



Capital Markets Day Presentation

3rd November 2020



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Agenda



Agenda

01 Introductions & Executive Summary

Financial Projections

02 Categories (KJC, SDA, Water)

HaloPure

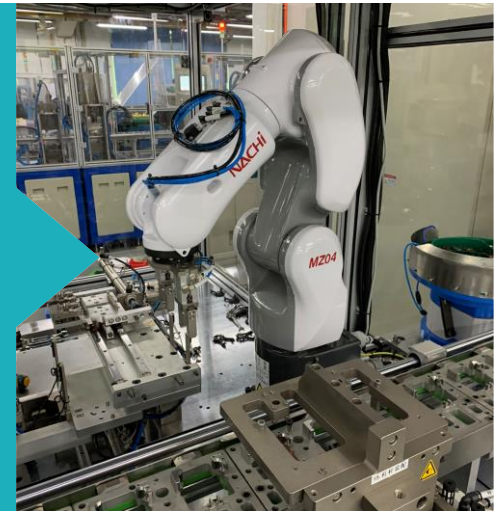
03 New Factory & Automation

ESG / Sustainability

04 Laica S.p.A

05 Questions

Introductions



Introduction to the Non-Execs



Gary Lamb

Non-Executive Chairman of the Board

Gary joined the Plc Board in 2017 and is a qualified accountant (CIMA) who has gained extensive business experience over the past 25 years in numerous senior roles.



Mark Kirkland

Non-Executive Director

Mark joined the Plc Board in 2017 qualified as a Chartered Accountant with PricewaterhouseCoopers in London and has extensive corporate experience gained over the last 25 years having held numerous senior roles in public and private companies.



Richard Sells

Non-Executive Director

Richard joined the Plc Board in 2020 and has over 30 years' experience working across multinational corporations, public companies, entrepreneur-led SME enterprises and private-equity backed businesses.

Introduction to Officers



Mark Bartlett

Chief Executive Officer

Mark joined Strix in 2006. He leads the organisation, setting the strategic direction and policy and works closely with his leadership team to translate Strix's strategy into tangible results.



Raudres Wong

Chief Financial Officer

Raudres joined Strix in 2011 she is responsible for financial management and she has over 25 years of international experience in corporate finance, business management and mergers and acquisitions.



Frank Gao

Chief Operating Officer

Frank joined Strix in 2012 he directs and leads the global operations team which spans Strix's Guangzhou and Ramsey facilities, and oversees the Group's overall manufacturing, supply chain and technology footprint.



Harry Kyriacou

Chief Commercial Officer

Harry joined Strix in 2019 he directs and leads the Sales, Marketing, Engineering, Commercial Operations and Water Category functions as well as the commercialization of new products and technologies.

Operational Board



Nick Gibbs
Engineering Director
Joined 1992
Directs Global engineering team



Matt Thomas
Director of Group Manufacturing, Engineering and Customer Quality
Joined 2003, Leads Global manufacturing engineering teams



David Trustrum
Commercial Director
Joined 1991
Directs Commercial Operations department



Peter Taylor
Director of Group Finance
Joined 2018
Leads the Global Finance teams



Emma Cox
Human Resource Director
Joined 2020
Leads Group Human Resources



Neil Austin
Director, Water Category and Global Marketing
Joined 2020
Leads Water division & Global Marketing

Investment Proposition

Robust and resilient



High Quality, resilient and robust business model which benefits from *geographic and product diversification*

Defensive end markets are holding up well and *strong order book visibility* for rest of year

Continued focus on efficiency measures and strategic initiatives to manage our highly variable cost base and *prudently invest in compelling growth opportunities*

Conservative balance sheet and low leverage provides *financial flexibility for the medium term* to navigate headwinds

Progressive dividend policy has been maintained reflecting Boards confidence in the outlook for the Group

COVID and Brexit Position

Manufacturing locations in Isle of Man, Italy and China, all fully operational

Supply chain secure with majority of suppliers based in China

Buffer stock implemented to minimise any disruption during Brexit

Health and Wellness products showing particular strength during prior lockdown period

Core kettle business remains resilient with strong order book for full year

Executive Summary

Shaping a safer, sustainable future



Our performance in 2020:

Modest growth projected in PBT versus prior year

Successful acquisition of Laica securing >20% revenue growth in 2021

New factory in China remains on schedule to double our capacity, fully operational in Aug 2021

Continued investment in automation with 67% of product lines automated by year end

Delivered on new product commitments with c.14 new products ready for launch

More than 50 Takedowns and recalls since listing in August 2017

Our Aspirations for the future:

Double Group revenues over the next 5 years primarily through organic growth

Continue to grow market share in Kettles from 54% to 57%

Do more with less - Execute on our ESG commitments to provide a safer sustainable future for our customers

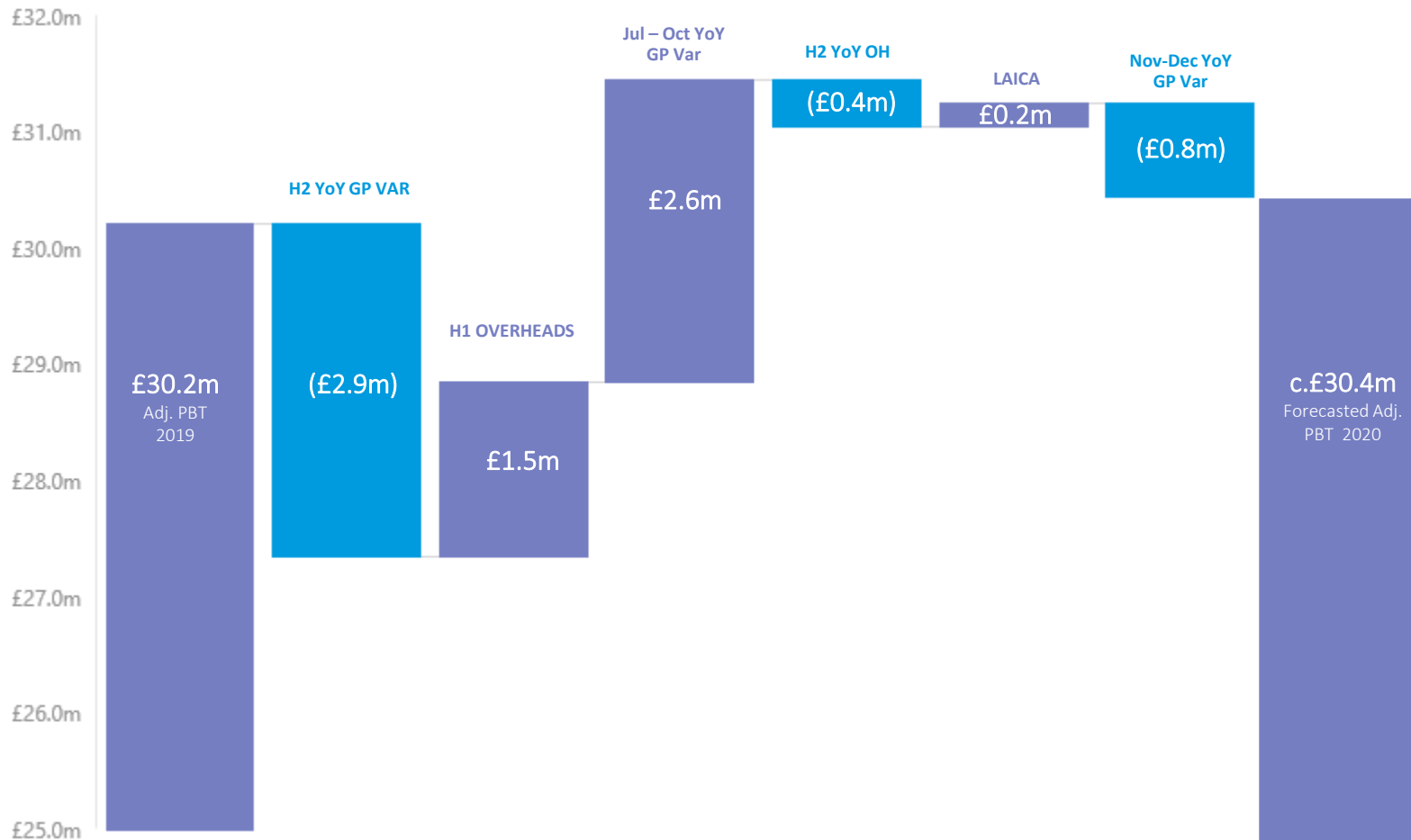
Maintain attractive progressive dividend policy linked to underlying earnings

Seek further earnings accretive acquisitions within our core competencies and key markets

Financials



Expecting to deliver modest growth in FY 2020 PBT



H1 Gross Profit loss
(£2.9m)

