# INVESTOR PRESENTATION MARCH 2018





## Forward Looking Statements



This presentation 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 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 presentation contains certain financial measures, including Adjusted EBITDA, Adjusted Earnings per Share, Adjusted Free Cash Flow, and Net Leverage Ratio 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".





- Diversification and Value Creation
- Technology Leadership
- Financial Highlights and Targets
- Appendix Industry Data, 2018 Walkdowns and Non-GAAP Measures

## About AAM







AAM is a premier, global leader in design, engineering, validation and manufacturing of driveline, metal forming, powertrain and casting technologies for automotive, commercial and industrial markets







Over

ASSOCIATES

AAM is **Delivering POWER** through world-class quality, technology leadership and operational excellence









ENGINEERING CENTERS

# Driving Long-Term Shareholder Value



**SOLID** FOUNDATIONAL BUSINESS

Concentrated in the strongest vehicle segments of light trucks, SUVs and crossovers

# INNOVATIVE TECHNOLOGY

Focused on electrification, lightweighting, fuel efficiency, and vehicle safety and performance

### **COMPELLING** GROWTH AND DIVERSIFICATION

INDUSTRY LEADING PROFITABILITY

**POWERFUL CASH** 

**GENERATOR** 

Driven by our new business backlog, innovative advanced technologies and global footprint

Fueled by powerful vertical integration, productivity initiatives and operational excellence

Potential for Multiple Expansion and Share Appreciation

Strong free cash flow yield while funding investments in profitable growth opportunities



## **DIVERSIFICATION AND VALUE CREATION**



# Comprehensive Solutions from Engine to Driveline



#### DRIVELINE

- Rear and front axles
- Rear drive modules
- Power transfer units
- Driveshafts
- Transfer cases
- Electric drive units

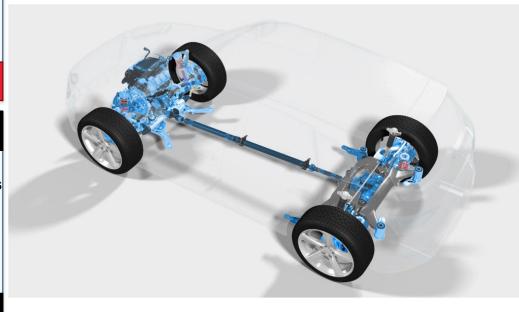
#### ≈ \$4.0 billion

#### **METAL FORMING**

- Ring / pinion gears
- Axle / transmission shafts
- Differential gears
- Transmission gears
- CVT components
- Suspension components

≈ \$1.5 billion

#### Our diverse product portfolio and technologies provide continued growth and exciting cross-selling opportunities



#### POWERTRAIN

- Transmission module and differential assemblies
- Aluminum valve bodies
- Vibration control systems
- Connecting rods
- VVT products

## ≈ \$1.1 billion

#### CASTING

- Axle carriers
- Differential cases
- Steering knuckles
- Control arms
- Turbo charger housings
- Brackets

#### ≈ \$900 million

\*Based on estimated 2017 pro forma amounts before eliminations of intercompany sales of approximately \$0.5 billion

