



Investor Presentation

December 2020

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 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 presentation 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”.

Agenda



- AAM Overview
- Growth Opportunities in Electrification
- Financial Highlights
- ESG Update



AAM Overview

About AAM



2019 SALES
\$6.5B

Fortune 500

Approximately
20,000
ASSOCIATES

As a leading, global tier 1 automotive supplier, AAM designs, engineers and manufactures driveline and metal forming technologies that are making the next generation of vehicles smarter, lighter, safer and more efficient

AAM **delivers POWER** that moves the world through world-class quality, technology leadership and operational excellence



17
COUNTRIES

Nearly
80
LOCATIONS

Over
60
MANUFACTURING
FACILITIES



16
ENGINEERING CENTERS



Business Units and Market Leadership



DRIVELINE



- **2019 Sales - \$4.6B**
- **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
- One of the **leaders** in hybrid and electric driveline solutions

METAL FORMING



- **2019 Sales - \$1.8B**
- **Largest automotive forger in the world**
- **A Global Leader in**
 - Powdered metal connecting rods
 - Differential gears
 - Axle shafts
 - Hypoid pinions
 - Ring gears
 - Transmission gears
 - CVT pulleys
 - Aluminum valve bodies

2020 AAM Highlights



Implemented Significant Cost Savings Actions to Adjust to New Market Demand



Won Both PACE Partnership and Innovation Awards for Electric Drive Technology



Continued Strong Free Cash Flow Generation and Debt Reduction



Received Silver Quality Award at Ford's World Excellence Awards



Launched First China eDrive Program at our Liuzhou AAM JV



Secured Additional China eDrive Business Win with New Customer



Recognized as GM Supplier of the Year for Fourth Year in a Row



Published Comprehensive Sustainability Report



Amended Credit Agreement and Refinanced Senior Notes to Enhance Financial Flexibility



Growth Opportunities in Electrification

Electrification Opportunities



**Electrification Is A Growing Portion Of Our Quoting and Emerging New Business Opportunities
We Are Well Positioned To Meet Our Customers' Needs**

OEM E-Drive Outsourcing

Vehicle Integration



Electric Drive Units



AAM CPV: Up to \$2,500+

OEM E-Drive In-Sourcing

ePowertrain Components



Gear Boxes



AAM CPV: Up to \$500

Electrification Opportunities



	Passenger Car*			Light Truck*	
Vehicle	Small	Mid-Size	Luxury	Crossover	Large SUV/Truck
Current Booked Business	Baojun (E300 Plus)	Multiple Chinese OEMs	Premium European OEM	Jaguar (I-PACE)	North American OEM
Platform	P4 (E-Drive)	P4 (E-Drive)	P3 Hybrid (E-Drive)	P4 (E-Drive)	P4 (Sub-Assembly)



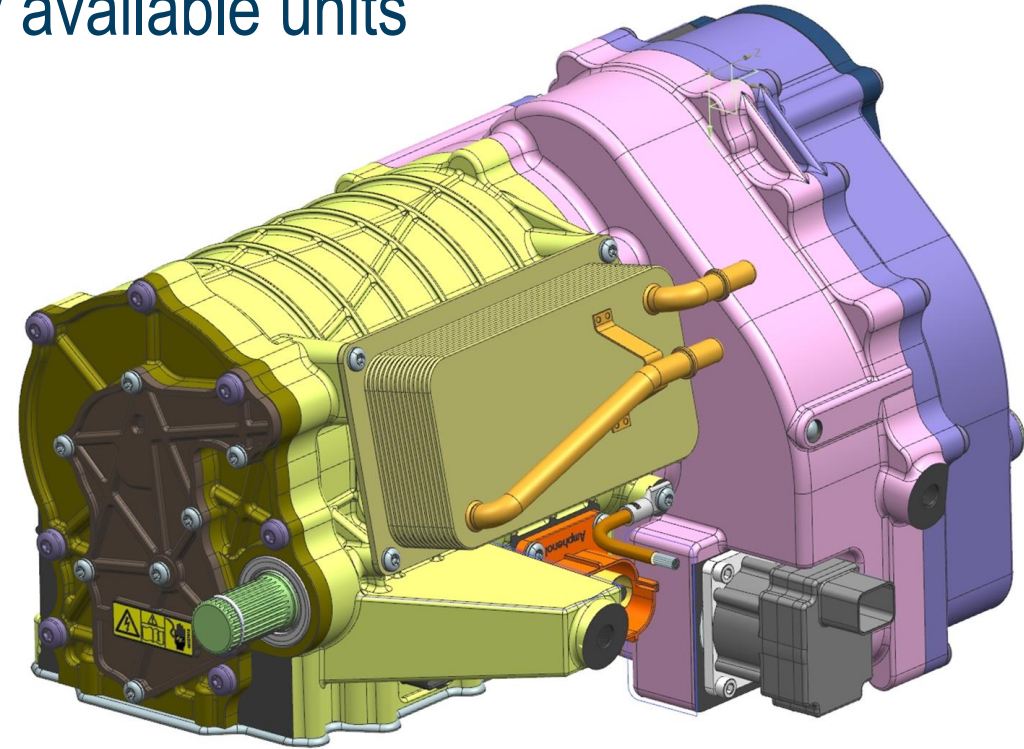
AAM Serves All Key Electrification Markets

