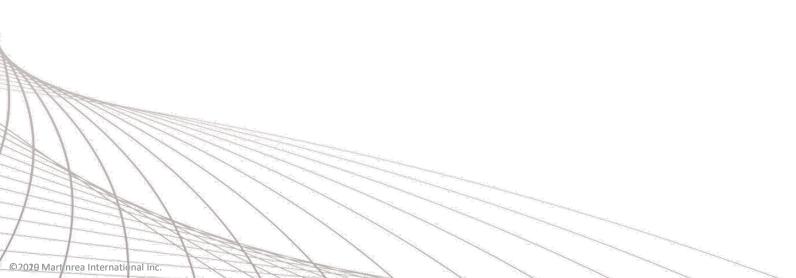
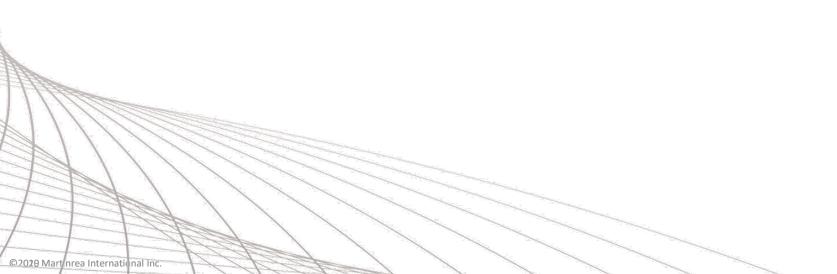


### **Q1 2020 INVESTOR PRESENTATION**

MAY 2020



# **COVID-19 UPDATE**





# **DECISIVE ACTION IN UNCERTAIN TIMES**

- Swiftly implemented cost reduction actions
- Secured balance sheet and liquidity position
- Withdrew financial guidance given lack of clarity on impact of COVID-19 pandemic
- Established a framework for returning to work including enhanced safety protocols



 Partnered with OEMs and other suppliers in community outreach initiatives, including the production of components for ventilators and other personal protection equipment

# **STATUS OF OPERATIONS AND EXPECTED RESTART TIMELINES**





North America

- Majority of plants temporarily idled following OEM customer shutdown announcements in mid-March
- Customer intentions suggest most OEMs are positioning to restart operations in May

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Europe

- Majority of plants temporarily idled following OEM customer shutdown announcements in mid-March
- Martinrea has resumed limited operations at select plants as certain OEMs have restarted production
- Customer intentions suggest remaining OEMs will restart production in May



Asia

 Operations in China resumed at all four Martinrea plants in March and are now operating based on OEM production schedules

# SAFETY PROTOCOL HIGHLIGHTS

- Use of personal protection equipment
- Restricting the number of workers present on premises to no more than is necessary to perform critical functions
- Limiting visitors to facilities to those that are absolutely necessary to allow us to continue critical functions
- Reworking processes to provide social distancing
- Enhancing cleaning and disinfecting protocols

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- Adopting policies to prevent workers from entering the premises if they display symptoms or have had contact with a person who is known or suspected to have COVID-19
- COVID-19 Health Assessment Tools and fact sheets have been provided to all employees as a reference and to stay informed
- Educating employees on the best preventative steps for any communicable disease, including COVID-19





# **COMMUNITY OUTREACH**

#### **GM / Ventec Ventilator Project**

- Martinrea key supplier
- Will produce more than 33,000 ventilator stands by Aug. 1

## Martinrea Spain

 Produced face shields and aerosol boxes for hospitals and local law enforcement





# **MARTINREA OVERVIEW**

020 Martinrea Internationa

Leading Tier One automotive supplier in lightweight structures and propulsion systems

One of the fastest growing automotive parts suppliers since 2001

**Operating in 57 locations (including sales and engineering centers) in 10 countries**: Canada, United States, Mexico, Brazil, Germany, Spain, Slovakia, China, South Africa, and Japan



**TSX: MRE** 



# MARTINREA CULTURE, VISION, MISSION AND PRINCIPLES



#### VISION

Making lives better by being the best supplier we can be in the products we make and the services we provide.

#### **MISSION TO DELIVER**

We make people's lives better by:

- Delivering outstanding quality products and services to our customers
- Providing meaningful opportunity, job satisfaction, and job security for our people
- Providing superior long-term investment returns to our stakeholders
- Being positive contributors to our communities

#### **10 PRINCIPLES**

Our success will be based on the execution of our guiding principles, applied with integrity, in all that we do:

- We make great, high quality products
- Every location must be a centre of excellence
- Discipline is key
- We attract, train and work with excellent people, and we motivate our people to perform well
- We are a team
- Challenges make us better
- Think differently
- Work hard, play hard
- The Golden Rule Treat everyone with dignity and respect
- Our leadership has to drive these messages consistently

## **MARTINREA VISION – MAKING LIVES BETTER**





## **MARTINREA'S GLOBAL PRESENCE**







# ACQUISITION OF STRUCTURAL COMPONENTS FOR PASSENGER CARS BUSINESS OF METALSA S.A. DE C.V. (THE "METALSA ACQUISITION")



Overview

- Leading manufacturer of lightweight body and chassis structures
- State-of-the-art production facilities located in Germany, Mexico, United States, China (2) and South Africa
- Key customers include Daimler, BMW and Volkswagen
- Purchase price US\$19.5 million cash, subject to certain post-closing adjustments (inclusive of working capital and on a debt-free basis)
- Transaction closed on March 2, 2020





# THE METALSA ACQUISITION (CONTINUED)

Strategic Rationale

- Diversifies customer base adding significant revenues with two key customers
- Transforms steel metal forming group from a North American player to a global player
- Adds strong, reputable engineering capabilities in the heart of Germany to support both European and North American customers
- Enhances lightweight, multi-material joining technologies
- Establishes capacity in needed areas

