

### AMERICAN AXLE & MANUFACTURING HOLDINGS, INC. INVESTOR PRESENTATION

**MARCH 2017** 

### **Forward Looking Statements**



Some of the information presented in this document and discussions that follow, including, without limitation, statements with respect to the proposed acquisition of Metaldyne Performance Group, Inc ("MPG") and the anticipated consequences and benefits of the acquisition, the targeted close date for the acquisition, product development, market trends, price, expected growth and earnings, cash flow generation, costs and cost synergies, portfolio diversification, economic trends, outlook and all other information relating to matters that are not historical facts may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. There can be no assurance that actual results will not differ materially. Factors that could cause actual results to differ materially include, without limitation: the receipt and timing of necessary regulatory approvals; the ability to finance the acquisition; the ability to successfully operate and integrate MPG's operations and realize estimated synergies; reduced purchases of our products by General Motors Company (GM), FCA US LLC (FCA), or other customers; reduced demand for our customers' products (particularly light trucks and sport utility vehicles (SUVs) produced by GM and FCA); our ability to develop and produce new products that reflect market demand; lower-than-anticipated market acceptance of new or existing products; our ability to respond to changes in technology, increased competition or pricing pressures; our ability to attract new customers and programs for new products; our ability to achieve the level of cost reductions required to sustain global cost competitiveness; supply shortages or price increases in raw materials, utilities or other operating supplies for us or our customers as a result of natural disasters or otherwise; liabilities arising from warranty claims, product recall or field actions, product liability and legal proceedings to which we are or may become a party, or the impact of product recall or field actions on our customers; our ability or our customers' and suppliers' ability to successfully launch new product programs on a timely basis; our ability to realize the expected revenues from our new and incremental business backlog; risks inherent in our international operations (including adverse changes in trade agreements, tariffs, immigration policies, political stability, taxes and other law changes, potential disruptions of production and supply, tariff and trade restrictions and currency rate fluctuations, including those resulting from the United Kingdom's vote to exit the European Union); negative or unexpected tax consequences; our ability to consummate and integrate acquisitions and joint ventures; global economic conditions; our ability to maintain satisfactory labor relations and avoid work stoppages; our suppliers', our customers' and their suppliers' ability to maintain satisfactory labor relations and avoid work stoppages; price volatility in, or reduced availability of, fuel; our ability to protect our intellectual property and successfully defend against assertions made against us; our ability to successfully maintain the security of, and integrate MPG's, information technology networks and systems; our ability to attract and retain key associates; availability of financing for working capital, capital expenditures, research and development (R&D) or other general corporate purposes including acquisitions, as well as our ability to comply with financial covenants; our customers' and suppliers' availability of financing for working capital, capital expenditures, R&D or other general corporate purposes; changes in liabilities arising from pension and other postretirement benefit obligations; risks of noncompliance with environmental laws and regulations or risks of environmental issues that could result in unforeseen costs at our facilities; adverse changes in laws, government regulations or market conditions affecting our products or our customers' products (such as the Corporate Average Fuel Economy (CAFE) regulations); our ability or our customers' and suppliers' ability to comply with the Dodd-Frank Act and other regulatory regulatory regulations); and the potential costs of such compliance; and the other factors detailed from time to time in the reports we file with the Securities and Exchange Commission ("SEC"), including those described under "Risk Factors" in our 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.

Information with respect to MPG, including non-GAAP information is taken or derived from MPG's public filings and management estimates and we take no responsibility for the accuracy or completeness of such information. It should be noted that this presentation contains certain financial measures, including Adjusted EBITDA and Adjusted free cash flow, 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 starting on slide 42 under "Reconciliation of Non-GAAP Measures".

## **Other Information**



#### Important Information for Stockholders and Investors

This presentation is provided for informational purposes only and is neither an offer to purchase nor a solicitation of an offer to sell shares of AAM or MPG. In connection with the proposed acquisition of MPG, AAM has filed a Registration Statement on Form S-4 (the "Registration Statement") with the SEC and AAM and MPG have each filed a definitive joint proxy statement/prospectus and will file other relevant documents concerning the proposed acquisition with the SEC. **Stockholders of each company and other investors are urged to read the Registration Statement, definitive joint proxy statement/prospectus and any other relevant documents filed with the SEC (including any amendments or supplements thereto) regarding the proposed acquisition when they become available as these documents contain (or will contain) important information. Those documents, as well as AAM's and MPG's other public filings with the SEC, may be obtained without charge at the SEC's website at <a href="http://www.sec.gov">http://www.sec.gov</a>. Investors may also obtain a free copy of the Registration Statement and joint proxy statement/prospectus and the filings with the SEC that are incorporated by reference in the Registration Statement and joint proxy statement/prospectus by directing a request to AAM at <a href="http://www.aam.com">www.aam.com</a>.** 

#### Participants in Solicitation

AAM, MPG and their respective directors, executive officers and other members of their management and employees may be deemed to be participants in a solicitation of proxies from their respective stockholders in connection with the proposed transaction. Information regarding AAM's directors and executive officers is available in AAM's proxy statement for its 2016 annual meeting of stockholders, which was filed with the SEC on March 24, 2016. Information regarding MPG's directors and executive officers is available in MPG's proxy statement for its 2016 annual meeting of stockholders, which was filed with the SEC on April 11, 2016. Other information regarding the participants in the proxy solicitation and a description of their direct and indirect interests, by security holdings or otherwise, is contained in the Registration Statement and joint proxy statement/prospectus (or will be contained in any amendments or supplements thereto) and other relevant materials filed with the SEC. These documents can be obtained free of charge from the sources indicated above.





