

HY Industrials: Into the Unknown

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Year in Review

What did we see?



Supply chain constraints eased



Interest rates remained high



Inflationary cost pressures eased



Commercial fleets absorbed new vehicle supply

How have we positioned?

Long

• Strong idiosyncratic stories





Short

- Avoid CCC
- Unsustainable capital structures



The Year Ahead



Focus on Deleveraging



- Paid down £800 mn bond with cash
- Tendered \$400 mn of bonds
- Targeting a net cash position



- Strong free cash flow generation
- Divestments in 2024
- Explicit IG target



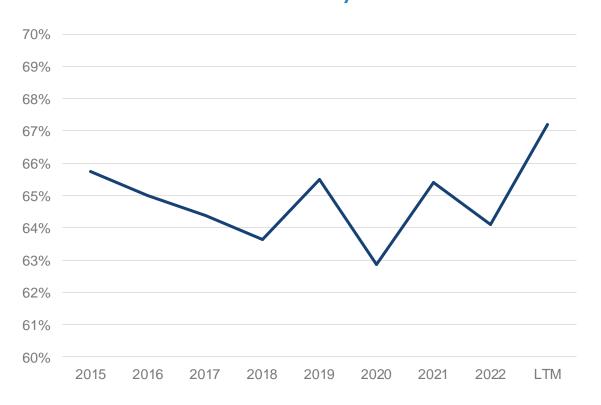
- €1 bn of divestments completed
- Further €1 bn of divestments announced
- Tendered €150 mn of bonds
- Explicit IG target



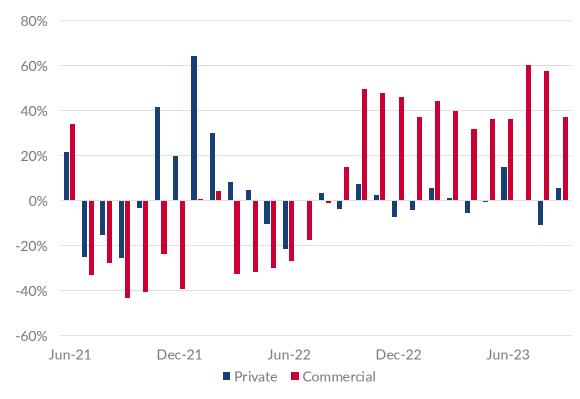
- €500 mn divestment programme
- Net leverage target of < 0.7x by 2025

Commercial Fleets Supporting Volumes

Mix of New Registrations from Commercial Fleets - Germany



New Registrations YoY Change by Month - the UK



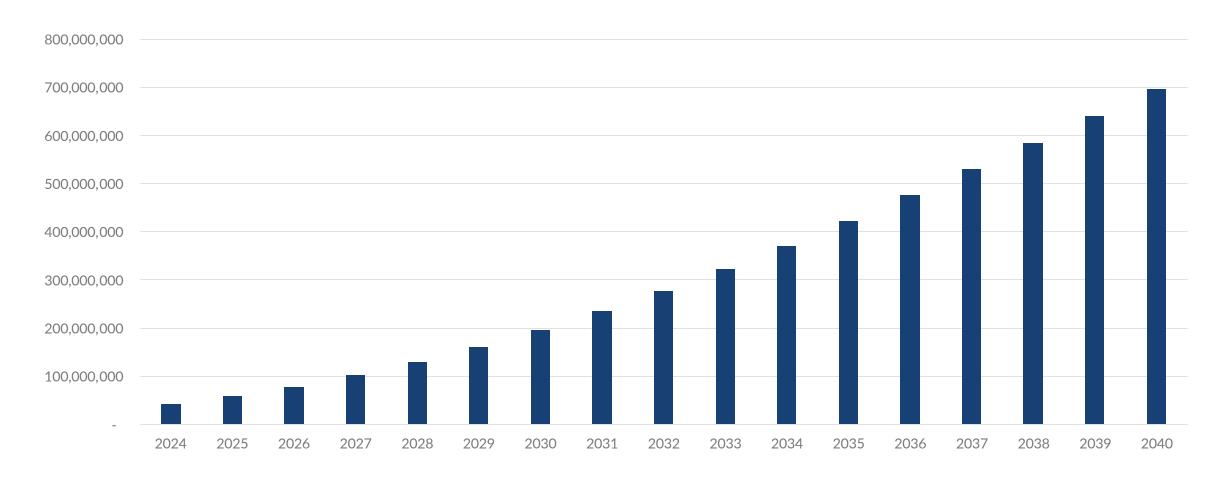
Fleet operators continue to step in and absorb new vehicle supply...

