



# February 2022 Investor Presentation

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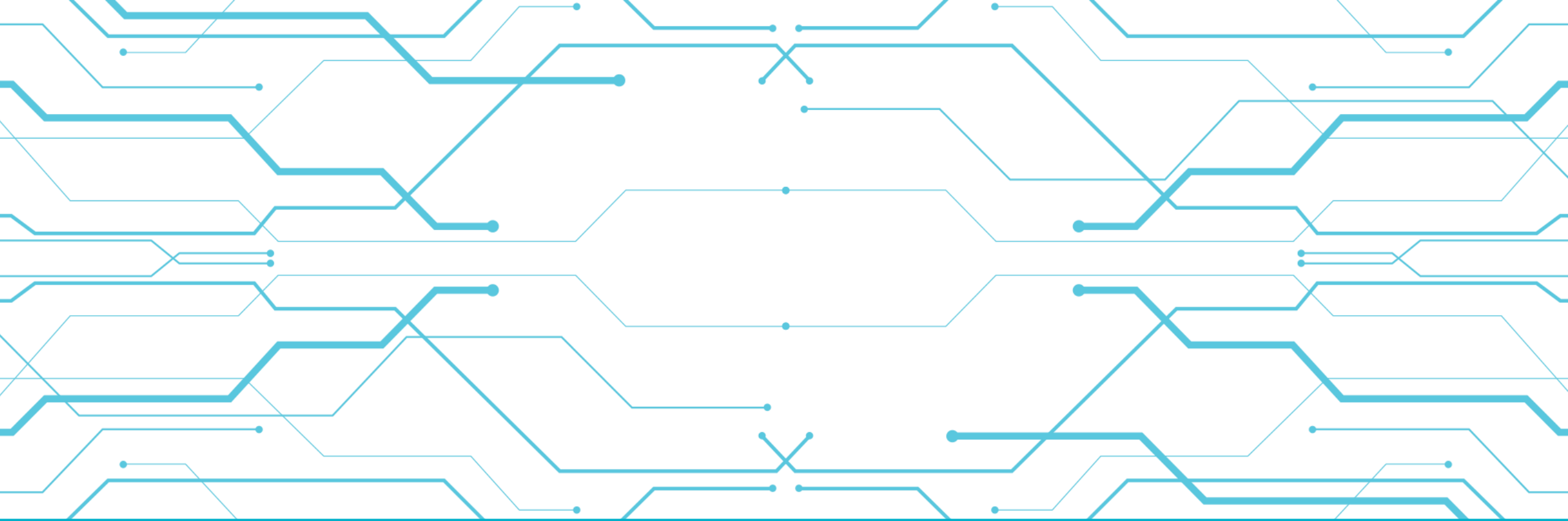
# Forward-Looking Statements



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This presentation information contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those expressed or implied by these statements. These risks and uncertainties include uncertainty around the duration and effects of the COVID-19 pandemic, and include factors detailed in the reports we file with the SEC, including those described under “Risk Factors” in our most recent Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q. These forward-looking statements speak only as of the date of this communication. We expressly disclaim any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in our expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

It should also be noted that this information contains certain financial measures, including Adjusted EBITDA, Adjusted Earnings per Share, Adjusted Free Cash Flow, Net Leverage Ratio and Liquidity that are not required by, or presented in accordance with, accounting principles generally accepted in the United States, or GAAP. These measures are presented here to provide additional useful measurements to review our operations, provide transparency to investors and enable period-to-period comparability of financial performance. A description of non-GAAP financial measures that we use to evaluate our operations and financial performance, and reconciliation of these non-GAAP financial measures to the most directly comparable financial measures calculated and reported in accordance with GAAP, can be found in the appendix under “Reconciliation of Non-GAAP Measures”.



# AAM Overview



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# AAM - Quick Facts

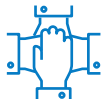


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Global-leader in design, engineering and manufacturing of automotive propulsion systems and technologies to support electric, hybrid and ICE vehicles



**\$5.2B 2021 Revenue**



**~18,000 Employees**



**17 Countries**



**Nearly 80 Locations**



**14 Global Engineering and Tech Centers**



## DRIVELINE

- One of the leaders in hybrid and electric driveline solutions
- A Global Leader in
  - Full-size pickup truck and SUV driveline systems
  - AWD systems for crossover vehicles
  - Damped gears, viscous dampers and rubber isolation pulleys
- Pioneer of disconnecting AWD Systems



## METAL FORMING

- Leading automotive forger in the world
- A Global Leader in
  - Forged Gears & Shafts
  - CVT Pulleys
  - Powdered Metal Connecting Rods
  - Aluminum Valve Bodies
  - Machined Helical Gears
  - Differential Assemblies
- Strong position in electrified propulsion components

