

smiths

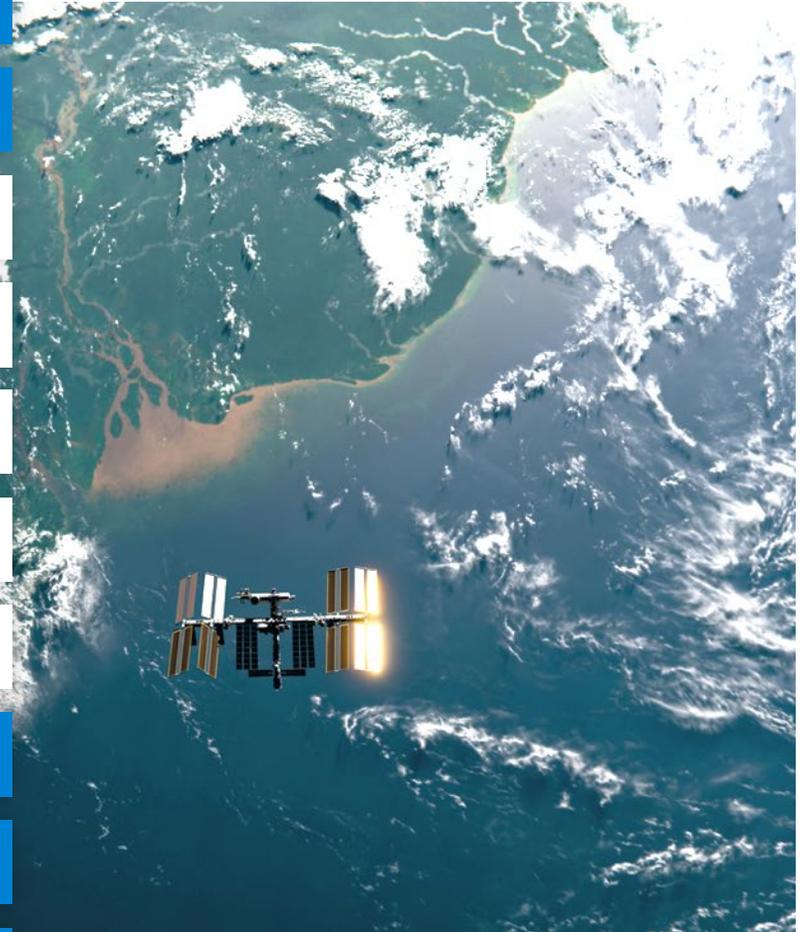


CAPITAL MARKETS EVENT

17-18 NOVEMBER 2021

Capital Markets Event: Agenda

- Smiths Value Engine – Paul Keel
- Financial Framework – John Shipsey
- Smiths Interconnect – Julian Fagge
- Smiths Detection – Roland Carter
- Sustainability – Amy Simpson
- Flex-Tek – Pat McCaffrey
- John Crane – Jean Vernet
- Closing Remarks – Paul Keel
- Q&A – webcast live at 16.00 GMT, 18 November
- Technology expo – live: segments recorded for future viewing



smiths

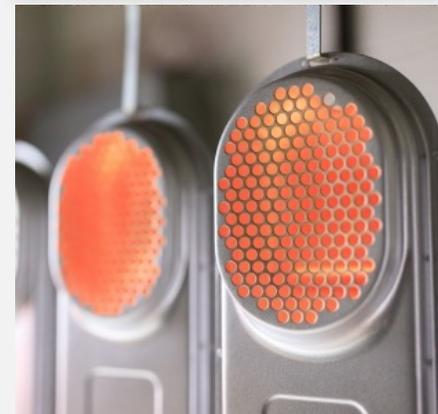
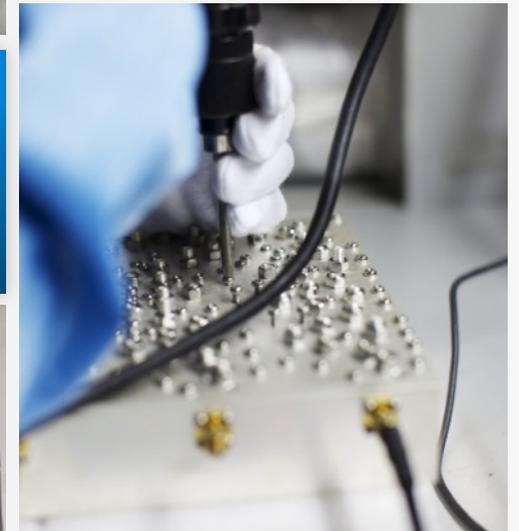
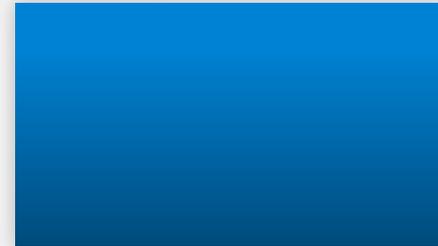
SMITHS VALUE ENGINE

Paul Keel

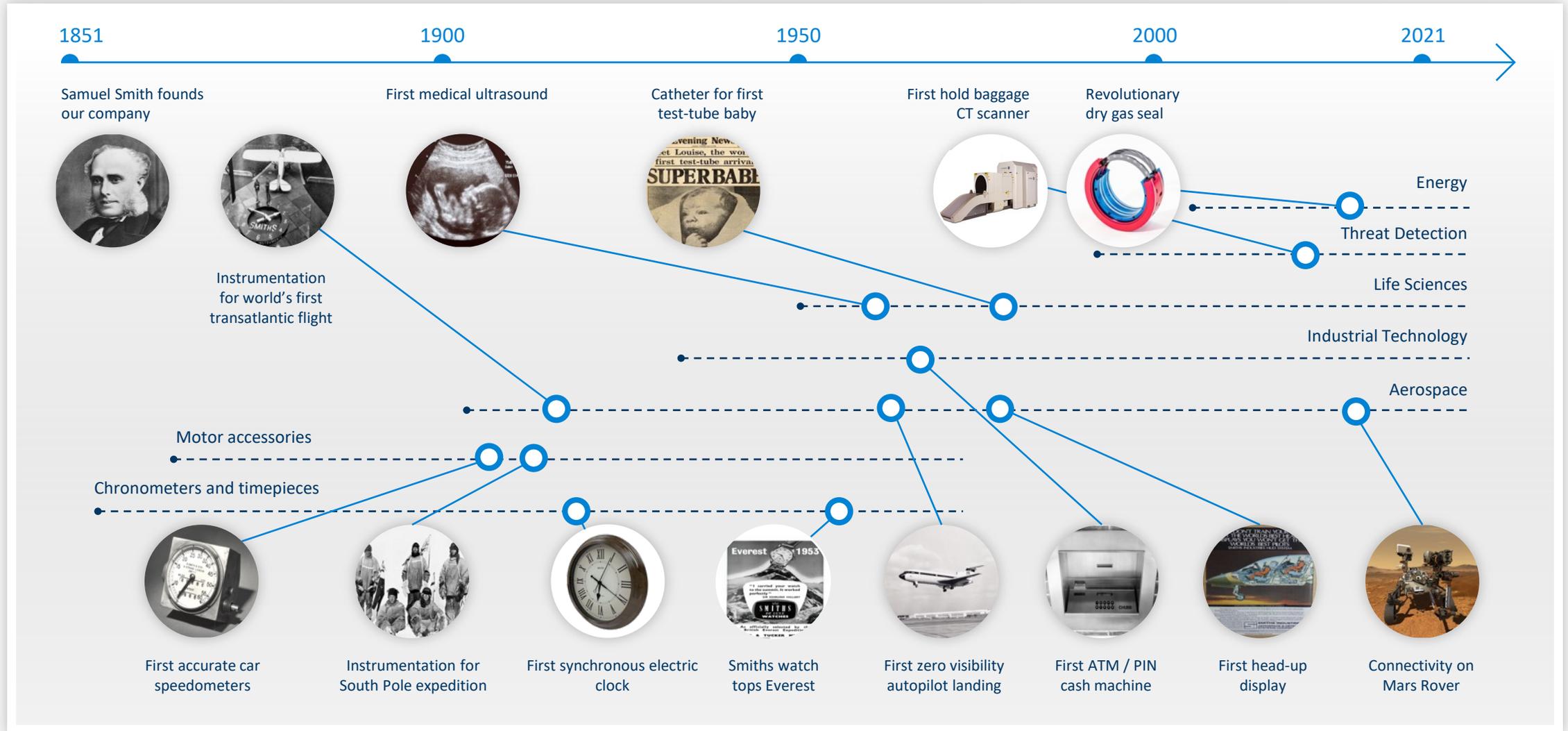


Opening Thoughts

- We have an exciting opportunity to guide an intrinsically strong business to its full potential
- Across our history, Smiths achievements are notable, but too variable. Closing the gap between performance and potential centres on three main things:
 - Growing faster
 - Executing better at pace
 - Doing more to inspire and empower our people
- Smiths Value Engine connects our capabilities to our potential. The Engine has three key components: Our Values and Purpose, Our Strengths, and Our Priorities
- The financial output of the Engine is powerful:
 - Recurring revenue growth
 - Fuelled by high margins
 - Converting through low asset intensity into exceptional cash generation



170 years of pioneering across technologies, markets and geographies



Accelerating pace to deliver growth and consistency



What's Working

- Balanced industrial technology portfolio, made even stronger by the sale of Medical
- Well-established positions in attractive end markets
- Proprietary technologies founded on decades of R&D investment
- Experienced, engaged and expert people
- Robust financial framework
- Momentum building
 - New leadership
 - Quickly recovering end markets
 - Strong FY21 results
 - Sale of Smiths Medical underway



What's Changing

- Moving with greater pace and urgency
- Accelerating growth with four actionable and well-funded levers:
 - Execution to take full advantage of market recovery
 - Focused new product development and commercialisation
 - Building out priority adjacencies
 - Disciplined M&A
- Improving our speed and execution by implementing a new phase of the Smiths Excellence System
- Inspiring and empowering our people through listening, action and accountability
- Heightened focus on diversity & inclusion
- More urgently building on our ESG foundation
- More consistent delivery of financial results

Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



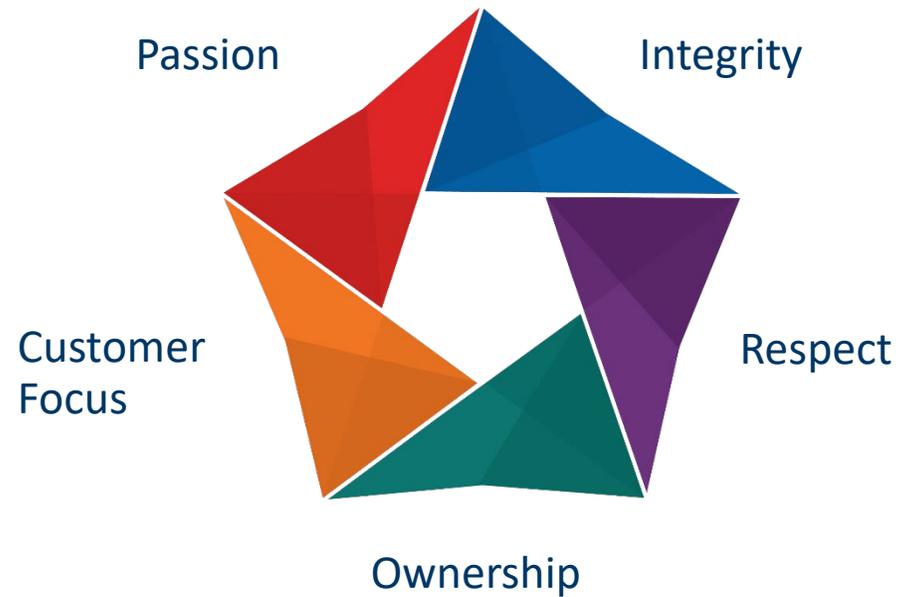
Execution



People

Our Values and Purpose

OUR VALUES



OUR PURPOSE

PIONEERS OF PROGRESS

Improving our world
through smarter
engineering

Our Strengths



World-Class Engineering

Pioneers across multiple geographies and industries over time



Leading Positions in Critical Markets

Valued partners supplying mission-critical products and services



Global Capabilities

The depth and reach to think globally while acting locally



Robust Financial Framework

Resilient, repeatable revenues with low asset intensity and high cash generation

Our Priorities



Growth



Execution



People

Our Priorities – accelerating growth



Growth

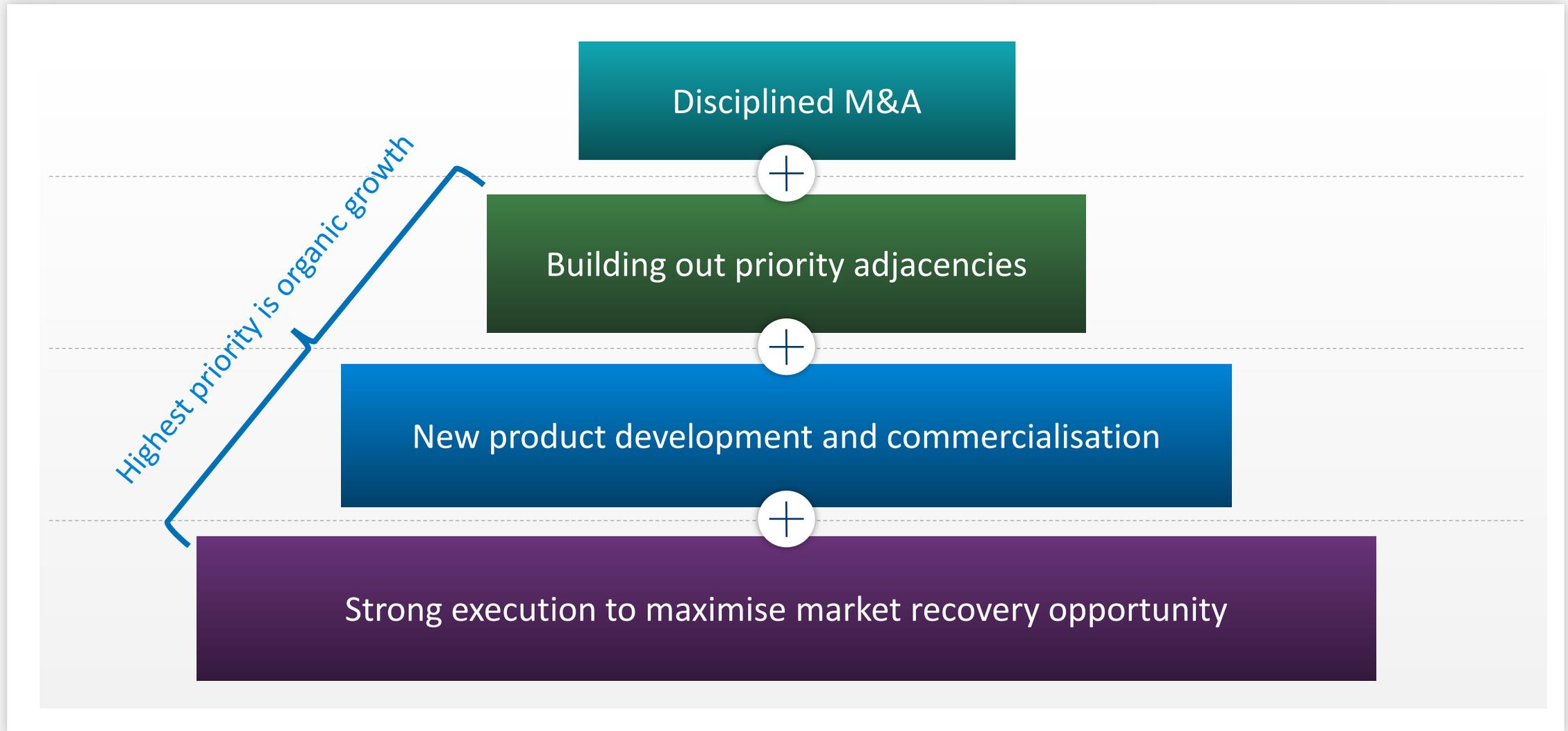


Execution



People

We're accelerating growth with four actionable levers



Balanced portfolio positions us to maximise growth through broad market recovery



General Industrial

Addressable Market: c.£40bn

Market Growth: c.4%

Fast-Growth Adjacencies

- Air quality

→ John Crane
→ Flex-Tek
→ Smiths Interconnect



Safety & Security

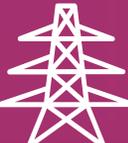
Addressable Market: c.£40bn

Market Growth: c.3%

Fast-Growth Adjacencies

- Advanced chemical and biological detection
- Digital integration

→ Smiths Detection
→ Smiths Interconnect



Energy

Addressable Market: c.£20bn

Market Growth: c.3%

Fast-Growth Adjacencies

- Emission reduction
- Asset management

→ John Crane



Aerospace

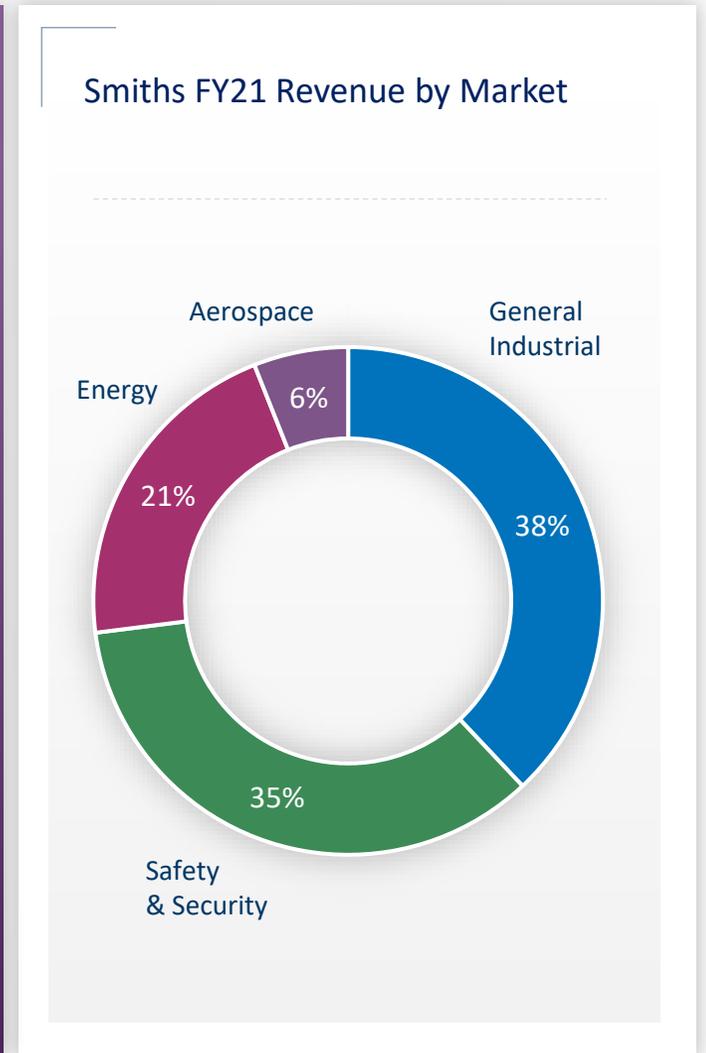
Addressable Market: c.£9bn

Market Growth: c.6%

Fast-Growth Adjacencies

- Satellite fibre optics
- Advanced connectors for medical devices

→ Flex-Tek
→ Smiths Interconnect



End markets are recovering in a balanced fashion; orders strong across most of the portfolio

Strong revenue growth

Flex-Tek Organic Revenue Growth¹, 2019 – 2021

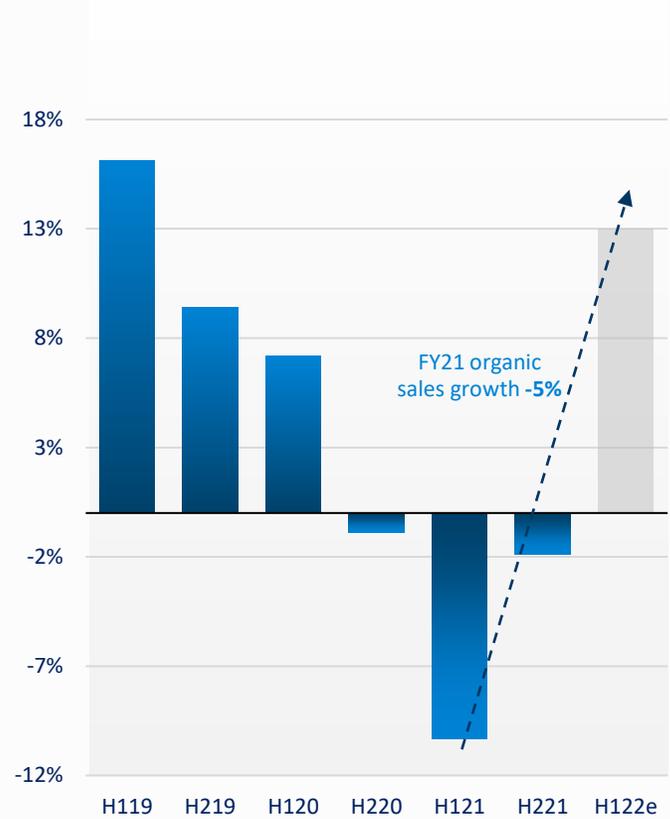


Smiths Interconnect Organic Revenue Growth¹, 2019 – 2021



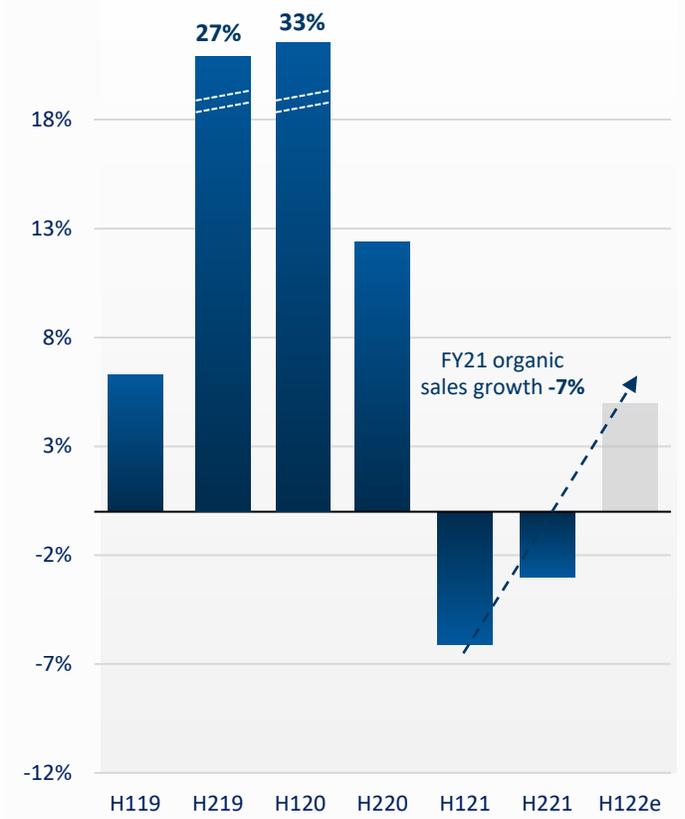
Orders strong, revenues building

John Crane Order Growth, 2019 – H1 2022e



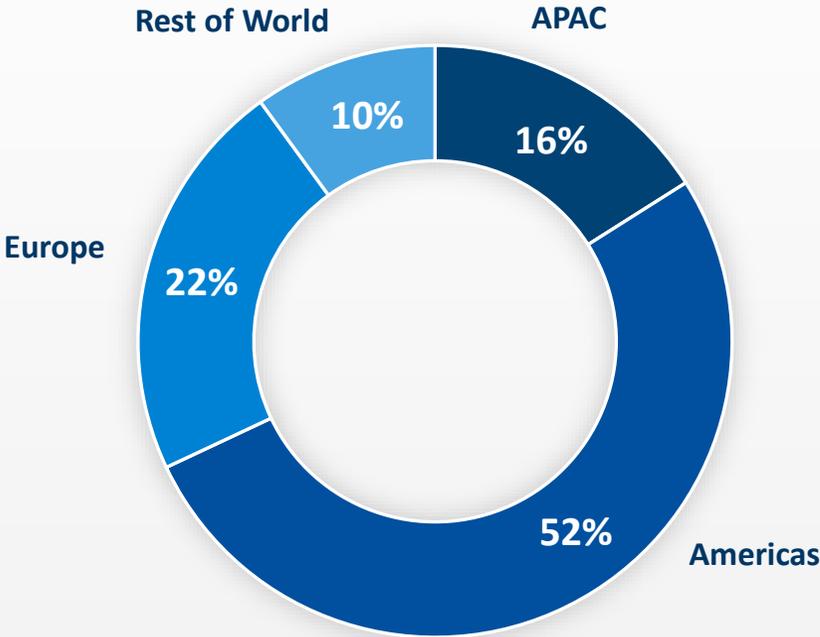
Orders returning, revenues stabilising

Smiths Detection Order Growth, 2019 – H1 2022e

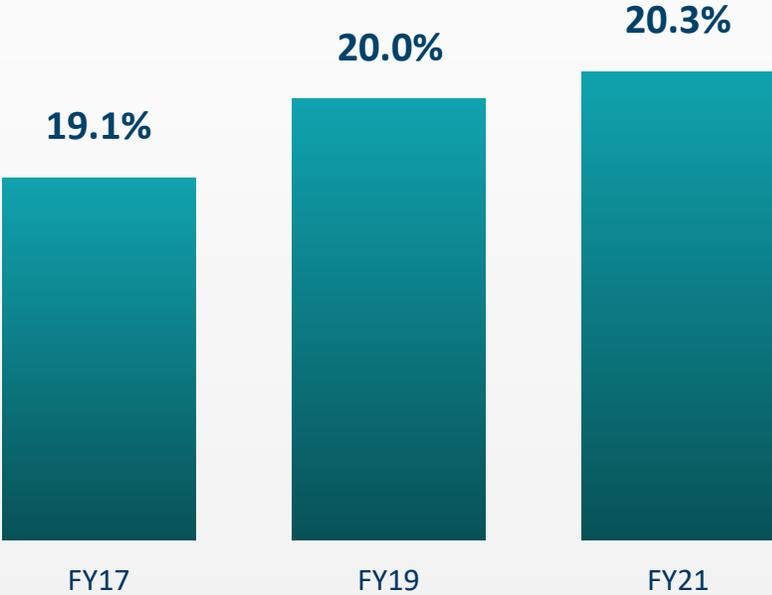


Balanced geographical portfolio with expanding penetration of fast-growth markets

