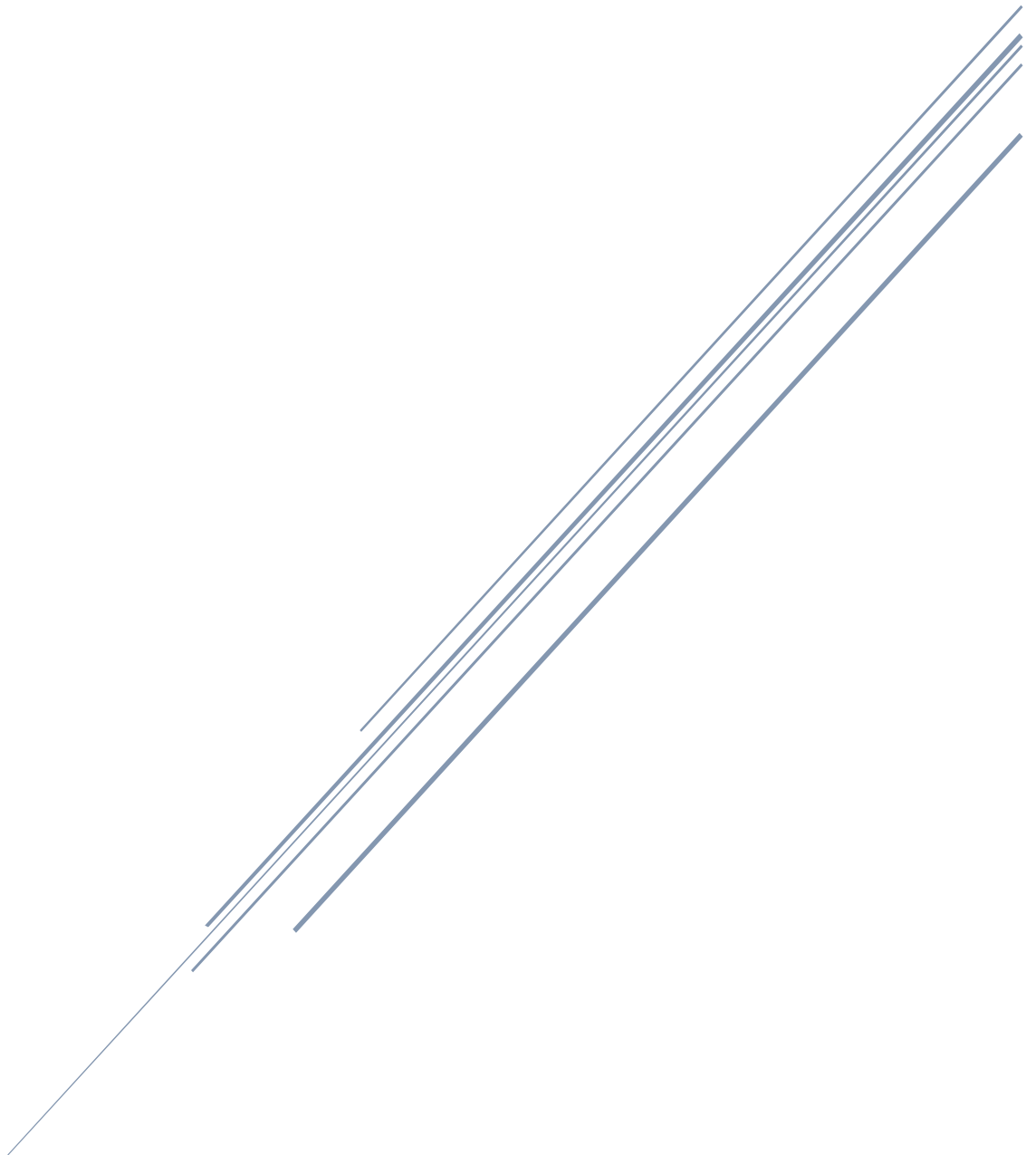


ACPA 7002 FINANCIAL MANAGEMENT & PLANNING

Assignment I: Analysis of Accounts (Aston Martin Lagonda
Global Holdings PLC)



Submitted 30th January 2023
Student ID: 2127190

Table of Contents

1.0	Executive Summary	3
2.0	Introduction	3
3.0	Ratio Analysis	4
3.1	Use of Ratios & Considerations of Ratio Limitations	4
3.2	Profitability Analysis	4
I	Gross Profit & Profit Margin	4
II	Operating Profit & Net Profit.....	5
III	Return On Assets	5
IV	Return On Shareholder Equity	5
V	EBIT & EBITDA	6
3.3	Liquidity Analysis	6
I	Current Ratio	6
II	Quick Ratio	6
III	Cash Ratio	6
3.4	Efficiency (Activity) Analysis	7
I	Days Sales Outstanding & Debtors.....	7
II	Inventory Turns & Stock Turnover	7
III	Days Payable Outstanding, Creditors & Cash Conversion Cycle.....	7
3.5	Leverage Analysis.....	8
I	Gearing Ratio.....	8
II	Debt/Equity Ratio & Long-Term Debt/Equity Ratio	8
III	Interest Coverage.....	8
3.6	Investment	8
I	Market Share Price & Perception.....	8
4.0	Summary Of Findings & Analysis Of Press Release	9
5.0	Conclusions & Recommendations.....	10
6.0	Appendix	11
I	Summary Of Terms Used	
II	Ratio Result Tables	

- III Graph Illustrations of Key Ratio Outcomes 2019 – H1 2022
 - a) Profitability
 - b) Liquidity
 - c) Efficiency
 - d) Leverage
- IV AML Share Price Data
- V Illustration of the Cash Conversion Cycle
- VI Excerpts of AML GH PLC Annual Reports & Press Statements

1.0 Executive Summary

Aston Martin has faced significant and well-documented challenges over the past few years, compounded by supply chain issues, a changing market in line with environmental concerns and the fallout from both a global pandemic and Brexit.

AML faces immense challenges in the immediate and medium term if it is to remain liquid; latest financial statements indicate that EBIT is not currently sufficient to service debt repayments, and the company appears to be using a risky strategy of delaying payments to suppliers in order to preserve cash. AML's primary focus for the short term should be on reducing finance expenses which are currently the cause of considerable strain on the company, be it through refinancing existing debt, or, more favourably, utilising funds from the 2022 Saudi Arabian equity share in order to return the business to a more favourable liquidity and to ensure a more positive free cash flow.

The company also has some way to go to claw back customer trust; countless issues around deposit holding and production issues on both the Valhalla and Valkyrie models, along with issues of confidence and transparency relating to the executive leadership team have besieged AML and could be seen to be contributing to the extensive DSO and therefore cashflow problems experienced by AML.

2.0 Introduction

Aston Martin Lagonda Global Holdings PLC (LON: AML) – from here on in, 'AML' – was created by the merge of Lagonda (est. 1899) and Aston Martin (est. 1913) in 1947. AML is a British manufacturer of luxury, elite sports cars now synonymous with the James Bond series of films, and has held a Royal Warrant since 1982. Headquartered in England, the company has 3 manufacturing sites, all within the UK, performance centres at both Nürburgring and Silverstone and 4 regional offices across the globe.

AML floated on the London stock exchange in 2018 and, following a number of turbulent years, was given a £500m cash injection through investment and a rights issue by Canadian billionaire Lawrence Stroll the same year, in exchange for a 16% stake in the company.

In 2020, AML was heavily impacted by the Covid-19 pandemic; luxury purchases across all sectors decelerated dramatically in response to the unprecedented global crisis, with supply chains also impacted and compounded by the effects of Brexit.

This report will analyse and critically review AML's financial accounts (Aston Martin Lagonda Global Holdings PLC, 2019 through to H1 2022) (balance sheet, profit and loss account and cashflow statement) and other relevant information (Press Release - Aston Martin Lagonda Global Holdings PLC, 2019) to gauge the financial health of the company – namely, profitability, liquidity, gearing and debt leverage, efficiency and investment performance with a view to determining whether a joint venture with AML would be reasonable, secure and result in a good return on investment. Such analysis will also seek to benchmark AML's performance over recent years against industry standards, and will allow for suggestion of measures that could be undertaken by the company in order to improve performance and/or stabilise the future of AML.

3.0 Ratio Analysis

3.1 Use of Ratios & Considerations of Ratio Limitations

Financial ratios allow for a level of standardisation in financial interpretation between companies and sectors (Atrill, 2020), with a particular strength in allowing for easier comparison of financial health of operations of varying scales. Such ratios can give an at-a-glance insight into the profitability, liquidity, efficiency and investment potential of a company, as well as helping to flag up potential vulnerabilities to the company and potential investors.

