

THIRD QUARTER 2020

Earnings Conference Call October 27th, 2020



FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements. Examples of such forward-looking statements include, but are not limited to: (i) statements regarding the Company's results of operations and financial condition, (ii) statements of plans, objectives or goals of the Company or its management, including those related to financing, products or services, (iii) statements of future economic performance; and (iv) statements of assumptions underlying such statements. Words such as "believes", "anticipates", "expects", "intends", "forecasts" and "plans" and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that the predictions, forecasts, projections and other forward-looking statements will not be achieved. The Company cautions that a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements. These factors include, but are not limited to: (i) future revenues being lower than expected; (ii) increasing competitive pressures in the industry; (iii) general economic conditions or conditions affecting demand for the services offered by us in the markets in which we operate, both domestically and internationally, including as a result of the Brexit referendum, being less favorable than expected; (iv) worldwide economic and business conditions and conditions in the industries in which we operate; (v) fluctuations in the cost of raw materials and utilities; (vi) currency fluctuations and hedging risks; (vii) our ability to protect our intellectual property; and (viii) the significant amount of indebtedness we have incurred and may incur and the obligations to service such indebtedness and to comply with the covenants contained therein; (ix) our ability to remediate the material weakness in our internal controls over financial reporting; and (x) risks related to the impact of the global COVID-19 pandemic, such as the scope and duration of the outbreak, government actions and restrictive measures implemented in response, supply chain disruptions and other impacts to the business, and the Company's ability to execute business continuity plans, as a result of the COVID-19 pandemic. The Company cautions that the foregoing list of important factors is not exhaustive. These factors are more fully discussed in the sections "Forward-Looking Statements" and "Risk factors" in our Annual Report on Form 10-K for the year ended December 31, 2019, which was filed with the U.S. Securities and Exchange Commission on March 10, 2020. When relying on forward-looking statements to make decisions with respect to the Company, investors and others should carefully consider the foregoing factors and other uncertainties and events. Such forwardlooking statements speak only as of the date on which they are made, and the Company does not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise.



EXECUTIVE SUMMARY

Q3 2020 Financial Performance	 Sequential Improvement in Performance Sales decreased 15.6% to \$90.4M due to COVID-19 impact Adj. EBITDA decreased 15.0% to \$14.2M; margin remained flat at 15.7% Adj. diluted EPS of \$0.25 decreased 31% with COVID-19 impact Achieved \$2.8M in net cost savings; on track with transformation plan savings
Cash Flow & Capital Allocation	 Strong Balance Sheet Free Cash Flow of \$25.6 including \$1.4M in restructuring spend Reduced Net Debt by \$23.1M to \$59.3M with Net Debt to EBITDA ratio of 1.1x Quarterly dividend payout of \$3.4M, or \$0.125 per share Solid ROIC¹ of 11.8%
COVID-19 Adopting to New Normal	 Taking Necessary Steps to Protect our Employees and Realign Operations All locations operating, with additional emphasis on health and safety Accelerated cost actions to offset lower demand Maintaining strategic investments to position company for future growth

¹ Calculated using a djusted earnings (see a ppendix)



Solid Cash Generation | Unprecedented Macro

ADAPTING TO THE NEW NORMAL

Actions to Address COVID Challenges

- Ensuring health & safety during COVID-19
- Implemented new procedures and processes
 - Re-tooled operations for social distancing
 - Appropriate protective equipment and supplies
 - Remote work strategies, when possible
 - Restricted travel and visitors
- Increasing ESG efforts and doing our part to address racial injustice and inequity



Future Opportunities

Localized Supply Chain

- Luxfer strongly positioned given 90+% of our products are manufactured in region, for region
- Strong local customer relationships to align supply chain and jointly address demand trends

Lower Travel and Operating Costs

- Lower travel costs due to videoconferencing
- ✓ Some COVID cost reductions to be permanent

