



ROLLS-ROYCE 2024 ANNUAL GENERAL MEETING



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ANITA FREW

Chair





ROLLS-ROYCE 2024 ANNUAL GENERAL MEETING

HELEN MCCABE

Chief Financial Officer





ROLLS-ROYCE 2024 ANNUAL GENERAL MEETING

BIRGIT BEHRENDT

Independent
Non-Executive Director





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STUART BRADIE

Independent
Non-Executive Director





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PAULO CESAR SILVA

Independent
Non-Executive Director





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TUFAN ERGINBILGIC

Chief Executive Officer



CAPTURING PERFORMANCE IMPROVEMENT OPPORTUNITIES

Strategic framework



1. Portfolio choices & partnerships

2. Advantaged businesses & strategic initiatives

3. Efficiency & simplification

4. Lower carbon & digitally enabled businesses

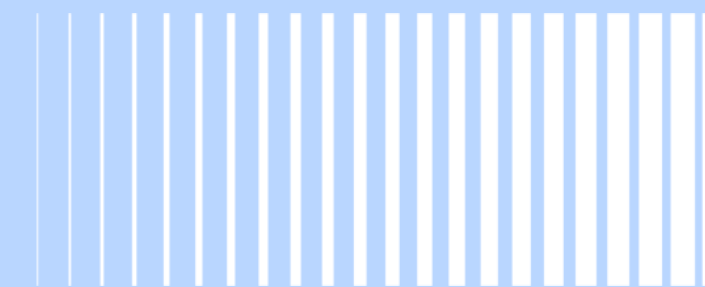
HIGH PERFORMING

Operating profit



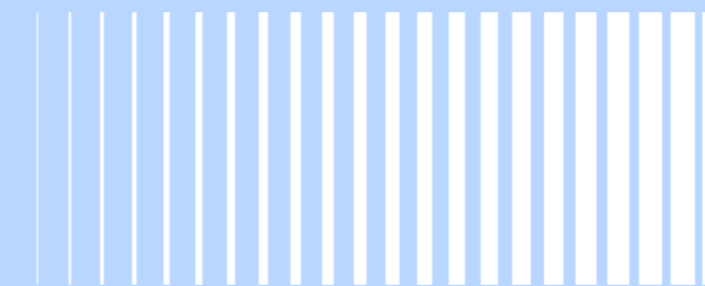
COMPETITIVE

Operating margin



GROWING

Sustainable cash flow



RESILIENT

Return on capital

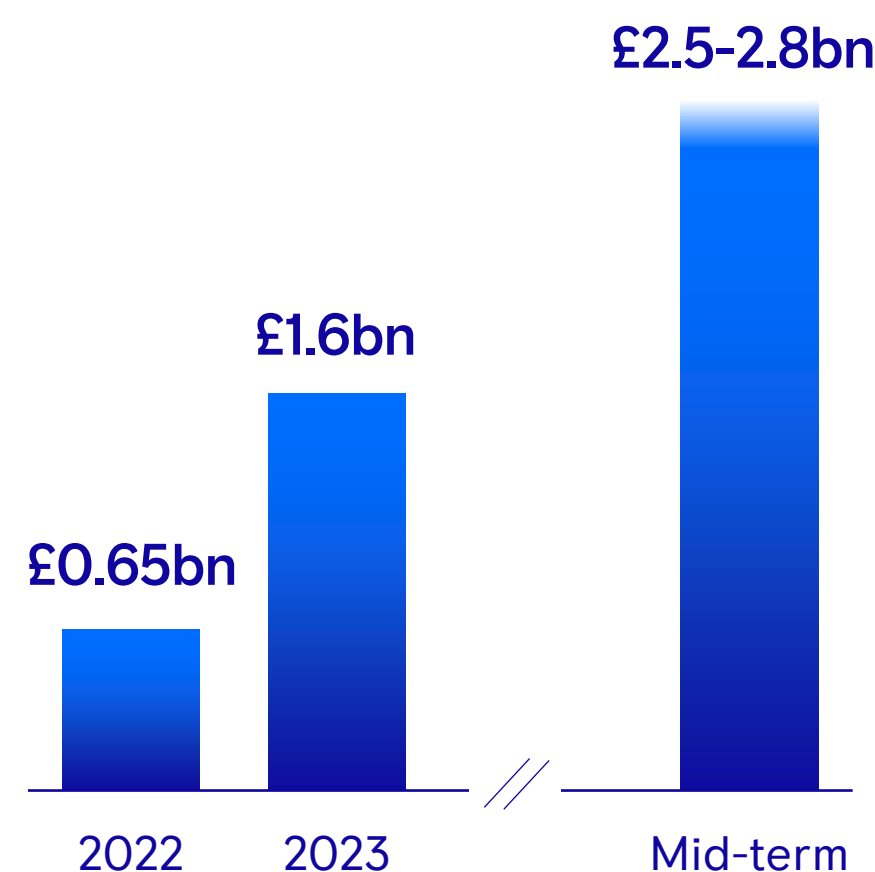


RECORD FINANCIAL PERFORMANCE IN 2023



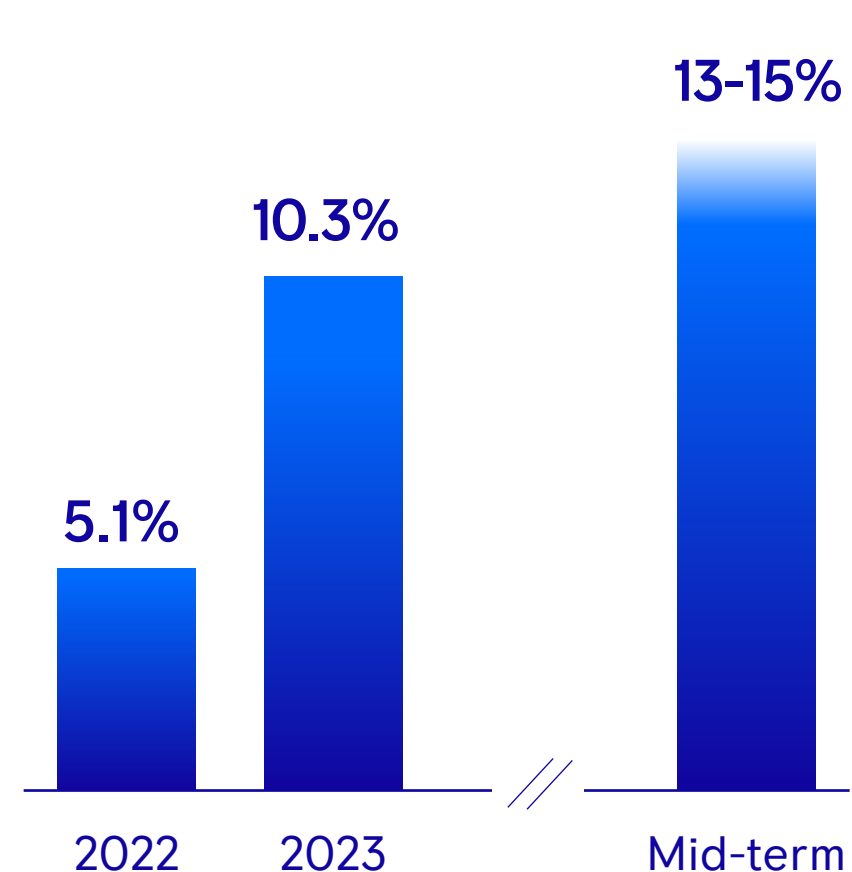
Operating profit

£1.6bn
+ 143% yoy



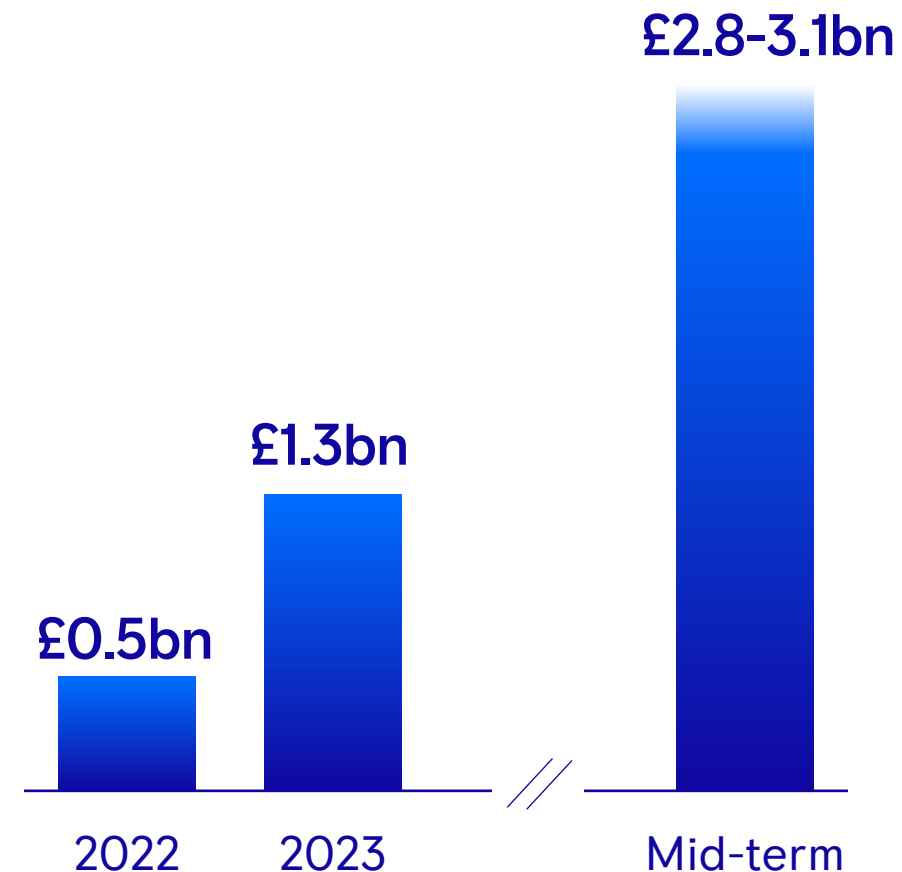
Operating margin

10.3%
+ 5.2pts yoy