As discussed by (Faello, 2015), accounting methods utilised by companies vary depending upon location, industry/sector type and the experience and integrity (Atrill, 2020) of those overseeing financial management within that company, even when working to generally accepted accounting principles (GAAP); the end user needs to ensure that they are aware of the methods used to generate ratios and any adjustments/omissions that are present when attempting direct comparisons in order to mitigate as far as possible against distortion. Accounting methods may also change within the same company from one reporting year to another due to changes in operating methods or mergers with other parties. Additionally, it should be remembered that manipulation of financial statements – creative accounting (Atrill, 2020) – is possible, particularly by those companies seeking to diminish financial vulnerabilities in order to secure new/additional creditors.

(GÂDOIU, 2014) and (Lesáková, 2007) are clear that financial ratios should not be considered in isolation; it is critical to understanding the full economic health of a company that ratios are considered within wider consideration of the balance sheet and P&L accounts.

Ratios are determined using historical info; when accounts are published data may already be outdated; if we consider the 2021 accounts, as at 31st December 2021 they make no mention of the £650m Saudi Arabian investment in exchange for equity which occurred in summer 2022. It is important to remember that all and any parameter within a company's accounts will fluctuate within the reporting year. Thus, the effects of inflation between reporting periods should be considered when comparing accounts YOY.

Finally, even when ratios are calculated to GAAP, the interpretation of the results of these ratios is subjective, and the take on the ratio outcome will depend very much on how deeply into the contributing factors (via the P&L or balance sheet) the end user delves and how reliable their knowledge is of financial management.

3.2 Profitability Analysis

I. Gross Profit & Gross Margin

GP fell significantly in the 12 months to December 2020, from £337.8m (GM 34.5%) in the 2019 reporting year to £111.1m (GM 18.2%) in 2020, resulting from a greatly reduced revenue figure likely impacted by the pandemic and an inevitable sales decline. By close of 2021 GP had recovered (and exceeded) pre-pandemic levels, although GM, while strongly improved from 2020, still lagged the 2019 closing level due to an increase in the COGS just shy of £110m against 2019. However, GM currently sits well above the industry average of 19.7%, at 34.7% (Statista, 2020), and indeed did so during 2021. The six months to June 2022 suggest a building in GM if the trend continues (extrapolation suggests a c. 9.5% increase in GP by the close of 2022) with GM to date having now

exceeded pre-pandemic levels; brand exposure gained following the feature of the now iconic AML vehicles in the latest James Bond film No Time To Die is partly responsible for the increase in sales through 2021 and the first half of 2022, whilst the company has also seen an increase in the ASP for its vehicles of 15% (Q2-2022 vs Q2-2021). However, whether this extrapolation holds true through the remainder of 2022 will remain to be seen given extremely high global increases in the price of steel and other major manufacturing components critical to the company's manufacturing processes.

II. Operating Profit & Net Profit

Again, OP was heavily impacted by the pandemic, but did recover to very near the 2019 level by close of 2021. However, despite an increase in GP and a reduced COGS, sharp increases in the costs associated with SG&A (linked to the launch and brand promotions of vehicles such as the DBX707), hit hard to undo the gains made, with OP at the close of H1-2022 substantially worse than 2021. In addition, £47m has been written off in the H1-2022 financial statement in preparation for the launch of new 2023 vehicles and brand initiatives (i.e., an increase in depreciation and amortisation charges). The wild variance from 2019 into 2020, through to the recovery by 2021 is perhaps to be expected on some level given global events, however the substantial downturn in OP by the close of H1-2022 suggests some instability and inefficiency in managing costs. The fluctuations in an already poor/significantly under industry average OP indicate a notable company vulnerability; in order to reassure both current and potential new finance parties it would be beneficial to investigate this further to ascertain whether the increases in overheads coming into play here are likely to be longer-term, whether the COGS can be reduced further, and the projection for return on investment of the new 2023 vehicles (offset against the marketing spend linked to them).

Net profit has been impacted by a significant increase in interest on finance over the past 3 financial years – an increase of almost 3 times that it was in 2019. The 2022 financing expense is very high (£221.1m); the company has made a loss each year since 2018 and if this trend continues the company will need to continue its borrowing at a similar (or increased) rate; this is likely to become problematic. Banks/other financing groups may be wary of lending to a company with consistent YOY losses to this degree.

III. Return On Assets

The company has seen a consistently negative ROA through the 2019 – H1-2022 financial reports, albeit to varying degrees. There was a sharp decline in ROA during the pandemic, linked to the decline in revenue through lower sales (as would be anticipated with a luxury car manufacture during global economic uncertainty), followed by a recovery to the pre-pandemic level or thereabouts in 2021, but which was still negative. The company does not appear to be willing or able to manage its assets efficiently; the figures potentially show that the company has over-invested in assets that are failing to generate a return. This appears to be an ongoing trend YOY which is likely to raise some concern for potential investors around the ongoing business strategy; however, at the close of the 2022-H1 accounts the company was holding stock of vehicles that should have been dispatched to customers some months prior, due to a shortage of some components. Therefore, it is possible that the picture will change significantly once the value of this stock is realised in early H2.

IV. Return On Shareholder Equity

ROE has been consistently negative from 2019 – H1-2022 results; again, as with ROA, there was some recovery post-pandemic but a further decline in the latest H1-2022 accounts, partially due to higher operating costs affecting its OP margin. The company is presently recording a loss and has done so consistently since 2018; shareholders are not making a return on their investments.

Shareholder equity has been impacted by reduction in assets, partially due to retained losses.

V. EBIT & EBITDA

EBIT improved somewhat through 2021 against 2020 (Market Screener, 2023), although is still lower than pre-pandemic levels. It is noteworthy that whilst EBIT has improved to a degree YOY (2021 vs 2020), EBITDA has strengthened considerably more over the same period (-£70.1m to £138m), reflecting the high value of depreciation on the accounts, likely covering AMLs latest facility in St Athan. H1-2022 EBITDA does not cover finance expenses which should be a warning sign of looming liquidity issues.

3.3 Liquidity Analysis

I. Current Ratio

Current ratio YOY since 2019 has been variable but consistently below the industry average of 1.39, peaking at just 1.10 in 2020 indicating that the company's current liabilities exceed its current assets, potentially giving concern to stakeholders and future interested parties that it may struggle to meet its short-term financial obligations. The prospect of short-term liquidity issues can be correlated with the high DPO ratio (below), which may dissuade potential new suppliers from engaging with the company, or at least not on favourable terms. The current ratio appears to have been impacted by a 53.6% YOY increase in inventory held alongside an approx. 5% increase YOY in short-term liabilities, coupled with a 10.6% YOY increase in trade and other payables.

The current ratio of 0.80 can be compared against that of Tesla (1.46), Toyota (1.06) and Ford (1.20) to give an industry-specific insight to the short-term liquidity position of AML.

II. Quick Ratio

Quick acid-test ratio (2022) is significantly below industry average (0.48 vs. 0.81) (FinBox, 2023) and indicates a potential short-term stress on meeting the company's financial obligations. As can be seen from section 3.5 (below) the company is over-leveraged with a high rate of gearing which will impact its acid-test. The company is seeking to increase sales which will go some way to help with this, however a quicker result may also be seen by the company improving the rate at which it collects receivables - currently up 139% YOY at 194 days – or reviewing its payment terms.

III. Cash Ratio

Cash ratio for H1-2022 sits at 0.16 which is concerning - down 65% YOY – and correlates with the current ratio and quick ratio to suggest that the company may experience difficulties meeting its financial obligations if trade and other receivables are not managed carefully, and particularly if liabilities are extended further. The company was in a stronger position in terms of its liquidity in 2020 and 2021, due to its lower total liabilities (short-term, in particular) and higher total assets (primarily cash and equivalents).

AMLs assets/liabilities ratio (solvency) is 0.96 highlighting that 96% of the accounts are liabilities, backing up the liquidity ratios above.

3.4 Efficiency (Activity) Analysis

I. Days Sales Outstanding & Debtors

DSO stands at 97.06 days at close of H1-2022, up 19.7% YOY, against an industry average of 32 days. This could reflect a decline in customer satisfaction, thus debtors withholding payment until issues have been resolved (widely documented through media reports in 2021-22), or could indicate that AML are offering overly generous credit terms to debtors. It could also suggest that AML are not as proactive as they could be in monitoring the aged debtors list and chasing for payment. It is critical to minimise the time period that outflowing cash takes to return to the business (see 'the cash conversion cycle') in order to maintain a stable and sufficient cashflow. Poor cashflow will cause a drag on liquidity of the business and so attention to its debtors is critical.

