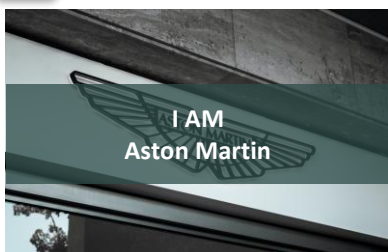


ASTON MARTIN LAGONDA

Creating a world-class luxury automaker: Q1 progress

- 1 Successfully achieved rebalance of GT/Sport supply to demand: completed earlier than expected
- 2 Vantage F1® - first of >10 new vehicles to be launched by 2023: well received by customers with strong initial demand
- 3 Initial manufacturing efficiencies improving plant performance: Consolidated production lines from two to one at Gaydon
- 4 All sports manufacturing consolidated to one location: Aston Martin Valkyrie and V12 Speedster assembly relocated to Gaydon
- 5 Strengthened team and dealer network: Experienced hires in commercial & technical functions; key new German dealer appointed
- 6 Aston Martin Cognizant Formula One™ Team driving brand awareness: Digital reach of c. 135m for AMR21 launch

Project Horizon: delivering operational excellence, agility and efficiency



- Organisational structure streamlined
- First steps in building performance driven culture underway
- Dynamic and innovative mindset perceptible throughout organisation
- Restructuring savings on track



- Sustainable product plan defined and aligned with market demand/business plan
- Expansion of portfolio based on DBX and GT/Sports platform
- Iconic Aston Martin Valkyrie as the milestone to enter mid-engine market
- Electrified powertrain and upgraded infotainment in 2023/24



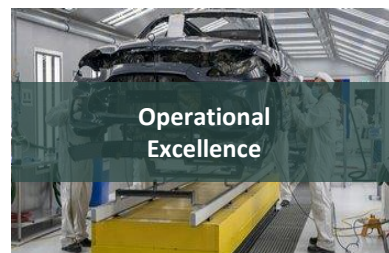
- F1™ engagement increases brand desirability – with over 85 million viewers a race
- Customer experience strengthened with launch of new configurator and focus on customer journey
- Network extension in Europe
- Rebalancing supply to demand successful



- Product focus on improved margin per car and technical product competitiveness
- F1™ engagement emphasises performance and drives innovation
- Restructuring of material costs; initial savings already secured



- Experienced external hires to lead powertrain and vehicle development
- Align to industry standard working practices to drive accountability
- Investment in leading edge PLM/ERP IT architecture
- Focused on significantly increasing productivity, through cross functional collaboration and digitalisation



- New Chief Operating Officer is driving transformation
- Optimised operational footprint and efficiencies delivers significant annual savings (>30%)
- New production system driven by technology, digitalisation and efficient supply chain
- Strategic alignment to operational footprint

ASTON MARTIN LAGONDA

Outlook unchanged – Q1 trading as expected

2021 – uncertainty remains due to COVID-19

Wholesales

c. 6,000

Adj. EBITDA margin

Mid-teens %

Adjusted EBITDA expected to be heavily weighted to H2, particularly Q4, given timing of Specials

D&A

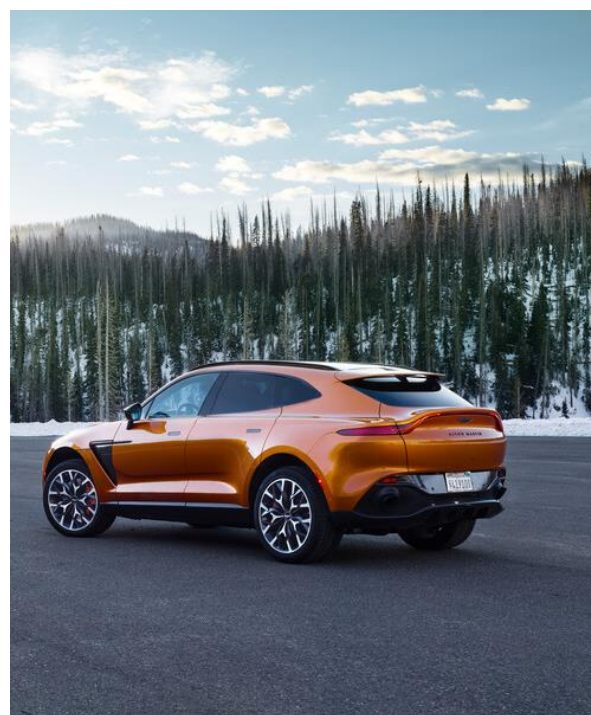
c. £240m - £250m

Interest expense

c.£145m¹

Capex and R&D

c. £250m – £275m



Transforming Aston Martin: capturing the huge opportunity for the business

By FY 2024/2025:

Volumes:

c. 10k units

Front-engine:

- c. 4k target units
- Volumes target in-line with LT historical demand
- Substantial refresh of current range in next few years

SUV:

- c. 5-6k target units
- Highest growth luxury segment offering a very attractive opportunity based on market dynamics
- First new variant to be revealed in 2021 with further expansion of range to follow

Mid-engine:

- Low volume and more profitable mid-engine offering to further diversify portfolio; transforming F1™ technology from the Aston Martin team into performance road cars

Revenue:

c. £2bn

Adj. EBITDA:

c. £500m

- Delivery of improved profitability through enhanced product offer and disciplined production to order
- Margin more aligned to luxury automotive segment
- Optimising structure aligned with updated product and business plan
- Operational focus on cost and investment control

Capex

£250m-£300m
p.a.

- SUV platform already developed
- Both Gaydon and St Athan are fully invested and ready to support ramp-up
- Strategic partnership offers access to world class technology
- Aston Martin Valkyrie hypercar, the ambassador for the mid-engine programme, starts deliveries in H2 2021

ASTON MARTIN LAGONDA

Renewed products underpinned by Mercedes-Benz AG technology;
> 10 new vehicles to be launched by 2023

1 Technology improves customer proposition

2 New technology fully integrated from 2023

3 Electrified powertrain or BEV for all 2024 product launches

4 BEV and electrified powertrain >90% of the portfolio by 2030

Front - engine

- Cycle Plan includes full refresh
- Historic run-rate c. 4,000 units
- Editions and design-to-cost drive margins

SUV

- First SUV: DBX launched in 2020
- Platform expansion with derivatives and new car lines
- Portfolio enhancement from Q3

Mid - engine

- Expansion into high margin segment
- AM Valkyrie from H2 and expansion of portfolio in Q4
- Valhalla from H2 2023 and Vanquish (all electrified) portfolio to follow



F1™ strengthens brand and provides global marketing platform

Driving Brand Awareness

Provides tremendous brand reach and halo without team ownership costs¹

Strengthen Brand

>80% of luxury/premium car buyers are interested in F1™

22 Races

Opportunity to engage with over 85 million fans and customers each race

20 races in markets with a dealer footprint where we can provide exceptional customer experience

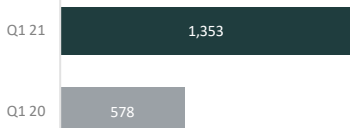
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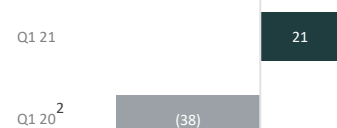
ASTON MARTIN LAGONDA

