

Full Year Results 2025

3 March 2026

2025 Highlights

Performance in line with expectations

- Sequential revenue improvement in H2 as market gradually recovers
- Significant profit increase from H1 to H2
- Strong operating cash generation

Significant structural improvements delivered

- Gross margin improved, costs controlled, tight working capital management
- Strategic portfolio decisions taken to maximise long-term returns

Well positioned for emerging market recovery

- Improving demand across our markets
- Increased new business wins
- Healthy pipeline of new products to be launched
- Well-invested infrastructure, capable of handling significantly higher volumes

Financial Review

Matt Webb CFO

Key Performance Indicators 2025

Orders & Revenue

ORDER INTAKE

£225.9m

Up +28%¹

REVENUE

£230.1m

Down -4%¹

Margin

ADJUSTED
GROSS MARGIN

42.7%

Up +170bps

ADJUSTED
OPERATING MARGIN

7.5%

Down -260bps

Profit & Earnings

ADJUSTED OPERATING
PROFIT

£17.3m

Down -20%¹

ADJUSTED DILUTED
EPS

22.5p

Down -48%

Cash & Debt

ADJUSTED OPERATING
CASH CONVERSION

225%

2024: 261%

NET DEBT

£41.5m

December 2024:
£93.5m

¹ In constant currency

Income statement

Adjusted £m	2025	2024	Change	
			At actual exchange rates	In constant currency
Revenue	230.1	247.3	(7)%	(4)%
Gross profit	98.2	101.3	(3)%	
<i>Gross margin %</i>	42.7%	41.0%	170bps	
Operating expenses	(80.9)	(76.2)	(6)%	
Operating profit	17.3	25.1	(31)%	(20)%
<i>Operating margin %</i>	7.5%	10.1%	(260)bps	
Net finance expense	(7.8)	(11.3)	31%	
Profit before tax	9.5	13.8	(31)%	
Tax	(3.3)	(3.4)	(3)%	
Profit for the year	6.2	10.4	(40)%	
Diluted earnings per share	22.5p	42.9p	(48)%	

- Revenue reduced by 4% in constant currency:
 - Reduction all in the first half
 - Sequential growth in the second half
 - Signs of gradual market recovery
- Gross Margin % expanded by 170bps:
 - Driven by factory overhead reductions, sourcing savings and efficiency gains
 - Achieved despite lower factory utilisation
- Operating expenses increased by 6%:
 - Driven by non-discretionary & accounting items
 - Discretionary spending reduced to help fund inflation
- Operating Profit improving as the year progressed
- Net finance expense reduced due to lower borrowing levels and base rate
- Tax rate of 34.7% for the year

Order intake trends

Order intake by quarter 2024-2025
(£m)



- FY order intake of £225.9m, 28% higher than last year and 5% higher sequentially from H1 to H2 in constant currency
- Growth across all sectors
- Strongest growth in Industrial Technology (39%) and Healthcare (48%) as customer destocking eased
- Semi Fab grew by 10%, driven by healthy sequential growth from H1 to H2
- Gradually improving momentum, with Q4 the strongest quarter, particularly in constant currency