* AAM supplies EDUs, gearboxes, sub-assemblies, and gear components for electric vehicles. Chart shows current wins and targeted segments.

AAM eDrive Next Gen Product Summary



- AAM is designing highly integrated advanced technology high speed eDrive units to deliver substantial improvements over currently available units
- Targeted Benefits:
 - **>20% improvement** in volume*
 - **>20% improvement** in mass*
 - World class efficiency and NVH



*For comparable power levels.

Current Customer Collaboration



	Gearbox, Subassemblies and Components	eDrive Units	Next Gen eDrive Units
OEM 1			
OEM 2			
OEM 3			
OEM 4			
OEM 5			
OEM 6			
OEM 7			
OEM 8			
OEM 9			
Power Electronics Supplier			
EV-Focused Tech Company 1			
EV-Focused Tech Company 2			
Various Others			
Launched Programs			
Booked Business - Future Launches			
Quoting and Emerging New Business Opportunities			
Formal Partnership / Technology Collaborations			



3Q 2020 Highlights and Updated 2020 Targets

3Q 2020 AAM Financial Highlights



>\$1.4B

**Quarterly
Sales**

\$297M

21% of sales

**Record Quarterly
Adj. EBITDA Margin**

\$217M

**Record Quarterly
Adjusted Free Cash Flow**

AAM's strong third quarter operating financial results and free cash flow generation reflect the benefits of recovering global production volumes and our cost saving actions

Revised 2020 Financial Outlook

as disclosed on October 30, 2020



Revised 2020 Financial Targets

Full Year Sales	≈ \$4.6 billion
Adjusted EBITDA	\$665 - \$680 million
Adjusted Free Cash Flow	\$220 - \$235 million

- AAM's updated 2020 full year financial targets are based on current customer schedules and assume that there are no significant impacts to our expected production or costs related to COVID-19 or the recent fire at our Malvern Manufacturing Facility through the remainder of 2020
- AAM expects restructuring and acquisition-related cash payments to be between \$55 and \$70 million

Adjusted Free Cash Flow and Credit Profile



Cash Flow and Debt Metrics	3Q 2020
Adjusted Free Cash Flow	\$217.2 million
Net Debt	\$3.0 billion
Net Leverage Ratio	4.7x
Liquidity	\$1.48 billion

In 3Q 2020, AAM prepaid \$350 million of Senior Notes due 2022

Downside Protection Playbook



Potential Actions

Reduce Variable Costs

- Direct Material ($\approx 60\%$ of COGS)
- Hourly Headcount
- Variable Overhead

Reduce Semi-fixed Costs

- Salaried headcount, merit and incentive compensation adjustments/deferrals
- Formal spending reduction programs (ex. travel)
- Align future R&D, project and capital expenses to lower sales levels