# 4Q 2021 and Full Year Financial Highlights



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4Q  
2021

**\$1.24B**

Quarterly  
Sales

**\$165M**

Quarterly  
Adj. EBITDA

13.3% of Sales

**\$44M**

Quarterly  
Adj. Free  
Cash Flow

FY  
2021

**\$5.16B**

Full Year  
Sales

**\$833M**

Full Year  
Adj. EBITDA

16.2% of Sales

**\$423M**

Full Year  
Adj. Free  
Cash Flow

# Gross New Business Backlog

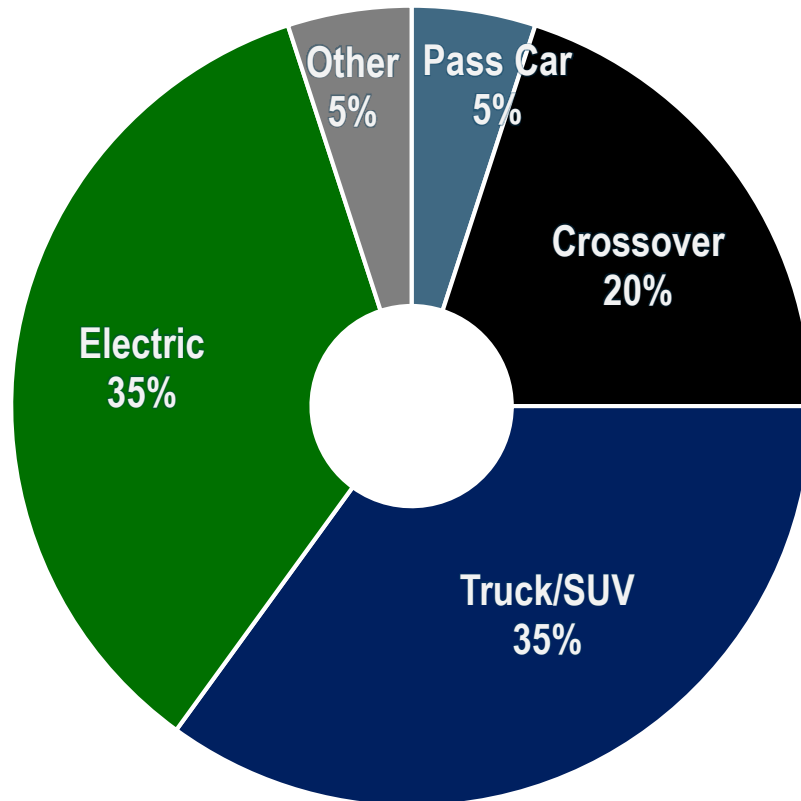


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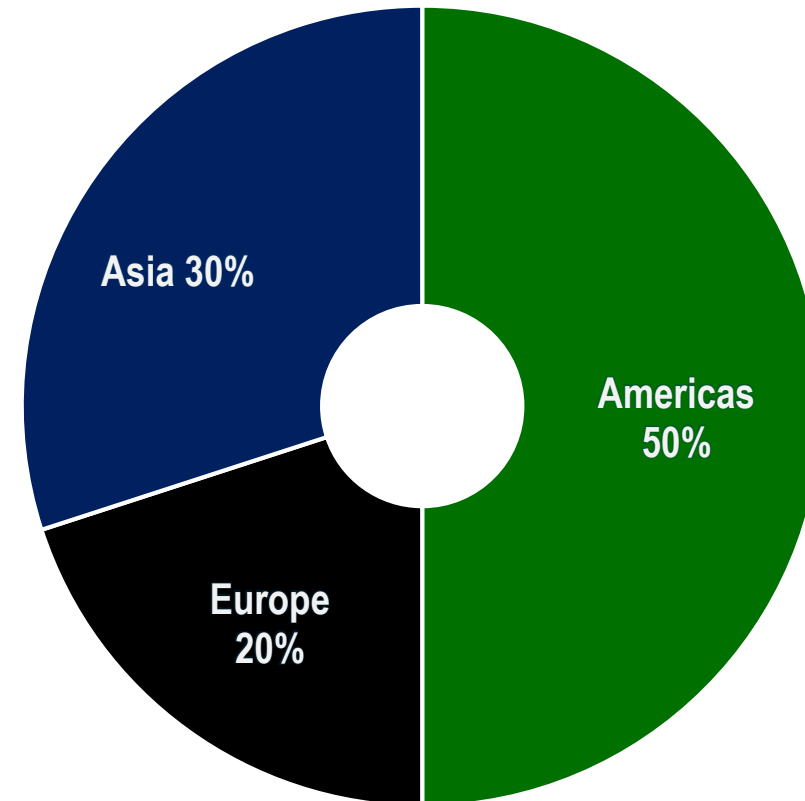
## \$700 Million Backlog

as disclosed on February 11, 2022

Backlog By Segment



Backlog By Geography



Electrification continues to be a growing portion of AAM's new business backlog

# AAM Highlights



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Secured an agreement with REE to supply high-performance Electric Drive Units



Named as the sole-supplier of Front and Rear Pickup Axles for GM's Oshawa truck plant



Won both PACE Partnership and Innovation Awards for Electric Drive Technology



Secured business with NIO supplying Differentials for its next generation ePowertrain program



AAM Continues to Secure Core Axle Business to Support and Fund Our Pivot to Electrification

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

AAM CEO pledges to ACT ON supporting a more inclusive workplace



AAM to supply TracRite Electronic Locking Front Differentials for the new HUMMER EV



Supplying Power Transfer Units for the All-New Ford Bronco Sport and Maverick



AAM Recognized as one of America's Best Large Employers



## 2022 Financial Targets

<b>Full Year Sales</b>	<b>\$5.6 to \$5.9 billion</b>
<b>Adjusted EBITDA</b>	<b>\$800 to \$875 million</b>
<b>Adjusted Free Cash Flow</b>	<b>\$300 to \$375 million</b>

- These targets are based on North American light vehicle production range of 14.8 – 15.2 million units, current customer production and launch schedules and business environment
- Sales range includes approximately \$150 - \$200 million increase in index-based metal market customer pass-throughs and foreign currency versus 2021
- Adjusted Free Cash Flow target assumes capital spending in the range of 3.5% - 4.0% of sales
- AAM expects restructuring and acquisition-related cash payments to be between \$20 and \$30 million

