

Capital Markets Day

26 June 2025



Management team



Dr James Routh, Chief Executive Officer



Sarah Matthews-DeMers, Chief Financial Officer



Andrew NG, President – Testing Products



Dan Clark, President – Simulation



Neil Carpenter, President – Testing Services

Agenda

Item	Presented by
Group overview	James Routh
Focus on Testing products	Andrew Ng
Factory tour of Middleton Drive	
Focus on Simulation	Dan Clark
Focus on Testing services	Neil Carpenter
Financial overview	Sarah Matthews-DeMers

Today's key messages

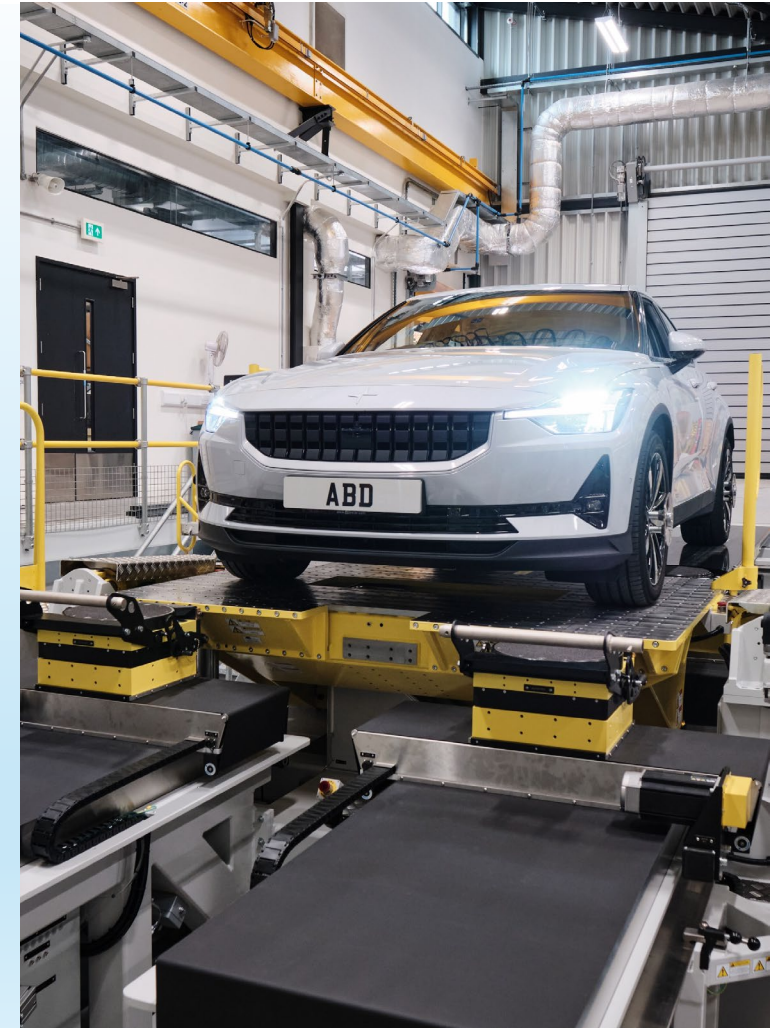
Overview of the Group

Market drivers support double digit revenue growth over the medium to long term

Value creation plan driven by:

- Revenue growth
- Margin expansion
- Acquisitions

Underpinned by strong balance sheet and consistent cash generation



Group overview

Dr James Routh, Chief Executive Officer



Our solutions

Testing products



- Used during road vehicle development for the test and verification of ADAS, autonomous systems and vehicle dynamics
- Robots and ADAS platforms are used to test the performance of prototype vehicles around the test track
- Laboratory testing equipment used to assess vehicle dynamics

FY24 revenue: £69.4m
62% of total revenue

Testing services



- Provides on-road, track and laboratory testing services to the automotive market
- Operations in California, Michigan and China
- Services include the evaluation of vehicle active safety systems, testing of autonomous technologies, climatic and thermal testing and assessment of EV battery performance

FY24 revenue: £16.7m
15% of total revenue

Simulation



- Includes simulation software and driving simulators
- Products are used during vehicle development to characterise vehicle dynamics and performance across a range of applications including conventional vehicles, motorsport and AVs
- Reduces new vehicle development timescales, risks and costs by allowing evaluation earlier in the development process

FY24 revenue: £25.2m
23% of total revenue

Global, diversified customer base

Revenue by sector



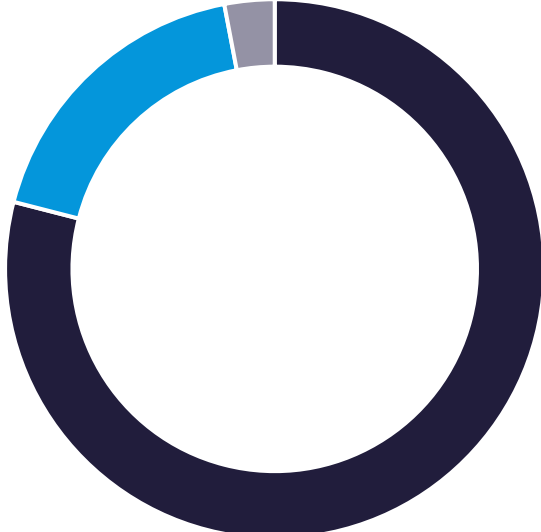
	FY24 revenue	% of FY24 revenue
Testing products	£69.4m	62%
Testing services	£16.7m	15%
Simulation	£25.2m	23%

Revenue by geography



	FY24 revenue	% of FY24 revenue
APAC	£48.6m	44%
UK/EU	£36.8m	33%
North America	£25.9m	23%

Revenue by customer category



	FY24 revenue	% of FY24 revenue
Automotive OEMs	£87.9m	79%
Service providers	£20.1m	18%
Tier 1 suppliers and technology	£3.3m	3%

Investment case

Reasons to invest:

1) Structural and regulatory growth drivers across all our markets

2) Highly resilient business solving customers' challenges

3) Strong margins with clear strategy for expansion

4) Highly cash generative with clear capital allocation framework

5) Solid and scalable platform from which to capitalise on a multi-year organic and inorganic growth opportunity



Group vision, mission and priorities



Strategic acquisitions have created a diversified, resilient business with a global footprint and market-leading products and services



- Acquired: FY 2019
- Division: Simulation
- Location: UK



- Acquired: FY 2019
- Division: Testing services
- Location: USA



- Acquired: FY 2021
- Division: Testing services
- Location: China, Singapore



- Acquired: FY 2023
- Division: Simulation
- Location: UK



- Acquired: FY 2024
- Division: Testing services
- Location: USA

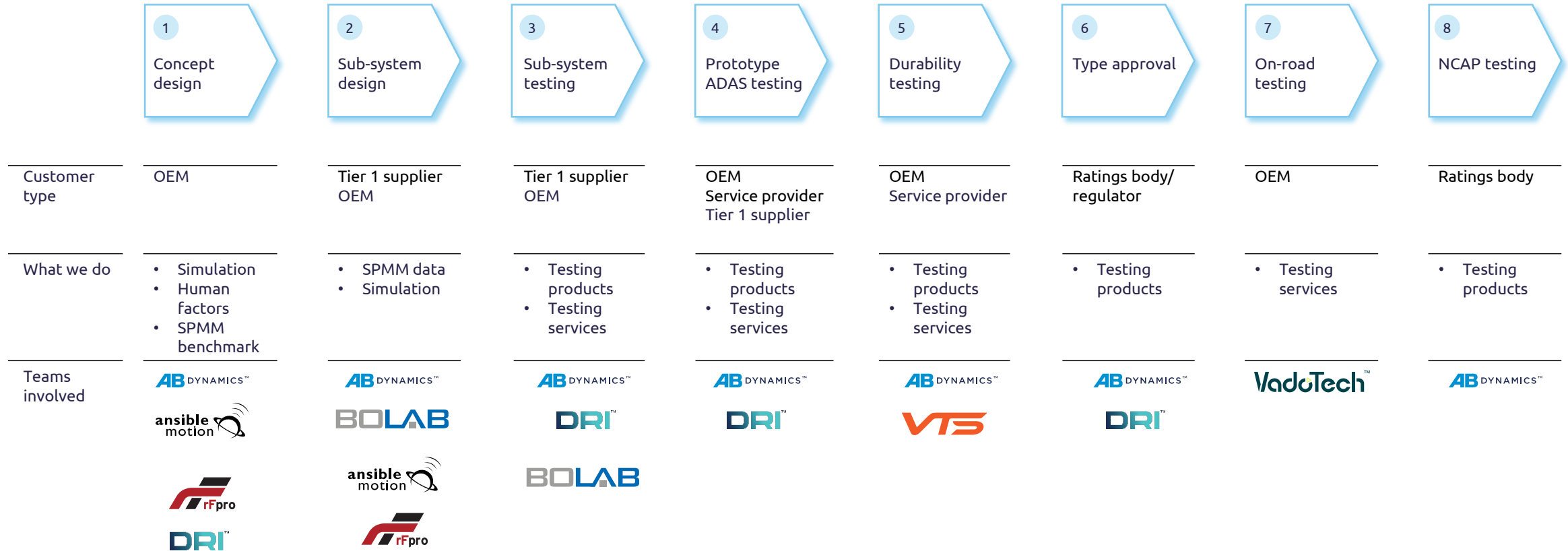


- Acquired: FY 2025
- Division: Testing products
- Location: Germany



The Group supplies market-leading products which are critical to our customers' future success

Customer experience throughout the development cycle from concept design to launch



Organic growth drivers

Market drivers			
New vehicle models	New powertrains	Regulation	Consumer ratings
<ul style="list-style-type: none">• Development• Certification• Speed to market• Cost effectiveness• New sensor technology• Increasing automation	<ul style="list-style-type: none">• EVs• Hybrid• Hydrogen• Reduced emission fuels	<ul style="list-style-type: none">• US – NHTSA• Europe – UNECE• Japan• China	<ul style="list-style-type: none">• Improving safety technology• Increasing number and complexity of tests• Euro NCAP standards becoming global• Standards expanded to multiple vehicle categories
Testing products			
Testing services			
Simulation			

