

DOWLAIS

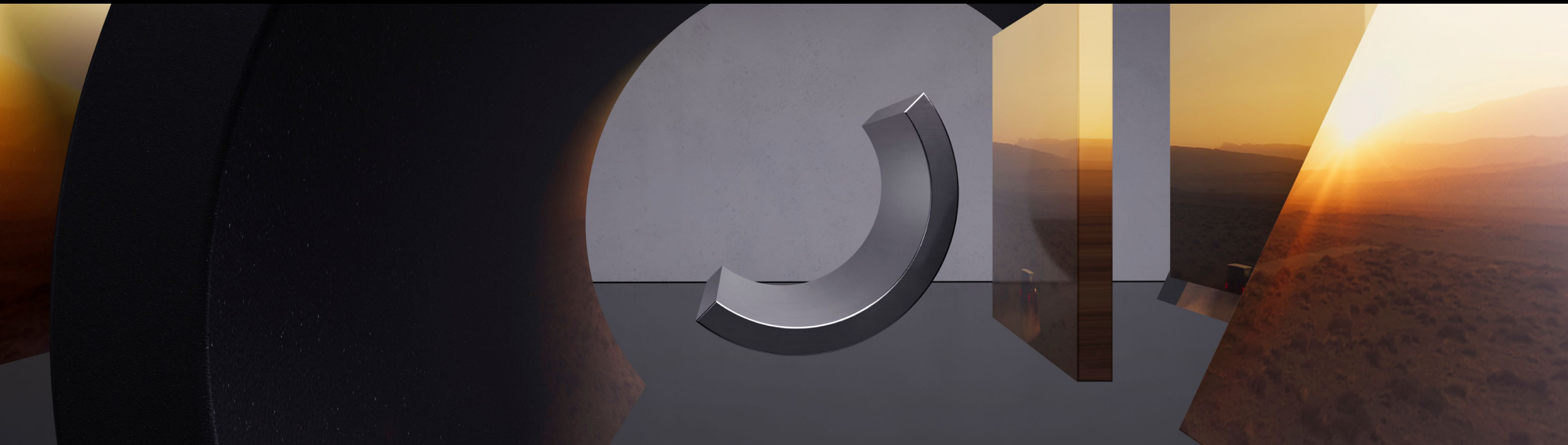
Dowlais Group plc

Full Year Results Presentation

Year ended 31 December 2023

21 March 2024

2023 FULL YEAR RESULTS



THE DOCUMENT IS NOT AN OFFER OR SOLICITATION OF AN OFFER TO BUY OR SELL SECURITIES. IT IS SOLELY FOR USE AT A PRESENTATION AND IS PROVIDED FOR INFORMATION ONLY AND MUST NOT BE RELIED UPON FOR ANY PURPOSE. THIS PRESENTATION DOES NOT CONTAIN ALL OF THE INFORMATION MATERIAL TO AN INVESTOR.

IMPORTANT: Please read the following before continuing. The following applies to this document, which has been prepared solely for information purposes in relation to Dowlais Group plc (the "Company") and its direct and indirect subsidiaries (together with the Company, the "Group"), to the oral presentation of the information in this document by members of the Business' management and to any question-and-answer session that follows the oral presentation (collectively, the "Information"), each of which should be considered together and not taken out of context.

This document is not, and should not be construed as, a prospectus or offering document, and has not been reviewed or approved by any regulatory or supervisory authority.

No representation, warranty or undertaking, express or implied, is or will be made by the Company or any other person as to, and no reliance should be placed on, the truth, fairness, accuracy, completeness or correctness of the Information or the opinions contained therein (and whether any information has been omitted from the Information) for any purpose. To the extent permitted by law, the Company, each member of the Group and their respective directors, officers, employees, affiliates, advisers and representatives (the "Representatives") disclaim all liability whatsoever (in negligence or otherwise) for any loss, however arising, directly or indirectly, from any use of the Information, this document or its contents or otherwise arising in connection with the Information.

The Information is subject to updating, revision, amendment, verification, correction, completion and change without notice. In providing access to the Information, none of the Company, any member of the Group, nor any of their respective Representatives or any other person undertakes any obligation to provide the attendee or recipient with access to any additional information or to update the Information to reflect material developments after the date hereof or to correct any inaccuracies in any such Information, including any financial data or forward-looking statements. Neither the Company, the Group, nor any of their respective Representatives have independently verified any of the Information. The Information has not been verified to the standards normally expected in connection with the preparation of a prospectus. Certain figures contained in the Information have been subject to rounding adjustments.

You should conduct your own independent investigation and assessment as to the validity of the Information, and the economic, financial, regulatory, taxation and accounting implications of that Information, and you confirm that you are not relying on any recommendation or statement of the Company, any member of the Group or their respective Representatives. You are strongly advised to consult your own independent advisers on any economic, financial, regulatory, legal, taxation and accounting issues relating to the information contained in the Information.

The Information may constitute or include forward-looking statements. These forward-looking statements reflect, at the time made, the Group's beliefs, intentions and current targets/aims. Forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future and are based upon various assumptions. Although the Group believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and are beyond its control. Actual results are subject to future events and uncertainties, which could materially impact the Group's actual performance. No representation or warranty, express or implied, is made that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved. No statement in the Information is intended to be nor may be construed as a profit forecast. All measures are adjusted measures as defined in the Alternative Performance Measures section of the financial statements unless stated otherwise. All YoY changes are stated at constant currency throughout the document.

To the extent available, the industry, market and competitive position data contained in the Information comes from official or third party sources. While the Company believes that each of these publications, studies and surveys has been prepared by a reputable source, none of the Company, the Group nor any of their respective Representatives has independently verified the data contained therein. In addition, certain of the industry, market and competitive position data contained in the Information comes from the Group's own internal research and estimates. While the Group believes that such research and estimates are reasonable, they, and their underlying methodology and assumptions, have not been verified by any independent source for accuracy or completeness and are subject to change and correction without notice. Accordingly, reliance should not be placed on any of the industry, market or competitive position data contained in the Information.

This document is not an offer of securities for sale in the United States. Securities may not be offered or sold in the United States absent registration or an exemption from registration, that any public offering of securities to be made in the United States will be made by means of a prospectus that may be obtained from the issuer or the selling security holder and that will contain detailed information about the Company and management, as well as financial statements. Neither this document nor any copy of it may be taken or transmitted or distributed directly or indirectly, in or into or from the United States, or to persons in the United States within the meaning of Regulation S under the Securities Act, except to qualified institutional buyers ("QIBs") as defined in, and in reliance on, Rule 144A under the U.S. Securities Act of 1933, as amended (the "Securities Act") or pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act.

This presentation is only addressed to and directed at persons in member states of the European Economic Area (each a "Relevant State") who are "qualified investors" within the meaning of Regulation (EU) 2017/1129 (as amended, the "Prospectus Regulation") ("Qualified Investors"). In the United Kingdom, this presentation is being distributed only to, and is directed only at, persons who are "qualified investors" within the meaning of the Prospectus Regulation as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 who are persons (i) having professional experience in matters relating to investments falling within Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (as amended, the "Order"); or (ii) falling within Article 49(2)(a) to (d) ("high net worth companies, unincorporated associations etc.") of the Order; or (iii) to whom an invitation or inducement to engage in investment activity (within the meaning of section 21 of the Financial Services and Markets Act 2000, as amended), in connection with the issue or sale of any securities may otherwise lawfully be communicated or caused to be communicated (all such persons together being referred to as "Relevant Persons"). This presentation must not be acted on or relied on (i) in the United Kingdom, by persons who are not Relevant Persons, and (ii) in any Relevant State, by persons who are not Qualified Investors. Any investment or investment activity to which this presentation relates is available only to or will be engaged in only with, (i) Relevant Persons in the United Kingdom, and (ii) Qualified Investors in any Relevant State.

This document is also not for publication, release or distribution in any other jurisdiction where to do so would constitute a violation of the relevant laws of such jurisdiction nor should it be taken or transmitted into such jurisdiction and persons into whose possession this document comes should inform themselves about and observe any such restrictions. By accessing the Information, you represent that you are a person who is permitted under applicable law and regulation to receive the Information.

By attending the presentation or reading this document, or accepting delivery of or electronically accessing or reviewing the Information or accepting delivery of the Information you agree to the terms contained herein and to be bound by the foregoing obligations, restrictions, limitations and conditions and, in particular, will be taken to have represented, warranted and undertaken that (A) if in a Relevant State, you are a Qualified Investor; (B) if in the United Kingdom, you are a Relevant Person; and (C) if in the United States, you are a QIB, or (D) irrespective of where you are resident or incorporated, you are an institution that is permitted within your home jurisdiction and in the jurisdiction in which you are accessing the Information, under applicable law and regulation, to access the Information.

