

Delivering Growth+

AGM presentation
April 28th 2023

Presented by
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Keeping the World Flowing
for Future Generations





Reflections after my first year as CEO

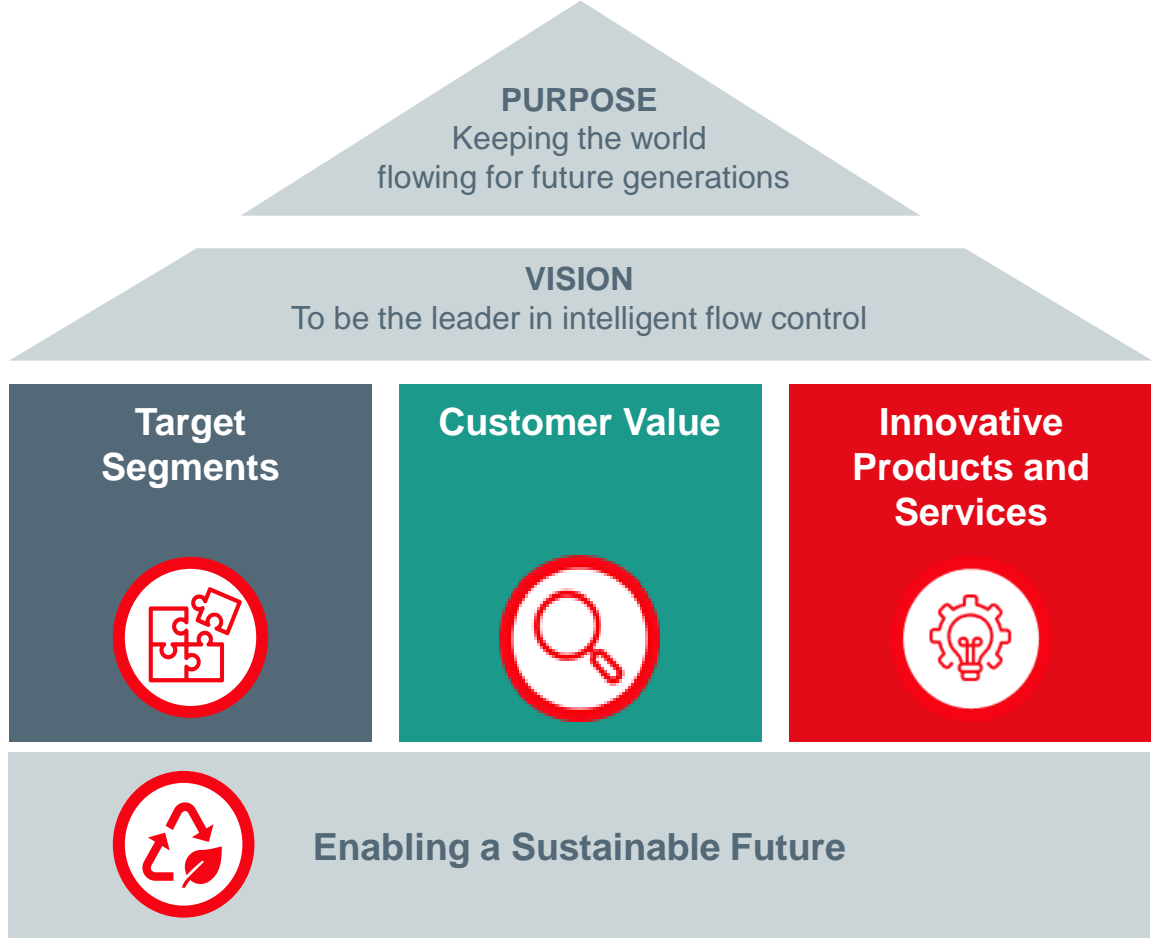
First class engineering company with market leading products

Growth+ to build on the foundations created by GAP

Strong financial performance

Playing a key role in the energy transition

Growth+ strategy





Target segments in action

Methane emissions reduction

Increasing demand for Rotork solutions



Carbon Capture Usage & Storage

Rotork electric solutions selected for Northern Lights onshore CO₂ storage facility



Wastewater treatment

Success in modernisation & improvement projects



ENABLERS



Digitalisation



Efficiency



Electrification



Customer value in action

Achieving Customer Excellence

- ACE - Transforming lead times to deliver customer value
- Pilot programme reduced lead times from 16 to 2 weeks at two European plants



Customer experience

- Optimisation of business processes
- Delivering an end-to-end quote-to-cash improvement
- ERP a key enabler