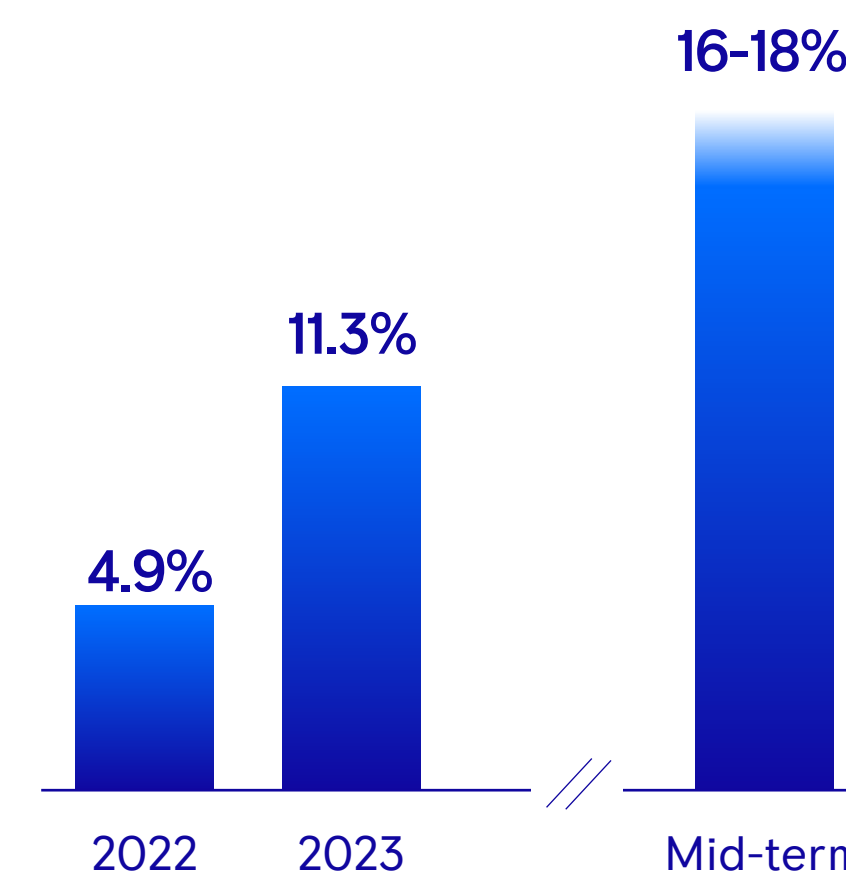
Free cash flow

£1.3bn
+ 154% yoy



Return on capital

11.3%
+ 6.4pts yoy

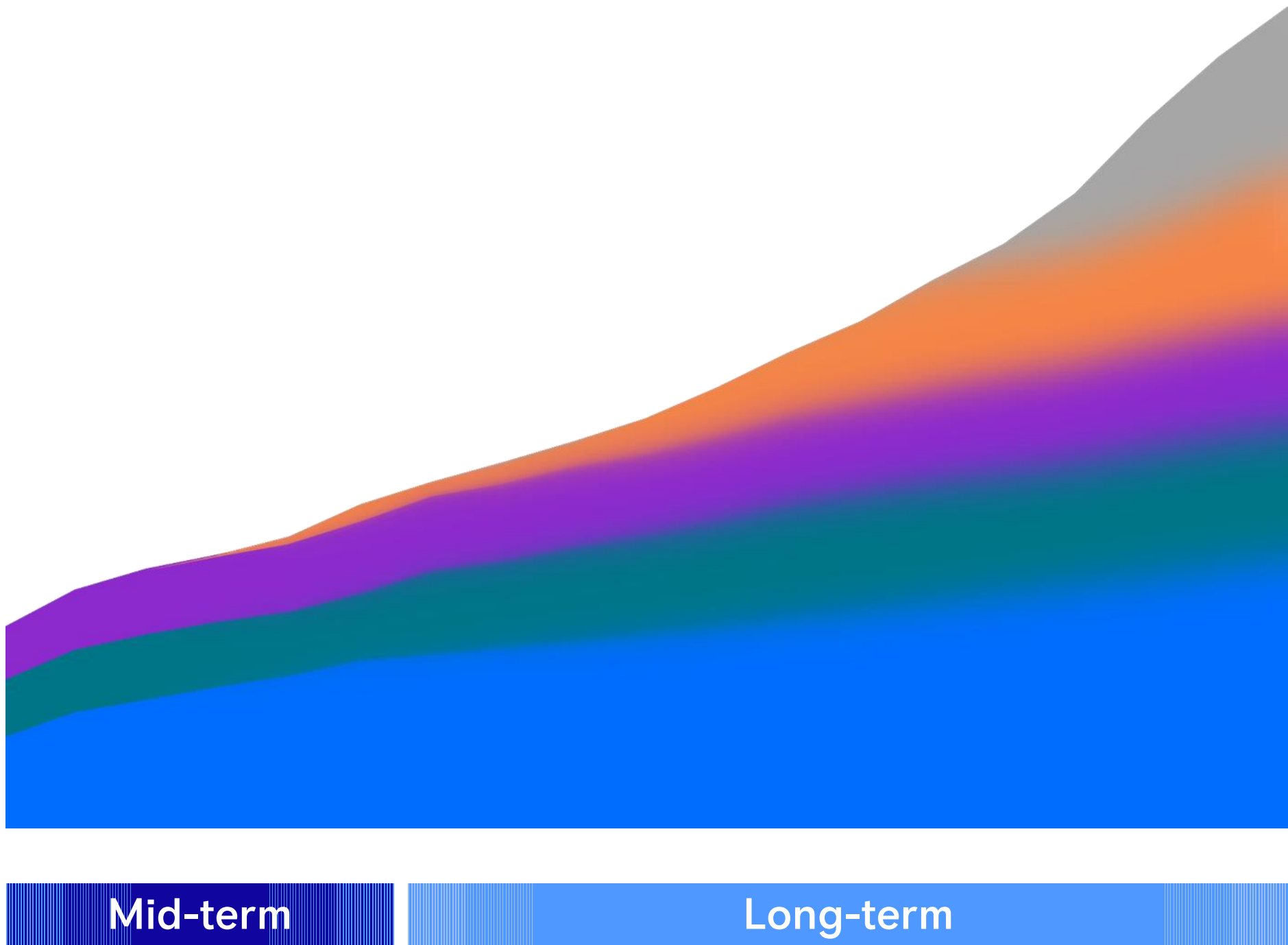


LONG-TERM GROWTH MOMENTUM

Continued material growth opportunities beyond mid-term



Rolls-Royce long-term growth prospects



- New business**
Additional upside potential from narrowbody and nuclear micro-reactors
- SMR**
Poised to play major role in the civil nuclear market
- Power Systems**
Grow in line with markets and above GDP with competitive product portfolio
- Defence**
Significant benefits of recent wins, such as B-52, FLRAA, AUKUS and GCAP
- Civil Aerospace**
Continue to lead in Business Aviation, Widebody Engines growing above GDP and ready for the next generation platform

For illustrative purposes. Not to be used as guidance

DELIVERING THE ROLLS-ROYCE PROPOSITION



OUR TRANSFORMATION

- Safe and efficient operations
- Advantaged products and technologies
- Clear strategy and choices
- New mindset and distinctive performance culture

**1. HIGH PERFORMING, COMPETITIVE
AND RESILIENT BUSINESS**

**2. GROWING SUSTAINABLE
CASH FLOWS**

**3. STRONG BALANCE SHEET AND
GROWING SHAREHOLDER RETURNS**



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PAMELA COLES

Chief Governance Officer





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