

Q4 & Year End 2021 Results & 2022 Outlook

February 11, 2022

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", "expect", "intende", "plan", "aim", "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 contained in this document, together with the material potential risks that we currently believe could cause actual results to differ materially from such 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
Impact of the global semiconductor shortage	 Risks related to OEM actions in response to the semiconductor chip shortage such as unplanned shutdowns of production lines and/or plants; reductions in OEM vehicle production plans; and changes to OEM product mix. These risks include: lower sales; production inefficiencies due to production lines being stopped/restarted unexpectedly based on OEMs' production schedules; premium freight costs to expedite shipments; and/or other unrecoverable costs; skilled labour attraction/retention; price increases from sub-suppliers that have been negatively impacted by production inefficiencies, premium freight costs and/or other costs related to the semiconductor chip shortage
Impact of inflation	 Commodity cost volatility Increase in our cost structure as a result of our inability to offset inflationary price increases through continuous improvement actions, price increases, adjustments to our own operations or otherwise Price increases or surcharges from sub-suppliers in connection with inflationary pressures they face Skilled labour attraction/retention
Light Vehicle Production	 Light vehicle sales levels Supply disruptions, including as a result of the current semiconductor chip shortage Production allocation decisions by OEMs
Total Sales Segment Sales	 Economic impact of COVID-19 on consumer confidence Supply disruptions, including as a result of a semiconductor chip shortage currently being experienced in the industry; and COVID-19 related lockdowns of large port hubs in China Elevated level of inflation Global energy shortages Concentration of sales with six customers Shifts in market shares among vehicles or vehicle segments Shifts in consumer "take rates" for products we sell
Unconsolidated Sales	 Same risks as for Total Sales and Segment Sales above Risks related to conducting business through joint ventures
Adjusted EBIT Margin Segment Adjusted EBIT Margin Net Income Attributable to Magna	 Same risks as for Total Sales and Segment Sales above Operational underperformance Higher costs incurred to mitigate the risk of supply disruptions, including: materials price increases; higher-priced substitute supplies; premium freight costs to expedite shipments; production inefficiencies due to production lines being stopped/restarted unexpectedly based on customers' production schedules, other unrecoverable costs; and price increases from sub-suppliers that have been negatively impacted by production inefficiencies Price concessions Commodity cost volatility Higher labour costs Tax risks
Equity Income	 Same risks as Adjusted EBIT Margin/Segment Adjusted EBIT Margin/Net Income Attributable to Magna above Risks related to conducting business through joint ventures
Free Cash Flow	Same risks as for Total Sales/Segment Sales, and Adjusted EBIT Margin/Segment Adjusted EBIT Margin/Net Income Attributable to Magna above

Forward Looking Statements (cont.)



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, the semiconductor shortage;
- 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 EV OEMs, including risks related to limited revenues/operating history of new OEM entrants;
- 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, including with respect to semiconductor chips;
- higher costs to mitigate supply disruptions;
- climate change risks;
- attraction/retention of skilled labour
- leadership succession;

IT Security/Cybersecurity Risk

- IT/Cybersecurity breach:
- Product Cybersecurity breach;

Pricina Risks

- pricing risk following time of quote:
- 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 provision or insurance coverage limits;
- product liability claims:

Acquisition Risks

- competition for strategic acquisition targets;
- 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 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 or made as a result of the COVID-19 pandemic.

In evaluating forward-looking statements or forward-looking information, 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:

- 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.



Reminders

All amounts are in U.S. Dollars

Today's discussion excludes the impact of other expense (income), net ("Unusual Items")

"Organic", in the context of sales movements, means "excluding the impact of foreign exchange, acquisitions and divestitures"



Agenda

2021 Highlights and Q4 2021 Operating Results

2022 Outlook

Financial Strategy



2021 HIGHLIGHTS

Q4 2021 Performance Highlights



CONSOLIDATED SALES

WEIGHTED

GoM¹ +6% \$9.1B -14%³

\$36.2B FY 2021

ADJUSTED EBIT MARGIN %

5.6% -480 bps³ 5.7% FY 2021

ADJUSTED DILUTED EPS

\$1.30 -54%³ \$5.13 FY 2021

FREE CASH FLOW²

\$729M -56%³ \$1.3B FY 2021

Continued Challenging Operating Environment in Q4 2021

Weighted Growth over Market (GoM) compares organic sales growth (%) to vehicle production change (%) after applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production
Free Cash Flow (FCF) is Cash from Operating Activities plus proceeds from normal course dispositions of fixed and other assets plus settlement of long-term receivable from a non-consolidated joint venture minus capital spending minus investment in other assets





Continuing to keep our employees safe during pandemic

Increased focus on Diversity & Inclusion

Launched a number of new education programs

5th Straight Year Named to Forbes "World's Best Employers"





Committed to carbon neutrality targets - aligned with Paris Climate Accord

Launched many Factory of the Future projects globally

Managed through year-long supply chain challenges while minimizing disruption to OEM production

