

# PWR Holdings Limited (ASX:PWH)

## 2021 Annual Results Presentation



**August 2021**

**Presented by:**

Kees Weel – Managing Director

Martin McIver – Chief Financial Officer



**Engineering the Unfair Advantage**

# Important Notice

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# Leadership Team



## Board of Directors



**Teresa Handicott**

Chairman and Non-Executive Director



**Kees Weel**

Managing Director



**Jeff Forbes**

Non-Executive Director



**Roland Dane**

Non-Executive Director

## Executive and Senior Management Team



**Kees Weel**

Chief Executive Officer



**Martin McIver**

Chief Financial Officer



**Paul Belshaw**

Chief Operating Officer (commencing 2021)



**Matthew Bryson**

Chief Technical & Commercial Officer



**Andi Scott**

General Manager – Advanced Technology



**Ben Nielsen**

Engineering Manager



**Melissa Morrison**

People & Culture Manager



**Mick Cullen**

General Manager - Production



**Steve Rasso**

General Manager – North America

The executive and senior management team has recently been expanded to include Paul Belshaw as COO (commencing in late 2021) and Melissa Morrison as P&C Manager. Paul and Melissa increase the capability of the management team assisting us to capitalise on future opportunities

# Performance Overview



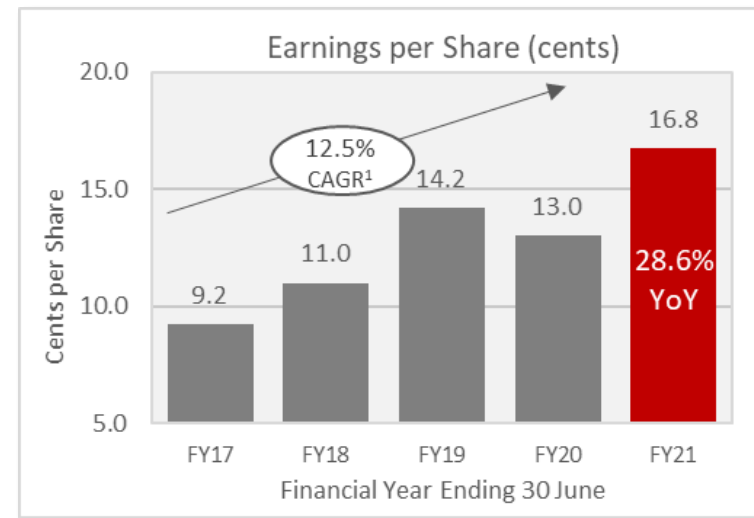
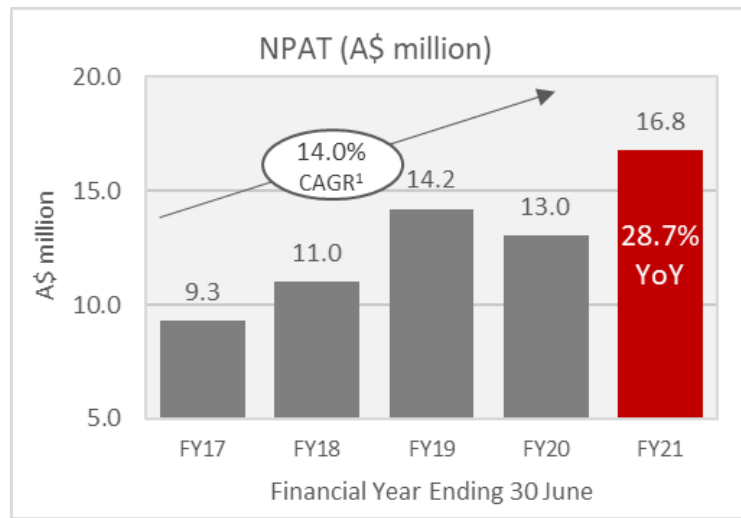
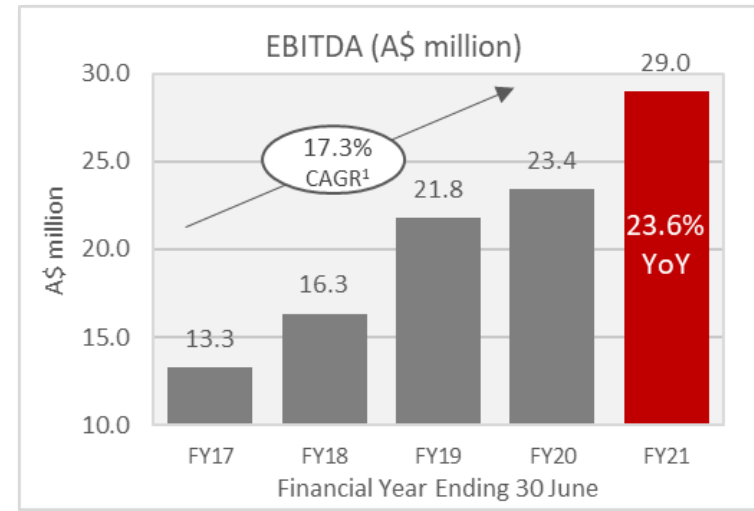
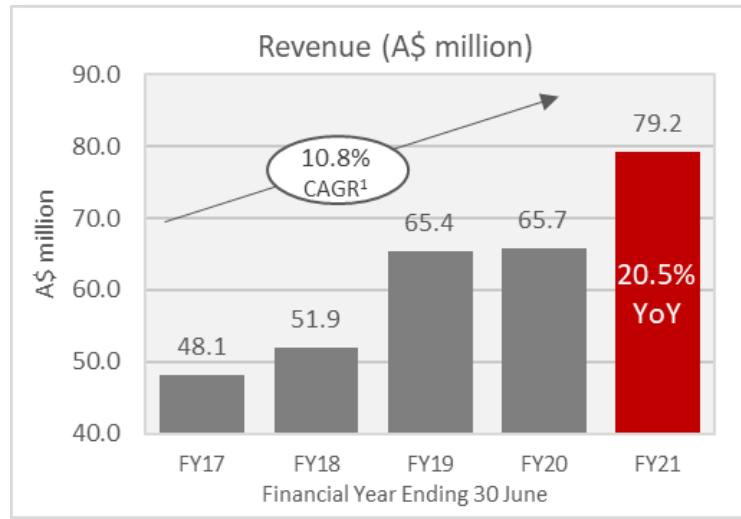
	FY21	FY20	Change
Shares on issue	100 m	100 m	-
Market capitalisation	\$710 m	\$449 m	58.1% ↑
Cash & deposits	\$19.9 m	\$20.8 m	(4.6%) ↓
Debt <sup>1</sup>	\$8.5m	\$18.0 m	(53.1%) ↓
Net assets	\$64.0 m	\$54.3 m	17.9% ↑
Revenue	\$79.2 m	\$65.7 m	20.5% ↑
EBITDA <sup>2</sup>	\$29.0 m	\$23.4 m	23.6% ↑
Net Profit after Tax (NPAT)	\$16.8 m	\$13.0 m	28.7% ↑
Earnings per Share (EPS)	16.8 cps	13.1 cps	28.6% ↑
Dividends per Share (DPS)	8.8 cps	5.9 cps	49.2% ↑
Return on Equity (ROE)	26.3%	24.1%	2.2% ↑