Smiths Revenues by Geography, FY21

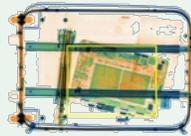
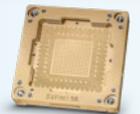
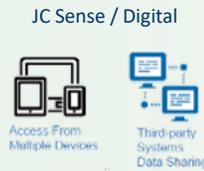
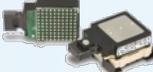


Smiths Developing Markets Revenues as % Total, FY17-FY21



China FY17-21 CAGR 16.4% | India FY17-21 CAGR 7.0%

Strong pipeline...we can make it work harder

IN DEVELOPMENT			LAUNCHED		
 <p>X-Ray diffraction</p>	 <p>Micro-coax interposers</p>	 <p>Cabin baggage management</p>	 <p>Signal strength management for space flight applications</p>	 <p>Automatic threat recognition algorithms</p>	 <p>Heated wire CPAP hoses</p>
 <p>Rail freight X-ray</p>	 <p>High speed test socket for semi-conductor chips</p>	 <p>Multi-layer refrigerant line sets</p>	 <p>Easy-to-install fault-resistant tubing</p>	 <p>JC Sense / Digital</p>	 <p>Cabin baggage CT scanner</p>
 <p>Indoor air quality HVAC products</p>	 <p>High temperature, flexible aerospace hoses</p>	 <p>Next-gen pipeline seals</p>	 <p>Access From Multiple Devices</p>	 <p>Third-party Systems Data Sharing</p>	 <p>Food safety (pathogen detection)</p>
 <p>Dry gas seals for very light hydrocarbons</p>	 <p>Space-qualified connectors</p>	 <p>Industrial heat</p>	 <p>X-Ray for urban security (e.g. court houses)</p>	 <p>Test socket for PCBs</p>	 <p>Antenna for in-flight Wi-Fi</p>
 <p>Urban detection portfolio expansion</p>	 <p>Varnish removal filter</p>	 <p>Zero emission seal</p>	 <p>Next-gen X-ray for hold baggage</p>		
 <p>Optical products for space</p>					

£200-250m annual revenue opportunity over next 3-5 years

Moving at pace to build out priority adjacencies

JOHN CRANE



Environmental Protection



Maintenance Engineering
Spares & Inventory Optimization
Condition-based Maintenance & Monitoring
Asset Life Cycle Management

Asset Management

SMITHS DETECTION



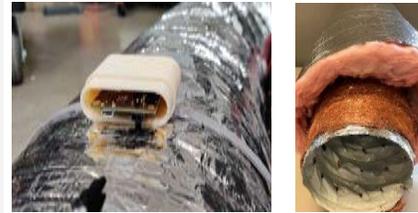
Advanced Chemical and Biological Detection



iCMORE

Artificial Intelligence
Threat Identification Software

FLEX-TEK

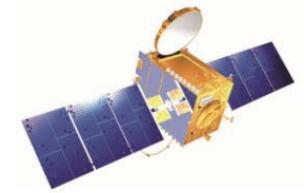


Environmental Air Quality



Sustainable Industrial Heating

SMITHS INTERCONNECT



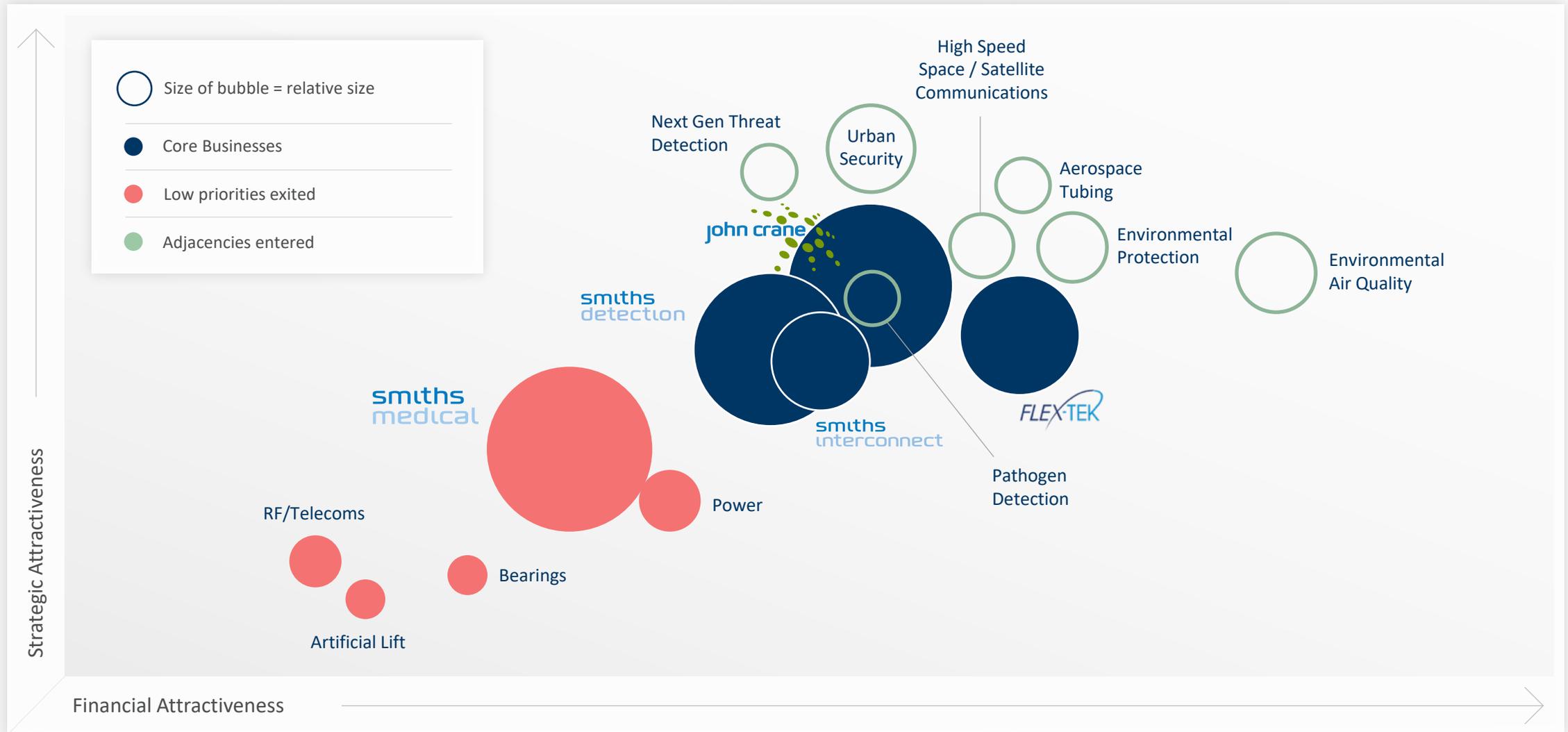
High Speed Satellite Communications



Advanced Connectors for Life Sciences

£200-250m annual revenue opportunity over next 3-5 years

Portfolio optimisation advances our strong competitive positions; M&A accelerates this strategy

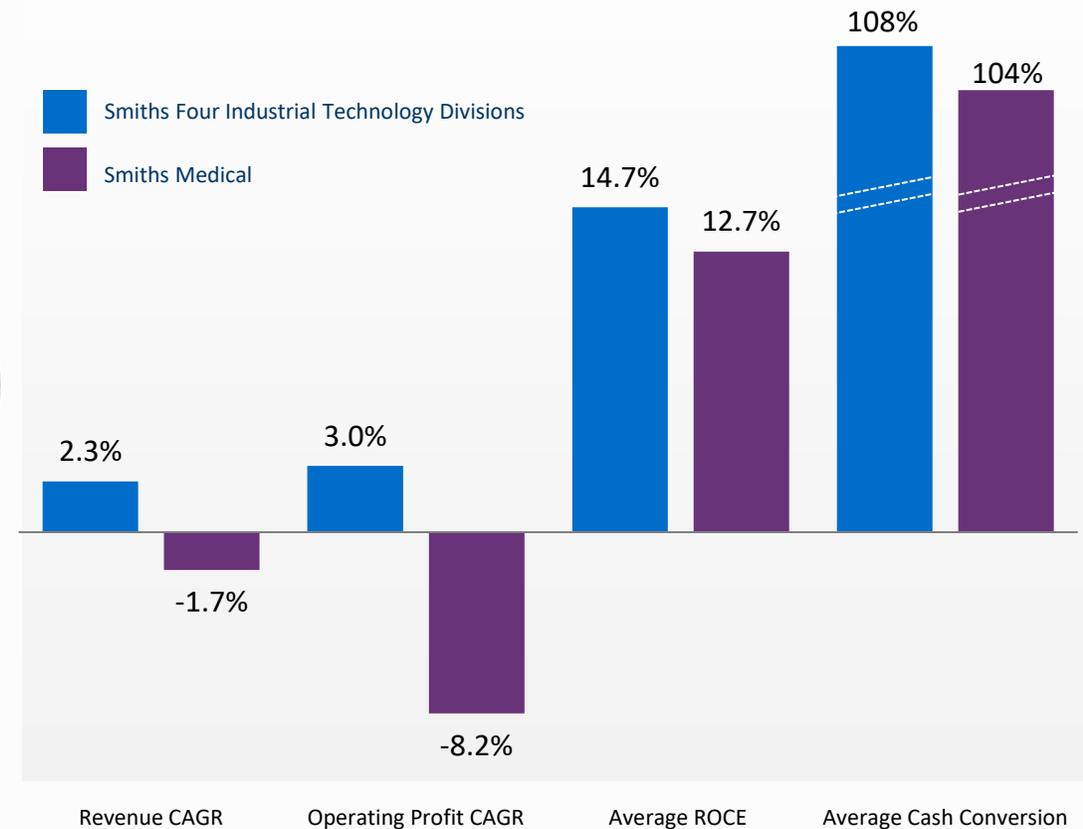


Smiths competitive position is made even stronger by the separation of Smiths Medical

Status of Smiths Medical Sale

- Sale to ICU Medical announced 8 September
- Enterprise value \$2.7bn, expected value including earnout and equity stake ~\$3bn
- Shareholder approval and US anti-trust condition satisfied; expect to close early 2022
- Return ~\$1bn of proceeds to shareholders; buybacks to begin immediately
- Benefits of selling Smiths Medical:
 - Reallocate attention, resources and capital to industrial technology core
 - Further strengthen balance sheet
 - Fund acceleration of our growth strategy
 - Significantly strengthen our portfolio

Smiths Financial Performance¹, FY17 – FY21 Industrial Technology Core vs. Smiths Medical



Priorities – executing better



Growth



Execution



People

Executing for our customers - our global service network allows us to deliver real-time, mission-critical support in demanding operating environments

Smiths Global Capabilities



Location	John Crane	Smiths Detection
Total Locations	~200	~100
# Service Personnel	~1,350	~800
% FY21 Aftermarket as % of revenue	68%	46%



Smiths Excellence System 2.0 - advancing from learning to doing

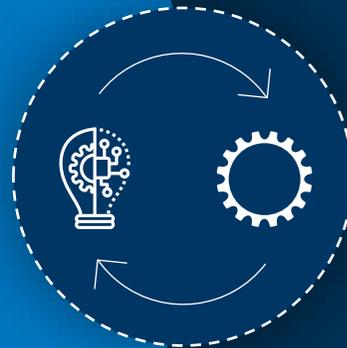
Laying the groundwork (*FY18-FY21*)

→ OBJECTIVES

- Lay the foundation for continuous improvement
- Establish common language across enterprise
- Build global network for best practice sharing

→ RESULTS

- Launched SES Academy
- Certified 350 green belts and 70 black belts through Oxford University
- Introduced Lean in 40% of our plants globally
- Aligned key metrics across the business
- Delivered FY21 procurement cost savings of 4.1%



SES 2.0 (*FY22 and beyond*) Advancing from learning to doing

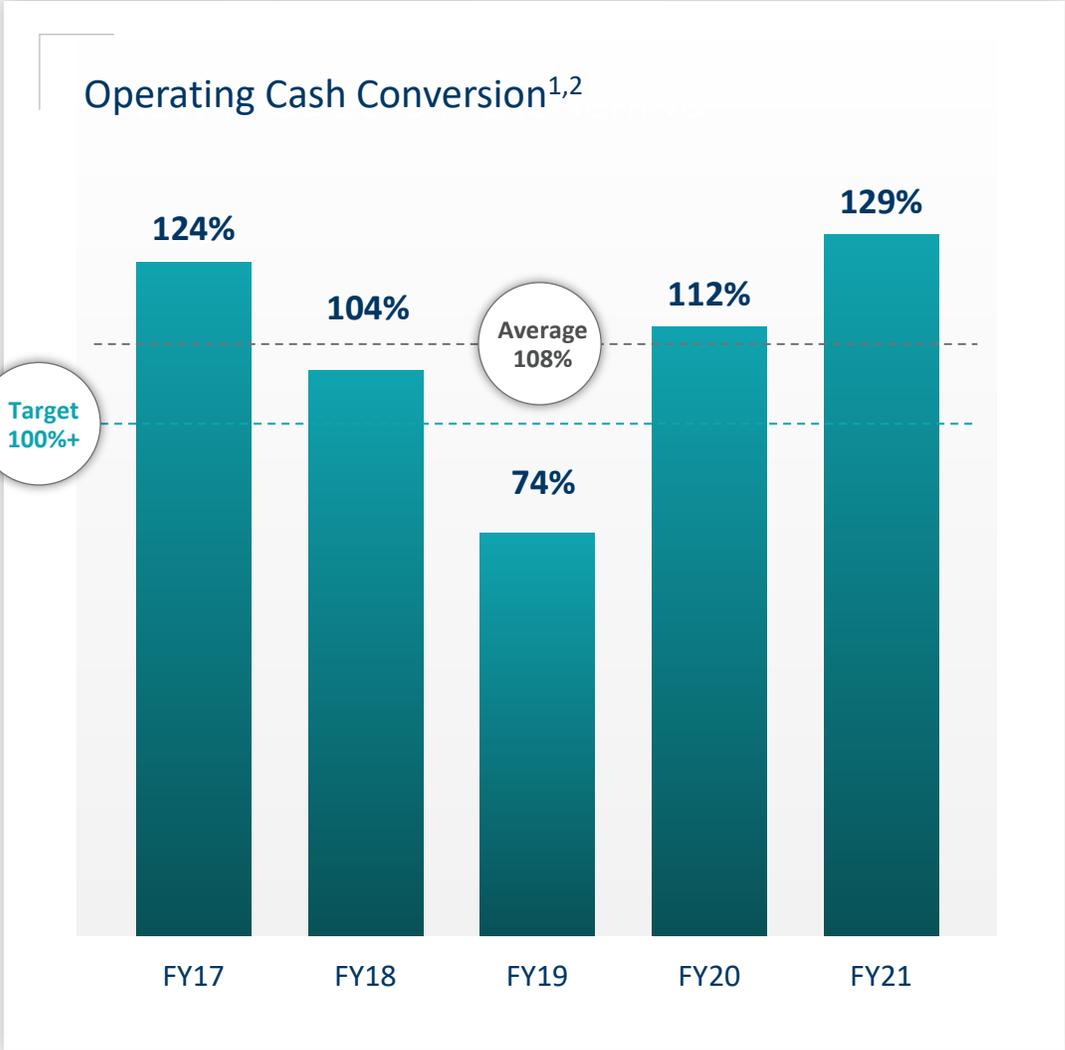
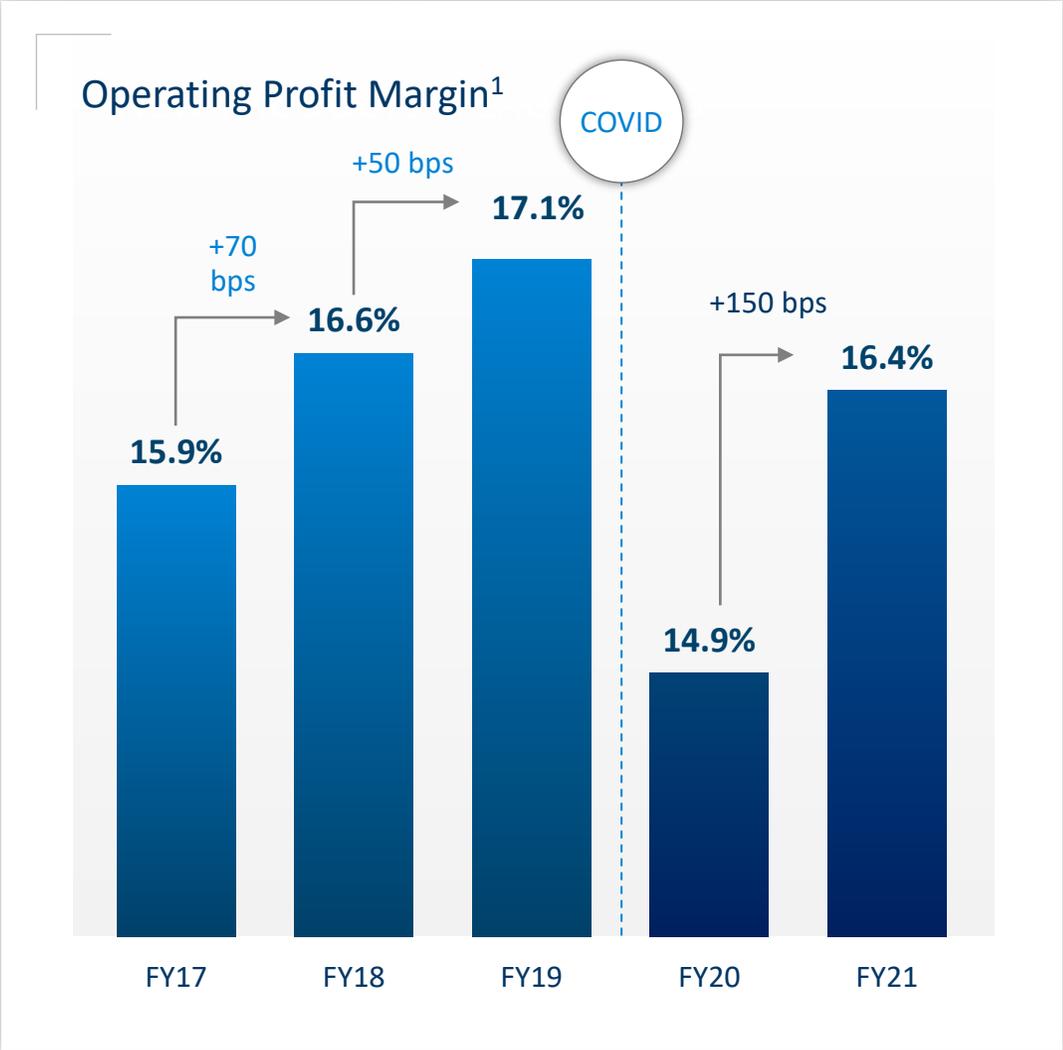
→ PLAN

- Set delivery targets tied directly to external commitments
- Resource full-time Black Belts and Master Black Belts in key businesses and functions
- Leverage Lean Six Sigma as talent development accelerator

→ FOCUS AREAS

- Growth
- Cost
- Cash

Consistent operating profit margin expansion and cash flow conversion demonstrate our execution capabilities



Priorities – inspiring and empowering our people



Growth



Execution



People

Investing in our people – engaged, experienced, expert and diverse



Engaged

- 84% Employee Survey participation
- 73 My Say composite engagement score
- 600 submissions for annual SES Awards
- World class safety performance

Experienced

- Average tenure 9.3 years
- 50% of our team 5+ years service
- 14% with 20+ years, 5% with 30+ years
- 80% of leadership appointments internal

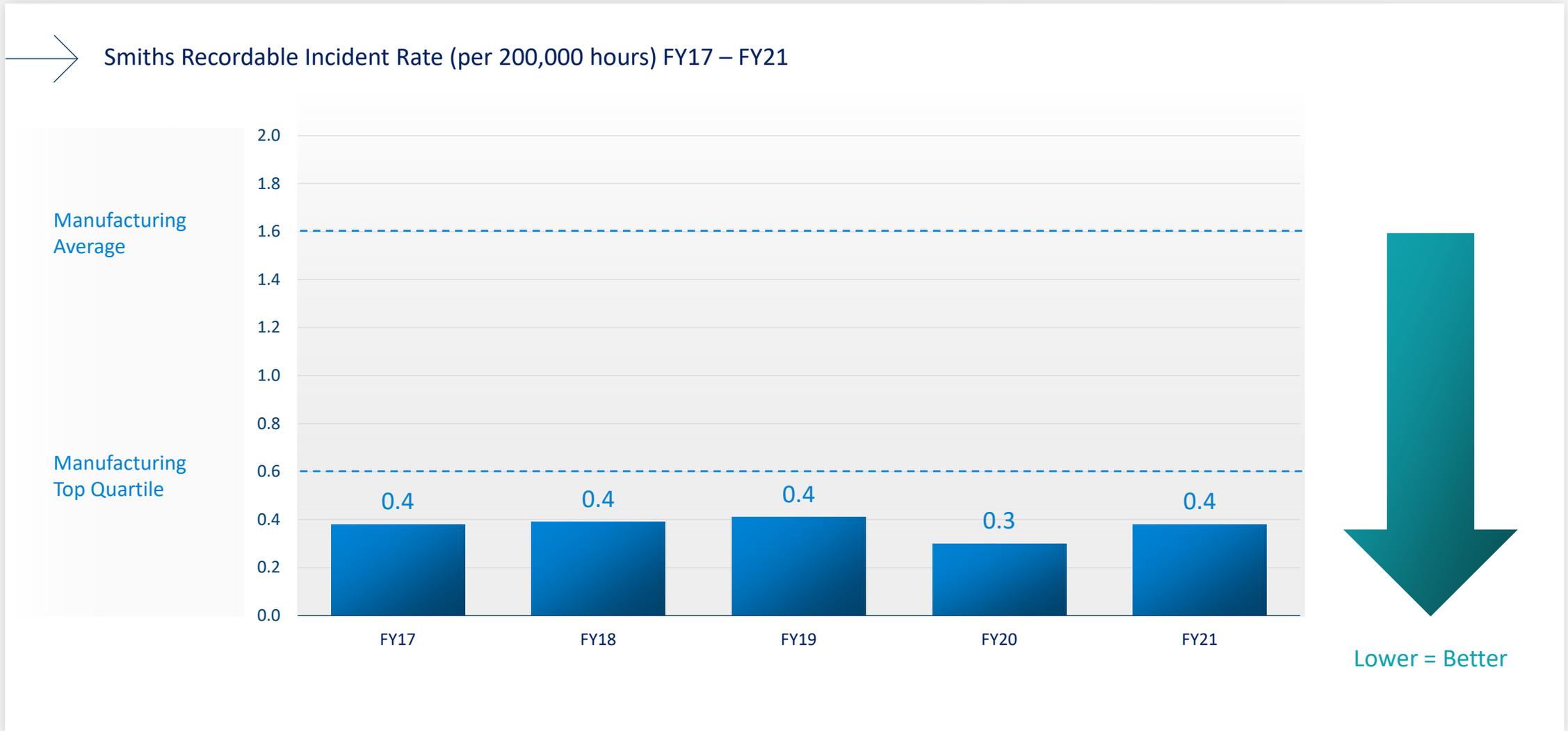
Expert

- 350 Oxford University certified Green Belts and 70 certified Black Belts
- 93% of employees have completed Lean training
- 54,000 hours of on-line training annually
- 841 employees complete Smiths Leadership Programme annually

Diverse & Inclusive

- 29% of leadership roles held by women
- 25% of Board is ethnically diverse, 50% are female
- Active employee resource groups (e.g. Women's Leadership, LGBTQ+)
- Restart@Smiths for career break returners

Smiths safety record is consistently ahead of even top quartile peers



Moving swiftly to build on our strong foundation in ESG

ENVIRONMENTAL

Strong base; progress since 2007:

- Energy usage -38%
- Water usage -53%
- Green House Gas emissions -60%
- Non-recyclable waste -63%
- Renewable energy use 58%

Moving quickly to build; in last 5 months:

- Committed to Net Zero by 2040
- Signed up to the UN Race to Zero
- Established Board Committee
- Tied compensation to ESG metrics
- Appointed Chief Sustainability Officer



SOCIAL

World Class Safety Record. Five straight years of Recordable Incidence Rate at or below 0.4