New vehicle models and powertrains



Recent trends in automotive market

- We sell into R&D functions therefore production volumes are not directly relevant to us but provide background and context
- Global automotive markets were recovering to pre Covid levels, however impact of tariffs is likely to cause growth in new vehicle sales in 2025 and 2026 to level off
- Forecast growth out to 2030 is due to come from non-mature markets
- China continues to dominate with strong growth coming from India and other key markets
- EV sales growth in 2024 driven by China. Significant growth of full hybrid vehicles in US and Europe
- New EV model launches expected to increase significantly in the long term with 56% growth seen in 2024
- Significant increase in number of new automotive OEMs over the last five years

Long-term trends:

- **Increased number of models across multiple powertrains**
- **Increased drive for cost efficiency and speed to market**

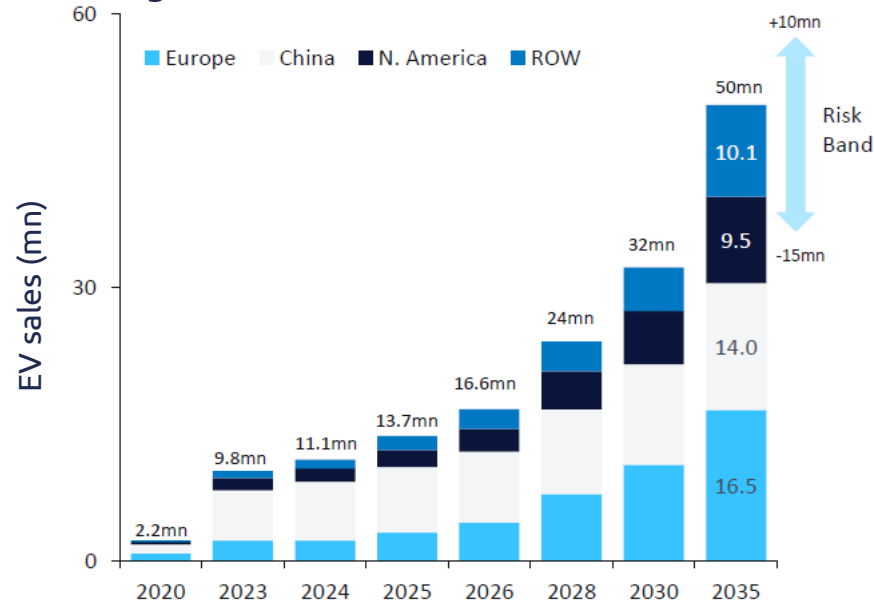
Key takeaways:

- **We are powertrain agnostic**
- **Drives demand for our products and services due to higher levels of R&D and testing**
- **Drives adoption of simulation**

Global EV growth outlook

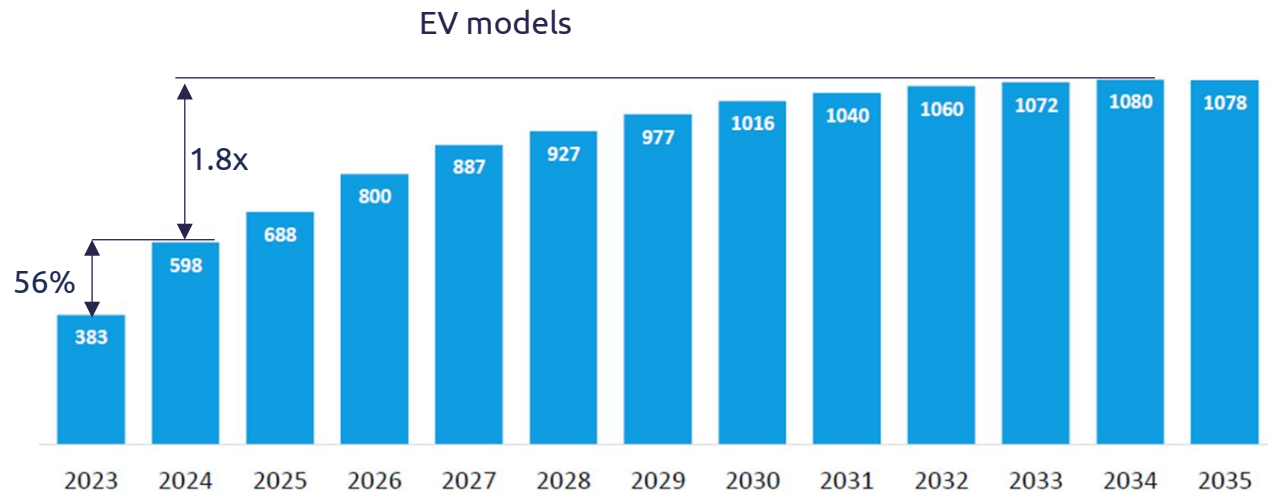
Despite recent sentiments, the forecast still looks very positive for the transition, with strong growth in EVs in every region and a doubling of models available in the next ten years

World Light Vehicle EV sales outlook by major region



- Europe EV volumes catch up with China driven by legislation. However hybrid sales in China stay well ahead
- US grows from low base but stays behind throughout
- New US policies forecast to slow the transition, but not the end result

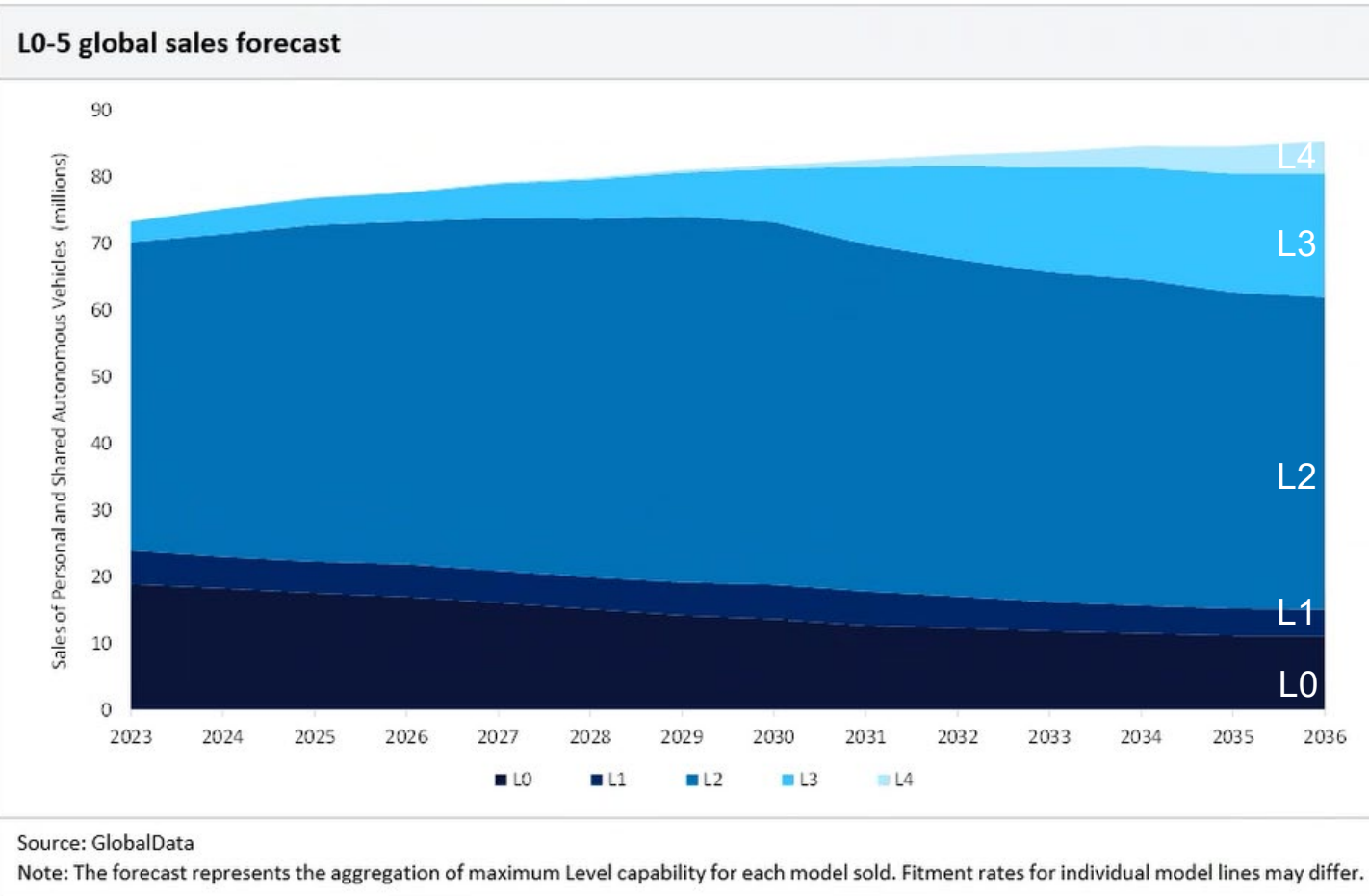
Global EV models available in year, showing significant growth



- EV model launches expected to increase significantly in the long term with a 56% growth seen in 2024
- Forecast growth to continue with in year new models launches to nearly double from 2024 to 2035
- Coupled with renewed growth in hybrid platform development in the same period the transition provides a significant increasing activity level in new platform development

Autonomous Vehicle (AV) forecast to 2036

Major growth to come from Level 2 & Level 3 as premium technologies filter into more affordable mass market cars



- Autonomous driving predicted to create \$400bn revenue by 2035
- Regulation remains a significant headwind
- US and Chinese governments see full autonomy as strategically important
- GlobalData forecasts the following trends in vehicle sales by autonomy level to 2036:
 - L4-5: limited adoption until late 2030s
 - L3: high end premium vehicles, filtering into more affordable models through the period
 - L2: adopted by most vehicles in mature markets by the end of the period
 - L0-1: emerging market adoption

