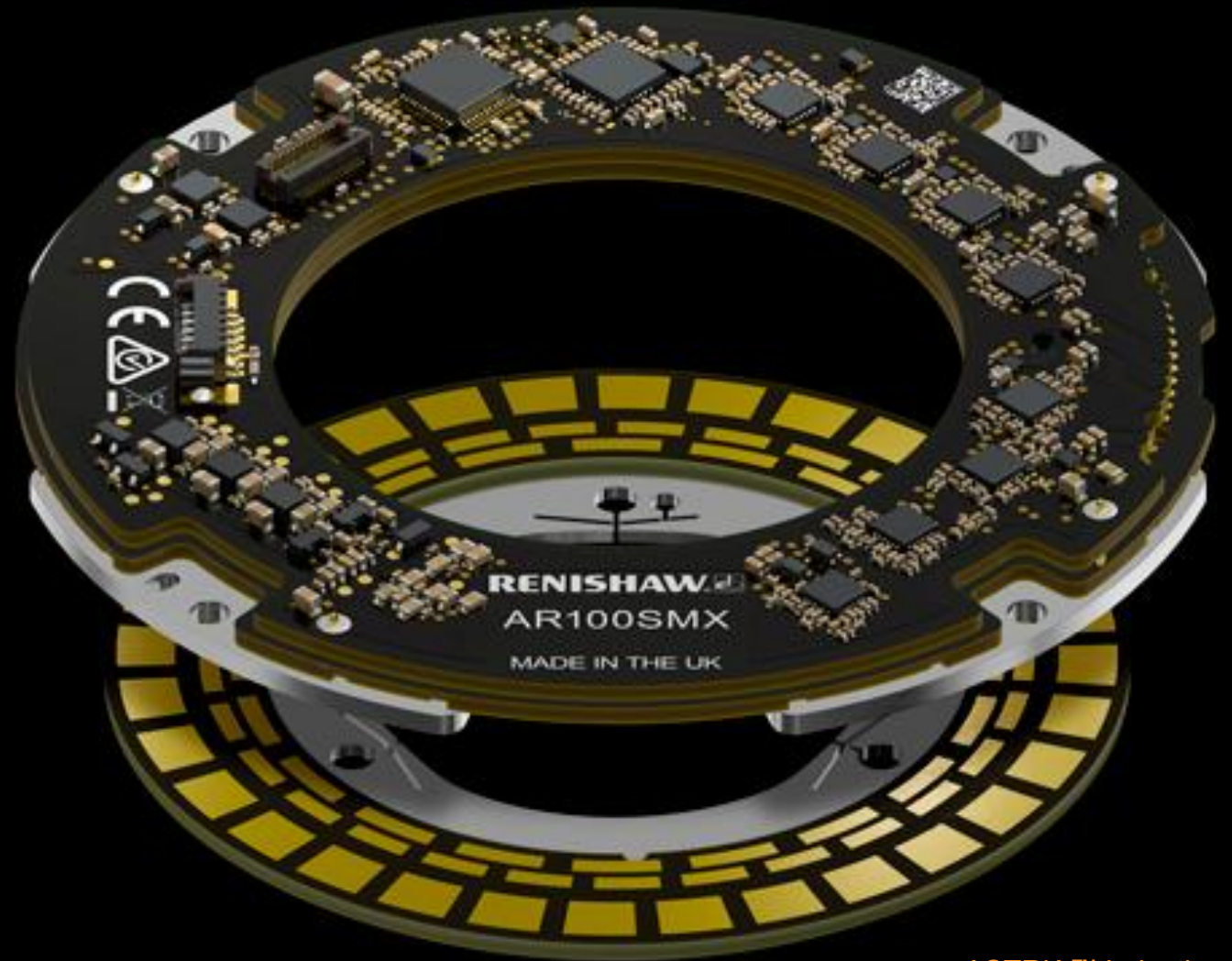


Transforming tomorrow together

Renishaw plc
Full-year results
18 September 2025

Record revenue and increased
adjusted profit in challenging
market conditions



ASTRiA™ inductive
encoder, introduced
in FY25

FY2025 highlights

Record revenue and increased adjusted profit in challenging market conditions

- ▶ Revenue and profit growth in a tough economy
- ▶ Strong cash generation
- ▶ Accelerating innovation with key new product introductions
- ▶ Focus on improving operating margins and return on capital
- ▶ Steady growth expected in FY26



Key performance indicators

Growth in a tough economy

Stable operating margins

Improving profit & return on capital

Strong cash generation

Responsible business

Revenue

£713.0m / +3.7%¹

Total engineering costs (gross expenditure)

£115.7m / +8.3%

Adjusted profit before tax²

£127.2m / +3.8%

Proposed full year dividend per share

78.1p / +2.5%

Voluntary employee turnover

6.0% / (0.2%)

