



McLaren Q3 (YTD) 2020 Results

November 25, 2020



Update on latest Covid-19

Minimal impact from Covid-19 despite second phase of government restrictions

Global retailer network remains largely open

- Retailer network mostly open with the exception of temporary lockdown closures in some US states, Belgium, France and the UK due to Covid-19. However, in general, our retailers are operating within the restrictions in each region
- Recovery from Q2 lockdown particularly strong in Asia
- Retail sales strong across geographies, with Asia performance most advanced

Production facilities continue uninterrupted

- Both Ultimate and Series lines in the McLaren Production Centre operational
- Cars continue to be shipped
- Wholesale volumes of 897 cars slightly behind plan due to a limited number of suppliers impacted by Covid-19 slowing down their ability to deliver parts

Continued strength in Automotive Wholesales

- Focus on delivering GT, 765LT, Speedtail and Elva models to customers

Ongoing focus on controlled Investment spending, cost efficiency and business operations

- Investment focus continues on programmes delivering a 2020 return and the new high performance hybrid architecture in readiness for 2021



Automotive > Racing > Applied



Q3 2020

Group

- Group YTD Revenues of £389.2m were down 61% vs Q3 (YTD) 2019
- Improved Q3 2020 **Revenue of £171.6m up 60% vs Q2 2020** £108.3m
- Q3 2020 **Adjusted EBITDA loss of (£11.3m)⁽¹⁾ an improvement on Q2 2020 (£34.7m)⁽¹⁾** as a result of increasing revenues and cost saving initiatives
- LTM Adjusted EBITDA⁽¹⁾ was (£34m) following the impact of Covid-19 on the Group

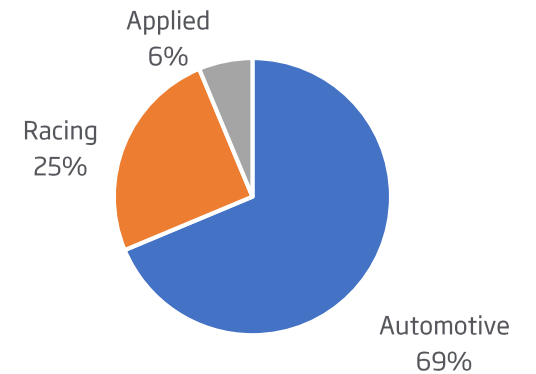
Automotive

- Q3 2020 Revenue £126.7m up 73% vs Q2 £73.4m; Q3 2020 EBITDA flat vs Q2 loss (£45.9m)
- Vehicle wholesales in Q3 2020 were 313 (vs 277 during Q2 2020). Q3 (YTD) 2020 wholesales were 897. Production recommenced in June following the Covid-19 production suspension
- Retail sales exceeding wholesales significantly with **retailer stock levels at lowest since 2017**
- 2020 order book currently 787 vehicles, with >75% share of higher-margin Super Series and Ultimate Series cars taking confirmed order book into Q1 2021

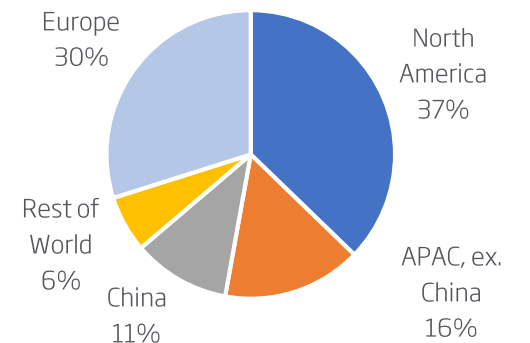
Racing

- Racing on track to improve its financial performance in 2020 vs prior year
- Currently 4th in the Constructors' Championship in a very tight battle for 3rd with our highest points tally since 2014
- Revenues of £98.3m in Q3 (YTD) 2020 vs £120.8m Q3 (YTD) 2019 with Covid-19 impacting F1 prize fund, hospitality and events income but for the same reason the net cost of Racing expected to be lower helping to offset

Revenue by division Q3 (YTD) 2020



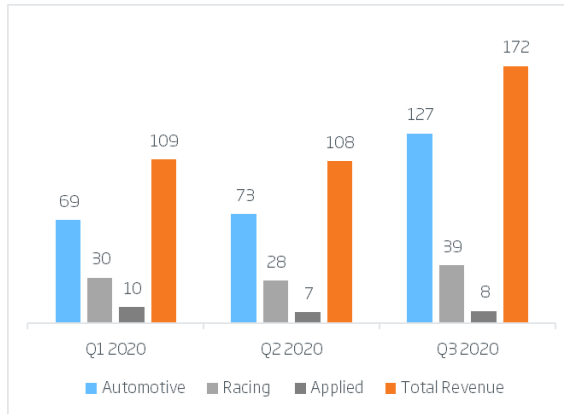
Car volumes by region – Q3 (YTD) 2020



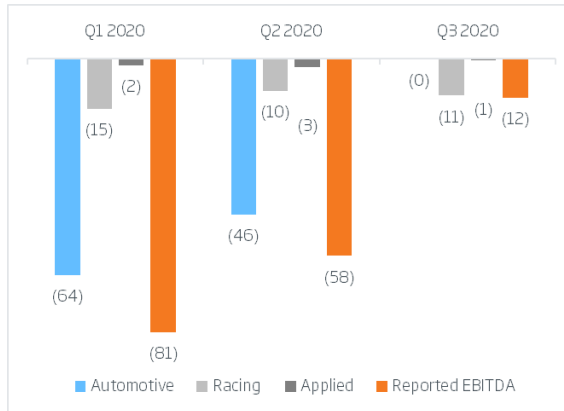
⁽¹⁾ Adjusted EBITDA – Excluding exceptional restructuring and redundancy costs related to Covid-19 impact.

Key metrics – Q3 2020

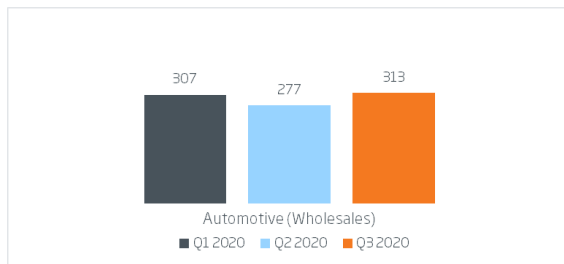
Revenue* (£m)



Reported EBITDA (£m)

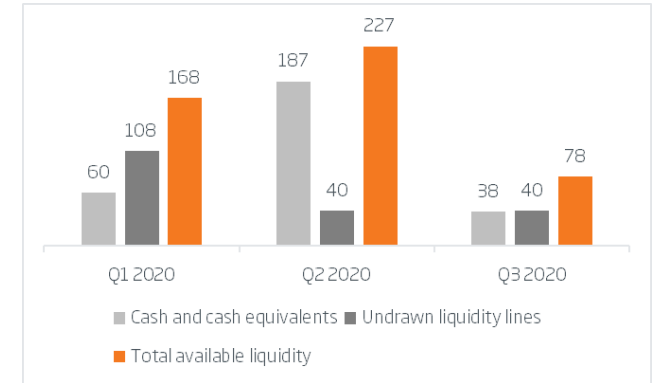


Wholesale volume (Units, YoY)



