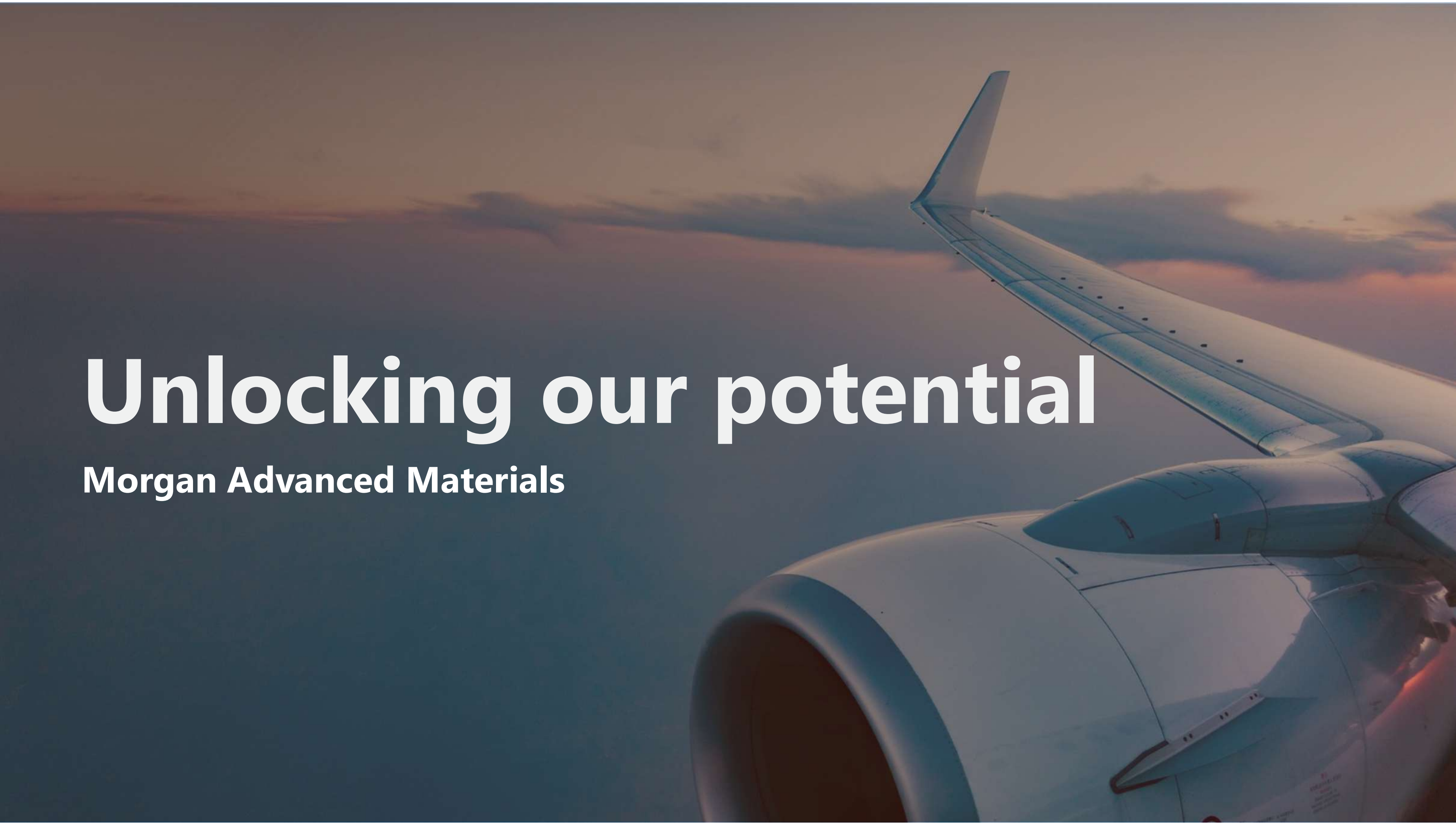
# Unlocking our potential

## Morgan Advanced Materials



# Disclaimer

For the purposes of the following disclaimers, references to this ‘document’ shall be deemed to include references to the presenters' speeches, the question and answer session and any other related verbal or written communications.

This document contains forward-looking statements. These have been made by the Directors in good faith based on the information available to them up to the time of their approval of this report. The Directors can give no assurance that these expectations will prove to have been correct.

Due to the inherent uncertainties, including both economic and business risk factors underlying such forward-looking information, actual results may differ materially from those expressed or implied by these forward-looking statements.

The Directors undertake no obligation to update any forward-looking statements whether as a result of new information, future events or otherwise.

