

"ENGINEERING THE UNFAIR ADVANTAGE"

# PWR Holdings Limited

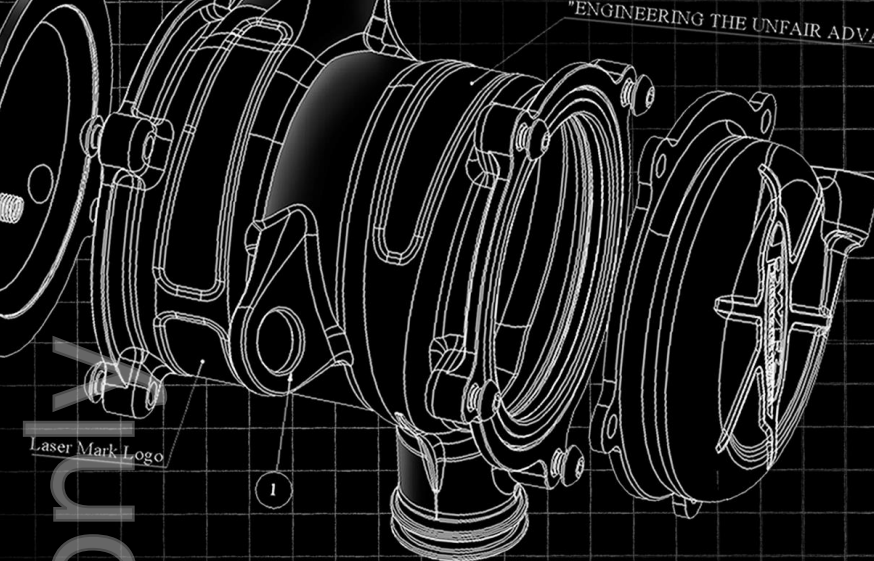
(ASX:PWH)

## 2024 First Half Results Presentation



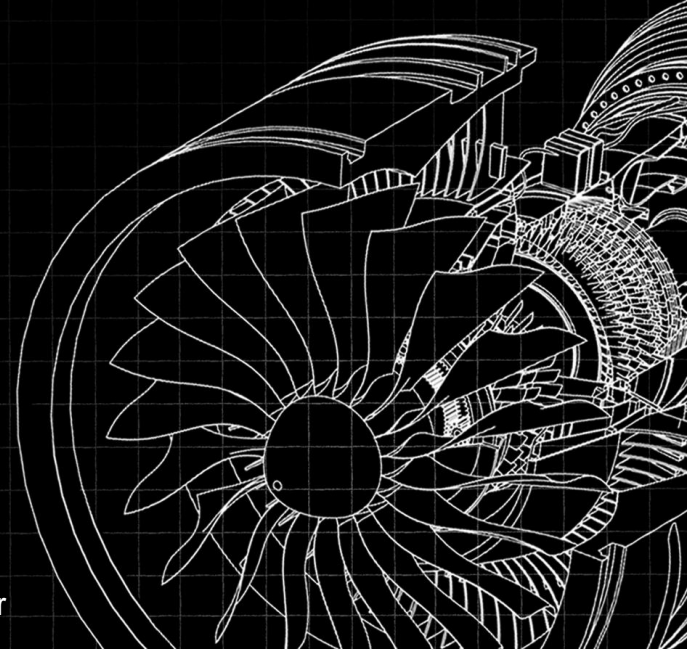
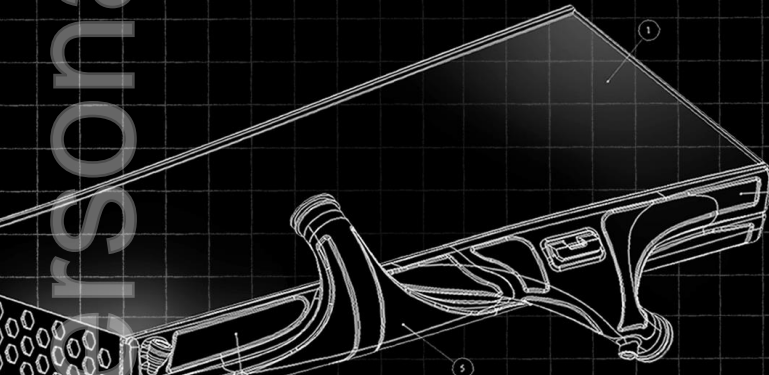
*The Global Leader in Cooling Technology*  
*Inspired by Engineering Excellence*

