



INVESTOR PRESENTATION

June 2020

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 forward-looking 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.

LUXFER OVERVIEW (NYSE: LXFR)

Company Snapshot

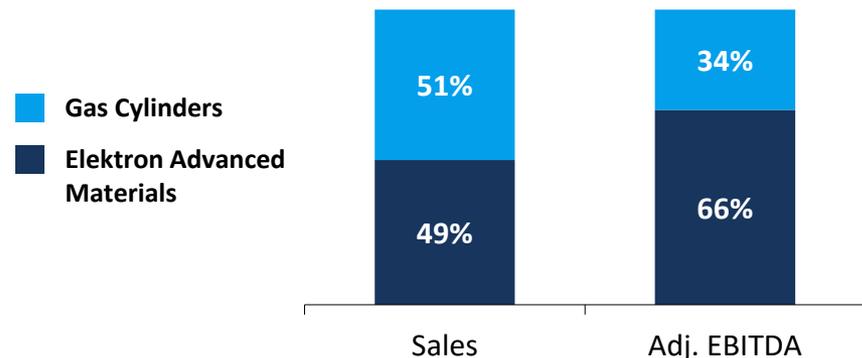
Founded	1898
Headquarters	U.K.
Market Capitalization	~\$500M
Net Debt/Adj. EBITDA ¹	1.2x
ROIC on Adj. Earnings	16.5%

Financial Performance (FY19)

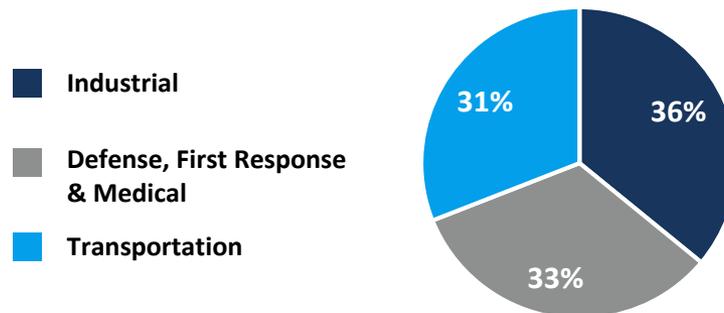
3 year CAGR

Net Sales	\$436M ¹	↑	3%
Adj. EBITDA ²	\$68M ¹	↑	10%
Adj. EBITDA ² Margin	16% ¹	↑	3% ³
Adj. EPS ²	\$1.43	↑	23%
Net Debt	\$81M	↓	\$26M ³

FY19 Sales and Adj. EBITDA¹ by Segment



Global End Market Exposure



¹ Excluding Czech recycling divestiture completed in June 2019. ² Adjusted non-GAAP numbers. Reconciliation in Appendix and published in 10-K, available at www.luxfer.com. ³ Improvement noted over 2016 result.

Highly-engineered Industrial Materials Company Serving Niche Markets

COVID-19 PREPAREDNESS UPDATE

STRATEGIC PANDEMIC PLAN

- ✓ Activated crisis response plan to maintain business continuity
- ✓ Followed the U.S. Centers for Disease Control and Prevention (CDC), World Health Organization (WHO), and local, state and national health authorities, guidelines for stronger safety measures and protocols
- ✓ Result: greater protection of our employees, customers, suppliers and communities in which we serve



ACTIVATED BUSINESS CONTINUITY ACTIONS

CUSTOMER-RELATED

- ✓ Prioritized customer orders to maximize supply of products to fight the Pandemic; on-boarded hourly workers as needed
- ✓ Enhanced customer communication to maintain supply chain and gain insight into demand expectations

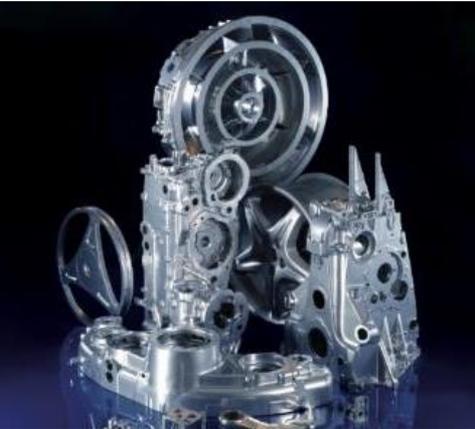
EMPLOYEE-RELATED

- ✓ Prohibited all non-essential travel for all employees
- ✓ Increased frequency of disinfecting high-touch areas and high-traffic common areas
- ✓ Reinforced hand washing and infection control training
- ✓ Implemented safe distancing procedures in all facilities
- ✓ Limited or prohibited non-essential visitors to our facilities
- ✓ Provided appropriate protective equipment and supplies
- ✓ Established processes to isolate staff who show symptoms or have been exposed to the virus
- ✓ Shifted to remote work strategies, when possible