2023 HIGHLIGHTS

Strong margin expansion, free cash flow above expectations and confidence in long-term outlook enabling share buy-back

Margin expansion



Adjusted¹ operating profit +20%², margin expansion of 90bps (excluding incremental stand-alone plc costs)

Confident of achieving our margin target of 10%+ in Automotive over the medium term

Cash generation



Adjusted free cash flow of £93m³

Final dividend of 2.8p proposed resulting in total full year dividend of 4.2p per share

Intention to commence share buy-back programme of £50m

Portfolio transition



Record new business awards in Automotive, balanced across the portfolio

Positive transition in Powder Metallurgy with significant increase in propulsion agnostic component awards

1. All adjusted financial measures are defined in the Alternative Performance Measures section in the full year results announcement
2. YoY changes are stated at constant currency throughout this document
3. Free cash flow excluding demerger related cash outflows of £48m



OUR BUSINESS

WE ARE DOWLAIS

We are a specialist engineering group focused on the automotive sector

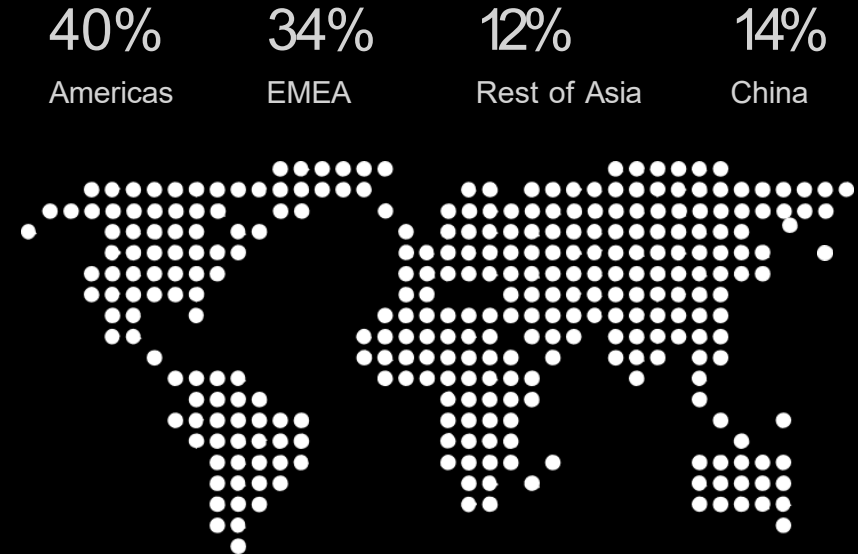
We generate growth through a portfolio of transformative and innovative businesses

We develop exceptional products that drive transformation in our world

DOWLAIS AT A GLANCE¹

#1 global drive system supplier	#1 global sinter metals supplier	77 manufacturing facilities	19 countries
		>30,000 employees globally	
>95% of global manufacturers served	>50% of all light vehicles contain our technology	£5.5bn Adjusted revenue	

REVENUE BY REGION¹



1. All figures include contribution from equity accounted investments

GKN Automotive

The world leader in drive systems and a trusted partner to global automotive manufacturers

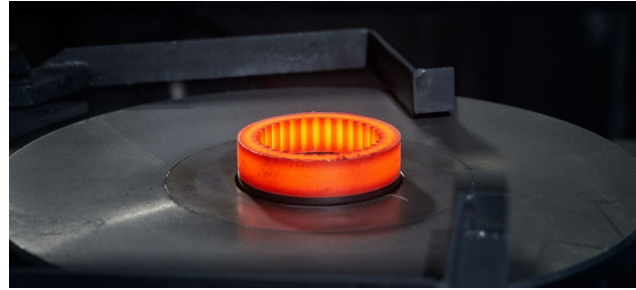


Driveline Sideshafts Propshafts	ePowertrain AWD systems eDrive systems ePowertrain components
---	--

#1 Leader in sideshafts, propshafts, AWD systems and advanced differentials	~50% Of all light vehicles use our technology	>90% Of global manufacturers served
---	---	--

GKN Powder Metallurgy

A global leader in powder metallurgy creating precise, sustainable products for the automotive and industrial sectors



Sintered Metal Components	Metal Powders	Additive Manufactured Components
----------------------------------	----------------------	---

#1 Market leader in sintered metal components	~10m Components produced per day	>3,000 Customers worldwide
---	--	---

GKN Hydrogen

A leader in metal hydride storage, providing innovative solutions to the hydrogen and energy storage markets



Hydrogen Storage Systems	Power-to-Power Energy Storage Systems
---------------------------------	--

#1 Market leader in metal hydride hydrogen storage technology	27 Systems installed	>10 Years of experience in the hydrogen storage market
---	--------------------------------	---

Our Purpose

Engineering transformation for a sustainable world



Market leadership and industry-leading financial performance

Margin expansion

Cash generation



Technological innovation to enable a net zero economy

Portfolio transition

Technology leadership



Sustainable organic growth and disciplined M&A

Organic growth

M&A



FINANCIAL RESULTS

Group full year financial results

Strong first year financial performance

DOWLAIS

DOWLAIS

	2023 (FY)	% Change (YoY)
Adjusted Revenue (£m)	5,489	+6.3%
Adjusted Operating Profit (£m)	355	+10%
Adjusted Operating Profit Margin (%)	6.5	+30bps
Adjusted Free Cash Flow (£m)	93	N/A
Adjusted EPS (p)	13.8	N/A
Dividend per share (p)	4.2	N/A

Highlights

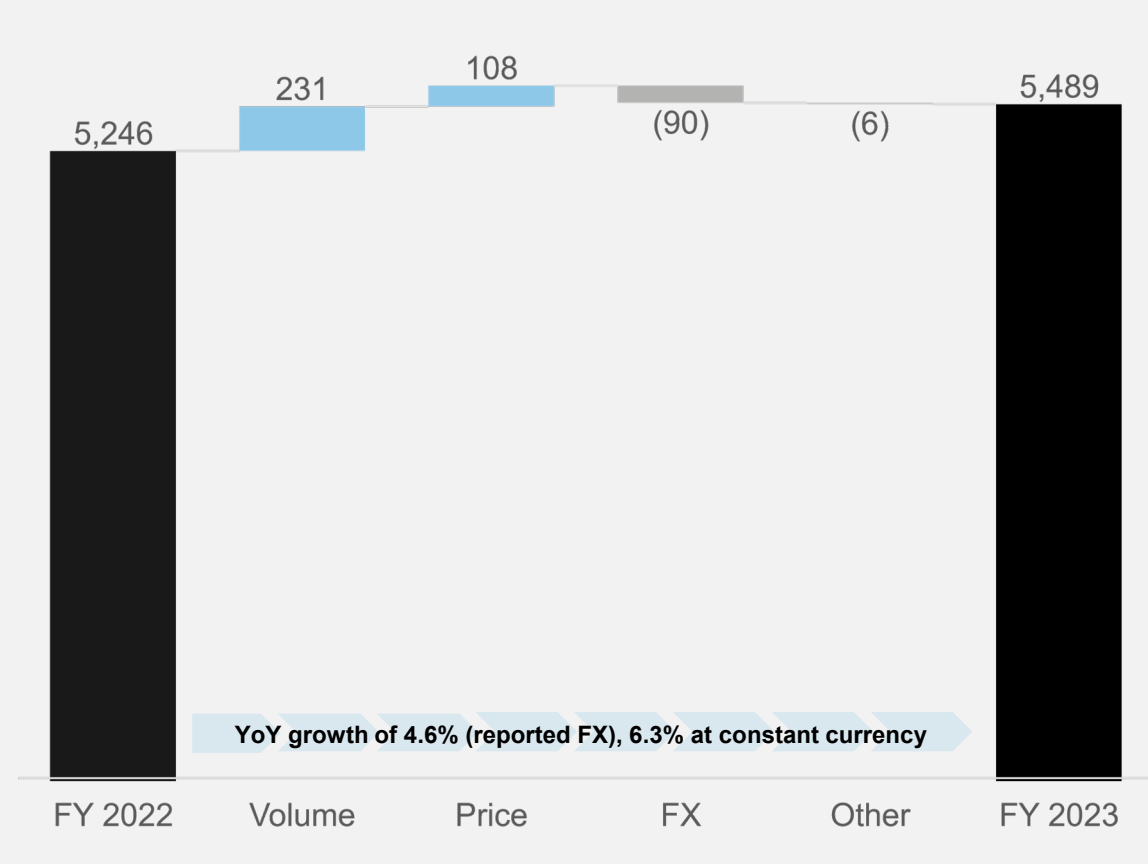
- Adjusted revenue growth of 6.3%, driven by volume increases and commercial recoveries
- Adjusted operating profit increase of 10%, with margin expansion of 30bps YoY driven by volume, operational efficiencies and improved commercial pricing fully offsetting inflation
- Excluding incremental stand-alone plc costs, margin expansion of 90bps, operating profit growth of 20%
- Adjusted free cash flow of £93m, after investment in capital expenditure and restructuring, reducing net debt¹ and leverage
- Final dividend of 2.8p per share recommended resulting in full year dividend of 4.2p per share
- Announced the intention to commence a share buy-back programme of £50m

1. When comparing to pro forma net debt at 31 December 2022 which reflects an estimated balance as if the current financing arrangements had been in place on that date. This adjustment provides a more comparable view of the company's financial position across periods.