- 2016 AAM Highlights
- 2017 AAM Targets
- AAM's 2017 2019 New Business Backlog
- Technology Leadership
- Acquisition of MPG



# AAM HIGHLIGHTS AND TARGETS

### **2016 AAM Highlights**



AAM Financial Records				Improved Net Leverage		
Net Sales ≈ \$3.95E	;5		Adjusted EBITDA* /er \$600M	Strong Cash Flow Generation		Net Debt* / Adj. EBITDA ≈ 1.5x
	NEW BUSINESS AWARDS for 2016		SUCCESSFUL LA	UNCHES IN 2016	(AA	CORPORANCE DRIVEN

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

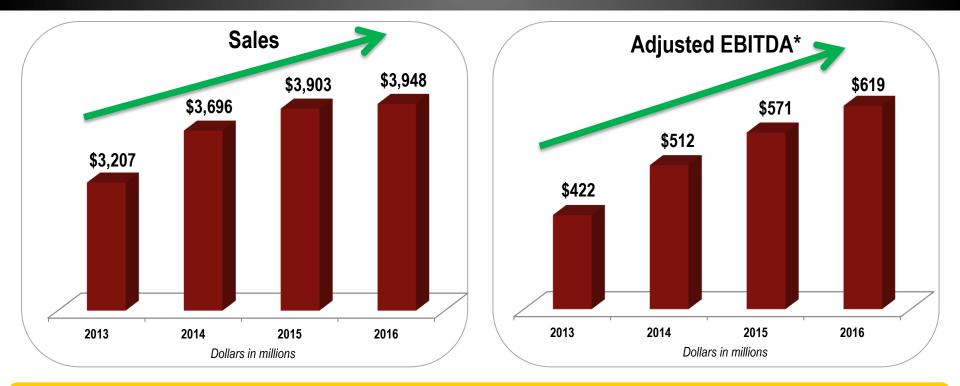
## **2016 AAM Financial Performance**



	2016 Actuals
Net Sales	\$3.95B
Adjusted EBITDA*	\$619.4M or 15.7% of sales
Adjusted Free Cash Flow*	\$198.6M

- Record sales and profit in 2016
- Adjusted free cash flow includes the impact of ≈ \$30 million of payments related to Mexican transfer pricing matters and a \$20 million customer collection related to an upcoming capacity increase requirement.

### Sales Growth and Operational Performance

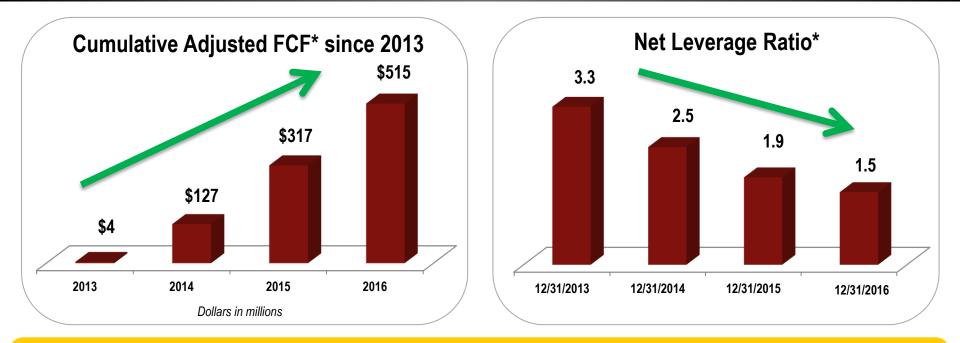


#### Three straight years of record sales and operating profits

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

### Free Cash Flow (FCF) & Leverage





# Generating robust free cash flow Rapid deleveraging of the balance sheet

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

### **2017 AAM Financial Targets**



	2017 Targets
US SAAR	≈ 17.5M units
Net Sales	≈\$4.1B - \$4.2B
Adjusted EBITDA* Margin	≈ 15.5% - 16.0%
Adjusted Free Cash Flow*	≈ \$175M - \$200M
Capital Expenditures	≈ 6.5% - 7% of sales

- Adjusted EBITDA margin and Adjusted free cash flow targets include the expected benefits from restructuring actions and exclude the estimated impact of restructuring and acquisition-related costs.
- Increased capital expenditures in 2017 will support our new and incremental business backlog as well as future replacement program launches.