II. Inventory Turns & Stock Turnover

Stock holding has increased substantially YOY, with days inventory up 32% by close of H1-2022; it is taking approx. 1.3 times to turnover inventory as in 2021; it could be assumed that this reflects a deceleration in demand for its vehicles or poor inventory management (i.e. carrying excess stock), but more likely is that AML was affected severely by the pandemic and resultant supply chain issues and has increased stock holding as a reaction partially to safeguard manufacturing going forward. In addition to this, AML have declared that vehicles expected to have been delivered to customers through 2021/early 2022 remain in their stock as at June 2022 due to component delays (affecting the automotive industry as a whole) - it would be reasonable to expect this ratio to have improved by close of 2022 full year accounts.

Stock turnover is low with a high days inventory figure partially because AML produce elite vehicles on a limited pre-order basis. With an ASP >£150,000, AML are not expected to see the stock turnover that Ford/Toyota etc. do given their niche market share. Also – critically – in line with its brand positioning strategy, AML will manufacture a specific number of pre-order vehicles in anticipation of a vehicle launch - that stock will sit in the inventory until that launch occurs and the vehicles are released.

III. Days Payable Outstanding, Creditors & Cash Conversion Cycle

DPO triggers some concern; at close of 2022 accounts this stood at 434.99 days, up 24% YOY, but only 4% higher than in 2019. Whilst it could be argued that AML are possibly utilising this cash for short-term investments and therefore proactively managing working capital, more likely is that this is an indication that vendors are financing AML operations – AML appears to be delaying paying its creditors in order to remain afloat. This is supported by a consistently negative cash conversion cycle (Appendix item V), (Liquid Capital Corp, 2022) ratio at -207.76 (H1-2022); however, it is necessary to bear in mind that AML's business strategy is that it takes pre-orders and deposits from customers well in advance of beginning vehicle builds, and so this will affect the CCC.

Aside from the obvious concerns that the DPO highlights around the liquidity position (especially when considered alongside the ratios in section 3.3) AML risk souring relations with their creditors, jeopardising any favourable credit terms they have at present, risking late payment interest or charges – or the withdrawal of credit facilities from certain suppliers entirely which would increase strain on working capital.

3.5 Leverage Analysis

I. Gearing Ratio

H1-2022 accounts indicate that the company is very highly geared with a 20% YOY increase from 2021, taking it back to pre-pandemic levels, despite a cash injection of £182m in 2020. The company is now more dependent on borrowing than any other period over the past 4 years, bringing with it a high risk of defaulting on borrowings in the short term. Additionally, banks may withhold refinancing options or demand principal repayment at the end of the term as a result of this, which is a concern given the vulnerabilities already highlighted in liquidity through the CCC/ash ratio/efficiency analyses. Despite the high gearing, new borrowings of £108.5m were secured in the 2021 financial year, albeit seemingly at high interest.

II. Debt/Equity Ratio & Long-Term Debt/Equity Ratio

D/E ratio has almost double YOY, with AML now carrying 6 times as much liability as equity. Long term D/E ratio stands at 3.76, indicating that long-term interest-bearing liabilities are the major contributor to the high gearing level of the company. In order to improve its D/DE ratio, AML should consider a strategy to reduce its DPOs to reduce its short-term liabilities, although this would impact upon cashflow and should be considered carefully.

III. Interest Coverage

H1-2022 interest coverage ratio stands at 0.46; AML is currently not able to meet interest payments on long-term liabilities without further financing. Leverage analysis indicates that whilst AML is 'getting by' for the time being, without a significant equity injection the company is extremely vulnerable. A £653m equity investment will appear on the 2022 full year accounts; AML have stated that this will be utilised to significantly reduce its debts and so there is cautious optimism that more positive leverage ratios will be seen by close of 2022 accounts.

3.6 Investment

I. Market Share Price & Perception

Consumer confidence has declined (potentially reflected in the DSO ratio); 75% of customers who had paid a (significant) deposit to secure Valhalla models requested refunds of their deposits when the company's declining financial health became widely broadcast in early 2020. In the 12 months to the close of H1-2022 accounts, the share price fell by almost 80% signalling very low confidence in the company's financial operations. Despite this, the highly anticipated £653m investment by Saudi Arabia in return for a 16.7% stake went ahead, and the AML share price has climbed over recent months (London Stock Exchange, 2023); the effect on liquidity, and the company's longer-term prospects, remains to be seen but should become evident by close of 2022 full-year accounts.

There have been retained losses over a number of years, most recently totally £945m in the H1-2022 accounts.

4.0 Summary of Findings & Analysis of 2022 Financial Accounts and Press Release (Press Releases - Aston Martin Lagonda Global Holdings PLC , 2019 through H1 2022)

H1-2022 accounts acknowledge the impact that supply chain and logistics issues have had on the working capital, with £105m tied up in inventories due to this – there has been a significant effect on cashflow when this is considered alongside a £41m increased in receivables, but the company is optimistic that this will unwind through H2-2022.

Intangible assets greatly exceed tangible assets leaving AML highly vulnerable in times of economic stress. The intangible assets include significant goodwill from prior acquisitions and IP development costs which would be near impossible to liquidate and so have questionable worth on the accounts.

The operating loss was partially created by a £47m stock write off (accelerated depreciation) relating to the Valkyrie line, ahead of the new 2023 launches, along with an enhanced marketing spend and brand sponsorships; this was offset partially by an improvement in the GM YOY (driven by an increased ASP) and a £14m contribution to profit from favourable FX movements.

There has been significant restructuring with a new CEO, CFO, CTO and CPO all within the space of 8 weeks in 2022. Both the executive chairman and the CEO set the theme of their statements as 2022 onwards being a new phase for the company, and downplay any suggestion of customer dissatisfaction. The underlying nod by the contributors to the annual statements is an acknowledgement that instability has been a trademark of AMLs accounts for a number of years. A key message from the board is that AML is aiming for a 'sustainable free cash flow from 2024 onwards. H1-2022 reflected an increase in units sold and in GM, although AML increased its debt substantially and wiped-out cash in order to do so.

Working capital build in H1 should result in positive cash flow in H2-2022, which, alongside higher profitability (from minimum GMs of 40% on new product releases) should offset cash interest payments and scheduled CapEx, leaving the company in a far more liquid, and less vulnerable state at start of 2023.

In summer 2022, AML secured £653m in equity capital raise, to sit alongside a £575m rights issue; half of this is to be used to reduce debt levels, significantly improving liquidity and cashflow, with the intention of 'meaningfully deleveraging the balance sheet' to a level of 1-1.5x by 2024/25 (AML Press Release, 2021).

Alternative performance measures are now being utilised in accounting at AML, echoing one of the limitations of ratio use discussed in section 3.1.

Notes within the H1-2022 accounts indicate the very high leveraging of AML and state that one of the risks to the company at the present time is the impact of obtaining credit, largely due to the CapEx requirement (with regards to growing pressure to introduce electrification of its vehicles) and the current high-level debt servicing.

EPOS are up significantly (50%) from 2021, hinting at a return to profitability; this is potentially encouraging for future investors, although should be treated with caution.

There is a substantial level of goodwill held within the accounts as of close of H1-2022 (approx. £340m) suggesting that AML is overvalued, unless a new investor is very confident that they can turn the company fortunes around drastically.

5.0 Conclusions & Recommendations

From consideration of the AML accounts 2019 - H1-2022 it would appear the company has the potential to drastically improve its cashflow and liquidity as a result of the recent equity share investment. However, this relies upon AML utilising this cash inflow to pay off debts, in order to substantially deleverage itself, and reducing future borrowings going forward to allow for more positive current and acid test ratios in line with industry standards.

The strategic partnership with Mercedes Benz should be a priority; Mercedes Benz currently holds a 20% stake in AML and would not wish to jeopardise their investment nor risk reputational damage through a failed venture; the option of closer working to streamline supply chains and exchange technical knowledge should be a focus, in order to maximise the possibility of reducing COGS and reducing days inventory. It should also be a priority to develop solid contingency plans alongside key strategic partners such as Mercedes Benz to plan for action in the case of economic shock. Additionally, invoice finance (debt factoring) could be utilised to assist with free cash flow, in conjunction with a more proactive approach towards debtors; attention should be paid to the aged debtors list, with incentives for early/timely payment and deposits up-front, alongside carefully considered timely action in the event of non-payment.

Close attention should be paid to inventory management and operational efficiency; St Athan is currently running at 40% capacity - alarming given the level of capital investment (at significant risk cost) this facility required. The business strategy re. pre-orders should be scrutinized to minimise inventory held and reduce subsequent stock write off.

