

Powering Profitable Growth in a Transforming Industry

Magna Investor Event | April 13, 2021

## **Forward looking statements**

Certain statements in this presentation constitute "forward-looking information" or "forward-looking statements" (collectively, "forward-looking statements"). Any such forward-looking statements are intended to provide information about management's current expectations and plans and may not be appropriate for other purposes. Forward-looking statements may include financial and other projections, as well as statements regarding our future plans, strategic objectives or economic performance, or the assumptions underlying any of the foregoing, and other statements that are not recitations of historical fact. We use words such as "may", "would", "could", "should", "will", "likely", "expect", "anticipate", "believe", "intend", "plan", "forecast", "outlook", "project", "estimate", "target" and similar expressions suggesting future outcomes or events to identify forward-looking statements. The following table identifies the material forward-looking statements, together with the material potential risks that we currently believe could cause actual results to differ materially forward-looking statements. Readers should also consider all of the risk factors which follow below the table:

Material Forward-Looking Statement	Material Potential Risks Related to Applicable Forward-Looking Statement
Sales	<ul> <li>Impact of mandatory COVID-19 stay-at-home orders on vehicle sales</li> <li>Economic impact of COVID-19 on consumer confidence</li> <li>Potential reductions of our customers' production, volumes</li> <li>Impact of disruptions of critical materials and/or components, including:</li> <li>the current global shortage of semiconductors for the automotive industry, which has led to unplanned shutdowns of OEM production lines and/or plants; reduction of vehicle production plans; and shifts in their product mix;</li> <li>supply constraints on certain types of steel needed by OEMs and Tier 1 automotive suppliers</li> <li>shortages of materials needed to make seating foam and resins for plastic automotive parts</li> <li>Concentration of sales with six customers</li> <li>Shifts in market shares among vehicles or vehicle segments</li> <li>Shifts in consumer "take rates" for products we sell</li> </ul>
2023 & 2027: • Electrification-related Managed Sales • ADAS Compound Annual Sales Growth	<ul> <li>Intense competition</li> <li>Consumer adoption of electrified vehicle offerings and ADAS features</li> <li>Our ability to grow sales with new entrant electric vehicle OEMs</li> <li>Shifts in market shares among vehicles or vehicle segments</li> <li>Shifts in consumer "take rates" for products we sell</li> <li>Our ability to consistently develop and commercialize innovative products or processes</li> </ul>
Adjusted EBIT Margin	<ul> <li>Same risks as for Sales above</li> <li>Operational underperformance</li> <li>Higher costs incurred to mitigate the risk of supply disruptions, including overtime, premium freight and expenses related to switching sub-suppliers</li> <li>Price concessions</li> <li>Tax risks</li> </ul>
Free Cash Flow	Same risks as for Sales and Adjusted EBIT Margin above

## **Forward looking statements**

Forward-looking statements are based on information currently available to us and are based on assumptions and analyses made by us in light of our experience and our perception of historical trends, current conditions and expected future developments, as well as other factors we believe are appropriate in the circumstances. While we believe we have a reasonable basis for making any such forward-looking statements, they are not a guarantee of future performance or outcomes. In addition to the factors in the table above, whether actual results and developments conform to our expectations and predictions is subject to a number of risks, assumptions and uncertainties, many of which are beyond our control, and the effects of which can be difficult to predict, including, without limitation:

#### **Risks Related to the Automotive Industry**

- · economic cyclicality;
- regional production volume declines, including as a result of the COVID-19 pandemic;
- intense competition;
- potential restrictions on free trade;
- trade disputes/tariffs;

#### Customer and Supplier Related Risks

- · concentration of sales with six customers;
- · emergence of potentially disruptive Electric Vehicle (EV) OEMs;
- · OEM consolidation and cooperation;
- · shifts in market shares among vehicles or vehicle segments;
- · shifts in consumer "take rates" for products we sell;
- · quarterly sales fluctuations;
- potential loss of any material purchase orders;
- a deterioration in the financial condition of our supply base, including as a result of the COVID-19 pandemic;

#### Manufacturing / Operational Risks

- · product and new facility launch risks;
- operational underperformance;
- restructuring costs;
- impairment charges;
- labour disruptions;
- · COVID-19 shutdowns;
- supply disruptions and applicable costs related to supply disruption mitigation initiatives, including as a result of the COVID-19 pandemic;
- climate change risks;
- · attraction/retention of skilled labour;

#### IT Security/Cybersecurity Risks

- IT/Cybersecurity breach;
- Product Cybersecurity breach;

#### Pricing Risks

- · pricing risks between time of quote and start of production;
- price concessions;
- · commodity cost volatility;
- declines in scrap steel/aluminum prices;

#### Warranty / Recall Risks

- costs related to repair or replacement of defective products, including due to a recall;
- warranty or recall costs that exceed warranty provisions or insurance coverage limits;
- product liability claims;

#### Acquisition Risks

- inherent merger and acquisition risks;
- acquisition integration risk;

#### Other Business Risks

- · risks related to conducting business through joint ventures;
- our ability to consistently develop and commercialize innovative products or processes;
- our changing business risk profile as a result of increased investment in electrification and autonomous/assisted driving, including: higher R&D and engineering costs, and challenges in quoting for profitable returns on products for which we may not have significant quoting experience;
- risks of conducting business in foreign markets;
- fluctuations in relative currency values;
- tax risks;
- reduced financial flexibility as a result of an economic shock;
- · changes in credit ratings assigned to us;

#### Legal, Regulatory and Other Risks

- · antitrust risk;
- legal claims and/or regulatory actions against us; and
- changes in laws and regulations, including those related to vehicle emissions.