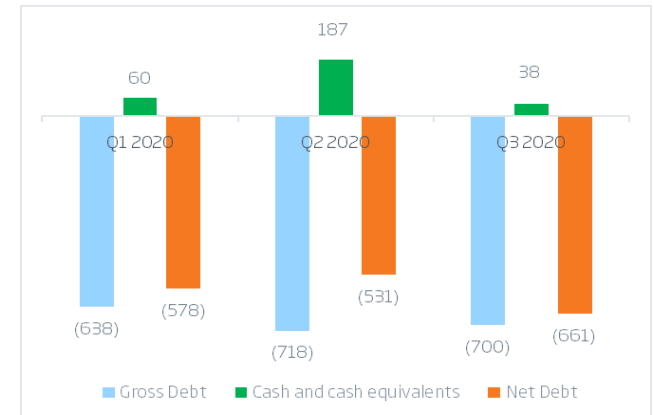
Liquidity (£m)

Liquidity facilities include the RCF and ancillary overdraft credit lines



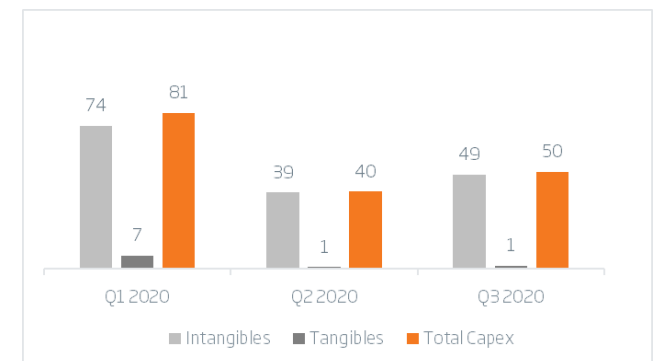
Net debt (£m)

At Q3 2020 the £130m SSRCF was drawn £67.7m (Included in Gross debt)



Capex (£m)

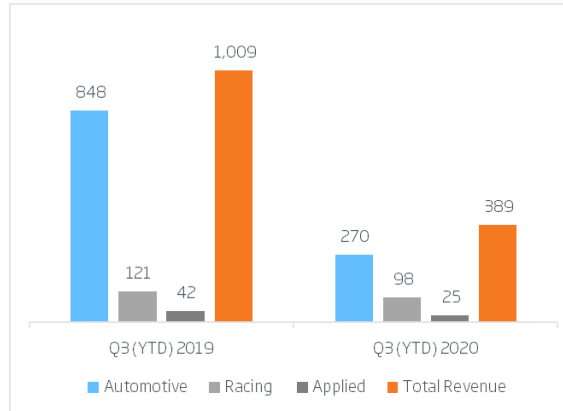
Q2 and Q3 2020 Capex down following reduction in planned investment as result of Covid-19



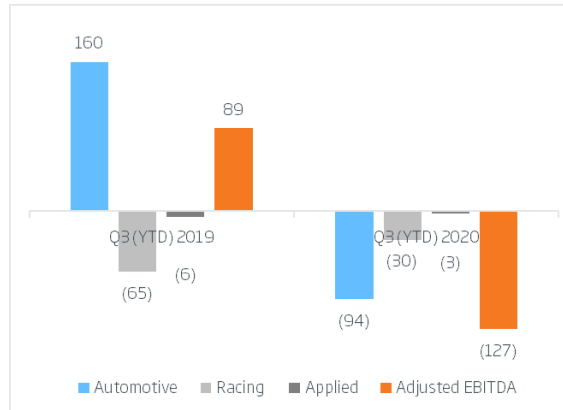
* Total Revenue includes intercompany eliminations

Key metrics – Q3 (YTD) 2020

Revenue* (£m)

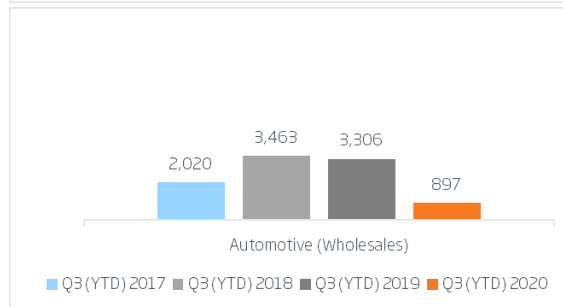


Adjusted EBITDA (£m)



¹ Adjusted EBITDA

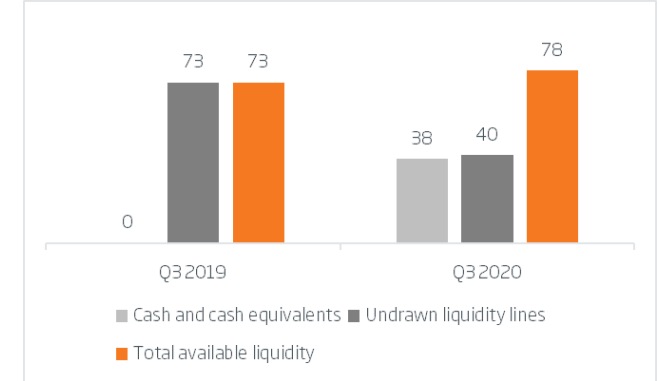
Wholesale volume (Units, YoY)



* Total Revenue includes intercompany eliminations

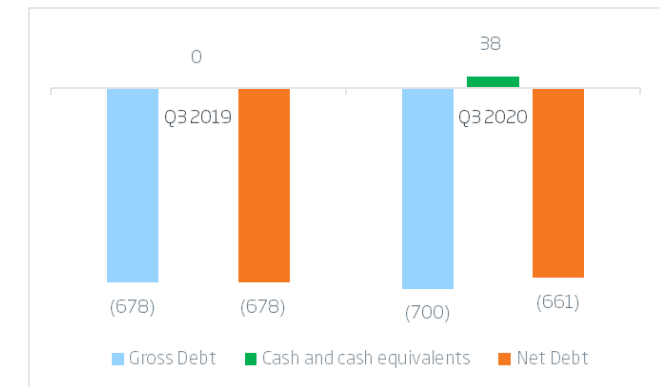
Liquidity (£m)

Liquidity facilities include the RCF and ancillary overdraft credit lines



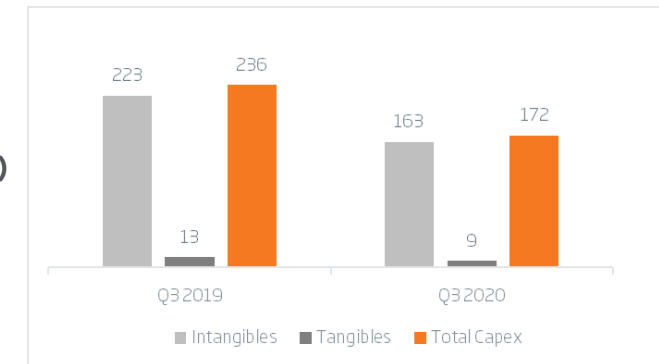
Net debt (£m)

At Q3 2020 the £130m SSRCF was drawn £67.7m (Included in Gross debt)



Capex (£m)

Q3 (YTD) 2020 Capex down **(38%)** on Q3 (YTD) 2019 following reduction in planned investment as result of Covid-19





Automotive



Operational Update

Improved performance in Q3 following unprecedented impact of coronavirus pandemic

