



# Fourth Quarter and Full Year 2020 Earnings Conference Call

March 5, 2021



# Forward-looking Statements and Non-GAAP Financial Measures



## Forward-Looking Statements

This presentation and webcast contain statements that are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include all statements that do not relate solely to historical or current facts and can generally be identified by the use of future dates or words such as "may," "should," "could," "will," "expects," "seeks to," "anticipates," "plans," "believes," "estimates," "foresee," "intends," "outlook," "predicts," "projects," "projecting," "potential," "targeting," "will likely result" or "continue" or the negative of such terms and other comparable terminology. These statements also include, but are not limited to, the 2021 outlook included herein, the impact of COVID-19 on our future business results, operations and prospects, Superior's strategic and operational initiatives, product mix and overall cost improvement and are based on current or revised expectations, estimates, and projections about Superior's business based, in part, on assumptions made by management. These statements are not guarantees of future performance and involve risks, uncertainties, and assumptions that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecasted in such forward-looking statements due to numerous factors, risks, and uncertainties discussed in Superior's Securities and Exchange Commission filings and reports, including Superior's current Annual Report on Form 10-K, and other reports from time to time filed with the Securities and Exchange Commission. You are cautioned not to unduly rely on such forward-looking statements when evaluating the information presented in this webcast and presentation.

## Use of Non-GAAP Financial Measures

In addition to the results reported in accordance with GAAP included throughout this earnings release, this release refers to the following non-GAAP measures:

"Adjusted EBITDA," defined as earnings before interest income and expense, income taxes, depreciation, amortization, restructuring charges and other closure costs, impairments of long-lived assets and investments, changes in fair value of redeemable preferred stock embedded derivative, acquisition and integration costs, certain hiring and separation related costs, proxy contest fees, gains associated with early debt extinguishment and accounts receivable factoring fees. "Value-Added Sales," defined as net sales less the value of aluminum and services provided by outsourced service providers that are included in net sales. "Value-Added Sales Adjusted for FX," defined as Value-Added Sales adjusted for the impact of foreign exchange translation. "Content per Wheel," defined as Value-Added Sales Adjusted for FX on a per unit (wheel) shipment basis. "Free Cash Flow," defined as the net cash from operations, investing activities, and non-debt components of financing activities. "Net Debt," defined as funded debt less cash and cash equivalents. For reconciliations of these non-GAAP measures to the most directly comparable GAAP measure, see the attached supplemental data pages.

Management believes these non-GAAP measures are useful to management and may be useful to investors in their analysis of Superior's financial position, results of operations, and cash flow. Further, management uses these non-GAAP financial measures for planning and forecasting purposes. This non-GAAP financial information is provided as additional information for investors and is not in accordance with or an alternative to GAAP and may be different from similar measures used by other companies.

Adjusted EBITDA and Free Cash Flow are non-GAAP measures as defined above. In reliance on the safe harbor provided under section 10(e) or Regulation S-K, Superior has not quantitatively reconciled from Adjusted EBITDA to net income and Free Cash Flow to cash flow from operations, the most comparable GAAP measures, presented in the 2021 outlook, as Superior is unable to quantify certain amounts included in net income and cash flow from operations without unreasonable efforts and due to the inherent uncertainty regarding such variables. Superior also believes that such reconciliation would imply a degree of precision that could potentially be confusing or misleading to investors. However, the magnitude of these amounts may be significant.



