Strix Group plc
AGM

27th May 2021

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Current trading and strategic project update

Current Trading Update:

Key financial and Commercial initiatives

- ✓ Improved performance of the group experienced in H2, 2020 has continued throughout H1 of 2021
- ✓ Kettle controls performing strongly, particularly within the Regulated segment with a strong order book providing confidence for H2 and beyond
- ✓ Successfully implemented price increases on legacy products in both Kettle and Water categories and continue to proactively manage and offset adverse headwinds through a range of efficiency measures including continued automation and strategic initiatives
- ✓ Water category sales of new products starting to accelerate with additional product launches from LAICA implemented in H1 including GlaSSmart (instant water filtering bottle), Tap filters and the myLAICA sport bottles
- ✓ Aurora appliance will launch on Amazon under Aqua Optima brand in June and has also launched, initially in Asia, with a leading global brand. https://vimeo.com/soupcreative/review/530383654/19c2c79caf
- ✓ With current trading we anticipate revenue growth during 2021 of c.30% for the group which supports our 5 year goal, communicated in our Capital Market Day, to double revenue within a 5 year period

Current Trading Update:

Key Strategic initiatives

- ✓ The Halopure technology continues to gain wider acceptance with two further contracts secured this month at a regional government owned pig farm in China. This company owns more than 40 farms over 3 provinces and will continue to promote this technology.   We remain confident to secure more than 10 installations this year, in line with our communicated plans

- ✓ The integration of LAICA remains in line with plan and delivering c.20% revenue growth in H1, 2021

- ✓ The new manufacturing operations in China remain on target to be fully operational by August 2021, in line with the original schedule, and production has now started on some of the lines already installed

- ✓ The installation of SAP was successfully implemented in 2020 and is now fully operational providing benefits throughout the Group

- ✓ Progress and focus has continued on our sustainability strategy and a corporate update presentation has been uploaded to our website incorporating our code of business conduct. We will set out clear long term KPI's in our September roadshows, following the completion of our new factory in China which will significantly improve the baseline position with all assembly lines utilising renewable energy

- ✓ The office in Seattle has been relocated to optimise costs and provide a more appropriate environment to support the requirements of the business as we increase our focus on US sales within the Water and appliance categories

Total Shareholder Return

Since IPO Strix's share price has risen by 192%

Note: Peer group consists of Volex plc, TT electronics plc, discoverIE Group PLC, Dialight plc, Luceco PLC, XP Power Ltd, Oxford Instruments plc, Gooch & Housego PLC
Share price data range from IPO on 8 August 2017 and 24 May 2021

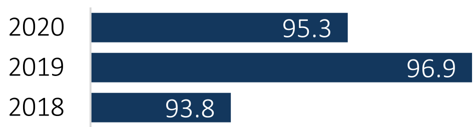
Financial Highlights

Period ended 31 December 2020

Financial Highlights

Revenue £m

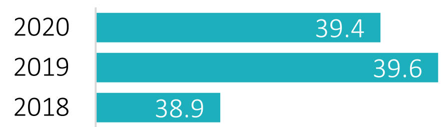
(1.6%)



The Group staged a marked recovery in H2 following the easing of lockdown restrictions globally leaving revenue down just 1.6%

Adjusted Gross Profit[1] £m

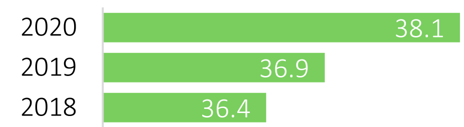
(0.5%)



Gross profit fell less than revenue as gross margin improved driven by product mix and continued automation.

Adjusted EBITDA[1] £m

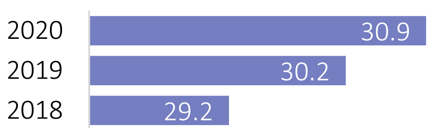
+3.2%



Including the acquisition of LAICA, adjusted EBITDA increased 3.2% reflecting Strix's ability to optimize overheads

Adjusted PBT[1] £m

+2.4%



The resilience of the business model and flexible variable cost base has led the adjusted profit before tax to increase by 2.4% to £30.9m.

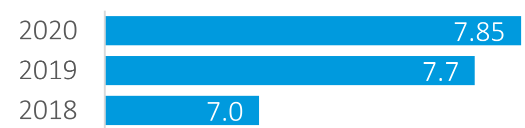
Net Debt[(2)] £m

37.2

Net debt increased to £37.2m to fund the LAICA acquisition, investment in capital expenditure and new factory construction.

Dividends Pence per share

2.0%



Group continues to demonstrate strong cash generation despite the impact of COVID-19 which has supported the payment of a dividend in line with the growth in PAT

[1] Adjusted results exclude exceptional items, which include share based payment transactions and other re-organisation and strategic project costs. Adjusted results are non-GAAP metrics used by management and are not an IFRS disclosure.

[2] Net debt excludes the impact of IFRS 16 lease liabilities, pension liabilities, deferred taxes and earn-out provisions on satisfaction of performance conditions.

Profit and Loss Summary

£m	2020	2019	% Change[2]
Revenue	95.3	96.9	(1.6%)
Adjusted Gross profit[1]	39.4	39.6	(0.5%)
Other operating costs: before exceptional	(8.5)	(8.7)	(2.2)%
Other operating costs: after exceptional	(13.4)[3]	(15.8)	(15.0%)
Adjusted operating profit[1]	32.1	31.5	1.8%
Adjusted EBITDA[1]	38.1	36.9	3.2%
Adjusted PBT[1]	30.9	30.2	2.4%
Adjusted PAT[1]	29.5	28.9	2.3%
Adjusted gross profit margin[1]	41.4%	40.9%	0.5ppts
Adjusted diluted EPS[1]	14.3p	14.2p	0.7%

[1] Adjusted results exclude exceptional items, which include share based payment transactions and other re-organisation and strategic project costs. Adjusted results are non-GAAP metrics used by management and are not an IFRS disclosure.