Received 122 customer recognition awards





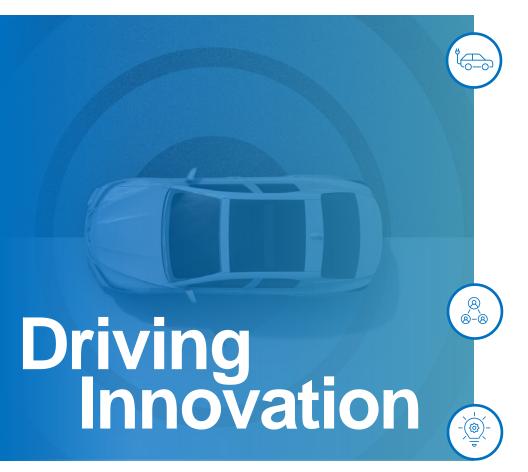
Continued weighted sales Growth over Market¹ in 2021: 4%

Achieved above market sales growth¹ across all key regions

Initial launches of new technologies in significant, growing addressable markets:

- e-Drives
- advanced driver assist systems
- EV battery enclosures





Successful commercialization

- New business:
 - Complete ADAS system
 - Primary and secondary e-Drives
 - Driver Monitoring system
 - Front Integration Panel
 - FREEFORM™ on four new vehicle programs
- CES Best of Innovation Award for Icon RADAR™

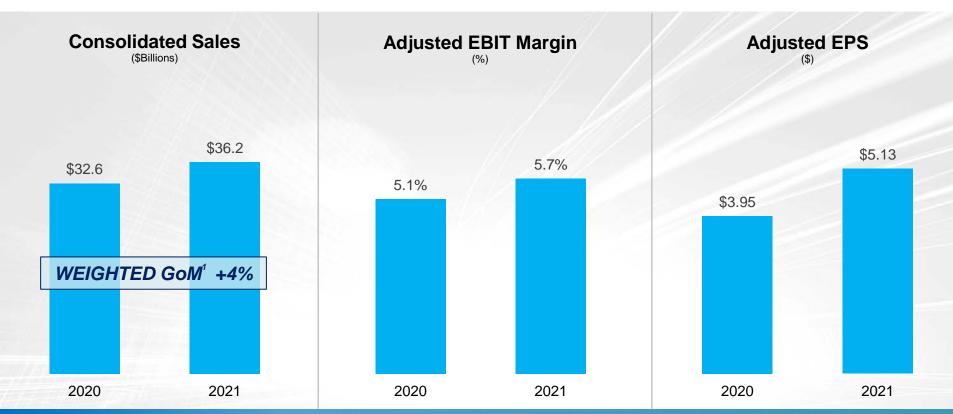
Continued to build on collaboration ecosystem

 Ongoing activities with companies, universities and research institutions

Increased investments aligned with mobility megatrends

2021 Financial Results

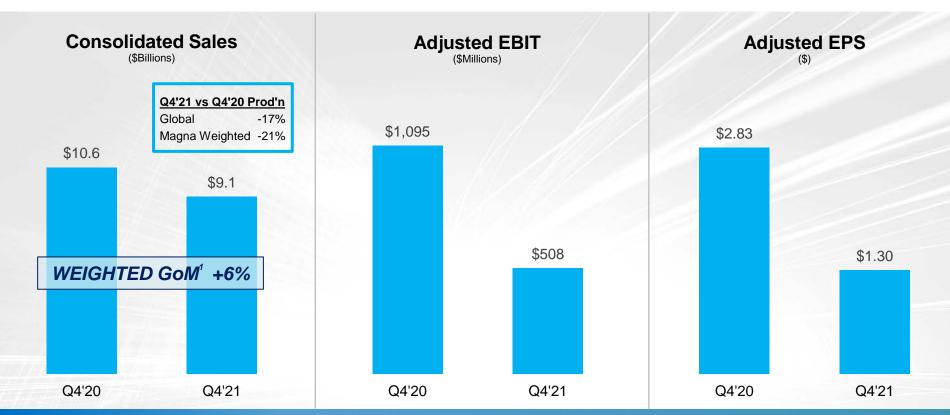




Significant Impacts from COVID-19 in '20, Semi Shortages in '21

Q4 2021 Financial Results





Reflect Industry Environment Q4 2021, Exceptional Q4 2020

Q4 2021 vs Q3 2021 (Sequential) Financial Results AMAGNA





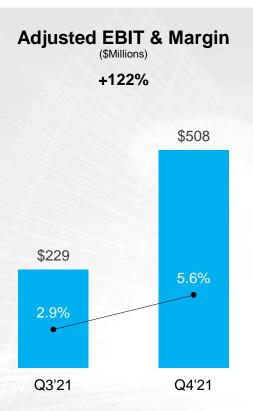
Q4'21 vs Q3'21 Production			
Global	+21%		
North America	+11%		
Europe	+28%		
China	+33%		
Magna Weighted	18%		

Key Factors

- Higher global light vehicle production (+)
- Launch of new programs (+)
- Program mix (-)
- Foreign currency translation: \$119M (-)

Q4 2021 vs Q3 2021 (Sequential) Financial Results



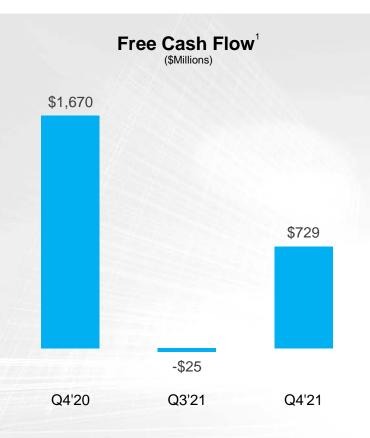


Key Factors

- Increased earnings on \$1.2B increase in sales (+)
- Provision on engineering service contracts with automotive unit of Evergrande in Q3 '21 (+)
- Government R&D incentives (+)
- Higher commercial settlements (+)
- Higher input costs (-)
- Transaction foreign exchange gains in Q3 vs. losses in Q4 (-)