# **Forward looking statements**

In evaluating forward-looking statements, we caution readers not to place undue reliance on any forward-looking statement. Additionally, readers should specifically consider the various factors which could cause actual events or results to differ materially from those indicated by such forward-looking statements, including the risks, assumptions and uncertainties above which are:

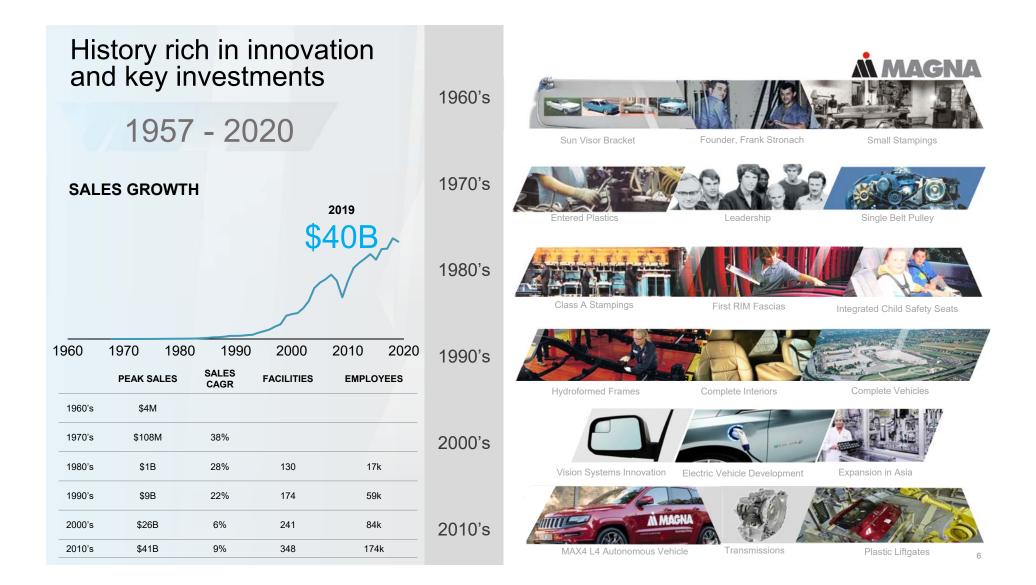
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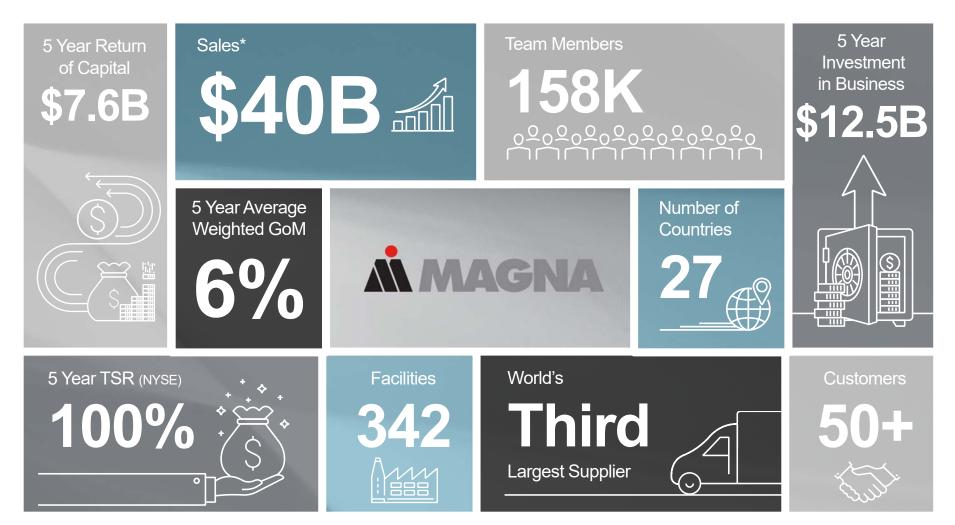
- · discussed under the "Industry Trends and Risks" heading of our Management's Discussion and Analysis; and
- set out in our Annual Information Form filed with securities commissions in Canada, our annual report on Form 40-F filed with the United States Securities and Exchange Commission, and subsequent filings.

Readers should also consider discussion of our risk mitigation activities with respect to certain risk factors, which can be also found in our Annual Information Form.