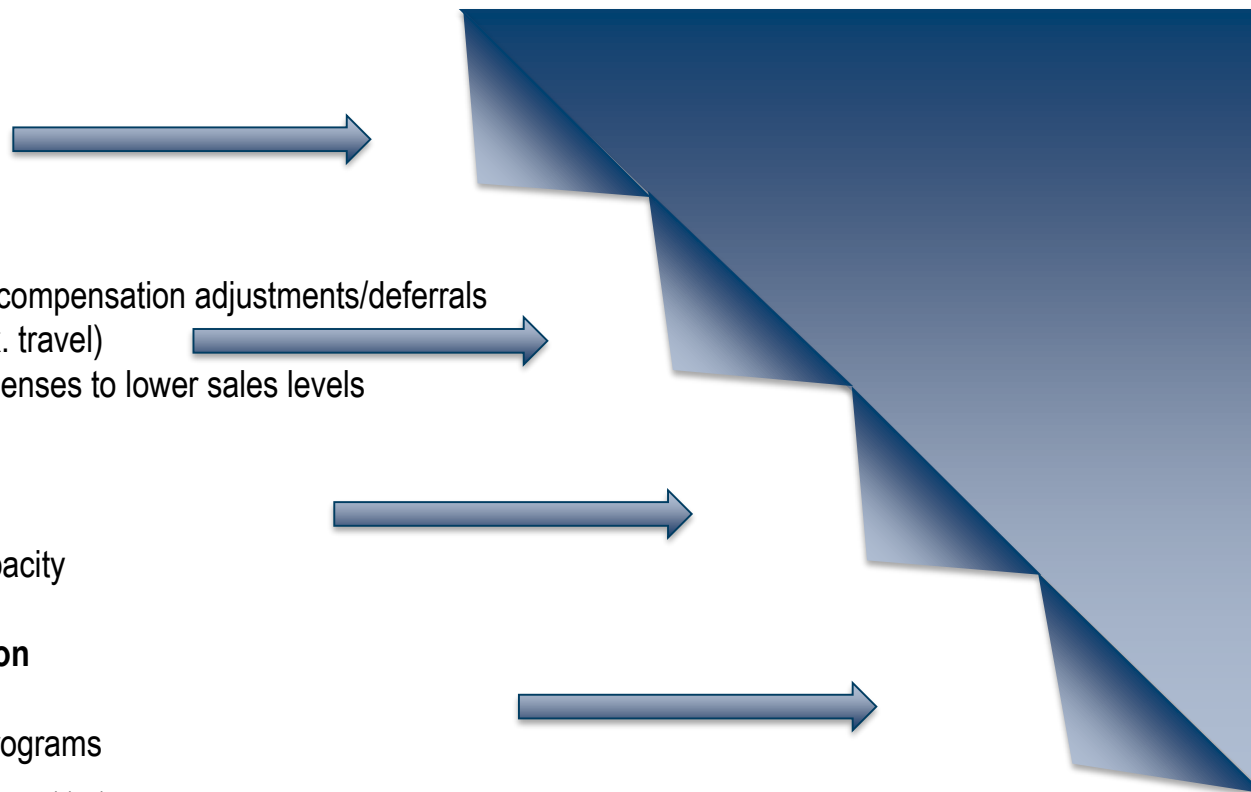
Select Recapacitating of Facilities

- Align capacity with customers
- Plant loading adjustments to optimize capacity

Structural Capacity and Overhead Reduction

- Global footprint consolidations
- Significant Salaried Reduction in Force programs

Sales Decline 0% $\xrightarrow{\text{AND / OR}}$ 25%+
Duration Expected Short $\xrightarrow{\text{AND / OR}}$ Longer



Restructuring Costs Required?
No
Limited
Moderate
Higher

Note: This list includes examples for illustrative purposes and does not include all potential actions

