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Subject Companies: AIR Limited
Cantor Equity Partners III, Inc., Commission File No. 001-42716
Date: April 14, 2026



Global Innovation Leader in Social Inhalation

Company Presentation

April 2026

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Proven Global Builders

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Stuart Brazier
Chief Executive
Officer

29



Bassem Lotfy
Chief Financial
Officer

28



Jorge Güil
Chief
Marketing
Officer

21



Steve Wichary
EVP New
Growth
Categories

33



Ronan Barry
Chief
Regulatory &
Legal Officer

19



Previous Experience

Chief Financial Officer, AIR
Head of Finance European
Division
Area Director for North Africa
BAT

Finance Director for the Middle
East Area Finance Director for
Central Europe North
BAT

General Manager Marketing &
Innovation China
Global Category Director
Disinfection
reckitt

Global President
dyson

Group Head of Regulatory
Affairs
BAT

Consum
Tobacco



Omar Bseiso
Executive Vice
President,
North America

33



Paul Dawson
Chief Product
Officer

25



Ashok Bhat
Chief Supply and
Operations
Officer

28



Shane George
Chief People
Officer

15



Joe Bilman
Chief Digital Officer

30



Senior International
Advisor & Management
Consultant
BAT

Vice President of
Personal Care
dyson

Global Head of Supply
Chain
dyson

VP HR, North America
Hygiene
reckitt

Chief Digital Officer Vericast
Chief Business Officer, NEOU
Chief Product Officer, Fox Mobile
VERICAST NEOU

General M
Mainland



Years of Experience in Tobacco, Fast Moving Consumer Goods, Engineering and Premium Elec



1. Business & Industry Overview

AIR at a Glance

Core Business | Global Market Leader in Flavored Molasses, anchored by Al Fakher

Global Market Leader

Larger than the Next 4 Competitors Combined⁽¹⁾

AL FAKHER
الفكر



3 of 5 best selling flavors globally belong to the Al Fakher brand ⁽²⁾

60%-65% ⁽³⁾

market share in the USA
Largest Market by Gross Margin

~1bn

Hookah
servings per
year⁽⁴⁾

8

Production
facilities⁽⁵⁾

Capex-light model enables superior ROCE⁽⁶⁾

Scalable operations with limited infrastructure investment

Brand strength supports high margins

air
advanced
inhalation
rituals

Notes:

1. Based on Arthur D. Little Industry Report 2025

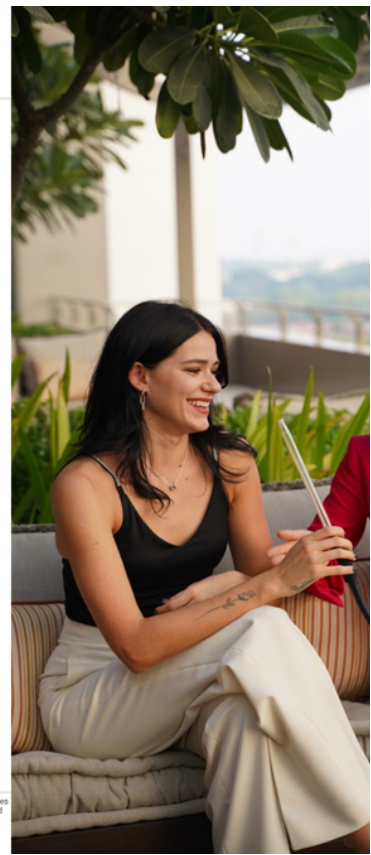
2. Based on Arthur D. Little Industry Report 2025. Based on company flavor-level sales data and ADL's market size estimates, these 3 flavors together account for ~30% of the global market (excluding Russia and Turkey). This includes variants of Two Apples

3. Based on Arthur D. Little Industry Report 2025

4. Calculated based on total sales volume for the year 2025 divided by an average serving size of ~25g

5. Of which 5 facilities operated by third parties

6. ROCE refers to Return on Capital Employed



AIR at a Glance (cont'd)

\$397m FY25 Revenue excluding New Growth Market segment⁽¹⁾ ~5% 2020-25 CAGR	\$158m FY25 Adj. EBITDA for Core⁽¹⁾⁽²⁾ 40% FY25 Adj. EBITDA Margin excluding New Growth Market segment⁽¹⁾⁽³⁾	\$116m (Consolidated) FY25 Net Cash Generated from Activities. 83% Net Operating Cash Conversion
\$400m FY25 Revenue (Consolidated) ~5% 2020-25 CAGR	\$139m FY25 Adj. EBITDA⁽²⁾ (Consolidated) ~35% FY25 Adj. EBITDA Margin	2.1x FY25 Net Debt⁽⁸⁾ / Adj. E

Innovation | Pioneer Revolutionising the Industry

2023 OOKA Year of Launch⁽⁵⁾ 	November'25 VANT Market Test 	\$125m+ Investment in OOKA & VANT (FY2019 to FY2025)	175 Patent Cases across our products as of 31st Dec'25⁽⁶⁾	500+ OOKA Pouches Sold Since Launch
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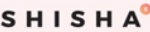


Notes:

1. Excludes New Growth Markets segment covers our offering under the OOKA brand, including proprietary devices and related consumables, modern oral nicotine pouches and both nicotine and non-nicotine inhalation devices under the VANT and Crown Switch brands
2. Adj. EBITDA is defined as EBITDA excluding non-recurring expenses, share-based compensation, foreign exchange gains/losses, and other non-operational items
3. Adj. EBITDA Margin is calculated as Adj. EBITDA divided by revenue

4. Net Operating Cash Conversion is defined as net cash generated from operating activities divided by Adj. EBITDA. A reconciliation can be found in the appendix
5. OOKA was launched in the UAE in 2023
6. Total number of registered and pending patents, of which 94 are granted and 79 are pending
7. From launch in March 2023 to December 31st, 2023
8. Net Debt includes leases

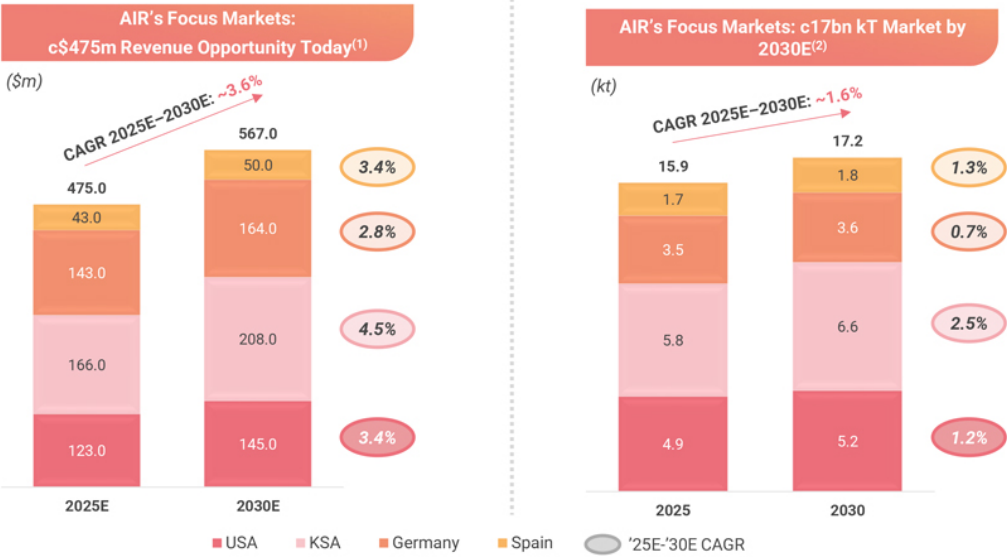
Overview of AIR's Core Offerings

Flagship	2019-22	2022	2022-23	2023	
   Two Apples flavored Tobacco Molasses Mint flavored Tobacco Molasses   Gum with Mint flavor Blueberry flavored Tobacco Molasses	 AIR's products are available through AIR's multiple B2B or B2C online sites   	 <i>Disposable vapes licensed through third-party partnerships</i>   15K Hypermax Black Current Ice 15K Hypermax Two Apples  15K Hypermax Magic Love	  Sexy Sheba  Big Bagman	   Zodiac Prism Zodiac Luna  Zodiac Nebula	  