# Introduction

CEO | Damien Caby

# We are a global leader in advanced materials

We combine material science, deep application expertise and process excellence to co-design and manufacture mission critical solutions


| Headline[1] Revenue | Headline[1] Adj. op profit[2] margin | Operating globally across | Employing |
|---|---|---|---|
| c.£1.0bn | 9.6% | 57 | c.8,100 |
| 2025 | 2025 | sites | people worldwide |

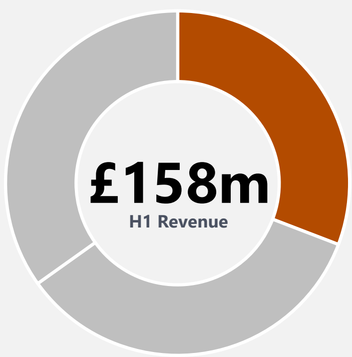
1 'Headline' metrics which include the results earned by MMS up to the completion date of the disposal.
2 Adjusted operating profit is statutory operating profit, adjusted for specific adjusting and amortisation of intangible assets.

# Our three Divisions

## The backbone of our operating model

### Performance Carbon

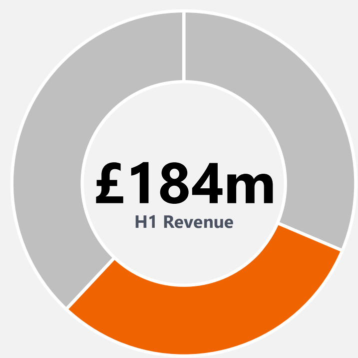
Carbon, graphite & silicon carbide components with versatile properties




**17.1%**
Adj. operating profit margin

### Technical Ceramics

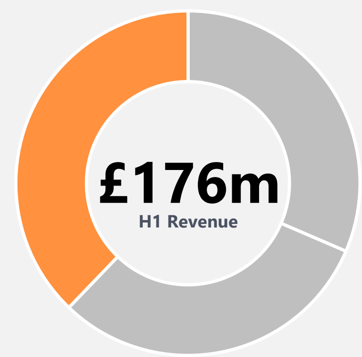
Bespoke ceramics and metallisation capability for components and assemblies




