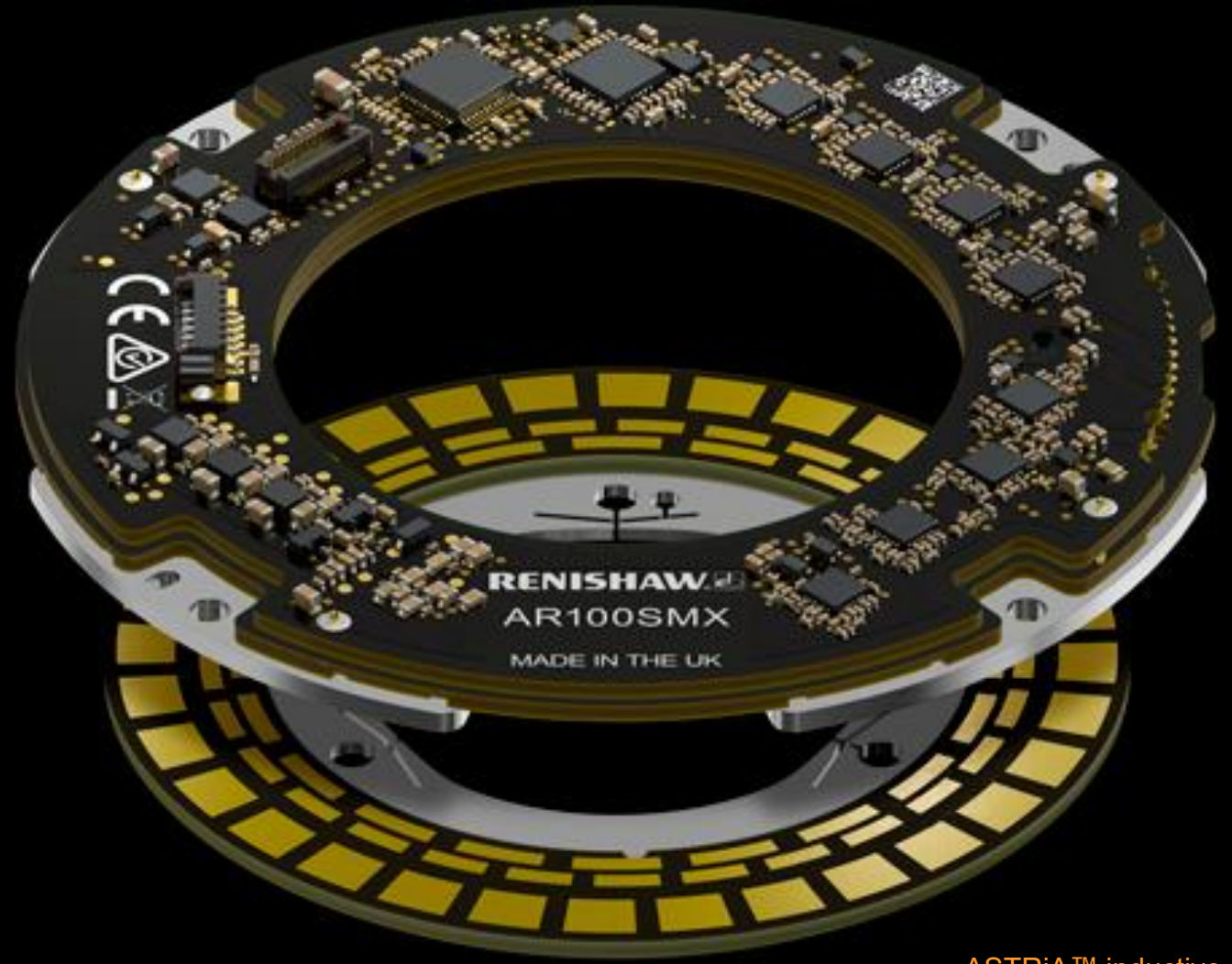


Capital Markets Day 2025

Will Lee
Chief Executive



ASTRiA™ inductive
encoder, introduced
in FY25

Our goals for today

Welcome to Miskin

- ▶ Update on our strategic progress, including exciting developments in FY26
- ▶ Explain how we are improving our financial performance
- ▶ Showcase our recent capital investments & our technologies in action in our factories
- ▶ Provide details of our financial goals and changes to how we will report from FY26

Aerial view of Miskin
manufacturing facility

Our purpose

Transforming tomorrow together

We make it possible to create the **products** and **materials** that will define our world in the decades to come and touch billions of lives

Where our products are used

- ▶ Machine shop
- ▶ Semicon production equipment
- ▶ Robotics & automation
- ▶ Laboratory & process line



Our ambition

To be a manufacturing technology powerhouse

- ▶ Innovating for an automated, sustainable world
- ▶ Taking leading positions in high-growth markets
- ▶ Developing a portfolio of sensors and software-enabled systems
- ▶ Generating long-term organic growth with sustained profitability
- ▶ Doing business responsibly and creating value for all our stakeholders



Our focus

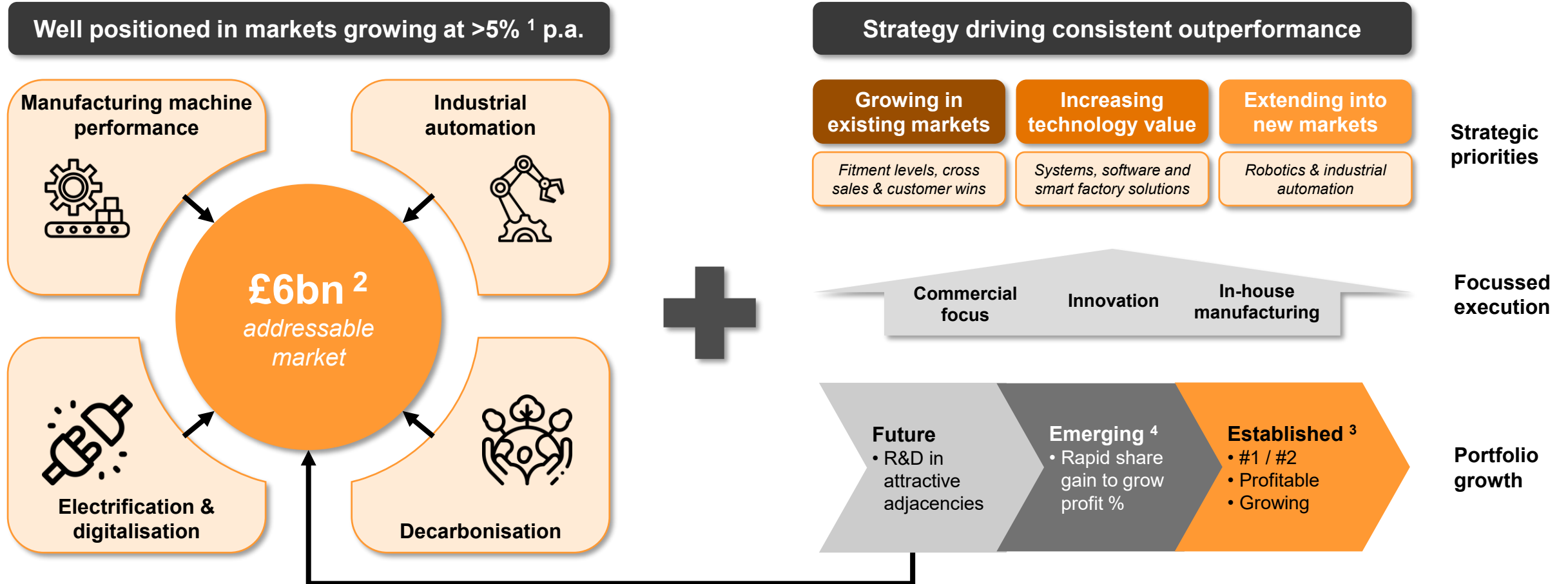
Achieving our growth & margin targets to drive shareholder value

- ▶ Driving revenue growth through accelerated innovation
- ▶ Improving operating margins through focussed execution & productivity
- ▶ Rationalising our portfolio and aligning into new business segments
- ▶ Focussing on cash conversion and growing shareholder returns