H1 Overhead savings
£1.5m

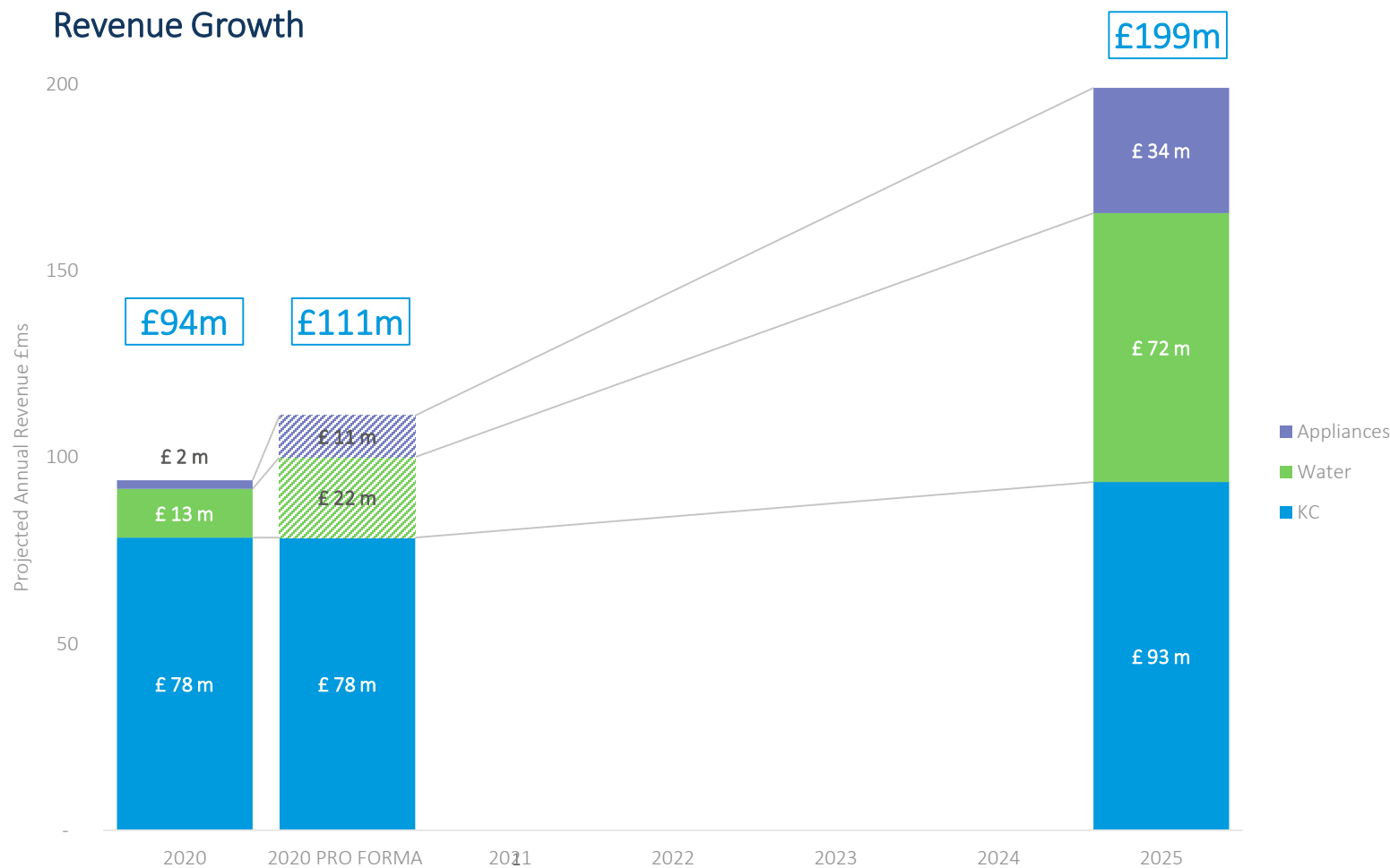
Jul – Oct YoY Gross profit
variance
£2.6m

H2 YoY Overheads
(£0.4m)

Laica
£0.2m

Nov – Dec YoY Gross
profit variance
(£0.8m)

Projected Revenue 2020 – 2025



Appliances

projected revenue growth

209%

From 2020 Pro Forma to 2025

Water

projected revenue growth

227%

From 2020 Pro Forma to 2025

Kettle Controls

projected revenue growth

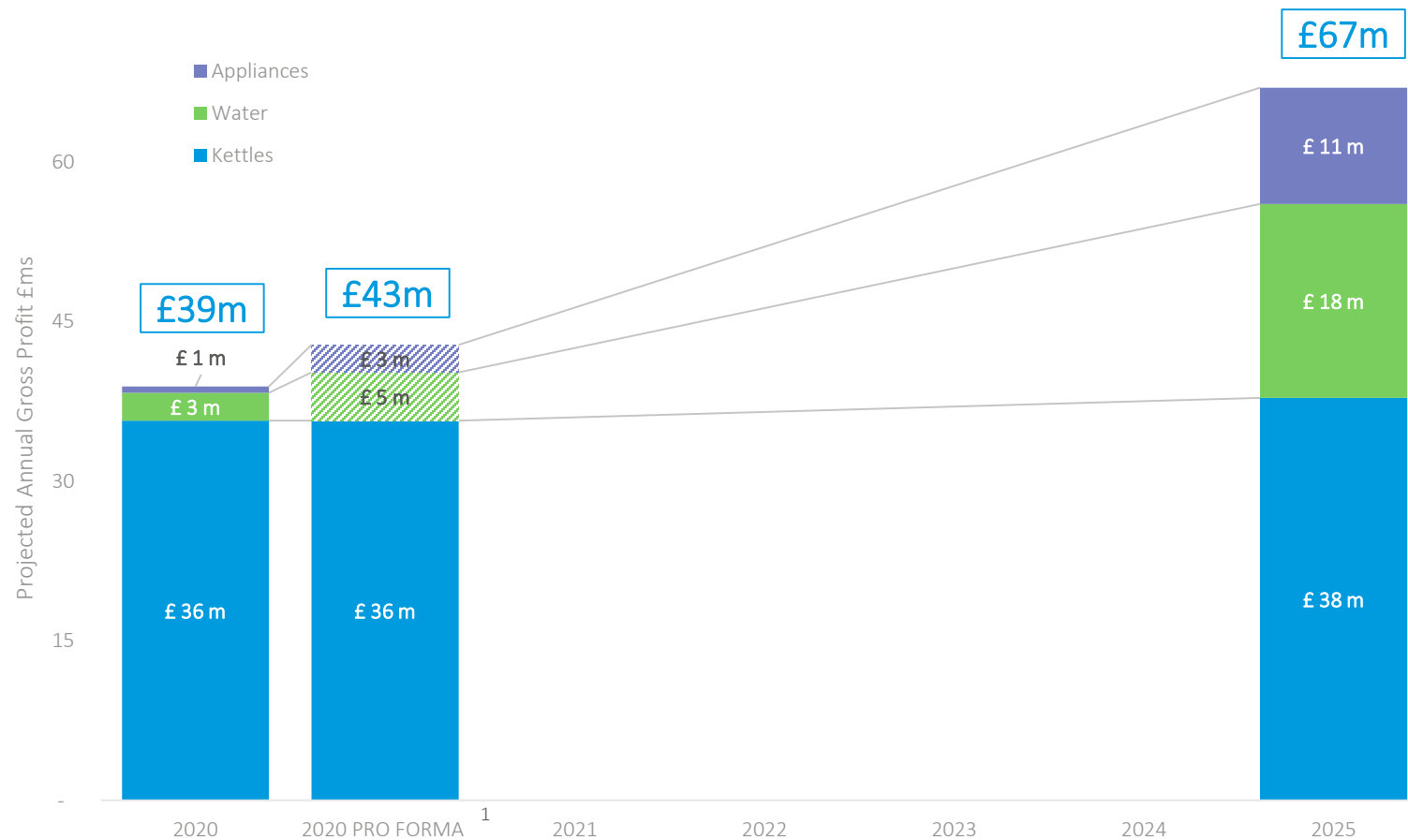
19%

From 2020 Pro Forma to 2025

¹ 2020 Pro Forma to reflect FY impact of Laica

Projected Gross Profit (2020 – 2025)

