



Rolls-Royce

A Global Business

Annual General Meeting 2008

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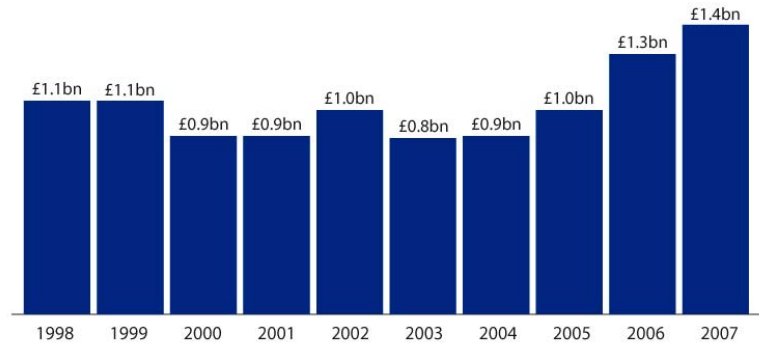
Sir John Rose, Chief Executive

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Investing in technology, capability and infrastructure



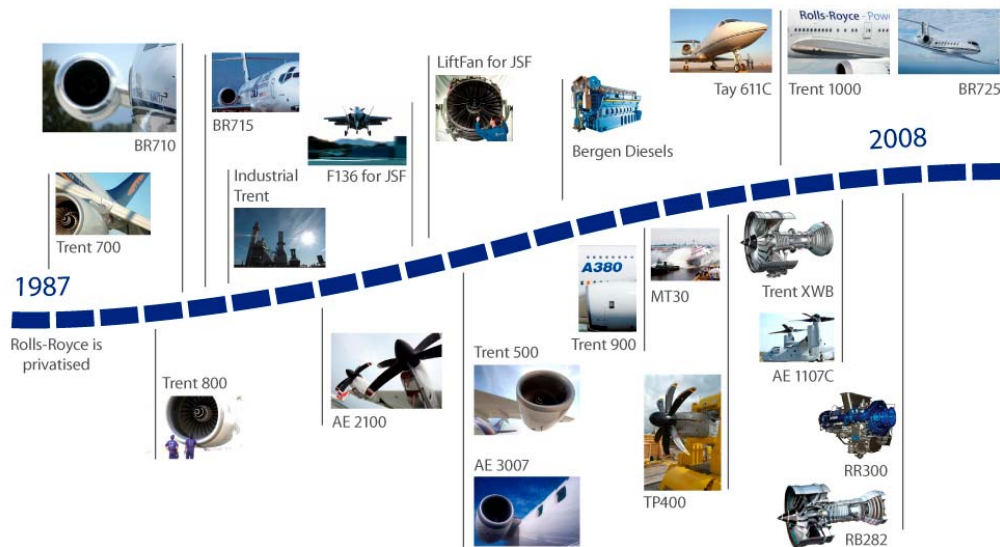
£11 billion investment over 10 years

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Rolls-Royce

Broadening our portfolio



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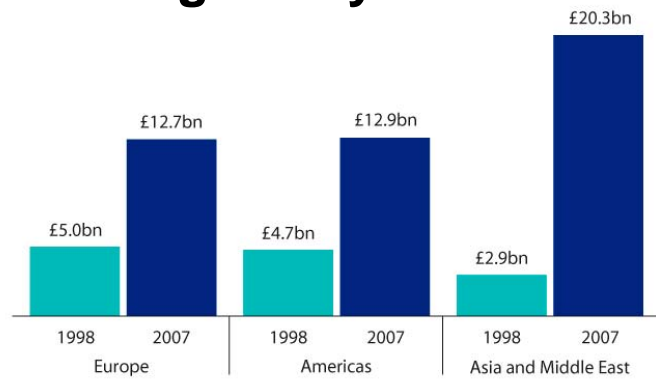
Rolls-Royce