[2] Figures are calculated from the full numbers as presented in the consolidated year end financial statements.

[3] Exceptional consists of £3.1m related to acquisitions and COVID-19 and £1.9m of share based payment costs

Commentary

Revenue: declined by a modest 1.6% to £95.3m despite the pandemic disruption worldwide. LAICA’s addition of two months’ revenue post-closing was £4.1m

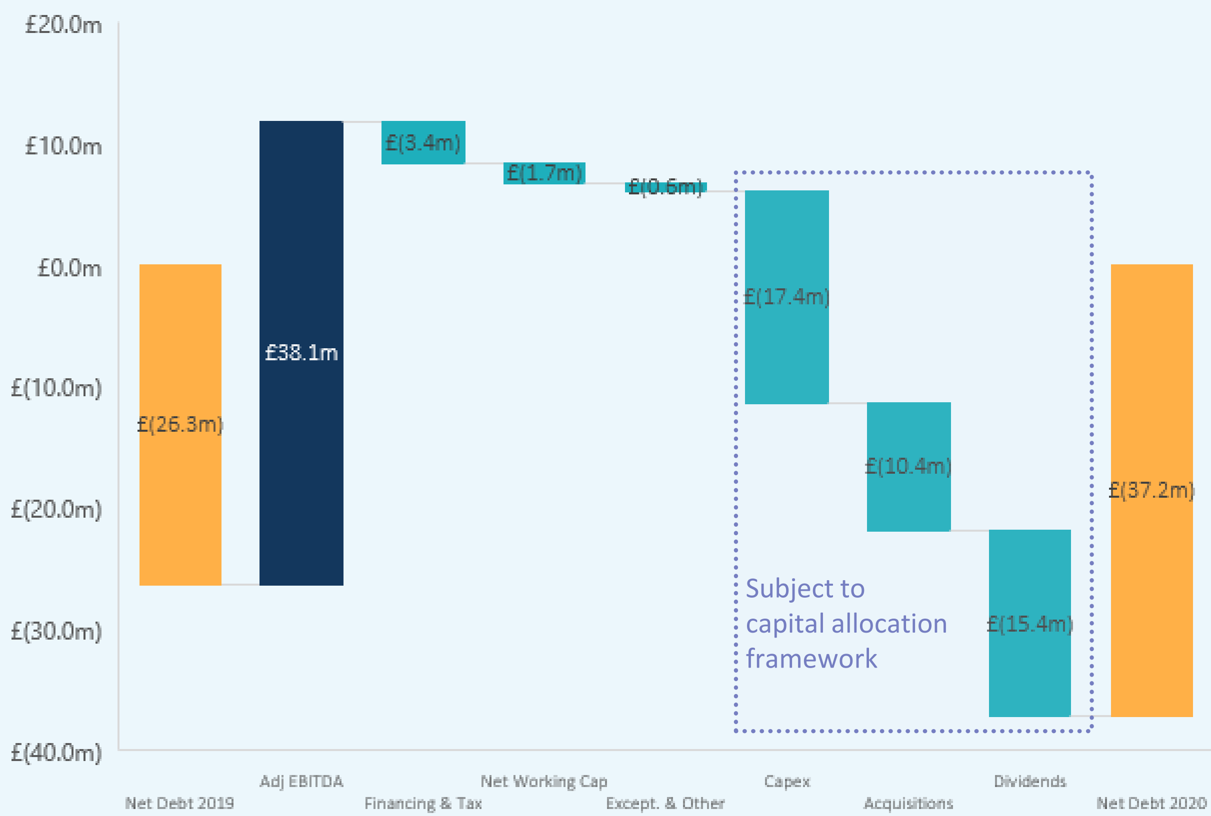
Adjusted operating profit[1]: impacted by higher depreciation, ROU depreciation and amortisation being reported (2020: £6.0m; 2019: £5.5m) and hence a lower increase of 1.9% to £32.1m (2019: £31.5m) in the reported period

Adjusted EBITDA[1]: 3% increase reflecting Strix’s strong ability to optimize the overheads cost to accommodate the softening top line performance

Adjusted PBT[1]: increased to £30.9m with a 2.4% growth (2019: £30.2m) despite the softening market conditions. LAICA’s contribution was £0.3m

Adjusted PAT[1]: increased to £29.5m (2019: £28.9m), which included LAICA’s contribution of £0.2m, an increase of 2.3%.

Cash Flow



[1] OCF is defined as: 'Cash generated from operating activities' less 'Net cash used in investing activities excluding acquisitions'

[2] FCF is calculated as: OCF less Capex, Net interest, Tax paid, ROU lease creditor payments

Commentary

Financing & Tax: £3.4m outflow
(2019: £3.5m outflow) includes bank interest, refinancing charges, IFRS16 lease payments and tax

Net working capital: £1.7m outflow
(2019: £0.4m outflow) predominately driven by LAICA's NWC addition

Exceptional & Others: £0.6m outflow
(2019: £0.5m outflow) driven by acquisition and re-organization costs offset by proceeds from warrant exercised by Zeus

Capital expenditure: £17.4m outflow
(2019: £15.4m outflow) includes £8.1m of general capex and £9.1m of factory related capex

OCF[1] to EBITDA conversion ratio: 45.0%
(2019: 67.4%) due to another year of exceptional factory capex (73% excluding factory capex)

FCF[2]: £10.4m
(2019: £16.4m) mainly driven by lower OCF and higher cash outlays on intangibles.