**Potential Synergies** 

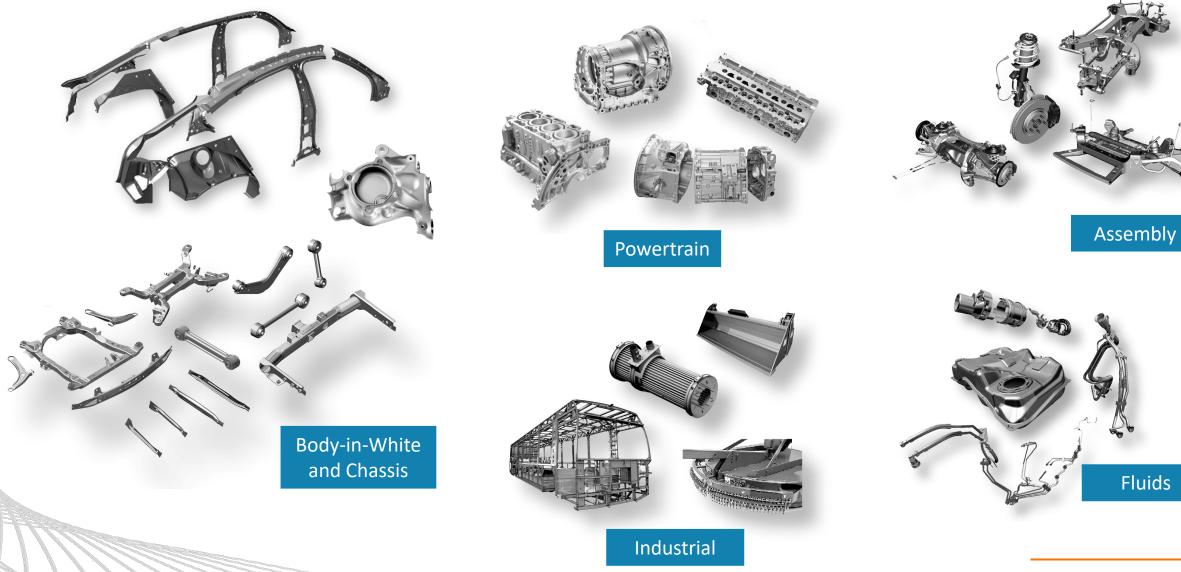
- Restructuring underway
- LEAN operations
- Opportunity for additional cost savings given proximity of certain facilities to existing footprint





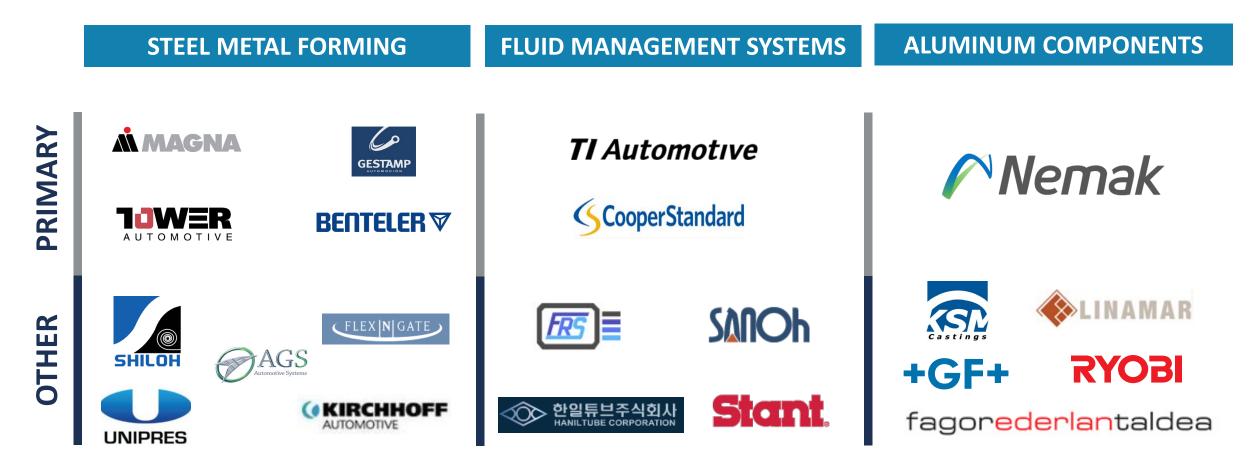
## **MARTINREA PRODUCTS AND CAPABILITIES**





## **COMPETITIVE LANDSCAPE**













Martinrea 2.0 is the framework to be a great company... diverse people and groups working together toward a single vision.

- Fostering principles-based leadership
- Promoting positive behaviours
- Creating a strong lean culture
- Implementing best practices







OPERATIONAL EXCELLENCE

AL FINANCIAL E MANAGEMENT

CUSTOMER IS KING!



**DEPLOYMENT PLANS** 

# **MARTINREA'S MANUFACTURING SYSTEM**

# • The way we think

Learn to unlearn – attack waste

# • Pride kills continuous improvement

- Pride for your people not for your practice
- Be humble, there is always a better way

# • Engaging our people at all levels

- Developing and respecting our people
- Learning by doing
- Use the tools









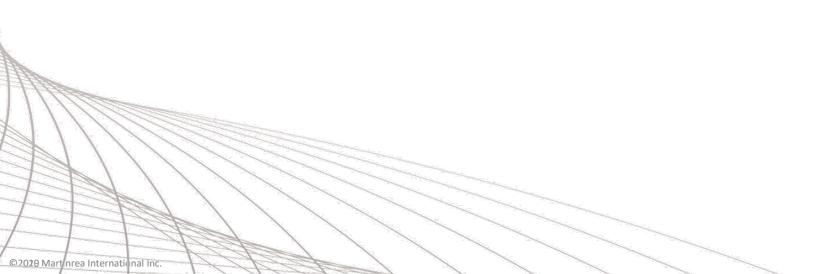
#### • Martinrea 2.0 framework has proven to be effective

#### • Results from 2014 to 2019 speak for themselves:

- 72% improvement in safety
- 34% improvement in quality
- Doubling of adjusted operating income margin\* from ~4% to north of 8% (excluding the impact of the UAW GM strike and higher tooling sales in 2019)
- Reduction in Net Debt to Adjusted EBITDA\* ratio from ~2.6x to ~1.5x targeted range (despite buying back 8% of MRE stock)
- Annual adjusted EPS\* improved from \$0.98 to \$2.27
- Strong launch execution
- \$127 million of Free Cash Flow\* in 2019