Disciplined Execution | Thoughtful Planning

ELEKTRON ADVANCED MATERIALS | KEY PRODUCTS

MAGNESIUM ALLOYS



Global innovation leader in use of magnesium for unique, high-performance lightweight alloys

ZIRCONIUM-BASED CHEMICALS



Global producer of zirconium-based solutions for industrial and automotive applications

MAGTECH PRODUCTS



Magnesium-based pads for self-heating meals; key ingredient for aircraft decoy flares

GRAPHIC ARTS



Magnesium, copper, zinc and brass plates for photo-engraving, embossing, foil stamping

Leading Technology and Positions in Niche Applications Driven by Expertise and High Barriers to Entry

- Aerospace alloys
- Industrial alloys

- Automotive catalysis
- Industrial catalysis

- Aircraft decoy flares
- Flameless meal heaters

- Luxury packaging
- High-end labels

GAS CYLINDERS | KEY PRODUCTS

ALUMINUM CYLINDERS



World's largest manufacturer of high-pressure aluminum gas cylinders

COMPOSITE CYLINDERS



World's largest manufacturer of high-pressure composite cylinders

ALTERNATIVE FUEL CYLINDERS



Major supplier of composite cylinders for compressed natural gas and hydrogen

SUPERFORM COMPONENTS



Invented the superforming process for complex, sheet-based components from aluminum

Leading Technology and Positions in Niche Applications Driven by Expertise and High Barriers to Entry

- Industrial gas
- Fire extinguishers
- Scuba diving

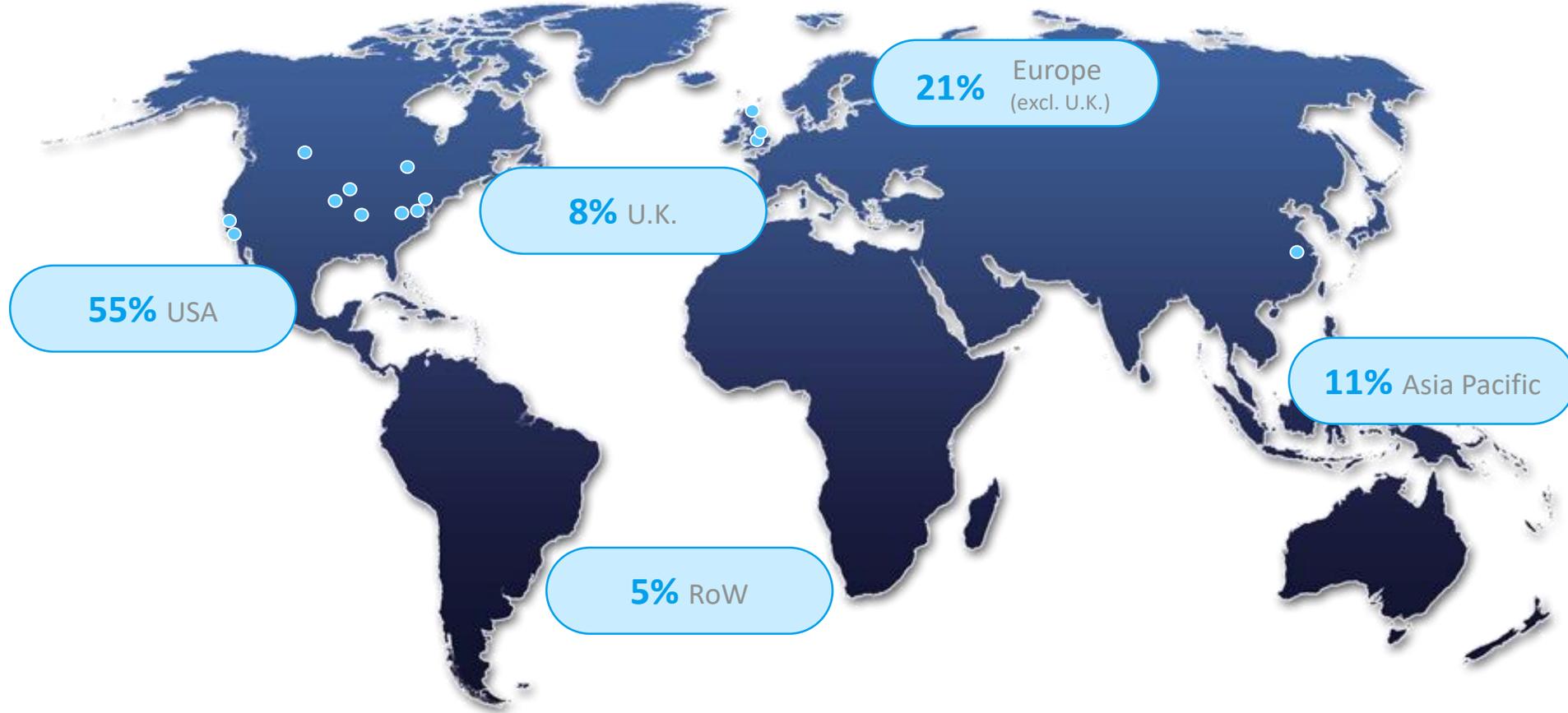
- SCBA - Self-Contained Breathing Apparatus
- Healthcare

