Investor Presentation
Final Results

Period ended 31 December 2021

Strix
TECHNOLOGY

Our Story

- **1951** – Castletown Thermostats founded by Eric Taylor, the inventor of a revolutionary thermostat used during the 2nd World War to control heated flying suits worn by bomber crews at high altitudes
- **1982** – Castletown Thermostats becomes Strix under John Taylor, the son of Eric Taylor
- **1985/6** – The R-series control, using an immersed heating element, and P-series cordless connector are launched
- **1988** – Becomes market leader as the 10 millionth control is produced
- **1995** – Receives the Queen's Award for export achievement. The 100 millionth control is produced
- **1996** – The U-series family of controls and P72 connectors are launched, a revolutionary underfloor heating system with 360 degree rotation
- **1997** – HaloSource begins commercialization of HaloPure
- **2000** – Receives the third Queen's Award for Enterprise: Innovation for the U-series control
- **2003** – 500 MILLION – The 500 millionth control is produced
- **2005** – Aqua Optima launches water filters globally
- **2007** – The EK controls and connectors are launched which offer user functionality never seen before
- **2009** – 1 BILLION – Celebration in July as the 1 billionth control is produced. HaloPure receives EPA and WQA approval
- **2011** – Aqua Optima launches the 'Evolve' range of water filters
- **2013** – Launch of baby formula maker, an innovation that addresses previously un-met consumer needs
- **2015** – HaloSource filed patent on new Lead removal technology
- **2016** – 25 MILLION – Aqua Optima sells 25 millionth filter
- **2017** – Floats on the London Stock Exchange. 2 BILLION – The 2 billionth control celebration in November
- **2018** – HaloSource launches astrea ONE filtering water bottle
- **2019** – HaloSource joins Strix PLC
- **2020** – Laica joins Strix PLC
- **2021** – Company opens state of the art production factory in China. 50 MILLION – Aqua Optima sells 50 millionth filter
- **2022** – Strix invited to become a supporter of Her Majesty The Queen: The Official Platinum Jubilee Pageant Commemorative Album.

PROUD TO PARTNER UNESCO BIOSPHERE ISLE OF MAN

Headquartered in the first Unesco Biosphere on the Isle of Man, Strix is a global leader in the design, manufacture and supply of kettle safety controls, other components and devices involving water heating and temperature control, steam management and water filtration.

01.
Financial, Operational and Strategic Highlights

2021 Highlights

Financial

- Revenue increased 28.8% (on a constant currency basis) to £119.4m driven by both organic growth and the acquisition of LAICA
- Adjusted EBITDA increased by 6.3% to £40.5m with the inclusion of LAICA alongside a few headwinds which continue to persist including supply chain, freight cost inflation and adverse foreign exchange rates
- Net debt has increased to £51.2m representing a net debt/adjusted EBITDA ratio (calculated on a trailing twelve-month basis) of 1.3x
- Increase total dividend to 8.35p per share in line with progressive dividend policy linked to underlying earnings

Operational

- On track to deliver medium-term targets to double the Group's revenues over a five-year period
- Expanded global market share by a further 1% to 56% by value of the kettle controls market
- Acquisition of LAICA continues to be successfully integrated in line with plan to achieve the identified benefits and the trading performance has been strong
- New manufacturing operations in China are now fully operational
- Strong progress through the year with new product launches

Strategic

- Production efficiency of core kettle products improved with 73% of all assembly lines now fully automated
- Launching of sustainability report and "Sustainable. Innovative. Dependable." Strategy
- Industry leading and ambitious decarbonisation target - scope 1 & 2 net zero by 2023 demonstrates commitment to sustainability agenda
- Defence of intellectual property and regulatory enforcement remain core activities of our business and there have now been 66 in total since 2017

Medium Term Targets

	Objectives	Updates
1	Double revenues over the next 5 years (2020 – 2025) primarily through growth in Water and Appliance Categories	✓ Significant growth in revenue versus both 2020 and 2019 through underlying organic growth and LAICA acquisition
2	Continue to grow market share in kettles from 54% to 57%	✓ Growth in global market share in 2021 by 1% to be 56% of the market by value
3	Do more with less – Execute on our ESG commitments to provide a safer sustainable future for our customers	✓ Continued execution of the sustainability strategy implemented within all core business activities in line to meet KPI targets, including achieving scope 1 & 2 net zero by 2023
4	Maintain attractive progressive dividend policy linked to underlying earnings	✓ Increase in total dividend to 8.35p given the strong performance and confidence in the outlook
5	Seek further earnings accretive acquisitions within our core competencies and key markets	✓ Further pipeline of opportunities being actively tracked by the Group
6	Continued focus on efficiency measures and strategic initiatives	✓ Continued focus on cost control offsetting some market headwinds

02.

Financials

Financial Highlights

Revenue (£m)

+25.3%

Revenue increased by 25.3% partly due to the inclusion of LAICA revenues with the remaining increase realised from organic growth as the Group continued a steady upward top-line trend in the new normal post-pandemic.

Adjusted Gross Profit[1] (£m)

+20.3%

In addition to the inclusion of LAICA, the increase in gross profits was also driven by increase in growth and margin in the appliance division.

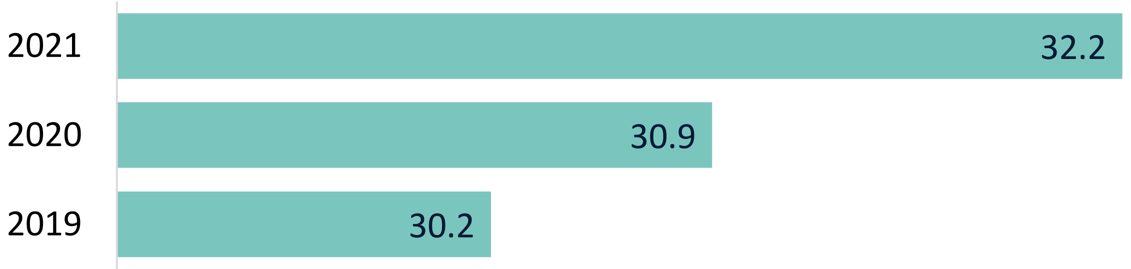
Adjusted EBITDA[1] (£m)

+6.3%

Adjusted EBITDA stood at £40.5m, increasing by 6.3%, as result of factors including the impact of a number of headwinds which continue to persist including increases in commodity prices, freight cost inflation, supply chain and adverse foreign exchange rates.

Adjusted PBT[1] (£m)

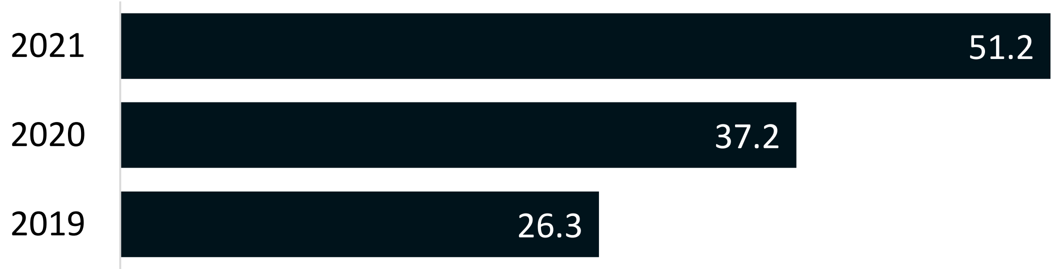
+4.2%



The resilience of the business model, flexible cost base and the inclusion of LAICA has led to the adjusted profit before tax increase of 4.2% to £32.2m.