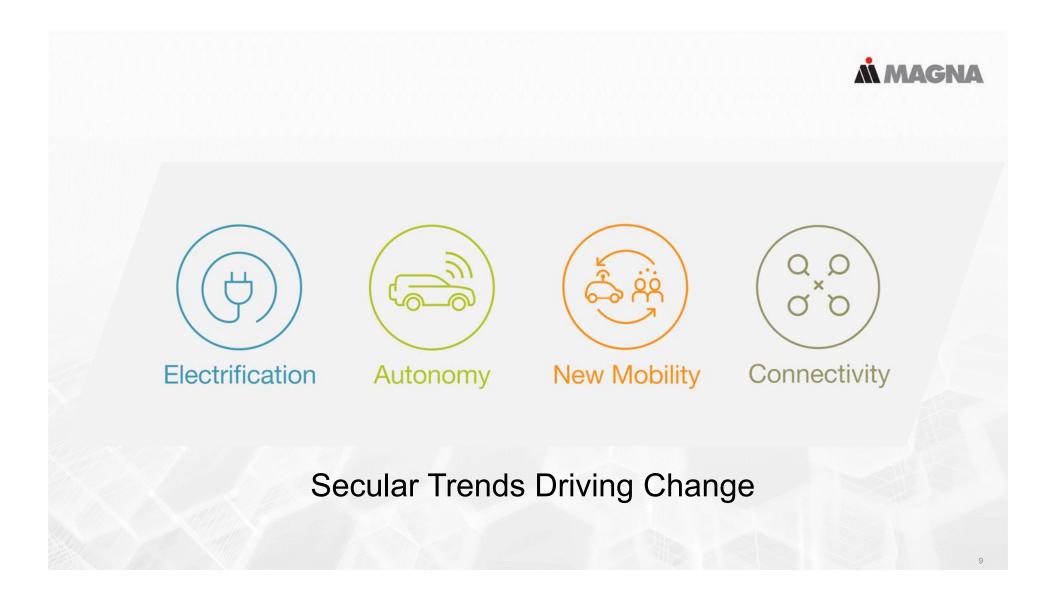
# Start-up culture for 60+ years

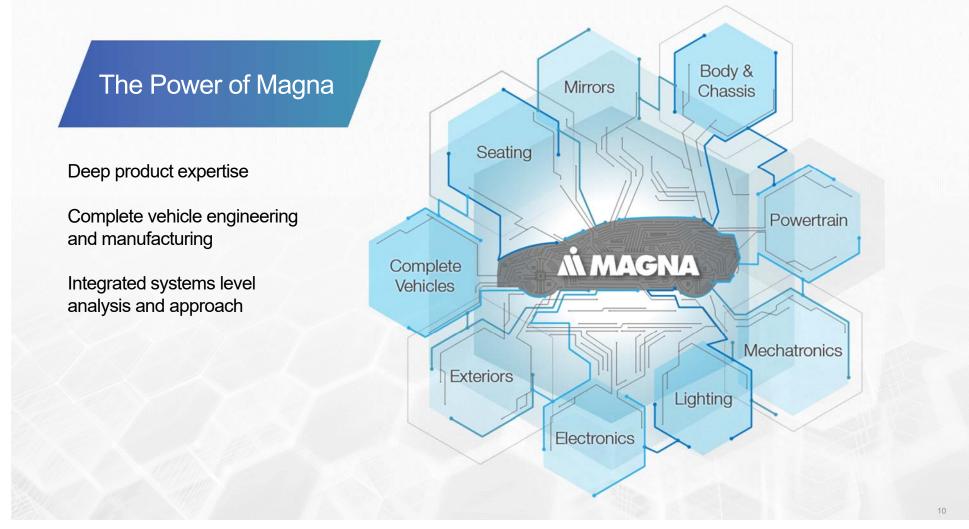




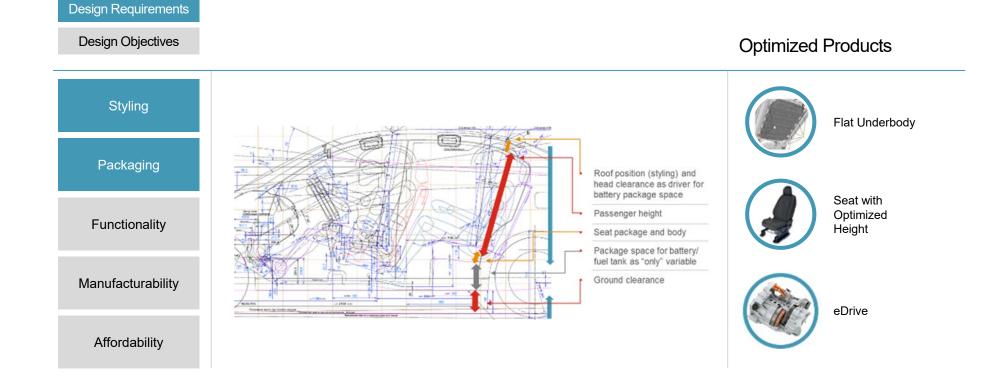
\* 2021 Sales Outlook \$40.0 B - \$41.6B

#### **Å** MAGNA ŚŻ ;@} Manufacturing Expertise Our Innovation and Start-up Mindset Foundational Strengths 000 2 Disciplined Profitable Our People and Culture Decentralized Structure Growth

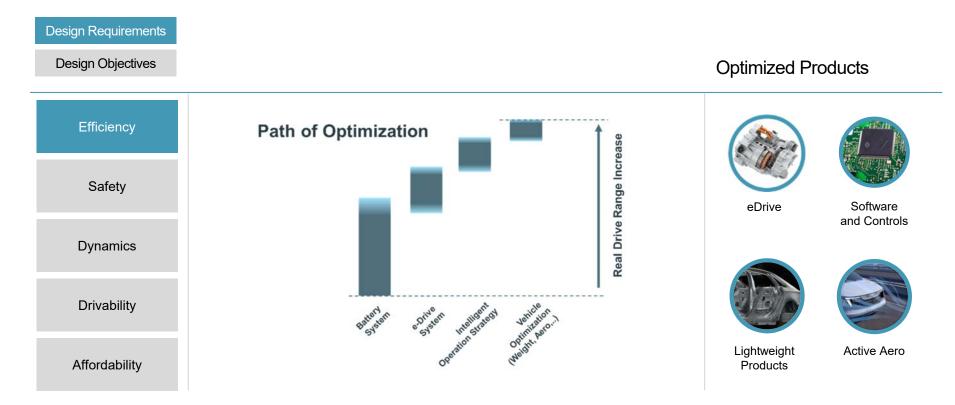




## Systems Approach Unique Styling and Packaging



## Systems Approach Best-in-Class Driving Range



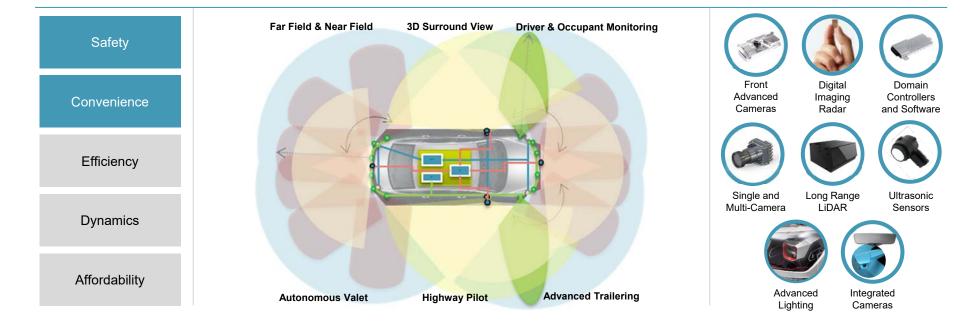
### Systems Approach Optimizing Vision and Response