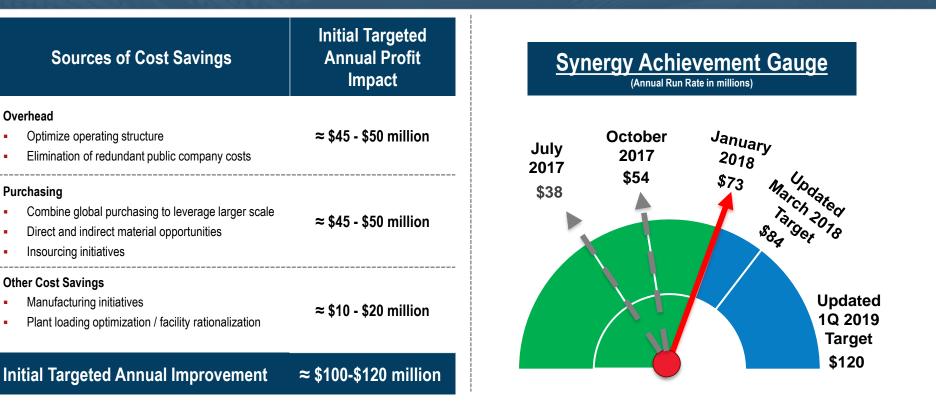
# MPG Acquisition Update – 2017 Results



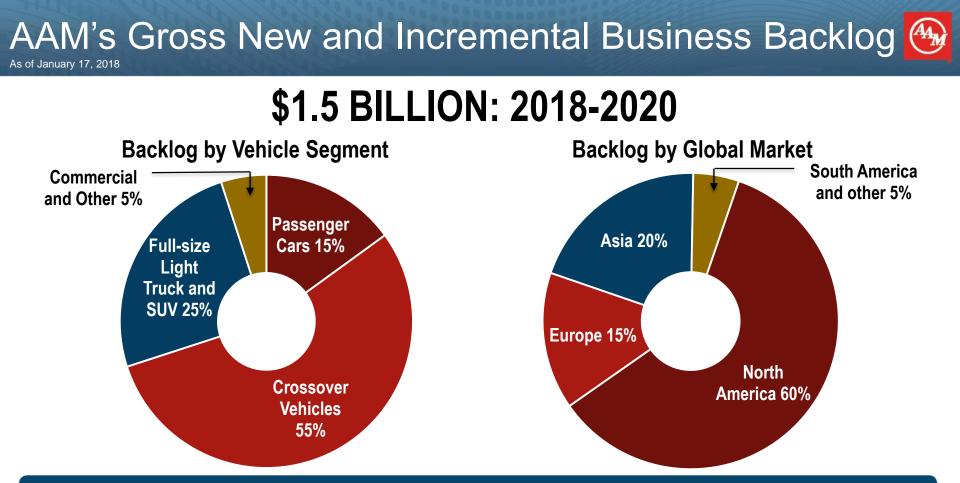
Acquisition Benefit	FY 2017 Result	
Greater scale and financial profile	Pro forma sales of over \$6.9 billion	
Accelerated business diversification	Non-GM sales made up more than 50% of total sales Larger presence with commercial and industrial business as those markets strengthened in 2017	
Enhanced profitability and free cash flow generation	AAM achieved Adjusted EBITDA* of over \$1.1 billion AAM generated over \$340 million of Adjusted Free Cash Flow*	
Synergy attainment and value capture	AAM recognized > \$30 million of cost reduction synergies in 2017 and expects an annualized synergy attainment run rate of \$73 million in January 2018 On track to meet our updated target of \$120 million of annual run rate cost reduction synergies by 1Q 2019 and 70% of this total by 1Q 2018	

\* For definitions of terms, please see the attached appendix

## Synergy Achievement Progress from MPG Acquisition



## AAM is on track to achieve synergy targets

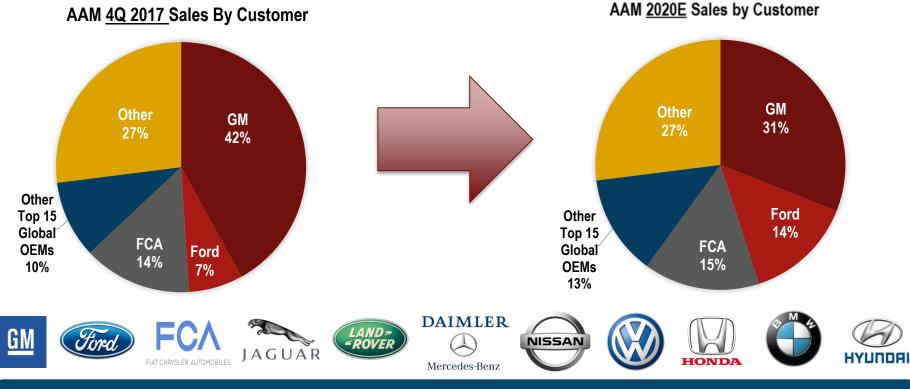


## ≈80% of new business backlog relates to Non-GM business

\* For production and sales assumptions for 2018-2020, please see the attached appendix