Net Debt[2] (£m)

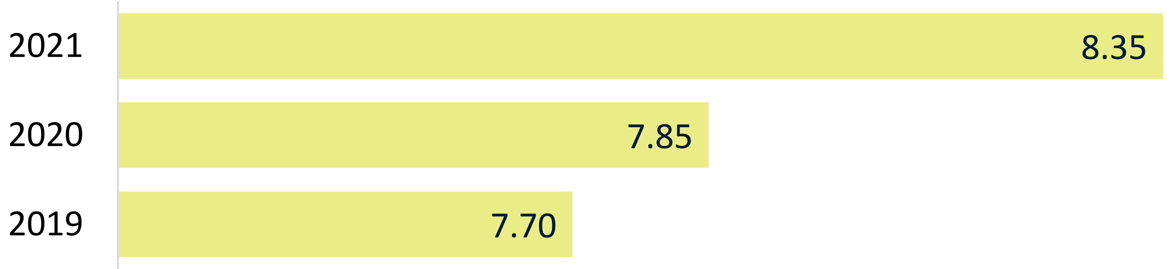
+37.6%



Net debt increased to £51.2m, which equates to a 1.3x trailing twelve months' EBITDA, comparing favourably to the Group's debt covenant of 2.5x and continues to underpin the Group's strong cash generation ability.

Dividends (Pence per share)

+6.4%



The Group reiterates its intention to implement a progressive dividend policy that is linked to underlying earnings for the full year and is confident in the continued strength of its cash generation.

[1] Adjusted results exclude exceptional items, which include share-based payment transactions, COVID-19 related costs, and other reorganisation 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 tax liabilities and earn-out provisions on satisfaction of performance conditions and providing post-combination services. Net debt including earn-out provisions was £58.6m.

Profit and Loss Summary

£m	2021	2020	% Change[3]
Revenue	119.4	95.3	25.3%
Adjusted Gross profit[1]	47.4	39.4	20.3%
Other operating costs: before exceptional	(14.3)	(8.5)	68.2%
Other operating costs: after exceptional	(20.6)	(13.4)	53.7%
Adjusted operating profit[1]	33.7	32.1	5.0%
Adjusted EBITDA[1,2]	40.5	38.1	6.3%
Adjusted PBT[1]	32.2	30.9	4.2%
Adjusted PAT[1]	31.4	29.5	6.4%
Adjusted gross profit margin[1]	39.7%	41.4%	(1.6%)
Adjusted diluted EPS[1]	14.9p	14.3p	4.2%

[1] Adjusted results exclude exceptional items, which include share-based payment transactions, COVID-19 related costs, and other reorganisation and strategic project costs. Adjusted results are non-GAAP metrics used by management and are not an IFRS disclosure.

[2] EBITDA, which is defined as earnings before finance costs, tax, depreciation and amortisation, is a non-GAAP metric used by management and is not an IFRS disclosure.

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

Commentary

Revenue: increased to £119.4m, 25.3% above FY2020 levels. This was partly due to the inclusion of LAICA revenues of £22.7m in FY 2021 (FY 2020: £4.1m), with the remaining increase of £5.5m realised from organic growth

Adjusted operating profit[1]: increased by 5.0% to £33.7m, showing an increase of £1.6m, mainly attributable to LAICA.

Adjusted EBITDA[1]: of £40.5m, representing a 6.3% increase on FY2020 levels, demonstrating Strix's strong ability to manage cost implications experienced over the period, which include higher supply chain-related costs, higher payroll costs, and higher advertising and promotional costs relating to the water and appliances categories.

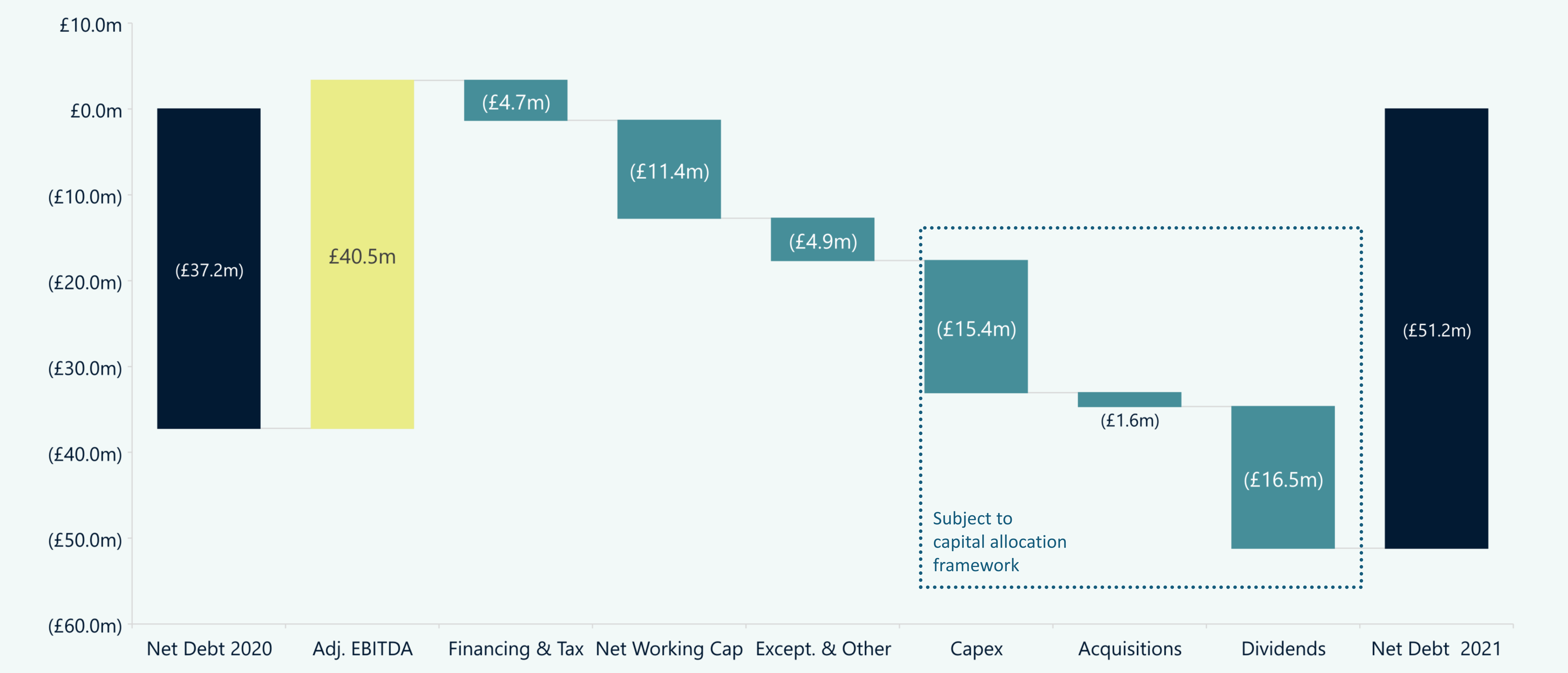
Adjusted PBT[1]: Adjusted profit before tax was £32.2m (FY 2020: £30.9m), an increase of £1.3m (4.2%) on FY2020 levels, which included full LAICA contribution.