Bridge by sector

Sector change in constant currency



Revenue trends

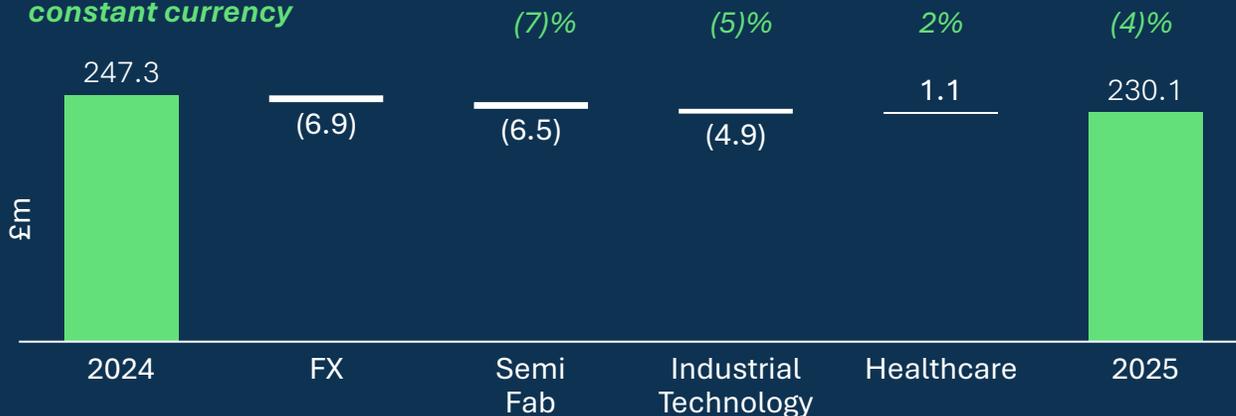
Revenue by quarter 2024-2025

(£m)



Bridge by sector

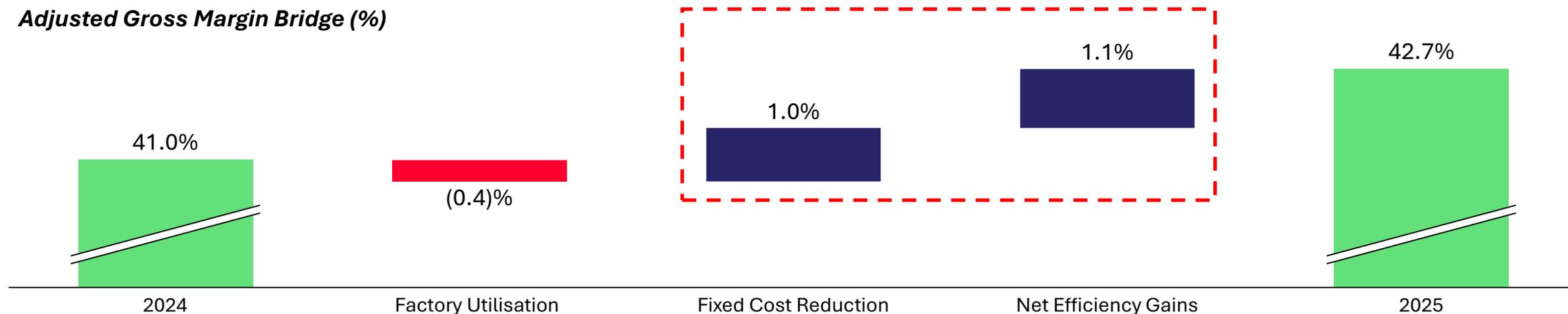
Sector change in constant currency



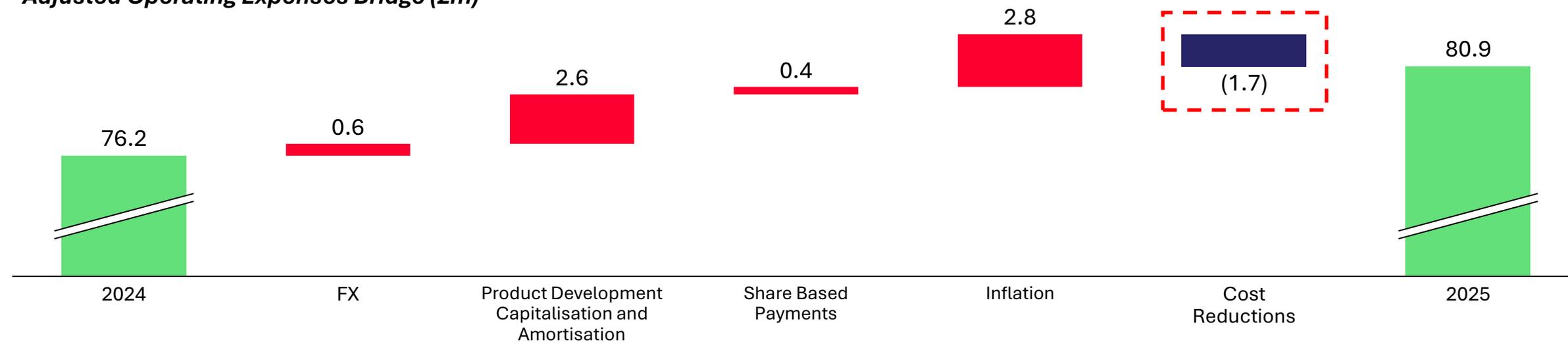
- FY revenue of £230.1m, 4% lower than the prior year in constant currency, all of which arose in the first half
- Revenue grew by 12% in constant currency from H1 to H2 as customer destocking eased
- Semi Fab revenue down 7% against a tough comparative for HVHP sales, masking solid growth in other product categories
- Industrial Technology lower than the prior year due to channel destocking
- Healthcare grew marginally despite destocking thanks to healthy demand from US medical technology customers

