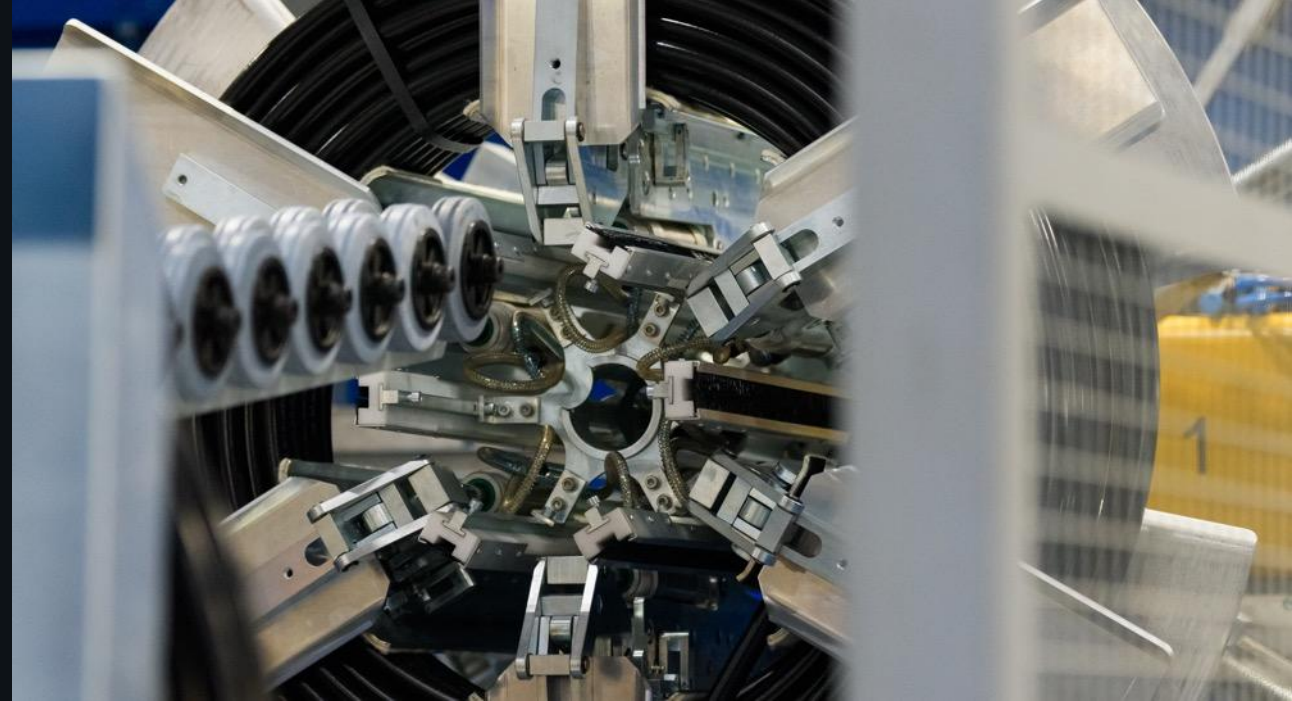
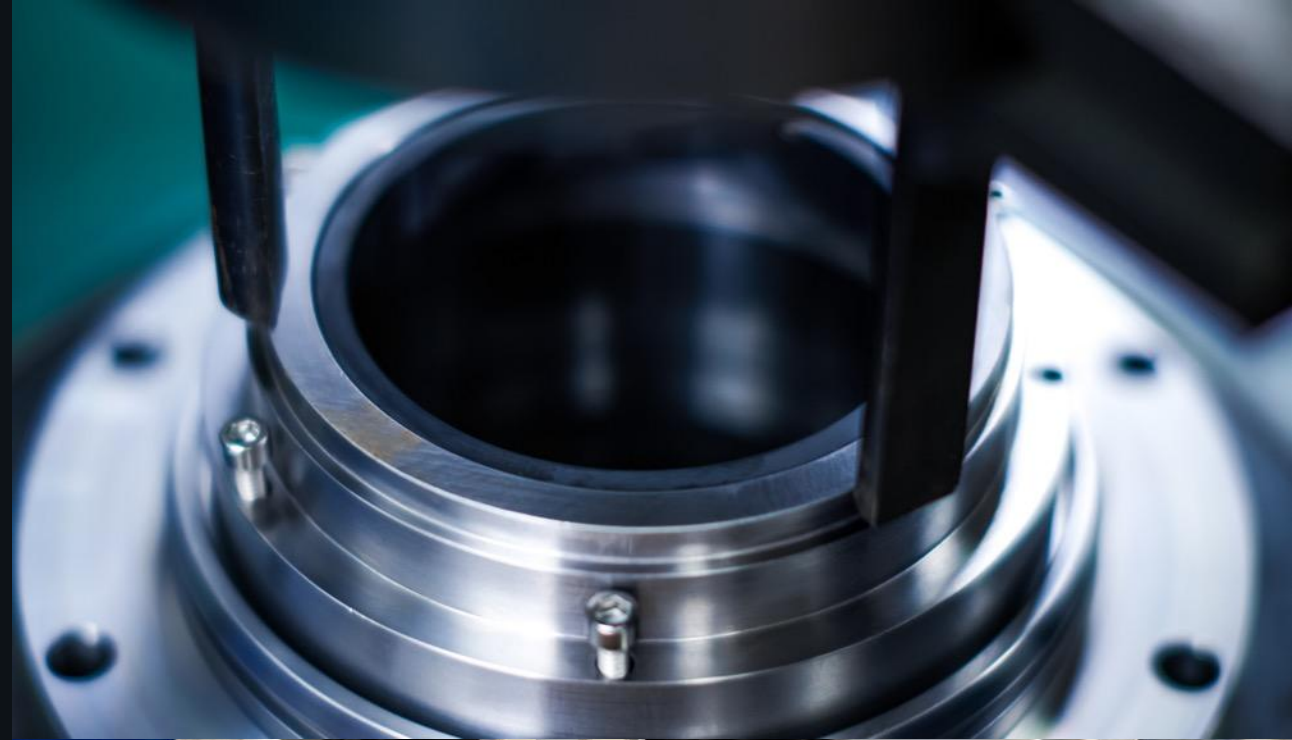