Gross Profit Growth



Appliances

projected gross profit growth
267%
From 2020 Pro Forma to 2025

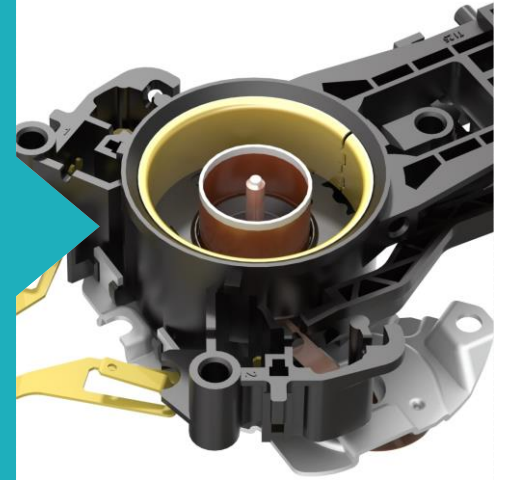
Water

projected gross profit growth
260%
From 2020 Pro Forma to 2025

Kettle Controls

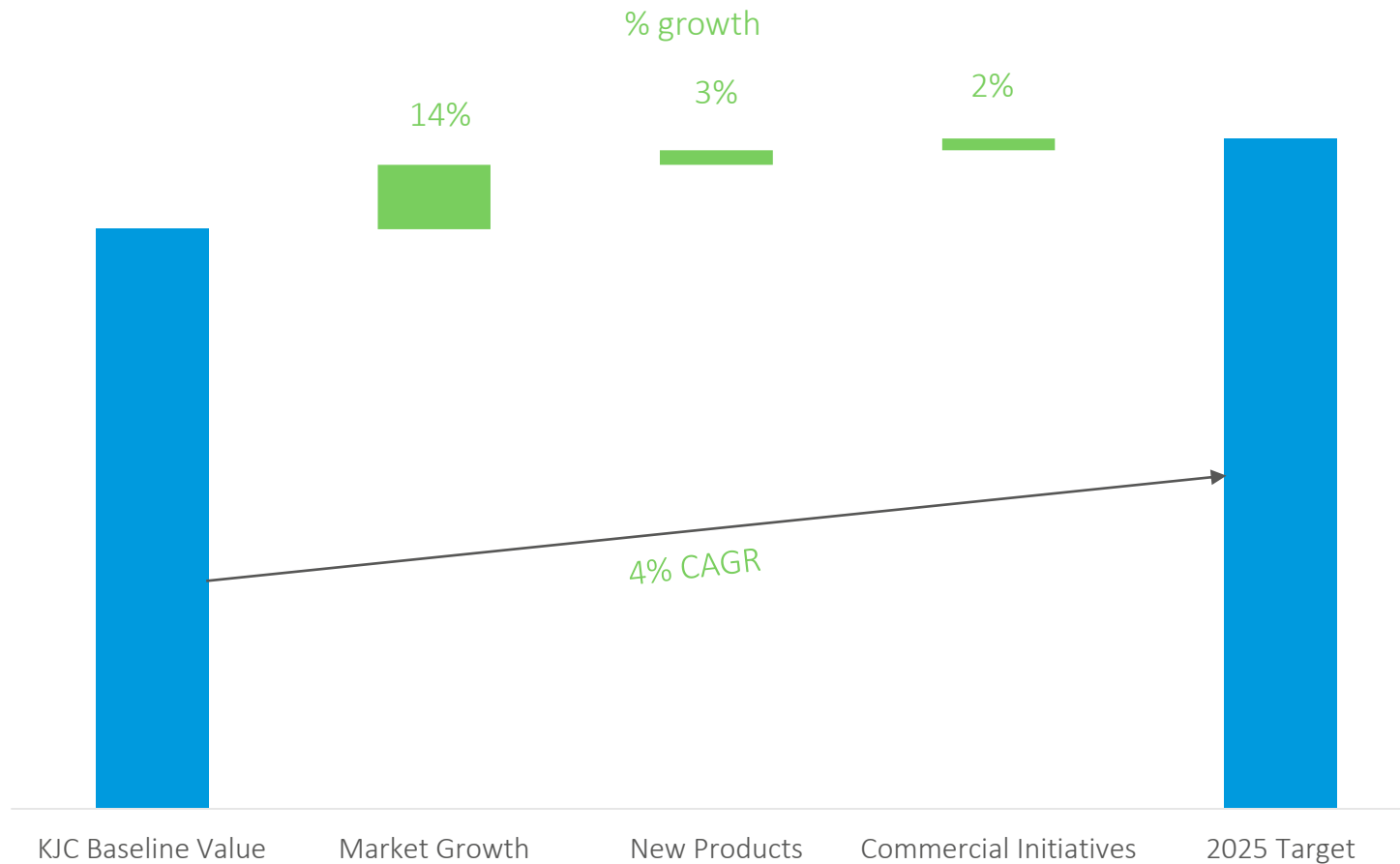
projected gross profit growth
6%
From 2020 Pro Forma to 2025

Categories: Kettle Controls



2020 – 2025 Revenue Growth Drivers

Kettle Controls



Market Growth
3% CAGR
2020 – 2025*

*Incl. Covid-Rebound in 2021

New Products
c 10M
U9 series controls
sold in 2020

Market Share
54% → 57%
[Global Value Share]

Commercial Initiatives
2%
Growth 2020-2025

Market Growth

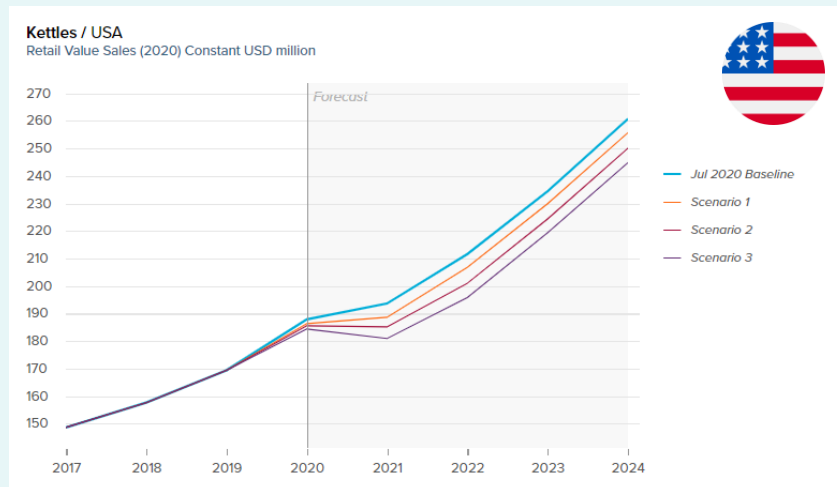
Kettle Controls



+14%
(3% CAGR)

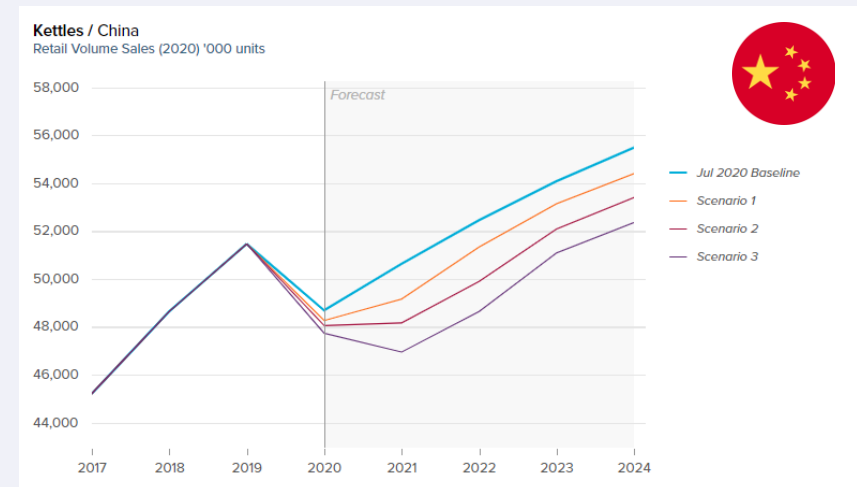


Strix continues to target growth in key categories and regions. Euromonitor predicts a 39% increase in kettle retail sales value from 2020-2024 in USA, which drives the predicted value growth across Regulated markets.



Last updated on July 13, 2020 at 00:07 GMT

China kettle volumes are expected to increase by 14% or almost 7M pieces from 2020 – 2024 whilst ASP is expected to reduce.



Last updated on July 13, 2020 at 00:07 GMT

Source: Euromonitor Passport, 2020

Capital Markets Day 2020

NPD – Kettle Controls

+3%

Strix
INNOVATIVE TECHNOLOGY

Short-Medium Term: Next Generation Control Suite Development

Longer Term: Value Driving Features & Benefits

- ✓ 15 Amp control expansion; faster speed to boil targeting Japan & USA markets.



- ✓ Cost Savings
- ✓ OEM Benefits
- ✓ Eco-Credentials

A two second saving in steam switch off time = 1% energy saving or 44GWh or £9M p.a. in UK alone.



Sustainability: Design with intent across the product lifecycle.