## Introduction

Troy Ford

*Vice President of Corporate Finance*

## Business Update

Majdi Abulaban

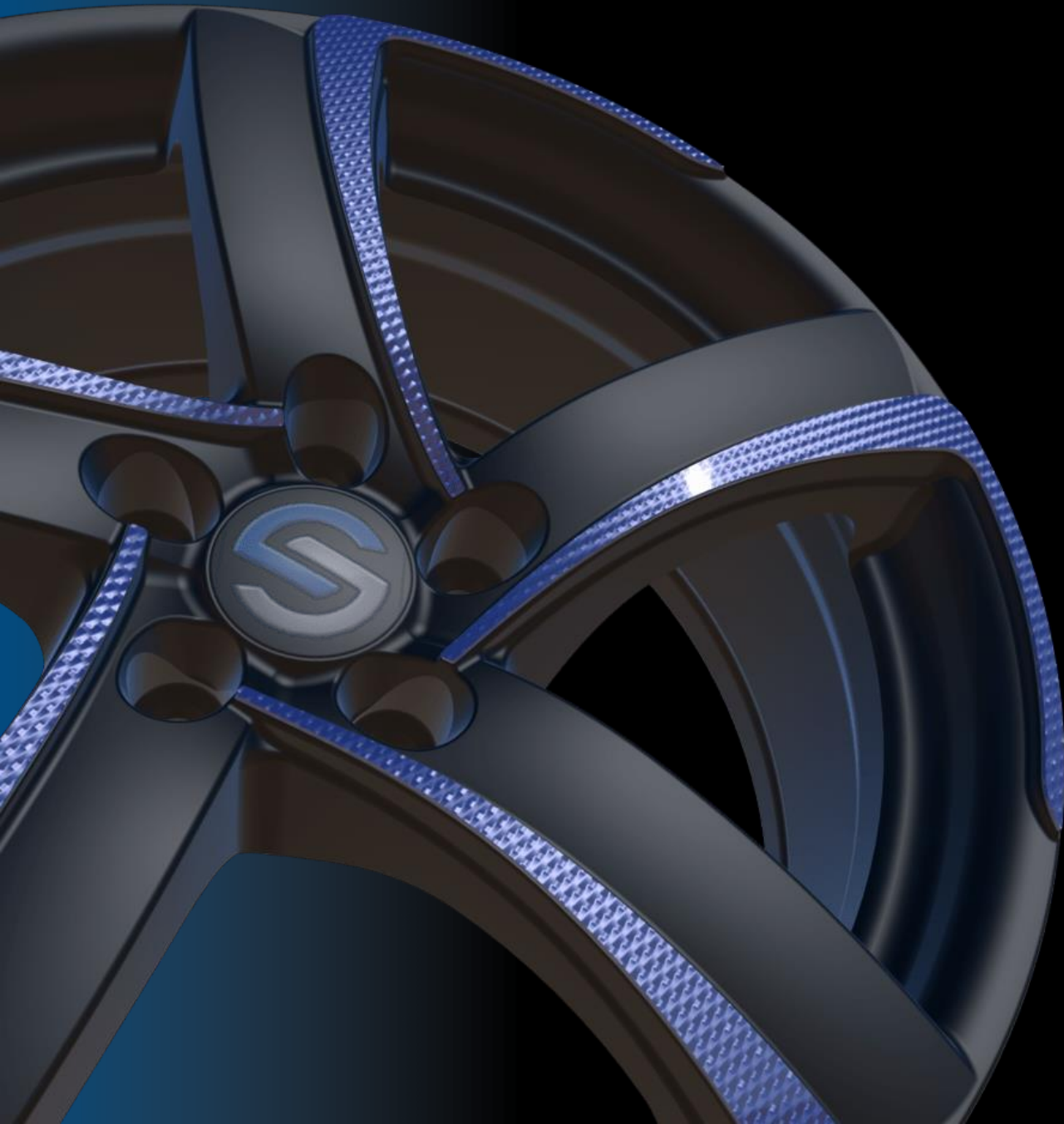
*President and Chief Executive Officer*

## Financial Review

Tim Trenary

*Executive Vice President and Chief Financial Officer*





# Business Update



# 2020 Product Launches Delivering Growth Above Market



**BMW X7**



**GM Full Size SUVs**



**THIRD CONSECUTIVE YEAR OF  
GROWTH ABOVE MARKET**

**Portfolio of large diameter and  
premium content wheels  
delivering consistent growth**



**Mercedes S Class**



**Bronco Sport**



**Ford Mach E**



**Mercedes AMG EQA**



**SOLIDIFIED POSITION AS A  
SUPPLIER FOR EV PLATFORMS**

**Enabling electrification through  
lightweighting technologies**



**Volvo XC40 Recharge Pure Electric**



**Audi e-tron S & Sportback**



# Expanding Portfolio of Technologies



## Physical Vapor Deposition



Received global recognition award from Ford for successful launch of PVD

## Lightweighting Technology



Successful launch of light-weighting technology on high performance platform

## Deco Tech™



Developed and launched wheels for Ford Performance with patent pending application technology

## Custom Finish



Launched Superior's first in-house paint masking program on 2021 Chevy Silverado

**DELIVERING DIFFERENTIATED TECHNOLOGIES**

**Launched new technologies throughout 2020, supporting consumer and OEM trends**





# Combined Effort of Superior Team Delivering Results



**UNWAVERING CONTRIBUTION  
FROM OUR GLOBAL TEAM**

**Safety, customer experience,  
operational execution, and financial  
results delivered by our team's  
performance**







# Financial and Operational Highlights

## *Positioned for Profitable Growth*



Q4	Full Year
UNIT SHIPMENTS	
4.5M 0% year-over-year	15.2M (21%) year-over-year
NET SALES	
\$338M +9% year-over-year	\$1.1B (20%) year-over-year
VALUE-ADDED SALES <sup>(1)</sup>	
\$202M +12% year-over-year <sup>(2)</sup>	\$648M (15%) year-over-year <sup>(2)</sup>
ADJUSTED EBITDA <sup>(1)</sup>	
\$47M 23% of Value-Added Sales	\$129M 20% of Value-Added Sales

### Financial:

- Q4 Value-Added Sales Adjusted for FX<sup>(1)</sup> +12%
- Q4 Adj. EBITDA<sup>(1)</sup> grew +25%; margin expanded +160 basis points
- Funded debt of \$643M; Net Debt<sup>(1)</sup> of \$491M; Q4 reduction of \$28M
- 2020 cash from operations of \$150M and Free Cash Flow<sup>(1)</sup> of \$87M

### Portfolio:

- Q4 Content per Wheel<sup>(1)</sup> growth +12%; growth above market of +11%<sup>(2)</sup>
- Benefited from market shift towards premium retail sales
- 19" and greater wheels represented more than 40% of shipments

### Operational:

- Employee safety is top priority
- Supported customers in a volatile demand environment
- Continued to foster culture of continuous improvement
- Sustained improvement in North America operating performance

**EXECUTED WITH COST AND CASH DISCIPLINE**

**Performance and portfolio position Superior for 2021**

(1) Value-Added Sales, Value-Added Adjusted for FX, Content per Wheel, Adjusted EBITDA, Net Debt, and Free Cash Flow are non-GAAP financial measures; see page 2 for definitions and the appendix for reconciliations to the most comparable GAAP measures

(2) Based on Value-Added Sales Adjusted for FX; comparison vs. Q4 NA and Western and Central EU industry production per February 16, 2021 IHS



# Current Industry Operating Environment and 2021 Outlook



## Industry Light Vehicle Production<sup>(1)</sup>

### North America

vs. 2020

+20%

vs. 2019

(4%)

- Industry rebound in North America supported by low inventory levels

### Europe

vs. 2020

+10%

vs. 2019

(16%)

- Slower recovery in Europe

## INDUSTRY RECOVERY ONGOING

Significant recovery underway from 2020



## 2021 Tailwinds

- + Low inventory levels
- + Ongoing demand for premium mix
- + Vaccine distribution



## 2021 Challenges

- Ongoing COVID-19 concerns/new strains
- Semiconductor shortages
- Customer demand stabilization



## Superior's 2021 Outlook

- Sustained focus on profitability and cash flow
- Adjusted EBITDA<sup>(2)</sup> of \$160M - \$180M
- Cash Flow from Operations of \$110M - \$130M

(1) Based on management estimates

(2) Adjusted EBITDA is a non-GAAP financial measure; see page 2 for definition





## STABILIZED AND EXECUTED THROUGH 2020

Remain focused on long-term  
value creation initiatives

### Stabilize and Execute Current Portfolio

- Focus on Premium Launches
- Improve Troubled Product Lines
- Restructure Footprint
- Reduce Structural Costs

### Operational Excellence

- Continuous Improvement (Lean)
- Commercial Discipline
- Global Procurement Savings
- Strengthen Premium Capabilities
- Continued Cost Discipline

### Revenue Growth

- Win Across Balanced Portfolio
- Execute Premium Size and Finish Portfolio
- Portfolio Serving ICE/EV
- Customer Base Expansion
- Customer Penetration

