

INVESTOR PRESENTATION

January 2021

Global Leader in Highly Engineered Advanced Materials



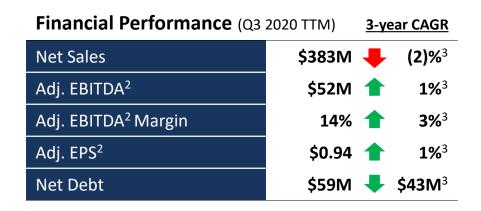
FORWARD-LOOKING STATEMENTS

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.



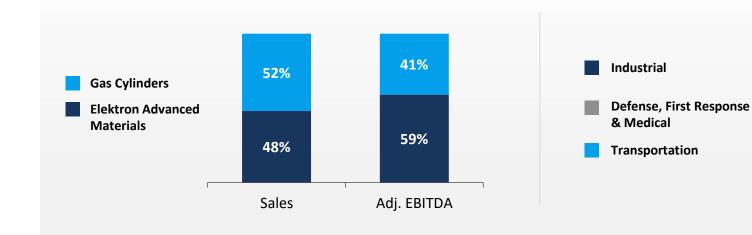
Company Snapshot

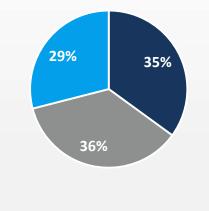
Founded	1898
Headquarters	U.K.
Market Capitalization ¹	~\$470M
Net Debt/Adj. EBITDA ²	1.1x
ROIC on Adj. Earnings ²	11.8%



Q3 2020 TTM Sales and Adj. EBITDA² by Segment

Global End Market Exposure





¹ As of 1/12/2021² Adjusted non-GAAP numbers. Reconciliation in Appendix and published in 10-K, available at <u>www.luxfer.com</u>. ³ Change noted over Q3 2017 TTM.

Highly-engineered Industrial Materials Company Serving Niche Markets

ADAPTING TO THE NEW NORMAL

Operating in Current Environment

- Ensuring health & safety during COVID-19
 - Re-tooled operations for social distancing
 - Personal protective equipment and supplies
 - Remote work strategies, restricted travel
- Increasing ESG efforts by setting long-term goals and publishing our commitment
 - Significant improvement in ESG scores
 - New products for clean energy & emissions
- Addressing racial injustice & inequity
 - ✓ Communication of zero tolerance policies
 - Diversity and unconscious bias trainings

Future Opportunities

Local supply chain preference and restricted travel

- Luxfer strongly positioned given 90+% of our products are manufactured in region, for region
- Lower travel costs due to remote work and meetings

Increasing global focus on ESG

- Clean energy and emissions products to drive growth
- ✓ Strong internal ESG position valued by investors

End of US election and Brexit uncertainty

- UK ambiguity removed as trade agreements remain intact and GBP currency stabilizes
- Potential US infrastructure spending stimulus will drive incremental growth



Discovering Opportunities and Mitigating Risks



ELEKTRON SEGMENT





GAS CYLINDERS SEGMENT

High-Pressure Composite Cylinders

World's largest manufacturer of high-pressure composite cylinders with manufacturing innovations using engineered materials to produce lightweight cylinders

High-Performance Aluminum Products

Leading supplier of specialized aluminum components manufactured through proprietary processes to create cylinders and shapes for high-performance applications

End Markets & Applications

SCBA Cylinders | Alternative Fuel

Industrial | Transportation



GLOBAL MEGA TRENDS BUILDING GROWTH MOMENTUM

Defense, First Response and Healthcare

Aerospace, Alternative Fuel and Auto

General Industrial

Light Weighting

Magnesium, Aluminum & Carbon Fiber composite products

Aerospace alloys, SCBA and industrial gas cylinders Safe & Healthy Lifestyle

Food, beverage and medical

Clean Environment & Emissions

Alternative fuel and auto emission control

Solutions to Support Global MEGA Growth Trends



LARGE ADDRESSABLE MARKET

~\$10B Total Addressable Market		Highly-Engineered Advanced Materials ¹	High-Performance Gas Cylinders
	Market Size ²	~\$8B	~\$2B
~\$8B	5-year Industry CAGR (2020-2024)	3% - 5%	1% - 2%
~\$2B	Profitability (EBITDA%)	15% - 25%	8% - 15%

¹ Defined as high-performance alloys, ceramics and composites used in general industrial, transportation, defense, and medical applications. Target addressable high-performance market is 10% of the total available market which is \$85B in size. ² Luxfer analysis, industry annual reports, Deloitte, Spears and Associates, Mordor intelligence, Grandview research, William Blair.





