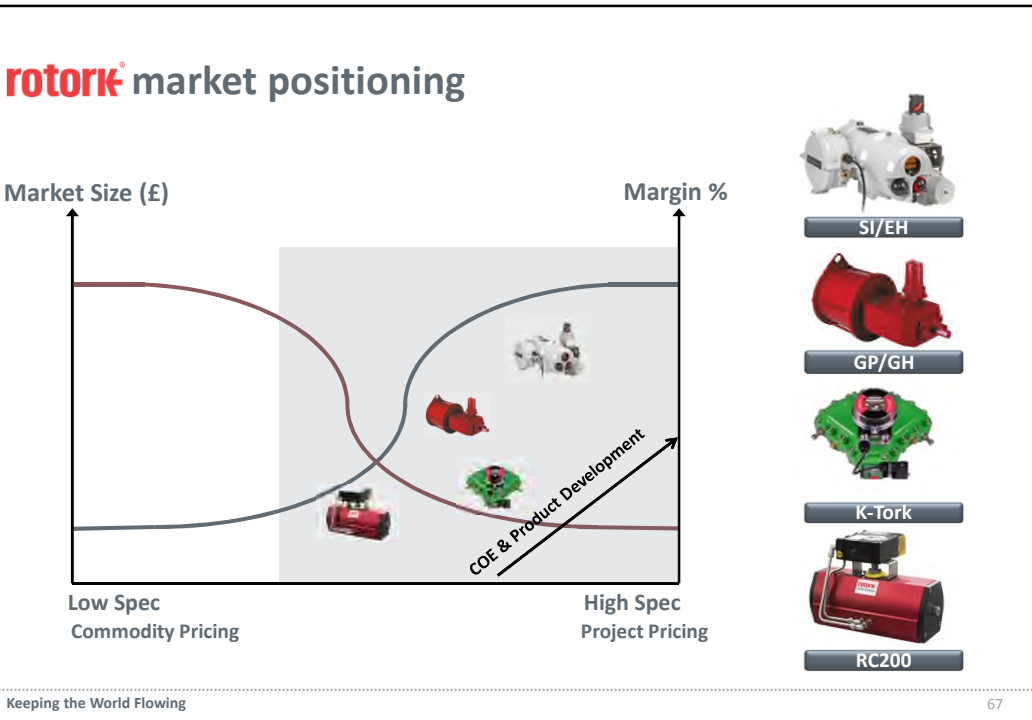
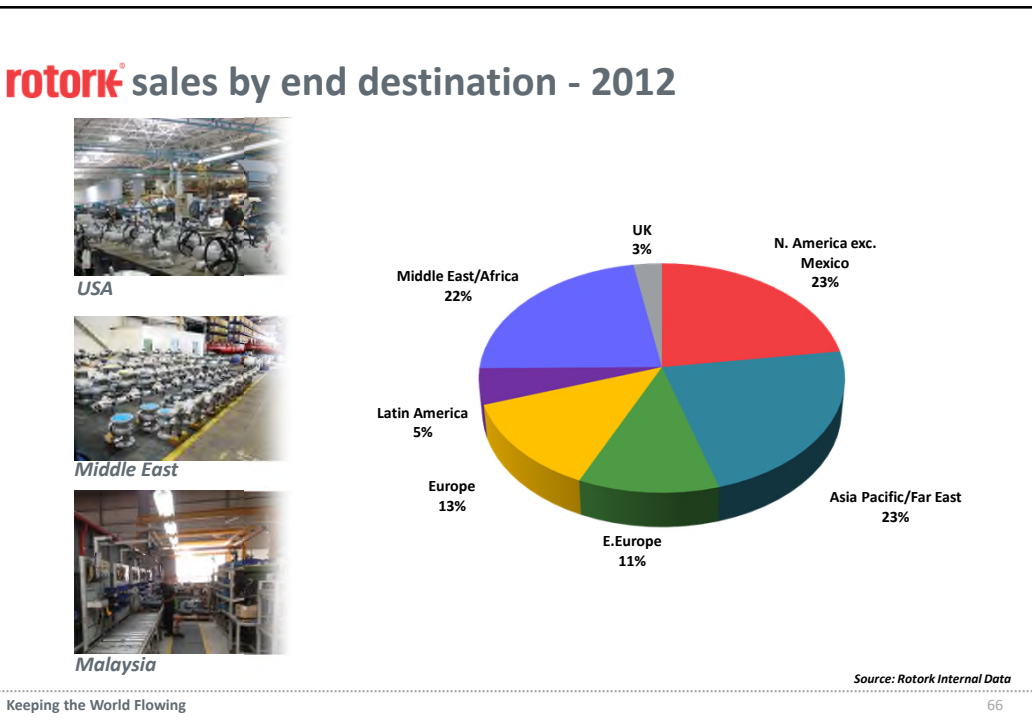
Key: ■ Product Expansion ■ New Product

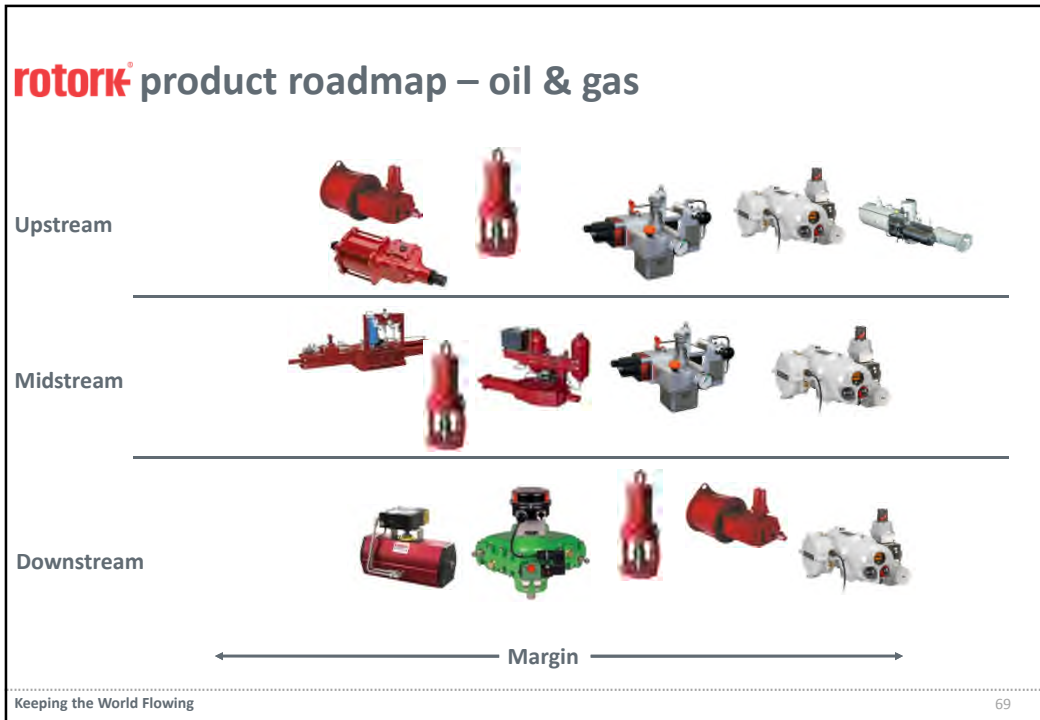
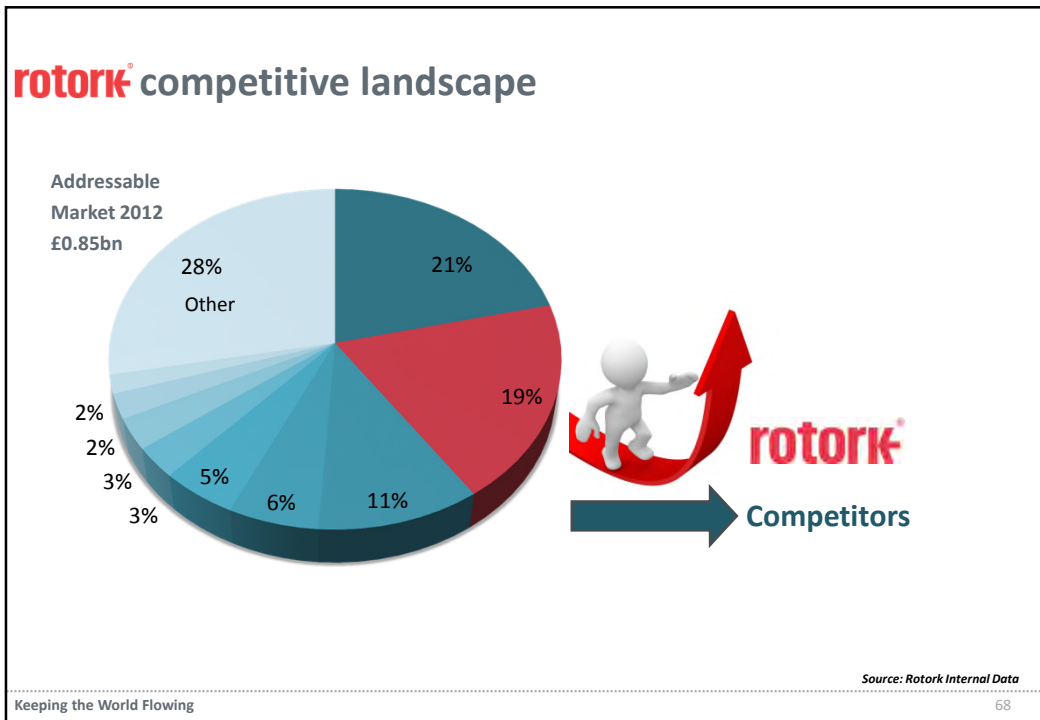
CP	GP/GH	LP/LH	RH	HPG	GO
RC200	Twin Power	SI/EH	Subsea	SVM	K-Tork
Type K	Hiller	manPOWER	RHQ	GT	PHW
					DH