Shareholder Value

Foundation

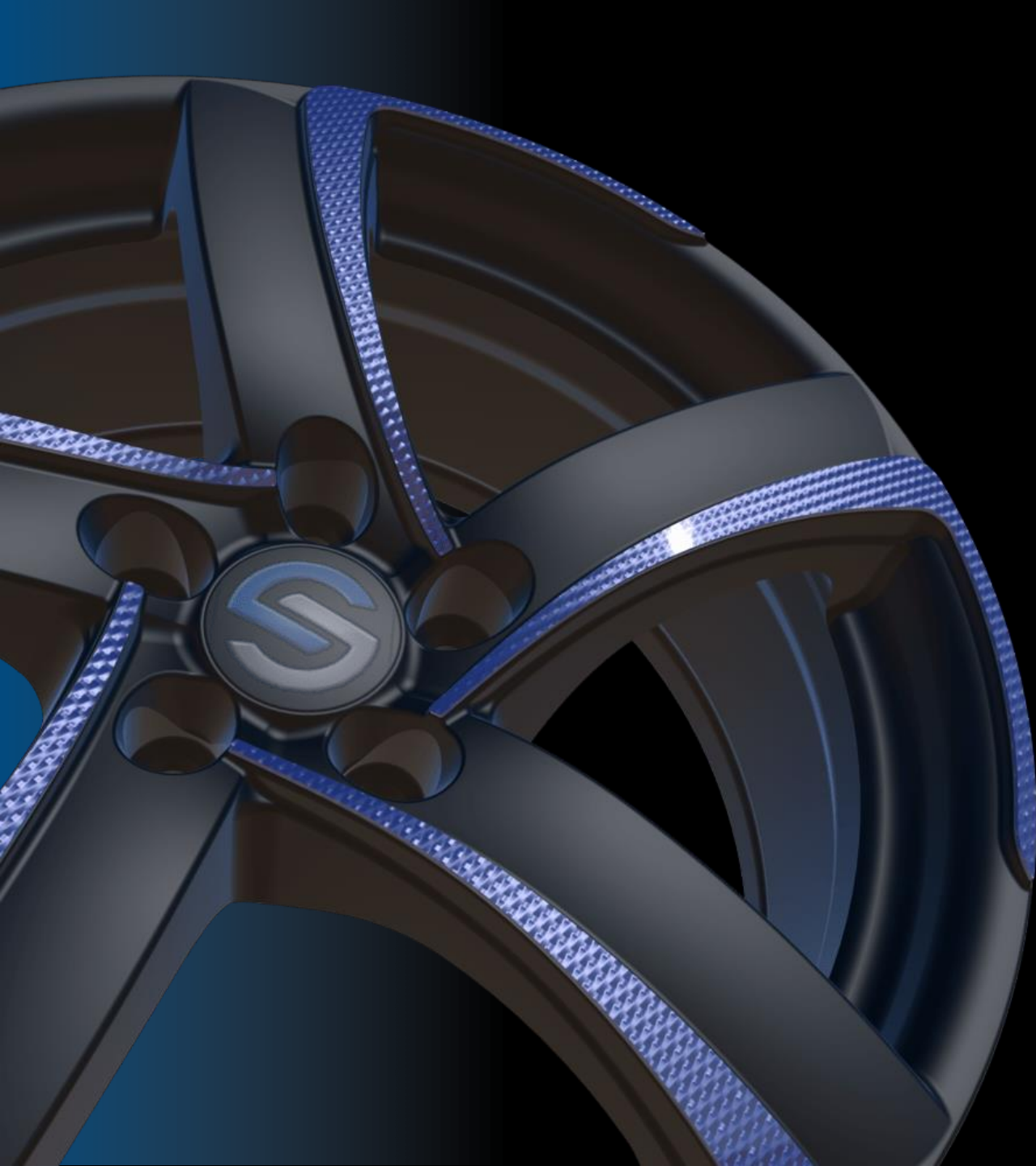
Emphasis on Cash  
Flow / Adj. EBITDA<sup>(1)</sup>  
Generation

Premium /  
Differentiated Technology  
Offering

Intimate  
Customer  
Relationships

Foundation

(1) Adjusted EBITDA is a non-GAAP financial measure; see appendix for reconciliation to the most comparable GAAP measure



# Financial Review

Fourth Quarter and Full Year 2020



# Fourth Quarter and Full Year Industry Production and Superior Sales Results

## North America YoY Industry Results<sup>(1)</sup>



NA	Q4	FY
Industry Production	0%	(20%)
Key Customer Production	2%	(22%)

## Europe YoY Industry Results<sup>(1)</sup>



EU	Q4	FY
Industry Production	1%	(24%)
Key Customer Production	3%	(21%)

## Superior Global Results vs. Market

Q4 Superior Sales<sup>(2)</sup>: +12%  
Q4 Growth Over Market: +11%<sup>(2)</sup>

2020 FY Superior Sales<sup>(2)</sup>: (15%)  
2020 FY Growth Over Market: +7%<sup>(2)</sup>

(1) Source: IHS Automotive as reported February 16, 2021; Europe based on Western and Central Europe

(2) Based on Value-Added Sales Adjusted for FX, a non-GAAP financial measure, compared to industry production; see appendix for a reconciliation to the most comparable GAAP measure

# Fourth Quarter and Full Year 2020 Financial Summary



(\$ in millions and units in thousands)

	Three Months		Twelve Months	
	4Q 2020	4Q 2019	YTD 2020	YTD 2019
<b>Units</b>				
North America	2,264	2,177	7,716	9,795
Europe	2,193	2,289	7,478	9,451
<b>Global</b>	<b>4,457</b>	<b>4,466</b>	<b>15,194</b>	<b>19,246</b>
<b>Net Sales</b>				
North America	\$ 168.9	\$ 150.7	\$ 550.1	\$ 704.3
Europe	168.8	159.6	550.7	668.2
<b>Global</b>	<b>\$ 337.7</b>	<b>\$ 310.3</b>	<b>\$ 1,100.8</b>	<b>\$ 1,372.5</b>
<b>Value-Added Sales <sup>(1)</sup></b>				
North America	\$ 91.7	\$ 74.7	\$ 296.4	\$ 344.8
Europe	109.8	98.8	351.9	410.5
<b>Global</b>	<b>\$ 201.5</b>	<b>\$ 173.4</b>	<b>\$ 648.3</b>	<b>\$ 755.3</b>
<b>Net Loss</b>	<b>\$ (21.4)</b>	<b>\$ (99.0)</b>	<b>\$ (243.6)</b>	<b>\$ (96.5)</b>
<b>Adjusted EBITDA <sup>(1)</sup></b>	<b>\$ 46.8</b>	<b>\$ 37.5</b>	<b>\$ 129.4</b>	<b>\$ 168.8</b>
<b>Diluted Loss Per Share <sup>(2)</sup></b>	<b>\$ (1.16)</b>	<b>\$ (4.25)</b>	<b>\$ (10.81)</b>	<b>\$ (5.10)</b>

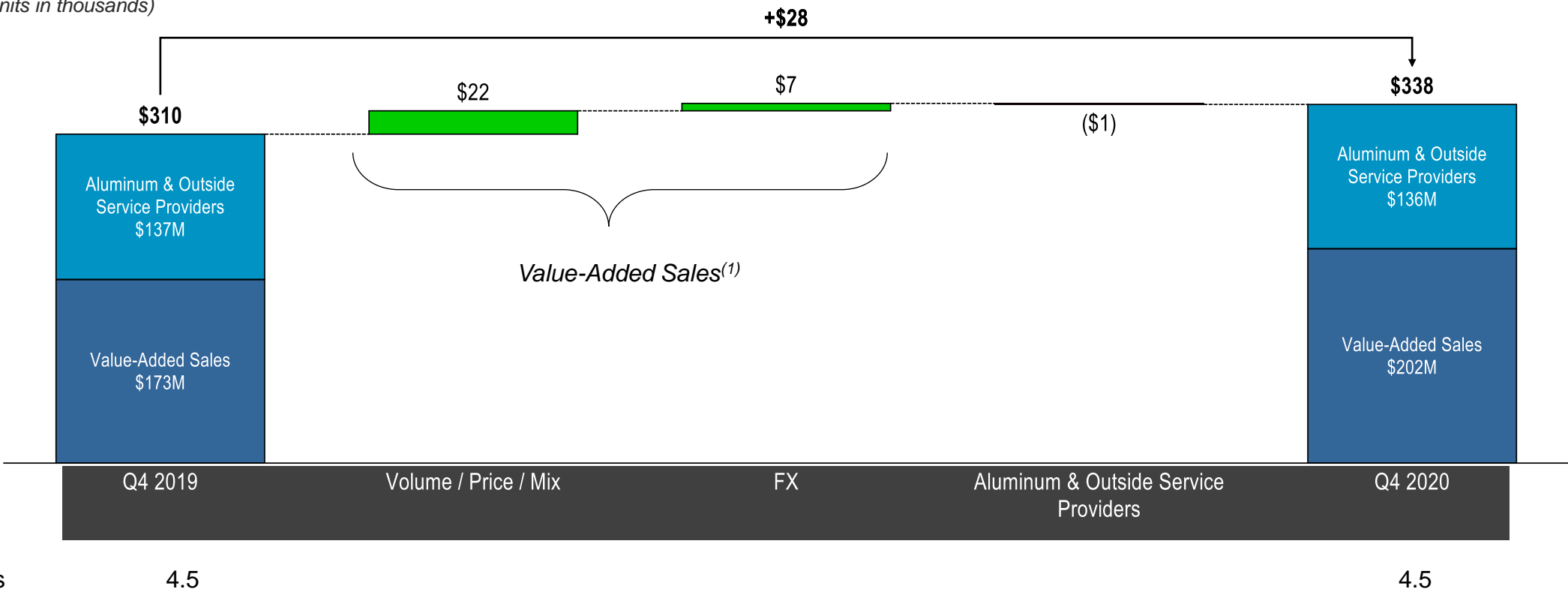
(1) Value-Added Sales and Adjusted EBITDA are non-GAAP financial measures; see appendix for reconciliations to the most comparable GAAP measures