The Year Ahead



Waning BEV Demand

Global BEV Volume Outlook



Luxury OEM Market Weakness

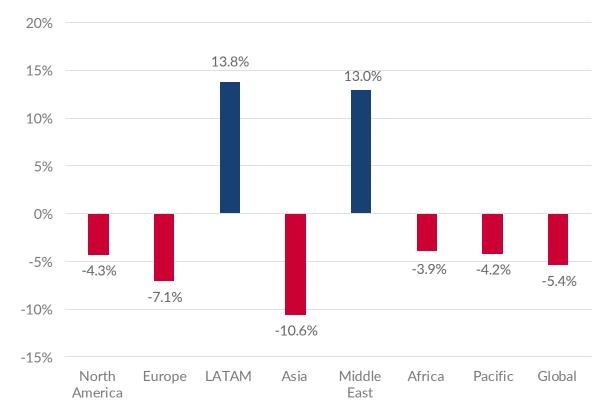


53

26

57

YoY Change in UHNW Wealth in 2022



Most major wealth markets experienced falls in UHNW populations in 2022...

191

1.600

1,400

1,200

1,000

800

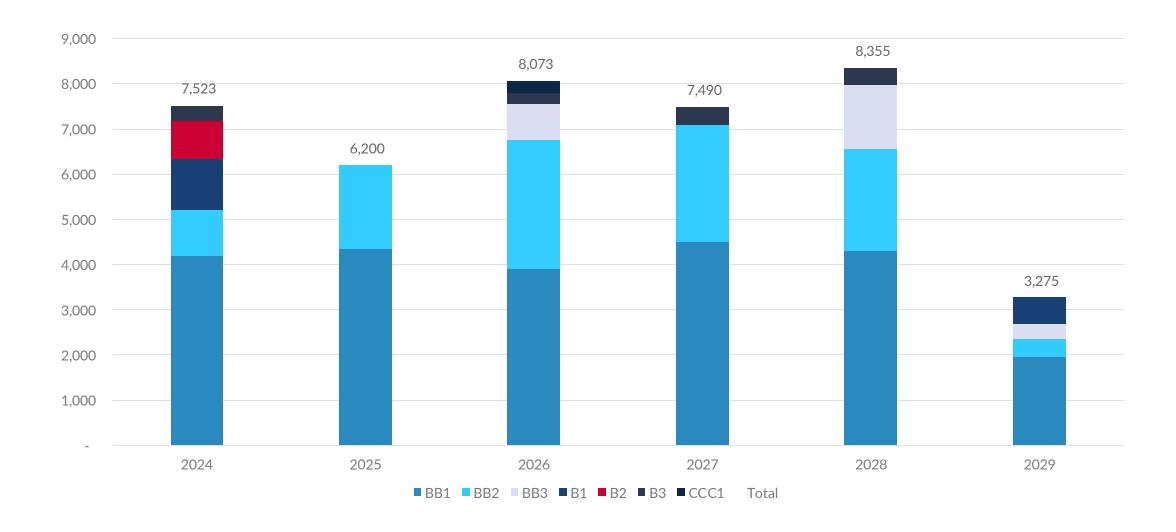
600

400

200

€ bn

HY Automotive Maturity Wall



Picks & Pans





Adler Pelzer Group

SCHAEFFLER

IHOVER PIKs





LEATHER



V O L V O

Research

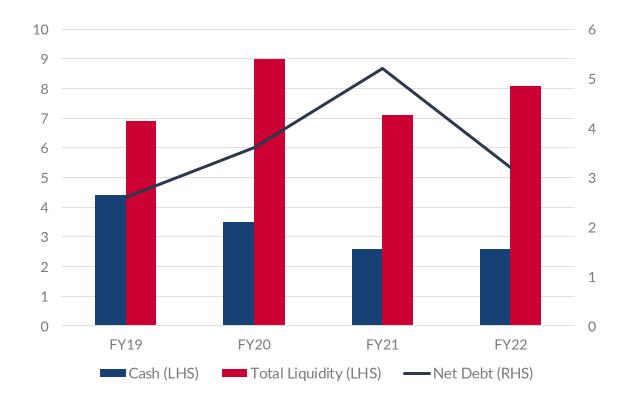
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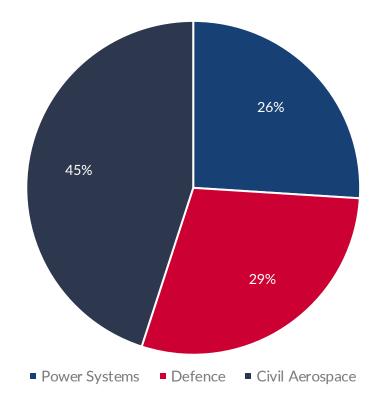


