



# ABC TECHNOLOGIES

*INNOVATION IN PLASTICS & LIGHTWEIGHTING*

NOVEMBER 11, 2022

**Q1 FISCAL YEAR 2023 EARNINGS PRESENTATION**

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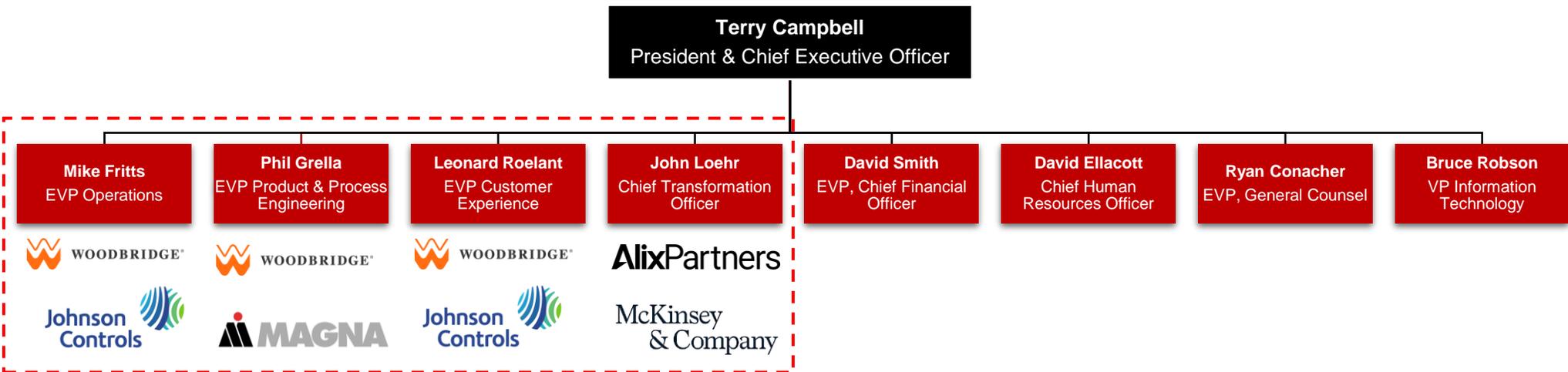
# Organizational Update

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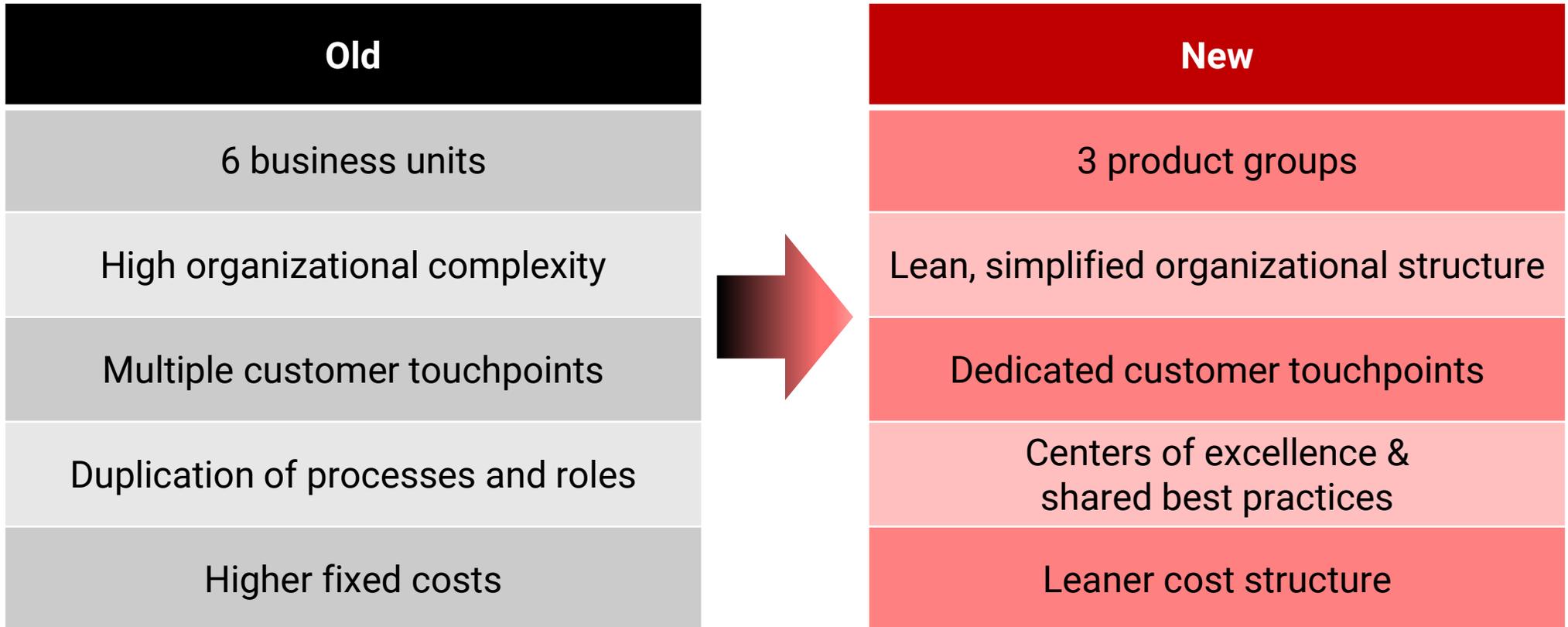