Wider access to Talent

 Remote office and WFH enables broader access to talent



Disciplined Execution and Planning

MACRO TRENDS

	١	OY Change	e	Commontent
	2018	2019	Q3'20	Commentary
<u>36%</u> Defense, First Response, & Healthcare	+4.5%	-11.8%	-7.9%	 Growth of Decontamination kits, heater meals SCBA sales impacted by timing Impact of planned exit of fire extinguishers
<u>29%</u> Transportation ¹ (AF, Aero, Auto)	+8.2%	+1.8%	-19.3%	 Alternative Fuel returned to YoY sales growth Aerospace sales weaker sequentially Passenger auto sales improved sequentially
<u>35%</u> General Industrial	+20.2%	-9.6%	-19.4%	 Sequential sales improvement while COVID- 19 continues to negatively impact demand Minimal Solumag[®] sales
	+11.0%	-7.1%	-15.6%	



Sequential Sales Improvement since Q2

TRANSFORMATION PLAN: OVERVIEW

Simplification Complete

- ✓ Included in R2000 index;
- ✓ Refreshed Board and mgmt. team
- ✓ Divested three operations and three JVs
- ✓ Consolidated multiple locations

Culture and Productivity

Organic and Inorganic Growth

BETTER POSITIONED FOR GROWTH

- Stronger Balance Sheet
- Lower Fixed Costs
- Stronger Talent

PURSUING CONTIUOUS IMPROVEMENT

- High Performance Culture through Luxfer values and Environmental Social & Governance
- Lean Operations with focus on automation and growth capacity creation

ACCELERATING MOMENTUM

- Organic Growth through commercial Excellence and New Product Development
- Portfolio Optimization to create & unlock value



Disciplined and Successful Execution

CUSTOMER FIRST • INTEGRITY • ACCOUNTABILITY • INNOVATION • PERSONAL DEVELOPMENT • TEAMWORK

ESG IMPROVEMENTS: 2020 -2025

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	Environmental Health and Safety		yee and Engagement		Corporate Governance			
~	Accelerating environmental remediation	 Taking a stand injustice 	against social	✓	Complying with SEC domestic issuer requirements since 2019)		
~	Adopting environmentally friendly manufacturing practices	 Launching a co engagement p 	•	 ✓ Continually upgrading policies to meet higher governance standard 				
~	Greenhouse emissions reduction goals for 2025	 Focus area incl and education 	lude First responders	✓	Publishing ESG report in 2020			
	Reducing environmental impact of operations while providing safe and compliant workplace	while supportin	owered employees g the communities ve operate		Informed, engaged and principl driven corporate governance			
	Environmental	20%	10%		20%			
	Goals	CO2 Emissions Fresh Wate Reduction Reduction			Less Waste to Landfill			



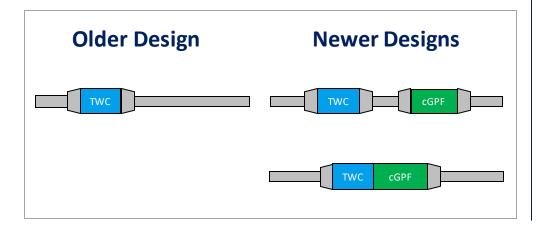
Luxfer ESG Report to be Published Soon

GROWTH: GASOLINE PARTICULATE FILTRATION (GPF)

) Increased Environmental Legislation

- Euro 6d and China 6a/6b
- Real Driving Emissions (RDE)
- Introduction of GPF
- Euro & China 7 2025-2030

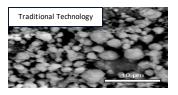
Increasing Content Per Vehicle

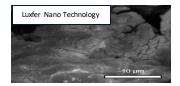


Luxfer Value Proposition

- New products introduced from 2019
- ✓ Nano technology commercialized Q3 2020
- ✓ Expect 2.5X sales increase 2021 vs. 2019
- ✓ 30% of Luxfer Autocat sales in 2021
- Unique technologies to optimize functionality with minimal backpressure
- ✓ Products aligned to specific requirements
- ✓ Strong IP position









Tightening Environmental Regulation Driving GPF Growth

GROWTH EXAMPLE: LEADERSHIP IN HYDROGEN

Luxfer Value Proposition

- ✓ Well-positioned with 30+ years of experience in hydrogen technology
- ✓ Industry-leading lightweight cylinders – G-Stor H₂ product family
- State-of-the-art systems design, manufacture and testing capability
- Proven record in partnering with customers to deliver hydrogen "firsts"