AIR's Portfolio Has Grown Meaningfully from Al Fakher to Also Include a Number of Core Brands and New Growth Categories

Flavored Molasses Category in Key AIR Markets to Grow at c1.6% CAGR

Resilient Global Shisha Demand Supported by Premiumization, Geographic Expansion, At-Home Consumption
Ongoing Flavor Innovation



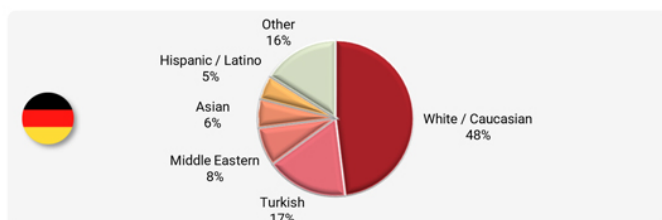
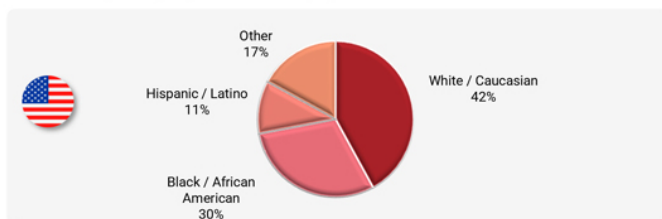
Source: Company information, 2025 Arthur D. Little Industry Report. Notes: 1. Manufacturing Selling Value. 2. Market Volume.

Flavored Shisha is a Social Lifestyle Phenomenon...

Consumption is Driven by Social, Lifestyle and Cultural Aspects Rather Than Solely Nicotine Delivery...

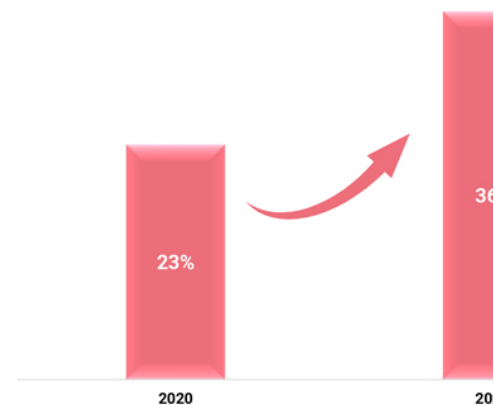
Shisha is Enjoyed Across Consumer Demographics in the Western World⁽¹⁾

Shisha consumption split by consumer demographics



... With Opportunity to Grow in Western Markets (USA & EU)

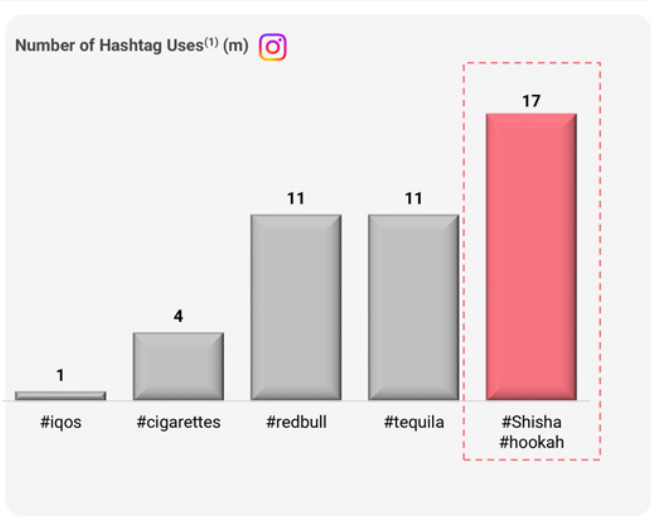
Western markets contributed more to AIR's revenue over time, growing ahead of other geographies⁽²⁾



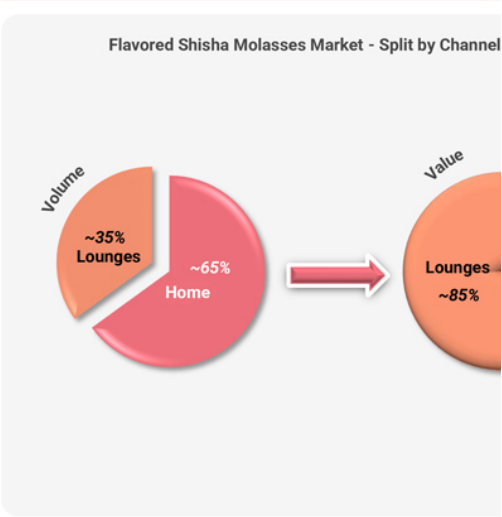
Notes:
1. Inhalation Categories Penetration Report 2023, Opeel. Western World in this context includes the United States and Germany
2. Based on company management reports and internal data

...And Increasing in Popularity Globally

Shisha Has Rapidly Rising Engagement on Social Media Platforms...



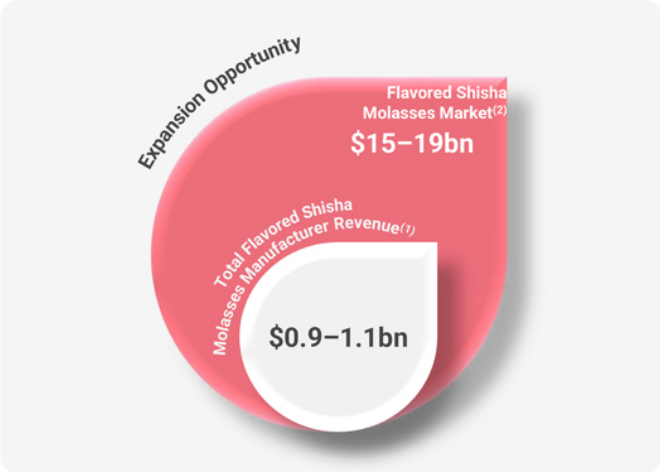
...and Consumption Across On-Trade and Off-Trade Platforms



Driving a Growing and Attractive Total Addressable Market

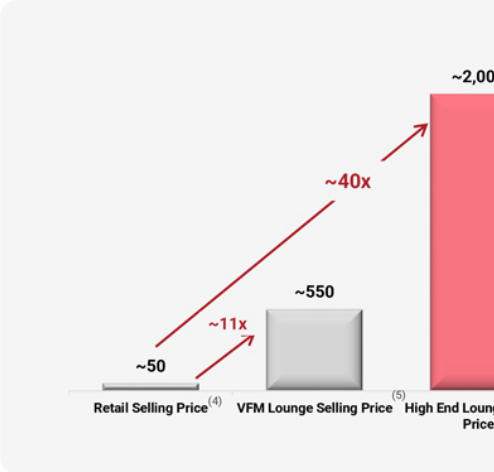
Huge Market Opportunity Across Global flavored Shisha Categories...