Innovation in action

Innovation & New Product Development

Key criteria

- Aligned with target segments
- Electrification
- Connected and digital
- Make vs buy / M&A
- Leverage Rotork Site Services

5 new products in 2022

Enhanced Intelligent Asset Management (iAM)

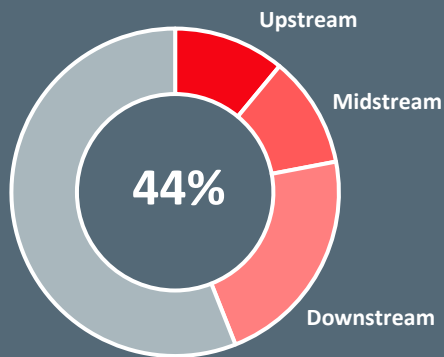


Market outlook

Oil & Gas

- China reopening positive for global oil & gas demand
- Investment required for energy security and 'catch-up'
- Energy transition and emissions reduction opportunities

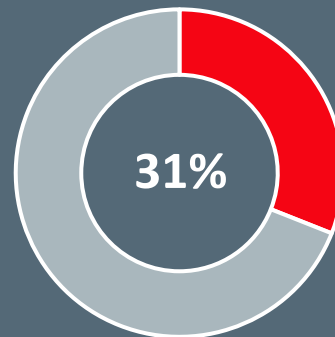
% of revenue



CPI

- Increased activity in decarbonisation
- HVAC and mining active
- Drive to lower industry's CO₂ emissions gaining momentum

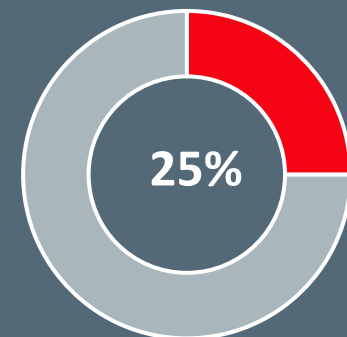
% of revenue



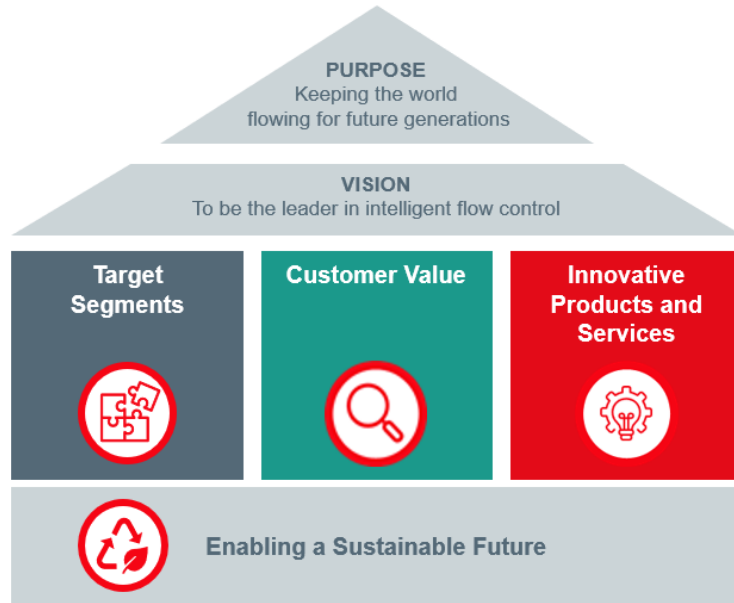
Water & Power

- Water infrastructure investment a global priority
- Lifting of COVID-19 restrictions in China
- Renovation opportunities in the power sector

% of revenue



Summary



- Making encouraging progress
- Growth+ strategy successfully launched
- Responded to cost-of-living challenges
- Strong 2022 financial results
- Positive outlook

We are committed to delivering mid to high single digit revenue growth and mid 20s adjusted operating margins over time

Q1 2023 trading update

- Q1 was in-line with our expectations
- Order intake was ahead a mid-teen percentage YoY OCC, with all divisions making encouraging progress
- Revenues in the 3m grew 18% YoY OCC against a supply-chain disrupted comparative period
- The outlook for our end markets remains positive and our record order book gives us good visibility into the second half of the year
- We now expect 2023 adjusted operating profit to be slightly ahead of our earlier expectations

The Rotork logo is positioned in the top left corner. It features the word "rotork" in a bold, red, lowercase sans-serif font, with a registered trademark symbol (®) to its upper right. Below the logo is the tagline "Keeping the World Flowing for Future Generations" in a smaller, dark grey font. A decorative graphic of three overlapping, curved ribbons in red, teal, and dark blue extends from the left side of the page towards the right, partially overlapping the logo area.

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