Q4 2021 Cash Flow and Investment Activities





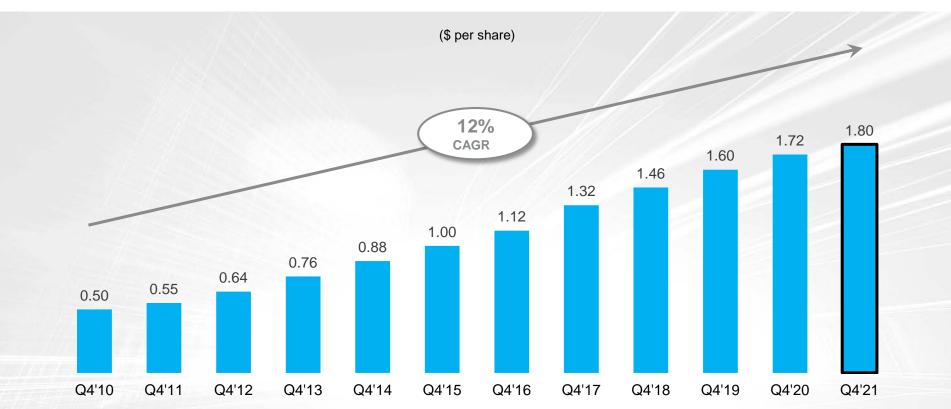
Cash from Operations Before Changes in Operating Assets & Liabilities	\$849M		
Changes in Operating Assets & Liabilities	\$502M		
Cash from Operations	\$1,351M		
Fixed Asset Additions	(\$549M)		
Increase in Investments, Other Assets and Intangible Assets	(\$105M)		
Proceeds from Dispositions	\$32M		
Free Cash Flow ¹	\$729M		
OTHER USES OF CASH			
Acquisition of Interest in LG-Magna JV	\$63M		
Purchase of Subsidiaries	\$31M		
Public and Private Equity Investments	\$45M		
Repurchase of Common Shares	\$251M		
Dividends (\$0.43/share)	\$127M		
Dividende (\$0.43/chare)	\$127N/I		

¹ Free Cash Flow (FCF) is Cash from Operating Activities plus proceeds from normal course dispositions of fixed and other assets plus settlement of long-term receivable from a non-consolidated joint venture minus capital spending minus investment in other assets

Q4 & FU

Annualized Dividend¹





Increased Q4 Dividend for 12th Straight Year

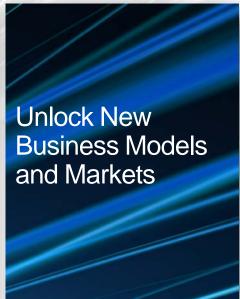


Outlook Reflects Our Go Forward Strategy



Accelerate
Deployment of
Capital towards
High-Growth
Areas





Overview of 2022 Outlook



Tailwinds

- Launching content on exciting new programs
- Increased business and opportunities in megatrend areas
 - Driving additional engineering and capital investment
- Favourable auto production environment
- Operational Excellence initiatives drive continued margin improvements through outlook period

Headwinds

- Continued semiconductor chip supply constraints
 - Inflationary input costs
- Commodity
 - Labour
 - Energy, logistics and other

Overview of 2022 Outlook – Financial Metrics



SALES GROWTH

Continued strong sales growth over outlook period
~90% sales in 2024 already booked

INVESTING FOR GROWTH

Average annual engineering grows to ~\$900M in megatrend areas

Capital spending increase reflects growth and additional opportunities

MARGIN EXPANSION

2022 impacted by inflationary cost pressures and increased engineering activities

Driving EBIT margins to 8+% by 2024

STRONG FREE CASH FLOW

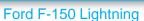
Generate **\$5.75-6.25B** over '22-'24

Allows us to further invest in the business and return capital to shareholders

Significant Content on BEV Launches Globally









Mercedes-Benz GLS SUV



Cadillac Lyriq



Rivian R1S



GMC Hummer



BMW iX



Mercedes-Benz EQE



Volkswagen ID Buzz



Fisker Ocean



NIO ES7



Xpeng G9



Smart B-SUV

Financial Outlook – Key Assumptions





Automotive Light Vehicle Production

(millions of units)

	<u>2021</u>	<u>2022</u>	<u>2024</u>
North America	13.1	15.2	17.5
Europe	16.0	18.5	21.2
China	24.5	24.2	29.0

U.S. Foreign Exchange Rates

	<u>2021</u>	2022	<u>2024</u>
Cdn	0.798	0.800	0.800
Euro	1.183	1.130	1.130
RMB	0.155	0.157	0.157