## **Continued Customer Diversification**

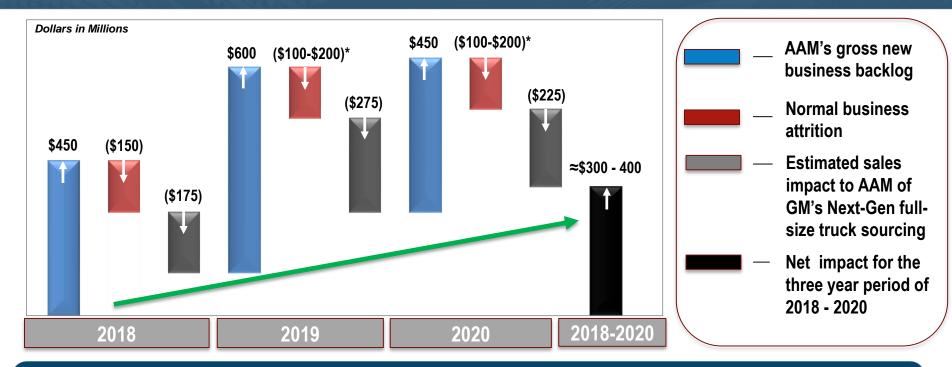




AAM will continue to diversify its customer concentricity through the backlog period

# Backlog and Impact of GM's Sourcing Decision

As of January 17, 2018



AAM's new business backlog more than offsets attrition and the sales impact of GM's next generation full-size truck program sourcing



## **TECHNOLOGY LEADERSHIP**



# Additional Electrification New Business Award





AAM's <u>new business award</u> is for a rear eDrive unit on a high performance, hybrid passenger car launching with a <u>second e-AAM customer</u> in 2020



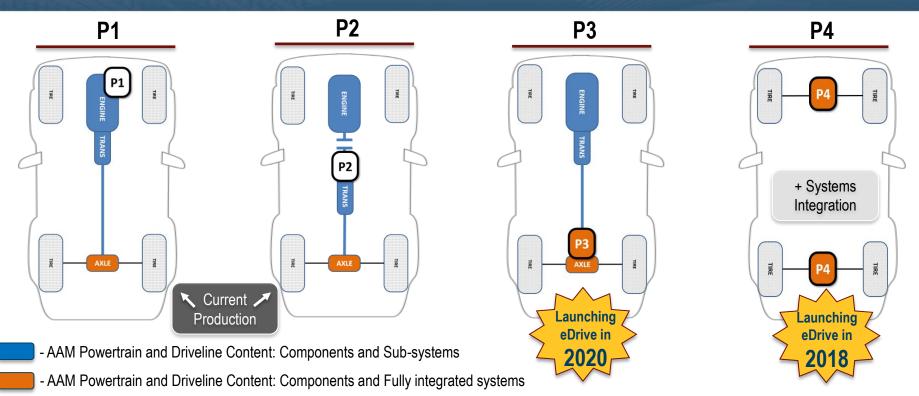
AAM expects our e-AAM products to account for between \$100 - \$200 million of revenue by 2021 -

with the potential to grow this higher

## **ELECTRIFICATION** | Driving served market and content-per-vehicle growth for AAM

# AAM's Capabilities for Hybrid and Electric Vehicles



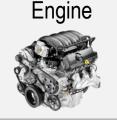


## Content per vehicle opportunities > \$2,500 for all architectures

# **Electric Powertrain Integrator**



## ICE Powertrain Components



Transmission





# **AAM Electric Drive Unit - Rear** HYBRID AND ELECTRIC 🚱 DRIVELINE SYSTEMS BY **Electric Drive Unit - Front**

AAM's AWD Electric Drive Units

Each unit integrates an electric motor, gear box and differential to deliver power to the vehicle

 e-AAM products provide contentper-vehicle opportunity of over \$2,500



# ÂĄ.

# QUANTUM<sup>™</sup> Technology



AAM's **QUANTUM technology** features all-new, completely redesigned family of lightweight axles and drive units

## **KEY ATTRIBUTES**

- Industry first technology along with a revolutionary design
- Significant mass reduction (up to 35%)
- In combination, additional efficiency and weight reduction can deliver 1% to 1.5% improved vehicle fuel economy
- Scalable across multiple applications— without loss of performance or power
- Streamlined manufacturing process for key driveline components.