- + Select executive management positions have transitioned to enable strong focus on product, process, customer and operational excellence, as well as M&A and acquisition integration
- + ABC is making these and other operational changes to allow us to focus on serving our customers better and adhere to the commitments we've made to them



Recent Executive Hires

# Transition to New Customer-Focused Operating Model



# Business Overview

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## Fears of an upcoming recession warrant concern, despite strong revenue quarter

(All figures \$USD)

- + Margin impact of persistent inflationary pressures on labor, freight and commodities has heightened the importance of price recovery conversations with ABC's OEM customers
- + Ongoing supply chain and logistics issues continue to have negative impact on vehicle production
- + Year-over-year improvement in supply chain dynamics and contribution from dlhBowles and Karl Etzel support top-line growth against a weak Q1 2022 at ABC; management remains cautious as market sentiment suggests an upcoming economic slowdown and potential for recession
- + ABC continues to prioritize meaningful operational measures to combat challenging market dynamics as well as production pressures within core ABC

### Sales

**\$318.9 Million**

▲ **\$155.4 Million YoY**

### Adjusted EBITDA<sup>(1)(2)</sup>

**\$23.9 Million**

▲ **\$35.2 Million YoY**

### Adjusted Free Cash Flow<sup>(1)(2)</sup>

**\$2.4 Million**

▲ **\$61.9 Million YoY**

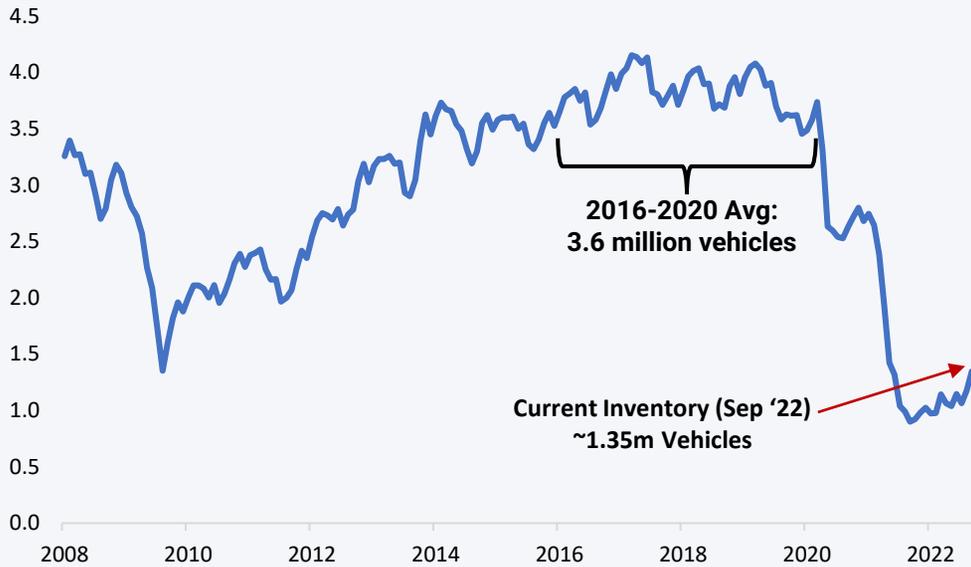
1) See Adjusted EBITDA and Adjusted Free Cash Flow reconciliations in Supplemental Data

