

The McLaren logo, featuring the word "McLaren" in a white, sans-serif font with a white swoosh element above the "n".

McLaren

A close-up, low-angle shot of a McLaren Formula 1 car, showing the front wing, nose, and cockpit area. The car is primarily orange and black, with the "VELO" sponsor logo visible on the front wing.

**BUSINESS
REVIEW**

**FINANCIAL MANAGEMENT AND PLANNING
ACPA 7002**

JUNE 2022

HELENE CHEUNG

McLaren

REPORT

BUSINESS REVIEW

EXECUTIVE SUMMARY

This business review analyses the past financial position of McLaren using financial ratios in order to establish the strength, weaknesses, opportunities and threats of codeveloping an electric vehicle in a joint venture. When put into the global economic context, the financial ratios will give an insight of how, how much the pandemic impacted McLaren and how they remedied this impact, showing resilience and attraction of investors. Following the pandemic, the shortage of semiconductors is the new threat for McLaren, this review cannot predict how they will respond to these difficulties and how much their reputation could be affected, but it will present what the repercussions are and evaluate the risks a joint venture could represent.

INTRODUCTION

This review's purpose is to determine if a joint venture with McLaren would be beneficial to our company to build an electric vehicle. We will base our findings on McLaren Holdings Limited's published financial statements and calculated financial ratios of 2022 interim results and the years 2021, 2020 (unaudited) and 2019 (unaudited). McLaren Holdings Ltd represents the worldwide automotive branch of the Group including the development, manufacture and sale of luxury super cars.

Started in 1963 with the focus on engineering and racing, McLaren Group, the parent company, was forced to sell in August 2021, McLaren Applied with a loss recognised of £33.3m and the joint venture investment of 67% of McLaren Racing's stake that was remaining after raising funds via convertible loan notes and warrants in 2020 to clear debts accumulated during the COVID-19 pandemic. This sale means that the business that could have contributed towards our company's project because of its know-how for electronic components, software and electrification, McLaren Applied Ltd, is no longer part of the new McLaren Automotive Group. Having said that the launch of McLaren first hybrid super car, the Artura, with deliveries planned for 2022, and the objective to be fully electric by 2030 to follow the UK Government plan to ban the sale of new ICEVs, means that McLaren Automotive Group is still adequate for our company's project.

A joint venture with the new McLaren Automotive Group means that a formal agreement could allow the co-development of a new electric vehicle. The success of a joint venture depends on the management of strategic planning and budget preparation (Kukalis, S. and Jungemann, M., 1995). Therefore, it is important to analyse the available funds the new McLaren Automotive Group could invest in a potential joint venture.

USE & LIMITATION OF RATIOS

Financial statements allows to understand the performance of a company when looking at its income over a period of time, whether it is profitable and efficient. It also helps to measure its liquidity and understand if it is healthy or in trouble financially. They are the ingredients to calculate financial ratios to monitor and evaluate McLaren's performance before the Covid-19 pandemic in 2020, how it was impacted and how it is recovering.

They will inform us whether a exploratory joint venture with its risks and uncertainty, managed by ex post contractual updates is possible, or a exploitative joint venture with ex ante contracts would be preferable (Connelly, B.L. et al., 2019). Using a joint venture to co-develop an electric vehicle would, as reported by De Quinn, J.B. (2000)

lower innovation costs and risks by 60% to 90%, while similarly decreasing cycle time and leveraging their internal investments by tens to hundreds of times.

The liquidity and activity ratios reveal the management and cycle of a company's cash flow. The leverage ratios indicate if a company is able to pay back its long term debts. The profitability ratios demonstrate if the products and services created by a company are viable. All will inform our decision to pursue a joint venture with the new McLaren Automotive Group, by showing what has happened. Ratios cannot inform the why and cannot predict the future but indicate where the risks are, giving an insight on how to mitigate those risks. They give elements to negotiate the terms of the contract for the joint venture, including the profit/loss sharing or the royalties agreement.

In this case the investors ratios were calculated based on the former McLaren Group including the Racing and Applied businesses which are now sold off. Therefore they will only indicate if investors are looking for a financial return on the short term or are interested in the brand and what it can achieve long term.