Connectivity & IoT



- ✓ StrixVQ control expansion targeting Less Regulated Markets



- ✓ Wash Proof Control for Turkish Coffee



- ✓ Wider applications e.g. Travel kettles; a growing market segment in China



- ✓ Consumer Feature Development (Kettles & New Applications)

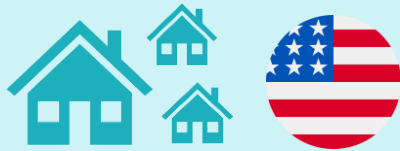


Commercial Excellence - Our Key Initiatives

+2%

Strix
INNOVATIVE TECHNOLOGY

Invest in US Market;
Drive Consumer
Awareness & Increase
Household Penetration



Reviewed Global Pricing
Strategy & Policy Refresh

- Value & Margin Incentives
- MOQ & Small Order Surcharge
- Urgent Delivery Surcharge
- Service Monetisation



Drive consumer
Awareness of Quality
& Reliability through
Promotion of “Powered
by Strix”



Invest in Russian Market
to Increase Share from
34% to 50% through Strix
VQ Sub-Brand



Develop Tier 2 & 3 OEM
Customers globally



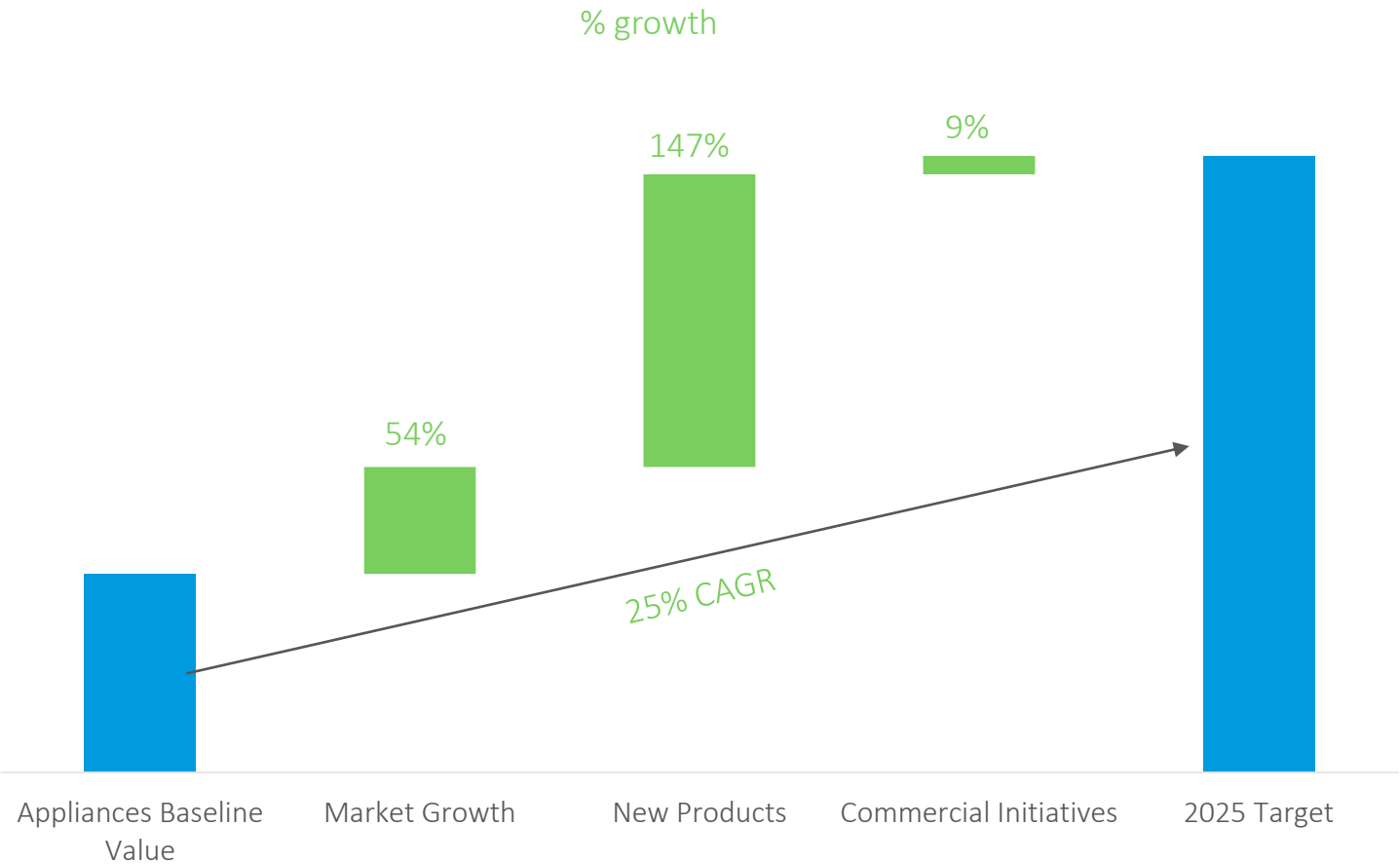
Categories: Appliances



2020 – 2025 Revenue Growth Drivers



Appliances



Market Growth
9% CAGR
2020 - 2025

Market Expansion
From UK → Global
Baby Care

Category Expansion
Garment Care
> 200MPA pcs Market Size by 2025

Commercial Initiatives
9%
Growth 2020-2025

Market Growth: SDA & Baby Care

+54%
(9% CAGR)

Strix
INNOVATIVE TECHNOLOGY

GfK report 9% growth in SDA during H1 2020



Press Release

Major and Small Domestic Appliances stay stable despite pandemic

Nuremberg, September 4, 2020– Despite the global COVID-19 pandemic, the Small Domestic Appliances (SDA) market grew by a solid +8.6 percent and the Major Domestic Appliances (MDA) market (including Air Conditioners) experienced limited losses of -8.6 percent in value terms. These are GfK's findings for the global MDA and SDA market excluding North America and South Africa to be released at IFA 2020 in Berlin.

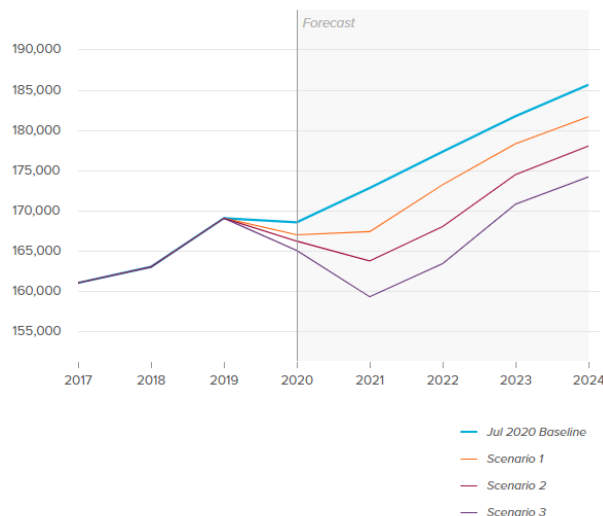
September 4, 2020

Julia Richter
Public Relations
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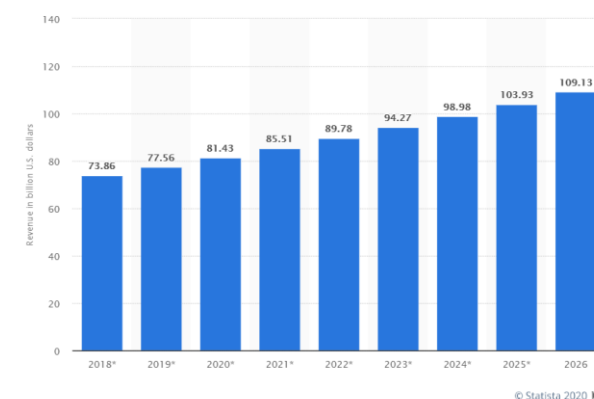
Euromonitor predicts over 17 million additional Small Cooking Appliances to be sold in China by 2024



Small Cooking Appliances / China
Retail Volume Sales (2020) '000 units



Statista predicts a \$27.7 Billion increase in the Global baby care product market from 2020-2026



Sources: Euromonitor Passport (2020), GfK Press Release (September 4, 2020) & Statista (2020)

NPD - Small Domestic Appliances

+147%

Strix
INNOVATIVE TECHNOLOGY

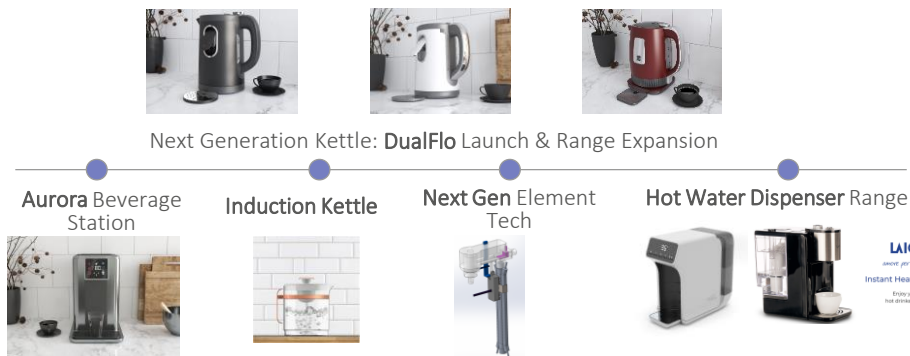
Mission:

To deliver innovative appliances that **take the frustrations out of everyday tasks, sustainably.**

Our Roadmap:

is therefore built upon convenient, simple and sustainable solutions.