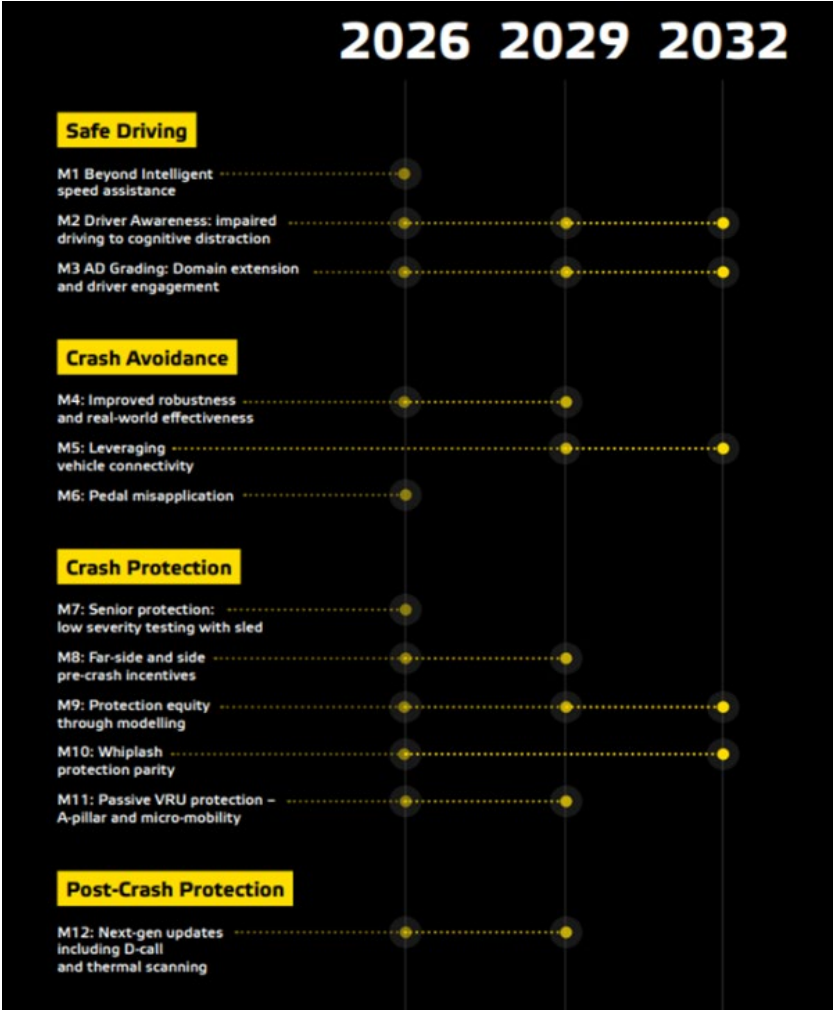
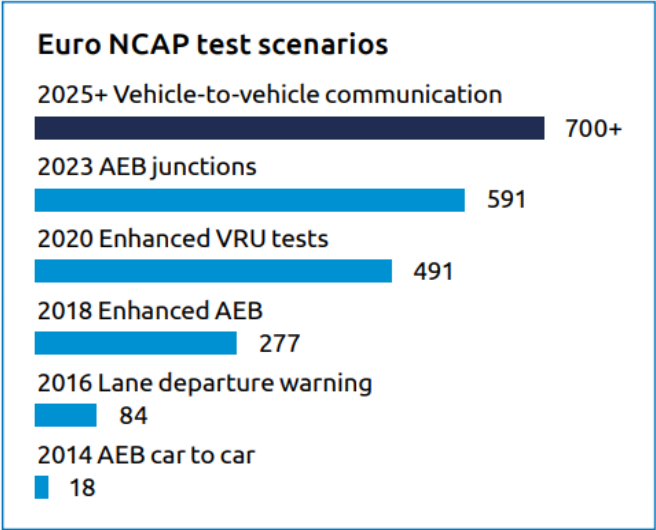
- **Transition to full autonomy (Level 5) is many years away and likely limited to small fleets**
- **Growth in L2 & L3 technology adoption should result in more regulation and testing**

Consumer ratings and regulation



Consumer ratings: Euro NCAP

- Euro NCAP’s long-term roadmap outlines future certification requirements with increased volume and complexity of tests, with a specific focus on:
 - **Crash avoidance** (focus on Lane Support Systems, Automatic Emergency Braking, Automatic Emergency Steering, increased variation in scenarios for elements like light & weather)
 - **Assisted driving systems** (Assistance competence grading, safety backup and future requirements for off-highway and motorcycle to car)
 - **Driver monitoring systems**



Consumer ratings: Euro NCAP

Euro NCAP standards are expanding into other vehicle categories beyond passenger cars creating a new set of target customers for the Group:

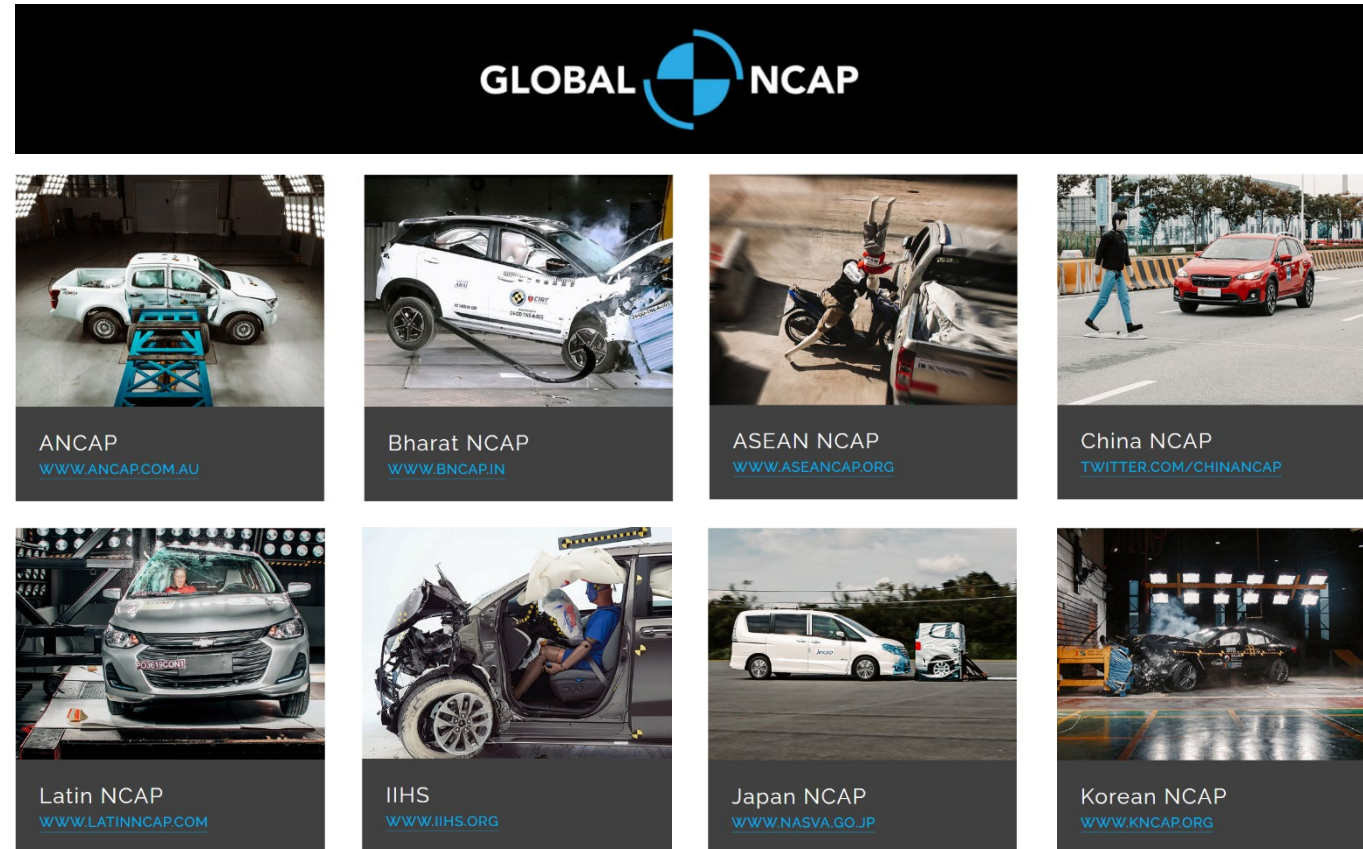
- **Commercial vehicles:** In 2024 NCAP extended its safety assessments to include light commercial vehicles. This includes evaluating safety features such as autonomous emergency braking (AEB) and lane-keeping assist systems
- **Heavy goods vehicles (HGVs):** In November, Euro NCAP released the first results of its Safer Truck rating programme, focusing on HGVs for the first time. The new programme, part of Euro NCAP's Vision Zero initiative, evaluates truck safety in three categories: **Safe driving, crash avoidance, and post-crash safety**
- **Motorcycles:** While not directly under Euro NCAP, there are initiatives like the Motorcycle Safety Foundation and other regional NCAP programmes that are looking into adopting similar safety standards for motorcycles



Consumer ratings: Rest of World

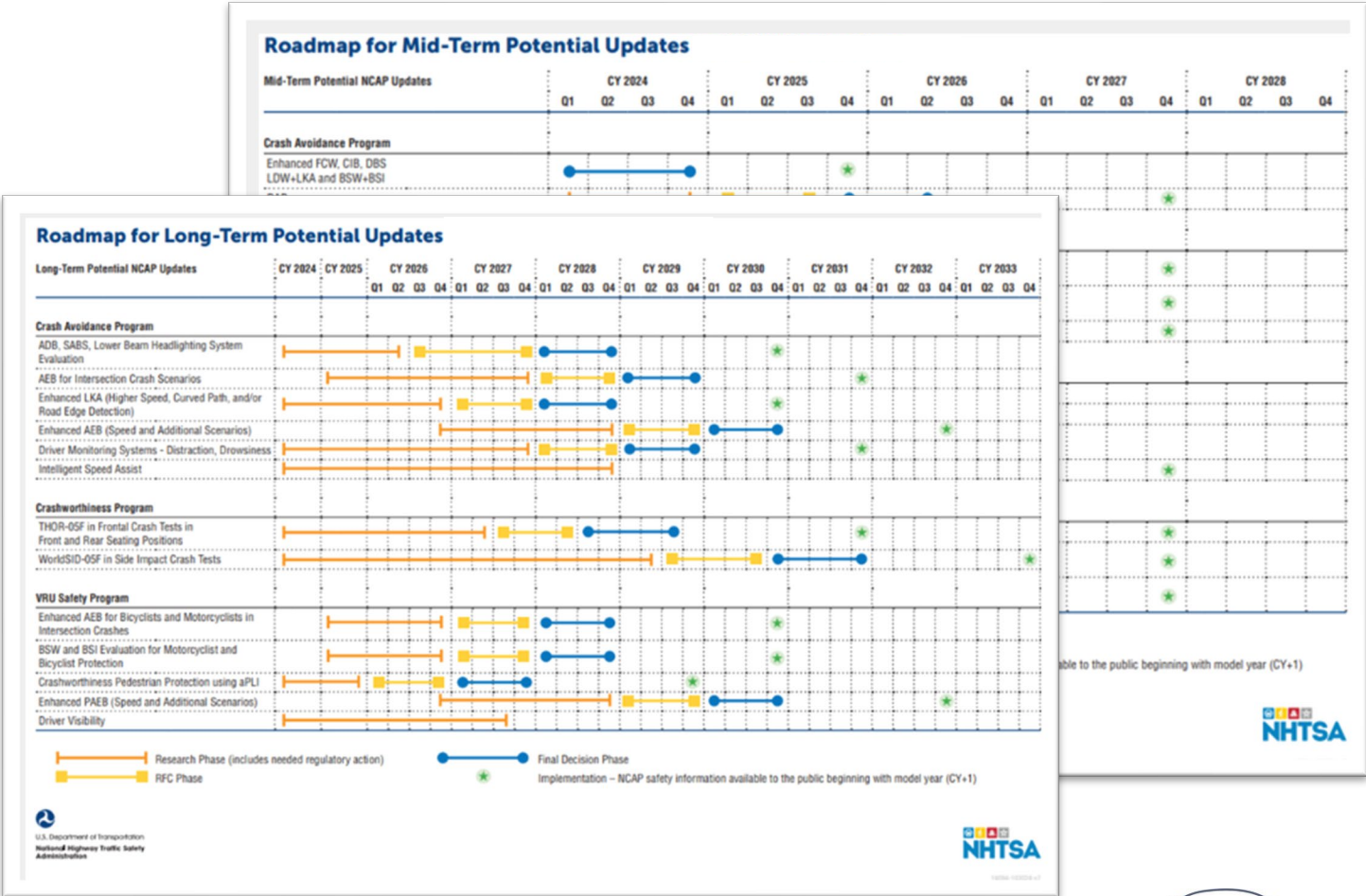
Many countries and regions look to Euro NCAP when developing their own safety standards and regulations. This combined with the growth expected in non mature markets makes these regions key to our growth.