\* Note: As defined and described in our most recent MD&A available on www.sedar.com

# **PROCESS INNOVATION**



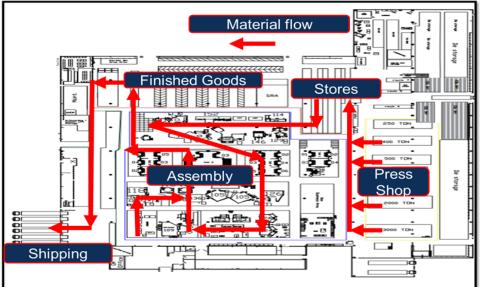




# THE WAY WE PRODUCE

## Past

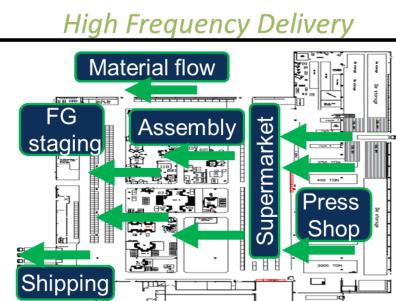
#### **Typical Material Flow**



#### Inefficient Material Flow Requiring:

- Higher Headcount
- More Floor Space
- More WIP

### New

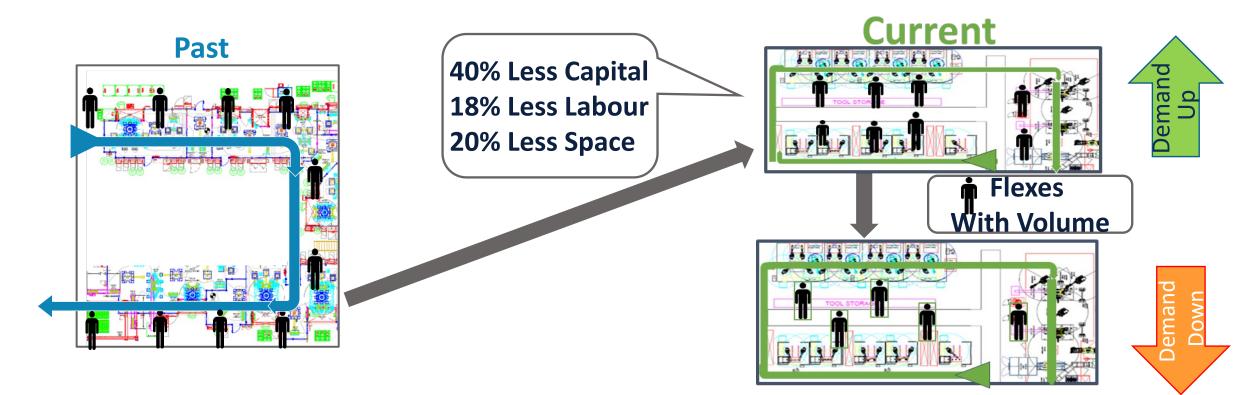


#### **Efficient Material Flow**

- Eliminates Waste
- Minimizes Logistics:
- Requires 18% Less Headcount (avg.)
- 20% Less Floor Space (avg.)

## **MARTINREA FLEXIBLE BUILD PROCESS**

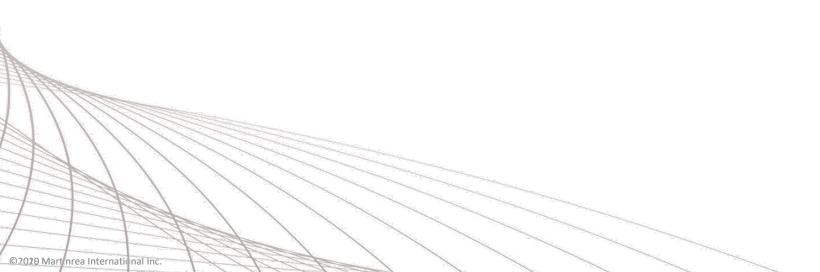




Flex Labour with Volume: No Lifespan: 6 Years Tooling change-over: 4 weeks Service part Capability: None Volume Flex Capability: Low

Flex labour with Volume: Yes Lifespan: 12+ Years Tooling change-over: 30 Minutes Service part Capability: Capable

# **PRODUCT INNOVATION**





# WE ARE A LIGHTWEIGHTING COMPANY

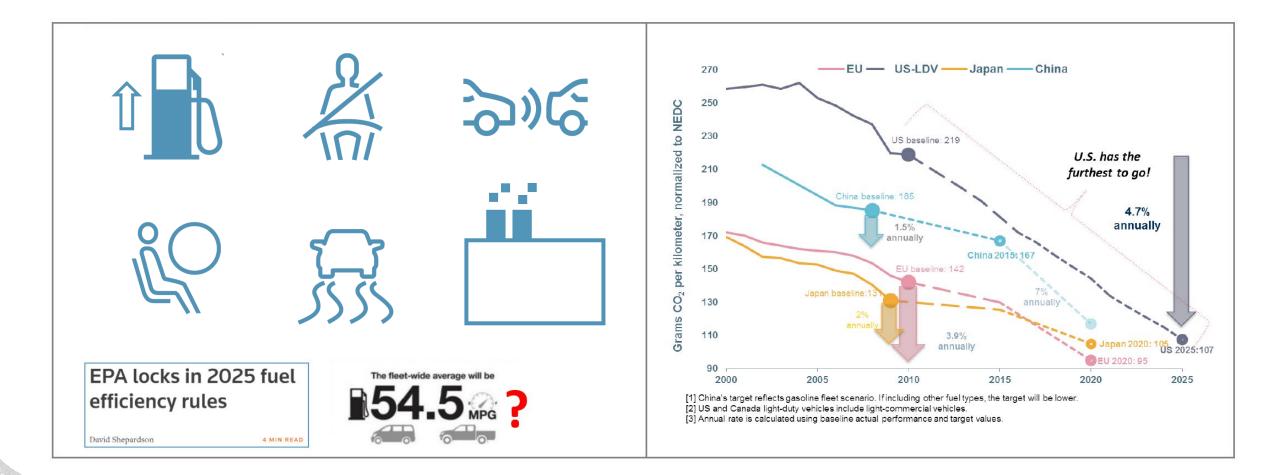


Continuously developing and evolving core products in Lightweight Structures and Propulsion Systems (high-strength steel, aluminum, assemblies, etc.) to reduce vehicle weight and CO<sub>2</sub> emissions, improving overall vehicle efficiency (MPG)