**13.0%**
Adj. operating profit margin

### Thermal Products

High performing solutions for high temperature insulation and fire protection

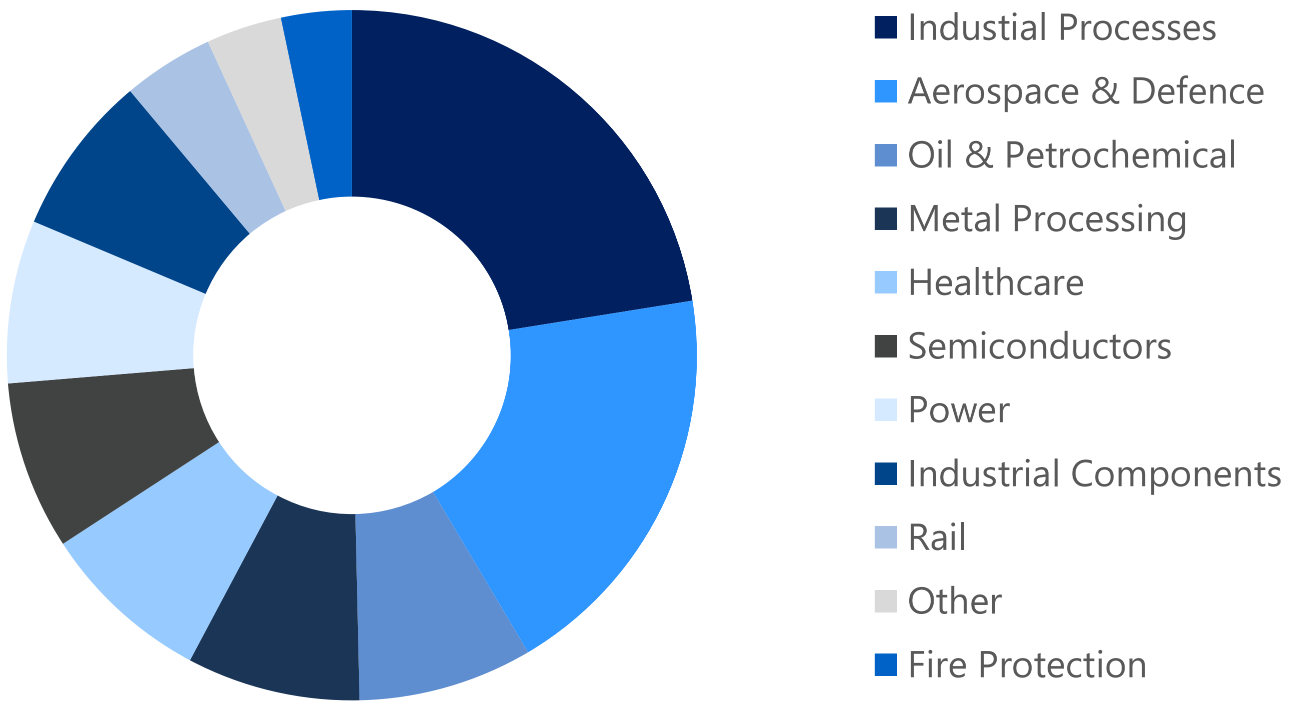



**6.4%**
Adj. operating profit margin

# Our markets

## Providing resilience and opportunities through diversified end markets

### Revenue mix



# Unlocking our potential and driving margin enhancing growth

## Strategic levers

**Transform** operational effectiveness

- Augment operational excellence, step-up supply chain effectiveness
- Turnaround underperforming sites

**Drive** stronger growth

- Enhance and expand value proposition via strategic collaborations
- Expand in focus areas with strong right to win

**Maximise** portfolio value

- Pursue partnerships and bolt-on M&A
- Divest if we are not the right owner

# Creating a clear roadmap

**9-10%**

## Today

- Growth through exposure to diverse, attractive end markets
- Continuous manufacturing improvement
- Consolidation of undersized, underperforming sites

**10-12%**

## 2028

- GDP+ growth with improved lead times and channels to market
- Structural improvement of underperforming sites
- Bite size capacity increases
- Procurement and digitalisation at scale

**12-14%**

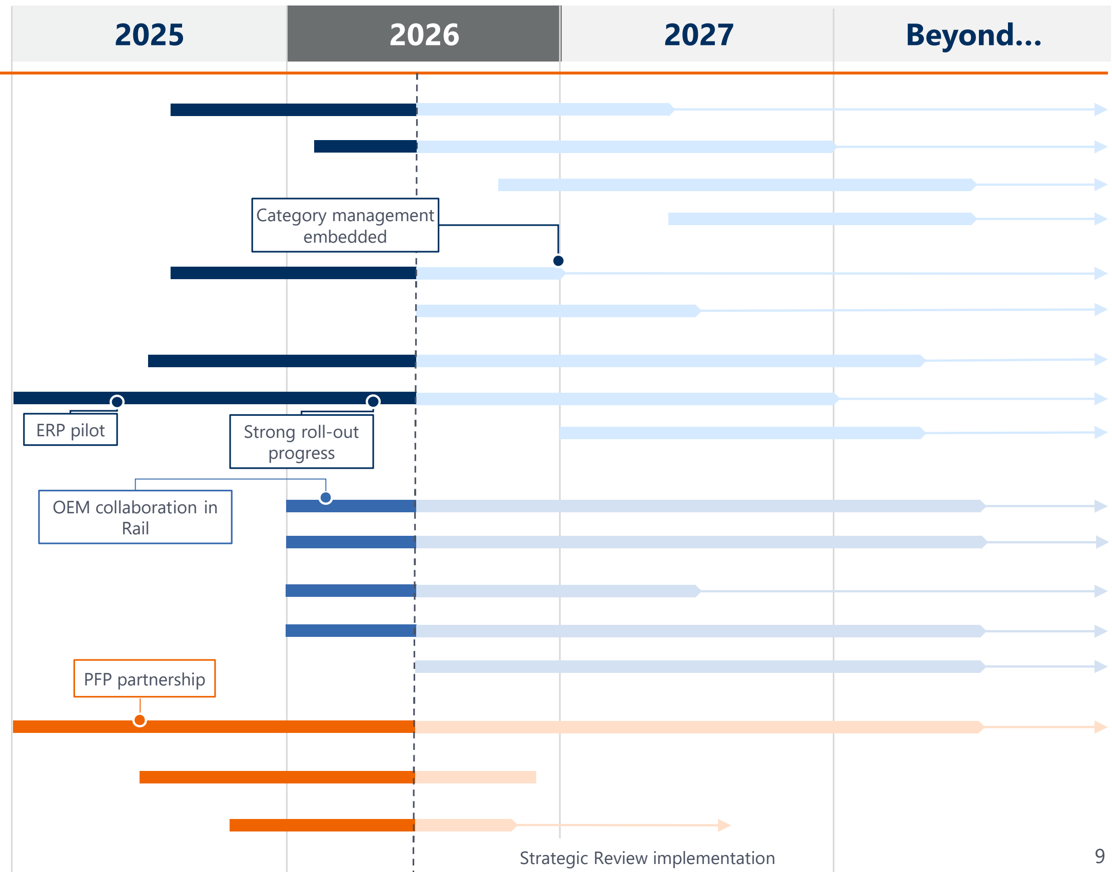
## Beyond

- Stronger growth via deeper customer collaborations and into subsystems
- Organic adjacencies building on selected leadership positions
- Bolt on M&A and portfolio management