Short-Medium Term: Expand HWoD product range, bolster & refine technological solutions, and deliver cross-selling opportunities



Simplify my life – more important due to COVID-19

According to GfK's Consumer Life survey, more than half (53%) of consumers agree with the statement 'I am always looking for ways to simplify my life', hence multi-functional and smart appliances are growing in popularity.

Medium-Long Term: Expand product mix & applications to adjacent markets



"The Hot Water on Demand market is born out of consumers' growing need for speed, convenience and energy efficiency"

NPD - Baby Care

+147%

Strix
INNOVATIVE TECHNOLOGY

Mission:

Make parents' life easier whilst keeping their babies safe with our reliable technology.

Vision:

To become the go to supplier for innovative baby care appliance ranges.



Commercial Excellence: Our Key Initiatives



Initiative	Objective & Description	
Improve Design Execution	Make Desirable products, consistently. Leverage product range to capture value across multiple price points, whilst looking to develop product mix via Strix Home initiative.	
Global Distribution Approach	Focus on a streamlined product strategy built around specific customer requirements in defined markets. Leverage our unique position in the supply chain and adapt go to market approach to optimise commercial & strategic benefit to Strix.	
Sustainable Innovation	Create products that help people and the planet. Re-enforce sustainability as a key strategic pillar across the organisation.	
Cordless Technology Expansion	Expand our cordless technology across new applications.	

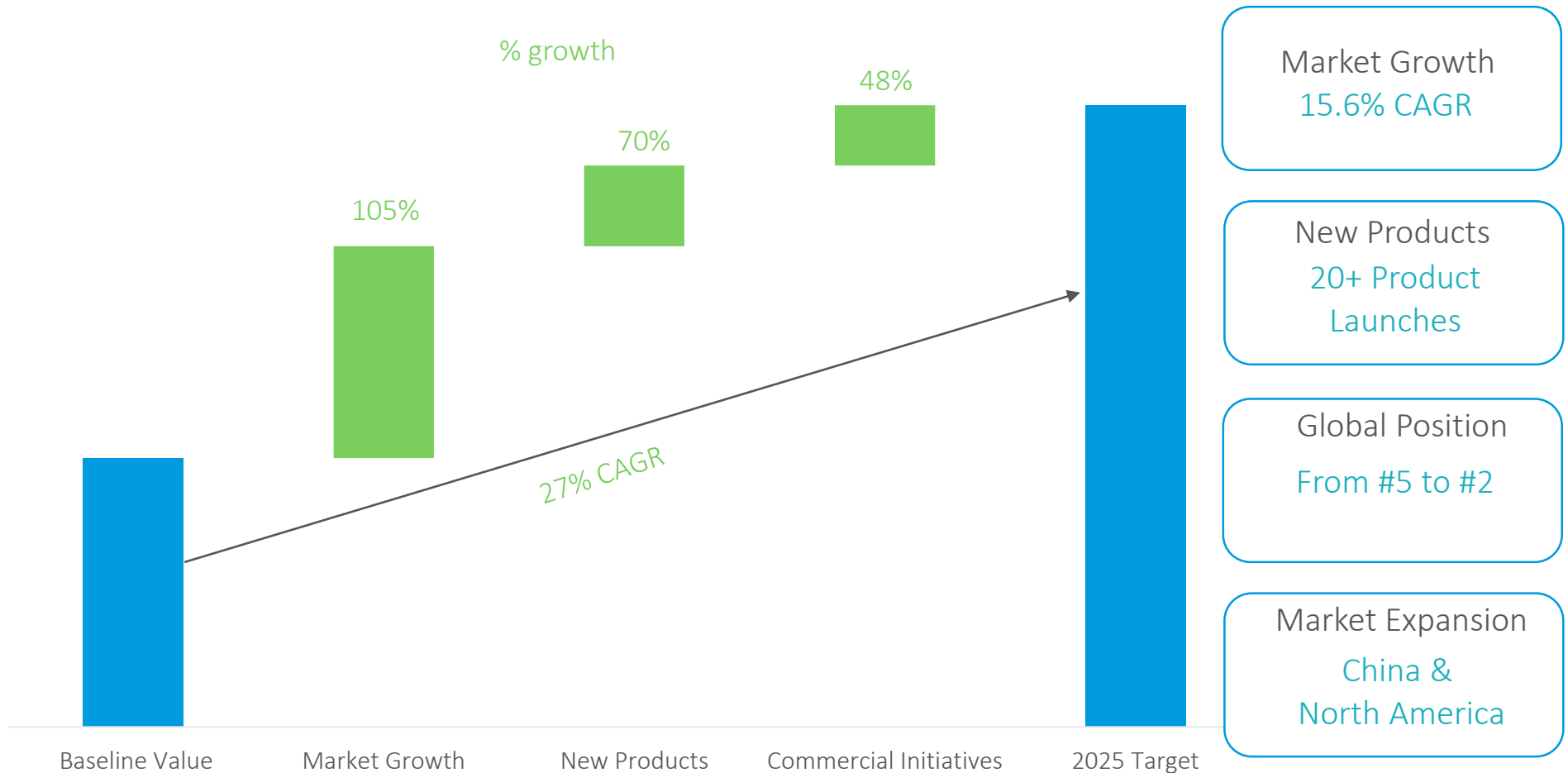
Categories: Water



2020 – 2025 Revenue Growth Drivers



Water (Commercial & Domestic)



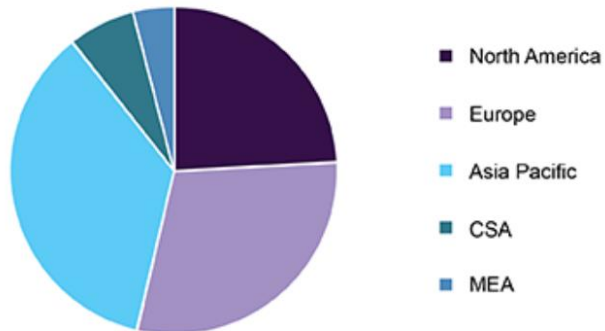
Market Growth: Water

+105%
(15.4% CAGR)

Strix
INNOVATIVE TECHNOLOGY

Strix continues to target key growth regions such as North America and China. The USA Market has 69% household penetration, and a low brand loyalty metric providing opportunity for new entrants.

Global home water filtration unit market share, by region
2018 (%)



Chinese market is expected to generate a revenue of USD 9.0 Billion by 2025. Driven largely by urbanisation and a growing awareness of water contamination.

Turning challenge to opportunity; GFK report 14% growth in Water during H1 2020.

ipe Blue Map

Blue City Water Quality Map



Source: IPE report "Expansion of water quality monitoring and information disclosure - First release of national water quality map", 2019

Sources: Grandview Research, 2020 GFK Data, 2020 Baytel Research Report, 2018

NPD – Domestic Water (On-The-Go)

+70%

Strix
INNOVATIVE TECHNOLOGY

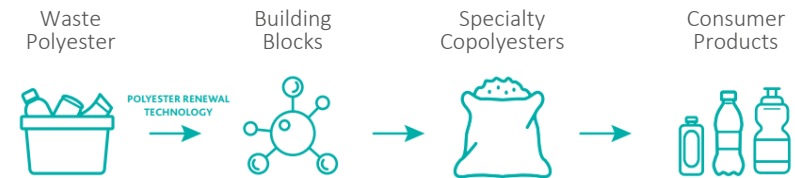
Short Term:

Expand Filtration bottle product range,
and emerging contaminant protection

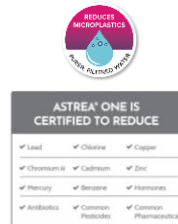


Medium-Long Term:

Sustainable Materials
& Innovative Designs



Roadmap



- Lighter Weight
- Ergonomic Designs
- Longer Filter Life
- Multi-Filter Compatibility
- Effortless Instant Filtration

NPD – Domestic Water (At Home)

+70%

Strix
INNOVATIVE TECHNOLOGY

Short Term:

Expand water device installations with a range of Jugs and Water Stations



Medium-Long Term:

Expand & Innovate a range of filtration technology



Roadmap



Tap Filtration Systems



Commercial Excellence: Our Key Initiatives

+48%

Strix
INNOVATIVE TECHNOLOGY

Initiative	Objective & Description	
Global Distribution Approach	Strategic and aggressive expansion into the largest and fastest growing water markets in China and North America.	
3 Global Brands	Insight driven product and brand stories that resonate and win in local markets. A global product range driven by localised messaging and channel mix.	
Consumer Insights	Creating a culture of product and consumer purchase behaviour expertise in the water category. Expanding opportunities for product success.	
OEM/Trade Focus	Develop a systematic approach, and position ourselves as the Go-To-Market experts for Brands & OEMS in the water space.	