TRANSFORMATION PLAN: OVERVIEW

Simplification: Complete

BETTER POSITIONED FOR GROWTH

- Included in R3000 index
- Refreshed Board and mgmt. team
- Divested three operations and three JVs
- Consolidated multiple locations

Culture and Productivity

PURSUING CONTINUOUS IMPROVEMENT

- Lean operations with focus on automation and growth capacity
- High performance culture through Luxfer values & ESG

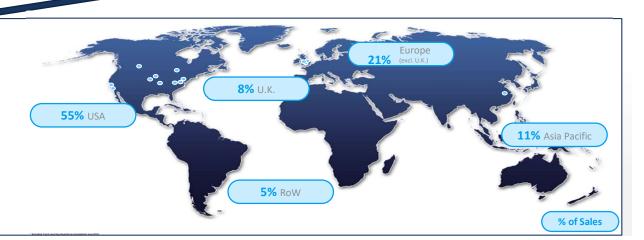
Organic and Inorganic Growth

ACCELERATING MOMENTUM

- Growth through commercial excellence and new product development
- Portfolio optimization to unlock value

RESULTS

- ✓ Stronger Balance Sheet
- ✓ Lower Fixed Costs
- ✓ Stronger Talent
- ✓ Simplified Global Footprint



Disciplined and Successful Execution



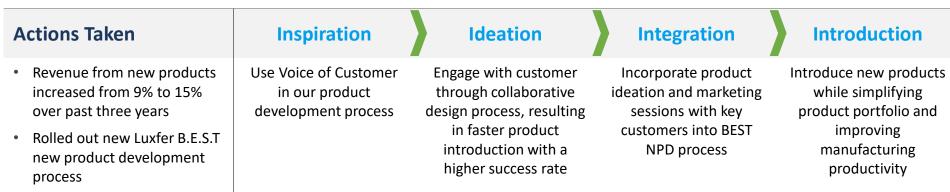
ORGANIC GROWTH INITIATIVES

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	INNOVATION	COMMERCIAL EXCELLENCE	GROWTH TALENT
	 Rolled out a stage-gate lean NPD process 	 Launched Salesforce; standardizing sales process 	 Building bench in sales, marketing and innovation
	 Working on fewer, bigger projects that are a better fit 	 Focus on solutions for end-user needs 	 Delayered organization added new growth talent
Actions Taken	with our core competencies	 Leveraging data analytics 	 Incentive plan to attract growth loaders
	 Launch new products faster and cheaper 	 Geographical expansion 	growth leadersHiring operations talent with
			 Hiring operations talent with Lean growth mindset
2024 Goal	Increase revenue from new products to at least 20%	Improve customer satisfaction (NPS) to 65%+	Develop "ready now" successors for 65% of critical roles
2020 Progress	15%	42%+	44%
	Duilding	the Foundation for Crowth	

Building the Foundation for Growth



INCREASED FOCUS ON INNOVATIVE NEW PRODUCTS







G-Stor Go Type III cylinder

Hydrogen Storage



Unitized Group Rations (UGR-E) Feeding multiple soldiers in the field

Nano dispersed Zirconium Catalyst Enabling Gas Particulate Filtration



Non-Limited Life Cylinders

Medical applications

Innovation to Meet Customer's Needs



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

11

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

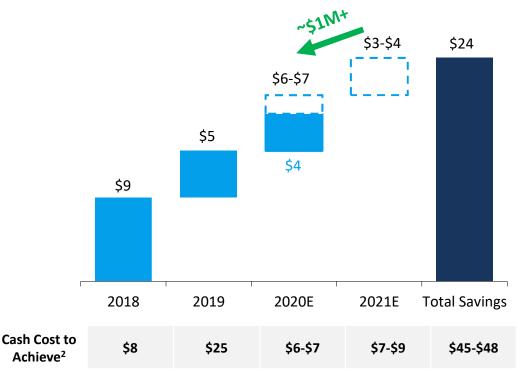


COST ACTIONS IMPROVED COMPETITIVE ADVANTAGE

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 2021

TRANSFORMATION PLAN SAVINGS¹ (\$M)