Our long-term growth model

Targeting high single digit through-cycle organic growth



- Notes:**
1. Estimated weighted average through-cycle demand growth of Renishaw's addressable markets
 2. Unaudited management estimates from a combination of external market research and Company market knowledge
 3. Established portfolio products occupy a leading market position (#1 or #2 market share)
 4. Emerging portfolio products operate in more fragmented markets with significant opportunity to gain market share

Accelerating innovation

Recent & current developments to drive market out-performance

Growing in existing markets

- ▶ Strong recent growth in demand for **fibre-laser encoders** for wafer inspection machines
- ▶ Introducing next-gen encoder range (below) with plug-and-play detector heads and enhanced performance



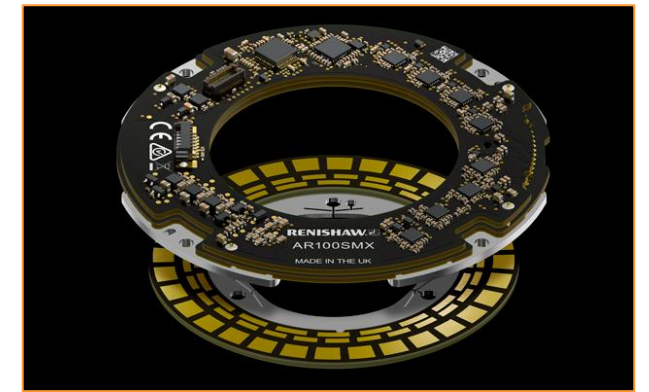
Increasing technology value

- ▶ Boosted AM productivity with unique **TEMPUS™** technology
- ▶ Expanding range of shop-floor flexible gauges with **Equator-X** and **Modus IM software**
- ▶ **Next-gen Raman** instrument targeting industrial customers



Extending into new markets

- ▶ Renishaw **CENTRAL** smart manufacturing data platform
- ▶ **Industrial Automation** systems for precision robotics
- ▶ **ASTRiA inductive encoders** (below) targeting harsh environments



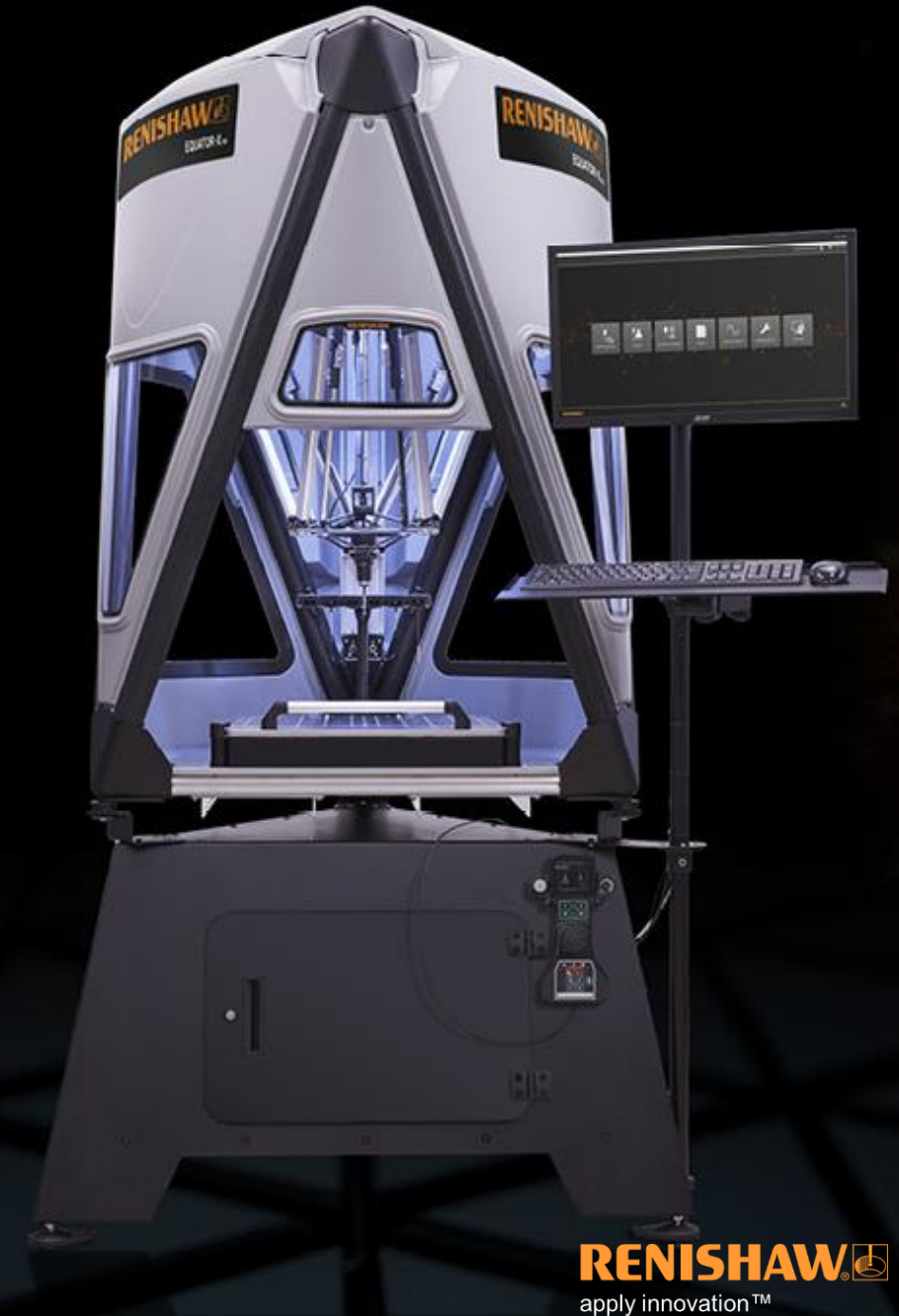
Coming in FY26

EQUATOR-X versatile shopfloor gauge for **rapid inspection of precision components**

- ▶ Verification & process control for **high-throughput machining applications** in consumer electronics, automotive & aerospace
- ▶ Unique 'hexapod' structure enabling measurement **up to 8 times faster than conventional CMMs**

USPs

- ▶ Highest speed in-process verification of parts and processes
- ▶ Choice of measurement method:
 1. Absolute (as CMM)
 2. Compare (as Equator)
- ▶ Supports shop-floor re-mastering for Equator users