- **Global NCAP:** Operates at a political level and primarily targets emerging markets like Africa, aiming to raise the safety bar in developing regions
- **Australia and New Zealand:** ANCAP closely aligns with Euro NCAP's methodologies and standards
- **China:** C-NCAP has adopted similar testing protocols to Euro NCAP
- **Japan:** JNCAP follows a similar approach to Euro NCAP. JNCAP is a joint project by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) and the National Agency for Automotive Safety & Victims' Aid (NASVA)
- **Bharat (India):** Bharat NCAP currently focuses on passive safety ratings but has committed to incorporating ADAS features into safety ratings in the near future



Regulation: NHTSA in the US

- NHTSA (National Highway Traffic and Safety Administration) is the US Regulator
- In 2024 NHTSA released an updated roadmap to 2033 including
 - Enhanced crash avoidance
 - Vulnerable road user protection
 - Updated rating system



Regulation: New regulation in the US

NHTSA has several regulations and initiatives related to ADAS and Autonomous Vehicles. The main recent change being FMVSS 127 that will drive higher speed test requirements for passenger vehicles and light trucks. We are developing higher speed products to assist customers in meeting these requirements.

FMVSS 127: Automatic Emergency Braking (AEB)

- Cars and light trucks must be equipped with AEB systems by **September 2029**
- Stop and **avoid contact** with a vehicle in front of them up to **62 mph**
- Detect pedestrians in both daylight and darkness
- Must apply the **brakes automatically** up to **90 mph** when a vehicle collision is imminent and up to 45 mph when a pedestrian is detected

Proposed national framework:

- NHTSA has proposed a voluntary national framework for the evaluation and oversight of vehicles equipped with Automated Driving Systems (ADS)
- Aims to standardize the testing and deployment of automated vehicles across the US



Regulation: UNECE

UNECE has established several standards that apply to ADAS. Its dedicated working party on automated/autonomous and connected vehicles brings together several countries to develop internationally harmonized regulations. This means that as more countries move into ADAS they are likely to adopt the standards.

Below are some of the relevant standards adopted by UNECE in the last five years that have been or are expected to be implemented by most of the participating countries:

- **UN Regulation No. 171:** DCAS – Driver Control Assistance Systems, SAE level 2. The regulation mandates effective warning strategies to ensure drivers remain engaged and aware of their responsibilities
- **UN Regulation No. 79:** Steering equipment including automated lane-keeping assistance
- **UN Regulation No. 152:** Automated Lane Keeping Systems (ALKS)
- **UN Regulation No. 157:** Automated Driving Systems (ADS) and includes provisions for systems that can perform the driving task under certain conditions
- **UN Regulation No. 155:** Cybersecurity and software updates for vehicles, ensuring that ADAS and other automated systems are protected against cyber threats



There are around 64 participating countries who are contracted parties to one or more of the three different UN vehicle agreements.

Summary

Market drivers indicate increased demand in the medium to long term as new technologies, regulations and market adoption drive significant growth in opportunities, supporting our value creation plan

Market drivers

New vehicle models	New powertrains	Regulation	Consumer ratings
<ul style="list-style-type: none">Steady and modest growth in hybrid marketTransition to EV driving increasing numbers of new platforms globallyGrowth in AV technology adoption	<ul style="list-style-type: none">More moderate growth for EVs has renewed interest in alternative powertrainsICE and hybrid vehicles expected to be available for longer, requiring further development	<ul style="list-style-type: none">Increasing regulation globally addressing ADAS and automated driving systemsIncreasing complexity and new testsUNECE pushing harmonisation globally, guiding around 64 participating countries	<ul style="list-style-type: none">Visibility of growing complexity and number of tests out to 2033 with number of tests required doubling or moreGreat opportunity for group to utilise its capabilities across both testing and simulationExpansion of NCAPs in non-mature markets and into new vehicle categories
Testing products			
Testing services			
Simulation			

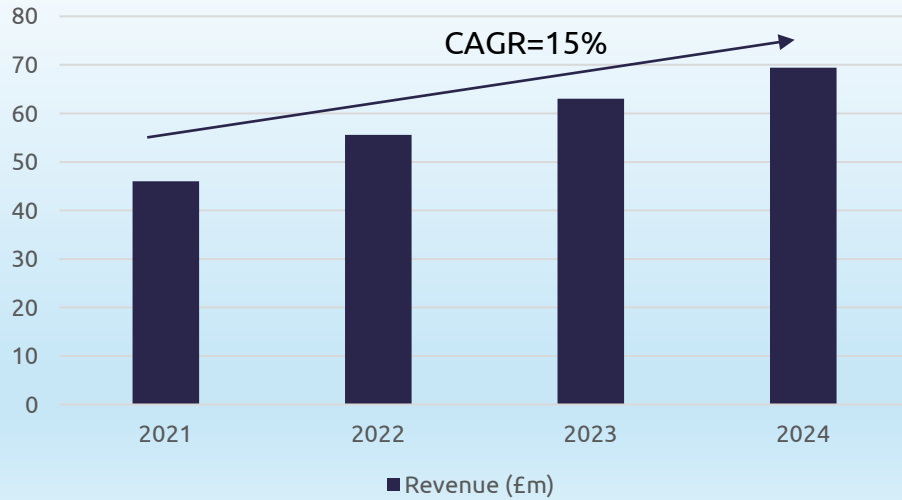
Focus on Testing products

Andrew Ng, President – Testing products



Testing products

Revenue



AB DYNAMICS™

- Driving robots, ADAS platforms and soft targets used in ADAS development and certification
- SPMM machines used in development of new model kinematics and compliance
- Location – Bradford on Avon, UK, sales offices in Giessen, Germany, Michigan, USA and Yokohama, Japan

BOLAB

- Low voltage and high voltage test equipment
- Used in certification of sub-systems and components for conventional, hybrid and electric vehicles
- Location – Geislingen, Germany

Testing products - organic growth drivers

Market drivers

Consumer ratings/regulation

- NCAP programmes driving market requirements Euro NCAP, C-NCAP, NHTSA, and JNCAP
- New test protocols are increasing in complexity and demand higher speeds and more durable soft targets
- Truck NCAP opportunities (e.g. EU, US, Japan and Australia)

Customer development needs

- Customer development testing continues to evolve with vehicle weight increasing due to EV platforms
- Customer need for efficiency savings, consistency of test results and increased focus on HSE standards of test drivers, has driven our development of an automated, multi-vehicle driverless testing solution

Software development

- AB Dynamics' track applications suite evolving with focus on enabling customisation and integration to complement mileage accumulation and durability testing
- Integrate abilities for software to access and process camera feeds

Market share and competitors



Category:	Robots	Platforms	Soft targets
ABD	High	Medium	Low
4a		Low	High
Humanetics	Low	Medium	
Moshon			Low
Vehico	Low		
Stahle	Low		

Product roadmap

Addressing the opportunities of Euro NCAP testing from 2026-2029

Guided Soft
Target



- High speed charging
- Faster speeds and higher performance
Improved reliability, robustness and ease of use

LaunchPad



- LP + high capacity battery
- Faster speeds and higher performance
- Lower profile pedestrian platforms

Soft
targets



- Target development to support higher speed impacts
- Target Diversity
Variety of dummies to test ADAS robustness
- Variants for ASEAN, JNCAP, CNCAP
- Standing E-scooter

Software &
accessories



- Special groups for Euro NCAP 2026 scenarios
- Post processing software update
- In-vehicle event recording for driver reactions
- Forward Collision Warning /driver warning detection

Collaboration
opportunity



- On-road evaluation of ADAS performance
- Interface with simulation

Customer feedback

IDIADA

"Prior to adopting **AB Dynamics**' driverless solution all our misuse tests were conducted manually with a driver in the vehicle. The solution improves safety and enables us to increase the accuracy and repeatability of our testing for customers. This not only leads to more valuable results but helps to minimise unnecessary damage to vehicles."



HORIBA MIRA

"The **SPMM** has proven to be an excellent product; efficient and flexible in use, accurate and exceptionally reliable."

NASCAR

"This is a truly innovative way to test the safety of vehicles in motorsport. The data we obtained from the test was extremely important and was not possible to get from any crash test facilities at the time."



ZalaZone

"We chose **AB Dynamics** as our sole supplier as we were impressed by their technical knowledge and expertise. This, combined with their comprehensive suite of test equipment which met all our current and future requirements, made it a clear choice. We look forward to working together and exploring their lab-based products in the future."