Keeping the World Flowing

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rotork[®] roadmap

- Growing markets
- Market drivers
- Market requirements
- Portfolio infill
- Specifiable products differentiate our offering
- Deep technical knowledge to address unique market requirements



K-Tork

rotork[®] market drivers

- Safety related systems
- Increased diagnostics
- Safety instrumented systems
 - SIL
 - HIPPS
 - Partial stroking
- Government legislation
 - ROSOV



Skilmatic

rotork[®] application opportunities

- Centres of Excellence
- Mexico
 - SCADA 47
 - Twin Power
 - Petroleos Mexicanos



Twin power

rotork[®] nuclear

- Market and geographic opportunities
 - New plant construction world wide
 - Life extensions / Existing plant upgrades
 - Ongoing maintenance and support
- Margin added value
 - OEM specified spares
 - OEM specified service
- Product portfolio
 - Nuclear qualified products since 1970s
 - Products qualified for latest reactors
 - New product development



rotork[®] capacity for growth

- Inter company support
- Best-in-class manufacturing
- Divisional KPIs
 - Delivery
 - Cost of quality
 - Stock



Melle factory

rotork[®] summarising growth opportunities

Positioned for growth

- Local *Centres of Excellence*
- Specification
- Harmonisation
- Provide solutions



Specialised hydraulic actuator package

rotork

Gears Division

WATER

OIL & GAS

INDUSTRIAL

POWER

David Littlejohns
Managing Director

Keeping the World Flowing

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rotork location/facilities

UK - Leeds

Netherlands - Losser

Italy - Milan

USA - Houston

India - Bangalore

China - Shanghai

Keeping the World Flowing

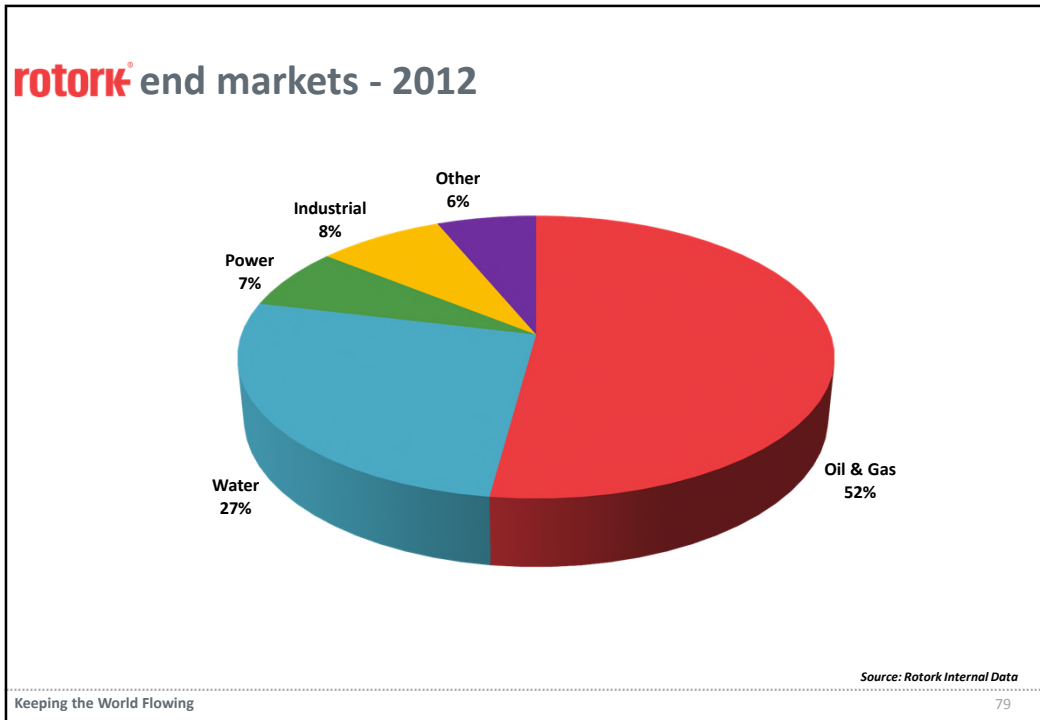
77

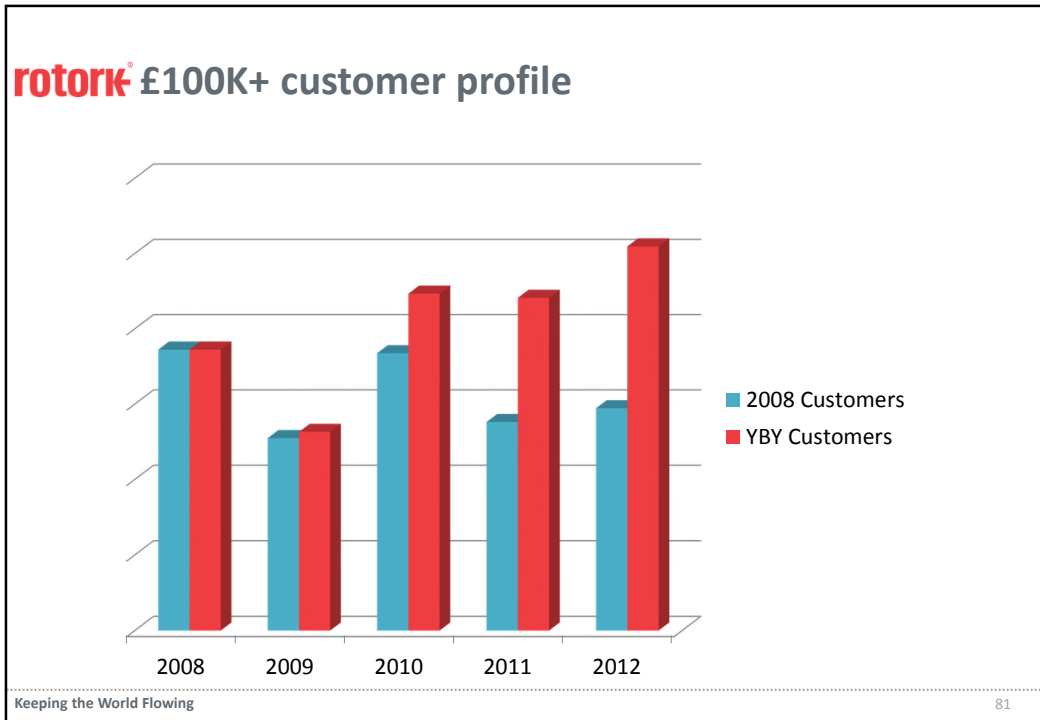
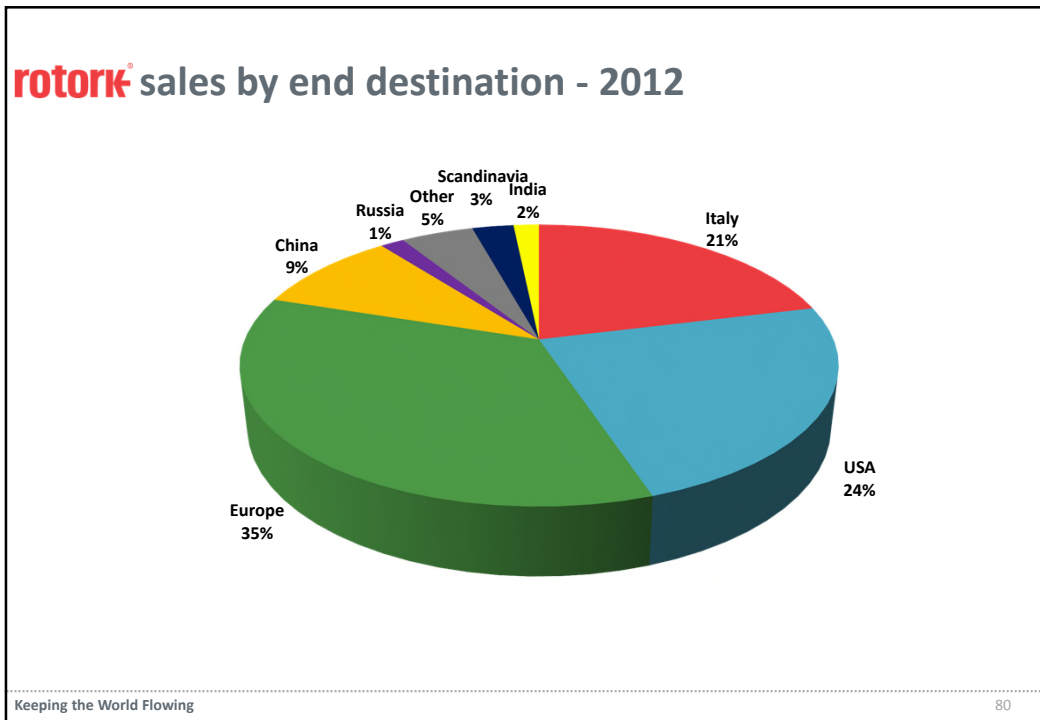
rotork® product portfolio

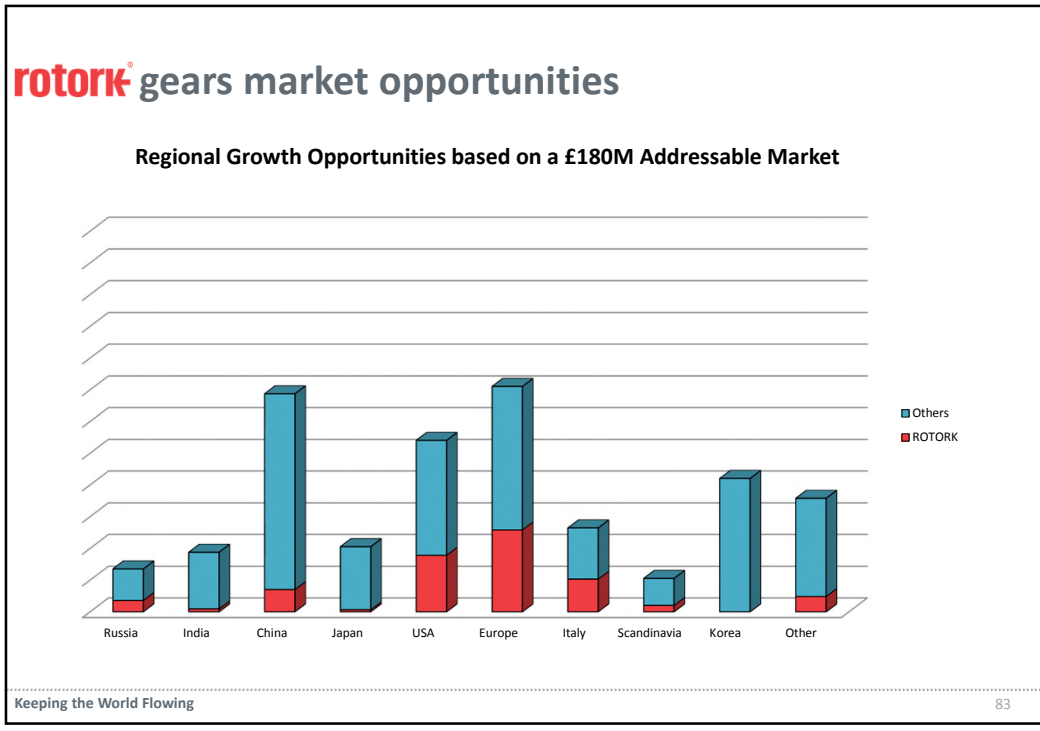
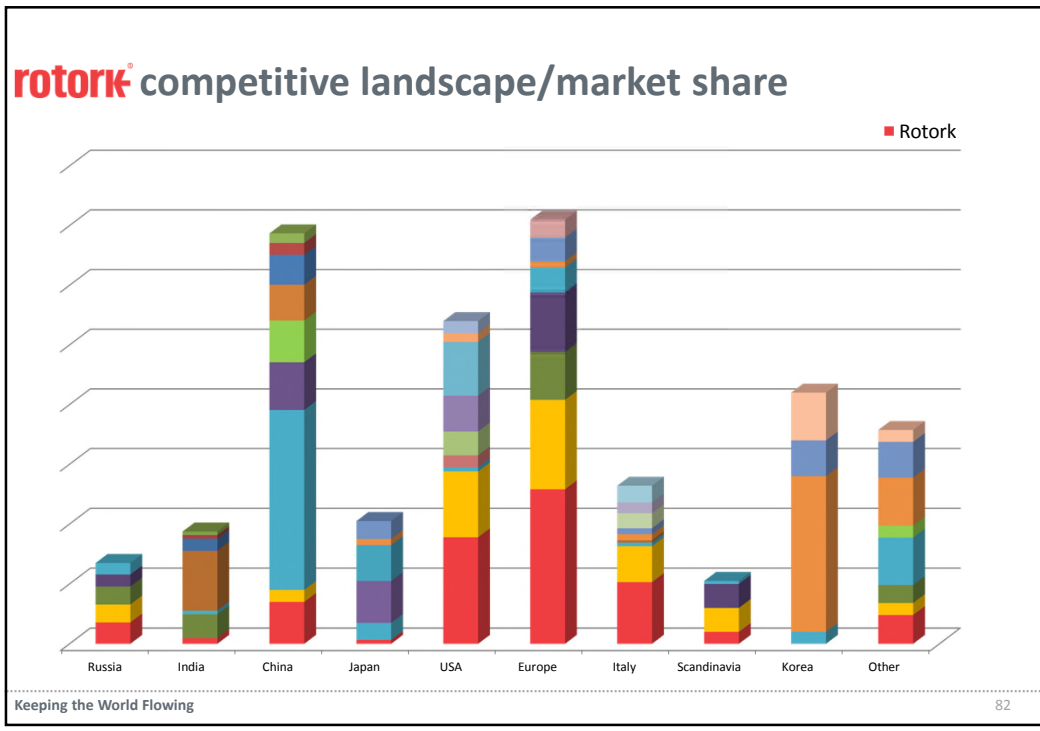
Key: ■ Product Expansion ■ New Product