World's First H₂ Double Decker Bus



RECENT SUCCESSES

World's First Commercially Available H₂ Truck



UK's First H₂ Train



World's First Self Sufficient H₂ Boat



First Commercially Available H₂ Refuse Truck



World's First H₂ Tractor



Hydrogen Fuel Cell Electric Vehicles (FCEVs) – Growth Opportunity

LEAN AUTOMATION: CINCINNATI EXAMPLE

Lean Automation Initiative: Heater Meals Assembly

Opportunity: Radical demand variation in Heater Meals drives large influx of temporary labor

Solution: Implement first phase of automation plan to better manage Heater Meals demand variability

Result: Lower volatility in workforce, higher quality, and operational productivity

CURRENT STATE

13 operators 180 cases per hour \$171K annual labor cost



FUTURE STATE

2 operators 250 cases per hour \$26K annual labor cost





Creating Growth Capacity

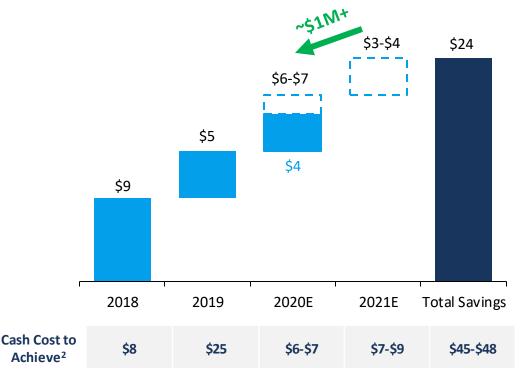
CUSTOMER FIRST • INTEGRITY • ACCOUNTABILITY • INNOVATION • PERSONAL DEVELOPMENT • TEAMWORK

TRANSFORMATION SUCCESS: BETTER POSITIONED

COST MANAGEMENT UPDATE

- Focus on cost reduction and waste elimination has added \$18M of net cost savings
- Smaller footprint has reduced operational capital requirements by \$5M-\$6M annually
- Lower cost structure will deliver incremental profitability performance when markets & growth recover
- Remain on track to deliver our committed \$24M in net cost reductions by the end of next year

TRANSFORMATION PLAN SAVINGS (\$M)



¹ Calculated using adjusted earnings (see appendix)

² Cash cost to achieve includes restructuring and exceptional charges, such as Severance, Rationalization & Environmental remediation, etc.; Cash cost to achieve excludes typical annual capital spend of ~\$12M



Accelerated Timing of Plan Cost Savings

Q3 2020: LUXFER FINANCIAL RESULTS

PERFORMANCE HIGHLIGHTS

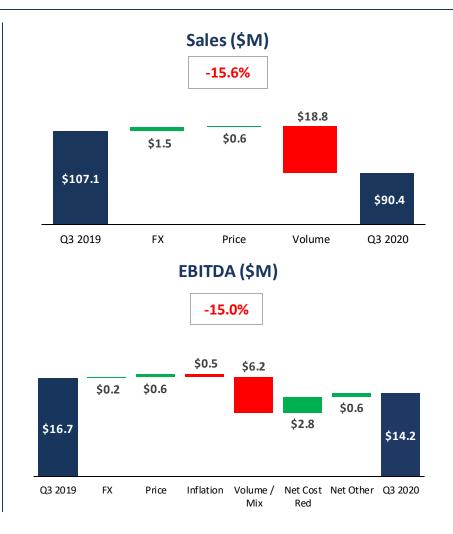
- Sales declined 15.6%
 - Substantial decline in Industrial & Transportation with COVID impact
 - Growth in Chemical Response Kits, Alternative Fuel, & Auto Catalysts

Delivered net cost savings of \$2.8M

- Accelerated transformation plan savings
- Partially offset impact of COVID volume decline

One-time events

- One-time P&L events netted \$0.6M EBITDA benefit
- Adjusted ETR negatively impacted by \$0.9M one-time Canada tax rate change





