



Keeping the World Flowing
for Future Generations

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

Group revenue

10%

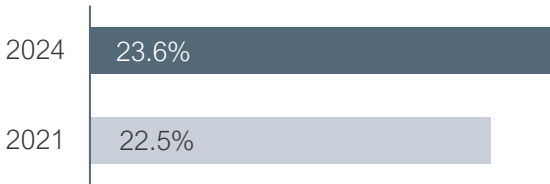
3-year CAGR OCC¹



Good margin progression and high return on capital

Adj.² profit margin

+110bps



of which Rotork Service

14%

3-year CAGR OCC¹



ROCE

+720bps



Target Segments and Rotork Service driving our sales growth

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



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)

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
- 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

One Product Sale



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



The outlook for our end markets remains positive

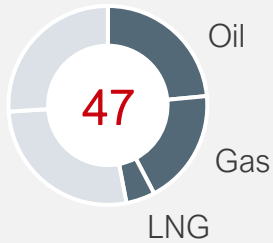
Market outlook

Oil & Gas

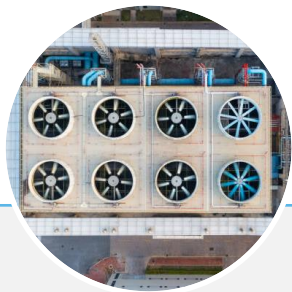


- LNG markets remain positive
- Upstream and midstream electrification trend continues
- Downstream market to remain buoyant

Revenue %



Chemical, Process & Industrial

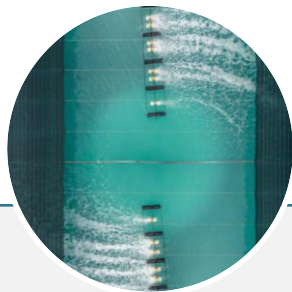


- Structural growth in critical HVAC
- Positive outlook for specialty chemicals, mining and marine

Revenue %



Water & Power



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

Revenue %



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