# **GLOBAL REGULATIONS DRIVE THE DEMAND FOR LIGHTWEIGHTING**





# **MARTINREA'S PRODUCT PORTFOLIO**

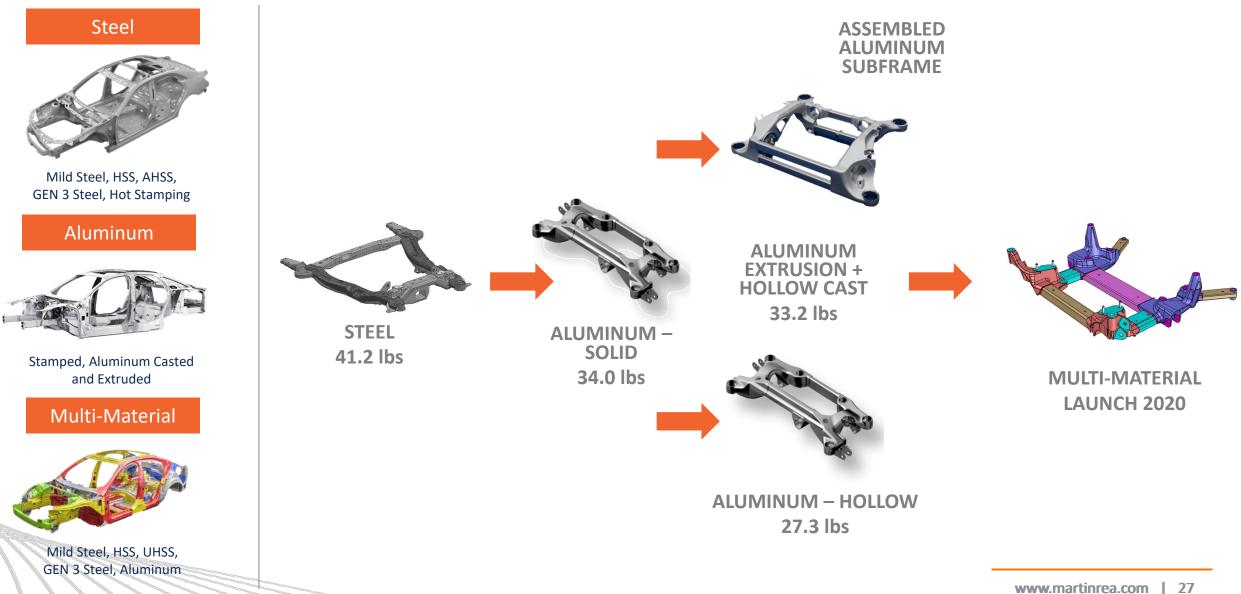






# LIGHTWEIGHT STRUCTURES





# **PROPULSION SYSTEMS/EXPANSION OF PORTFOLIO**





# **RECENT AWARDS**



- 2020 Jaguar Land Rover Performance Excellence Award
- 2019 Ford Gold Supplier Performance Award
- 2019 General Motors Excellence and Gold Award
- 2019 General Motors Focused Recognition Award
- 2019 General Motors Quality Supplier Excellence Award
- 2019 General Supplier Quality Excellence Award
- 2019 Nissan Supplier Excellence Award in Diversity
- 2018 Nissan Outstanding Supplier Service Award
- 2018 Ford 20<sup>th</sup> World Excellence Award







# **PRODUCT INNOVATION**



- Grow revenue and margins by providing engineered systems solutions and products with higher value-added content to our customers by combining our various technologies
- Create long-term deep partnerships with our customers