ANALYSIS OF RATIOS

PROFITABILITY

Even though from the latest audited financial statement of McLaren Holding Ltd for the year 2021 which is the new McLaren Automotive Group, the net profit ratio is negative at -1% questioning the viability of the business model, it most importantly means that the decisions made to restructure and refinance McLaren Group made sense, as effectively the McLaren Group finished with a net profit ratio of -83.1% in 2020 when hit by the pandemic while the Holdings business (unaudited) shows a net profit ratio of -35.6%. This means that the Group was worse off with the Racing and Applied businesses as part of its operations.

The pre-pandemic gross margin ratios for both the Group and Holdings are around 30% and the operating profit ratios around 12%. When compared with competitors the margins are similar to those of Aston Martin (respectively 30% and 12.6% in 2021). They are greater than Lotus with pre pandemic gross margin in 2019 of 13% making a net loss, but when compared with Ferrari who are making a profit in 2021 with a comfortable 48.7% gross margin and improved their operating profit from 20.7% in 2020 to 25.2% in 2021, it shows McLaren's weakness in terms of administrative costs with an operating loss of 3.9% in the first quarter of 2022 due to the lease on their headquarters.

The net profit ratios have been negative for the last 4 years for the Group and Holdings. But if we ignore the drop due to the impact of the pandemic on the Group, the net profit ratios have been improving year on year from -4.9% in 2018 for the Group to -2.3% in 2019 and -1% in 2021 for Holdings, which is showing a recovery and the beginning of the new threat confirmed in the first quarter of 2022 with a net loss of 31.8%.

When looking at the profitability of a company, the return on equity ratio is a quick way of knowing whether it generates enough returns for its shareholders and this way showing if their investment actually creates a profit. Even though McLaren Holdings do not create a profit for their shareholders, their return on equity ratio shows not only a recovery since the pandemic from -61.6% in 2020 to -1% in 2021, but also an improvement from pre-Covid pandemic return on equity ratio of -11.9%. Unfortunately 2022 is already seeing the effect of the loss of 7.2% on the return on equity already.

WORKING CAPITAL

Cash-flow management and cycle determine the availability of a working capital for a company like the new McLaren Automotive Group to innovate.

The liquidity ratios reached a comfortable rate with 1.65 for the current ratio in 2021 from 1.12 in 2020 and 0.81 in 2019, demonstrated that McLaren working capital is increasing, showing efficiency and potential for growth. It doesn't decrease McLaren's cash flow because while their financing activities lost cash in 2021, their investment activities, for instance the sale of heritage cars, the sale of the investment in the Racing business and the sale of their McLaren Technology Centre building brought cash in to improve their cash flow. The quick ratio had a constant differential with the current ratio in 2019 and 2020 but the differential between the current ratio and the quick ratio more than doubled in 2021, highlighting the fact that the inventory dramatically increased. This increase is explained by the global shortage of semiconductors on the one hand, which have stalled the final steps of the cars production explaining why the value of work in progress almost tripled, and on the other hand the reduction of car sold of just over 1% in 2021 compared to 2020. This fall in sales carried on in the first quarter of 2022 and started to affect the working capital, even though the differential between current and quick ratio are similar than 2021 which means that the stock value is managed and stabilised for now.

The drop in sales is confirmed by the inventory turnover ratio drop from 4.75 times a year in 2020 to only 2.88 times a year in 2021. But this phenomenon was already happening because the inventory turnover in 2019 was as high as 6.73 which may give a clue for McLaren's shares in a crowded market. But the worst is yet to come with the first quarter of 2022 with a turnover of 0.5, with cars not delivered due to the global shortage of semiconductors.