Group full year financial results

Revenue growth of 6.3%, driven by Automotive

YoY Adjusted revenue bridge (£m)



Highlights

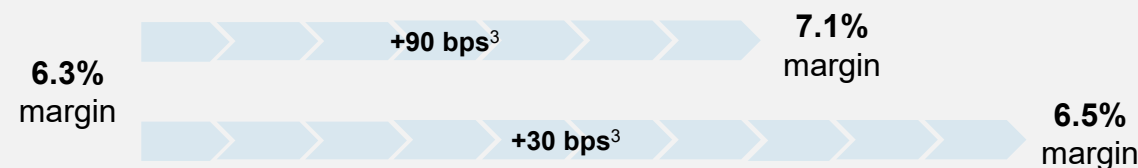
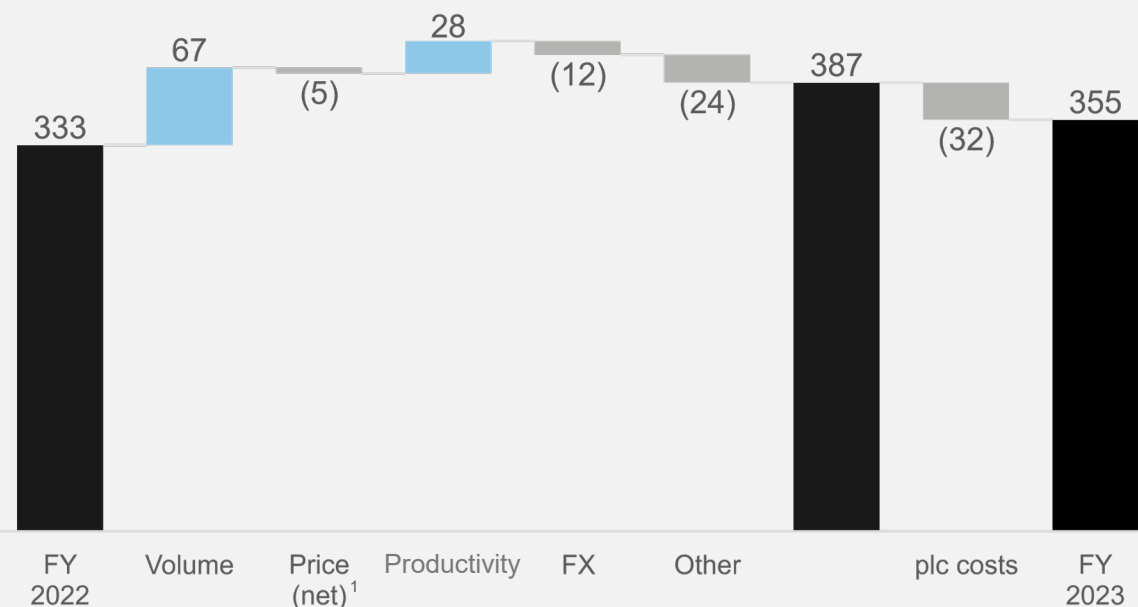
- Adjusted revenue growth of 6.3% at constant currency
- Increase driven by volume and commercial price recoveries
- Global light vehicle production growth of 10% vs. 2022¹
- Dowlais' revenue growth behind market due to geographical and customer mix, Powder Metallurgy headwinds and ongoing focus on margin expansion over volume growth
- Price increase from inflation recoveries partially offset by contractual price reductions
- FX headwind of £90m

1. As per S&P Global Light Vehicle Production Forecast, February 2024

Group full year financial results

90bps expansion of adjusted operating profit margin excluding incremental plc costs

YoY Adjusted operating profit bridge (£m)



Highlights

- Excluding the impact of incremental stand-alone plc costs, drop-through margin of 29%²
- Inflation almost entirely offset by price recoveries
- Procurement efficiencies, labour productivity and restructuring actions delivering £28m benefit
- FX translation headwinds of £12m largely driven by GBP strengthening versus USD and CNY
- Other impacts primarily include one-off benefits in 2022
- Incremental stand-alone plc costs of £32m

1. Price (net) represents pricing net of direct / indirect material inflation as well as normal industry price reductions
 2. Drop-through margin calculated on a constant currency basis
 3. Margin expansion is at constant currency

Group full year financial results

Strong business performance especially from Automotive

GKN Automotive

	Adjusted results	
	2023 (FY)	Change (YoY)
Revenue (£m)	4,437	7.0%
Operating Profit (£m)	306	27%
Operating Profit margin (%)	6.9	110bps

- Revenue growth of 7.0% from volume and pricing
- 110bps margin expansion driven by volume, procurement productivity and operational efficiencies
- Inflation fully offset by recoveries and material & labour productivity

GKN Powder Metallurgy

	Adjusted results	
	2023 (FY)	Change (YoY)
Revenue (£m)	1,047	3.5%
Operating Profit (£m)	96	3.1%
Operating Profit margin (%)	9.2	(10)bps

- Revenue growth driven by inflation recoveries, flat volumes
- Volumes impacted by electrification, engine downsizing and UAW strikes
- Full year margins impacted by dilutive effects of inflation recoveries

GKN Hydrogen

	Adjusted results	
	2023 (FY)	Change (YoY)
Revenue (£m)	5	n/m ¹
Operating Profit (£m)	(15)	-7.1%
Operating Profit margin (%)	n/m ¹	n/m ¹

- Significant commercial momentum; £5m revenues in 2023, increased from £1m in 2022
- 16 systems commissioned in 2023, taking total operational installations to 27
- Strategic review to identify potential investment partners is ongoing

1. Not meaningful

Group full year financial results

Adjusted EPS of 13.8p per share, in line with expectations

DOWLAIS

Earnings per share	2023
	(£m)
Adjusted operating profit	355
Adjusted net finance costs ¹	(91)
Taxes	(66)
Adjusted profit after tax	198
Attributable to Non-Controlling Interests	(6)
Attributable to Parent	192
Adjusted Basic EPS (pence per share)	13.8
Impairment charge	(32.3)
Amortisation	(10.8)
Other adjusting items ²	(6.7)
Basic EPS (pence per share)	(36.0)

Highlights

- Adjusted net finance costs include interest on loans and overdrafts (£63m) and interest on Group pension schemes (£17m)
- Effective interest rate on bank borrowings of 6.4%
- Net finance charges expected to be higher in 2024 (£100m - £110m) due to full-year impact of our debt structure and increase in global interest rates
- Effective tax rate of 25% consistent with our medium-term expectations
- Adjusted EPS in line with expectations
- Detailed business review of Powder Metallurgy resulted in a non-cash goodwill impairment charge of £449m

1. Adjusted net finance costs exclude FX movements on loans with Related Parties and fair value changes on other financial assets

2. Adjustments between statutory and operating profit items include restructuring costs, demerger costs and equity accounted investments adjustments, partially offset by release of fair value items, FX gains on loans with Related Parties and movements in derivatives as detailed in the FY results announcement

Group full year financial results

Adjusted Free Cash Flow of £93m, ahead of expectations

DOWLAIS

Cash generation	2023
	(£m)
Adjusted EBITDA¹	618
Share of adjusted operating profit of EAI ²	(81)
Change in working capital	18
Restructuring	(70)
Interest paid	(68)
Taxes	(61)
Pensions	(39)
JV dividends	63
Capex	(295)
Other	8
Adjusted Free Cash Flow	93
Demerger Costs	(48)
Free Cash Flow	45

Highlights

- £18m improvement in net working capital as a result of continued focus on supply chain optimisation
- Restructuring cash of £70m related to footprint initiatives, lower than forecast due to phasing
- Capex of £295m (1.2x depreciation), increase vs. 2022 due to investments in growth and footprint
- Other includes asset disposals and movements in provisions
- Demerger costs of £48m include incentive payments and costs associated with establishing the Group's new central functions