Through-cycle revenue growth²

6.9% / +3.1%

Adj. operating profit margin³

15.7% / +0.0%

Return on invested capital³

12.6% / +0.3%

Adjusted cash flow conversion³

91% / +21%

Statutory GHG emissions⁴

4.5t/£m / (16%)

Target: HSD%⁵

Target: 20%

Target: 15%

Target: 70%

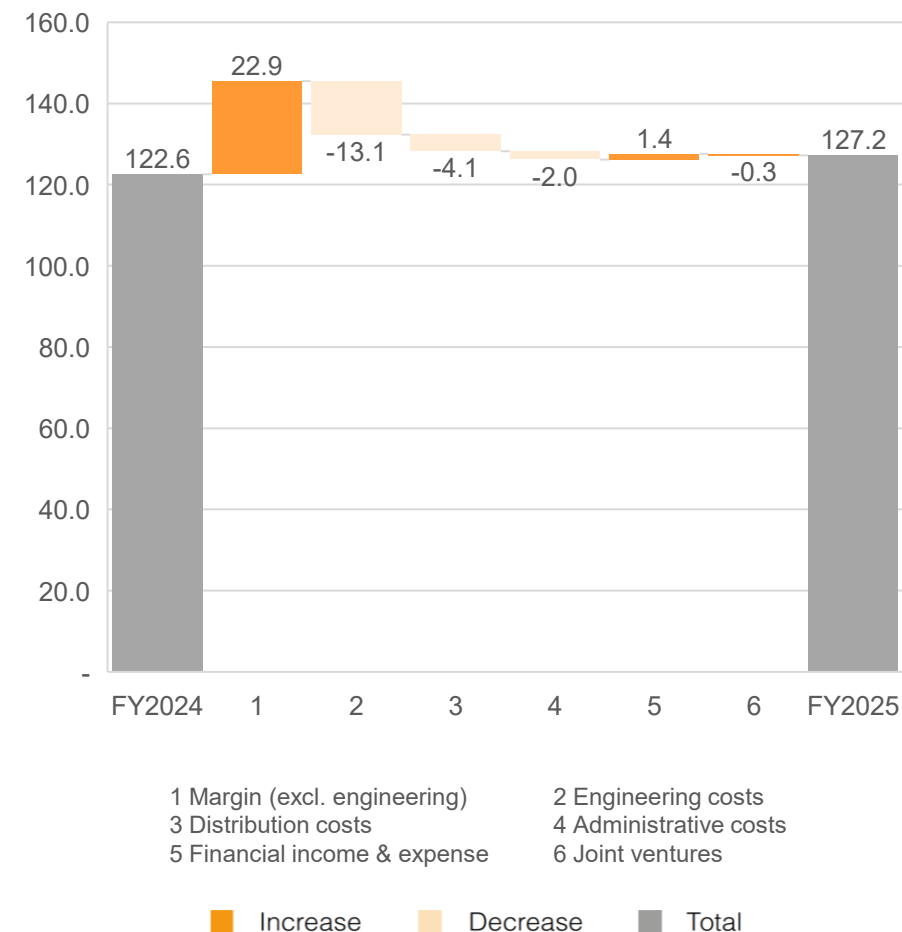
Notes

1. Growth at constant exchange rates, excluding the impact of forward contracts
2. Compound annual revenue growth over a rolling 5-year period (FY2020 to FY2025)
3. Note 29, Alternative performance measures, defines how each of these measures is calculated
4. Tonnes of scope 1 and 2 CO₂e from our operations, per £m of revenue
5. High single digit 5-year compound annual revenue growth rate over a five-year rolling period

Revenue and adjusted profit growth

	2025 £m	2024 £m	Change %
Revenue	713.0	691.3	3.1
Adjusted operating profit	112.3	108.7	3.3
Adjusted operating profit margin	15.7%	15.7%	-
Adjusted profit before tax	127.2	122.6	3.8
Statutory profit before tax	118.0	122.6	(3.7)
Tax	(34.2)	(25.7)	33.2
Effective tax rate %	29.0%	21.0%	
Statutory profit after tax	83.8	96.9	-13.6
Adjusted earnings per share	137.8p	133.2p	3.5
Interim dividend per share	16.8p	16.8p	-
Final dividend per share proposed	61.3p	59.4p	3.1
Full year dividend per share proposed	78.1p	76.2p	2.5