Both DSO and DPO ratios influence the working capital and have consequences on the cash flow. They indicate that the pandemic hit McLaren's suppliers but that they now manage to pay in a very timely manner of 30 days on average. Despite the quick payment from their suppliers, McLaren Holdings are actually slower to pay their creditors: from 36 days on average in 2020 and 2019 to 53 days on average in 2021. This may be explained by the slowdown of car sales experienced by McLaren Holdings in 2021 which will carry on in 2022 with both the suppliers and McLaren Holdings tripling their payment period. The main difference happened in 2021 when not only McLaren Holdings could no longer pay their suppliers in a timely manner but took longer than their customers, showing an emerging problem of cash-flow continuing into 2022.

INVESTMENT

The leverage ratios and the investor ratios are indicative of the level of risks a joint venture with the new McLaren Automotive Group is. Indeed they allow to evaluate the degree of dependence they have on borrowings, equity and assets.

To evaluate how McLaren Holdings utilise their capital and their shareholders investments to generate income, the return ratios indicates that even though they are improving they are still insufficient and still create a loss. However the capital with -0.4% in 2021 works much harder than the investments with -1% in 2021, meaning that Holdings main source of income originates from the potential for the sale of their cars either in stock and more greatly in their order book. It is worth noting the quick recovery from the pandemic year 2020 when the return was as low as -16.4% and actually over performing 2019 with a ratio as low as -1.9% meaning that the car models available for sale in 2021 are successful and receive interest and this includes the Artura, featuring a combination of new technologies.

When analysing the leverage ratios, the obvious comment to make is the way McLaren Holdings swapped their dependence from borrowing in 2020 to equity financing in 2021, falling to 74.2%, when the previous years were 141.4% and even 229.2% in 2019. The positive aspect is the noticeable effort to depend less and less on borrowing: twice as much as the equity in 2019. Indeed no bank overdraft were drawn and the Revolving Credit Facility was undrawn in 2021, lowering financial risks.

This positive financial position is confirmed with an interest coverage ratio of 310.6% in 2021 which is more than acceptable with a minimum benchmark generally recognised at 150%. This is especially true considering that in 2020 the interest coverage ratio reached as low as -71.6% proving McLaren Holdings' capacity to bounce back from the pandemic after refinancing and restructuring.

Unfortunately, the number of shares for the new McLaren Automotive Group is difficult to find. However the former McLaren Group had a market value of £888.8m in 2020, when the Automotive business counted for 80% of the Group revenue, which may be indicative of the potential market value of the new Automotive Group. However based on the former Group's 2020 figures, a total loss of £641.2m was made and no dividend were paid.

SUMMARY OF FINDINGS

Investments made in McLaren are not driven by the profitability of the group which has not been profitable since at least 2019. The group attracts investments for the prestige of the brand not for the inexistent dividends and negative earnings. It is the image of the brand that helped the Group get more funding through preference shares of £300 million in 2020 and again in 2021 with £550 million, including £400 million from Saudi Arabia.

This injection of cash along with the sales of assets in 2021, including heritage cars, shares of the McLaren Racing business, the headquarters and the McLaren Applied business were the lifeline of the group to recover from the 2020 pandemic as the sales of cars plummeted. The major part of revenue was actually via McLaren Racing when the season restarted in July 2020, creating even more losses for the group by the end of the year. The new consortium with McLaren Racing gives both businesses their independence, putting no more financial pressure on the automotive part of the Group.

McLaren's resilience was demonstrated with 2021's results with the net profit being in a better position than pre-pandemic and the dependence on borrowings being lesser than the dependence on equity. The other indicator of this recovery is noticeable in the comfortable interest coverage ratio of 3.1, twice the generally accepted minimum.

However, the 2021 figures started to highlight the next crisis the group will have to face: the global shortage of semiconductors. Indeed the inventory turnover continued to slow down in 2021 to almost a halt in the first quarter of 2022. This slowdown started to affect greatly McLaren Holdings' whole supply chain with DSO and DPO almost tripled in the first 3 months of 2022 compared with 2021. The quick ratio in the first quarter of 2022 is down by 6 points which is comparable with the current ratio down 7 points compared to the year 2021 suggesting that the stock is still under control thanks to a reduced stock of finished cars.

