



ASTON MARTIN LAGONDA

FY 2025 Results

Preliminary results for the fourth quarter and twelve months ended 31 December 2025

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Adrian Hallmark

CHIEF EXECUTIVE OFFICER



FY 2025 Summary

Delivered significantly stronger H2 2025 performance compared to H1 2025, reflecting the planned timing of new core derivatives, initial Valhalla deliveries and benefits from the transformation programme

- **Overall performance reflective of challenging macroeconomic environment and geopolitical uncertainties**

Navigated disruption to operations from U.S. tariffs and increases to China's ultra-luxury car taxes that weighed on performance and our ability to execute our plans effectively

- **Successfully commenced initial Valhalla deliveries**

152 Valhalla PHEV supercars delivered in Q4 2025, as planned, alongside an extensive range of thrilling high-performance new core models and derivatives launched in 2025

- **Proactive actions taken to invest in quality, lower operational costs and seek ongoing capex efficiencies**

SG&A and CAPEX reductions benefiting FY 2025 performance with ongoing transformation programme initiatives expected to drive future cost optimisation and improved cash flow aligned with our future product cycle plan

- **Enhancing balance sheet resilience**

Net proceeds of c. £106m from sale of AMR GP shares, c. £52.5m from the Yew Tree Consortium investment and improved cash collections in Q4 2025 resulted in year-end total liquidity of £250m; further enhanced by the proposed sale of Aston Martin naming rights to AMR GP for a consideration of £50m in cash in Q1 2026

Expect material improvement in financial performance in FY 2026



VANTAGE S

UNRELENTING.THRILL.



FOR DRIVERS WHO DEMAND MORE

DB12 S

ICON.DRIVEN.



THE NEW PINNACLE OF SUPER TOURER

Continued product range
refresh with thrilling,
high-performance core
derivatives



DBX S

POWER.DRIVEN.



THE SUPERCAR OF SUVs

VANQUISH VOLANTE

ZENITH.DRIVEN.



VENDI VIDI VANQUISH

VALHALLA

MASTERY. DRIVEN.

Valhalla has been a monumental groundbreaking project, successfully achieving the major milestone of delivering the first 152 supercars in Q4 2025

Customers and media reception has been overwhelmingly positive, following extensive global driving events during Q4 2025, with more to come in 2026



“Valhalla is the best Aston Martin I’ve ever driven”
Pistonheads

Responding to challenging market dynamics

Decisive mitigating actions taken

Faced external challenges...

- Continued uncertainty from a challenging macroeconomic and geopolitical environment
- U.S. tariffs and quota mechanism resulting in inefficiencies, costs and demand uncertainty
- China luxury car tariff impacting already subdued regional demand
- Complex global supply chains, with suppliers adapting to evolving EV strategies and raw material constraints
- Shifting regulatory environment and customer needs

... Whilst delivering

- Disciplined approach to balancing production and retail demand to support dealer de-stocking
- Forward plan focussed on delivering a more balanced production cadence
- 152 Valhalla's in Q4, positioning us well going into 2026
- Proactive engagement with UK government on U.S. quota mechanism and passing through two tariff related price increases in 2025
- Support for China dealers to optimise stock in preparation for regional recovery
- Transformation programme to rightsize the business, optimise costs, improve quality, reduce capex and improve supply chain robustness, benefiting 2025 and beyond
- Future product cycle plan to strengthen Aston Martin's ultra-luxury high performance status

Aston Martin's unique strengths

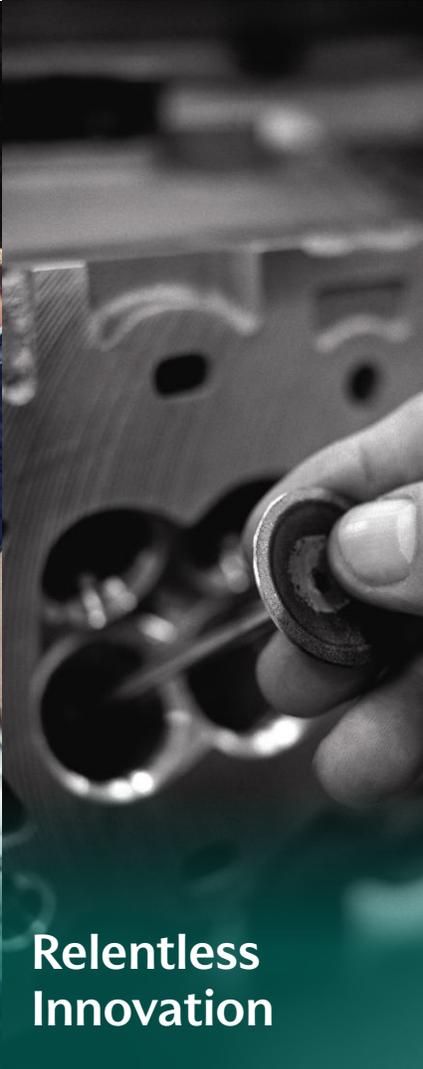
Supporting our transformation from a high potential to high performing business



Iconic Brand



Customer Focused



Relentless Innovation



High Performance



Limited Edition



Our People

Strategic priorities to unlock our future potential

Taking proactive steps and advancing our transformation programme to strengthen our overall position

Market Demand

- Significant Valhalla customer engagements
- New online configurator driving engagement
- Private Office established for VIP customers
- 60% of customers new to Aston Martin in 2025
- Opening new Q flagship in London in 2026

Quality

- The Valhalla programme has established new benchmarks for our launch cycles
- Improved RFT from 65% to 95%
- Improved customer satisfaction across all core models

Product Creation

- Launched first PHEV supercar, Valhalla
- High performance 'S' derivatives
- First global automotive to launch Apple CarPlay Ultra
- Establishing a growing range of options