Total Addressable Market – 2025 Value (\$)



... with High Attractivity for HoReCa Businesses

Value Chain Pricing: From Lounge to Consumer in UAE

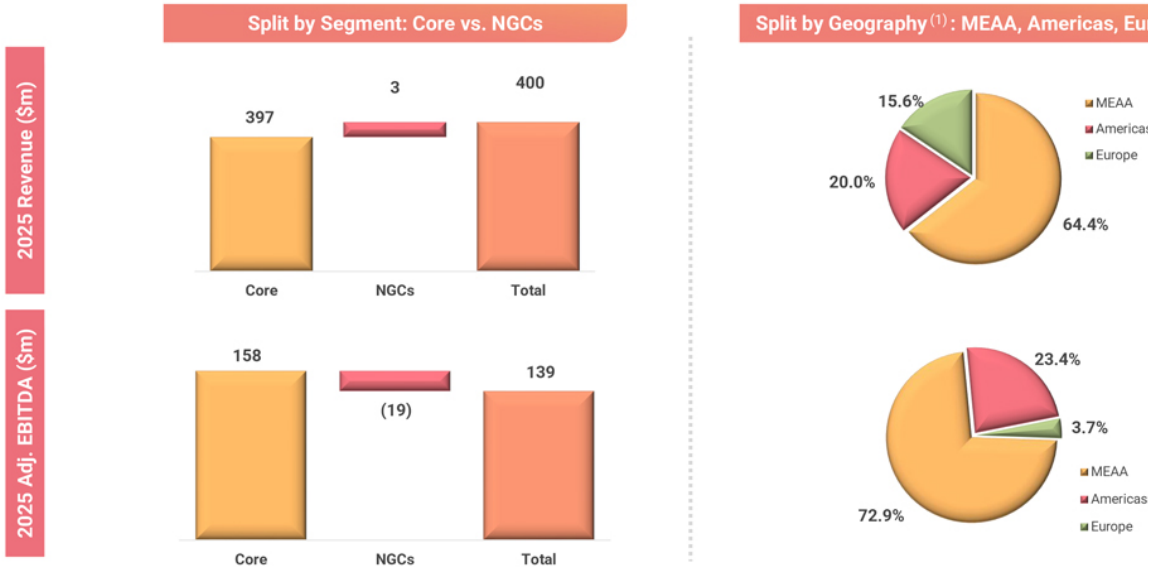


Notes:
1. Market size from 2025 Arthur D. Little Industry Report
2. Market size from 2025 Arthur D. Little Industry Report based on consumer spend which includes the spending in lounges. It includes the market size of hookah devices and

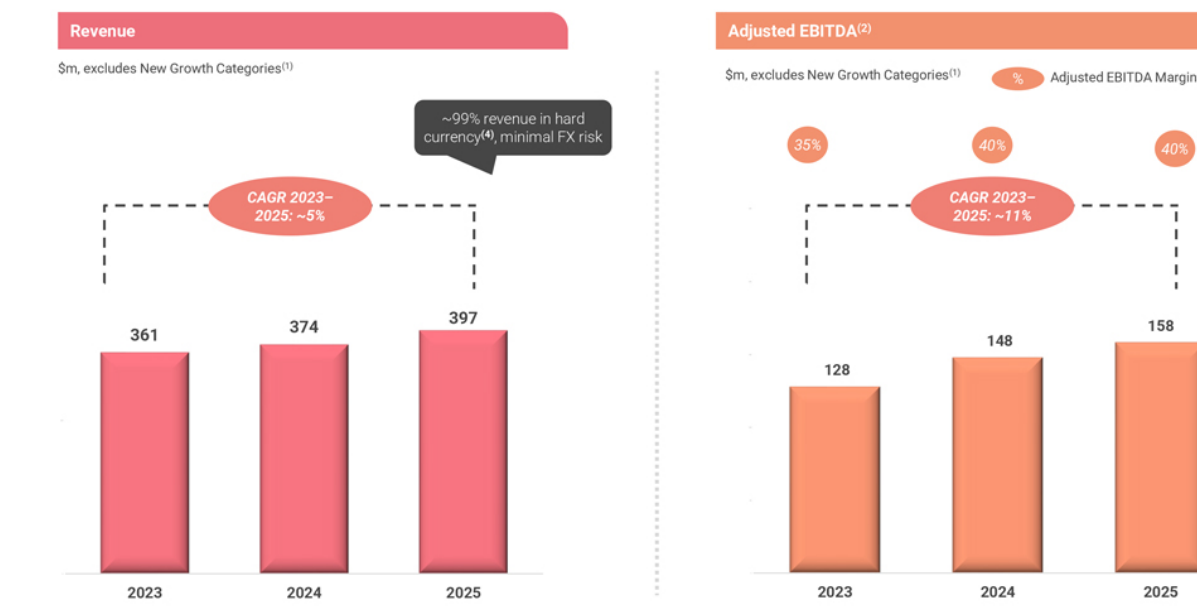
accessories
3. Based on internal company information and reports as of December 2025
4. Retail selling price is the price Al Fakher in the UAE, as converted to USD with an exchange rate of 3.7

5. VFM lounge selling price is the average price of a sample of V
6. High end lounges selling prices is the average of certain samg

Business Performance Across Segments and Geographies



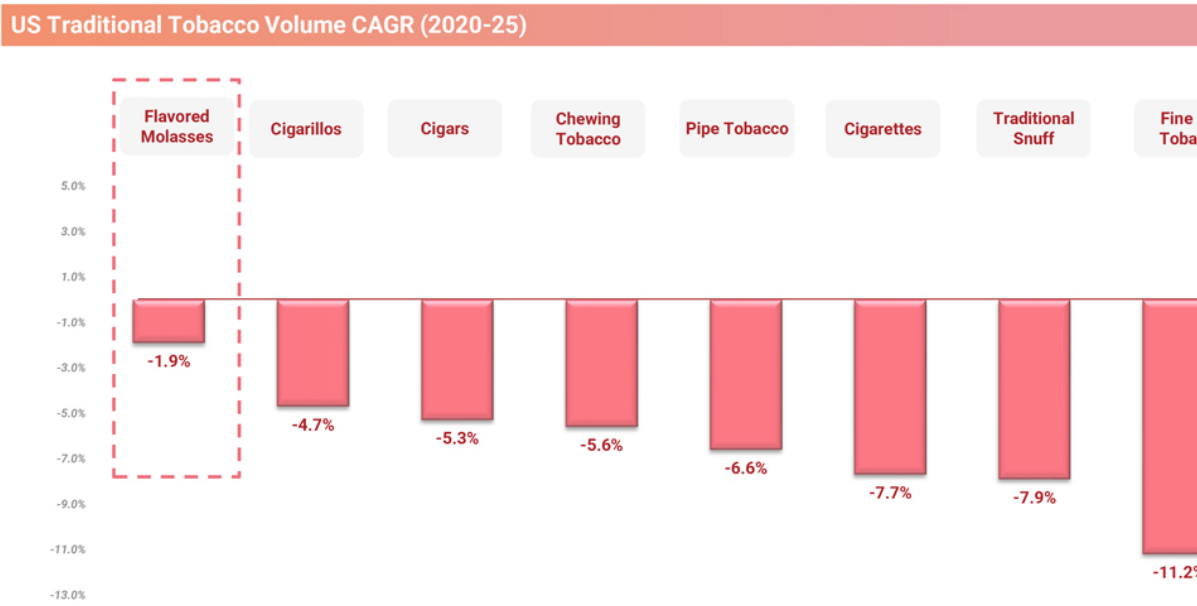
Compelling Top-Line Growth with a Consistently High Margin Profile