Gross Margin and Operating Expenses

Adjusted Gross Margin Bridge (%)



Adjusted Operating Expenses Bridge (£m)



Income statement by half

Adjusted £m	H1 to H2 change			
	2025 H1	2025 H2	At actual exchange rates	In constant currency
Revenue	110.9	119.2	7%	12%
Gross margin	45.9	52.3	14%	
<i>Gross margin %</i>	41.4%	43.9%	250bps	
Operating expenses	(41.1)	(39.8)	3%	
Operating profit	4.8	12.5	160%	176%
<i>Operating margin %</i>	4.3%	10.5%	620bps	

- Sequential revenue growth of 12% in H2 in constant currency as customer destocking eased and US tariffs were recovered
- Gross Margin % improved by 250bps through cost reduction actions taken in H1 and ongoing sourcing savings
- Operating expense reduction of 3% from cost actions taken in H1 and end of FX headwind
- Half yearly Operating Profit more than doubled

Free Cash Flow

Adjusted £m	2025	2024
Operating Profit	17.3	25.1
Depreciation and amortisation	17.4	15.8
EBITDA	34.7	40.9
Change in working capital	4.2	25.0
Other items	-	(0.3)
Operating Cash Flow	38.9	65.6
Net capex – product development costs	(8.7)	(10.1)
Net capex – other assets	(7.4)	(10.1)
Net capex – government grant	1.5	-
Net interest paid	(8.1)	(12.1)
Tax paid	(3.2)	(6.6)
Other items	(1.9)	(1.5)
Free Cash Flow	11.1	25.2

- Strong Adjusted Operating Cash Conversion of 225% generating Operating Cash Flow of £38.9m
- Inventory reduced by 20% to £57.0m and now right-sized to current activity levels
- Capex includes £6.3m spent on construction of Malaysia facility in 2025, with final payment of £7.0m due in H1 2026
- US government funding of £1.5m toward construction of new Silicon Valley facility
- Continued healthy cash generation and proceeds from March 2025's Share Placing reduced leverage from 2.3x to 1.2x in the year
- Bank facilities totalling \$130m extended to now mature in June 2028 (\$100m) and June 2030 (\$30m)

2026 Modelling Guidance

Profit:

- Adjusted Operating Profit expected to be second half weighted, c.40:60, due to:
 - Revenue headwind in H1 from no further sales to China Semi customers due to export licence expiry
 - Revenue tailwind in H2 as market recovery continues
- Operating expenses growth of c.5% in constant currency, including normalisation of variable pay as performance improves
- c.25% effective tax rate subject to activity levels

Cash:

- Adjusted Operating Cash Conversion to remain > 100%
- Total capital spend including capitalised product development of c.£20m



Business Review

Gavin Griggs CEO

XP Strategy: Clear, consistent and proven



Broaden the product portfolio



Target key accounts where XP can add value



Drive penetration to grow share of wallet



Continually enhance our global supply chain



Focus on people and talent development



Maintain leadership on environmental responsibility

Focused on long-term structural growth markets



Attractively positioned in structural long term growth markets...