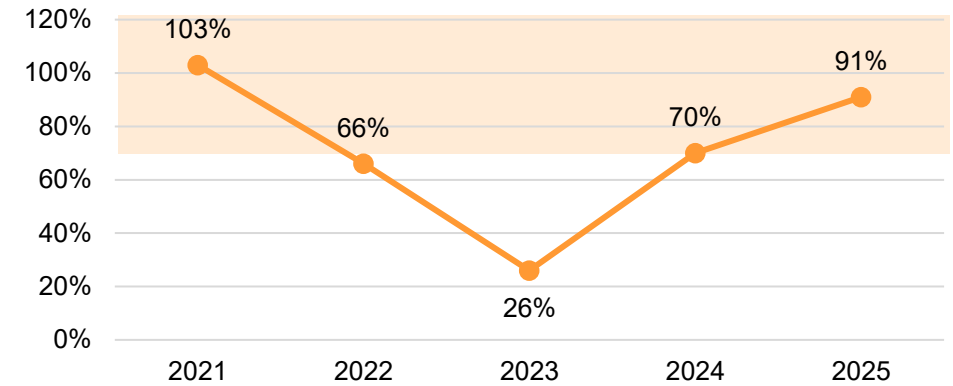
Adjusted profit before tax bridge £m



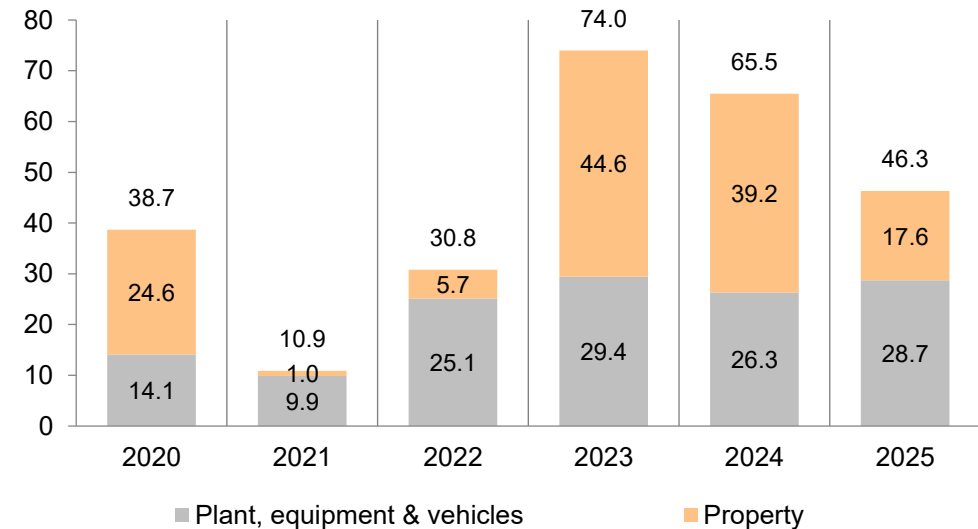
Strong cash generation

- ▶ Cash generation exceeding target, benefiting from lower inventory and capex
- ▶ £46.3m capex in FY2025 (FY2024: £65.2m), mainly manufacturing equipment to support future growth and increase productivity
- ▶ Planned capex spend for FY2026 is c. £40m
- ▶ Cash and equivalents of £273.6m
- ▶ Maintaining our progressive dividend policy
- ▶ Attention is increasingly focused on capital allocation to support the next phase of the company's development

Adjusted cash flow conversion from operating activities %



Capital expenditure £m



Accelerating innovation

Strong year for new product introductions

Growing in existing markets

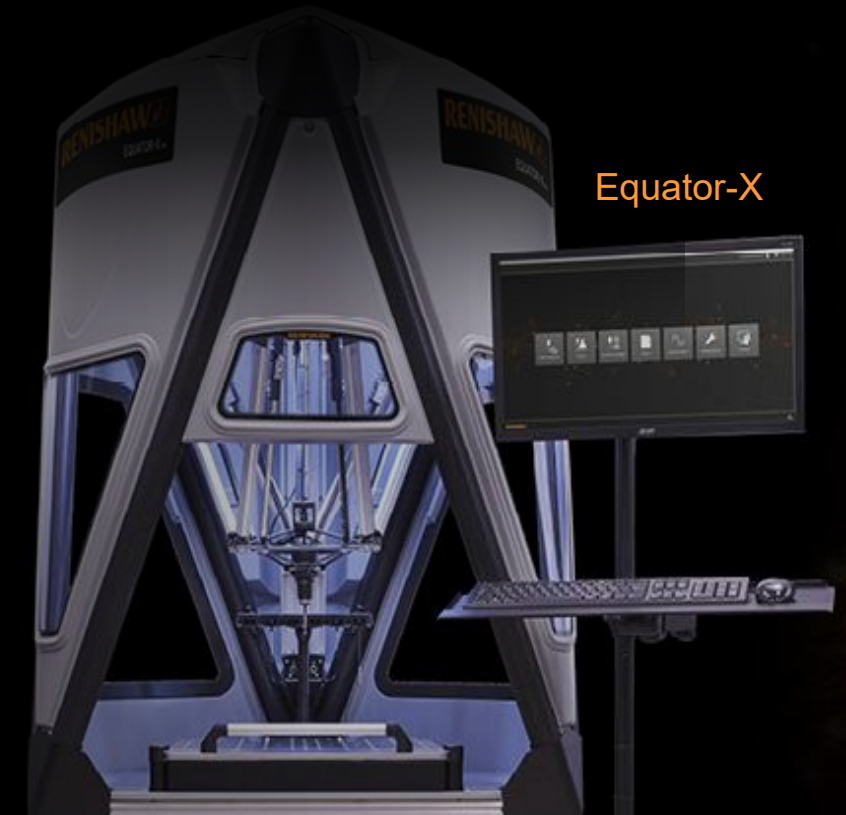
- ▶ Next-gen fibre-laser encoders for wafer inspection
- ▶ Opti-Logic™ in twin machine tool probe system