Front-line role in battling pandemic:

- Leader of UK's ventilator challenge, contributing over 5,000 units to the effort
- Acquired PathSensors to accelerate our pathogen detection programme
- Executing through pandemic supply constraints without major interruptions to customers

Our Communities:

- £2.5bn in direct economic contribution to communities around the world
- Launching Beyond Boundaries community outreach programme



GOVERNANCE

Culture of Transparency

- 24/7 Speak Out hotline in all countries of operation in place for more than a decade
- Regular ethics conversations with employees; 95% ratings for living our code of ethics
- 21,000 hours of annual training and multiple regional workshops to advance programmes

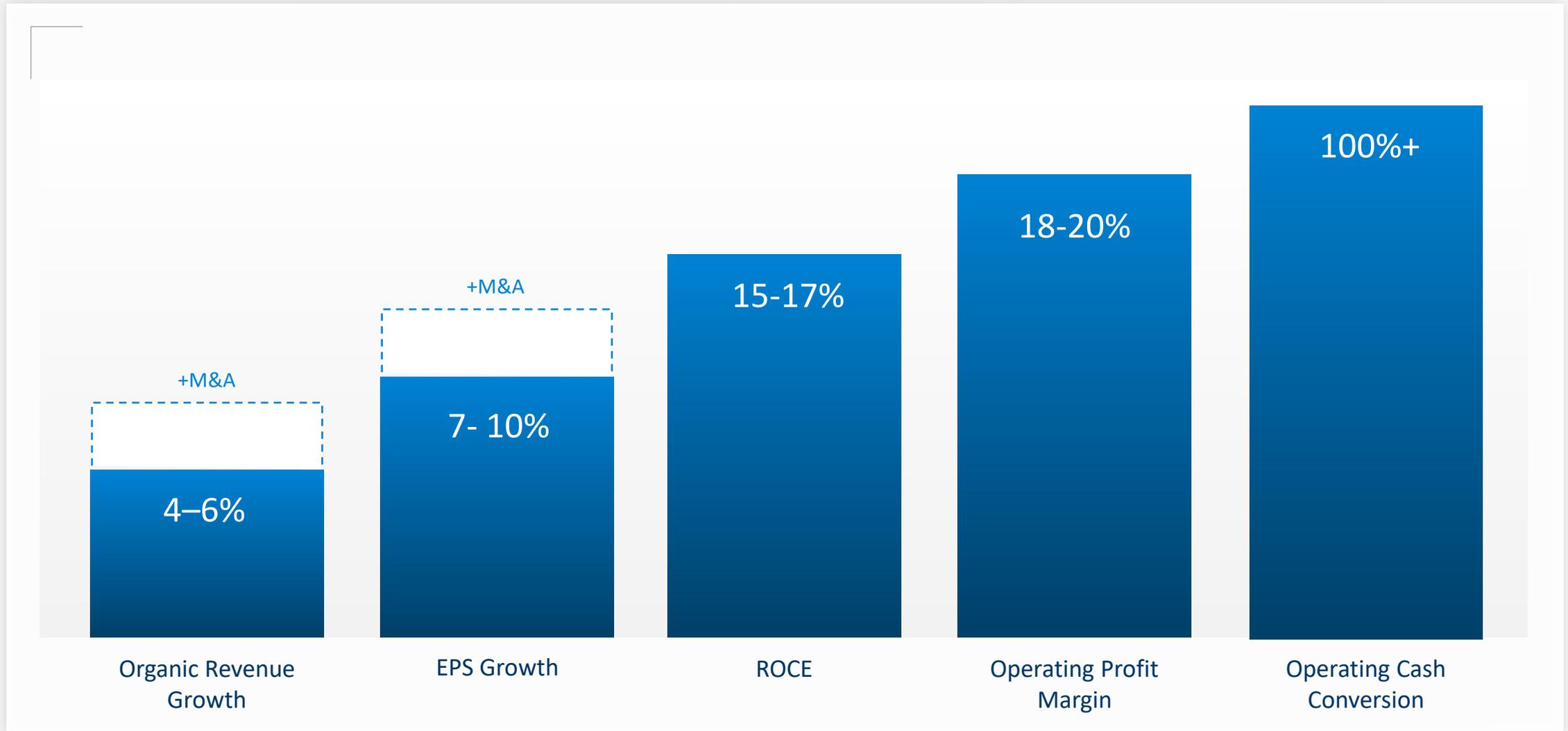
Committed to Diversity & Inclusion: diverse slates for all leadership roles; active employee resource groups

Active engagement with stakeholders: 84% participation in annual employee survey

Board of Directors: Significant breadth and depth of experience. 50% of NEDs are women



Medium-Term Financial Targets



Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



Execution



People

OUR COMMITMENTS

Organic Revenue Growth

4-6% (+M&A)

EPS Growth

7-10% (+M&A)

ROCE

15-17%

Operating Profit Margin

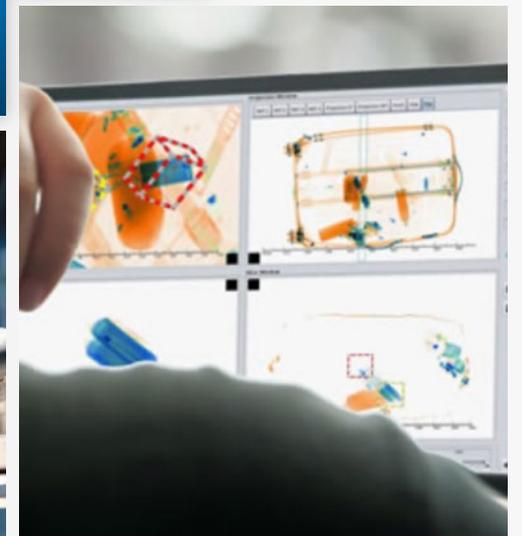
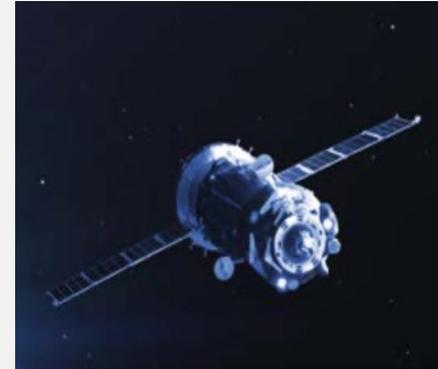
18-20%

Operating Cash Conversion

100%+

Closing Thoughts

- Smiths is an intrinsically strong company with the potential for significant near and longer-term value creation
- The key to unlocking this value is moving with greater pace and urgency, delivering performance reflective of our capabilities
- The Smiths Value Engine outlines how we do this by connecting Our Purpose, Our Strengths and Our Priorities of Growth, Execution and People
- The financial output of the Engine is powerful - recurring revenue growth fuelled by high margins and returns, converting through our low asset intensity model into exceptional cash generation



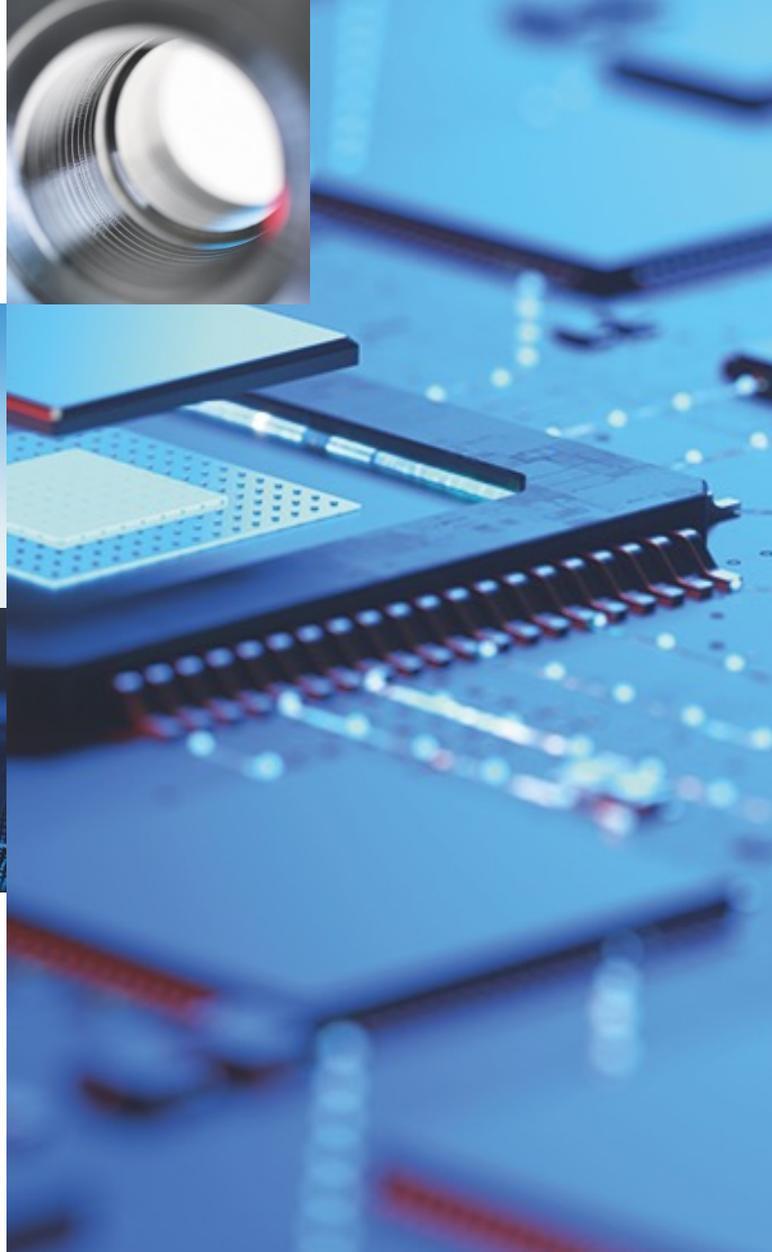


THANK YOU



smiths

www.smiths.com



FINANCIAL FRAMEWORK

CAPITAL MARKETS EVENT – 17 NOVEMBER 2021



CHIEF FINANCIAL OFFICER

JOHN SHIPSEY

A simple and effective financial framework

- Business strengths translate to financial strengths
- Strong profit margin and cash conversion
- High returns from reinvestment in organic growth
- Enhanced by complementary, disciplined M&A
- Surplus capital returned through dividends and buybacks



Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

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Robust Financial Framework

OUR PRIORITIES



Growth



Execution



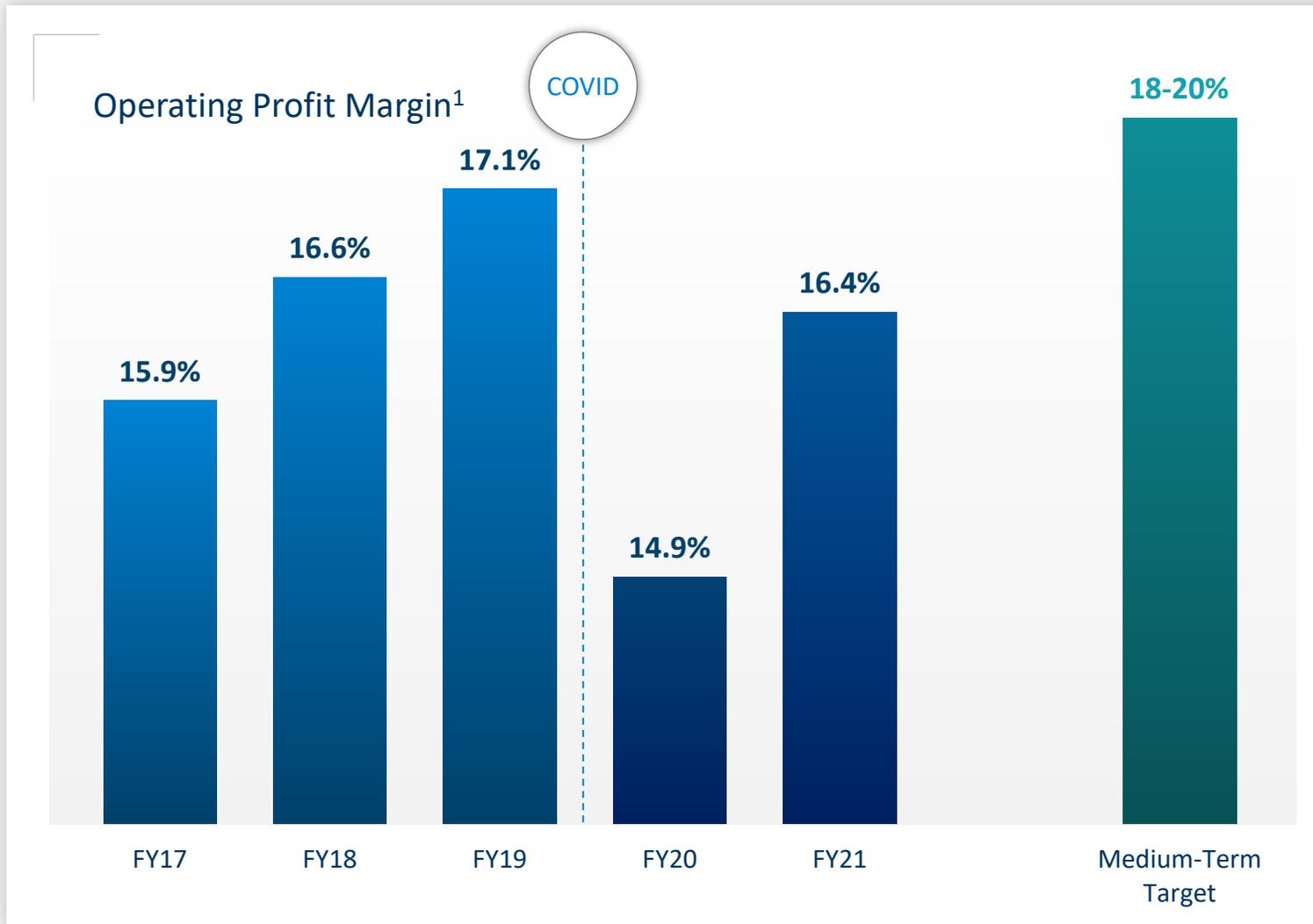
People

The diagram is set against a dark blue background with a lighter blue diagonal band. It features three main columns of content:

- OUR PURPOSE:** Includes a camera lens icon, the text "PIONEERS OF PROGRESS", and the tagline "Improving our world through smarter engineering".
- OUR STRENGTHS:** Includes a lightbulb icon, "World-Class Engineering", a globe icon, "Leading Positions", a gear icon, "Global Capabilities", and a currency symbols icon, "Robust Financial Framework".
- OUR PRIORITIES:** Includes a house with an upward arrow icon, "Growth", a gear with a checkmark icon, "Execution", and a group of people icon, "People".

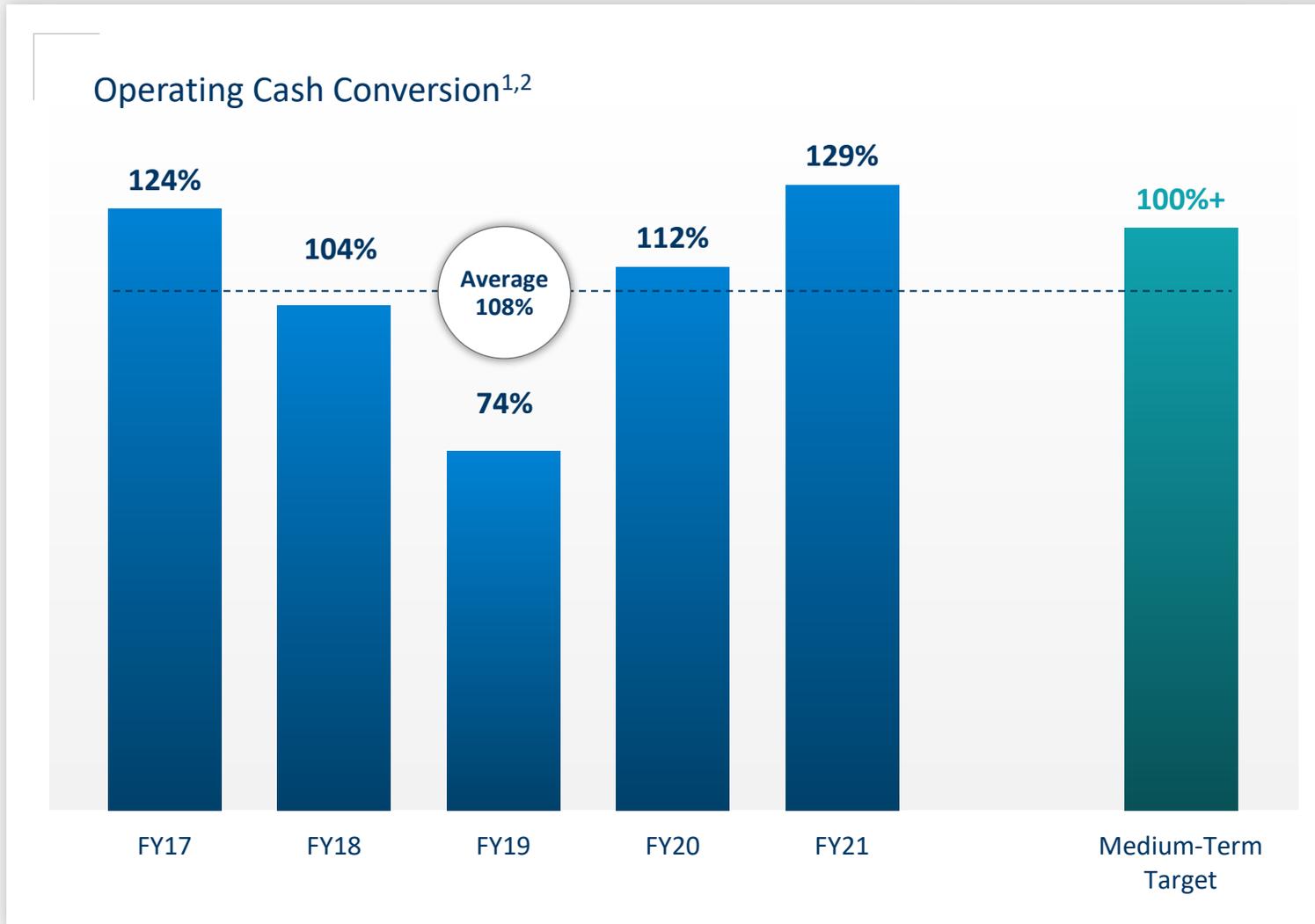
In the center, the text reads: **BUSINESS STRENGTHS TRANSLATE INTO FINANCIAL STRENGTH**

Financial strengths: operating profit margin



- Operating profit margins climbed steadily pre-COVID to 17%
- Resilient during COVID
- Benefits of the restructuring programme reflected in H2 FY21 operating margin¹ of 18%
- Confident in our ability to deliver operating margins within the target range of 18-20%
- On the back of recovering topline and restructuring benefits
- Whilst still growing organic reinvestment in R&D to ~5% of net sales

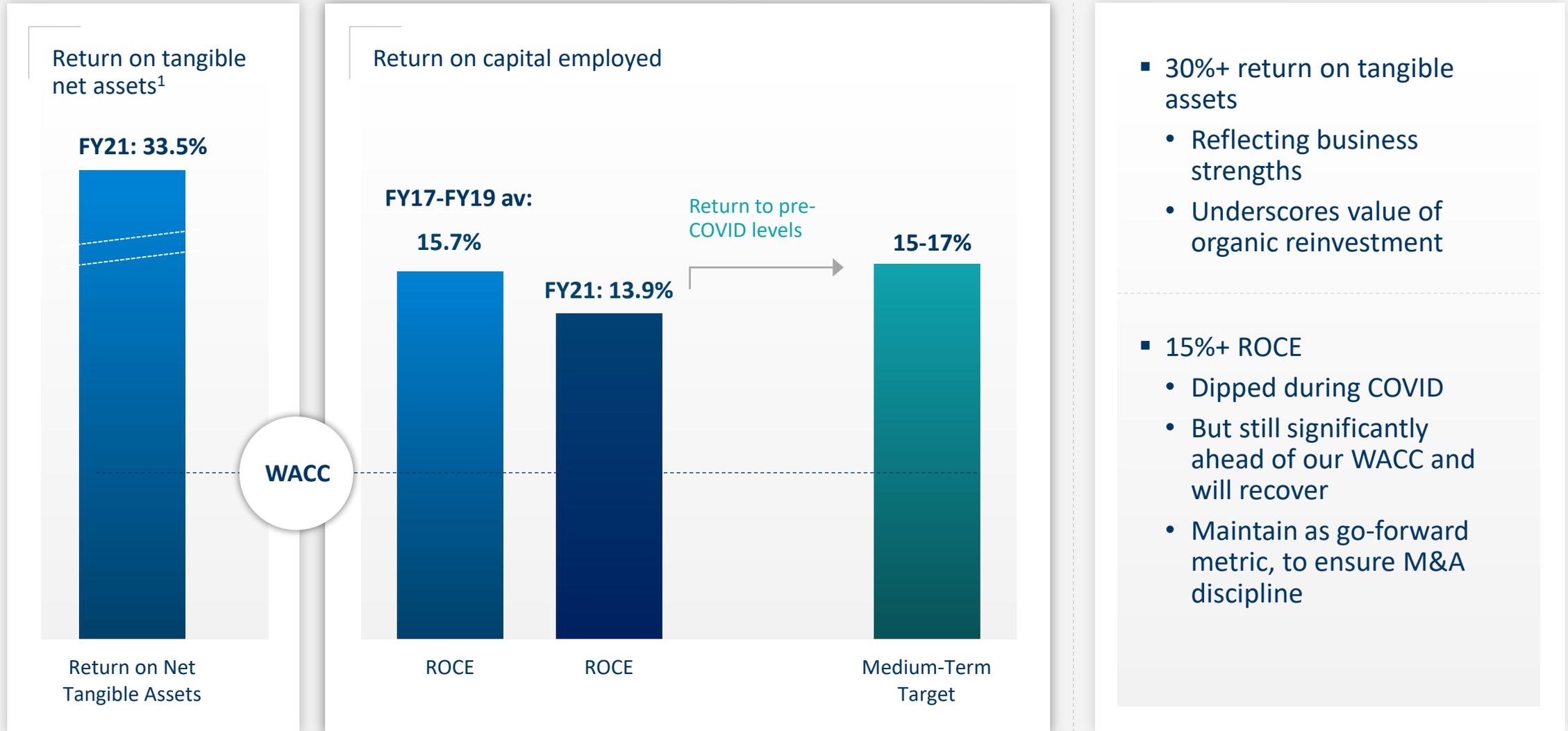
Financial strengths: cash conversion



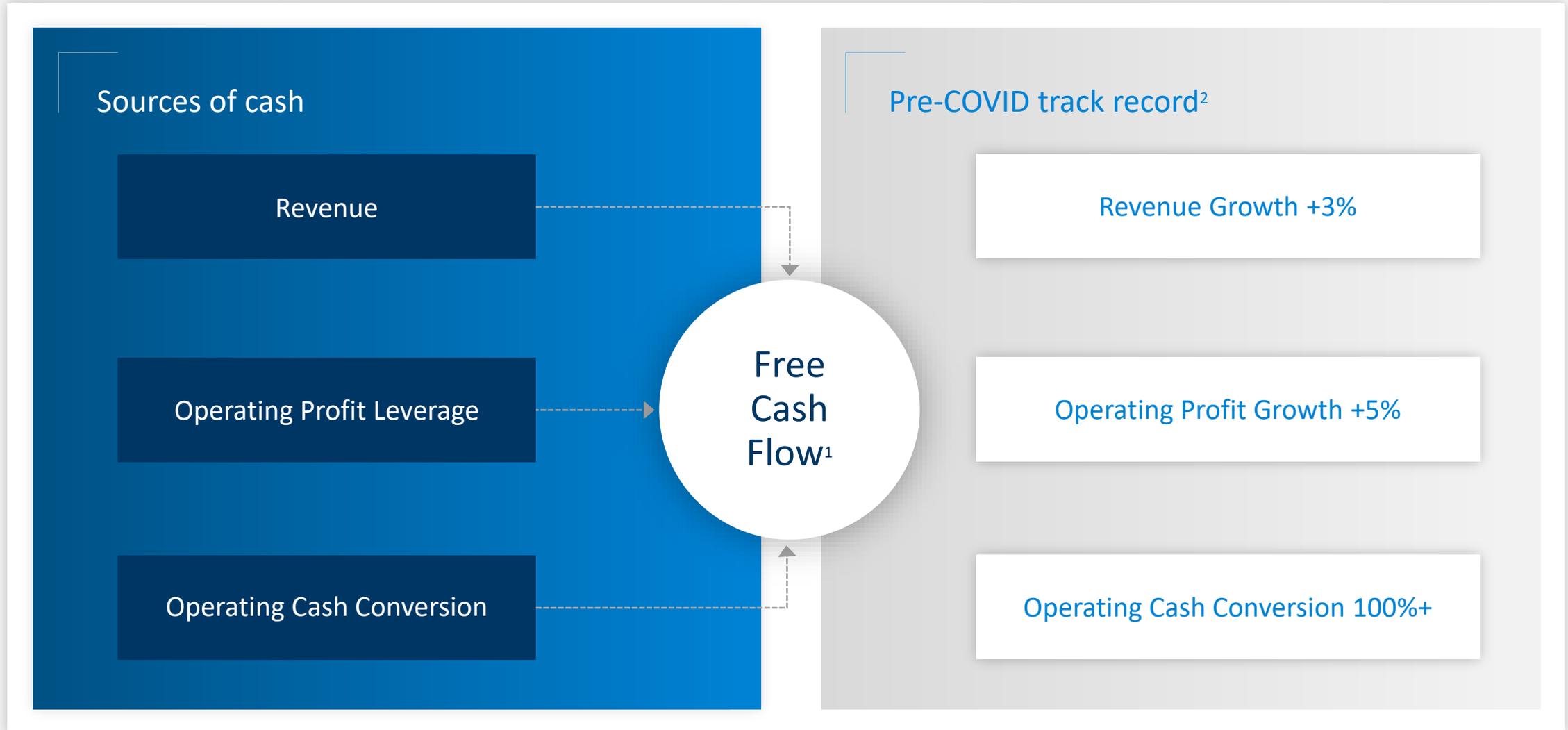
- We are IP-owning assemblers
 - Asset-light
 - Low capital expenditure as % sales