Acquisitions/Divestitures

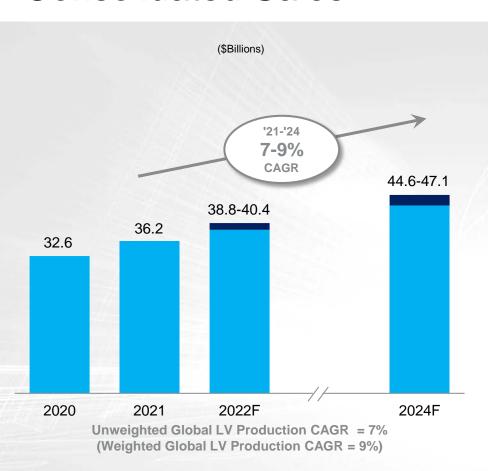
No material unannounced acquisitions/divestitures



CONSOLIDATED OUTLOOK

Consolidated Sales

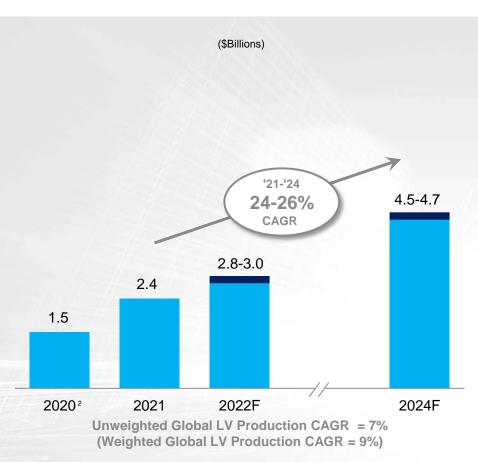




- Higher light vehicle production (+)
- Content growth (+)
 - New technologies
 - New facilities
 - Launches
- Impact of stronger U.S. dollar (-)
- End of production on certain programs (-)
- Dispositions, net of acquisitions (-)
- Organic CAGR of 8-10% from '21 to '24
 - ~10-12% excluding Complete Vehicles

Unconsolidated Sales



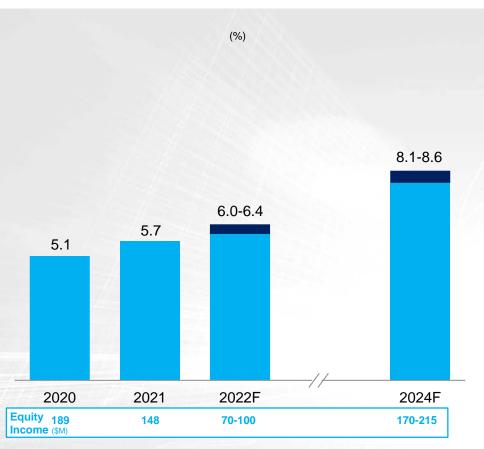


- Significant growth primarily driven by:
 - E-mobility components (LG JV)
 - Integrated e-Drives (HASCO JV)
 - Seating systems

Sales at 100% for our unconsolidated entities

Consolidated Adjusted EBIT Margin %1





2021-2022

- Contribution on higher sales (+)
- Lower production inefficiencies from unpredictable OEM production schedules (+)
- Operational Excellence initiatives (+)
- Higher input costs (-)
- Higher engineering investment in megatrend areas (-)

2022-2024

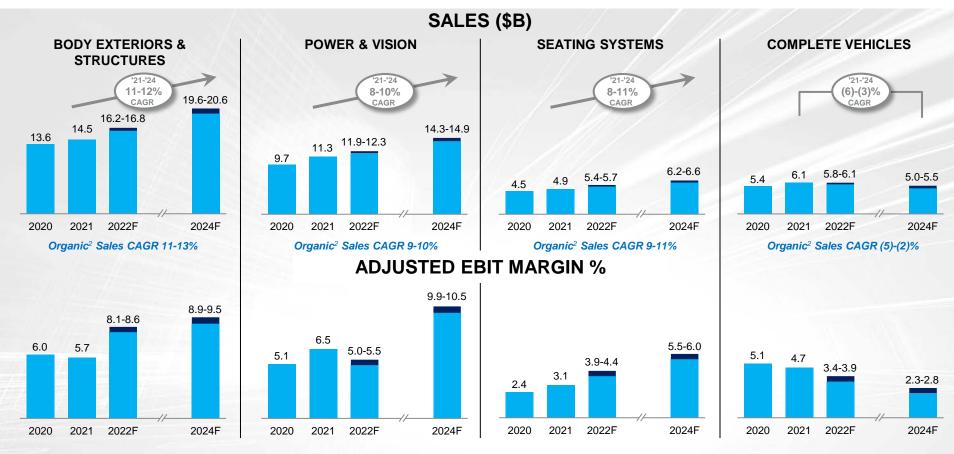
- Contribution on higher sales (+)
- Operational Excellence initiatives (+)
- Lower engineering investment in megatrend areas relative to '22 (+)



SEGMENT OUTLOOK

Segment Sales & Adjusted EBIT Margin %1





¹ Excluding other expense (income), net

² Organic Sales represents sales excluding acquisitions net of divestitures and FX movements