smiths

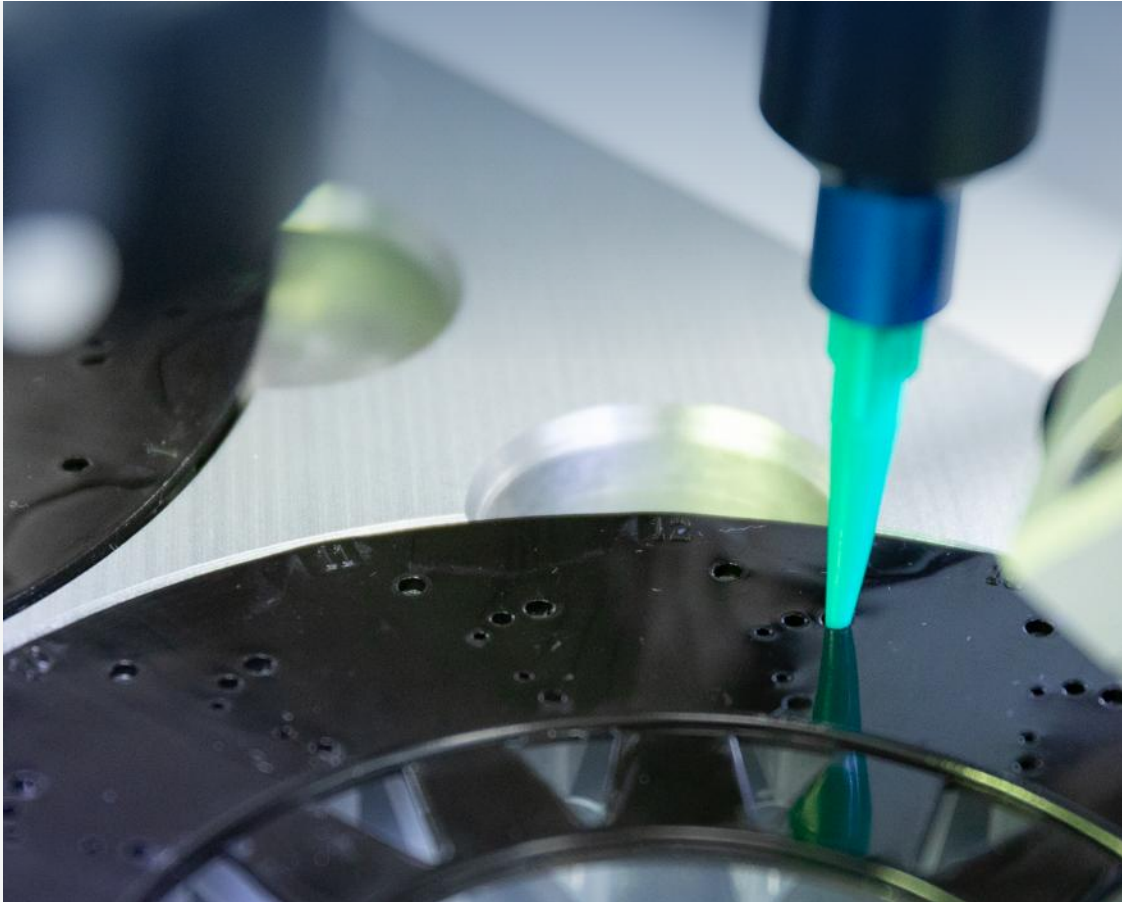
ENGINEERING A BETTER FUTURE

SMITHS GROUP PLC
HY2025 RESULTS

25 MARCH 2025



Disclaimer



This presentation contains certain statements that are forward-looking statements. They appear in a number of places throughout this presentation and include statements regarding the intentions, beliefs and/or current expectations of Smiths Group plc (the "Company") and its subsidiaries (together, the "Group") and those of their respective officers, directors and employees concerning, amongst other things, the results of operations, financial condition, liquidity, prospects, growth, strategies and the businesses operated by the Group. By their nature, these statements involve uncertainty since future events and circumstances can cause results and developments to differ materially from those anticipated. The forward-looking statements reflect knowledge and information available at the date of preparation of this presentation and, unless otherwise required by applicable law, the Company undertakes no obligation to update or revise these forward-looking statements. The Company and its directors accept no liability to third parties. This presentation contains brands that are trademarks and are registered and/or otherwise protected in accordance with applicable law.

The information relating to the Acceleration Plan is potential and approximate – further updates may be required. No decisions have been made at this stage in relation to any potential changes at any Smiths site in any jurisdiction and remain subject to local legislation and appropriate consultation.

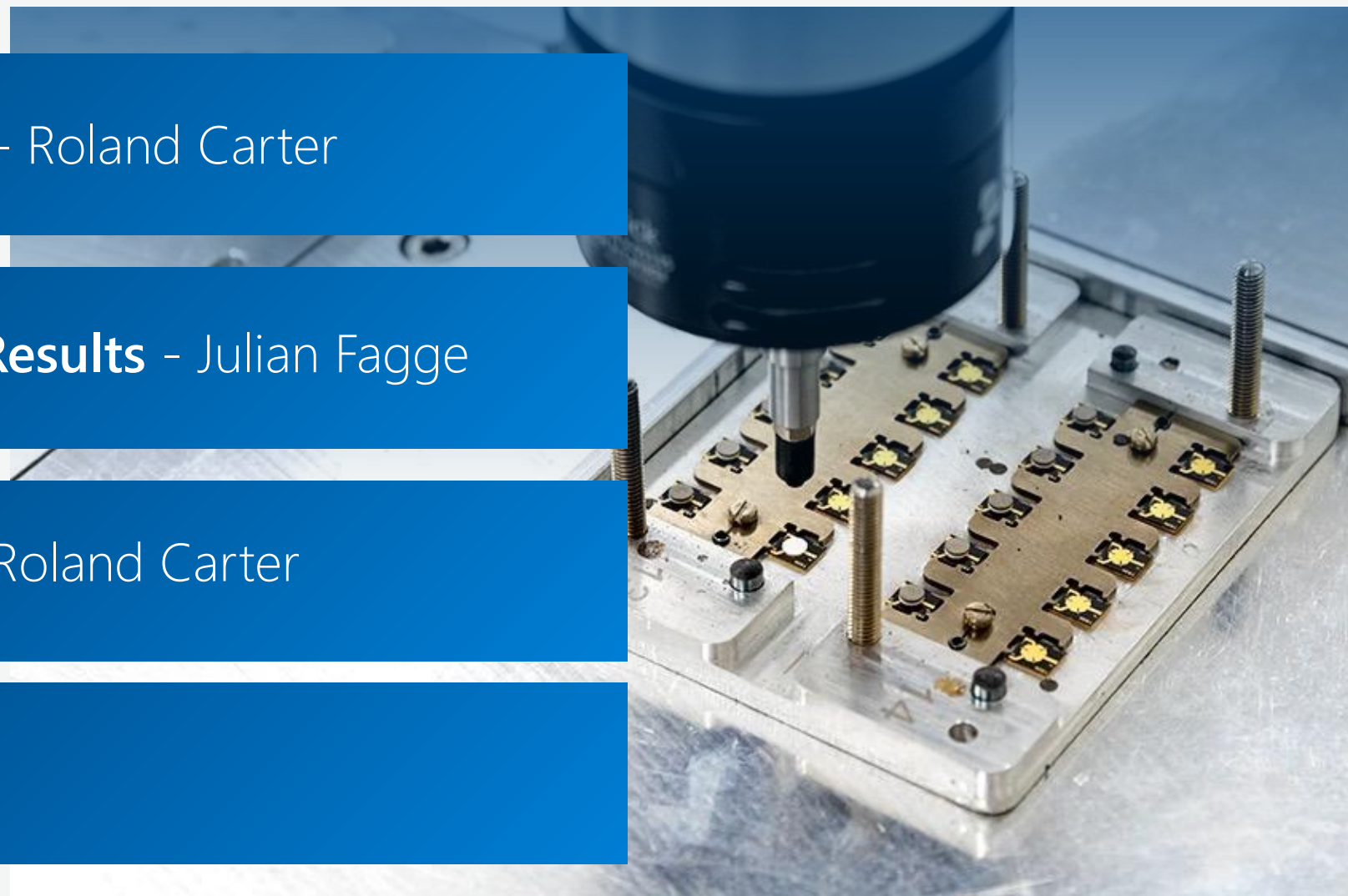
Agenda

> **Opening Remarks** - Roland Carter

> **HY2025 Financial Results** - Julian Fagge

> **Strategy Update** - Roland Carter

> **Q&A**



Opening Remarks

ROLAND CARTER

CHIEF EXECUTIVE OFFICER



Strategic actions underway to unlock significant value and enhance returns to shareholders

Focus on high performance technologies for efficient flow and heat management - John Crane and Flex-Tek



Separate Smiths Interconnect and Smiths Detection



Disciplined capital allocation with enhanced capital returns



Simplified and more focused

Further value creation ahead

Strong HY2025 financial results; FY2025 outlook reaffirmed

+9.1%

Organic¹ revenue growth

+50bps

Organic¹ operating profit margin expansion to 16.7%

17.1%

ROCE

+14%

Basic EPS growth

94%

Operating cash conversion

£213m

Cash returned to shareholders²

£129m

Acquisitions²

0.23

Recordable incident rate

FY2025 outlook reaffirmed, supported by order book strength

All measures above on a headline basis. Headline excludes items defined in note 3 of the financial statements

¹ Organic is headline adjusted to exclude the effects of foreign exchange and acquisitions

² Year to date up to 24 March 2025

HY2025 Financial Results

JULIAN FAGGE

CHIEF FINANCIAL OFFICER



HY2025 – Continued strong financial performance

	HY2025	HY2024	Reported change	Organic ² change
Smiths Group Headline ¹				
Revenue	£1,608m	£1,507m	+6.7%	+9.1%
Operating profit	£269m	£246m	+9.5%	+12.6%
Operating profit margin	16.7%	16.3%	+40bps	+50bps
Basic EPS	55.5p	48.7p	+14.0%	
Operating cash conversion	94%	89%	+5pps	
ROCE	17.1%	15.7%	+140bps	
Dividend	14.23p	13.55p	+5.0%	