- Group-wide best practices for working capital management
 - With still more improvement to come from consistent execution

Financial strengths: return on capital



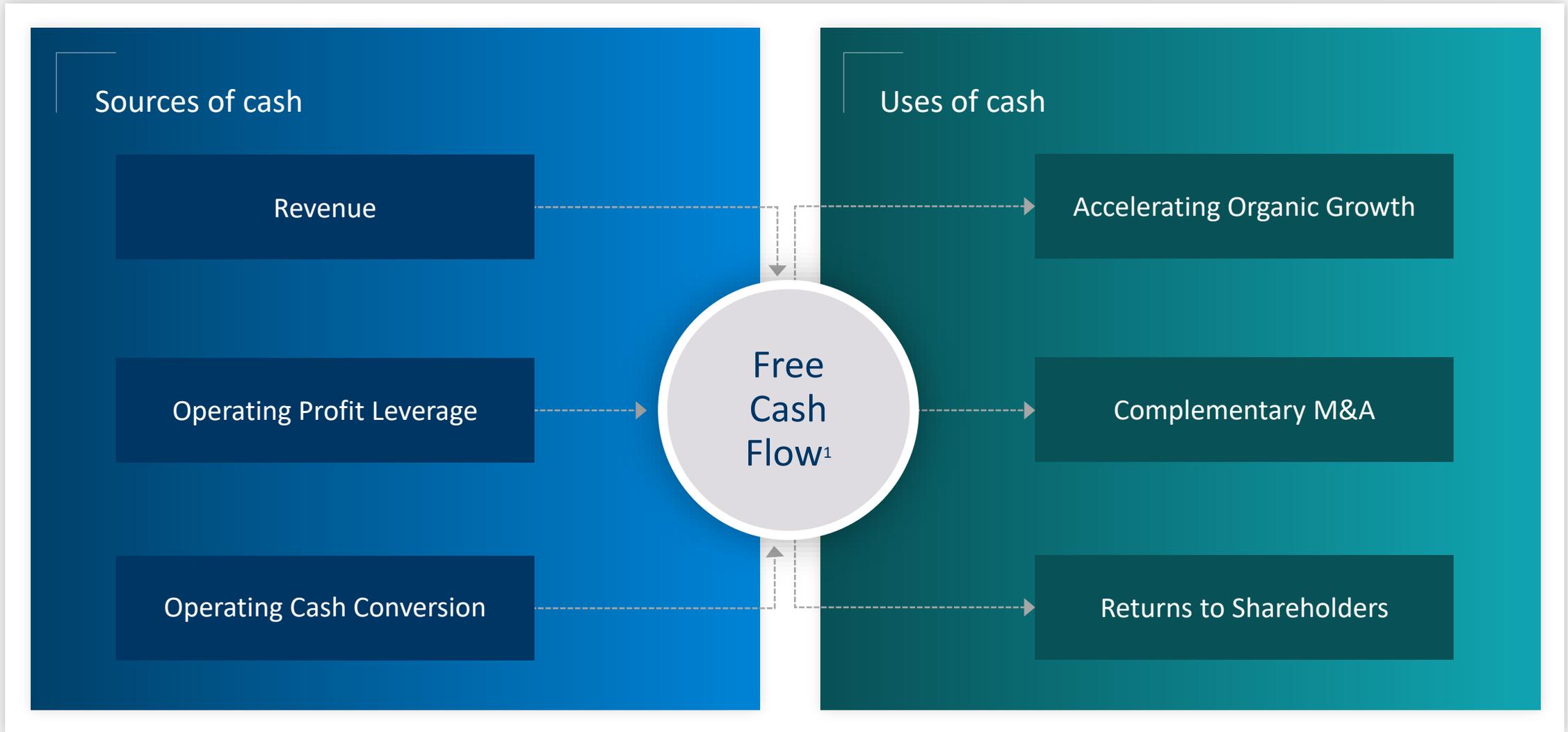
The Smiths Financial Framework



Accelerating Organic Growth



The Smiths Financial Framework



Uses of Cash: reinvesting to accelerate organic growth

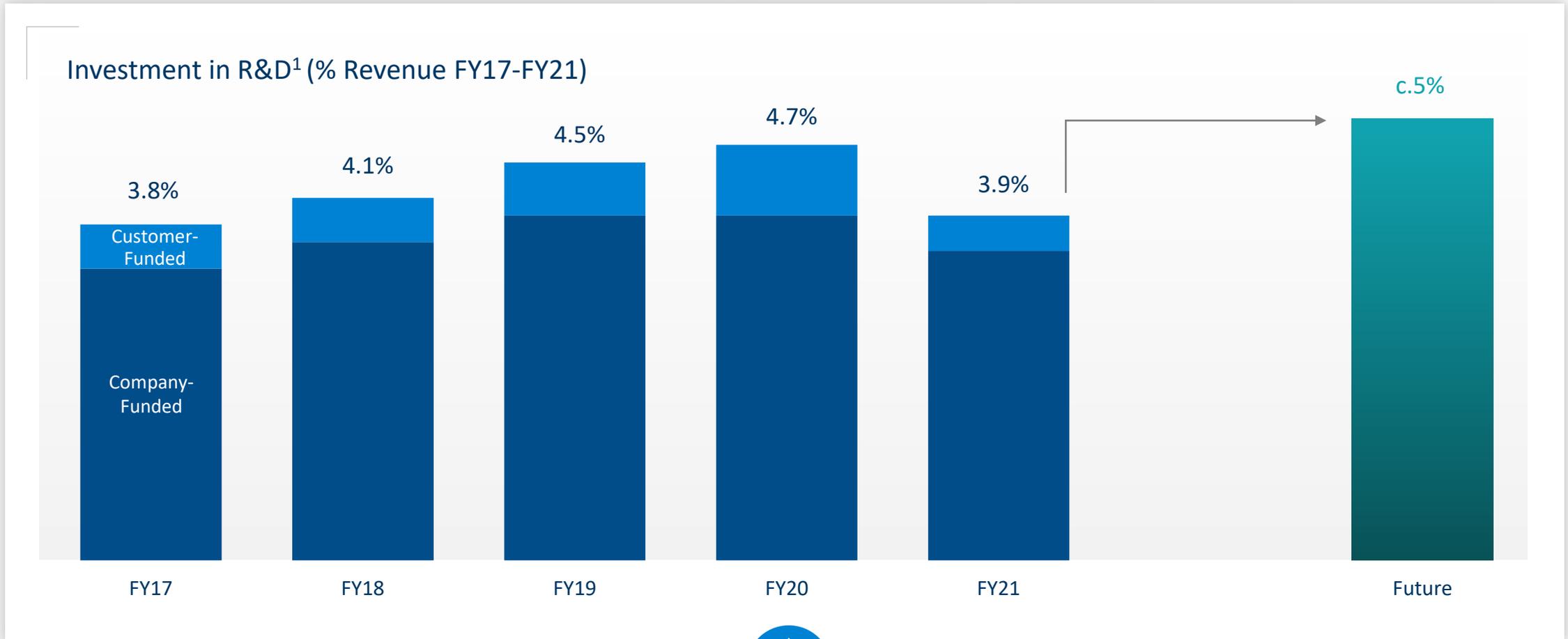


→ Accelerate from pre-COVID 3% to target 4-6% organic revenue growth
Knowing that this will convert to profit... and cash



Accelerating organic growth fuels free cash flow generation

Accelerating organic growth: R&D investment



Going forward: re-invest at 5% of revenue - and make it more productive

Uses of Cash: complementary, disciplined M&A

COMPLEMENTARY

- Strengthening leadership positions
- Access to new adjacencies
- Ability to accelerate growth
- Advancing technology roadmap

DISCIPLINED

- Value creation
- High confidence synergies
- Focus on return on capital



Complementary, disciplined M&A in action

Acquisition	Division	Date	Deal size (£m)	Synergies	Improved existing positions	Access to new adjacencies	Advances technology roadmap
							
XPD8	John Crane	October 2015	8	✓	✓	✓	✓
Morpho Detection	Detection	April 2017	564	✓	✓	✓	✓
SureHeat	Flex-Tek	August 2017	15	✓	✓	✓	✓
Seebach	John Crane	March 2018	56	✓	✓	✓	✓
United Flexible	Flex-Tek	October 2018	272	✓	✓	✓	✓
ADT	John Crane	April 2019	6	✓	✓	✓	✓
Reflex Photonics	Interconnect	October 2019	24	✓	✓	✓	✓
Access Scientific	Medical	May 2020	12	✓	✓	✓	✓
PathSensors	Detection	August 2020	5	✓	✓	✓	✓
Royal Metal Products	Flex-Tek	February 2021	78	✓	✓	✓	✓

Uses of Cash: a progressive dividend

Historical track record

- 70 years of uninterrupted dividends
- Reflects the cash generative nature of the business through past cycles, including COVID

Forward policy unchanged

- Committed to a progressive dividend
- Growing in line with earnings
- With a minimum cover of 2x earnings



Sources of Cash: sale of Smiths Medical

Timetable

Announcement	8 September 2021
Circular posted	29 October 2021
Shareholder vote	17 November 2021
Expected completion:	Early CY 2022

Initial cash proceeds **\$1.85bn**

Returned to shareholders via buyback	\$1.02bn
Retained to strengthen balance sheet	\$0.83bn

Equity stake in ICU Medical

- 2.5m shares; ~10% of enlarged equity
- NASDAQ-listed, liquid financial investment
- 6 month lock-up
- Tax benefit to holding for more than 12 months
- At least 1.25m shares retained to qualify for earnout

VALUATION

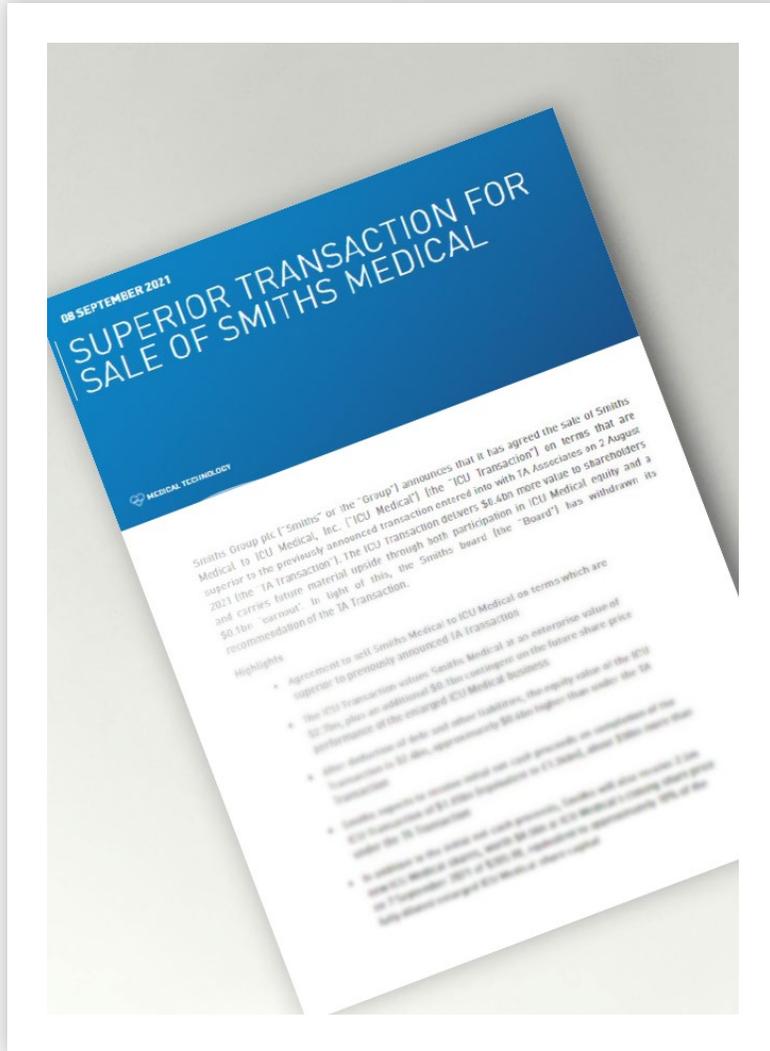
	\$bn
Enterprise value	2.70
Uplift in equity stake	<u>0.05</u>
Valuation (29 October)	2.75

Contingent earnout	0.10
Further uplift in equity stake	<u>0.15</u>
Upside valuation¹	3.00

¹ If ICU equity increases a further 25% in the four years following completion of the sale



Uses of Cash: share buybacks



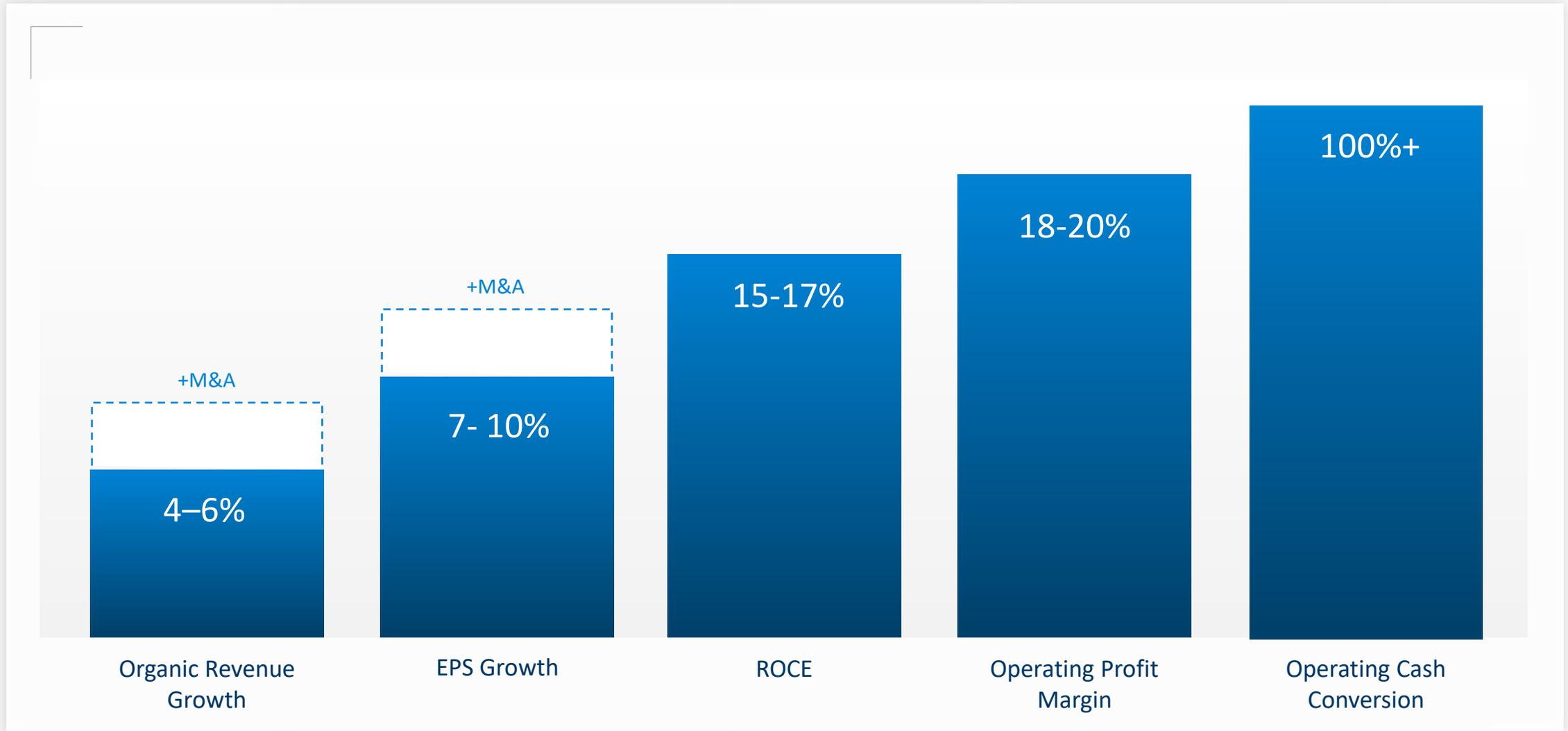
Sale of Smiths Medical

- Initial cash proceeds of \$1.85bn
- \$1.02bn (55%) to be returned to shareholders
- Share buyback programme to start imminently

Going forward: disciplined capital allocation

- Reinvestment in accelerated organic growth
- Complementary, disciplined M&A
- Proactive return of surplus capital to shareholders

Medium-Term Financial Targets



Closing Remarks

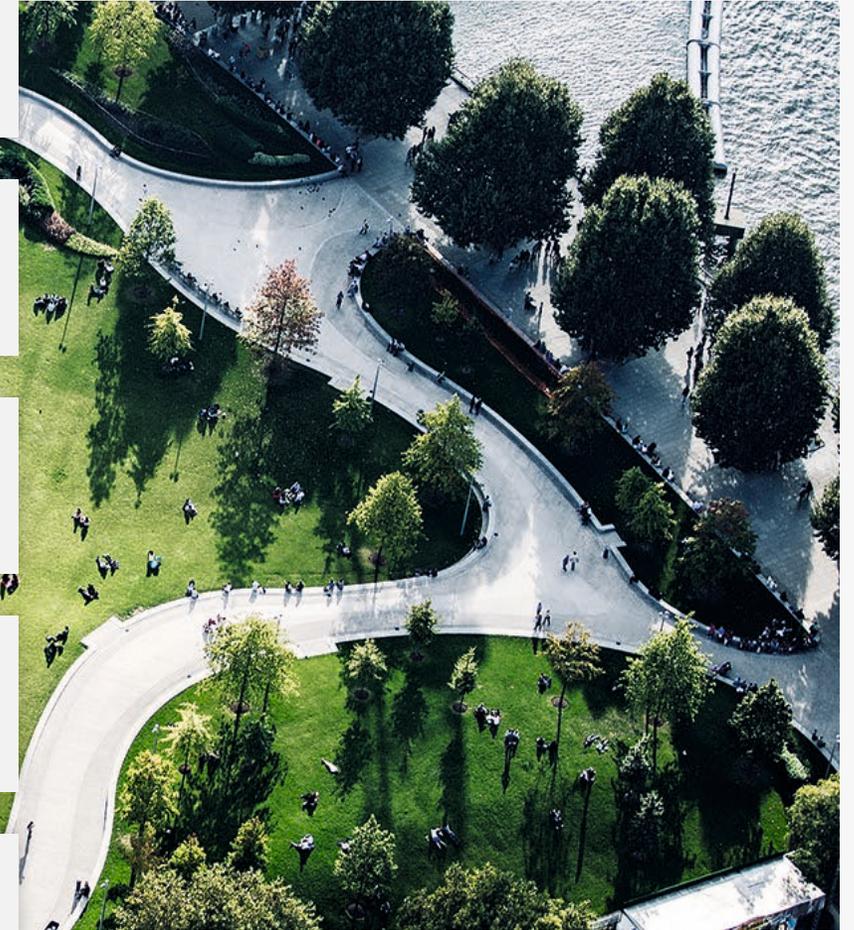
→ Simple and very effective financial framework

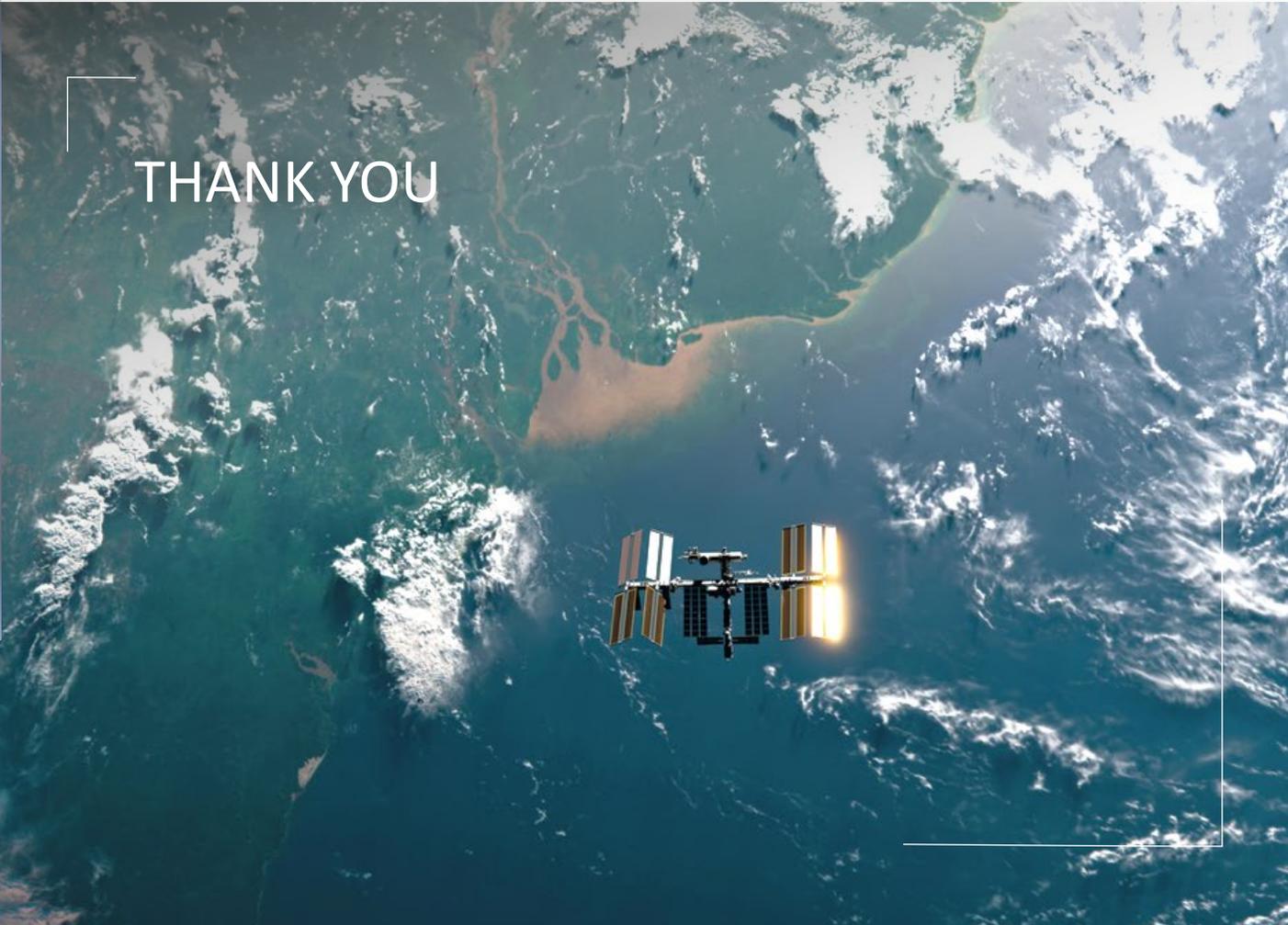
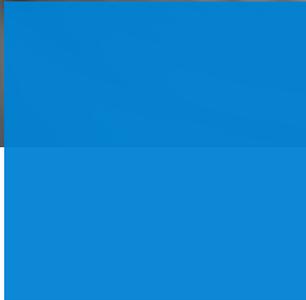
→ Accelerating top-line growth