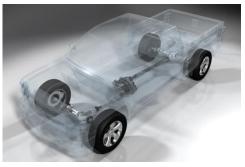






QUANTUM<sup>™</sup> RDU w/ eLSD

QUANTUM<sup>™</sup> Rear Axle



## Actively collaborating on QUANTUM projects with multiple customers



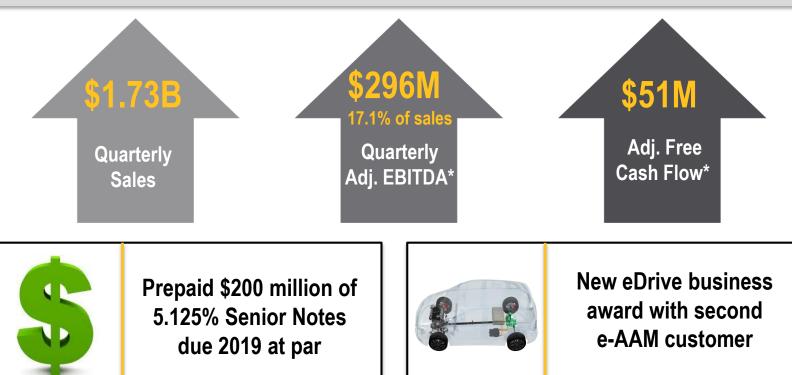
## AAM FINANCIAL HIGHLIGHTS AND TARGETS



## 4Q 2017 AAM Highlights



#### **4Q FINANCIAL PERFORMANCE**



\* For definitions of terms and non-GAAP reconciliations, please see the attached appendix.

## AAM's 2017 Financial Results



	Full Year 2017
AAM's Consolidated Sales	\$6.27 billion
Adjusted EBITDA*	\$1.103 billion
Adjusted Free Cash Flow*	\$340.9 million
Adjusted Earnings per Share*	\$3.75

- > MPG's pre-acquisition financial results from January 1st to April 5th are not included in AAM's 2017 financials results.
- We incurred significant costs and payments related to restructuring, integration and acquisition-related activities as well as purchase accounting adjustments and related effects on the income statement during 2017. The impact of these items has been excluded from our Adjusted EBITDA, Adjusted free cash flow and Adjusted earnings per share amounts.

## We achieved record financial performance in 2017...

\* For definitions of terms, please see the attached appendix

# AAM's 2018 Financial Targets



	2018 Full Year Targets
Sales	≈ \$7 billion
Adjusted EBITDA* Margin	≈ 17.5% - 18%
Adjusted Free Cash Flow*	≈ 5% of sales

- Based on the anticipated launch schedule of our new business backlog and our assumption that the US SAAR\* is in the range of 16.8 to 17.0 million units.
- ➤ Adjusted Free Cash Flow target assumes capital expenditures of ≈ 8% of sales. Elevated capital spending in 2018 reflects significant new and replacement program launches.
- We estimate approximately \$50 to \$75 million of restructuring and acquisition-related costs and related payments during 2018. The impact of these have been excluded from our Adjusted EBITDA and Adjusted Free Cash Flow targets.
- Our 2018 financial targets for the full year contemplate significant customer downtime in preparation for critical program changeovers and related project expense. We expect this to have the greatest impact in the first quarter of 2018.

## ... and expect another record year in 2018!

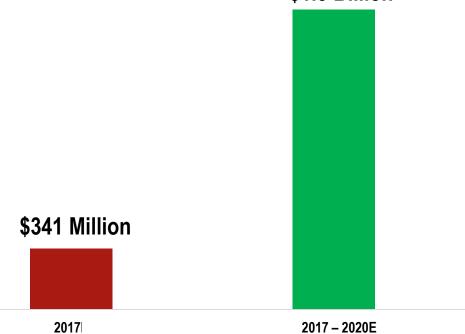
\* For definitions of terms, please see the attached appendix

# Free Cash Flow Generation Has Just Begun!



#### Projected Cumulative Adj. Free Cash Flow\* 2017 - 2020

> \$1.5 Billion



We expect to generate cumulative adjusted free cash flow of over <u>\$1.5 billion</u> in the 4 year period 2017 – 2020

- AAM expects Adjusted EBITDA\* margins to be in the range of 17% to 18% of sales through 2020
- Starting in 2019, AAM should benefit from:
  - Lower capital spending
  - Lower restructuring and integration payments
  - Lower interest payments
  - Full run rate synergies

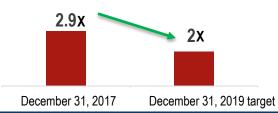
# **Capital Allocation Priorities**



## Debt Paydown

#### Plan to Delever

Net Leverage Ratio\*



## Maintain Appropriate Liquidity\*

- > \$1.4 billion at December 31, 2017
- Target >\$1 billion going forward

### **Favorable Debt Maturities**

- Prepaid \$200M Notes due 2019 in 4Q 2017
- Flexible prepayment options for both Senior Notes and Term Loan
- \$200M of 7.75% Notes due in 2019
- After 2019, minimal maturities until 2021