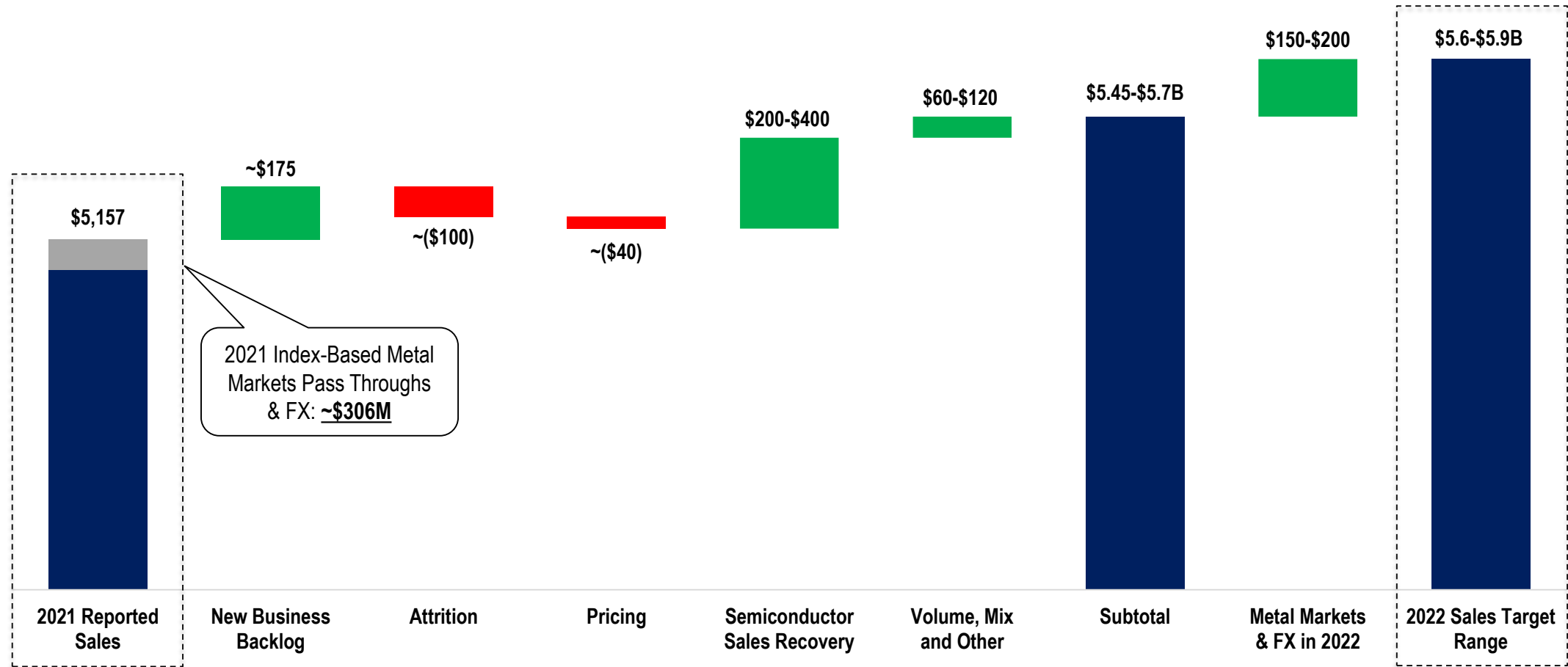


# 2022 Sales Target Walk



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\$ in millions



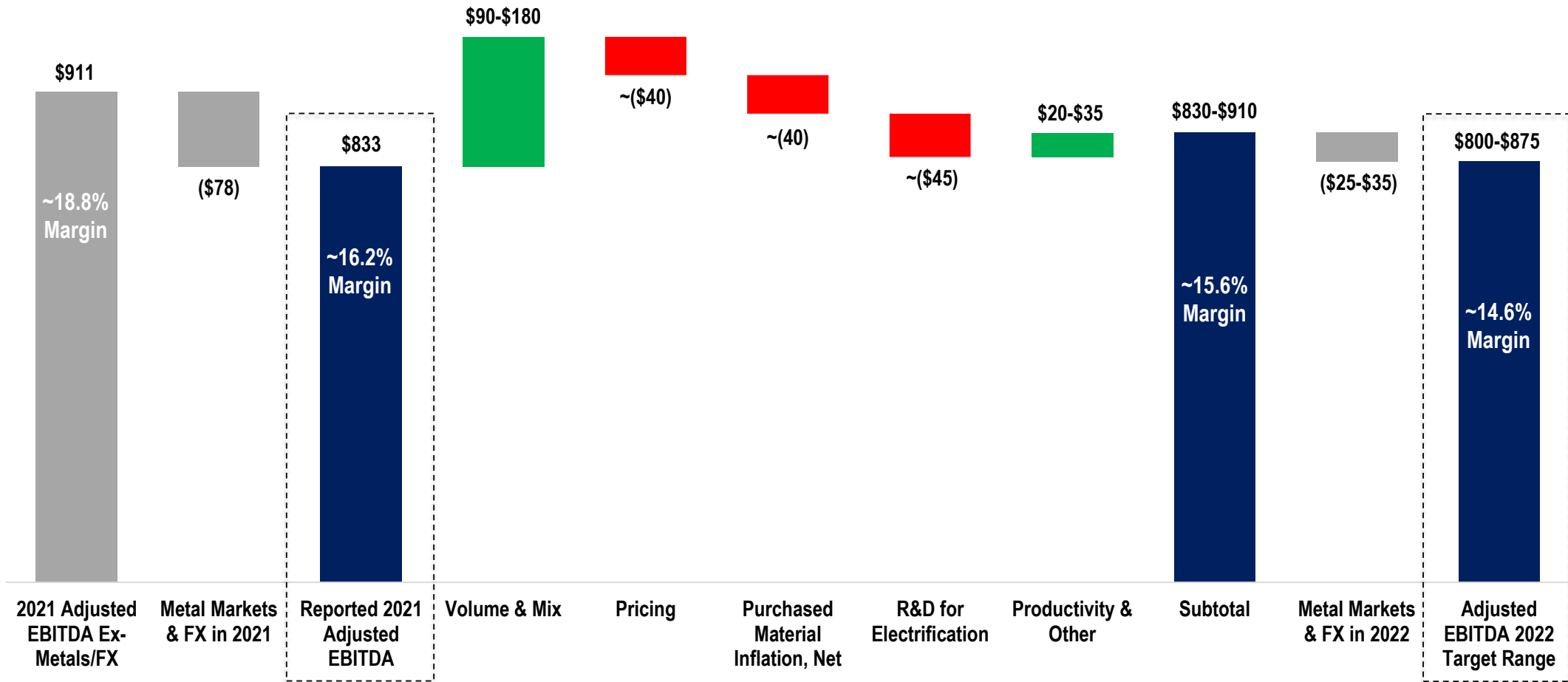
Note: Chart not to scale

# 2022 Adjusted EBITDA Target Walk



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\$ in millions



Note: For definitions of Adjusted EBITDA and Non-GAAP reconciliations, please see the attached appendix; margins for the outlook are at the midpoint