HaloPure



HaloPure Overview



Strategy has been redefined following the acquisition to focus on Sterilization and Purification of water



Initial **geographical focus** has been applied to China given the size of the opportunity and “specialists” within the Halosource team



Opportunity for the livestock application is the most significant short term opportunity with an addressable market size in excess of £500m



Our **initial target** is to secure £10m in the first 5 years within the China domestic market and work towards expanding to additional geographies as the technology becomes more widely accepted



Further applications exist within the healthcare and pet markets which are currently being explored



HaloPure; Commercial Water

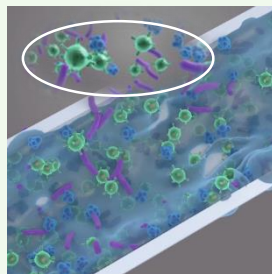


Benefits & Value to Livestock Farming:

- Providing animals with safer and cleaner quality drinking water
- Cutting off waterborne disease transmission by killing pathogenic microorganisms
- Reduces consumption of antibiotics within farming
- Improves animals' health & welfare
- Lower animal mortality rates
- Increase animal weight & egg production rate
- Improvement in farmer's economic return
- Greener and healthier animal meat and eggs, due to less consumption of antibiotics
- Greener and safer animal products for human consumption



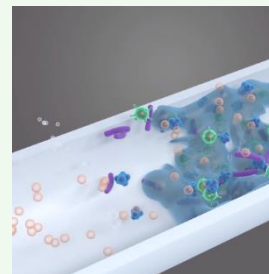
Poultry Farms
With 1M+ Livestock



Contaminated
Water



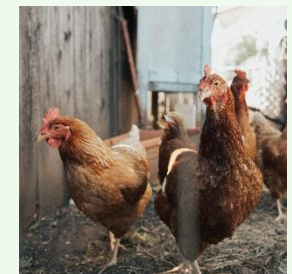
Strix
Purification
Technology



Purified Poultry
Drinking Water



Significantly
Decreased
Mortality Rate



Increased Yield &
Profitability for
Farmers

Route to Market - Halopure

4 Routes



Market Characteristics

- A specialised and price sensitive industry with lots of specialist knowledge required
- Market promotion in the industry is mostly through seminars and exhibitions

4 Routes to market

- **Strategic partner** – customised designs for equipment suppliers
- **Agents** – agents predominantly sell to end farms
- **Consultant** – engage consultants to handle customer relations for large group companies who request to deal with manufacturer
- **Direct sell to farms** – Prominently used at the early stage of product launch, building the essential footprint

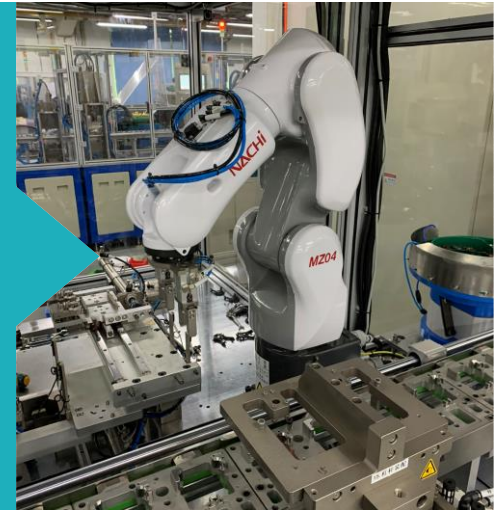
Market Promotion

- Regularly participate in the seminars and exhibitions
- Self-organised seminars in specific province or high volume farming regions
- Hire experts to promote the knowledge of how viruses can impact an animal's health

Margin expectation:

- For small farms and non-group farms, the minimum expectation is 30% after all the BOM cost and variable cost
- For large group companies (more than 20 systems potential), the minimum expectation is 20%
- Margin could be slightly lower at the early stage of market launch to build knowledge.

New Factory & Automation

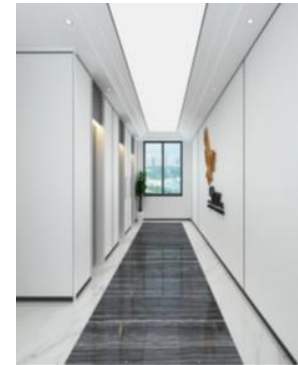


New Factory



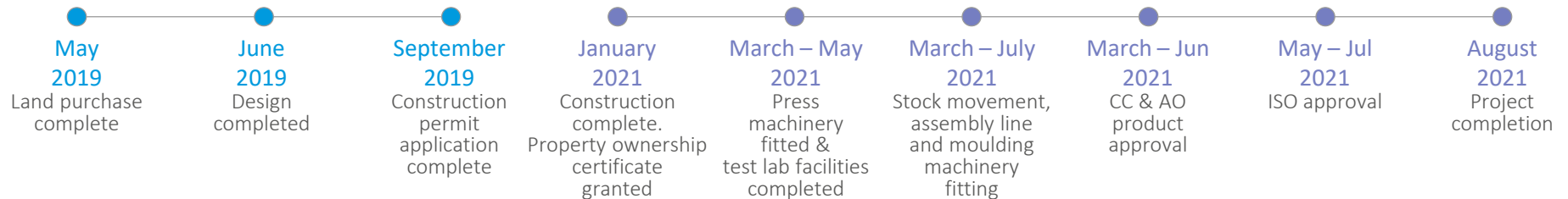
Milestones

- The main build construction **completed in July**
- Electronic installation and inner building work is in progress
- Target to complete all the construction work and decoration and obtain **governmental approval in January 2021**
- Factory move to be completed by **July 2021**
- Fully operational in **August 2021**
- **Project continues to run on schedule and below budget**



Capex by Year

2019	£5.7m
2020	£10.1m
2021	£4.0m



Automation

32.7m

U90 series controls
sold to date

c.85%

machine efficiency achieved on
new U90 Automation line

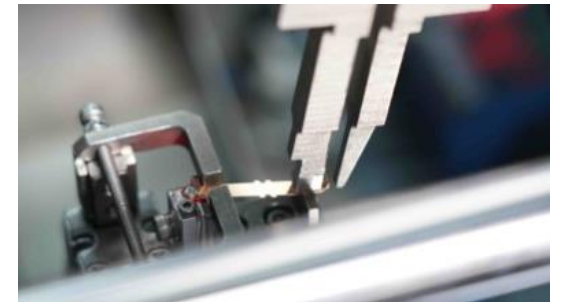


+53%

improvement in customer quality
results (ppm) from 2019

67%

of lines expected to
automated in 2020



Environmental, Social & Governance (ESG)



Executive Summary

Keys to our sustainability strategy:



Embed functional excellence
across ALL disciplines



High exacting standard of products
that exceed quality and safety
standards



Consumer-led product innovation



Educating our end consumers

Impact of our strategy:

Reduction in single use plastics

Reduction in raw/virgin materials within our
production processes

Efficient products limiting the lifetime energy
wastage

Increased focus on consumer wellbeing,
developing products that reduce ingestion
of micro plastics, pesticides and heavy metals

Providing the safest of products to the
end user

Products aimed at simplifying consumers lives
and saving time

Our Products and their Potential Global Impact



Global Kettle penetration from
38% to 50% would save

14bn kg CO2

energy p.a.



Strix sold c.5.6m filters in 2019
equating to

56m

single use plastic bottles assuming a
10% conversion



Our Dual Flo appliance as part of our
Hot water on Demand portfolio
addresses

£190m

wasted on boiling excess water p.a. in
the UK



2 second saving in steam
switch off time would save

1%

energy or 44GWh or
£9m p.a. in UK alone



USA Kettle penetration from
14% to 50% would save

6.6bn kWh

energy p.a.