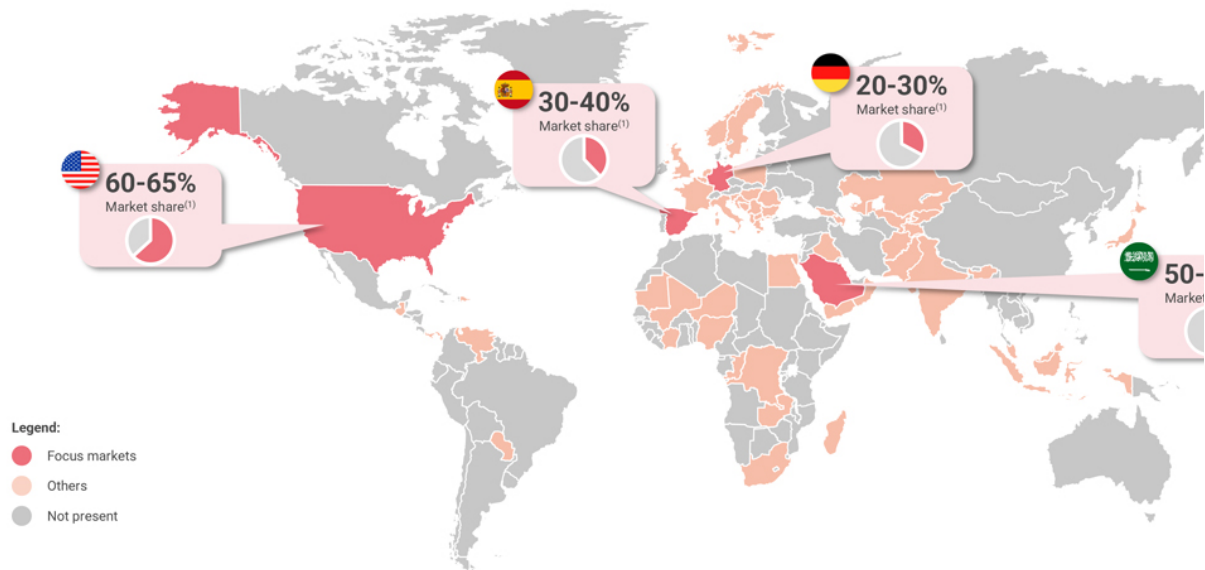
 **air** advanced inhalation rituals

Source: Company information. Notes: 1. New Growth Categories covers our offering under the OOKA brand, including proprietary devices and related consumables, modern oral nicotine pouches and both nicotine and non-nicotine inhalation devices and Crown Switch brands. 2. Adjusted EBITDA as earnings before interest, taxes, depreciation, and amortization, further adjusted to exclude items such as non-recurring expenses, share-based compensation, and other non-operational items. 3. Calculated as Adj. EBITDA divided by revenue. 4. Hard currency refers to USD, EUR, or currencies pegged to USD.

Resilient Flavored Molasses Industry Volumes vs Traditional Tobacco



Global Scale with Leading Positions in Focus Markets

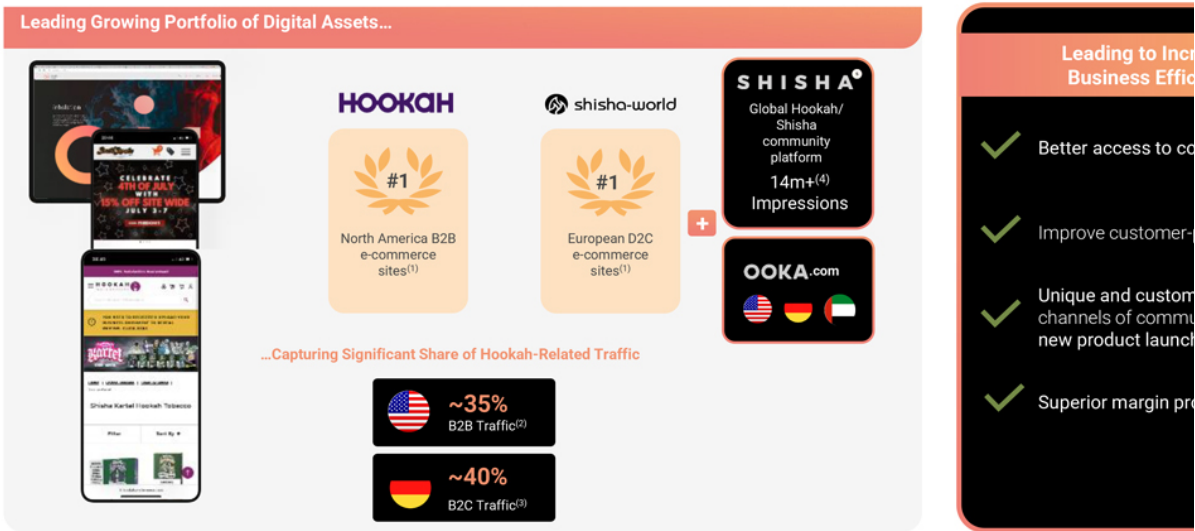


Robust Presence in 90+ Markets ⁽²⁾ With Distribution Capabilities Across Middle East, Africa, Asia, Americas and Europe



Source: Company Information, 2025 Market Assessment Report. Note: 1. Based on sales volume. 2. Include duty free locations

A Leading Platform Driving Consumer Insights and Margin Growth



Shisha Molasses: Debunking the Commonly Held Myths

Myths		Reality
01	Shisha contains the same level of tobacco as cigarettes	Tobacco content in shisha is relatively low compared to conventional cigarettes (~15% by volume in shisha vs 70-90%)
02	Shisha's consumption involves combustion of tobacco	Tobacco in shisha is heated rather than burnt with a lower level ⁽¹⁾ of certain harmful and potentially carcinogenic constituents (HPHC's)
03	People consume shisha at the same frequency as cigarettes	Shisha is an occasion-led and social consumption with a lower consumer frequency of 3-4 times/month ⁽²⁾ vs 10-20 cigarettes/day. Shisha is often shared around in a group setting
04	Shisha is subject to strict government regulations, like cigarettes	Flavored molasses products are currently not subject to the same regulations as cigarettes in all jurisdictions, to flavor bans that apply to cigarettes including the US and the EU

Shisha Still Remains at the Low End of Youth Consumption

Measured on Key Regulatory Risk Factors, Shisha Scores Favourably vs Other Tobacco and Nicotine Product

	Shisha	Cigarettes	Vapes	THP Sticks	Oral Tobacco
Fewer/ Lower HPHCs ⁽¹⁾	✓	✗	✓	✓	✓
Lower Addictiveness ⁽²⁾	✓	✗	✗	✗	✗
Limited Youth Use ⁽³⁾	✓	✗	✗	-	-



Notes:
1. Lower and Fewer Harmful and Potentially Harmful Compounds is based on AIR commissioned aerosol chemistry analysis of Hoffman analytes in shisha aerosol
2. Based on low usage frequency according to internal and external sources, including the CDC, 2023 Arthur D.