Customer feedback

Ford

"**AB Dynamics** steering robots are key for the objective approach in design and verification of Ford suspension, steering and ESC systems."



Volvo

"Volvo Cars are using in-vehicle robots for vehicle dynamics and ADAS testing to get good repeatability and precision in the test manoeuvres. We have several systems running more or less daily in this work and **AB Dynamics** have supplied us with these robots since the year 2000."

Toyota

"We highly recommend the company and products they create. Service has never been an issue. Eager to help and satisfy the customer needs, **AB Dynamics** is truly a customer-oriented company that will go the extra mile. We are looking forward to new products coming from this great company. Keep up the great work, helping manufacturers produce better and safer cars."



BMW

"Short model cycles and ever more extensive measurement tasks require extremely reliable measuring technology. Since 2002, driving robot systems from **AB Dynamics** have been important success components in test projects of the BMW Group."

Organic revenue growth facilitated by:

Market drivers

- Consumer ratings and regulation driving increasing range and complexity of tests
- Expansion of testing to a wider number of vehicle categories is accretive to market size
- Customer development needs create opportunity for new products and new novel solutions e.g. automated mileage accumulation/durability testing
- Software requirements expected to grow in line with increased testing complexity and customers' need for integration or customisation

Market share

- Market leader in robots and SPMMs
- Opportunity to increase market share for ADAS platforms, soft targets and Bolab
- Superiority of robots and synchronisation software should benefit other ADAS testing product classes as customers purchase combined packages

Customers

- We sell to the majority of the top OEMs
- Diverse, global customer base
- Products used by all 10 of the active EURO NCAP laboratories
- Strong relationships with government agencies e.g. NHTSA

Factory tour Middleton Drive



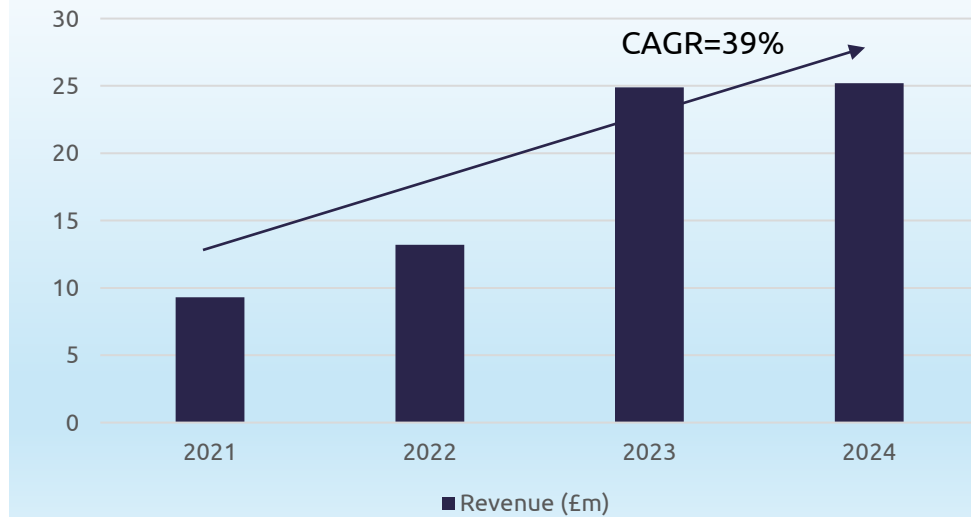
Focus on Simulation

Dan Clark, President – Simulation



Simulation

Revenue



- Driving simulators
- Used for virtual development and testing of vehicles, systems and tyres
- Location – Norfolk, UK (plus Germany)



- Simulation software and digital content
- Used in motorsport, road car and ADAS and AV development
- Location – Romsey, UK (plus Germany, US, Japan)



Mission

To provide driving simulators that connect real people to virtual vehicle evaluations.

Our customers use driving simulators to...

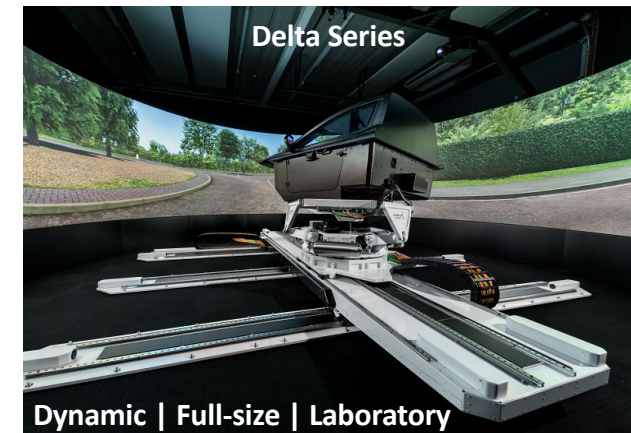
- Safely and efficiently evaluate vehicles in a virtual development environment
- Create a repeatable and sustainable lab for accumulating test miles
- Discover real issues and respond inside project timeframes
- Achieve significant cost savings and product quality improvements, reduce environmental impact

Simulators

- Range of simulator types, from transportable and static to full-size dynamic simulators
- 35 large dynamic simulators installed and supported around the world
- Equal distribution of simulators for road-car and motorsport customers

Use cases / Markets

- Vehicle dynamics: Ride, comfort, steering, handling
- Tyre development: Prototype reduction, design evaluation, weather and surface variations
- ADAS: Human factors, driver monitoring & biometrics, HMI and UX design
- Motorsport: Race car set-up, event preparation and race strategy





Mission

To provide the world's leading engineering-grade simulation software to accelerate the virtual development, testing and validation of vehicles and their sub-systems.

Simulation software

- Real-time rendering for use with Driver-in-the-Loop (DIL) simulators
- Ray tracing for high-fidelity off-line simulation for Software-in-the-Loop (SIL) testing
- Complete control of environment, weather, lighting, scenarios, actors and objects

Digital content

- World's largest digital model library with 180+ digital road models
- Models of public roads, city centres, proving grounds and motorsport race circuits
- High-definition road surfaces accurate to 1mm in depth created with LiDAR scans

Use cases / Markets






- Road car: Faster, cheaper and safer testing in virtual environment
- ADAS & AV: Creating synthetic training data to train sensors and AI systems
- Motorsport: Race car set-up, event preparation and race strategy



Simulation - organic growth drivers

Market drivers		
Road car	ADAS/AV	Motorsport
<ul style="list-style-type: none">• Time and cost savings compared to physical prototypes• Safe and repeatable laboratory test environment• Reduces environmental impact of physical testing• Developments in EVs, ADAS and tyre development drive adoption• Tier 1 suppliers using simulation for efficiency purposes and aligning with OEM customers' methods• New use cases emerging (ADAS, HMI, headlights)	<ul style="list-style-type: none">• Simulation of sensor technology becoming increasingly important• High fidelity ray-tracing closes the gap between simulation and the real world• AV control systems use AI which needs to be trained and tested• AV Elevate can tune, train and test sensors using simulation• AI could play a role in defining a vast number of test scenarios	<ul style="list-style-type: none">• Demand for physical performance and tool chain compatibility• Budget caps and limits on track testing drives need to test and set up cars more efficiently• New teams joining senior race series• New tracks added to circuit and upgrade of existing tracks• Lower tier teams adopting simulation

Market share and competitors

Category:	Driving simulators – road car	Driving simulators – motorsport	Simulation software – road car	Simulation software – motorsport
ABD	Medium	Medium	Medium	High
 VI Grade	Medium		Medium	
 Dynisma	Low	Medium		
 IPG			High	
 AV Simulation			Medium	
 Etecmo				Low

Product roadmap

Road car



Motorsport



ADAS & AV



Driving simulators

Delta S3 Spin

S3 variant, higher accelerations, infinite yaw

Theta Seat

Broaden static simulator series for different use-cases

Delta T1 Sport

Triform mechanism, high frequency response, small footprint, affordable

Delta S3 Sport

S3 motor sport variant, higher accelerations, high frequency response, infinite yaw

Simulation software

Secure Content Licencing

Enhanced protection of Intellectual Property

Tyre Model Integration

Integration with all industry-leading tyre modelling platforms

Terrain Server Integration

Terrain Server integration with Real-time hardware systems

Digital Content

Ensure tracks remain current through frequent re-meshes and updates

Simulator Control Centre

Simple user-interface for sim control, 3rd party software and models

User Experience

Virtual Reality integration, articulated controls, biometric data capture

Sensor Models

Refinement of sensor models

Library Expansion

Expansion of digital actors, objects & animations

AI Scenarios

Functionality to scale scenarios using Generative AI

AV Elevate



Customer feedback

General Motors

"The simulator allows our development engineers to drive and test the real-time computer simulation and added hardware system on a virtual track, just like they would a physical prototype. The **Driver-in-the-Loop** technology is so valuable in testing vehicle dynamics because we can easily blend actual vehicle components with a driving simulator."



Chevrolet

"It takes only half a day to produce the computer model that tests a new configuration of the car. That speed lets us try out things like different aerodynamic arrangements, in a variety of conditions, before we start cutting steel and spending lots of money. We can test four suspension setups, with four drivers, on four tracks, in a single day."

Toyota Motor Europe

"Our new system combines high fidelity simulation models with the most realistic imaging possible, in order to trigger driver responses that correspond fully with their reactions in real life situations. Achieving this requires the driver to be completely immersed in the test scenario, so we selected **rFpro** because its image quality and refresh rate is the best"



NISMO

"We chose **rFpro** because of its high-quality graphics and engineering-grade track models. The high level of correlation between its simulation and the track has helped us to improve our race car development and make the process more repeatable. As a result, set-up work is significantly more effective and efficient."