Morgan Advanced Materials

# We are executing our strategy at pace

| | Focus area | |
|---|---|---|
| Transform | Large site turnaround | 1st site |
| | | 2nd site |
| | | Further sites |
| | | Sustained improvement |
| | Procurement | Group-led procurement |
| | | Savings delivery |
| | Digital & Back-office transformation | Shared services |
| | | ERP |
| | | Leverage capabilities |
| Drive | Strengthen position in value chain | OEM collaboration |
| | | Value chain advancement |
| | Capacity expansion | Vehicle Armour capacity |
| | | Ion Implantation capacity |
| | | Further incremental capacity |
| Maximise | Partnering | Establish partnerships |
| | Portfolio optimisation | MMS disposal |
| | | Strategic Review of Thermal Products |



# Driving growth through market outperformance

## Growing in attractive markets where we have the right to win

**Market examples**

### Energy storage

Structural demand driven by battery safety and thermal runaway protection

**Displacing incumbents with solutions more suited to emerging requirements**

### Wind

Long-term demand for renewable generation and service activity

**Generating aftermarket pull-through locked-in via product innovation**

### Rail

Installed base and transport investment support continued demand

**Securing new customers in Asia with best-in-class operational value**

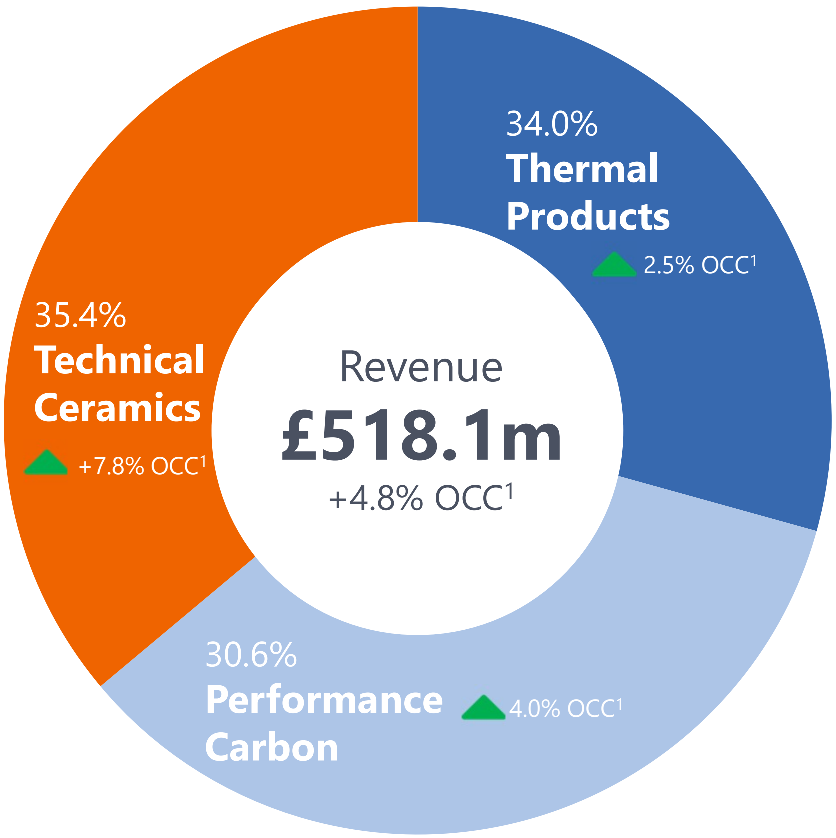
# Key messages

| | | |
|---|---|---|
| **Financial Performance** | • Resilient revenue; encouraging growth in strategic areas |
| **Transform** | • Major site turnaround and Procurement initiatives on track |
| **Drive** | • Focused teams accelerating growth; OEM engagement delivering wins |
| **Maximise** | • Strategic Review of Thermal Products progressing well |