Leverage³

1.5x → 1.4x

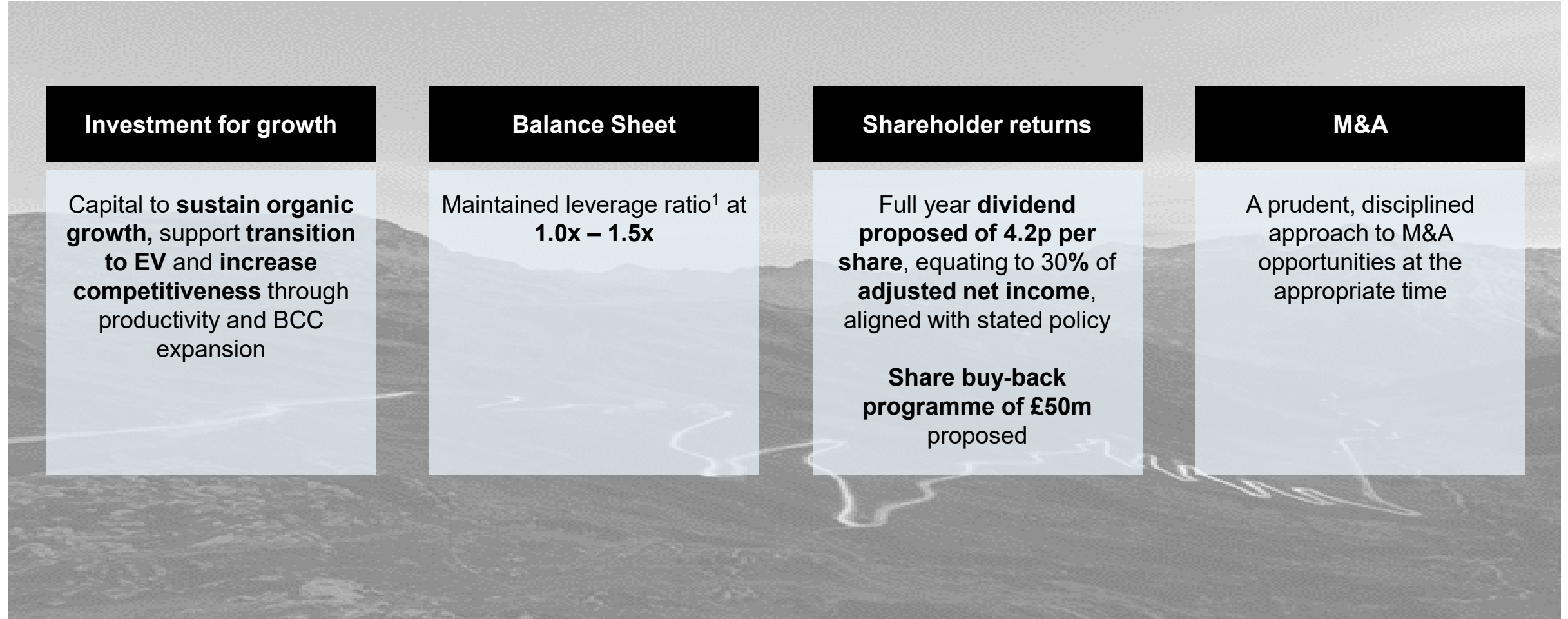
Dec '22

Dec '23

1. Adjusted EBITDA is calculated as Adjusted operating profit after adding back depreciation and impairment of PP&E and amortisation of computer software and development costs
2. Equity Accounted Investments
3. Leverage at December 2022 is presented on a pro forma basis

Group full year financial results

A clear capital allocation policy



1. Leverage ratio refers to net debt to adjusted EBITDA as defined in our bank covenants

Outlook

- Current forecasts¹ suggest a slight decline in GLVP in 2024
- Accordingly, we anticipate revenues will be similar to prior year², with growth in H2 following a modest reduction in the first half
- We expect to further expand operating margins and grow free cash flow
- Operating profit and cash generation also more skewed to H2, similar to 2023

1. S&P Global light vehicle production forecast, February 2024

2. At constant currency

Group full year financial results

2024 modelling guidance

DOWLAIS

DOWLAIS

Capital expenditure
1.0x - 1.2x depreciation

Net finance costs
£100m - £110m (P&L)
£80m - £90m (cash)

Restructuring
£90m - £100m (cash)

Tax
25% (P&L)

Pension
~£45m (cash)

FX Sensitivity¹
Translational impact on adjusted operating profit of a 10% strengthening vs. GBP of:
USD = ~£20m, EUR = ~£5m,
CNY = ~£10m

1. Estimated annual impact based on latest spot rates and forecast geographical mix of the Group



BUSINESS PERFORMANCE



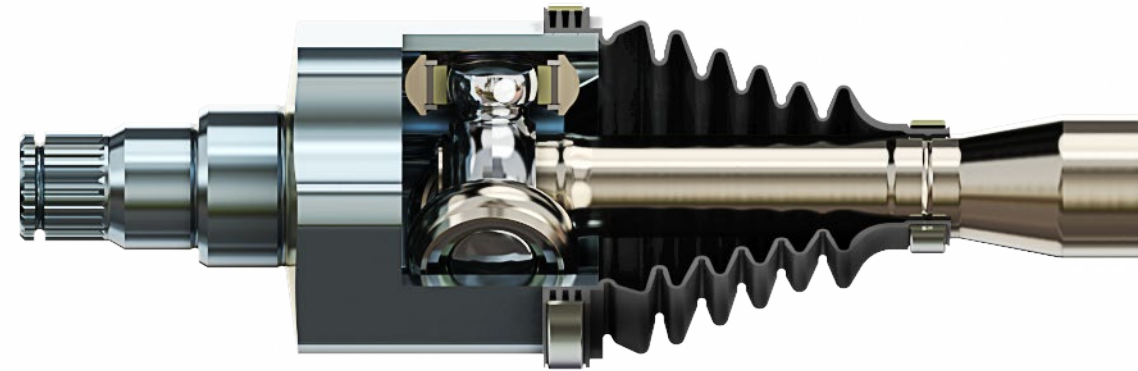
GKN Automotive – key messages

Strong margin expansion and portfolio transition; on track to deliver financial targets

DOWLAIS












- ➔ Adjusted revenue of £4.4bn, growth of 7.0%
- ➔ Adjusted operating profit growth of 27%, margin expansion of 110bps; strategic focus on commercial discipline delivering results
- ➔ Confidence in achieving 10%+ margin target by 2026
- ➔ Record new business awards (>£6bn of lifetime revenue secured), 74% for EVs, at target margin
- ➔ Portfolio transition on track; key awards across both Driveline and ePowertrain product groups









Profitable growth potential in both Driveline and ePowertrain

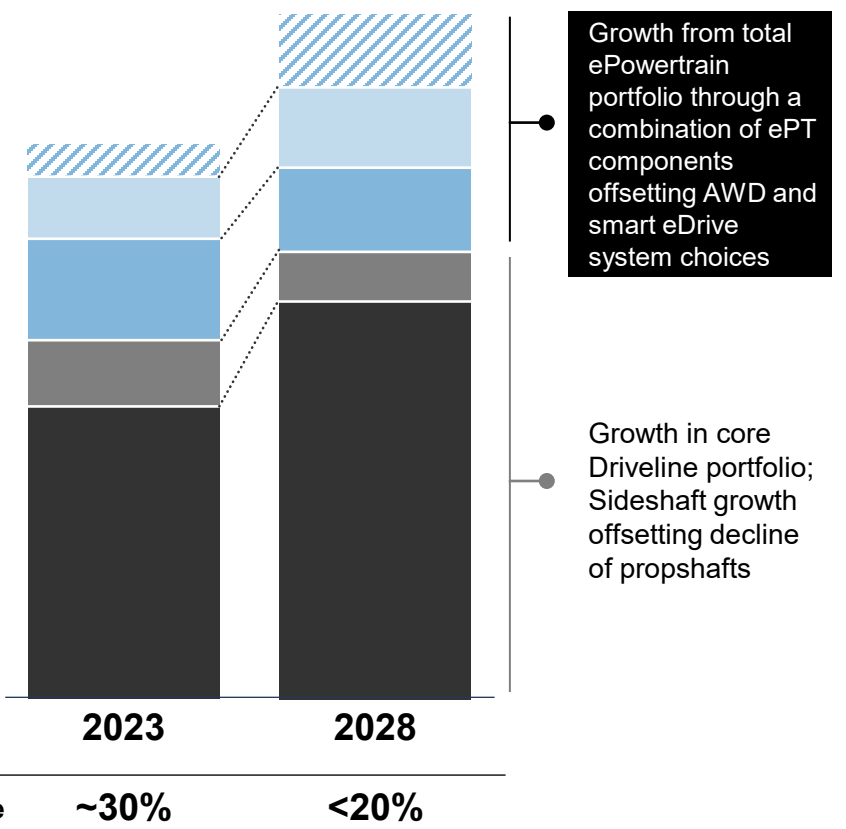
Product portfolio	Impact of electrification	Comment	Portfolio growth
-------------------	---------------------------	---------	------------------

ePowertrain

eDrive systems	  	Prudent investment in targeted technology developments and smart program choices will enable profitable growth
ePT components	  	Market leader in advanced differentials, growth potential as addressable market increases
AWD	  	Heritage capabilities very relevant as portfolio transitions to ePT components