*Well positioned to deliver on future opportunities*

<sup>1</sup> Debt includes Right of Use Liabilities

<sup>2</sup> Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA") is a non-IFRS term which has not been subject to audit or review but has been determined using information presented in the Group's FY21 financial report

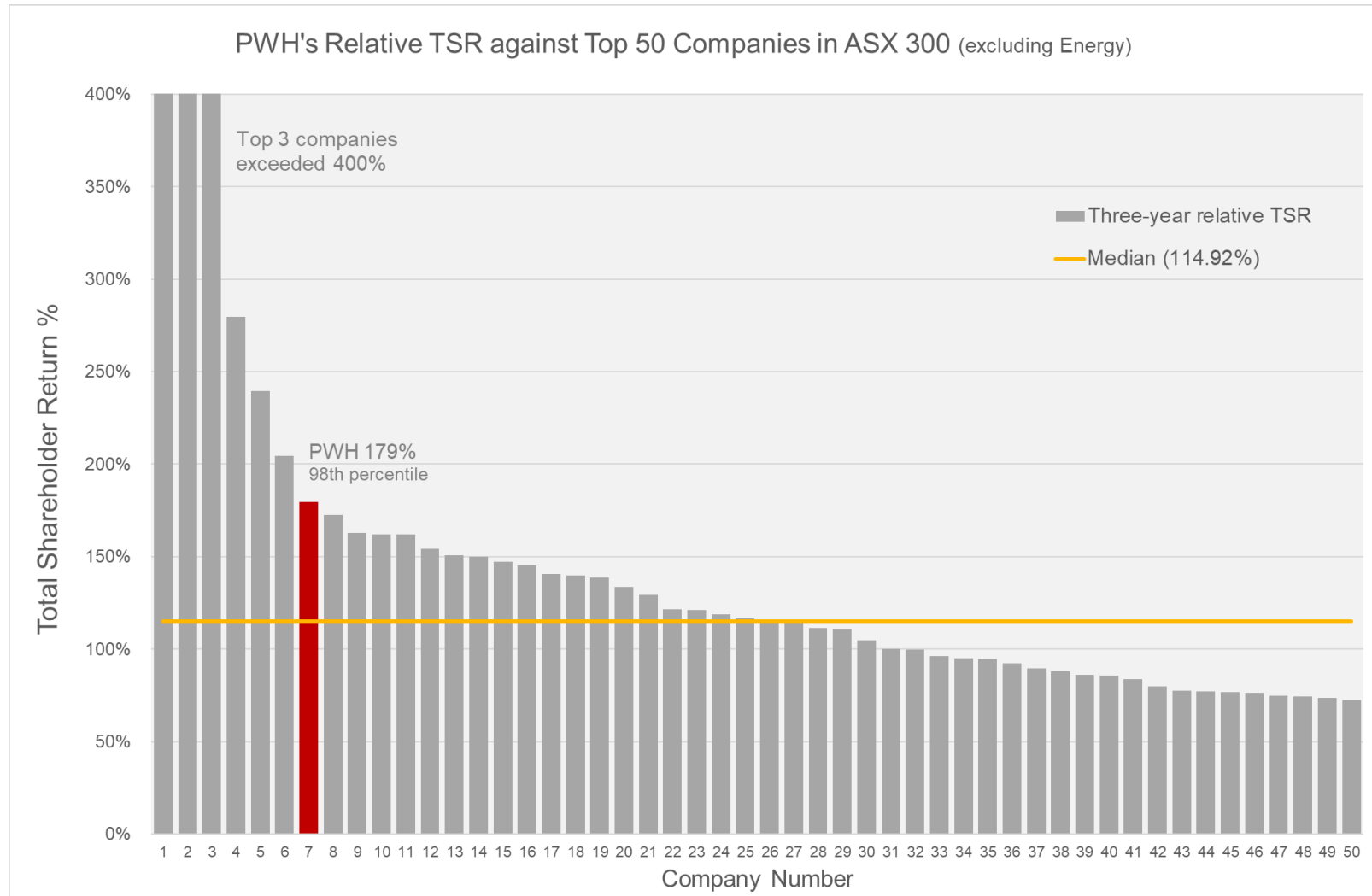
# Performance Trend



1 CAGR - Compound Annual Growth Rate over 5 years



# Total Shareholder Return



Three year relative TSR ending 30 June 2021

# Investment Highlights



## Leader in Advanced Cooling Technology

Invested \$8.5m in research and development, and \$10.4m in leading edge manufacturing capability. Maintaining market leadership