#### \*For definitions of terms, please see the attached appendix

## Organic Growth

#### **Capital Investment**

- Support \$1.5 billion in new and incremental business backlog
- Constant focus of quoting and emerging opportunities on profitable growth and diversification

#### **Research and Development**

- Product, process and systems technology
- Leverage global engineering capabilities
- Focused on the global automotive megatrends of electrification, lightweighting, and fuel efficiency

#### Others

### Strategic Initiatives

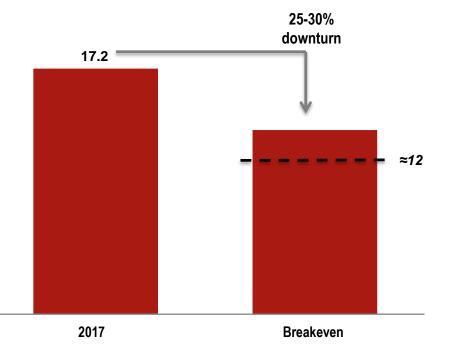
- Will analyze opportunities within our current capital structure to:
  - Diversify geographically
  - Expand technology leadership
  - Enhance profitability

## **Shareholder Friendly Actions**

• Will balance among other capital allocation priorities

# Well Positioned in a Potential Downside Scenario





- Highly variable cost structure allows for flexibility during periods of lower volumes
- AAM has track record of reducing fixed costs through facility and labor efficiency initiatives during previous downside periods
- Multiple options available to manage to additional potential change in volumes, including SG&A, capital spending, R&D etc.
- Continued synergy attainment and productivity initiatives further reduce breakeven points



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## **APPENDIX – INDUSTRY DATA, 2018 WALKDOWNS AND NON-GAAP MEASURES**



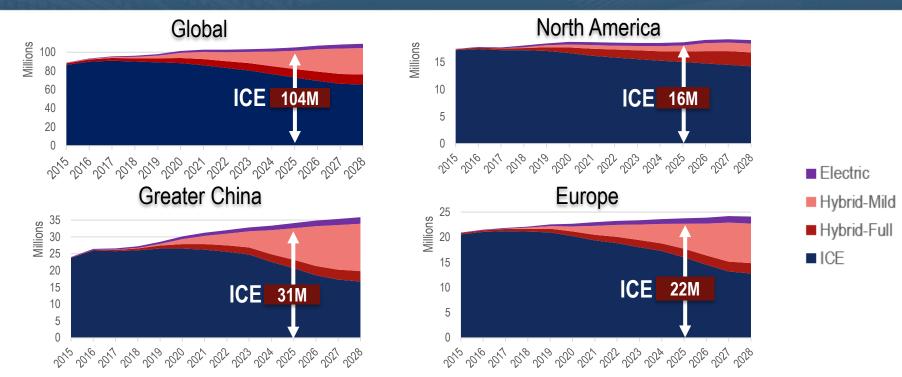
# Production and Sales Volume Assumptions

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	2018	2019 - 2020
Global Light Vehicle Production	≈ 97M units	≈ 2% annual growth
North America Light Vehicle Production	≈ 17.5M units	Flat
US SAAR	16.8 – 17M units	16.5 – 17M units
Europe Light Vehicle Production	≈ 23M units	Flat
China Light Vehicle Production	≈ 28M units	≈ 4-5% annual growth
North America Class 5-8 Commercial Vehicle Production	≈ 550k units	Flat

## **Powertrain Projections**





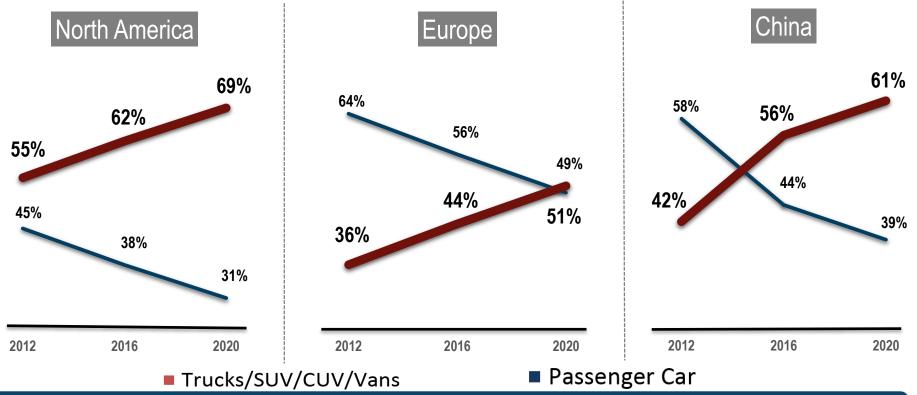
For at least the next decade, the internal combustion engine (ICE) is expected to be the main source of power for vehicles

