

# CLOSING REMARKS

# TRANSFORMING THE BUSINESS FOR SUSTAINABLE GROWTH

## 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