- Automotive revenues in Q3 2020 were £126.7m (Q2 2020 £73.4m) and have improved as the business re-started following the unprecedented impact of Covid-19 in H1 2020
- The McLaren Production Centre (“MPC”) is open and operating one full shift on Series and Ultimate lines following Q2, where the entire retailer network was shut globally for two months and production was suspended from the end of March to beginning of June
- A significant majority of the retail network is open, with Retail sales to Q3 2020 exceeding wholesales by c.1,000 vehicles as demand returned. Dealership stocks now c.50% lower than at the beginning of 2020
- Supply chain intact although a limited number of suppliers are experiencing Covid-19 related issues which is delaying the delivery of parts to the MPC
- Wholesale product mix was well balanced across series vehicles, with Sports and GT Series contributing to 62% of Q3 2020 volume, with the balance Super and Ultimate Series
- Speedtail wholesales were slightly behind plan due to production timing and are expected to recover fully in Q4 2020





The McLaren Artura

Our all-new High-Performance Hybrid supercar enters the final stages of testing

- The McLaren Artura, our first series-production High-Performance Hybrid (HPH) supercar, has entered the final stages of its development which includes running on public roads
- Set to launch in the first half of 2021, the all-new supercar will be the first to be built on the all-new structure designed, developed and made at the McLaren Composites Technology Centre (MCTC) that was unveiled in August
- The High-Performance Hybrid powertrain, which features our all-new V6 internal combustion engine developed by our in-house powertrain team, will deliver astonishing levels of performance as well as provide medium-range EV-only drive capability
- The architecture in this vehicle will underpin future McLarens for the next decade



"McLaren has confirmed that its first series production hybrid, labelled a High-Performance Hybrid (HPH) supercar, will be launched next year. Described by the Woking firm as a 'next-generation' supercar, the machine will arrive in the first half of 2021 with a hybrid powertrain based on a new V6 petrol engine."

Autocar

"The new HPH models will also feature the all-new McLaren Carbon Lightweight Architecture (MCLA), which has been designed to be more adaptable than the outgoing MonoCell tub, allowing the company to produce a wider variety of models. As with the MonoCell, the new chassis will consist of the floor, side rails and firewall, and still feature aluminium subframes on both ends to carry the axles and powertrain."

EVO



The 765LT

Exceptional press reviews and very strong demand

The 765LT is sold out following the press embargo being released emphasising the 765LT lives up to the “Longtail” name



“You’re hard-wired into what the car does, so you react to it quickly. The steering is superbly detailed, the rate of response is just right and the grip plus the excellent brake feel – helped by the Senna-spec front calipers – is key to the car’s handling. You can trail the brakes and drive the car hard, deep into the corner, lean on the huge grip, and punch away from the exit using the engine’s grunt, short shifting if you need to control wheelspin and improve traction, such is the massive mid-range punch.” 5 stars

Auto Express

“Even those who regularly track supercars—or even race cars—will find it an adrenaline-spiking challenge. It might not sit at the top of the McLaren hierarchy in terms of pricing, but it is almost certainly the most thrilling choice in the current range and possibly the entire supercar segment. And thrilling is what cars like this are supposed to be all about, right?”

Car and Driver

“The real triumph of the LT is that it can operate on many different levels. Obviously, the outer reaches of its performance envelope are ferocious, but with the aid of the sophisticated traction and stability control systems it can give you as much rope as you dare, and still be there to help you get out of trouble. Or, naturally, you can switch things right off, in which situation the LT becomes a complete hooligan on the throttle...McLaren’s LT cars have usually worked terrifically well on-road. This new car should be no exception – if it is, it could be one of the all-time greats.”

5 stars

EVO



“The balance of the chassis is unbelievable, which shows us how light weight is the right way to go for a supercar: in treacherous conditions like this with the rain, the car has shown us its excellent balance, always gliding evenly on all four wheels even at high speed.”

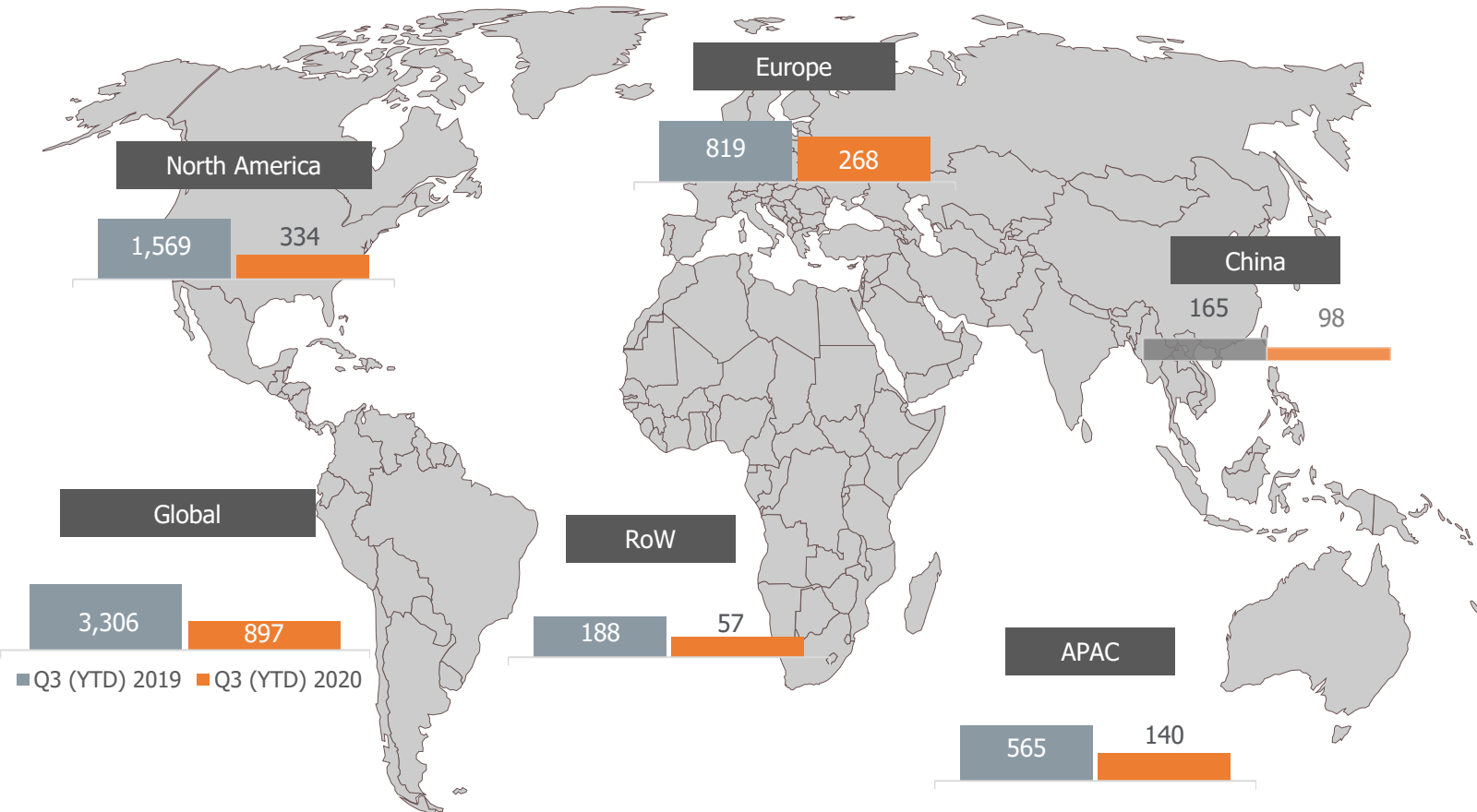
Veloce





Sales Update

Global volumes



Volume declined globally driven by impact of Covid-19 and the strategic reduction in volumes