FINANCIAL STRATEGY



Capital Allocation Principles

MAINTAIN STRONG BALANCE SHEET

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

INVEST FOR GROWTH

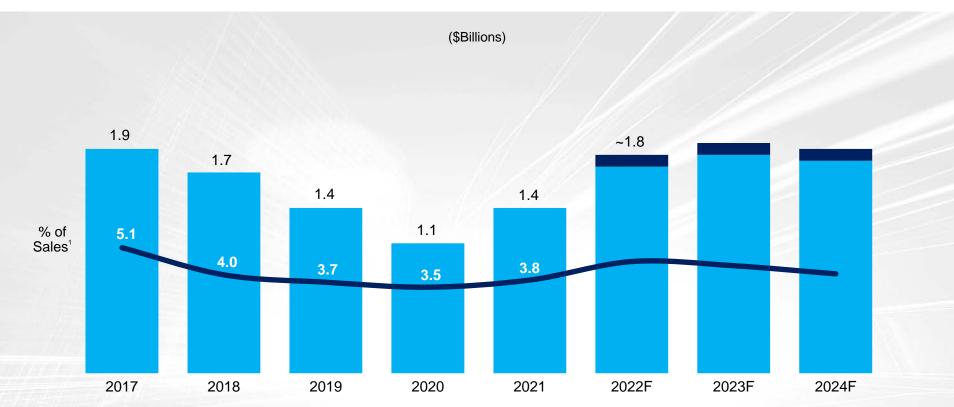
- Organic and inorganic opportunities
- Innovation

RETURN CAPITAL TO SHAREHOLDERS

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

Capital Spending

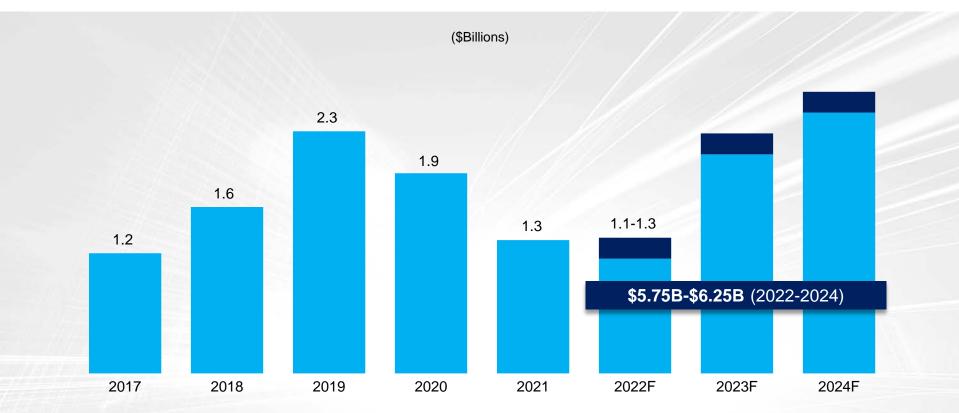




Increased Spending Reflects Investments for Growth

Free Cash Flow Generation





In Summary



Executing Our Go Forward Strategy



Continued strong sales growth



Margin expansion through outlook period



Solid free cash flow generation



Accelerating investments to support growth in megatrend areas







Q4 2021 Reconciliation of Reported Results



Excluding Other Expense (Income), Net \$Millions – except for share figures

	REPORTED		OTHER INCOME, NET		EXCL. OTHER INCOME, NET	
Income Before Income Taxes % of Sales	\$	576 6.3%	\$	(90)	\$	486 5.3%
Income Tax Expense % of Pretax	\$	98 17.0%	\$	(17)	\$	81 16.7%
Income Attributable to Non-Controlling Interests	\$	(14)	\$	-	\$	(14)
Net Income Attributable to Magna	\$	464	\$	(73)	\$	391
Earnings Per Share	\$	1.54	\$	(0.24)	\$	1.30

Q4 2020 Reconciliation of Reported Results



Excluding Other Expense (Income), Net \$Millions – except for share figures

	REI	PORTED	HER SE, NET	OTHER NSE, NET
Income Before Income Taxes % of Sales	\$	973 9.2%	\$ 100	\$ 1,073 10.2%
Income Tax Expense % of Pretax	\$	223 22.9%	\$ (13)	\$ 210 19.6%
Income Attributable to Non-Controlling Interests	\$	(12)	\$ -	\$ (12)
Net Income Attributable to Magna	\$	738	\$ 113	\$ 851
Earnings Per Share	\$	2.45	\$ 0.38	\$ 2.83

Sales Performance vs Market



Q4 2021 vs Q4 2020

	REPORTED	ORGANIC ¹	PERFORMANCE VS WEIGHTED GLOBAL PRODUCTION (Weighted GoM)
Body Exteriors & Structures	(18%)	(15%)	6%
Power & Vision	(12%)	(18%)	3%
Seating Systems	(7%)	(17%)	4%
Complete Vehicles	(14%)	(11%)	10%
TOTAL SALES	(14%)	(15%)	6%
Unweighted Production Growth	(17%)		
Weighted Production Growth ²	(21%)		

¹ Organic Sales represents sales excluding acquisitions net of divestitures and FX movements

² Calculated by applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production

Sales Performance vs Market



2021 vs 2020

	REPORTED	ORGANIC ¹	PERFORMANCE VS WEIGHTED GLOBAL PRODUCTION (Weighted GoM)
Body Exteriors & Structures	7%	6%	5%
Power & Vision	17%	5%	4%
Seating Systems	10%	(1%)	(2%)
Complete Vehicles	13%	8%	7%
TOTAL SALES	11%	5%	4%
Unweighted Production Growth	4%		
Weighted Production Growth ²	1%		

