



Rolls-Royce

Annual General Meeting 2011

Trusted to deliver excellence

© 2011 Rolls-Royce plc

The information in this document is the property of Rolls-Royce plc and may not be copied or communicated to a third party, or used for any purpose other than that for which it is supplied without the express written consent of Rolls-Royce plc.

This information is given in good faith based upon the latest information available to Rolls-Royce plc, no warranty or representation is given concerning such information, which must not be taken as establishing any contractual or other commitment binding upon Rolls-Royce plc or any of its subsidiary or associated companies.



Rolls-Royce

Annual General Meeting 2011

John Rishton, Chief Executive

© 2011 Rolls-Royce plc

The information in this document is the property of Rolls-Royce plc and may not be copied or communicated to a third party, or used for any purpose other than that for which it is supplied without the express written consent of Rolls-Royce plc.

This information is given in good faith based upon the latest information available to Rolls-Royce plc, no warranty or representation is given concerning such information, which must not be taken as establishing any contractual or other commitment binding upon Rolls-Royce plc or any of its subsidiary or associated companies.

Consistent power systems 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

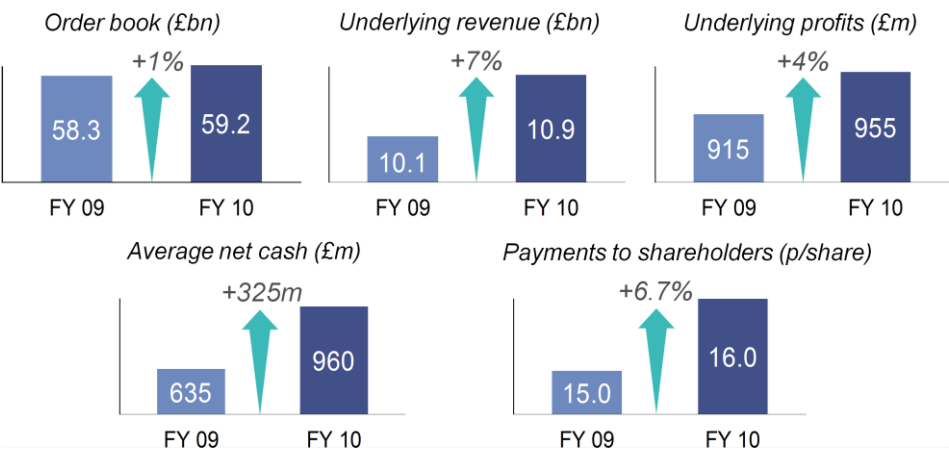


Add value
for customers through product related services



Rolls-Royce

2010: A strong performance

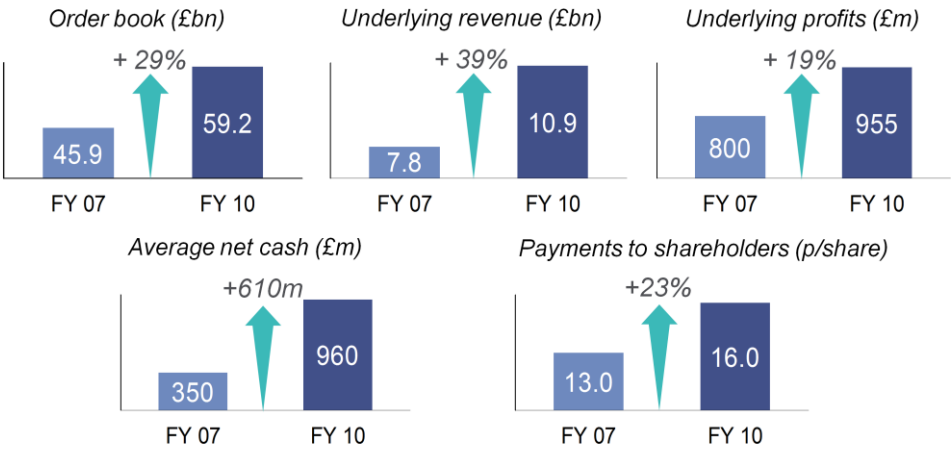


Despite challenging circumstances



Rolls-Royce

A resilient portfolio delivering growth



Well-positioned in fast growing markets

Civil: Delivering a record order book



Trent 900 – Airbus A380



Trent 1000 – Boeing 787



Trent XWB – Airbus A350XWB



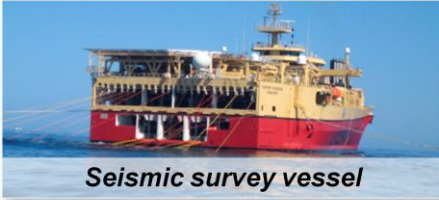
BR725 – Gulfstream G650

Supporting long-term growth



Rolls-Royce

A broad range of marine capabilities



Accessing global growth opportunities



Rolls-Royce

A widely diversified defence portfolio



AE 1107 – Bell-Boeing V-22



T800 – AW159 Lynx Wildcat



TP400 – Airbus A400M



AE 2100 – Lockheed C-130J



STOVL – Lockheed JSF



AE 3007 – NG Global Hawk

Global access and transportation enabling growth



Rolls-Royce

Growth across the energy portfolio



Power generation – Indonesia



Oil and gas platform – Russia



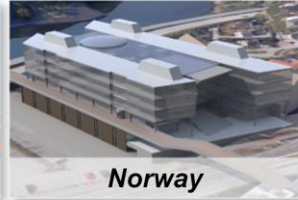
Civil nuclear opportunities

Investing in growth sectors



Rolls-Royce

Global investment in capability



Enabling growth and productivity



Rolls-Royce



Rolls-Royce

Annual General Meeting 2011

Trusted to deliver excellence

© 2011 Rolls-Royce plc

The information in this document is the property of Rolls-Royce plc and may not be copied or communicated to a third party, or used for any purpose other than that for which it is supplied without the express written consent of Rolls-Royce plc.

This information is given in good faith based upon the latest information available to Rolls-Royce plc, no warranty or representation is given concerning such information, which must not be taken as establishing any contractual or other commitment binding upon Rolls-Royce plc or any of its subsidiary or associated companies.