IHS Production Forecasts as of March 22, 2018

# Projected LV Production Mix

(AA)

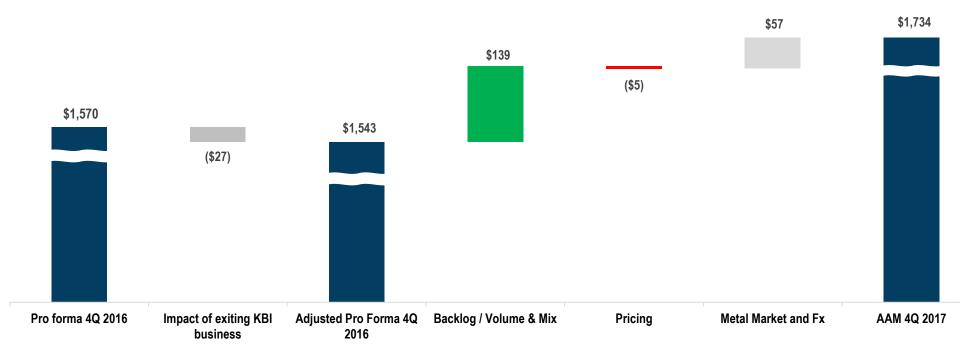




Vehicle mix is trending favorably for AAM in all of our key markets

## 4Q 2017 Sales Walkdown

(in millions)



#### Nearly 9% year-over-year organic growth in 4Q 2017 on the strength of new business backlog

Pro forma sales for 4Q 2016 includes AAM sales of \$947 million and MPG sales of \$646 million, adjusted for the elimination of the MPG sales to AAM of \$23 million

# 4Q Year-Over-Year Adjusted EBITDA\* Walk

(in millions)

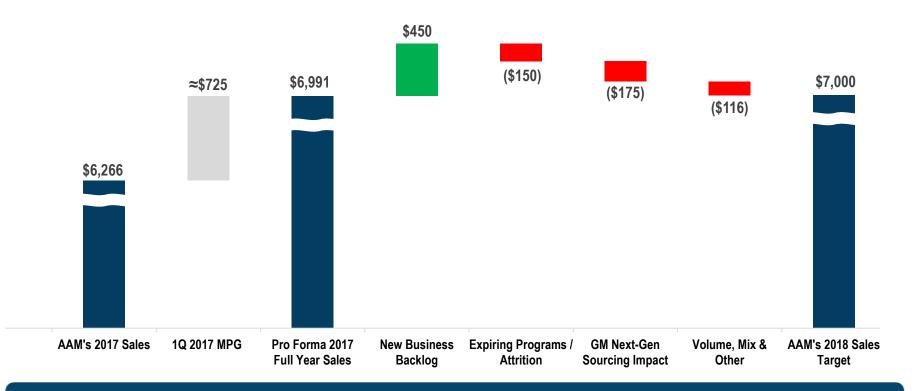


#### Adjusted EBITDA margin of 17.1% in 4Q 2017

\* For definitions of terms and non-GAAP reconciliations, please see the attached appendix. \*\* Primarily related to pre-acquisition Remeasurement of Euro Denominated Loan in MPG's 4Q 2016 financial results

## 2018 Sales Walkdown

(in millions)

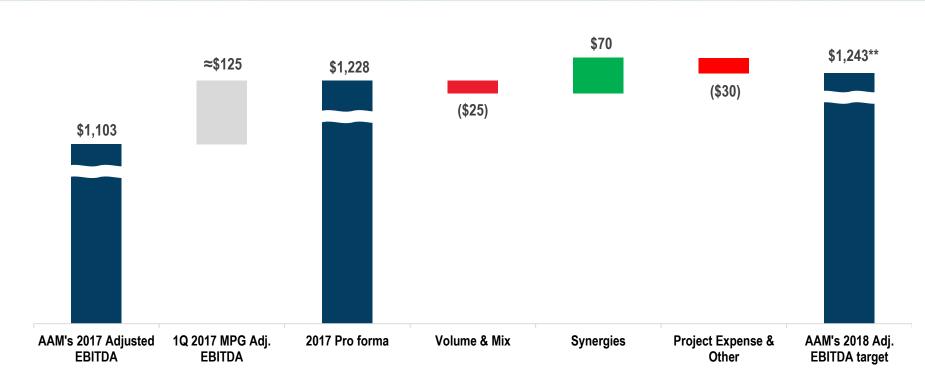


#### Strong backlog offsets attrition and lower expected full-size truck volumes



## 2018 Adjusted EBITDA\* Walkdown

(in millions)