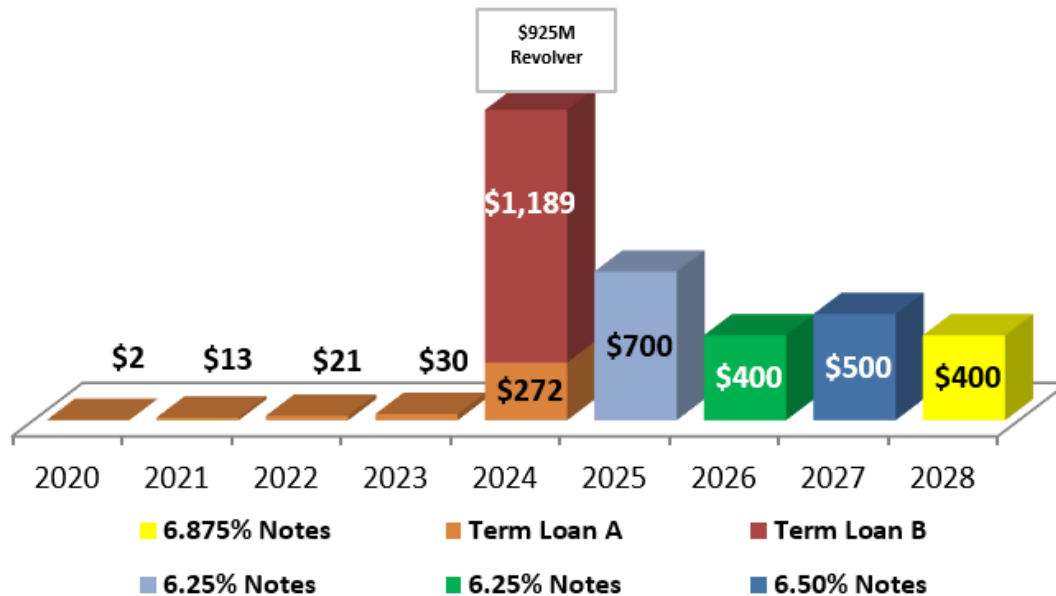
AAM is analyzing its full playbook and in process with many actions across its global operations

Debt Maturity Profile



Senior Debt Maturities

As of 9/30/2020



Average life of Senior Debt
nearly 5 years

Next maturity in 2024

Options for cost-efficient
prepayments



ESG Update

Sustainability Update



In 2020, AAM published a comprehensive sustainability report (available on www.aam.com/sustainability)



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

Sustainability Leadership and Oversight



Environmental

Michael K. Simonte
President

Responsible for the development of strategies, action plans, goals and performance, as well as external reporting of environmental, energy and safety goals



Social

Terri M. Kemp

Vice President – Human Resources

Responsible for social responsibility, such as promoting our people-first culture with diversity and inclusion initiatives, associate training, education and wellness programs, and support of universal human rights



Governance

David E. Barnes

Vice President & General Counsel

Serves as Chief Compliance Officer and is responsible for ESG compliance and corporate governance, including reporting to our Board of Directors and relevant committees on sustainability matters

AAM's sustainability program is managed within a well-defined governance structure, through clearly-established ownership and responsibilities at multiple levels in the organization.

Sustainability: Key Areas of Focus



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

Why AAM?



- Experienced and proven management team
- Strong core business focused on high demand products, complimented by global profitable growth opportunities
- Flexible and variable cost structure with a proven track record of effectively adjusting our business to current market demand
- Superior profit margin and strong free cash flow yield driven by AAM's operating system and the benefit of vertical integration
- Highly innovative and scalable electrification propulsion technologies designed to accelerate growth and serve multiple regions, customers and vehicle segments



DELIVERING POWER

THAT MOVES THE WORLD.