Solid Progress in Cost Savings with Tough Macro

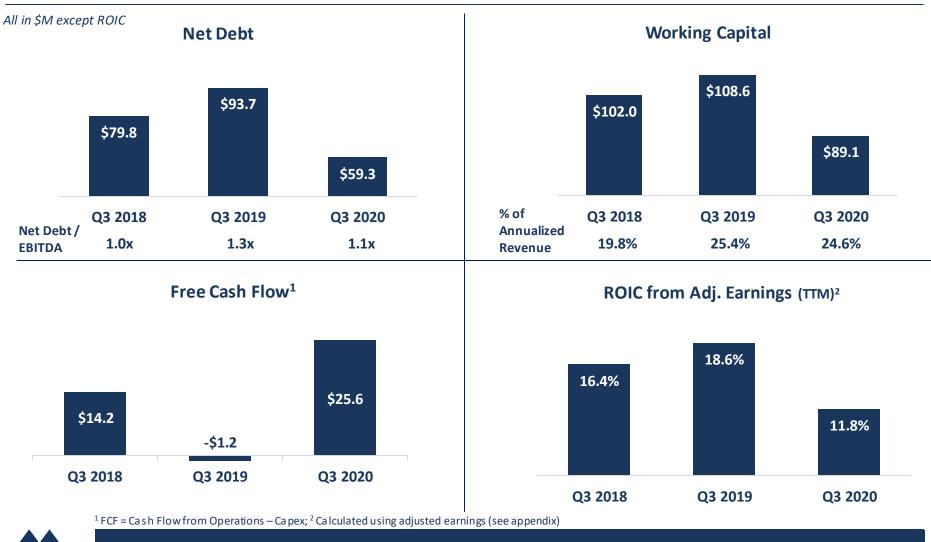
Q3 SEGMENT RESULTS

	C	23	Performance Commentary
	Sales	EBITDA	r chomanee commentary
Elektron	\$45.4M Down 14.2%	\$6.6M Down 36.5%	 COVID-19 impact on Catalysis, Graphic Arts Lower magnesium for aerospace & industrial Military training exercises postponed One-time net charge of \$1.2M negatively impacted the quarter
Gas Cylinders	\$45.0M Down 17.0%	\$7.6M Up 20.6%	 Euro Luxury auto weakness COVID-19 impact on aerospace Fire Extinguisher planned exit continues Alternative fuel sales growth returns One-time net benefit of \$1.8M positively impacted the quarter
	\$90.4M	\$14.2M	
	Down 15.6%	Down 15.0%	



Compelling Niche Market Opportunities Over the Long-Term

KEY BALANCE SHEET & CASH FLOW METRICS





Strong FCF Generation & Balance Sheet

CAPITAL ALLOCATION PRIORITIES

Reinvestment	 ✓ Investing in strategic growth opportunities and new product innovation ✓ Funding transformation cost savings initiatives; ~\$40M through 2020 	 STRATEGIC FILTERS Niche End Markets Growth
M&A	 Identifying inorganic options to drive additional shareholder value creation 	 Attractive Margin Synergies FINANCIAL CRITERIA
Returns to Shareholders	 Paid +\$90M in dividends since 2013, including \$3.4M, or \$0.125/share in Q3 Share repurchases of +\$9M since 2013; suspended due to macroeconomic uncertainty 	 ✓ ROIC ✓ IRR ✓ ROS ✓ EPS



Continuing to Invest for Long-Term Growth

Q4'20 GUIDEPOSTS

Income Statement

- Expect sequential total **Revenue** to be flat, despite typical seasonality
 - Slight improvement in Defense & First Response due to Chemical Kits
 - Minor sequential improvement in Transportation with AF stronger
 - Industrial weaker with lower Aluminum cylinders & zirconium demand
- Accelerate transformation plan cost actions
- Expect full year adjusted ETR of ~23%