Growing our market share and installed base globally

11%
compound
growth
Europe

12%
compound
growth
Americas

24%
compound
growth
Asia and
Middle East



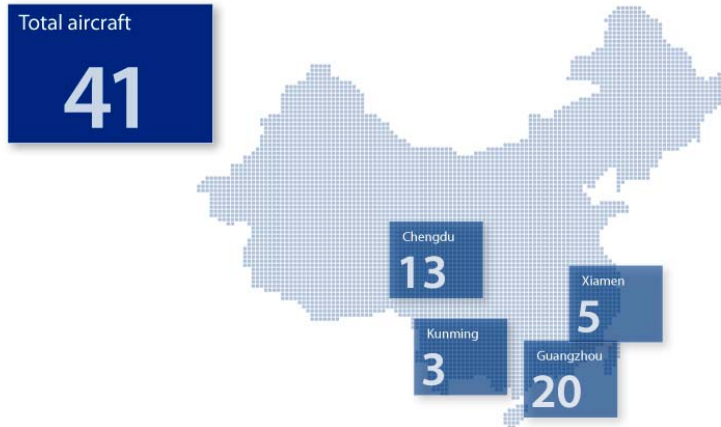
15% compound growth in the order book
and increased global reach

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Improved market access: China



Rolls-Royce powered aircraft in mainland China 1997

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Improved market access: China



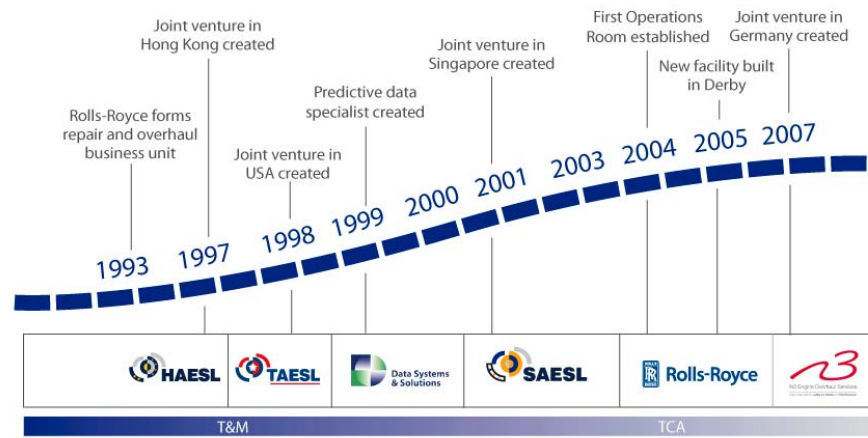
Rolls-Royce powered aircraft in mainland China 2010

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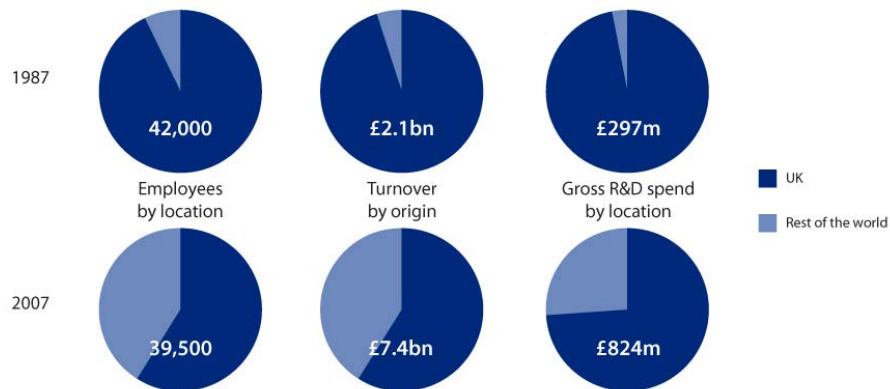
The expansion of Services



Organic growth, joint ventures and acquisitions

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An increasingly global operation



We employ 50 different nationalities, we manufacture in 20 countries and have customer support facilities in 50

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Addressing four global markets