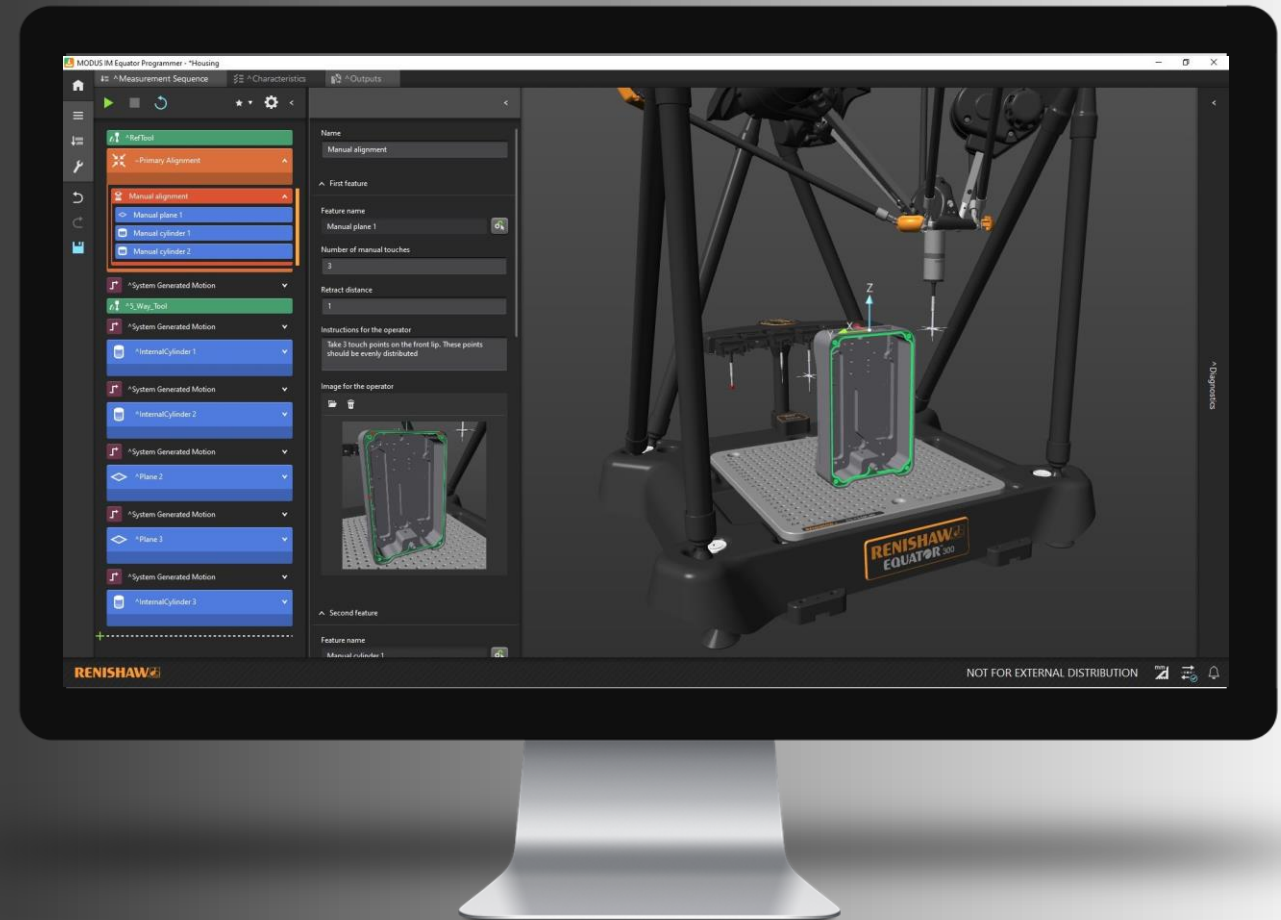
Coming in FY26

MODUS IM Equator metrology software for inspection on shop-floor gauging systems

- ▶ Accessible operator & programming interface for shop floor use
- ▶ Simple programming enables **efficient direct sales** and **new distribution channels**
- ▶ Automation options to integrate into manufacturing cells

USPs

- ▶ Best-in-class performance & usability for all Renishaw gauging platforms
- ▶ Integrates with Renishaw CENTRAL for intelligent process control



Our focus

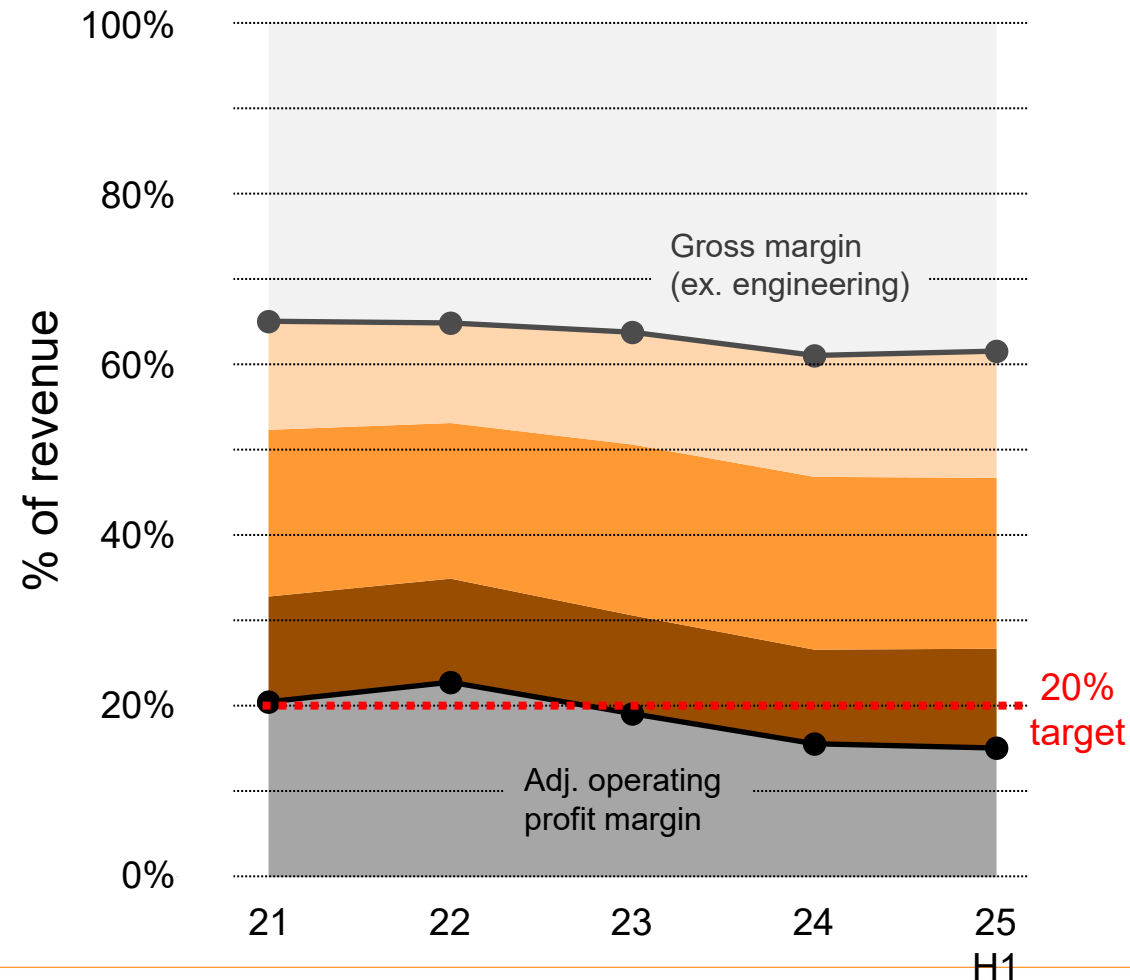
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- ▶ Driving revenue growth through accelerated innovation
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Improving operating margins

Targeting >20% operating margins through growth, efficiencies & cost control



Cost	25 H1	Target
Production	39%	35%
Gross margin (ex. engineering)	61%	65%
Engineering	15%	12%
Distribution	20%	18%
Administration	12%	10%
Adjusted operating profit	15%	>20%

Production

Targeting 65% gross margin (ex. engineering)

Manufacturing & logistics automation

- ▶ New machine tools, robots and automated warehousing
- ▶ Reduce direct labour content in key products, benefiting production cost and gross margin

Benefit from recent capital investments

- ▶ Recent capex provide capacity to increase output without additional direct labour costs
- ▶ Economies of scale as we expand AGILITY and AM production within existing factory footprint

Engineering

Securing strong returns on engineering investment

Focus and prioritisation

- ▶ Flagship project for each product line
- ▶ Fewer projects, faster execution
- ▶ 'Minimum viable product' approach for non-substitutional new products – move quickly and learn fast

Cost control

- ▶ Re-structuring and co-locating teams
- ▶ Exiting non-core activities
- ▶ Target engineering costs = 12% of revenues



Distribution

Establishing efficient routes to market

Sales resource alignment

- ▶ Expanding teams in India and China
- ▶ Specialist sales teams reporting into smaller business units (Additive, Spectroscopy, Industrial Automation)

Efficient sales

- ▶ Continue successful key accounts sales strategy
- ▶ New Modus IM software will reduce application development time for metrology system sales and open new routes to market
- ▶ New IT systems will reduce sales administration workload



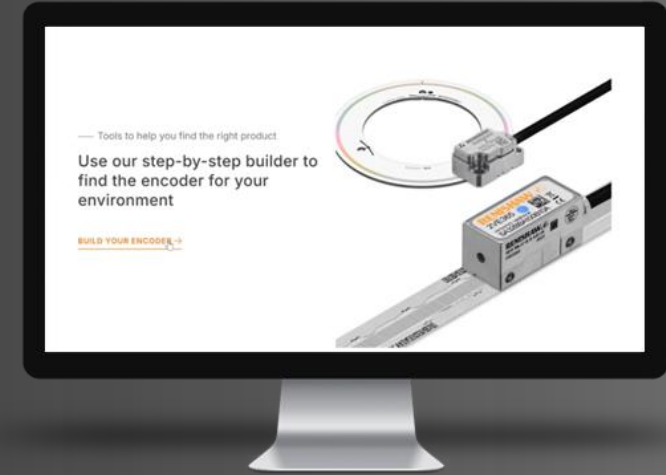
Administration – IT transformation

Significant investment (including £6m p.a. of short-term consultancy) to streamline customer interactions & drive productivity