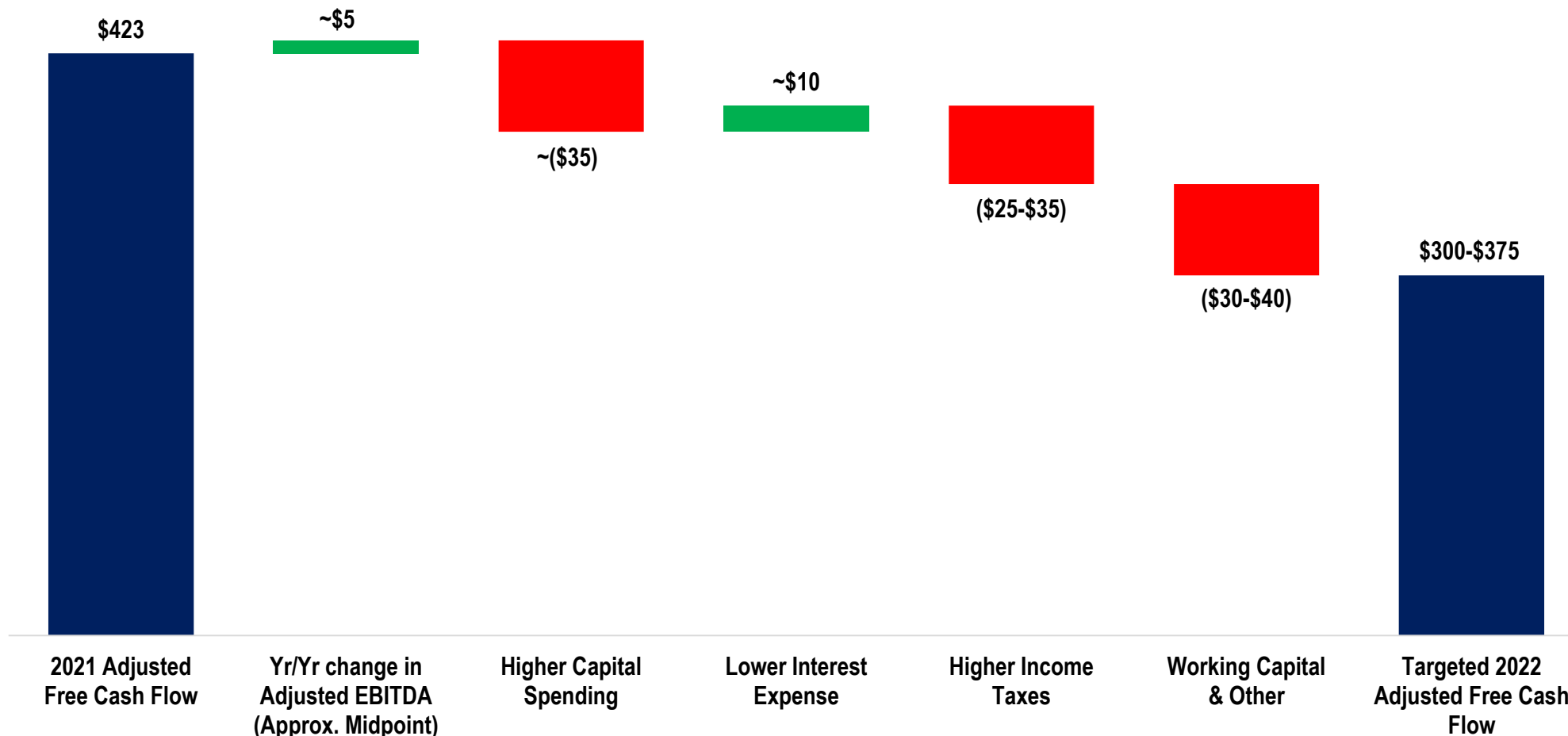
Note: Chart not to scale

# 2022 Targeted Adj. Free Cash Flow Walk



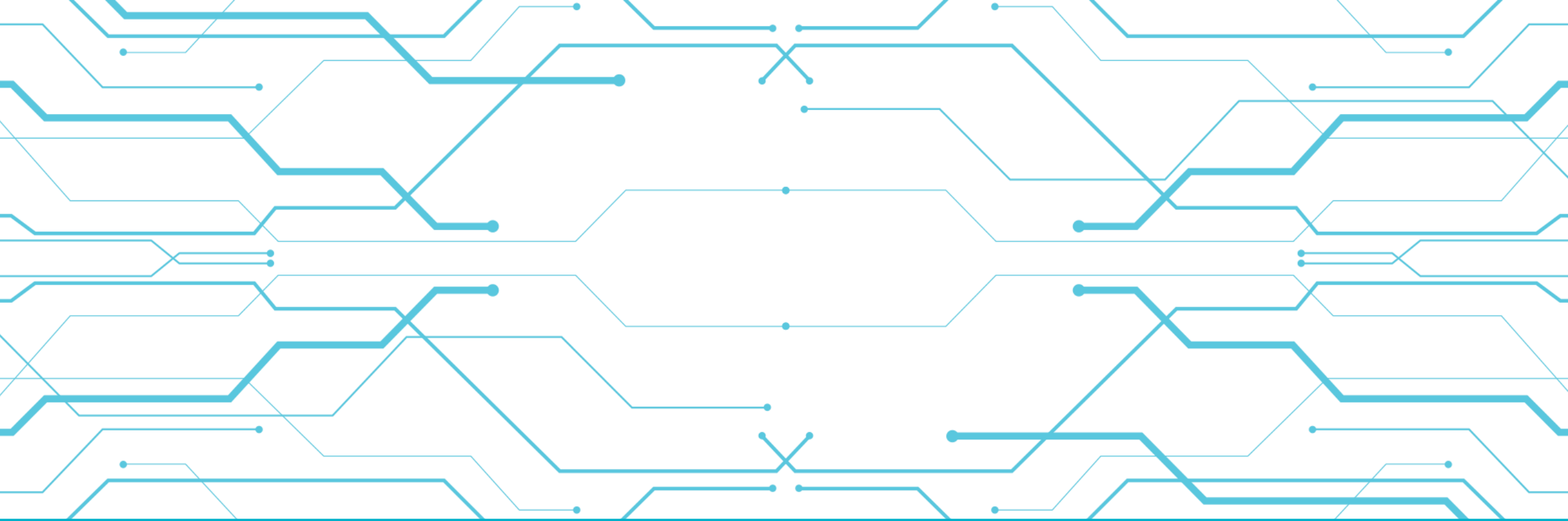
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\$ in millions



Note: For definitions of Adjusted Free Cash Flow and Non-GAAP reconciliations, please see the attached appendix

Note: Chart not to scale



# Environmental, Social, and Governance



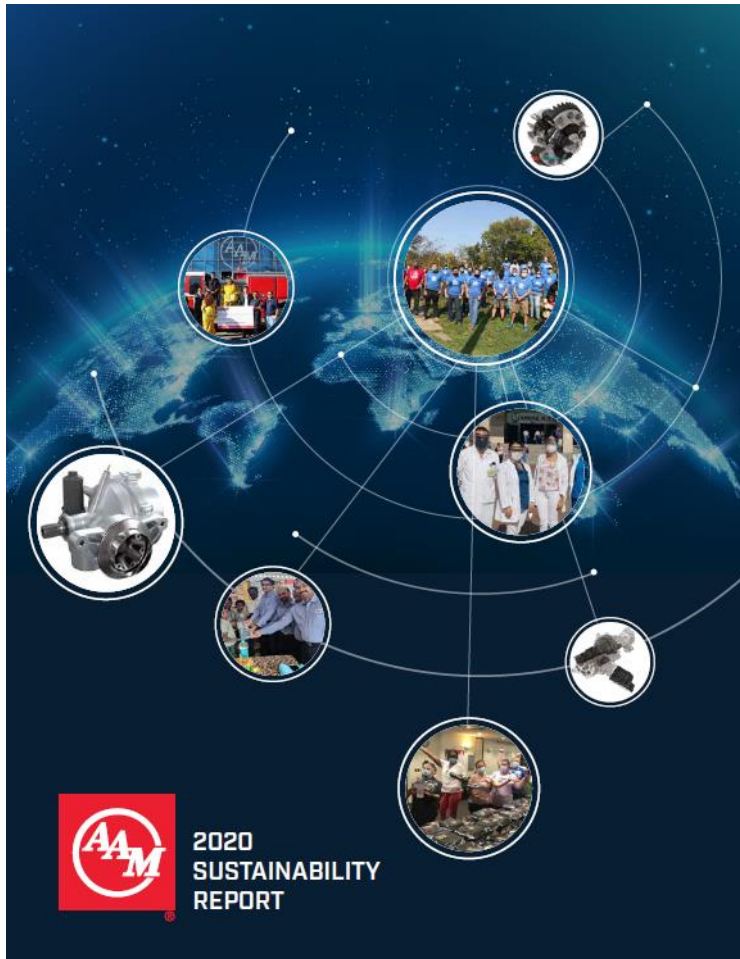
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# Sustainability Update



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In 2021, AAM published a comprehensive sustainability report with the reporting framework based on SASB, GRI, and TCFD standards



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In a survey conducted by *Institutional Investor*, our Financially Material ESG Disclosures were ranked 1<sup>st</sup> out of 80+ nominated Small-cap Consumer companies\*

\*For our 2019 sustainability report

# Sustainability: Key Areas of Focus



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## ENVIRONMENTAL

Energy and Emissions  
Reduction

Reduce Water Use  
at Every Location

Reduce, Reuse, Recycle  
Industrial Materials

## SOCIAL

Associate Health, Safety  
and Wellness

Attract, Develop, Engage  
and Retain Diverse Talent

Partner with  
Global Communities

## GOVERNANCE

Ethical Business Practices  
and Training

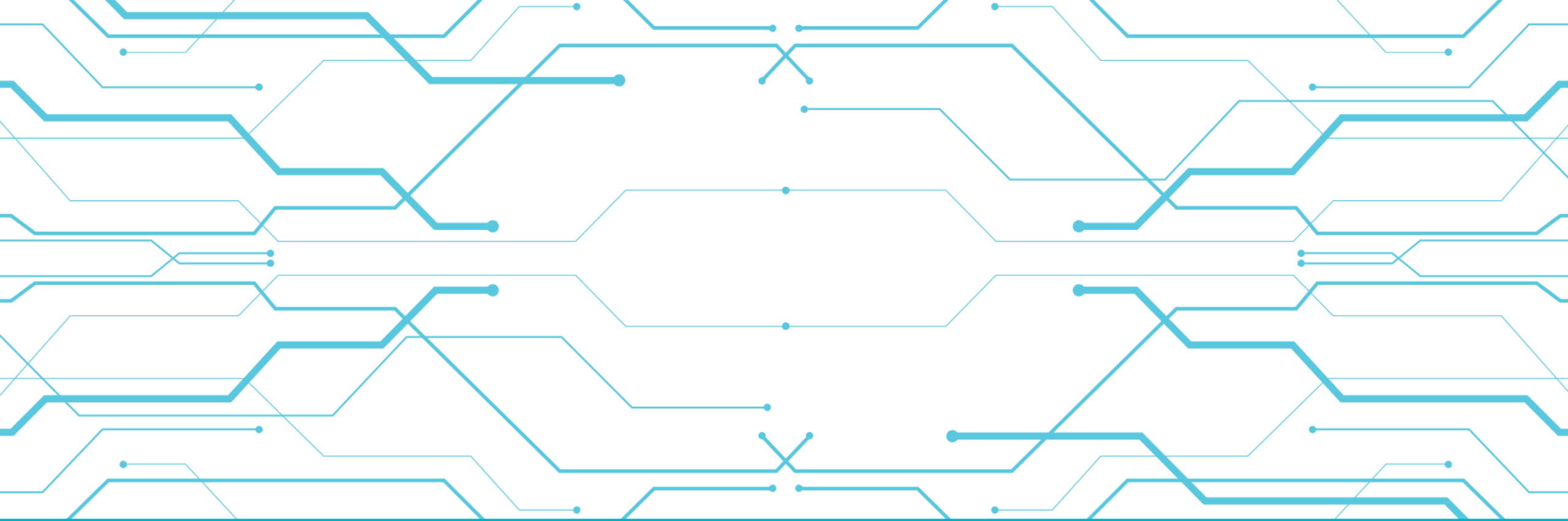
Cascade and Verify  
Supplier Compliance