Little Industry Report, Test commissioned by AIR at ASL Analytic Service Laboratory and other company information
3. Based on USA CDC and FDA National Youth Tobacco Use Surveys



Hookah Treated Separately From Tobacco And Vaping Products By Regulators



A Well-Established Business Benefiting from Unique Competitive Moats



Notes:
1. Based on Arthur D. Little Industry Report 2025. Based on company flavor-level sales data and ADL's market-size estimates, these three flavors together account for ~30% of the global market (excluding Russia and Turkey). This includes variants of Two Apples
2. Based on Arthur D. Little Industry Report 2025. Market share is based on markets where AIR operates, excluding Russia and Turkey

3. Based on Arthur D. Little Industry Report 2025



2. Investment Opportunity

It all starts with Al Fakher

- The largest flavored molasses brand globally⁽¹⁾
- Al Fakher owns 3 of the 5 Best-Selling Flavors Globally: Two Apples, Mint and Gum With Mint⁽²⁾
- ~14 million home consumers worldwide⁽³⁾
- Over 2.5 Million Al Fakher sessions enjoyed every day around the world⁽⁴⁾



AL FAKHER
— الفاخر —

Notes:

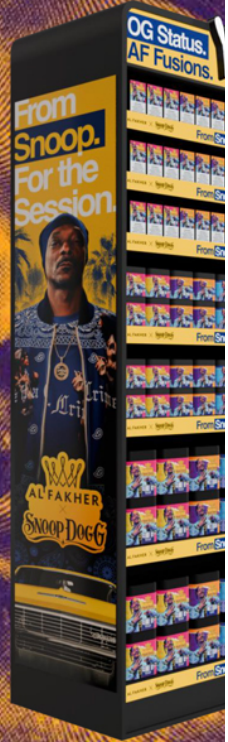
1. By sales volume according to the Arthur D. Little Industry Report 2025.
2. According to the 2025 Arthur D. Little Industry Report. Based on company flavor-level sales data and ADL's market size estimates, these three

flavors together account for ~30% of the global market (excluding Russia and Turkey). This includes variants of Two Apples.
3. According to the 2025 Arthur D. Little Industry Report. Based on ADL's 2024 annual total volume, approximately 65% is consumed regularly by

home users, typically 3–4 times per month, with an average serving size of 25.
4. Daily sessions are estimated by dividing the annual total of ~1 billion sessions by 365 days (average serving size is ~25g).



From Snoop. For the Session



Dropped November 2025 in USA and Germany



A range of crafted mixes
for consumers looking for
an edgier brand with
fantasy flavors





ZØDIAC

Tea-based shisha
molasses.
No tobacco. No nicotine.



Al Aseel – our first shisha offering for the value-minded consumer in Saudi Arabia⁽¹⁾



Notes: 1. Flavors depicted include Grape, Grape with Berry, Grape with Mint, and Love.

Overview of AIR's New Growth Category Offerings

Flagship	2023	2025	2025
AL FAKHER الفخر Two Apples Grape Mint Magic Love Lucid Dream	OOKA Crystal Grapio The Double Crunch Orange with Mint	vant Boost Tropical Lime	CROWN SWITCH Forest Berries Dark Grape & Berry Ice Arctic Mint Tropical Mango



OOKA – Pod Based Hot



Quick
Ready in 5
minutes



Clean
No charcoal
needed



Rechargeable
3 hours of
enjoyment



Portable
Pack it
and go

OOKA

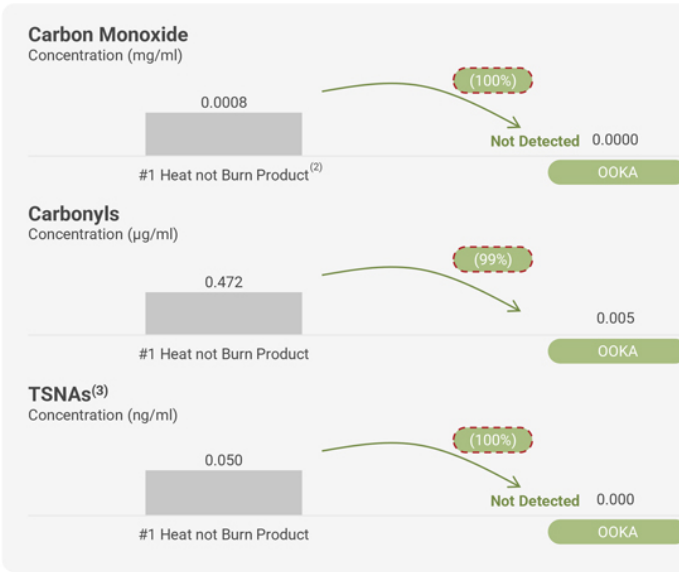
~\$110m+ Invested⁽¹⁾
Developed by Former Dyson Leade

20 Patent Families^{(1) (2)}

Strong IP portfolio already showing deterre

Notes:
1. As of December 2025. 2. Inclusive of pending patent families as of December 2025.

Research Data Indicate that OOKA Reduces Exposure to Harmful and Potentially Constituents Associated with Heat Not Burn Products ⁽¹⁾