# Financial Performance 2026 Interim Results

CFO | Richard Armitage

# Performance in-line with expectations




**OCC[1] revenue growth**
**+4.8%**
*H1 2025[5]: (6.1)% decline*

**Adj. earnings per share[3]**
**10.7p**
*H1 2025[5]: 9.9p*

**Adj. operating profit[2]**
**£57.8m**
*H1 2025[5]: £54.8m*

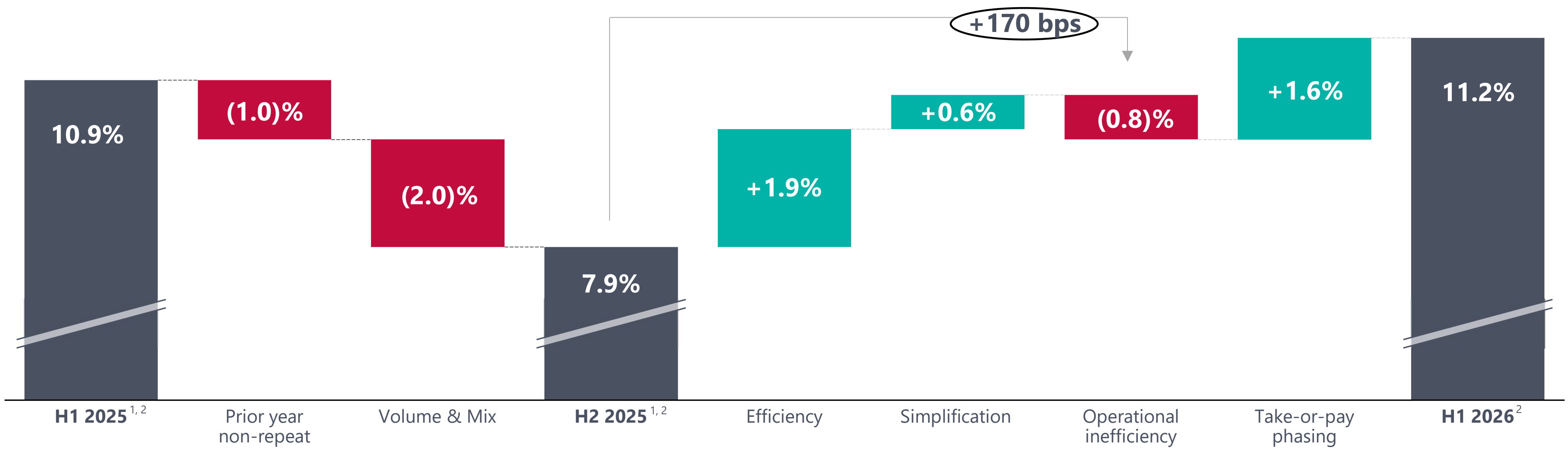
**Return on invested capital[4]**
**14.5%**
*H1 2025[5]: 15.4%*

**Adj. operating profit[2] margin**
**11.2%**
*H1 2025[5]: 10.9%*

**Free cash flow**
**£3.5m**
*H1 2025[5]: £4.6m*

1 OCC represents 'organic constant-currency' which is revenue growth excluding the impact of acquisitions, divestments and foreign currency.
2 Adjusted operating profit is statutory operating profit, adjusted for specific adjusting items and amortisation of intangible assets.
3 Adjusted earnings per share is defined as operating profit adjusted to exclude specific adjusting items and amortisation of intangible assets, less net financing costs, income tax expense and non-controlling interests, divided by the weighted average number of Ordinary shares during the period.
4 Return on capital is calculated as group adjusted operating profit as a ratio of average adjusted net assets (excluding long-term employee benefits, investments, deferred tax assets and liabilities, current tax payable, provisions, cash and cash equivalents, borrowings, bank overdrafts and lease liabilities).
5 H1 2025 Financial results have been restated following the disposal of the majority of the Molten Metal Systems ('MMS') business which completed on 12 November 2025 to present the results of MMS within discontinued operations

