



# Keeping the world flowing for future generations

AGM presentation

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**Presented by**  
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# How we create value for all our stakeholders

Innovative solutions to our customers' flow control challenges

Committed to enabling a sustainable future

A safe, diverse and inclusive environment for our people

Financial performance and strength

# Immediate priorities

Delivering on our record opening order book

Continuing to execute the Growth Acceleration Programme

# Additional focus areas

## Greater focus on customer value



- End market structure
- Key account management

## Innovation and NPD



- Stream-lined, customer aligned, commercialisation process
- Accelerate launches, especially of highly energy efficient products

## Enabling a sustainable future



- 'Electrification of everything'
- New energy technologies and energy transition opportunities

**Automation** **Electrification** **Digitalisation**  
Be easier to do business with



# Sustainability update

## ENABLING A SUSTAINABLE FUTURE

### Water & Waste Water Portfolio

- Potable water treatment
- Potable water distribution
  - Sewage treatment
  - Irrigation

### Methane Emissions Reduction Portfolio

- Electric actuators used in:
- Oil & gas upstream (incl. onshore and offshore)
  - Oil & gas pipelines (incl. terminals, compressor stations)

### New Energies & Tech. Portfolio

- Carbon capture
  - LNG
  - Biofuels
  - Hydrogen
  - Nuclear
- Renewable energy

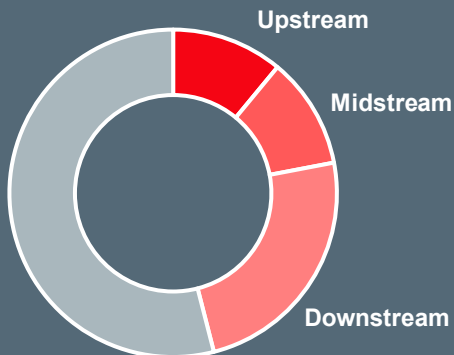
Our 'eco-transition' portfolio represents a significant proportion of our sales. It is not possible for us to quantify them all precisely (e.g. our equipment and services used in process water management or in gasification). However we estimate that just the three portfolios highlighted above contributed around 30% of sales in 2021

# Market outlook

## Oil & Gas

- Global demand recovering
- Industry confidence returning
- Highest oil price since 2014
- Energy transition and emissions reduction opportunities

### % of revenue



## Chemical, Process & Industrial

- Targeting niche opportunities in HVAC, chemicals and basic materials as well as hydrogen and carbon capture
- Drive to lower industry's CO2 emissions gaining momentum
- Shortest cycle Rotork division

### % of revenue



## Water & Power

- Water infrastructure investment a global priority
- Seeing clear benefits of our end market alignment
- Power sector refurbishment activity continues

### % of revenue



# Summary

Keeping the world flowing  
for future generations

Creating value for all stakeholders

Enabling a sustainable future

Focused on delivering  
on our growth ambition

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



# Q1 2022 trading update

- Q1 was broadly in-line with our expectations
- Order intake was ahead high-single digits YoY OCC, with Oil & Gas reporting the fastest growth
- Revenue was down mid-single digits YoY OCC, reflecting component availability challenges, the cessation of deliveries to Russia, and the temporary closure of our Shanghai facility (Covid-19 related)
- The outlook for our end markets remains positive and the recovery in oil & gas markets is continuing
- Our order book is at a record high and we are working hard to deliver on it in the face of increased geopolitical and macroeconomic uncertainty and continued supply chain disruption which is expected to result in an even greater weighting to H2
- We remain committed to delivering mid to high single digit revenue growth and mid 20s adjusted operating profit margins over time



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