The AML share price has recently started to rise (albeit slowly) again, and coupled with the increased earnings per share in H1-2022 indicate a cautious consumer confidence in the brand and a nod towards improving profitability. A joint venture in financial year 2023 would appear risky at present; the recommendation would be to review the H1-2023 accounts to determine the effect of the significant 2022 cash inflows on the leveraging and liquidity ratios of AML to gauge the security of any such investment. It would also be prudent to review the interest coverage and debt/equity ratios following this (both total and long-term ratios) to assess the efficiency of the operation in the short, medium and long term. A joint venture should not be made on the basis of fast, high-yield return, but if the sustainable positive free cash flow situation alluded to by the board can be realised, such a venture could be lucrative.

A final cause for hesitation is noted in the accounts - £2m is frozen in 'local bank accounts' pending the outcome of local arbitration proceedings, up from £1.8m in 2021. Potential investors should investigate this in detail prior to any commitments.

6.0 Appendix

I Summary Of Terms Used

Profitability

A measure of a company's profit, relative to the size of the business (Horton, 2021)

Gross Profit

The profit made once COGS are subtracted from revenue.

Profit Margin

The percentage of the total revenue that a company retains as profit.

Operating Profit

The company's income after SG&A, but before tax and other finance expenses are deducted.

Net Profit

The company's income after all costs have been accounted for, and tax and finance expenses have been deducted.

Return On Assets

A measure of the profitability of a company in relation to its assets. (CFI, 2022)

Return On Shareholder Equity

The measure of a company's annual return (net income) divided by the value of its total shareholders' equity, expressed as a percentage (CFI, 2022)

EBIT/EBITDA

Earnings before interest & tax/Earnings before interest, tax, depreciation & amortisation

Liquidity

A measure of how readily assets or investments can be converted to cash

Current Ratio

A liquidity ratio that measures a company's ability to pay short-term obligations or those due within one year (Fernando, 2022)

Quick Ratio

An indicator of a company's short-term liquidity position; it measures a company's ability to meet its short-term obligations with its most liquid assets. (Seth, 2022)

Cash Ratio

Evaluates company's ability to repay its short-term debt with cash or near-cash resources, such as easily marketable securities. (Kenton, 2022)

Days Sales Outstanding

The average number of days it takes a company to collect its payments from debtors

Debtors

Individuals or companies who owe money to a business

Inventory Turns/Stock Turnover

The rate at which stock is sold in a given period

Days Payable Outstanding

The average number of days it takes a company to make its payments to its creditors

Creditors

Individuals or companies to which a business owes money

Cash Conversion Cycle

A metric that shows the amount of time it takes a company to convert its investments in inventory to cash (CFI, 2022)

Leverage

The use of borrowed cash to gain a return on investments.

Gearing

A metric demonstrating a company's debt in relation to its equity.

Debt/Equity Ratio & Long-Term Debt/Equity Ratio

The level of debt a company holds relative to the level of its assets

Interest Coverage

An indicator of how readily a company can meet the interest payments on its debt.

II Ratio Result Tables

**Aston Martin Lagonda Global Holdings
Plc**

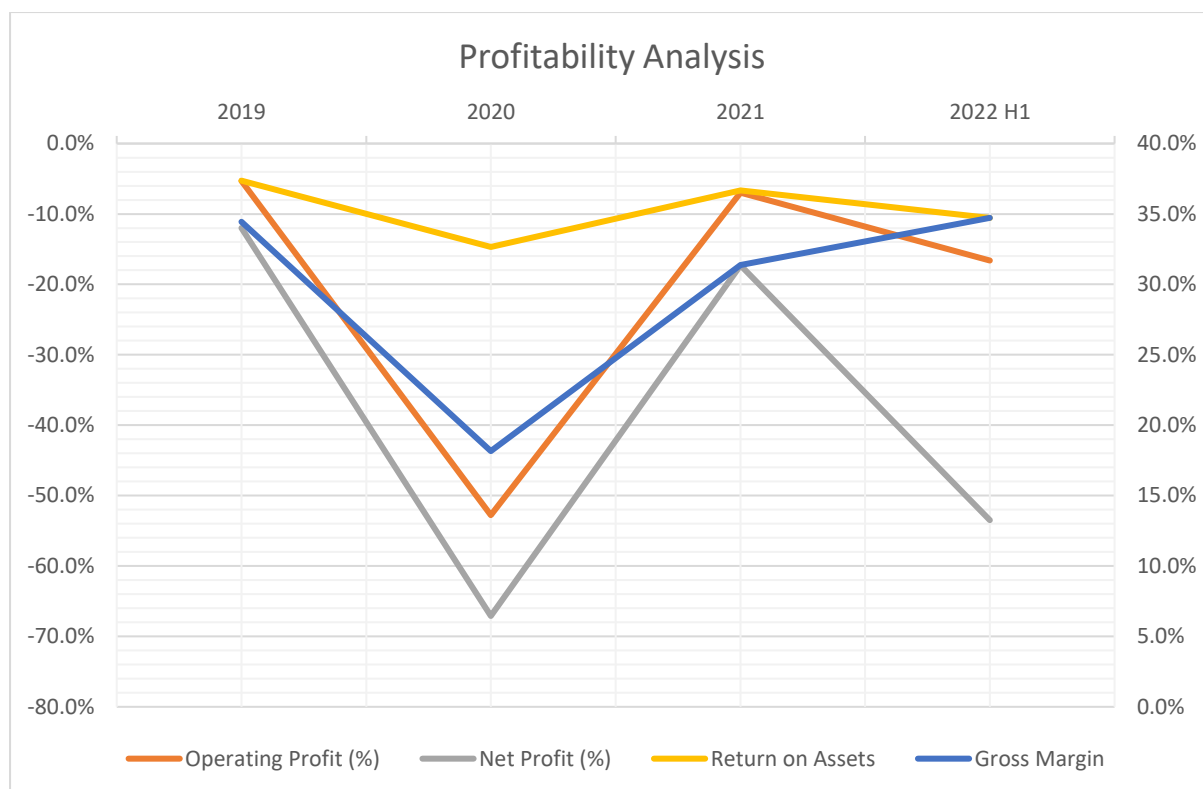
Year		2019	2020	2021	2022 H1
Revenue		980.5	611.8	1,095.3	541.7
COGS		642.7	500.7	751.6	353.6
Gross Profit		337.8	111.1	343.7	188.1
SG&A		389.8	434.0	420.2	278.0
Operating Profit		-52.0	-322.9	-76.5	-89.9
Interest		-83.9	-183.1	-173.7	-195.5
Net Income		-117.6	-410.5	-189.3	-289.8
Balance Sheet					
Year	2018	2019	2020	2021	2022 H1
Fixed Assets		1663.6	1,905.3	1,974.6	1,981.4
Stock	165.3	200.7	207.4	196.8	307.6
Cash and Cash Equivalents		107.9	489.4	418.9	156.2
Debtors		249.7	177.9	243.4	288.1
Other Current Assets		9.2	14.8	8.8	10.4
Current Assets		567.5	889.5	867.9	762.3
Total Assets		2231.1	2,794.8	2,842.5	2,743.7
Cash and Cash Equivalents		0	0	0	0
Creditors		734.1	578.9	721.0	842.8
Accruals		12	22.1	19.9	17.9
Current Liabilities		890.2	808.3	905.2	949.8
Long Term Liabilities		1011.3	1,182.4	1,276.9	1,416.1
Total Liabilities		1,901.5	1,990.7	2,182.1	2,365.9
Net Assets		329.6	804.1	660.4	377.8
Shareholders Equity		329.6	804.1	660.4	377.8

	2019	2020	2021	2022 H1	
Gross Margin %	34.5%	18.2%	31.4%	34.7%	Profitability Ratios
Operating Profit %	-5.3%	-52.8%	-7.0%	-16.6%	
Net Profit %	-12.0%	-67.1%	-17.3%	-53.5%	
Return on Assets	-5.3%	-14.7%	-6.7%	-10.6%	
Return on Shareholder Equity	-35.7%	-51.1%	-28.7%	-76.7%	
Current Ratio	0.64	1.10	0.96	0.80	Liquidity Ratios
Quick Ratio	0.41	0.84	0.74	0.48	
Cash Ratio	0.12	0.61	0.46	0.16	
Days Sales Outstanding	93.0	106.1	81.1	97.06	Activity Ratios
Inventory Turns	3.51	2.45	3.72	1.40	
Days Inventory	103.93	148.75	98.15	130.17	
Days Payable Outstanding	416.91	422.01	350.14	434.99	Leverage Ratios
Gearing Ratio	75.42%	59.52%	65.91%	78.94%	
Debt / Equity Ratio	5.77	2.48	3.30	6.26	
LT Debt / Equity Ratio	3.07	1.47	1.93	3.75	
Interest Coverage	0.62	1.76	0.44	0.46	