2) See "Definition of Non-IFRS Measures" in Supplemental Data

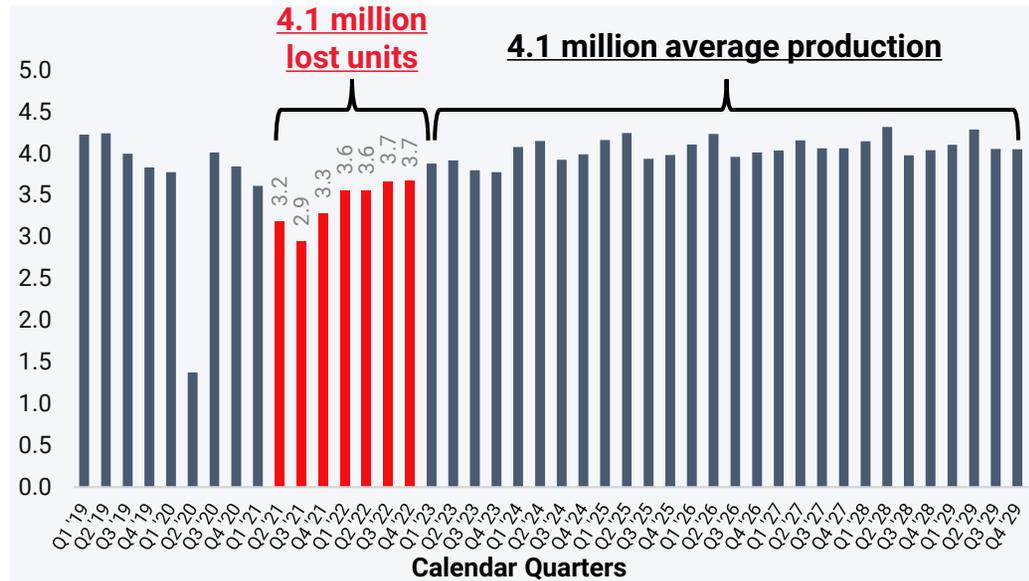


## IHS forecast suggests erosion of production growth in the medium term

### Estimated US Light Vehicle Inventory (mm)<sup>(1)</sup>

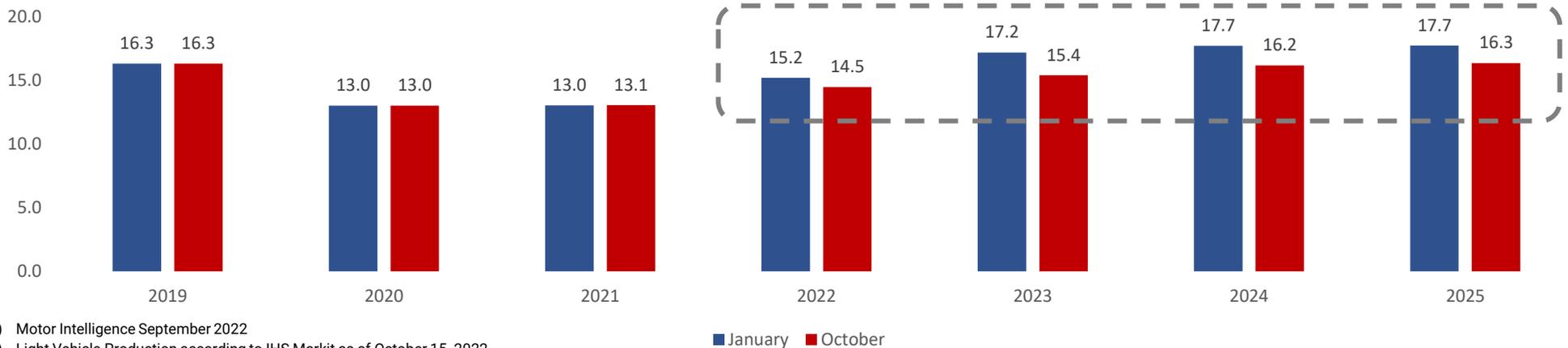


### North America Light Vehicle Production (mm)<sup>(2)</sup>



5.5M units removed from IHS production forecast between January '22 and October '22 as market dynamics have evolved:

### North American Production



1) Motor Intelligence September 2022

2) Light Vehicle Production according to IHS Markit as of October 15, 2022

# Q1 Fiscal 2023 Launches and Wins



## Major Q1 Fiscal 2023 Launches



### Toyota Tundra

- HVAC Ducts



### Cadillac Escalade V Sport

- Air Induction



### Honda Civic

- HVAC Ducts



### Air Induction System

- Stellantis Global Medium Engine T4 - multiple platforms

## Key Q1 Fiscal 2023 Program Wins

(All figures \$USD)

**\$34.2M<sup>1</sup> ASV<sup>2</sup> in business awards**



### US OEM EV SUV

- Interior Systems
- Exterior Systems (JV)



### US OEM EV Truck

- Exterior Systems

## Electric Vehicle Wins

\$25.6M ASV

75% of total awards

5 unique EVs, 4 different OEMs

1) Represents both ABC wins and proportionate share of JV wins

2) Annual Sales Volume

# Q1 Fiscal 2023 Financial Details

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## Significant YoY financial improvement despite continued economic headwinds

(Millions \$USD)



Reduced year over year impact of supply chain disruptions and \$57M increase from acquisitions



Flow through of stronger revenue in the quarter, though elevated cost environment continues to compress EBITDA margin below target levels



