

YEAR-TO-DATE 2021 PERFORMANCE

Brand strength and ultra-luxury positioning driving strong customer demand & pricing dynamics across portfolio, re-iterating 2021 guidance



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WHOLESALES¹: 4,250

OVER 2,100 DBX DELIVERED



REVENUE: £736M

NEARLY TREBLED OVER PRIOR PERIOD



PROFITABILITY: £72M

£190M INCREASE IN ADJUSTED EBITDA WITH 10% MARGIN



ORDER COVER

Set for 2021 and extending into 2022 for both front-engine and SUV



STRONG PRICING

Total ASP of £157k and core ASP of £150k, reflecting ultra-luxury positioning



RENEWED ESG STRATEGY

Setting ambitious new commitments to reduce carbon emissions, increase diversity and engage communities; publishing Q1 2022



OPERATIONAL EXCELLENCE

Completed paint shop consolidation and St Athan efficiency actions, benefits building through Q4; Navigating challenging supply chain environment



NEW PRODUCT LAUNCHES

Tremendous brand reach through various initiatives across multiple platforms driving customer demand



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AM VALKYRIE

PRODUCTION RAMPING UP WITH FIRST CUSTOMER CAR COMPLETED; AMR PRO IN Q4



AM VALKYRIE SPIDER

NOW 2X OVERSUBSCRIBED; FINALISING UNIT ALLOCATION



FIRST DBX DERIVATIVE

PRODUCTION HAS COMMENCED; SECOND DERIVATIVE TO LAUNCH IN H1 2022



DEALER PROFITABILITY

Improved significantly across all regions



DOUBLE DIGIT % UPLIFT

To website traffic on Aston Martin Cognizant F1™ race weekends



FOUR ASTON MARTINS STAR

In critically acclaimed James Bond film, No Time To Die



ASTON MARTIN COGNIZANT F1™

Connecting brand with engaged audience, driving over 2.1bn impressions since March 2021



PROJECT HORIZON

Driving operational excellence, agility and efficiency throughout every aspect of the organisation



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I AM ASTON MARTIN

AML INTERNAL VISION, MISSION AND BEHAVIORS RE-DEFINED



PORTFOLIO STRATEGY

DELIVERING THE GROWTH IN EBITDA TO REACH MEDIUM-TERM TARGET OF C. £500M EBITDA BY 2024/2025



- Front-engine mid-cycle refresh in 2023
- Mid-engine: Valkyrie 2021; Valhalla 2023; Vanquish

GO-TO-MARKET

STRENGTHENING BRAND STRATEGY AND CUSTOMER JOURNEY TO ALIGN WITH LUXURY POSITIONING



PRODUCT COST

FOCUS ON IMPROVED MARGIN PER VEHICLE AND TECHNICAL PRODUCT COMPETITIVENESS



PRODUCT DEVELOPMENT

FOCUSED ON SIGNIFICANTLY INCREASING PRODUCTIVITY AND WORKING WITH TIER 1 SUPPLIERS



OPERATIONAL EXCELLENCE

PAINT STRATEGY AND MANUFACTURING EFFICIENCIES COMPLETED AT ST ATHAN



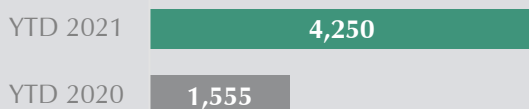
FINANCIAL OVERVIEW



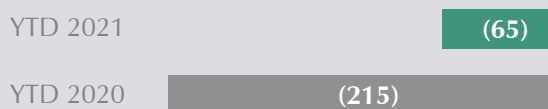
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Substantial improvement year-on-year with efficiencies in place to drive long-term profitability; 2021 outlook unchanged

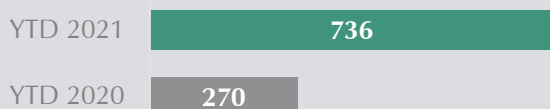
Total Wholesales¹
(Units)