- Buses and Trucks
- Bulk Gas transport
- Hydrogen

- Automotive
- Aerospace
- Rail

EFFICIENT GLOBAL FOOTPRINT

FY19 Sales | \$436M¹



¹ Excluding Czech recycling divestiture completed in June 2019.

Reduced Global Footprint by 7 Locations Over Past 2 Years

COVID-19 / MACRO TRENDS

	YoY Change			COVID-19 Outlook
	2018	2019	Q1'20	
33% Defense, First Response, & Healthcare	+4.5%	-11.8%	-7.1%	<ul style="list-style-type: none"> • Slow Q1 sales start due to supply, timing • Robust sales of meals ready-to-eat • Negative impact of fewer training exercises • Overall COVID impact is neutral to positive
31%¹ Transportation (AF, Aero, Auto)	+8.2%	+1.8%	-15.2%	<ul style="list-style-type: none"> • Lower passenger auto demand • AF experiencing short-term disruption • Aerospace demand slowing
36% General Industrial, Including Oil & Gas	+20.2%	-9.6%	-9.4%	<ul style="list-style-type: none"> • ISM uncertainty; customers cautious • US oil & gas demand trending to zero • Long-term GDP + growth due to innovation
TOTAL	+11.0%	-7.1%	-10.5%	

¹ Excluding Czech recycling divestiture completed in June 2019.

Compelling Niche Market Opportunities Over the Long-term

LARGE ADDRESSABLE MARKET

~\$10B

Total Addressable Market



**Highly Engineered
Advanced Materials¹**

**High Performance
Gas Cylinders**

Market Size²	~\$8B	~\$2B
5-year Industry CAGR (2018-2023)	3% - 7%	1% - 2%
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.

Portfolio Optimization Opportunities

TRANSFORMATION PLAN: OVERVIEW

Simplification

PHASE 1: 2017 - 2018

- SEC Domestic Filer as of 1/1/19
- Refreshed Luxfer's Board

COMPLETE!

Productivity and Culture

PHASE 2: 2017 - 2020

- Implementing training on Luxfer Values
- Completed closure and consolidation of cylinder operation in France
- Exited magnesium recycling with sale of Czech operation
- Announced consolidation of certain Magtech operations

Growth & Continuous Improvement

PHASE 3: 2018+

- Early progress on implementing lean operations
- "On-track" for back office consolidation
- Lower cost structure sustaining margin improvement