The product portfolio is displayed in a grid. The top row shows three large valve models labeled IW, IB, and IS. The second row contains AB (orange), 232 (orange), 242 (green), HOB (orange), NTB (green), and Mounting Kits (orange). The third row contains ILG (orange), WGS - Subsea (orange), NA - Nuclear (orange), and FB - Firesafe (green). The background color of each product icon indicates its status according to the key: orange for Product Expansion and green for New Product.

Keeping the World Flowing 78



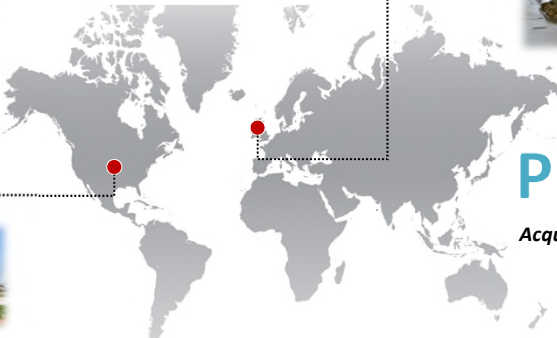






rotork[®] valvekits


UK – Nottingham Existing Site


+

Prokits

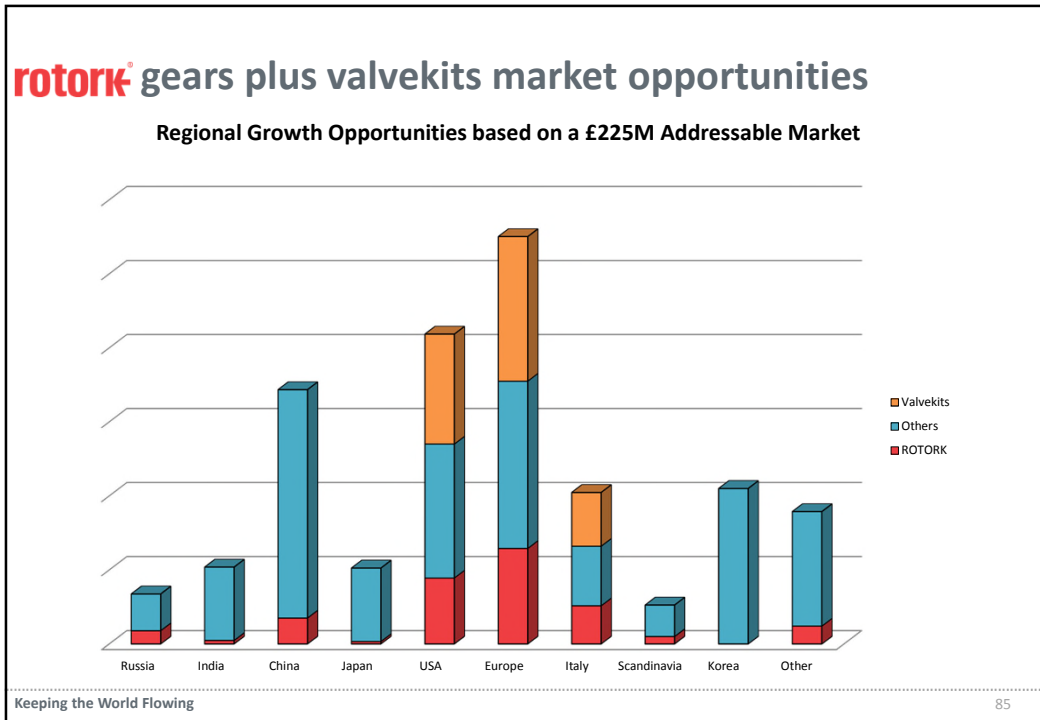
Acquired December 2011



*Renfro Associates
USA – Tulsa
Acquired August 2013*



Keeping the World Flowing 84



rotork[®] excellent R&D capabilities



- Gears R+D facility centralised at the UK Leeds facility
- Footprint to be doubled in 2014 as part of relocation to the new Leeds factory

rotork[®] 242

PRESS RELEASE

Ref: 2.59G

4th March 2013



- New manual ¼-turn range introduced late 2012
- Rotork's approach to Design and Innovation produces the optimum Torque/KG weight ratio
- Helping to secure new customers in all target markets including China and India

rotork[®] technical applications – nuclear + subsea



IWN4 with Spur Input Reducer



IBN7 with Planetary Reducer and Handwheel

rotork[®] new products launched in 2012-2013



242 Range



NTB Range



FB Range

rotork china

- Shanghai factory established 2006
- 2012 – became joint largest gears production facility (with Gears Leeds plant)
- Chinese valve maker customers
- Local supply chain



rotork growth opportunity – india



- Bangalore production started late 2011
- Indian valve maker customers
- Local supply chain

rotork[®] summary

- Our customer is the valve maker
- India and China growth opportunities - Russia, Japan and Korea as well
- Ever strengthening China + India supply chain and manufacturing capability
- New product introduction
- Innovative R+D program looking to the future
- Technical applications - Nuclear + Subsea
- Global reach as part of the Rotork family
- Acquisitions



rotork[®]

**Instruments
Division**



Alan Paine
Managing Director

rotork[®] instruments

The Art & Science for Measurement and Control of Process Variables

Measure Analyse Control

Keeping the World Flowing

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rotork[®] location/facilities

- Manufacturing sites
- Strategic Sales and Stocking sites

Location	Area (sq/ft)	Type
USA – North Carolina	89,000	Manufacturing site
China – Chengdu	3,200	Manufacturing site
India – New Delhi	2,443	Strategic Sales and Stocking site
Singapore – Upper Thomson	15,898	Strategic Sales and Stocking site
Brazil – Sao Paulo	10,000	Strategic Sales and Stocking site
Italy – Desenzano D/G	30,000	Strategic Sales and Stocking site
Australia – Ballarat	12,593	Strategic Sales and Stocking site