- Closure of the retailer network globally for more than two months
- MPC suspension delayed the delivery of vehicles in H1
- Strategic decision to reduce H1 2020 volumes driven by:
 - Matching production and inventory to market demand
 - Retailer de-stocking
 - Preparing for 2020 new model launches

Markets currently open but some restrictions in European countries implementing a second round of lockdowns

Retail performance strong as demand returns; c2,700 retail sales now expected for 2020

Racing





Formula 1 World Championship & IndyCar

2020 on track to complete 17 Formula 1 races

Formula 1 & IndyCar

- Formula 1 season drawing towards an exciting end with 14 of 17 races completed
- Remaining races are Bahrain GP, Sakhir GP (Bahrain) and Abu Dhabi (Yas Marina)
- 2 Podiums achieved with Carlos Sainz finishing 2nd in Italy and Lando Norris 3rd in Austria
- McLaren is currently 4th in the 2020 F1 Constructors' World Championship with 149 points, already exceeding last year's total in fewer races
- McLaren has confirmed the signing of 7 time race winner Daniel Ricciardo from Renault with Lando Norris completing driver line up for 2021 season
- Pato O'Ward finished 4th in the IndyCar Series Championship in Arrow McLaren SP's first full race season

Off-track

- Reduced prize fund for the 2020 season off the back of Covid-19, leading to a delayed start to the season and a reduction in the number of races
- Sponsorship revenues ahead of plan for the current year and cost savings helping to offset the reduced prize funds
- EBITDA performance expected to be similar to last year despite impact of Covid-19
- F1 published the results of their mid-season fan survey, McLaren results:
 - Team that has most impressed the fans
 - 2nd most popular team (after Ferrari)
 - 72% of fans surveyed said McLaren were in their top 3 favourite teams
 - Most popular drivers



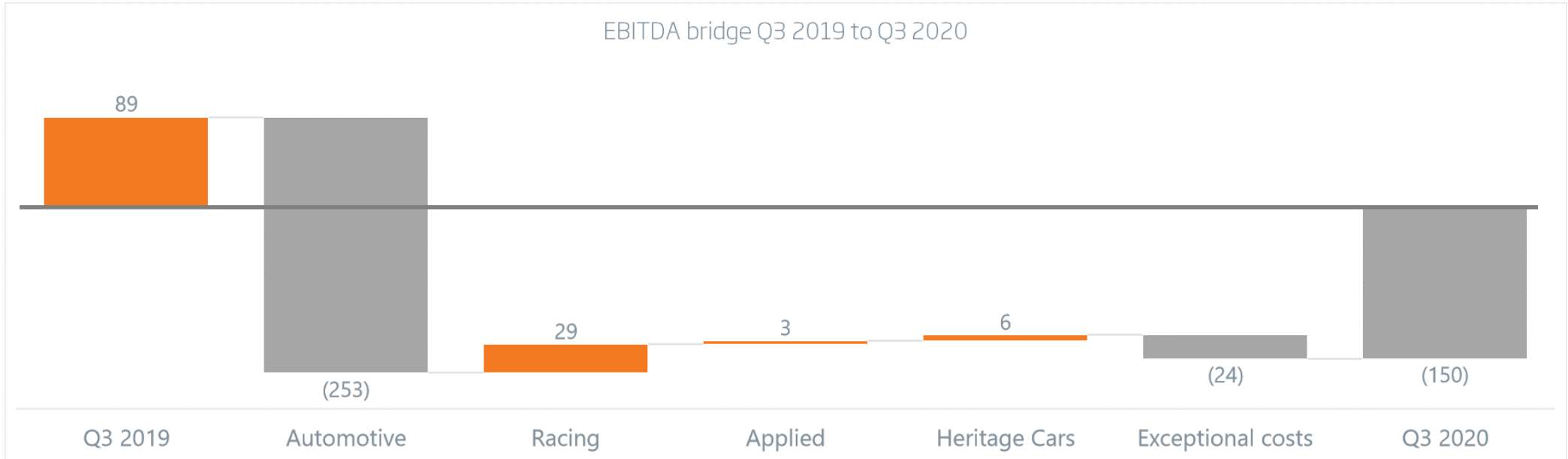


Financials





Q3 2019 – Q3 2020 Reported EBITDA Bridge



- Automotive results adversely affected by Covid-19 through the impact on Global wholesales and production
- Wholesale product mix well balanced across series vehicles, with Sports and GT Series combined contributing to 62% of Q3 2020 volume with the remainder Super and Ultimate Series
- Speedtail wholesales were slightly behind plan due to production timing and are expected to recover fully in Q4 2020
- The racing season resumed at the beginning of July. Losses in Formula 1 prize money offset with improved sponsorship and cost savings implemented following COVID 19

Note: Adjusted EBITDA is equal to EBITDA net of Exceptional costs (Exceptional costs include redundancy, restructuring and financing costs of £23.6m as a result of Covid-19)



Group Cash Flow

	Q3 (YTD) 2020	Q3 (YTD) 2019
Cash flow from operating activities	(314)	51
<i>of which EBITDA excluding unrealised FX plus cash tax paid*</i>	(146)	86
<i>of which increase in stock, WIP & finished goods</i>	(41)	(70)
<i>of which decrease / (increase) in debtors</i>	167	(41)
<i>of which (decrease) / increase in creditors</i>	(294)	76
Cash flow from investing activities	(172)	(236)
<i>of which addition of intangibles</i>	(163)	(223)
<i>of which addition of tangibles</i>	(9)	(13)
Cash flow from financing activities	469	88
<i>of which proceeds from RCF drawings</i>	68	40
<i>of which interest and finance leases</i>	(39)	(33)
<i>of which issue of ordinary share capital</i>	441	49
<i>of which issue of SSN's and repayment of shareholder</i>	0	32
Net cash movement	(17)	(97)

Working Capital

- Working capital outflow a result of:
 - The reduced Automotive wholesale and production volumes for 2020 following Covid-19
 - The reduction in the deposits balance as Ultimate Series delivered

Investment

- Decrease versus last year following the spend cut in reaction to the impact of Covid-19
- Capex has been reduced for the remainder of 2020