**February 2024**  
**Presented by:**  
Kees Weel – Managing Director  
Martin McIver – Chief Financial Officer



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2x R6  
R42.50  
Local PCD



# Half Year Performance Highlights



## Growth<sup>1</sup>

22.2% Revenue  
25.5% NPAT

124% - Aerospace & Defence

19% - Motorsports

NPAT margin increasing

## Investing in the Future

*“Investing Now to  
Collect Later”*

\$6 million capex

50 headcount increase

New Australian factory lease  
mid 2025

## Shareholder Return

4.80 cent Interim Dividend

33.3% increase in Interim  
Dividend

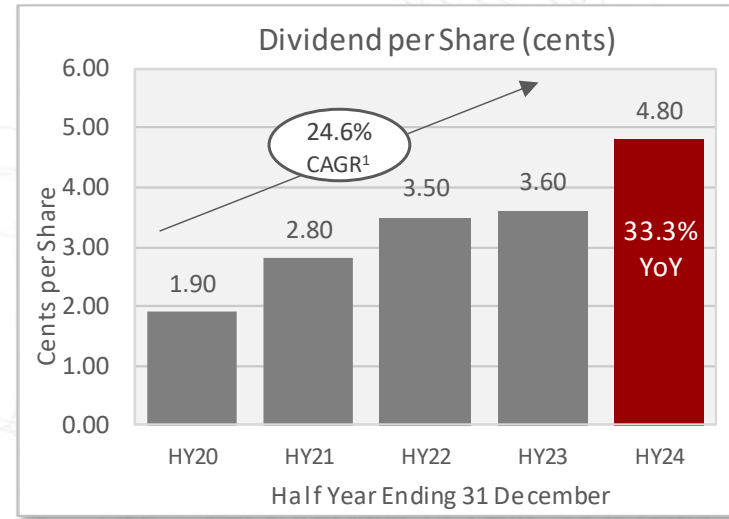
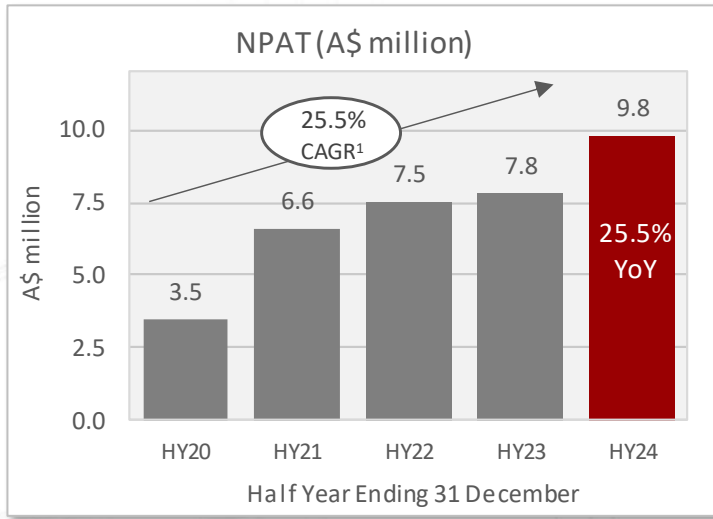
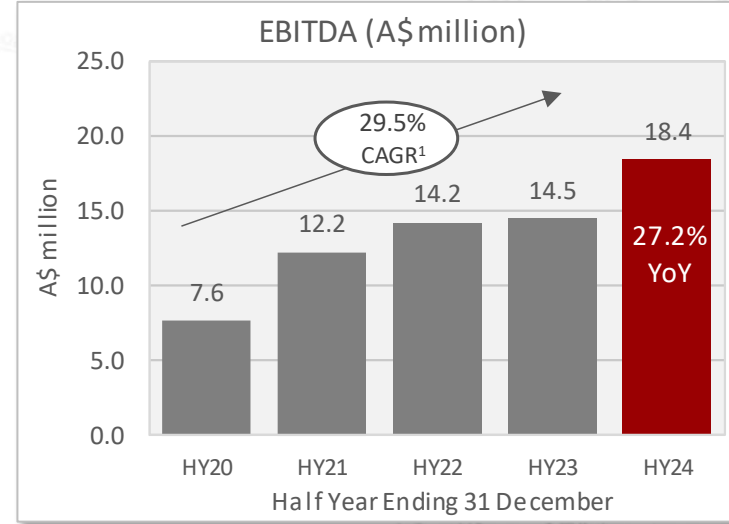
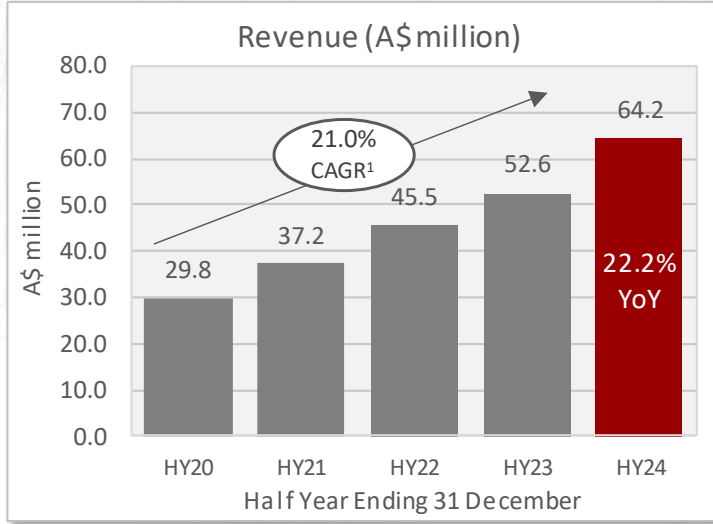
5-Year CAGR<sup>2</sup>