## AS9100 Certification

Certified to AS9100. An aerospace and defence standard released by the International Aerospace Quality Group. Key to expanding capacity for the aerospace and defence markets

## Strong Business Growth

Solid growth across all markets and geographies. Including revenue growth of 41.9% year on year in the USA

## Emerging Technologies<sup>1</sup>

Further development and commercialisation of Emerging Technologies with revenue growth of 112.7% year on year, now representing 11% of Group revenue

## NPAT

Strong conversion of revenue to NPAT of 21.1% (2020: 19.9%)

## Total Shareholder Return (TSR)

179% three year TSR ending 30 June 2021. 98% percentile relative to the ASX300, excluding energy (coal, oil and gas) companies

## Dividends

Dividend policy of 40% to 60% of NPAT

<sup>1</sup> Emerging Technologies includes Aerospace and Defence across all technologies, and other market sectors generated by cold plate, micro matrix and additive manufacturing

# FY21 Review



# FY21 Overview

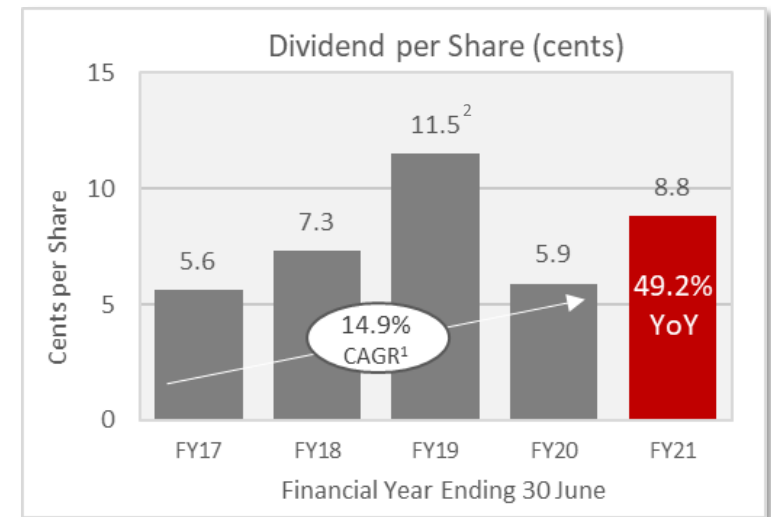


## Strong Revenue and NPAT Growth

- **Revenue** of \$79.2m up 20.5% on FY20
- **EBITDA** of \$29.0m up 23.6% on FY20
- **NPAT** of \$16.8m up 28.7% on FY20
- **Sales by currency** to pcg – USD sales up 71.4%, AUD sales up 27.9% and GBP sales up 10.8%
- **Emerging Technologies** development and commercialisation of Emerging Technologies generated revenue growth of 112.7% year on year, now representing 11% of Group revenue

## Dividend

- Total dividend for the year of 8.8 cents per share fully franked and representing ~52% of NPAT
- Interim dividend of 2.8 cents per share fully franked and paid on 26 March 2021
- Final dividend of 6.0 cents per share fully franked and payable on 24 September 2021



<sup>1</sup> CAGR - Compound Annual Growth Rate over 5 years

<sup>2</sup> Included a 3.00 cent special dividend

# Financial Performance



## Key Points

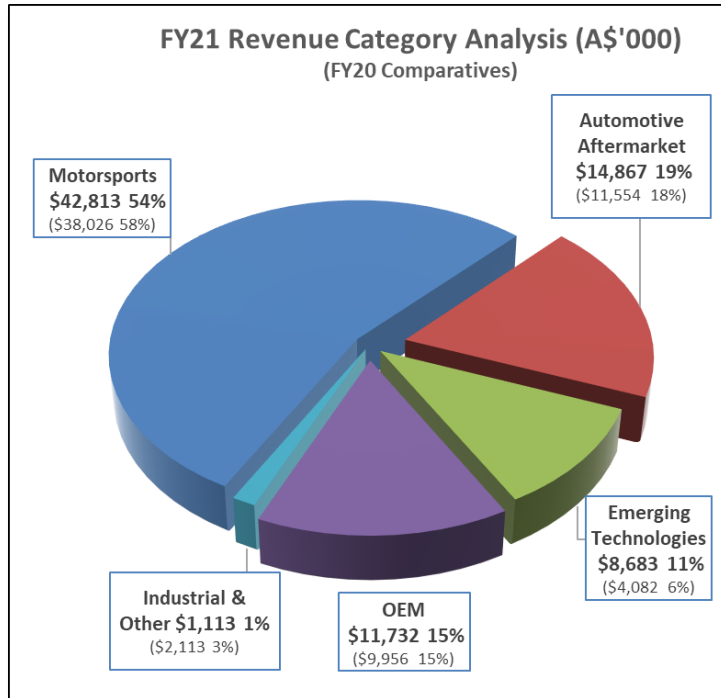
A\$'000	FY21	FY20	Variance
Revenue	79,208	65,731	20.5% ↑
EBITDA <sup>1</sup>	28,963	23,430	23.6% ↑
EBITDA margin <sup>1</sup>	36.6%	35.6%	
Statutory EBIT	23,224	18,726	24.0% ↑
Profit before tax	22,547	18,235	23.6% ↑
Net Profit after Tax (NPAT)	16,797	13,049	28.7% ↑
NPAT Margin	21.2%	19.9%	
EPS	16.77	13.05	28.6% ↑
DPS	8.8	5.9	49.2% ↑