Microsoft Dynamics 365

- ▶ Replaces legacy ERP & CRM platforms
- ▶ Common global processes and controls
- ▶ Supports process automation in sales administration & finance functions



Digital Experience

- ▶ New product catalogue and ecommerce platform now live
- ▶ New corporate and customer websites under construction

Our focus

Achieving our growth & margin targets to drive shareholder value

- ▶ Driving revenue growth through accelerated innovation
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Group structure & portfolio development

Simplify the Group

STRATEGY

Rationalise

Exit non-core product lines and focus on manufacturing technology powerhouse



Segments

Organise the business into three new reporting segments that align with end-market drivers



Focus

Align reporting lines of manufacturing & sales into Specialised Technology businesses

PROGRESS

- ▶ Closure of drug delivery aspect of Neurological product line
- ▶ Plan to divest remaining neurosurgery activities

Introduce in FY26:

- ▶ Industrial Metrology
- ▶ Position Measurement
- ▶ Specialised Technologies

Focused business units:

- ▶ Additive Manufacturing
- ▶ Spectroscopy
- ▶ Industrial Automation

Our focus

Achieving our growth & margin targets to drive shareholder value

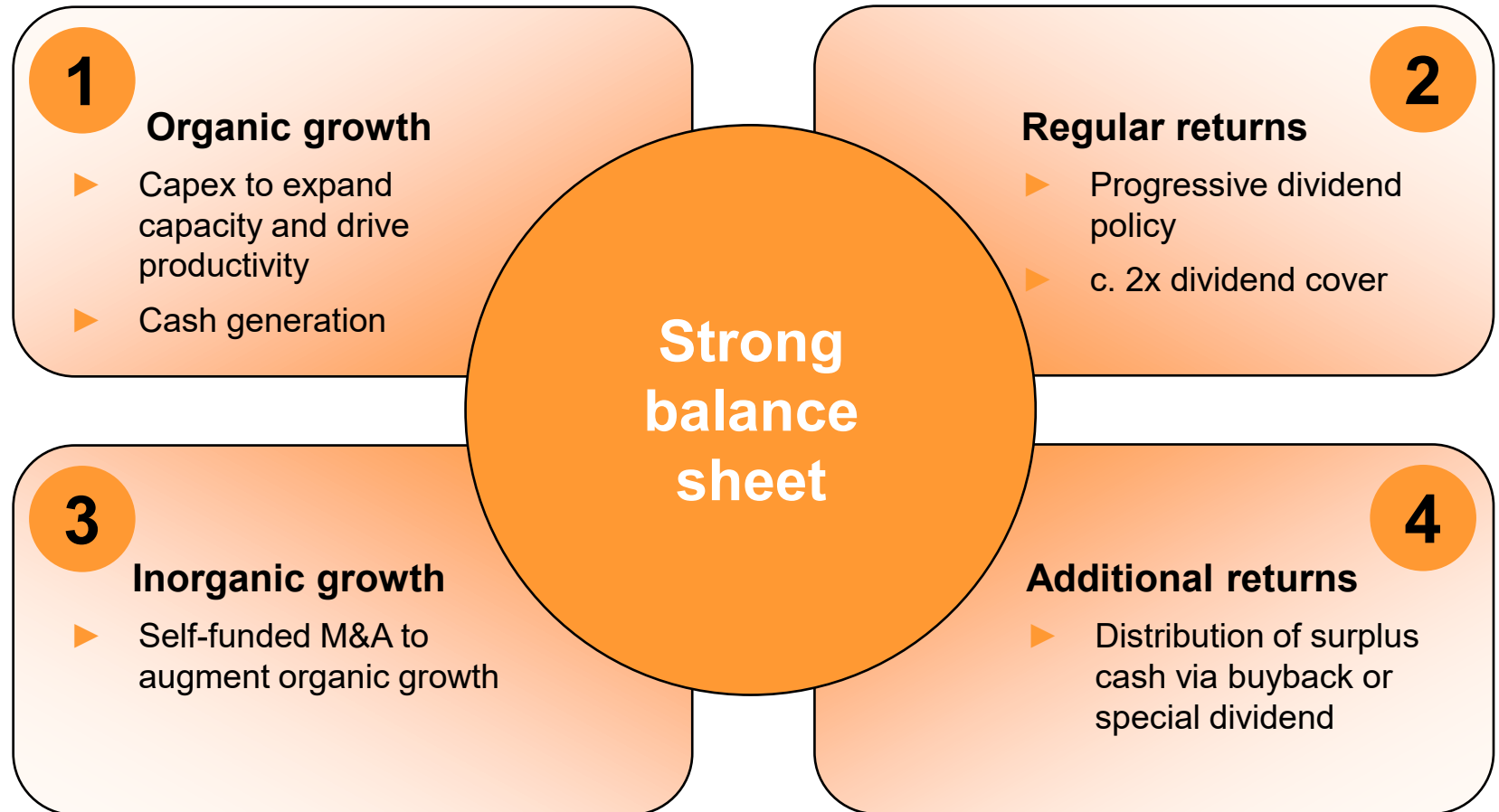
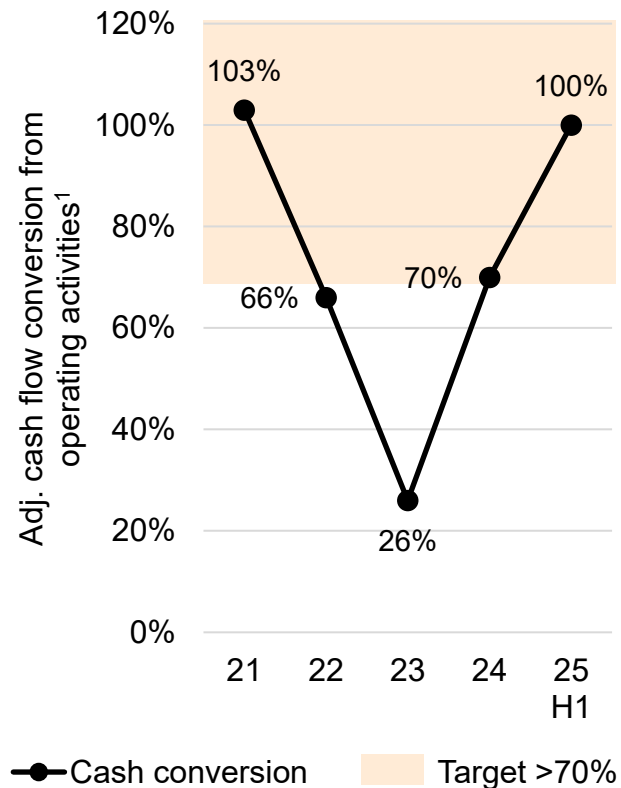
- ▶ Driving revenue growth through accelerated innovation
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Capital allocation framework

Priorities for generation and deployment of cash

Cash conversion



Strategy Q&A

- ▶ Accelerating innovation
- ▶ Improving operating margins
- ▶ Simplifying & focusing the business
- ▶ Driving shareholder returns