(2) See Impact of Acquisition and Non-Recurring Items on EPS and reconciliation from net income to diluted EPS in the appendix of this presentation



# Fourth Quarter 2020 Year-over-Year Sales Bridge

(\$ in millions and units in thousands)



**Value-Added Sales<sup>(1)</sup>**

- Volume / Price / Mix: Reflects ongoing shift to higher content wheels
- FX: Stronger EUR/USD (1.19 vs. 1.11 in prior year period)

**Aluminum & Outside Service Providers**

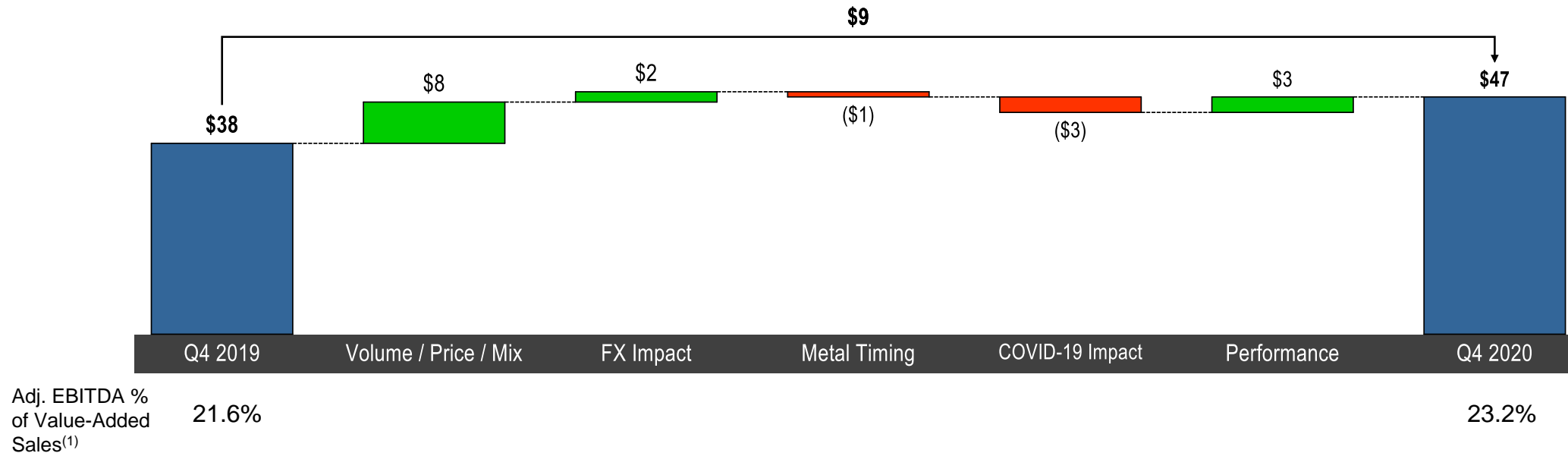
- Decrease in aluminum prices, partially offset by larger diameter wheels

(1) Value-Added Sales is a non-GAAP measure; see appendix for reconciliation to net sales

# Fourth Quarter 2020 Year-over-Year Adj. EBITDA<sup>(1)</sup> Bridge



(\$ in millions)



- Volume / Price / Mix: Reflects ongoing shift to higher content wheels
- FX: Favorable currency exchange rates
- Metal Timing: Timing impact of aluminum pricing escalation and de-escalation clauses with customers
- COVID-19 Impact: Includes temporary production shutdowns/production limits due to local regulations, expedited freight, testing, and personal protective equipment and other employee costs
- Performance: Operational performance improvement

(1) Adjusted EBITDA is a non-GAAP financial measure; see appendix for reconciliation to the most comparable GAAP measure



# Fourth Quarter and Full Year 2020 Free Cash Flow<sup>(1)</sup>



## *Operating Activity and Capital Expenditure Discipline Delivered Strong Cash Flow*

	Q4'20	Q4'19		FY'20	FY'19
<b>Cash Flow from Operating Activities</b>					
<ul style="list-style-type: none"> <li>Impacted by lower source of working capital in the period partially offset by growth in earnings and lower cash taxes</li> </ul>	\$58M	\$61M	<ul style="list-style-type: none"> <li>Impacted by lower earnings due to COVID-19 partially offset by working capital</li> </ul>	\$150M	\$163M
<b>Cash Used by Investing Activities</b>					
<ul style="list-style-type: none"> <li>Improvement driven by capital expenditure discipline, extending projects, and renegotiating terms</li> </ul>	(\$11M)	(\$17M)	<ul style="list-style-type: none"> <li>Improvement driven by capital expenditure discipline, extending projects, and negotiating terms</li> </ul>	(\$44M)	(\$55M)
<b>Cash Payments for Non-Debt Financing Activities</b>					
<ul style="list-style-type: none"> <li>Includes \$4M of preferred dividends</li> <li>Improvement primarily due to acquisition of \$3M of minority shares in 2019 vs. \$0M in 2020</li> </ul>	(\$4M)	(\$6M)	<ul style="list-style-type: none"> <li>Includes \$14M of preferred dividends</li> <li>Improvement primarily due to suspension of common dividends</li> <li>Acquisition of \$7M of minority shares in 2019 vs. \$5M in 2020</li> </ul>	(\$19M)	(\$29M)
<b>Free Cash Flow<sup>(1)</sup></b>					
	\$42M	\$38M		\$87M	\$79M

(1) Free Cash Flow is a non-GAAP financial measure; see the appendix for a reconciliation to the most comparable GAAP measure