- Solid growth in revenue across all key markets and geographies
- Revenue increased by 25.7% or \$16.9m offset by an unfavourable currency movements of (5.2%) or (\$3.4m):
  - USD sales up 71.4%
  - AUD sales up 27.9%
  - GBP sales up 10.8%
- Revenue mix continues to change with Emerging Technologies<sup>2</sup> increasing to 11% (2020: 6%) of Group revenue
- Automotive Aftermarket growth demand remains strong. The online store is ready to “go live” subject to production capacity

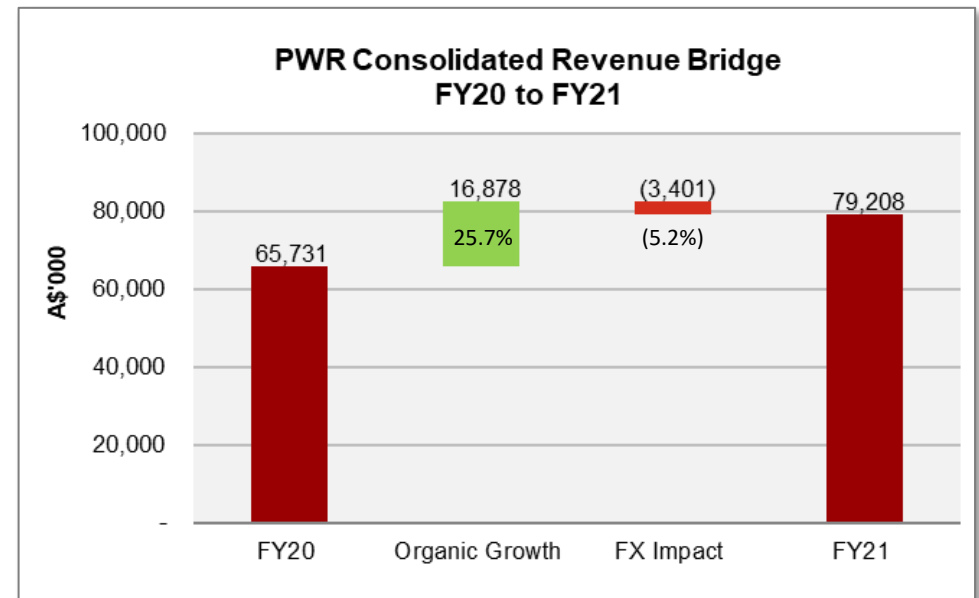
1 Earnings Before Interest, Tax, Depreciation and Amortisation (“EBITDA”) is a non-IFRS term which has not been subject to audit or review but has been determined using information presented in the Group’s financial report

2 Emerging Technologies includes revenue from Aerospace and Defence across all technologies, and revenue from other market sectors generated by cold plate, micro matrix and additive manufacturing

# Financial Performance (continued)



Revenue by Market Sector					
	YTD Jun 21		YTD Jun 20		Growth
	(A\$'000)	%	(A\$'000)	%	
Motorsports	\$ 42,813	54%	\$38,026	58%	13%
Automotive Aftermarket	\$ 14,867	19%	\$11,554	18%	29%
OEM	\$ 11,732	15%	\$ 9,956	15%	18%
Emerging Technologies <sup>1</sup>	\$ 8,683	11%	\$ 4,082	6%	113%
Industrial & Other	\$ 1,113	1%	\$ 2,113	3%	(47%)
	\$ 79,208	100%	\$65,731	100%	21%

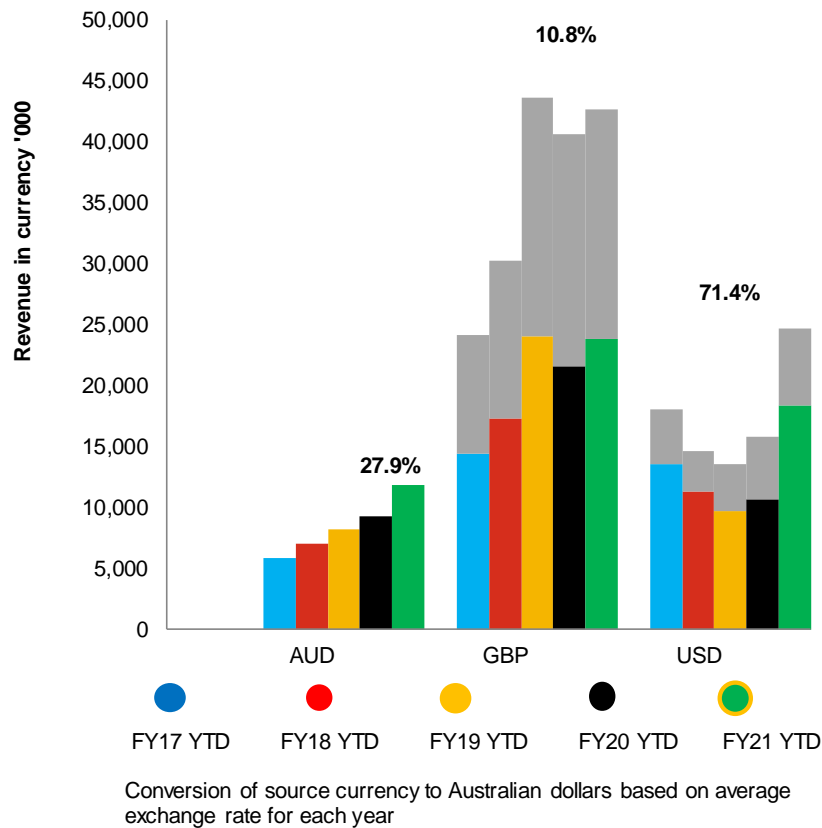


1. Emerging Technologies includes revenue from Aerospace and Defence across all technologies, and revenue from other market sectors generated by cold plate, micro matrix and additive manufacturing