Customer feedback



Customer insight
DS Penske Formula E Team

Organic revenue growth facilitated by:

Market drivers

- The market drivers across all three areas, road car development, ADAS and AV and motorsport support continued growth
- Adoption of simulation in the road car market still in its infancy

Market share

- Both Ansible and rFpro hold market-leading positions in highly technical areas
- Group well-positioned to benefit from increased adoption of simulation

Customers

- Both businesses have strong relationships and high levels of repeat business

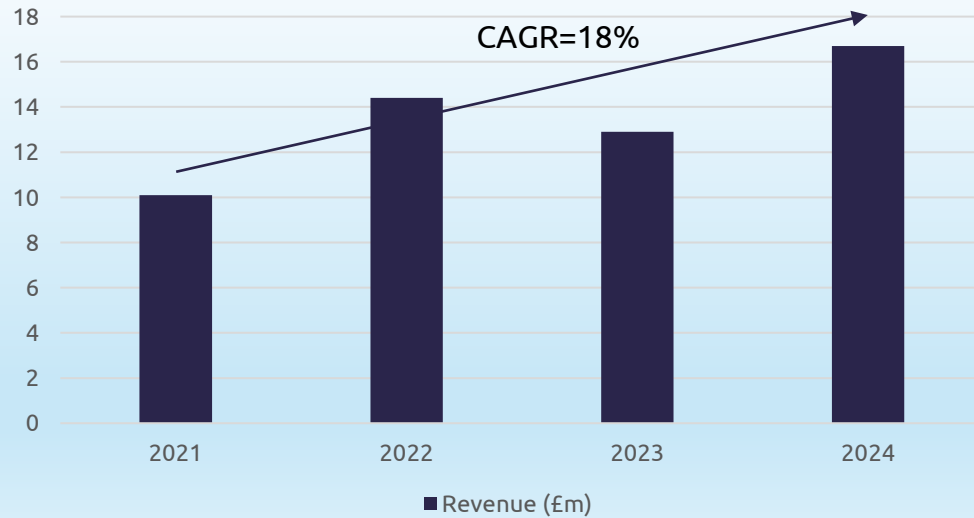
Focus on Testing services

Neil Carpenter, President – Testing services



Testing services

Revenue



DRITM

- Track testing services
- Used in ADAS development and certification, vehicle dynamics and human factors
- Location – California, USA



VTS

- Laboratory based mileage accumulation and EV battery range testing
- Used in development and certification of new vehicles
- Location – Michigan, USA

VadoTechTM

- On-road testing of ADAS, EV charging, and infotainment
- Location – Beijing, China

Testing services in action



Testing services - organic growth drivers

Market drivers

Consumer ratings/regulation

- ADAS testing - new regulations and development of new technology drives growth in number of tests and complexity and accuracy of test requirements
- New US ADAS regulation (FMVSS127) in force in 2029 requires significant development work by OEMs
- EV testing – energy consumption and range test procedures for EPA certification (SAE J1634)






New models

- Reduce time and cost for mileage accumulation compared with real world testing
- Additional capacity for OEMs with finite testing facilities and resources
- Optimisation of batteries and DC fast charging
- New charging technology needs on-road testing in local market
- New entrants to market can accelerate time to launch through outsourcing

New powertrains

- More modest growth for EVs has renewed interest in alternative powertrains
- Hybrid vehicles expected to be available for longer, requiring further development

Market share and competitors

Category:		Track testing services	Track test rentals	Mileage accumulation	Range certification	On-road testing
	ABD	Low	Low	Medium	Low	Low
	TRC	High	High			
	Idiada US	Low				
	SWRI			Low	Low	
	FEV				Low	
	Formel D					Low

Customer feedback

Subaru

“By conducting trial testing at **DRI**, Subaru can confirm the US regulation and safety assessment (US-NCAP) test implementation and our vehicle’s performance. **DRI** effectively supplies Subaru with test results and data which are used for our research and development. Subaru optimizes our analysis through the testing record that DRI provides.

Subaru accelerates our research and development of ADAS by sharing new technology and collaborating with **DRI** to evaluate new trends in testing.”

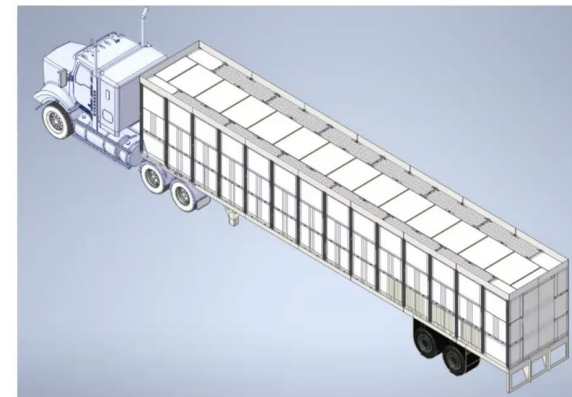


NHTSA

Truck Trailer Strikable Target Development Project



“The goal of this project is to build a realistic and reusable truck trailer target that can be used for crash avoidance testing such as for automatic emergency braking advanced driver assistance systems and automated driving systems.”



Customer feedback

Customer insight
Mazda, North America

Organic revenue growth facilitated by:

Market drivers

- Market drivers supported by increases in regulation and consumer ratings, new model launches and new powertrains

Market share

- Widespread and fragmented market with large number of small players in niche applications gives rise to opportunities to increase share
- We offer support to our OEM customers to relieve their capacity constraints

Customers

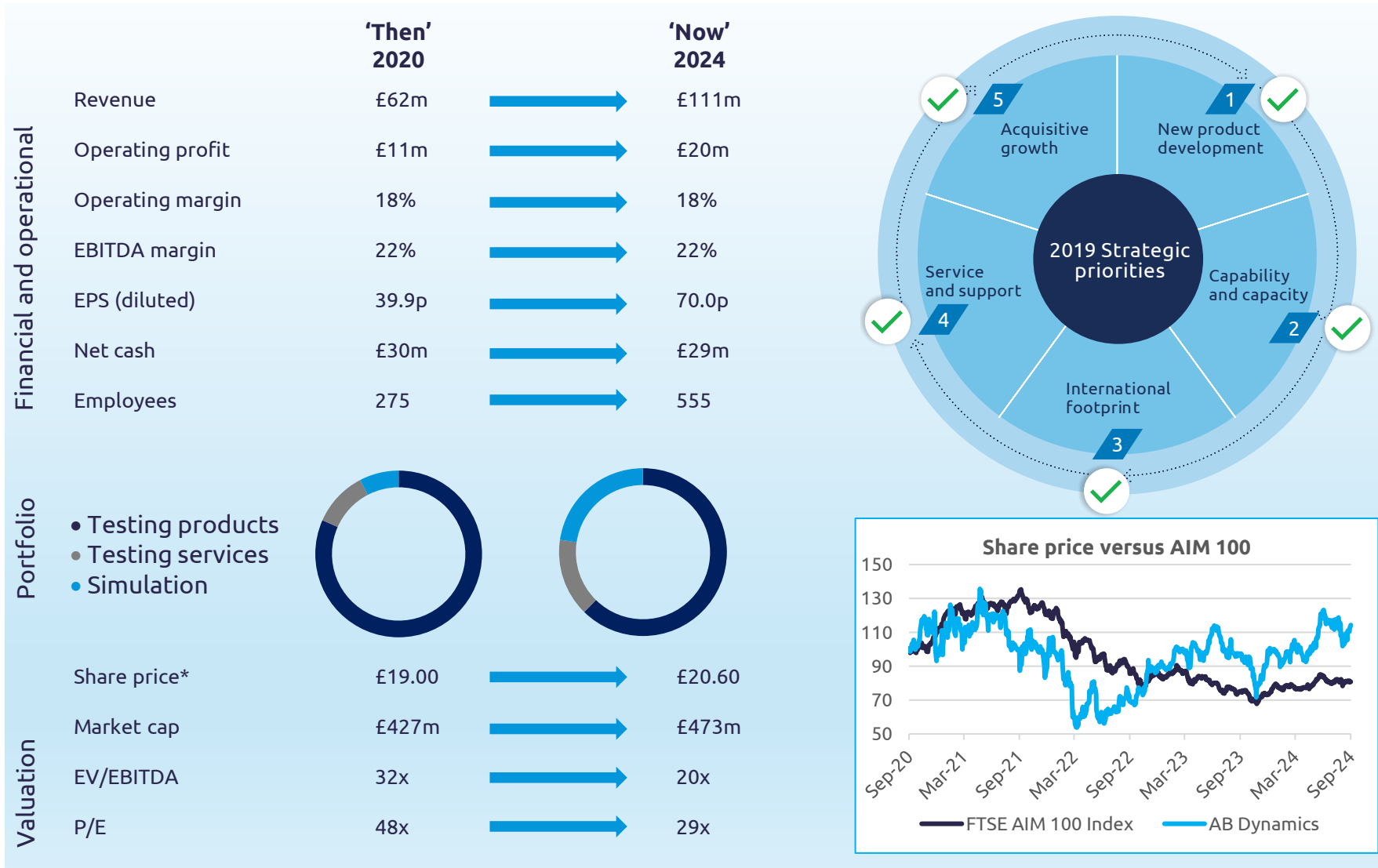
- Long history of supporting NHTSA across many different programmes
- Deep customer relationships with both traditional OEMs and new entrants
- High levels of repeat business

Financial history and medium-term goals

Sarah Matthews-DeMers, Chief Financial Officer



ABD's transformation



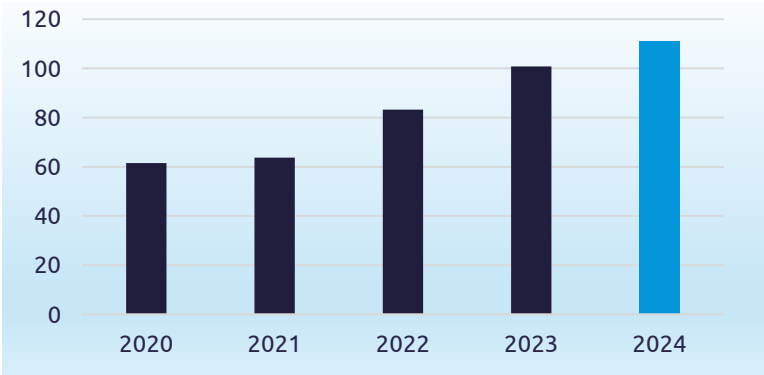
* Closing share price as at 31 August

Achievements

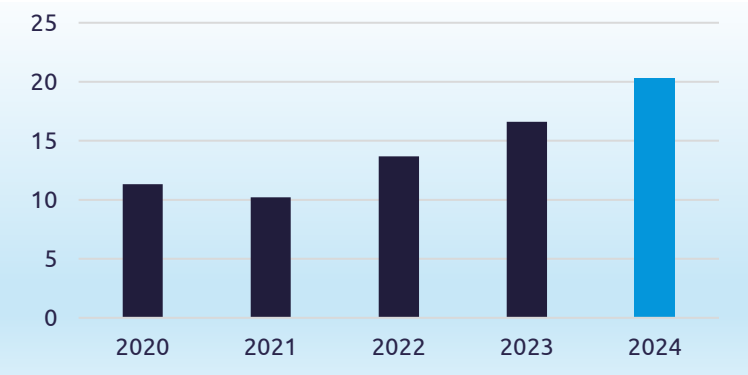
- Investment in R&D has enhanced product range
- Investment in people, infrastructure, skills and capabilities
- Investment in geographical coverage
- Increase in recurring revenue from 8% to 45%
- Six acquisitions building out product and service portfolio
- Resilience enhanced by diversification
- Created a higher quality Group delivering sustainable organic growth, improving margins and strong cash generation