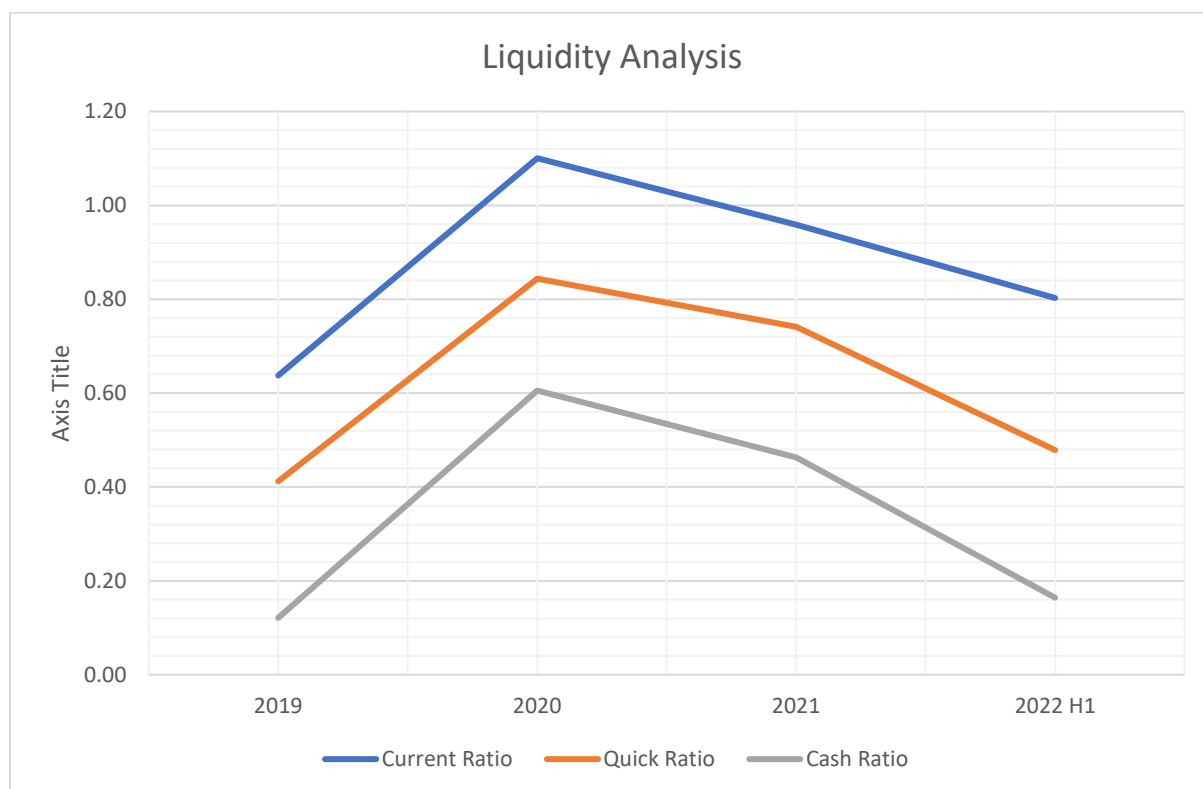
CCC	-220.03	-167.12	-170.88	-207.76
-----	---------	---------	---------	---------

III Graph Illustrations of Key Ratio Outcomes 2019 – H1 2022

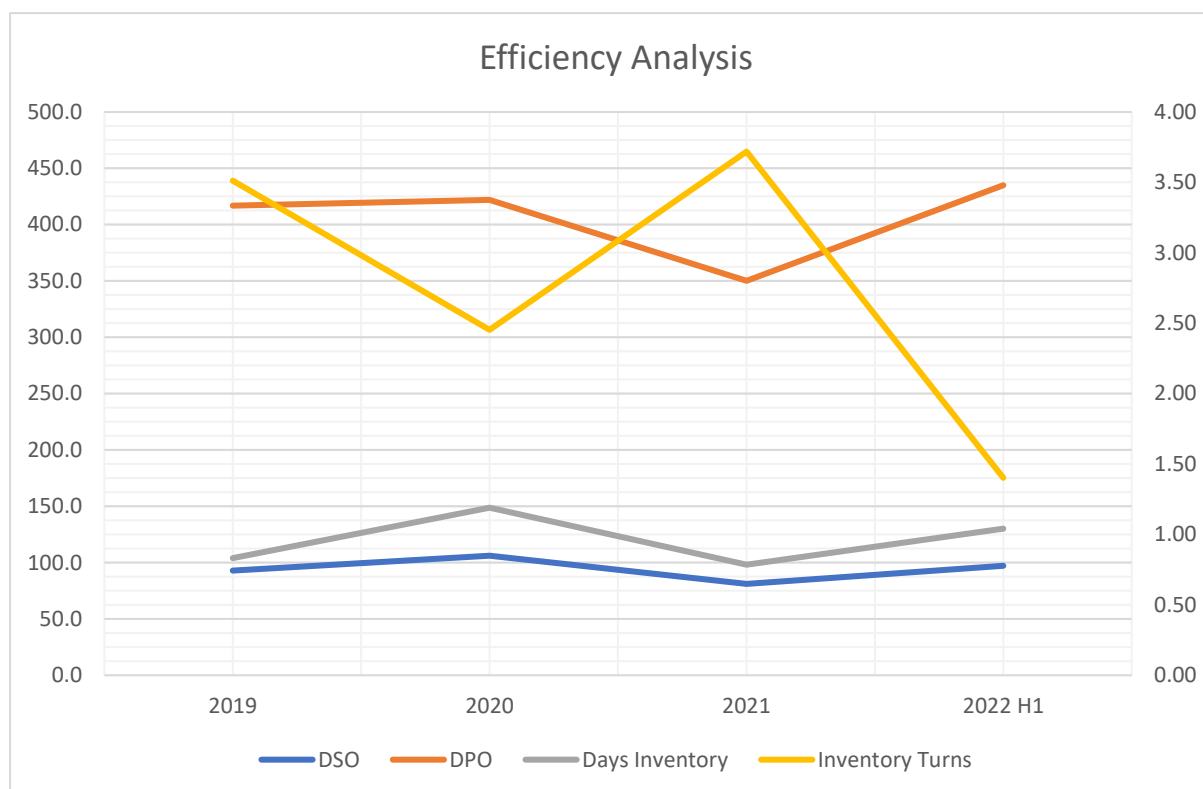
a) Profitability



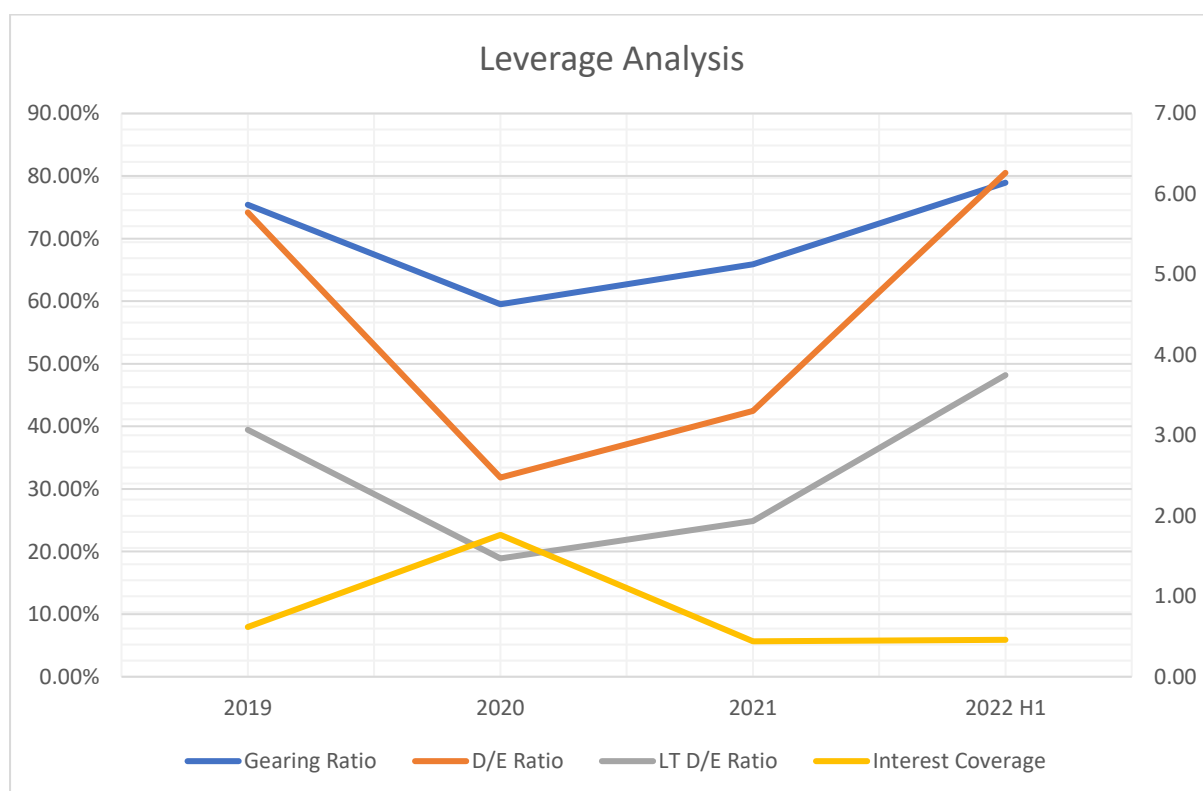
b) Liquidity



c) Efficiency



d) Leverage



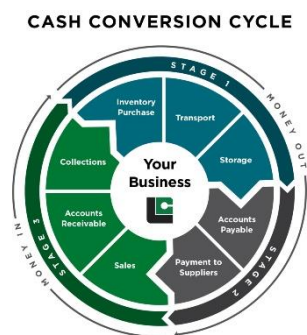
IV AML Share Price Data



Source: London Stock Exchange (January 2023)