→ ... as we execute on our growth agenda

→ Feeding into inherently strong profit and cash conversion

→ Enabling powerful and attractive returns

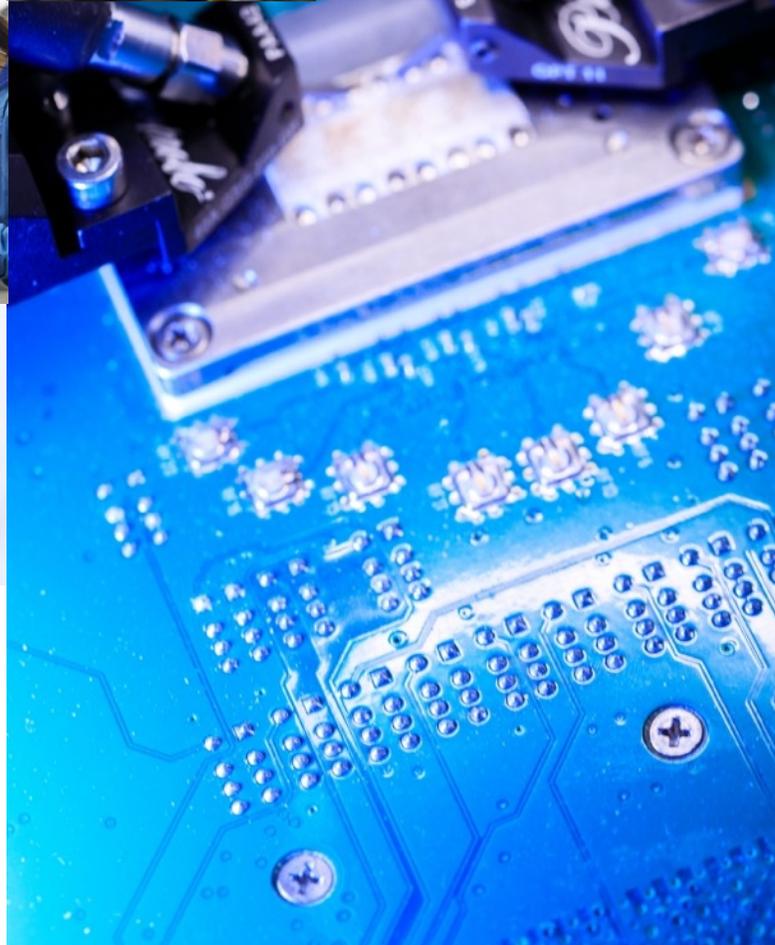
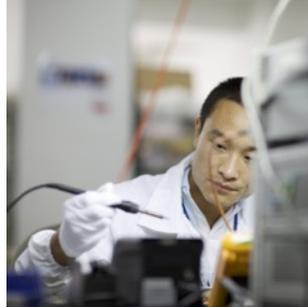




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SMITHS INTERCONNECT

CAPITAL MARKETS EVENT – 17 NOVEMBER 2021



PRESIDENT
SMITHS INTERCONNECT

JULIAN FAGGE

Executive summary

- Smiths Interconnect is at the forefront of “cutting edge connectivity” and has a tremendous opportunity to deliver accelerating growth
- Over the past 5 years we have transformed the business delivering +7% organic revenue growth in FY21 and reaching a 17% operating margin in the second half¹
- We are well positioned in attractive, fast-growing space, aerospace & defence, industrial and semi-conductor end-markets
- We have world-leading products, capabilities, and technologies in areas such as fibre-optic components, hyperboloid connectors and fine wire termination
- We have the operational capability and talent to execute flawlessly



Smiths Interconnect: cutting-edge connectivity

Key Metrics (FY2021)

REVENUE

£312m (13% of Cont. Group)

HEADLINE OPERATING PROFIT

£35m (8% of Cont. Group)

HEADLINE OPERATING MARGIN

11.2%

ROCE

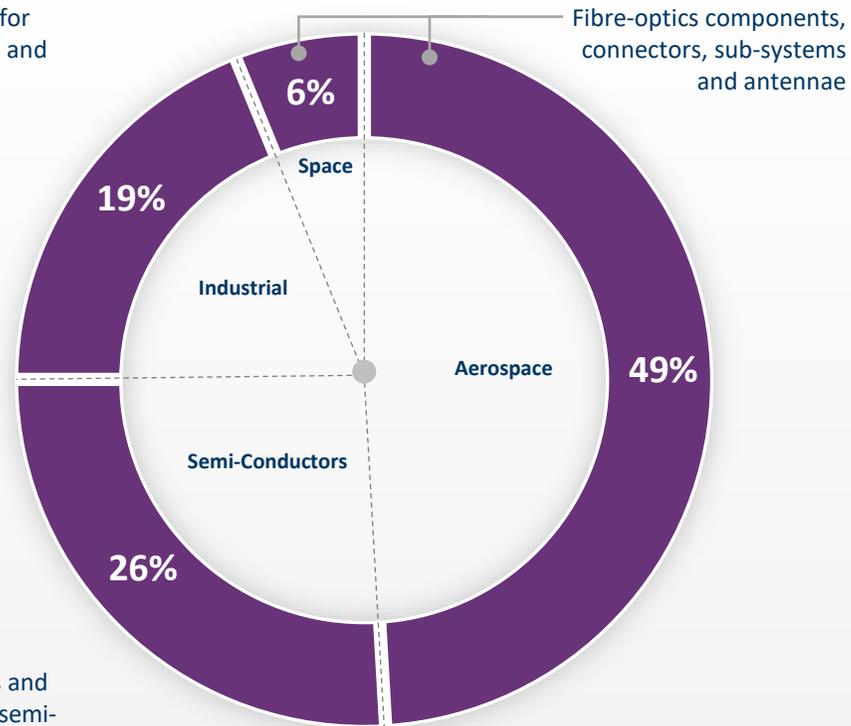
8.8%

CASH CONVERSION¹

126%

Revenue by Sector

Connectors for medical, rail and industrial



Fibre-optics components, connectors, sub-systems and antennae

Test probes and sockets for semi-conductor test

Market Growth Drivers

- Megatrends such as the Internet of Things, Big Data, Industry 4.0
- High demand for fast, reliable connectivity
- Space and satellite communication expansion
- Faster processing speed driving semi-conductor market segment growth

Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



Execution



People

Smiths Interconnect: fundamental strengths

OUR STRENGTHS



World-Class
Engineering

- Strong capabilities in fibre-optic, hyperboloid connectors, fine wire termination and spring probe technologies
- We deliver a fast pace of innovation in areas such as fibre-optic transceivers, high density connectors for space and medical, and semi-conductor test



Leading Positions in
Critical Markets

- Strong positions in fast-growing markets such as space, medical and semi-conductor
- Partnerships with customers to develop solutions to demanding specifications



Global
Capabilities

- Proximity to customers to take a lead role in design and product development
- Global reach with 20% in Asia, 20% in EMEA and 60% in North America



Robust Financial
Framework

- 7% organic revenue growth in FY21 with 17% operating margin in the second half¹
- Attractive gross margins ~40%
- Strong cash conversion delivering greater than 100% average over the last 5 years

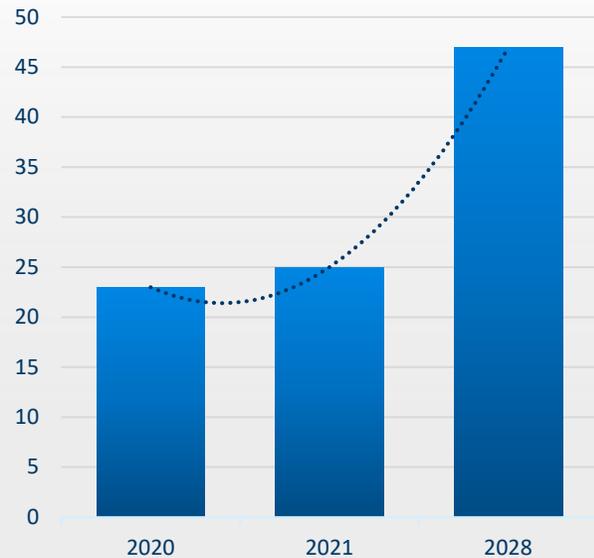
How Smiths Interconnect accelerates growth

	Focus	Examples
Disciplined M&A	<ul style="list-style-type: none">- Acquire new capabilities and technologies- Access new adjacencies	<ul style="list-style-type: none">- Fibre optics (Reflex Photonics - 2019)
Adjacencies	<ul style="list-style-type: none">- Adjacent platforms- Adjacent products	<ul style="list-style-type: none">- Fibre optic applications for Sat-Com- Medical cables
New products	<ul style="list-style-type: none">- A high rate of new product development- High level of product customisation	<ul style="list-style-type: none">- High pace semi-conductor test innovation- High density connectors for space- Tail-mounted antennae for business jets
Market growth	<ul style="list-style-type: none">- Fast-growing attractive markets- Significant opportunity to drive growth	<ul style="list-style-type: none">- A number of core markets growing at more than 6% per year

Accelerating growth in our core markets

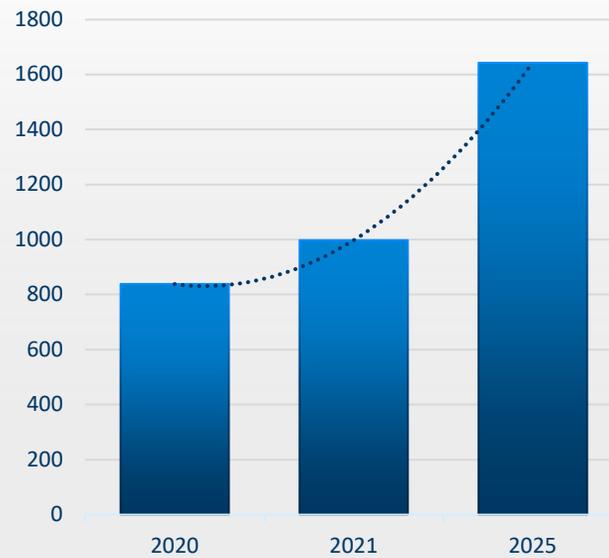
Space (including Satcom)¹ growth +14% per year

Market size \$bn



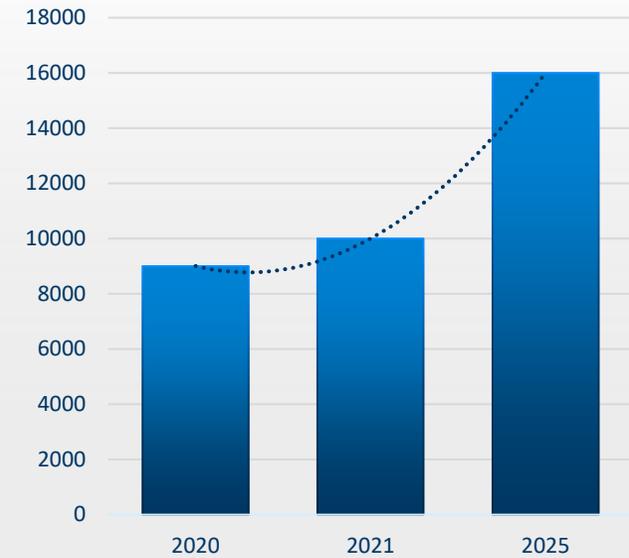
Semi-conductor test² growth +7% per year

Market size \$m



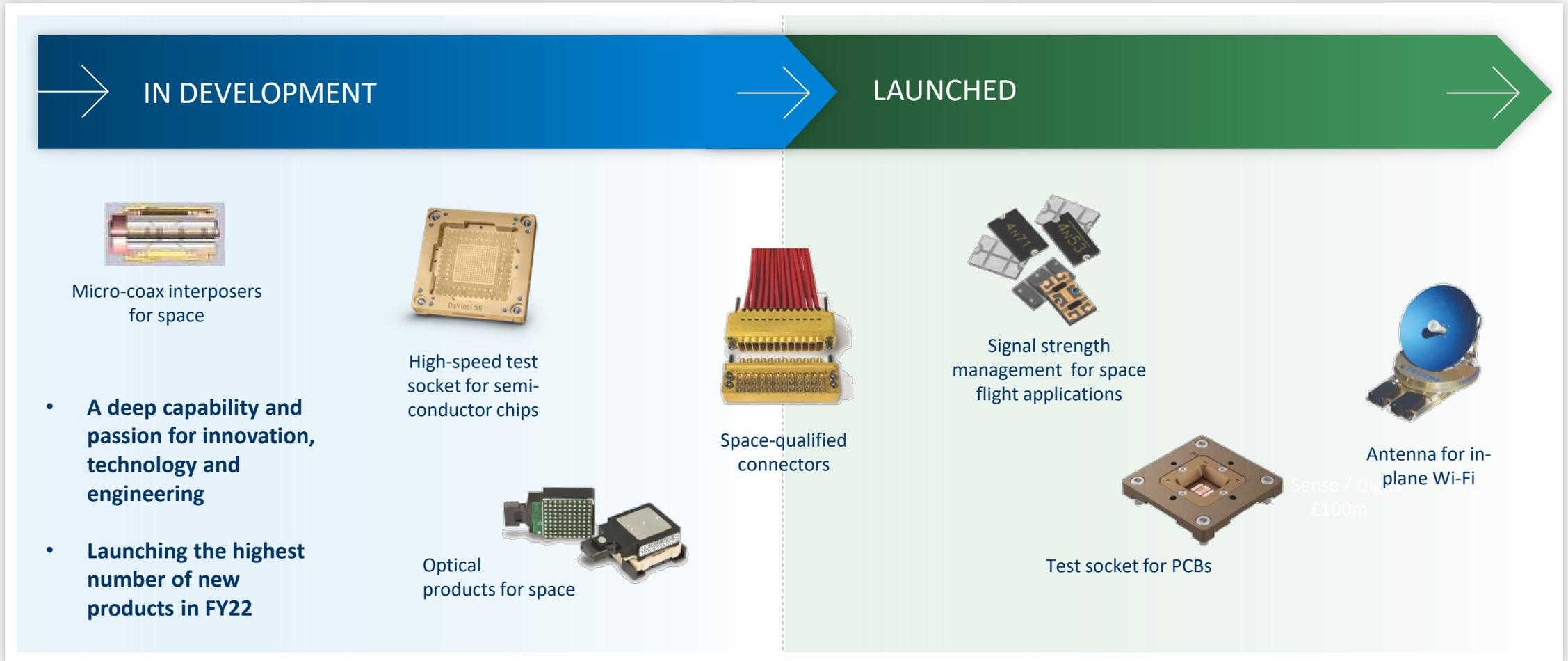
Number of IoT connected devices³ growth +13% per year

Connected devices (millions)



- Space (+14%) - growing fast behind LEO and GEO satellite launches driven by growing demand for data and connectivity
- Aerospace & defence (+5%) - growth coming from the return of commercial aerospace and continuation of major defence programmes
- Semi-conductor test (+7%) - strong growth in semi-conductor driving strong demand for test sockets and probes
- Industrial (+5%) - good growth expected from rail and medical markets as global consumption increases

New products



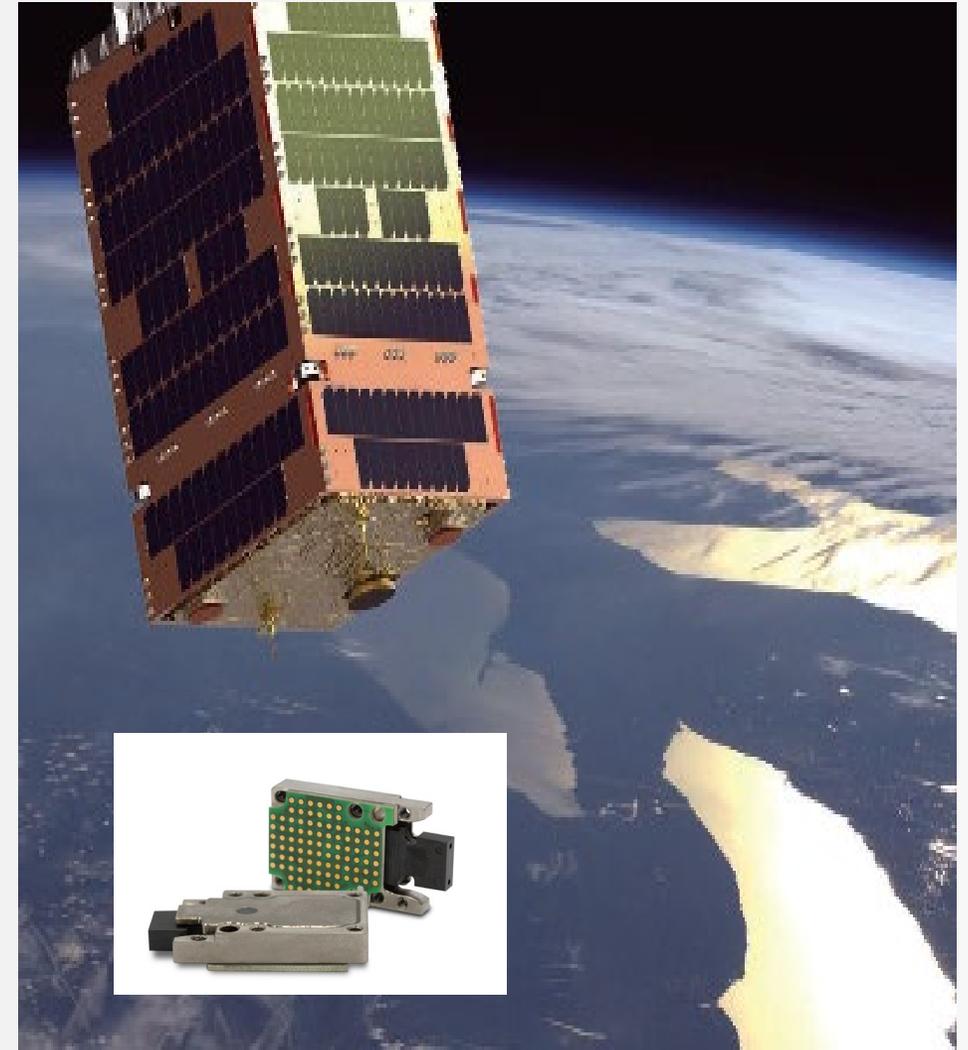
Products are optimised for speed, weight and power

Adjacencies: New fibre optic products for fast growing satellite communications

Market: Space (growth +14% per year)

Application: Satellite communication

- Next generation satellites need to communicate faster and handle more data as global demand for connectivity increases
- We have a range of products including radio frequency components, filters, robust connectors interposers and optical transceivers
- Our products are small and lightweight, and able to operate in the harsh environment of space
- Our optical transceiver technology enables communication speeds and data rates to triple from ~10 to ~28 gigabytes/second
- This demand for speed will increase with future generation satellites anticipating demand up to 50gb/s. These speeds require fibre-optic technologies
- Strong demand from customers for our products and innovation partnership on next generation satellites

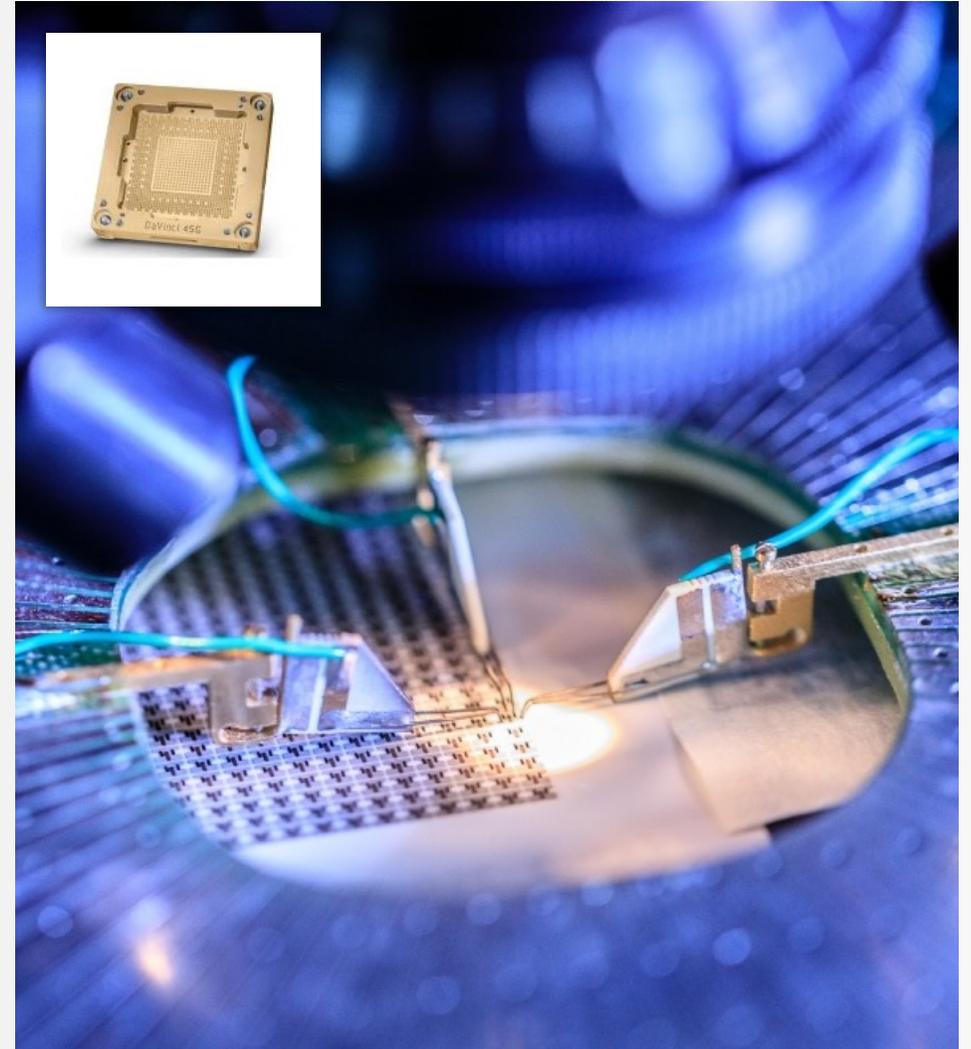


New Products: semi-conductor test

Market: Semi-conductor Test (growth +7% per year)

Applications: Chips for gaming, computing, IoT etc.

- Next generation technologies such as 5G, artificial intelligence, deep cognitive learning, vehicle-to-vehicle communication and self-driving vehicles are driving demand for high-speed semi-conductors, data transfer and processing technologies
- Smiths Interconnect designs and manufactures advanced test socket solutions used to test the most advanced semi-conductor chips
- Smiths Interconnect's test sockets provide high-performance, high-reliability testing of the integrated circuits
- The DaVinci™ series utilises specialised engineering to allow reliable testing of high frequency signals for the fastest and smallest semi-conductor chips
- The next generation of DaVinci™ products currently under development allow testing of even smaller higher density chip technology



New Products: aviation communication

Market: Aviation communication (growth +5% per year)

End-application: Antennae for Satellite Communication

- The fast-growing business jet market is stimulating demand for advanced onboard antenna units
- Size, weight and power is critical as the antenna unit needs to be small, light weight yet extremely robust
- We have launched a lightweight antenna system to be used in tail-mount installations combining the radio frequency electronics, antenna aperture and positioning system in a single unit
- Antenna provides always-available, reliable, secure connectivity, anytime and anywhere
- The system has been validated by the Federal Aviation Administration and has received Inmarsat approval for use over the Inmarsat Global Xpress Ka-band network



Smiths Interconnect: Closing Remarks

- Smiths Interconnect has enormous potential and a tremendous opportunity to accelerate growth
- We are well positioned to take advantage of this opportunity with our leading products, know-how, technologies and leadership in innovation
- We are well positioned in attractive fast-growing end-markets including space, aerospace and semi-conductor test
- We have the capability and the talent to execute



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SMITHS DETECTION

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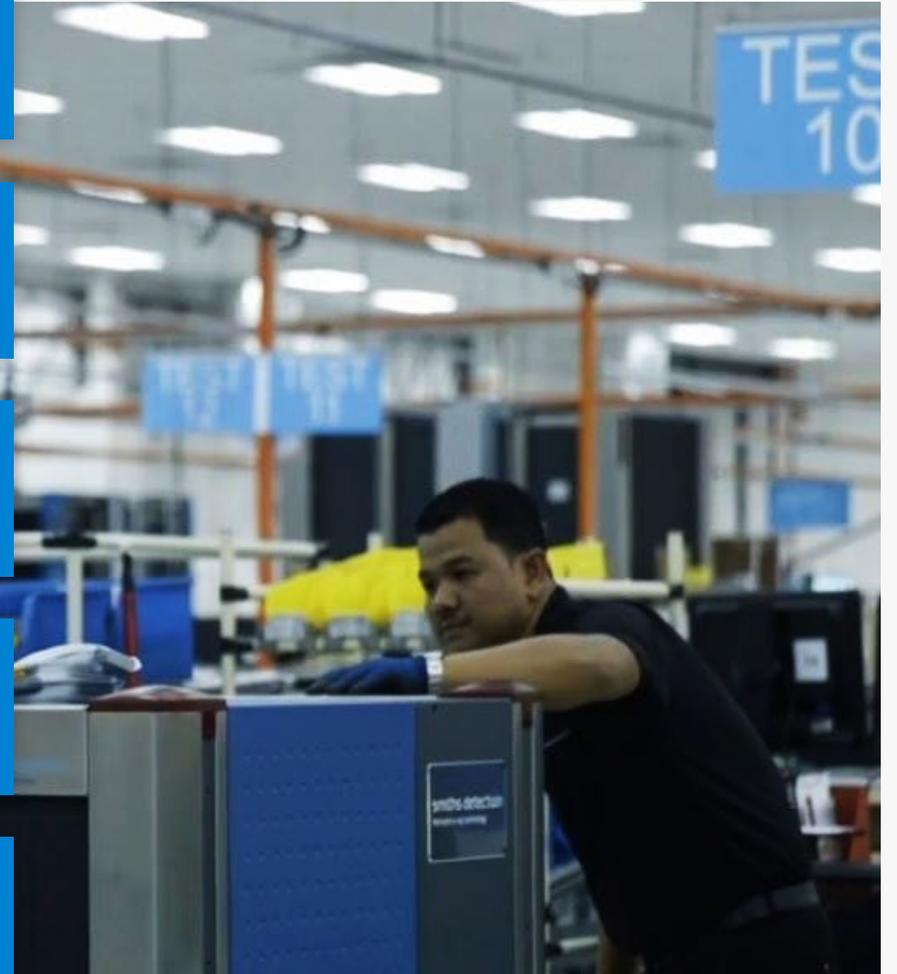


PRESIDENT
SMITHS DETECTION

ROLAND CARTER

Executive summary

- A global leader in our industry, driven to make the world a safer place
- Our technology, products and customer care are unrivalled
- Resilience during COVID-19 is the result of our strong order book and aftermarket
- Focused on expanding both our global reach and product offering to grow adjacencies
- Leveraging our digital expansion and sustainability agenda to retain and grow our customer base



