

Growth+ Delivering our vision

AGM Presentation 2nd May 2025

Presented by

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Three years in – the Growth+ strategy is delivering

Highlights 2021-24 – 10.0% sales CAGR OCC¹ and 110bps adjusted margin increase

3-year revenue growth driven by all divisions and Rotork Service

Good margin progression and high return on capital

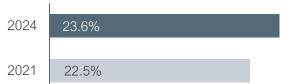
Group revenue

10%

3-year CAGR OCC¹



Adj. 2 profit margin +110bps



of which Rotork Service

14%

3-year CAGR OCC¹



+720bps

2024 37.3% 2021 30.1%

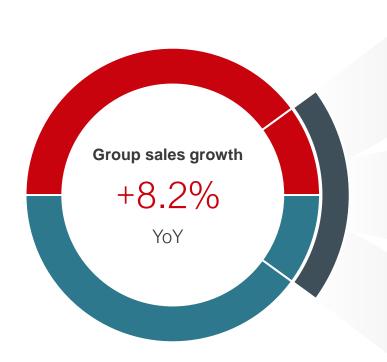
2. Adjusted figures exclude the amortisation of acquired intangible assets and other adjusting items.



Notes: 1. OCC is organic constant currency results. During the year the calculation of OCC performance was changed from translating reporting period results at the prior period average exchange rates to translating the prior period results at the prior period saverage exchange rates. This change enables greater comparability of results with previous periods. Adjustments for acquisitions and/or disposals are unchanged - acquired businesses are not included until owned for more than one year and are then included on an equal perimeter basis, disposed businesses are excluded entirely. Applying the previous calculation methodology to the 2024 results does not result in a material difference in the OCC performance year on year.

Target Segments and Rotork Service driving our sales growth

Both Target and Core Segments delivered high single digit sales growth in 2024



Target Segments: +9% YoY
High return growth above markets

Including:

- Upstream & midstream electrification
- Critical HVAC and specialty chemicals
- Water infrastructure, wastewater and treatment

Rotork Service

Including:

- Field Service and Support Service
- Reliability Service and Connected Service

Core Segments: +8% YoY High return growth with or above markets

Including:

- Refining and hydrocarbon storage
- Marine and other process industries
- Conventional power generation

Structural growth above markets driven by Target Segments and Rotork Service

Notes: All revenue growth rates are OCC, sales growth rates for Target and Core Segments are management estimates, pie charts show contribution of segments to Group revenue and Rotork Service to segments (management estimates)

rotork

Noah Actuation enhancing Rotork's portfolio

Complementary bolt-on acquisition

Bolt-on acquisition of Noah Actuation

- A leading South Korean electric actuator manufacturer
- Headquartered in Seoul, South Korea

NOAH

Actuation

- Relationship established over five years
- Estimated 2025 sales and adj. EBITDA of £17.5m and £3.5m











Strategic rationale

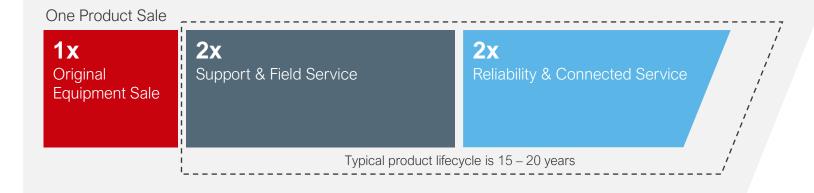
- Consistent with Rotork's Growth+ strategy
- Aligns with Target Segments in Water & Power,
 CPI and Oil & Gas (upstream electrification)
- Complementary to our electric actuator product range
- Asset light assembly & test business model mirrors Rotork
- Potential for significant sales synergies in the medium term



Rotork Service offers significant potential for profitable growth

23% of Group revenue, growing faster than the Group

- Rebranded Rotork Service offering comprehensive lifecycle support
- Leveraging our mobile app and iAM to drive operational efficiency, safety and reliability for our end users
- Delivering cyclically resilient revenue from a large install base



Rotork Service can generate 4x value over a product's life





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The outlook for our end markets remains positive

Market outlook

Gas



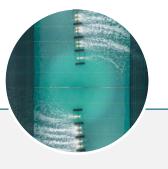
- LNG markets remain positive
- Upstream and midstream electrification trend continues
- Downstream market to remain buoyant

Revenue % Oil 47 LNG



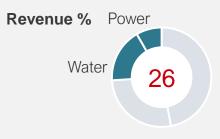
- Structural growth in critical HVAC
- Positive outlook for specialty chemicals, mining and marine





- Growth expected in water and wastewater markets in all key geographic regions
- Positive outlook for power markets

& Power





Q1 2025 trading update

Order intake was up mid-single digit year on year (OCC) against a strong comparator

All divisions achieved higher orders year-on-year (OCC) with Water & Power delivering the highest growth

Revenues were modestly lower year-on-year (OCC) in the period, reflecting order book phasing and a strong comparator

We continue to make good progress on our Growth+ strategy

We continue to expect 2025 to be a year of progress on an OCC basis supported by our order book and positive end markets