- 24.1% - Share Price
- 25.4% - Earnings per Share

<sup>1</sup> Compared to prior corresponding period

<sup>2</sup> CAGR – Compound Annual Growth Rate

# 5 Year Performance Trend – Half Year



1 CAGR - Compound Annual Growth Rate over 5 years

# Performance Overview



	HY24	HY23	Change
Revenue	\$64.2 m	\$52.6 m	22.2% ↑
EBITDA <sup>1</sup>	\$18.4 m	\$14.5 m	27.2% ↑
Net Profit after Tax (NPAT)	\$9.8 m	\$7.8 m	25.5% ↑
Earnings per Share (EPS)	9.74 cps	7.77 cps	25.4% ↑
Dividends per Share (DPS)	4.80 cps	3.60 cps	33.3% ↑
Return on Equity (ROE) <sup>2</sup>	26.7%	27.7%	(1.0%) ↓
Cash Balance <sup>3</sup>	\$15.6 m	\$13.1 m	19.5% ↑
EBITDA <sup>1</sup> cash conversion <sup>4</sup>	93.7%	77.5%	16.2% ↑

## Key Points

*“Investing in capability and capacity to deliver on future opportunities”*

Revenue – growth of 22.2%

NPAT – strong conversion of revenue to NPAT

Cash Balance – increasing net profit and reducing raw material inventories

<sup>1</sup> Earnings Before Interest, Tax, Depreciation and Amortisation (“EBITDA”) is a non-IFRS term which has not been subject to audit or review but has been determined using information presented in the Group’s HY24 financial report

<sup>2</sup> Return on Equity for the 12-month period ending 31 December

<sup>3</sup> As at 31 December

<sup>4</sup> EBITDA to operating cash conversion

# Revenue by Market Sector – Half Year



Customer Market	HY24				HY23				Growth	
	Advanced Cooling	Emerging Technologies <sup>1</sup>	Total	%	Advanced Cooling	Emerging Technologies <sup>1</sup>	Total	%	\$'000	%
	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000			
Motorsports	24,279	6,117	30,396	48%	23,130	2,520	25,650	49%	4,746	19%
Automotive OEM	13,005	1,127	14,132	22%	11,601	1,974	13,575	26%	557	4%
Automotive Aftermarket	9,371	387	9,758	15%	8,738	9	8,747	17%	1,011	12%
Aerospace & Defence	-	7,754	7,754	12%	-	3,457	3,457	6%	4,297	124%
Other	2,008	167	2,175	3%	839	302	1,141	2%	1,034	91%
<b>Totals</b>	<b>48,663</b>	<b>15,552</b>	<b>64,215</b>	<b>100%</b>	<b>44,308</b>	<b>8,262</b>	<b>52,570</b>	<b>100%</b>	<b>11,645</b>	<b>22.2%</b>