## PRODUCT

Investment  
in Technology

Product Quality  
and Safety

Our cross-functional team of subject matter experts considered Global Reporting Initiative (GRI) standards, industry-specific standards of the Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals to prioritize sustainability topics and develop performance indicators



# Electrification Product Technology



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# AAM Electrification History



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**2010**

AAM & Saab establish e-AAM Driveline Systems Joint Venture



**2017**

AAM starts production to support Jaguar I-PACE



**2020**

AAM receives two PACE Awards



**2021**

Awarded NIO differential for next generation Electric Drive Units



**2021**

REE and AAM announce EDU production contract

**2012**

AAM acquires full ownership of e-AAM Driveline Systems



**2020**

AAM launches Baojun E300 program



**2020**

AAM secures multiple 3-in-1 programs in Asia



**2021**

AAM announces GMC Hummer EV differentials award



**2022**

AAM to launch high-performance P3 program (Europe)



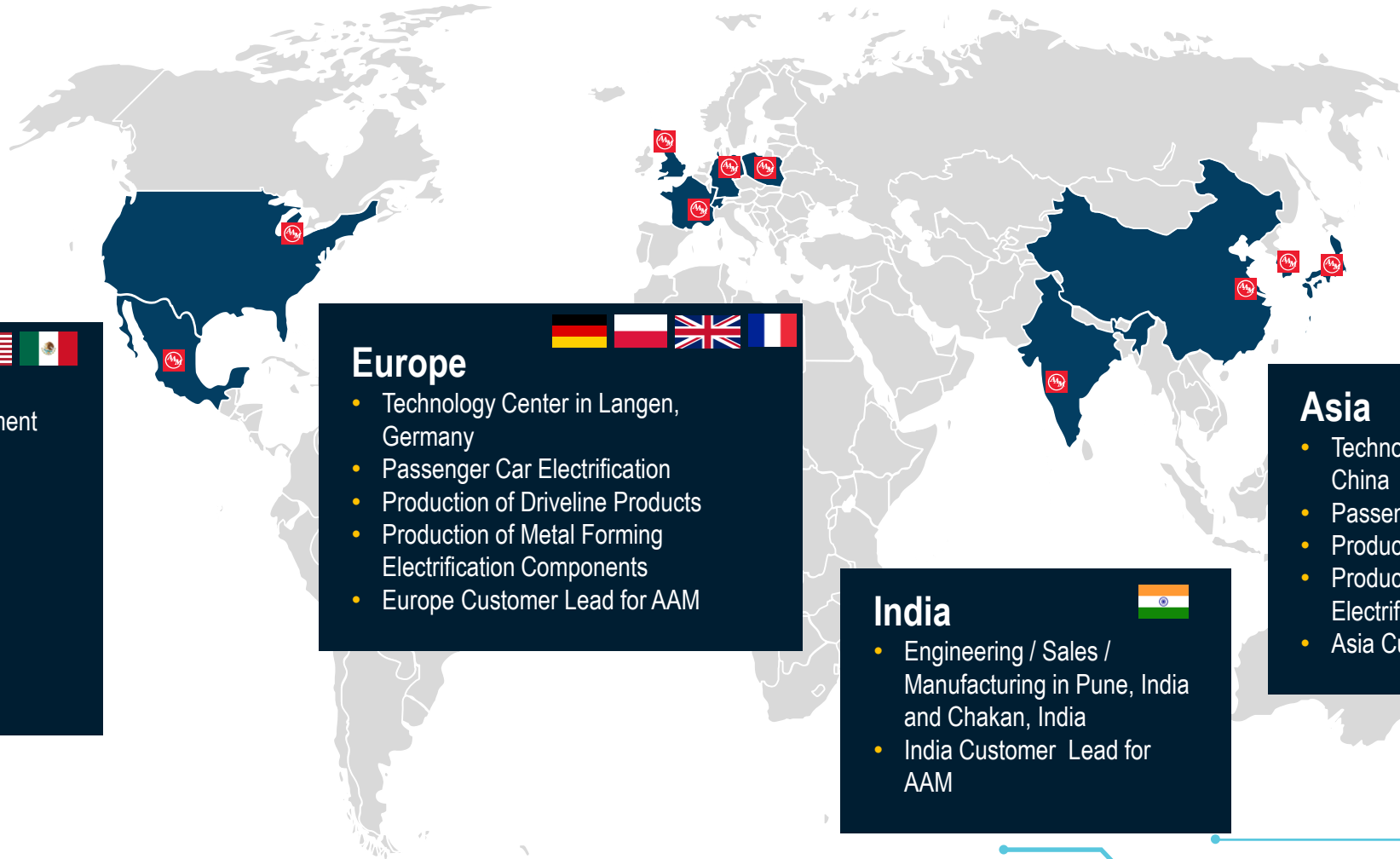


# AAM Electrification Global Footprint



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Sales, Engineering, and Manufacturing Support in All Major Regions



## North America



- Advanced Technology Development Center in Detroit, Michigan
- Global Innovation Hub
- Global Core Technology
- Truck Electrification
- Production of Driveline Products
- Production of Metal Forming Electrification Components
- N.A. Customer Lead for AAM

## Europe



- Technology Center in Langen, Germany
- Passenger Car Electrification
- Production of Driveline Products
- Production of Metal Forming Electrification Components
- Europe Customer Lead for AAM

## India



- Engineering / Sales / Manufacturing in Pune, India and Chakan, India
- India Customer Lead for AAM

## Asia



- Technology Center in Shanghai, China
- Passenger Car Electrification
- Production of Driveline Products
- Production of Metal Forming Electrification Components
- Asia Customer Lead for AAM

# Significant Content Opportunity



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## Customer **In-House** Support

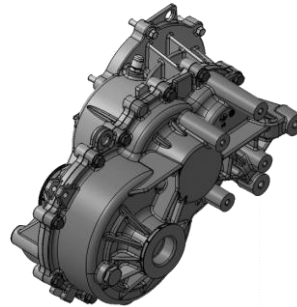
Components



Subsystems



Gearboxes



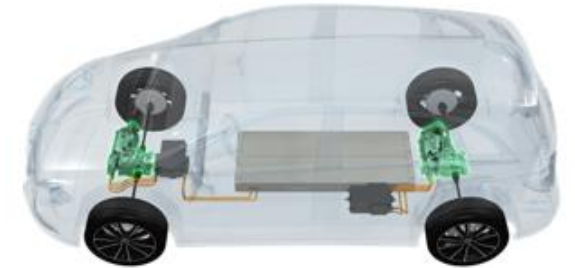
AAM CPV: Up to \$500

## Customer **Outsourced** Support

Electric Drive Units



Vehicle Integration & Controls



AAM CPV: Up to \$2,500+

# AAM is Positioned to Support All OEM Sourcing Strategies

# AAM Electrification History

Key Business Awards in Electrification To Date



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## 2-in-1 Electric Drive Units