Adjusted PAT[1]: increased to £31.4m, a 6.4% increase on the prior year. The tax expense decreased in the current year mainly due to certain tax measures adopted with the move of operations to the new factory in Guangzhou, China.

Gross Margin Analysis

1	**Kettle Controls**	**-1.8%**	▪ Margin in Kettle Controls has reduced through the year given the headwinds but it remains a strong and highly profitable business line, providing cash flow security for the Group and ensuring dividend sustainability ▪ Margin growth driven by regulated market sales growth and price increases ▪ Margin offset by increases in commodity prices and a reduction in the less regulated market segment
2	**Water category**	**-0.2%**	▪ Impact of consolidating LAICA into Strix's financial statements has already been significantly reduced as a result of strong revenue growth and integration ▪ Some headwinds have remained for Water ex LAICA but these headwinds further enhance the strategy to bring the Water sourcing in-house to be more vertically integrated, helping to secure profit and ensure the security of the supply chain
3	**Appliances**	**1.4%**	▪ Increase in Appliances driven by strong sales growth at an increasing margin ▪ Growth realised from new products launched in this category and selling well on Amazon, with more sales expected in FY 2022 in anticipation of increased demand and further planned new product listings
4	**Operations**	**0.0%**	▪ Margin increases from automation and insourcing and a continued focus on cost control ▪ Direct labour wages have increased as the Group continued to scale its headcount in line with management expectations and medium-term targets ▪ Continuous automation on NPD is a key to reduce wage pressure in the longer term
5	**Currency effects**	**-1.0%**	▪ Weakening of foreign currencies against Pound Sterling which decreased the Pound value revenues of products priced in forex. This was offset partially by FX gains on costs in forex. The group has entered into forward exchange contracts in FY 2022 to protect against adverse exchange rate movements
6	**Total change in adjusted margin**	**-1.6%**	

Cash Flow



Commentary

Financing & Tax: £4.7m outflow

(2020: £3.4m outflow) includes bank interest, and IFRS16 lease payments and tax

Net working capital: £11.4m outflow

(2020: £1.7m outflow) predominantly driven by an increase in inventories, and trade and other receivables

Exceptional & Others: £4.9m

(2020: £0.6m outflow) driven by exceptional costs related to strategic projects, cost of sales and FX movements, offset by acquisition-related costs and profits on the disposal of assets

Capital expenditure: £15.4m

(2020: £17.4m outflow) [primarily driven by the purchase of PPE and capitalised development costs]

OCF[1] to EBITDA conversion ratio: 28.8%

(2020: 44.3%) due to very high net working capital outflows in the current year

FCF[2]: £4.2m

(2020: £10.4m) mainly driven by lower OCF, more specifically higher working capital movements relating to inventory and receivables, compared to the prior year

[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.

Net Debt

Net debt

At 31 December 2021

£51.2m

£37.2m at 31 December 2020

Net debt / adjusted EBITDA[1]

ratio at 31 December 2021

1.3x

1.0x at 31 December 2020

Net working capital draw from trough to peak

£11.3m

£37.2m at 31 December 2020

Cash and facility headroom

At 31 December 2021

£28.8m

With facility termination date of October 2025

Bank covenant requirement:

Net debt / adjusted EBITDA[2] ratio

<2.5x

for period ending 31 December 2021

Maximum intra year 2021 working capital draw

39%

of cash and facility headroom at 31 December 2021

[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 2021, IFRS16 lease liabilities equated to £3.4m, and amounts accrued for performance and employment earn out provisions equated to £5.8m & £1.7m, respectively.

[2] For Bank covenant purposes, the net debt/adjusted EBITDA ratio is calculated pre-IFRS16 adjustments following its adoption by the Group on 1 January 2019.

Capital Allocation

Prudent Capital Allocation Model

with 4 core priorities

Operating Cash Flow (£m)

22.3

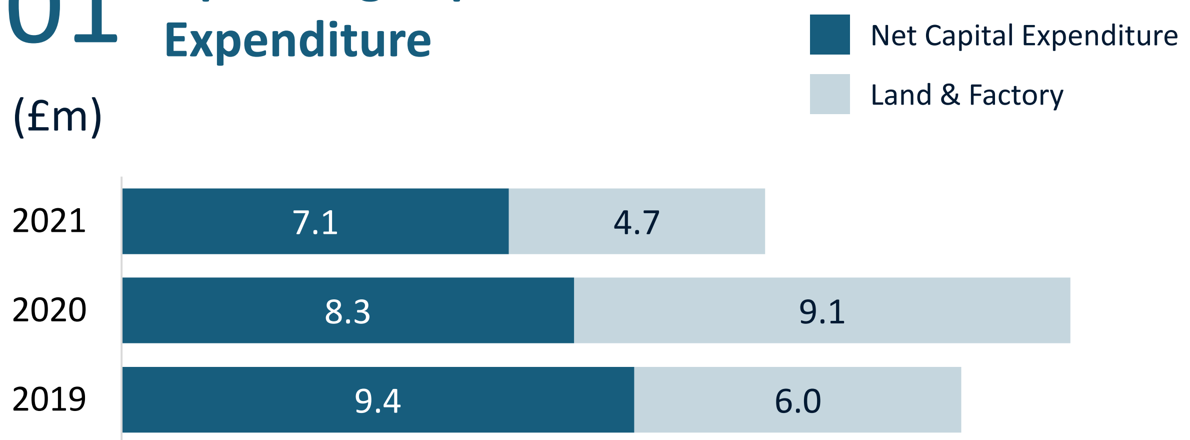
Operating Cash Flow

Fall in operating cash flow in 2021 predominantly driven by Group's investment in net working capital in the current year.

Net working capital movements in FY2021 increased, reflecting a cash outflow of £11.4m compared to prior year, as a result of increased stock holdings at year-end due to forward procurement of commodities to secure future profits, increased debtors in line with an increase in the top line, and also due to VAT receivables, which will be reclaimed in FY 2022/2023.