#### Benefit of cost reductions synergies more than offsets margin headwinds

## **Restructuring and Acquisition-Related Costs**

Ongoing:

Restructuring Integration

#### Specific to Closing of Acquisition:

Acquisition-related closing costs Interest payment upon the settlement of acquired company debt Settlement of pre-existing accounts payable with acquired entities

Expense Cash Payments										
(in millions)										
4Q	2017	F١	/ 2017	4Q 2017		F١	/ 2017			
\$	2.2	\$	17.4	\$	5.4	\$	25.5			
	18.0		52.6		17.3		42.6			
	-		40.7		0.1		41.2			
	-		-		-		24.6			
	-	-			-		35.2			
\$	20.2	\$	110.7	\$	22.8	\$	169.1			

AAM expects between \$50 and \$75 million of additional restructuring and acquisition-related costs and cash payments in 2018.





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 presentation are provided on a non-GAAP basis. A reconciliation of non-GAAP forward-looking financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP is not practical given the difficulty of projecting event driven transactional and other non-core operating items, as well accounting adjustments related to recent tax reform and their related effects in any future period. The magnitude of these items, however, may be significant.



#### EBITDA and Adjusted EBITDA Reconciliation

#### (\$ in millions)

	<b>Three Months Ended</b>					<b>Twelve Months Ended</b>				
	December 31,					Decem	ber 31,			
	2017			2016		2017		2016		
Net income	\$	106.5	\$	46.9	\$	337.5	\$	240.7		
Interest expense		55.7		23.2		195.6		93.4		
Income tax expense (benefit)		(13.1)		4.5		2.5		58.3		
Depreciation and amortization		125.2		51.4		428.5		201.8		
EBITDA, as defined	\$	274.3	\$	126.0	\$	964.1	\$	594.2		
Restructuring and acquisition-related costs		20.2		22.2		110.7		26.2		
Debt refinancing and redemption costs		0.8				3.5				
Non-recurring items: Acquisition-related fair value inventory adjustment						24.9				
Other		0.4				(0.5)		(1.0)		
Adjusted EBITDA	\$	295.7	\$	148.2	\$	1,102.7	\$	619.4		
As % of net sales		17.1 %		15.7 %		17.6 %		15.7 %		



## EBITDA and Adjusted EBITDA for the Trailing Twelve Months Ended December 31, 2017 (\$ in millions)

**Trailing Twelve** 

	Quarter Ended							Months Ended		
	March 31,		June 30,		September 30,		December 31,		Dec	cember 31,
		2017		2017		2017		2017		2017
Net income	\$	78.4	\$	66.3	\$	86.3	\$	106.5	\$	337.5
Interest expense		25.5		56.9		57.5		55.7		195.6
Income tax expense (benefit)		7.5		2.4		5.7		(13.1)		2.5
Depreciation and amortization		56.1		124.6		122.6		125.2		428.5
EBITDA, as defined	\$	167.5	\$	250.2	\$	272.1	\$	274.3	\$	964.1
Restructuring and acquisition-related costs		16.0		51.7		22.8		20.2		110.7
Debt refinancing and redemption costs				2.7				0.8		3.5
Non-recurring items:										
Acquisition-related fair value inventory adjustment				24.9						24.9
Other				(3.8)		2.9		0.4		(0.5)
Adjusted EBITDA	\$	183.5	\$	325.7	\$	297.8	\$	295.7	\$	1,102.7

Pre-acquisition adjusted EBITDA from acquired entities

129.1

1,231.8

Pro forma Adjusted EBITDA \$



#### Adjusted Earnings per Share Reconciliation

	Three Months Ended December 31,				Twelve Months Ended December 31,			
	2017		2016		2017			2016
Diluted earnings per share	\$	0.93	\$	0.59	\$	3.21	\$	3.06
Restructuring and acquisition-related costs		0.18		0.28		1.05		0.34
Debt refinancing costs		0.01				0.03		
Non-recurring items:								
Acquisition-related fair value inventory adjustment						0.24		
Acquisition related tax adjustments		0.01				(0.15)		
Adjustments related to the Tax Cuts and Jobs Act of 2017		(0.17)				(0.19)		
Other						0.02		(0.01)
Tax effect of adjustments		(0.07)		(0.09)		(0.46)		(0.09)
Adjusted earnings per share	\$	0.89	\$	0.78	\$	3.75	\$	3.30