# Financial Performance (continued)



**Sales to third parties by currency**



## Foreign Exchange Management

- Average exchange rates during the financial year saw the GBP (4.1%) weaker and the US dollar (11.2%) weaker than the prior period
- Participating forward contracts in GBP used to manage foreign exposure to sales in GBP where production costs are in AUD and sales in GBP. GBP3.9m (2020: GBP1.15m) participating forward contracts in place at 30 June 2021
- USD exposure to sales largely offset by USD production costs
- Increase in USD revenue mainly due to OEM and Emerging Technology contracts

Currency	30/06/2021	30/06/2020	Change	FY21 Avg	FY20 Avg	Change
GBP	0.5426	0.5579	(2.7%)	0.5547	0.5329	4.1%
USD	0.7512	0.6854	9.6%	0.7469	0.6716	11.2%

Revenue by currency				
	FY21	FY20	FY19	FY18
USD	31.2%	24.1%	20.7%	28.3%
GBP	53.8%	61.8%	66.7%	58.1%
AUD	15.0%	14.1%	12.6%	13.6%
	100.0%	100.0%	100.0%	100.0%

# Balance Sheet



A\$000	June 2021	June 2020
<b>Assets</b>		
Cash and cash equivalents	19,857	20,805
Trade and other receivables	9,341	6,932
Inventories	6,489	6,528
Plant & equipment	34,280	29,296
Deferred tax asset	770	876
Intangible assets	14,915	15,034
Prepayments and other assets	1,646	2,912
<b>Total Assets</b>	<b>87,298</b>	<b>82,383</b>
<b>Liabilities</b>		
Trade and other payables	5,333	4,770
Deferred income	2,189	1,006
Contract liabilities	2,252	-
Loans and borrowings	8,456	18,027
Tax liabilities	2,001	1,886
Employee benefits and provisions	3,105	2,444
<b>Total Liabilities</b>	<b>23,336</b>	<b>28,133</b>
<b>Net Assets</b>	<b>63,962</b>	<b>54,250</b>

## Key points

- Strong liquidity and cash position
- ROE increased to 26% (FY20: 24%) due to higher revenue flowing through to an increased NPAT margin
- Plant & equipment increase reflects completion of majority of previously announced capital investment programs and includes right of use assets
- Loans and borrowings (includes right of use liabilities) is lower after repaying A\$5m and £2m loans. A\$10m multi currency and A\$7.5m equipment loan facilities undrawn
- Balance sheet strength and unutilised facilities provides ability to seize organic or other opportunities
- Intangible assets unchanged apart from foreign exchange movements

# Working Capital & Cashflow



A\$'000	FY21	FY20
Trade, other receivables & prepayments	9,341	6,932
Inventories	6,489	6,528
Trade & other payables	(5,333)	(4,770)
<b>Net working capital</b>	<b><u>10,497</u></b>	<b><u>8,690</u></b>
Working capital (increase)/decrease	(1,807)	(1,619)
Cash from operating activities (excluding working capital change)	33,175	21,942
<b>Cash from operating activities</b>	<b>31,368</b>	<b>20,323</b>
EBITDA to cash conversion ratio	115%	94%
Tax & interest paid	(4,959)	(4,154)
Capital expenditure	(10,365)	(7,763)
<b>Free Cash Flow</b>	<b>16,044</b>	<b>8,406</b>
Dividends Paid	(6,812)	(11,802)
Borrowings	(8,585)	5,000
Other	(1,595)	(1,022)
<b>Net cash movement</b>	<b><u>(948)</u></b>	<b><u>582</u></b>

## Key points

- Strong sales in June resulted in an increase in debtors at 30 June 2021 compared to prior comparative period
- Operating cashflow increased by 54% compared to prior period due to solid revenue growth
- Strong cash conversion from operating activities at 115% of EBITDA<sup>1</sup>
- Overall net cash position and capital investment financed from operating cash flows and retained cash reserves
- Liquidity position strong – in addition to cash reserves of \$19.9m, finance facilities of over \$17.5m available.

1. Cash Conversion = Cash from operating activities excluding working capital change divided by EBITDA



# Segment Analysis



	PWR Performance Products		PWR North America (C&R)		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Revenue - products	54,513	49,635	23,880	15,408	78,393	65,043
Revenue – services	423	525	392	163	815	688
External revenues	54,936	50,160	24,272	15,571	79,208	65,731
Inter-segment revenues	3,098	923	1,788	1,987	4,886	2,910
Segment revenue	58,034	51,083	26,060	17,558	84,094	68,641
Operating EBITDA <sup>1</sup>	22,724	20,494	6,158	2,792	28,882	23,286
Depreciation	(4,391)	(3,126)	(1,348)	(1,578)	(5,739)	(4,704)
Segment profit/(loss) before interest and tax	18,333	17,368	4,810	1,214	23,143	18,582

## Key points

- FY21 PWR NA segment external revenue growth 56%
  - OEM and Emerging Technology<sup>2</sup> sales increase main driver of increased external revenue
  - Increased manufacturing throughput results in economy of scale benefits

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The background of the slide is a high-angle, wide-area photograph of a flat, arid landscape. The terrain is a mix of light brown and tan colors, with subtle textures suggesting sand or dry earth. In the distance, a sharp, straight horizon line separates the land from a clear, bright blue sky. A very bright sun is positioned just above the horizon on the right side of the frame, creating a strong lens flare and illuminating the entire scene. The overall mood is one of vastness and openness.