- Maintained leading positions in attractive Semiconductor Manufacturing Equipment, Industrial Technology & Healthcare sectors
- Power conversion essential to enabling a digitised, AI driven world



Poised to resume their long-term growth trajectory...

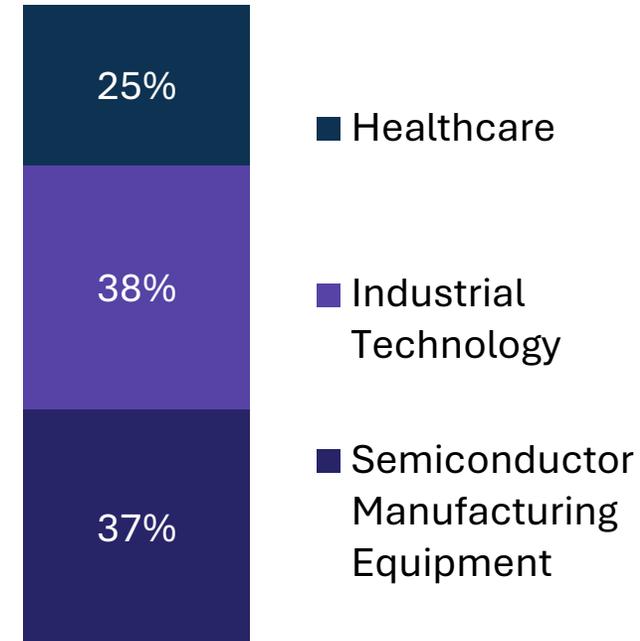
- The Semiconductor sector is showing early signs of recovery; strengthening customer demand with multi-year upcycle expected
- Healthcare and Industrial Technology sector demand improving, inventory largely normalised
- Track record of growing share across all focus sectors



With well-developed operations and significant barriers to entry

- Strong market position; XP with strong growth pathway
- Substantial and demonstrable barriers to entry
- Leading R&D capabilities and well-developed production capacity

% of Group revenue by Sector



Our markets – Semi Manufacturing Equipment



Precision, tailored solutions to large customers at the heart of the fabrication process