This crisis is as global as the pandemic but of different nature. When some countries across the world went into lockdown, it slowed down the economy and the luxury super cars market was particularly impacted. The solution for McLaren Group was an economic one, bringing more cash into the company. This time the crisis is logistic: the supply chain is greatly disturbed by the shortage of semiconductors due to the high demand for microchips following the race to digital technologies, a consequence of restrictions implemented across the world to manage the pandemic. It is vital for McLaren to increase their revenue from the sales of super cars: they need a short term plan as well as a long term plan. A technological response may be beneficial in order to avoid borrowings and sales of their assets as the operating costs have increased because of the sale and leaseback of their headquarters.

CONCLUSION & RECOMMENDATION

A recent research on the most successful joint ventures revealed that a non-equity based alliance actually performs better in regards to innovation because the interaction between the companies are simpler. This contrasts with the risk of a simpler and more embedded equity joint venture where miscommunication and misalignment can hinder the project (Choi, J. and Contractor, F.J., 2019). Therefore the findings of this review will inform the possible negotiation with McLaren Holdings to mitigate the financial risks of this project joint venture which

could be terminated by 2030 to match McLaren's goal for creating an electric fleet of cars.

The resilience shown in the recovery after the economic crisis caused by the pandemic in 2020 led to a net profit of 6.8% for McLaren Holdings in the first half of 2021, while by the end of 2020 the net loss for the Group prior to restructuring was of 83.1% before being hit by the shortage of semiconductors. The refinancing in the form of sales of assets and businesses, and the injection of investments in August 2021 helped to mitigate the impact of this new crisis for 2021. Whereas the first quarter of 2022 is already presenting a net loss of 31.8% due to the drop in sales. However, the financial statements show that borrowing is not considered for now and the stock is managed as the order books are full. It appears that McLaren Holdings plan is to keep the communication with their suppliers while guaranteeing the same superior quality if alternatives need to be found. It is a waiting game. It is an issue that our company would face regardless of the joint venture.

In the short term, the added concern is highlighted by McLaren Holdings' DPO which has almost tripled in three months. This may affect McLaren Holdings position to negotiate with their suppliers.

On a longer term, while the working capital is increasing giving McLaren Holdings opportunities for growth, they are experiencing a cash-flow drop from £43.3 million to £18.1 million because of the difficulty they are encountering to deliver their cars. The success of the first half of 2021 was due to the success met by the two limited editions of the 765 model. The well received new Artura, launched in February 2021, has unfortunately got its deliveries delayed due to the shortage of semiconductors with a large portion of stock counting for work in progress. It is crucial for McLaren Holdings to reach a supply agreement to minimise future supply risks.

In the meantime McLaren Holdings' know-how must be seen as a vital element to enter a joint venture. Their capacity to innovate is demonstrated in the new Artura featuring three new technologies: a plug-in hybrid system on which the group spent £400 million with no ROI yet, a carbon lightweight architecture and an Ethernet electrical architecture.

Due to the COVID-19 pandemic, the estimated Supercar market size is \$16.3 billion in 2022 but due to be readjusted to \$15.91 billion in 2028 (360 Research Reports, 2022). This forecasted 2% market shrinkage can be seen as an opportunity to be at the forefront of innovation, where McLaren excels. The latest report for the first quarter of 2022 indicates that the market in China is expanding with an increase of 41% of number of units sold but it is not enough to counteract the drop in Europe and Asia Pacific with an overall decrease of 18%. This gap between region may be of concern considering the regions experiencing a considerable decrease are regions dependent on importation of petrol. The question is: would an electric fleet regain these regions? The Extreme E McLaren racing team will raise the profile of the brand and be the testing ground of commercial electric luxury cars. Because McLaren Racing business is now sold to the Group as a consortium, they remain independent for their everyday operations, but innovations should feed one another.