Operations

- Received ISO50001 certification for efficient energy management
- Exceeded our accident frequency rate target, achieving 0.30

Culture & Change

- Exco reduced from 11 to 6 members by end Q1'26
- Achieved 17% of women in leadership positions, working towards 30% by 2030
- Newly proposed Remuneration policy to better align incentives

Cost Optimisation

- Capex (£60m) and Opex (£51m) reductions in 2025, delivering future operating leverage
- Disciplined approach to operations and production schedules driving future efficiencies



Future product cycle plan to strengthen Aston Martin's ultra-luxury high performance status

An assertive and clear product proposition which puts the customer at the heart of everything we do

Core models

2025

- Strongest and most diverse product range in the history of the Group

2026-2030

- Extend existing model-line coverage before commencing next full refresh combining combustion-based powertrains with electrical assistance
- Review implementation of an efficient electrification strategy aligned to regulatory requirements and customer needs
- Delivered within a reduced capex framework of c. £1.7bn (previously c. £2bn)

2030-2035

- Incrementally add all-electric drivetrains alongside efficient combustion powertrain vehicles
- Coincide with the introduction of next step change in innovative battery technology

Specials

Building on Valhalla, continue to launch exclusive limited-edition Specials that attract a global community of automotive collectors and enthusiasts

Positioning for
future success



Doug Lafferty

CHIEF FINANCIAL OFFICER



2025 Financial summary

Performance impacted by macroeconomic challenges and geopolitical uncertainties, in particular U.S. tariffs

Total Wholesales¹ (Units)

FY'25: 5,448
Q4'25: 2,096



- FY 2025 volumes decreased 10%, reflecting, as guided, fewer Specials, disciplined approach to core production and uncertainty resulting from U.S. tariff and quota mechanism
- Q4 2025 volumes increased sequentially by 47%, reflecting planned timing of new core derivatives and initial Valhalla deliveries

Revenues (£m)

FY'25: 1,258
Q4'25: 518



- FY 2025 revenue decreased by 21%, reflecting lower yoy wholesale volumes and decreased total ASP due to fewer Specials
- FY 2025 Core ASP increased 5%, reflecting benefits of the new core model line up
- Strong Q4 2025 total ASP, broadly flat yoy, supported by Valhalla deliveries

Adjusted EBIT (£m)

FY'25: (189)
Q4'25: (17)



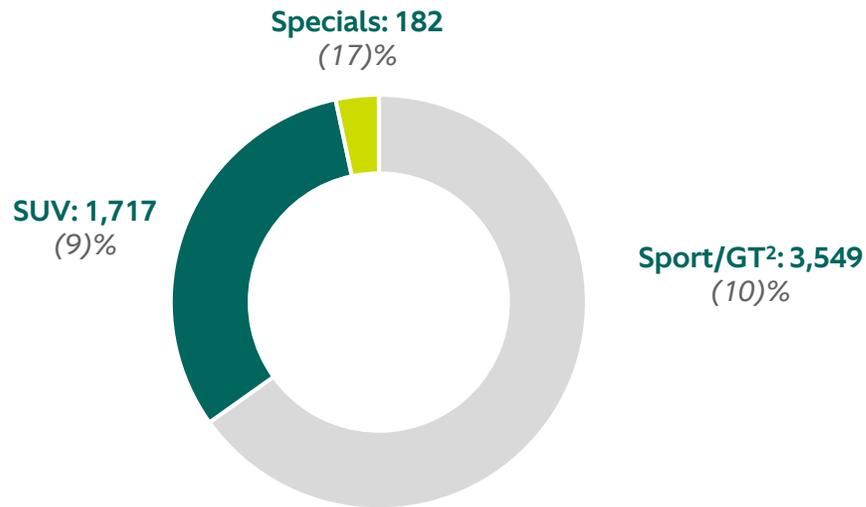
- FY 2025 adjusted EBIT impacted by:
 - U.S. tariffs, fewer Specials and additional investment in quality, warranty costs and dealer support
 - partially offset by a decrease in adjusted operating expenses and adjusted D&A (16% and 16%, respectively)

Certain financial data within this presentation has been rounded; See Appendix for more detail on APMs; (1) Wholesales are company sales to dealers (some Specials are direct to customer); Sport/GT includes Vantage, DB11, DB12, DBS and Vanquish

Wholesale volumes & Average Selling Prices (ASP)

Maintained disciplined approach to balancing production and retail demand

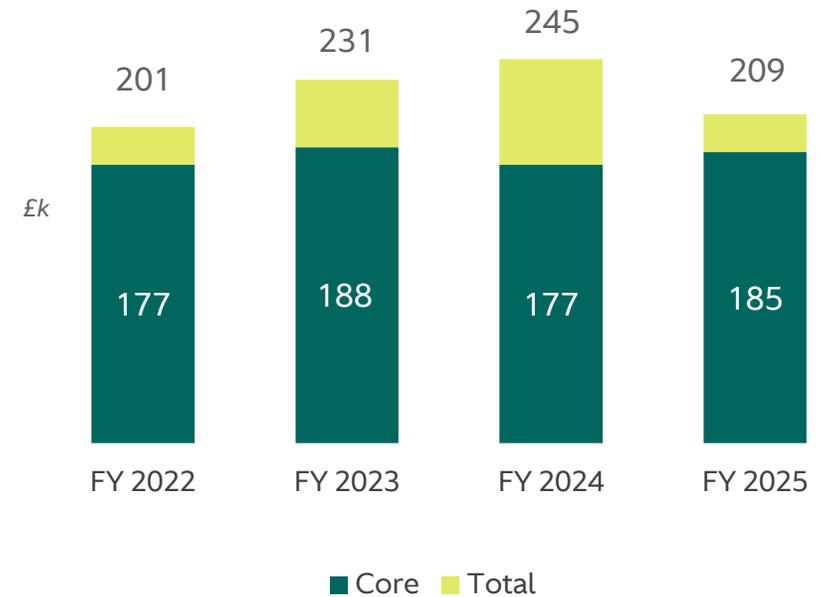
Total FY 2025 wholesales¹: 5,448, down 10%