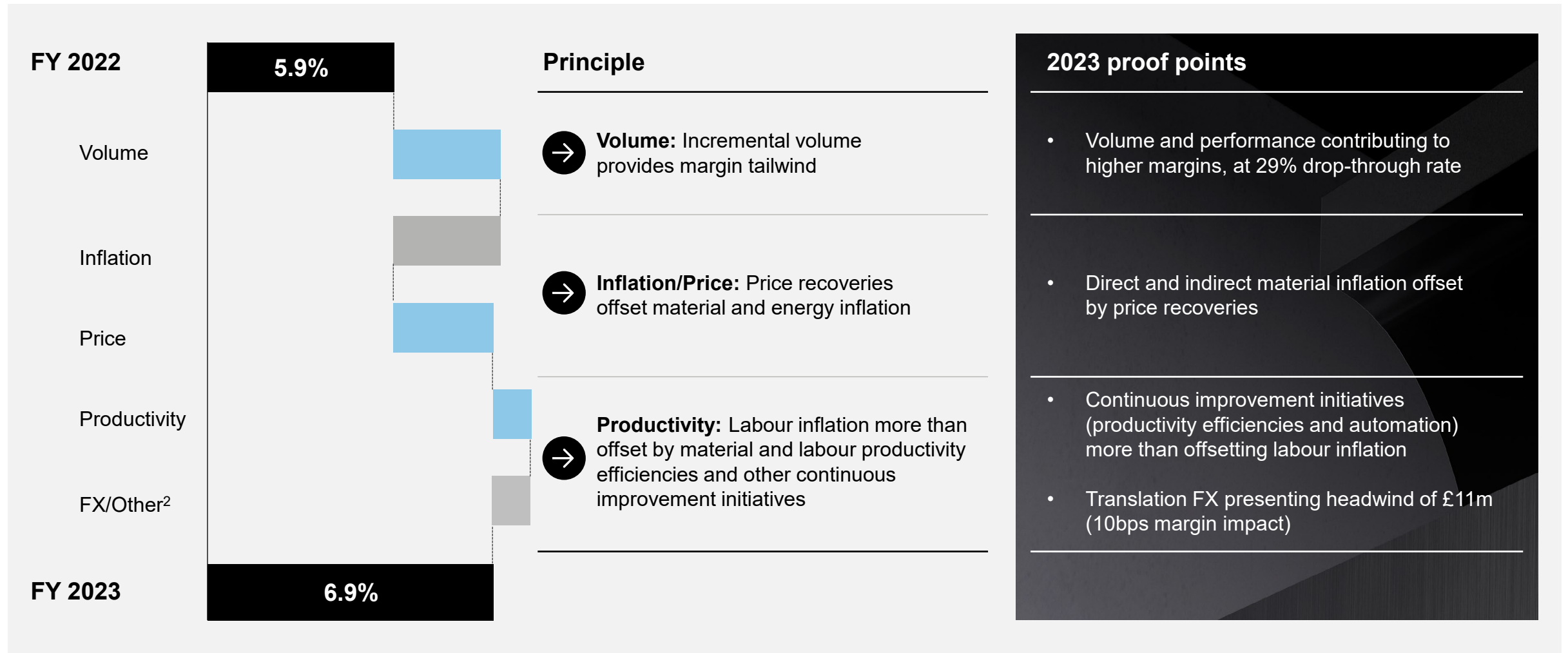
Driveline

Propshafts	  	Focus on maximising asset utilisation and cash generation
Sideshafts	  	Market leader for both ICE & BEV, including in China. Growth forecast through content increase and further share gains



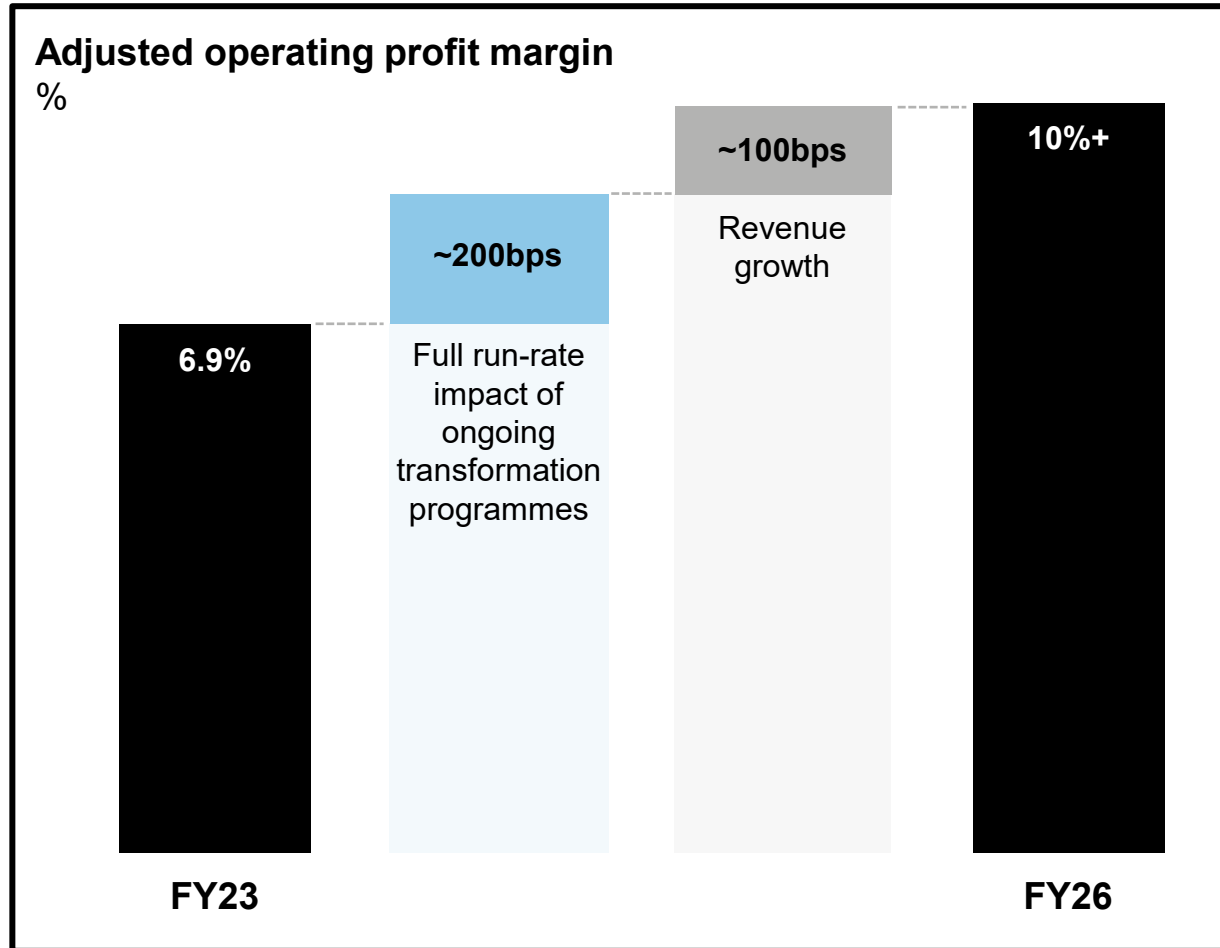
 Positive impact of electrification  Negative impact of electrification

Financial model delivered 110bps¹ margin expansion in 2023



1. Adjusted operating profit margin expansion at constant currency (values in chart show adjusted operating profit margin at actual FX)
 2. Other primarily includes FX translation impact

Business is confident of achieving 10%+ operating profit margin target in medium term