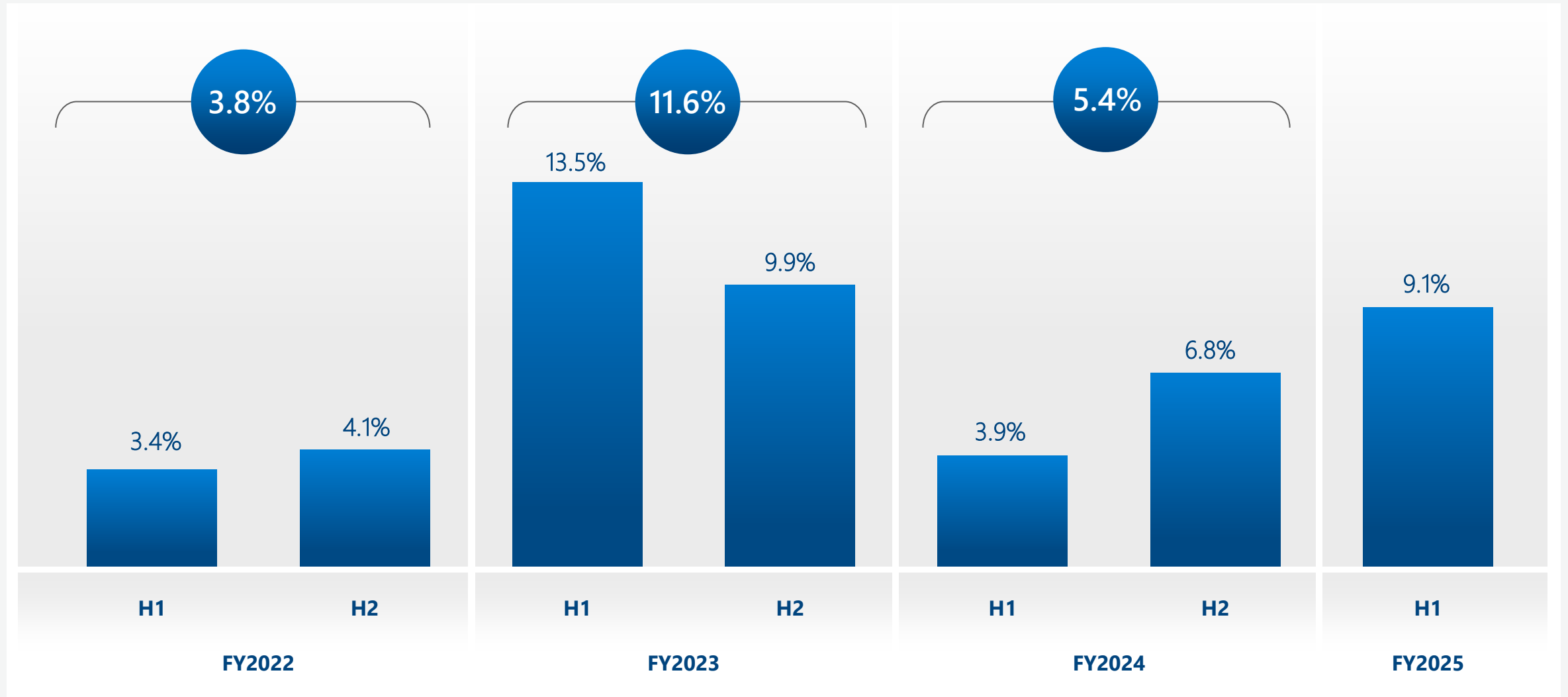
¹ Headline excludes items defined in note 3 of the financial statements

² Organic is headline adjusted to exclude the effects of foreign exchange and acquisitions

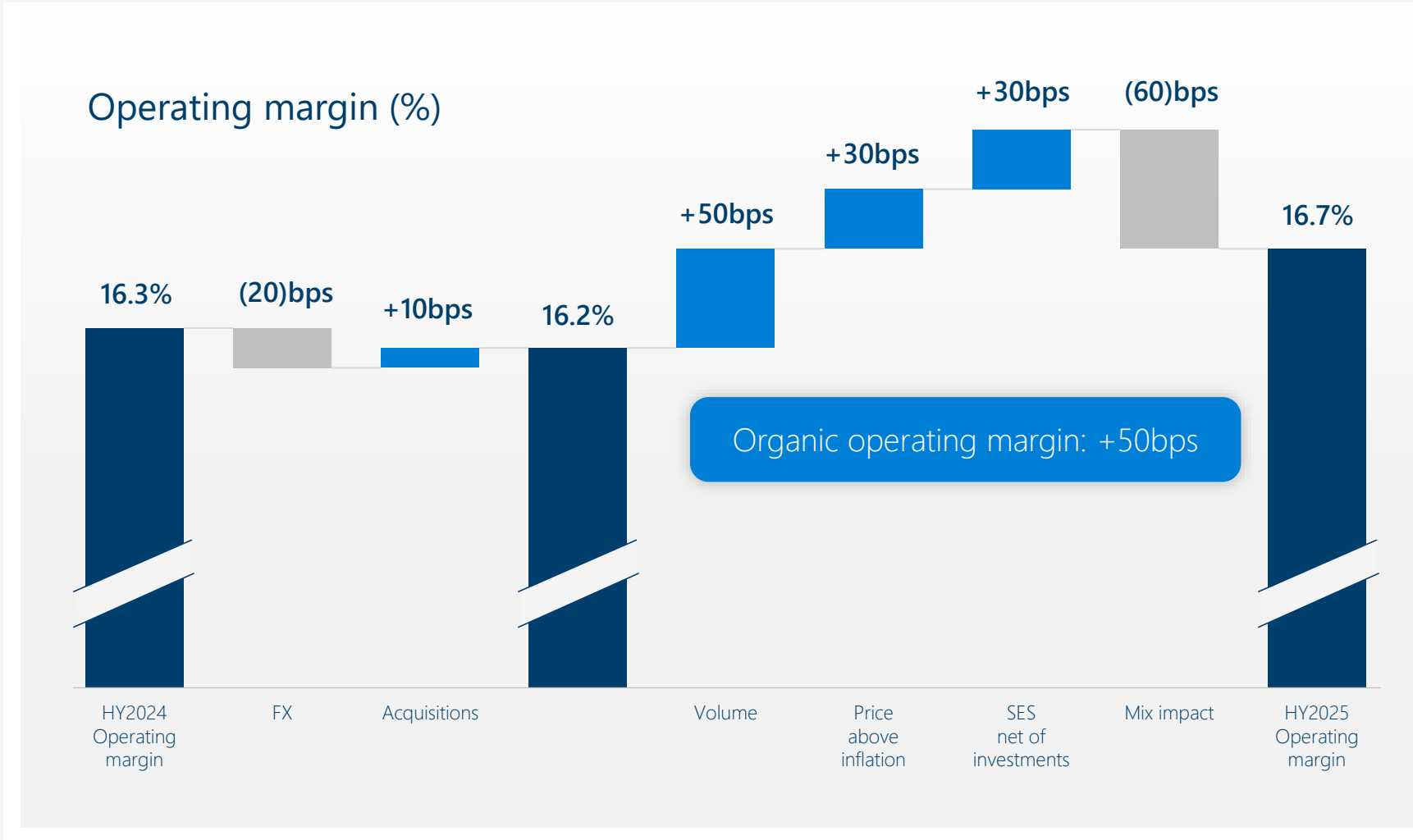
Summary

- Strong revenue and operating profit growth with continued margin expansion
- EPS growth enhanced by acquisitions and share buyback
- Good cash conversion of 94%
- ROCE expansion driven by profit growth and efficient use of capital
- Dividend growth of +5.0%, supplemented by further capital returns
- Minimal financial impact from cyber security incident

Extending our track record of organic revenue growth



Continued operating margin expansion

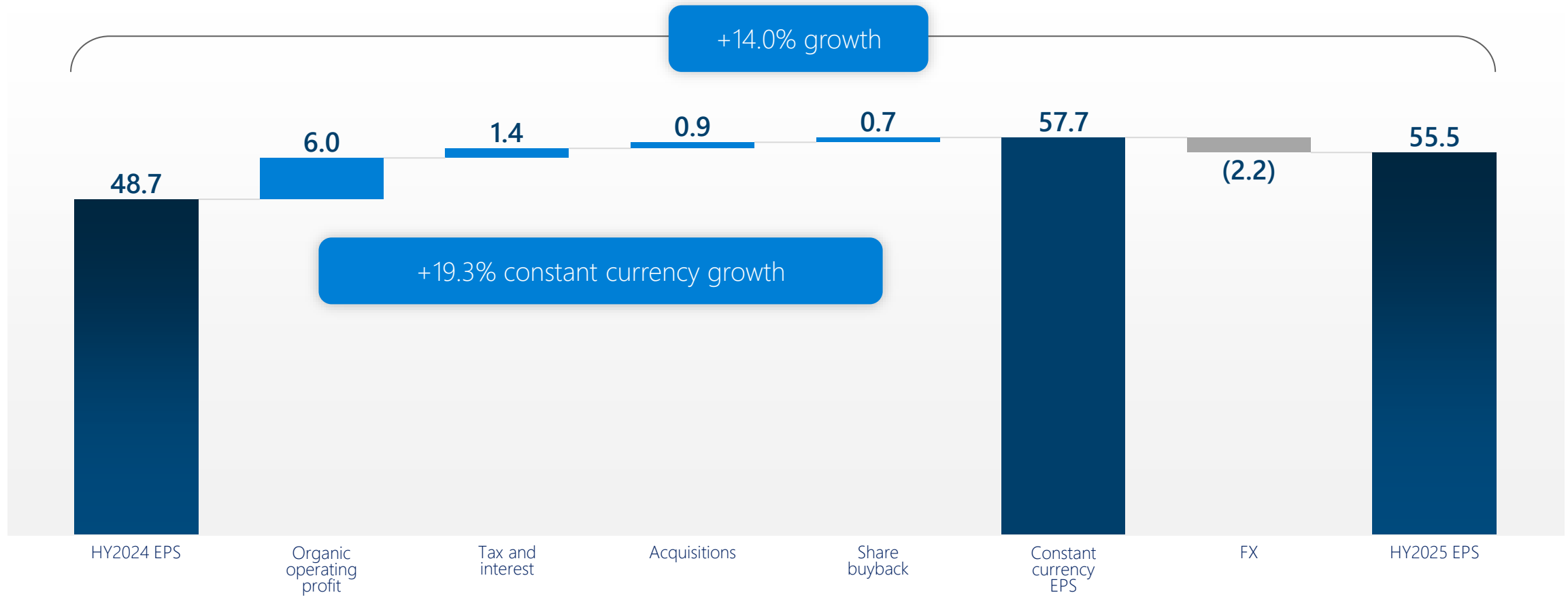


Margin movements

- Operating leverage from strong volume growth, particularly in Smiths Detection and Smiths Interconnect
- Continuing to capture price in excess of input inflation
- SES and other efficiency savings partially reinvested in growth
- Impact from business and product mix