01 Operating Capital Expenditure

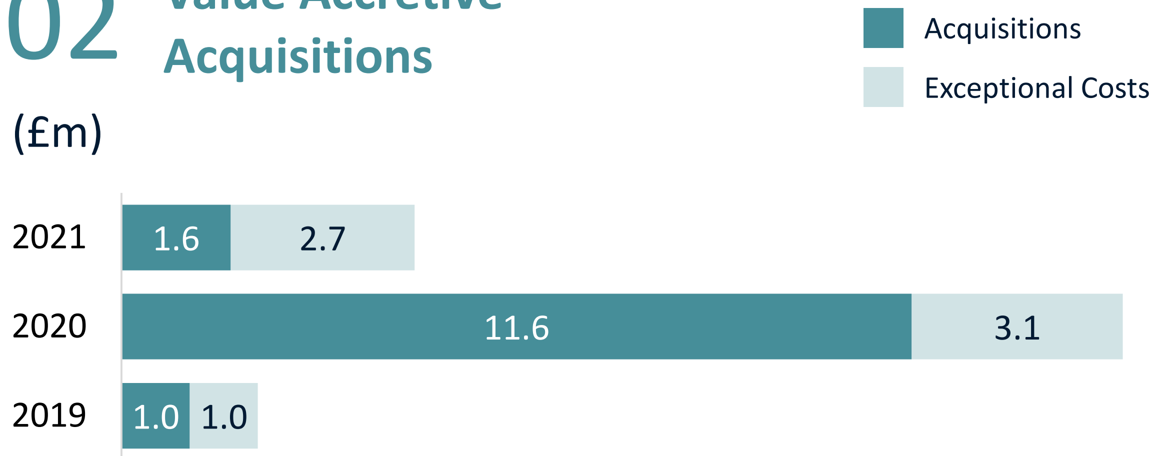
(£m)



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

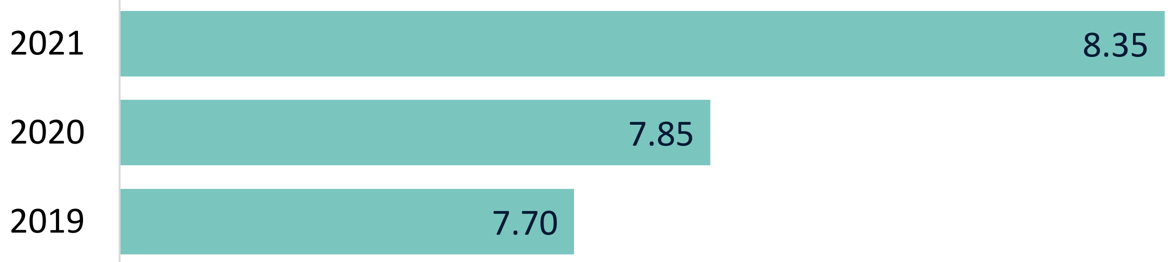
(£m)



Acquisition of LAICA S.p.A in October 2020 for an initial consideration of €11.9m. Highly targeted acquisitions remain an important part of the Group's value creation strategy.

03 Progressive Dividend Policy

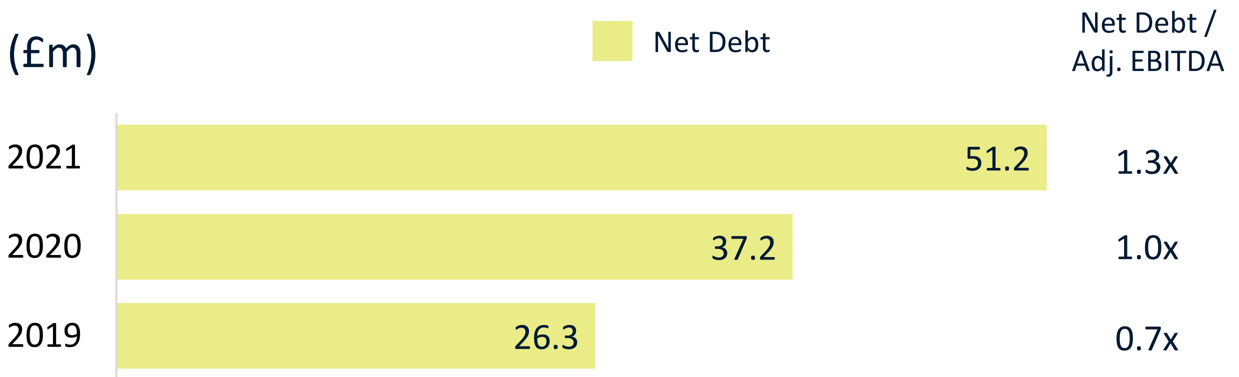
Pence per Share



Growth in line with the Group's Adjusted PAT, reiterating the intention to implement a progressive dividend policy that is linked to underlying earnings for the full year.

04 Conservative Balance Sheet

(£m)



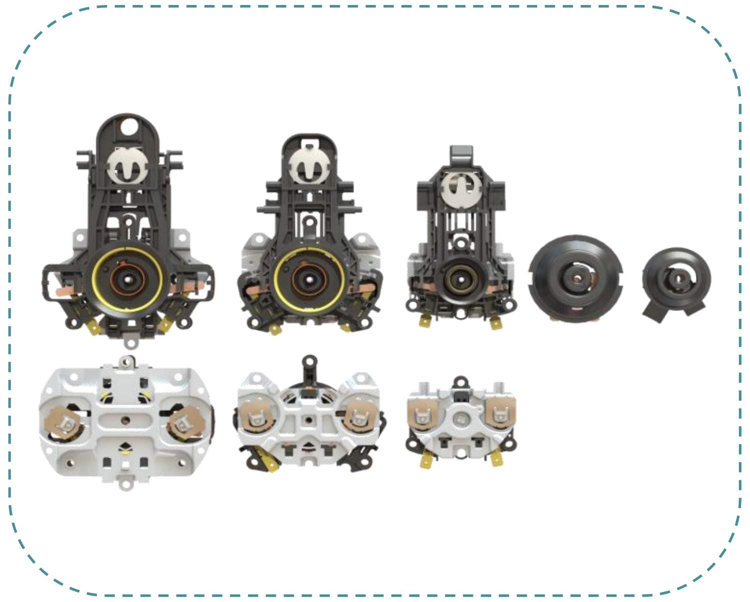
Net debt increased to £51.2m, which equates to a 1.3x trailing twelve months' EBITDA, comparing favourably to the Group's debt covenant of 2.5x.