Entering a joint venture with McLaren Holdings to produce an electric vehicle would be beneficial because their working capital is healthy since restructuring and refinancing as they bounced back from 2020. The financial difficulties they are facing are global so our company would be facing them regardless but without McLaren brand recognition. If the worst happens again and the shortage of semiconductors last all 2022, increasing the lead time to deliver their cars and putting even more pressure on their cash-flow, they have a network of investors and valuable assets to fall back on. The proven resilience of McLaren Holdings is a protection from the impact the war in Ukraine and the threat hanging over Taiwan have on the semiconductors' market. As their cash-flow is low, the resources available for the joint venture will be limited which means it may be preferable to wait. Also, last year's rumour of going public via a merger with a SPAC is still a possibility which would bring additional funding and potentially change the negotiations' terms. The exposure of electric motorsports is developing and McLaren has one of the leading places which is promising for the electric vehicles industry and the brand, therefore the proposed joint venture.

APPENDIX 1 - REFERENCES

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APPENDIX 2 - RATIOS

MCLAREN HOLDINGS

Income statement / P&L (£000)	Q1 2022	2021	2020 (unaudited)	2019 (unaudited)
Revenue	£128,004.00	£610,387.00	£771,660.00	£1,486,090.00
COGS	£92,843.00	£443,654.00	£627,847.00	£1,033,817.00
Gross profit	£35,161.00	£166,733.00	£143,813.00	£452,273.00
Admin costs	£49,185.00	£225,062.00	£241,892.00	£276,368.00
Other operating income	£9,039.00	£36,765.00	£52,946.00	£28,606.00
Other gains	£0.00	£194,666.00	£0.00	£0.00
Operating profit	(£4,985.00)	£173,102.00	(£45,133.00)	£204,511.00
Share of loss in Joint Venture	£0.00	£33,166.00	£886.00	£0.00
Impairment of assets	£0.00	£1,271.00	£12,762.00	£0.00
Depreciation	£2,398.00	£14,458.00	£29,635.00	£27,527.00
Amortisation	£29,064.00	£141,063.00	£202,724.00	£152,098.00
Revised Operating profits	(£36,447.00)	(£16,856.00)	(£291,140.00)	£24,886.00
Interest receivable	£0.00	£2,312.00	£14,812.00	£0.00
Interest payable	£0.00	£55,729.00	£63,062.00	£0.00
Gain on share of subsidiaries	£0.00	£2,820.00	£21,070.00	£0.00
Finance costs	£23,971.00	£0.00	£0.00	£52,868.00
Loss before taxation	(£60,418.00)	(£67,453.00)	(£318,320.00)	(£27,982.00)
Tax	£19,670.00	£61,384.00	£43,561.00	(£5,091.00)
Net income	(£40,748.00)	(£6,069.00)	(£274,759.00)	(£33,073.00)

BUSINESS REVIEW

Balance sheet (£000)	Q1 2022	2021	2020 (unaudited)	2019 (unaudited)
Fixed assets	£908,652.00	£902,771.00	£1,156,980.00	£1,182,108.00
Stock	£174,136.00	£195,326.00	£112,773.00	£151,656.00
Cash and cash equivalents	£18,149.00	£76,696.00	£66,709.00	£56,214.00
Debtors	£292,792.00	£287,541.00	£336,375.00	£396,275.00
Other current assets	£0.00	£0.00	£0.00	£0.00
Current assets	£485,077.00	£559,563.00	£515,857.00	£604,145.00
Total assets	£1,393,729.00	£1,462,334.00	£1,672,837.00	£1,786,253.00
Cash and cash equivalents	£0.00	£0.00	£0.00	£0.00
Creditors	£306,669.00	£339,484.00	£462,338.00	£748,953.00
Borrowings	£0.00	£0.00	£0.00	£0.00
Current liabilities	£306,669.00	£339,484.00	£462,338.00	£748,953.00
Creditors more than 1 year	£473,385.00	£459,877.00	£631,010.00	£636,350.00
Provisions for liabilities	£45,447.00	£45,063.00	£40,329.00	£26,796.00
Deferred Capital Funding	£0.00	£0.00	£92,835.00	£96,493.00
Long term liabilities	£518,832.00	£504,940.00	£764,174.00	£759,639.00
Total liabilities	£825,501.00	£844,424.00	£1,226,512.00	£1,508,592.00
Net assets	£568,228.00	£617,910.00	£446,325.00	£277,661.00
Number of shares			8,888,135	8,888,135
Called up share capital	£108.00	£108.00	£108.00	£89.00
Preferences shares	£0.00	£0.00	£0.00	£0.00
Share Premium	£839,480.00	£839,480.00	£643,763.00	£203,123.00
Reserves	£192,819.00	£222,893.00	£271,746.00	£269,685.00
Accumulated losses	(£464,179.00)	(£444,571.00)	(£469,292.00)	(£195,236.00)
Shareholders equity	£568,228.00	£617,910.00	£446,325.00	£277,661.00