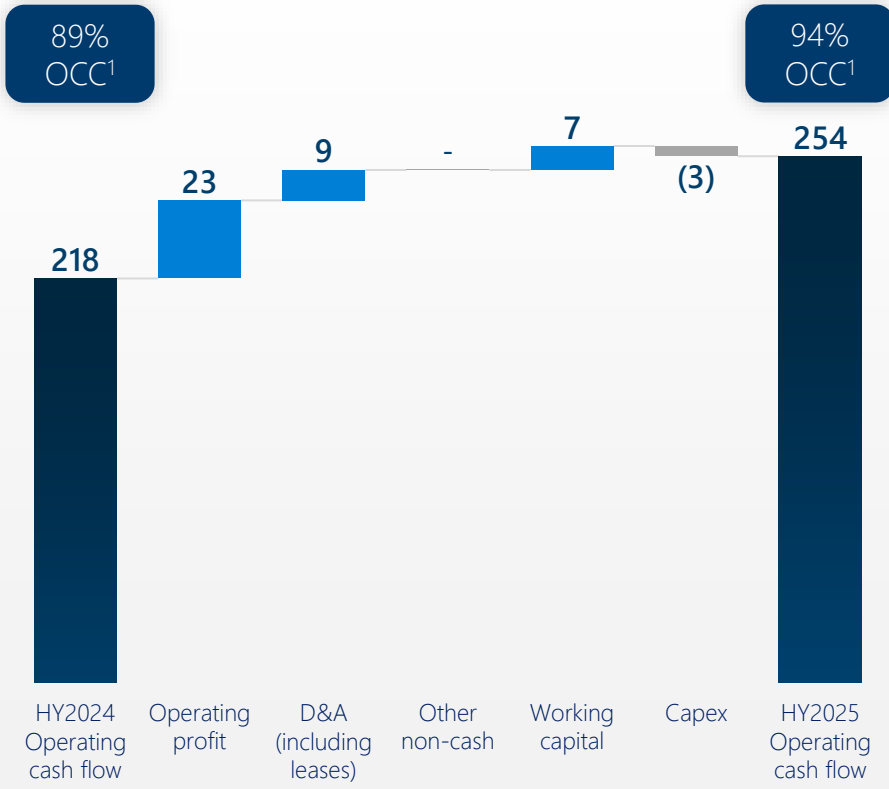
Strong EPS growth driven by operating performance

Earnings per share (pence)



Improvement in cash conversion

Operating cash flow



Actuals	HY2025 £m	HY2024 £m
Operating profit	269	246
D&A	34	26
Lease depreciation	18	17
Other non-cash	12	12
Working capital	(38)	(45)
Capex	(41)	(38)
Operating cashflow	254	218

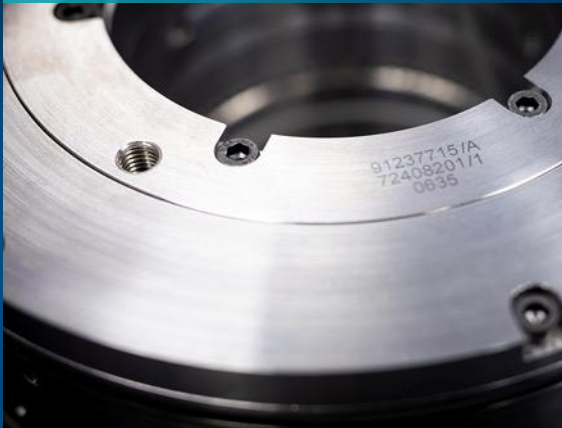
Summary

- 94% operating cash conversion, up from 89%
- Lower working capital outflow
- Capital expenditure focused on increasing capacity and automation
- Investing for the future: FY2025 capex now expected at ~£100m (previously £110m) given timing of investments
- £143m of free cashflow generated, +28% YoY

¹ Operating cash conversion

Business Update

JOHN CRANE



FLEX-TEK



SMITHS DETECTION



SMITHS INTERCONNECT



John Crane – strong Q1, Q2 growth constrained by cyber incident; order book supports H2 outlook

Revenue

£551m

+3.8%¹

Growth against a strong prior year comparator, led by strong OE sales:

Energy +3.3%:
- Original equipment: +12.2%
- Aftermarket: +0.6%

Industrial +4.6%:
- Original equipment: +5.8%
- Aftermarket: 4.0%

Revenue breakdown

Aftermarket 71%

OE 29%

Energy 63%

Industrial 37%

Operating profit

£126m

+3.9%¹

Operating margin

22.9%

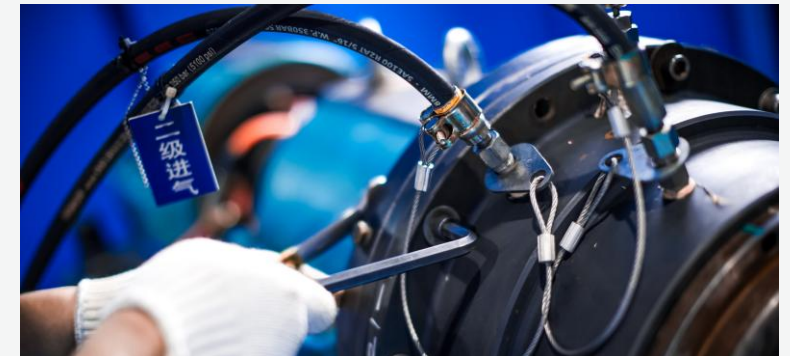
+10bps¹

Good operating profit growth and margin expansion:

- Pricing actions offsetting cost inflation, and efficiency savings
- Mix impact from strong OE growth and higher investment in capacity and automation to support current and future growth

Business update

- H2 growth to improve on H1 supported by robust order book and market demand. Order delivery affected by cyber incident moderating FY2025 growth expectations
- Capex investments continue in H2 FY2025
- Expect strong medium-term demand to continue, supported by energy outlook
- Well positioned to capture growth across full energy spectrum



Mission-critical technologies and services for energy and process industries

¹ Reflects organic revenue, organic operating profit growth and organic operating margin movement

Flex-Tek – solid growth and execution despite challenging market conditions in US construction

Revenue

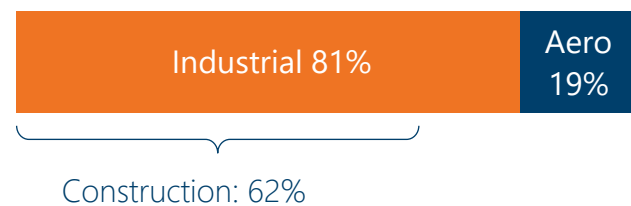
£401m

+2.5%¹

Acquisitions added a further +4.4% to growth
Growth led by resilient HVAC sales within industrial and good growth in aerospace

- Industrial: +2.0%
- Aerospace: +4.8%

Revenue breakdown



Operating profit

£80m

(5.1)%¹

Operating margin

19.8%

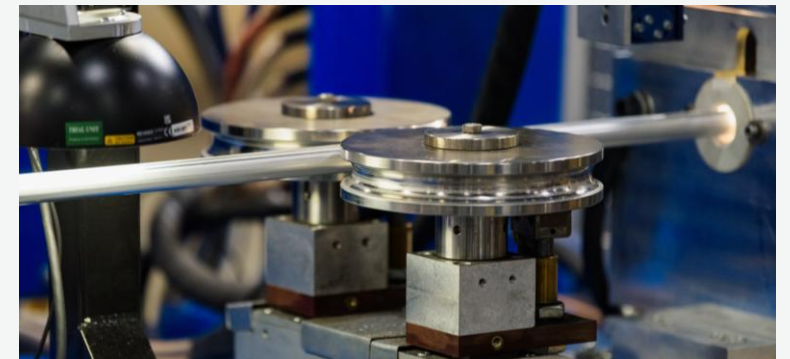
(160)bps¹

Margin performance reflects:

- Negative mix including the benefit in the prior year of high margin industrial heating contracts
 - Positive pricing and efficiency savings
- Acquisitions were accretive to margin, adding +20bps