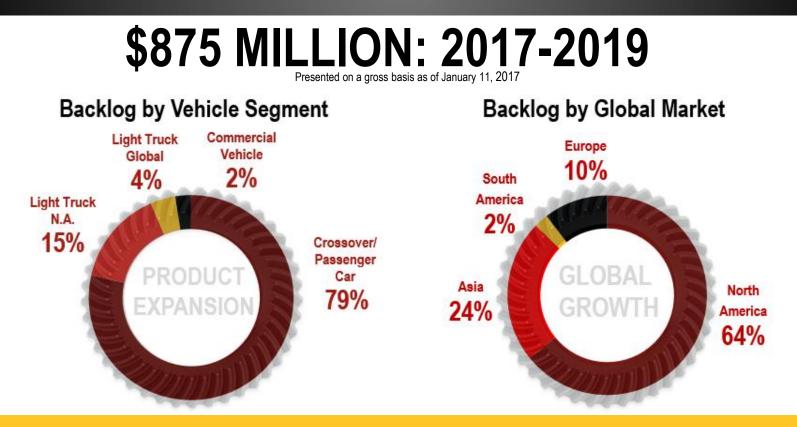
\* For definitions of terms, please see the attached appendix. Adjusted EBITDA and Adjusted Free Cash Flow exclude the estimated impact of restructuring and acquisition-related costs.



## AAM'S NEW BUSINESS BACKLOG

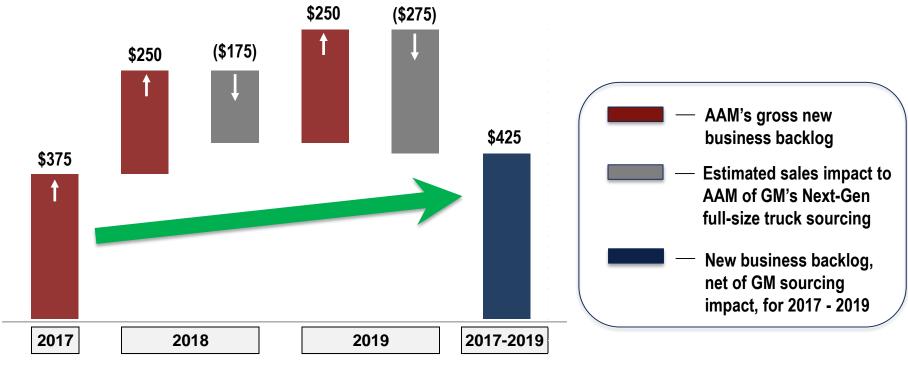
### AAM's New and Incremental Business Backlog





#### **Approximately 60% relates to Non-GM business**

### Backlog and Impact of GM's Sourcing Decision Source

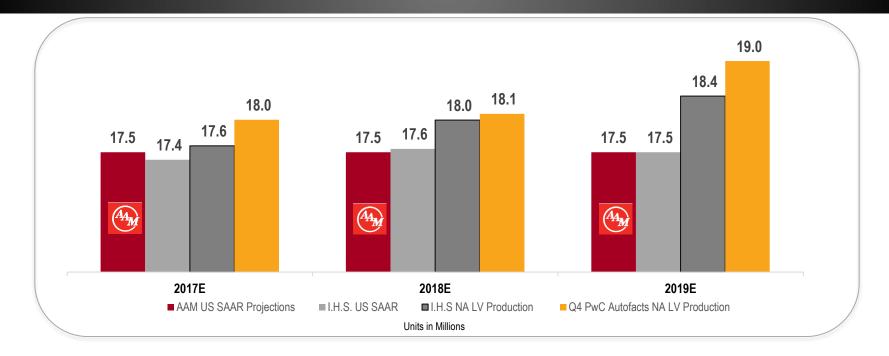


**Dollars in Millions** 

#### New business awards exceed the impact of GM's sourcing decision through the backlog period

Note: The estimated timing impact of GM's sourcing decision does not contemplate any potential future capacity increases or program extensions; the chart above does not include an additional estimated sales impact in 2020.

### 



- AAM assumes US SAAR to be approximately 17.5 million units over the next three years
- I.H.S / PwC Autofacts estimate an increase in North American production due to growing exports
- AAM also assumes a moderate recovery in the commercial vehicle and industrial markets during this time period.

#### North America Light Vehicle Production Mix (AAM) 2010 2015 2020 36% 40% 43% 57% 60% 64%

Trucks/SUV/CUV/Vans
Passenger Car

Continued strength in pickup trucks/SUVs and increasing demand for crossover vehicles is favorable for AAM



# **TECHNOLOGY LEADERSHIP**

### **Technology Leadership**



#### GREEN & EFFICIENT

#### LIGHTWEIGHT AND EFFICIENT

- QUANTUM<sup>™</sup> lightweight axles and drive units
- New component manufacturing processes
- Advanced materials
- Lube flow improvements
- Power density

# SAFETY & PERFORMANCE

#### AWD TECHNOLOGIES

- EcoTrac® disconnecting AWD system
- e-AAM<sup>™</sup> electric driveline solutions