## Aerospace & Defence

↑ size and number of programs

## Motorsports

Growth in F1, Le Mans and GT

## Automotive OEM

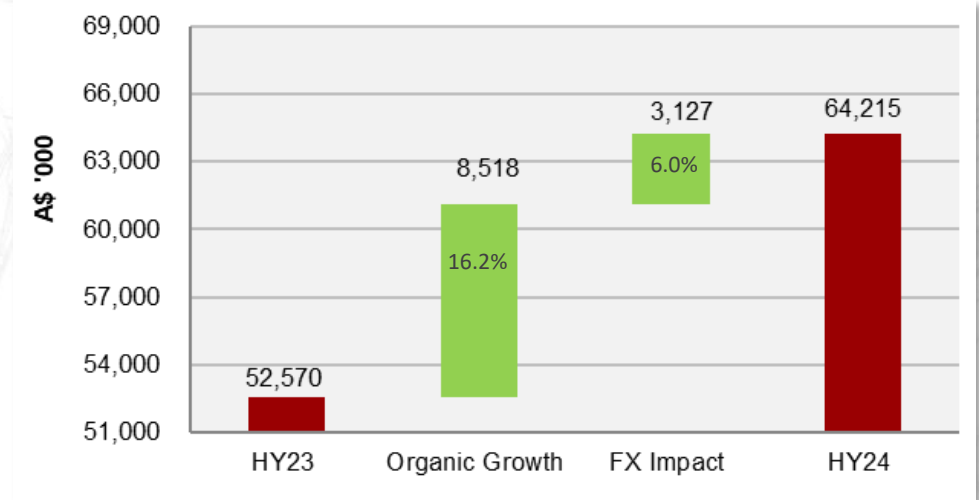
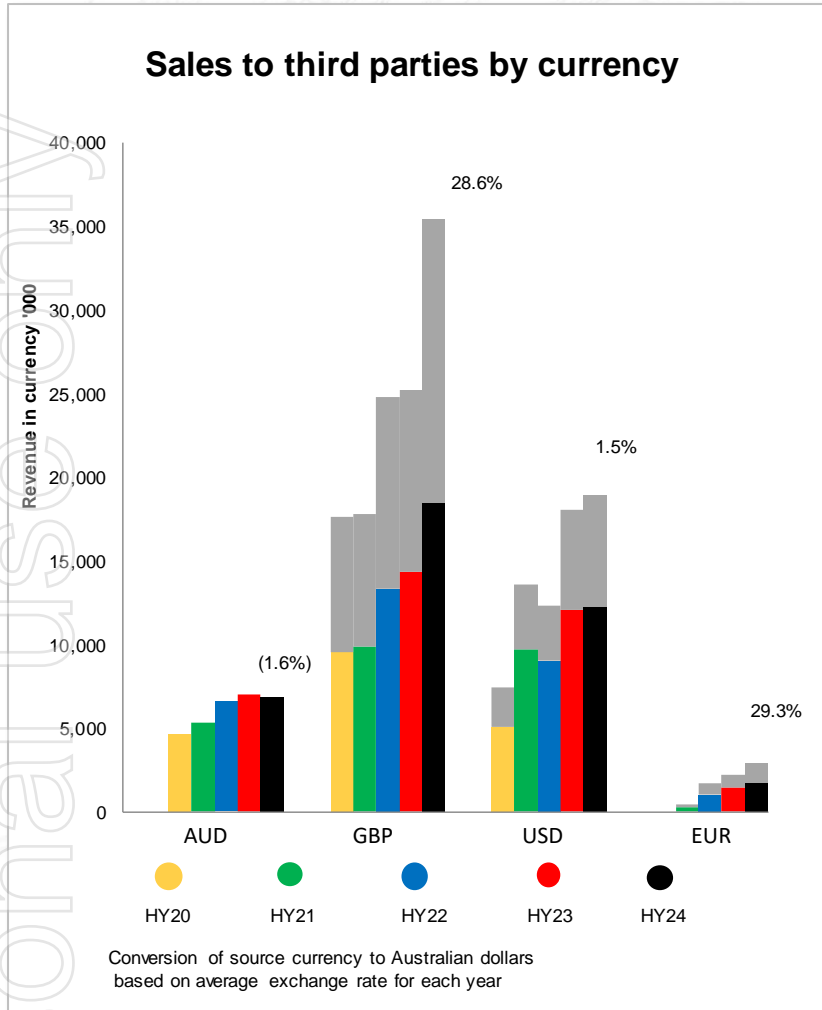
Pipeline continuing to develop