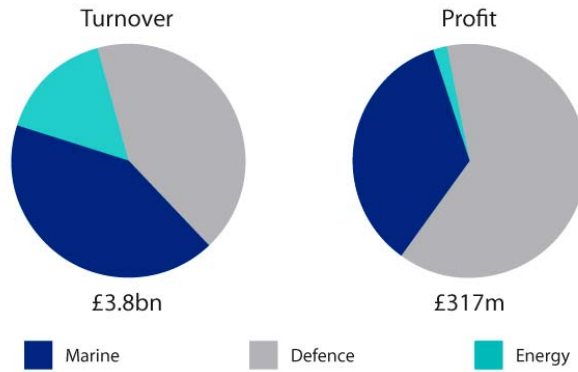
Global 20 year market opportunity for products
and services worth over US\$2 trillion

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Marine, Defence, Energy - significant businesses in their own right



Would be ranked 75th in the FTSE 100

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Marine



Sales have increased from £1bn to £1.55bn over last 5 years

Order book, at £4.7bn in 2007, has doubled in twelve months

630 Rolls-Royce offshore vessels in service or on order

MT30, the world's most powerful marine gas turbine, powers the US Navy's DDG1000 destroyers and Littoral Combat Ship

A rapidly expanding market

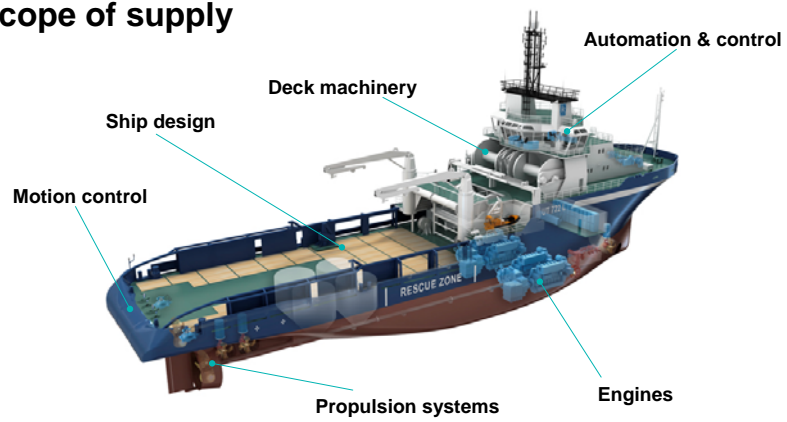
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Integrated systems capability

Scope of supply



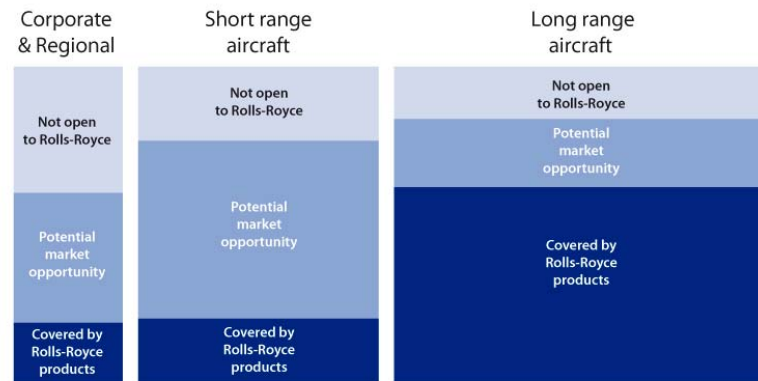
A differentiating capability

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The Civil portfolio addresses a \$700bn market



20 year global engine market

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Corporate aircraft



World's leading engine supplier for corporate jets

Powering 15 types of corporate jets in a fleet of 2,100 aircraft

Selected for two new aircraft: RB282 on the Dassault and BR725 for Gulfstream

Market opportunity over the next 20 years for 64,000 engines worth US\$93bn

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Trent engine orders 2007



Total engine orders 1182 - worth £10bn

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2007: a strong performance

Underlying sales £7.8 billion



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Outlook and 2008 Guidance

Consistent investment in technology and capability has created value, global market access and options for the Group

Our confidence in the future reflected in the 35% increase in payments to shareholders

For 2008, we continue to expect underlying profit growth and positive cash flow generation

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