#### DRIVESHAFTS

- Sylent<sup>™</sup> driveshaft technologies and NVH system integration
- Tunable crash features

# CONNECTIVITY & ELECTRIFICATION

# MECHATRONICS & VEHICLE CONTROLS

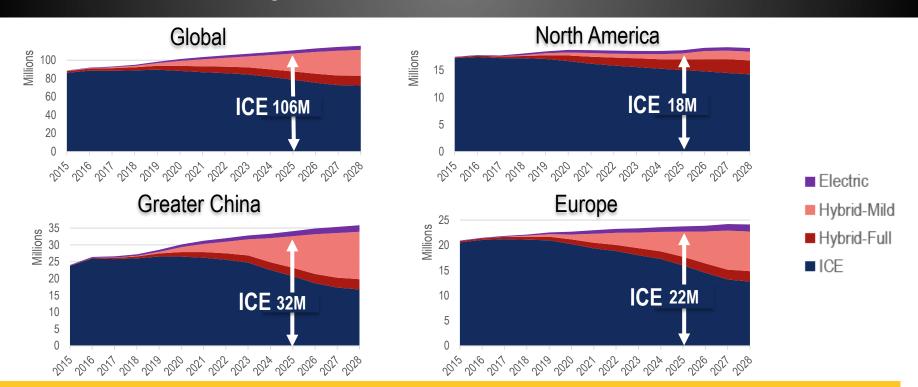
- Hybrid and full electric drivelines
- Actuators and sensors
- Electronic LSD front- drive axles
- Integrated wheel torque distribution controls
- Fully integrated vehicle controls



#### Aligned with global automotive trends

### **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 January 6, 2017

## **EcoTrac®** Disconnecting AWD Systems

**EcoTrac**<sup>®</sup> - utilizes electronics and connectivity to improve Fuel Economy, Safety, and Performance

#### **KEY ATTRIBUTES**

- Advanced mechatronics (motors, actuators and sensors) integrated within mechanical technology
- Disconnects at the power transfer unit (PTU), causing the driveshaft to stop spinning
- Automatically engages when it senses AWD traction requirement

- Benefits:
  - Improved vehicle fuel economy without sacrifice in AWD functionality
  - Improved vehicle handling and safety
- Our Gen II design, which begins production in 2018, will reduce the parasitic loss associated with traditional AWD system by up to 90%





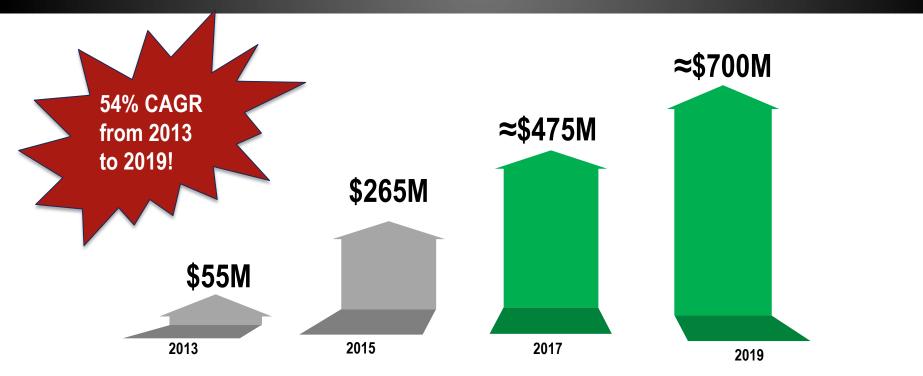
EcoTrac® Disconnecting PTU





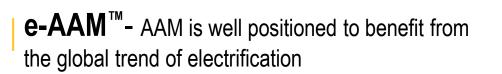
### EcoTrac<sup>®</sup> Sales Growth





### Featured on three global programs by 2018

## e-AAM<sup>™</sup> Hybrid & Electric Drivelines



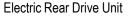
#### **KEY ATTRIBUTES**

- Power dense design allows for easy integration for multiple vehicle platforms
- Modular solutions for passenger cars / CUVs
- Torque vectoring provides maximum traction and ride control
- Benefits:
  - Improves fuel efficiency up to 30% and reduces CO<sub>2</sub> emissions
  - Improved vehicle performance and drive quality
  - Improved handling and stability

#### An e-AAM program included in our new business backlog will launch in 2018







HYBRID AND ELECTRIC DRIVELINE SYSTEMS BY



## QUANTUM<sup>™</sup> Technology

**QUANTUM<sup>™</sup>-** 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> Rear Axle





### AAM'S ACQUISITION OF MPG (METALDYNE PERFORMANCE GROUP)

Increased Global Scale Expanded Product Portfolio Accelerated Diversification Enhanced Cash Flow Generation

### **Compelling Strategic Acquisition**







Creates a Global leader in powertrain, drivetrain and driveline

Diversified global customer base and end markets Complementary technologies focused on light-weighting, fuel efficiency, vehicle safety and performance solutions