Keeping the World Flowing

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rotork® product range

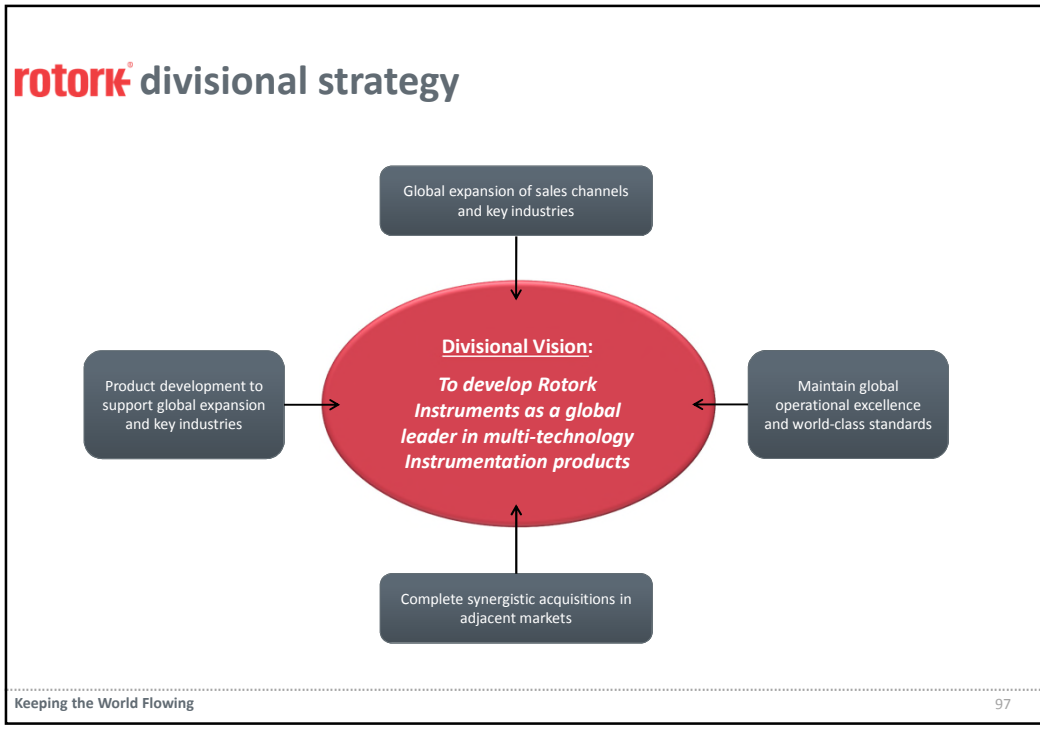
Transducers Regulators Boosters Relays

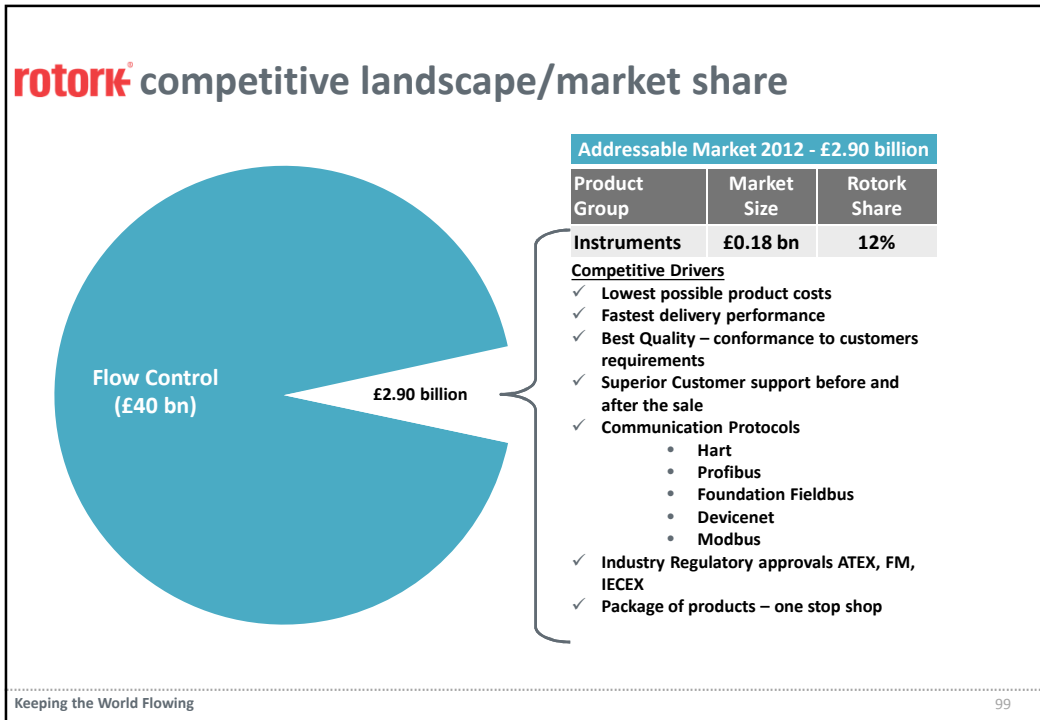
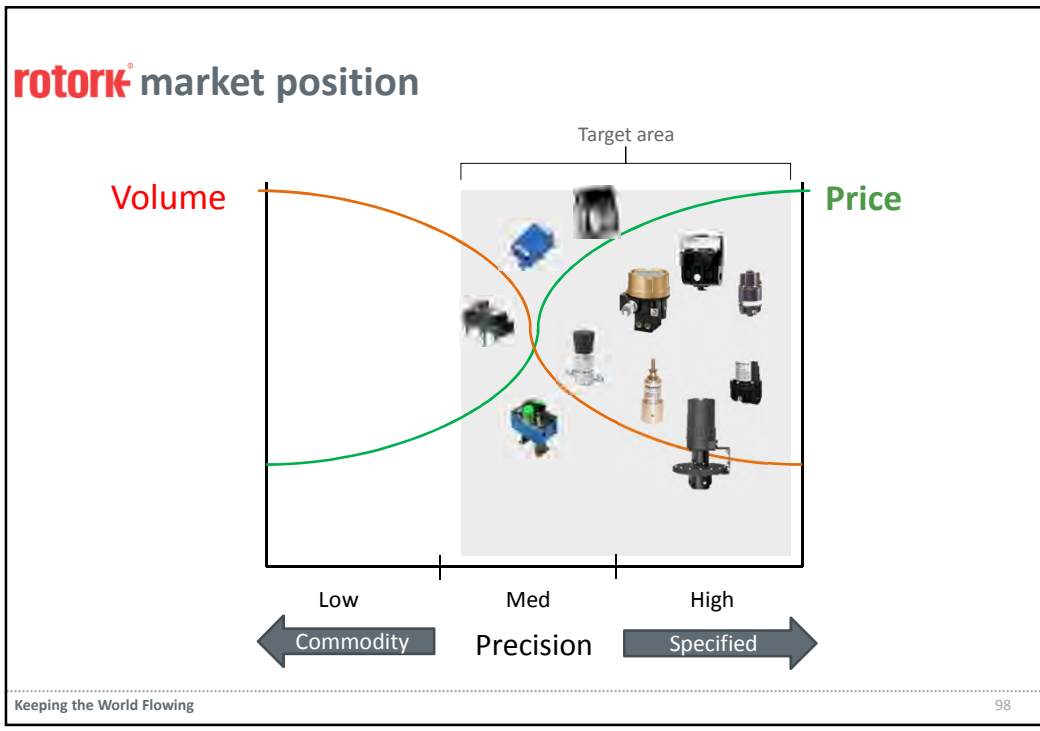
Rotary Switch Box Linear Switch Box Omega Control Units