Business update

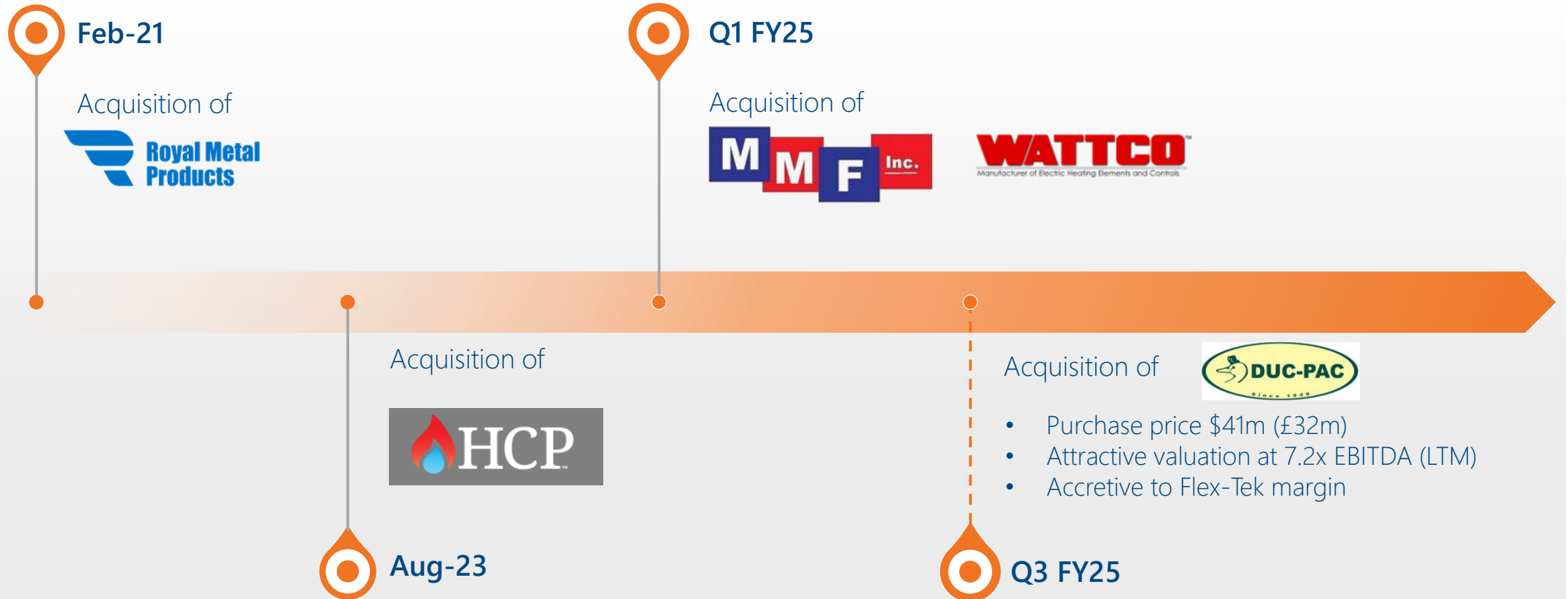
- Timing of US construction market recovery uncertain, but well positioned to benefit
- Strong aerospace order book supports continued growth
- Well placed to capture growth of electrification trend, including future industrial electrical heating projects
- Modular Metal and Wattco acquisitions completed in Q1 and Duc-Pac in Q3



Innovation leader in the safe and efficient movement and temperature management of fluids

¹ Reflects organic revenue, organic operating profit growth and organic operating margin movement

Building on our successful track record with acquisition of Duc-Pac Corporation



£270m acquisition capital in last four years

Smiths Detection – significant volume growth in aviation; continued margin expansion

Revenue

£454m

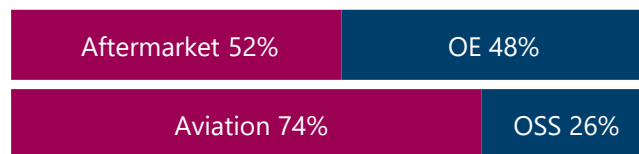
+15.3%¹

Strong growth led by performance in aviation; OSS decline reflects tough comparator and phasing of certain contracts:

Aviation +28.7%:
- Original equipment: +43.2%
- Aftermarket: +18.4%

Other Security Systems (OSS) (11.3)%:
- Original equipment: (13.4)%
- Aftermarket: (8.8)%

Revenue breakdown



Operating profit

£51m

+23.2%¹

Operating margin

11.3%

+70bps¹

Strong operating profit growth and margin expansion reflecting:

- Significant volume growth, especially in aviation, and positive pricing
- Efficiency savings

Business update

- OE aviation wins globally – now sold 1,600+ CTiX scanners with a good win rate; programme around halfway through with 2-3 more years to run
- Strong multi-year order book supports growth into H2, and beyond
- Next-generation detection capabilities:
 - X-ray diffraction undergoing certification in Europe
 - Advancing iCMore software offer



Differentiated proprietary technologies for security screening and threat detection

¹ Reflects organic revenue, organic operating profit growth and organic operating margin movement

Smiths Interconnect – innovation and execution driving strong growth

Revenue

£202m

+26.8%¹

Strong execution in positive market conditions, particularly in semi-test:

- Aerospace & Defence: +15.9%
- Industrial: +39.8%

Revenue breakdown

Aerospace & Defence 50%

Industrial 50%

Semiconductor: 28%

Operating profit

£35m

+80.3%¹

Operating margin

17.2%

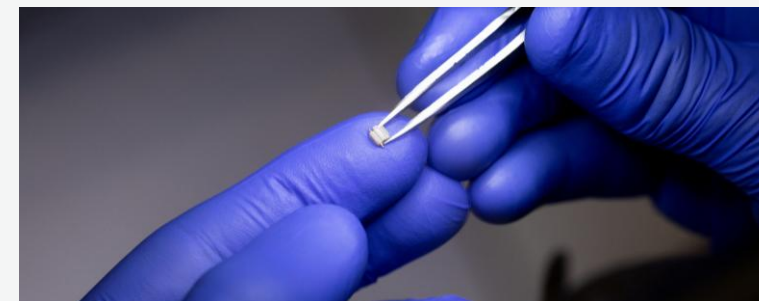
+510bps¹

Profit performance reflects:

- Notably higher year-on-year volumes
- Pricing actions offsetting inflation
- Positive mix effects
- Efficiency and automation benefits

Business update

- Strong product innovation leading to growth in key programme wins (high speed GPUs and artificial intelligence)
- Semi-test DaVinci 112 product externally recognised in industry awards
- Well positioned to benefit from accelerating growth in aerospace and defence markets
- Positive order outlook supports H2 FY2025, albeit growth expected to moderate, given comparator



Leading provider of technically differentiated connectivity solutions

¹ Reflects organic revenue, organic operating profit growth and organic operating margin movement

Disciplined capital allocation with enhanced returns

Disciplined use of capital



Organic investment

- Capex £41m
- RD&E £56m¹

- Continued investment in organic growth



Value accretive bolt-on acquisitions

- £97m for acquisitions²

- £32m for Duc-Pac in February 2025
- Disciplined bolt-on M&A



Enhanced shareholder returns

- Dividends paid £104m
- Interim DPS +5.0%
- Completed £150m of £500m buyback³

- Additional £350m buyback by end CY2025 supplementing dividend
- Plan to return large portion of all disposal proceeds

Strong balance sheet supporting growth

Maintain investment grade rating

¹ Including John Crane's customer-specific engineering-related projects

² Amount relates to acquisitions of Modular Metal and Wattco in Q1 FY2025

³ Of the £150m initial share buyback: £41m returned in FY2024, £44m returned in HY2025 and a further £65m in February and March 2025. Overall programme increased to £500m in 31 January 2025 announcement

Tailwinds

- Continued strength in our end markets
- Strong Smiths order book
- New product launches

Headwinds

- Uncertainty of timing of US construction market recovery
- Continued macro and geopolitical uncertainty
- Pricing growth moderating vs prior year

Investing for the future

- Operating cash conversion reflects investment in John Crane's capacity and automation, as well as Acceleration Plan

Reaffirming FY2025 guidance

- Organic revenue growth of 6-8%
- Margin expansion of 40-60bps
- Operating cash conversion in the low 90%

Strategy Update

ROLAND CARTER

CHIEF EXECUTIVE OFFICER



Strategic actions to unlock significant value and enhance returns to shareholders