## Automotive Aftermarket

Focus on North America and Europe

<sup>1</sup>. Emerging Technologies includes revenue from Aerospace and Defence across all technologies, and revenue from other market sectors generated by cold plate, micro matrix and additive manufacturing

# Revenue by Currency – Half Year



Currency	31/12/2023	31/12/2022	Change	HY24 Avg	HY23 Avg	Change
GBP	0.5349	0.5637	(5.1%)	0.5208	0.5705	(8.7%)
USD	0.6815	0.6820	(0.1%)	0.6530	0.6707	(2.6%)

## Key Points

- FX Hedging<sup>1</sup> – GBP 11.2 million
- GBP exposure reducing with increasing UK manufacturing
- USD exposure to sales largely offset by USD production costs

<sup>1</sup> As at 31 December 2023

# Operating Expenses



A\$'000	HY24	HY23
Usage of raw materials and consumables	(14,789)	(11,875)
Adjustment for Finished Goods and WIP	1,144	1,358
<b>Raw materials and consumables expense</b>	<b>(13,645)</b>	<b>(10,517)</b>
Employee expenses	(27,163)	(23,625)
Employee Headcount (#)	535	485
Occupancy expenses	(807)	(537)
Other expenses	(5,345)	(4,224)
<b>Total Operating Expenses</b>	<b>(46,960)</b>	<b>(38,903)</b>

## Key Points

- **Raw materials and consumables** – usage increased by \$3.1 million
- **Employee expenses** –
  - 50 headcount increase or 10.3% to support growth
  - Increased wage and salary rates, bonus provision and share based payments
- **Occupancy expenses** – includes outgoings and maintenance for new facilities
- **Other expenses** – includes increased marketing, recruitment, professional fees and a self-insurance provision for doubtful debts<sup>1,2,3</sup>

1. Self insurance for doubtful debts - due to low bad debt history, from 1 March 2024 the debtor insurance policy will be replaced by self insurance. A doubtful debt self insurance provision will be held based on the aging profile of the outstanding debtors
2. As at 31 December 2023, we hold a \$75,000 doubtful debt self insurance provision
3. In the prior corresponding period, a \$137,000 bad debt provision was reversed when the outstanding payment was received

# Balance Sheet



A\$000	December 2023	June 2023
<b>Assets</b>		
Cash and cash equivalents	15,612	17,626
Trade and other receivables	16,357	16,006
Inventories	19,903	17,789
Plant & equipment	53,419	53,766
Intangible assets	15,857	15,919
Prepayments and other assets	2,199	2,050
<b>Total Assets</b>	<b>123,347</b>	<b>123,156</b>
<b>Liabilities</b>		
Trade and other payables	8,724	7,667
Lease liabilities	15,828	18,287
Deferred income	977	1,218
Contract liabilities	383	450
Employee benefits and provisions	5,585	4,840
Current tax liabilities	1,939	657
Deferred tax liabilities	1,119	1,567
<b>Total Liabilities</b>	<b>34,555</b>	<b>34,686</b>
<b>Net Assets</b>	<b>88,792</b>	<b>88,470</b>

## Key Points

- Strong liquidity and cash position
- \$8.9 million cash dividend paid in September 2023
- ROE of 26.7% (HY23: 27.7%)
- Inventory includes \$3.0 million increase in work in progress and finished goods inventory
- Plant & equipment includes \$6.1 million investment in additional plant and equipment
- \$10 million multi-currency and \$7.5 million equipment loan facilities remain undrawn
- Balance sheet strength and unutilised facilities provides ability to seize organic or other opportunities
- Intangible assets unchanged apart from foreign exchange movements