Smiths Detection: Supporting safety, security and freedom of movement

Key Metrics (FY2021)

REVENUE

£721m (30% of Cont. Group)

HEADLINE OPERATING PROFIT

£99m (24% of Cont. Group)

HEADLINE OPERATING MARGIN

13.7%

ROCE

9.7%

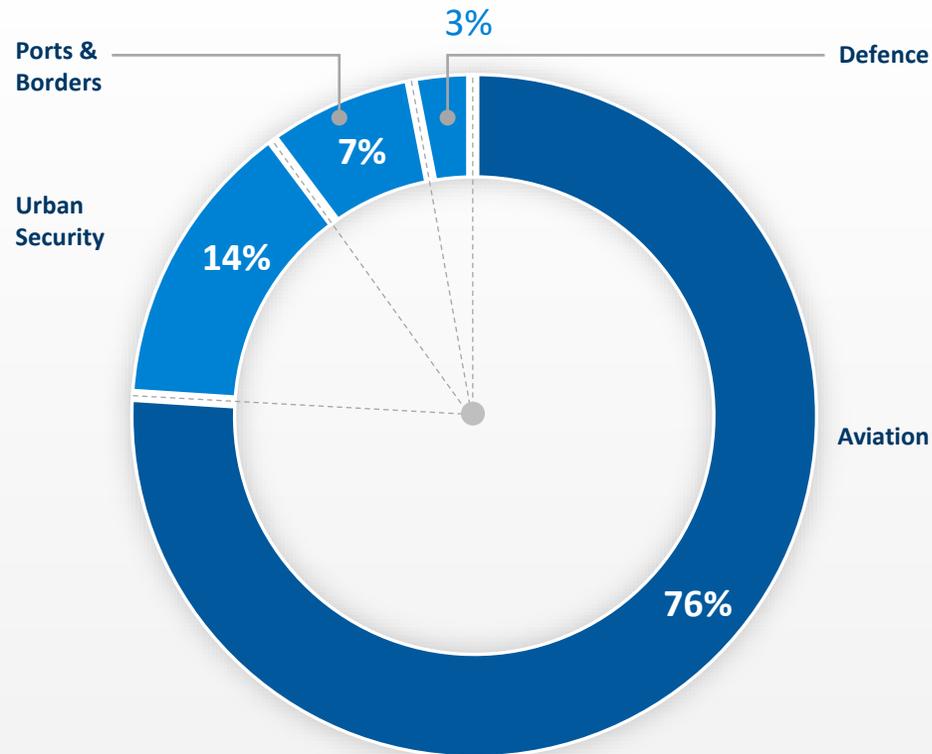
CASH CONVERSION¹

120%

AFTERMARKET % OF REVENUE

46%

Revenue by Sector



Market Growth Drivers

- Mega trends: trade, travel, urbanisation, persistent and evolving terror and other threats
- Customer need for integrated digital solutions
- Increased interest by customers in sustainable solutions
- Equipment replacement cycle, typically 8–10 years
- Increasing regulatory requirements

Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



Execution



People

Smiths Detection: fundamental strengths

OUR STRENGTHS



World-Class Engineering

- Leading technologies leveraged across a broad range of markets
- Significant R&D capability (7.4% revenue invested in R&D in FY21)



Leading Positions in Critical Markets

- Global market leader with the largest installed base
- Expanding footprint in strategic markets
- Customer intimacy and loyalty through equipment cycle and from strong aftermarket offer



Global Capabilities

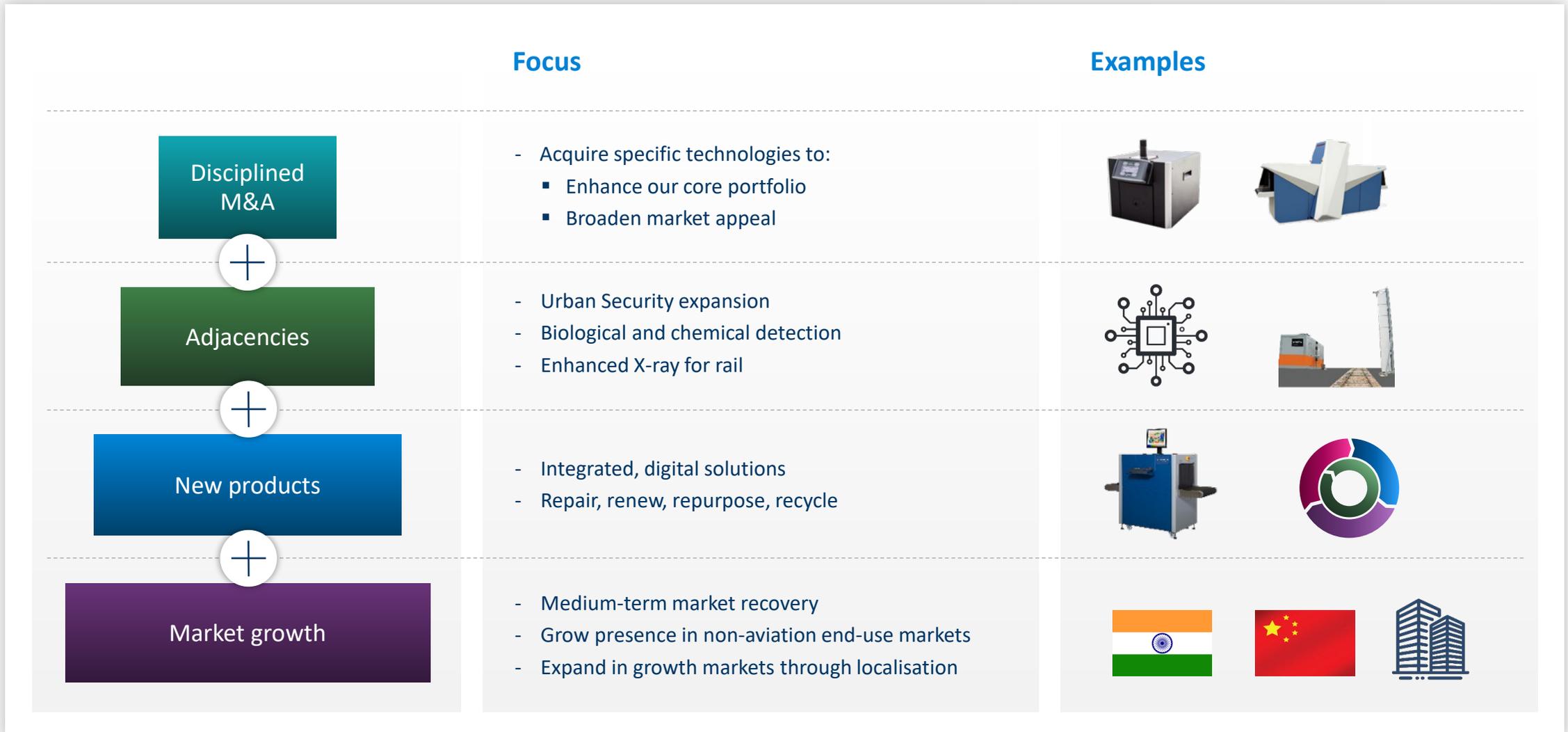
- Unmatched proximity services across more than 50 countries
- Global technical talent (service engineers and R&D capability)
- Unrivalled brand strength and reputation



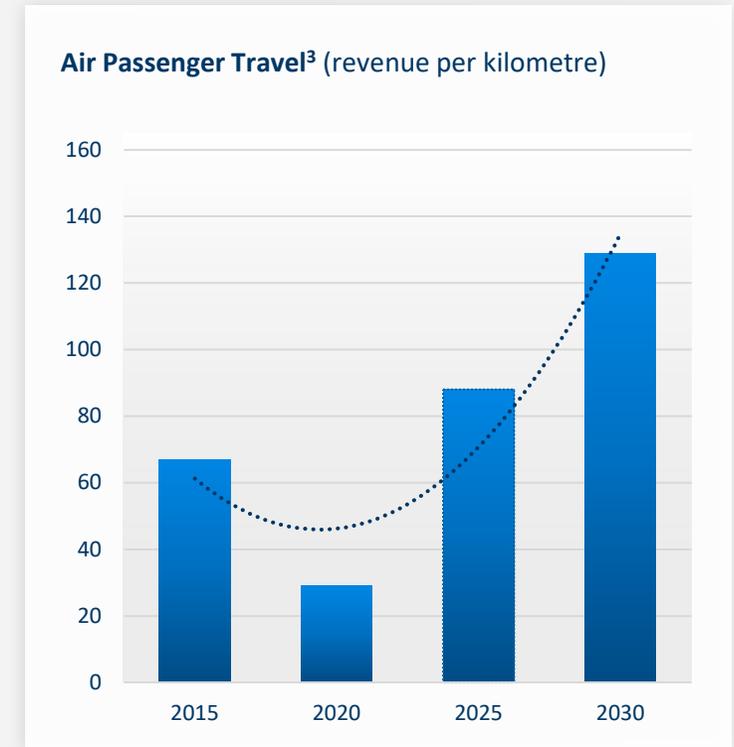
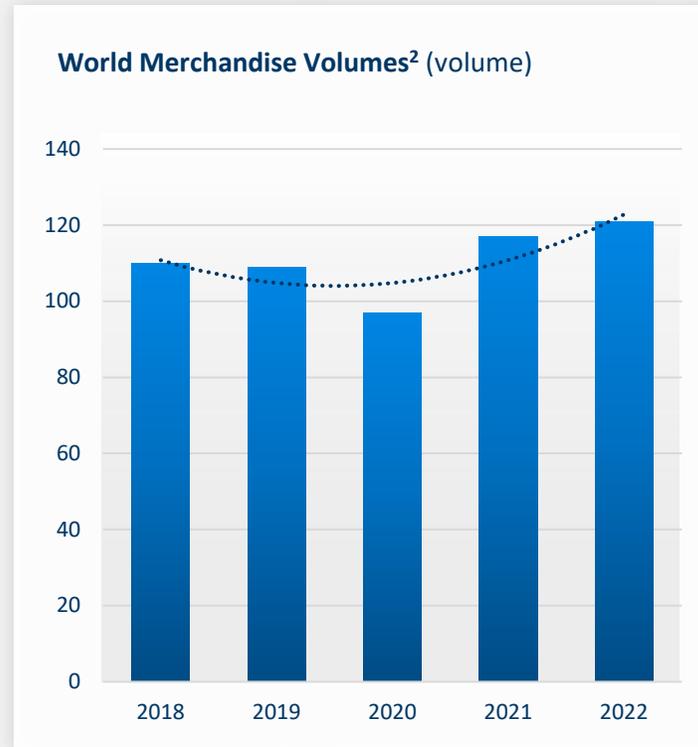
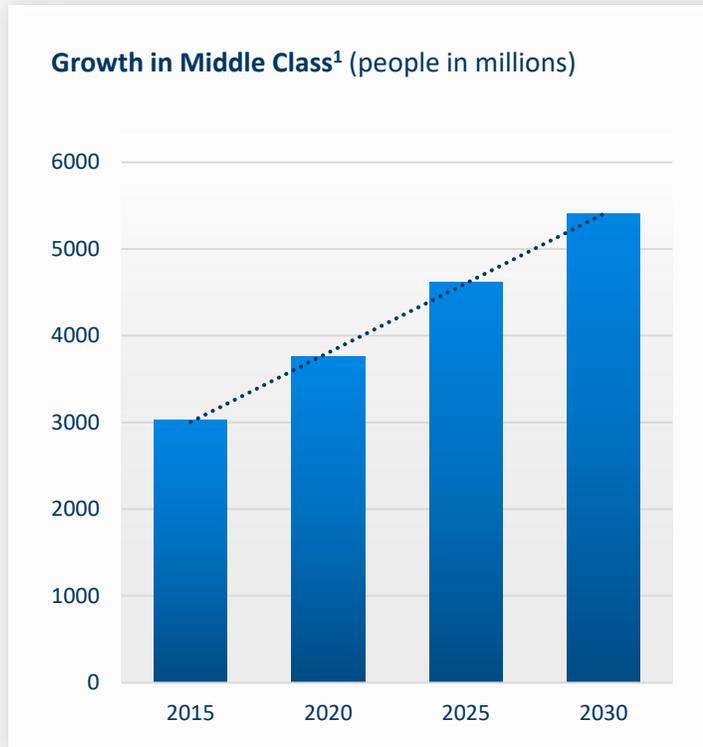
Robust Financial Framework

- Operating in regulated market segments that require product certification
- Installed base creates resilient, repeatable revenues
- Excellent cash conversion

How Smiths Detection accelerates growth



Market Growth: market context and long-term trends



- Fundamental drivers have not changed: increasing trade, increasing travel, changing and increasing threats
- Aviation passenger travel expected to recover by 2024
- Recovery of other segments in line with global and national GDP
- COVID-19 has heightened focus on operational efficiencies to keep costs down

Market Growth: geographic and end-use market expansion

Faster penetration in high growing market segments

- Grow product offering to appeal to new customers in adjacent markets
- Build our rental and leasing business models allowing us to work on large-scale, short-term events, and adapt to changing customer requirements
- Strengthen aftermarket through the development of digital upgrades, training, e-commerce and service management systems
- Scale of market opportunities

Extend in growth geographies

- Extend our strong foothold in growing markets, specifically, India and China
- Demonstrate commitment to regions through localisation activities, channel optimisation and partnerships
- Develop products on market-by-market basis

AVIATION



URBAN SECURITY



PORTS & BORDERS



DEFENCE



New Products



X-ray diffraction



Rail freight X-ray



Next-gen chemical detection



X-ray scanners for air cargo



Automatic threat recognition algorithms



Urban detection portfolio expansion



Cabin baggage management: automatic tray return system



Next-gen X-ray for hold baggage



Compact X-ray for urban security (e.g. court houses)



Cabin baggage CT scanner

New Products: X-ray scanner for trains

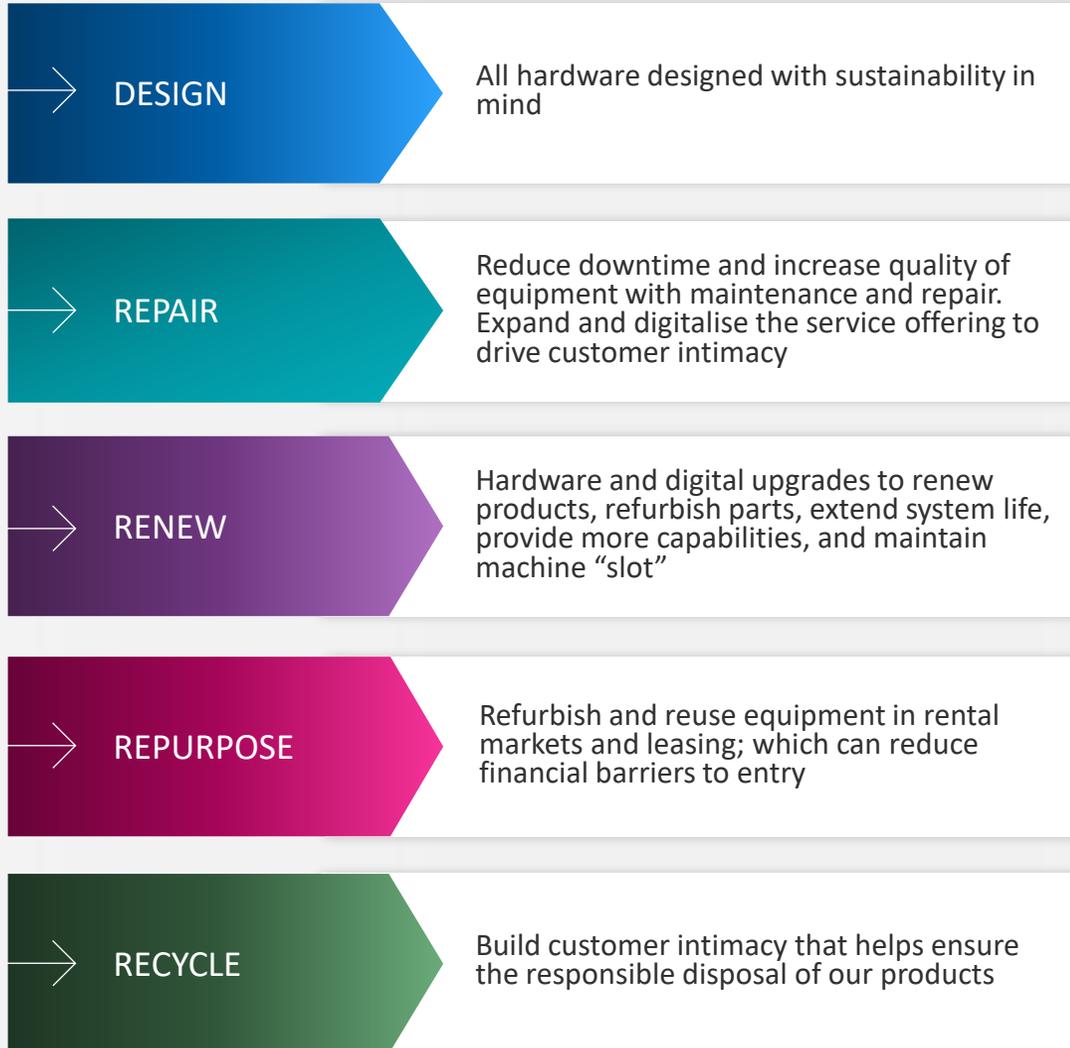
- Our rail freight inspection system uses high-energy X-ray to intercept dangerous goods and contraband transported by rail
- At the request of US Customs and Border protection (CBP), we enhanced this technology to make delivery of freight safer while allowing the logistical chain to keep moving
- Adapted to provide optimal X-ray at 20km/h, improved X-ray image quality, and the ability to scan continuously for 30 minutes
- Over the next five years, Smiths Detection is one of three companies able to bid on CBP rail scanner contracts, with the ceiling spend of up to £275m
- Customisation will benefit other customers globally
- It is expected that there will be growth in rail freight with the development of the New Silk Road and demand for lower-emission transport



Initial order value:

£10m

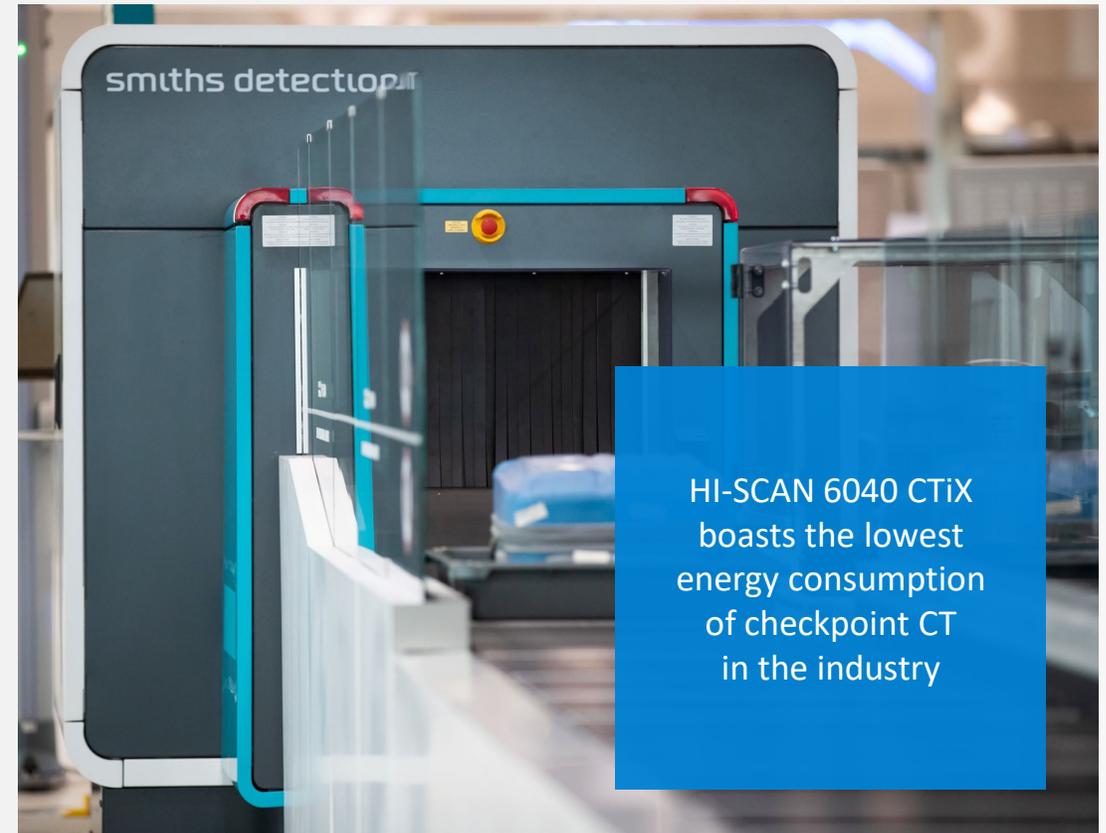
Sustainability agenda: Repair, Renew, Repurpose, Recycle



Percentage of parts
refurbished today

10%

↑ Opportunity
to grow



Adjacencies: biological and chemical detection

Advancing our chemical and introducing biological sensing capabilities to our portfolio reaches more customers



BIOLOGICAL ADJACENCIES

- Acquisition of biological monitoring capability brings knowledge and technology in-house
- Broaden reach in Urban Security (e.g. mail-room screening, food safety, agriculture) and open avenues for innovation



EXPANDING CHEMICAL DETECTION

- Recently improved the capability of chemical detector LCD to also detect narcotics and explosives
- Customer R&D partnerships drive technology development and open up new markets



Chemical detector
opportunity:

£66_m

Smiths Detection: Closing Remarks

- A global leader in our industry, driven to make the world a safer place
- Our technology, products and customer care are unrivalled
- Resilience during COVID-19 is the result of our strong order book and aftermarket
- Focused on expanding both our global reach and product offering to grow adjacencies
- Leveraging our digital expansion and sustainability agenda to retain and grow our customer base



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SUSTAINABILITY AT SMITHS

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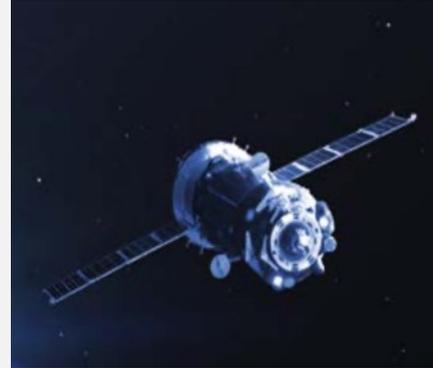


EXECUTIVE VICE PRESIDENT
ENERGY TRANSITION

AMY SIMPSON

Global Context: the vital importance of sustainability

- Smiths is committed to sustainability with solid fundamentals and a longstanding focus on reducing our environmental impact
- We drive improvements for customers in longevity, efficiency, integrity and resilience through smart engineering
- We need to do more: pathways to reduce emissions require urgent action by industry, government & society:
 - Accelerate clean electrification
 - Minimise methane leaks
 - Realise potential of energy efficiency
 - Boost clean energy innovation
- Building on our core capabilities, supporting customer needs through the energy transition is a significant growth opportunity for Smiths



Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



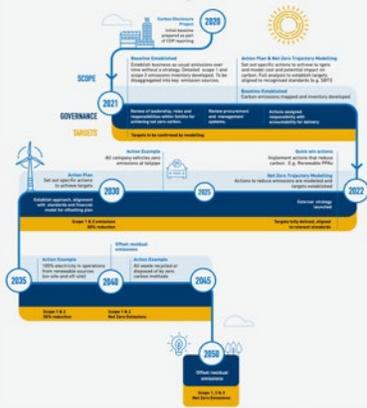
Execution



People

15 years of progress

Visible roadmap to Net Zero



Engaging our people



Continued alignment with TCFD



Taskforce on Climate-related Financial Disclosure



"Nurture" environmental campaign



→ Environmental progress since 2007



Greenhouse Gas Emissions –
Reduced by 60%



Renewable Electricity –
Increased to 58%



Energy Usage –
Reduced by 38%



Water Usage –
Reduced by 53%



Non-Recyclable Waste –
Reduced by 62%



Driving further improvement through smarter engineering

JOHN CRANE

Mission-critical flow control solutions

- Efficient, reliable energy
- Asset integrity and longevity
- CCUS, blue hydrogen
- Water conservation and purification



SMITHS DETECTION

Detection and screening technologies for safety, security and freedom of movement

- Biodefence, mail screening, evolving terror threats
- Rapid testing
- Food safety



FLEX-TEK

Safe and efficient movement of liquids and gases

- Housing and commercial buildings
- Healthcare components



SMITHS INTERCONNECT

High-speed, secure connectivity in critical applications

- Rail
- Commercial aircraft
- Outer space



Our recent progress, targets and commitments

Progress & Commitments

1. Sustainability committee established at Board level, chaired by senior Board member
2. Executive compensation is linked to sustainability targets
3. Dedicated Chief Sustainability Officer (CSO) to drive sustainability strategy and targets through business
4. Supporting and amplifying Global Commitments
 - Stronger, more visible communications
 - Meet commitments: Business Ambition for 1.5C – UN Race to Zero