→ Update on FutureSmiths

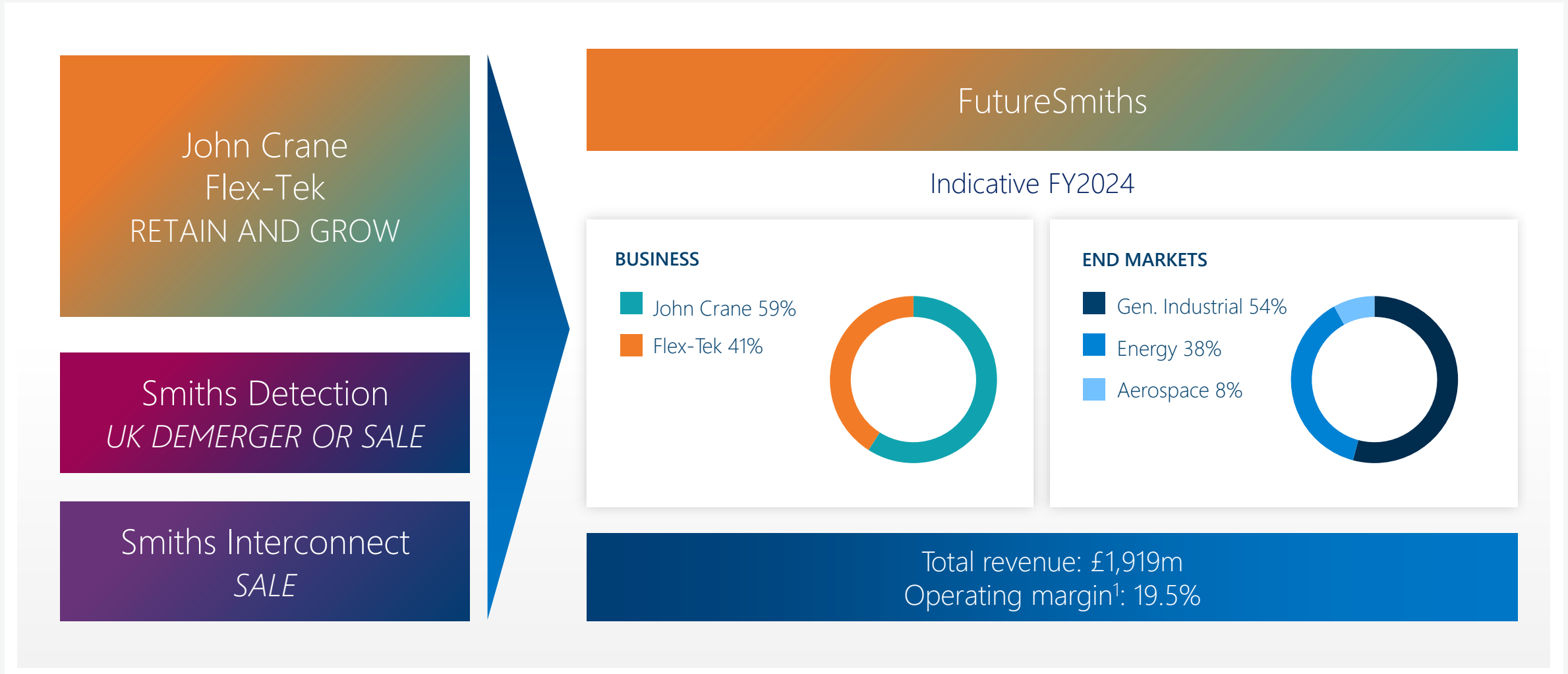
→ New enhanced medium-term financial targets

→ Acceleration Plan to deliver a streamlined cost base

→ Update on separation process



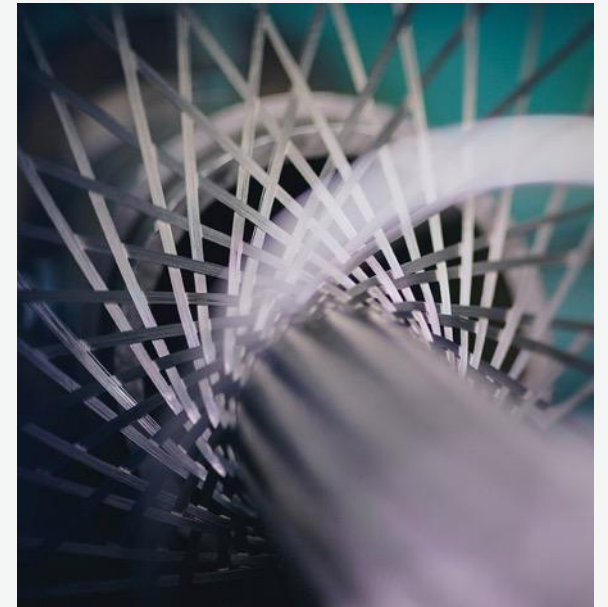
FutureSmiths – focusing on our world-class John Crane and Flex-Tek businesses



¹ Including FY2024 central costs of £49m

FutureSmiths – engineering a better future

- World-class engineering company specialising in high performance technologies for efficient flow and heat management
- Leading positions in attractive, growing markets, aligned with structural mega-trends
- Valued customer relationships with customised products and solutions
- Coherent operating model with a focus on operational excellence and a streamlined cost base
- Strong financial profile of sustainable growth, high returns and good cash generation with low capital intensity

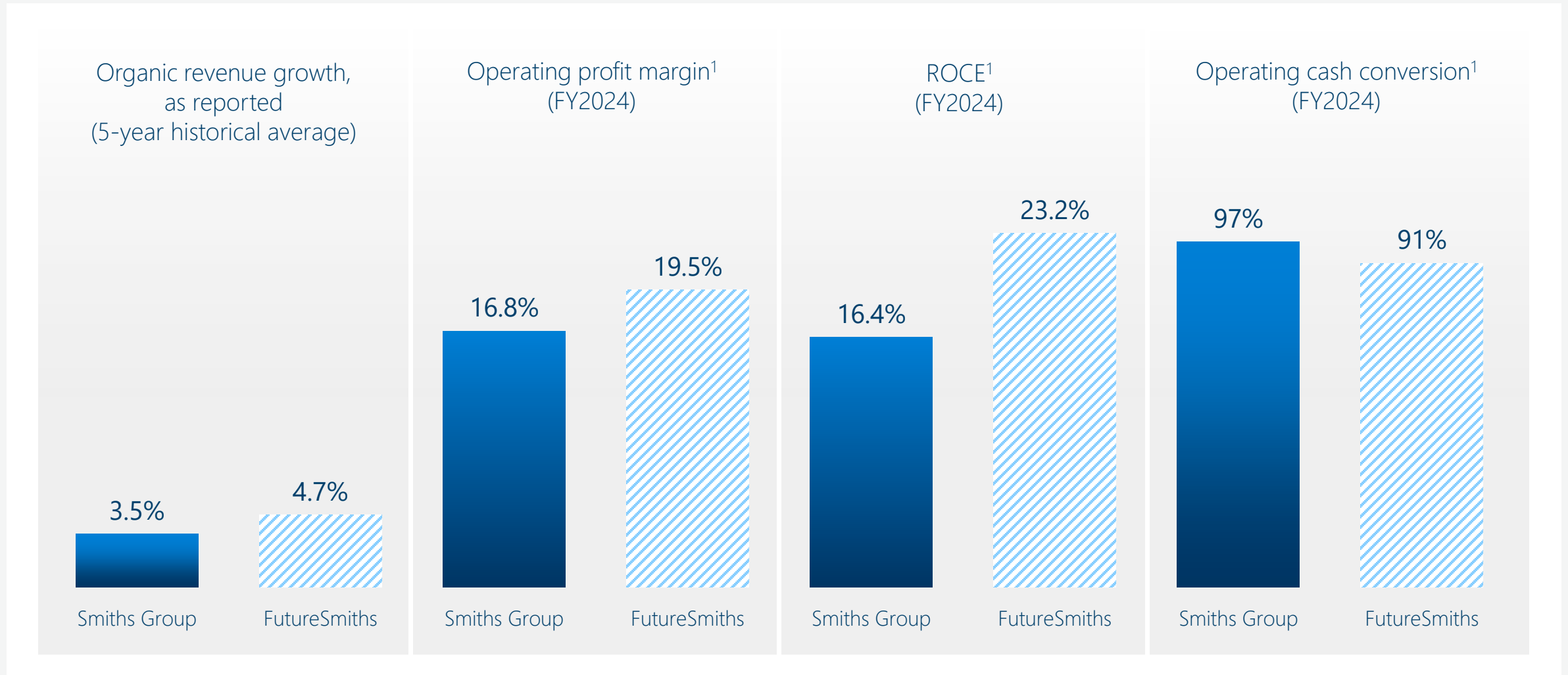


Attractive and complementary business models, industry characteristics and financial performance