Opportunities for Further Business Improvement

TRANSFORMATION SUCCESS: BETTER POSITIONED

Better Positioned for COVID-19

Lower Fixed Costs

- \$15M cost reduction so far
- Ongoing actions to further reduce costs

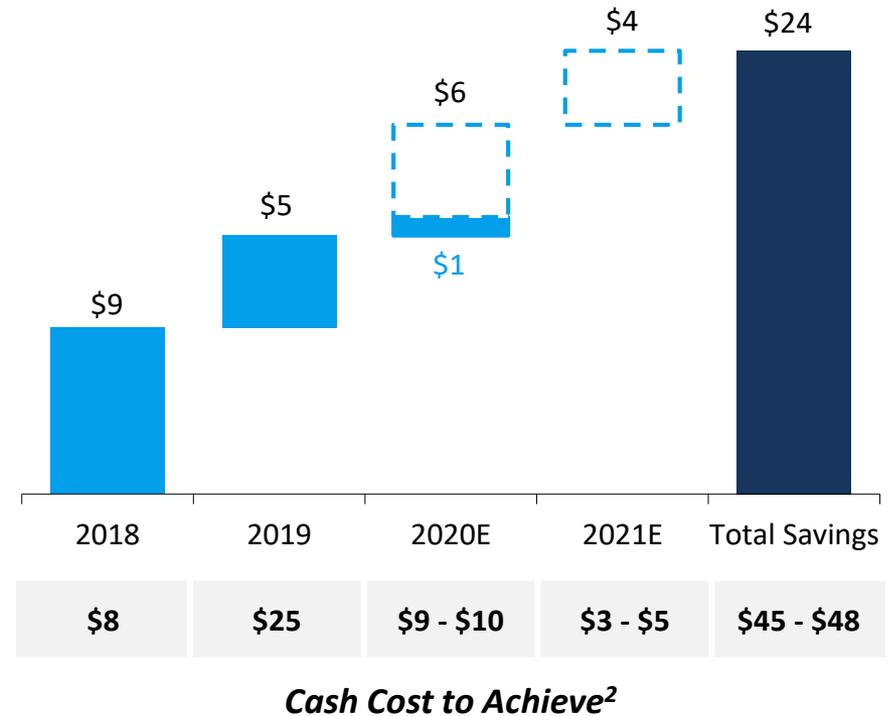
Flat Organizational and Stronger Talent

- Pay for performance – self adjusting compensation
- Faster decisions; agile organization
- Strong leadership for business continuity

Flexible IT Infrastructure

- Cloud architecture enables remote work and collaboration
- Easier tracking of costs, expenses, opportunities

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 ~\$15M.

\$15M Lower Costs | \$9M Remaining Cost Reductions in 2020 and 2021

INVESTING IN FUTURE GROWTH



INNOVATION

- Rolled out a stage-gate lean NPD process
- Working on fewer, bigger projects that are a better fit with our core competencies
- Launch new products faster and cheaper



Increase revenue from new products to at least 20%

15%



COMMERCIAL EXCELLENCE

- Launched Salesforce; standardizing sales process
- Focus on solutions for end-user needs
- Leveraging data analytics
- Geographical expansion



Improve customer satisfaction (NPS) by 10%

45%



GROWTH TALENT

- Building bench in sales, marketing and innovation
- Delayed organization, new business unit leaders and new sales talent
- Hiring operations talent with Lean mindset



Develop “ready now” successors for 65% of critical roles

44%

Actions Taken

2024 Goal

Current Status

In Early Stages of Building Momentum

RECENT SUCCESSES IN NEW PRODUCT DEVELOPMENT

Alternative Fuel Products

- US growth of Alternative Fuel cylinders, especially our large diameter G-Stor Go Type IV cylinders which provide lighter weight and increased storage capacity
- European growth of Alternative Fuel systems used in CNG and Hydrogen-powered Buses



**G-Stor Go
Type IV cylinder**



**AF Bus System
in Nottingham**

Decontamination and Testing Chemical Kits

- Luxfer has been awarded several US Government contracts, for unique proprietary Chemical Response products used for decontamination and testing
- Some of the awards are likely to continue over the next 3 to 5 years



**Chemical
Decontamination Kit**



**Chemical Water
Testing Kit**

Zirconium Catalyst

- Industrial growth with new and existing applications
- Auto catalyst share recovery through new products and commercial excellence