Net Debt

Net debt
at 31 December 2020[1]

£37.2m

£26.3m at 31 December 2019.

Net debt/adjusted EBITDA
ratio at 31 December 2020

1.0x

0.7x at 31 December 2019.

Net working capital draw from trough to peak

£6m

Intra year for 2020.

Cash and facility headroom
at 31 December 2020

£42.8m

with facility termination
date of October 2025.

Bank covenant requirement:
Net debt/adjusted EBITDA[2]
ratio

<2.5x

for period ending
31 December 2020.

Maximum intra year 2020 working capital draw

14%

of cash and facility headroom at
31 December 2020.

1 Net debt excludes the impact of IFRS 16 lease liabilities, pension liabilities, deferred taxes and earn-out provisions on satisfaction of performance conditions. As at 31 December 2020 IFRS16 lease liabilities equated to £2.8m, earn out provisions for performance and employment equated to £5.4m & £1.4m respectively.

2 For Bank covenant purposes net debt/adjusted EBITDA excludes right of use depreciation following the introduction of IFRS 16 on 1 January 2019.

Capital Allocation

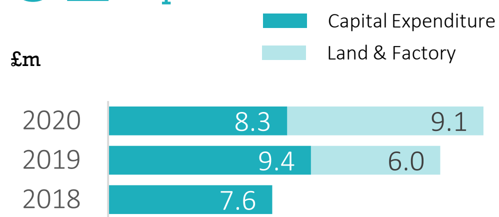
Prudent Capital Allocation Model
with 4 core priorities

Operating Cash Flow

Operating cash flow

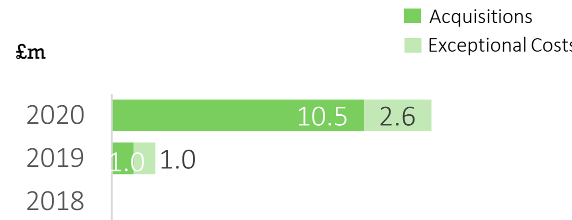
Fall in operating cash flow in 2020 predominantly driven by an increase in acquisition and Covid costs (£3.1m).

01 Operating Capital Expenditure



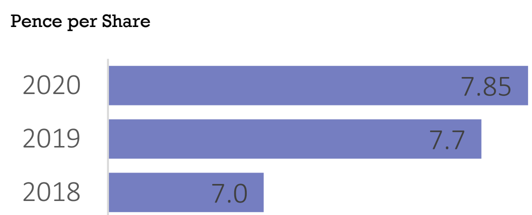
Year-on-year growth demonstrates Strix's continued investment in its manufacturing and development assets to support our strategic growth objectives.

02 Value Accretive Acquisitions



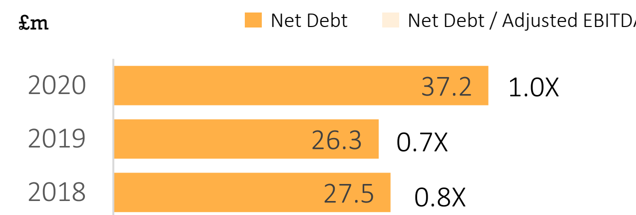
Acquisition of LAICA S.p.A
in October 2020 the Company completed the acquisition of LAICA for an initial consideration of €11.9m.

03 Progressive Dividend Policy



Growth in line with the Group's PAT.

04 Conservative Balance Sheet



Net debt has increased to £37.2m after the LAICA acquisition and exceptional capex.

Strategic Highlights

New Factory Update

Strix Ltd INNOVATIVE TECHNOLOGY

- **Building Approval**
  - Building property certificates have been received which completes the governmental approval process

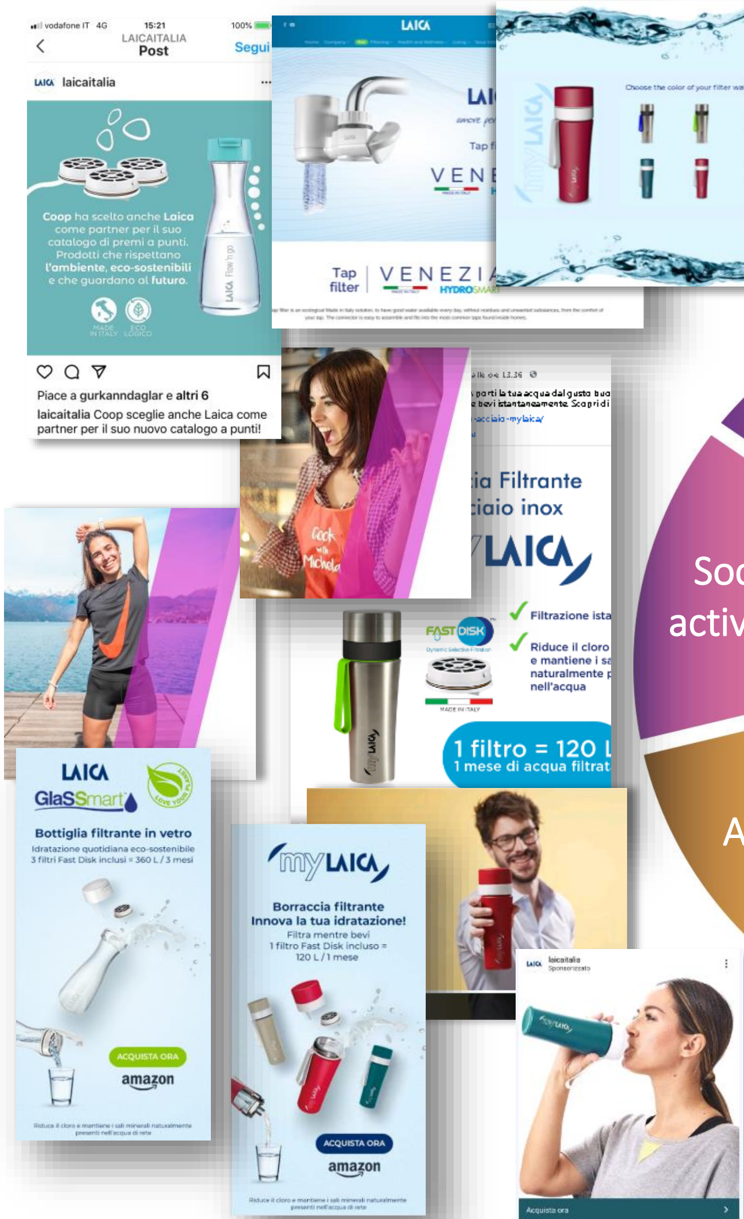
- **Factory movement progress:** https://player.vimeo.com/video/555060716
  - 100% of press and mould machines have been moved and fully operational
  - 40% of assembly lines have been moved and are operational
  - The rest of the assembly lines will be moved and commissioned by August 2021 as scheduled