# Supporting Information

# About PWR



PWR Holdings Limited (PWR) is a global designer, manufacturer and supplier of technically advanced high performance cooling solutions. We invest in research and development to provide solutions to our customers using advanced cooling technology. We adopt a flexible manufacturing approach and take pride in supporting our customers through a truly unique technical partnership

## Our Vision

The Global Leader in Cooling Technology Inspired by Engineering Excellence

## Key Markets

- Motorsports
- Automotive OEM (including electric and hybrid vehicles)
- Automotive Aftermarket
- Aerospace (included in Emerging Technologies)
- Defence (included in Emerging Technologies)
- Other Emerging Technologies (including cold plates, micro matrix and additive manufacturing)



# Emerging Technologies



**Defence & Aerospace** – all technology solutions, capitalising on AS9100 certification

**Cold plates** – ruggedised vacuum brazed cold plates for use in radar systems, avionics, power electronics and energy storage systems

**Micro matrix** – use on platforms with cost per unit mass trade offs and high thermal requirements, such as unmanned aerial vehicles (UAV), electric vertical take-off and landing (EVTOL), aircraft pre coolers and motor generator unit (MGU) cooling

**Hydrogen fuel cell heat exchangers** – light weight thermal management systems for use on air, land and sea platforms

**Bar and plate applications** – complete system design, manufacture and testing for bar and plate heat exchangers suitable for a range of applications for aircraft, maritime and heavy land vehicles

**Battery and hybrid system cooling** – bespoke cooling solutions for battery storage, electronics, motors, energy recovery systems

**Additive manufacturing applications** – manufacturing of structural components, rotating parts and cooling assemblies from ceramic filled resin or F357 Aluminium, to service the motorsport, aerospace and emerging technologies markets

**Computational Fluid Dynamics (CFD), simulation and modelling services** – PWR offer flow simulation services and mathematical modelling to develop complete cooling system architecture, assisting our customers in overall system design, performance and efficiency

**Super alloy brazing capabilities** – capitalising on our recent vacuum brazing furnace investment to develop solutions for high temperature heat exchangers in emerging markets, such as hydrogen fuel cell systems



# Business Outlook

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- **AS9100 certification** – PWR are one of a small number of independent Australian companies that are certified to the aerospace and defence quality standard. This certification demonstrates PWR's commitment to the aerospace and defence markets and will position PWR for further opportunities
- **Emerging technologies** – showing strong potential growth in FY22 and beyond as products and manufacturing capability are commercialised and expanded
- **OEM programs** – continuing to ramp up, with long awaited programs now in production and negotiations continuing on future programs
- **Headcount Increases** – to deliver on the current and future opportunities PWR will continue to expand headcount, with a focus on employee development and productivity. Expecting to increase from 363 at 30 June 2021 to 450+ by December 2022
- **Facility expansion** – while maximising the use of current facilities, including installation of mezzanine floors, options are being evaluated for expanding production facilities in both Australia and North America
- **Capital investment** – ongoing targeted capital investment program to expand capability and production capacity, supporting growth in existing programs and to deliver new programs
- **Asset utilisation** – focus on increasing utilisation of equipment and facilities by expanding to a second shift for selected operations
- **Website** – new website launched in August 2021, updated for key markets and capabilities
- **Online store** – key to PWR's global performance automotive aftermarket penetration. Online store has been completed and will be launched pending production capacity

# Pipelines – Key Automotive OEM<sup>1</sup>



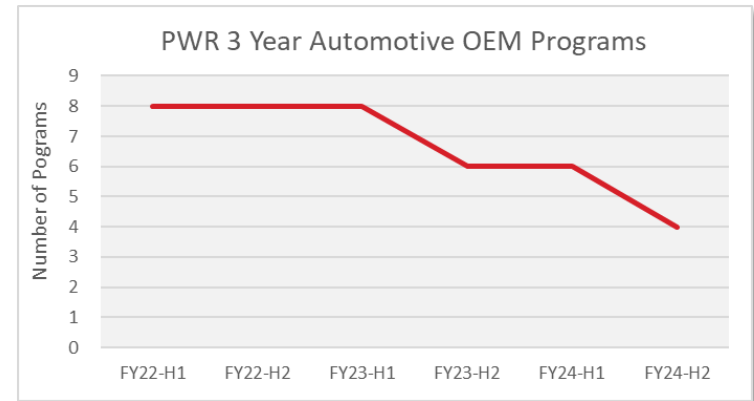
Program	Remaining Vehicles	Status	SOP FY	Prod. Years	FY22		FY23		FY24	
					H1	H2	H1	H2	H1	H2
Ford GT500	6,000	Nominated Supplier	2020	1.1						
Ford GT40	240	Nominated Supplier	2020	1.0						
Valkyrie Road Car 001	155	Nominated Supplier	2022	2.0						
Valkyrie Track Car 002	39	Nominated Supplier	2022	1.5						
Mercedes AMG X1	255	Nominated Supplier	2022	2.5						
Rimac - Nervera	300	Nominated Supplier	2022	3.0						
Undisclosed	TBA	In Discussion	2022	2.0						
Undisclosed	TBA	In Discussion	2022	2.0						
Undisclosed	TBA	In Discussion	2023	4.0						
Undisclosed	TBA	In Discussion	2024	3.0						
Undisclosed	TBA	In Discussion	2024	6.0						
Number of Key Programs (in production + in discussion)					8	8	8	6	6	4