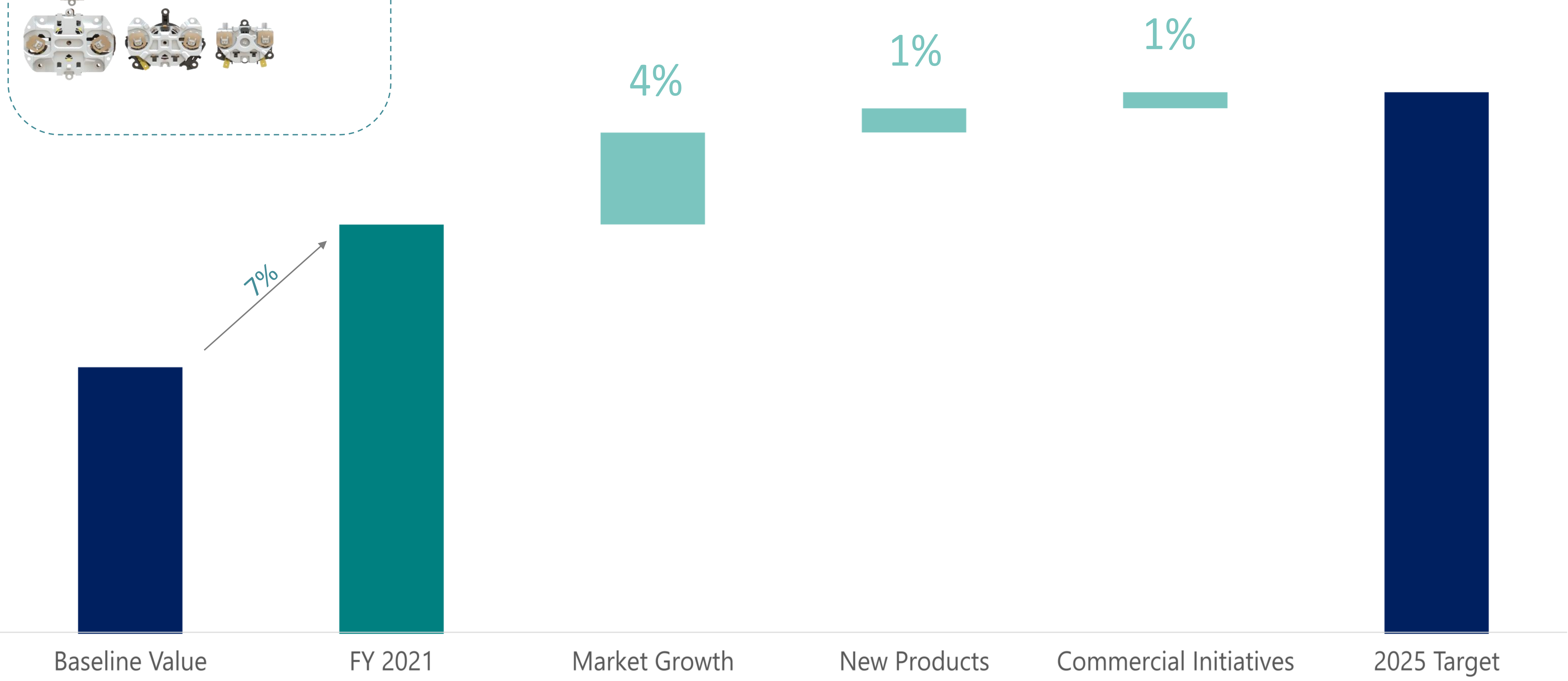
03.

Kettle Control Category

2020 – 2025 Revenue Growth Drivers: Kettle Controls

Kettle Controls





Market Growth
1% CAGR
2022 - 2025

New Products
c.75m
U9 Series Controls sold to date

Market Share
54% → 57%
Global Value Share
56% End 2021

Commerical Initiatives
1.0%
Growth 2022 - 2025

Kettle Controls Commercial Initiatives and Roadmap

Commercial Initiatives

- Continued focus on price and margin realisation to maintain market leadership through profitable growth.
- Joint marketing campaign with USA brand to build awareness through 'Powered by Strix Technology' message.
- Careful management of significant raw material cost increases to ensure volume growth achieved without sacrificing profitability.
- Use control technology to identify and capture opportunities in adjacent markets such as milk frother, Turkish Cezve and irons as an example.

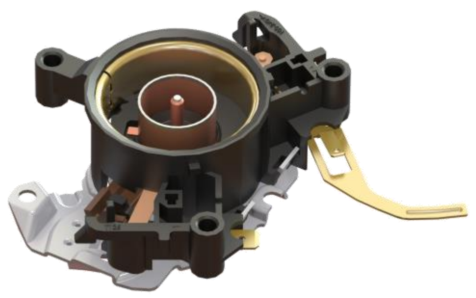
POWERED BY
Strix
TECHNOLOGY

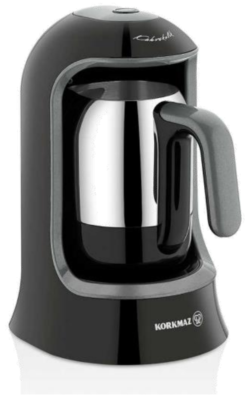
Kettle Controls Roadmap

Product Highlights & Milestones

U90 Global Success
- Our U9 Series control has sold >75m units globally
- Implemented patented U7
- Implemented electronic 5 pole

15 Amp
- Enhanced patent protected fast boil solution, targeting growth in NAM and Japan markets





- Enhanced U68 electronics range for glass power bases
- Wash-proof U68 for cezve (Turkish coffee) application continues to perform strongly

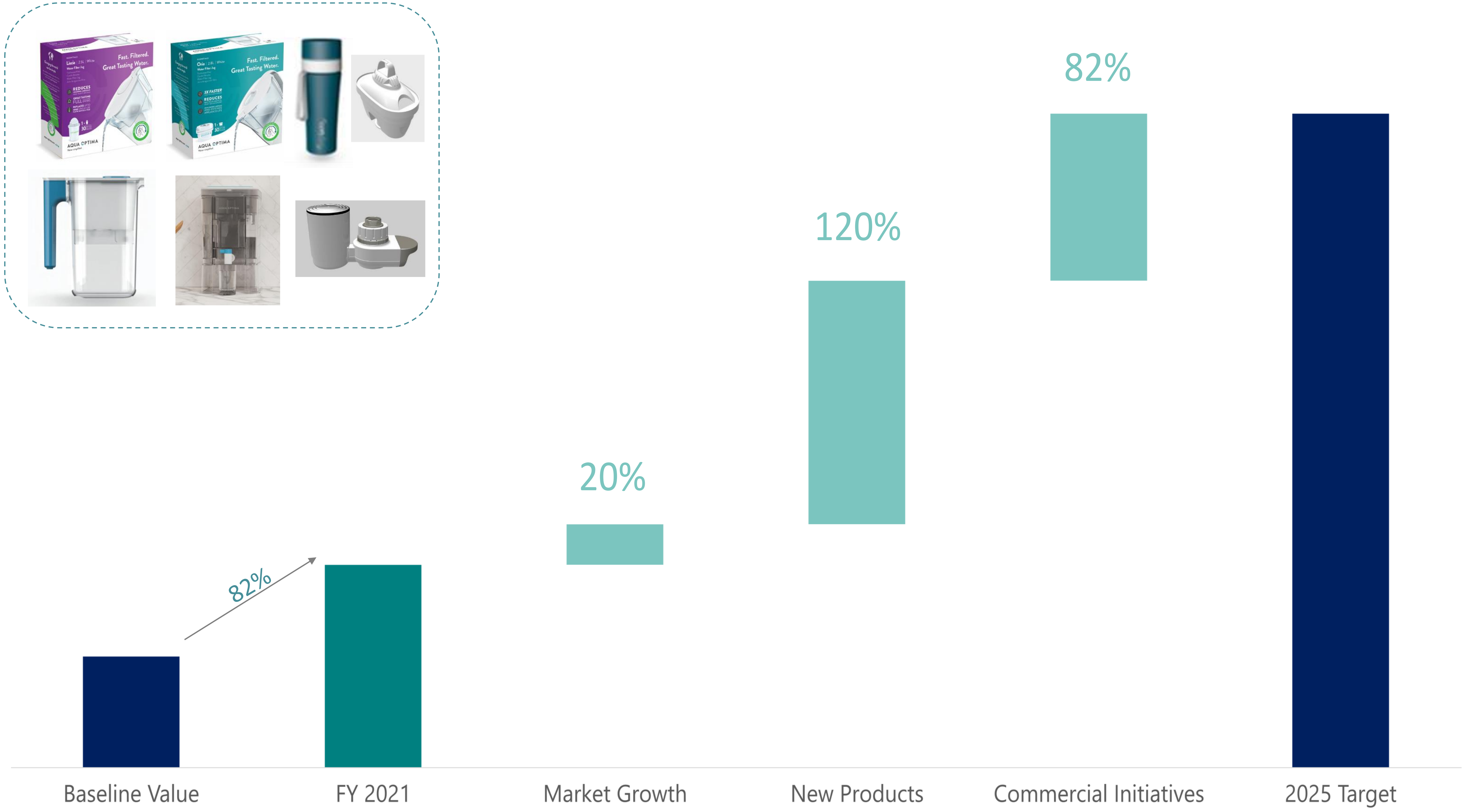
- Value engineering across all major platforms, cost optimisation and eco-benefits
- Refresh U68 electronics with additional features
- Expansion to adjacent markets
- Future-proof new control platform