Higher profit and normalized working capital vs. Q1 FY22, which captured the height of the semiconductor shortage and large working capital unwind for ABC

1) Does not include JV revenue

2) See Adjusted EBITDA, Adjusted EBITDA Margin and Adjusted Free Cash Flow reconciliation in Supplemental Data

# Q1 Fiscal 2023 Adjusted Free Cash Flow Summary



	(Millions \$USD)
	<b>Q1 FY23</b>
<b>Cash From Operating Activities</b>	\$ 31.4
Purchases of PP&E	(19.9)
Additions to Intangible Assets <sup>(1)</sup>	(5.8)
Principal Payments of Lease Liabilities	(3.2)
Advisory, bonus and other costs	3.1
Net impact of hedge monetization	(3.3)
<b>Adjusted Free Cash Flow</b>	<b>\$ 2.4</b>

- + Adjusted Free Cash Flow has improved significantly (~\$62M) compared to Q1 FY2022 as customer volumes returned and production disruptions from supply chain shortages waned
- + Continued working capital focus expected to continue throughout FY23

1) Represents capitalized development costs

# Q1 Fiscal 2023 Net Debt and Liquidity Summary



(Millions \$USD)

<b>Capitalization as of September 30, 2022<sup>1</sup></b>	
Revolver (\$550m Facility)	\$ 375
Cash	47
Proportionate share of cash at JVs	5
<b>Total Cash</b>	<b>52</b>
<b>Net Debt</b>	<b>\$ 323</b>
<b>Liquidity as of September 30, 2022<sup>2</sup></b>	
Cash	\$ 47
Undrawn Revolver	175
Letters of Credit	(2)
<b>Total Liquidity<sup>3</sup></b>	<b>\$ 220</b>

- + As of September 30, 2022, ABC was in compliance with all covenants in its credit agreement
- + The Company's sources of liquidity and capital provide ongoing flexibility for both operational and growth activities

1) Represents both ABC and JV  
2) Represents only ABC  
3) Subject to covenant limitations