Ratios	Q1 2022	2021	2020 (unaudited)	2019 (unaudited)
Gross margin %	27.5%	27.3%	18.6%	30.4%
Operating profit %	-3.9%	28.4%	-5.8%	13.8%
Net profit %	-31.8%	-1.0%	-35.6%	-2.2%
Return on assets	-2.9%	-0.4%	-16.4%	-1.9%
Return on shareholders equity	-7.2%	-1.0%	-61.6%	-11.9%
Current ratio	1.58	1.65	1.12	0.81
Quick/acid test ratio	1.01	1.07	0.87	0.60
Days sales outstanding	99	30	70	50
Inventory turnover	0.50	2.88	4.75	6.73
Days payable outstanding	133	53	36	36
Debt/equity ratio	83.3%	74.2%	141.4%	229.2%
Interest coverage	N / A	310.6%	-71.6%	N / A
Earnings per ordinary share	Unknown	Unknown	Unknown	Unknown
Dividend cover	N / A	N / A	N / A	N / A
Price per earning ratio	Unknown	Unknown	Unknown	Unknown
Dividend yield ratio	N / A	N / A	N / A	N / A

MCLAREN GROUP

Income statement / P&L (£000)	2020	2019	2018
Revenue	£771,660.00	£1,485,785.00	£1,256,555.00
COGS	£627,847.00	£1,033,817.00	£897,049.00
Gross profit	£143,813.00	£451,968.00	£359,506.00
Admin costs	£245,710.00	£276,090.00	£238,016.00
Other operating income	£51,821.00	£28,606.00	£27,865.00
Operating profit	(£50,076.00)	£204,484.00	£149,355.00
Share of loss in Joint Venture	£886.00	£0.00	£0.00
Impairment of assets	£12,762.00	£0.00	£0.00
Depreciation	£29,635.00	£27,527.00	£21,175.00
Amortisation	£202,724.00	£152,098.00	£132,972.00
Revised Operating profits	(£296,083.00)	£24,859.00	(£4,792.00)
Interest receivable	£14,812.00	£17,811.00	£308.00
Interest payable	£425,600.00	£71,827.00	£64,978.00
Gain on share of subsidiaries	£21,070.00	£0.00	£0.00
Finance costs	£0.00	£0.00	£0.00
Loss before taxation	(£685,801.00)	(£29,157.00)	(£69,462.00)
Tax	£44,639.00	(£4,955.00)	£7,683.00
Net income	(£641,162.00)	(£34,112.00)	(£61,779.00)
Balance sheet (£000)	2020	2019	2018
Fixed assets	£1,156,980.00	£1,182,108.00	£1,039,644.00
Stock	£112,773.00	£151,656.00	£155,393.00
Cash and cash equivalents	£66,784.00	£56,252.00	£97,347.00
Debtors	£337,658.00	£396,755.00	£296,577.00
Other current assets	£0.00	£0.00	£0.00
Current assets	£517,215.00	£604,663.00	£549,317.00
Total assets	£1,674,195.00	£1,786,771.00	£1,588,961.00
Cash and cash equivalents	£0.00	£0.00	£0.00
Creditors	£613,600.00	£747,523.00	£671,470.00
Borrowings	£0.00	£0.00	£0.00
Current liabilities	£613,600.00	£747,523.00	£671,470.00
Creditors more than 1 year	£618,543.00	£657,250.00	£590,760.00
Provisions for liabilities	£40,555.00	£26,796.00	£8,413.00
Deferred Capital Funding	£92,836.00	£96,493.00	£100,150.00
Long term liabilities	£751,934.00	£780,539.00	£699,323.00
Total liabilities	£1,365,534.00	£1,528,062.00	£1,370,793.00
Net assets	£308,661.00	£258,709.00	£218,168.00