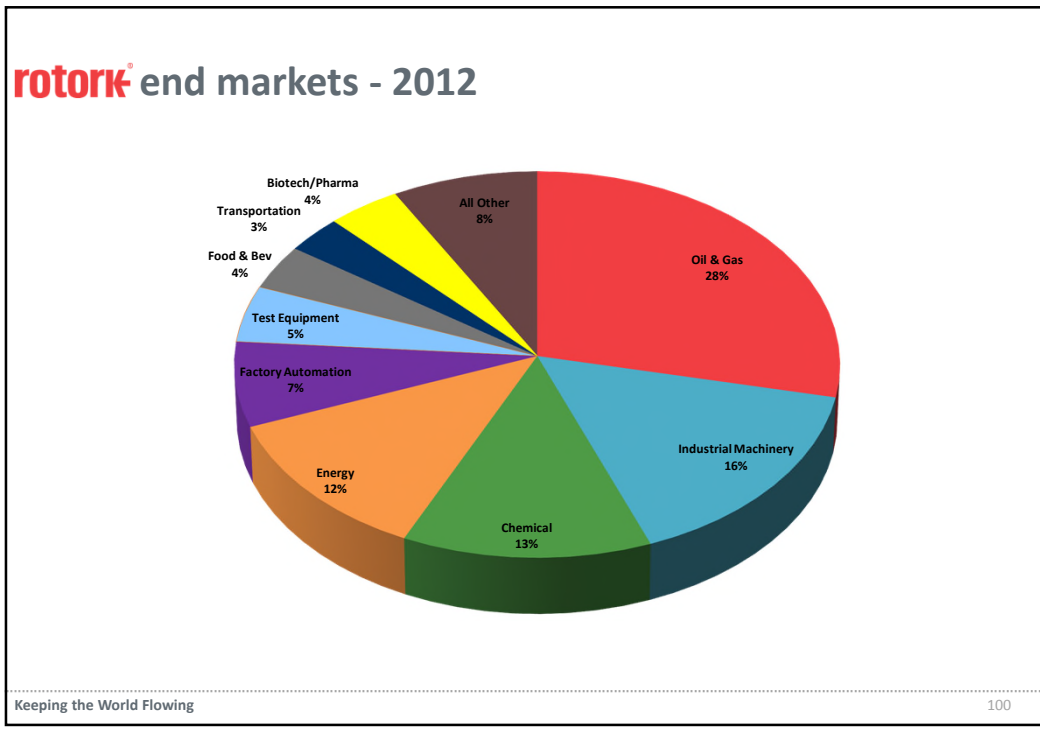
Bolt Switches NAMUR Accessories Valve Positioner

Relatively low installed cost – Highly critical to the Machine or Process

Keeping the World Flowing 96







rotork typical applications

Oil & Gas

Transducers used on control compressors that provide increased pressure to maintain gas movement out of the ground and through transmission pipelines.

Tyre Manufacturing

Transducers and Volume Boosters control the inflation of the tyre's internal bladder and the curing pressure of the air, steam, or nitrogen in the clamshell mold.

Energy

Relays are used to maintain a minimum lube pressure at all times to ensure adequate lubrication in extremely cold weather, at start up, and during slow rotational operation on remote generators.

Medical

Highly specified Regulators are used to control helium pressure to inflate shunt balloons.

Valve Actuation

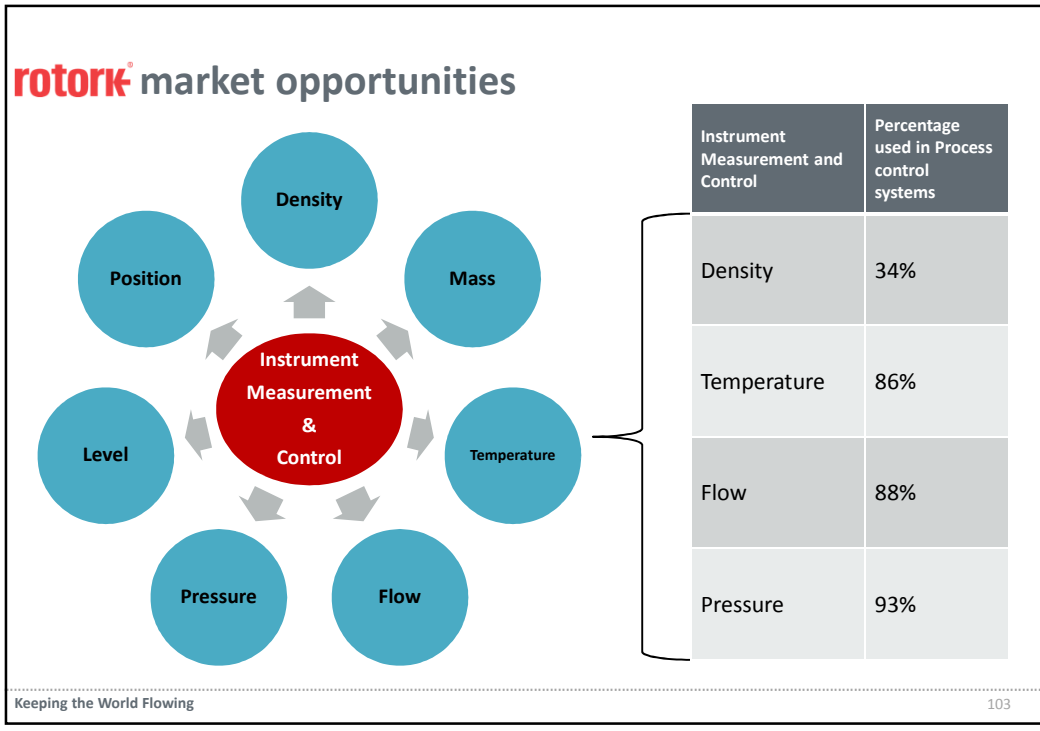
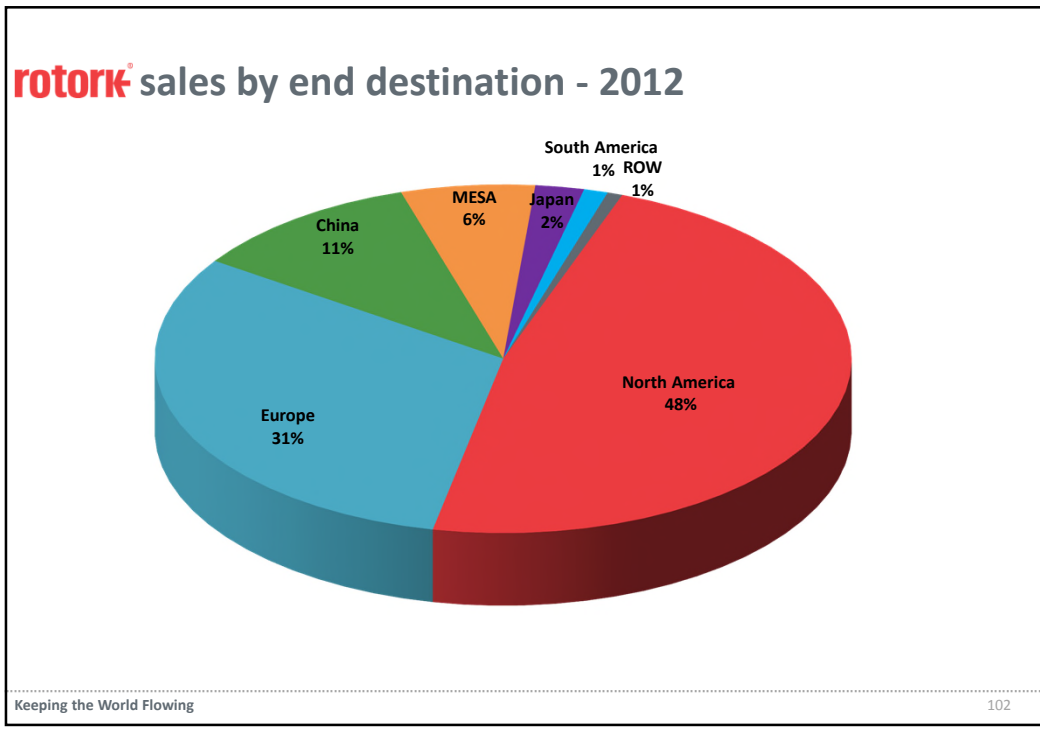
Rotork Fluid Power actuated Valve using Soldo 5Y style Switch Box which provides vital position indication signal on an Emergency Shut down Valve application.