→ Environmental Targets 2024



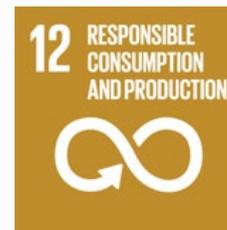
Greenhouse Gas Emissions
- **Reduce GHG by further 5%**

Renewable Electricity
- **Increase renewables use to > 63%**



Water Usage
- **Decrease by 5% in stressed areas**

Water reduction projects
- **New target: 10 projects per year**



Non-Recyclable Waste - **Reduce waste by further 5%** with each division reducing product packaging

- Complete DfS assessments
- Establish packaging baseline
- **New target: 8 projects per year**

Re-energised team focused on sustainability excellence

Smiths Executive Team



Paul Keel
CEO

Sustainability Advisors



Sir Kevin Tebbit
SVP Corporate Affairs



Mel Rowlands
Group General Counsel



Tim McGraw
VP Global HSE



John Ostergren
Chief Sustainability Officer



Sheena Mackay
Group HR Director



John Shipsey
CFO



Jean Vernet
President,
John Crane



Roland Carter
President,
Smiths Detection



Julian Fagge
President,
Smiths Interconnect



Pat McCaffrey
President,
Flex-Tek



Tony Tielen
Group Operational
Excellence Director

Smiths Board

Science, Sustainability & Excellence Committee



Dame Ann Dowling
SSE Committee Chair



Sir George Buckley
Chairman



Karin Hoeing
Non-Executive
Director



Pam Cheng
Non-Executive
Director

Sustainability represents a strong growth opportunity for each of our businesses

JOHN CRANE

Mission-critical flow control solutions

- Increased efficiency
- Water conservation
- Methane reduction
- CCUS
- Energy transformation
- Green hydrogen
- Concentrated solar
- Filtration for polymer recycling



SMITHS DETECTION

Detection and screening technologies for safety, security and freedom of movement

- Evolving terror threats
- Rapid testing
- Energy efficient cooling solutions
- Improving aviation efficiency
- Minimising crop loss



FLEX-TEK

Safe & efficient movement of liquids and gases

- Healthcare components
- Increasing efficiency in jet engine design
- Air quality sensing
- Green steel



SMITHS INTERCONNECT

High-speed, secure connectivity in critical applications

- Electrification
- Smart systems for urbanisation
- Efficient healthcare systems



We are shifting gear to accelerate growth and multiply our sustainability influence

→ Smiths is striving for best-in-class sustainability performance

→ Committed to multiply our influence through value chain

→ Re-energised with new CSO and Board committee

→ Long term incentives on sustainability targets to drive sustainable business

→ Tremendous growth opportunity in serving customer sustainability needs

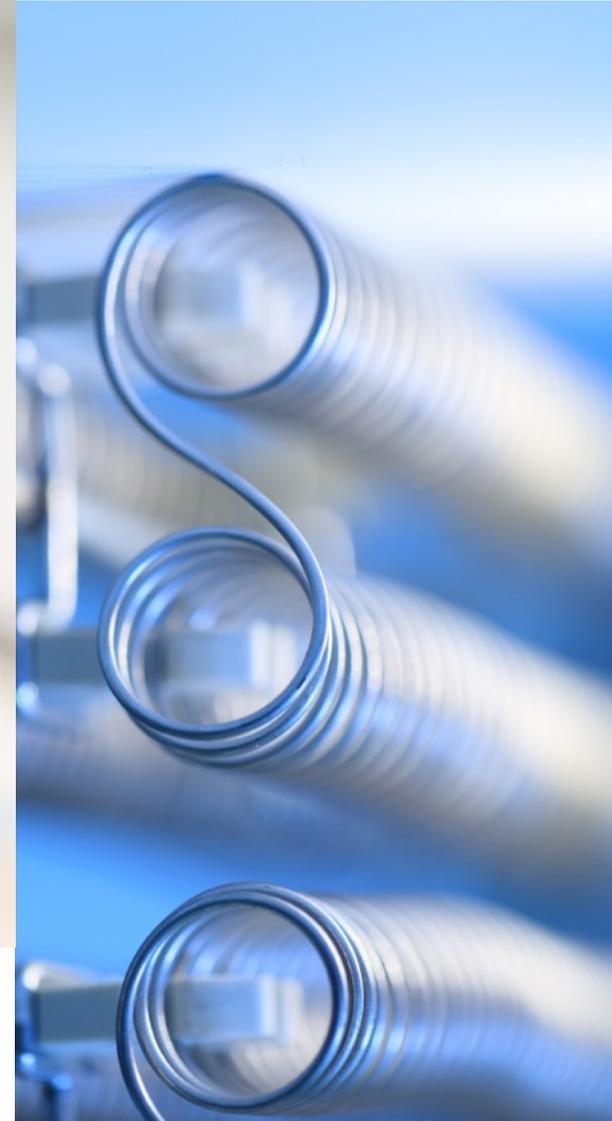
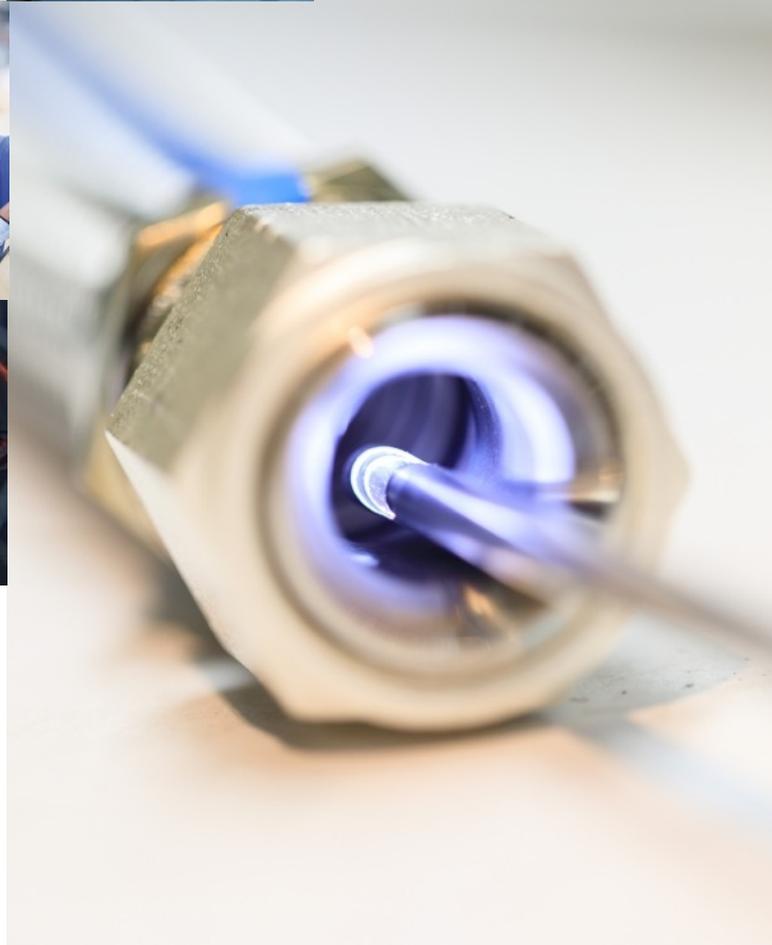




THANK YOU



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FLEX-TEK

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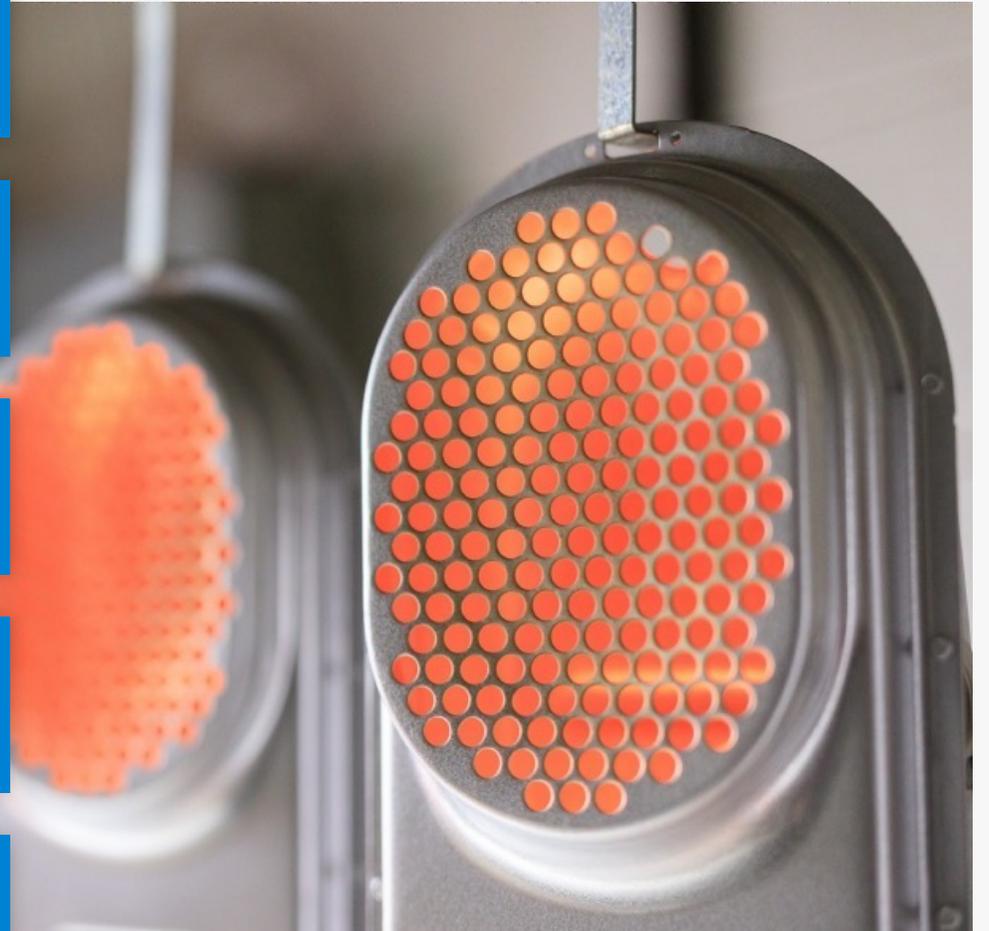


PRESIDENT
FLEX-TEK

PAT McCAFFREY

Executive summary

- We have high confidence in our growth prospects
- Solid track record of growth: 5-year revenue CAGR 11%, operating profit CAGR 12%
- Strong positions in multiple attractive markets e.g. construction and aerospace
- Leading innovator in our segments, opportunities to expand internationally
- People are the key to our success with a culture of high performance



Flex-Tek: safe and efficient movement of fluids and gases

Key Metrics (FY2021)

REVENUE

£508m (21% of Cont. Group)

HEADLINE OPERATING PROFIT

£97m (23% of Cont. Group)

HEADLINE OPERATING MARGIN

19.1%

ROCE

21.6%

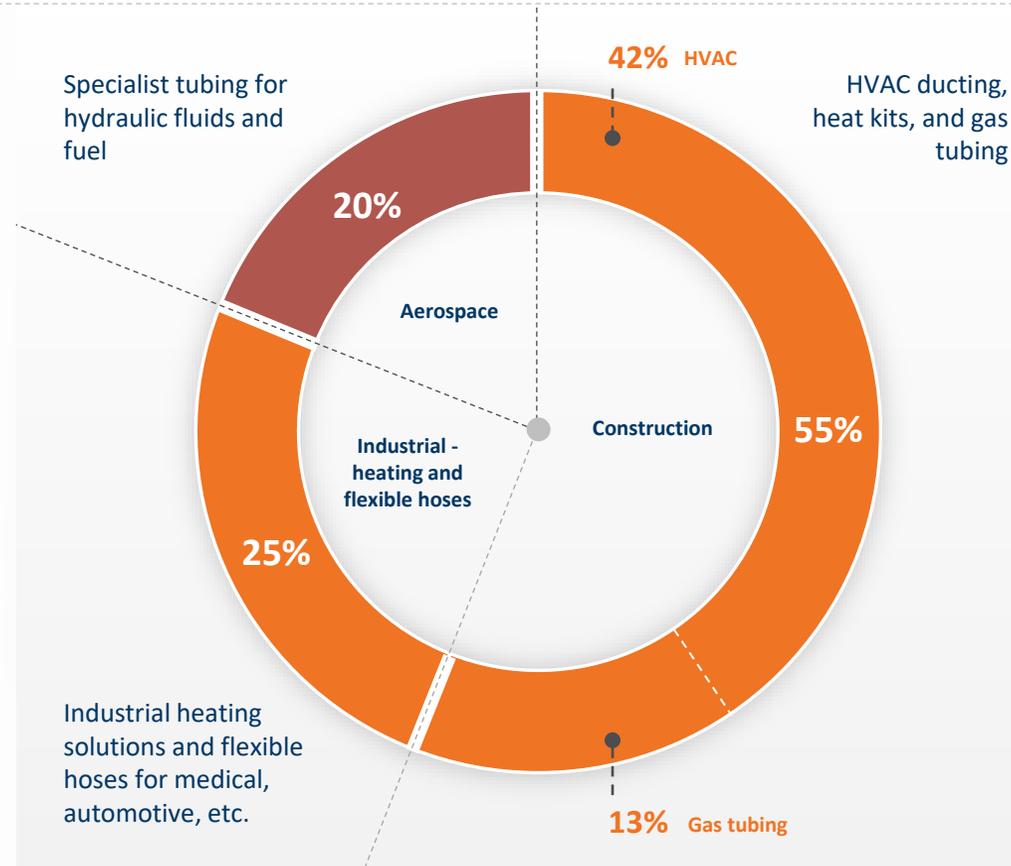
CASH CONVERSION¹

107%

RECURRING REVENUE

53%

Revenue by Sector



Market Growth Drivers

- High demand for new housing construction
- Recovery and future growth in aerospace
- Growing demand for medical devices
- Global need to improve energy efficiency and reduce emissions

Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



Execution



People

Flex-Tek: fundamental strengths

OUR STRENGTHS



World-Class Engineering

- Strong capability in design, manufacture and engineering: multi-layer pipe technologies, proprietary heating wire alloys, flexible and hybrid aircraft tubing
- Segment leading product innovation: FlashShield+, floating core duct, heated wire medical hose, NZT wire



Leading Positions in Critical Markets

- Strong customer relationships built through high level of customer responsiveness helping satisfy customers' current and future needs, such as the new refrigerant line sets development



Global Capabilities

- Proximity to existing customer base
- Significant opportunity to expand internationally
- Opportunity to leverage Group's global footprint



Robust Financial Framework

- Track record of sustained growth
- Close management of operations to deliver superior margins
- Attractive returns and strong cash conversion
- Group support in funding growth

The Flex-Tek growth story

5-YEAR TRACK RECORD

→ 11% total revenue CAGR
12% total operating profit CAGR

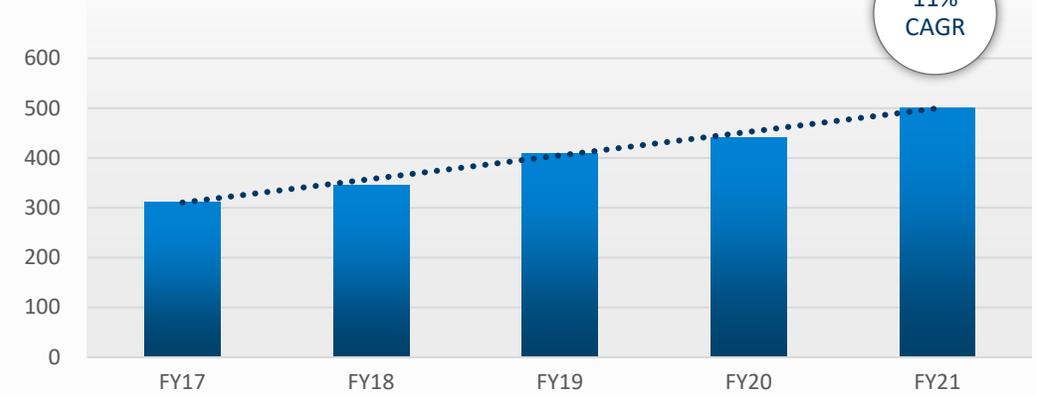
→ 4% organic revenue CAGR
5% organic operating profit CAGR

→ 100% average cash conversion

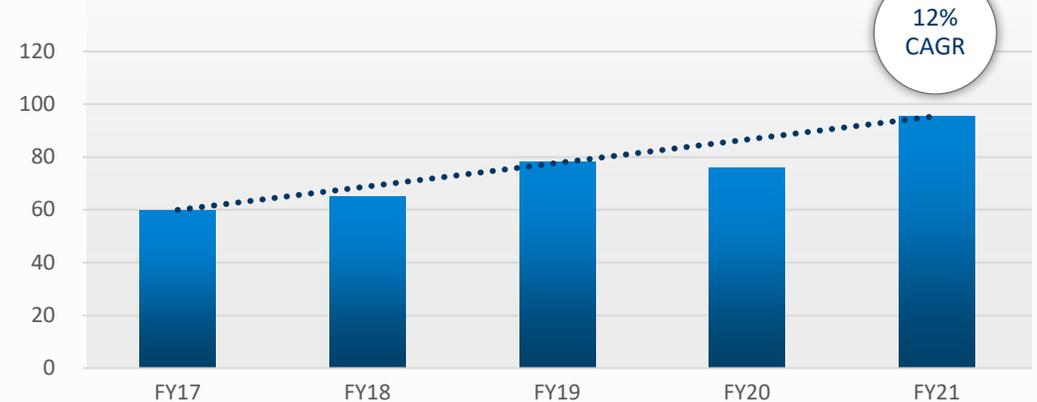
→ FY21 revenue £508m
19% operating profit margin

→ FY21 trade working capital 21.4%

Revenue growth (£m)



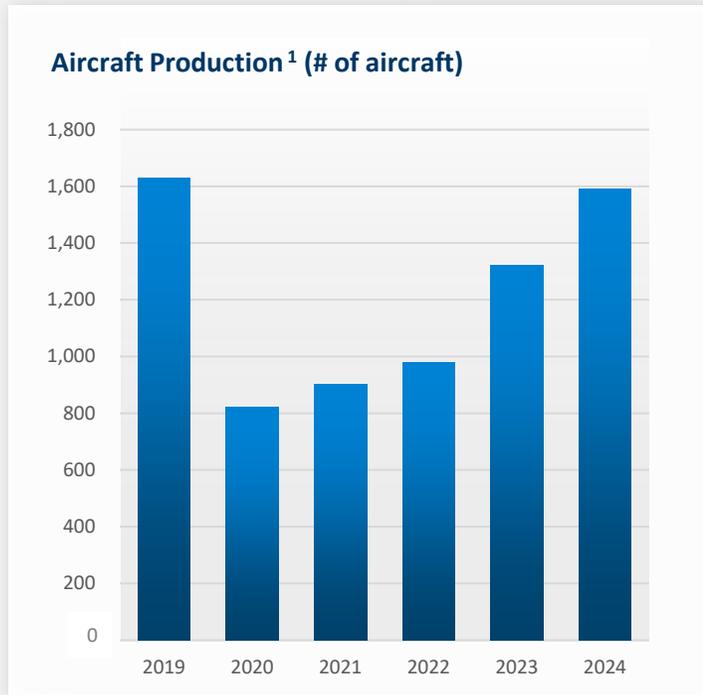
Operating profit growth (£m)



How Flex-Tek accelerates growth

	Focus	Examples
<p>Disciplined M&A</p> <p>+</p>	<ul style="list-style-type: none"> - To accelerate access to product adjacencies and geographic growth 	<ul style="list-style-type: none"> - Aerospace (United Flexible – 2019) - HVAC portfolio (Royal Metal – 2021) 
<p>Adjacencies</p> <p>+</p>	<ul style="list-style-type: none"> - New platforms to support energy transition - Product and service adjacencies 	<ul style="list-style-type: none"> - Opportunities in aviation testing and CO₂ reduction 
<p>New products</p> <p>+</p>	<ul style="list-style-type: none"> - Enhancing efficiency - New heating focused products 	<ul style="list-style-type: none"> - Refrigerant line sets launching in early 2022 
<p>Market growth</p>	<ul style="list-style-type: none"> - Near-term market recovery - Significant opportunity to internationalise 	<ul style="list-style-type: none"> - High housing demand - A recovering and growing aerospace segment

Market growth: market context and long-term trends



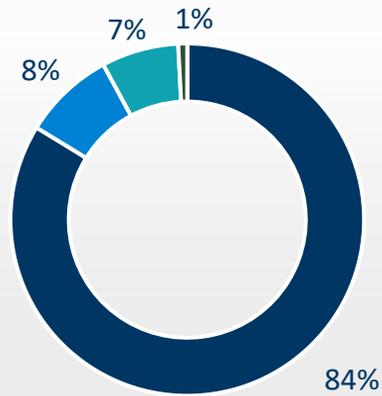
- **Aerospace:** recovery has begun, with commercial aircraft production expected to return to pre-COVID levels by 2025 and grow beyond this
- **Industrial:** focused on key segments with best growth rates such as global medical hose, industrial heating, and international opportunities
- **Construction:** demand high and likely to remain so for a further 12-24 months

5% overall blended market growth rate for next three years

Market growth: geographical and end-use market expansion

2021 Revenue by destination

- North America
- Europe
- APAC
- Rest of World



CSST in Europe:
penetration of the gas piping market similar to our success in the US adds a £150m segment



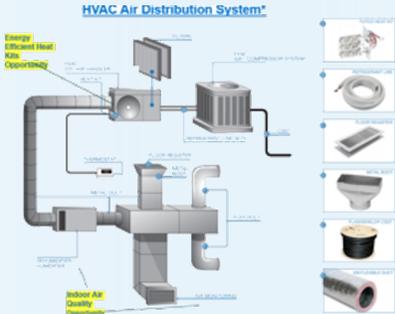
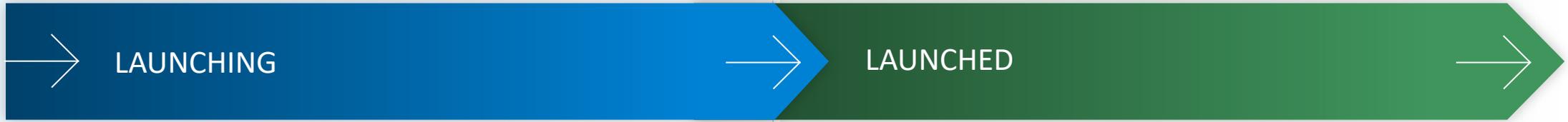
China:
Medical hose and automotive hose. A combined £50m opportunity



Operational improvements, using Smiths Excellence System, allow us to capitalise on growth opportunities



New products



New energy efficiency and indoor air quality HVAC products



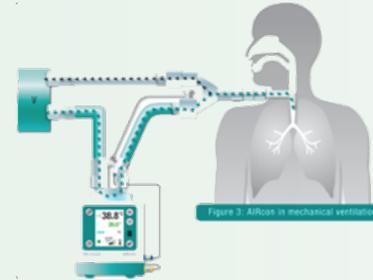
High temperature, flexible aerospace hoses



Multi-layer refrigerant line sets



Industrial heat



Heated wire CPAP hoses

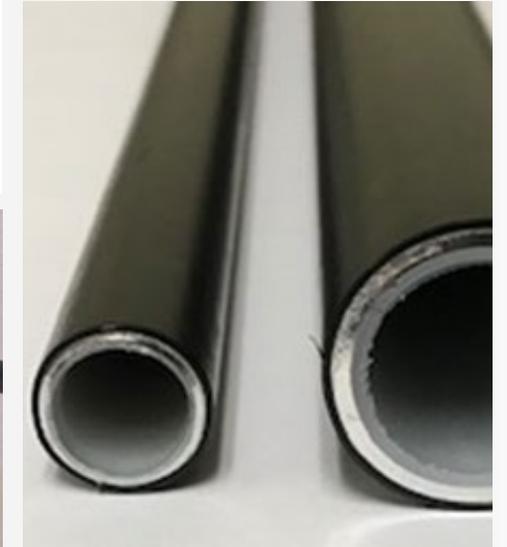
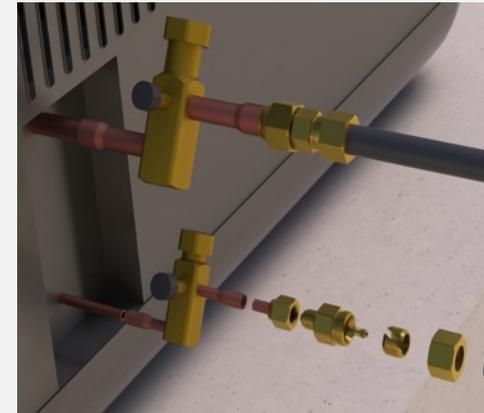