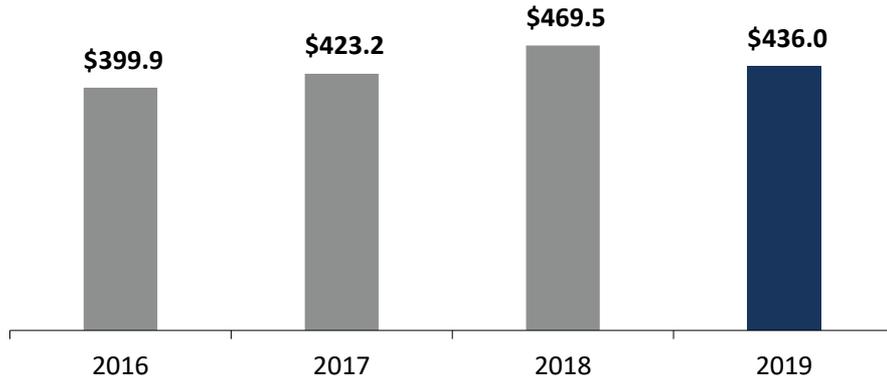
**Zirconium-based
Chemicals**

Accelerating Differentiated Growth

LONG-TERM PERFORMANCE OVERVIEW

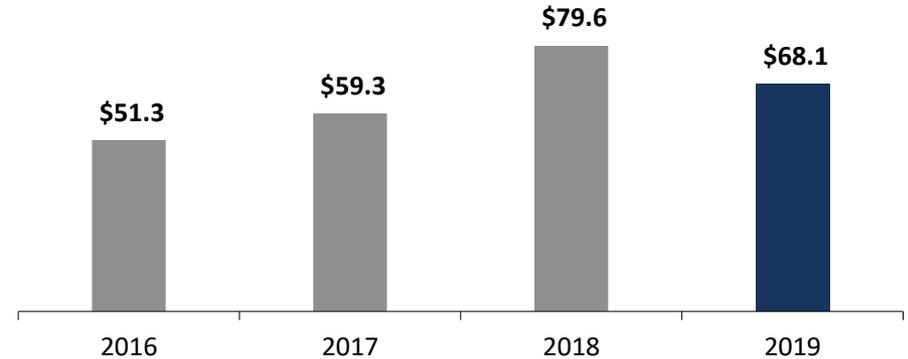
Revenue¹ (\$M)

2.9%
3-yr CAGR



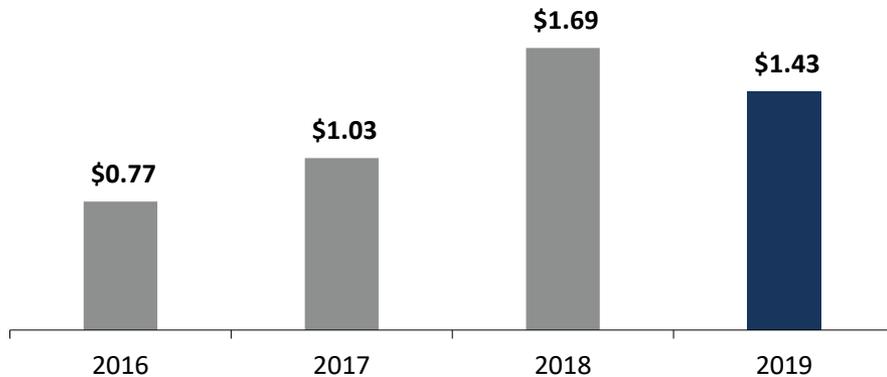
Adj. EBITDA (\$M)

9.9%
3-yr CAGR



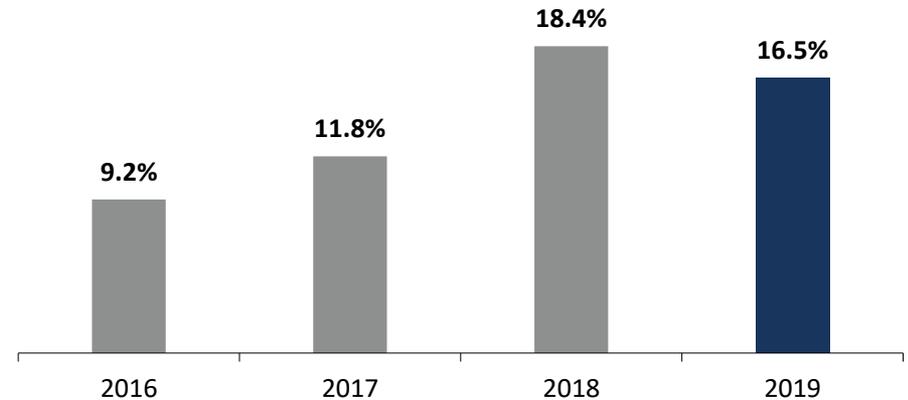
Adj. EPS

22.9%
3-yr CAGR



Adj. ROIC

21.5%
3-yr CAGR

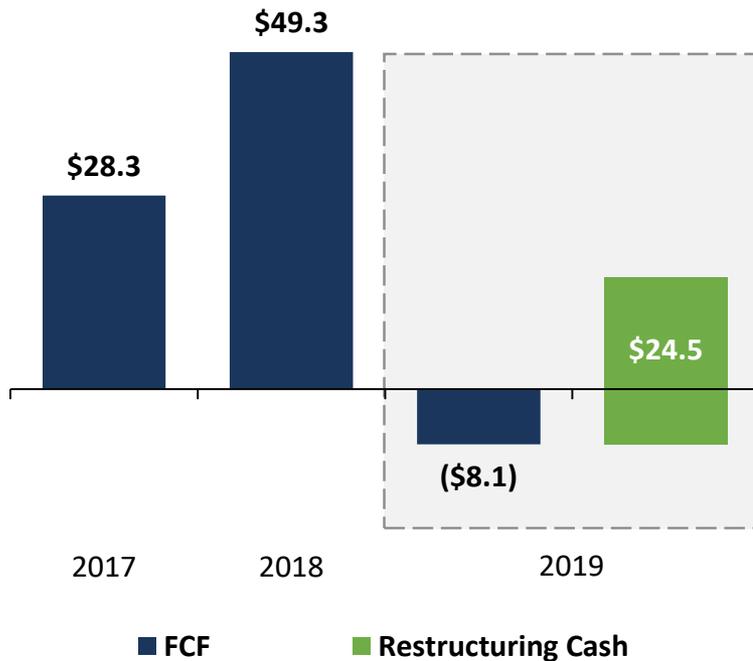


¹ Excluding Czech recycling divestiture completed in June 2019.