V Illustration of the Cash Conversion Cycle

Source: Liquid Capital Corp (January 2023)



VI Excerpts of Aston Martin Lagonda Global Holdings PLC Annual Reports

(Complete reports can be sourced via the information referenced at the end of this report)

2019

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019			2018		
		Adjusted £m	Adjusting items* £m	Total £m	Adjusted £m	Adjusting items* £m	Total £m
Revenue	2	997.3	–	997.3	1,096.5	–	1,096.5
Cost of sales		(642.7)	–	(642.7)	(660.7)	–	(660.7)
Gross profit		354.6	–	354.6	435.8	–	435.8
Selling and distribution expenses		(95.0)	–	(95.0)	(89.8)	–	(89.8)
Administrative and other operating expenses		(235.2)	(42.1)	(277.3)	(219.1)	(74.1)	(293.2)
Other (expense)/income	4	(19.0)	–	(19.0)	20.0	–	20.0
Operating profit/(loss)		5.4	(42.1)	(36.7)	146.9	(74.1)	72.8
Finance income	6	16.3	–	16.3	4.2	–	4.2
Finance expense	7	(77.3)	(6.6)	(83.9)	(83.3)	(61.9)	(145.2)
(Loss)/profit before tax		(55.6)	(48.7)	(104.3)	67.8	(136.0)	(68.2)
Income tax (charge)/credit	8	(8.9)	8.8	(0.1)	0.6	10.5	11.1
(Loss)/profit for the year		(64.5)	(39.9)	(104.4)	68.4	(125.5)	(57.1)
(Loss)/profit attributable to:							
Owners of the group				(113.2)			(62.7)
Non-controlling interests				8.8			5.6
				(104.4)			(57.1)
Other comprehensive income							
Items that will never be reclassified to the Income Statement							
Remeasurement of defined benefit liability				(1.4)			5.4
Taxation on items that will never be reclassified to the Income Statement	8			0.2			(0.9)
Items that are or may be reclassified to the Income Statement							
Foreign exchange translation differences				(2.7)			0.7
Fair value adjustment - cash flow hedges				9.0			(30.5)
Amounts reclassified to the Income Statement - cash flow hedges				15.6			3.5
Taxation on items that may be reclassified to the Income Statement	8			(3.4)			3.5
Other comprehensive income/(loss) for the year, net of income tax				17.3			(18.3)
Total comprehensive loss for the year				(87.1)			(75.4)
Total comprehensive (loss)/income for the year attributable to:							
Owners of the group				(95.9)			(81.0)
Non-controlling interests				8.8			5.6
				(87.1)			(75.4)
Earnings per ordinary share							
Basic loss per share	9			(49.6p)			(31.0p)
Diluted loss per share	9			(49.6p)			(31.0p)

All operations of the Group are continuing.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2019

	Notes	2019 £m	2018 restated* £m
Non-current assets			
Intangible assets		1,183.6	1,071.7
Property, plant and equipment		350.5	313.0
Right-of-use lease assets	11	81.8	—
Trade and other receivables		1.8	1.8
Other financial assets		0.2	—
Deferred tax asset	8	45.7	32.1
		1,663.6	1,418.6
Current assets			
Inventories		200.7	165.3
Trade and other receivables		249.7	240.8
Income tax receivable		0.3	0.8
Other financial assets		8.9	0.1
Cash and cash equivalents		107.9	144.6
		567.5	551.6
Total assets		2,231.1	1,970.2
Current liabilities			
Borrowings		114.8	99.4
Trade and other payables		702.1	671.0
Income tax payable		8.9	4.9
Other financial liabilities		6.3	4.2
Lease liabilities	11	14.1	—
Provisions		12.0	10.8
		858.2	790.3
Non-current liabilities			
Borrowings		839.1	604.7
Trade and other payables		9.4	49.8
Other financial liabilities		2.6	4.4
Lease liabilities	11	97.3	—
Provisions		16.2	12.9
Employee benefits		36.8	38.7

18

Deferred tax liabilities	8	12.6	20.0
		1,014.0	730.5
Total liabilities		1,872.2	1,520.8
Net assets		358.9	449.4
Capital and reserves			
Share capital		2.1	2.1
Share premium		352.3	352.3
Capital reserve		6.6	6.6
Translation reserve		(0.4)	2.3
Hedge reserves		(2.3)	(23.5)
Retained earnings		(13.5)	99.4
Equity attributable to owners of the group		344.8	439.2
Non-controlling interests		14.1	10.2
Total shareholders' equity		358.9	449.4

* See note 1 for further details.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019 £m	2018 restated* £m
Operating activities			
Loss for the year		(104.4)	(57.1)
<i>Adjustments to reconcile loss for the year to net cash inflow from operating activities</i>			
Tax charge/(credit) on continuing operations	8	0.1	(11.1)
Net finance costs		67.6	141.0
Other non-cash movements		(4.4)	13.3
Loss on sale of property, plant and equipment		0.9	0.4
Depreciation and impairment of property, plant and equipment		38.8	32.4
Depreciation and impairment of right-of-use lease assets	11	13.3	–
Amortisation and impairment of intangible assets		112.4	67.6
Difference between pension contributions paid and amounts recognised in Income Statement		(4.4)	(3.8)
Increase in inventories		(33.3)	(37.5)
Increase in trade and other receivables		(28.9)	(122.4)
(Decrease)/increase in trade and other payables		(70.0)	136.1
Increase in advances and customer deposits		48.4	68.8
Movement in provisions		4.5	2.8
Cash generated from operations		40.6	230.5
Increase in cash held not available for short-term use		(8.7)	–
Income taxes paid		(12.5)	(7.9)
Net cash inflow from operating activities		19.4	222.6
Cash flows from investing activities			
Interest received	6	5.0	4.2
Payments to acquire property, plant and equipment		(82.2)	(101.9)
Payments to acquire intangible assets		(228.0)	(208.6)
Net cash used in investing activities		(305.2)	(306.3)
Cash flows from financing activities			
Interest paid		(52.0)	(42.2)
Proceeds from equity share issue		–	4.6
Dividend paid to non-controlling interest in subsidiaries		–	(3.0)
Principal element of lease payments		(10.9)	–
Repayment of existing borrowings		(91.5)	–
Proceeds from existing borrowings		102.3	0.3
Proceeds from inventory repurchase arrangement		38.7	–
New borrowings		260.8	98.1
Transaction fees paid on new borrowings		(4.1)	–
Net cash inflow from financing activities		243.3	57.8
Net decrease in cash and cash equivalents		(42.5)	(25.9)

19

Cash and cash equivalents at the beginning of the year	144.6	167.8
Effect of exchange rates on cash and cash equivalents	5.8	2.7
Cash and cash equivalents at the end of the year	107.9	144.6

* See note 1 for further details

2021 (includes prior year i.e., 2020 data)