# Working Capital & Cashflow



A\$'000	HY24	HY23
Trade and other receivables	16,357	12,904
Prepayments	2,199	2,551
Inventories	19,903	16,742
Trade & other payables	(8,724)	(7,195)
<b>Net working capital</b>	<b>29,735</b>	<b>25,002</b>
Working capital (increase)/decrease <sup>1</sup>	(1,557)	(3,127)
Cash from operating activities (excluding working capital change)	18,784	14,327
<b>Cash from operating activities</b>	<b>17,227</b>	<b>11,200</b>
EBITDA to cash conversion ratio <sup>2</sup>	93.7%	77.5%
Net tax & interest paid	(2,964)	(3,549)
Net capital expenditure	(6,063)	(6,554)
<b>Free Cash Flow</b>	<b>8,200</b>	<b>1,097</b>
Dividends Paid	(8,934)	(8,525)
Leases and Other	(1,280)	(1,011)
<b>Net cash movement</b>	<b>(2,014)</b>	<b>(8,439)</b>

## Key Points

- Strong sales in December resulted in an increase in debtors compared to prior comparative period
- Inventory includes \$3.0 million increase in work in progress and finished goods inventory
- Capital expenditure for new plant and equipment financed from operating cash flows and retained cash reserves
- **Liquidity position strong** – in addition to cash of \$15.6 million, undrawn finance facilities of \$17.5 million available

1. Working capital movement from 30 June to 31 December
2. Cash Conversion = Cash from operating activities excluding interest and tax divided by EBITDA

# Business Outlook



## Vertical Integration

- Strong focus
- Reduce risks
- Control quality

## Motorsports

- Key platform
- Support development of more efficient cooling technology

## Europe Manufacturing

- Increase UK based engineering and manufacturing

## Organic Growth

- Extensive opportunities
- Focus and discipline

## OEM Programs

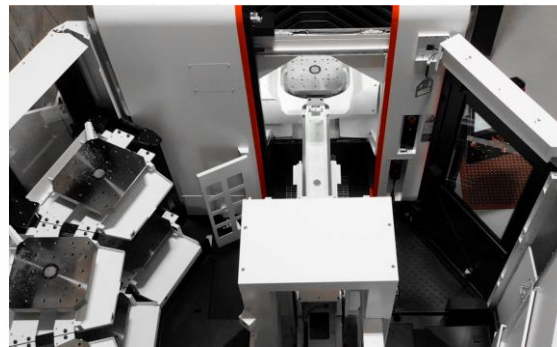
- Deliver on existing programs
- Start new programs
- Develop pipeline

## Aerospace and Defence

- Continued growth
- Expanding A&D manufacturing capability in the US

## Automotive Aftermarket

- Growth potential
- Focus on North America and Europe



**Automated Machine Operations –**  
automated loading arm for Mazak Variaxis  
CNC machining centre

# Pipelines – OEM and Motorsport Emerging Technology Programs



Program	Status	SOP <sup>1</sup> FY	Prod. Years	FY2024	FY2025	FY2026
Rimac - Nevera (300)	Nominated Supplier	2022	4			
AMG X1 Road car (275)	Nominated Supplier	2022	3			
EV Delivery Vehicle	Nominated Supplier	2022	5			
Motorsports - Hybrid & Electric	Nominated Supplier - multiple Teams	2023	TBC			
Roadcar (500)	Nominated Supplier	2023	5			
Hypercar (250)	Nominated Supplier	2023	4			
Hypercar (200)	Nominated Supplier	2023	4+			
Motorsports - Emerging Tech - F1 current	Nominated Supplier - multiple Teams	2023	3			
Road Car (70)	Nominated Supplier	2023	3			
European Hyper Car (100)	Nominated Supplier	2023	3			
Track Car (27)	Nominated Supplier	2023	3			
Valkyrie Spider (92)	Nominated Supplier	2023	2			
Roadcar (100)	Nominated Supplier	2023	2			
Hypercar (800)	Nominated Supplier	2024	7			
Roadcar (300)	Nominated Supplier	2024	6			
Undisclosed	Nominated Supplier	2024	5			
Additive Hypercar (75)	Nominated Supplier	2024	3			
Undisclosed	Nominated Supplier	2024	3			
Hypercar (50)	Nominated Supplier	2024	2			
Undisclosed	Nominated Supplier	2024	2			
Undisclosed	Nominated Supplier	2024	5+			
European Road Car (300)	Nominated Supplier	2025	4			
US Road Car (2000)	Nominated Supplier	2025	3			
European Road Car (525)	Nominated Supplier	2025	3			
Hypercar (53)	Nominated Supplier	2025	3			
Undisclosed	Nominated Supplier	2025	5			
European Track Car (30)	Nominated Supplier	2024	1			
Motorsports - Emerging Tech - F1 2026	Nominated Supplier - multiple Teams	2026	4			
Undisclosed (5000)	In Discussion	2025	5+			
Hypercar (300)	In Discussion	2025	4			
Undisclosed	In Discussion	2025	4			
Undisclosed	A Sample Phase - Nominated	2026	10			
US Road Car (20,000)	In Discussion	2026	4			
Undisclosed	In Discussion	2027	5			
Hypercar (1000)	In Discussion	2027	2			
<b>Number of Key Programs (Nominated Supplier + In Discussion)</b>				<b>21</b>	<b>27</b>	<b>22</b>