Strategy Execution is Delivering Results

STRONG FREE CASH FLOW GENERATION

2017 – 2019 Free Cash Flow¹ (\$M)



2019 Performance Highlights

- Tough 2019 conditions impacted working capital performance
 - Facility consolidation
 - Volatile industrial macro
- 2019 impacted by significant planned restructuring cash
 - Spent \$24.5M on transformation plan, primarily on French closure
- In 2020, estimated cash outlay for restructuring programs is \$9M - \$10M

¹ FCF = Cash Flow from Operations – Capex.

Plan to Generate Stronger Cash Flow in 2020

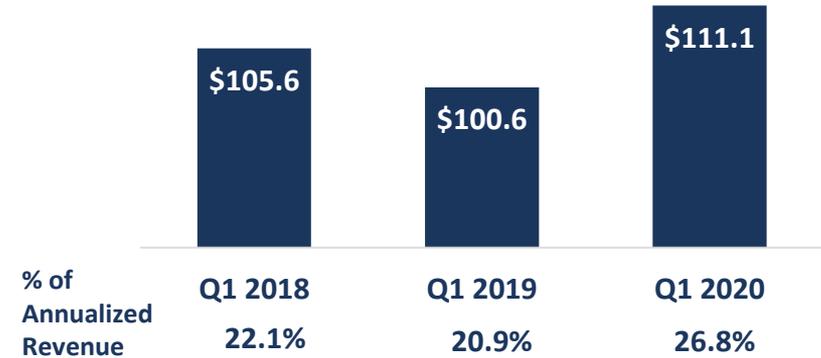
SOLID BALANCE SHEET

All in \$M except ROIC

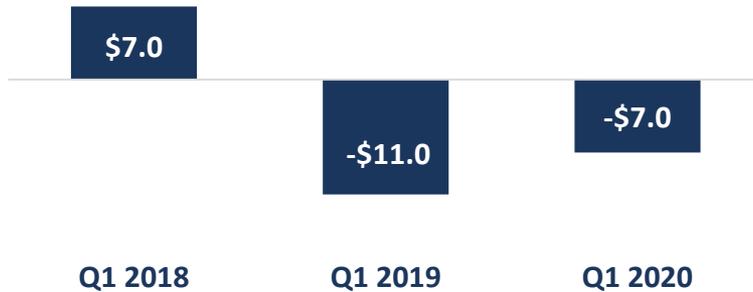
Net Debt



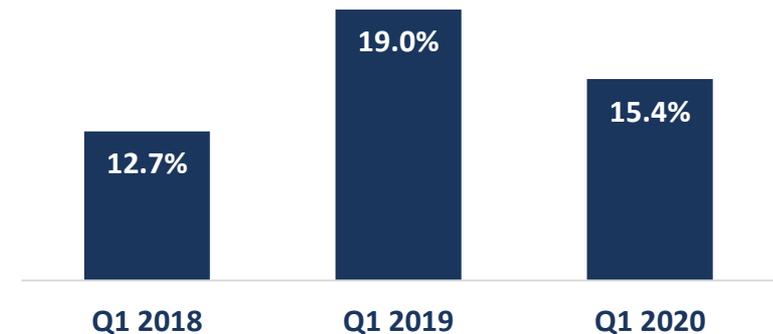
Working Capital



Free Cash Flow¹



ROIC from Adj. Earnings (TTM)²



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

Strong Balance Sheet; Focus on FCF & ROIC



1Q20 SEGMENT RESULTS

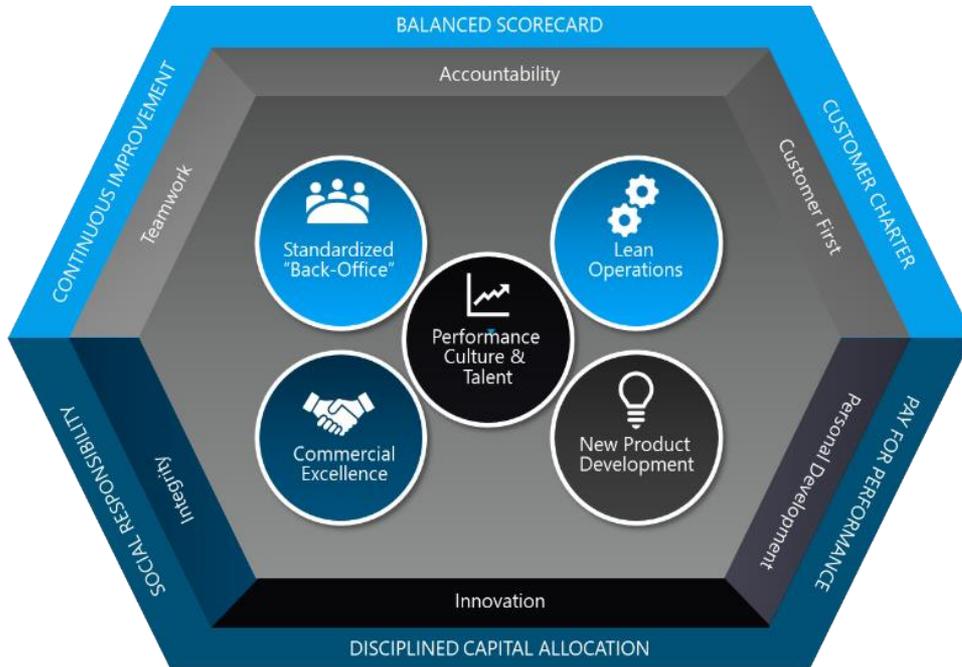
	1Q20 Sales	Adjusted 1Q20 EBITDA	Performance Commentary
Elektron	\$51.2M Down 11.1% ¹	\$11.6M Down 17.1%	<ul style="list-style-type: none"> • Catalysis weakness • Lower magnesium for aerospace • MRE timing unfavorable to PY • Graphic Arts growth
Gas Cylinders	\$52.6M Down 9.9%	\$3.5M Down 22.2%	<ul style="list-style-type: none"> • Euro Luxury auto decline • Industrial gas cylinders lower • Fire Extinguisher exit • Alternative fuel growth continues
TOTAL	\$103.8M Down 10.5%	\$15.1M Down 18.4%	

¹ Excluding Czech recycling divestiture completed in June 2019.

Compelling Niche Market Opportunities Over the Long-term

SHAREHOLDER VALUE | LONG-TERM THESIS

Business **E**xcellence **S**tandard **T**oolkit



- **GDP+ revenue growth** driven by new products and commercial excellence