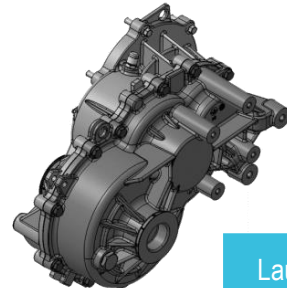
### Jaguar I-PACE (Europe)

- Two P4 Electric Drive Units
- 150 kW Power Level
- Power Dense Concentric Design
- Integrated Park Lock (Front EDU only)



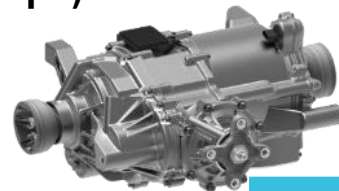
### Baojun E300 City Car (China)

- P4 Gearbox
- 40 kW Peak Power
- Offset Gearbox Design
- Integrated Park Lock



### High Performance Luxury OEM (Europe)

- P3 Hybrid Electric Drive Unit
- 160kW Peak Power
- 2-speed Concentric Gearbox Design
- Integrated TracRite® eLSD



## 3-in-1 Electric Drive Units (Platform)

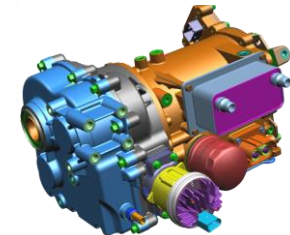
### AAM / Inovance 3-in-1 eDrive (China)

- P4 Platform Electric Drive Units
- Scalable Power Level based on Application
- Offset Gearbox Design
- Optional Park Lock



### AAM Next Generation 3-in-1 eDrive

- Wheel End eDrive Units
- Compact Offset Gearbox Design
- High Power Density



## Electric Drive Components

### Planetary Geartrain

- European BEV Passenger Car Application



### Electric Drive Unit Differentials

- Multiple Chinese BEV Car & SUV Applications
- North American BEV Pick-up Truck Applications
- North American BEV Semi-Truck Application



# AAM and REE Partnership



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- AAM announced in November 2021 it secured an agreement with REE to supply high-performance 3-in1 electric drive units (EDU).
- The REEcorner integrates critical vehicle components between the chassis and the wheel to deliver significant functional and economic advantages.
- AAM's compact EDUs enables REE's integration of these chassis systems into the REEcorner module.
- Development of EDU at AAM's Advanced Technology Development Center.
- Prototypes delivered at the end of 2021.
- Full production planned for 2024.



# AAM Electric Programs



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## Electric Drive Units



Jaguar I-PACE



Bao Jun E300



High Performance European OEM



Chinese OEMs via Inovance Partnership



REE

## Electric Vehicle Components



NA OEM



NA OEM



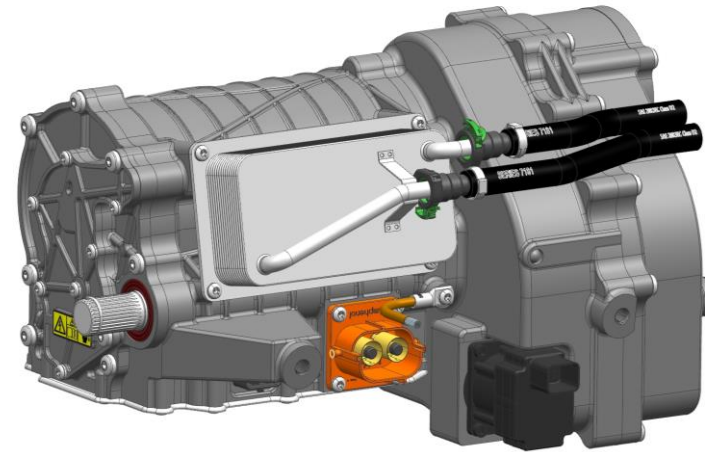
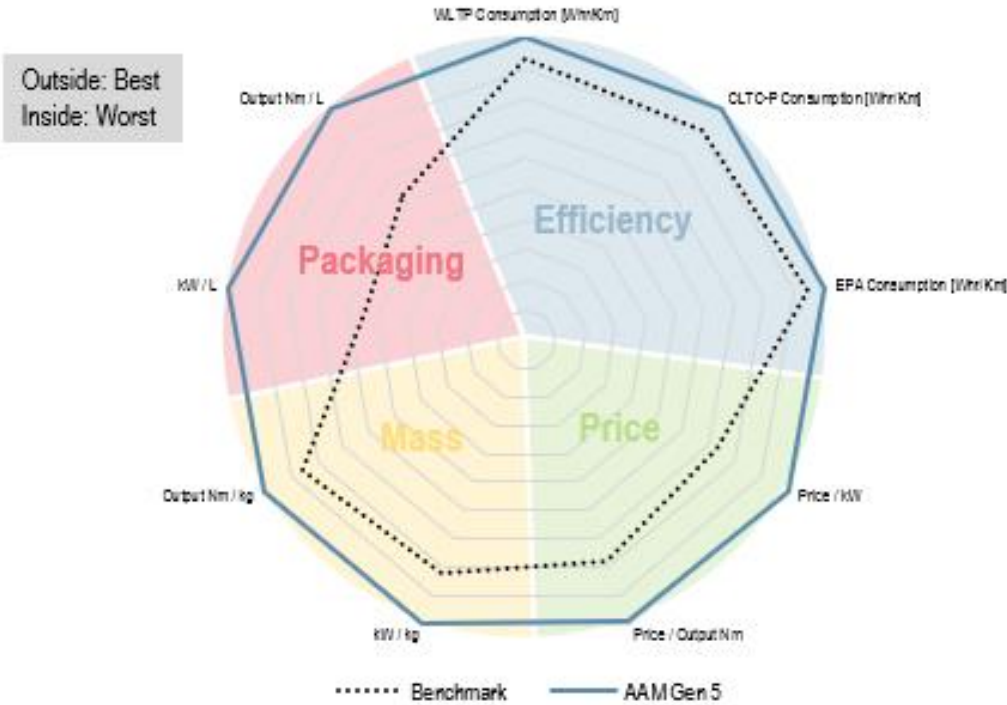
Europe OEM

# AAM Next Generation Electric Drive



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## Market Critical Attributes



## AAM Next Generation Electric Drive Units Deliver Compelling Performance

- >10%** Improvement in Mass Efficiency
- >40%** Improvement in Volumetric Efficiency
- >40%** Improvement in Power Density
- >10%** Reduced Power Loss, More Range
- Strong Value Proposition**