Financing

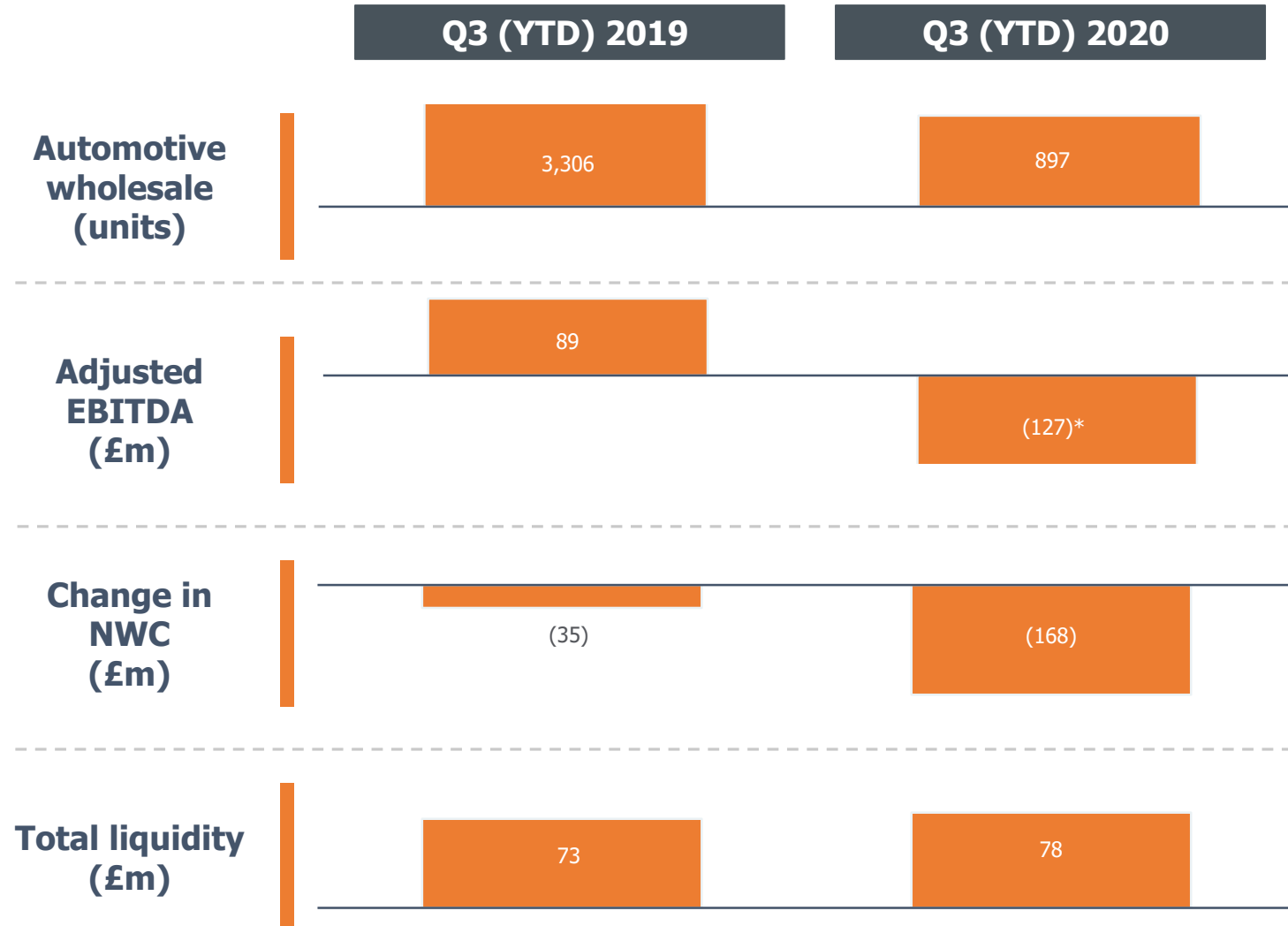
- £291m equity contribution from shareholders to support the new strategic plan pre-Covid-19, providing incremental liquidity
- £150m¹ loan to McLaren Group Limited

¹ McLaren Group Limited purchased ordinary share capital in McLaren Holdings Limited (Restricted group) using loan proceeds

* Unrealised FX loss Q3 (YTD) 2020 £4.3m and tax paid £0.3m (Q3 YTD 2019 FX £1.2m, tax paid £3.4m) included in EBITDA



Summary of Key Metrics



- Initial plan was heavily revised downward post Covid-19, given the shut-down of dealerships and the production centre from March to May
- As a result of the adverse impact on sales, EBITDA is significantly down verses 2019
- Working capital outflow is a result of significantly reduced volumes for 2020 following Covid-19 and delivery of Ultimate Series reducing the deposit balance
- Liquidity of £78m sufficient through to 2021

* Adjusted EBITDA excludes exceptional and restructuring costs of £23.6m as a result of Covid-19



Net Debt & Liquidity

	Q3 2020	Q3 2019
Gross debt ¹	700	678
Cash and cash equivalents	(38)	0
Underlying net debt	661	678
Net Leverage / EBITDA ²	(11.5x)	3.6x
Committed liquidity and overdraft lines ³	40	73
Total available liquidity	78	73

- Gross debt reflects \$250m and £370m 5-yr Senior Secured Notes issued in July 2017 and \$100m issued July/August 2019
- RCF fully drawn £67.7m at end of quarter
- Total liquidity of £78m at end of Q3
- The new funding received in June was the first part of a three-phase strategy to
 1. Strengthen the balance sheet in the aftermath of Covid-19
 2. Raise new equity and repay the bridging loan
 3. Refinancing of the group borrowings (RCF and Notes)

¹ Q3 2020 Gross debt is equal to Senior Secured Notes (SSNs) outstanding of £645m plus £5.7m accrued interest. The SSNs includes £14.7m capitalised fees and revaluation FX gain of £4.1m plus drawn RCF of £67.7m. Q3 2019 was £645m, £5.9m accrued interest, £22.3m capitalised fees, £9.4m FX loss and £40.0m drawn RCF

² Net Leverage includes reported gross debt less cash and LTM Adjusted EBITDA loss of (£34.0m) (LTM Q3 2020) / Reported EBITDA £188m (LTM Q3 2019)

³ Represents £40m undrawn Overdraft facilities.



2020 / 2021 outlook

Guidance

Volumes

- FY2020 wholesale volumes projected to be around **1,700** units, with retail volumes around **2,700**
- Retail sales performing strongly with retail stock levels lowest since 2017 supportive of wholesales volume plans leading into 2021
- 756LT sold out; on track to launch new high performance hybrid supercar (Artura) in 2021

Capex

- Capex reduced to **£220m** for full year 2020, with **£172m** invested by end of Q3 2020
- Capex for 2020 focused on
 - Capex for Speedtail, Elva, and 765LT being in Q4 2020 and H1 2021
 - Capex for the 2021 new high performance hybrid supercar, enabling a strong recovery in 2021

Revenue / EBITDA / NWC

- Revenue for FY2020 is projected to be **£750m - £800m** (FY2019 £1,485m) as result of lower wholesale volumes
- FY2020 Group EBITDA projected to be in the range of **£30m to £40m** loss (FY2019 £181.9m profit) following the impact of Covid-19 and reduction in wholesale volumes
- The working capital outflow for Q4 2020 is projected to be c.**£90m**, particularly as remaining Ultimate vehicles are delivered
- 2021 volumes projected from 3,250 to 3,500 cars as global wholesales recover

Liquidity & Capital Structure

- The Group intends to start a process in December 2020 to raise equity in order to repay the short-term financing raised in June 2020 and then will refinance the outstanding bonds and RCF facilities. The Group have appointed Goldman Sachs and HSBC as lead bank advisors.
- Sale and Leaseback of MTC and MPC progressing with initial offers received
- We continue to review all strategic options for McLaren Applied

Appendix





Summary Income Statement

£m	Q3 (YTD) 2020	Q3 (YTD) 2019
Turnover	389	1,009
Cost of Sales	(374)	(729)
Gross profit	15	280
Administrative expenses ¹	(211)	(213)
Other operating income	45	22
Reported EBITDA	(150)	89
Depreciation and amortisation	(119)	(119)
EBIT	(269)	(30)
Net finance costs ²	(44)	(38)
Profit before tax	(313)	(68)
Taxation	65	8
Profit after Tax	(248)	(60)

¹ Includes FX gains and losses (excluding FX on translation of USD bond) Q3 2020 £17.0m loss, Q3 2019 £22.8m loss, Q3 2020 £23.6m exceptional costs