Stronger financial profile through greater size, scale and enhanced cash flow generation

Powerful Industrial logic and significant synergies

Driving growth and long-term value for all key stakeholders

### **Transaction Details**



Consideration	<ul> <li>For each share of MPG common stock, shareholders will receive \$13.50 in cash and 0.5 of a share of AAM common stock</li> </ul>
Financial Impact	<ul> <li>Accretive to EPS and free cash flow* in the first full year of ownership</li> <li>Targeted annual run-rate cost reduction synergies of between \$100 to \$120 million in the second full year</li> </ul>
Financing	<ul> <li>Fully committed debt financing in place to fund the cash portion of the transaction</li> <li>Expected liquidity of the combined company to be in excess of \$1 billion</li> </ul>
Closing Conditions and Timing	<ul> <li>Obtained antitrust clearance in Austria, Germany and South Korea</li> <li>HSR waiting period expired on January 20, 2017, satisfying antitrust review requirements in the United States</li> <li>Updated and refiled antitrust application with the Federal Economic Competition Committee of Mexico on February 16, 2017</li> <li>Closing subject to AAM and MPG shareholder vote – Both shareholder meetings scheduled for April 5, 2017</li> <li>Expected to close in the first half of 2017</li> </ul>

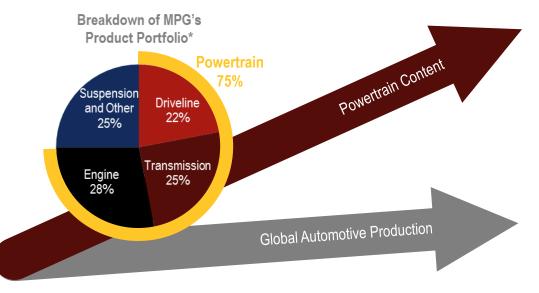
\*For definitions of terms, please see the attached appendix

### **MPG's Value Proposition**



- Expertise in metal forming processes and complex components
- Light-weighting and performance solutions
- Unique products for higher growth powertrain applications
- Seamless vertical integration capabilities

#### Powertrain Conversion Driving Higher Fuel Economy



# Customer demand for fuel efficiency gains is driving powertrain conversion, which leads to higher content-per-vehicle opportunities

### **Significantly Enhanced Scale and Profitability**





- Significant increase in total served market
- Content on 90% of light vehicles produced in North America and on all of the top 10 North American platforms
- Assuming successful execution of our cost reduction synergy plan potential to generate over \$400 million in annual free cash flow

#### Greater capital resources creates long-term value for stakeholders

### **Combined Company Business Units**



#### DRIVELINE



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

#### **METAL FORMING**



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

#### POWERTRAIN



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

#### ≈ \$1.1 billion

#### CASTINGS



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

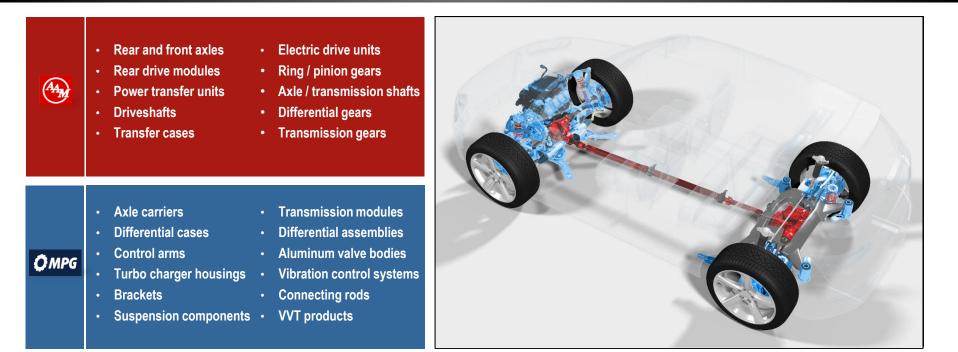
#### ≈ \$800 million

≈ \$3.7 billion

#### $\approx$ \$1.5 billion

#### \*Based on 2016 actual amounts before eliminations of intercompany sales of approximately \$0.5 billion

### Comprehensive Solutions from Engine to Driveline 🟵 Power

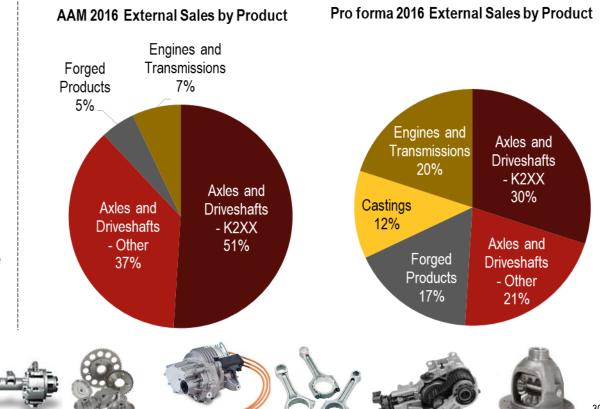


The integration of our product portfolios and technologies provides exciting opportunities to increase content-per-vehicle