Summary income statement and analysis

<i>£m</i>	FY-21	FY-20	Q4-21	Q4-20
Revenue	1,095.3	611.8	358.9	341.8
Cost of sales	(751.6)	(500.7)	(237.1)	(244.8)
Gross profit	343.7	111.1	121.8	97.0
<i>Gross margin %</i>	<i>31.4%</i>	<i>18.2%</i>	<i>33.9%</i>	<i>28.4%</i>
Operating expenses ¹	(418.0)	(336.0)	(131.0)	(106.7)
<i>of which depreciation & amortisation</i>	<i>212.2</i>	<i>154.8</i>	<i>74.8</i>	<i>57.2</i>
Adjusted operating loss²	(74.3)	(224.9)	(9.2)	(9.7)
Adjusting operating items	(2.2)	(98.0)	0.9	(84.1)
Operating loss	(76.5)	(322.9)	(8.3)	(93.8)
Net financing expense	(137.3)	(143.1)	(16.9)	(64.3)
<i>of which adjusting financing items</i>	<i>34.1</i>	<i>(68.6)</i>	<i>21.2</i>	<i>(68.6)</i>
Loss before tax	(213.8)	(466.0)	(25.2)	(158.1)
Taxation	24.5	55.5	(7.5)	15.5
Loss for the period	(189.3)	(410.5)	(32.7)	(142.6)
Adjusted EBITDA^{1,2}	137.9	(70.1)	65.6	47.5
<i>Adjusted EBITDA margin</i>	<i>12.6%</i>	<i>n.m.</i>	<i>18.3%</i>	<i>13.9%</i>
Adjusted loss before tax¹	(245.7)	(299.4)	(47.3)	(5.4)
<i>EPS (pence)</i>	<i>(165.9)</i>	<i>(543.0)</i>		
Adjusted EPS (pence)²	(200.8)	(369.9)		

1. Excludes adjusting items; 2. For definition of alternative performance measures please see Appendix

Cash flow and net debt

<i>£m</i>	FY-21	FY-20	Q4-21	Q4-20
Cash generated/(used) from operating activities	178.9	(198.6)	27.5	73.5
Cash used in investing activities (excl. interest)	(185.2)	(260.7)	(49.0)	(56.6)
Net cash interest paid	(116.9)	(80.0)	(62.6)	(42.6)
Free Cash outflow	(123.2)	(539.3)	(84.1)	(25.7)
Cash inflow from financing activities (excl. interest)	51.5	922.5	7.5	204.9
(Decrease)/increase in net cash	(71.7)	383.2	(76.6)	179.2
Effect of exchange rates on cash and cash equivalents	1.2	(1.7)	0.3	2.9
Cash balance	418.9	489.4	418.9	489.4

	Notes	31 December 2021 £m	31 December 2020 £m
Non-current assets			
Intangible assets		1,384.1	1,336.8
Property, plant and equipment		355.5	389.6
Right-of-use lease assets		76.0	71.4
Trade and other receivables		2.1	0.9
Other financial assets		0.5	0.1
Deferred tax asset		156.4	106.5
		1,974.6	1,905.3
Current assets			
Inventories		196.8	207.4
Trade and other receivables		243.4	177.9
Income tax receivable		1.5	0.2
Other financial assets		7.3	14.6
Cash and cash equivalents		418.9	489.4
		867.9	889.5
Total assets		2,842.5	2,794.8
Current liabilities			
Borrowings		114.3	113.5
Trade and other payables		721.0	578.9
Income tax payable		5.5	1.2
Other financial liabilities		34.8	83.3
Lease liabilities		9.7	9.3
Provisions		19.9	22.1
		905.2	808.3
Non-current liabilities			
Borrowings		1,074.9	971.3
Trade and other payables		9.8	7.5
Lease liabilities		93.7	93.7
Provisions		19.0	16.8
Employee benefits		78.7	92.5
Deferred tax liabilities		0.8	0.6
		1,276.9	1,182.4
Total liabilities		2,182.1	1,990.7
Net assets		660.4	804.1
Capital and reserves			
Share capital	11	11.6	11.5
Share premium		1,123.4	1,108.2
Merger reserve		143.9	144.0
Capital redemption reserve		9.3	9.3
Capital reserve		6.6	6.6
Translation reserve		2.7	0.4
Hedge reserves		6.7	10.9
Retained earnings		(662.4)	(503.1)
Equity attributable to owners of the group		641.8	787.8
Non-controlling interests		18.6	16.3
Total shareholders' equity		660.4	804.1

H1 2022

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Notes	6 months ended 30 June 2022			6 months ended 30 June 2021			12 months ended 31 December 2021		
		Adjusted £m	Adjusting items* £m	Total £m	Adjusted £m	Adjusting items* £m	Total £m	Adjusted £m	Adjusting items* £m	Total £m
Revenue	2	541.7	-	541.7	498.8	-	498.8	1,095.3	-	1,095.3
Cost of sales		(353.6)	-	(353.6)	(355.5)	-	(355.5)	(751.6)	-	(751.6)
Gross profit		188.1	-	188.1	143.3	-	143.3	343.7	-	343.7
Selling and distribution expenses		(51.9)	-	(51.9)	(35.1)	-	(35.1)	(84.8)	-	(84.8)
Administrative expenses	3	(208.9)	(17.2)	(226.1)	(144.2)	(2.0)	(146.2)	(333.2)	(2.2)	(335.4)
Operating loss		(72.7)	(17.2)	(89.9)	(36.0)	(2.0)	(38.0)	(74.3)	(2.2)	(76.5)
Finance income	3, 4	1.2	24.4	25.6	10.7	14.0	24.7	2.3	34.1	36.4
Finance expense	5	(221.1)	-	(221.1)	(77.4)	-	(77.4)	(173.7)	-	(173.7)
(Loss)/profit before tax		(292.6)	7.2	(285.4)	(102.7)	12.0	(90.7)	(245.7)	31.9	(213.8)
Income tax (charge)/credit	6	(2.6)	(1.8)	(4.4)	6.3	13.3	19.6	16.2	8.3	24.5
(Loss)/profit for the period		(295.2)	5.4	(289.8)	(96.4)	25.3	(71.1)	(229.5)	40.2	(189.3)
(Loss)/profit for the period attributable to:										
Owners of the group				(290.0)			(72.7)			(191.6)
Non-controlling interests				0.2			1.6			2.3
				<u>(289.8)</u>			<u>(71.1)</u>			<u>(189.3)</u>
Other comprehensive income										
Items that will never be reclassified to the Income Statement										
Remeasurement of defined benefit pension liability				6.1			2.4			3.8
Taxation on items that will never be reclassified to the Income Statement				(1.5)			(0.6)			(1.0)
Effect of change in rate of taxation				-			6.8			6.0
Items that are or may be reclassified to the Income Statement										
Foreign exchange translation differences				4.3			-			2.3
Fair value adjustment on cash flow hedges				(4.2)			-			(0.3)
Amounts recycled to the Income Statement in respect of cash flow hedges				(0.8)			(2.1)			(4.3)
Taxation on items that may be reclassified to the Income Statement				1.3			0.5			1.2
Effect of change in rate of taxation				-			0.1			-
Other comprehensive income for the period, net of income tax				<u>5.2</u>			<u>6.9</u>			<u>7.7</u>
Total comprehensive loss for the period				<u>(284.6)</u>			<u>(64.2)</u>			<u>(181.6)</u>
Total comprehensive (loss)/income for the period attributable to:										
Owners of the group				(284.8)			(65.8)			(183.9)
Non-controlling interests				0.2			1.6			2.3
				<u>(284.6)</u>			<u>(64.2)</u>			<u>(181.6)</u>
Earnings per ordinary share										
Basic	7			<u>(249.0p)</u>			(63.3p)			(165.9p)
Diluted	7			<u>(249.0p)</u>			(63.3p)			(165.9p)

10. Movement in net debt

	30 June 2022 £m	30 June 2021 £m	31 December 2021 £m
Movement in net debt			
Net (decrease)/increase in cash and cash equivalents	(262.7)	16.2	(70.5)
Add back cash flows in respect of other components of net debt:			
New borrowings	-	(77.0)	(108.5)
Proceeds from inventory repurchase arrangement	(37.7)	-	(19.0)
Movement in cash held not available for short-term use	0.2	(8.4)	(8.1)
Repayment of existing borrowings	52.3	2.1	37.3
Repayment of inventory repurchase arrangement	20.0	-	40.0
Lease liability payments	6.4	5.0	9.9
Transaction fees	-	1.7	1.9
Increase in net debt arising from cash flows	(221.5)	(60.4)	(117.0)
Non-cash movements:			
Foreign exchange (loss)/gain on secured loan	(134.1)	9.3	(12.4)
Interest added to debt	(9.7)	(9.1)	(13.4)
Unpaid transaction fees	-	0.2	-
Borrowing fee amortisation	(4.4)	(2.7)	(7.5)
Lease liability interest charge	(2.0)	(1.9)	(3.9)
Lease modifications	(2.8)	(2.1)	0.4
New leases	(1.4)	(0.1)	(11.5)
Exchange and other adjustments	1.1	2.0	0.4
Increase in net debt	(374.8)	(64.8)	(164.9)
Net debt at beginning of the year/period	(891.6)	(726.7)	(726.7)
Net debt at the end of the year/period	(1,266.4)	(791.5)	(891.6)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Notes	As at 30 June 2022 £m	As at 30 June 2021 £m	As at 31 December 2021 £m
Non-current assets				
Intangible assets		1,392.6	1,362.0	1,384.1
Property, plant and equipment		352.6	381.3	355.5
Right-of-use assets		76.6	69.4	76.0
Trade and other receivables		2.3	0.7	2.1
Other financial assets		-	-	0.5
Deferred tax asset	6	157.3	143.7	156.4
		1,981.4	1,957.1	1,974.6
Current assets				
Inventories		307.6	202.4	196.8
Trade and other receivables		288.1	142.9	243.4
Income tax receivable		1.2	1.0	1.5
Other financial assets	11	9.2	8.1	7.3
Cash and cash equivalents	9, 10	156.2	505.6	418.9
		762.3	860.0	867.9
Total assets		2,743.7	2,817.1	2,842.5
Current liabilities				
Borrowings		62.3	118.0	114.3
Trade and other payables		842.8	609.1	721.0
Income tax payable		4.0	4.8	5.5
Other financial liabilities		15.4	69.9	34.8
Lease liabilities		7.4	10.8	9.7
Provisions	12	17.9	17.4	19.9
		949.8	830.0	905.2
Non-current liabilities				