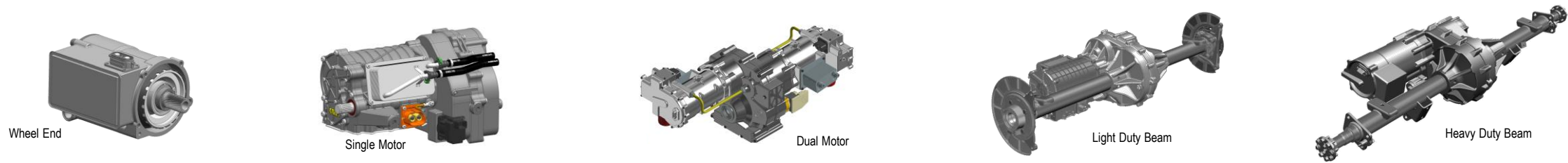
**AAM's Next Generation Electric Drive exceeds widely recognized industry benchmark in terms of critical EDU attributes**

# Scalable & Modular Platform



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AAM's Next Generation Scalable & Modular Electric Drive Units support numerous vehicle applications while optimizing capital and development costs



Scalable Power Levels

Modular Motor Construction

Various EDU Architectures

Multiple Gear Ratios

Optional Torque Vectoring & Disconnect



P3 HYBRID ARCHITECTURE



P4 SPLIT AXLE HYBRID ARCHITECTURE



P4 RWD ARCHITECTURE



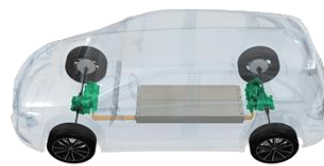
P4 AWD MPV ARCHITECTURE



P4 AWD ARCHITECTURE



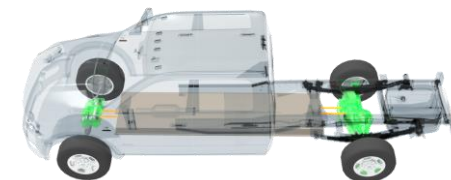
P4 FWD ARCHITECTURE



P4 AWD ARCHITECTURE



P4 4WD ARCHITECTURE



P4 4WD HD ARCHITECTURE

Denotes AAM EDU application

# Electrification Summary



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**Proven electric drive systems design and integration capabilities in production**

**Well positioned to support all OEM sourcing strategies leveraging our strengths in software, integration, and manufacturing**

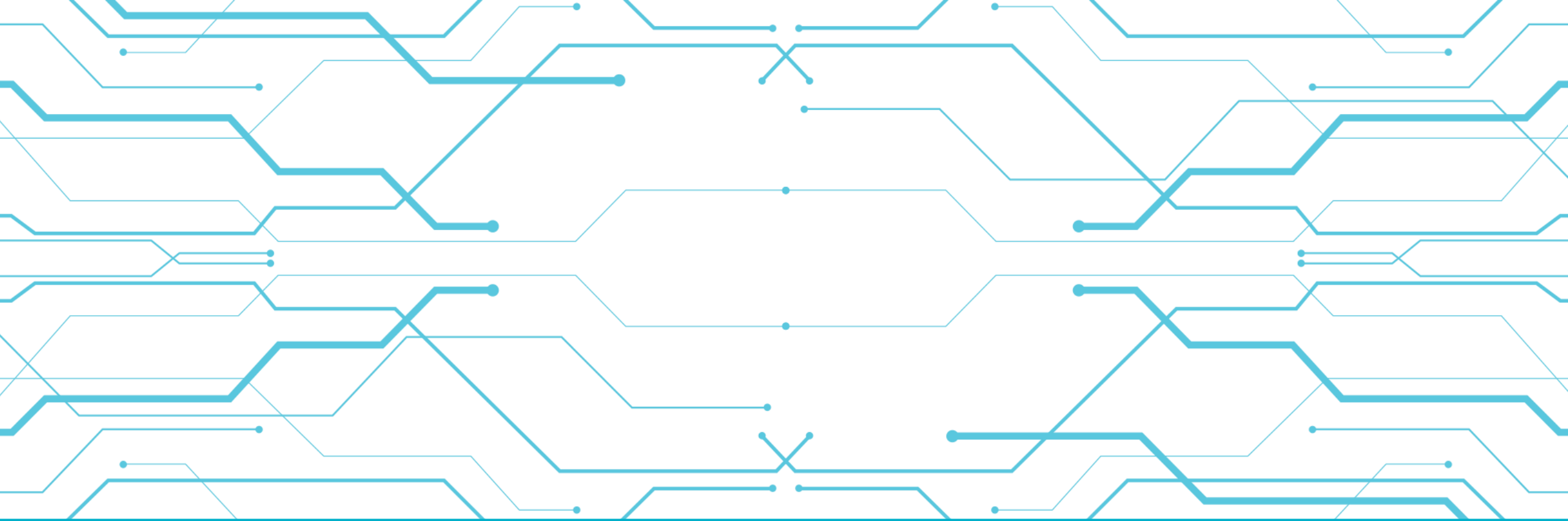
**Global reach and scalable product portfolio to serve all segments and major markets**

**Strategic partnerships to further accelerate the development and delivery of scalable, next-generation 3-in-1 electric drive systems**

**Highly integrated product technology resulting in improved power density, value, and efficiency**

**Next generation electric drive system is positioning us for continued profitable growth**





# Supplemental Data



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# Reconciliation of Non-GAAP Measures



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In addition to the results reported in accordance with accounting principles generally accepted in the United States of America (GAAP) included within this presentation, we have provided certain information, which includes non-GAAP financial measures. Such information is reconciled to its closest GAAP measure in accordance with Securities and Exchange Commission rules and is included in the following slides.

Certain of the forward-looking financial measures included in this earnings release are provided on a non-GAAP basis. A reconciliation of non-GAAP forward-looking financial measures to the most directly comparable forward-looking financial measures calculated and presented in accordance with GAAP has been provided. The amounts in these reconciliations are based on our current estimates and actual results may differ materially from these forward-looking estimates for many reasons, including potential event driven transactional and other non-core operating items and their related effects in any future period, the magnitude of which may be significant.

# Supplemental Data



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## EBITDA and Adjusted EBITDA Reconciliation (\$ in millions)

	Three Months Ended		Twelve Months Ended	
	December 31,		December 31,	
	2021	2020	2021	2020
Net income (loss)	\$ (46.3)	\$ 36.1	\$ 5.9	\$ (561.1)
Interest expense	44.5	52.3	195.2	212.3
Income tax expense (benefit)	(2.3)	13.9	(4.7)	(49.2)
Depreciation and amortization	123.1	128.2	544.3	521.9
EBITDA	119.0	230.5	740.7	123.9
Restructuring and acquisition-related costs	8.6	28.6	49.4	67.2
Debt refinancing and redemption costs	-	1.2	34.0	7.9
Loss on sale of business	-	-	2.7	1.0
Impairment charges	-	-	-	510.0
Unrealized gain on equity securities	(5.0)	-	(24.4)	-
Pension settlements	42.3	0.5	42.3	0.5
Non-recurring items:				
Malvern fire charges, net of recoveries	(0.3)	0.7	(11.4)	9.3
Adjusted EBITDA	\$ 164.6	\$ 261.5	\$ 833.3	\$ 719.8
Sales	1,235.1	1,437.9	5,156.6	4,710.8
as a % of net sales	13.3%	18.2%	16.2%	15.3%