ABD's transformation

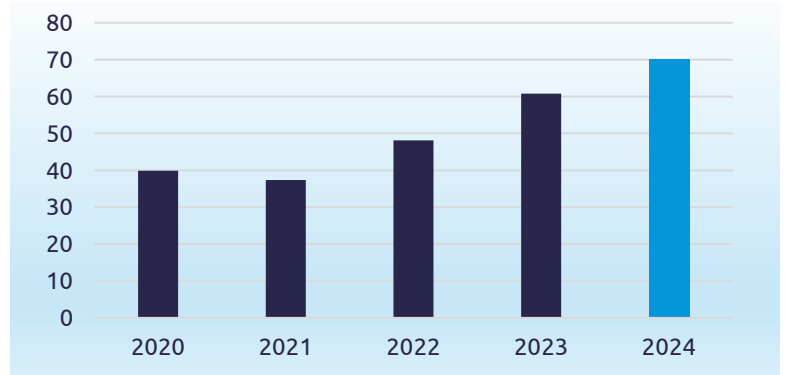
Revenue (£m)



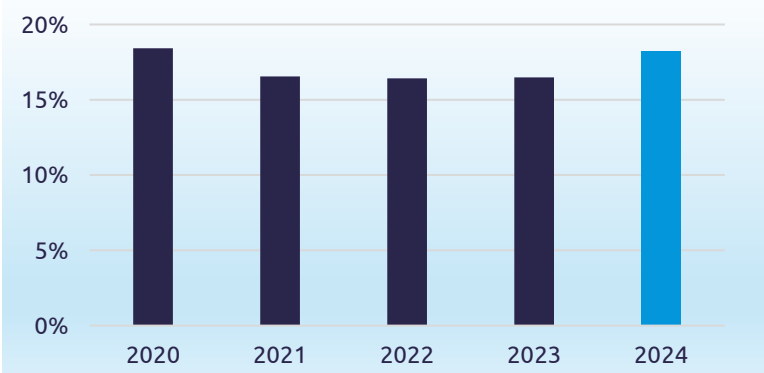
Operating profit (£m)



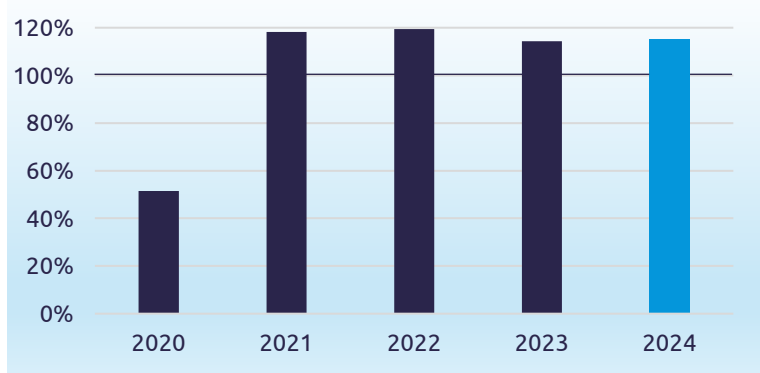
Earnings per share (pence)



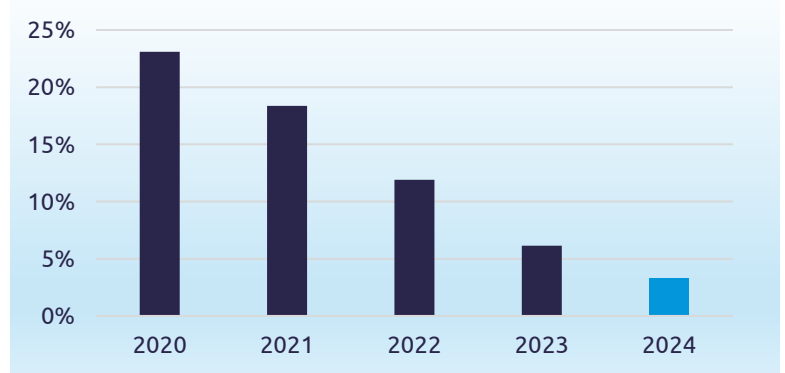
Operating margin (%)



Cash conversion (%)



NWC/revenue (%)



- Strong track record of improvement in key metrics since 2020
- Strong cash conversion over the period – rolling three-year average of 116% (2022 to 2024)
- Investment in operating capability and capacity building robust foundations for profitable growth
- Significant cash resources provide capacity for further investment

Growth strategy and value creation



Key financial enablers

Capital allocation

- Organic R&D and capex
- ABD Solutions
- M&A
- Dividends

Cash conversion

- Last three-year rolling average 116%
- Aim to continue at 100% through the cycle

Strong balance sheet

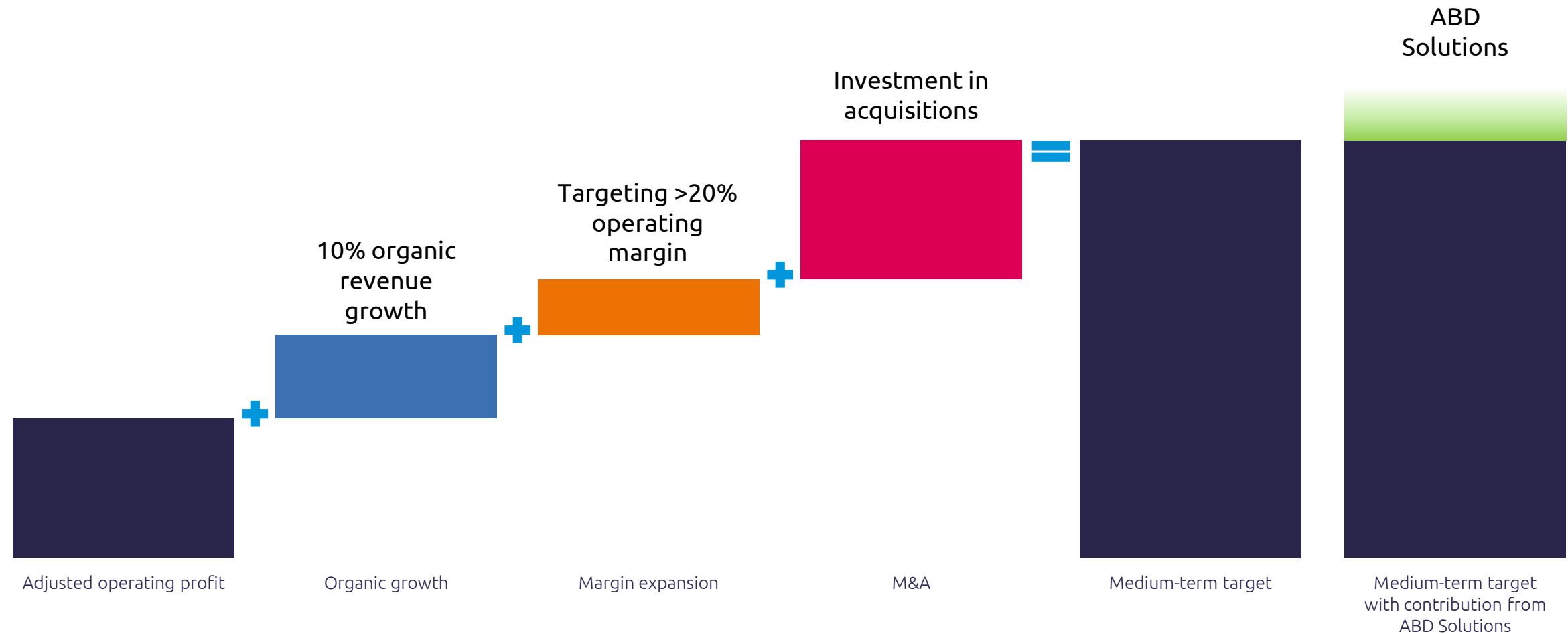
- Cash positive – c£30m
- RCF facility – £20m extended to February 2028
- Debt capacity of 2x EBITDA – c£50m

Great people

- 575 global employees
- Over 200 qualified engineers and technicians
- c90% retention rate

Value creation roadmap

Our ambition is to double revenue and triple operating profit over the medium term against FY 2024 baseline



Margin expansion

A programme of incremental improvements underpinned by our new ERP

Three opportunities . . .

Scale

Simplify

Standardise

Across three core focus areas

Operational gearing

Improved supply chain

Operational efficiency

Gearing our business for growth whilst optimising production and servicing costs

Transforming our sourcing and purchasing capabilities and rationalising our product range

Aligning people, processes, design for manufacture and technology to underpin efficient operations

ERP platform

Culture

Inorganic growth driver – M&A

A strong financial framework delivering value enhancing M&A

- Our M&A pipeline is healthy and based on clear criteria
- Our initial focus is on bolt-on acquisitions, where the target is operating in a niche area at high margins, but is individually sub-scale
- Typically targets will offer new product or service capabilities that can be cross-sold through our existing sales channels and relationships
- Opportunities across each segment in fragmented markets with large number of small players in niche applications
- We typically target profitable, cash generative businesses capable of achieving strong ROI, which are EPS accretive
- Strong track record of integrating businesses onto the ABD platform
- Highly disciplined approach to deal execution