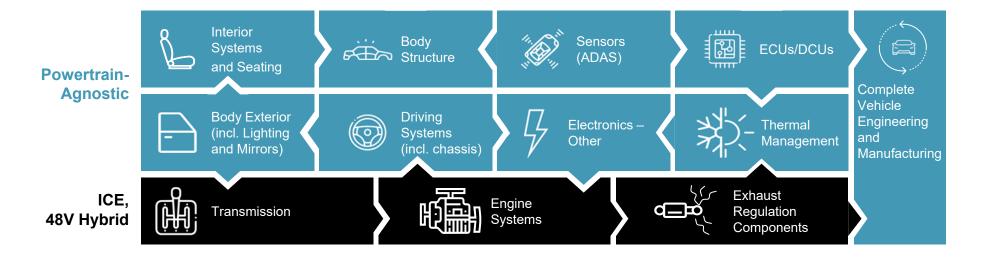
**Å** MAGNA

**Optimized Products** 

#### Design Requirements

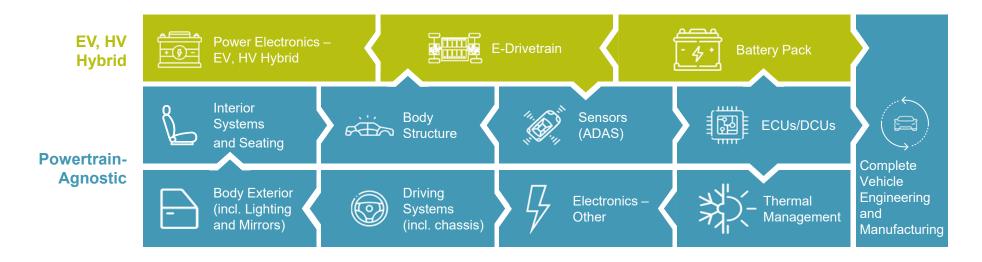
**Design Objectives** 



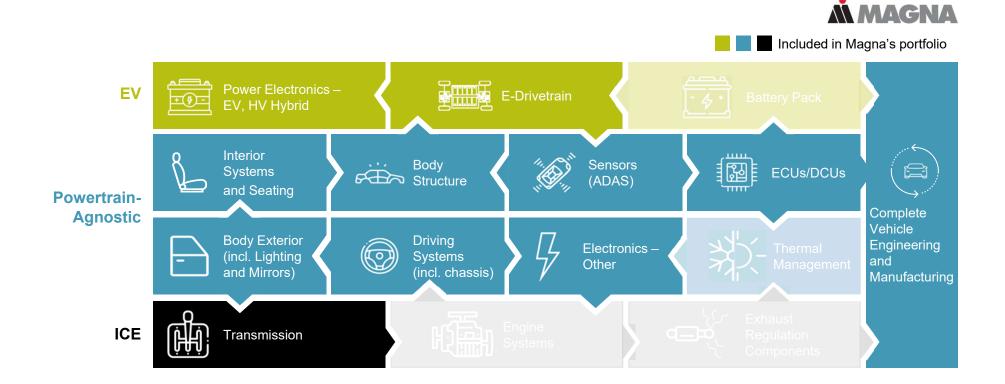


Large Share of Components in Vehicles are Powertrain-Agnostic





The Majority of Components in an Electric Vehicle Remain, Independent of the Powertrain



Magna's Portfolio is Future-Ready as the Transition to EVs Takes Place

# Opportunities Ahead with Go-Forward Strategy

# **Key Strategic Drivers**



# 1.

Accelerate deployment of capital towards high-growth areas

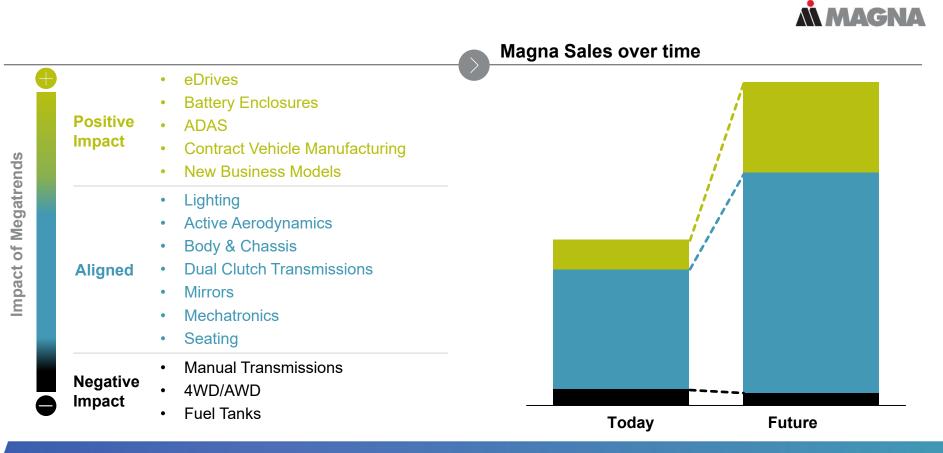
# 2.

Drive operational excellence

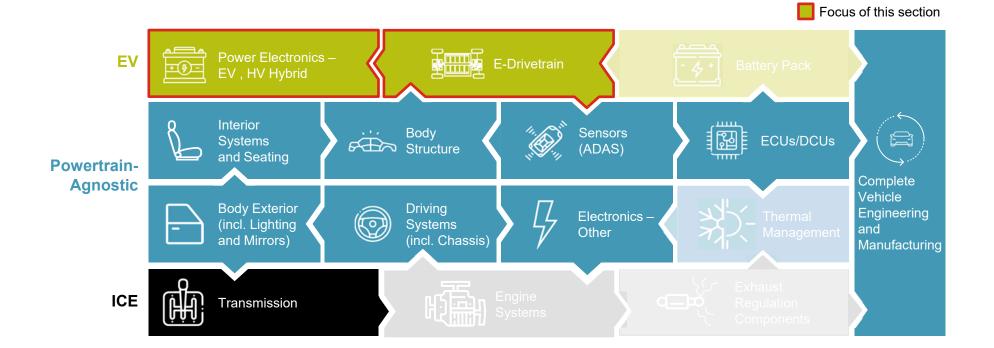
# 3.