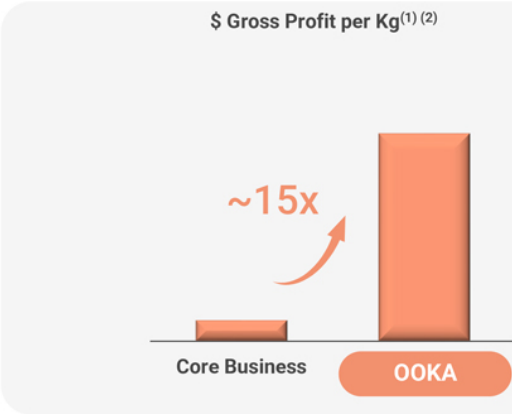
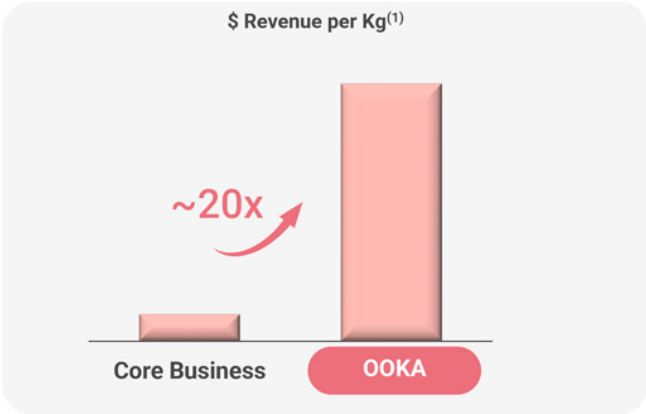
Source: Company Information. Notes: 1. Underlying data extracted from published scientific literature, including our peer-reviewed study published in Scientific Reports in 2025, which we commissioned [and from: Eldridge, A., et al., (2015). Variations in smoke toxicant yields from selected commercial cigarette products. Regul. Toxicol. Pharmacol. 71:409-427 Jaccard, G., et al., (2017). Comparative assessment of HPHC yields in the tobacco heating system THS2.2 and commercial cigarettes. R. Schaller, JP., et al., (2016). Evaluation of the Tobacco. 2. Heat not Burn Product includes three conventional waterpipe aerosols evaluated as competitors, as measured in the study. 3. TSNAs stands for Tobacco-specific nitrosamines.

air advanced inhalation rituals

OOKA Paves the Way for Further Premiumisation and Extraordinary Unit Economics

OOKA Captures Significantly More Revenue vs Traditional Hookah...

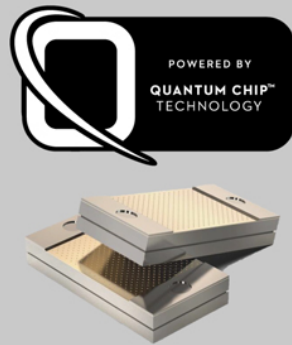
...Resulting in Significantly Increased Profitability vs Core Business



Source: Company Information. Notes: 1. Calculated on a per-kilogram basis for Core business products molasses and Ooka. Figures represent actuals as of December 31, 2025, averaged across the USA, UAE, and Germany—the markets where launched. 2. Cogs excludes depreciation.

VANT : Controlled Retail Pilot Test to Assess Potential of Functional Inhalation

Controlled Retail Pilot Test launched in November '25 in NYC & Madrid



- Precise atomisation ensures smaller particles for faster onset of benefits
- Unlike coil and wick systems, no ceramics or heavy metal residue⁽¹⁾
- Exclusive to AIR in certain formulations⁽²⁾

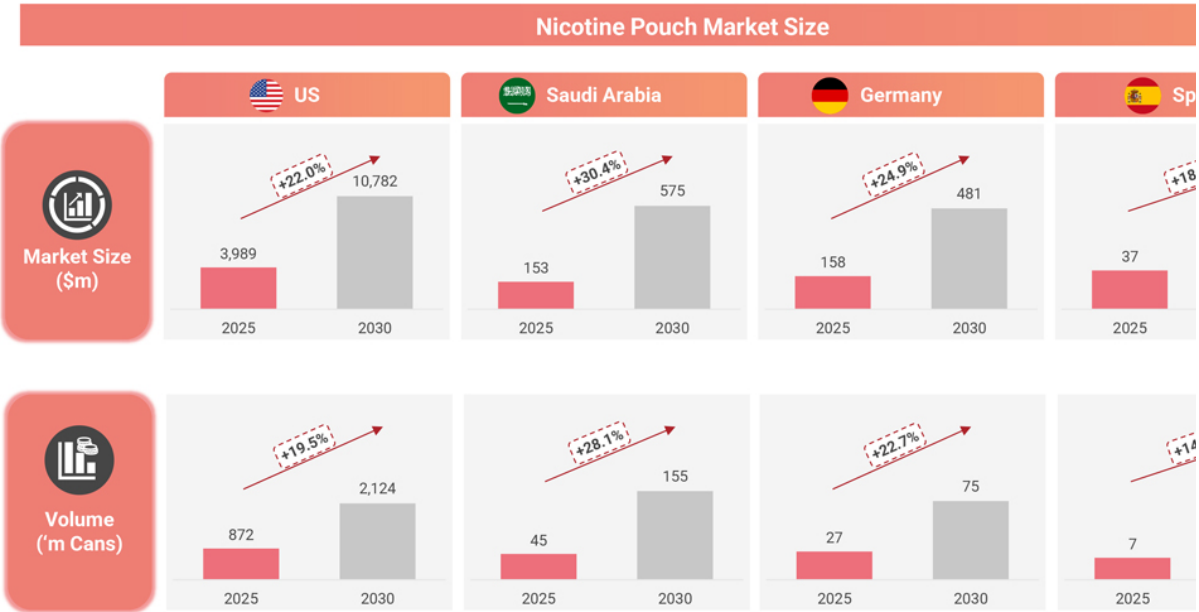
switch pods. shift geo

Now you can



Source: Company Information. Notes: 1. Quantum chip is manufactured without the use of ceramics/ heavy metals. 2. VANT is exclusive to AIR for formulations that are 'nicotine-free' and free of cannabinoids compounds upon inhalation.

USA: Largest Nicotine Pouch Market Valued at ~\$4bn RSV in 2025, Saudi Arabia: Fastes

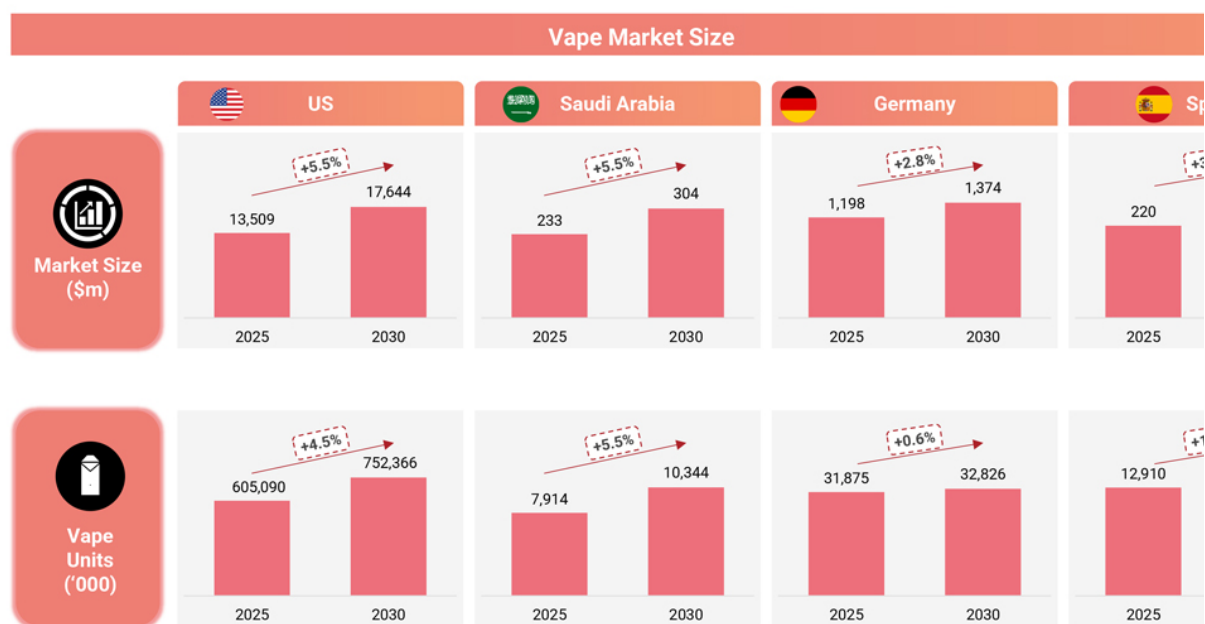




Al Fakher Nicotine Pouches launched in the Middle East & Africa

Bringing our classic Al Fakher flavor to Al Fakher fans in the Middle East & Africa