By model (units); YoY % change

Retail volumes outpaced wholesales in 2025, in line with the Group's demand-led strategy with smoother planned wholesale cadence from Q2 2026

Total ASP: £209k, down 15%



- **Core ASP:** benefited from the new core model line-up, increasing 5% y-o-y
 - **Total ASP:** decreased due to lower y-o-y Specials deliveries

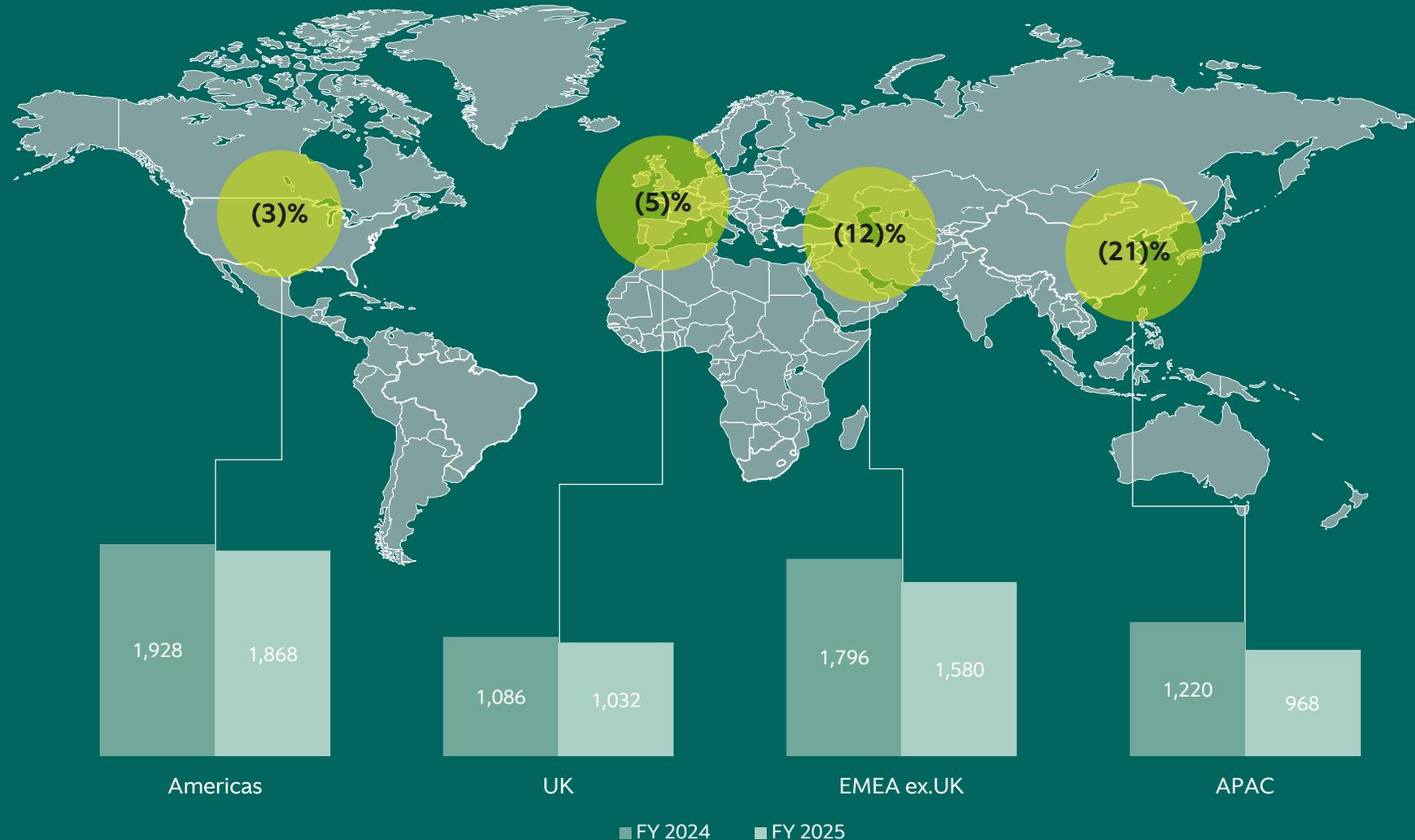
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2025 Wholesales¹ by region

Total volumes impacted by a challenging macroeconomic environment and geopolitical uncertainties; relatively well-balanced delivery across the regions

● YoY change in wholesales by region

- **US and UK** reasonably robust, although behind original expectations
- **EMEA & APAC** (ex China), weaker than expected, down 12% and 25%, respectively, due to market conditions and destocking activities
- **China** demand remained extremely subdued, broadly flat yoy, representing only 5% of total wholesales