**Existing Key Programs** – Valkyrie, AMG X1, Ford GT and Rimac C2 programs in production

**In Discussion** – ongoing discussion for new programs that will underpin the OEM forecast into the medium - long term

**Early Stage** – in addition to the program outlined above, PWR is in early discussion on other OEM programs

<sup>1</sup> Program timing, volume and term are dependent upon manufacturer requirements and are subject to change. Above information provided on current expectations





# Pipelines – Emerging Technologies<sup>1</sup>

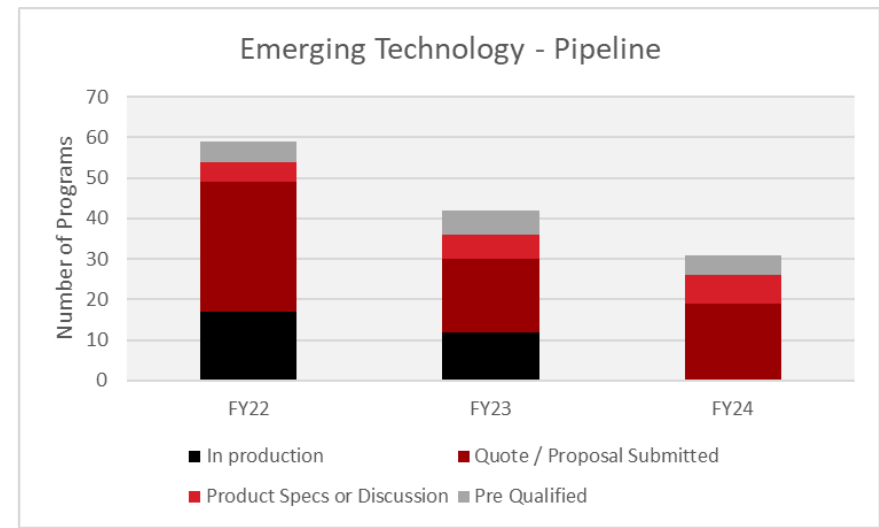


**Continuing to build** – Expecting continued growth in pipeline as opportunities are progressed from early stage concept to long term production

**AS9100 Certification** – Recent certification expected to increase opportunity flow

**Program Diversity** – The programs utilise a range of manufacturing technology, range from weeks to 10+ years and from less than A\$100,000 to greater than A\$50 million

**Program Timing** – Program commencement and manufacturing ramp up profile differ between programs based on customer requirements



<sup>1</sup> Program timing, volume and term are dependent upon customer requirements and are subject to change. Above information provided on current expectations

# Investing in our People

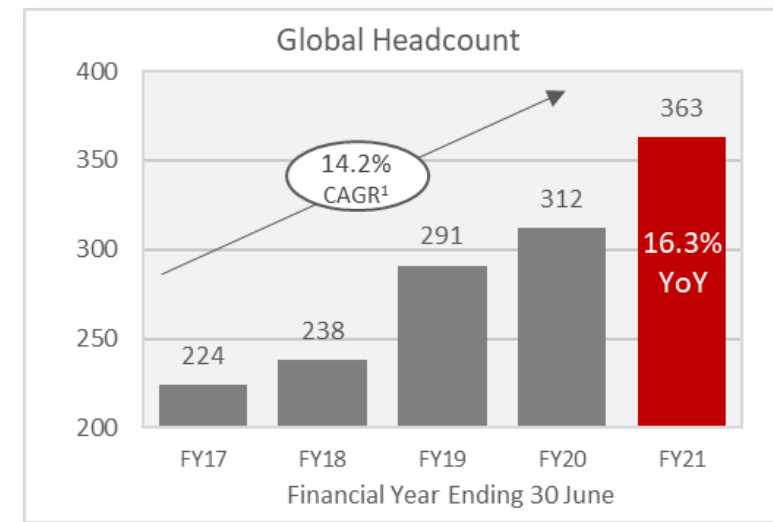


PWR recognises that our People are core to our future success. To deliver on current and future opportunities, PWR is investing in growing headcount to 450+ by December 2022

PWR has expanded the senior management team to include the role of People and Culture Manager. The P&C Manager will ensure the required structures and processes are implemented

The People strategy includes:

- **Recruitment** – expand sourcing strategies to identify and attract quality candidates
- **Development** – ensure development and career pathway plans are prepared for all employees, including leadership training for supervisors and managers
- **Retention** – implement support and retention strategies to minimise unplanned turnover
- **Apprentice Program** – PWR currently employs 30 apprentices across a range of trades
- **Work Experience Program** – PWR runs a work experience program for high school students interested in a career in advanced manufacturing
- **Employee Assistance Program (EAP)** – to support the PWR Team