~200bps of margin expansion by 2026 through ongoing transformation programmes¹

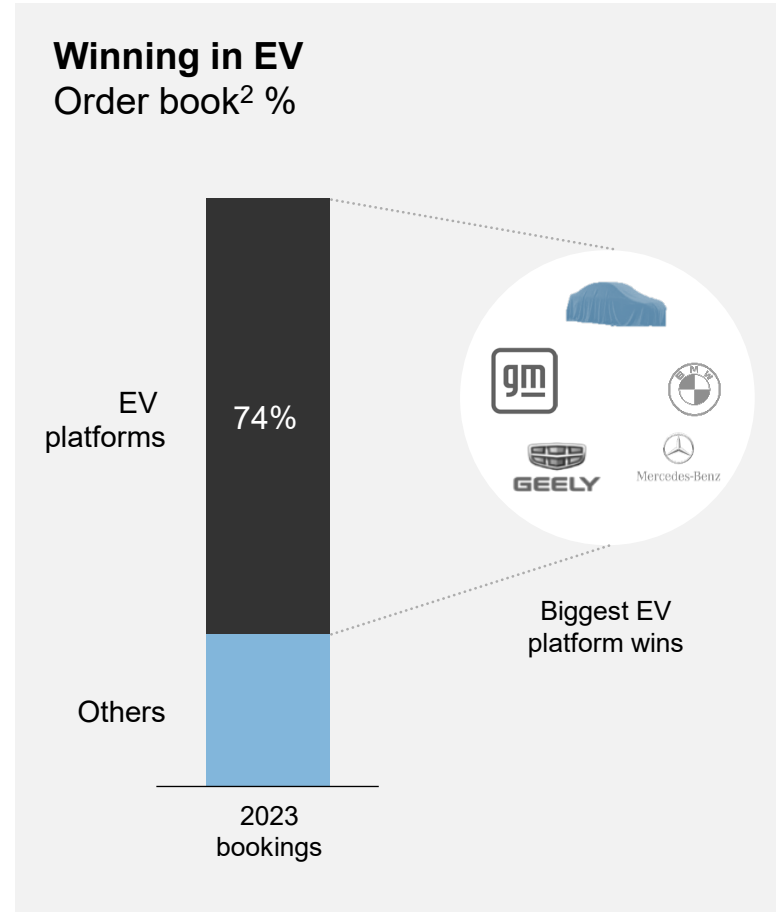
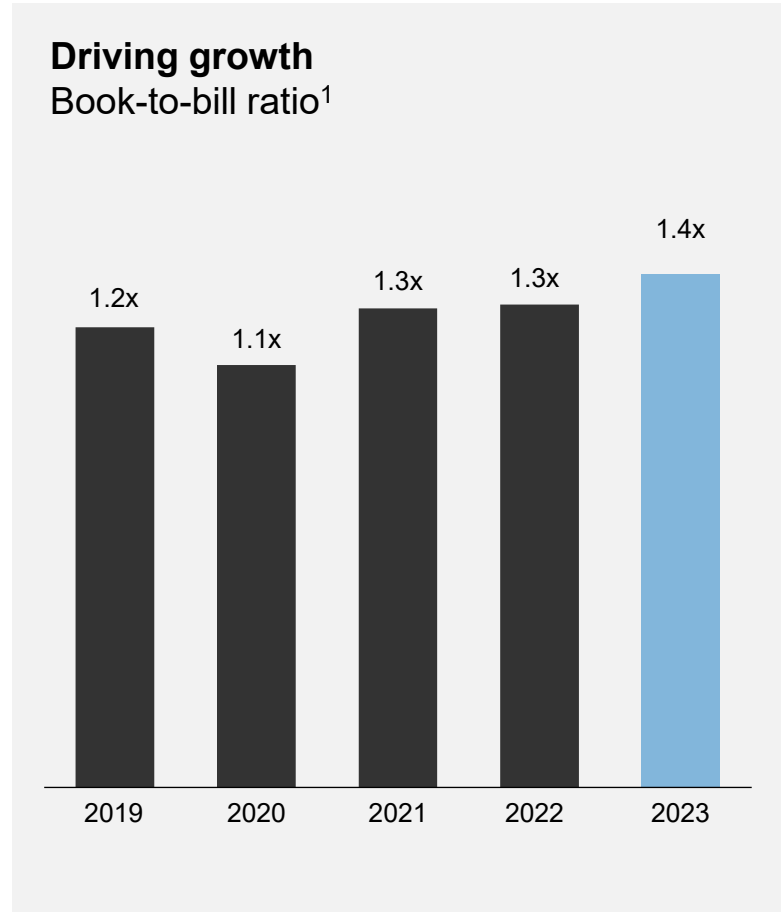
- ➔ Majority of margin expansion delivered by ongoing restructuring projects
- ➔ Full ramp-up of Miskolc, Hungary, absorbing production from Mosel, Germany
- ➔ Closure of the Roxboro, North Carolina facility announced with majority of production relocating to expanded Mexico facility²
- ➔ Other initiatives include procurement efficiencies, productivity and other operational effectiveness measures
- ➔ Remainder of gap to be closed through revenue growth

1. Based on flat revenues versus 2023

2. Cash expenditure associated with this project already included in guidance

Record bookings value, well balanced and above target profit margins

2023 performance



- Record level of new business bookings secured in 2023
- >£6bn lifetime revenue awarded at a book-to-bill ratio of 1.4x
- 74% of new business awarded on EV platforms (69% pure BEV)
- Awards from Global, local Chinese and pure BEV customers
- Profitable new business wins supporting margin expansion objectives

1. Book-to-bill ratio refers to the ratio of lifetime revenue of new business bookings to revenues within the given time-period at constant FX rate
 2. Lifetime revenue split of business booked in 2023

GKN Automotive in China

DOWLAIS

Strongly positioned to capture future growth from the expanding Chinese market

35



Years of experience through successful JV

10



Production sites and one advanced technology centre

#1



Market leader in seshafths and propshafths

1-10

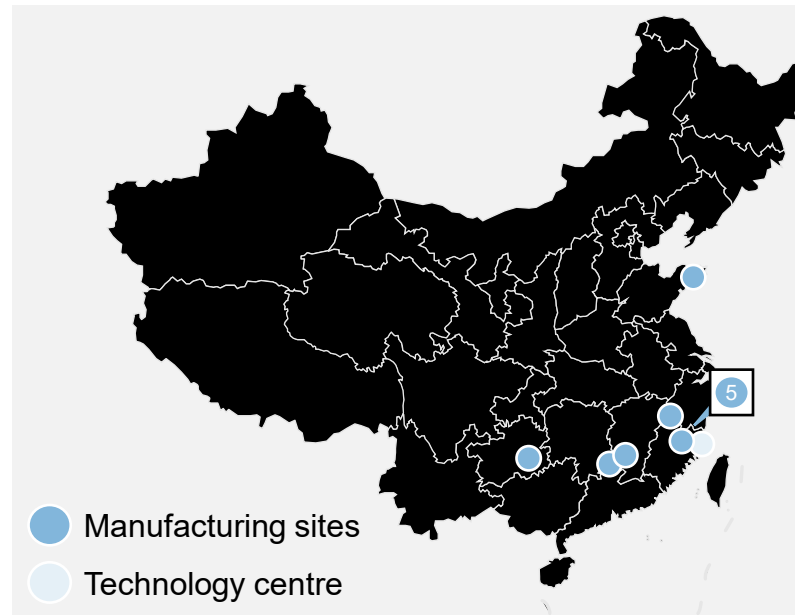


Supplying all of the Top 10 OEMs in the region

10%+



Region's profitability already above target margins



	VW	
	BYD	
	Toyota	
	Changan	
	Geely	
	Honda	
	SAIC-GM-Wuling	
	Great Wall	
	Chery	
	GM	

- ➔ Growing share with local Chinese OEMs, evolving with the market whilst protecting margins
- ➔ Strong 2023 bookings across product groups and customer segments
- ➔ Regional supply chain providing resilience; China for China
- ➔ Global Automotive business well placed to support Chinese OEM expansion into other regions

GKN POWDER METALLURGY



GKN Powder Metallurgy – key messages

DOWLAIS

Stable profit margin throughout the period & acceleration of portfolio transition