- 2017-2021 transformation plan total **net cost savings of \$24M**
- **2-3% annual net cost savings beyond 2021** through lean continuous improvement
- **Disciplined capital allocation**

Early Stage

Mature / High Impact

Performance Culture & Talent

Lean Operations

Commercial Excellence and NPD

8-10% Earnings Growth Over the Cycle

KEY INVESTMENT CONSIDERATIONS

**Highly Engineered
Industrial Materials
Company with
Attractive End
Markets**



**Comprehensive
Transformation
Plan To Enhance
Growth and
Profitability**



**Strong Balance
Sheet, Consistent
Cash Conversion &
Disciplined Capital
Allocation**



**Significant
Opportunities for
Continued Value
Creation**

Our Best Days Are Ahead of Us



LUXFER

APPENDIX



SUMMARY INCOME STATEMENT

(Unaudited)

	2020	2019	Variance	
	Q1	Q1	\$M	%
\$M				
NET SALES	103.8	120.4	(16.6)	-13.8%
Cost of sales	(79.3)	(90.3)		
Gross profit	24.5	30.1	(5.6)	-18.6%
Selling, general and administrative expenses	(12.8)	(16.4)		
Research and development expenses	(0.7)	(1.4)		
Restructuring charges	(2.8)	(9.0)		
Impairment charges	-	0.2		
Acquisition related costs / credits	(0.2)	(4.6)		
Operating income	8.0	(1.1)	9.1	-827.3%
Finance costs:				
Net finance costs	(1.2)	(1.1)		
Defined benefit pension credit	1.1	0.6		
Income before income taxes and equity in net income of affiliates	7.9	(1.6)	9.5	-593.8%
Provision for income taxes	(1.7)	(2.1)		
Income before equity in net income of affiliates	6.2	(3.7)	9.9	-267.6%
Equity in income / (loss) of affiliates (net of tax)	-	(0.1)		
Net income	6.2	(3.8)	10.0	-263.2%
<i>Earnings per share - Basic</i>	0.23	(0.14)		
<i>Earnings per share - Diluted</i>	0.22	(0.14)		
ADJUSTED NET INCOME	8.4	11.2	(2.8)	-25.0%
<i>Adjusted earnings per share - Diluted</i>	0.30	0.40		
Adjusted EBITDA	15.1	18.5	(3.4)	-18.4%