# Strong sequential margin improvement; supported by efficiency gains

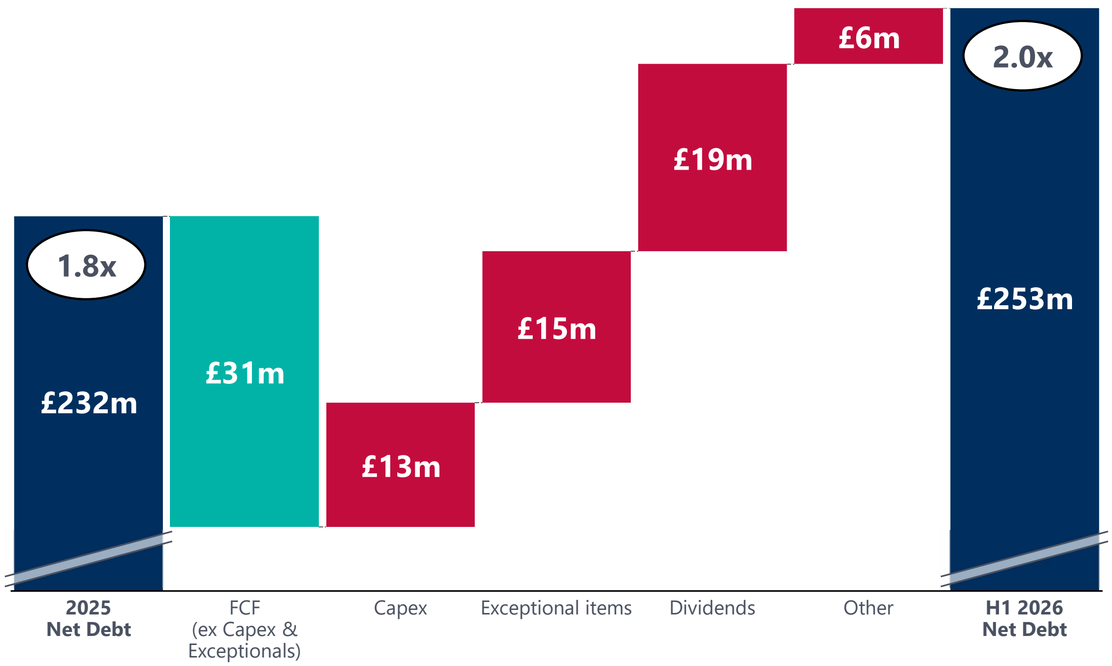



- **Strong sequential performance** from a H2 2025 margin significantly impacted by volume & mix
- Strong efficiency performance and incremental simplification benefits continue to support margin
- **Q1 temporary operational issues now resolved**
- Phasing benefit of take-or-pay income impacts H1 reported margin

1 H1 2025 Financial results have been restated following the disposal of the majority of the Molten Metal Systems ('MMS') business which completed on 12 November 2025 to present the results of MMS within discontinued operations
2 Adjusted operating profit is statutory operating profit, adjusted for specific adjusting items and amortisation of intangible assets.

# Leverage in-line with expectations

## Cash flow movements




| | **H1 2026 £m** | H1 2025 £m |
|---|---|---|
| **EBITDA** | **78.5** | 74.6 |
| Net working capital | **(23.5)** | 6.3 |
| Net capital expenditure | **(12.5)** | (38.9) |
| Net interest | **(9.5)** | (9.0) |
| Tax paid | **(11.5)** | (12.0) |
| Exceptional items | **(15.2)** | (11.4) |
| Lease payments | **(6.3)** | (5.8) |
| Other items | **3.5** | 0.8 |
| **Free cash flow** | **3.5** | 4.6 |
| Dividends paid | **(18.8)** | (19.1) |
| Other items | **(5.5)** | 0.4 |
| Share buyback | **(0.1)** | (8.8) |
| **Movement in net debt** | **(20.9)** | (22.9) |

- Net working capital includes a net £4.4m benefit from supplier financing and non-recourse debt factoring programmes
- Balances on these programmes were £42.6m at H1 2026

Morgan Advanced Materials

# Capital allocation prioritises growth and returns

**1 Strong balance sheet**
- Prioritise return to target leverage range through trough of cycle: *1.0x to 1.5x, or up to 2.0x post-acquisition*

**2 Organic investment**
- Investment focused on efficiency, limited capacity needs
- CAPEX ~1.2x depreciation

**3 Regular returns**
- Dividend maintained then growing with adjusted earnings at ~2.5x cover

**Surplus capital**

**Inorganic investment**
Returns exceed the cost of capital in third full year

**Additional returns**
Further shareholder returns, as appropriate

Morgan Advanced Materials

# Full year outlook

- **OCC[1] revenue growth of ~2%**
- Noting a headwind due to foreign exchange, **adjusted operating profit[2] margin** for the **second half broadly in-line with the first half**, excluding the phasing benefit of £8.9m from the take-or-pay agreement
- Guidance reflects the first benefits of **Transform**

1 OCC revenue growth is ‘organic constant-currency’ revenue growth excluding the impact of acquisitions, divestments and foreign currency over the 2025 full year continuing revenue of £996.6m
2 Adjusted operating profit is statutory operating profit, adjusted for specific adjusting items and amortisation of intangible assets.

# Q&A

# Appendix

# Financial framework

| Delivering sustainable EPS growth | Clear financial framework targets |
|---|---|
| Organic revenue growth | GDP+ |
| + | |
| Continuing profit growth | 12% to 14% adjusted operating profit margin |
| + | |
| Accretive M&A | ROIC 17-20% |
| + | |
| Additional shareholder returns | Leverage 1.0x to 1.5x, up to 2.0x post-acquisition |
| = | |
| EPS growth | Sustained EPS growth |

# Financial calendar

| Event | Date |
|---|---|
| Trading update | **November 2026** |
| FY 2026 Results | **March 2027** |

# Consensus forecasts

| | **2026** | 2026 (Range) | 2027 | 2027 (Range) |
|---|---|---|---|---|
| Revenue | 1,010 | 1,001 – 1,020 | 1,045 | 1,033 – 1,051 |
| Adjusted operating profit[1] | 99 | 97 – 102 | 111 | 103 – 114 |
| Adjusted operating profit[1] margin | 9.8% | 9.7% – 10.0% | 10.6% | 10.0% - 11.0% |
| EPS | 17.3 | 16.3 – 18.3 | 20.7 | 18.5 – 21.8 |
| Leverage | 1.7x | 1.6x – 1.8x | 1.5x | 1.3x – 1.8x |

Morgan Advanced Materials is covered by various financial analysts. The consensus information in the table above is provided for information purposes only and does not represent any verification or endorsement of analysts' estimates by Morgan Advanced Materials.