¹ Organic Sales represents sales excluding acquisitions net of divestitures and FX movements

² Calculated by applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production

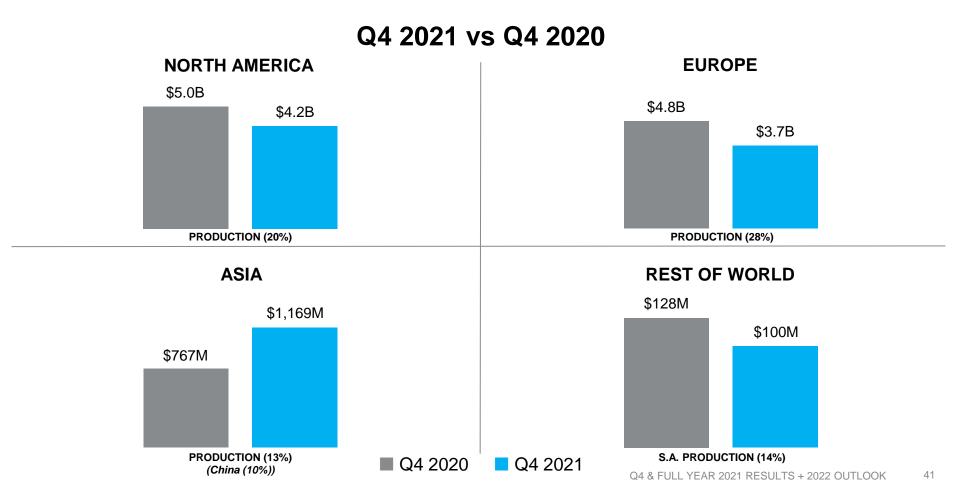
Segment Impact on Adjusted EBIT % of Sales AMAGNA



Q4 2021 vs Q4 2020

(\$Millions)	SALES	ADJUSTED EBIT	ADJUSTED EBIT AS A PERCERTANGE OF SALES
4 th Quarter of 2020	\$ 10,568	\$ 1,095	10.4%
Increase (Decrease) Related to:			
Body Exteriors & Structures	\$ (773)	\$ (375)	(3.2%)
Power & Vision	\$ (375)	\$ (188)	(1.6%)
Seating Systems	\$ (91)	\$ (36)	(0.3%)
Complete Vehicles	\$ (248)	\$ (12)	0.1%
Corporate and Other	\$ 29	\$ 24	0.2%
4 th Quarter of 2021	\$ 9,110	\$ 508	5.6%

Geographic Sales



Leverage Ratio



(\$Millions)

LTM EBITDA	\$ 3,576
Lease Adjustment	\$ 320
Other	\$ (83)
Adjusted EBITDA	\$ 3,813
Debt per Balance Sheet	\$ 3,993
Lease Liability per Balance Sheet	\$ 1,680
Other	\$ 218
Adjusted Debt	\$ 5,891
Adjusted Debt / Adjusted EBITDA (Q4 2021)	1.54x

Capital Allocation Principles

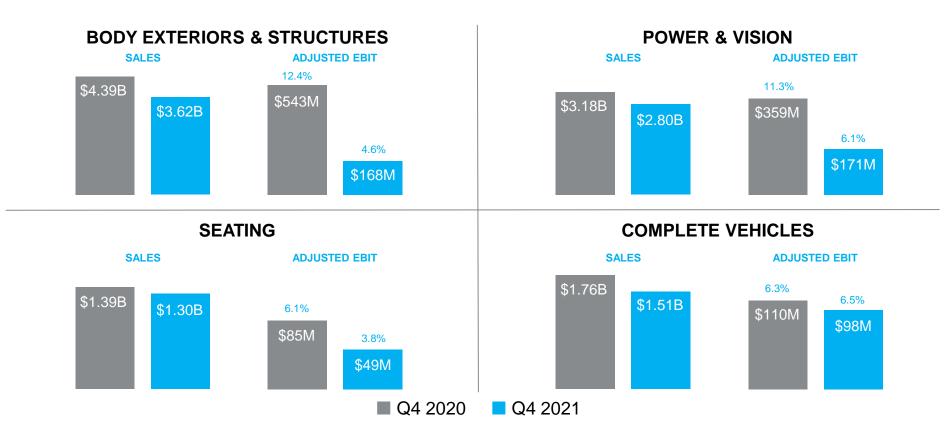


			Q4 2021	
Maintain Strong	 Preserve liquidity and high investment grade credit ratings 			
Balance Sheet	- Adj. debt / Adj. EBITDA ratio between 1.0-1.5x	LTM 12/31/21	1.54x	
Balarice Officet	 Maintain flexibility to invest for growth 			
Invest for	Organic and inorganic opportunities	Fixed asset additions Other investments Acquisition of JV interest	\$ 549M \$ 105M \$ 63M	
Growth	 Innovation 	Public + Private Equity Inv. Business Combinations	\$ 45M \$ 31M	
Poturn Conital	 Continued dividend growth over time 		\$ 127M	
Return Capital to Shareholders	 Increase Q4 dividend/share to 		\$ 0.45	+5%
to Shareholders	 Repurchase shares with excess liquidity 		\$ 251M	

Disciplined, Profitable Approach to Growth Remains a Foundational Principle

Segment Sales and Adjusted EBIT Margin









Financial Outlook



(\$Billions, unless otherwise noted)