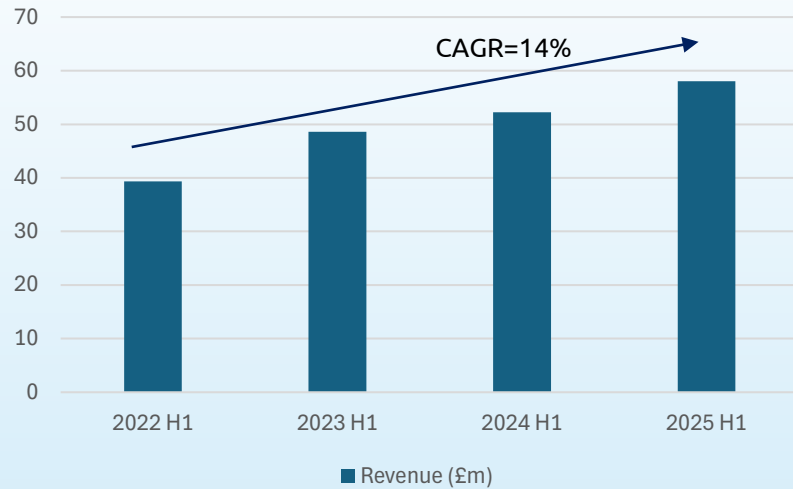
50 opportunities

25 focused relationships

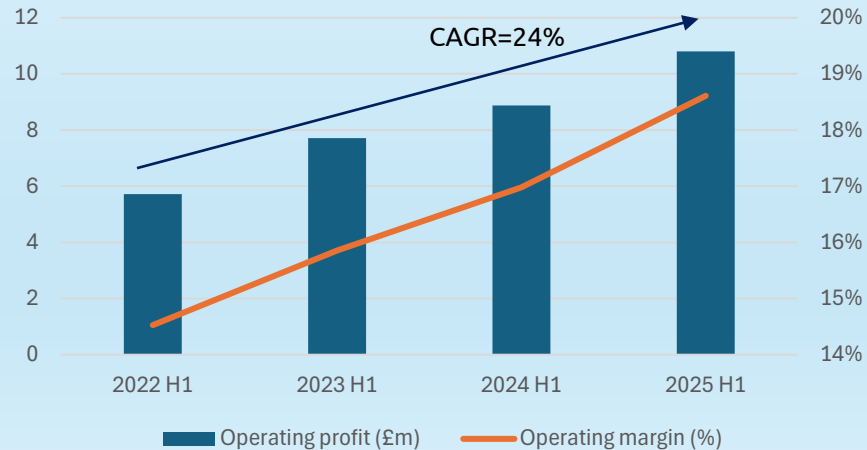
Up to 4 active discussions
Preferred approach: transact off-market

A strong start to delivering our growth plan

Revenue



Operating profit



	H1 2025	H1 2024	Change
Revenue	£58.0m	£52.3m	↑ 11%
Adjusted* operating profit	£10.8m	£8.9m	↑ 21%
Adjusted* operating margin	18.6%	17.0%	↑ 160 bps
Adjusted* diluted EPS	37.0p	30.9p	↑ 20%
Cash conversion**	98%	117%	
Order book	£42.1m	£41.3m	↑ 2%

- Revenue up 11% with strong growth across all three sectors
- Operating profit up 21% to £10.8m
- Operating margin expansion, up 160 bps to 18.6%, as a result of full year effect of operational improvements, operating leverage and revenue mix
- Effective tax rate up from 18% to 20% due to geographic mix
- Diluted EPS up 20% to 37.0p
- Dividend up 20% to 2.80p
- Cash conversion of 98% with rolling three-year average of 109%
- Closing order book of £42.1m provides good visibility into H2 2025

* Before amortisation of acquired intangibles, acquisition related charges and exceptional items

** Cash conversion is calculated over the last 12 months

Summary and outlook

Q3 2025 trading update and FY 2025 outlook

- YTD performance in line with expectations
- Solid order book providing visibility for Q4
- Strong cash position and cash generation enables investment in organic and inorganic growth opportunities
- Whilst mindful of potential short-term macroeconomic disruption, the Board expects adjusted operating profit for FY 2025 to be in line with current expectations¹

¹ See appendix 2 for current expectations



Summary of key messages

Overview of the Group:

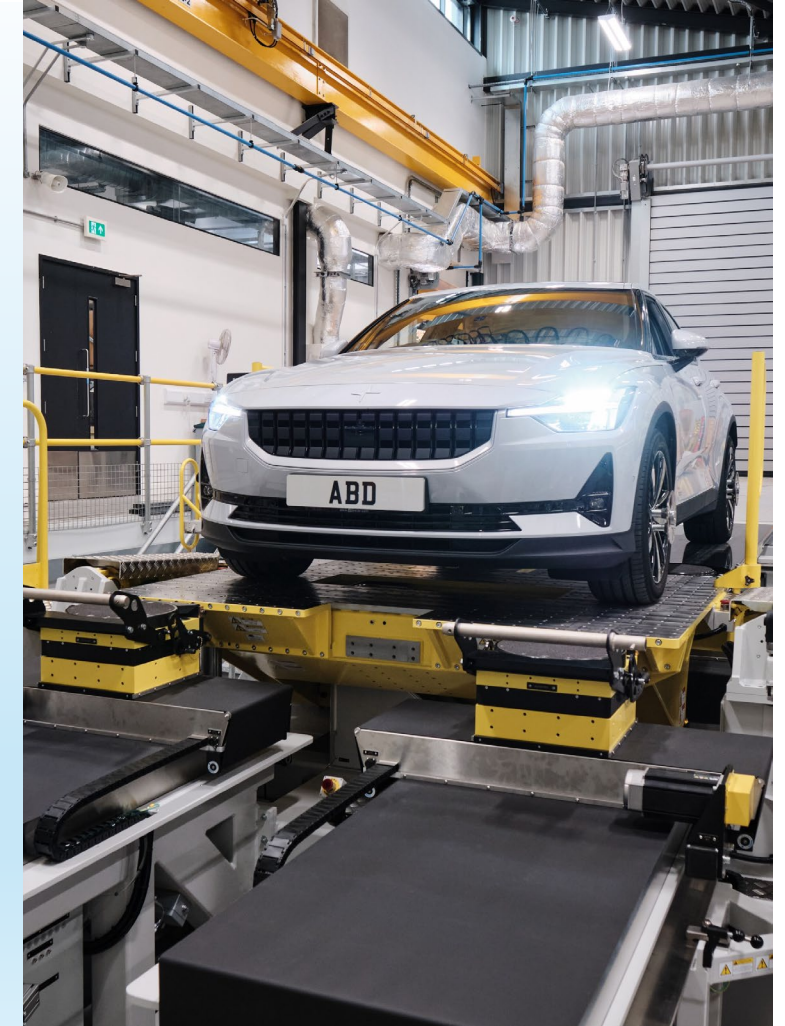
- Automotive R&D sector
- OEM agnostic
- Powertrain agnostic

Market drivers support double digit revenue growth over the medium to long term

Value creation plan driven by:

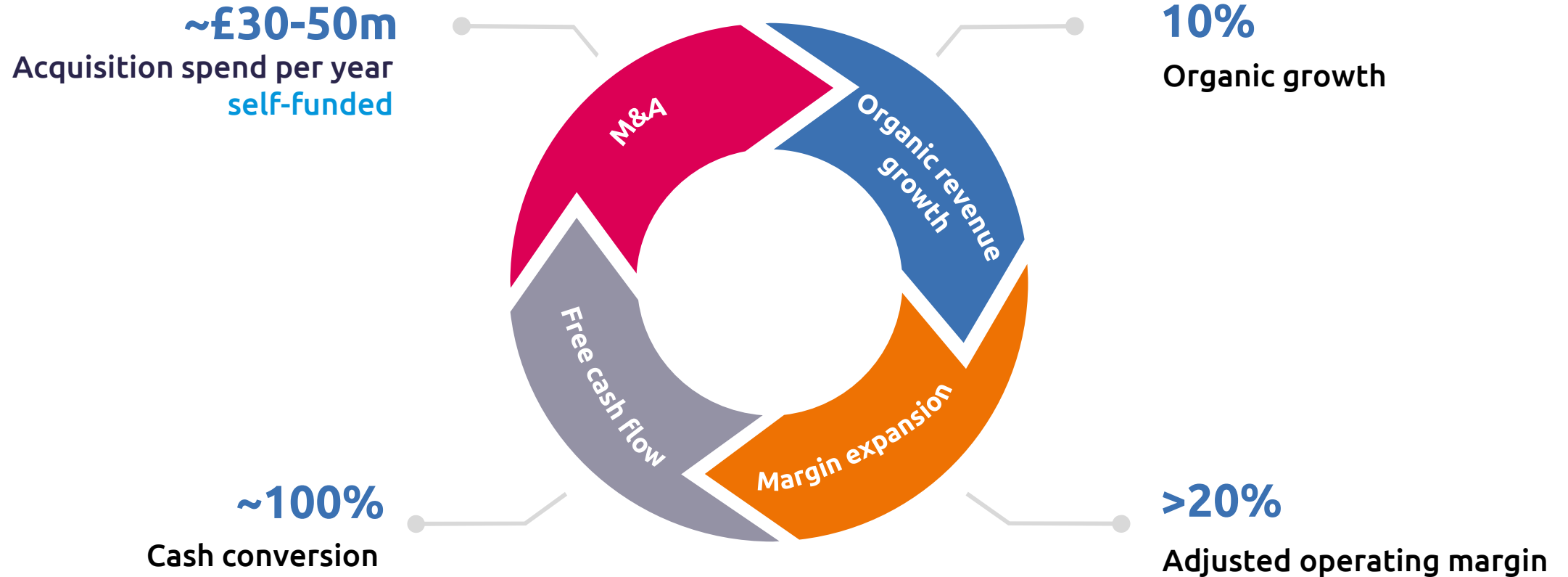
- Revenue growth
- Margin expansion
- Acquisitions

Underpinned by strong balance sheet and consistent cash generation



Summary of growth strategy and value creation

Our ambition is to double revenue and triple operating profit from FY 2024 baseline



Appendices



Appendix 1: Medium-term financial assumptions and objectives

Medium-term targets:

Revenue (CAGR)	Adjusted operating margin
10% organic	>20%
Operating cash conversion	Net debt to EBITDA
100% through cycle	Up to 1.0x

Other financial guidance:

Capex % of revenue	R&D % of revenue
5% – 6%	Circa 5% (partly customer funded)
FX	Group underlying effective tax rate
10% stronger GBP = -5% revenue and profit	21% – 23%

This information was first published in our FY 2024 results presentation in November 2024 and is repeated for reference.

Appendix 2: Market consensus

- The Group is aware of eight analysts publishing independent research on the Group
- The Group has compiled consensus data* from the research it has been made aware of
The mean is set out below:

	FY 2025	FY 2026	FY 2027
Adjusted operating profit (£m)	22.3	24.4	26.7
Adjusted earnings per share (diluted) (pence)	73.9	79.9	86.7
Gross cash (£m)	32.8	37.1	48.3

** Compilation of data only, does not represent the Group's views of projections*

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