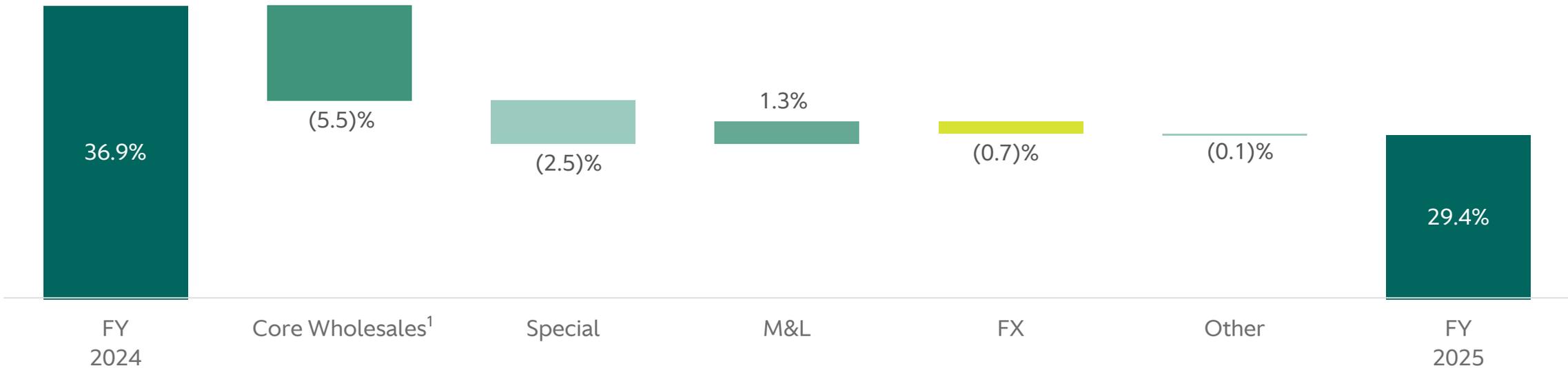


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2025 Gross margin

Reduction in gross margin reflects decrease in Specials and core volumes in addition to increased warranty costs partially offset by manufacturing & logistics costs, dealer support, other quality related investments and the impact from U.S. tariffs

(%)



Core Wholesales

- Decrease in core wholesales, partially offset by enhanced product mix from Vanquish and new derivatives
- Increased warranty costs, dealer support and other investments made in product quality

Specials

- Decrease in high margin Specials wholesales (-36 units)
- First deliveries of Valhalla commenced in Q4'25

Manufacturing & Logistics Costs

- Improvement in manufacturing efficiency more than offsetting inflationary pressures

FX & Other

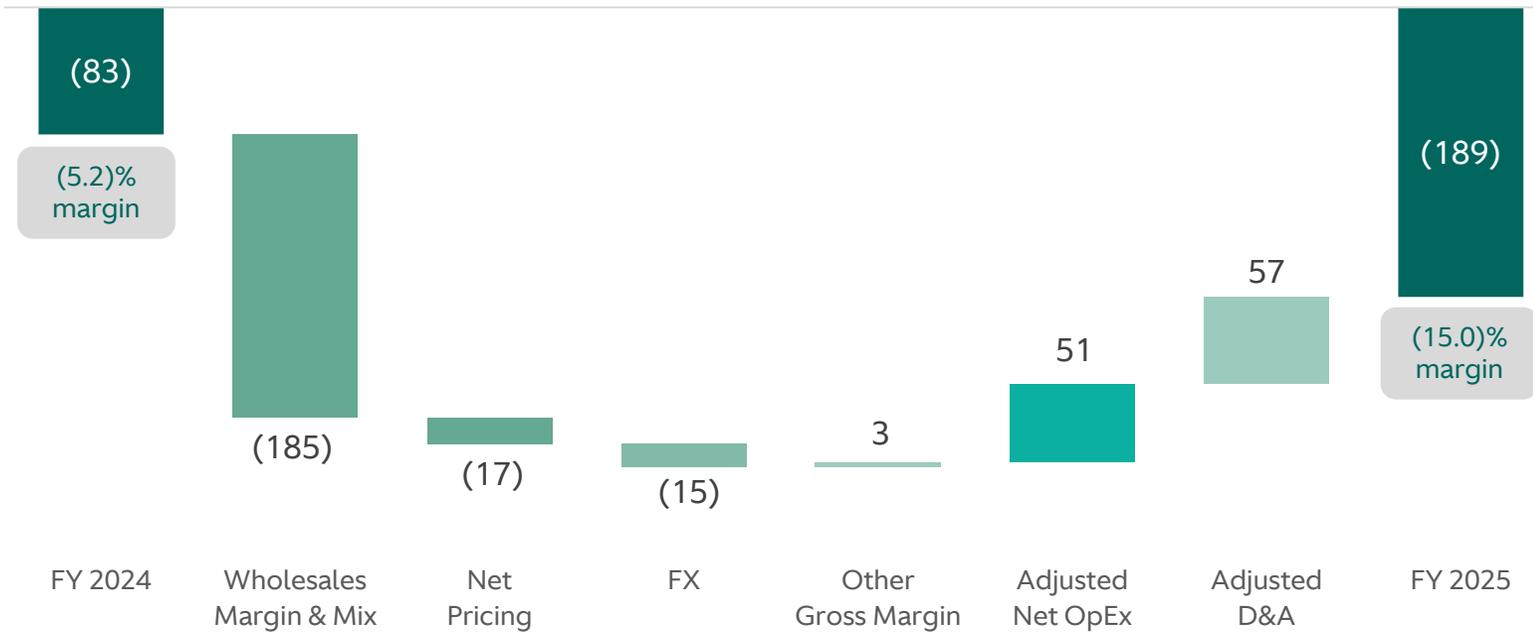
- Foreign exchange headwinds as a result of GBP strengthening against major currencies

Certain financial data within this presentation has been rounded; See Appendix for more detail on APMs; (1) Wholesales are company sales to dealers (some Specials are direct to customer)

FY 2025 adjusted EBIT

Adjusted EBIT declined YoY reflecting gross margin decrease, partially offset by a 16% decrease in both adjusted net operating expenses (exc. D&A) and adjusted D&A

(£m)



Wholesales & mix

- Driven by decrease in high margin Specials (-36 units) and Core (-546 units) wholesales and investment in warranty
- Partially offset by improved core mix and initial 152 Valhalla deliveries