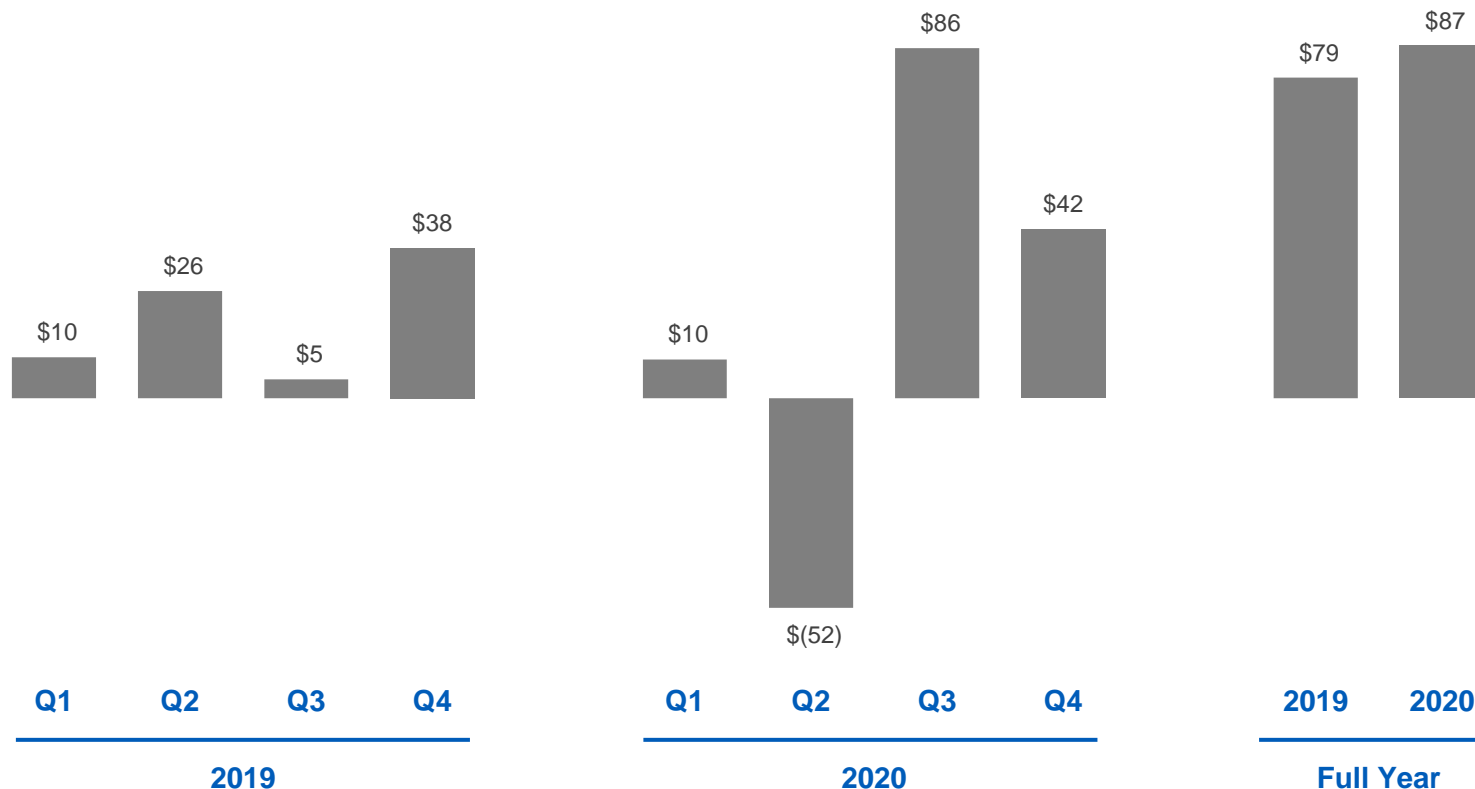
# Free Cash Flow by Quarter



## Consistent Delivery of Cash Flow

(\$ in millions)

### Free Cash Flow<sup>(1)</sup>



- Strong Free Cash Flow trend that began in late 2018 continued into 2020
- Business has generated significant cash flow now available for debt repayment and strategic investments in the business
- Anticipate 2021 to be another year of positive Free Cash Flow

(1) Free Cash Flow is a non-GAAP financial measure; see the appendix for a reconciliation to the most comparable GAAP measure

## Substantial Reduction in Net Debt in 2020

(\$ in millions)

Capital Structure		
	Dec. 31, 2020 Actual	Dec. 31, 2019 Actual
<b>Total Cash</b>	<b>\$ 152</b>	<b>\$ 78</b>
U.S. \$160M Revolving Credit Facility	-	-
Europe €60M Revolving Credit Facility	-	-
Term Loan B	349	372
IKB Equipment Loan	11	13
Commerzbank Equipment Loan	13	-
Capital Leases	3	3
<b>Total Senior Secured Debt</b>	<b>\$ 376</b>	<b>\$ 388</b>
Senior Unsecured Notes	267	243
<b>Total Debt</b>	<b>\$ 643</b>	<b>\$ 631</b>
<b>Net Debt<sup>(1)</sup></b>	<b>\$ 491</b>	<b>\$ 553</b>
<b>TPG Preferred Equity</b>	<b>\$ 179</b>	<b>\$ 161</b>

- Increase YoY in cash balance of \$74M
- YoY funded debt increase driven by the FX impact on Euro-denominated debt as the Euro strengthened relative to the US Dollar, partially offset by principal payments
- Net Debt<sup>(1)</sup> at lowest level since acquisition of European business in 2017; decreased by \$62M in 2020
- Substantial liquidity in the form of cash and available amounts under revolving credit facilities
- Free Cash Flow<sup>(1)</sup> remains a top priority moving into 2021
- Opportunistic debt repayment may continue

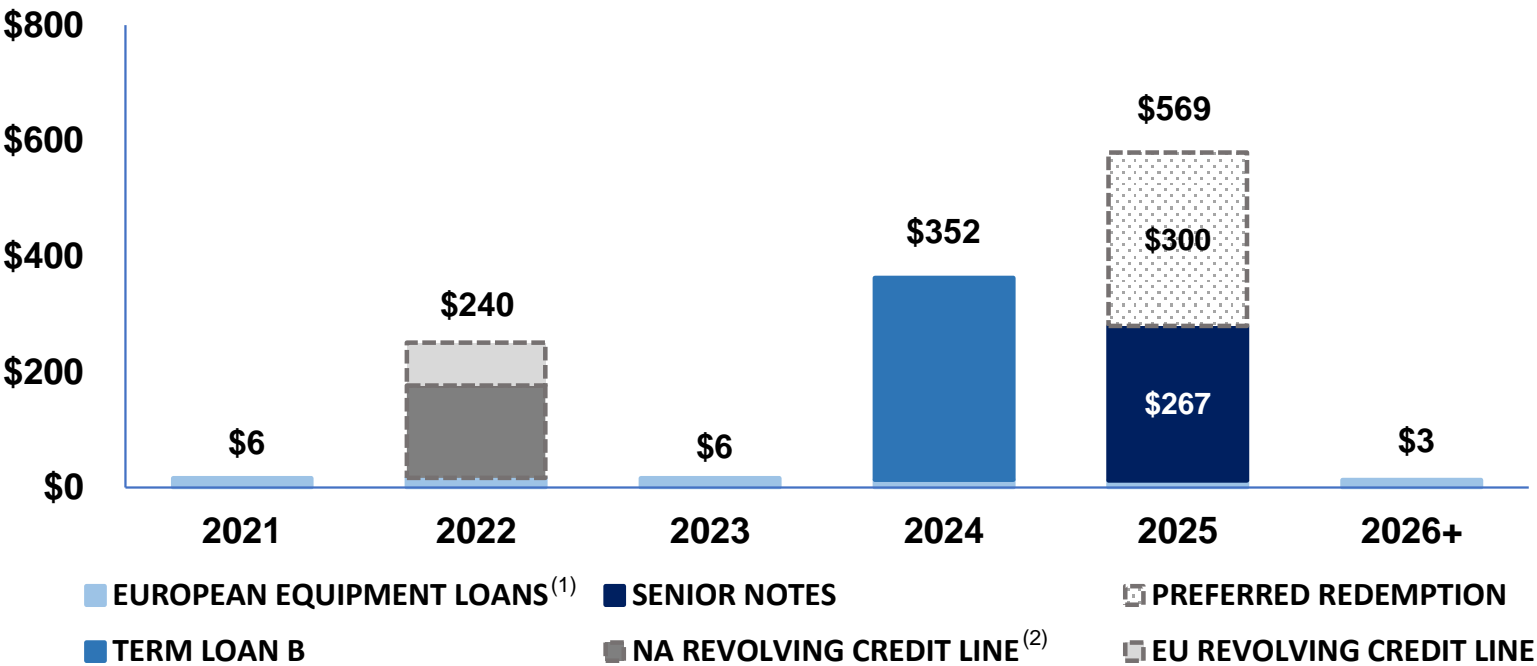
(1) Free Cash Flow and Net Debt are non-GAAP financial measures; see appendix for reconciliations to the most comparable GAAP measure