Rolls-Royce to IG

Balance Sheet Strength

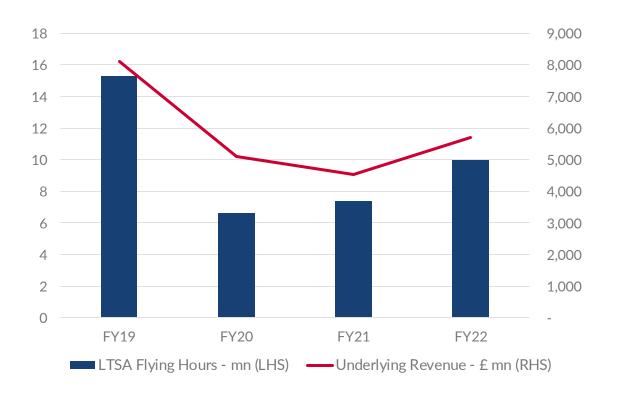


FY22 Rolls-Royce Revenue Mix by Segment

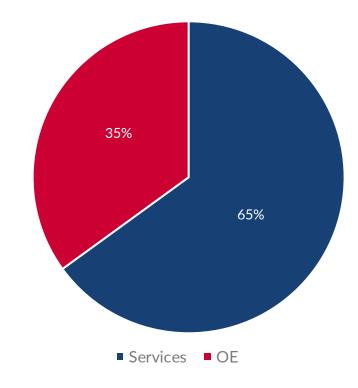


Supported by Civil Aero Recovery

LTSA Flying Hours and Underlying Revenue



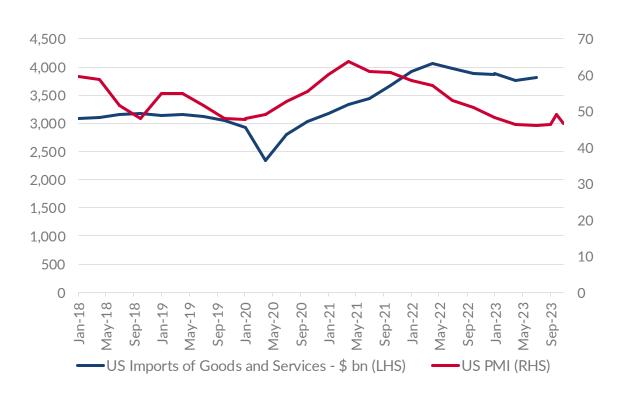
FY22 Civil Aero Revenue Mix by Segment



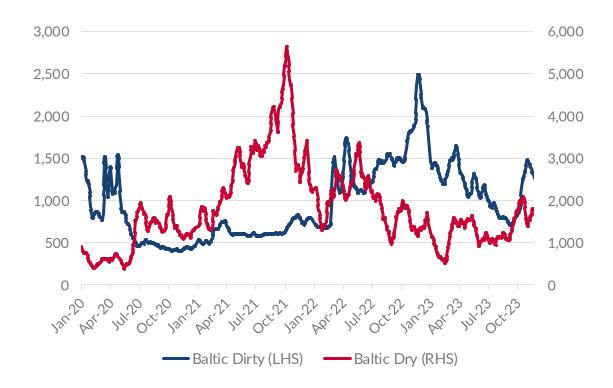


Decelerating Momentum

US Imports vs US PMI

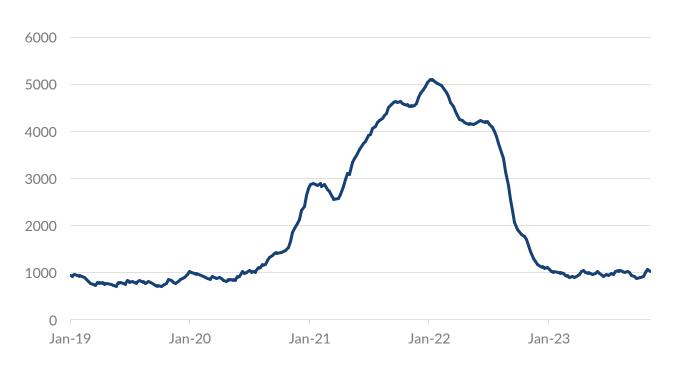


Baltic Dirty/Dry Freight Rates



End of Bull Run for Container Shipping

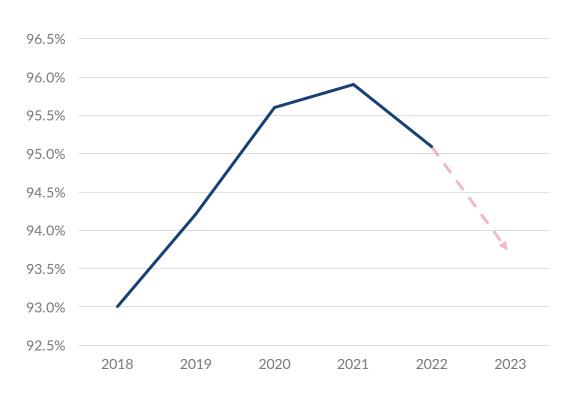