CASH FLOW

(Unaudited)		
	2020	2019
\$M	Q1	Q1
Operating activities		
Net income / (loss)	6.2	(3.8)
Equity income of unconsolidated affiliates	-	0.1
Depreciation	3.4	3.4
Amortization of purchased intangible assets	0.2	0.3
Amortization of debt issuance costs	0.1	0.1
Share-based compensation	0.5	2.6
Deferred income taxes	0.2	0.8
Asset impairment charges	-	(0.2)
Defined benefit pension credit	(1.1)	(0.6)
Defined benefit pension contributions	(1.4)	(1.9)
<i>Changes in assets and liabilities, net of effects of business acquisitions</i>		
Accounts and notes receivable	(5.6)	(10.4)
Inventories	(2.1)	(3.6)
Other current assets	0.7	-
Accounts payable	(7.3)	(0.8)
Accrued liabilities	0.8	(1.7)
Other current liabilities	1.1	7.2
Other non-current assets and liabilities	(0.2)	0.7
NET CASH PROVIDED BY OPERATING ACTIVITIES	(4.5)	(7.8)
Investing activities		
Capital expenditures	(2.5)	(3.2)
NET CASH FLOWS BEFORE FINANCING	(7.0)	(11.0)
Financing activities		
Net increase / (decrease) in short-term borrowings	-	4.2
Net (drawdown) / repayments of long-term borrowings	18.9	11.3
Deferred consideration paid	(0.4)	(0.5)
Proceeds from issue of share capital	0.1	1.4
Share-based compensation cash paid	(0.7)	(1.8)
Dividends paid	(3.4)	(3.4)
NET MOVEMENT IN CASH AND CASH EQUIVALENTS BEFORE EXCHANGE	7.5	0.2
Effect of exchange rate changes	(0.4)	0.2
NET MOVEMENT IN CASH AND CASH EQUIVALENTS	7.1	0.4

RECONCILIATION OF NON-GAAP MEASURES

(Unaudited)

	2020	2019
\$M	Q1	Q1
Net income	6.2	(3.8)
Accounting charges relating to acquisitions and disposals of businesses:		
Amortization on acquired intangibles	0.2	0.3
Acquisitions and disposals	0.2	4.6
Defined benefit pension actuarial adjustment	(1.1)	(0.6)
Restructuring charges	2.8	9.0
Impairment charges	-	(0.2)
Share-based compensation charges	0.5	2.6
Income tax thereon	(0.4)	(0.7)
Adjusted net income	8.4	11.2
Add back / (deduct):		
Income tax thereon	0.4	0.7
Provision for income taxes	1.7	2.1
Net finance costs	1.2	1.1
Adjusted EBITA	11.7	15.1
Depreciation	3.4	3.4
Adjusted EBITDA	15.1	18.5

RECONCILIATION OF NON-GAAP MEASURES

(Unaudited)

(\$M)	2018	2018	2018	2018	2019	2019	2019	2019	2020	2018	2019
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	FY	FY
EBITA	14.6	16.8	18.4	11.7	15.1	16.5	13.4	8.8	11.7	61.5	53.8
Effective tax rate - per income statement	23.6%	23.0%	22.2%	33.3%	-131.3%	30.4%	10.2%	1300.0%	21.4%	18.3%	73.9%
Notional tax	(3.4)	(3.9)	(4.1)	(3.9)	19.8	(5.0)	(1.4)	(114.4)	(2.5)	(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	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)	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	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)	(13.8)	(10.2)
Net debt	97.7	94.6	79.8	63.3	78.4	88.8	93.7	81.2	91.5	63.3	81.2
Total equity	177.1	191.1	213.0	184.3	179.8	178.0	179.9	174.4	169.8	184.3	174.4
Invested capital	274.8	285.7	292.8	247.6	258.2	266.8	273.6	255.6	261.3	247.6	255.6
4 point average invested capital	276.7	279.1	281.8	275.2	271.1	266.4	261.6	263.6	264.3	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%	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	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	5.5	6.7
Income tax on adjustments to net income	0.1	0.2	0.3	1.1	0.7	1.6	1.5	(1.1)	0.4	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	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	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%	17.8%	19.1%
EBITA (as above)	14.6	16.8	18.4	11.7	15.1	16.5	13.4	8.8	11.7	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)	(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	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	50.6	43.5
Adjusted return on invested capital	12.7%	14.4%	16.4%	18.4%	19.0%	19.5%	18.6%	16.5%	15.4%	20.4%	17.0%