# Summary

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# New Operating Model Expected to Address Impact of Potential Recession

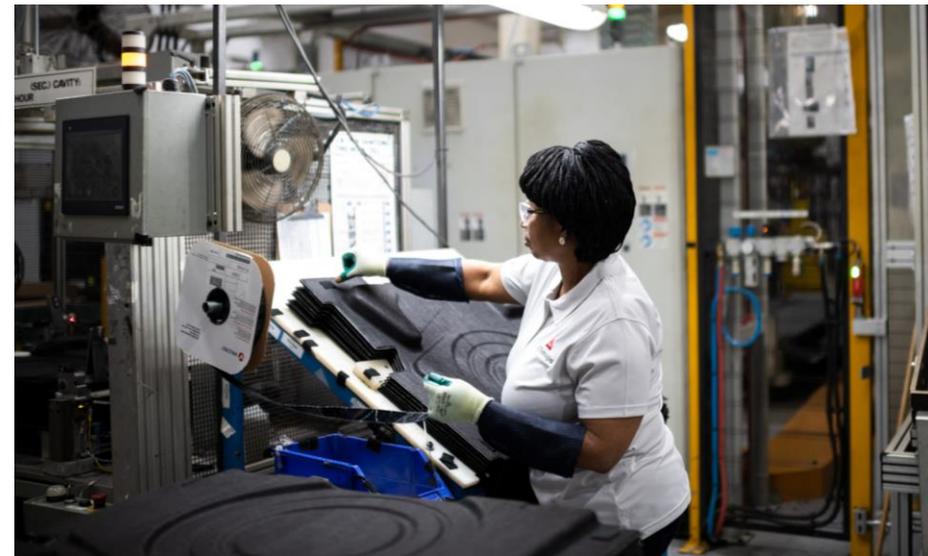


**Recession Projected to Impact US Sales**  
Production recovery expected to be less robust as supply chain concerns give way to worries about consumer demand destruction

**Margin Pressures Necessitate Action**  
Inflationary pressures on margin underscores importance of cost structure improvement and OEM customer price recovery

**Leadership Appointments Enhance Bench Strength**  
Seasoned auto experts appointed to critical operational roles to drive ABC forward

**Operating Model Renews Path to Profitability**  
Management focused on revitalizing organization through customer-focused operating model



# Supplemental Data

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**“Net Debt”** means (i) long-term debt less cash plus (ii) proportionate long-term debt held at joint ventures less proportionate cash held at joint ventures.

**“EBITDA”** means net earnings (loss) before interest expense, income tax expense (recovery), depreciation of property, plant and equipment, depreciation of right-of-use assets, and amortization of intangible assets.

**“Adjusted EBITDA”** means EBITDA plus: loss on disposal and write-down of assets, unrealized loss (gain) on derivative financial instruments, transactional, recruitment, and other bonuses, EBITDA from Poland operations which is being shut down, business transformation and related costs (which may include severance and restructuring expenses) and write-down of inventories less: our share of income of joint ventures plus the Company’s proportionate share of the EBITDA generated by our joint ventures, and share-based compensation expense. We also present Adjusted EBITDA excluding the impact of IFRS 16 by charging the lease payments applicable to those periods to expense as was the case prior to IFRS 16 – Leases (“IFRS 16”).

**“Adjusted EBITDA Margin”** means Adjusted EBITDA divided by sales adjusted to include the proportional share of joint venture sales attributable to ABC.

**“Adjusted Free Cash Flow”** means Net Cash Flows from Operating Activities less: purchases of property, plant and equipment, additions to intangible assets, lease payments, net impact of hedge monetization, plus: proceeds from disposal of property, plant, and equipment, cash dividends received from joint ventures, and one-time advisory, bonus and other costs.