- **Product approval** is targeted to complete by end of June

- **ISO system** will be audited and recertified in July

- **Overall -** The whole factory movement is progressing well and we remain confident to complete the process by end of August 2021 as scheduled

LAICA new product launch activities

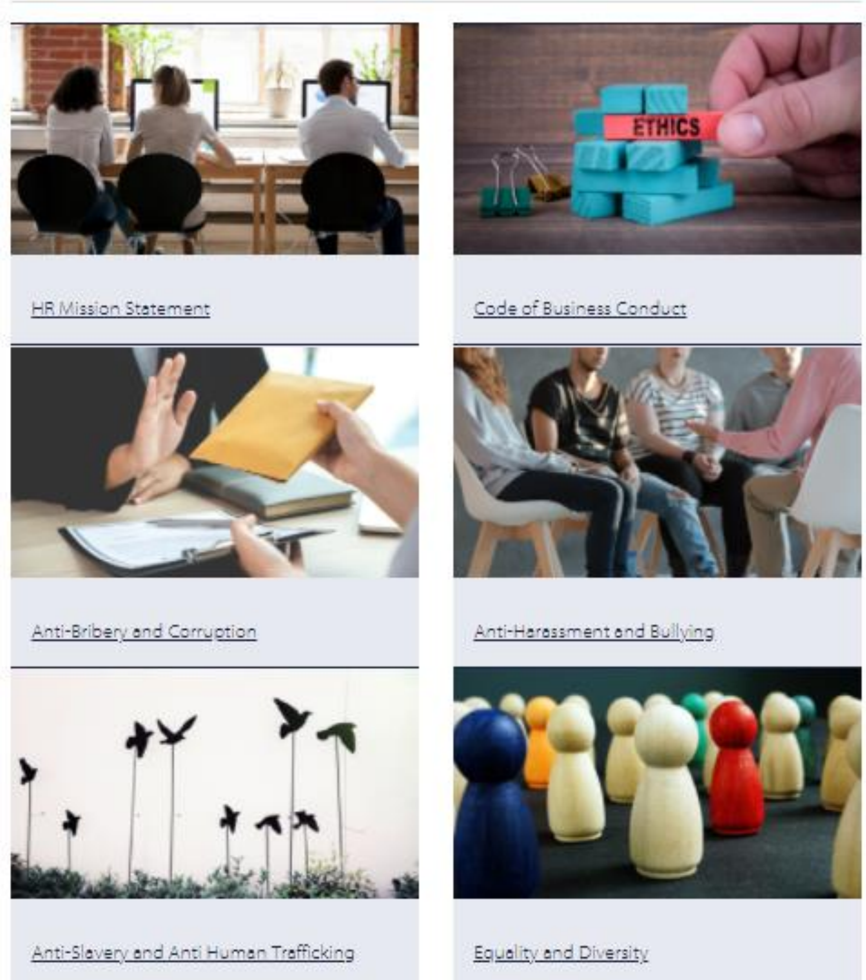


Product	Activity
GlaSSmart instant water filtering bottle	Inbound marketing activities
	Google search campaign
	Facebook campaign
	Amazon campaign
Tap filters	Inbound marketing activities
	Google search campaign
	Amazon campaign
myLAICA instant water filtering sport bottles	Inbound marketing activities
	Google search and native campaign
	Influencer Marketing
	Facebook campaign
	Amazon campaign
	Amazon DSP campaign

ESG update

- **Renewable Energy for Strix China – October '21**
  - Solar Energy producing 100%+ of our Assembly consumption will go live in October 2021
- **ISO50001 Energy Management – December '21**
  - In addition to our existing ISO9001/14001/45001 Strix China will be certified to the new ISO certification in December 2021
- **Plastic Packaging – December '21**
  - Implement a 30% minimum recycling content for all packaging exported to the UK by year end
- **ESG for NPI – October '21**
  - Further enhance our NPI process by implementing aligned ESG KPI's within our NPI documentation and justifications
- **Future ESG accreditation – under evaluation**
  - Forests for all forever (FSC) under evaluation
  - Green Dot Valpak under evaluation
- **ISO accreditation for LAICA – December '21**
  - ISO14001 Environmental Management & ISO45001 Occupational Health & Safety, in addition to ISO9001 & ISO13485, by the end of the year
- **ESG ideas portal**
  - Strix intranet updated with ESG 'think twice' promotion to encourage & capture all ideas across the Group

- **ESG, externalize what we do**
  - The Strix PLC website has been updated with a dedicated Sustainability section