² Includes FX on translation of USD bond Q3 2020 £6.8m loss, Q3 2019 £6.9m loss



Group Cash Flow Statement

£m	Q3 (YTD) 2020	Q3 (YTD) 2019
Net cash flows from operating activities	(314)	51
Net cash flows from investing activities	(172)	(236)
Net cash flows from financing activities	469	88
Net decrease in cash and cash equivalents	(17)	(97)

Adjusted EBITDA by company

£m	Q3 (YTD) 2020	Q3 (YTD) 2019
Automotive	(94)	160
Racing*	(30)	(65)
Applied	(3)	(6)
Adjusted EBITDA**	(127)	89

*Racing includes the sale of heritage cars, £5.6m (Q3 (YTD) 2020) and £4.3m (Q3 (YTD) 2019)

** Adjusted EBITDA excludes exceptional and restructuring costs in Q3 (YTD) 2020 of £23.6m

One outstanding luxury automotive & technology group



Sales 2019A: £1.5bn

Automotive
(£1.2bn | 84% of revenue¹)



- Unparalleled ascent to top of the industry
- Disrupted the luxury market with technologically differentiated supercars – raising the bar for the industry
- Proven exceptional pricing power with Ultimate Series
- Huge value creation opportunity recovering from COVID with focus on brand strength, orderbooks, pricing and margins (not volumes)
- Underpinned by launch of new hybrid platform and new generation of cars leveraging McLaren's unique DNA in hybrid supercars

Racing
(£0.2bn | 12% of revenue¹)



- Incredible brand platform as one of the most successful teams in F1 history and 1.9bn F1 cumulative TV viewers in 2019
- Clear path to positive earnings and cashflow underpinned by F1 cost cap, momentum around sponsorships, improved performance on track and increasing F1 viewership

Applied
(£0.1bn | 4% of revenue¹)



- Further developing and monetising the ground-breaking technologies the Group develops
- New focused business strategy – built around three key product platforms:
 - Virtual product development
 - Telemetry, control and analytics
 - Electrification

¹ Percentage of Group revenue in FY2019

Absolute Luxury Brand Steeped In Rich Racing Legacy And Technological Prowess



Rich racing legacy



182
Grand Prix victories



155
Pole positions



12
Drivers' championships



8
Constructors' championships

Only company to win each of the 4 classic competitions: F1, Le Mans, Indianapolis & Can-Am

...58 years of supreme racing legacy & counting

2nd most successful F1 racing team of all-time



■ McLaren fans
■ Others

Leading edge technology & performance

Carbon Fibre "Tub"
Sole OEM to use carbon fibre monocoque across its entire range



McLaren F1
World's fastest road car at launch



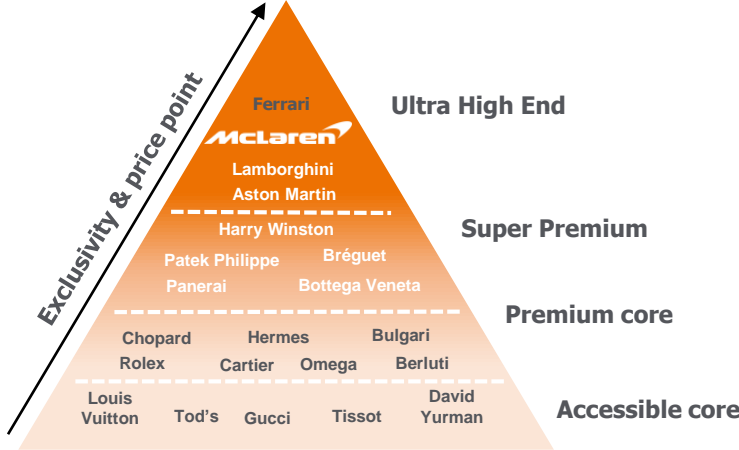
McLaren P1
1st hybrid hyper car globally



Supplier of key components to motorsports teams
Strongest e-machine to date



HNWI clientele and luxury business model

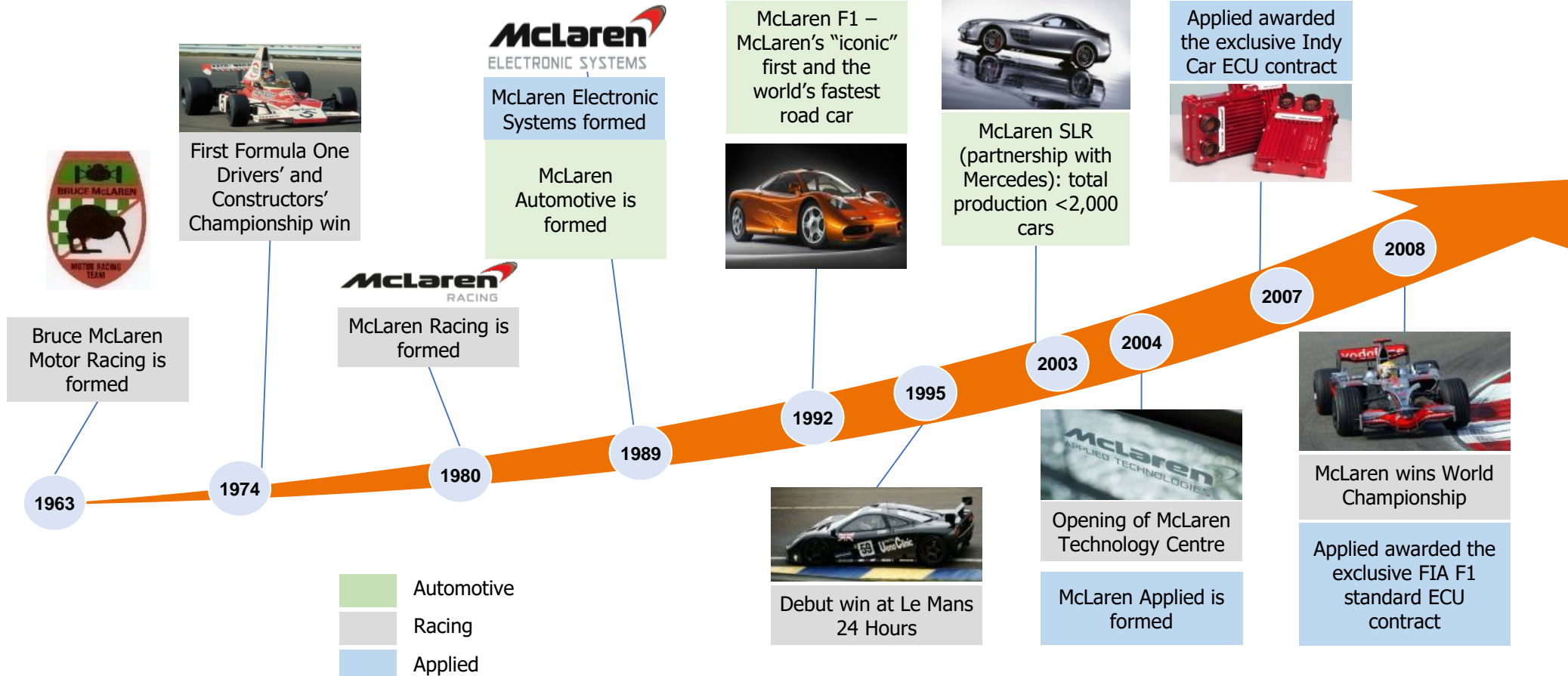


Demand underpinned by:

- Structural global growth in # of HNWI's
- Relatively quick rebound in demand post-COVID for high-end luxury goods (incl. cars) forecast by consultants

