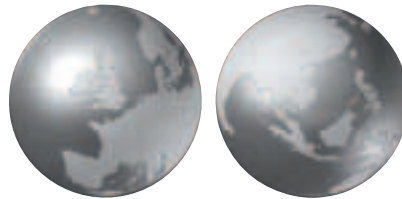


Rolls-Royce at a glance

Rolls-Royce is a strong Group with revenues evenly balanced between original equipment sales and high value-added aftermarket services.

Rolls-Royce strategy:

- Address four global markets.
- Invest in technology, capability and infrastructure.
- Develop a competitive portfolio of products and services.
- Grow market share and installed product base.
- Capture substantial aftermarket opportunities.



Group
£5,645m
Turnover

Overview

Rolls-Royce is a global Group with offices, service centres or manufacturing bases in 48 countries. The Group invests in technology and capabilities that can be exploited in each of its market sectors: civil aerospace, defence aerospace, marine and energy.

2003 Highlights

- Robust business model demonstrated.
- Profit and cash in line with guidance.
- Aftermarket revenues increased.
- Cost base reduced.
- Strong order book maintained.
- Pension changes agreed with workforce.

Group turnover £m



Civil aerospace
£2,694m
Turnover

Overview

Over 30 civil aircraft types are powered by Rolls-Royce. The Group's successful civil aerospace business is based on a broad portfolio of engines for international airlines, regional airline customers and corporate operators.

2003 Highlights

- Trent 500 entered service on the ultra-long-range Airbus A340-500. Emirates ordered an additional 20 A340-500/600 aircraft. The Trent 500 is the only engine offered on this new generation of A340 aircraft.
- aeromanager.com, our e-business service provider, now has 268 customers.
- The Trent 900 for the Airbus A380 made good progress in development testing.
- JetBlue ordered V2500 engines for up to 115 more Airbus A320s – the largest single order in the history of the engine.
- Corporate and regional jet milestones – the 1,000th BR700 series engine was delivered; we accumulated a million flying hours for the BR715 on the Boeing 717; and the AE 3007 engine passed the ten million flying hours mark.

Civil aerospace turnover £m