Program timing, volume and term are dependent upon manufacturer requirements and are subject to change. Information provided on current expectations

1. SOP – Start of Production

# Pipelines – Aerospace & Defence Programs



Status	SOP <sup>1</sup> FY	Prod. Years	FY2024	FY2025	FY2026
Nominated Supplier	2022	4			
Nominated for Production	2023	5			
Nominated Supplier	2023	8			
Nominated Supplier	2023	8			
Nominated Supplier	2023	TBC			
Nominated for Prototyping/B Samples	2023	TBC			
Nominated Supplier	2023	3			
Nominated for Prototyping	2023	3			
Nominated for Prototyping	2023	TBC			
Nominated for Prototyping	2023	TBC			
Nominated for Prototyping	2023	TBC			
Nominated for Prototyping (2 programs)	2023	TBC	2	2	2
Nominated Supplier	2023	TBC			
Nominated for Prototyping/B Samples (3 programs)	2023	TBC	3	3	
Nominated for Prototyping/B Samples	2023	TBC			
Nominated Supplier (3 programs)	2023	TBC	3	3	3
Nominated Supplier	2023	TBC			
Nominated Supplier	2023	TBC			
Nominated for Prototyping	2024	TBC			
Nominated for Prototyping	2024	TBC			
Nominated for Prototyping	2024	2+			
Nominated Supplier	2024	2			
Nominated Supplier	2024	2			
Nominated for Production	2025	TBC			
Nominated Supplier	2025	2			
Nominated Supplier	2026	5			
In Discussion (3 programs)	2024	TBC	3	3	3
In Discussion	2024	TBC			
In Discussion	2024	TBC			
In Discussion	2024	TBC			
In Discussion (2 programs)	2024	3	2	2	2
In Discussion	2024	2			
In Discussion	2024	2			
In Discussion	2024	TBC			
In Discussion	2024	2			
In Discussion	2024	1			
In Discussion	2024	1			
In Discussions	2025	TBC			
In Discussion	2025	4			
In Discussions	2025	TBC			
In Discussions	2026	3			
In Discussions	2026	TBC			
<b>Number of Key Programs (Nominated Supplier + In Discussion)</b>			<b>42</b>	<b>45</b>	<b>39</b>

Program timing, volume and term are dependent upon manufacturer requirements and are subject to change. Information provided on current expectations

1. SOP – Start of Production

# General Manager – PWR North America



## David Proctor

General Manager – PWR North America



*In January 2024, David Proctor was appointed as the new General Manager – PWR North America.*

*David is a Mechanical Engineer with significant experience in strategic and innovative manufacturing, engineering, and operations leadership*



# New Board Members



## Amanda Holt

Independent, Non-Executive Director  
B. Eng (Aerospace)  
B. Business  
Senior Executive MBA



*An accomplished and respected senior executive and defence industry leader. Currently Executive Director and CEO of SYPAQ*

## Kristen Podagiel

Independent, Non-Executive Director  
Chair NRC (from 1 March 2024)  
B. Law  
M. Law



*A commercial lawyer and senior executive with a distinguished legal background. Currently a non-executive director of Silver Mines Limited and the incoming Chairman of ADG Capital Pty Ltd*

# Investing in People



## Investment in Headcount



Growth requires an ongoing investment in people to build headcount, with a focus on targeted attraction, selection and efficient upskilling

## Apprenticeship Program



PWR employs 36 apprentices across a range of trades and is continuing to expand the apprentice program

## Graduate Engineer Program



PWR has a 2-year graduate engineer program, where graduates rotate between engineering teams to gain valuable experience before deciding their preferred specialisation