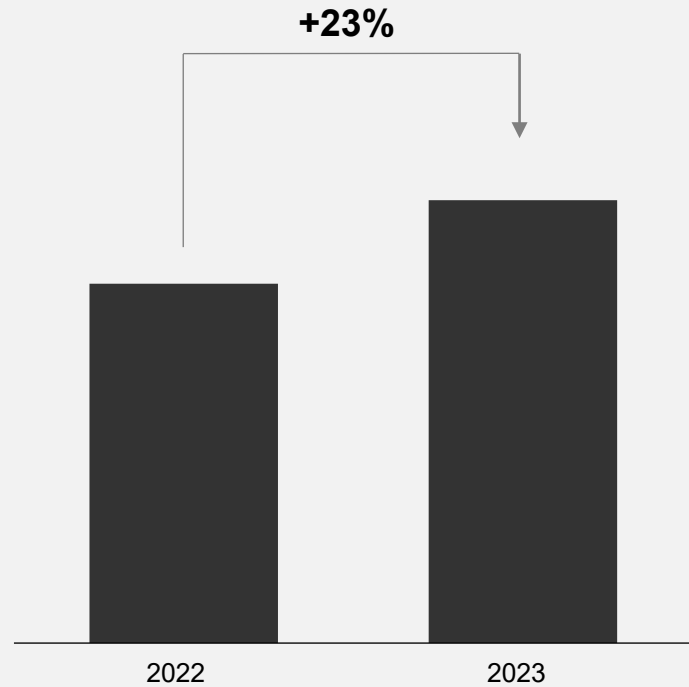


- ➔ Adjusted revenue of £1,047m, growth of 3.5%
- ➔ Adjusted operating profit margin of 9.2%; 10bps YoY margin decrease due to dilution from price recoveries
- ➔ Increase in new business bookings, particularly for propulsion agnostic product portfolios
- ➔ Acceleration of portfolio transition; contract awarded for BEV differential, first magnets commercial agreement reached and first supply of powder for LFP batteries
- ➔ Appointment of a new CEO to accelerate the business towards its full potential

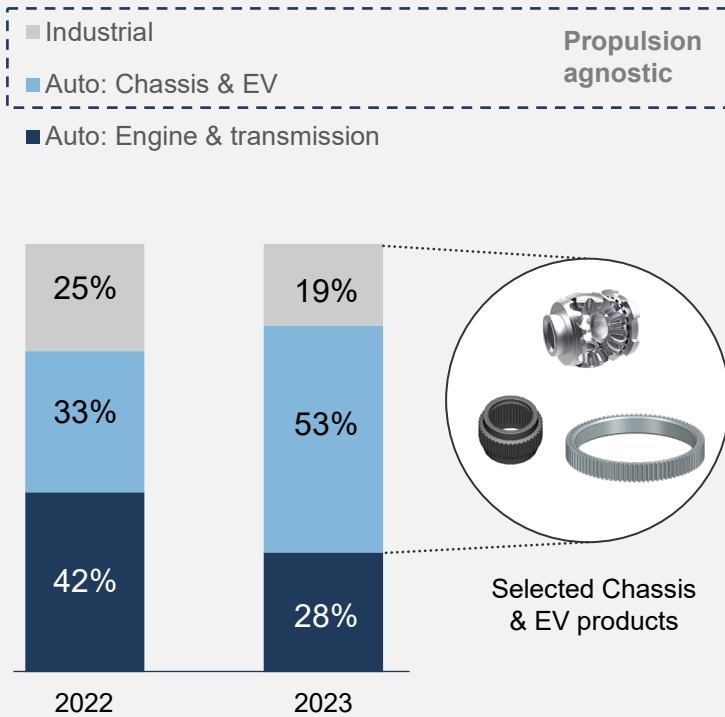


2023 performance

Driving growth YoY bookings¹



Winning in EV Portfolio share of bookings² %

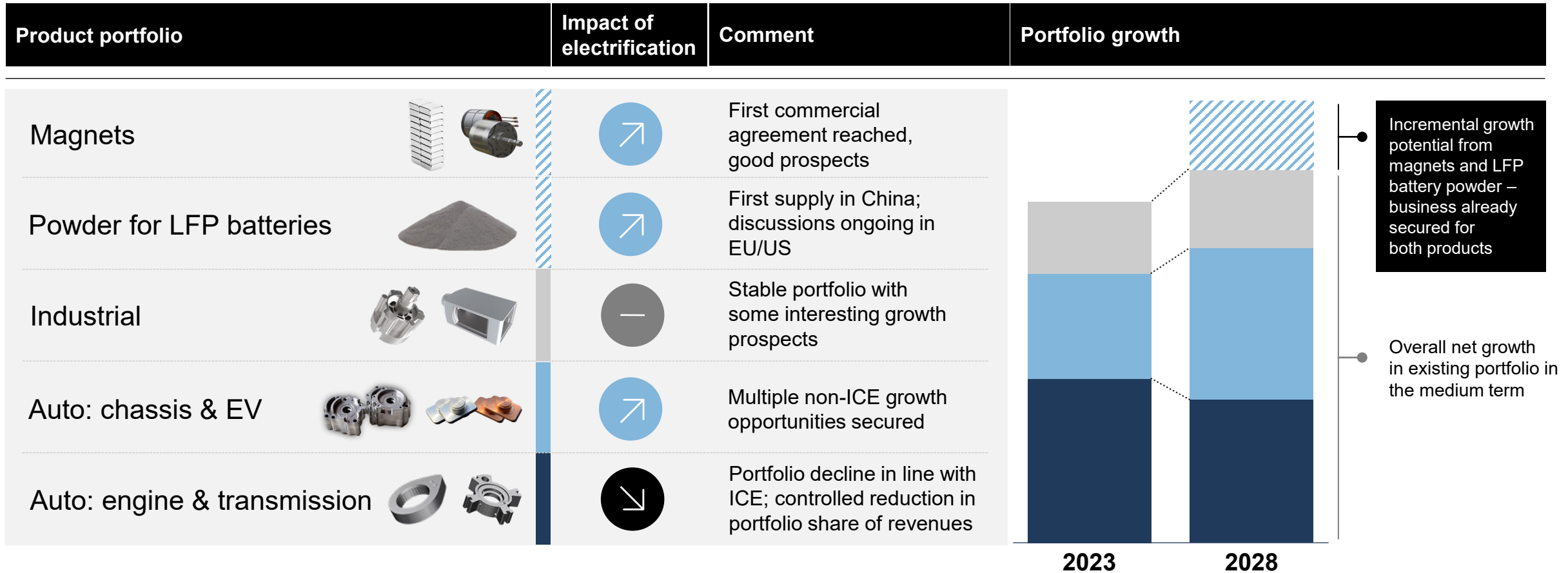


- 23% YoY increase in new business bookings
- 72% of new business awarded on Chassis & EV and industrial portfolios (propulsion agnostic)
- Chassis & EV product wins include sensor ring for eAxle, differential gears and power steering components
- Booked business continues to be at margin accretive profitability levels

1. Sinter portfolio bookings only. Values are maximum in-year revenue
 2. Portfolio share of maximum in-year revenue of business booked in given period

GKN Powder Metallurgy

Growth potential from existing portfolio, with incremental opportunities from EV products



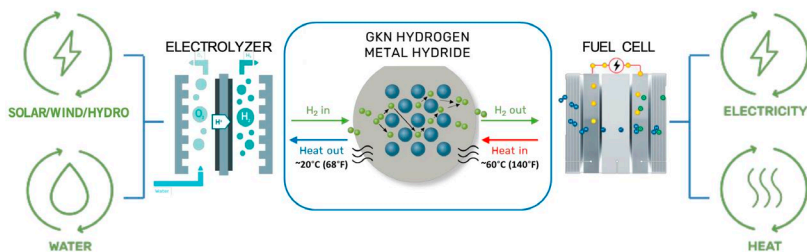
↗ Positive impact of electrification ↘ Negative impact of electrification — Neutral impact of electrification

GKN HYDROGEN



Technology Overview

GKN Hydrogen is the leading provider of metal hydride hydrogen storage technology



Clear advantages over other hydrogen storage tech

<p>Safe</p> <p><40 bar, <90 °c</p> <p>Solid state hydrogen storage</p>	<p>Green</p> <p>Recyclable</p> <p>All in one solution for zero emission power supply</p>	<p>Compact</p> <p>15x</p> <p>Smaller than 40bar hydrogen gas tanks</p>
---	---	---

Solutions and priority use cases

Two solutions and multiple high potential use cases

Hydrogen Storage

Storage solution where gaseous hydrogen is both the input and output, and no conversion from/to electricity is needed

High priority use cases

- Hydrogen production
- Hydrogen grid mgmt.
- Hydrogen distribution
- Hydrogen customer

Power to Power Energy Storage

Using renewable electricity to create hydrogen through an integrated electrolyser, storing in a metal hydride before reconversion into electricity using an integrated fuel cell

High priority use cases

- Off-grid supply
- Energy rebalancing
- Auxiliary power supply
- Back-up power supply