## No Significant Near-Term Maturities of Funded Debt

(\$ in millions)

### Debt Amortization and Maturity and Optional Preferred Equity Redemption



(1) Europe equipment loans mature Mar. 31, 2024 and Sep. 30, 2027

(2) Revolving credit lines currently \$0 drawn

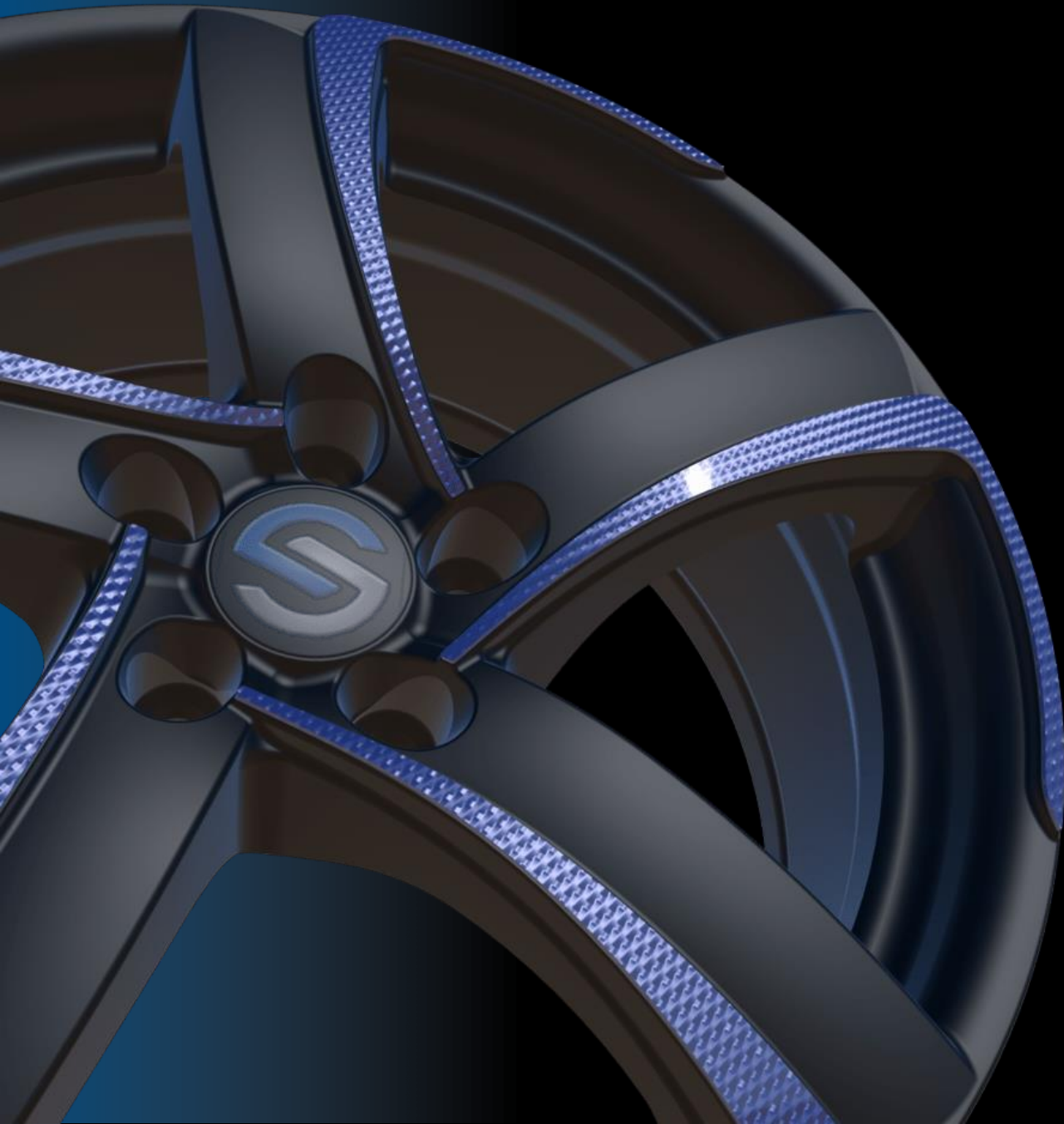
Note: Excludes capital leases

# Full Year 2021 Financial Outlook



Metric	2021 Outlook	Commentary
<b>Unit Volume (000s)</b>	16.9M - 17.7M	<ul style="list-style-type: none"> <li>Based on industry production recovery in mid-teen percentage range across Superior's footprint</li> <li>Increase in aluminum prices and content growth driving higher net sales</li> <li>Shift to premium, larger diameter, and higher contented wheels supporting Value-Added Sales</li> <li>Includes anticipated negative impact from microchip shortage</li> </ul>
<b>Net Sales</b>	\$1.30B - \$1.37B	
<b>Value-Added Sales<sup>(1)</sup></b>	\$740M - \$780M	
<b>Adjusted EBITDA<sup>(1)</sup></b>	\$160M - \$180M	<ul style="list-style-type: none"> <li>Benefit from sustained improvement in operating performance</li> </ul>
<b>Cash Flow from Operations</b>	\$110M - \$130M	<ul style="list-style-type: none"> <li>Ongoing emphasis on cash flow generation</li> </ul>
<b>Capital Expenditures</b>	Approximately \$75M	<ul style="list-style-type: none"> <li>Carryover from 2020</li> <li>Strategic investments in finishing capabilities</li> </ul>

(1) Value-Added Sales and Adjusted EBITDA are non-GAAP financial measures; see appendix for reconciliations to the most comparable GAAP measures



# Appendix



# Income Statement



(\$ in millions, except Earnings per Share and Unit Shipments)