### **Expanded Product Portfolio**

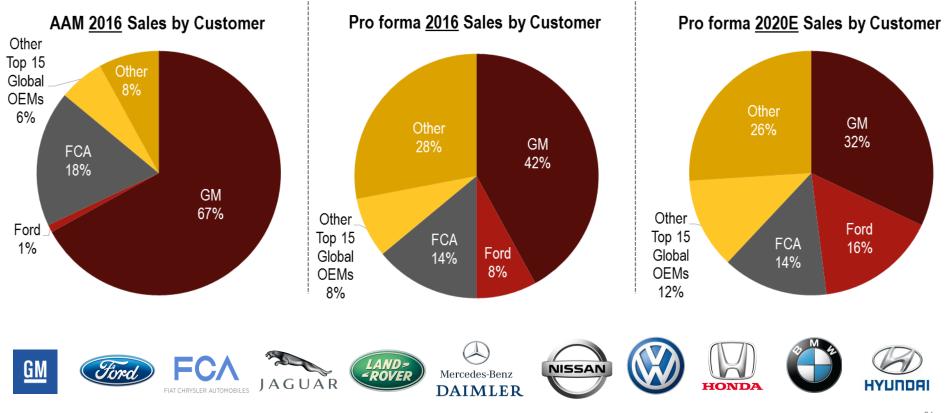


- Additional powertrain, forging and casting products build on AAM's legacy driveline strength
- Expands AAM's reach into commercial vehicle and industrial equipment markets
- AAM's reliance on GM's full-size truck and SUV segment is significantly reduced



### **Accelerated Customer Diversification**



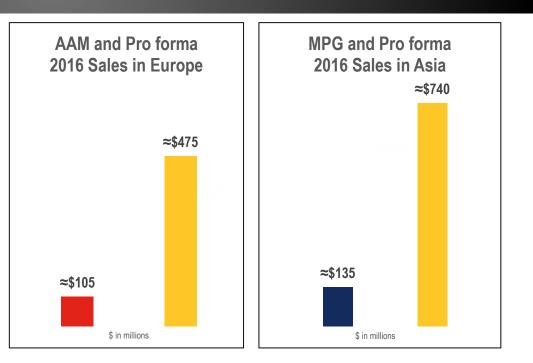


\* Top 15 Global OEMs determined based on total 2015 sales

## Enhanced Geographic Footprint



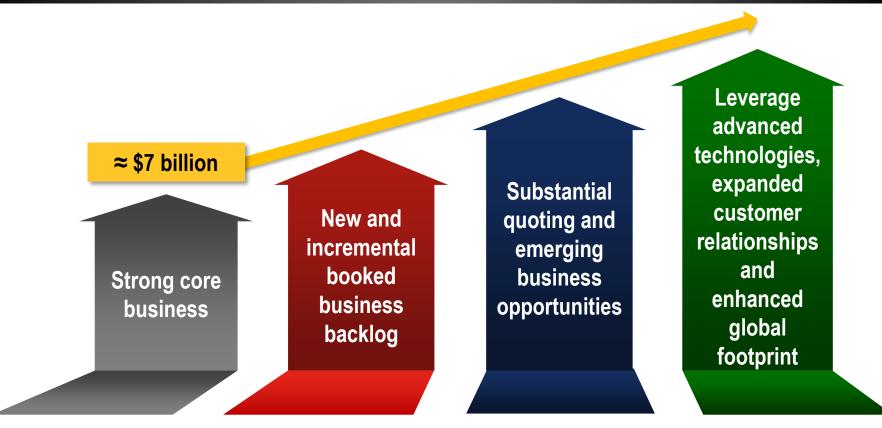
- Combined company grows to over 90 locations in 17 countries
- Diversifies global customer base and end markets
- AAM's sales in Europe increase > 4x
- MPG's focus on growth in Mexico and China complementary to AAM's global growth strategy
- Global forging business presents external growth and vertical integration opportunity



# Expanded global reach will further enhance AAM's ability to support customers' global platform needs

### **Strong Organic Sales Growth Expected**





## Integration Management Office (IMO)



#### **Steering Committee**

David C. Dauch – AAM Chairman & CEO George Thanopoulos – MPG CEO Mike Simonte – AAM President Doug Grimm – MPG President & COO

#### **IMO** Leadership

Tim Bowes – AAM Senior Vice President, Strategy & **Business Development** 

Paul Suber – MPG Vice President, Business Development & Manufacturing Excellence

Master Planning

Organization, Baseline & Culture & Value Capture

Talent

Communications

Similar in Culture and **Core Competencies** 

Experienced and Skilled Implementation Team

Successful Integration

Achievable Integration and Synergy Attainment Plan

Complementary **Products, Customer Relationships and Geographic Footprint** 

### **Anticipated Synergies**



#### **Sources of Cost Savings**

#### Overhead

- Optimize operating structure
- Elimination of redundant public company costs

**Targeted Annual** 

**Profit Impact** 

#### Purchasing

- Combine global purchasing to leverage larger scale
- Direct and indirect material opportunities
- Insourcing initiatives