Will Lee
Chief Executive



Allen Roberts
Group Finance Director



Financial targets & business segments

Marc Saunders

Director of Group
Strategic Development



Our focus

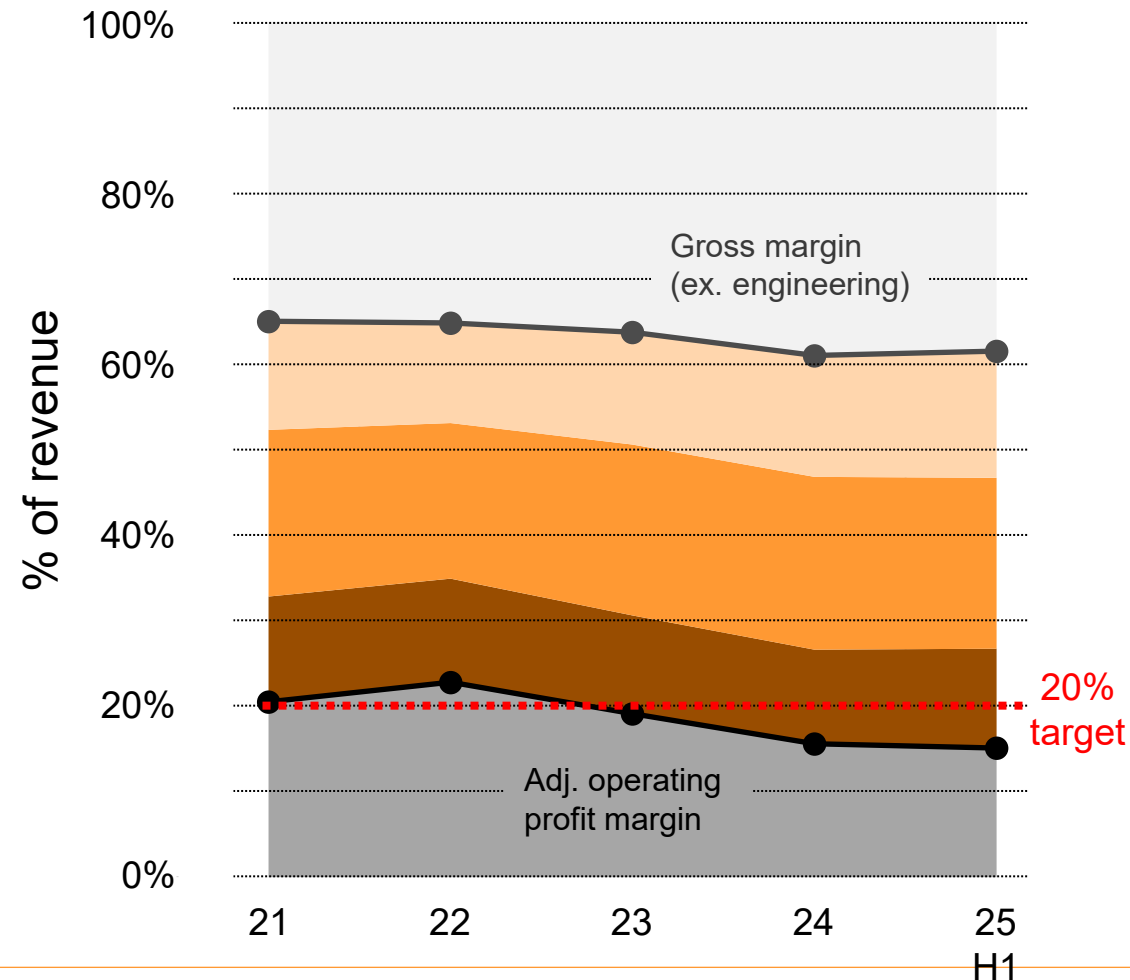
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Improving operating margins

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Adjusted operating profit	15%	>20%

Production cost targets

Targeting 65% gross margin (ex. engineering)

Factory of the Future automation initiatives, including:

- ▶ Encoders assembly automation
- ▶ New machine tools (small & large turning, auto loading)
- ▶ Automated warehousing & material movement
- ▶ Automated dispensing (gluebot & dispensing robots)
- ▶ Wire-bond / die placement automation
- ▶ Other assembly & soldering automation

reducing direct headcount by c. 100 over 2 years

Operational leverage from automation and expansion capacity

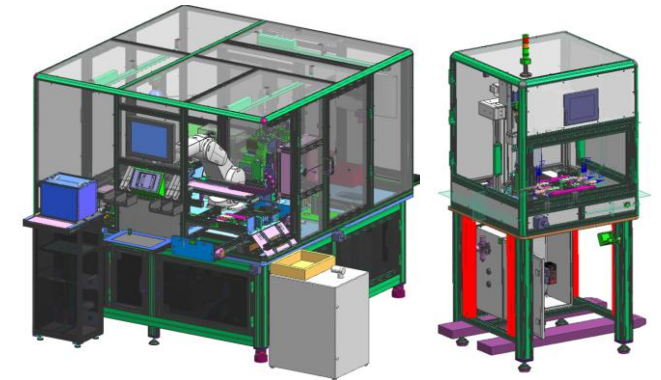
- ▶ New halls and automation investment provides substantial spare capacity
- ▶ Support rapid increases in production volume without further recruitment
- ▶ Higher utilisation driving higher gross margins and ROIC

targeting recovery to 65% gross margin

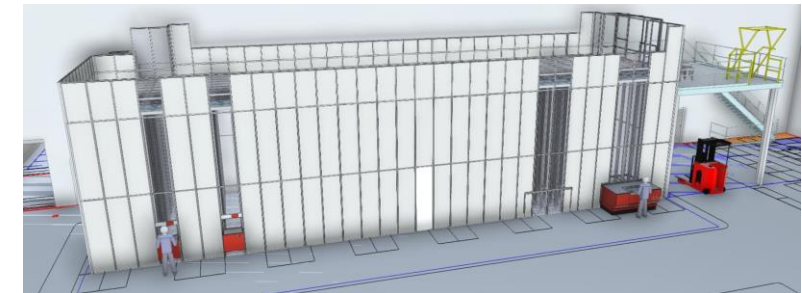
Automated
material
movement



Encoder
assembly
automation

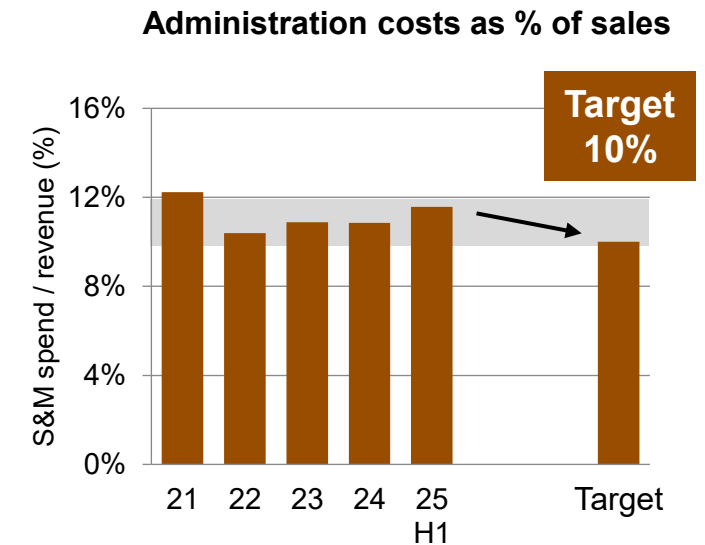
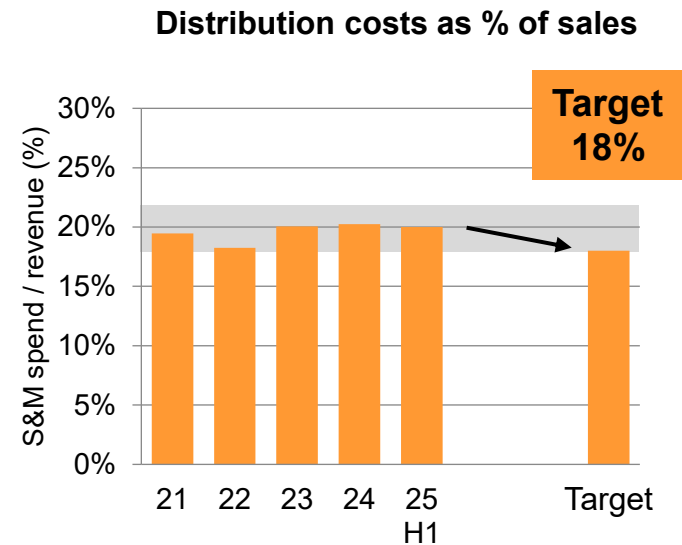
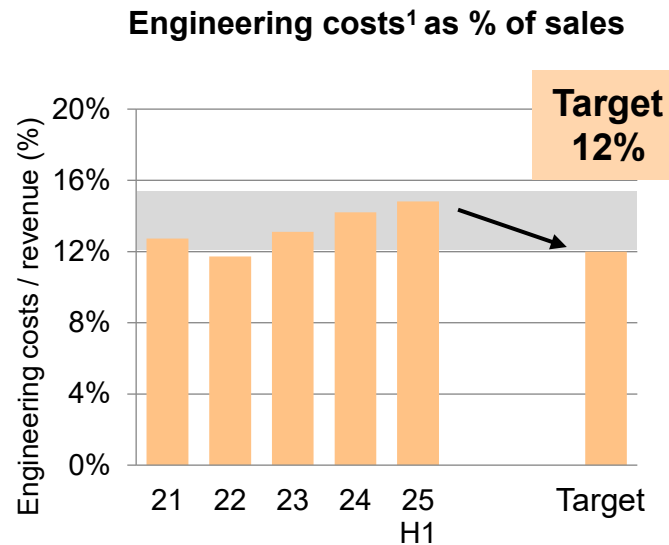