Key pillars of Strix's sustainability strategy

	SOLUTIONS FOR SUSTAINABLE LIVING	To develop products that reduce the impact on the environment, particularly reduction in energy consumption in our key kettle market, and promote benefits to customers.
	PROMOTE CUSTOMER WELLBEING	Our efforts are encompassed by Strix company motto of 'safer by design' as we look to improve the wellbeing of our end users through our entire product range.
	DOING MORE WITH LESS	This encompasses our internal operations and final product design as we look to reduce the overall manufactured product footprint taking into account the total corporate footprint including materials, production, waste and company infrastructure.
	WELLBEING AND EQUALITY IN THE WORKPLACE	Employee equality, welfare and engagement are critical for developing our key asset. We look to pro-active actions, internal training and certification including relevant ISOs, employee engagement through listening, survey and involvement.
	COMMUNITY ENGAGEMENT	Strengthening our position as a global, socially responsible employer, by reinforcing our corporate culture and employee pride in our positive contribution to all of our local communities across the group.
	SUPPLY CHAIN	Sustainable practice communicated to all of the group's direct suppliers, in line with the Responsible Business Alliance (RBA). All of our critical suppliers are audited at least every other year by our internal teams assessing; Policy awareness, supplier risk assessments, supplier capacity and performance on environmental protection.
	CERTIFICATIONS	The group facilities comply with a range of international standards. In particular ISO9000 (quality), ISO14001 (environmental management) ISO45001 (health & safety) and in the process of qualifying for ISO5001 (energy management).

Kettle controls

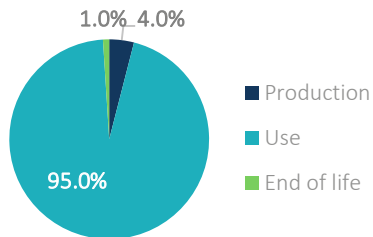
SDC		Issue	Description	Strix solutions	Examples
Ensure access to affordable, reliable, sustainable and modern energy for all Ensure sustainable consumption and production patterns.	7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Kettle overflow	Average UK kettle 30% overfilled	Improved filling visibility Auto volume kettles Dual chamber kettles One cup systems	
		Overboil	Delayed switch-off to ensure 100°C	Technologies such as Hot Cup and Instant Flow	
		Overheat	Many teas require water at 80-90°C	Multi temperature switches	
		Illuminated kettles Standby indicator	Non heating associated energy usage	Developing innovative industrial designs	
Make cities and human settlements inclusive, safe, resilient and sustainable	11 SUSTAINABLE CITIES AND COMMUNITIES	Safety concerns particularly given electricity/water interphase		Product safety analysis and defect alerts..	Record 4 RAPEX (European rapid exchange of information) alerts in 2019

Kettle –efficient method of boiling water

Key phase of lifecycle

- In-use accounts for c.95 % of whole life emissions for the average kettle

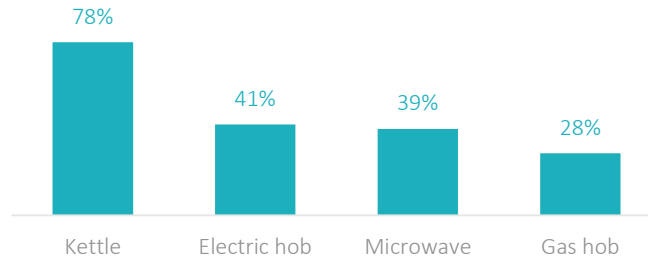
Kettle lifetime emissions (tCO₂e)



Kettles are the most efficient way of boiling water

- Efficient energy transfer, low energy leakage
- Average UK kettle uses 167kWh of electricity a year (c.5% of domestic electricity consumption)
- Total UK domestic kettle use 4,500GWh a year

Water heating appliance efficiency



Wastage is still a key issue

- Average overfill 30%
- Total estimated energy wasted in the UK 1,400GWh
- Total GHG impact in the UK is 400,000 tonnes CO₂e = c200,000 cars emissions



Sustainability

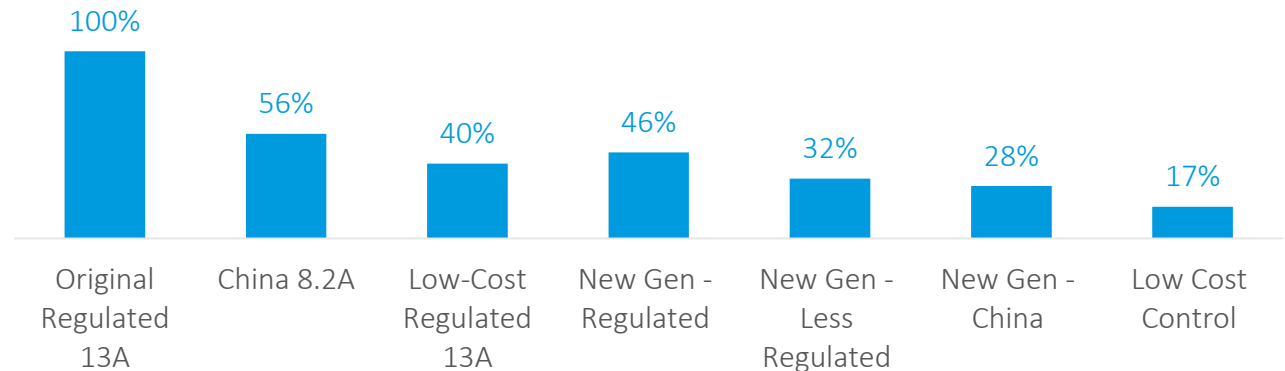
Strix has been driving down the use of Scarce Resources

Many of our product innovations in recent years have been focused on reducing energy in use, which represents about 95% of the Energy footprint for a kettle.

Over the last 5 years, Strix has also been reducing the amount of commodity materials that are consumed in the production of our controls, this helps maintain our costs against inflationary pressures, but also benefits the environment, for example.

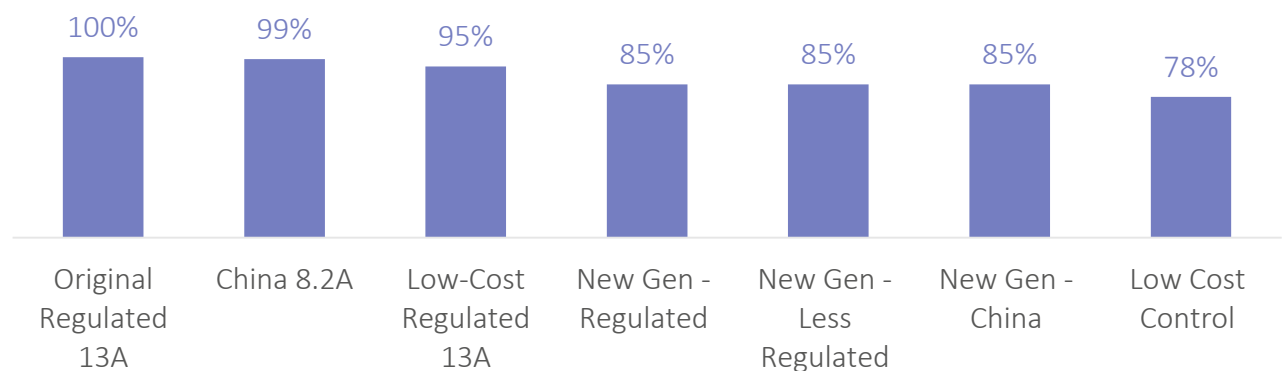
Silver reduction

(U18 as a baseline)



Engineering Polymer reduction

(U18 as a baseline)



Water and appliance categories

SDG		Strix solutions	Examples
Ensure healthy lives and promote well-being for all at all ages		Tomme Tippee prep machines deliver safe powder milk for babies. Expanding technology into Asia and North America.	
Ensure availability and sustainable management of water and sanitation for all		HaloSource has brought new technology including lead reduction and patented bromine technology that kills bacteria and viruses.	
Ensure sustainable consumption and production patterns		Aqua Optima recycling agreement in place with TerraCycle in the UK.	
Conserve and sustainably use the oceans, seas and marine resources for sustainable development		The Aurora re-usable water bottles eliminate the need for single use bottles which often end up in land fill or part of the million tons of plastic in the oceans.	

LAICA portfolio of products will further enhance Strix offering and capabilities especially in the water category

Hot Cup Case Study

Strix have sold 3 Million Hot Cups to date

Assuming consumers use five times per day, and have boiled only the water they need through Hot Cup as opposed to boiling double the savings to date are;

The total saving to date is;
£20,000,000



Enough to power
34,000
UK households
(electricity)



Totalling
1.4bn
litres of
boiling water



Equivalent to
10m
bath tubs
of water



Hot Water on Demand

- Kettle lifetime energy footprint studies show that the energy consumed in 'use' (96%) is far greater than the energy consumed in any other stage of the product life-cycle.
- Internal research also shows that consumers boil up to 100% more water than what they require.
- Strix's Hot Water on Demand Portfolio (Hot Cup, Dual-Flo, IFH, Aurora, etc.) therefore aims to make it simple & convenient for consumers to heat or boil only the water they need.