Adjusted Net OpEx

- Decreased 16% aligned with focus on optimising cost base as part of ongoing transformation programme
- Includes £11m benefit from revaluation uplift of secondary warrants associated with the sale of AMR GP investment

Adjusted D&A

- Decreased 16% primarily reflecting fewer Specials YoY

Financing expenses

- Current year included a £57m non-cash FX gain on revaluation of \$-denominated debt
- Prior year included a £14m non-cash FX loss on revaluation of \$-denominated debt

EBT Analysis

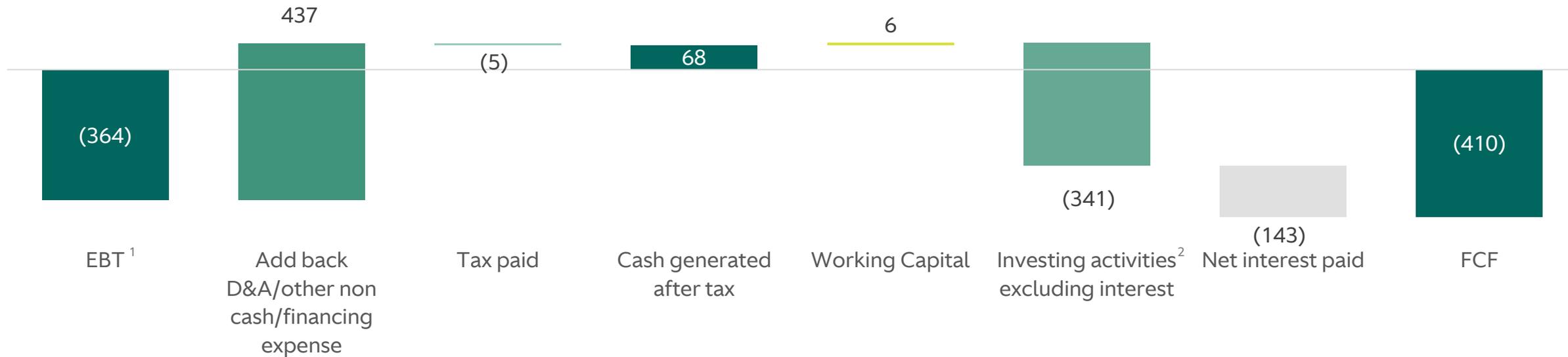
£m	FY 2025	FY 2024
Adjusted EBITDA	108.1	271.0
Adjusted D&A	(297.3)	(353.8)
Adjusted EBIT	(189.2)	(82.8)
Net adjusted financing expense	(108.9)	(172.7)
Adjusted EBT	(298.1)	(255.5)
Adjusting items ¹	(65.8)	(33.6)
EBT	(363.9)	(289.1)

Certain financial data within this presentation has been rounded. See Appendix for more detail on APMs; (1) Adjusting items include a £(43)m related to the impairment of capitalised development spend offset by £5m of associated research and development expenditure, £(19)m on Company restructuring, £(8)m on ERP implementation, £(3)m of non-recurring legal fees, £(2)m of fees on the sale of AMR GP investment, and £4m of adjusted finance income

2025 Free cash flow

Significant improvement in H2 2025 FCF benefiting from extensive range of new core derivatives, Valhalla and improved cash collection in Q4 2025

(£m)



EBT

Increased loss including:

- Reduced wholesale volumes
- Reduced Specials margin
- FX impact
- Warranty and quality investments

Add backs

Key items include:

- Adjusted D&A £297m
- Net financing expense £105m

Working Capital

Inventory	£15m
Receivables	£2m
Payables	£(13)m
Deposits	£3m

Net Interest

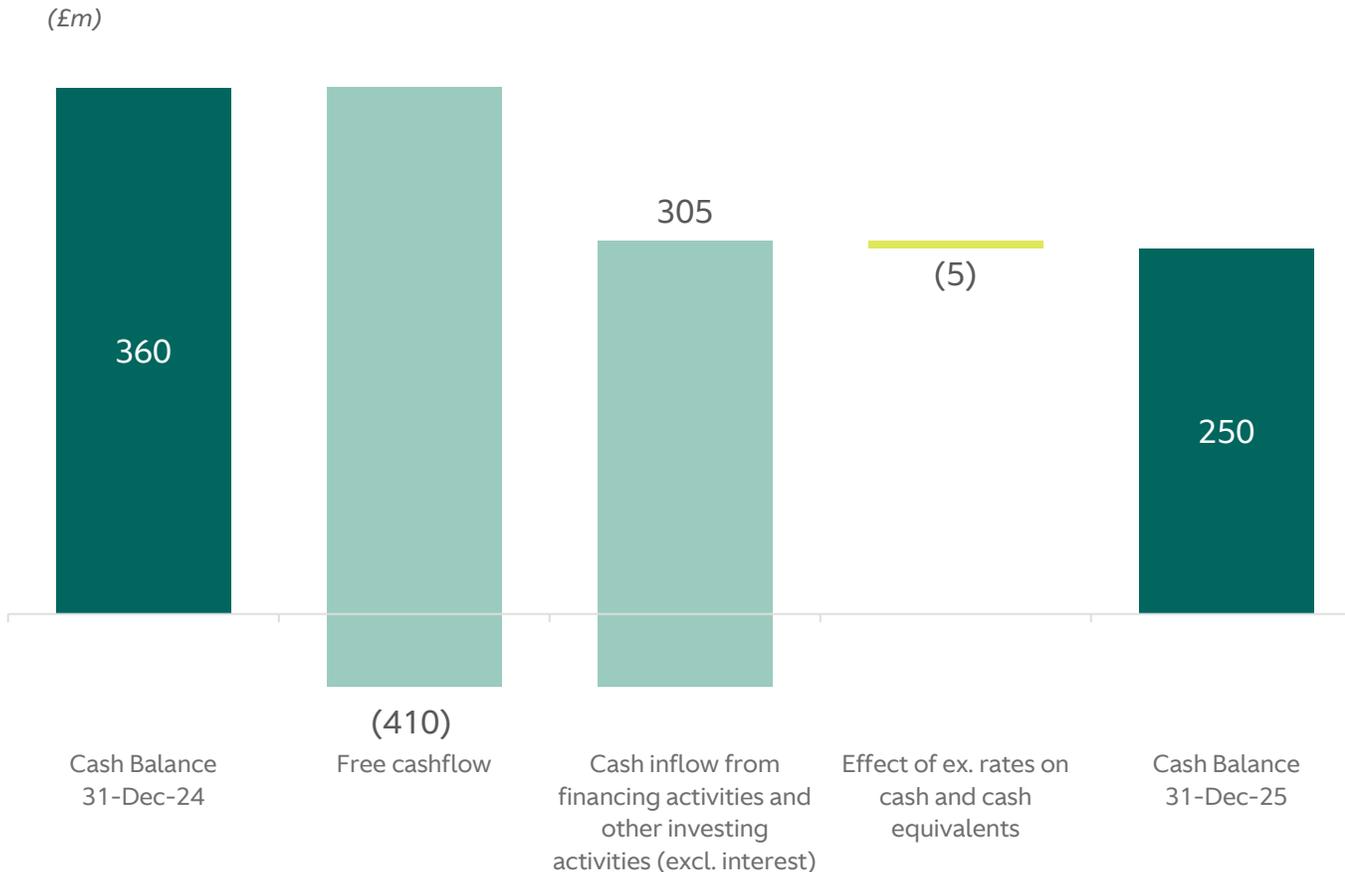
Cash interest items:

- Interest paid £(148)m
- Interest received £5m

Certain financial data within this presentation has been rounded; See Appendix for more detail on APMs; (1) EBT of £(364)m after adjusting items; (2) Investing activities excluding interest and cash generated from disposal of investments

FY 2025 cash & debt

Total year-end liquidity* of £250m following strong sequential Q4 performance



£m	FY 2025	FY 2024
Loan notes**	(1,329.8)	(1,378.9)
Inventory financing	(39.6)	(38.4)
Bank loans and overdrafts	(170.4)	(8.4)
Lease liabilities	(91.8)	(96.6)
Gross debt	(1,631.6)	(1,522.3)
Cash balance	249.9	359.6
Cash not available for short-term use	1.4	0.0
Net debt	1,380.3	1,162.7

** FY 2025 includes a £57m non-cash FX gain of \$-denominated debt (FY 2024: £14m loss)

* Liquidity includes cash of £250m and available facilities of £0.4m

Certain financial data within this presentation has been rounded. See Appendix for more detail on APMs

Expect to deliver a material improvement in FY 2026 financial performance

Driven by an enhanced product mix and benefits from the ongoing transformation programme and disciplined approach to operations

FY 2026 Guidance

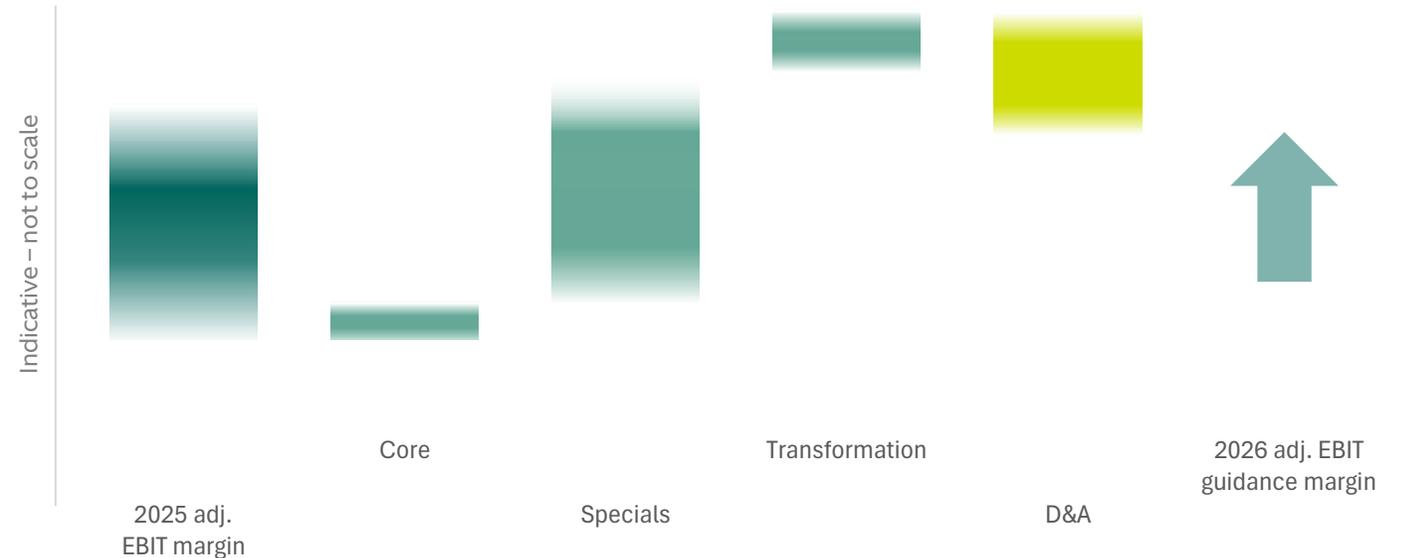
Total wholesale volumes	Similar to prior year (FY 2025: 5,448)
Gross margin	Improving into high 30s% (FY 2025: 29%)
Adj. OpEx (ex. D&A)	Below £300m
D&A	£375m-£400m
Adj. EBIT margin	Material improvement towards breakeven (FY 2025: (15)%)
Net cash interest ¹	c. £150m
Capex	c. £300m (FY 2025: £341m)
Free cash flow	Material full year improvement in outflow vs FY25; material cumulative YoY improvement from Q2 onwards