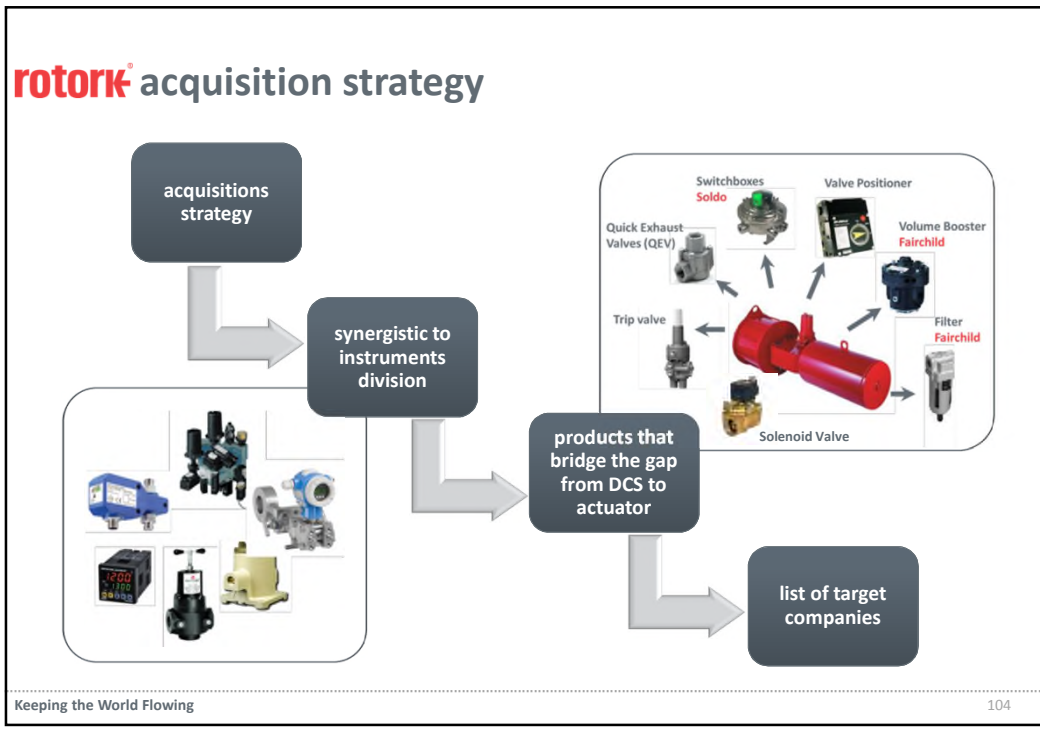
Power Generation

The Soldo Switch Boxes provide accurate valve position signaling for Oxygen, natural gas and other media supply lines to maintain correct gas mixture ratios into the power generation facility.

Keeping the World Flowing

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rotork product matrix

	Pressure	Flow	Temperature
Control	<p>Pressure Regulators</p> <p>Pressure Transducers</p> <p>Volume Boosters</p>	<p>Exhaust Valves</p> <p>Solenoid Valves</p> <p>Pilot Valves</p> <p>Switch Box</p> <p>Directional Control Valves</p>	<p>Temperature Controllers</p> <p>Fusible Plugs</p> <p>Thermostats</p>
Measurement	<p>Pressure Gauges</p> <p>P/I Transducers</p> <p>Pressure Sensors</p> <p>Differential Pressure Transmitters</p>	<p>Flow Transmitters</p> <p>Flow Controllers</p> <p>Valve Positioner</p> <p>Flow Meters</p> <p>Level Gauges</p>	<p>Thermistors</p> <p>Temperature Transmitters</p> <p>Thermocouples</p>

Keeping the World Flowing 105

rotork® summary

- Instruments - safety critical and require reliable performance & regulatory approvals – **Rotork** reputation for quality and reliability is key to maintaining high margins
- Local customer service and support is extremely important – leveraging **Rotork** Global offices and site services
- Relatively low installed cost but highly critical to the Machine or Process – leveraging **Rotork** performance reputation is a key selling feature
- Diverse market opportunities - excellent growth potential – leveraging **Rotork** global sales structure
- Growth potential through Product Development and Acquisitions – **Rotork** financial support is key
- Ability to support all **Rotork** Divisions with Instruments offering a package of products to better support customer requirements

rotork®

Site Services

Philip Burness
Group Site Services Director

WATER

OIL & GAS

INDUSTRIAL

POWER

rotork® site services – premium brand, premium service

➤ Rotork Site Services - Our Mission

- To enable our clients to realise their business potential by providing maximum reliability and availability of our products through world-class service.



rotork® breadth and scope

- Ability to provide service and support in virtually every country in the world
- Multi skilled team of over 350 personnel available globally
- Structured support network with flexible approach
- Rapid response times
- Consistency in quality throughout delivery



rotork wide range of services

- Retrofit Services
- Factory Fit (valve and actuator assembly)
- Overhaul and Repair Services
- Loan Actuator Service
- Spare Parts Management
- Predictive Maintenance
- Shutdown/ Outage Services
- Extended Scope, Control Panels, M&E
- Valve Actuation
- Flow Control Systems, PID Control
- Comprehensive Support, Client Support Program
- Technical Support and Product Training



Keeping the World Flowing 110

rotork global support strategy – service governance

RSS works across each division to deliver consistency and drive efficiency

Controls

Fluid Systems

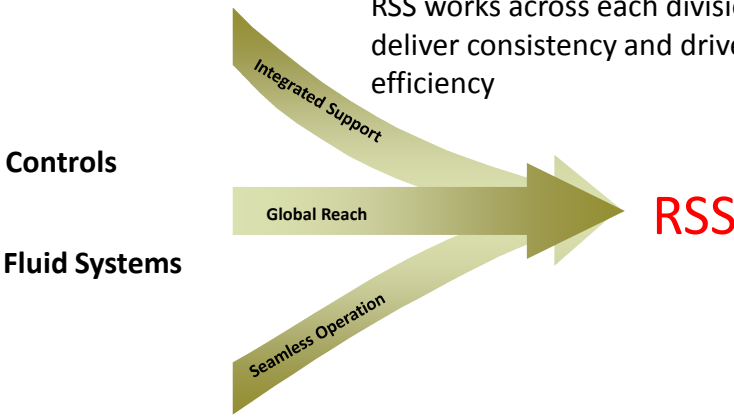
Integrated Support

Global Reach

Seamless Operation

RSS

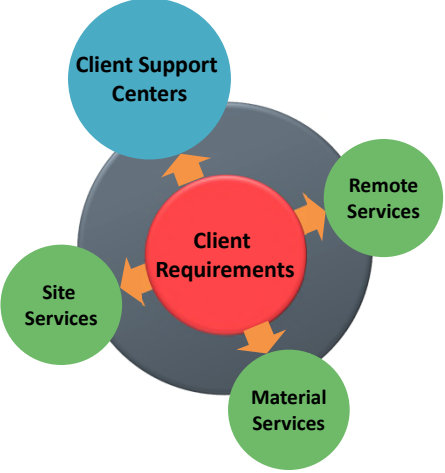
Standard approach for all products and divisions