Supplemental Data

Reconciliation of Non-GAAP Measures

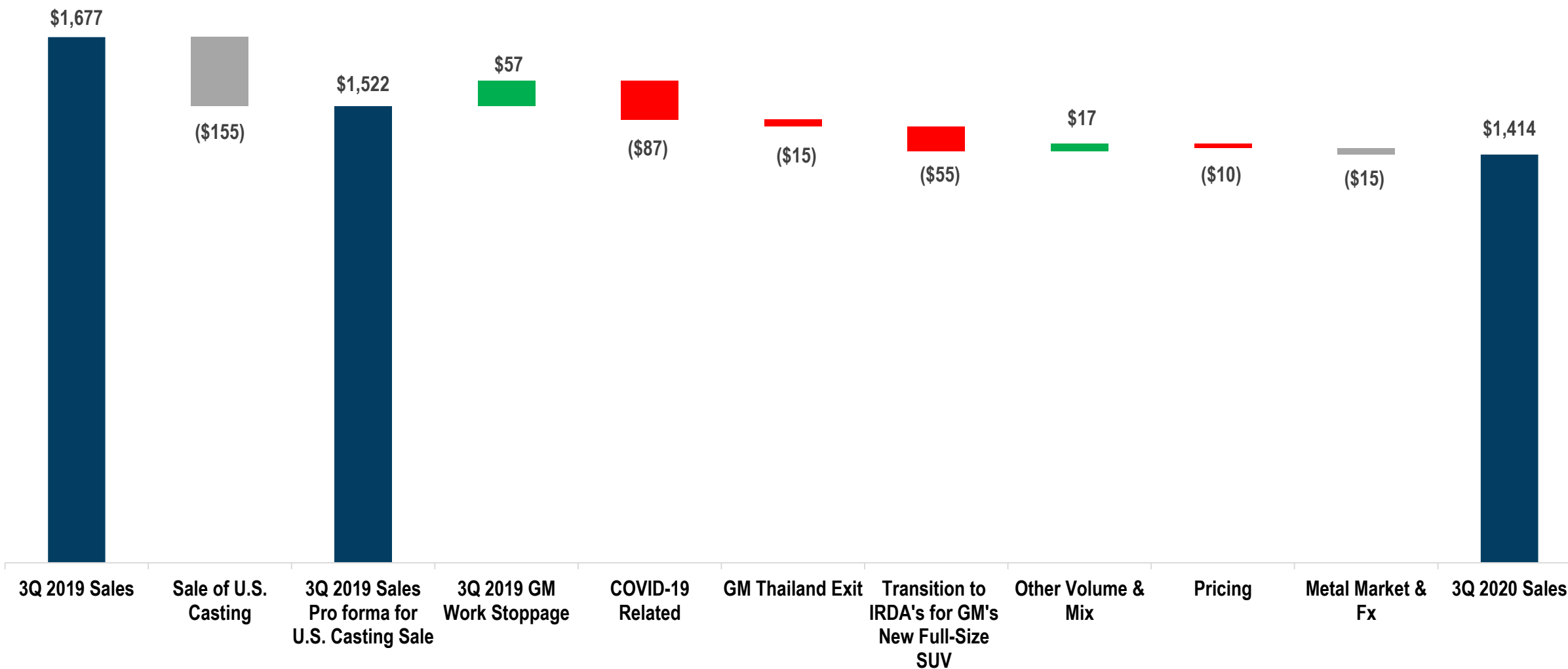


In addition to the results reported in accordance with accounting principles generally accepted in the United States of America (GAAP) included within this presentation, we have provided certain information, which includes non-GAAP financial measures. Such information is reconciled to its closest GAAP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