- Wholesale volumes benefitting from an enhanced product mix including c. 500 Valhalla deliveries in 2026, with up to 100 deliveries in Q1
- More balanced production cadence from Q2 onwards
- Retail volumes again expected to outpace wholesales
- Global macroeconomic and geopolitical environment facing the wider automotive industry remains challenging. This dynamic landscape includes uncertainties over the economic impact from the unpredictable threat or introduction of additional U.S. tariffs, changes to China's ultra-luxury car taxes and the continued reliance on a stable network of global suppliers

Note: Certain financial data within this presentation has been rounded; see Appendix for more detail on APMs

¹ Assuming current exchange rates prevail for 2026

2026 adjusted EBIT margin improving towards breakeven



Updated short-mid-term outlook

Expect to:

- Continue delivering year-on-year improved financials performance
- Focus on margin expansion and cash flow generation, benefiting from the ongoing transformation programme initiatives and an enhanced product mix from the future portfolio of core and Special models
- Invest c. £1.7bn over 2026-2030 in support of future product cycle plan (previously c. £2.0bn)

Adrian Hallmark

CHIEF EXECUTIVE OFFICER





Q&A



ASTON MARTIN

VALHALLA

Appendix

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Income Statement

FY 2025 vs FY 2024 and Q4 2025 vs Q4 2024

<i>£m</i>	FY 2025	FY 2024	Q4 2025	Q4 2024
Revenue	1,257.7	1,583.9	518.1	589.3
Cost of sales	(887.9)	(1,000.0)	(357.7)	(382.3)
Gross profit	369.8	583.9	160.4	207.0
<i>Gross margin %</i>	29.4%	36.9%	31.0%	35.1%
Adjusted operating expenses	(559.0)	(666.7)	(177.5)	(168.3)
<i>of which depreciation & amortisation</i>	297.3	353.8	117.5	119.4
Adjusted EBIT	(189.2)	(82.8)	(17.1)	38.7
Adjusting operating items	(70.0)	(16.7)	(51.3)	(5.4)
EBIT	(259.2)	(99.5)	(68.4)	33.3
Net financing (expense)/income	(104.7)	(189.6)	(42.8)	(93.5)
<i>of which adjusting financing items</i>	4.2	(16.9)	1.2	2.3
EBT	(363.9)	(289.1)	(111.2)	(60.2)
Tax (charge)/credit	(129.1)	(34.4)	(101.3)	(43.6)
(Loss)/profit for the period	(493.0)	(323.5)	(212.5)	(103.8)
Adjusted EBITDA	108.1	271.0	100.4	158.1
<i>Adjusted EBITDA margin</i>	8.6%	17.1%	19.4%	26.8%
Adjusted EBT	(298.1)	(255.5)	(61.1)	(57.1)
EPS (pence)	(50.2)	(38.9)		
Adjusted EPS (pence)	(43.5)	(34.8)		

See Appendix for more detail on APMs

Cashflow, Balance Sheet & Net Debt

FY 2025 vs FY 2024 and Q4 2025 vs Q4 2024

<i>£m</i>	FY 2025	FY 2024	Q4 2025	Q4 2024
Cash generated from operating activities	74.1	123.9	163.5	175.3
Cash used in investing activities (excl. interest)	(341.0)	(400.6)	(87.0)	(100.6)
Net cash interest paid	(143.0)	(114.9)	(71.4)	(72.5)
Free cash (outflow)/inflow	(409.9)	(391.6)	5.1	2.2
Cash inflow/(outflow) from financing activities and other investing activities (excl. interest)	305.1	356.5	(2.8)	193.1
(Decrease)/increase in net cash	(104.8)	(35.1)	2.3	195.3
Effect of FX on cash / cash equivalents	(4.9)	2.3	0.2	7.4
Cash balance	249.9	359.6	249.9	359.6
Cash not available for ST use	1.4	-	1.4	-
Borrowings ¹	(1,539.8)	(1,425.7)	(1,539.8)	(1,425.7)
Lease Liabilities	(91.8)	(96.6)	(91.8)	(96.6)
Net debt	(1,380.3)	(1,162.7)	(1,380.3)	(1,162.7)

See Appendix for more detail on APMs; (1) FY 2025 includes £57m FY non-cash FX gain due to revaluation of US\$ denominated notes (FY 2024: £14m loss)

2025 Quarterly Breakdown

Income statement, cashflow and Alternative Performance Measures

<i>£m</i>	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Revenue	233.9	220.5	285.2	518.1
Cost of sales	(168.7)	(159.1)	(202.4)	(357.7)
Gross profit	65.2	61.4	82.8	160.4
<i>Gross margin</i>	27.9%	27.8%	29.0%	31.0%
Adjusted operating expenses	(129.7)	(118.4)	(133.4)	(177.5)
<i>of which depreciation & adjusted amortisation</i>	60.1	58.4	61.3	117.5
Adjusted EBIT	(64.5)	(57.0)	(50.6)	(17.1)
Adjusting operating items	(2.8)	(10.4)	(5.5)	(51.3)
EBIT	(67.3)	(67.4)	(56.1)	(68.4)
Net financing (expense)/income	(12.3)	6.2	(55.8)	(42.8)
<i>of which adjusting financing items</i>	3.0	(0.5)	0.5	1.2
EBT	(79.6)	(61.2)	(111.9)	(111.2)
Tax (charge)/credit	(0.4)	(7.5)	(19.9)	(101.3)
Loss for the period	(80.0)	(68.7)	(131.8)	(212.5)
Adjusted EBITDA	(4.4)	1.4	10.7	100.4
<i>Adjusted EBITDA margin</i>	(1.9%)	0.6%	3.8%	19.4%
Adjusted EBT	(79.8)	(50.3)	(106.9)	(61.1)