Unaudited

	Three Months		Twelve Months	
	4Q 2020	4Q 2019	YTD 2020	YTD 2019
	Actual	Actual	Actual	Actual
Unit Shipments	4,457	4,466	15,194	19,246
Net Sales	\$ 337.7	\$ 310.3	\$ 1,100.8	\$ 1,372.5
Value-Added Sales <sup>(1)</sup>	201.5	173.4	648.3	755.3
Gross Profit	33.3	26.9	65.6	116.1
SG&A Expenses	15.9	17.1	52.4	63.9
Impairment of Goodwill and Indefinite-Lived Intangibles	-	102.2	193.6	102.2
Income (Loss) from Operations	\$ 17.5	\$ (92.4)	\$ (180.4)	\$ (50.1)
Interest Expense, net	(11.0)	(11.5)	(45.4)	(47.0)
Other (Expense) Income, net	(1.9)	0.6	(2.8)	4.0
Income (Loss) Before Income Taxes	\$ 4.6	\$ (103.3)	\$ (228.7)	\$ (93.0)
Income Tax Benefit (Provision)	(26.0)	4.3	(14.9)	(3.4)
Net Loss	\$ (21.4)	\$ (99.0)	\$ (243.6)	\$ (96.5)
Diluted Loss Per Share	\$ (1.16)	\$ (4.25)	\$ (10.81)	\$ (5.10)
Adjusted EBITDA <sup>(1)</sup>	\$ 46.8	\$ 37.5	\$ 129.4	\$ 168.8
% of Value-Added Sales	23.2%	21.6%	20.0%	22.3%

(1) Value-Added Sales and Adjusted EBITDA are non-GAAP financial measures; see reconciliations to the most comparable GAAP measures later within this appendix

# Balance Sheet



(\$ in millions)

Unaudited

	12/31/2020	12/31/2019
<b><u>ASSETS</u></b>		
Cash & Short Term Investments	\$ 152.4	\$ 77.9
Accounts Receivable, net	49.0	76.8
Inventories, net	155.0	168.5
Income Taxes Receivable	4.9	4.6
Other Current Assets	22.3	26.4
<b>Total Current Assets</b>	<b>\$ 383.6</b>	<b>\$ 354.2</b>
Property, Plant & Equipment, net	522.1	529.3
Deferred Income Taxes, net	30.9	38.6
Goodwill	-	184.8
Intangibles	110.8	137.1
Other Assets	61.9	67.9
<b>Total Assets</b>	<b>\$ 1,109.3</b>	<b>\$ 1,311.9</b>
<b><u>LIABILITIES &amp; EQUITY</u></b>		
Accounts Payable	\$ 151.8	\$ 123.1
Current Portion of Long-term Debt	6.1	4.0
Accrued Expenses	71.1	60.9
Income Taxes Payable	2.1	3.1
<b>Total Current Liabilities</b>	<b>\$ 231.1</b>	<b>\$ 191.1</b>
Long-term Debt (Less Current Portion)	625.5	611.0
Non-Current Liabilities	93.1	90.6
Redeemable Preferred Shares	179.4	161.0
European Noncontrolling Redeemable Equity	1.7	6.5
<b>Total Shareholders' Equity (Deficit)</b>	<b>\$ (21.5)</b>	<b>\$ 251.7</b>
<b>Total Liabilities &amp; Equity (Deficit)</b>	<b>\$ 1,109.3</b>	<b>\$ 1,311.9</b>

# Statement of Cash Flow



(\$ in millions)

Unaudited

	Three Months		Twelve Months	
	4Q 2020	4Q 2019	YTD 2020	YTD 2019
Net Loss	\$ (21.4)	\$ (99.0)	\$ (243.6)	\$ (96.5)
Depreciation and Amortization	25.0	23.2	98.2	100.7
Income tax, Non-cash changes	26.9	-	7.5	(3.5)
Impairments of Goodwill and Indefinite-Lived Intangibles	-	102.2	193.6	102.2
Stock-based Compensation	1.6	2.0	2.4	5.7
Amortization of Debt Issuance Costs	0.9	1.2	4.0	4.8
Other Non-cash items	7.3	(1.2)	5.8	(0.7)
Changes in Operating Assets and Liabilities:				
Accounts Receivable	32.1	57.2	28.1	26.7
Inventories	(8.4)	(3.8)	20.9	5.3
Other Assets and Liabilities	(0.3)	(12.9)	11.3	7.4
Accounts Payable	(2.9)	(3.7)	24.5	7.5
Income Taxes	(3.3)	(4.8)	(2.5)	3.1
<b>Cash Flow Provided By Operating Activities</b>	<b>\$ 57.6</b>	<b>\$ 60.5</b>	<b>\$ 150.1</b>	<b>\$ 162.8</b>
Capital Expenditures	(11.4)	(16.7)	(45.0)	(64.3)
Proceeds from Sale of Property, Plant and Equipment	-	-	0.9	-
Other Investing Activities	-	-	-	9.6
<b>Cash Flow Used In Investing Activities</b>	<b>\$ (11.4)</b>	<b>\$ (16.7)</b>	<b>\$ (44.2)</b>	<b>\$ (54.7)</b>
Proceeds from the Issuance of Long-term Debt	-	-	11.7	-
Debt Repayment	(0.8)	(11.0)	(25.7)	(46.0)
Proceeds from Borrowings on Revolving Credit Facility	-	44.4	313.8	114.0
Repayments of Borrowings on Revolving Credit Facility	-	(44.4)	(316.9)	(114.0)
Cash Dividends	(3.4)	(3.4)	(13.6)	(22.6)
Purchase of Non-controlling Redeemable Shares	-	(2.8)	(5.0)	(6.7)
Payments Related to Tax Withholdings for Stock-Based Compensation	(0.5)	-	(0.5)	(0.1)
Finance Lease Payments	(0.2)	(0.2)	(1.0)	(1.2)
<b>Cash Flow Used In Financing Activities</b>	<b>\$ (4.9)</b>	<b>\$ (17.4)</b>	<b>\$ (37.1)</b>	<b>\$ (76.6)</b>
Effect of Exchange Rate on Cash	0.1	2.2	5.6	(1.1)
<b>Net Change in Cash</b>	<b>\$ 41.3</b>	<b>\$ 28.6</b>	<b>\$ 74.5</b>	<b>\$ 30.4</b>
<b>Cash - Beginning</b>	<b>111.1</b>	<b>49.3</b>	<b>77.9</b>	<b>47.5</b>
<b>Cash - Ending</b>	<b>\$ 152.4</b>	<b>\$ 77.9</b>	<b>\$ 152.4</b>	<b>\$ 77.9</b>

# Earnings per Share (EPS) Calculation



(\$ and shares in millions, except Earnings per Share)