## **GROWING TECHNOLOGY AND INNOVATION**

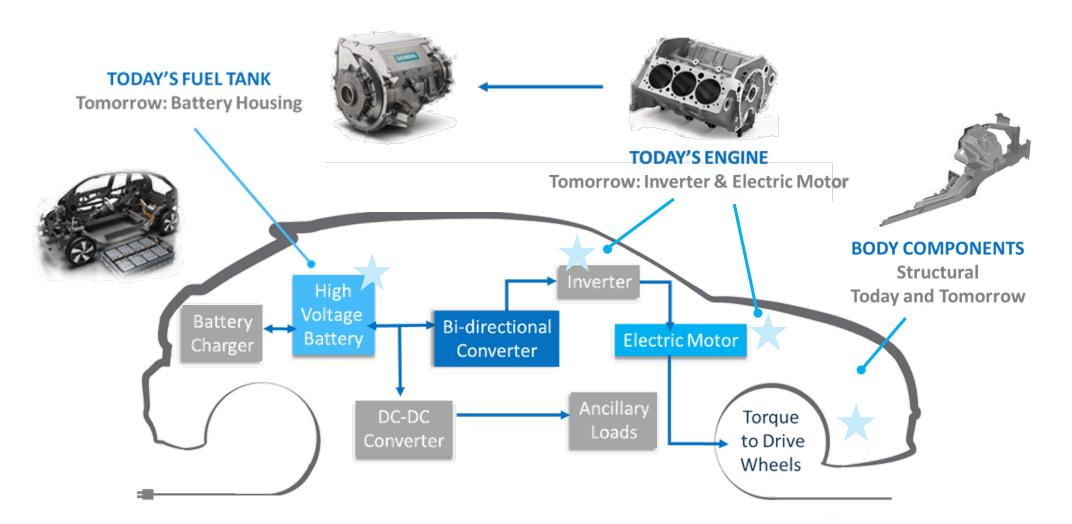




#### MARTINREA TECH CENTER

# **ELECTRIC VEHICLE OPPORTUNITIES**

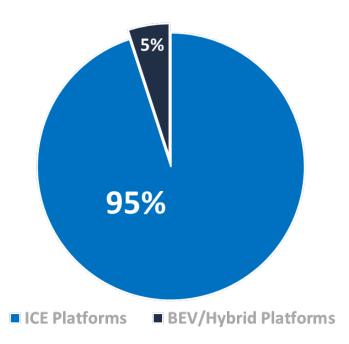




# MARTINREA BOOK OF BUSINESS EVOLVING WITH MARKET



**CURRENT** 



#### (NEW EV PROGRAMS)



Underbody Roof Assembly Rear Floor Other BIW assemblies Full Electric SOP: 2022

Ford - Mach E

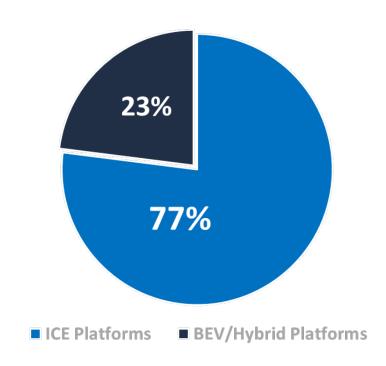


Front and Rear Subframes Full Electric SOP: 2020



*Rear Subframe* **Full Electric** SOP: 2020

#### **PROJECTED IN FIVE YEARS**



# WHATEVER THE FUTURE HOLDS, MARTINREA WILL BE A LEADER





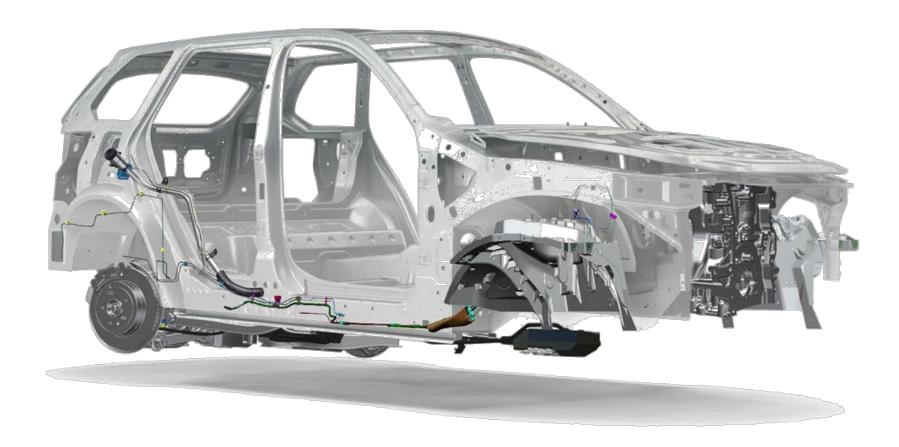


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# WHAT SUSTAINABILITY MEANS TO MARTINREA



## We build a sustainable business through making people's lives better by:

- Providing meaningful opportunity, job satisfaction and job security for our people
- Delivering outstanding quality products and services that contribute to the safety, lightweighting, and responsible propulsion of vehicles
- Providing superior long-term investment returns to our stakeholders to ensure the future of the company
- Being positive contributors to our communities

Our approach to sustainability is core to and consistent with our culture, vision, mission, and principles – it is not formulaic in response to popular trends

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## **ENVIRONMENTAL**



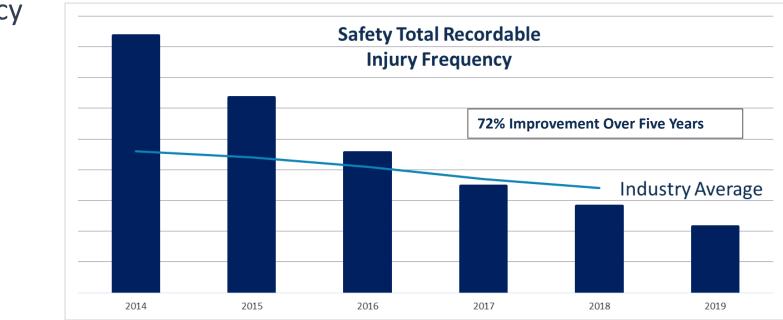
- Lightweighting strategy helps to improve fuel efficiency (or in the case of electric vehicles, driving range per charge) and lower CO<sub>2</sub> emissions
- LEAN manufacturing practices minimize waste (e.g., energy efficiency, reduction of water consumption and waste generation)
- Environmental Management Systems Martinrea requires its manufacturing facilities to receive ISO 14001 or functionally equivalent environmental certification where required
- Disaster response and recovery plan at each facility to mitigate impact of adverse environmental events and ensure employee safety
- Zero landfill initiatives underway



## SOCIAL



- Treating people the way they want to be treated, with dignity and respect (Golden Rule)
- Employee Bill of Rights in place
- Workplace health and safety is a key priority
- Belief in open, honest two-way communication supported by visible, responsible action



• Open Door Policy

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# **SOCIAL (CONTINUED)**

## **Diversity and Inclusion**

- Gender diversity women at senior executive and Board level
- Culturally diverse workforce
- Supplier Diversity Program
- Promoting women in automotive careers, leadership, STEM and trades





# **SOCIAL (CONTINUED)**

## **Community Involvement**

- "Making People's Lives Better" global charitable giving program
- Sponsorship of University co-op programs and STEM programs such as First Robotics
- Partnered with Givesome to support global outreach through volunteer time, service, and donations













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# **SOCIAL (CONTINUED)**

## **Supplier Quality Guidelines and Assessments**

- Product Safety and Quality Assurance
- Social Responsibility
- Environmental Sustainability
- Code of Conduct and Ethics
- Diversity and Inclusion