#### **Other Cost Savings**

- Manufacturing initiatives
- Plant loading optimization / facility rationalization

#### **Total Targeted Annual Improvement**

#### ≈ \$45 - \$50 million

≈ \$10 - \$20 million

#### ≈ \$100 - \$120 million

#### Timing and Cost to Achieve

Targeting 70% of expected annual run rate savings by the end of the first full year and 100% in the second full year

We estimate the costs required to achieve our synergy plan are approximately equal to one year of savings

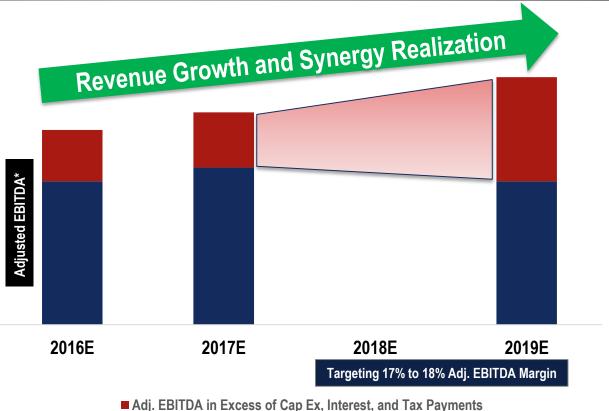
### **Combined Pro Forma Financial Targets**



	Pro Forma Targets 2017 – 2019
Sales CAGR*	Targeting a range of 3% to 5% during the period 2017 – 2019 including the impact of launching over \$1 billion of gross new and incremental business backlog
Adj. EBITDA* margin	<b>Targeting a range of 17% to 18% of sales by 2018</b> including the achievement of \$100 to \$120 million in cost reduction synergies
Adj. Free Cash Flow*	Targeting a range of 5% to 7% of sales through 2019
Capital Expenditures (Cap Ex)	Targeting $\approx$ 8% of sales in 2017, reducing to < 6% of sales by 2019

### Expected Pro Forma EBITDA vs. Cash Payments 🛞 Power

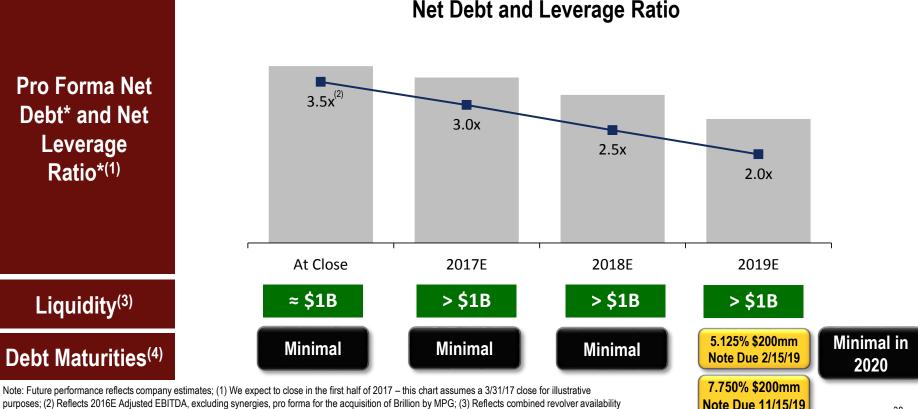
- Targeting Adjusted EBITDA well above projected cash requirements
- Variable cost structure allows for flexibility during periods of lower volumes
- Positioned to be cash breakeven in a 25% - 30% downturn scenario



Estimated Cap Ex, Interest and Tax Payments

### **Pro Forma Debt Paydown**





Net Debt and Leverage Ratio

purposes; (2) Reflects 2016E Adjusted EBITDA, excluding synergies, pro forma for the acquisition of Brillion by MPG; (3) Reflects combined revolver availability and cash balance: (4) AAM expects minimal amortization and foreign debt payments \*For definitions of terms, please see the attached appendix

### **Enhanced Credit Profile**

MPG

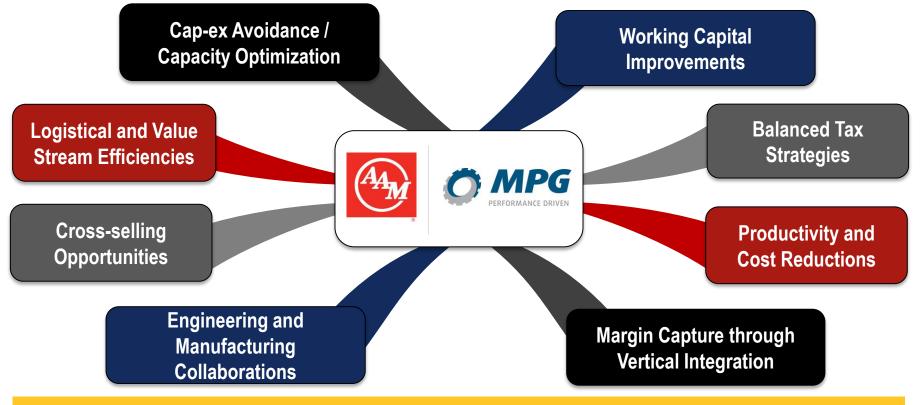


- Increased size and scale
- Customer and product diversification
- Enhanced geographic footprint
- Served market and content per vehicle expansion
- Strong profit and free cash flow margins
- Identifiable cost synergies of ≈\$100 120 million
- Extended debt maturity profile
- Strong liquidity position