1 CAGR - Compound Annual Growth Rate over 5 years

# Investing in Capability

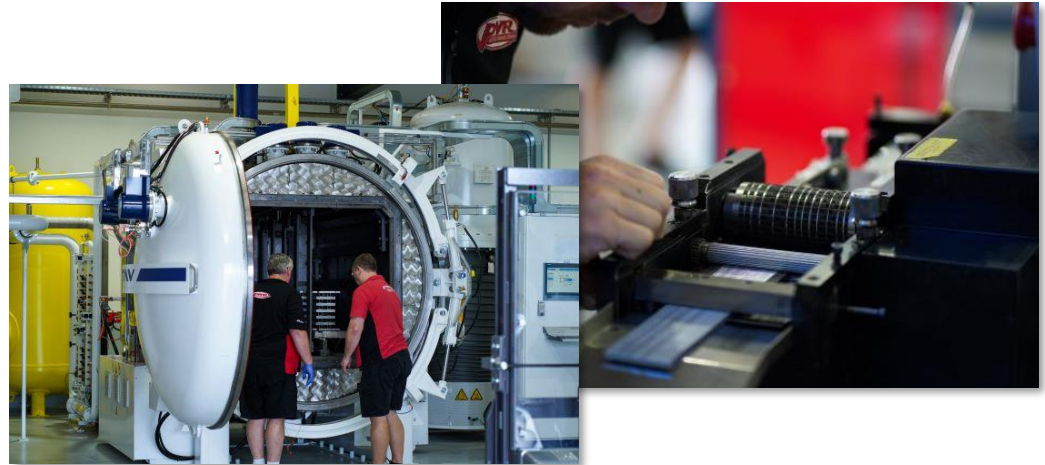


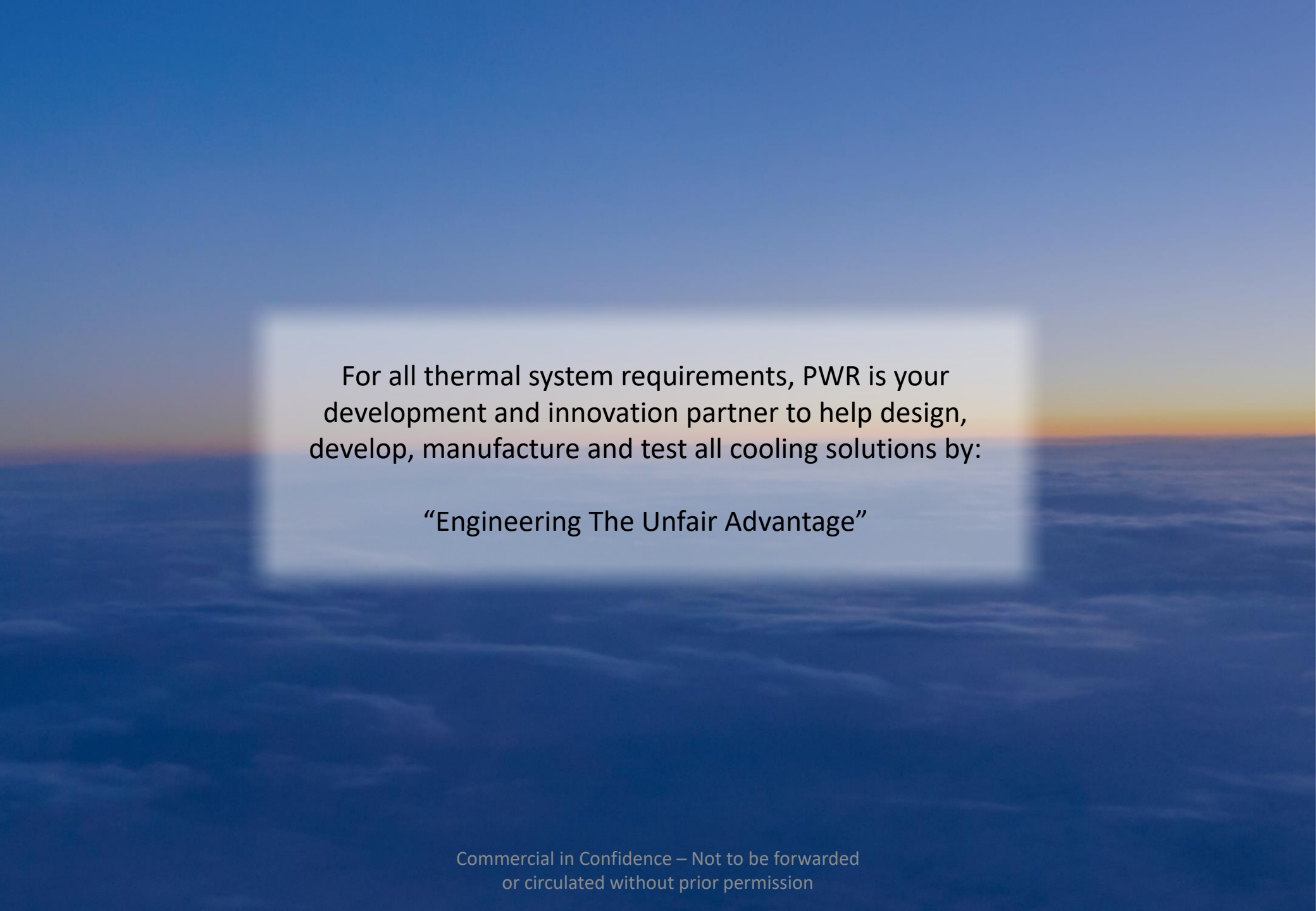
**Capital Investment** – An ongoing targeted capital investment program is critical to stay at the forefront of technology developments and to ensure we have sufficient capacity for anticipated and planned growth

The quantum of the FY22 capital investment program is expected to be similar to FY21, and is likely to be impacted by the timing of various customer programs. The current capital investment program includes:

- Variaxis machine
- CNC machines
- Fin machine with updated die designs
- Furnaces - controlled atmosphere brazing furnace and/or vacuum brazing furnace
- Extrusion machine
- Software system upgrades

**Factory footprint** – we continue to assess the optimal factory footprint to ensure we plan for growth while maintaining efficiency





For all thermal system requirements, PWR is your development and innovation partner to help design, develop, manufacture and test all cooling solutions by:

“Engineering The Unfair Advantage”