04.

Water Category

2020 – 2025 Revenue Growth Drivers: Water (Commercial & Domestic)

Water (Commerical & Domestic)



Market Growth
5% CAGR
2022 - 2025

New Products
New Innovative designs
Leading technology
Engineered for each region

Global Position
Recognised challenger to leader

Market Expansion
China & North America

Water Commercial Initiatives and Roadmap

Commercial Initiatives

Go to Market Strategy

- Significant growth in branded finished goods through Amazon and online channels where filter replacement purchase is made easy

North America

- Multiple TV Promos & Airings
- New structure and approach to better drive market activation
- Built significant interest in the trade for NPD in 2022 and beyond

APAC

- Launched first private label customer with new in-house product
- Secured distributor partner for Aqua Optima In China

UK & Europe

- Secured eastern European distributor
- Numerous top 10 category rankings on Amazon
- Major electrical retailer private label launch in Q2 ‘22

Water Category Roadmap

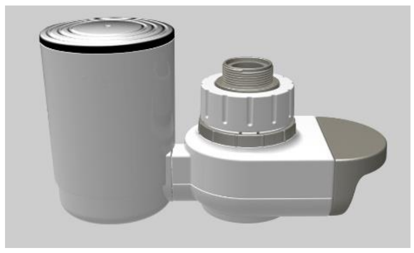
Innovation Driven Growth

2020 - 2022

- Refreshed branding and positioning for Aqua Optima, to better differentiate with Laica in the portfolio
- In-House manufacturing focus driving more robust supply chain and better product quality
- Secured multiple large scale private label contracts for Jugs and Filters across Europe
- Launch unique Perfect Pour Jugs, Dispenser and tap filters line
- New filter innovations such as Alkaline Water

< 2020

- Laica and Aqua Optima strong #2 players in Italy and UK respectively
- Strong OEM business with leading baby care and coffee brands plus major retailers
- Laica Bi-Flux filters offer a range of unique consumer benefits



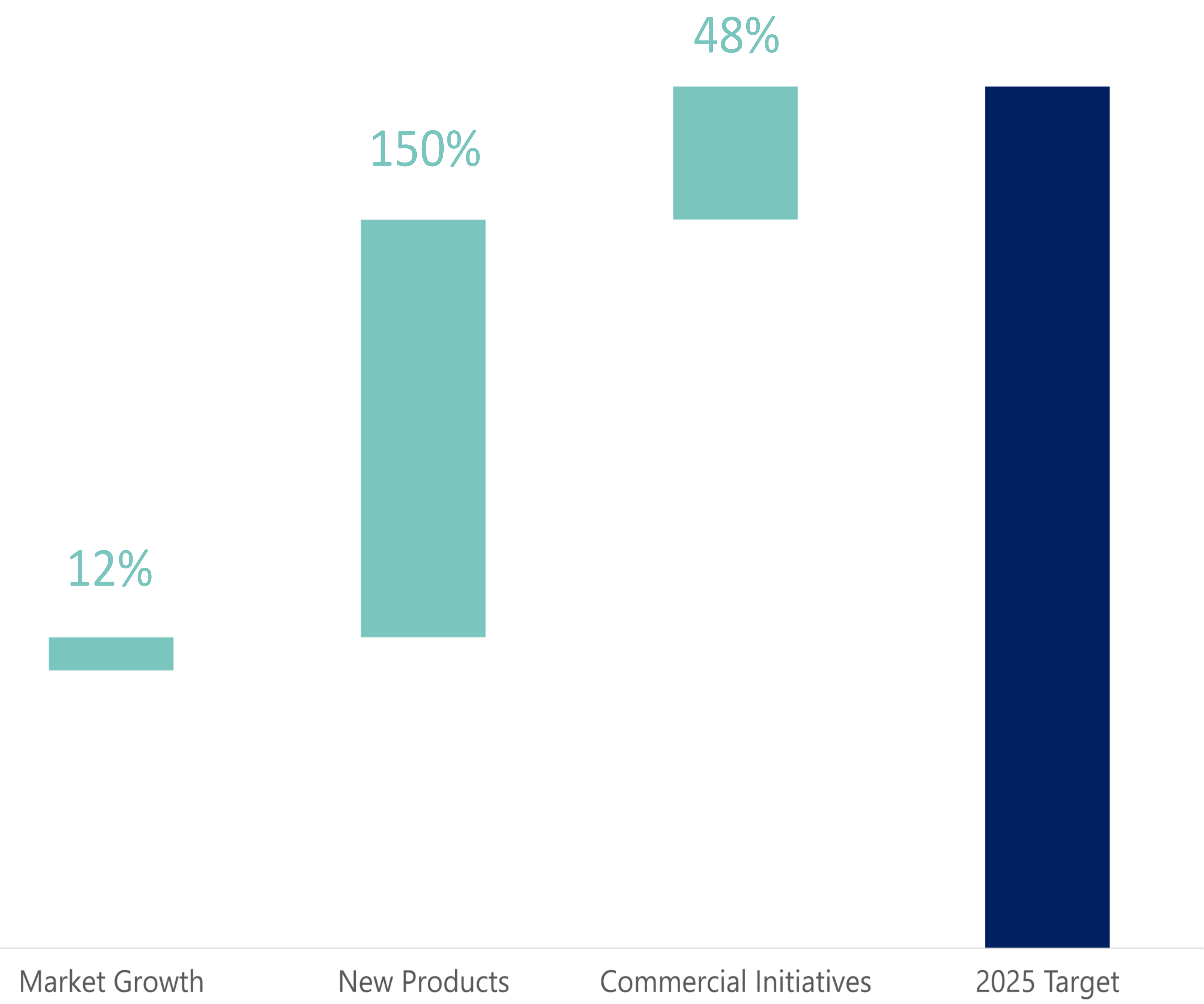
2023 & Beyond

- Expand range of price point offerings to penetrate new markets
- Develop new filter propositions that deliver unique consumer benefits
- Established as a strong #2 player in core markets within the category
- Expand footprint as Coffee Machine Filter OEM