# Reconciliation of net income (loss) to Adjusted EBITDA



	For the three months ended September 30,	
	2022	2021
<b>Reconciliation of Net loss to Adjusted EBITDA</b>		
<b>Net loss</b>	\$ (23,449)	\$ (28,186)
<i>Adjustments:</i>		
Income tax recovery	(1,901)	(8,467)
Interest expense	9,859	7,366
Depreciation of property, plant and equipment	17,271	11,967
Depreciation of right-of-use assets	4,226	3,626
Amortization of intangible assets	7,744	5,186
<b>EBITDA</b>	\$ 13,750	\$ (8,508)
Loss (gain) on disposal and write-down of assets	687	(24)
Unrealized loss (gain) on derivative financial instruments	(549)	417
Transactional, recruitment and other bonuses	—	11
EBITDA from Poland operations <sup>1</sup>	1,389	—
Business transformation related costs <sup>2</sup>	13,228	1,164
Share of loss of joint ventures	40	1,574
EBITDA from joint ventures <sup>3</sup>	1,016	(678)
Write-down of inventories <sup>4</sup>	2,030	—
Share-based compensation expense	(1,026)	713
Lease payments, net of sublease receipts	(6,645)	(5,984)
<b>Adjusted EBITDA</b>	\$ 23,920	\$ (11,315)

1. Represents net impact on EBITDA from Poland operations that are planned to be shut down in Q4 Fiscal 2023. Refer to the subsequent event section of the the Q1 FY2022 MD&A for more details.
2. Includes \$7.4 million of costs incurred in connection with the restructuring activities, which mainly relates to the severance and asset relocation expenses. Refer to the recent development section of the the Q1 FY2022 MD&A for more details. In addition, \$2.6 million of costs were incurred in connection with the ongoing work to evaluate potential acquisition targets.
3. Represents 50% of joint ventures' EBITDA, which corresponds to the Company's proportionate share of ownership in the joint ventures.
4. A write-down relating to Poland tooling inventories of \$2.0 was recorded in Q1 Fiscal 2023.

# Reconciliation of net income (loss) to net cash flows from operating activities



	For the three months ended September 30,	
	<u>2022</u>	<u>2021</u>
<b>Reconciliation of net loss to net cash flows from (used in) operating activities</b>		
Net loss	\$ (23,449)	\$ (28,186)
<i>Adjustments for:</i>		
Depreciation of property, plant and equipment	17,271	11,967
Depreciation of right-of-use assets	4,226	3,626
Amortization of intangible assets	7,744	5,186
Loss (gain) on disposal and write-down of assets	687	(24)
Unrealized loss (gain) on derivative financial instruments	(549)	417
Interest expense	9,859	7,366
Share of loss of joint ventures	40	1,574
Income tax recovery	(1,901)	(8,467)
Share-based compensation expense (reversal)	(1,026)	713
Write-down of inventories	2,030	—
<i>Changes in:</i>		
Trade and other receivables and prepaid expenses and other	18,544	18,199
Inventories	(5,915)	(18,909)
Trade payables, accrued liabilities and other payables, and provisions	14,173	(26,680)
<b>Cash generated from (used in) operating activities</b>	<b>\$ 41,734</b>	<b>\$ (33,218)</b>
Interest received	120	129
Income taxes paid	(1,020)	(275)
Interest paid on leases, net of interest received	(3,459)	(3,387)
Interest paid on long-term debt and other	(5,997)	(4,896)
<b>Net cash flows from (used in) operating activities</b>	<b>\$ 31,378</b>	<b>\$ (41,647)</b>

# Reconciliation of net cash flows from operating activities to Adjusted Free Cash Flow



	For the three months ended September 30,	
	2022	2021
<b>Reconciliation of net cash flows from (used in) operating activities to Adjusted Free Cash Flow</b>		
<b>Net cash flows from (used in) operating activities</b>	\$ 31,378	\$ (41,647)
Purchases of property, plant and equipment	(19,859)	(11,015)
Additions to intangible assets <sup>1</sup>	(5,761)	(5,375)
Principal payments of lease liabilities	(3,186)	(2,597)
One-time advisory, bonus and other costs	3,143	1,124
Net impact of hedge monetization	(3,311)	—
<b>Adjusted Free Cash Flow</b>	<b>\$ 2,404</b>	<b>\$ (59,510)</b>

1. Represents capitalized development costs under IAS 38 Intangible Assets.