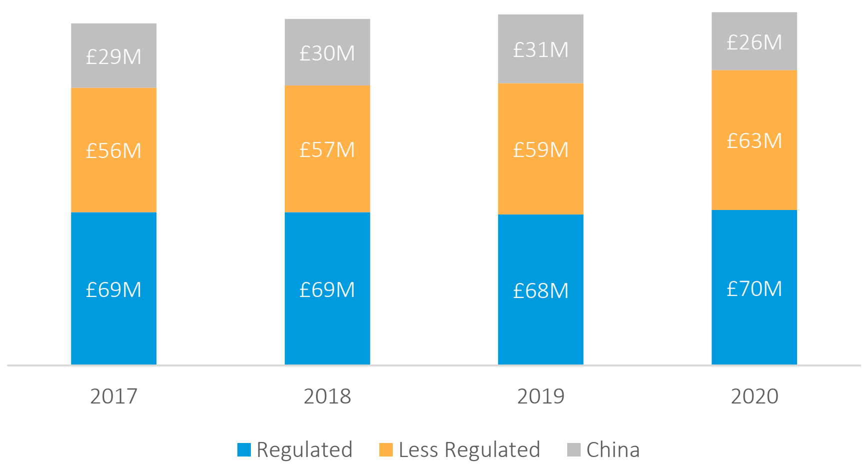
- Please visit https://www.strixplc.com/

Category Roadmaps

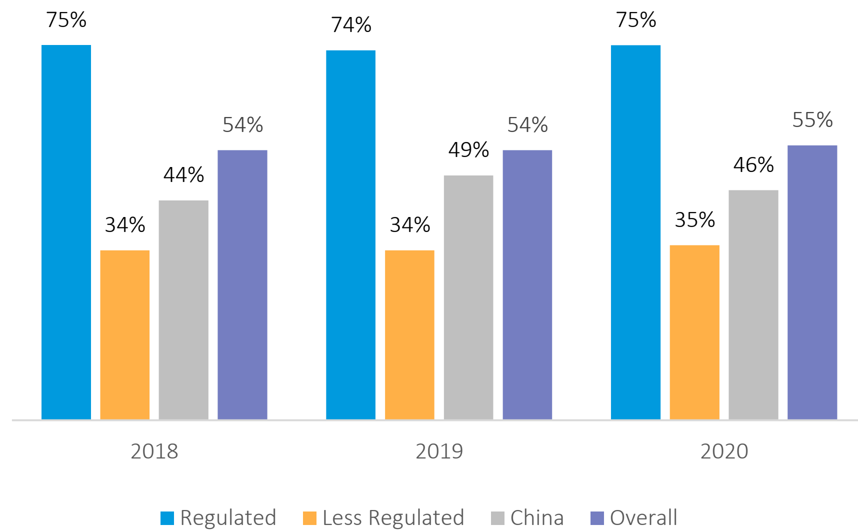
Kettle Controls Market Data

Much improved performance during second half has continued into 2021

Kettle Control Market Value



Net Value Share by Market



- The Kettle Controls market experienced a strong bounce back in the second half of 2020 to end the year broadly flat.
- Strix expanded its global market value share of the kettle controls market by c. 1%.

Strong order book for Q2 giving confidence in delivering a stronger first half of 2021 versus the same period in the previous year

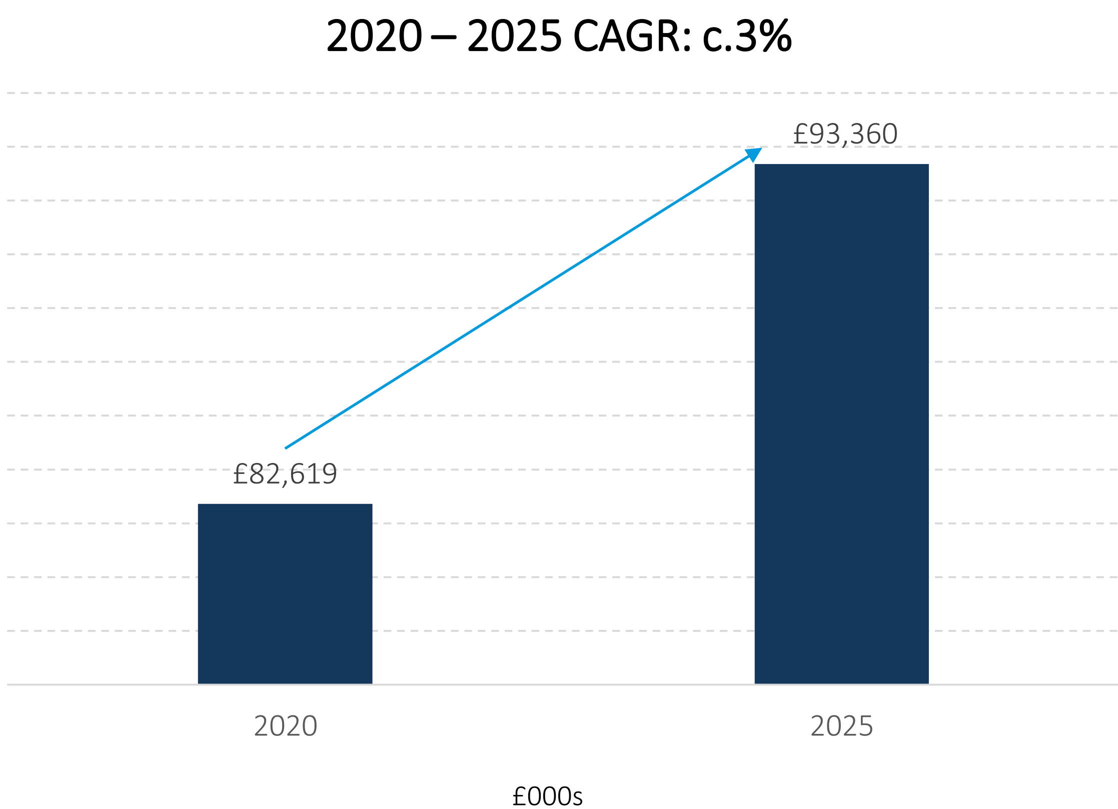
Continued focus on reduction of use of precious metals and engineering polymer across control ranges