05.
Appliances Category

2020 – 2025 Revenue Growth Drivers: Appliances

Appliances



Market Growth
3% CAGR
2022 - 2025

Market Expansion
From Local → Global
Baby Care/HWoD/Sous vide/Vacuum packing

Category Expansion
Beverage Station
Innovation leader in category

Commerical Initiatives
48%
Growth 2022 - 2025

Appliances Commercial Initiatives and Roadmap

Commercial Initiatives

Go to Market Strategy
- Significant growth in branded finished goods revenue to represent 89% of category value with major improvement to ASP in 2021

North America
- Dual Flo launched – 2021
- Baby Care partnership & launch confirmed for steriliser-dryer
- Expand (baby care) formula prep footprint in 2022

APAC
- Beverage station launched with leading SDA brand
- Distributor secured for appliances due to expand in 2022

UK & Europe
- Successful launch of Aqua Optima's Aurora
- Ramp up in PR coverage incl. features in Good Housekeeping & Mail Online
- Multiple brands secured and launching Dual Flo across 21-22

Appliances Category Roadmap

Innovation Driven Growth

2020 - 2022
- A focus on innovation to develop products that allow consumers to live a safer, convenient and sustainable life at home
- Aurora launch exceeds budget expectations in 2021 following launch in June; range extension launched in Q1 '22
- Visione – The only induction hob top kettle with auto switch off – wins German Design Award Special Mention (2021) and reddot design award in 2022
- Laica vacuum range growth of 36% from 2020-2021 with range extension planned in pipeline to address food waste
- Sustainable Dual Flo technology launched in NAM in 2021; roll out to EU in 2022 under Laica brand
- Launch best in class steriliser dryer with leading Baby Care brand in NAM (2022)
- Initiatives underway to optimise Laica appliance offering (cross selling) and expand the range

< 2020
- The appliances category has a rich background of innovation having revolutionised formula prep for parents with Strix patented technology which has sold more than 1m units to date
- AO successful launch of Lumi chiller with Evolve+ filtration

2023 & Beyond
- Bolster 'breakfast' range with coffee appliances as extension to current HWD/Beverage station offering
- Develop a sharper, modular beverage station range (10+ SKUs) with relevant features, leveraging our technology to increase innovation speed
- Lead sustainable & ecosystem SDA

06.

ESG

Sustainability Overview and Timeline

2020

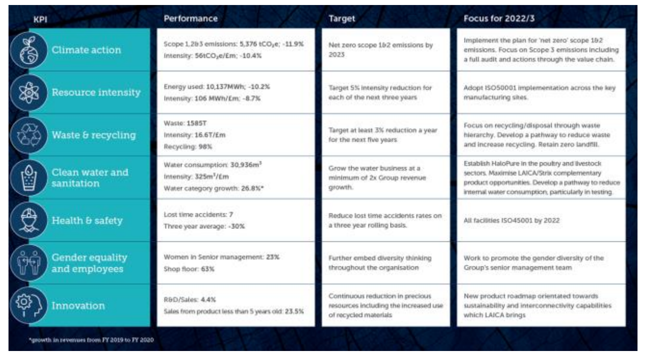
SDG analysis

First sustainability report published

Reporting structure implemented

2021

KPIs and targets set



KPI	Performance	Target	Focus for 2022/3
Climate action	Scope 1,2&3 emissions: 5,376 tCO_2e; -11.9% Intensity: 56tCO_2e/£m; -10.4%	Net zero scope 1&2 emissions by 2023	Implement the plan for 'net zero' scope 1&2 emissions. Focus on Scope 3 emissions including a full audit and actions through the value chain.
Resource intensity	Energy used: 10,137MWh; -10.2% Intensity: 106 MWh/£m; -8.7%	Target 5% intensity reduction for each of the next three years	Adopt ISO50001 implementation across the key manufacturing sites.
Waste & recycling	Waste: 1585T Intensity: 16.6T/£m Recycling: 98%	Target at least 3% reduction a year for the next five years	Focus on recycling/disposal through waste hierarchy. Develop a pathway to reduce waste and increase recycling. Retain zero landfill.
Clean water and sanitation	Water consumption: 30,936m^3 Intensity: 325m^3/£m Water category growth: 26.8%*	Grow the water business at a minimum of 2x Group revenue growth.	Establish HaloPure in the poultry and livestock sectors. Maximise LAICA/Strix complementary product opportunities. Develop a pathway to reduce internal water consumption, particularly in testing
Health & safety	Lost time accidents: 7 Three year average: -30%	Reduce lost time accidents rates on a three year rolling basis.	All facilities ISO45001 by 2022
Gender equality and employees	Women in Senior management: 23% Shop floor: 63%	Further embed diversity thinking throughout the organisation	Work to promote the gender diversity of the Group's senior management team
Innovation	R&D/Sales: 4.4% Sales from product less than 5 years old: 23.5%	Continuous reduction in precious resources including the increased use of recycled materials	New product roadmap orientated towards sustainability and interconnectivity capabilities which LAICA brings

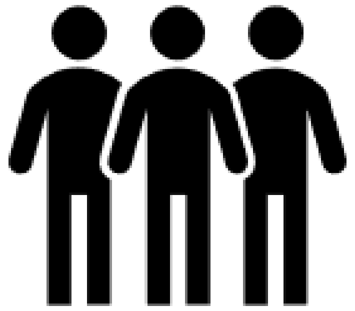
*growth in revenues from FY 2019 to FY 2020

Integration of Laica

LAICA
ITALIAN DESIGN

Management strengthened

- NED with sustainability oversight
- Group CTO appointed
- Divisional Operations & Group Project Delivery Director