Warehousing
automation



Operating cost targets

Moving fixed costs towards the bottom of their historic ranges



Targets

- ▶ Move Engineering, Distribution & Administration costs towards the bottom of their historic ranges as % of revenues

Approach

- ▶ Focus on profitable opportunities
- ▶ Productivity initiatives & IT transformation
- ▶ Decisive control of indirect costs

Actions

- ▶ 300 bps of fixed cost reduction
- ▶ £3m p.a. closure of drug delivery
- ▶ £20m p.a. operational cost reduction program

Notes

1. Engineering spend as recorded in the Consolidated income statement

IT transformation

Streamline customer interactions & drive productivity in admin functions

Targets

- ▶ Replace legacy systems to improve customer experience and enable process automation

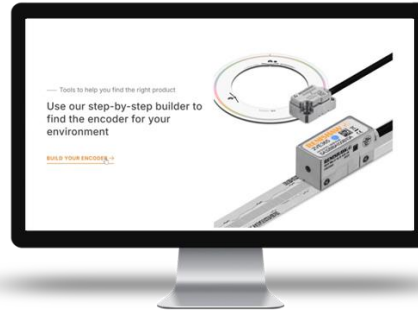
Approach

- ▶ Design & configure with consultants, in-house deployment & support
- ▶ £6m annual consulting spend, taken as an operating expense (above the line)



Sales ERP

- ▶ Early implementation
- ▶ Project spend High
- ▶ Consultant spend Reducing
- ▶ Deploying in UK now, Germany & USA in FY26



Digital experience

- ▶ Early implementation
- ▶ Project spend Reducing
- ▶ Consultant spend Reducing
- ▶ New ecommerce sites in FY26, new websites by FY27



Manufacturing MRP

- ▶ Planning phase
- ▶ Project spend Rising
- ▶ Consultant spend Not started
- ▶ Establishing requirements & identifying potential solutions

Our focus

Achieving our growth & margin targets to drive shareholder value

- ▶ Driving revenue growth through accelerated innovation
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New business segments

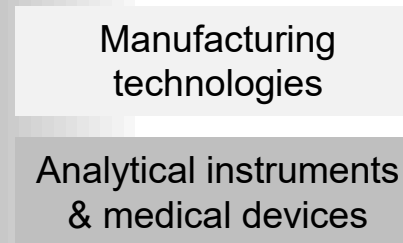
Enhance investor understanding of our business

- ▶ 3 new reporting segments
- ▶ Link to end-user markets and external demand drivers
- ▶ Align with evolving organisation structure

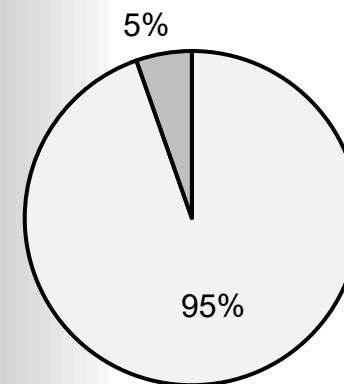
Effective from FY26

- ▶ FY25 results using current segments
- ▶ New segments apply from FY26
- ▶ New segment performance for FY24 & FY25 will be communicated shortly after our FY25 results announcement in September

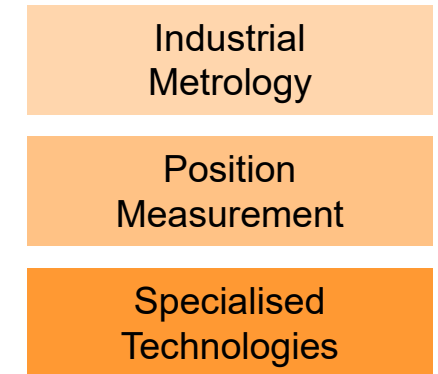
Current segments



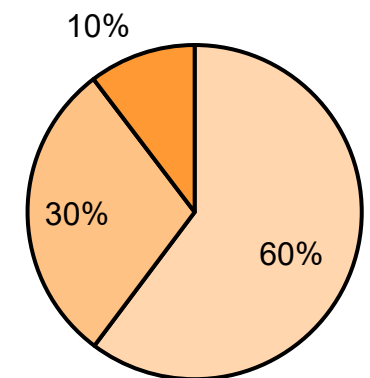
Revenue



New segments






Revenue



FY26 segment definitions

FY25 segment	Products
Manufacturing technologies	CMM sensors
	Machine tool probes
	Styli & fixturing
	Calibration systems
	CMM & gauging systems
	Metrology software
	Open optical encoders
	Laser encoders
	Magnetic encoders
	Enclosed optical encoders
	Inductive encoders
	Additive manufacturing
	Industrial automation
Analytical instr. & medical devices	Spectroscopy Neurological



	FY26 segment	Products	Maturity ¹
	Industrial Metrology	CMM sensors	Established
		Machine tool probes	Established
		Styli & fixturing	Established
		Calibration systems	Established
		CMM & gauging systems	Emerging
		Metrology software	Emerging
	Position Measurement	Open optical encoders	Established
		Laser encoders	Established
		Magnetic encoders	Established
		Enclosed optical encoders	Emerging
		Inductive encoders	Emerging
	Specialised Technologies	Spectroscopy	Established
		Additive manufacturing	Emerging
		Industrial automation	Emerging
		Neurological	Non-core

Notes:

Established
Emerging
Non-core

#1 / #2 market share, profitable, growing market
not yet at target share, scale and profitability – focus on rapid growth & share gains in high-growth markets
intention to divest

Industrial Metrology

Measurement & control of precision component manufacturing processes



Applications

- ▶ Automated process set-up, in-process control and multi-sensor post-process monitoring of precision component manufacturing operations
- ▶ Automotive, aerospace, consumer electronics

Benefits

- ▶ Enables tighter tolerances, eliminates reliance on skilled labour, minimises downtime and automates production

Demand drivers

- ▶ Shrinking skilled workforce driving automation
- ▶ Re-shoring / friend-shoring to secure supply chains
- ▶ Reduced waste & energy consumption in manufacturing

Correlating external market data

- ▶ Machine tool consumption – JMTBA, CECIMO

Market-leading sensors (established)

CMM sensors



Machine tool probes



Styli & fixturing



Calibration systems

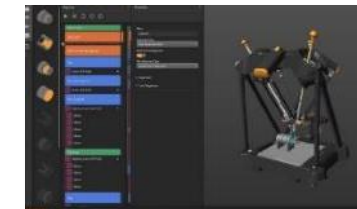


Innovative metrology systems & software (emerging)

CMM & gauging systems



Metrology software



Renishaw Central



Position Measurement

Precision motion control of machinery, robotics & factory automation



Applications

- ▶ Precision motion control for semiconductor manufacturing equipment, machine tools, metrology equipment, robotics and factory automation

Benefits

- ▶ Enables automated industrial equipment to move with greater speed and precision, supporting the evolving needs of advanced manufacturing

Market drivers

- ▶ Increasing detail and complexity of semiconductors
- ▶ Growth in consumer electronics, 5G, AI, IIoT, robotics
- ▶ Enhanced precision of machining and robotic processes

Correlating external market data

- ▶ Semicon equipment capex – SEMI

Contactless encoders for precision motion control (established)