The consensus above reflects the estimates of financial analysts up to and including 5 August 2026.

1 Adjusted operating profit is statutory operating profit, adjusted for specific adjusting items and amortisation of intangible assets.

Appendix

# Segmental performance

| | Revenue £m | | | | Adjusted operating profit[3] £m | | Margin % | |
|---|---|---|---|---|---|---|---|---|
| | H1 2026 | H1 2025[2] | Change % | OCC[1] Change % | H1 2026 | H1 2025[2] | H1 2026 | H1 2025[2] |
| Performance Carbon | 158.3 | 154.1 | 2.7% | 4.0% | 27.0 | 25.2 | 17.1% | 16.4% |
| Technical Ceramics | 183.7 | 173.0 | 6.2% | 7.8% | 23.8 | 20.2 | 13.0% | 11.7% |
| Thermal Products | 176.1 | 175.4 | 0.4% | 2.5% | 11.3 | 13.5 | 6.4% | 7.7% |
| Corporate costs | - | - | - | - | (4.3) | (4.1) | n/m | n/m |
| **Continuing operations** | **518.1** | **502.5** | **3.1%** | **4.8%** | **57.8** | **54.8** | **11.2%** | **10.9%** |

1 OCC represents 'organic constant-currency' which is revenue growth excluding the impact of acquisitions, divestments and foreign currency.
2 2025 H1 Financial results have been restated following the disposal of the majority of the Molten Metal Systems ('MMS') business which completed on 12 November 2025 to present the results of MMS within discontinued operations
3 Adjusted operating profit is statutory operating profit, adjusted for specific adjusting items and amortisation of intangible assets.

Appendix

# Foreign currency impacts

The principal exchange rates used in the translation of the results of overseas subsidiaries were as follows:

| GBP to: | H1 2026 Closing rate | H1 2026 Average rate | H1 2025 Closing rate | H1 2025 Average rate |
|---|---|---|---|---|
| USD | 1.32 | 1.34 | 1.37 | 1.30 |
| Euro | 1.16 | 1.15 | 1.16 | 1.19 |

For illustrative purposes, the table below provides details of the impact on 2026 H1 revenue and adjusted operating profit[1] if the actual reported results, calculated using 2026 H1 average exchange rates, were restated for GBP weakening by 10 cents against USD in isolation and 10 cents against the Euro in isolation:

| Increase in H1 2026 revenue/adjusted operating profit if: | Revenue £m | Adjusted operating profit[1] £m |
|---|---|---|
| GBP weakens by 10c against USD in isolation | 19.1 | 2.4 |
| GBP weakens by 10c against the Euro in isolation | 9.3 | 1.4 |



1 Adjusted operating profit is before specific adjusting items and amortisation of intangible assets.

Appendix

# Adjusted earnings per share

| £m | H1 2026 | H1 2025[1] |
|---|---|---|
| Profit for the period attributable to shareholders of the Company | 12.3 | 15.0 |
| Loss from discontinued operations | - | 0.9 |
| **Profit from continuing operations** | **12.3** | **15.9** |
| Specific adjusting items | 18.4 | 12.7 |
| Amortisation of intangible assets | 0.3 | 0.5 |
| Tax effect of the above | (1.7) | (1.2) |
| Non-controlling interests' share of the above adjustments | - | - |
| **Adjusted earnings** | **29.3** | **27.9** |
| Weighted average number of shares in the period | 276.1 | 280.8 |
| **Adjusted earnings per share (pence)** | **10.7p** | **9.9p** |

1 2025 H1 Financial results have been restated following the disposal of the majority of the Molten Metal Systems ('MMS') business which completed on 12 November 2025 to present the results of MMS within discontinued operations