Unlock new business models and markets

# Accelerate Deployment of Capital Towards High-Growth Areas

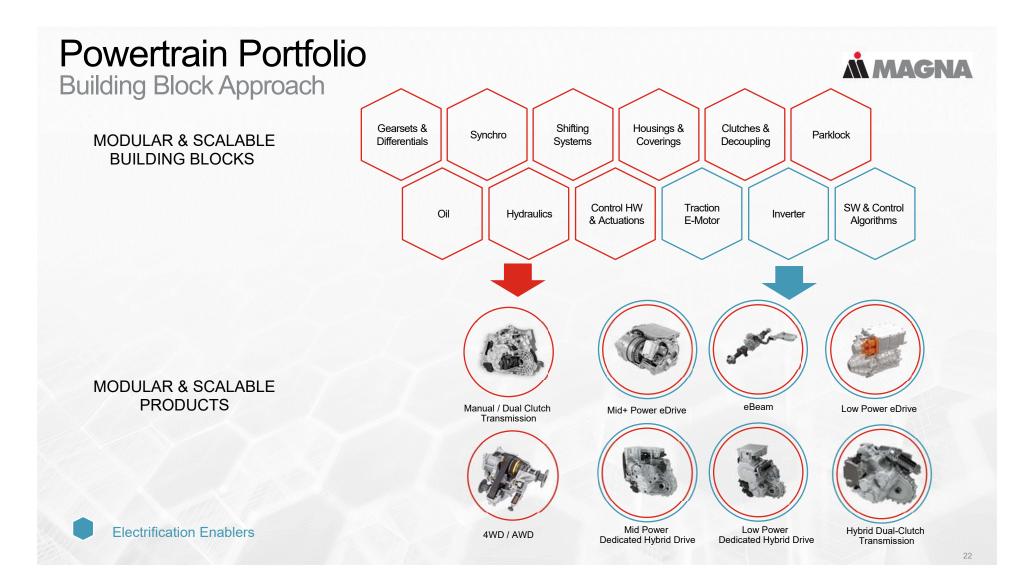


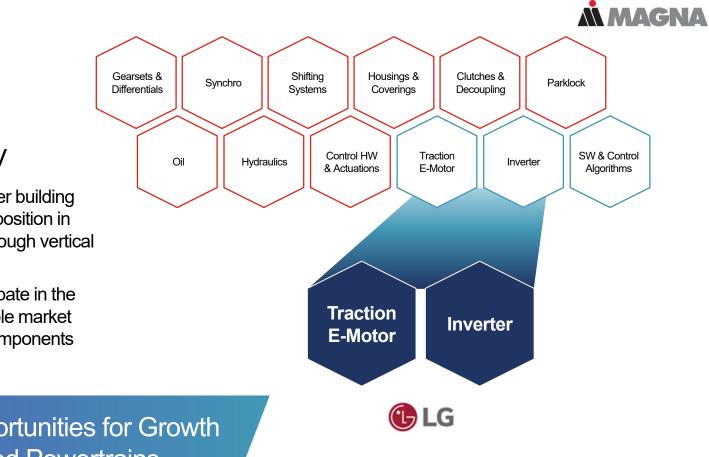
#### Our Strategy is to Drive Growth in Positively Impacted Areas



#### **Electrification**

Supporting our customers in achieving a zero-emissions future





#### LG and Magna e-Powertrain JV

- E-motor and inverter building blocks strengthen position in eDrive systems through vertical integration
- Allows us to participate in the growing addressable market for e-powertrain components

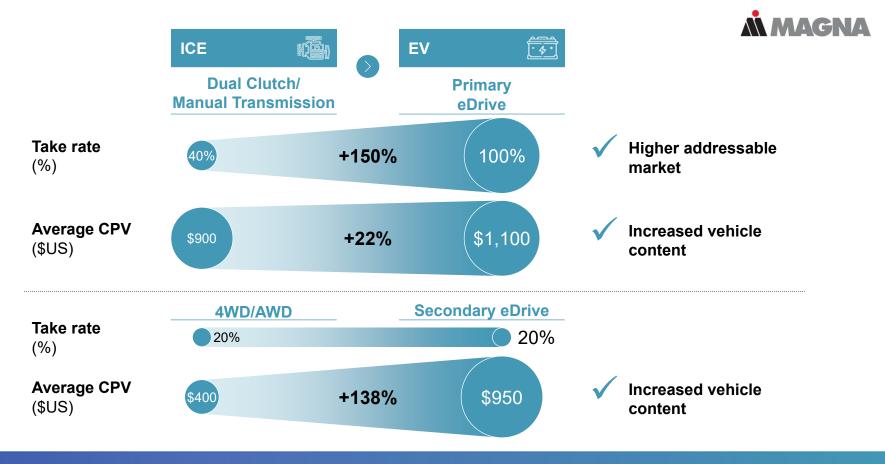
#### Increasing Opportunities for Growth in Electrified Powertrains

#### Ready for an Electrified Future

- > \$2 billion in managed sales\* expected by 2023
- We believe we can be > \$4 billion in managed sales\* by 2027
- Strong competitive position regardless of take-rates

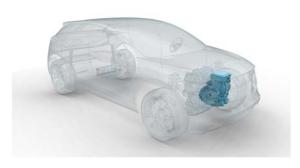
#### Key Growth Contributors

- eDrive program launches in China in HASCO-Magna Joint Venture
- High-volume 48V hybrid DCT programs
- New business in primary and secondary eDrives
- Expect >50% sales CAGR over the next few years in LG Joint Venture



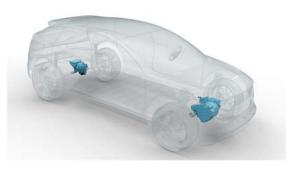
Higher Content Opportunity and Addressable Market for Magna as EV Transition Unfolds

#### **Å** MAGNA



#### EtelligentEco Connected PHEV system

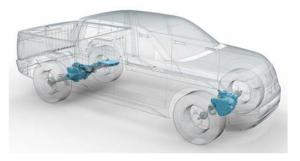
- Up to 38% emission reduction
- Unique cloud connectivity feature
- Smart cruise control and eco routing
- Class-leading performance in all-electric driving



EtelligentReach Battery-electric drive system

- 30% range extension
- Combination of Next-Gen eDrive, software and controls
- Improvement in efficiency and driving dynamics
- First awarded business