Commercial progress

£5m

Revenue for FY 2023

Increase from £1m in 2022





27

Total number of systems operational, in production or commissioned

16 systems installed in FY 2023

Strategic review to identify potential investment partners is ongoing

Significant progress towards ESG commitments in 2023

Commitments	 <h3>Strategy</h3> <p>Clearly defined strategy based on double materiality targets aligned to UN SDGs, including SBTi commitment</p>	 <h3>Governance</h3> <p>Governance aligned to UK Corporate Governance Code</p>	 <h3>Action & results</h3> <p>Driven through the businesses, commitment to deliver meaningful results</p>	 <h3>Reporting & disclosure</h3> <p>TCFD, CDP, SECR, CSRD with a consolidated annual sustainability report</p>
Achievement highlights	<ul style="list-style-type: none"> Targets set for all key material issues 2030 interim and 2050 Net Zero targets set GKN Automotive targets validated by SBTi GKN Powder Metallurgy targets submitted for validation by SBTi 	<ul style="list-style-type: none"> Fully compliant with UK Corporate Governance Code Established Group Sustainability Committee chaired by the CEO Board receives quarterly update on ESG matters 	<ul style="list-style-type: none"> GKN Powder Metallurgy achieved EcoVadis Platinum rating GKN Automotive achieved EcoVadis Silver rating 2023 group AFR¹ <0.1% Absolute reduction of ~6% in Scope 1 & 2 CO2 emissions 	<ul style="list-style-type: none"> Inaugural stand-alone sustainability report to be published alongside annual report First TCFD risk analysis completed On track for EU CSRD compliance

1. Accident Frequency Rate



S U M M A R Y

S U M M A R Y

Decisive actions delivering a strong start as a newly listed PLC

Summary

- A strong first year in which decisive and bold actions have delivered meaningful progress against our key strategic priorities:
 - **Margin expansion** and operating profit growth
 - **Cash generation** ahead of our expectations enabling capital returns to shareholders
 - Significant progress with **portfolio transition**
 - Provided Powder Metallurgy with the right platform from which it can realise its long-term financial potential

Q & A



APPENDIX



Appendix

Adjusted revenue reconciliation

£m	2023	2022
Adjusted revenue	5,489	5,246
Equity accounted investments	(625)	(651)
Revenue	4,864	4,595

Appendix

Adjusted operating profit/(loss) reconciliation

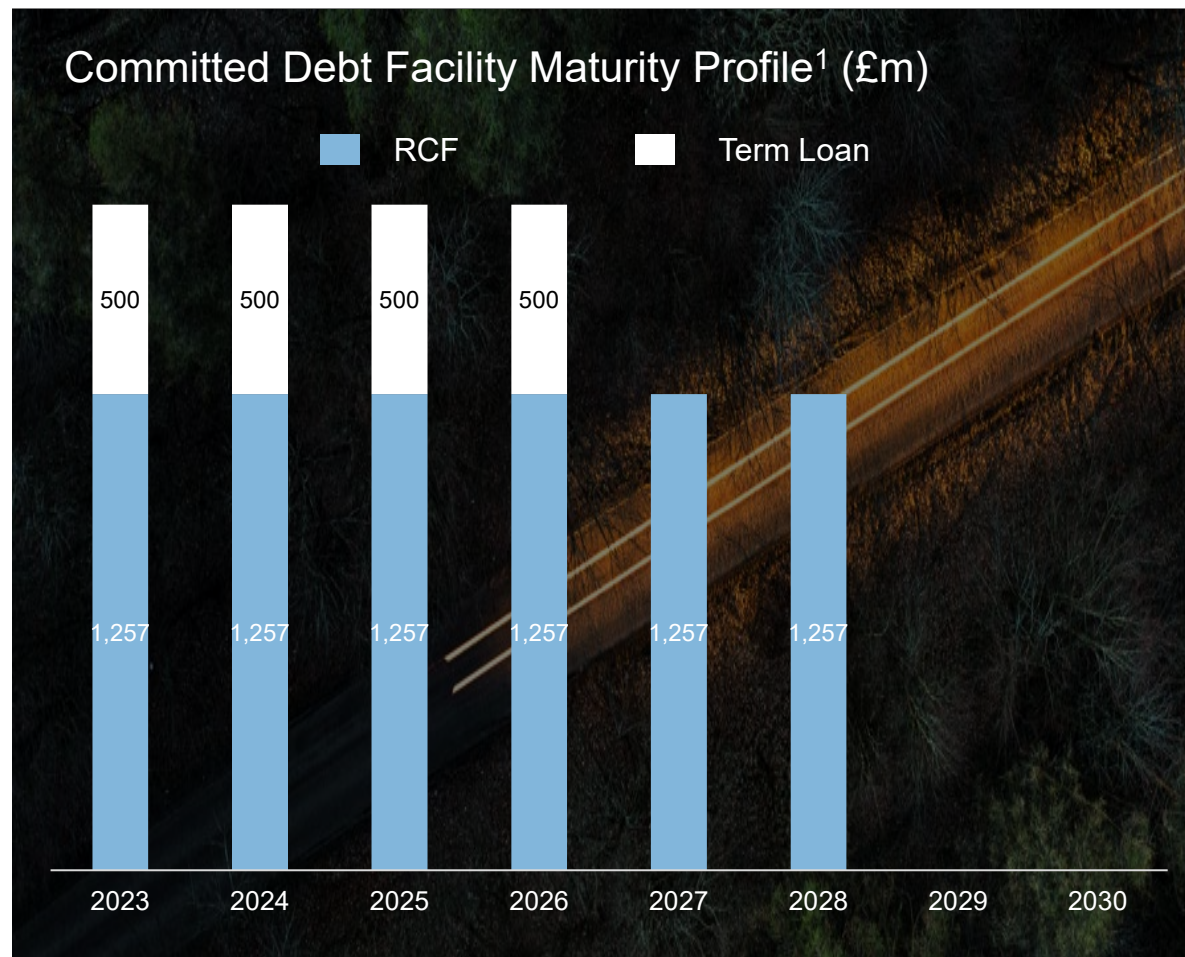
DOWLAIS

£m	2023	2022
Adjusted operating profit	355	333
Items not included in adjusted operating profit		
Impairment of goodwill/assets	(449)	(20)
Amortisation of intangible assets acquired in business combinations	(197)	(198)
Restructuring costs	(120)	(54)
Demerger costs	(42)	-
Equity accounted investments adjustments	(30)	(29)
Movement in derivatives and associated financial assets and liabilities	16	15
Net release and changes in discount rates of certain fair value items	17	14
Acquisition and disposal related losses	-	(3)
Operating (loss)/profit	(450)	58

Appendix

Capital structure and debt facility maturity profile

Capital Structure	Dec 2023	Dec 2022
£m		
Financial liabilities		
Term Loan Facility	500	N/A
Revolving Credit Facility	667	N/A
Other ²	(7)	N/A
Total Borrowings	1,160	N/A
Cash and Cash equivalents	(313)	N/A
Net Debt³	847	880
Leverage⁴	1.4x	1.5x



1. Term Loan and RCF are available in multi-currency. Term loan matures April 2026, RCF matures April 2028 subject to a two-year extension which is at the sole discretion of the company

2. Other includes uncommitted borrowing and unamortised fees

3. Net debt for leverage purposes excludes lease liabilities. Prior year net debt is presented on a pro forma basis

4. Leverage is calculated as net debt, as defined in the bank covenant, divided by last twelve months Adjusted EBITDA, also per covenant definition. Prior year leverage is presented on a pro forma basis

Appendix

List of abbreviations

Abbreviation	Meaning	Abbreviation	Meaning
AFR	Accident frequency rate	GLVP	Global light vehicle production
AWD	All wheel drive	ICE	Internal combustion engine
BCC	Best cost countries	JV	Joint venture
BEV	Battery electric vehicles	LFP	Lithium iron phosphate
bn	billions	LMFP	Lithium manganese iron phosphate
bps	basis points	m	millions
CDP	Carbon Disclosure Project	M&A	Mergers and acquisitions
CNY	Chinese Yuan	NA	North America
CSRD	Corporate Sustainability Reporting Directive	OEM	Original equipment manufacturer of light vehicles
EBIT	Earnings before interest and tax excluding depreciation and amortisation	p	Pence
EBITDA	Earnings before interest, tax, depreciation and amortisation	PP&E	Property, Plant & Equipment
EMEA	Europe, Middle East and Africa	RCF	Revolving Credit Facility
EPS	Earnings per share	SBTi	Science Based Targets initiative
ePT	ePowertrain	SECR	Streamlined Energy and Carbon Reporting
ESG	Environmental, social and governance	TCFD	Task Force on Climate-Related Financial Disclosures
EU	European Union	UAW	The United Auto Workers union
EUR	Euro	UN SDG	United Nations Sustainable Development Goals
EV	Electrified vehicles (full hybrid, battery and fuel cell electric vehicles)	USD	US Dollar
FY	Full year	YoY	Year on year