Unaudited

	Three Months		Twelve Months	
	4Q 2020	4Q 2019	YTD 2020	YTD 2019
<b><u>Basic EPS Calculation<sup>(1)</sup></u></b>				
Net Loss	\$ (21.4)	\$ (99.0)	\$ (243.6)	\$ (96.5)
Less: Accretion of Preferred Stock	(4.8)	(4.3)	(18.4)	(16.5)
Less: Redeemable Preferred Stock Dividends	(3.4)	(3.4)	(13.6)	(14.5)
Less: European Noncontrolling Redeemable Equity Dividends	-	-	(0.2)	(0.6)
<b>Numerator</b>	<b>\$ (29.6)</b>	<b>\$ (106.7)</b>	<b>\$ (275.8)</b>	<b>\$ (128.0)</b>
<b>Denominator:</b> Weighted Avg. Shares Outstanding	<b>25.6</b>	<b>25.1</b>	<b>25.5</b>	<b>25.1</b>
<b>Basic Loss Per Share</b>	<b><u>\$ (1.16)</u></b>	<b><u>\$ (4.25)</u></b>	<b><u>\$ (10.81)</u></b>	<b><u>\$ (5.10)</u></b>
<b><u>Diluted EPS Calculation<sup>(1)</sup></u></b>				
Net Loss	\$ (21.4)	\$ (99.0)	\$ (243.6)	\$ (96.5)
Less: Accretion of Preferred Stock	(4.8)	(4.3)	(18.4)	(16.5)
Less: Redeemable Preferred Stock Dividends	(3.4)	(3.4)	(13.6)	(14.5)
Less: European Noncontrolling Redeemable Equity Dividends	-	-	(0.2)	(0.6)
<b>Numerator</b>	<b>\$ (29.6)</b>	<b>\$ (106.7)</b>	<b>\$ (275.8)</b>	<b>\$ (128.0)</b>
Weighted Avg. Shares Outstanding-Basic	25.6	25.1	25.5	25.1
Dilutive Stock Options and Restricted Stock Units	-	-	-	-
<b>Denominator:</b> Weighted Avg. Shares Outstanding	<b>25.6</b>	<b>25.1</b>	<b>25.5</b>	<b>25.1</b>
<b>Diluted Loss Per Share</b>	<b><u>\$ (1.16)</u></b>	<b><u>\$ (4.25)</u></b>	<b><u>\$ (10.81)</u></b>	<b><u>\$ (5.10)</u></b>

(1) Basic earnings per share is computed by dividing net income (loss), after deducting preferred stock dividends and accretion and European non-controlling redeemable equity dividends, by the weighted average number of common shares outstanding. For purposes of calculating diluted earnings per share, the weighted average shares outstanding includes the dilutive effect of outstanding stock options and time and performance based restricted stock units under the treasury stock method. The redeemable preferred stock shares are not included in the diluted earnings per share because the conversion would be anti-dilutive for the periods ended December 31, 2020 and 2019.



# Impact of Acquisition, Restructuring, and Other Items on EPS



(\$ in millions, except Earnings per Share)

Unaudited

	Three Months		Twelve Months		Location on Income Statement
	4Q 2020	4Q 2019	YTD 2020	YTD 2019	
<b>Before Tax Impact on Net Income (Loss)</b>					
Acquisition, Integration, Certain Hiring & Separation Costs	\$ (0.7)	\$ (1.7)	\$ (2.9)	\$ (4.8)	SG&A
Acquisition, Integration, Certain Hiring & Separation Costs	(0.8)	-	(6.4)	(1.7)	COGS
Restructuring Costs	(2.5)	(1.8)	(8.7)	(14.8)	COGS
Debt Extinguishment Gains	-	0.2	-	3.7	Other Income
Change in Fair Value of Preferred Derivative	(1.6)	(0.5)	(1.6)	(0.8)	Other Income
Impairment of Goodwill and Indefinite-Lived Intangibles	-	(102.2)	(193.6)	(102.2)	Operating Income
<b>Total Before Tax Impact on Net Income (Loss)</b>	<b>\$ (5.6)</b>	<b>\$ (106.0)</b>	<b>\$ (213.1)</b>	<b>\$ (120.6)</b>	
<b>After Tax Impact on Net Income (Loss)</b>	<b>\$ (4.9)</b>	<b>\$ (104.7)</b>	<b>\$ (207.2)</b>	<b>\$ (116.8)</b>	
<b>Impact on Earnings (Loss) Per Share</b>	<b>\$ (0.19)</b>	<b>\$ (4.17)</b>	<b>\$ (8.13)</b>	<b>\$ (4.65)</b>	

# Reconciliation of Non-GAAP Financial Measures



(\$ in millions)

## Value-Added Sales; Value-Added Sales Adjusted for FX; and Content per Wheel

### Net Sales

Less: Aluminum Value and Outside Service Provider Costs

### Value-Added Sales

Impact of FX on Value-Added Sales

### Value-Added Sales Adjusted for FX

Wheels Shipped

### Content per Wheel

Three Months		Twelve Months	
4Q 2020	4Q 2019	YTD 2020	YTD 2019
\$ 337.7	\$ 310.3	\$ 1,100.8	\$ 1,372.5
(136.2)	(136.9)	(452.5)	(617.2)
\$ 201.5	\$ 173.4	\$ 648.3	\$ 755.3
(7.6)	-	(9.2)	-
\$ 193.9	\$ 173.4	\$ 639.1	\$ 755.3
4,457		15,194	19,246
\$ 43.50	\$ 38.84	\$ 42.06	\$ 39.25

## Adjusted EBITDA

### Net Loss

### Adjusting Items:

- Interest Expense, net
- Income Tax (Benefit) Provision
- Depreciation
- Amortization
- Acquisition, Integration, Hiring/Separation/Restructuring Costs, and Other
- Factoring Fees
- Impairment of Goodwill and Indefinite-Lived Intangibles

### Adjusted EBITDA

Three Months		Twelve Months	
4Q 2020	4Q 2019	YTD 2020	YTD 2019
\$ (21.4)	\$ (99.0)	\$ (243.6)	\$ (96.5)
11.0	11.5	45.4	47.0
26.0	(4.3)	14.9	3.4
18.4	18.4	72.8	75.8
6.6	4.8	25.4	24.9
5.6	3.7	19.5	10.9
0.6	0.2	1.4	1.0
-	102.2	193.6	102.2
\$ 68.2	\$ 136.5	\$ 372.9	\$ 265.2
\$ 46.8	\$ 37.5	\$ 129.4	\$ 168.8

Unaudited

# Reconciliation of Non-GAAP Financial Measures (continued)



(\$ in millions)

## Free Cash Flow

**Cash Flow Provided By Operating Activities**  
**Cash Flow Used In Investing Activities**  
 Less: Cash Payments for Non-debt Financing Activities  
**Free Cash Flow**

Three Months		Twelve Months	
4Q 2020	4Q 2019	YTD 2020	YTD 2019
\$ 57.6	\$ 60.5	\$ 150.1	\$ 162.8
(11.4)	(16.7)	(44.2)	(54.7)
(3.9)	(6.2)	(19.1)	(29.4)
<u>\$ 42.3</u>	<u>\$ 37.6</u>	<u>\$ 86.8</u>	<u>\$ 78.7</u>

## Net Debt

**Long Term Debt (less current portion)**  
**Short Term Debt**  
**Total Debt**  
 Less: Cash and Cash Equivalents  
**Net Debt**

12/31/2020	12/31/2019
\$ 637.1	\$ 626.6
6.1	4.0
<u>643.2</u>	<u>630.6</u>
<u>(152.4)</u>	<u>(77.9)</u>
<u>\$ 490.8</u>	<u>\$ 552.7</u>

## Outlook for Full Year 2021 Value-Added Sales

**Net Sales Outlook**  
 Less: Aluminum Value and Outside Service Provider Costs  
**Value-Added Sales Outlook**

Outlook Range	
\$ 1,300.0	\$ 1,370.0
(560.0)	(590.0)
<u>\$ 740.0</u>	<u>\$ 780.0</u>

Unaudited