<i>£m</i>	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Cash (used in)/generated from operating activities	(31.1)	(49.9)	(8.4)	163.5
Cash used in investing activities (excl. interest)	(89.8)	(80.8)	(83.4)	(87.0)
Net cash interest (paid)/received	0.6	(70.0)	(2.2)	(71.4)
Free cash (outflow)/inflow	(120.3)	(200.7)	(94.0)	5.1
Cash (outflow)/inflow from financing activities and other investing activities (excl. interest)	(4.9)	95.9	216.9	(2.8)
(Decrease)/increase in net cash	(125.2)	(104.8)	122.9	2.3
Effect of FX on cash/cash equivalents	(1.3)	(4.7)	0.9	0.2
Cash balance	233.1	123.6	247.4	249.9
<i>£m</i>	Q1 2025	Q2 2025	Q3 2025	Q4 2025
EBT	(79.6)	(61.2)	(111.9)	(111.2)
Adjusting operating expenses	2.8	10.4	5.5	51.3
Adjusting financing (income)/expenses	(3.0)	0.5	(0.5)	(1.2)
Adjusted EBT	(79.8)	(50.3)	(106.9)	(61.1)
Adjusted finance (income) ¹	(27.1)	(48.3)	13.1	0.6
Adjusted finance expense	42.4	41.6	43.2	43.4
Adjusted EBIT	(64.5)	(57.0)	(50.6)	(17.1)
Reported depreciation	17.2	18.0	19.6	34.1
Reported amortisation	42.9	40.4	41.6	83.4
Loss on disposal of fixed assets	-	-	0.1	-
Adjusted EBITDA	(4.4)	1.4	10.7	100.4

See Appendix for more detail on APMs; (1) FY 2025 includes £57m FY non-cash FX gain due to revaluation of US\$ denominated notes

Alternative performance measures

In the reporting of financial information, the Directors have adopted various Alternative Performance Measures ("APMs"). APMs should be considered in addition to IFRS measurements. The Directors believe that these APMs assist in providing useful information on the underlying performance of the Group, enhance the comparability of information between reporting periods, and are used internally by the Directors to measure the Group's performance.

Adjusted EBT is the loss before tax and adjusting items as shown on the Consolidated Income Statement

Adjusted EBIT is loss from operating activities before adjusting items

Adjusted EBITDA removes depreciation, loss/(profit) on sale of fixed assets and adjusted amortisation from adjusted EBIT

Adjusted operating margin is adjusted EBIT divided by revenue

Adjusted EBITDA margin is adjusted EBITDA (as defined above) divided by revenue

Adjusted Earnings Per Share is loss after income tax before adjusting items, divided by the weighted average number of ordinary shares in issue during the reporting period

Net Debt is current and non-current borrowings in addition to inventory financing arrangements, lease liabilities, less cash and cash equivalents and cash held not available for short-term use

Adjusted net leverage is represented by the ratio of Net Debt to the last twelve months ('LTM') Adjusted EBITDA

Free cash flow is represented by cash inflow/(outflow) from operating activities less the cash used in investing activities (excluding interest received and cash generated from disposals of investments) plus interest paid in the year less interest received.

Racing. Green. sustainability strategy overview

Aston Martin is embracing a new, driving ambition: to be a world-leading sustainable ultra-luxury automotive business. This ambition is the central objective of our sustainability strategy, *Racing. Green.*

Sustainability reports and disclosures



Annual Report

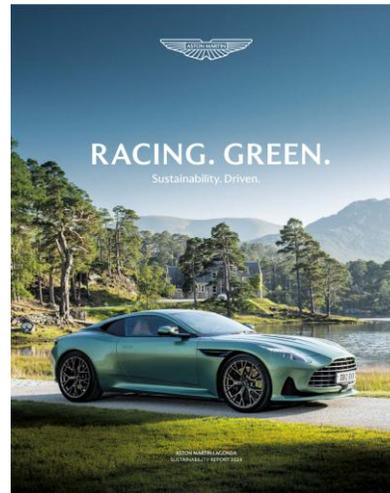
Covering company strategy with ESG performance section

Modern Slavery Act Statement

Sets out the steps Aston Martin Lagonda has taken to prevent acts of modern slavery and human trafficking from occurring in its business and supply chain.

Human Rights Policy Statement

Defines our human rights commitments and the standards we strive to meet, and is intended to give our workforce, business partners and other stakeholders direction on our expectations and approach to human rights management.



Sustainability Report

Covering our ambitious sustainability strategy *Racing. Green.* and performance against our goals and targets, including full or partial disclosure against all 11 TCFD recommendations (refer to pages 67-73)

Responsible Procurement Policy

Sets out our commitment to the application of ethical and environmental principles in our supply chain and our requirements for our suppliers and sub-suppliers.

Gender Pay Gap Report

The findings from our GPG report help to enable us to continue to drive and evolve our initiatives to ensure we are able to promote diversity across the business, ensuring we are able to recruit, develop and retain talented people.

ESG progress across key ratings

	Current Rating	Previous Rating
MSCI	BBB	A
Sustainalytics	27.3 Medium risk	28.8 Medium risk
CDP	Climate, B Water, B- Forest, C	Climate, C Water, B- Forest, C
S&P CSA	40	37

Aston Martin Lagonda Sustainability Team

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www.astonmartin.com/corporate/sustainability

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