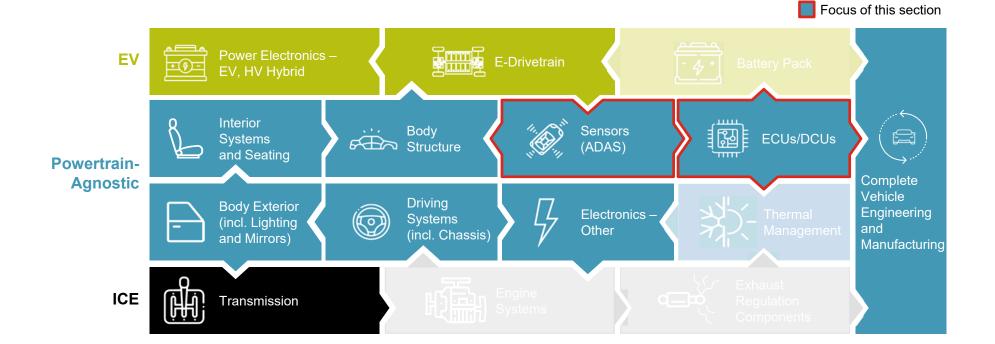
New Benchmark for Efficient Plug-in-Hybrid Technology BEV Drive System for Best-in-Class Range and Dynamics



**EtelligentForce** EV solution for pick-up trucks

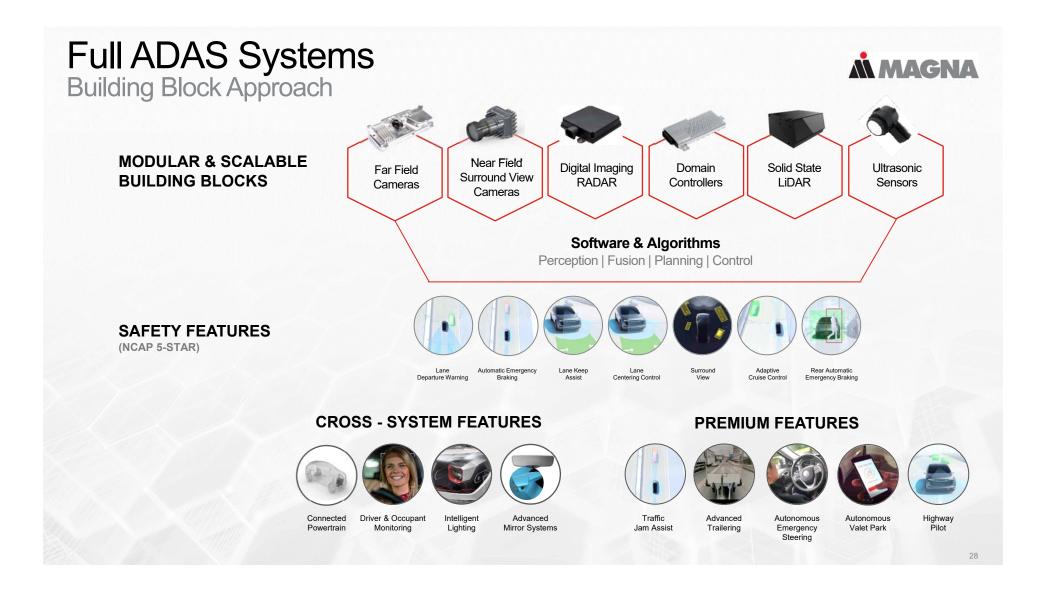
- Drop-in replacement retains pick-up truck capability
- Leverage existing assembly processes and installed capital
- First significant change to solid beam rear axle in more than 100 years

Electrifying Trucks without Compromising Utility



#### **Autonomy/ADAS**

Supporting customers to reach a zero-accident future





#### **Driver Monitoring System**

- Detection of distracted driver behavior, drowsiness and fatigue
- Customizable audible, visual and haptic alert notifications
- Program launch in 2022

Increasing In-Cabin Safety with Monitoring



#### Autonomous Valet Park

- Level 4 Autonomous Valet for indoor parking
- No requirement for GPS, LiDAR, or any infrastructure changes
- Demonstration of full ADAS system capabilities

Delivering Level 4 Premium Features

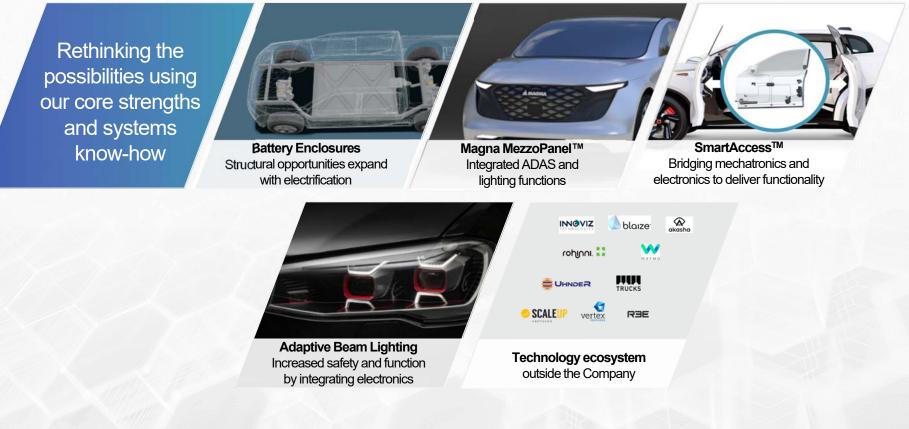
# Expect ADAS Sales to Grow Above Market

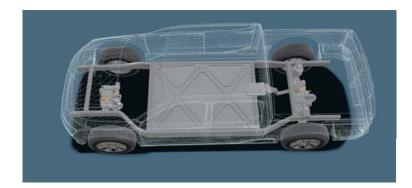
- Anticipate 19-23% CAGR 2020 to 2023
- We believe we can grow at 15-20% CAGR from 2023 to 2027

#### Key ADAS Growth Contributors

- Ongoing investments
- Expanding software engineering team
- Strategic partnerships

## **Innovation Across the Vehicle**





#### **Battery Enclosures**

- Contributes to vehicle structure and safety
- Steel, aluminum, and multi-material, including composites
- Business awards for GM Hummer EV and Ford F-150 EV



#### Magna MezzoPanel™

- Front fascia with integrated ADAS sensors and lighting
- Large-format lens and in-mold film

Structural Opportunities Expand with Electrification Integrated ADAS and Lighting Functions