2022

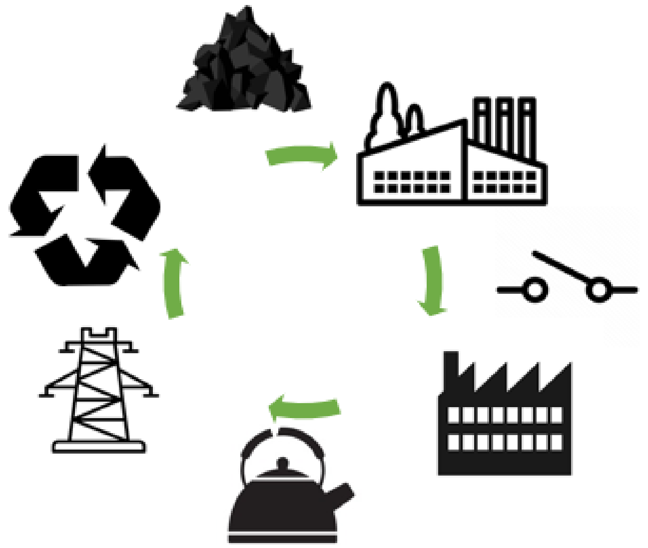
TCFD Reporting

Net Zero Scope 1 & 2 pathway developed and enacted

2023

Full implementation of TCFD - Scenario analysis

Scope 3 and lifecycle analysis including increased supplier engagement



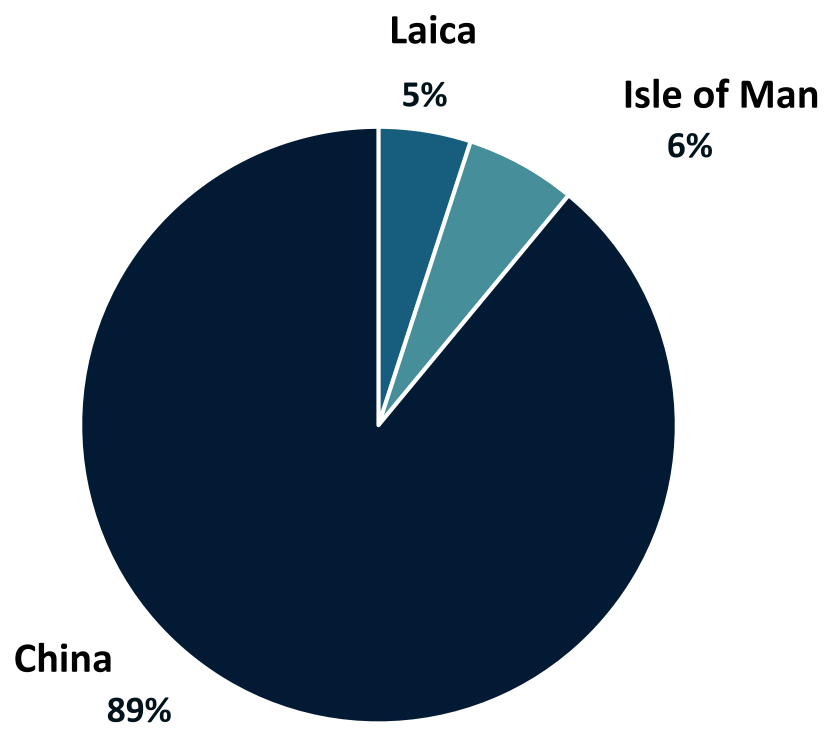
Social Agenda

- New group head of HR
- Think Twice employee engagement
- E-learning, pensions to shift patterns and working conditions
- Expanding charity/social participation

Internal Emissions & Pathway to Net Zero

Internal Emissions

- **Scope 1 & 2 Emissions (tCO_2e)**
  - Key emissions scope 2 use of electricity
  - 2020 emissions declined due to COVID and internal actions
  - 2021 emissions increased due to commissioning of new larger manufacturing facility in China
  - Intensity remains key focus
- **Emissions by location**
  - China main source of emissions as the group's key manufacturing locations
  - New Chinese factory x3 production space (excluding warehousing). Further increasing the importance of China
  - 2021 also impacted by dual running facilities



Pathway to Net Zero

Site	Date	Action	Comment
China	2021	Solar installation	Account for over 10% of required electricity. Cost £650k with pay-back outside Strix normal benchmark. Project from planning to commissioning completed in c.6 months
	2022	Renewable energy	Long term contract signed. Additional cost c.£100k per annum
	2021	ISO	ISO14001 Environmental accredited for new factor. Certification gained for ISO50001 Energy Management in SCN, roll out to SRAM & Laica in 2022/2023
Isle of Man	2021	Renewable energy	From Sept 21
Laica	2022/2023	Solar	Planning for solar installations to provide 100% of required electricity

Expect to mitigate 97% of Scope 1 & 2 emissions. The remainder will be offset using carbon credits but with projects being initiated (e.g. electrification of transportation, heat recycling) to mitigate fully over time. Future focus on energy intensity (kWh/£m).

Scopes 3 & 4

Scope 3 – External Emissions

Source of emissions	Details/actions	Comment
Business travel	-99% from pre-pandemic levels	Significant reduction due to COVID restrictions. Target to maintain c10% of previous levels post COVID
Upstream		Analysis and supplier dialogue in process. Preliminary report 2022 with details and action plan scheduled for 2023
Downstream	ISO14044 Life Cycle Assessment	Benchmarking core technologies and implementing Life Cycle Assessment methodology on all new technologies via additional ISO certification

Scope 4 – Avoided Emissions

Kettles		
Penetration	Kettles are the most efficient means of boiling water	Strix kettle control products save c. 5bn kg of CO2 annually, equivalent to emissions from 1 million cars
Technology	Improve switch accuracy	2 second saving in steam switch off time would save 1% energy or c. £20 per household
	Reduce wasted water – Dual-Flo	Approximately £300m wasted on boiling excess water per annum in the UK

Appliances		
Aurora	Instant hot, boiling and chilled water at the press of a button.	Reduced energy wastage and filtered chilled water to replace purchased bottled water (Strix sold c. 5.8m filters in 2020 equating to 580m single use plastic bottles).
Visione	First switch-off hob top kettle	Reduce energy wastage and improve safety eliminating the potential for ‘boil over’

07.
Outlook

Highly targeted acquisitions remain an important part of our value creation strategy

Approach

- Detailed acquisition framework in line with strategic goals
  - Enhance Mission and Vision
  - Primarily focused on bolt on acquisitions in Water and Appliance categories
  - Strengthen product and IP portfolio and/or deepen global distribution
  - Ability to extract cost synergies through implementing Strix best practice

Evaluation

- Highly selective evaluation methodology
- Follow investment and capital allocation frameworks
- Strong pipeline of opportunities being tracked, with active discussions on several targets at any one time
- Evaluated through a returns based methodology or where acquisition of IP would materially accelerate Strix's new product development

Progress

- Acquisition of LAICA in 2020 considerably augmented Strix's position in Water and provides a global platform to facilitate future organic and inorganic growth
- Integration has progressed on track (despite the challenges presented by Covid) and significant growth has been achieved under Strix ownership
- Previous acquisition of HaloSource expanded product portfolio through addition of Astrea and HaloPure brands

Delivering enhanced organic growth through carefully selected, value-enhancing acquisitions

Outlook 2022

Resilient Business Model

Continued strong financial performance & operational progression despite significant macro-economic disruption

Structured for Growth

Strix will continue to invest in compelling growth opportunities; through strategic acquisitions and organic growth, whilst continuing to improve on our internal operations

Risks

Despite experiencing improved underlying performance in FY 2021 vs FY 2020, there remains a challenging backdrop of headwinds; commodity prices, shipping and packaging costs, FX, which are however starting to ease in the wake of the pandemic recovery

Efficiency & Competence

Headwinds are being proactively managed and offset through a range of efficiency measures and strategic initiatives, as well as managing the risk of any further disruptions from the pandemic.

Compelling Investment Proposition

Reliable. Innovative. Sustainable.

- Strix has successfully delivered solid growth in adjusted profit after tax for the full year which is testament to how well the Company has dealt with the challenges of both pandemic and other headwinds
- 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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