Increasing technology value

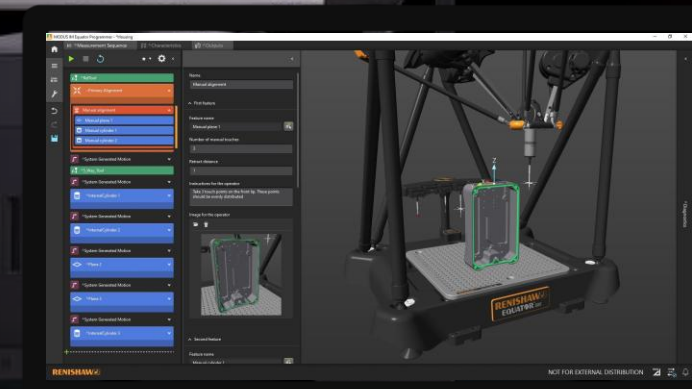
- ▶ RenAM 500D dual-laser AM system
- ▶ EQUATOR-X™ dual-method shop floor gauge
- ▶ MODUS IM™ Equator metrology software

Extending into new markets

- ▶ ASTRiA™ inductive encoders developed using new minimum viable product approach



Equator-X



Modus IM

Improving operating margins & return on capital

through growth, efficiencies and cost control

Cost	FY2025	Target
Production	38%	35%
Gross margin	62%	65%
Engineering	16%	12%
Distribution	20%	18%
Administration	11%	10%
Adj. operating profit	16%	>20%
ROIC	13%	>15%

Actions to drive margin improvement

- ▶ Targeted price increases
- ▶ Manufacturing & logistics automation to reduce direct headcount
- ▶ Operational leverage from automation and expansion capacity

Drive fixed costs towards the bottom of historic ranges over time

- ▶ Invest in profitable growth opportunities
- ▶ Productivity initiatives & IT transformation
- ▶ 3% of annualised fixed cost reduction from drug delivery closure (£3m p.a.) and operating cost reduction program (£20m p.a.)

Outlook

Steady start to FY2026, in line with our expectations, and we expect steady growth for the year ahead

- ▶ Confident in our long-term sustainable growth model
- ▶ Structural growth drivers underpinning our markets
- ▶ Solid progress in our three strategic focus areas
- ▶ Excited by the revenue potential from recently launched products
- ▶ Focused on achieving our growth and margin targets
- ▶ Continued investment in IT transformation and productivity improvements, whilst reducing fixed costs as % of revenue
- ▶ New reporting segments for FY2026



Disclaimer

This document contains statements about Renishaw plc that are or may be forward-looking statements.

These forward-looking statements are not guarantees of future performance. They have not been reviewed by the auditors of Renishaw plc. They involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of any such person to be materially different from any results, performance or achievements expressed or implied by such statements. They are based on numerous assumptions regarding the present and future business strategies of such persons and the environment in which each will operate in the future. All subsequent oral or written forward-looking statements attributable to Renishaw plc or any of its shareholders or any persons acting on its behalf are expressly qualified in their entirety by the cautionary statement above. All forward-looking statements included in this document speak only as of the date they were made and are based on information then available to Renishaw plc. Investors should not place undue reliance on such forward-looking statements, and Renishaw plc does not undertake any obligation to update publicly or revise any forward-looking statements.

No representation or warranty, express or implied, is given regarding the accuracy of the information or opinions contained in this document and no liability is accepted by Renishaw plc or any of its directors, members, officers, employees, agents or advisers for any such information or opinions.

This information is being supplied to you for information purposes only and not for any other purpose. This document and the information contained in it does not constitute or form any part of an offer of, or invitation or inducement to apply for, securities.

The distribution of this document in jurisdictions other than the United Kingdom may be restricted by law and persons into whose possession this document comes should inform themselves about, and observe any such restrictions. Any failure to comply with these restrictions may constitute a violation of laws of any such other jurisdiction.