In the UK alone, that could equate to c.



£190m wasted on energy bills



13bn liters of water



100m bath tubs

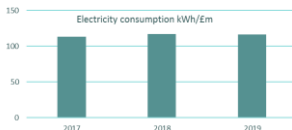
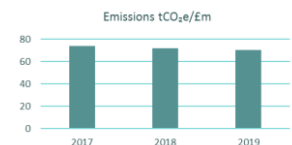
Or enough energy to power

320,000

UK homes for a year



Internal operations

		Current position		Current actions	Future Plans
	Energy efficiency	Electricity intensity improved 3% in 2019	 Electricity consumption kWh/£m	Increased automation Extend IoM recovery system ISO5001 implementation in process	New Chinese facility Further automation ISO5001 (energy management)
	Emissions	GHG intensity improved 1% in 2019	 Emissions tCO₂e/£m		Sourcing renewable power Business travel re-evaluation
	Use of resources & recycling	97% recycling Zero landfill ISO14001		Supply chain auditing	Correx reusable packaging
	Water use & cleanliness	Usage intensity flat Recycling levels increased		Modify testing and productions process to reduce usage	Further improve processes to reduce water usage
	Health & wellness	ISO45001 Health & Safety Accidents per hour worked down 38% in 2019	 Hours lost/1000 hours worked	COVID-19 response Increased H&S reporting	Target zero incidents Improved worker accommodation in new Chinese facility
	Diversity & community	Gender diversity (49% female)		Further improvement at management level (18%)	Employee survey 2020/21

Medium term plans



EMISSIONS

Scope 1 & 2. Look to adopt ISO5001; assess renewable opportunities in all key locations.
Scope 3 reassess business travel policy; improved auditing/collaboration with suppliers.



RESOURCE INTENSITY

Continued development of recycle/reuse particularly of packaging. Develop circular economy thinking, including developing 'in use' education strategies.



HEALTH & SAFETY

Maintained focus on continued improvement e.g. further focus on our zero incident philosophy. ISO14001 at the new Chinese plant.



CUSTOMER WELLBEING

Deliver on our new product roadmap.
Continued commitment to market testing of all products.



DIVERSITY, COMMUNITY & GOVERNANCE

Continued commitment to Board diversity.



MANAGEMENT & REPORTING

Further develop internal structure to enhance engagement.
Improved standard reporting and look to establish medium-term targets across the group and integration of recent acquisitions into our policies.

LAICA S.p.A



Executive Summary



Laica overview:

Established in Vicenza, Italy in 1974

Product range comprises two main areas;

- Water treatment
 - Healthy life with small appliances
-

Expansion into Europe & Asia and creation of international sales network

Generated sales of €20.4m & EBITDA of €2.5m

All water filters manufactured at the Vicenza headquarters

Strategy:

Drive sales growth to greater than €30m in 5 years

New product development will include: instant filter units, tap filters and baby formula makers

Maintain focus patents and industrial property rights

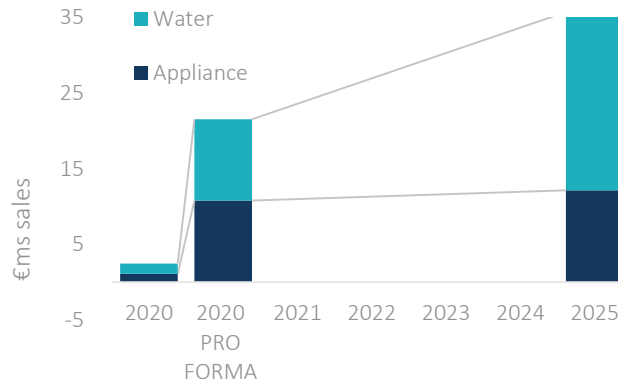
Build on partnership with Xinbao in China

Execute on substantial sales opportunities in America, Southeast Asia and UK

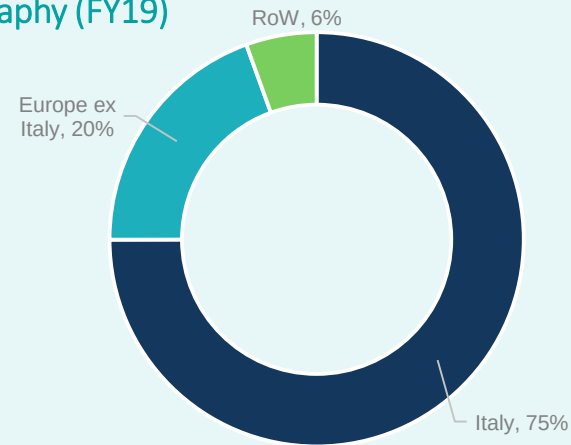
Support new legislation in the EU and the general worldwide trend to eliminate single use plastic bottles

Laica Overview

Laica Projected Sales



Revenue split by geography (FY19)



Revenue

Projected revenue growth
60%
From 2021 to 2025

€20.4m
FY 20 revenue

€2.5m
FY 20 EBITDA

>100
Patents

53
Employees

DEFERRED CONSIDERATION CONDITIONS:

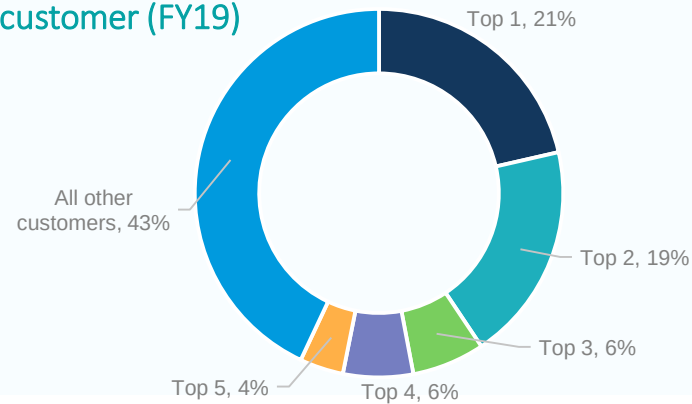
€4.9m

2 year continuous employment

€7.1m

Achieve EBITDA €4.8m by FY22

Revenue split by customer (FY19)



Mission and Vision

Mission:

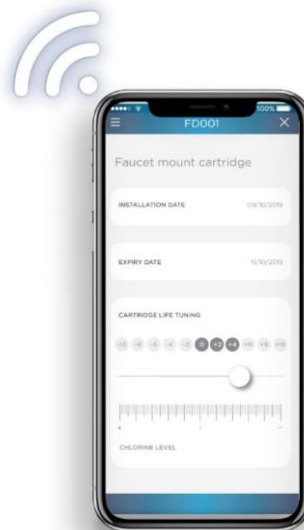
Laica is committed to offering functional products that support your everyday life at home with the people we love.

Vision:

Laica designs innovative products which provide satisfaction and gratification of consumers' desires, with respect for the environment and for the future.



ECO



SMART



SAFE

Strategic Fit

1 **Growth markets:** Laica operates in both the Water and Appliance categories - the perfect fit with Strix's growth aspirations

2 **Market positioning:** Laica, Aqua Optima and Astrea will become the challenger brand with the aspiration and drive to become the no. 2 player globally

3 **Global Trends:** Water filtration is a global mega topic where 1/3rd of the population still have limited access to clean drinking water

4 **ESG and Sustainability:** Growing pressure to reduce single use plastic and focus on health and wellbeing

5 **Health and Legislation:** Increase focus on providing pure and safe drinking water supported by increased regulation and legislation e.g. removal of micro plastics

6 **New Products:** Laica brings a strong culture of innovation with an exciting roadmap of new products accelerating our growth opportunities

7 **Manufacturing Capabilities:** Laica provides a state of the art European manufacturing facility providing significant cost opportunities within our supply chain

8 **Digital Marketing:** Laica has established marketing resources that will allow us to expand our product portfolio across all markets.

Synergies

Revenue synergies

Cross-selling

- Expansion of LAICA's revenue mix using Strix's global marketing and sales network
- Cross-selling and up-selling of Aqua Optima and LAICA's established product range and NPD roadmap

Cost synergies

Marketing

- Consolidation of marketing expertise significantly expanding capability and market reach

Operational efficiencies

- Leverage existing expertise in automation, supply chain management and in-sourcing of specialist processes to maximise efficiency and reduce costs with the expanded production capability

R&D

- Experienced R&D team will focus on cost reductions for existing products as well as combining technologies to increase differentiation of products across all markets

General

- Optimising functions and processes whilst leveraging on know-how and additional resources



A journey of a
thousand miles
begins with a

single step

Questions