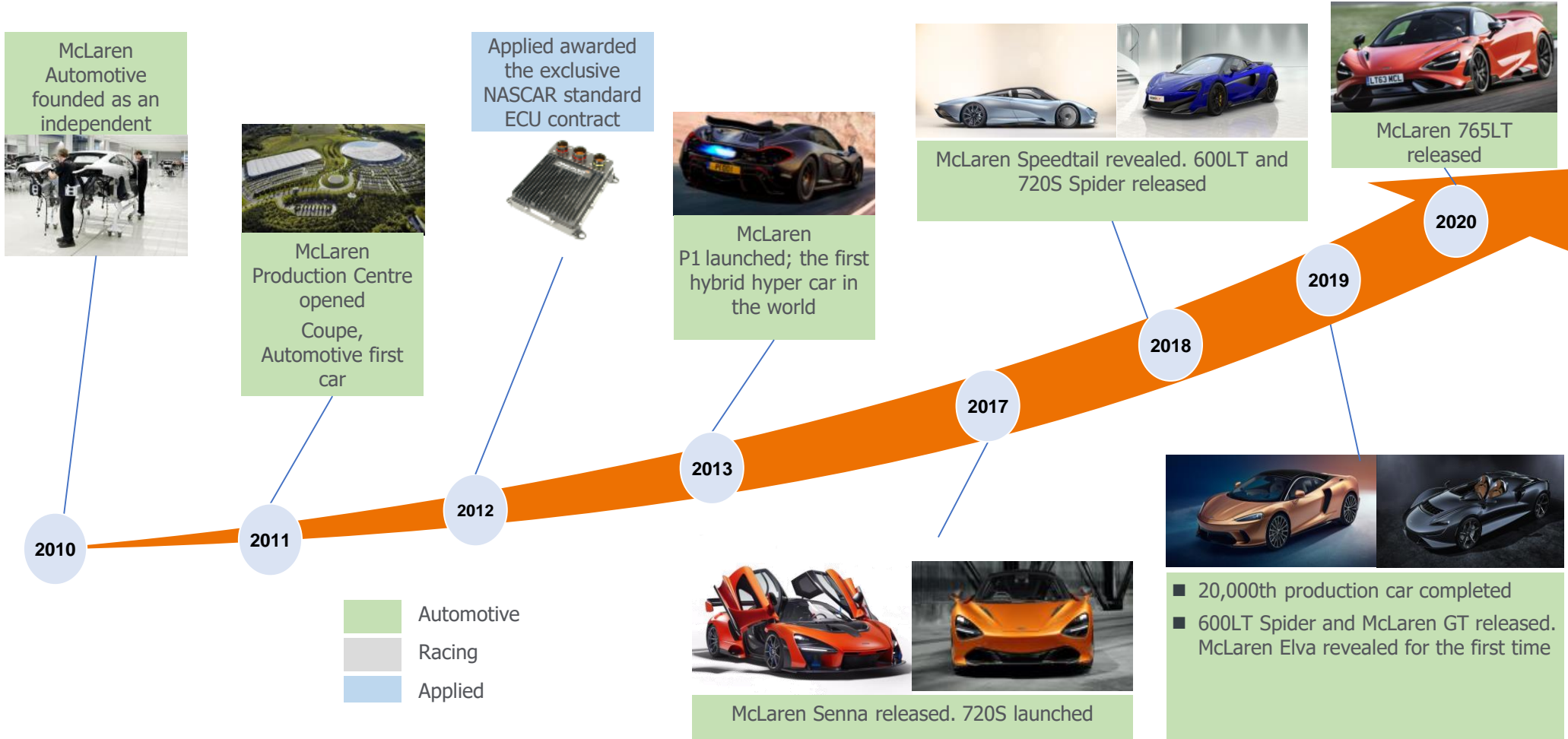
McLaren has a long history in Racing and Innovation

Success in racing created a culture of outstanding performance, excellence and innovation



McLaren has a long history in Racing and Innovation (con't)

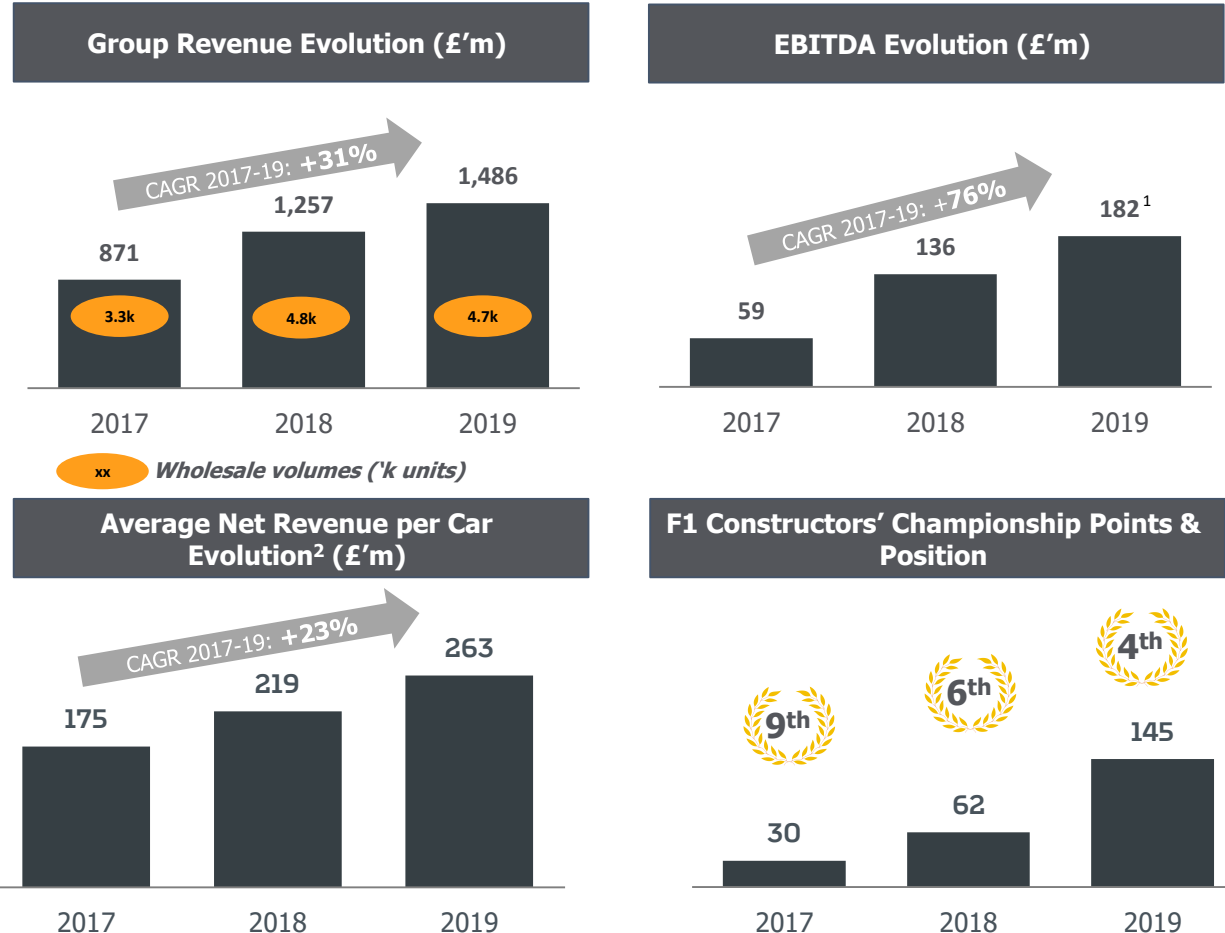
Innovative design and development delivers iconic supercars through McLaren Automotive's first decade