Shanghai Container Index



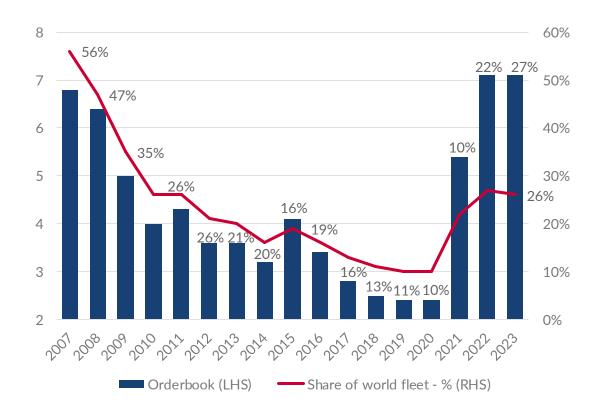


Downside Risks for Freight Cycle

Hapag-Lloyd Utilization Rates



Order Book



How do we want to Position?

Long

- Operators with terminal assets
- Exposure to less consolidated routes

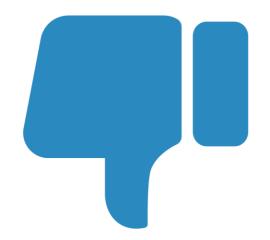
Avoid

- No Terminal Assets or Logistics
- High exposure to East to West routes &
 Transpacific
- High exposure to spot rates
- Liners with high bunker costs
- Unfavourable fleet mix

Picks & Pans









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