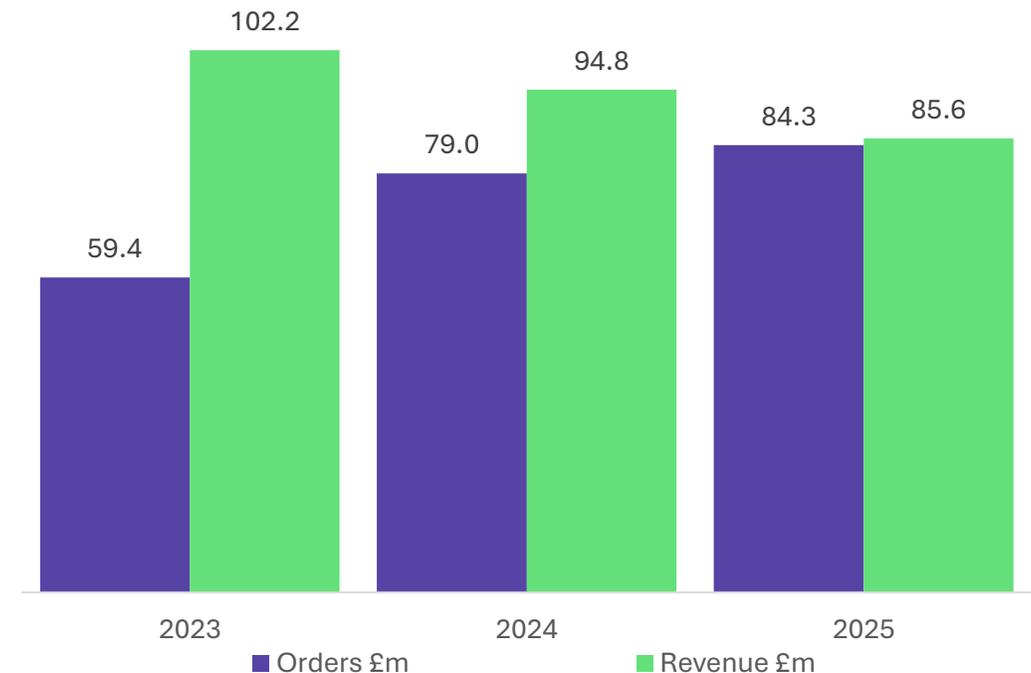


- Market has an attractive long-term growth outlook
- Demand for processing power for AI & the proliferation of electronic devices in our lives driving high demand and investment with end market expected to exceed a \$1tn by 2030, if not before

Current Trends

- End customers are providing greater visibility, and increasing number of new fabs and expansions to be completed
- Increasing direct customer demand which we expect to strengthen in the second half and into 2027. Clean room capacity the driver.
- Market demand, recent new projects and customer wins will drive performance

Market size ¹	Market share ¹	Annual market growth ²	% of revenue
\$1.1bn	8%	7 – 10%	37%



(1) Excluding RF (2) Management Estimates of market growth expectation up to 2030

Our markets – Industrial Technology



Focused on precision projects in attractive niches where we can shorten time to market

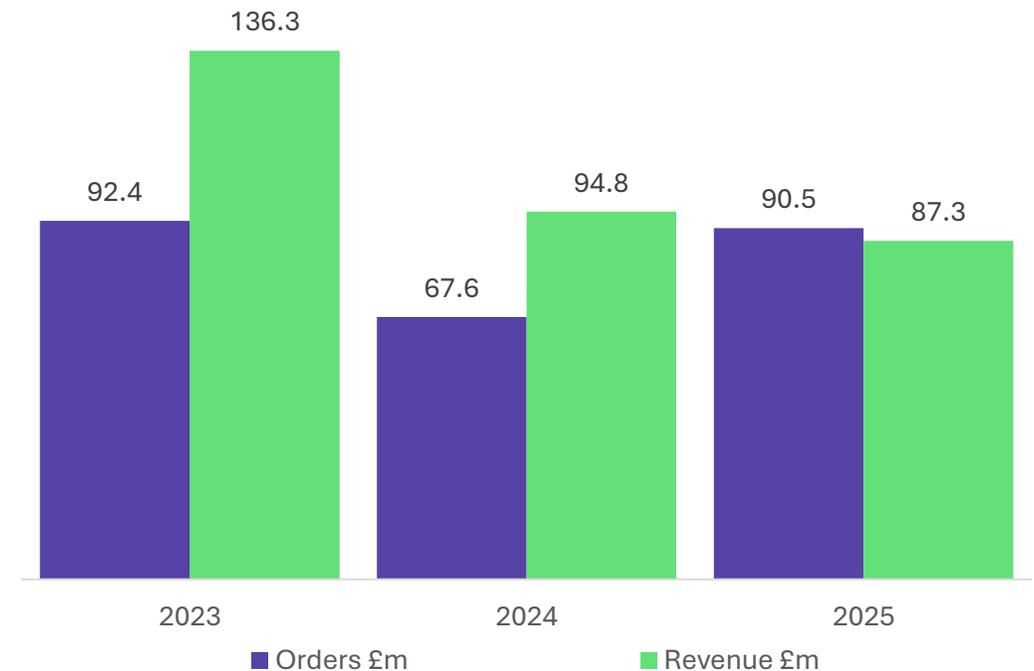


- Technological change in manufacturing leading to increased demand for new power conversion solutions
- Customers' applications are becoming more complicated and increasingly connected
- These dynamics reflect broader shifts in power electronics: rising power density, smarter digital control, improved efficiency, and engineering for reliability under sustained electrical stress

Current Trends

- Moderate order recovery underway - customers investing in automation, AI, and localised production to navigate supply chain disruptions and regulatory shifts

Market size ¹	Market share ¹	Annual market growth ²	% of revenue
\$2.8bn	4%	5 – 7%	38%