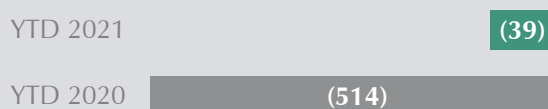
Adjusted Operating Profit
(£m)



Revenues
(£m)



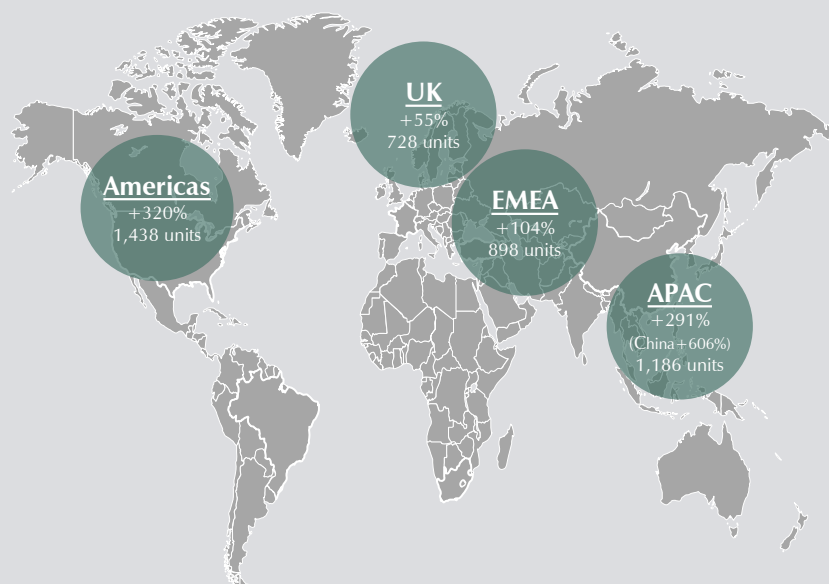
Free Cash Flow²
(£m)



Adjusted EBITDA
(£m)



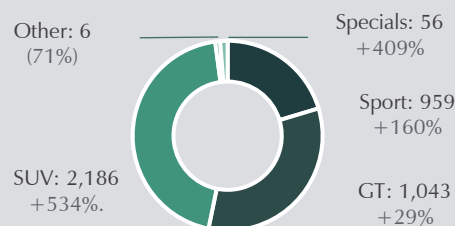
Net Debt
(£m)



Wholesale ASP (£k)



Total wholesales³: 4,250



2021 Outlook

Wholesales	6,000
Adj. EBITDA margin	Mid-teens %, prior to the impact of legal action (<14% post impact)
Adjusted EBITDA expected to be heavily weighted given timing of specials	
D&A	c. £225m - £235m
Interest Expense (P&L)	c. 165m
Capex and R&D	c. £215m - £235m

Medium-term by 2024/25

Wholesales	c. 10,000
Revenue	c. £2bn
Adj. EBITDA	c. £500m

Notes: Certain financial data has been rounded; (1) Total wholesales are company sales to dealers (some Specials are direct to customer); (2) Operating cashflow less investing activities (excl. interest) and net cash interest; (3) Other consists of prior generation models; GT is DB11 and DBS; Sport is Vantage and SUV is DBX



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Alternative Performance Measures

All metrics and commentary in this document exclude adjusting items unless stated otherwise. Certain financial data within this document have been rounded. In the reporting of financial information, the Directors have adopted various Alternative Performance Measures ("APMs"), previously called 'Non GAAP measures'. The key APMs that the Group focuses on are as follows:

- I. Adjusted operating loss is loss from operating activities before adjusting items
- II. Adjusted EBITDA removes depreciation, loss/(profit) on sale of fixed assets and amortisation from adjusted operating loss
- III. Net Debt is current and non-current borrowings in addition to inventory financing arrangements, lease liabilities recognised following the adoption of IFRS 16, less cash and cash equivalents, cash held not available for short-term use as shown in the Consolidated Statement of Financial Position
- IV. Free cashflow is represented by net cash (outflow)/inflow from operating activities plus the net cash used in investing activities (excluding interest received) plus interest paid in the period less interest received.

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