US: Largest Vape Market Valued at ~\$14bn RSV in 2025, Saudi Arabia: Steady Growth





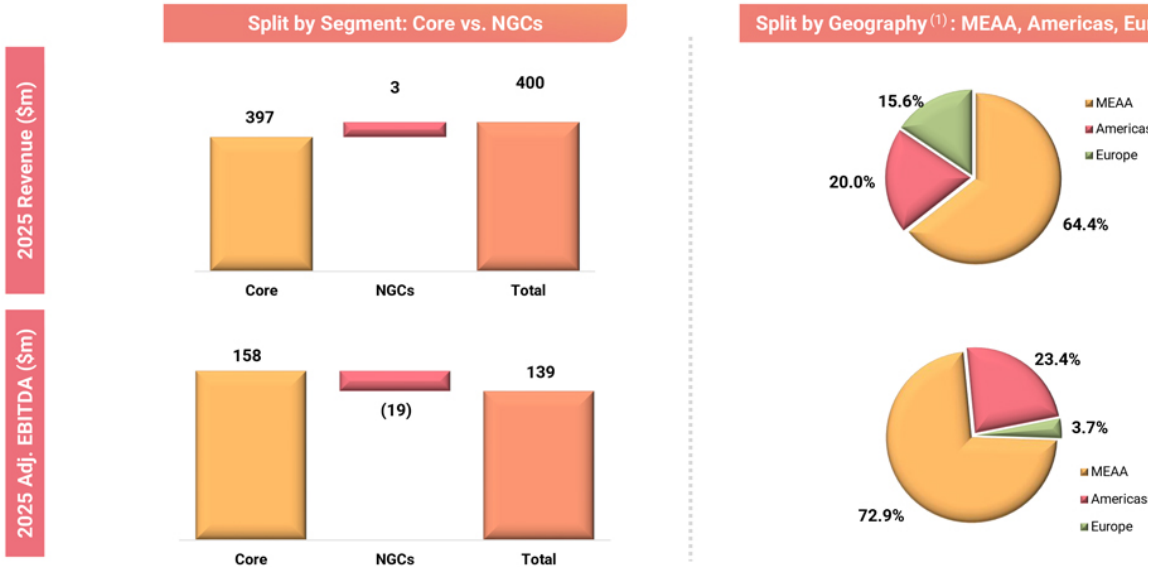
Breakthrough Vape technology: no ceramics or heavy metals.
Launching in Germany

CROWN
SWI



3. Historical Financial Information

Business Performance Across Segments and Geographies

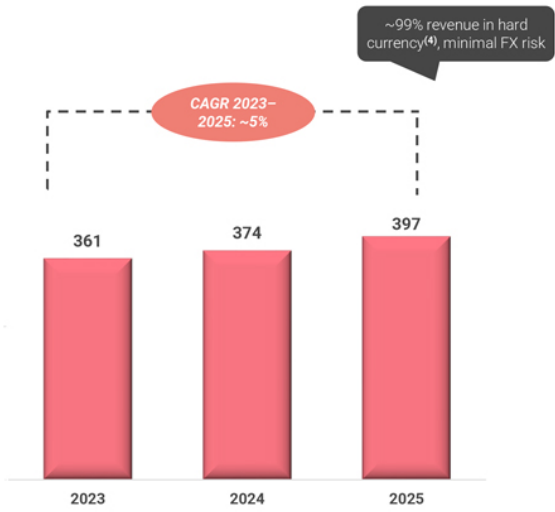


Source: Company information. Note 1 : The geographic split reflects the core business only

Compelling Top-Line Growth with a Consistently High Margin Profile

Revenue

\$m, excludes New Growth Categories⁽¹⁾



Adjusted EBITDA⁽²⁾

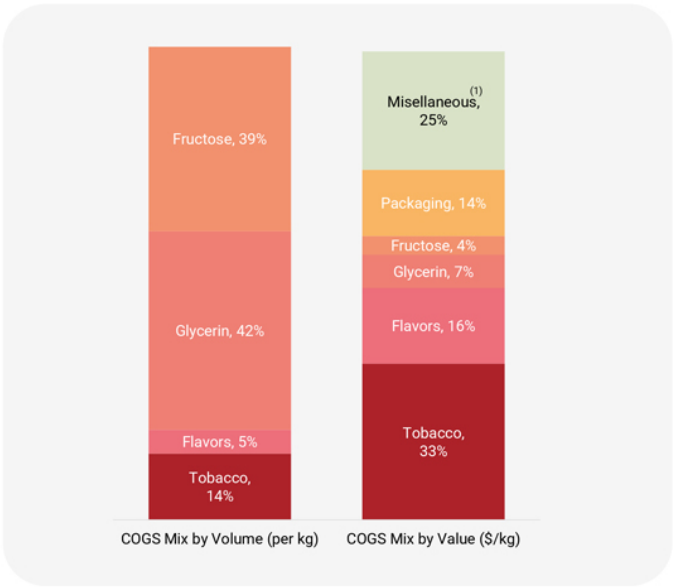
\$m, excludes New Growth Categories⁽¹⁾

% Adjusted EBITDA Margin



Source: Company information. Notes: 1. New Growth Categories covers our offering under the OOKA brand, including proprietary devices and related consumables, modern oral nicotine pouches and both nicotine and non-nicotine inhalation devices and Crown Switch brands. 2. Adjusted EBITDA as earnings before interest, taxes, depreciation, and amortization, further adjusted to exclude items such as non-recurring expenses, share-based compensation, and other non-operational items. 3. Calculated as Adj. EBITDA divided by revenue. 4. Hard currency refers to USD, EUR, or currencies pegged to USD.