¹ Calculated using adjusted earnings

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



END USER PERFORMANCE

	% C	hange	Commontony
	'16-'19	YTD Sep'20	- Commentary
<u>36%</u> Defense, First Response, & Healthcare	-0.9%	-7.0%	 Unfavorable impact of European footprint rationalization on fire extinguishers & medical cylinders from '16-'19 2020 COVID impact
<u>29%</u> Transportation ¹ (AF, Aero, Auto)	+4.4%	-21.4%	 Growth in Alternative Fuel, aerospace and auto catalysis from '16-'19 2020 COVID impact on Auto and Aerospace
<u>35%</u> General Industrial	+5.5%	-18.3%	 General industrial strength from '16-'19 in both magnesium and zirconium 2020 COVID impact
	+2.9%	-15.7%	

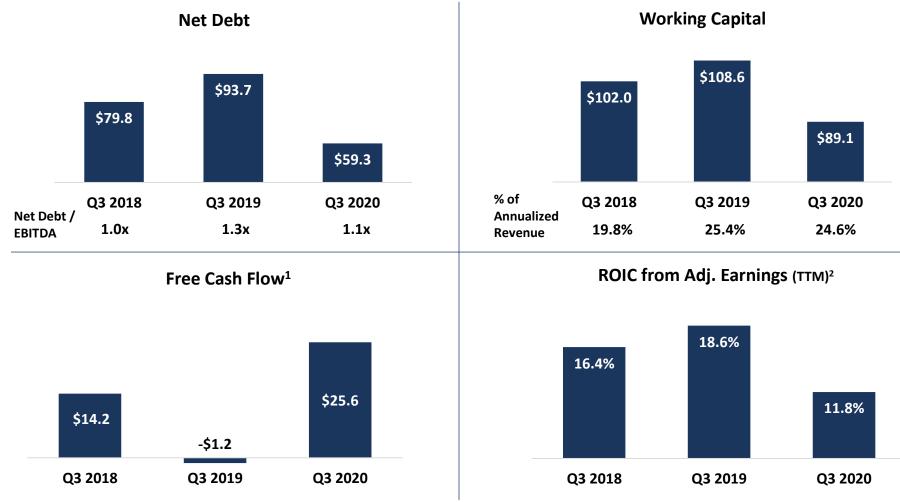
¹ Excludes Divesture of CZ recycling business

GDP+ Growth Prior to COVID



KEY BALANCE SHEET & CASH FLOW METRICS

All in \$M except ROIC



¹ FCF = Cash Flow from Operations – Capex; ² Calculated using adjusted earnings (see appendix)

Strong FCF Generation & Balance Sheet



CAPITAL ALLOCATION PRIORITIES

Reinvestment	 Investing in strategic growth opportunities and new product innovation Funding transformation through cost savings initiatives; ~\$40M through 2020 	
M&A	 Identifying inorganic options to drive additional shareholder value creation 	
Returns to	 Paid +\$90M in dividends since 2013, including \$3.4M, or \$0.125/share in Q3 	
Shareholders	 Share repurchases of +\$9M since 2013; suspended due to macroeconomic uncertainty 	