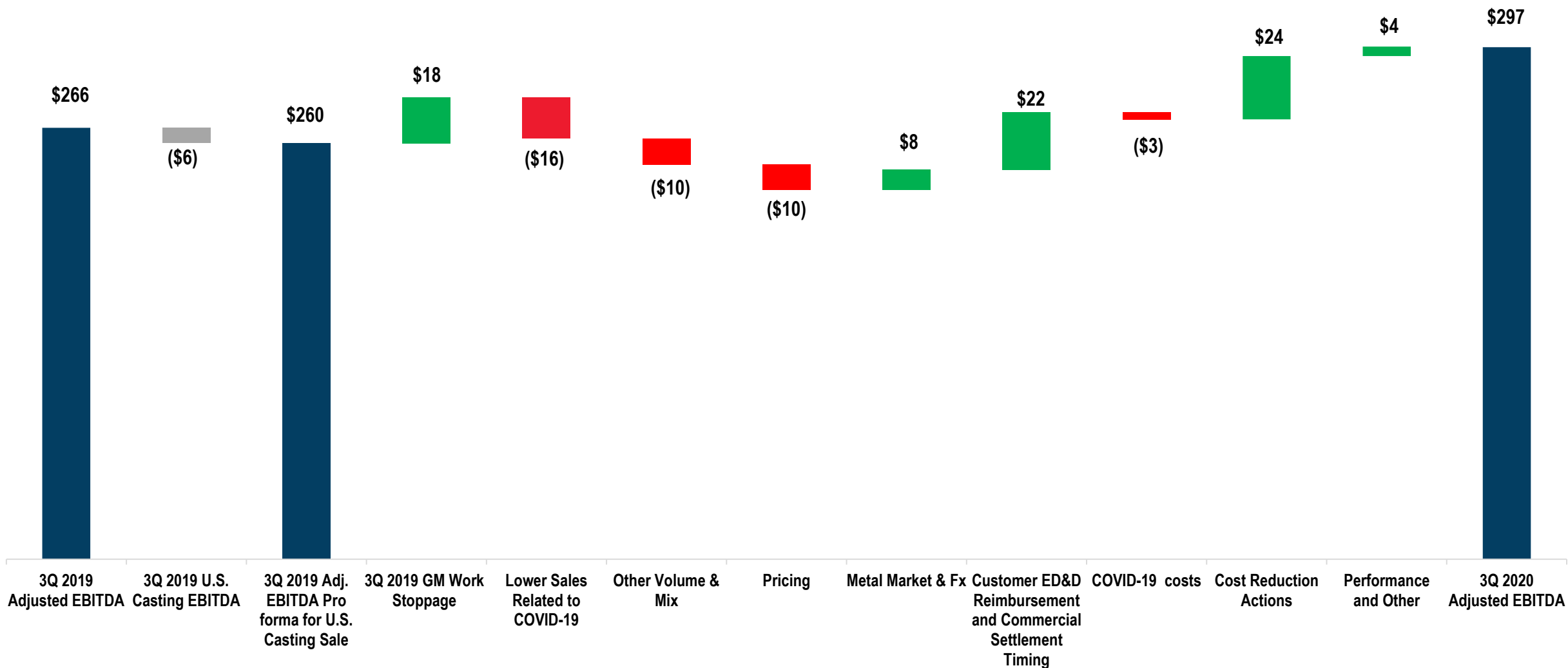
3Q 2020 Year-Over-Year Sales Walk

(in millions)



3Q 2020 Year-over-Year Adjusted EBITDA Walk

(in millions)



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

Supplemental Data



EBITDA and Adjusted EBITDA Reconciliation (\$ in millions)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2020	2019	2020	2019
Net income (loss)	\$ 117.2	\$ (124.1)	\$ (597.2)	\$ (29.7)
Interest expense	53.9	54.3	160.0	163.9
Income tax expense (benefit)	(22.5)	(40.4)	(63.1)	(37.4)
Depreciation and amortization	125.0	134.2	393.7	411.5
EBITDA	273.6	24.0	(106.6)	508.3
Restructuring and acquisition-related costs	9.7	11.7	38.6	36.0
Debt refinancing and redemption costs	5.2	5.1	6.7	7.5
Impairment charges	-	225.0	510.0	225.0
Loss on sale of business	-	-	1.0	-
Non-recurring items:				
Malvern fire charges, net of recoveries	8.6	-	8.6	-
Adjusted EBITDA	\$ 297.1	\$ 265.8	\$ 458.3	\$ 776.8
as % of net sales	21.0%	15.8%	14.0%	15.2%

Supplemental Data



EBITDA and Adjusted EBITDA for the Trailing Twelve Months Ended September 30, 2020 (\$ in millions)

	Quarter Ended				Trailing Twelve Months Ended September 30, 2020
	December 31, 2019	March 31, 2020	June 30, 2020	September 30, 2020	
Net income (loss)	\$ (454.4)	\$ (501.2)	\$ (213.2)	\$ 117.2	\$ (1,051.6)
Interest expense	53.4	51.5	54.6	53.9	213.4
Income tax expense (benefit)	(11.5)	3.3	(43.9)	(22.5)	(74.6)
Depreciation and amortization	125.4	129.6	139.1	125.0	519.1
EBITDA	(287.1)	(316.8)	(63.4)	273.6	(393.7)
Restructuring and acquisition-related costs	21.8	17.6	11.3	9.7	60.4
Debt refinancing and redemption costs	0.9	1.5	-	5.2	7.6
Impairment charges	440.0	510.0	-	-	950.0
Pension settlement	9.8	-	-	-	9.8
Loss on sale of business	21.3	1.0	-	-	22.3
Non-recurring items:					
Gain on bargain purchase of business	(10.8)	-	-	-	(10.8)
Malvern fire charges, net of recoveries	-	-	-	8.6	8.6
Other	(2.4)	-	-	-	(2.4)
Adjusted EBITDA	\$ 193.5	\$ 213.3	\$ (52.1)	\$ 297.1	\$ 651.8
as % of net sales	13.5%	15.9%	-10.1%	21.0%	13.9%