Q1 2021 – substantial improvement year-on-year

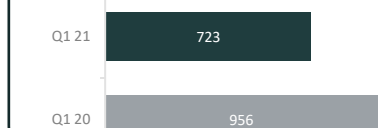
(#) Total Wholesales⁽¹⁾



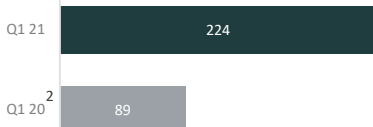
(#) Adj. EBITDA



(£m) Net Debt



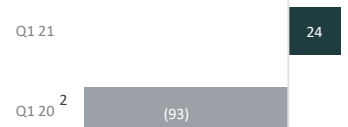
(£m) Revenues



(£m) Adj. EBIT

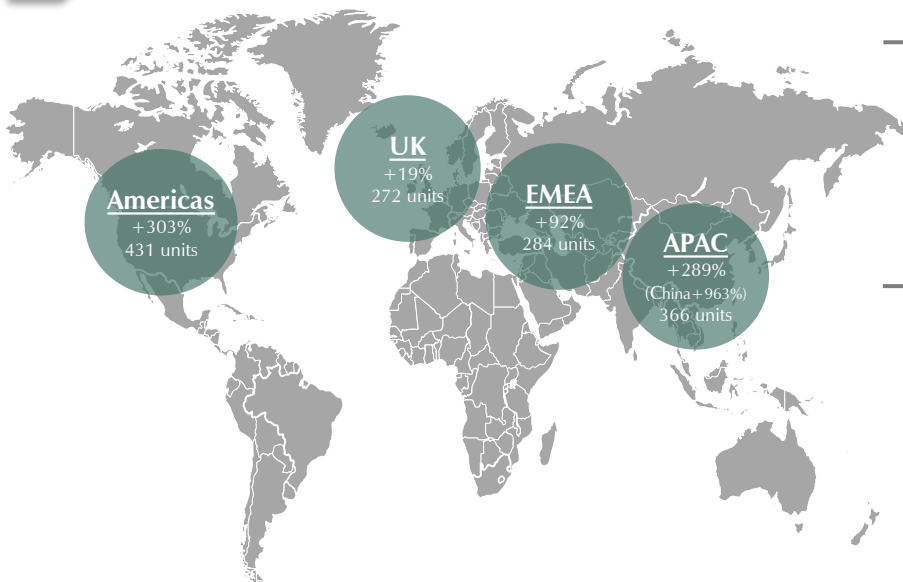


(#) Free Cash Flow⁽³⁾

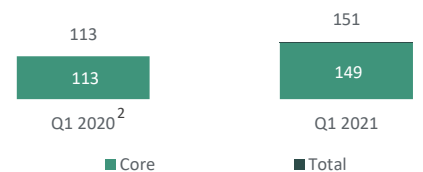


Note: Cash interest payments on First Lien (\$1.2bn @10.5%) and Second Lien (\$335m @8.9%) are in Q2 and Q4

Q1 2021 wholesales – strength in Americas and China



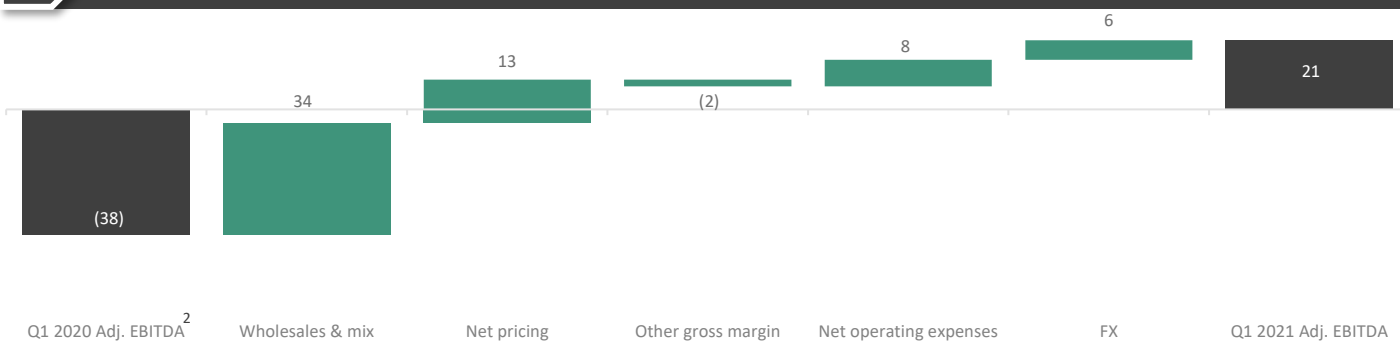
Wholesale ASP (£k)



Wholesale mix



Q1 2021 Adjusted EBITDA £21m with 9% margin



1 Wholesales & mix

- ↑ Volume: +775 units
- ↑ Geographic mix
- ↓ Product mix

2 Net pricing

- Benefit from decreased incentives

3 Net Opex

- Efficiency savings
- Some fixed marketing phasing

Notes: (1) Wholesales: Company sales to dealer; (2) Q1 2020 re-stated; (3) Operating cashflow less capital investment and cash interest; (4) other consists of prior generation models

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 EBIT 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 (the definition of this APM has been updated since 31 December 2019)
- IV. Free cashflow is represented by net cash (outflow)/inflow from operating activities plus the net cash used in investing activities plus interest paid in the period

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