

CMD
R 23



CLOSING REMARKS

OUR TRANSFORMATION

STRATEGIC FRAME

- Portfolio choices & partnerships
- Advantaged businesses & strategic initiatives
- Efficiency & simplification
- Lower carbon & digitally enabled businesses

DELIVER AS ONE ROLLS-ROYCE

- Embrace new ways of working and mind-set
- Establish a differentiated performance culture
- Execute with strategic clarity
- Externally focused and benchmarking
- Simplified organisation and strengthened capabilities

1. HIGH PERFORMING, COMPETITIVE
AND RESILIENT BUSINESS

2. GROWING SUSTAINABLE
CASH FLOWS

3. STRONG BALANCE SHEET AND
GROWING SHAREHOLDER RETURNS