#### SmartAccess™

- Enables unique access experiences
- Easily operated through multiple human-machine interface solutions
- Enhanced safety through non-contact obstacle detection
- Fully customizable

Bridging Mechatronics and Electronics to Deliver New Functionality



#### Adaptive Beam Lighting

- Glare-free high beam
- Virtual dynamic bending
- Speed-dependent lighting
- Pedestrian detection

Increased Safety and Function by Integrating Electronics



# Drive Operational Excellence

# World Class Manufacturing



## Next-Gen World Class Manufacturing



## **MAGNA**

- Big data and analytics
- Autonomous robots
- Simulation
- Horizontal and vertical system integration
- Industrial internet of things
- Cybersecurity
- The cloud
- Additive manufacturing
- Augmented reality

Increased Focus on Smart Factory Enablers

## **MAGNA**



#### **Smart Dies**

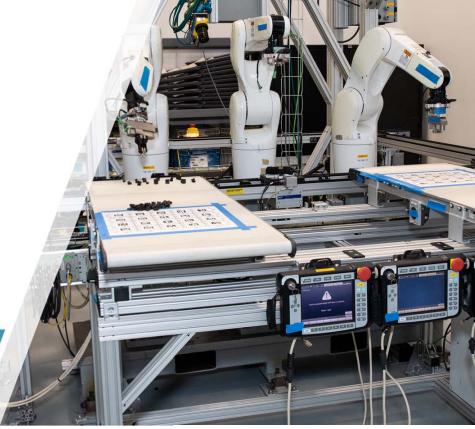
- 5-10% uptime improvement
- Up to 30% reduction in scrap
- 30-50% less hours in inspection

# Real-Time Analytics for Better Decisions

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#### **Advanced Robotics**

- High volume production
- 2D/3D vision systems and trajectory planning with AI
- 50% reduction in floor space
- 10-20% higher operating efficiency



Automation-Enabled Efficiency





#### **Fenceless Robotics**

- Operator and robot freely and safely collaborate
- Doubles payload at 10 times the speed
- Reduced floor space
- Improved operator ergonomics

#### Human and Robotic Collaboration

## **Å** MAGNA



#### **Data Analytics**

- Paint color change process
   optimization
- Implemented in 20 Exteriors
   manufacturing facilities
- Significant cost savings

Using Data to Minimize Waste and Reduce Costs

## Sustainability

## Focused on Energy Optimization and Renewable Energy

- Goals for carbon-neutrality
  - In Europe by 2025
  - Globally by 2030
- Will be an industry leader in North America, and aligned with industry leaders in Europe

#### **Broad Sustainability Strategy**

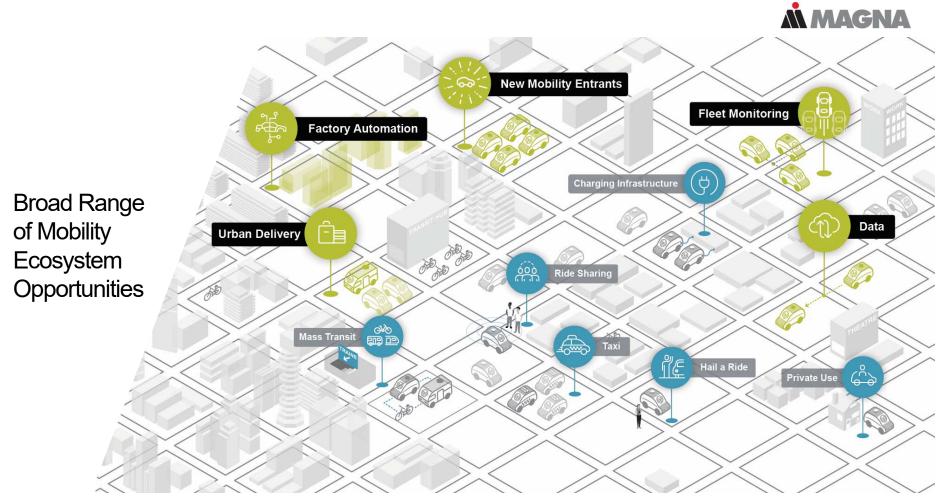
- Product quality
- Health and safety culture
- Diversity and inclusion
- Employee development and training

# Science-Based Approach

## Aligned with Objectives of Paris Climate Agreement



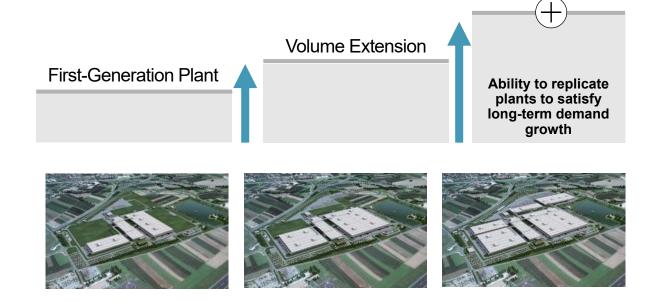
## Unlock New Business Models and Markets



## **Flexible Production Concept**

## **MAGNA**

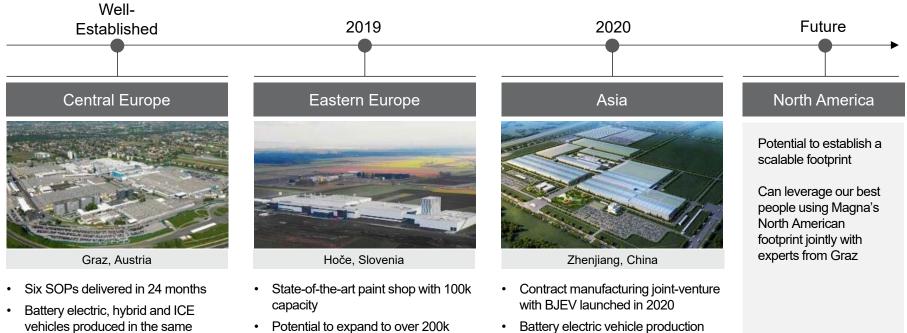
- Expansion planning in advance
- Volume expansion in phases
- Flexible supply management
   approach