(1) Excluding RF (2) Management Estimates of market growth expectation up to 2030

Our markets – Healthcare



Increasingly focused on delivering tailored solutions in fast-moving sector

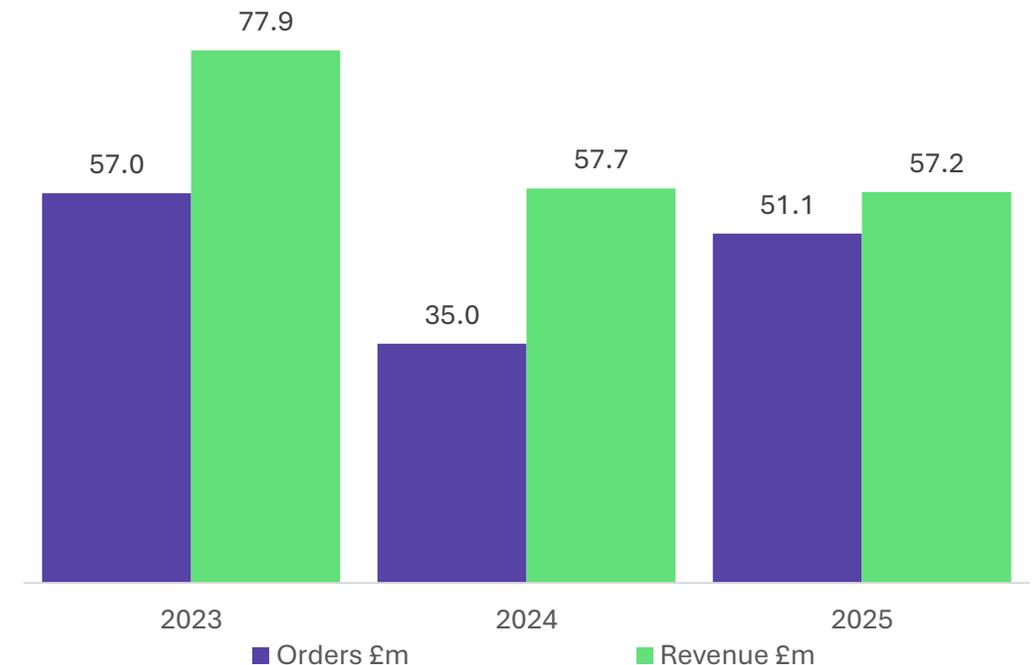


- Growth driven by megatrends of aging population and ongoing innovation
- Medical devices manufacturers focused on precision energy, miniaturisation and advanced system-level integration. Power is no longer a background subsystem; it directly influences clinical performance and patient outcomes
- Power is a core differentiator: advanced therapies like Pulsed Field Ablation are pushing voltage control, pulse shaping, and repeatability to new levels

Current Trends

- Steady global order growth continues, while channel inventory is down, suggesting market environment has largely normalised

Market size	Market share	Annual market growth ¹	% of Revenue
\$0.5bn	15%	5 – 7%	25%



Note: (1) Management Estimates of market growth expectation up to 2030

Portfolio Growth as the markets recover

- XP is well positioned to fully benefit as end markets recover
 - Across all three target sectors
 - Across the entire portfolio (LVLP, LVHP, HVLP, HVHP)
- The barriers to entry becoming higher:
 - Sophisticated and demanding requirements of customers products
 - Designed in for the long-life cycle of customer products
 - Increasing regulatory scrutiny including safety requirements, greater system complexity, and stringent EMC requirements, costs to redesign prohibitively expensive
- Increasing end product complexity and customer penetration supports sell in of the entire XP portfolio
- Customers want suppliers they can trust – on time delivery, lead-time, quality, reliability and product portfolio to support broad range of opportunities