#### **Stronger Financial Profile and Enhanced Cash Flow Generation**

# **Powerful Industrial Logic**





Numerous value creation opportunities beyond synergies



# APPENDIX



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 2017 non-GAAP targets and pro forma 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 in any future period. The magnitude of these items, however, may be significant.



43

#### American Axle & Manufacturing Holdings, Inc.

#### Earnings before Interest, Income Taxes, Depreciation and Amortization (EBITDA) and Adjusted EBITDA

	2016		2015		2014		2013	
Net income attributable to shareholders	\$	240.7	\$	235.6	\$	143.0	\$	94.5
Interest expense		93.4		99.2		99.9		115.9
Income tax expense		58.3		37.1		33.7		(8.2)
Depreciation and amortization		201.8		198.4		199.9		177.0
EBITDA	\$	594.2	\$	570.3	\$	476.5	\$	379.2
Restructuring and acquisition-related costs, debt refinancing and redemption costs and non-recurring items		25.2		0.8		35.5		42.6
Adjusted EBITDA	\$	619.4	\$	571.1	\$	512.0	\$	421.8
as % of net sales		15.7 %		14.6 %		13.9 %		13.2 %



American Axle & Manufacturing Holdings, Inc.

Free cash flow and Adjusted free cash flow

	2016		2015		2014		2013	
Net cash provided by operating activities	\$	407.6	\$	377.6	\$	318.4	\$	223.0
Less: Purchases of property, plant & equipment, net of proceeds from sale of property, plant & equipment and								
from government grants		(218.5)		(188.1)	·	(195.3)		(218.7)
Free cash flow	\$	189.1	\$	189.5	\$	123.1	\$	4.3
Add: Cash payments for restructuring and acquisition- related costs		9.5				_		
Adjusted free cash flow	\$	198.6	\$	189.5	\$	123.1	\$	4.3



#### American Axle & Manufacturing Holdings, Inc.

#### Net Debt and Net Leverage Ratio

(\$ in millions)

	2016		2015		2014		 2013
Current portion of long-term debt	\$	3.3	\$	3.3	\$	13.0	\$ 
Long-term debt, net		1,400.9		1,375.7		1,504.6	 1,537.0
Total debt, net		1,404.2		1,379.0		1,517.6	1,537.0
Less: Cash and cash equivalents		481.2	_	282.5		249.2	 154.0
Net debt at end of period	\$	923.0	\$	1,096.5	\$	1,268.4	\$ 1,383.0
Net leverage ratio		1.5		1.9		2.5	3.3

at December 31,



#### 2016 Full Year Earnings before Interest, Income Taxes, Depreciation and Amortization (EBITDA) and Adjusted EBITDA Reconciliation Schedule

	AAM		 MPG	COMBINED		
Net income attributable to shareholders	\$	240.7	\$ 96.3	\$	337.0	
Interest expense		93.4	103.5		196.9	
Income tax expense		58.3	38.4		96.7	
Depreciation and amortization		201.8	 221.3		423.1	
EBITDA	\$	594.2	\$ 459.5	\$	1,053.7	
Restructuring and acquisition-related costs, debt refinancing and redemption costs and non-recurring items		25.2	24.7		49.9	
Adjusted EBITDA	\$	619.4	\$ 484.2	\$	1,103.6	
as % of net sales		15.7 %	 17.4 %		16.6 %	



#### 2016 Full Year Free Cash Flow

	 AAM	 MPG	<u>CO</u>	MBINED
Net cash provided by operating activities	\$ 407.6	\$ 318.6	\$	726.2
Less: Purchases of property, plant & equipment, net of proceeds from sale of property, plant & equipment and				
from government grants	 (218.5)	 (194.0)		(412.5)
Free cash flow	\$ 189.1	\$ 124.6	\$	313.7



We define EBITDA to be earnings before interest expense, income taxes, depreciation and amortization. Adjusted EBITDA excludes the impact of restructuring and acquisition related-costs, debt refinancing and redemption costs and non-recurring items. We believe 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 banking institutions routinely use EBITDA and Adjusted EBITDA, together with other measures, to measure our operating performance relative to other Tier 1 automotive suppliers. 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.

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 government grants. Adjusted free cash flow excludes 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 it is 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 is also a key metric used in our calculation of incentive compensation. Other companies may calculate free cash flow and adjusted free cash flow differently.

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 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.

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

We define CAGR to be the compound annual growth rate of sales.