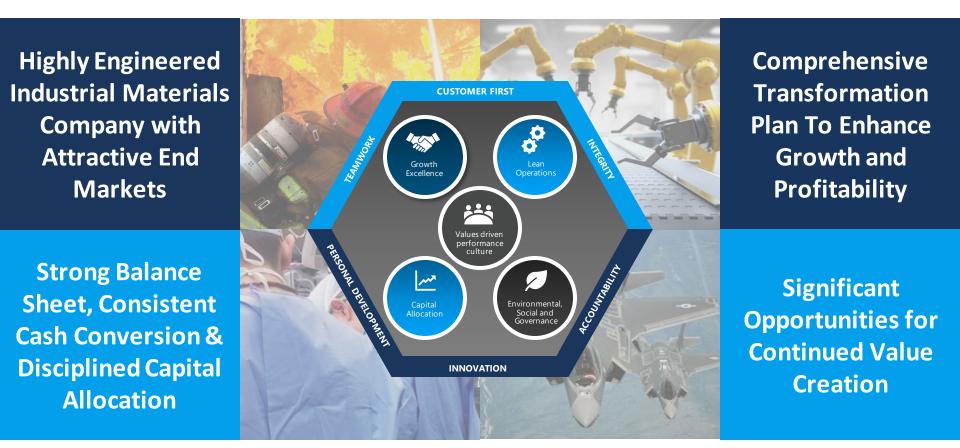
Balance Sheet

- Maintain **OWC** improvements, with inventory, receivables and payables
- Cash for **Restructuring** to be \$6M-\$7M for the year
- Net Debt flat relative to Q3 levels
- Maintain 100%+ FCF conversion



COVID Impact to Continue | Focusing on Controllable Actions

KEY INVESTMENT CONSIDERATIONS





Our Best Days Are Ahead of Us



APPENDICES

Summary Financial Statements and Reconciliation of Non-GAAP Measures

SUMMARY INCOME STATEMENT

	2020	2019	Vari	ance	2020	2019	Vari	ance
\$M	Q3	Q3	\$M	%	YTD	YTD	\$M	%
NET SALES	90.4	107.1	(16.7)	-15.6%	283.7	344.0	(60.3)	-17.5%
Cost of sales	(72.1)	(81.9)			(222.1)	(257.7)		
Gross profit	18.3	25.2	(6.9)	-27.4%	61.6	86.3	(24.7)	-28.6%
Selling, general and administrative expenses	(9.8)	(11.8)			(34.4)	(42.6)		
Research and development expenses	(1.0)	(1.5)			(2.6)	(4.5)		
Restructuring charges	(4.3)	(2.6)			(7.9)	(24.3)		
Impairment charges	-	-			-	0.2		
Acquisition related costs / credits	-	-			(0.2)	(1.7)		
Other Income	2.3	-			2.3	-		
Other charges	-	(2.7)			-	(2.7)		
Operating income	5.5	6.6	(1.1)	-16.7%	18.8	10.7	8.1	75.7%
Finance costs:								
Net finance costs	(1.2)	(1.3)			(3.5)	(3.5)		
Defined benefit pension credit	1.1	0.6			3.3	1.7		
Income before income taxes and equity in net income of affiliates	5.4	5.9	(0.5)	-8.5%	18.6	8.9	9.7	109.0%
Provision for income taxes	(2.8)	(0.6)			(5.6)	(4.1)		
Income before equity in net income of affiliates	2.6	5.3	(2.7)	-50.9%	13.0	4.8	8.2	170.8%
Equity in income / (loss) of affiliates (net of tax)	-	0.5			(0.1)	0.7		
Net income	2.6	5.8	(3.2)	-55.2%	12.9	5.5	7.4	134.5%
Earnings per share - Basic	0.09	0.21			0.47	0.20		
Earnings per share - Diluted	0.09	0.21			0.46	0.20		
ADJUSTED NET INCOME	6.9	10.0	(3.1)	-31.0%	20.0	33.6	(13.6)	-40.5%
Adjusted earnings per share - Diluted	0.25	0.36			0.72	1.21		
Adjusted EBITDA	14.2	16.7	(2.5)	-15.0%	39.7	55.4	(15.7)	-28.3%