Pulsed Field Ablation – Our Portfolio in Action



Capacitor Charger– HV DC/DC Converters



Medical Isolation – DC/DC Converters



System Power – AC/DC Power supplies



System Power – Configurable Power supplies



With further gains from new products launched



- We launched 24 new innovative products in 2025 spanning; conduction-cooled, external, high power, high voltage, DC-DC converters, power delivery chargers, and fully programmable units

- Our lineup showcases market leading innovation, with many products featuring fully digital architecture, giving customers complete programmability and control

- Our approach is to focus our own internal engineering resources on the development of more technologically complex base products with significant long-term growth potential

- The breadth of our existing product range is market leading and our pipeline for future product development remains strong



Significant structural improvements delivered

XP

The Group will exit the RF market over coming 3 years

- Historically delivered margins and returns below Group average
- Impacted by US export controls introduced in late 2024
- Protecting customer relationships through last time buy
- Group maximising investment and returns from remainder of portfolio, which have a far stronger market position and greater long-term growth prospects

Malaysia completion allowed closure of Kunshan

- Construction of Malaysia is now complete, and it is expected to be operational during 2026
- Malaysia brings greater flexibility to serve global markets, particularly the US.



Leading our industry on sustainability

- Sustainability is one of the most critical items on the agenda for our key customers and their customers alike
- Continued commitment towards Net Zero Science Based Targets initiative
- Continuously identifying ESG related improvement activities that enhance Ecovadis ESG score.
- Awarded CDP Supplier Engagement Assessment ‘A’ list.
- Sustainability requirements are core part of the design process, e.g., the new FLXPro range launched this year is more power efficient and uses more environmentally friendly packaging than previous generation models.



- Through workforce engagement, views of our people are heard at board level. The 2025 global employee engagement showed an improvement in reported levels of employee engagement
- Global “Safety begins with me” campaign having positive impact. Global 12-month rolling LTIR has dropped to 0.00, marking a major milestone and underscoring the collective impact of our safety efforts across all regions.

Continuing to make progress on sustainability agenda and reducing our carbon footprint:

- 100% electricity in our EU operations is provided from renewable sources
- All sites continue to operate Single Use Plastics free
- Sustainability further embedded in innovation process with new internal carbon rating of products

Customer feedback shows we are still ahead of the market:

- LAM – Supply chains SBTi approved , scopes 1,2,3 by end of 2025
- BD – SBTi approved by 2028

Summary & Outlook

Outlook

- Well positioned for emerging market recovery
- Revenue headwind in H1 from no further sales to China Semi customers following expiry of export licences
- Revenue tailwind in H2 as market recovery continues

Poised for market recovery and resumption of long-term growth

- Confident that end markets will resume trajectory of GDP++ growth
- Healthy pipeline of new business wins and new product development
- Established customer relationships provide clear growth opportunities
- Well-developed infrastructure with scalable capacity
- Optimised manufacturing portfolio to drive operational excellence
- Portfolio focus sharpened with RF exit

Q&A

Appendices

Global Manufacturing and Design Footprint: 'the Where'

Competitive global manufacturing footprint



Core R&D capabilities

8
Global R&D centres located close to customers and operations

>160
Multi-disciplined team members working in R&D and product design

£117m
Cumulative 5 year gross R&D spend

24
New products launched in 2025

Market data A growing addressable market

Market (\$bn)	Size	Share ¹	XP 2025 Revenue (£m)	Europe	North America	Asia	Total	Share of XP (%)
Europe	0.8	7.3%	Semi Fab	6.0	69.3	10.3	85.6	37%
North America	1.3	12.1%	Industrial Technology	43.4	35.8	8.1	87.3	38%
Asia	1.5	1.0%	Healthcare	16.5	36.9	3.8	57.2	25%
Total	3.6	6.2%	Total	65.9	142.0	22.2	230.1	100%
High power/high voltage	0.8	6.1%	<i>Share of XP (%)</i>	29%	61%	10%	100%	
Grand total	4.4	6.2%						

Source: Micro-Tech Consultants (September 2024) and XP Power Management
 1. Based on 2025 revenues

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POWERING THE WORLD'S CRITICAL SYSTEMS