#### Free Cash Flow and Adjusted Free Cash Flow Reconciliation

#### (\$ in millions)

	<b>Three Months Ended</b>					<b>Twelve Months Ended</b>				
	December 31,					Decen	ıber 31,	· 31,		
		2017 2016				2017		2016		
Net cash provided by operating activities	\$	226.3	\$	116.6	\$	647.0	\$	407.6		
Less: Purchases of property, plant & equipment, net of proceeds from sale of property, plant and equipment and from government grants		(198.2)		(63.3)		(475.2)		(218.5)		
Free cash flow	\$	28.1	\$	53.3	\$	171.8	\$	189.1		
Cash payments for restructuring and acquisition-related costs	\$	22.8	\$	9.5	\$	109.3	\$	9.5		
Acquisition-related settlement of pre-existing accounts payable balances with acquired entities						35.2				
Interest payments upon settlement of acquired company debt						24.6				
Adjusted free cash flow	\$	50.9	\$	62.8	\$	340.9	\$	198.6		



#### Net Debt and Net Leverage Ratio

(\$ in millions)

**Twelve Months Ended** 

#### December 31,

	 2017
Current portion of long-term debt	\$ 5.9
Long-term debt, net	 3,969.3
Total debt, net	3,975.2
Less: Cash and cash equivalents	 376.8
Net debt at end of period	\$ 3,598.4
Pro forma Adjusted EBITDA	\$ 1,231.8
Net Leverage Ratio	2.9



#### Pro forma EBITDA and Adjusted EBITDA Reconciliation for Fourth Quarter of 2016

#### (\$ in millions)

	 AAM		MPG	PRO	) FORMA
Net income	\$ 46.9	\$	16.8	\$	63.7
Interest expense	23.2		25.4		48.6
Income tax expense	4.5		11.1		15.6
Depreciation and amortization	 51.4	<u> </u>	55.7		107.1
EBITDA Restructuring and acquisition-related costs, debt	\$ 126.0	\$	109.0	\$	235.0
refinancing and redemption costs and non-recurring	 22.2	<u> </u>	13.4		35.6
Adjusted EBITDA	\$ 148.2	\$	122.4	\$	270.6



#### Pro forma EBITDA and Adjusted EBITDA Reconciliation for Full Year of 2016

(\$ in millions)

	AAM		MPG		PRO FORMA	
Net income	\$	240.7	\$	96.9	\$	337.6
Interest expense		93.4		103.5		196.9
Income tax expense		58.3		38.4		96.7
Depreciation and amortization		201.8	<u> </u>	221.3		423.1
EBITDA Restructuring and acquisition-related costs, debt	\$	594.2	\$	460.1	\$	1,054.3
refinancing and redemption costs and non-recurring		25.2		24.7		49.9
Adjusted EBITDA	\$	619.4	\$	484.8	\$	1,104.2

## **Definition of Non-GAAP Measures**

#### **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, 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 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.

#### Other Non-recurring Items

For the three months ended December 31, 2017, other non-recurring items reflect the impact of a non-cash pension settlement charge related to one of our foreign entities. For the twelve months ended December 31, 2017, other non-recurring items also reflect the impact of a gain related to the change of our method of accounting for indirect inventory and the interest expense for the debt drawdown period prior to acquisition funding requirement. For the twelve months ended December 31, 2016, other non-recurring items reflect the impact of an investment gain related to the final distribution of the Reserve Yield Plus Fund.

#### Adjusted Earnings per Share

We define Adjusted earnings per share to be diluted earnings per share excluding the impact of restructuring and acquisition-related costs, debt refinancing and redemption costs, and non-recurring items, including the tax effect thereon. We believe Adjusted earnings 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 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 and from government grants. Adjusted free cash flow is defined as free cash flow excluding the impact of cash payments for restructuring and acquisition-related costs, settlements of pre-existing accounts payable balances with acquired entities, and interest payments upon the settlement of acquired company debt. 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 pro forma Adjusted EBITDA. Pro forma Adjusted EBITDA includes AAM's Adjusted EBITDA and the pre-acquisition EBITDA of acquired entities. 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