Reduction of precious metals

Note: Market data accurate to +/- 3%
Source: Strix management data

2020 – 2025 Growth

Kettle Controls



Customer-centric product development
P76
Wash proof control

New variants to expand addressable market
15 amp controls for US and Japan

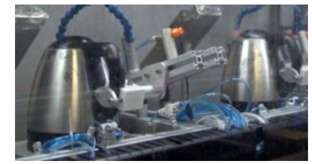
Reduce raw material content whilst driving cost reductions
Next Gen Controls

Success of U9 series
33m controls sold to date

Kettle Controls Roadmap

Next Generation – Core Business

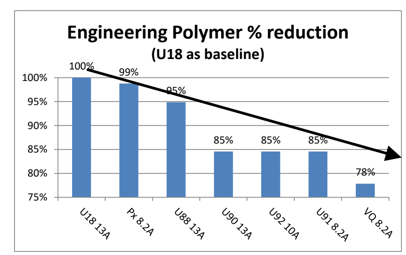
Cost Reductions



Continuous improvement in terms of cost and quality on existing control solutions

Connectivity & Electronic Controls

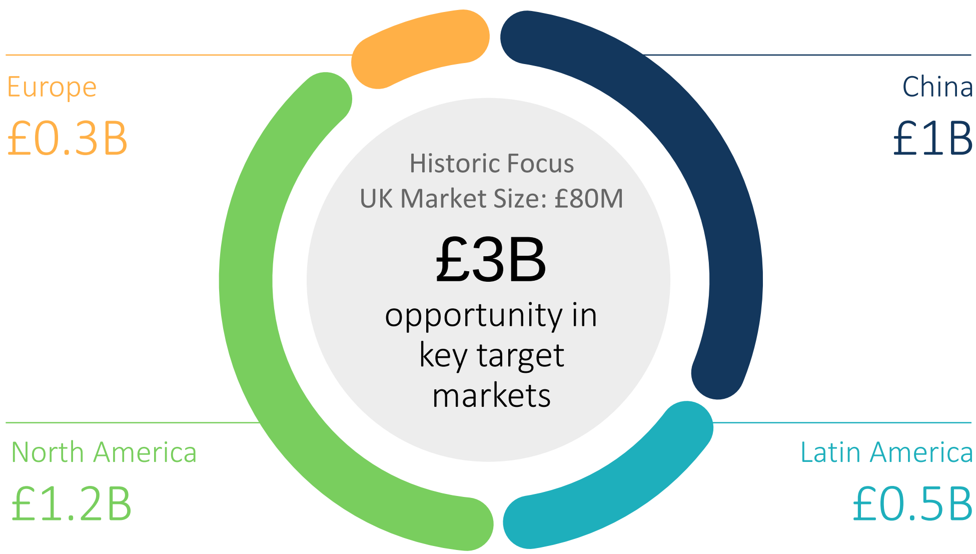
Focus on Sustainability



Continued reduction in use of precious metals & polymer

Water Category

Our aim is to deliver point-of-use drinking water solutions that give consumers the power to take control of their water, and reduce their consumption of single use plastics.



2020 Highlights

- Acquisition and ongoing integration of LAICA
- Launch of HaloPure technology with a > £500M total addressable market in China
- 7 key product launches:
  - Aqua Optima Evolve+ Filter and Evolve Filter China
  - astrea ONE Next Generation Bottle and astrea ONE Plastic Bottle
  - Co-developed Kettle Filter for China market
  - LAICA Glass Bottle and Tap Filter

The water filtration category is valued at retail at over £8 Billion. With our current 21.1% and 26.4% market share in the UK and Italy respectively, we will leverage technology innovation, product design and acquisitions to drive growth in our key markets.

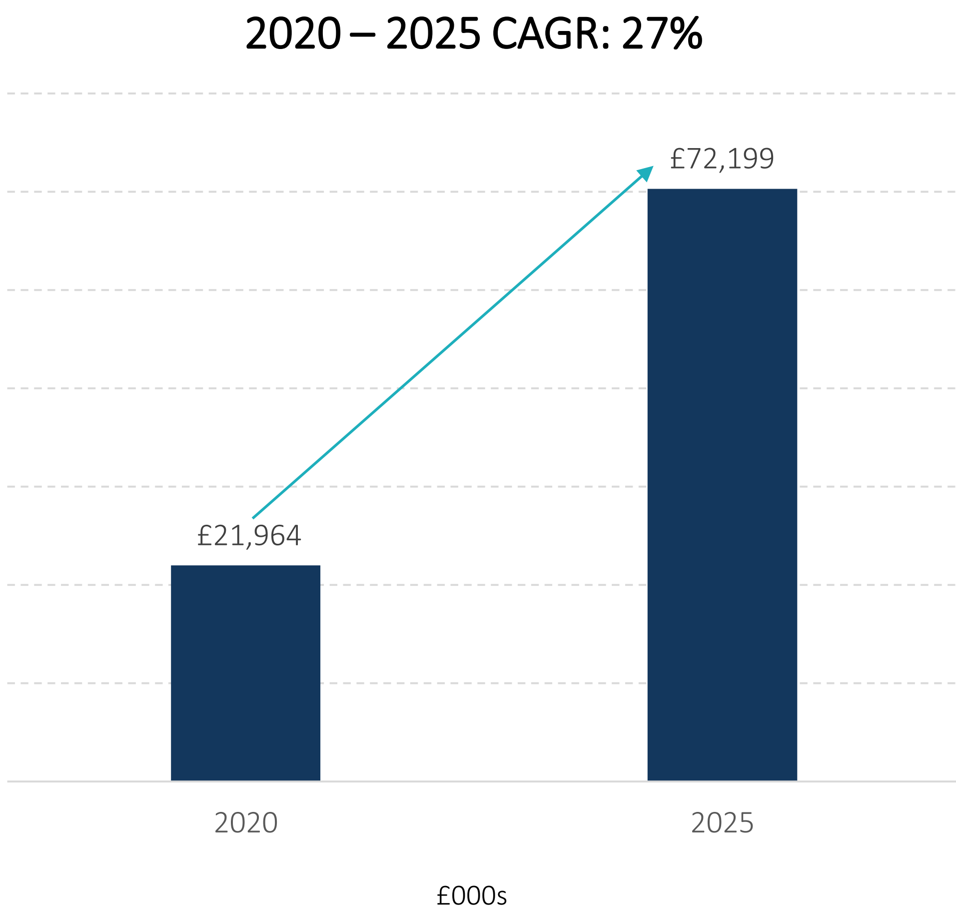
Our solutions contribute to:

Reductions in use of plastics - combating single-use plastics (filters 100% recyclable)	Improved water quality and sterilisation functions

* Market data sourced from Baytel Report (2015), Mintel Report (2018), GFK Data & Strix analysis.

2020 – 2025 Growth

Water (Commercial & Domestic)



LAICA acquisition to bolster Strix's global positioning

HaloPure technology expansion targeting farming & health care market in China

Build on 2020 record Aqua Optima sales through commercial excellence and digital initiatives

Water Roadmap & Range

AT-HOME

Filter Jugs

Water Stations

Tap Systems

FILTERS

Gravity Filters

Plumbed Filters

Pour-Through Filters

ON-THE GO

Filter Bottles

Commercial Systems

Farming & Health Care Applications

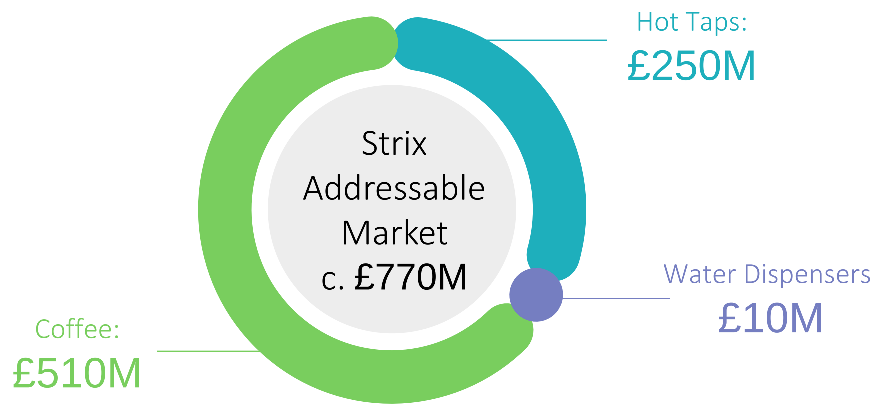
Small Domestic Appliances

Significant progress made in the development of new technologies and application platforms for launch in 2021.

- HWoD & Beverage
- Baby Care
- Food Preparation
- Health & Wellness
- Garment Care

2020 Highlights

- Acquisition of LAICA complements Strix appliance range, broadens sell-in opportunities
- Several agreements signed with brand partners across the projects giving us a significantly larger global footprint within the category
- Modest category growth despite macroeconomic headwinds
- Tommee Tippee Perfect Prep European Version launch



The HWoD & Beverage Category offers a significant opportunity for growth through our unique positioning & various GTM (Go To Market) approaches.

Our solutions contribute to:

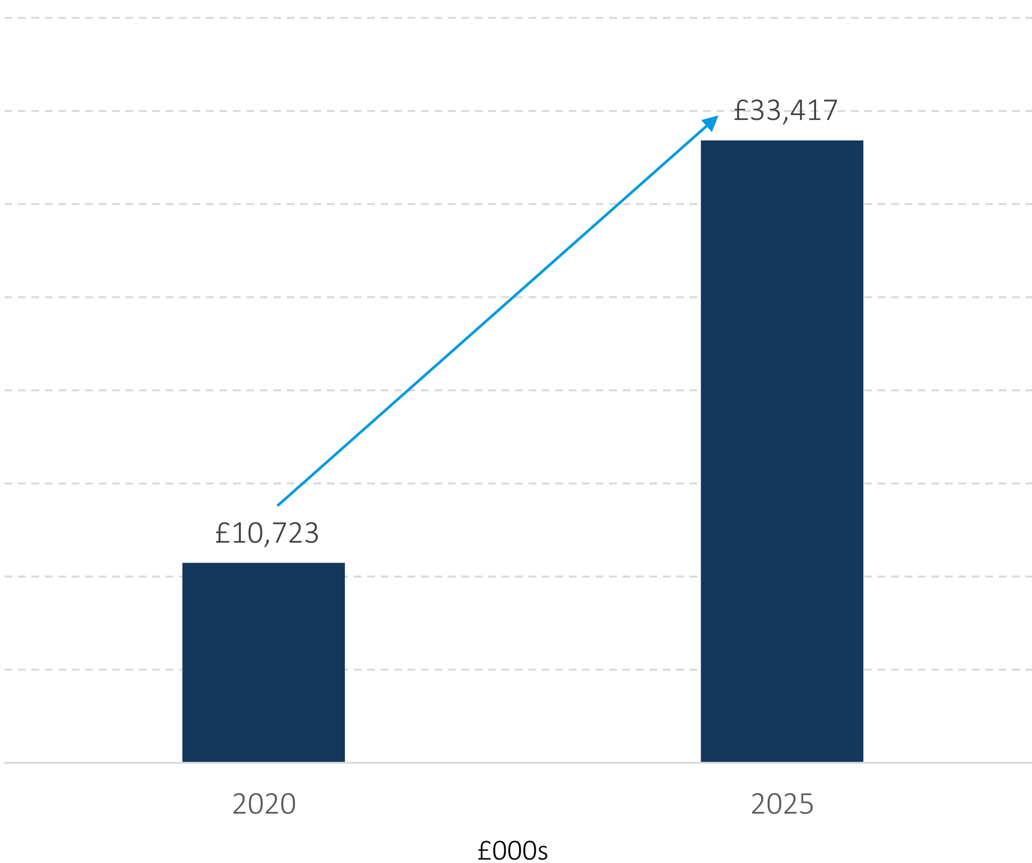
- Reduction of energy wastage
- Improve water quality and reduce the spread of viruses and bacteria