Keeping the World Flowing 111

rotork® client support group

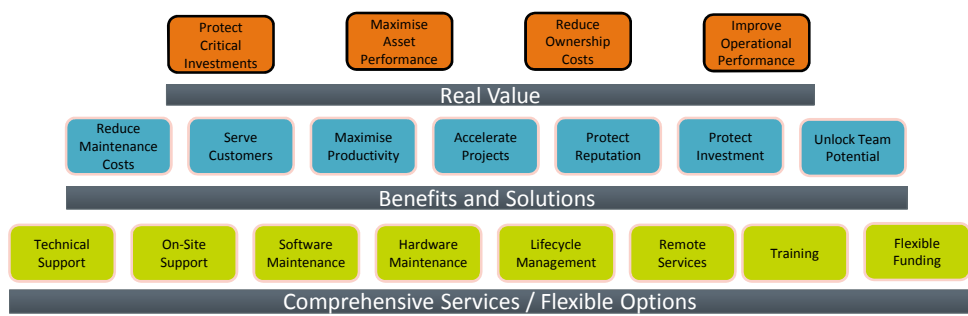
- 24/7 access to Client Support Centres
- Helpdesk support
 - Priority Technical Assistance
 - Website Services
 - Technical documentation
 - Downloadable software
 - Software Support
 - Revision, maintenance, quick fixes
- Timely Resolution
 - Global Case Management database
 - Defined escalation points, case tracking
 - Historical data reporting



Keeping the World Flowing 112

rotork® value of structured services

- A failed actuator is not just inconvenience.
- A single failure can ultimately cost clients thousands of pounds in lost production - Sometimes even millions...



Keeping the World Flowing 113



rotork

Client Support Program

Premium Service

WATER


OIL & GAS

INDUSTRIAL

POWER


Keeping the World Flowing

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rotork client support program (CSP)

- Maintenance Challenge – Risk vs. Budget
 - Generally, as equipment becomes older and utilised, wear and tear creeps in and failure becomes more of a probability.
 - Employment, training, workforce utilisation and importantly lost production contribute to the cost of maintenance
 - This normally leads to a growing maintenance budget, but more importantly, to a less reliable production platform



Client Support Programme

PROTECTING YOUR EQUIPMENT. MAXIMISING Uptime.

rotork

KEEPING THE WORLD FLOWING

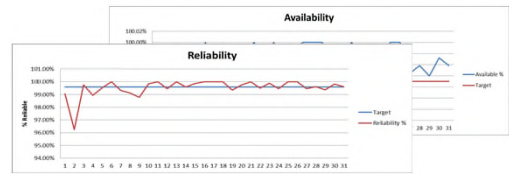
Keeping the World Flowing

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rotork[®] csp - results

Demonstrating the value

- Improved reliability and availability of actuators
 - Failure prevention
- Reduction in maintenance costs – year on year
 - Improved reliability means less corrective maintenance
- Reduced production losses due to downtime
 - Reputation protection – delivery objectives met
- Fixed maintenance budget
 - Up front, fixed cost, risk offset



rotork[®]

Conclusion

Peter France
Chief Executive



rotork summary

- Markets – diverse end markets
- Sales – strong sales presence and culture
- R&D – established product development, customer focused
- Divisions – four divisions with growth opportunities
- Site Services – progression of RSS strategy

rotork



rotork

Additional Information

WATER

OIL & GAS


INDUSTRIAL

POWER

Keeping the World Flowing


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rotork biographies




Roger Lockwood
Chairman

Roger has been a non-executive director of Rotork since joining the Board and became non-executive Chairman in November 1998. He previously held CEO roles in automotive and engineering businesses.



Peter France
Chief Executive

Peter was appointed as Chief Executive of Rotork plc in 2008. He joined Rotork in 1989 as an Inside Sales Engineer. In 1998, he was appointed Director and General Manager at Rotork Singapore before becoming MD of RFS and then Chief Operating Officer.



Jonathan Davis
Finance Director

Jonathan joined Rotork in 2002 after holding a number of finance positions in listed companies. He gained experience of the Rotork business initially as Group Financial Controller and then as Finance Director of the Rotork Controls Division and in 2010 was appointed Group Finance Director.

Keeping the World Flowing

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rotork[®] biographies



Graham Ogden
Research & Development Director

Graham has been with Rotork since 1985 and has been closely involved in product development including our award winning IQ series. He was appointed to the Rotork Controls Divisional board in 1997 as Research & Development Director.



Carlos Elvira
Group Sales & Marketing Director

Carlos joined in 1981 as the first Graduate Trainee in International Sales. He became International Sales Manager in 1989. In 1999 he became Controls Sales & Marketing Director and joined the RMB. In January 2011, he was appointed Group Sales & Marketing Director.



Pamela Bingham
Group Business Development Director

Pamela joined Rotork as Group Business Development Director and the RMB in March 2012. She has gained a wealth of experience in legal, commercial and business development roles. Pamela has worked in the engineering, mining, renewable energy and oil & gas sectors.

rotork[®] biographies



Grant Wood
MD Rotork Controls

Grant joined Rotork in 2006 as Director of Rotork Site Services (RSS) before being appointed as Managing Director of Rotork's Controls Division and joining the Rotork Management Board in March 2011. Before joining Rotork Grant gained considerable experience in the utility, financial and energy sectors.



Alex Busby
MD Rotork Fluid Systems


Alex joined Rotork in 1985 and in 1989 he went to a company in the same industry holding various management roles in Asia and Europe. He re-joined Rotork in 2003 as Business Development Manager, and then was Business Development Director, before becoming Managing Director of Rotork Fluid Systems and joining the RMB in 2008.



David Littlejohns
MD Rotork Gears


David joined the engineering design department in 1985 and he moved to Rochester, USA in 1996 as an engineer. He moved into sales before becoming General Manager in California. In 2006 he was appointed Managing Director of the Gears Division and joined the RMB.

rotork® biographies



Alan Paine
MD Rotork Instruments



Alan joined Rotork in November 2011 as Managing Director for Rotork Fairchild. He was appointed as Managing Director of the Instruments Division and joined the RMB in January 2013. Before joining Rotork, Alan managed several international companies in the automotive and linear bearings industries.

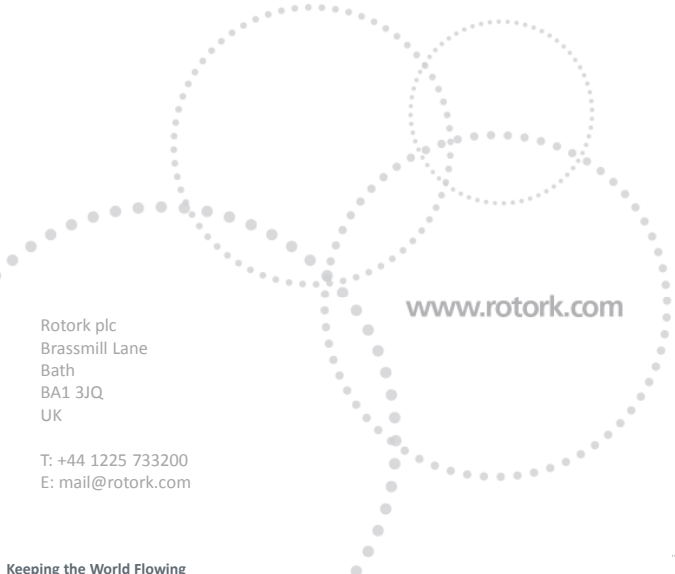


Philip Burness
Group Global Site Services Director

Philip joined Rotork in 2012 as Director of Site Services, responsible for Rotork's worldwide after sales and engineering projects business. Philip brings to his new position over thirty years' experience in process industry service and maintenance activities.

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