Continuing to Invest for Long-Term Growth



M&A FRAMEWORK



FINANCIAL FILTERS



Disciplined Approach to Strategic Acquisitions



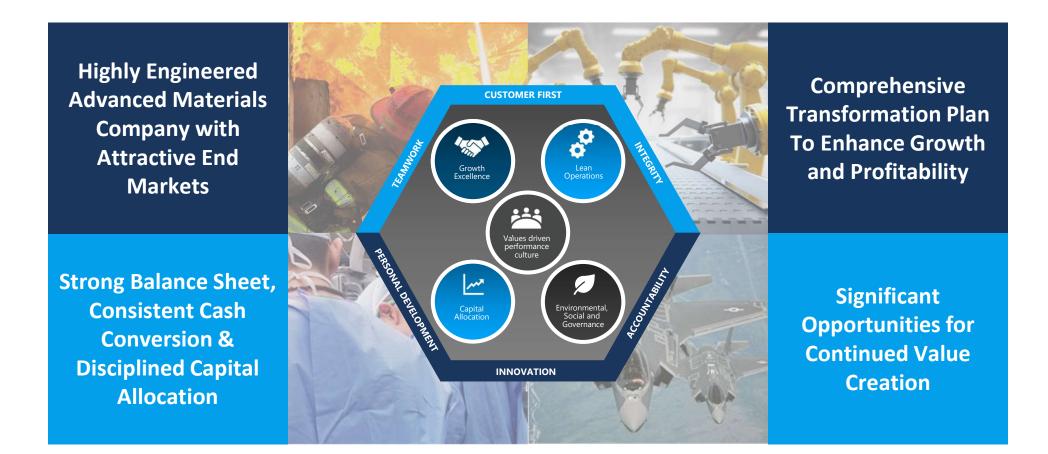
ESG IMPROVEMENTS: 2020 - 2025

\bigtriangledown	Line			
Environmental Health and Safety	Employe Community E		Corporate Governance	
 Accelerating environmental upgrades (e.g., Effluent treatment plant) Adopting environmentally friendly manufacturing practices to reduce energy and waste 	 Taking a stand ag injustice Launching a com engagement prog Focus area includ and education 	munity	 Continually upgrading policies to meet higher governance standard Greenhouse emissions reduction ESG report to be published biannually 	
Reducing environmental impact of operations while providing safe and compliant workplace	Developing empov while supporting t where we	he communities	Informed, engaged and principle- driven corporate governance	
Environmental Goals	CO. Emissions Eresh Water			

Published Luxfer ESG Report in November 2020



KEY INVESTMENT CONSIDERATIONS



Our Best Days Are Ahead of Us





APPENDICES

Summary Financial Statements and Reconciliation of Non-GAAP Measures

SUMMARY INCOME STATEMENT

(Unaudited)	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%

LUXFER

CASH FLOW

(Unaudited)				
	2020	2019	202	.0 2019
\$M	Q3	Q3	YTI	D YTD
Operating activities				
Net income / (loss)	2.6	5.8	12.	9 5.5
Equity income of unconsolidated affiliates	-	(0.5)	0.:	L (0.7)
Depreciation	3.4	3.3	10.	2 10.4
Amortization of purchased intangible assets	0.2	0.3	0.6	5 0.9
Amortization of debt issuance costs	0.1	0.1	0.4	1 0.3
Share-based compensation	0.8	0.6	2.:	L 4.0
Deferred income taxes	0.2	0.3	0.7	7 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	3) (1.7)
Defined benefit pension contributions	(0.9)	(2.1)	(2.0	5) (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	2 (3.8)
Other current assets	(0.3)	(0.4)	0.1	7 (1.8)
Accounts payable	(2.0)	(3.8)	(11.	9) (4.8)
Accrued liabilities	4.1	2.6	3.5	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	3 (2.3)
NET CASH PROVIDED BY OPERATING ACTIVITIES	27.2	2.0	36.	. ,
Investing activities				
Capital expenditures	(1.6)	(3.2)	(6.0	0) (10.3)
Proceeds from sale of property and equipment	-	-		- 1.2
Proceeds from sale of businesses and other	1.3	-	1.3	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	4) (0.5)
Proceeds from issue of share capital	-	-	1.:	L 3.3
Share-based compensation cash paid	(0.1)	0.2	(1.3	3) (4.3)
Dividends paid	(3.4)	(3.4)	(10.	2) (10.2)
NET MOVEMENT IN CASH AND CASH EQUIVALENTS BEFORE EXCHANGE	6.5	(8.2)	4.7	7 (1.6)
Effect of exchange rate changes	0.2	(0.3)	(0.:	L) (0.4)
NET MOVEMENT IN CASH AND CASH EQUIVALENTS	6.7	(8.5)	4.6	5 (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
M	Q1	Q2	Q3	Q4	01	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
BITA 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.
let 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.
otal 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
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.
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
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.
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.
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.
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.
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.
tolling 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.
													17.0