Source: Strix management data

2020 – 2025 Growth

Appliances (Strix & LAICA)

2020 – 2025 CAGR: 25.5%



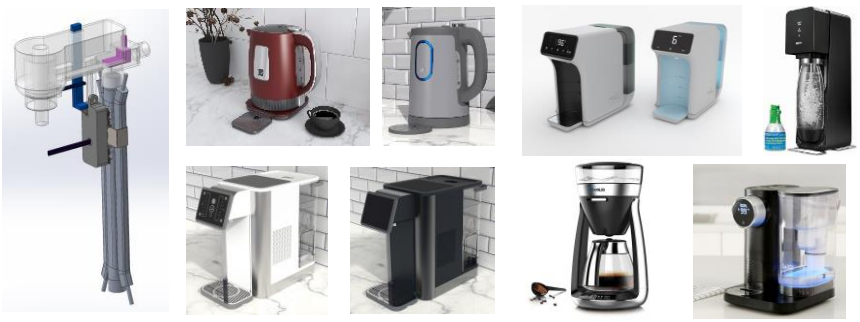
LAICA Acquisition delivers a footprint in new categories for Strix such as Health & Wellness

Strong progress in 5 year strategy through own brand and 3rd party brand launches in 2021

First Dual Flo and Aurora sales have been registered and positioned to grow throughout 2021

Appliances Roadmap & Range

Hot Water on Demand & Beverage



Core Element Tech Development

Expand Dual Flo & Beverage Station Range

Further Expand Range & Category Mix

Baby Care

Expansion with Innovative Steriliser-Dryer Technology

Development & Expansion within Formula Prep space

Health & Wellness

Expand Personal Scale Range & Home Wellness Platform

Food Preparation

Kitchen Scales – Cross Selling & Increase Global Distribution

Toaster Opportunities

Expand Blender & Vacuum Range & Distribution

Investment Summary

Compelling Investment Proposition

Reliable. Innovative. Sustainable.

- ✓ Strix has successfully delivered modest growth in adjusted profit after tax for the full year which is testament to how well the Company has dealt with the challenges of the pandemic
- ✓ A high quality, resilient and robust business model which benefits from geographical and product diversification
- ✓ Continued focus on efficiency measures and strategic initiatives to manage its highly variable cost base and prudent investment in compelling growth opportunities
- ✓ Solid balance sheet and low leverage provides financial flexibility for the medium-term to navigate headwinds and deploy capital consistent with allocation of capital priorities
- ✓ Commitment to its dividend in line with its progressive dividend policy that is linked to underlying earnings, reflecting Boards confidence in the outlook for the group going forward

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End of CEO / CFO presentation

Results of proxy votes cast

Results as at 26 May 2021

Resolution	Resolution description	Total Votes cast*	Votes For	% For	Votes Against	% Against	Votes Withheld
Ordinary resolutions							
1	To receive and adopt the Annual report and audited financial statements for the year ended 31 December 2020	138,273,014	136,327,860	98.59%	1,945,154	1.41%	128,617
2	To receive and approve the Directors' Remuneration report for the year ended 31 December 2020 (advisory vote)	138,400,332	137,489,478	99.34%	910,854	0.66%	1,299
3	To declare a final dividend of 5.25 pence per ordinary share	137,401,631	137,401,631	100.00%	-	-	1,000,000
4	To re-elect Mark Kirkland as a Director	134,529,325	133,581,136	99.30%	948,189	0.70%	3,872,306
5	To appoint PricewaterhouseCoopers LLC as auditor of the Company	138,396,734	137,654,977	99.46%	741,757	0.54%	4,897
6	To authorise the Directors to determine the remuneration of the auditor	138,400,495	137,783,339	99.55%	617,156	0.45%	1,136
7	To authorise the Directors to allot ordinary shares up to the limits set out in the notice of AGM	138,401,631	136,464,136	98.60%	1,937,495	1.40%	-
Special resolutions							
8	To authorise Directors to dis-apply pre-emption rights up to the limits set out in the notice of AGM	138,401,631	137,224,668	99.15%	1,176,963	0.85%	-
9	To authorise Directors to dis-apply pre-emption rights in respect of an additional 5% of the Company's issued share capital	138,401,631	135,158,543	97.66%	3,243,088	2.34%	-
10	To authorise the Directors to make market purchases of ordinary shares up to the limits set out in the notice of the AGM	114,925,498	114,179,497	99.35%	746,001	0.65%	23,476,133

* excluding Votes Withheld