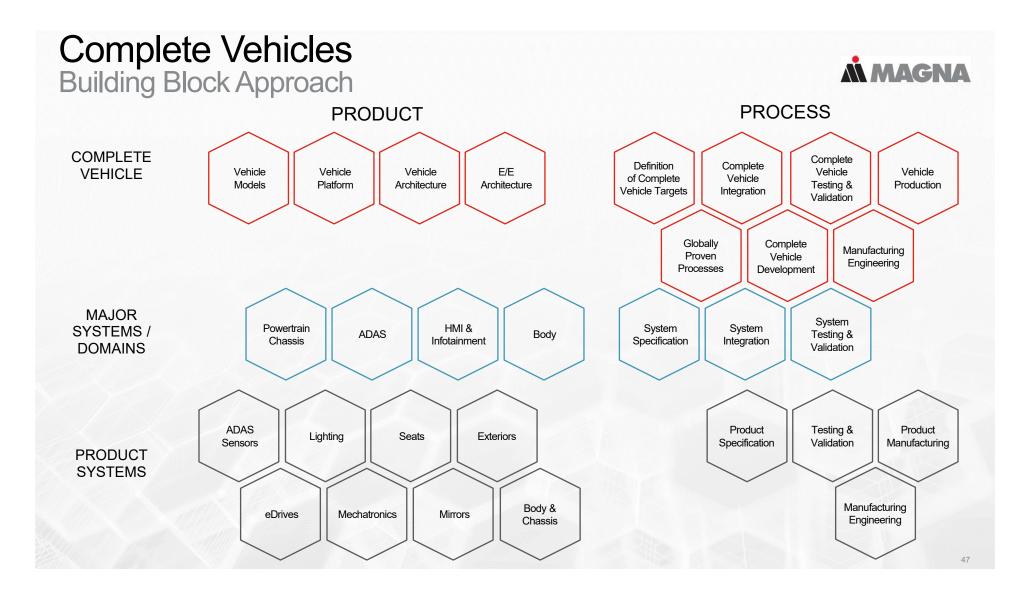
#### Can Scale to Meet Volume Requirements and Optimize Future Expansion

## **Global Production Network**

### **MAGNA**



- vehicles produced in the same facility and on same production lines
- Potential to expand to over 200k complete vehicles
- Ability to Scale and Localize in Key Markets

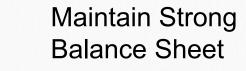




Uniquely Positioned to be a Strategic Partner

# On the Winning Side of Change

## **Capital Allocation Principles**



- Preserve liquidity and high investment grade credit ratings
  - Adj. debt / Adj. EBITDA ratio between 1.0-1.5x
- Maintain flexibility to invest for growth

2 Invest for Growth

- Organic and inorganic opportunities
- Innovation

3 Return Capital to Shareholders

- Continued dividend growth over time
- · Repurchase shares with excess liquidity

**MAGNA** 

## **MAGNA**

Financial Highlights – Past Three Years

- Average weighted sales growth over market<sup>1</sup> of 7%
- \$5.8 billion in free cash flow<sup>2</sup> generation
- Invested \$5.9 billion in our business
- Return of capital to shareholders of \$4.7 billion

#### Total Shareholder Return of +36% versus -4% Peer Average<sup>3</sup>

<sup>1</sup> Weighted Growth Over Market compares organic sales growth (%) to vehicle production change (%) after applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production.

<sup>2</sup> Free Cash Flow is Cash from Operating Activities plus proceeds from normal course dispositions of fixed and other assets minus capital spending minus investment in other assets.

<sup>3</sup> Peer Average for the three years includes Adient, American Axle, Aptiv, Autoliv, BorgWarner, Dana, Gentex, Lear, Linamar, Martinrea and Visteon.

## **MAGNA**

## Financial Outlook – To 2023

- Continued weighted sales growth over market<sup>1</sup>
- Strong growth in unconsolidated sales
- Expanding Adjusted EBIT Margin<sup>2</sup> to 8%+
- Free cash flow<sup>3</sup> generation between \$5.5 \$6.0 billion

#### Solid Outlook Supports Growth Investments and Return of Capital

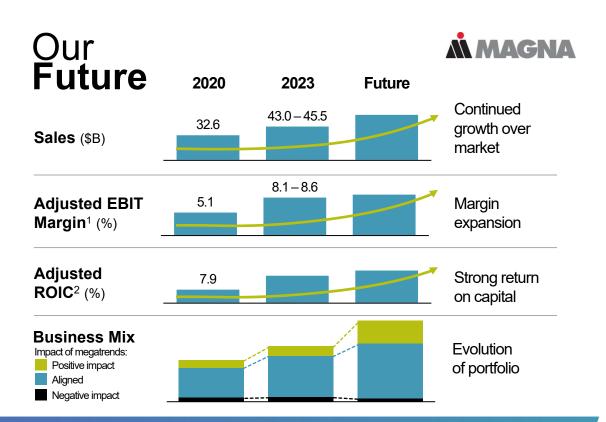
<sup>1</sup> Weighted Growth Over Market compares organic sales growth (%) to vehicle production change (%) after applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production. <sup>2</sup> Adjusted EBIT Margin is the ratio of Adjusted EBIT to Total Sales; Adjusted EBIT excludes other expense (income), net.

<sup>3</sup> Free Cash Flow is Cash from Operating Activities plus proceeds from normal course dispositions of fixed and other assets minus capital spending minus investment in other assets.



## Our Strategy

- 1. Accelerate deployment of capital towards high-growth areas
- 2. Drive operational excellence
- **3.** Unlock new business models and markets



#### Disciplined Profitable Growth to Generate Sustainable Shareholder Value

<sup>1</sup> Adjusted EBIT Margin is the ratio of Adjusted EBIT to Total Sales; Adjusted EBIT excludes other expense (income), net.

<sup>2</sup> Adjusted Return on Invested Capital (Adjusted ROIC) is calculated as Adjusted After-tax operating profits divided by Average Invested Capital for the period. See Magna's 2020 Annual Report for detailed calculation.



- Poised for market shifts
- Supplier of choice for automakers and enabler for new entrants
- Financial stability to fund the future

Untapped Potential to Generate Profits and Grow Shareholder Value