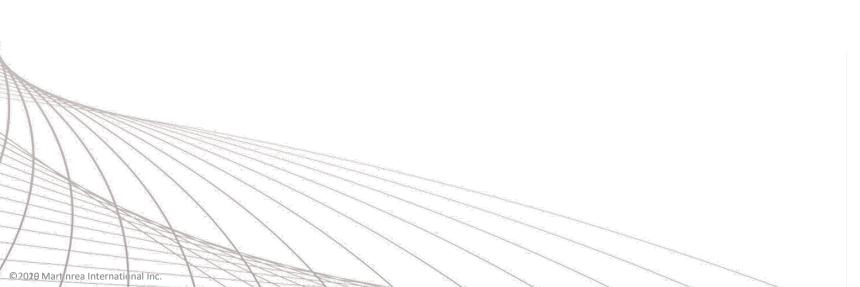


## GOVERNANCE

- MARTINREA
- Independent Board (7 of 9 members); 100% of committee members are independent
- "Pay for Performance" significant portion of total compensation is variable, based on performance (i.e., bonus based on pre-tax income, equity-based compensation)
- Business ethics a top priority
- Whistleblower line in place



# **FINANCIALS**

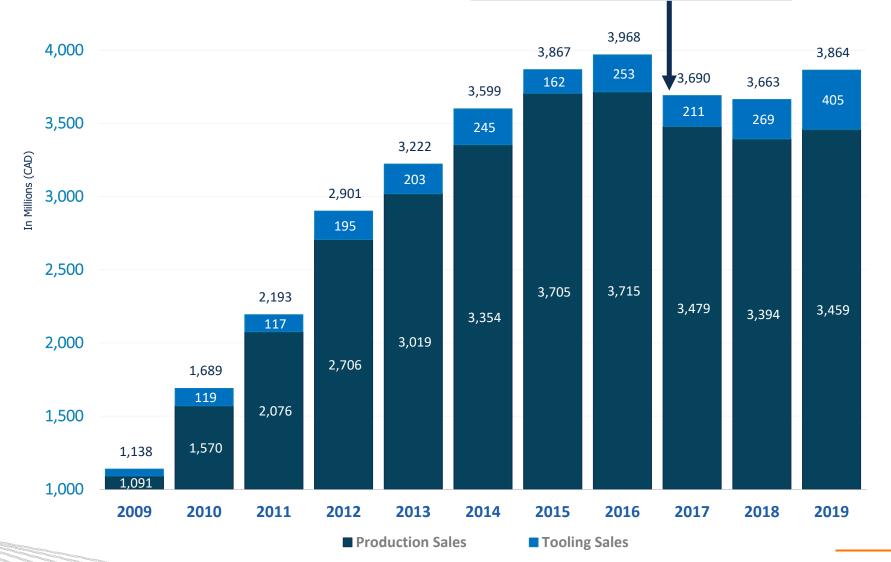




## **SALES**

Assembly business changed to a purchased component consignment model resulting in decrease in 2017 despite same level of production





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## **2019 NORTH AMERICAN PLATFORM PORTFOLIO**





1. GM Pickups/SUVs



6. GM Malibu



2. GM Equinox/Terrain



7. Ford Pickups



3. Ford Escape



8. Chrysler 300/Challenger/Charger



4. Ford Edge/Fusion



9. GM Acadia/Traverse/Blazer



5. RAM Pickups



### 10. Ford Transit

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## **HIGHLIGHTS OF RECENT NEW BUSINESS AWARDS**

	APPROX. ANNUALIZED SALES AT PEAK VOLUME	SOP RANGE
Fird	\$345 M	2018 - 2023
GM	\$265 M	2018 - 2022
FCA	\$250 M	2021
DAIMLER	\$190 M	2021 -2022
٢	\$105 M	2020 - 2022
NISSAN	\$108M	2021
GEELY	\$90 M	2021
JAGUAR	\$37 M	2020 - 2021
Æ	\$30 M	2022

	APPROX. ANNUALIZED SALES AT PEAK VOLUME	SOP RANGE
ТОУОТА	\$27 M	2021 – 2022
	\$25 M	2020 - 2021
LUCID	\$20 M	2021
HONDA	\$15 M	2021
	\$15 M	2022 - 2023
SAMSUNG	\$12 M	2021
	\$5 M	2021
The company continues to win new business		

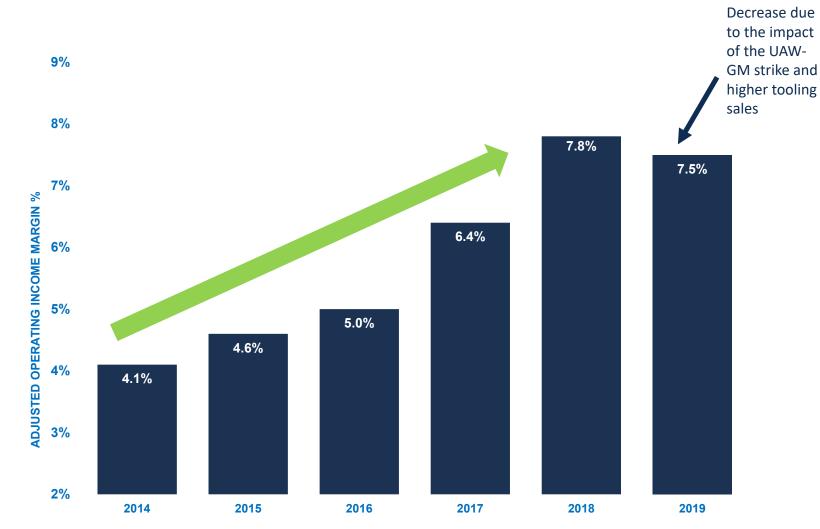
with both new and existing customers in all product areas.