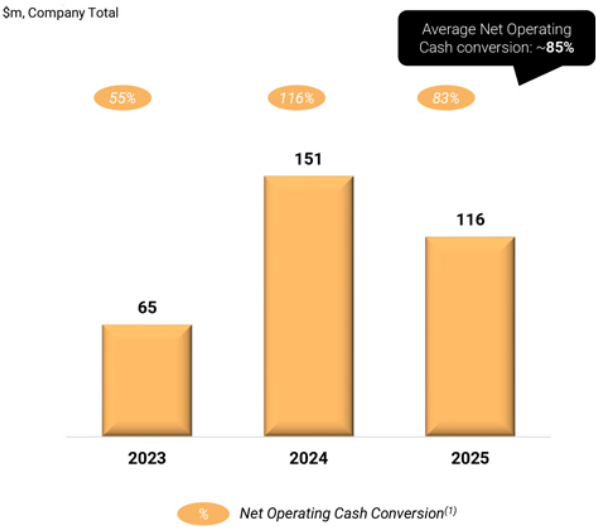
COGS Breakdown



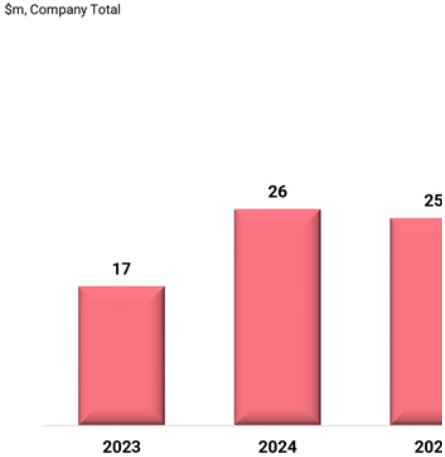
Source: Company information (as of December 31, 2025). Note: 1. Miscellaneous includes overhead and other costs associated with goods sold.

Strong Cash Generation and Capex Profile: Capex Light Core with Innovation

Net Cash Generated from Operating Activities

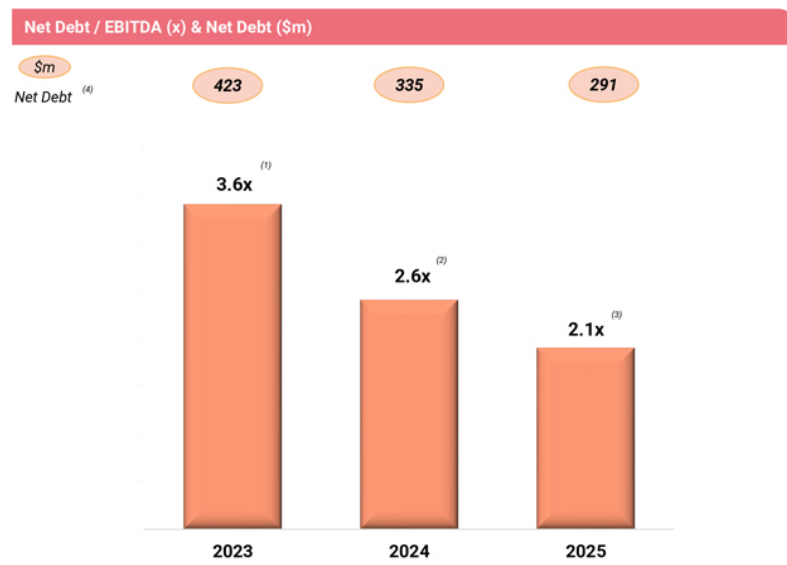


Historical Capex Profile



Source: Company information. Notes: 1. Net Operating Cash Conversion is defined as net cash generated from operating activities divided by Adj. EBITDA. A reconciliation to the nearest IFRS measure can be found in the appendix.

History of De-Leveraging

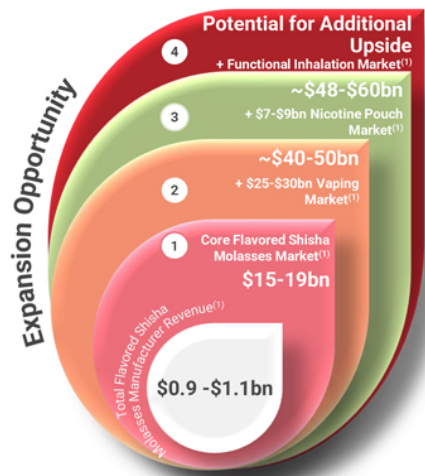




4. Summary

Potential for Strong Growth and Top-Decile Performance Among Consumer

3 New Product Categories Increase the Total Addressable Market ("TAM") from ~\$20bn to \$60bn+



Appendix



Revenue to Adj. EBITDA Reconciliation

	FY23	FY24	FY25
(\$m)			
Revenue	364.0	376.6	381.0
Cost of sales	(163.6)	(159.0)	(157.0)
Gross profit	200.5	217.6	224.0
Distribution expenses	(53.0)	(52.6)	(52.0)
Administrative expenses	(57.7)	(71.4)	(69.0)
Impairment loss on trade and other receivables	(9.5)	(1.2)	(0.5)
Impairment losses property, plant and equipment	(1.2)	-	-
Impairment losses on intangible assets	-	(0.9)	-
Other operating income / (loss)	0.9	0.5	1.0
Other losses	(3.9)	(1.1)	(0.5)
Operating profit	76.0	91.0	88.0
Add:			
Depreciation - PP&E	7.0	5.0	5.0
Depreciation - right-of-use assets	3.0	3.4	3.4
Amortisation	6.3	9.2	10.0
EBITDA	92.4	108.7	106.4
Share based compensations	5.2	6.3	7.0
Corporate restructuring costs	8.4	6.3	5.0
Significant provisions, write offs and associated legal costs	8.5	3.4	1.0
Impairment of intangible asset associated with discontinued operations	-	0.9	-
Expenses of discontinued entities	-	0.6	-
Inventory charge driven by exceptional regulatory change	-	1.3	-
Public company readiness cost	3.2	1.6	1.0
Extra-ordinary supply chain costs	-	0.4	-
Adjusted EBITDA	117.7	129.5	131.4

Select Balance Sheet Data

	FY23	FY24	FY25
(\$m)			
Non-Current Assets			
Property, plant and equipment	31.1	28.6	28.6
Other	416.8	411.0	411.0
Total Non-Current Assets	447.9	439.7	439.7
Current Assets			
Inventories	55.7	55.3	55.3
Trade and Other Receivables	121.6	89.1	89.1
Advance tax	1.0	0.2	0.2
Cash and cash equivalents	51.2	71.7	71.7
Assets classified as held for sale	3.3	-	-
Total Current Assets	232.8	216.3	216.3
Total Assets	680.7	656.0	656.0
Liabilities			
Non-Current Liabilities			
Other interest-bearing loans and borrowings	319.9	250.3	250.3
Lease Liabilities	10.4	10.8	10.8
Other	14.1	7.3	7.3
Total Non-Current Liabilities	344.4	268.4	268.4
Current Liabilities			
Other interest-bearing loans and borrowings	134.5	136.7	136.7
Lease liabilities	1.0	2.2	2.2
Other	75.1	96.5	96.5
Total Current Liabilities	210.7	235.4	235.4
Total Liabilities	555.1	503.7	503.7
Net Equity	125.6	152.3	152.3
Total Liabilities & Equity	680.7	656.0	656.0

Net Debt Reconciliation

	FY23	FY24	FY25
(\$m)			
Total Borrowings	454.5	387.0	387.5
Less:			
Cash and Cash Equivalents	(51.2)	(71.7)	(119.5)
Net Debt ex. Lease Liabilities	403.3	315.3	268.1
Add:			
Short Term Lease Liabilities	1.0	2.2	3.3
Long Term Lease Liabilities	10.4	10.8	9.9
Net Debt incl. Lease Liabilities	414.7	328.2	281.4
Add:			
Arrangement and Legal Fees	8.7	6.3	9.2
Adj. Net Debt	423.4	334.6	290.6

Source: Company Information.