Number of shares	8,888,135	8,888,135	8,666,101
Ordinary shares	£89.00	£89.00	£87.00
Preferences shares	£688,350.00	£0.00	£0.00
Share Premium	£203,123.00	£203,123.00	£149,993.00
Reserves	£271,746.00	£269,685.00	£258,760.00
Accumulated losses	(£854,647.00)	(£214,188.00)	(£190,672.00)
Shareholders equity	£308,661.00	£258,709.00	£218,168.00

Ratios	2020	2019	2018
Gross margin %	18.6%	30.4%	28.6%
Operating profit %	-6.5%	13.8%	11.9%
Net profit %	-83.1%	-2.3%	-4.9%
Return on assets	-38.3%	-1.9%	-3.9%
Return on shareholders equity	-207.7%	-13.2%	-28.3%
Current ratio	0.84	0.81	0.82
Quick/acid test ratio	0.66	0.61	0.59
Days sales outstanding	70	50	39
Inventory turnover	4.75	6.73	6.42
Days payable outstanding	36	36	31
Debt/equity ratio	494.4%	254.3%	269.1%
Interest coverage	-11.8%	284.7%	229.9%
Earnings per ordinary share	-72.1368	-3.8379	-7.1288
Dividend cover	-%	-%	
Price per earning ratio	-1.38625417601168	-26.055742847092	-14.0275838067952
Dividend yield ratio	-%	-%	

APPENDIX 3 - STATEMENTS

MCLAREN HOLDINGS

INTERIM RESULTS - McLAREN HOLDINGS LIMITED - Unaudited Condensed Consolidated Financial Statements Registered number 10756310 **3 months ended 31 March 2022**. Available at <https://investors.mclaren.com/sites/mclaren-ir/files/report-document/mhl-interim-financial-statements-mar-22.pdf>

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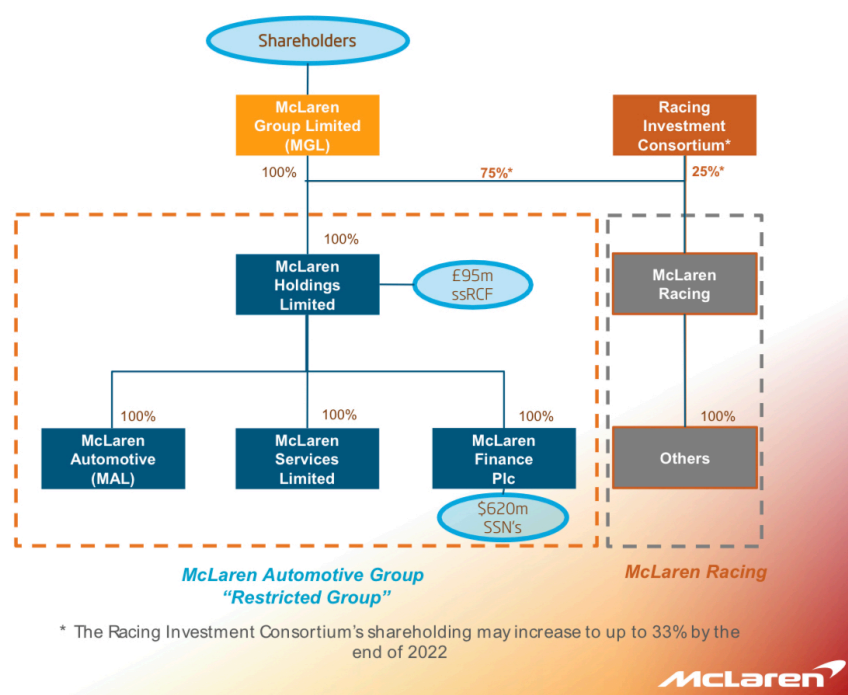
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APPENDIX 4 - INVESTOR PRESENTATION

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