	John Crane	Flex-Tek
Long-term growth vectors	<ul style="list-style-type: none"> - Global demand for secure energy supply - Increased demand for energy efficiency, environmental safeguarding and energy diversification <p>Attractive growth markets¹:</p> <ul style="list-style-type: none"> - Energy: ~3-4% - Industrial: ~4-5% 	<ul style="list-style-type: none"> - Positioned to address the buildings and aircrafts of the future - Customer focus on efficiency and performance improvement - Infrastructure development and reduction in emissions <p>Attractive growth markets¹:</p> <ul style="list-style-type: none"> - Construction: ~3-4% - Aerospace: ~5-6% - Industrial: ~4-5%
Aftermarket/recurring revenue	<ul style="list-style-type: none"> - 160+ service centres in ~50 countries - Aftermarket accounted for 72% FY2024 revenue - >90% installed base serviced by John Crane 	<ul style="list-style-type: none"> - Well-established OEM and distributor relationships - >90% repeat business
Expansion opportunities	<ul style="list-style-type: none"> - Geographical expansion - New sealing solutions and services 	<ul style="list-style-type: none"> - Geographical expansion - Industrial process heat technologies
Significant potential for growth and value creation		

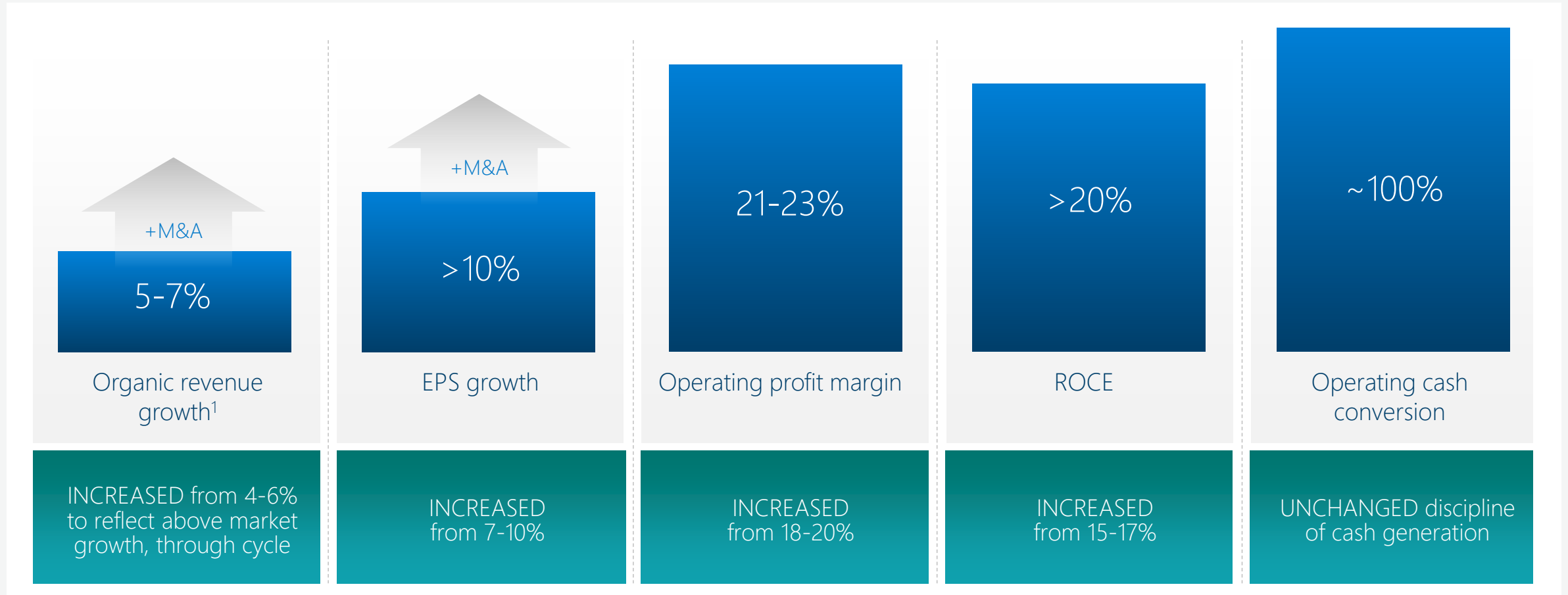
¹ Expected market CAGR over 2024-2029 period

Enhanced financial performance of FutureSmiths



¹ Central costs included in FutureSmiths metrics

Enhanced medium-term targets – reflecting further growth and higher return potential



New targets support a premium rating for FutureSmiths

Through-cycle medium-term targets apply to FutureSmiths
¹ Organic revenue growth excludes the effects of foreign exchange and acquisitions

Clear plan with focused execution agenda underpin growth and value creation ambition

	GROWTH			EXECUTION		
	Near Term		Medium Term	Near Term		Medium Term
Medium-term impact	Organic Revenue Growth Operating Profit Margin			Operating Profit Margin ROCE Operating Cash Conversion		
	Core Market Opportunities	Innovation / New Products and Services	Adjacent Growth Opportunities	Operating Margin Improvement potential	SES/ Operational Excellence	Acceleration Plan
	Efficiency and emissions reduction – industrial processes and energy	Industrial Hydrogen CCUS Digital-JC Sense	New sealing solutions and aftermarket capabilities	Improve operating leverage with growth	Value stream optimisation Automation	Footprint optimisation Shared services Standardised work & processes
	Recovery in US construction	New HVAC products Python line sets Industrial process heat	Industrial process heat Aerospace components	Growth/economies of scale from acquisitions	Overall Equipment Effectiveness (OEE) 'One Aerospace' 'One Construction'	Automation System improvements Footprint rationalisation
<i>Shared opportunity</i>	Commercial seals Industrial hose	Control panels/skids	Aerospace seals	Organisation design	Procurement Supply chain management	Global Business Services Footprint optimisation Streamlined central cost structure

Medium-term margin expansion supported by Acceleration Plan

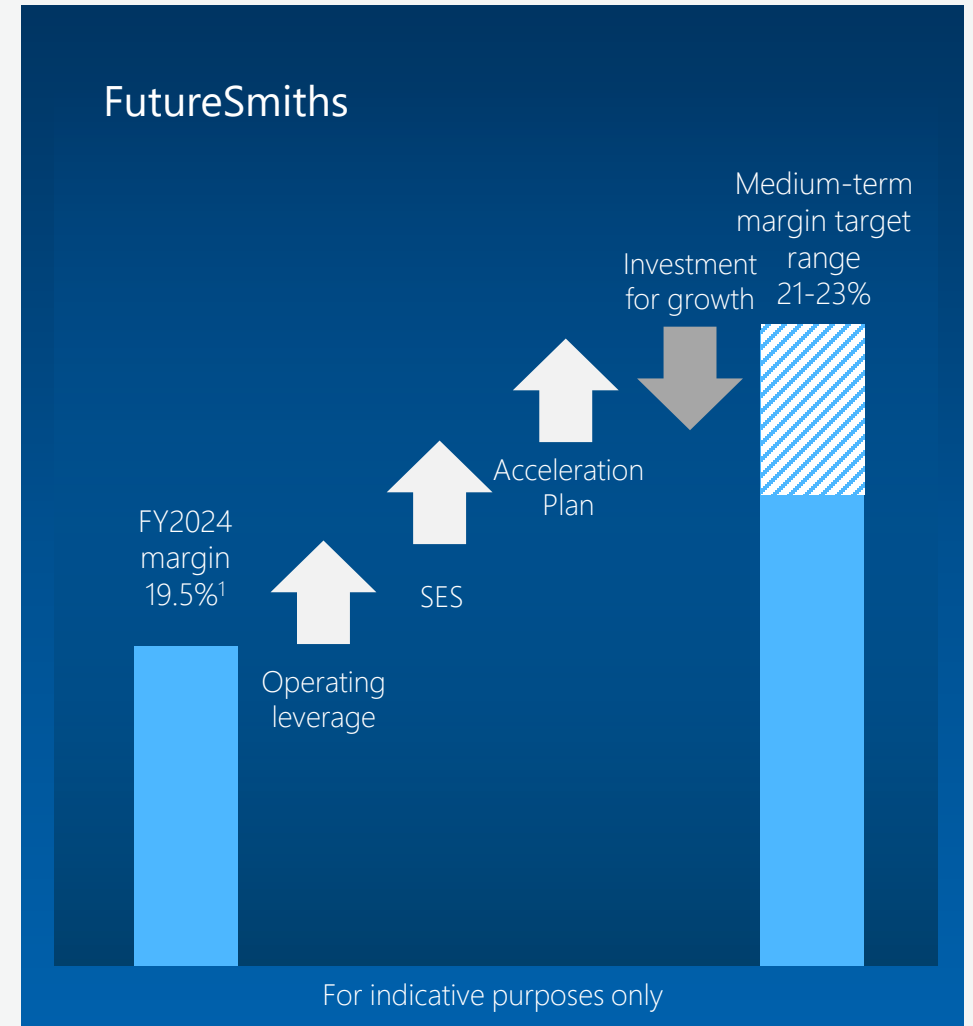
Programme of targeted investment

- Enhance capabilities and competitiveness
- Deliver end-to-end-process improvement for resilience and scalability
- Optimise operational footprint, improve operating leverage, enhance margin