	2022	2024
Sales:		
Body Exteriors & Structures	16.2 – 16.8	19.6 – 20.6
Power & Vision	11.9 – 12.3	14.3 – 14.9
Seating Systems	5.4 – 5.7	6.2 - 6.6
Complete Vehicles	5.8 – 6.1	5.0 – 5.5
Total Sales	38.8 – 40.4	44.6 – 47.1
Adjusted EBIT Margin %1	6.0% - 6.4%	8.1% – 8.6%
Equity Income	70M – 100M	170M – 215M
Interest Expense	~80M	
Income Tax Rate ²	~21%	
Net Income Attributable to Magna ³	1.7 – 1.9	
Capital Spending	~1.8	

¹ Adjusted EBIT Margin is the ratio of Adjusted EBIT to Total Sales

² The Income Tax Rate has been calculated using Adjusted EBIT and is based on current tax legislation ³ Net Income Attributable to Magna represents Net Income excluding Other expense (income), net

BODY EXTERIORS & STRUCTURES

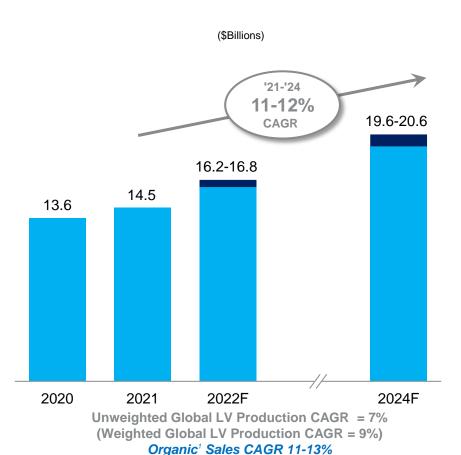
Segment Sales



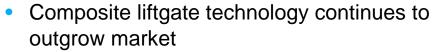
2022 Sales By Region

■ N.A. ■ Eur ■ Asia ■ ROW

25%





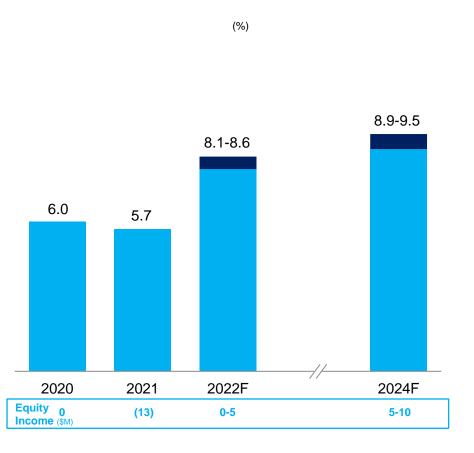


- Battery enclosures business begins to ramp up '22
- Continued strong growth in China
- Negative impact of stronger U.S. dollar

¹ Organic Sales represents sales excluding acquisitions net of divestitures and FX movements

Segment Adjusted EBIT Margin %





2021 to 2022

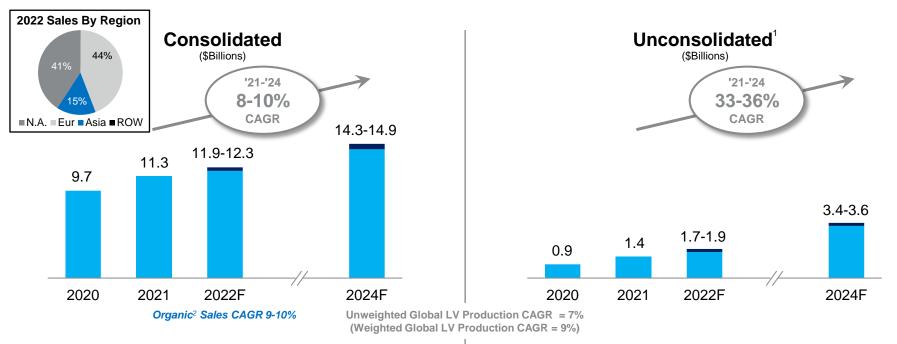
- Contribution on higher sales (+)
- Lower production inefficiencies from unpredictable OEM production schedules (+)
- Operational Excellence initiatives (+)
- Disposition of loss-making Exteriors facilities (+)
- Higher input costs (-)
- Higher engineering costs (-)

- Contribution on higher sales (+)
- Operational Excellence initiatives (+)
- Higher input costs (-)
- Higher launch and new facility costs (-)

POWER AND VISION

Segment Sales





- Higher light vehicle production
- Content growth:
 - ADAS sales CAGR of 30%+ '21 to '24
 - Clearview launches '22, OMS/DMS launches '24
 - Hybrid DCT business launching '21 '22
 - Consolidated e-Drive business launches late '22
- Negative impact of stronger U.S. dollar

- Significant growth driven by:
 - eMobility components (LG JV)
 - Integrated e-Drives (HASCO JV)
- Higher light vehicle production