CASH FLOW

(Unaudited) 2020 2019 2020 2019 \$M Q3 YTD YTD **Operating activities** Net income / (loss) 2.6 5.8 12.9 5.5 Equity income of unconsolidated affiliates -(0.5)0.1 (0.7) 10.2 Depreciation 3.4 3.3 10.4 Amortization of purchased intangible assets 0.2 0.3 0.6 0.9 Amortization of debt issuance costs 0.1 0.1 0.4 0.3 Share-based compensation 0.8 0.6 4.0 2.1 Deferred income taxes 0.2 0.7 0.3 1.5 (Gain) loss on disposal of business (2.9) --Asset impairment charges _ 4.8 Defined benefit pension credit (1.1)(0.6) (3.3) (1.7)Defined benefit pension contributions (0.9) (2.1)(2.6)(5.4) Changes in assets and liabilities, net of effects of business acquisitions Accounts and notes receivable 7.1 (2.4)9.9 (7.2) Inventories 9.6 2.1 8.2 (3.8) Other current assets (0.3) (0.4)0.7 (1.8)Accounts payable (2.0)(3.8) (11.9)(4.8) Accrued liabilities 4.1 2.6 3.5 (8.2) Other current liabilities 2.9 (2.9)4.9 (2.2)Other non-current assets and liabilities 0.5 (0.4) 0.3 (2.3)NET CASH PROVIDED BY OPERATING ACTIVITIES 27.2 2.0 36.7 (13.6)Investing activities Capital expenditures (1.6)(3.2) (6.0) (10.3) Proceeds from sale of property and equipment 1.2 -Proceeds from sale of businesses and other 1.3 1.3 4.6 NET CASH FLOWS BEFORE FINANCING 26.9 (1.2) 32.0 (18.1) **Financing activities** Net increase / (decrease) in short-term borrowings _ (7.3)(3.5) Net (drawdown) / repayments of long-term borrowings (16.9) 3.5 (16.5)31.7 Deferred consideration paid (0.4)(0.5) -Proceeds from issue of share capital 3.3 1.1 (0.1) Share-based compensation cash paid 0.2 (1.3)(4.3) (3.4) (3.4) (10.2) (10.2) Dividends paid NET MOVEMENT IN CASH AND CASH EQUIVALENTS BEFORE EXCHANGE 6.5 (8.2) 4.7 (1.6) Effect of exchange rate changes 0.2 (0.3) (0.1)(0.4) NET MOVEMENT IN CASH AND CASH EQUIVALENTS 6.7 (8.5) 4.6 (2.0)



RECONCILIATION OF NON-GAAP MEASURES

(Unaudited)

\$M	2020 Q3	2019 Q3	2020 YTD	2019 YTD
Net income	2.6	5.8	12.9	5.5
Accounting charges relating to acquisitions and disposals of businesses:				
Unwind of discount on deferred consideration	-	0.1	-	0.2
Amortization on acquired intangibles	0.2	0.3	0.6	0.9
Acquisitions and disposals	-	-	0.2	1.7
Defined benefit pension actuarial adjustment	(1.1)	(0.6)	(3.3)	(1.7)
Restructuring charges	4.3	2.6	7.9	24.3
Impairment charges	-	-	-	(0.2)
Other charges	-	2.7	-	2.7
Share-based compensation charges	0.8	0.6	2.1	4.0
Income tax thereon	0.1	(1.5)	(0.4)	(3.8)
Adjusted net income	6.9	10.0	20.0	33.6
Add back / (deduct):				
Income tax thereon	(0.1)	1.5	0.4	3.8
Provision for income taxes	2.8	0.6	5.6	4.1
Net finance costs	1.2	1.3	3.5	3.5
Adjusted EBITA	10.8	13.4	29.5	45.0
Depreciation	3.4	3.3	10.2	10.4
Adjusted EBITDA	14.2	16.7	39.7	55.4