McLaren has a history of strong momentum and performance

Solid track record of delivering results pre-Covid-19

- McLaren Automotive has grown from a standing start in 2010 to generating £1.25b of revenue in 2019 with Racing and Applied making up the balance
- Long term growth accelerated in 2019 with growth in revenue of 18% and a highly impressive 34% increase in EBITDA
- Automotive EBITDA was £265m in 2019 at 21.2% EBITDA margin
- This reflects the successful execution of the strategy to improve pricing and margin with strong orders for high margin limited edition cars
- At the same time the McLaren Racing Team moved up the grid in the F1 Constructors' Championship to 4th from 6th
- ...and this exciting 2019 Racing momentum has attracted more sponsorship partners than any other team on the grid



¹ Adjusted for £4.8m audit adjustment reclassifying intangible write off to amortization in Applied

² Revenue per Car = Wholesale Revenue / Wholesale Volumes



Automotive operates in distinct segments

	Sports	Grand Tourer	Super	Ultimate	Motorsport
Description	<ul style="list-style-type: none"> Brings McLaren’s advanced technologies to the sportscar arena, a lower price point Derivatives include Coupe, Spider, LT limited editions 	<ul style="list-style-type: none"> Positioned alongside our established Sports, Super and Ultimate Series, this is a new McLaren for a new audience providing an alternative to existing products 	<ul style="list-style-type: none"> Super Series is the core of McLaren's range with the best technology available Derivatives include Coupe, Spider and LT limited editions 	<ul style="list-style-type: none"> High performance cars Built on the same basis as the Super series with additional ground-breaking technology Further track-only products offers 	<ul style="list-style-type: none"> Track cars built for racing Based on road car models but without road car regulations and built to a racing specification
Models	<ul style="list-style-type: none"> 540C, 570S, 570S Spider, 570GT, 600LT, 600LT Spider, 620R 	<ul style="list-style-type: none"> new GT 	<ul style="list-style-type: none"> 650S, 650S Spider, 720S, 720S Spider, 765LT 	<ul style="list-style-type: none"> P1™ & GTR, McLaren Senna, Senna GTR, Speedtail, Elva 	<ul style="list-style-type: none"> 650S GT3, 570S GT4 and 570S Sprint, 720S GT3
Features	<ul style="list-style-type: none"> Best power-to-weight ratio of sports car range in their class Lightweight construction with carbon chassis (75kg) 	<ul style="list-style-type: none"> Attributes of competition levels of performance and continent crossing capability, yet lighter, faster, more engaging 	<ul style="list-style-type: none"> High performance super cars with track performance MonoCage II carbon body 	<ul style="list-style-type: none"> Includes the first hybrid hyper car in the world Strictly limited production, sold out years in advance 	<ul style="list-style-type: none"> Strictly limited editions for racing only
Purpose	<ul style="list-style-type: none"> Road 	<ul style="list-style-type: none"> Luxury Grand Touring 	<ul style="list-style-type: none"> Road / track 	<ul style="list-style-type: none"> Road / track 	<ul style="list-style-type: none"> Track
Price range	<ul style="list-style-type: none"> £125-200k 	<ul style="list-style-type: none"> >£160k 	<ul style="list-style-type: none"> £200-300k 	<ul style="list-style-type: none"> >£500k 	<ul style="list-style-type: none"> £200-400k



MSO¹

- ✓ Bespoke customisation options
- ✓ Limited editions and one-off models

Experiences

- ✓ Pure McLaren track experience
- ✓ Pure GT racing series
- ✓ Lifestyle and heritage

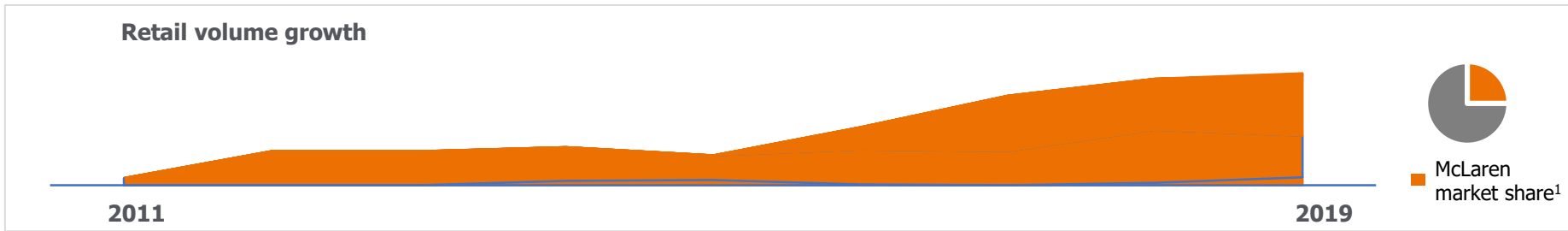
Ownership

- ✓ Expert advice and support
- ✓ Unique service cover

¹ McLaren Special Operations

Globally recognised brand built on a foundation of innovation success

McLaren has developed a leading supercar business - all within a decade



Every model won multiple prestigious awards for unique technology and design

12C	P1	650S	675LT	570S	720S	600LT	GT
Launched year: 2011	Launched year: 2013	Launched year: 2014	Launched year: 2015	Launched year: 2015	Launched year: 2017	Launched year: 2018	Launched year: 2019
2012 Ranked #1 in car reviews of 2012 Jalopnik & Evo2012 James May's Car of the Year BBC Top Gear Magazine 2012 Best Sports Car Over £120,000 What Car? 2012 Car of the Year Middle East Motor Awards	2013 Dewar Trophy for Outstanding British Technical Achievement Royal Automobile Club 2013 Jeremy Clarkson's Car of the Year BBC Top Gear Magazine 2013 Hypercar of the Year BBC Top Gear Magazine 2013 Hypercar of the Year GQ	2015 China Performance Car of the Year 2014 Supercar of the Year AUTOCAR ASEAN 2014 Performance Car of the Year Auto Express 2014 Middle East Car of the Year Best Supercar	2016 EVO Middle East Car of the Year: Supercar of the Year 675LT Coupé 2016 Car of the Year CAR Magazine (675LT Spider) 2016 Hardcore Car of the Year: Top Gear (675LT Spider)	2016 Best Performance Car Auto Express New Cars Awards 2015 Best Car on Sale – Best Every Day Supercar BBC Top Gear 2016 Best Car on Sale AUTOCAR 2016 Best of the Best Red Dot Design Award	2017 Five Star Award AUTOCAR & EVO 2017 Performance Car of the Year BBC Top Gear & Road and Track 2017 Super Car of the Year Octane & EVO 2017 Sport Car of the Year CAR Magazine	2018 EVO "Supercar of the Year" 2018 Autocar Britain's Best Drivers' Car 2019 CAR Magazine "Best Supercars of 2019" 2019 Automobile All-Star	2019 Motor Awards 2019 "Best Designed Car of the Year" 2019 DuPont Registry "Best Luxury Performance Car" 2019 Top Gear Hong Kong "Best GT of the Year"

Source: Company information, IHS data

1. Market share of Core supercar segment including McLaren, Ferrari, Porsche & Lamborghini

McLaren