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## **ADJUSTED OPERATING INCOME MARGIN**





\*Note: Operating income margins presented have been adjusted for unusual and other items highlighted in our most recent MD&A available on www.sedar.com

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## **DRIVERS OF MARGIN EXPANSION**



#### **OPERATIONAL EXCELLENCE**

Lean transformation

Lean, efficient, always improving

Scale up by sharing (read across)

Purchasing initiatives

Innovative, flexible manufacturing

Cost saving road maps

Strong program management

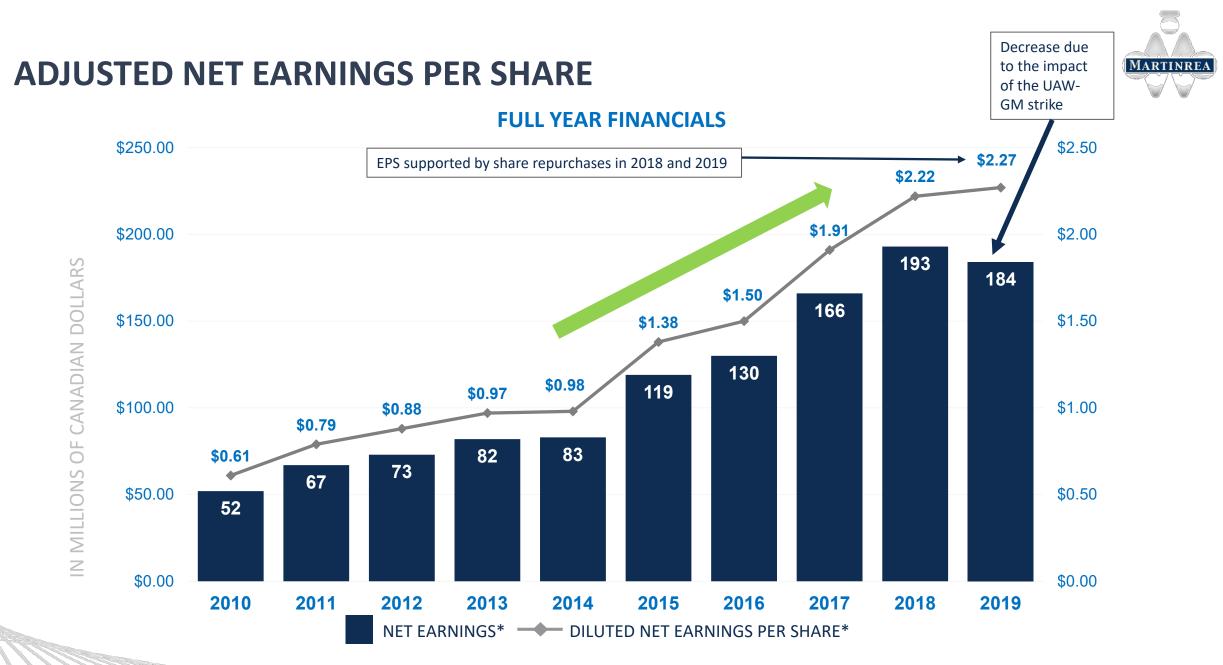
#### **EVOLUTION OF BOOK OF BUSINESS**

Lower margin work rolling off and being replaced with higher margin work

Strict adherence to Martinrea 2.0 investment hurdle rates

Operations competing for capital

Capital to be allocated to projects with the greatest margins and returns



\*Note: Adjusted for Unusual and Other Items. If any, as highlighted and described in our most recent MD&A available on www.sedar.com

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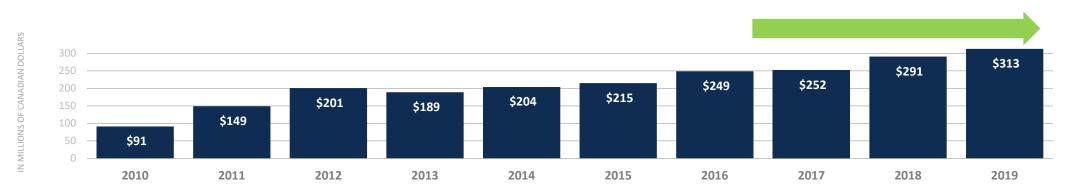
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**CASH FLOW** 



#### **OPERATING CASH FLOW** (Before changes in working capital)

CAPEX



The Company generated \$127 M in Free Cash Flow\* in 2019

\*Note: As defined and described in our most recent MD&A available on www.sedar.com





## **CAPITAL ALLOCATION FRAMEWORK**



NEAR-TERM PRIORITIES	LONGER-TERM PRIORITIES	
Protect Balance Sheet to Weather COVID-19 Related Downturn	Invest for Growth	<ul> <li>Organic opportunities</li> <li>Invest in R&amp;D and product offering</li> <li>Acquisitions that fit product strategy</li> <li>Priorities dictated by strict ROIC/IRR focus</li> </ul>
<ul> <li>Reduce operating costs and capital spending where possible</li> <li>Suspended share buybacks under NCIB</li> </ul>	Maintain Strong Balance Sheet	<ul> <li>Targeted Net Debt/EBITDA ratio of ~1.5x</li> <li>Maintain flexibility to invest for growth</li> </ul>
<ul> <li>Enhanced liquidity position by exercising accordion feature of banking facility</li> </ul>	Return Capital to Shareholders	<ul> <li>Repurchase shares with excess cash (at the appropriate times)</li> <li>Dividend growth over time</li> </ul>

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## **BIOGRAPHIES**





Pat D'Eramo President and CEO **Pat D'Eramo** joined Martinrea International Inc. as President and Chief Executive Officer in November 2014 and was elected to the Board of Directors in June 2015. D'Eramo has a long and successful career in the automotive business, with extensive metalforming and parts manufacturing experience. Most recently, he served as President of Dana Corporation's Commercial Vehicle Technology group, leading the global commercial vehicle business, with presence in the Americas, Europe, India, Australia and a major joint venture in China. Previously, he held the position of Chief Manufacturing Officer, Asia Pacific, North America and South America and President North America for Benteler Automotive.

As President, D'Eramo was responsible for manufacturing, engineering, purchasing, logistics, sales and business development. From 2001 to 2009, D'Eramo worked for Toyota, serving as a Vice President of manufacturing after holding several general manager roles. As Vice President, he had responsibility for all vehicle manufacturing operations in Toyota's Georgetown, Kentucky assembly plant, Toyota's second largest facility globally, which earned JD Power quality awards for one of the best facilities for quality in the world. Prior to Toyota, D'Eramo spent 16 years with General Motors in a variety of manufacturing positions, including plant manager of GM's metal fabricating division in Oshawa, Ontario and manager of the stamping plant for NUMMI, the joint venture of GM and Toyota. D'Eramo began his automotive career at Saturn Corporation.