Continue to refine focus and timing of programme

- Activities continue in all businesses
- Timing of costs now weighted to FY2026; spend of £20-25m in FY2025
- Committed to right-size central costs in line with portfolio changes
 - c.1.5-1.7% of revenue, post completion of separation processes

Now expect to deliver annualised benefits of £40-45m, up from prior £30-35m



¹ Including FY2024 central costs of £49m

Separation of Smiths Interconnect and Smiths Detection initiated



Maximise value creation

- Smiths Interconnect: sale with targeted announcement by end CY2025
- Smiths Detection: UK demerger or sale following sale of Smiths Interconnect
- Advisers appointed



Ensure process governance and oversight

- Board Separation Oversight Committee established and approved by Board
- Executive Steering Committee established
- Internal teams mobilised







Respectful engagement with employees and other stakeholders

- Employee engagement through a range of communications channels
- Works council engagement
- Pensions trustees, rating agencies and debt providers

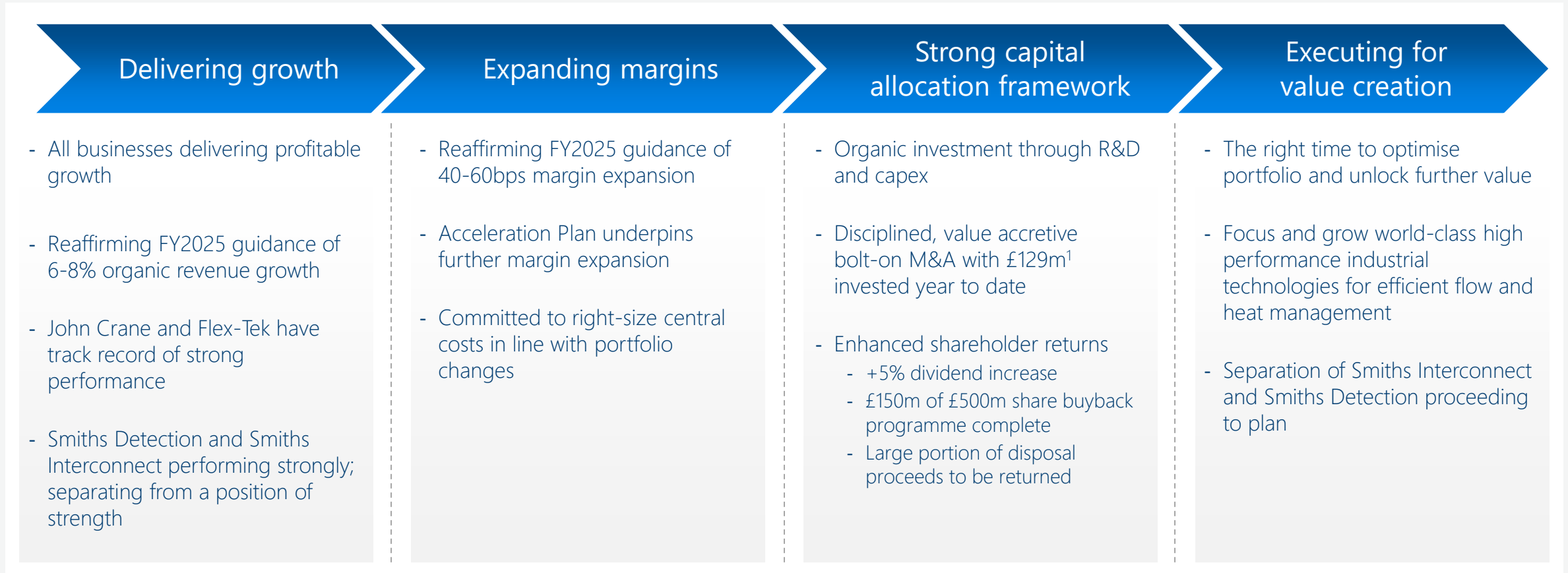
Separating responsibly to deliver maximum value

Smiths Interconnect and Smiths Detection – strong, well-performing businesses in attractive markets

BUSINESS STRENGTHS	Smiths Interconnect	Smiths Detection
 <p>World-class engineering</p>	<ul style="list-style-type: none"> - Cutting-edge capabilities in critical applications e.g. optical transceivers for A&D and semi-test sockets for AI/GPU chips - Innovation in design and manufacturing processes - Fast-paced innovation with strong NPI / vitality index 	<ul style="list-style-type: none"> - Leading threat detection and screening technologies - IP-driven innovation leader (>£300m R&D in last 5 years): track record of being first to market - Leading capability in digital innovation
 <p>Leading positions in critical markets</p>	<ul style="list-style-type: none"> - Strong presence with blue-chip clients in secular growth markets (A&D, semi) - Customer partnerships to meet highly demanding specifications 	<ul style="list-style-type: none"> - Global market leader with the largest installed base - Resilient and structurally growing aftermarket revenues - Customer intimacy and loyalty: brand strength and reputation
 <p>Global capabilities</p>	<ul style="list-style-type: none"> - Well-invested, broad geographical presence - Proximity to customers in product design and development 	<ul style="list-style-type: none"> - Customer proximity (service in >50 countries) ensuring rapid response - Global technical talent (service engineers and R&D) - Global manufacturing footprint at scale
 <p>Value creation opportunities</p>	<ul style="list-style-type: none"> - Multiple levers to accelerate growth and create value <ul style="list-style-type: none"> - leverage leading products and technology - expansion into adjacent product and end-market areas - efficiency initiatives (manufacturing and supply chain) 	<ul style="list-style-type: none"> - Opportunities for scalable growth and margin expansion <ul style="list-style-type: none"> - leverage leading product portfolio and capabilities - new technological and digital solutions - efficiency initiatives

Separating Smiths Interconnect and Smiths Detection from a position of strength

Summary – compelling opportunity to deliver significant shareholder value



Strategic actions will unlock significant value and enhance returns to shareholders

smiths

Q&A



Appendix



Bridge – reported to organic

£m - Smiths Group	HY2024 Headline ¹	Foreign exchange	HY2024 Organic ²	Organic movement ²	Acquisitions	HY2025 Headline ¹
John Crane	555	(24)	531	20	-	551
Flex-Tek	384	(9)	375	10	16	401
Smiths Detection	404	(10)	394	60	-	454
Smiths Interconnect	164	(5)	159	43	-	202
Headline revenue	1,507	(48)	1,459	133	16	1,608
John Crane	128	(7)	121	5	-	126
Flex-Tek	81	(2)	79	(3)	4	80
Smiths Detection	43	(1)	42	9	-	51
Smiths Interconnect	20	(1)	19	16	-	35
Central costs	(26)	0	(26)	3	-	(23)
Headline operating profit	246	(11)	235	30	4	269
John Crane	23.0%		22.8%			22.9%
Flex-Tek	21.2%		21.2%			19.8%
Smiths Detection	10.7%		10.6%			11.3%
Smiths Interconnect	12.2%		12.1%			17.2%
Headline operating margin	16.3%		16.1%			16.7%

¹ Headline excludes non-headline items as defined in note 3 of the financial statements

² Organic excludes the effects of foreign exchange and acquisitions

Income statement

£m	HY2025	HY2024	Reported change
Revenue	1,608	1,507	+6.7%
Headline ¹ operating profit	269	246	+9.5%
Amortisation of acquisition related intangible assets	(27)	(25)	
Legacy pension scheme arrangements	(2)	(3)	
Non-headline litigation provision movements	15	(15)	
Restructuring costs	(7)	-	
Other non-headline charges	(3)	(1)	
Post-transaction gains/(losses) and fair value adjustment unwind	(3)	(10)	
Total non-headline items	(27)	(54)	
Statutory operating profit	242	192	+26.0%

¹ Headline excludes non-headline items as defined in note 3 of the financial statements

FY2025 guidance

Currency	Revenue exposure	HY2025 average rate	HY2024 average rate	% change
USD	55%	1.28	1.25	+2.5%
EUR	13%	1.19	1.16	+3.0%
Translation impact		HY2025		
Revenue		£(48)m or (3.5)%		
Operating profit		£(11)m or (4.9)%		
Financial guidance		Forecast FY2025		
Capex		~£100m		
Effective tax rate		25.5%		
Pension contributions		~£11m		
Net finance expense		~£35m		
Acquisition	TTM Revenue ¹	HY2025 revenue contribution		
Modular Metal Fabricators	£24m (\$32m)	£7m		
Wattco	£14m (C\$25m)	£5m		
Duc-Pac	£16m (\$20m)	-		

- Expect FX headwind of ~3% on FY25 revenue and ~4% on operating profit²
- For each \$0.10 move, the annual operating profit impact is ~£24m
- For each €0.10 move, the annual operating profit impact is ~£6m

¹ TTM to March 2024 for Modular Metal Fabricators and TTM to June 2024 for Wattco translated at FX of 18 September 2024, and TTM to January 2025 for Duc-Pac as at FX of 28 February 2025

² Assuming FX rates as at 28 February 2025