Appendix

# Reported statutory figures

| £m | H1 2026 | | | H1 2025[1] | | |
|---|---|---|---|---|---|---|
| | Results before specific adjusting items | Specific adjusting items | Total | Results before specific adjusting items | Specific adjusting items | Total |
| **Revenue** | **518.1** | - | **518.1** | **502.5** | **-** | **502.5** |
| Operating costs before amortisation of intangible assets | (460.3) | (18.4) | (478.7) | (447.7) | (12.7) | (460.4) |
| **Profit from operations before amortisation of intangible assets** | **57.8** | **(18.4)** | **39.4** | **54.8** | **(12.7)** | **42.1** |
| Amortisation of intangible assets | (0.3) | - | (0.3) | (0.5) | - | (0.5) |
| **Operating profit** | **57.5** | **(18.4)** | **39.1** | **54.3** | **(12.7)** | **41.6** |
| Net financing costs | (11.6) | - | (11.6) | (10.8) | - | (10.8) |
| **Profit before taxation** | **45.9** | **(18.4)** | **27.5** | **43.5** | **(12.7)** | **30.8** |
| Income tax expense | (13.1) | 1.7 | (11.4) | (12.0) | 1.2 | (10.8) |
| Profit from continuing operations | 32.8 | (16.7) | 16.1 | 31.5 | (11.5) | 20.0 |
| Profit / (loss) from discontinued operations | - | - | - | 2.4 | (3.3) | (0.9) |
| **Profit for the year** | **32.8** | **(16.7)** | **16.1** | **33.9** | **(14.8)** | **19.1** |
| Profit the year attributable to: | | | | | | |
| Shareholders of the Company | 29.0 | (16.7) | 12.3 | 29.8 | (14.8) | 15.0 |
| Non-controlling interests | 3.8 | - | 3.8 | 4.1 | - | 4.1 |

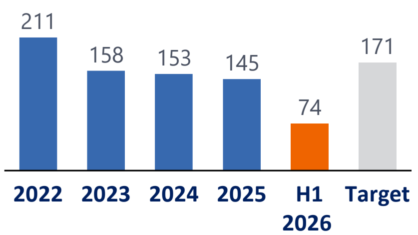


1 2025 H1 Financial results have been restated following the disposal of the majority of the Molten Metal Systems ('MMS') business which completed on 12 November 2025 to present the results of MMS within discontinued operations

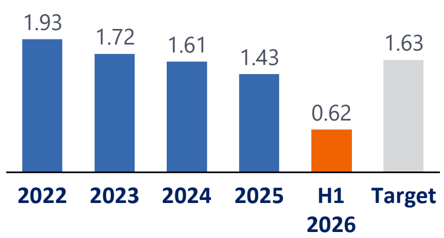
## Appendix

# Progress against our ESG commitments

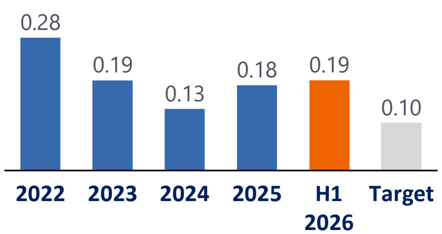
### Absolute $CO_2$e emissions[1]



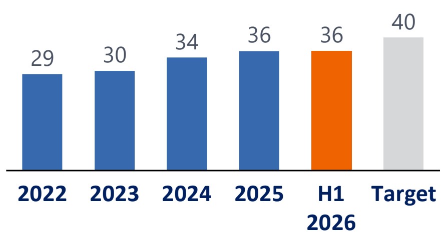

### Water usage[2]




### Lost time accident rate[3]




### % Female leadership[4]




1. Scope 1 and 2 $CO_2$e **down 8%**[5]

   Annualised 57% below 2015 baseline (2030 Goal: 50% below)

   74% low carbon electricity supply

2. Water usage **down 14%**

   Annualised 47% below baseline (2030 Goal: 30% below)

3. Women in leadership: **36%**

   (2030 Goal: 40%)

4. LTA at **0.19**

   (2030 Goal: below 0.10)

1 Scope 1 and 2 $CO_2$e emissions from direct and indirect sources, '000 metric tonnes.
2 Water usage, million $m^3$
3 Lost time accidents / 100,000 hours worked
4 Leadership population consists of approximately 400 of the most senior individuals in the organisation
5 This drop includes the year over year benefit of the MMS disposal

# Semiconductors, and where we play

## Materials and Wafer Fabrication Equipment (WFE) for Silicon (Si) and Silicon Carbide (SiC)

Ingot growth / Wafer manufacturing → Epitaxy / Deposition → Lithography → Dry plasma / Wet etch → Ion implantation → Thermal processing → Inspection / Testing → Packaging

### Si

- Ceramic materials and parts, metalized ceramic parts and assemblies, metals
- Machined iso graphite (beam guides)

### SiC

- CVD SiC
- Ceramic materials and parts, metalized ceramic parts and assemblies, metals
- Felt, porous graphite, graphite powder
- Machined iso graphite (susceptors)
- Machined iso graphite (beam guides)
- CVD SiC (substrate)

Technical Ceramics | Performance Carbon