## Adjusted Earnings (Loss) Per Share Reconciliation

	Three Months Ended		Twelve Months Ended	
	December 31,		December 31,	
	2021	2020	2021	2020
Diluted earnings (loss) per share	\$ (0.41)	\$ 0.30	\$ 0.05	\$ (4.96)
Restructuring and acquisition-related costs	0.08	0.24	0.42	0.60
Debt refinancing and redemption costs	-	0.01	0.29	0.07
Loss on sale of business	-	-	0.02	0.01
Impairment charges	-	-	-	4.51
Unrealized gain on equity securities	(0.04)	-	(0.21)	-
Pension settlement	0.36	0.01	0.36	0.01
Accelerated depreciation*	-	-	0.27	-
Non-recurring items:				
Malvern fire charges, net of recoveries	-	0.01	(0.10)	0.08
Tax adjustments related to the CARES Act	-	-	-	(0.07)
Adjustments to liability for unrecognized tax benefits	-	-	-	(0.06)
Other	-	-	-	0.14
Tax effect of adjustments	(0.08)	(0.06)	(0.17)	(0.19)
Adjusted earnings (loss) per share	\$ (0.09)	\$ 0.51	\$ 0.93	\$ 0.14

\*Please refer to definition of Non-GAAP measures



## Free Cash Flow and Adjusted Free Cash Flow Reconciliation (\$ in millions)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2021	2020	2021	2020
Net cash provided by operating activities	\$ 102.4	\$ 208.3	\$ 538.4	\$ 454.7
Capital expenditures net of proceeds from the sale of property, plant and equipment	(65.2)	(69.2)	(179.2)	(213.9)
Free cash flow	37.2	139.1	359.2	240.8
Cash payments for restructuring and acquisition-related costs	9.8	33.6	57.7	70.6
Cash payments related to the Malvern fire net of recoveries	(3.4)	-	6.0	-
Adjusted free cash flow	\$ 43.6	\$ 172.7	\$ 422.9	\$ 311.4



## Net Debt and Net Leverage Ratio (\$ in millions)

	<b>December 31, 2021</b>
Current portion of long-term debt	\$ 18.8
Long-term debt, net	3,085.7
Total debt, net	3,104.5
Less: Cash and cash equivalents	530.2
Net debt at end of period	2,574.3
Adjusted LTM EBITDA	\$ 833.3
 Net Leverage Ratio	 3.1X



**Segment Financial Information**  
(\$ in millions)

	Three Months Ended		Twelve Months Ended	
	December 31,		December 31,	
	2021	2020	2021	2020
Segment Sales				
Driveline	\$ 913.0	\$ 1,028.8	\$ 3,744.9	\$ 3,375.5
Metal Forming	410.1	504.3	1,762.2	1,652.0
Total Sales	1,323.1	1,533.1	5,507.1	5,027.5
Intersegment Sales	(88.0)	(95.2)	(350.5)	(316.7)
Net External Sales	\$ 1,235.1	\$ 1,437.9	\$ 5,156.6	\$ 4,710.8
Segment Adjusted EBITDA				
Driveline	\$ 127.5	\$ 165.8	\$ 577.7	\$ 474.8
Metal Forming	37.1	95.7	255.6	245.0
Total Segment Adjusted EBITDA	\$ 164.6	\$ 261.5	\$ 833.3	\$ 719.8



	Adjusted EBITDA	
	Low End	High End
	<i>(in millions)</i>	
Net income	\$ 75	\$ 135
Interest expense	180	180
Income tax benefit	20	35
Depreciation and amortization	500	500
Full year 2022 targeted EBITDA	775	850
Restructuring and acquisition-related costs	25	25
Full year 2022 targeted Adjusted EBITDA	\$ 800	\$ 875





	<b>Adjusted Free Cash Flow</b>	
	<b>Low End</b>	<b>High End</b>
	<i>(in millions)</i>	
Net cash provided by operating activities	\$ 490	\$ 565
Capital expenditures net of proceeds from the sale of property, plant and equipment	(215)	(215)
Full year 2022 targeted Free Cash Flow	275	350
Cash payments for restructuring and acquisition-related costs	25	25
Full year 2022 targeted Adjusted Free Cash Flow	\$ 300	\$ 375

# Definition of Non-GAAP Measures



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## **EBITDA and Adjusted EBITDA**

We define EBITDA to be earnings before interest expense, income taxes, depreciation and amortization. Adjusted EBITDA is defined as EBITDA excluding the impact of restructuring and acquisition-related costs, debt refinancing and redemption costs, loss on sale of a business, impairment charges, pension settlements, unrealized gains or losses on equity securities and non-recurring items. We believe that EBITDA and Adjusted EBITDA are meaningful measures of performance as they are commonly utilized by management and investors to analyze operating performance and entity valuation. Our management, the investment community and the banking institutions routinely use EBITDA and Adjusted EBITDA, together with other measures, to measure our operating performance relative to other Tier 1 automotive suppliers. We also use Segment Adjusted EBITDA as the measure of earnings to assess the performance of each segment and determine the resources to be allocated to the segments. EBITDA and Adjusted EBITDA are also key metrics used in our calculation of incentive compensation. EBITDA and Adjusted EBITDA should not be construed as income from operations, net income or cash flow from operating activities as determined under GAAP. Other companies may calculate EBITDA and Adjusted EBITDA differently.

## **Adjusted Earnings (Loss) Per Share**

We define Adjusted earnings (loss) per share to be diluted earnings per share excluding the impact of restructuring and acquisition-related costs, debt refinancing and redemption costs, loss on sale of a business, impairment charges, pension settlements, certain accelerated depreciation, unrealized gains or losses on equity securities and non-recurring items, including the tax effect thereon. We believe Adjusted earnings (loss) per share is a meaningful measure as it is commonly utilized by management and investors in assessing ongoing financial performance that provides improved comparability between periods through the exclusion of certain items that management believes are not indicative of core operating performance and which may obscure underlying business results and trends. Other companies may calculate Adjusted earnings (loss) per share differently.

## **Free Cash Flow and Adjusted Free Cash Flow**

We define free cash flow to be net cash provided by operating activities less capital expenditures net of proceeds from the sale of property, plant and equipment. Adjusted free cash flow is defined as free cash flow excluding the impact of cash payments for restructuring and acquisition-related costs and cash payments related to the Malvern fire, including payments for capital expenditures, net of recoveries. We believe free cash flow and Adjusted free cash flow are meaningful measures as they are commonly utilized by management and investors to assess our ability to generate cash flow from business operations to repay debt and return capital to our stockholders. Free cash flow and Adjusted free cash flow are also key metrics used in our calculation of incentive compensation. Other companies may calculate free cash flow and Adjusted free cash flow differently.

## **Net Debt and Net Leverage Ratio**

We define net debt to be total debt, net less cash and cash equivalents. We define Net Leverage Ratio to be net debt divided by the trailing 12 months of Adjusted EBITDA. We believe that Net Leverage Ratio is a meaningful measure of financial condition as it is commonly used by management, investors and creditors to assess capital structure risk. Other companies may calculate Net Leverage Ratio differently.

## **Liquidity**

We define Liquidity as cash on hand plus amounts available on our revolving credit facility and foreign credit facilities.

## **US SAAR**

We define US SAAR as the seasonally adjusted annual rate of light vehicle sales in the United States.

## **Accelerated Depreciation**

In the first quarter of 2021, one of our largest customers announced their intention to cease production operations in Brazil in 2021 as part of their restructuring actions. As such, we have accelerated depreciation on certain property, plant and equipment beginning in the first quarter of 2021. In the first six months of 2020, we accelerated depreciation for certain assets that were idled as a result of our largest customer exiting their operations in Thailand, which they announced in the first quarter of 2020.