D'Eramo earned a Bachelor of Science degree in mechanical engineering from Michigan State University and a master's degree in manufacturing management from Kettering University. He also completed the Toyota Executive Development Program through The Wharton School of the University of Pennsylvania. D'Eramo currently sits on the Board of the Original Equipment Suppliers Association (OESA) in the U.S.

## **BIOGRAPHIES**





Rob Wildeboer Executive Chairman **Rob Wildeboer** is the Executive Chairman and co-founder of Martinrea International Inc. He brings a deep and intricate knowledge of the Company's culture, key personnel, strategy, history and development, and relationships with key constituencies such as capital providers and governments, to the Company. He has also been intimately involved in negotiating the purchase and financing of every acquisition in the Company's history, as the Company has been one of the fastest growing automotive parts companies in the industry. He has been involved in the automotive industry for many years in many roles, whether as a representative of the Company in negotiations or as an advisor to public policy makers and others. He is focused on the Company's Culture, Vision, Mission and Principles, with a commitment to the Company's most important asset, its people.

Previously, Mr. Wildeboer was a partner of Wildeboer Dellelce LLP, a law firm that practices corporate, securities, lending, tax and real estate law that he co-founded in 1993. Mr. Wildeboer has been an entrepreneurial investor, director or officer of a number of private and public companies and currently sits as Chair of NanoXplore Inc., a manufacturer and supplier of highvolume graphene powder for use in industrial markets. The company provides standard and custom graphene-enhanced plastic and composite products to various customers in transportation, packaging, electronics, and other industrial sectors. Martinrea is the largest shareholder of NanoXplore, and Mr. Wildeboer is Martinrea's representative on the board.

Mr. Wildeboer is a director of the Canadian Automotive Partnership Counsel (CAPC) and Co-Chair of CAPC's COVID-19 Task Force; a present and past advisor to the Governments of Canada and Ontario on a variety of economic, trade, investment, industry, innovation, manufacturing and automotive mandates; past Chair of the Macdonald-Laurier Institute and Chair of Cardus, both leading Canadian think tanks; and a director or advisor of numerous charitable organizations.

Mr. Wildeboer holds an undergraduate degree from the University of Guelph, a law degree from Osgoode Hall Law School, an MBA from York University, and an LLM from Harvard University. In 2012, he received the Queen Elizabeth II Diamond Jubilee Medal in recognition of his contributions to Canada. In 2018, he received the Jay Hennick Award from Osgoode Hall Law School and the Schulich School of Business for career achievement.

## **BIOGRAPHIES**





Fred Di Tosto Chief Financial Officer

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**Fred Di Tosto** joined Martinrea International Inc. as Vice President of Finance in June of 2010 and then became the Company's Chief Financial Officer in March of 2011. Di Tosto's scope of authority includes executive guidance and direction in the following areas: Corporate and Operational Finance, Information Technology and Systems, Accounting, Treasury, Taxation, Mergers and Acquisitions/Integration, Contracts and Procurement, Investor Relations, Internal Audit and Risk Management.

Di Tosto is a Chartered Accountant with 20 years of progressive business experience in finance and operations management. Prior to joining Martinrea International Inc., Di Tosto was a Senior Manager with increasing responsibilities at KPMG LLP where he serviced various multinational companies operating predominantly in the manufacturing sector.

He received his Bachelor's Degree in Mathematics for Commerce and subsequently completed all credit requirements towards his Chartered Accountant designation at York University in Toronto, Ontario. Di Tosto currently serves as a Vice Chairman of the Automotive Parts Manufacturer's Association.

## **LEGAL DISCLAIMER**



This presentation contains forward-looking statements within the meaning of applicable securities laws ("forward-looking statements"), including, but not limited to, statements relating to future expectations of customer intentions to resume operations, number of ventilators to be produced, investment in capital and programs, growth in and investment in and development of products and technology, including for lightweighting; strategy, market opportunity and vision; views on the outlook of and growth of the automotive industry; Martinrea's ability to capitalize on opportunities and be a leader in the automotive industry, Martinrea's evolving book of business, the winning of new business, intentions to maintain a strong balance sheet and targets for Net Debt/EBITDA, the intention to return capital to shareholders through share repurchases and/or dividends as well as other forward-looking statements. The words "continue", "expect", "anticipate", "estimate", "may", "will", "intend", "believe", "plan" and similar expressions are intended to identify forward-looking statements. Forward-looking statements are based on estimates and assumptions made by Martinrea in light of its experience and its perception of historical trends, current conditions and expected future developments, as well as other factors that Martinrea believes are appropriate in the circumstances, such as expected sales and industry production estimates, current foreign exchange rates (FX), timing of product launches and operational improvements during the period and current Board approved budgets. Certain forward-looking financial assumptions are presented as non-IFRS information, and we do not provide reconciliation to IFRS for such assumptions. These forward-looking statements are subject to risks, uncertainties and assumptions that may cause actual results, performance or achievements to differ materially from those expected or implied by the forward-looking statements. Factors that may cause such differences include, but are not limited to, the impact of the COVID-19 pandemic, or future pandemics or epidemics on the automotive industry, the Company, its customers and/or suppliers or the global economy, the North American and global economic and political conditions, including any impact as a result of government policy or actions; the highly cyclical nature of the automotive industry and the industry's dependence on consumer spending and general economic conditions; Martinrea's dependence on a limited number of significant customers; Martinrea's reliance on critical suppliers for components and the risk that suppliers will not be able to supply components on a timely basis or in sufficient quantities; competition; the factors discussed under the headings "Industry Highlights" and "Trends and Risks and Uncertainties" in Martinrea's most recent Management Discussion and Analysis and Annual Information Form filed with applicable securities commissions, as well as other risk factors identified therein, available at www.sedar.com, and the documents incorporated by reference into such documents. These factors should be considered carefully, and readers should not place undue reliance on Martinrea's forward-looking statements. If any of such risks actually occur, they could materially adversely affect our business, financial condition or results of operations. In that case, the trading price of our common shares could decline, perhaps materially. We provide forward-looking statements solely for the purpose of providing information about management's current expectations and plans relating to the future. You are cautioned that such information may not be appropriate for other purposes. Except as required by law, we do not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in our expectations or any change in events, conditions, assumptions or circumstances on which any such statement is based.

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