Supplemental Data



Adjusted Earnings (Loss) Per Share Reconciliation

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2020	2019	2020	2019
Diluted earnings (loss) per share	\$ 0.99	\$ (1.10)	\$ (5.28)	\$ (0.27)
Restructuring and acquisition-related costs	0.08	0.10	0.34	0.32
Debt refinancing and redemption costs	0.05	0.05	0.06	0.07
Impairment charges	-	2.00	4.51	2.00
Loss on sale of business	-	-	0.01	-
Non-recurring items:				
Malvern fire, net of recoveries	0.07	-	0.08	-
Adjustment to liability for unrecognized tax benefits	-	-	(0.06)	-
Tax adjustments related to the CARES Act and Tax Cuts and Jobs Act	-	-	(0.07)	(0.08)
Other	-	-	0.14	-
Tax effect of adjustments	(0.04)	(0.45)	(0.12)	(0.50)
Adjustment for anti-dilutive effect	-	(0.02)	-	(0.05)
Adjusted earnings (loss) per share	<u>\$ 1.15</u>	<u>\$ 0.58</u>	<u>\$ (0.39)</u>	<u>\$ 1.49</u>

Adjusted earnings (loss) per share are based on weighted average diluted shares outstanding of 118.4 million and 115.8 million for the three months ended on September 30, 2020 and 2019, respectively, and 113.0 million and 115.6 million for the nine months ended on September 30, 2020 and 2019, respectively.

Supplemental Data



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

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2020	2019	2020	2019
Net cash provided by operating activities	\$ 249.5	\$ 241.7	\$ 246.4	\$ 378.6
Less: Capital expenditures net of proceeds from sale of property, plant and equipment	(40.5)	(97.5)	(144.7)	(333.3)
Free cash flow	209.0	144.2	101.7	45.3
Cash payments for restructuring and acquisition-related costs	8.2	16.3	37.0	46.0
Adjusted Free Cash Flow	<u>\$ 217.2</u>	<u>\$ 160.5</u>	<u>\$ 138.7</u>	<u>\$ 91.3</u>

Supplemental Data



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

	September 30, 2020
Current portion of long-term debt	\$ 26.5
Long-term debt, net	3,555.4
Total debt, net	3,581.9
Less: Cash and cash equivalents	537.3
Net debt at end of period	3,044.6
Adjusted LTM EBITDA	\$ 651.8
Net Leverage Ratio	4.7

Supplemental Data



Full Year 2020 Outlook (\$ in millions)

	Adjusted EBITDA	
	Low End	High End
Net loss	(617)	(602)
Income tax benefit	(70)	(70)
Interest expense	215	215
Depreciation and amortization	525	525
Full year 2020 targeted EBITDA	53	68
Impairment charges	510	510
Restructuring and acquisition-related costs	85	85
Debt refinancing and redemption costs	7	7
Non-recurring charges and other	10	10
Full year 2020 targeted Adjusted EBITDA	<u>\$ 665</u>	<u>\$ 680</u>

Supplemental Data



Full Year 2020 Outlook (\$ in millions)

	Adjusted Free Cash Flow	
	Low End	High End
Net cash provided by operating activities	405	420
Capital expenditures net of proceeds from the sale of property, plant and equipment	(250)	(250)
Full year 2020 targeted Free Cash Flow	155	170
Cash payments for restructuring and acquisition-related costs	65	65
Full year 2020 targeted Adjusted Free Cash Flow	<u>\$ 220</u>	<u>\$ 235</u>

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, loss on sale of a business, impairment charges, pension settlements 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.

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, 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 (used in) 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. 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.

Other

Other includes the accelerated depreciation for certain assets that will be idled as a result of our largest customer exiting their operations in Thailand, which they announced in 2020.



www.aam.com