Open optical encoders



Fibre laser encoders



Magnetic encoders



Motion control for harsh environments (emerging)

Enclosed optical encoders



Inductive encoders



Specialised Technologies

Novel technologies in high growth sectors



Spectroscopy for materials analysis & control (established)



Laboratory Raman spectroscopy system for research & industrial materials analysis

Raman analyser for process control



Additive Manufacturing for volume production (emerging)

RenAM 500Q multi-laser AM machine



QuantAM build preparation software

Industrial Automation solutions for robotic precision (emerging)



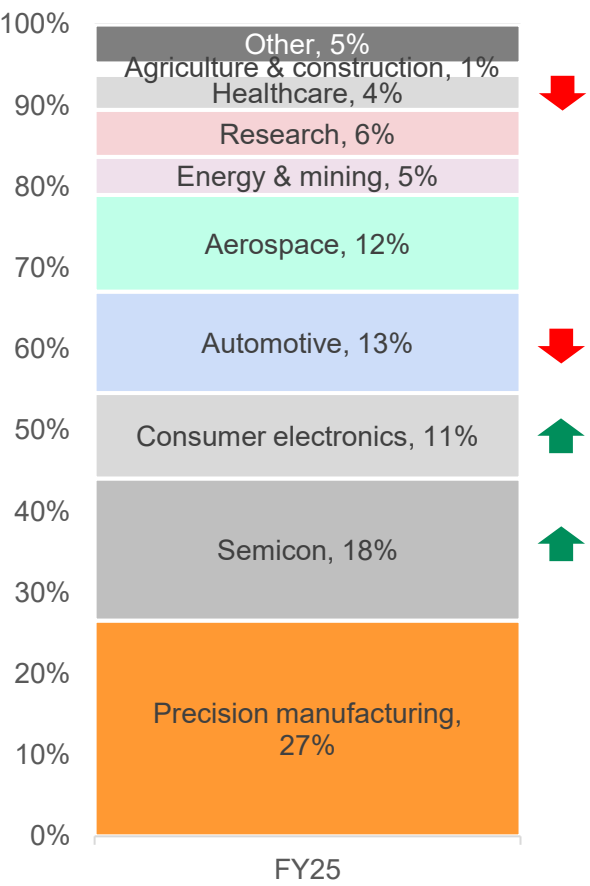
Robot calibrators for rapid set-up & recovery

In-process robot metrology for enhanced precision



Industries served & routes to market

Broad range of ultimate end user industries



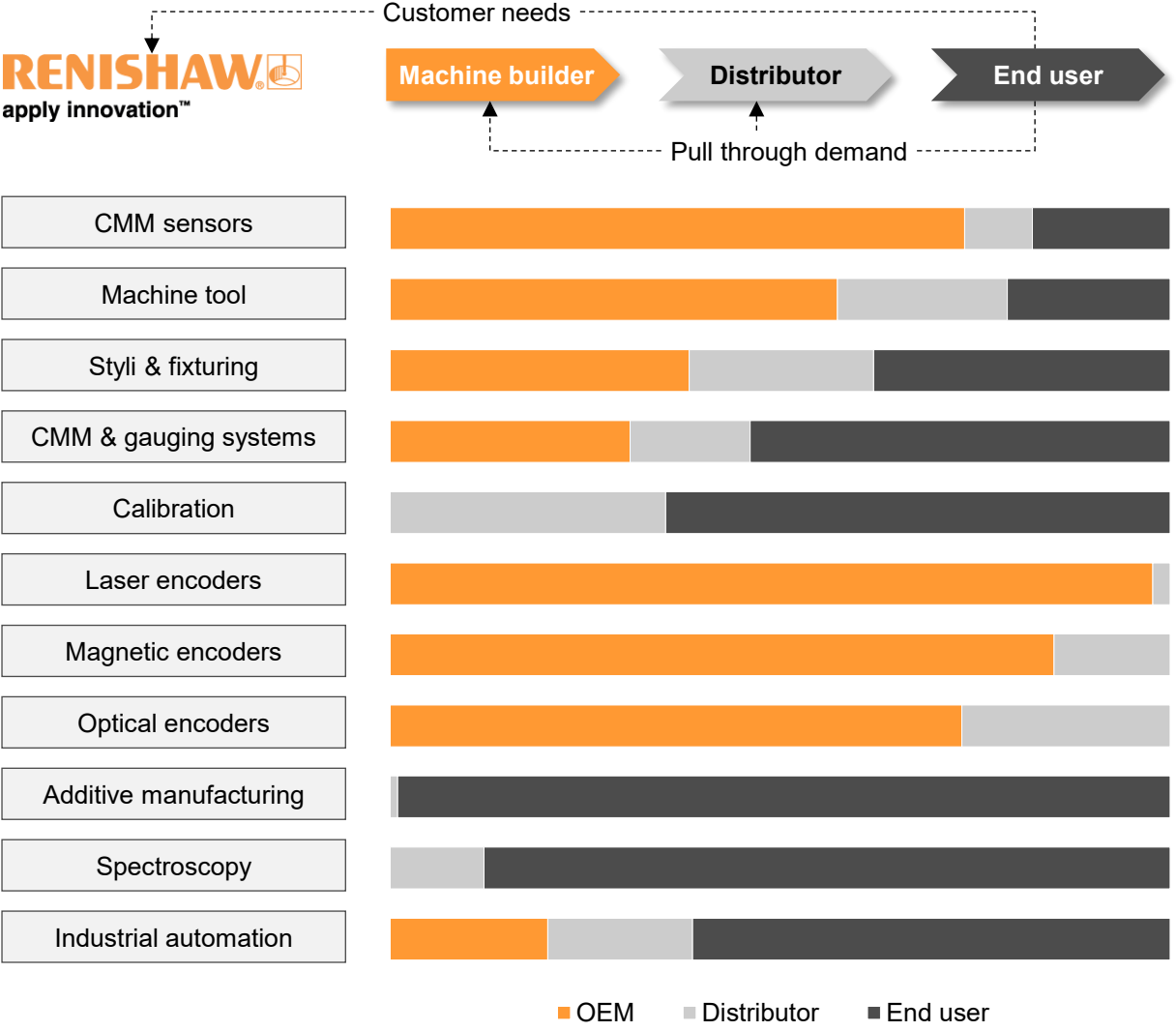
Complementary routes to market

Sales strategies:

Industrial Metrology
Probes & styli mostly through machine builders & distributors, plus end-user projects and consumables.
CMM & gauging systems and calibration mostly sold to end-users.

Position Measurement
Encoder sales mostly to machine builders who integrate encoders into their equipment.

Specialised Technologies
Primarily direct sales to end users.



Our focus

Achieving our growth & margin targets to drive shareholder value

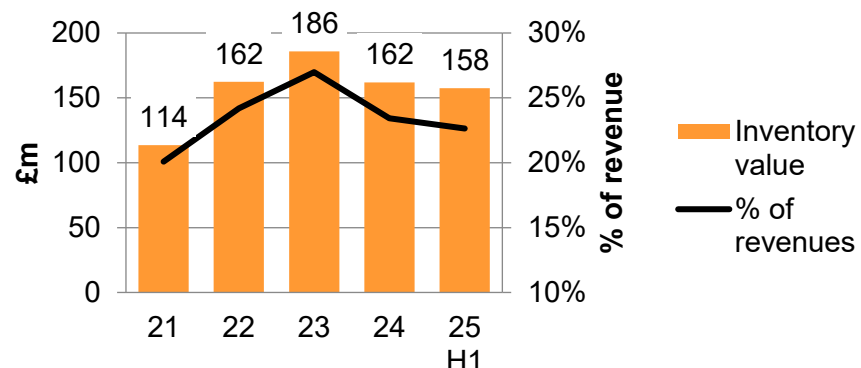
- ▶ Driving revenue growth through accelerated innovation
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Cash conversion