Lightning resistant flexible gas piping
JC Sens £100m

~£75m annual revenue opportunity over next 3-5 years

New products: Python line sets

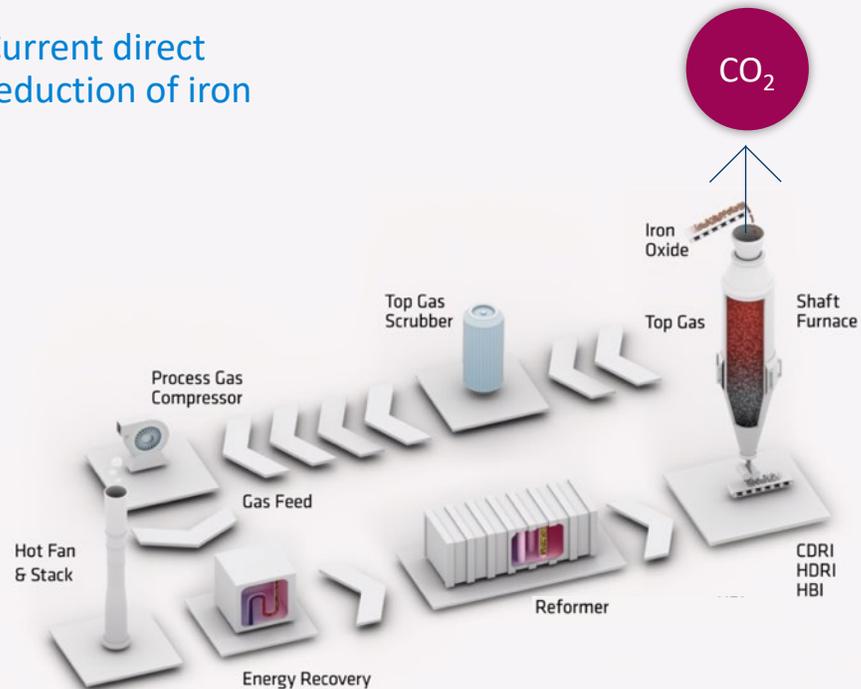
- A new product developed at customer request to replace copper tubing lines in HVAC systems - building on our Gastite multi-layer pipe technology
- It offers the contractor several advantages
 - Much greater price stability than copper tubing
 - Easy to install. Familiar system to Gastite customers
 - Eliminates the “kinking” problem
 - Reduces the risk of job site theft
- We launch the product in Q3 of this fiscal year
 - Penetration similar to CSST in the £300m market gives us an expected £150m served market
 - We expect margins in line with the current Gastite business and higher share as a first mover
- The product is initially designed for full size split HVAC systems and we expect to adapt it to mini-splits as well
- Other applications are under consideration to adapt our multilayer pipe experience to replace other rigid pipes with flexible solutions



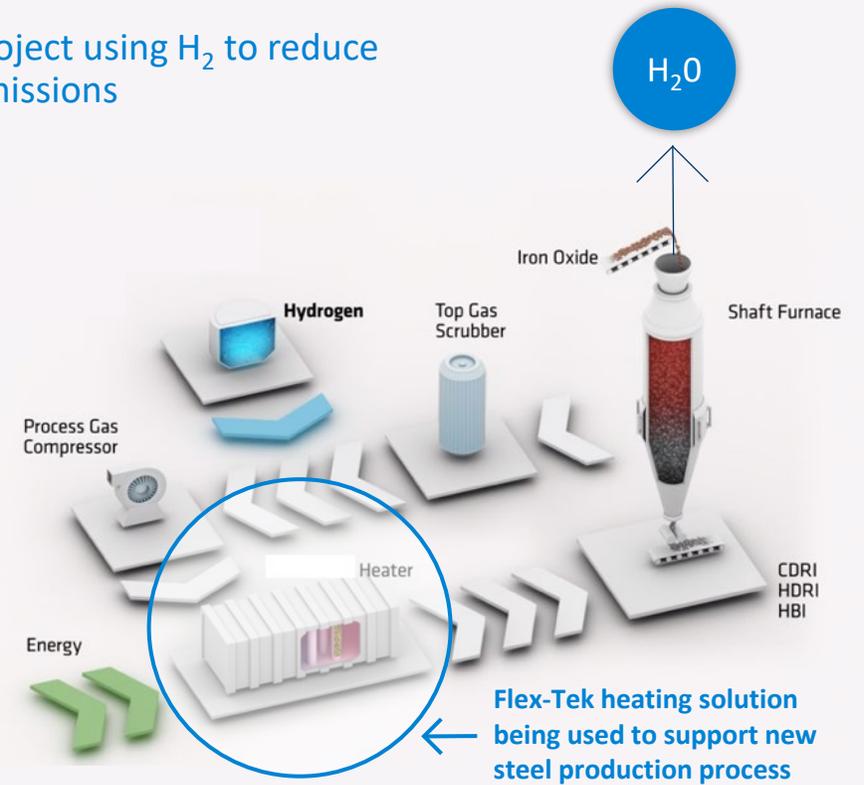
Adjacencies: new applications for industrial heating

A project to reduce CO₂ emissions in the production of steel

Current direct reduction of iron



Project using H₂ to reduce emissions



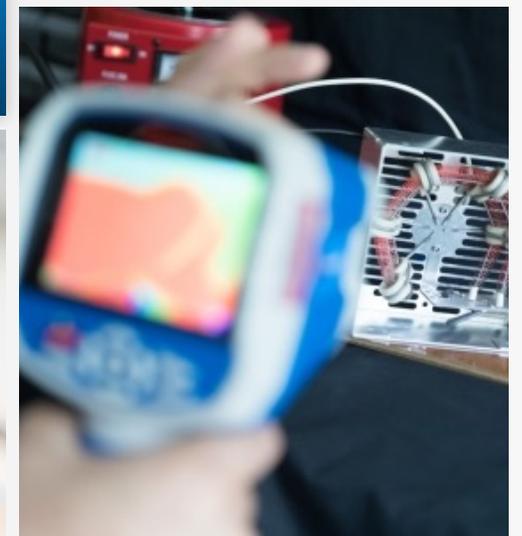
M&A: Royal Metal Products

- **Royal Metal Products** manufactures and sells metal and flexible ducting used in HVAC central heat and air systems
- Acquired for \$107m in February 2021, 7.6x trailing EBITDA
 - Revenue growth of 11% pre-acquisition, 26% post-acquisition
 - Margin improvement of 900bps since acquisition
- Added metal ducting to our line of HVAC products; a strong complement to our flexible ducting
- Complementary wholesaler relationships
- Ready for further US expansion using our existing Thermaflex sites
- Acquisition delivering ahead of plan



Flex-Tek: Closing Remarks

- We are very confident about delivering further growth
- Proven track record of consistent growth and margin expansion
- Well-positioned with strong relationships in attractive markets
- Driven to innovate and well placed to expand internationally
- Lean structure with incredible culture of great people





THANK YOU



www.smiths.com



JOHN CRANE

CAPITAL MARKETS EVENT – 17 NOVEMBER 2021



PRESIDENT
JOHN CRANE

JEAN VERNET

Executive summary

→ Attractive franchise with predictable, high margin, “sticky” revenues

→ Technology leader with mission-critical products and services at scale

→ Benefit in the short term from post-COVID recovery with opportunities across high growth geographies and non-O&G industrial markets

→ Exciting mid-term opportunities for sustained growth from global energy demand, methane remediation and relentless focus on efficiency

→ Well-positioned across all energy transition pathways, which all require high performance flow control



John Crane: Solutions for increased efficiency, emission reduction and energy transition

Key Metrics (FY2021)

REVENUE

£865m (36% of Cont. Group)

HEADLINE OP

£187m (45% of Cont. Group)

HEADLINE OPERATING MARGIN

21.6%

ROCE

20.0%

CASH CONVERSION¹

120%

AFTERMARKET % OF REVENUE

68%

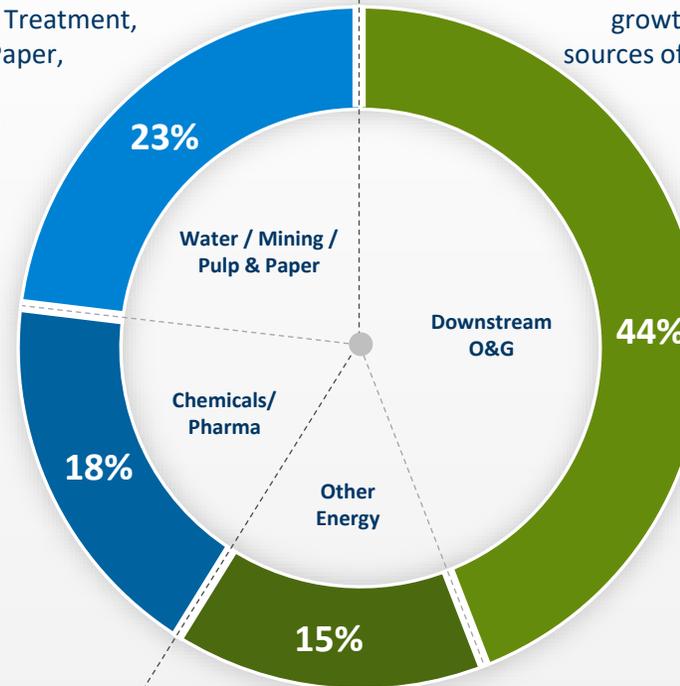
Revenue by Sector

Industrials

Mission critical industries growing at > GDP: Water Treatment, Mining, Pulp & Paper, Chemicals, Pharmaceuticals

Energy

Secular demand growth for all sources of energy



Market Growth Drivers

- Long-term growth in energy and primary resource demand
- Enhanced efficiency, environmental protection and cleaner processes
- Energy transition to a more diversified and cleaner low carbon energy ecosystem, including hydrogen, carbon capture, utilisation and storage (CCUS) and renewables, which require more demanding compression, pumping and filtration
- Digital transformation, GHG emissions measurement, remediation and monitoring

Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

Improving our world through smarter engineering

OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth



Execution



People

John Crane: Fundamental strengths

OUR STRENGTHS



World-Class Engineering

- Over 100 years of bringing technology and disruptive products to market
- Unique flow control expertise helping customers solve growing and conflicting critical needs



Leading Positions in Critical Markets

- Largest installed base, agnostic to pump and compressor OEMs
- Long-term end user relationships with 90% aftermarket retention throughout plant lifecycle



Global Capabilities

- Unmatched customer proximity with over 200 sites across more than 50 countries
- Global technical talent with > 2,000 engineers
- Leveraging Smiths Digital Forge matching world class AI with flow control expertise



Robust Financial Framework

- Resilient, repeatable revenues (68% aftermarket)
- High margins and excellent cash conversion

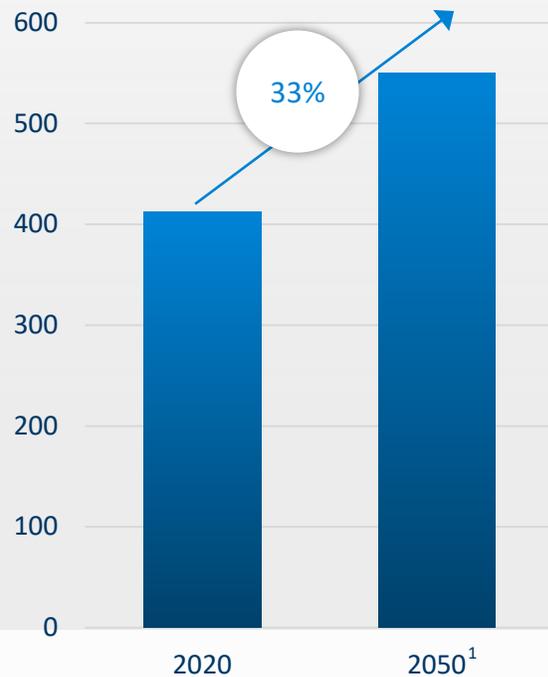
How John Crane accelerates growth

	Focus	Examples
<p>Disciplined M&A</p> <p>+</p>	<ul style="list-style-type: none"> - Acquire specific technologies to satisfy un-met/emerging customer needs - Exit less attractive end-use markets 	<ul style="list-style-type: none"> - Asset Management (XPD8 – 2015) - Filtration solutions (Seebach – 2017) - Diamond coatings (ADT Industrial – 2019) - Upstream O&G assets (divested 2017/2018) - Bearings (divested 2018)
<p>Adjacencies</p> <p>+</p>	<ul style="list-style-type: none"> - New platforms to support energy transition - Product/service adjacencies 	<ul style="list-style-type: none"> - Methane remediation services - Asset Management
<p>New products</p> <p>+</p>	<ul style="list-style-type: none"> - Enhancing efficiency - Supporting customer decarbonisation - New Industrial-focused products 	<ul style="list-style-type: none"> - Next generation seals - Digital enablement – e.g. John Crane Sense®
<p>Market growth</p>	<ul style="list-style-type: none"> - Near-term market recovery - Emerging market growth - Growing presence in Industrial markets 	<ul style="list-style-type: none"> - Significant demand growth driven by population growth/living standards - Leverage global network to meet local content and lead-time requirements - New market-focused products

Market Growth: John Crane is well-positioned under any energy transition scenario

Massive growth in energy demand driven by population growth and higher standards of living

Exajoules/year



- Efficiency must increase 2%-3% p.a. to meet growth in energy demand²
- John Crane contributes through:
 - Core offerings that deliver efficiency and reliability to our customers' operations
 - Asset Management services that help customers maximise the efficiency and reliability of existing infrastructure
 - Digital innovation that enables continued efficiency increases



- Climate crisis requires pivoting to low carbon energy sources while satisfying growing demand
- Every future scenario¹ requires both:
 - Cleaner hydrocarbon energy, which benefits our Asset Management and Methane Management offerings and leading position in carbon capture
 - Massive investment in alternative energy sources such as hydrogen, ammonia, nuclear, which leverages our core strength in high criticality pumping and compression



Market Growth: Core business growth from geographies and industrial verticals

Most of the energy segment growth comes from emerging markets



- Strong established global footprint
- Expand share in high volume segments
- Leverage global network to meet local content and lead time requirements

Industrial markets driven by secular mega trends



- Currently under-served by John Crane
- Bring full breadth of innovative material science and manufacturing technologies to meet industry challenges

New Products

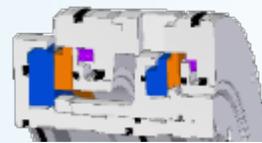


Dry gas seals for very light hydrocarbons

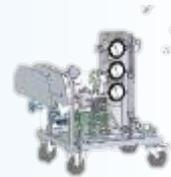


Integrated greenhouse gas monitoring stack

- 24 new product launches FY20-FY22
- Doubling of R&D investment
- Net vitality forecast to increase significantly by FY25



Zero emission seal and panel for methane



Varnish removal filter



Next-gen pipeline seals



Access From Multiple Devices



Third-party Systems Data Sharing

JC Sense / Digital

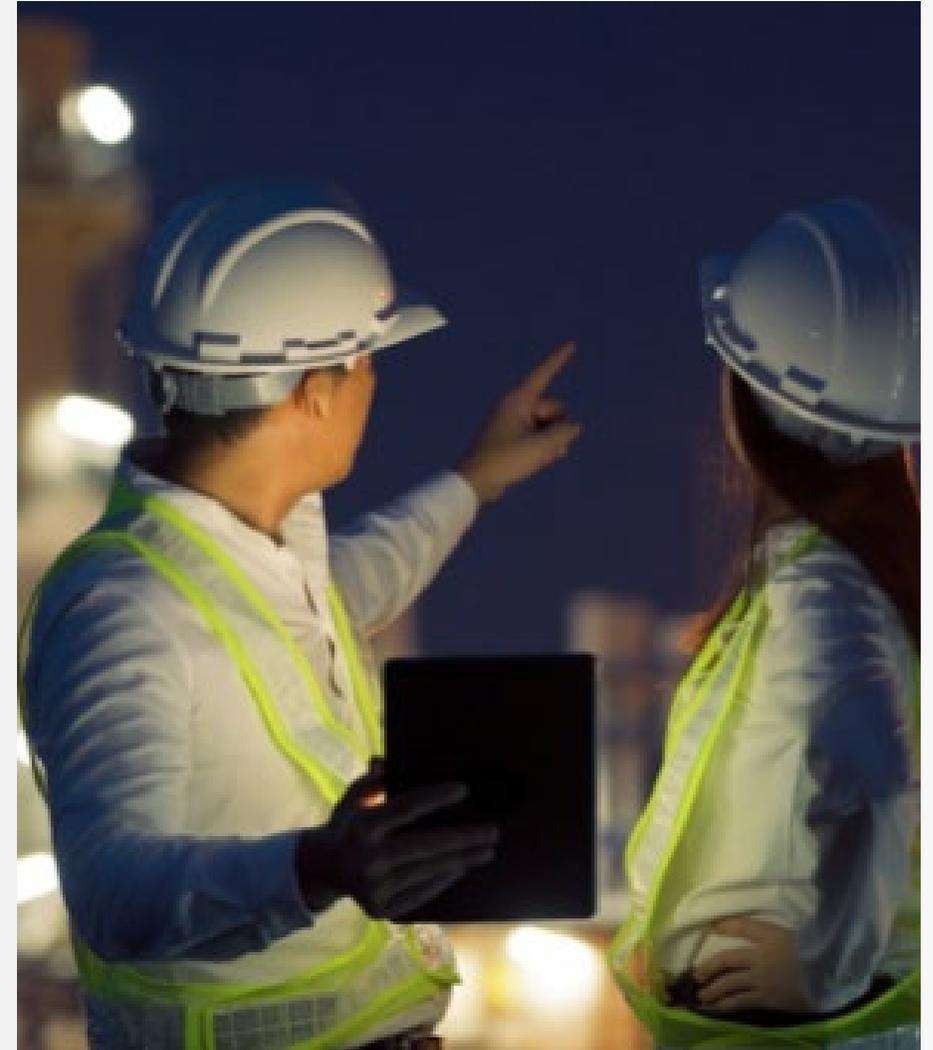


Carbon LF seals for LNG – resists surface degradation

~£100m annual revenue opportunity in 5 years

New Products: John Crane Sense®

- John Crane Sense® is a digital asset health, diagnostic, and industrial IoT platform
- Significant investment in successful field trial programme
 - Over 1 million field trial hours from customer pilots
 - A major liquefied natural gas producer used John Crane Sense® and reduced their planned maintenance schedule by 8 days, saving an estimated \$4m in production losses
- John Crane Sense® Turbo: industry-first, seal-embedded sensors provide prognostics that predict failures of critical assets
- John Crane Sense® Pumps: aim at self-healing, creating optimal operating conditions through smart monitoring, reducing the need for asset redundancy
- John Crane Sense® Monitor: target wireless high-end frequency measurements with extended battery life and advanced AI analytics



New Products: Supporting energy transition



- Supporting technologies for leading blue hydrogen and carbon capture, utilisation and storage (CCUS) in Alberta, Canada
- High reliability in harsh, super-critical CO₂ operating environments with extreme pressures, temperatures and speeds
- Energy transition experience grounded in landmark carbon capture projects such as Sleipner gas field and the Gorgon project
- Majority of all CO₂ injection capacity globally uses John Crane dry gas seals
- Committed to the development of new technologies to accelerate energy transition including:
 - Sealing technologies for hydrogen and carbon dioxide
 - Zero-emission gas seals and systems
 - Filtration solutions for carbon dioxide, hydrogen and ammonia

Adjacencies: New platforms to support customers in the energy transition

Methane Remediation Services



- Comprehensive methane remediation services providing emissions detection, quantification, repair and permanent monitoring
- Asset integrity: turn-key service for centrifugal compressor shaft seal retrofits and upgrades and other leak prone assets
- Zero-emissions portfolio including seals and digital platform permanent monitoring and quantification of fugitive methane

Asset Management



Maintenance Engineering



Spares & Inventory Optimization



Condition-based Maintenance & Monitoring



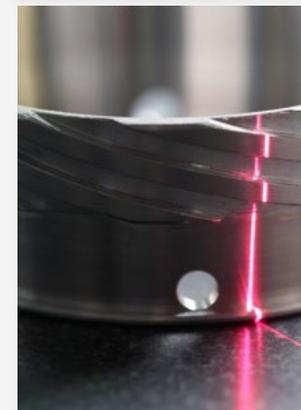
Asset Life Cycle Management

- Reliability and maintenance optimisation services at scale enabled by digital with decision/control capabilities and energy efficiency services
- Enhanced asset lifecycle management capabilities
 - Process change management
 - Process performance management
 - Inspection and preventive maintenance philosophy
 - Asset longevity/extension management

~£100m annual revenue opportunity in 5 years

John Crane: Closing Remarks

- Predictable, high margin, “sticky” revenues
- Technology leader with mission-critical products and services
- Benefit from post-COVID recovery with opportunities across high growth geographies and industrial markets
- Exciting mid-term opportunities for sustained growth from global energy demand, methane remediation and relentless focus on efficiency
- Well-positioned across all energy transition pathways





THANK YOU

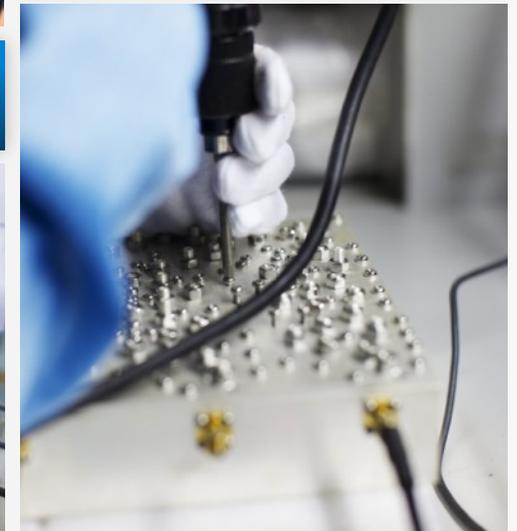
CLOSING REMARKS

Paul Keel



Key Take-Aways

- Smiths is an intrinsically strong company
- We have an exciting opportunity for significant near and longer-term value creation
- The key to unlocking this value is moving with greater pace and urgency, delivering performance reflective of our capabilities
- The Smiths Value Engine outlines how we do this by connecting Our Purpose, Our Strengths and Our Priorities of Growth, Execution and People
- The financial output of the Engine is powerful - recurring revenue growth fuelled by high margins and returns, converting into exceptional cash generation



Smiths Value Engine

OUR PURPOSE



PIONEERS OF PROGRESS

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OUR STRENGTHS



World-Class Engineering



Leading Positions in Critical Markets



Global Capabilities



Robust Financial Framework

OUR PRIORITIES



Growth

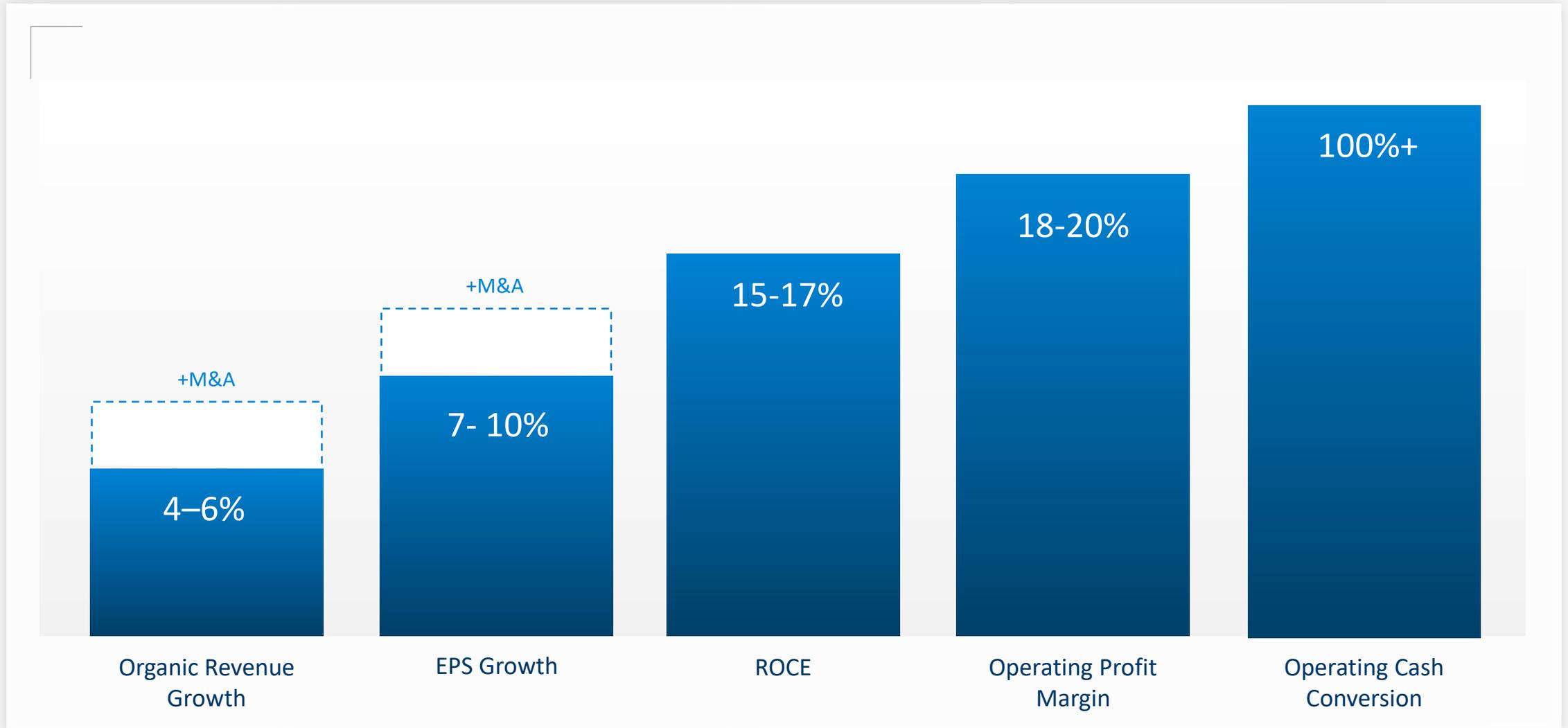


Execution



People

Medium-Term Financial Targets





THANK YOU