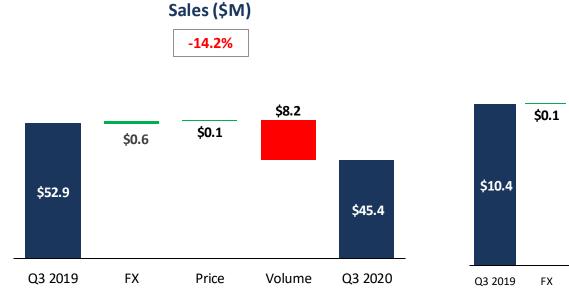


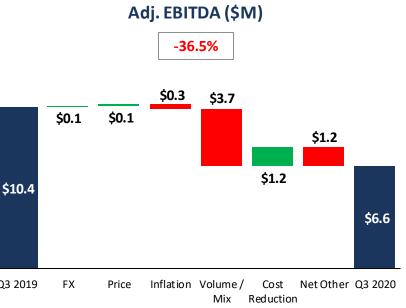
RECONCILIATION OF NON-GAAP MEASURES

	2018	2018	2018	2018	2019	2019	2019	2019	2020	2020	2020	2018	2019
ŚM	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	FY	FY
BITA	14.6	16.8	18.4	11.7	15.1	16.5	13.4	8.8	11.7	7.0	10.8	61.5	53.8
ffective tax rate - per income statement	23.6%	23.0%	22.2%	33.3%	-131.3%	30.4%	10.2%	1300.0%	21.4%	20.4%	51.9%	18.3%	73.9%
Notional tax	(3.4)	(3.9)	(4.1)	(3.9)	19.8	(5.0)	(1.4)	(114.4)	(2.5)	(1.4)	(5.6)	(11.3)	(39.8
EBITA after notional tax	11.2	12.9	14.3	7.8	34.9	11.5	12.0	(105.6)	9.2	5.6	5.2	50.2	14.0
Rolling 12 month EBITA after notional tax	29.3	35.1	41.1	46.2	69.9	68.5	66.2	(47.2)	(72.9)	(78.8)	(85.6)	50.2	14.0
Bank and other loans	105.1	99.8	88.7	77.1	92.6	109.2	105.6	91.4	108.8	90.5	74.2	77.1	91.4
Net cash and cash equivalents	(7.4)	(5.2)	(8.9)	(13.8)	(14.2)	(20.4)	(11.9)	(10.2)	(17.3)	(8.1)	(14.9)	(13.8)	(10.2
Net debt	97.7	94.6	79.8	63.3	78.4	88.8	93.7	81.2	91.5	82.4	59.3	63.3	81.2
Fotal equity	177.1	191.1	213.0	184.3	179.8	178.0	179.9	174.4	169.8	173.3	176.7	184.3	174.4
nvested capital	274.8	285.7	292.8	247.6	258.2	266.8	273.6	255.6	261.3	255.7	236.0	247.6	255.6
point average invested capital	276.7	279.1	281.8	275.2	271.1	266.4	261.6	263.6	264.3	261.6	252.2	247.6	255.6
Return on invested capital	10.6%	12.6%	14.6%	16.8%	25.8%	25.7%	25.3%	-17.9%	-27.6%	-30.1%	-33.9%	20.3%	5.5%
Adjusted net income for the period	10.0	12.2	13.4	11.2	11.2	12.4	10.0	6.2	8.4	4.7	6.9	46.8	39.8
Other tax adjustments	-	-	-	2.9	-	-	-	-	-	-	-	2.9	-
Provision for income taxes	3.0	3.4	3.5	(4.4)	2.1	1.4	0.6	2.6	1.7	1.1	2.8	5.5	6.7
ncome tax on adjustments to net income	0.1	0.2	0.3	1.1	0.7	1.6	1.5	(1.1)	0.4	0.1	(0.1)	1.7	2.7
Adjusted income tax charge	3.1	3.6	3.8	(0.4)	2.8	3.0	2.1	1.5	2.1	1.2	2.7	10.1	9.4
Adjusted profit before taxation	13.1	15.8	17.2	10.8	14.0	15.4	12.1	7.7	10.5	5.9	9.6	56.9	49.2
Adjusted effective tax rate	23.7%	22.8%	22.1%	-3.7%	20.0%	19.5%	17.4%	19.5%	20.0%	20.3%	28.1%	17.8%	19.1%
BITA (as above)	14.6	16.8	18.4	11.7	15.1	16.5	13.4	8.8	11.7	7.0	10.8	61.5	53.8
Adjusted notional tax	(3.5)	(3.8)	(4.1)	0.4	(3.0)	(3.2)	(2.3)	(1.7)	(2.3)	(1.4)	(3.0)	(10.9)	(10.3
Adjusted EBITA after notional tax	11.1	13.0	14.3	12.1	12.1	13.3	11.1	7.1	9.4	5.6	7.8	50.6	43.5
Rolling 12 month adjusted EBITA after notional tax	35.0	40.3	46.2	50.6	51.5	51.8	48.6	43.5	40.8	33.1	29.8	50.6	43.5
Adjusted return on invested capital	12.7%	14.4%	16.4%										