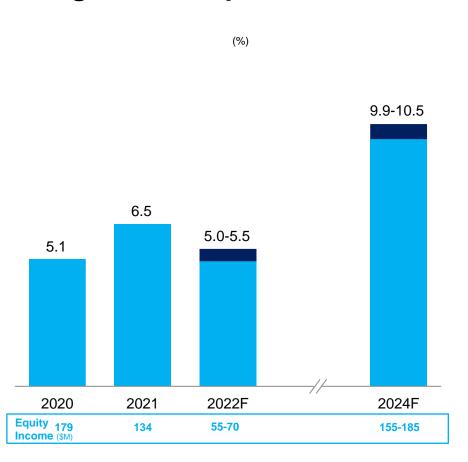
¹ Sales at 100% for our unconsolidated entities

² Organic Sales represents sales excluding acquisitions net of divestitures and FX movements

OWER AND VISION

Segment Adjusted EBIT Margin %1





2021 to 2022

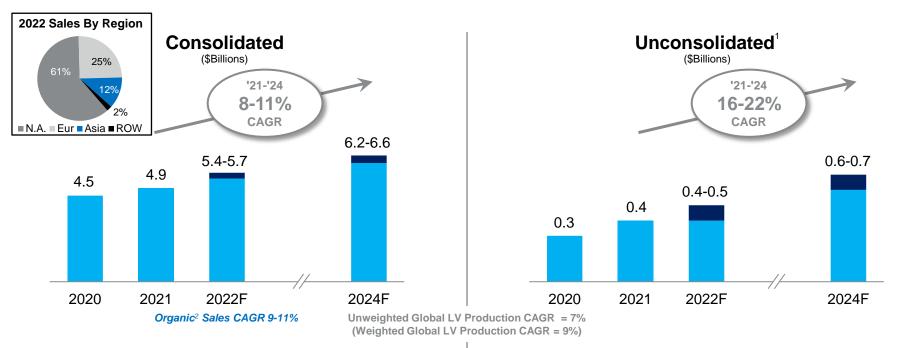
- Contribution on higher sales (+)
- Lower production inefficiencies from unpredictable OEM production schedules (+)
- Operational Excellence initiatives (+)
- Higher input costs (-)
- Higher engineering costs for electrification and autonomy (-)
- Lower favourable commercial settlements (-)

- Contribution on higher sales (+)
- Lower engineering costs for electrification and autonomy (+)
- Operational Excellence initiatives (+)
- Lower input costs(+)

SEATING SYSTEMS

Segment Sales





- Higher light vehicle production
- Content growth
 - New programs and technologies
- End of production of certain programs
- Negative impact of stronger U.S. dollar

Launch of new JV in North America

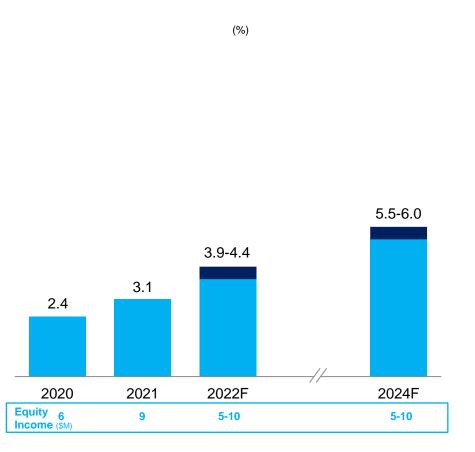
¹ Sales at 100% for our unconsolidated entities

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EATING SYSTEMS

Segment Adjusted EBIT Margin %1





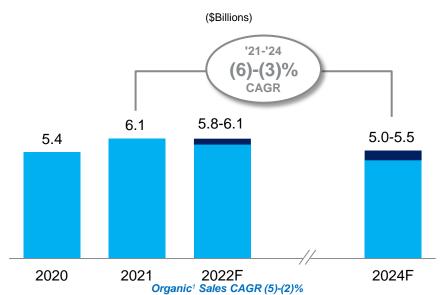
2021 to 2022

- Contribution on higher sales (+)
- Lower production inefficiencies from unpredictable OEM production schedules (+)
- Operational Excellence initiatives (+)
- Higher input costs (-)
- Lower commercial settlements (-)
- Higher launch and new facility costs (-)

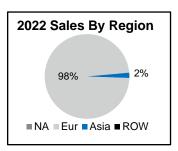
- Contribution on higher sales (+)
- Lower input costs (+)
- Operational Excellence initiatives (+)
- Higher engineering (-)
- End of production of certain programs (-)

Segment Sales









- Overall vehicle assembly volumes relatively level
- Launching Fisker Ocean in late '22 with value-added basis of accounting
- End of production of BMW 5 Series (Graz) in '23
- Negative impact of stronger U.S. dollar
- By '24, expect ~50% of vehicles assembled by Magna Steyr to be EV
 - Includes JV volumes in China

Segment Adjusted EBIT Margin %





2021 to 2022

- Government R&D incentives received '21 (-)
- Lower commercial settlements (-)
- Higher launch costs (-)
- Increased input costs (-)
- Lower margins on lower engineering sales (-)
- Impact of program mix (-)
- Provision on engineering service contract with Evergrande in '21 (+)

- Impact of program mix (-)
- Lower license income (-)
- Increased input costs (-)
- Lower launch costs (+)

Key 2022 Non-EV Launches





Chevrolet Silverado (Oshawa)



Jeep Wagoneer



Honda CR-V



Toyota Tundra



Ford Maverick



Alpha Romero Tonale



BMW X1







Mercedes-Benz GLC



BMW X5

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Forward. For all.