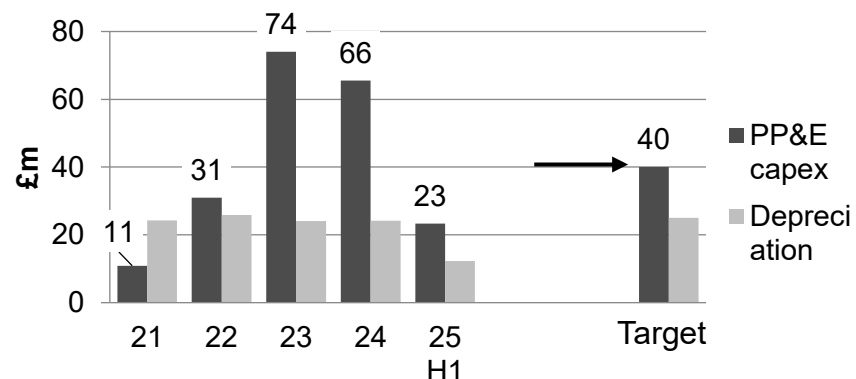
Converting operating profit into cash

Inventory



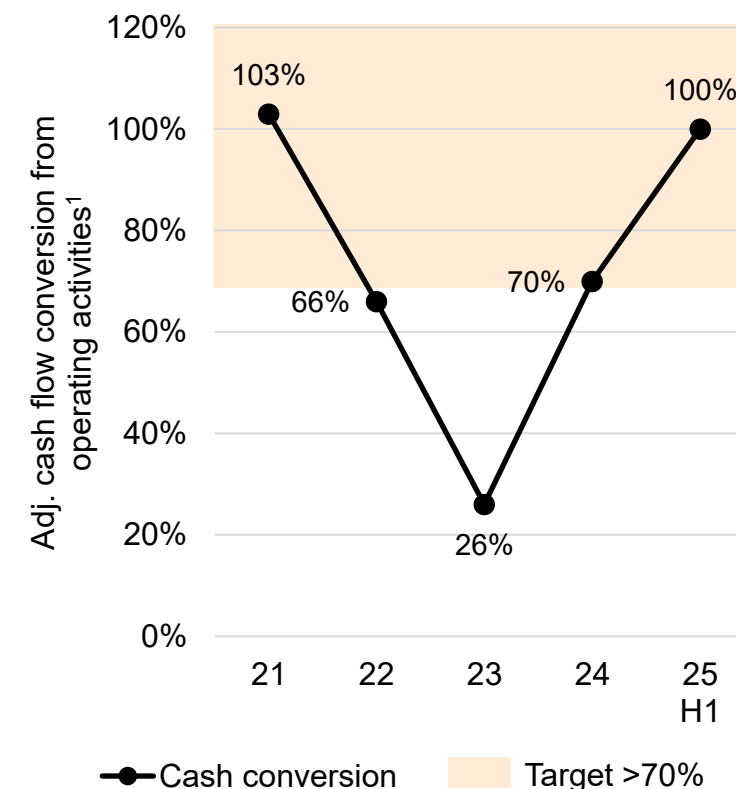
- ▶ Focus on agile supply chain and inventory control
- ▶ Inventory reduction in recent years improving stock turn
- ▶ Retain strategic stock to enable agile response

Capex



- ▶ Balance property additions with depreciation + disposals
- ▶ Plant & equipment assets at c. 10% of sales, with additions at c. 120% of depreciation + disposals
- ▶ FY26 capex budget c. £40m

Cash conversion



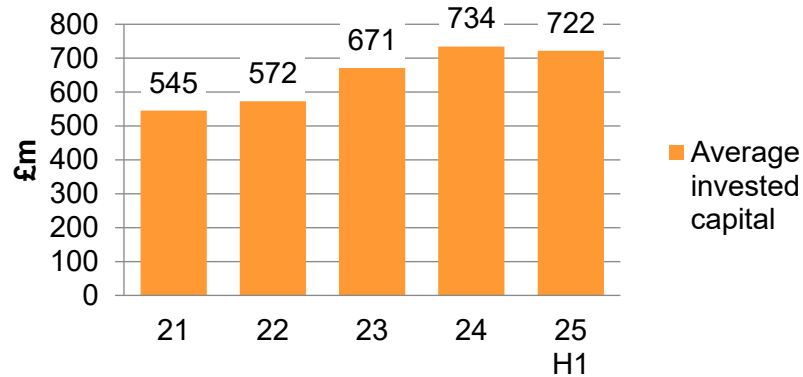
Notes

1. Adjusted cash flow from operating activities as a % of adjusted operating profit (see note 29 in Annual Report for full definition)

Return on invested capital (ROIC)

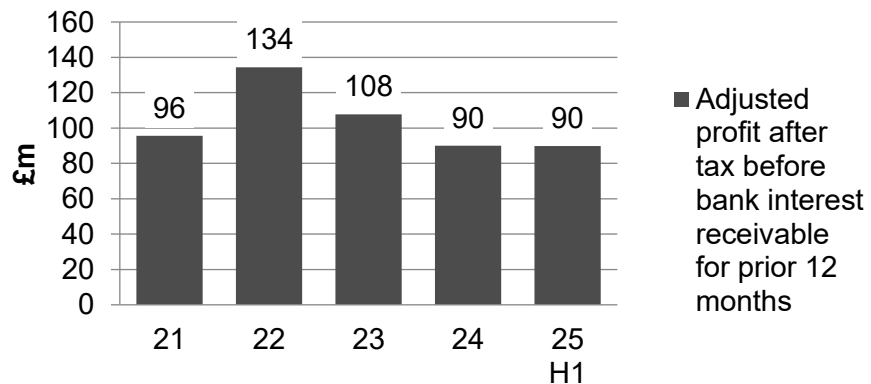
Focusing on growth and margin improvement using existing assets

Average invested capital¹



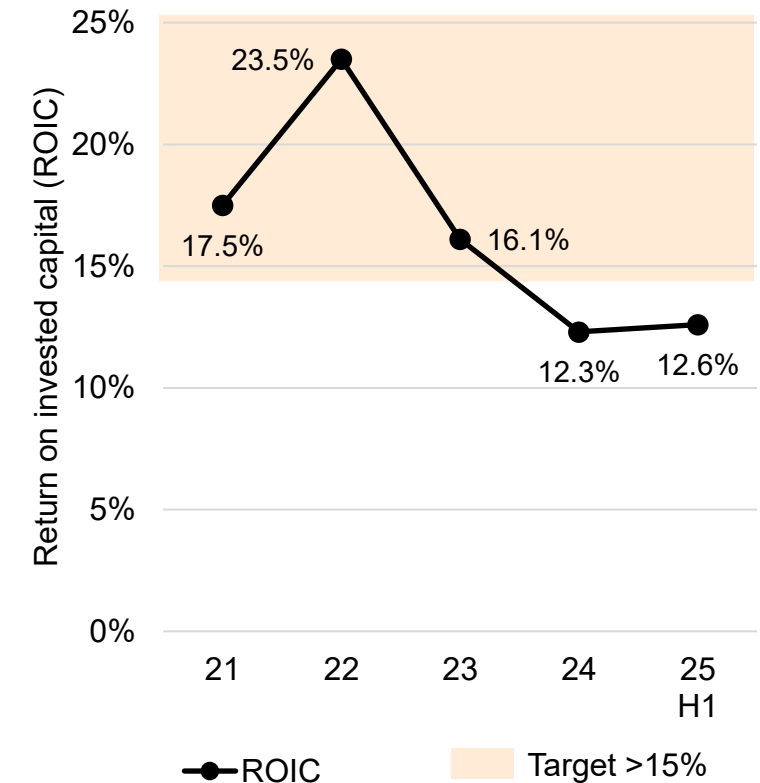
- ▶ Invested capital increase driven by higher inventory in FY23, plus property capex in FY23 and FY24
- ▶ Invested capital trending lower in FY25

Adj. profit after tax²



- ▶ Adjusted profit after tax has stabilised in FY25 H1
- ▶ Target to return ROIC to >15%

ROIC³



Notes

1. Average of the invested capital at the beginning of the reporting period and at the end of the reporting period.
2. Adjusted profit after tax before bank interest receivable over the prior 12-month period
3. ROIC = Adjusted profit after tax before bank interest receivable as a percentage of average invested capital

Targets & segmentation Q&A

- ▶ Improving operating margins
- ▶ New business segments
- ▶ Driving shareholder returns

Allen Roberts
Group Finance Director



Marc Saunders
Director of Group Strategic Development