18

Borrowings	11	1,221.5	1,041.6	1,074.9
Trade and other payables		9.2	6.0	9.8
Lease liabilities		94.6	88.4	93.7
Provisions	12	20.6	19.3	19.0
Employee benefits	13	68.8	85.4	78.7
Deferred tax liabilities		1.4	0.2	0.8
		1,416.1	1,240.9	1,276.9
Total liabilities		2,365.9	2,070.9	2,182.1
Net assets		377.8	746.2	660.4
Capital and reserves				
Share capital	14	11.6	11.5	11.6
Share premium		1,123.4	1,108.3	1,123.4
Merger reserve		143.9	143.9	143.9
Capital redemption reserve		9.3	9.3	9.3
Capital reserve		6.6	6.6	6.6
Translation reserve		7.0	0.4	2.7
Hedge reserve		3.0	9.3	6.7
Retained earnings		(945.8)	(561.0)	(662.4)
Equity attributable to owners of the group		359.0	728.3	641.8
Non-controlling interests		18.8	17.9	18.6
Total shareholders' equity		377.8	746.2	660.4

CONSOLIDATED STATEMENT OF CASH FLOWS

	Notes	6 months ended 30 June 2022 £m	6 months ended 30 June 2021 £m	12 months ended 31 December 2021 £m
Operating activities				
Loss for the period		(289.8)	(71.1)	(189.3)
<i>Adjustments to reconcile loss for the period to net cash inflow from operating activities</i>				
Tax charge/(credit)	6	4.4	(19.6)	(24.5)
Net finance costs		195.5	52.7	137.3
Other non-cash movements		4.2	(3.1)	(0.1)
Depreciation of property, plant and equipment		33.8	24.9	65.3
Depreciation of right-of-use assets		4.4	3.9	9.3
Amortisation of intangible assets		93.1	56.0	137.6
Difference between pension contributions paid and amounts recognised in Income Statement		(4.6)	(5.4)	(11.4)
(Increase)/decrease in inventories		(104.6)	8.7	7.7
(Increase)/decrease in trade and other receivables		(41.0)	40.1	(75.4)
Increase in trade and other payables		68.3	6.3	52.8
Increase in advances and customer deposits		10.4	7.0	70.7
Movement in provisions		(1.8)	(2.1)	(0.2)
Cash (outflow)/inflow from operations		(27.7)	98.3	179.8
(Increase)/decrease in cash held not available for short-term use		(0.2)	8.4	8.1
Income taxes paid		(5.2)	(2.9)	(9.0)
Net cash (outflow)/inflow from operating activities		(33.1)	103.8	178.9
Cash flows from investing activities				
Interest received		0.7	1.4	1.1
Increase in loan assets		-	(1.5)	(1.4)
Decrease in loan assets		-	-	0.9
Payments to acquire property, plant and equipment		(29.1)	(24.7)	(40.7)
Payments to acquire intangible assets		(109.1)	(64.8)	(144.0)
Net cash used in investing activities		(137.5)	(89.6)	(184.1)
Cash flows from financing activities				
Interest paid		(63.2)	(58.5)	(118.0)
Proceeds from issue of equity warrants		-	-	15.3
Principal element of lease payments	10	(6.4)	(5.0)	(9.9)
Repayment of existing borrowings	10	(52.3)	(2.1)	(37.3)
Proceeds from inventory repurchase arrangement	10	37.7	-	19.0
Repayment of inventory repurchase arrangement	10	(20.0)	-	(40.0)
New borrowings	10	-	77.0	108.5
Transaction fees on issuance of shares		-	(1.2)	(1.3)

References

- Aston Martin Lagonda Global Holdings PLC, 2019. *2019 Annual Report*, s.l.: s.n.
- Aston Martin Lagonda Global Holdings PLC, 2020. *2020 Annual Report*, s.l.: s.n.
- Aston Martin Lagonda Global Holdings PLC, 2020. *Preliminary results for the 12 months to 31 December 2020*. s.l.:s.n.
- Aston Martin Lagonda Global Holdings PLC, 2021. *2021 Annual Report*, s.l.: s.n.
- Aston Martin Lagonda Global Holdings PLC, 2021. *Preliminary results for the 12 months to 31 December 2021*. s.l.:s.n.
- Aston Martin Lagonda Global Holdings PLC, 2022. *H1 2022 Report*, s.l.: s.n.
- Aston Martin Lagonda Global Holdings PLC, 2022. *Press Release - Interim Results for the six months to 30 June 2022*. s.l.:s.n.
- Atrill, P., 2020. *Financial Management for Decision Makers*. 9th ed. s.l.:Pearson.
- CFI, 2022. *Cash Conversion Cycle*. [Online]
Available at: <https://corporatefinanceinstitute.com/resources/accounting/cash-conversion-cycle/>
[Accessed 2023].
- CFI, 2022. *Return on Assets ROA Formula*. [Online]
Available at: <https://corporatefinanceinstitute.com/resources/accounting/return-on-assets-roa-formula/>
[Accessed 2023].
- CFI, 2022. *What is return on equity - ROE*. [Online]
Available at: <https://corporatefinanceinstitute.com/resources/accounting/what-is-return-on-equity-roe/>
[Accessed 2023].
- Faello, J., 2015. Understanding the Limitations of Financial Ratios. *Academy of Accounting and Financial Studies Journal*, Volume 19.
- Fernando, J., 2022. *Current Ratio*. [Online]
Available at: <https://www.investopedia.com/terms/c/currentratio.asp>
[Accessed 2023].
- FinBox, 2023. *Aston Martin Lagonda Global Holdings PLC*. [Online]
Available at: <https://finbox.com/LSE:AML>
[Accessed January 2023].
- GÂDOIU, M., 2014. Advantages and Limitations of the Financial Ratios Used in the Financial Diagnosis of the Enterprise. *Scientific Bulletin - Economic Sciences*, 13(2).
- Horton, M., 2021. *Investopedia*. [Online]
Available at: <https://www.investopedia.com/ask/answers/012715/what-difference-between-profitability-and-profit.asp>
[Accessed January 2023].

Kenton, W., 2022. *Cash Ratio: Definition, Formula, and Example*. [Online]
Available at: <https://www.investopedia.com/terms/c/cash-ratio.asp>
[Accessed 2023].

Lesáková, Ľ., 2007. Uses and Limitations of Profitability Ratio Analysis in Managerial Practice. *5th International Conference on Management, Enterprise and Benchmarking*.

Liquid Capital Corp, 2022. *How to determine your companys 'cash conversion cycle'*. [Online]
Available at: <https://liquidcapitalcorp.com/blog/cash-conversion-cycle/>
[Accessed January 2023].

London Stock Exchange, 2023. *London Stock Exchange - AML Company Page*. [Online]
Available at: <https://www.londonstockexchange.com/stock/AML/aston-martin-lagonda-global-holdings-plc/company-page>
[Accessed 29 January 2023].

Market Screener, 2023. *Aston Martin Lagonda Global Holdings PLC - Financials*. [Online]
Available at: <https://www.marketscreener.com/quote/stock/ASTON-MARTIN-LAGONDA-GLOB-46472778/financials/>
[Accessed January 2023].

Press Release - Aston Martin Lagonda Global Holdings PLC , 2019. *Preliminary results for the 12 months to 31 December 2019*. s.l.:s.n.

Seth, S., 2022. *Quick Ratio Formula With Examples, Pros and Cons*. [Online]
Available at: <https://www.investopedia.com/terms/q/quickratio.asp>
[Accessed 2023].

Statista, 2020. *Major car companies' five-year average net profit margin as of June 30, 2020*. [Online]
Available at: <https://www.statista.com/statistics/1186661/car-company-profit-margin>
[Accessed January 2023].