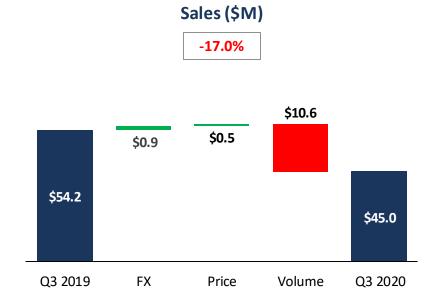
Q3 2020: ELEKTRON SEGMENT RESULTS







Q3 2020: GAS CYLINDERS SEGMENT RESULTS

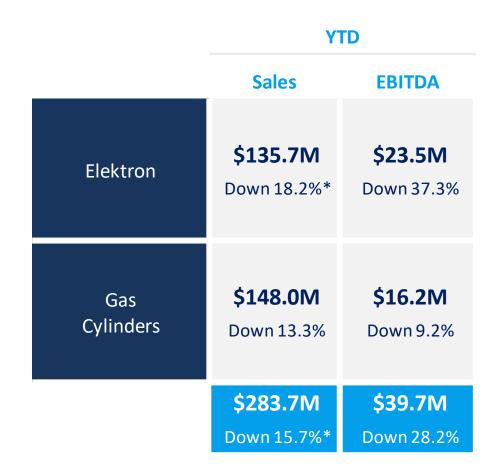


Adj. EBITDA (\$M) +20.6%





YTD SEGMENT RESULTS

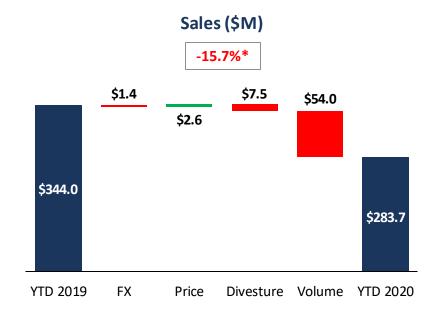


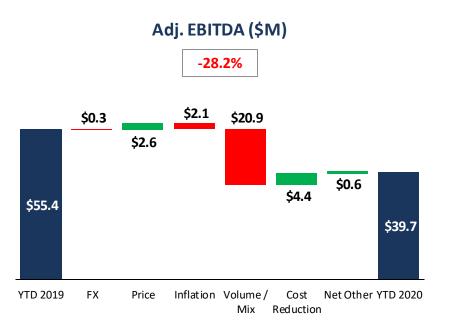


* Excludes divested Czech Recycling Business

CUSTOMER FIRST • INTEGRITY • ACCOUNTABILITY • INNOVATION • PERSONAL DEVELOPMENT • TEAMWORK

YTD LUXFER 2020

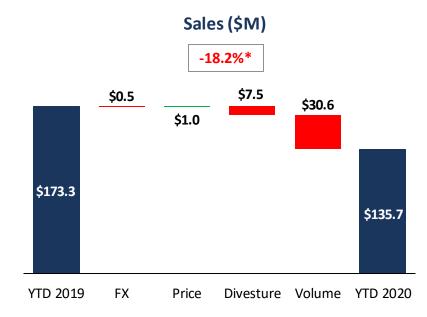


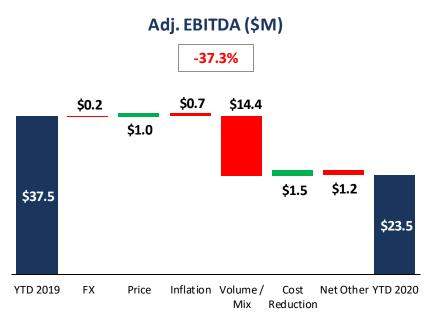




* Sales growth restated to exclude divested Czech Recycling Business

YTD 2020: ELEKTRON SEGMENT RESULTS







* Sales growth restated to exclude divested Czech Recycling Business

YTD 2020: GAS CYLINDERS SEGMENT RESULTS