## Employee Secondment



PWR has an exchange program between Australia, North America and the United Kingdom. To expand the experience of Engineers and Tradespeople and to reinforce the PWR DNA across all operations

## Work Experience



PWR runs a work experience program for high school students interested in a career in advanced manufacturing

# Retaining our Staff





# Important Notice

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# Global Leader in Thermal Management



Global designer, manufacture and supplier of technically advanced high performance cooling systems

## About us<sup>1</sup>

- Global locations:
  - Australia
  - United States of America
  - United Kingdom
- 535 Staff
- \$88.9 m shareholder equity
- 20,459m<sup>2</sup> global factory space (increasing to 28,995m<sup>2</sup> in 2025)
- 50 Advanced CNC machines
- Clean room manufacturing
- 3D additive manufacturing (including aluminum)
- Thermal wind tunnel
- CT machine
- Computational Fluid Dynamics (CFD) modelling

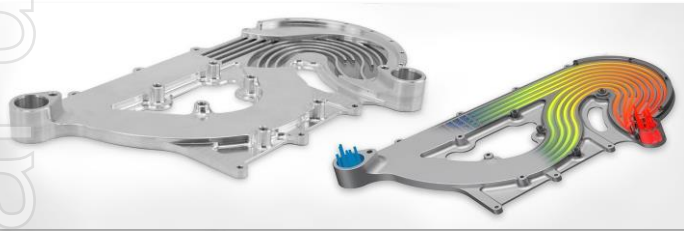
## Target Markets

- Motorsports
- Aerospace & Defence
- Original Equipment Manufacturers (OEM)
- Automotive Aftermarket
- Industrial
- Marine

## How we add value

- **Vertically Integrated Manufacturing** – manufacture all products in house, reducing risk for customers
- **Technical partner** – part of our customers' technical team
- **Range of Solutions** – Understand the thermal challenge and offer a range or alternative solutions
- **Flexible and responsive** – design and manufacturing
- **Research and Development** – continuing to invest in advancing cooling technology
- **Prototypes** – design, manufacture and testing
- **Low and High-Volume Production**
- **Global Manufacturing** – able to manufacture across multiple locations, reducing supply risk for customer

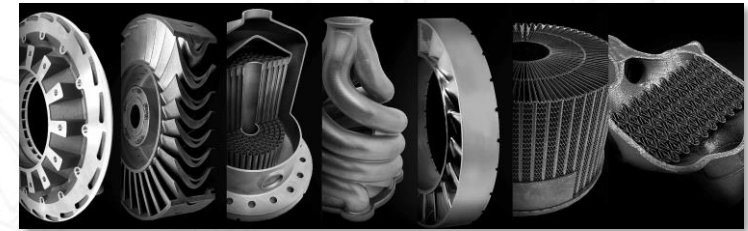
## What we design and manufacture



Liquid cold plates (battery and electronics cooling)



Micro Matrix heat exchangers (high efficiency and compact)

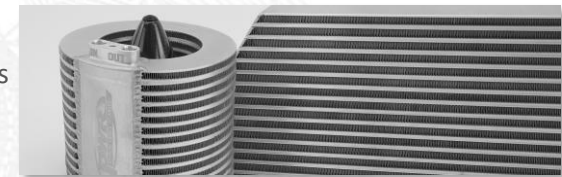


Additive manufacturing (complex geometries and housings)

Tube and fin heat exchanges (e.g. high-performance automotive radiators)



Bar and plate heat exchanges (heavy duty applications)



# Executive Management Team



**Kees Weel**

Managing Director  
and Chief Executive  
Officer



**Martin McIver**

Chief Financial  
Officer



**Matthew Bryson**

Chief Technical &  
Commercial Officer



**Andi Scott**

General Manager –  
Advanced Technology



**Mick Cullen**

General Manager –  
Capacity Planning and  
Data Management



**Lisa Dalton**

Company Secretary



**Jason Hicks**

General Manager –  
Production Australia



**David Proctor**

General Manager –  
PWR North America



**Wayne Rodgers**

Executive General  
Manager – PWR Europe



**Ben Nielsen**

Senior Project  
Engineer



**Debbie Bodill**

Group Financial  
Controller



**Jake Howard**

Human Resources  
Manager

PWR has an experienced leadership team and broad-based leadership development programs



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