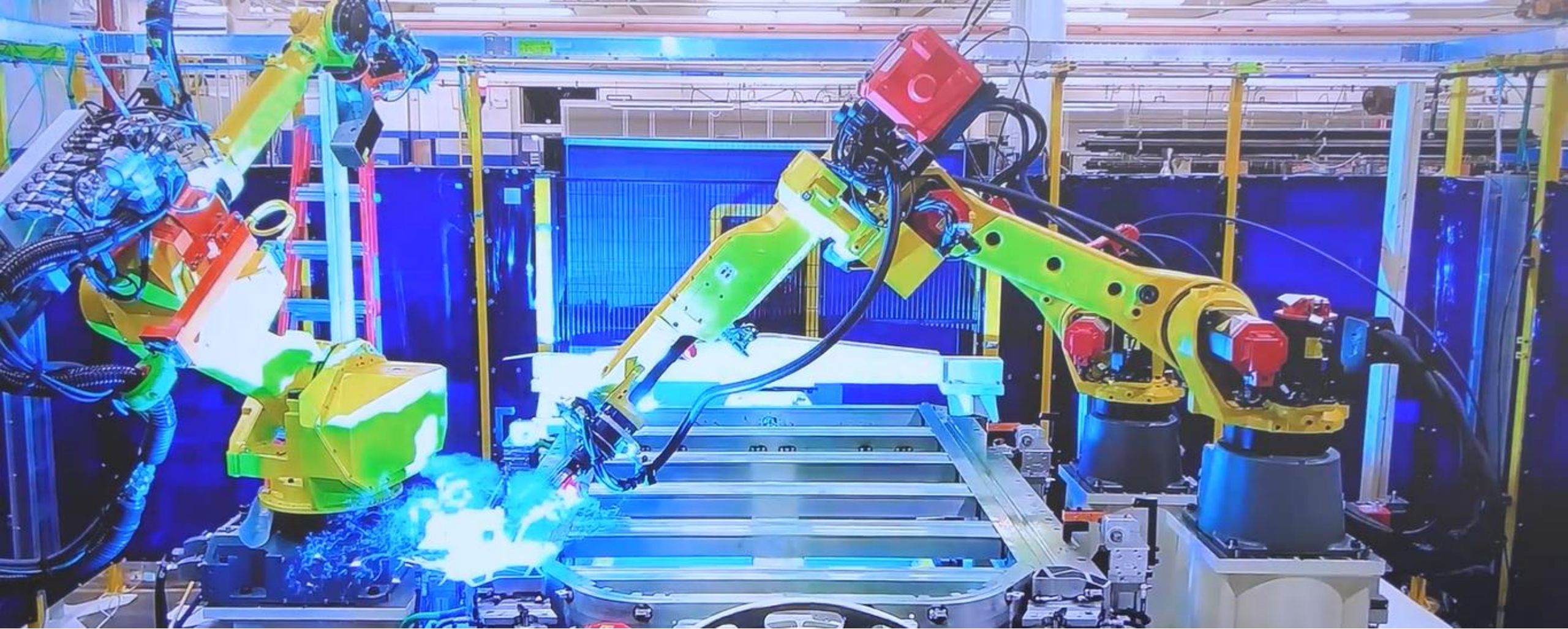




3Q20 Results

OCTOBER 2020



Agenda



- 3Q20 Highlights
- Financial Overview
- 2020 Guidance



Armando Tamez
CEO



Alberto Sada
CFO



Adrián Althoff
IR Officer

FORWARD-LOOKING STATEMENT

This presentation contains forward-looking information based on numerous variables and assumptions that are inherently uncertain. They involve judgments with respect to, among other things, future economic, competitive and financial market conditions and future business decisions, all of which are difficult or impossible to predict accurately. Accordingly, actual results are likely to vary from those set forth in this presentation.

Effective response to effects of COVID-19



- Implemented extensive preventive measures
- Will continue adapting to business challenges



Volume back to pre-COVID levels

- Favorable industry conditions



Best-ever EBITDA mark for 3Q in history



- Improved financial results
- Operational efficiencies
- Cost optimizations



Y-o-y
EBITDA
+28%

Leaner and more efficient operation



Liquidity Management

Improved structure

Focus on deleveraging



Nemak spin-off update



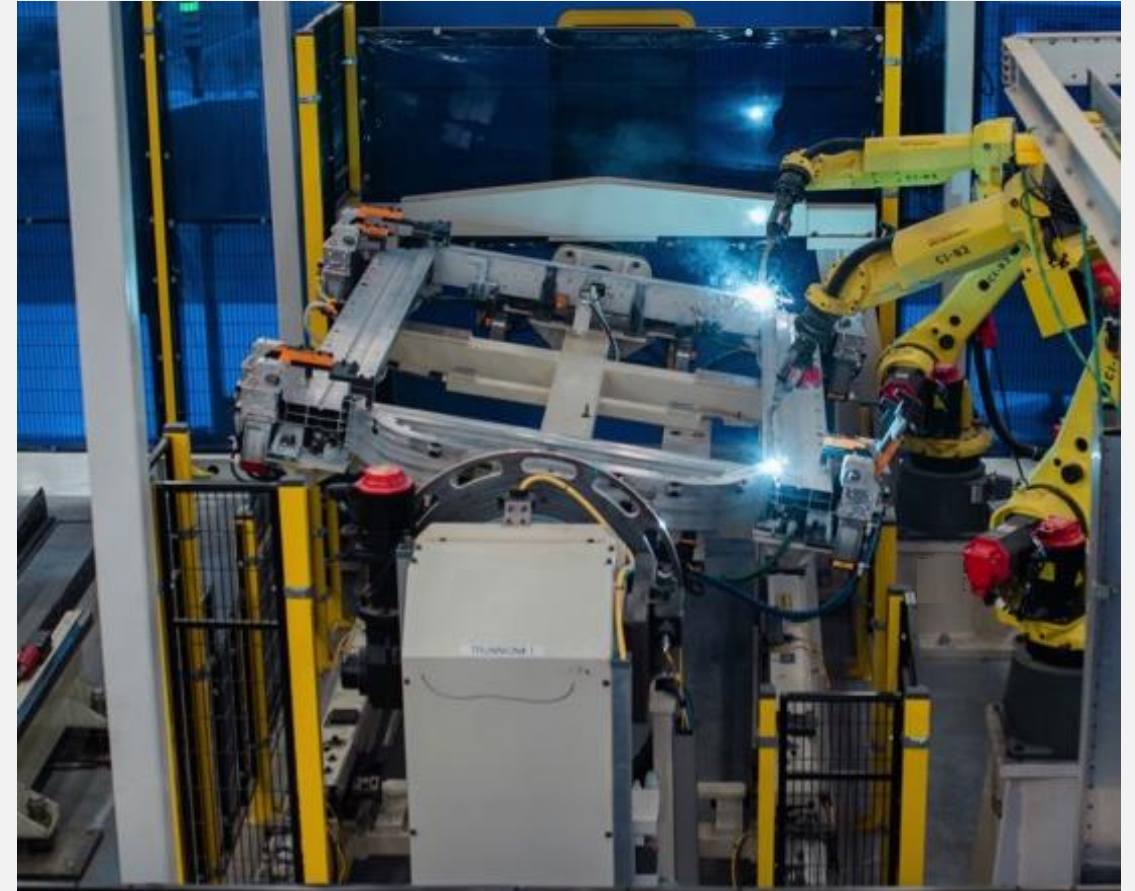
Better positioned to
continue driving long-
term value creation for
our stakeholders

A blue car is shown in a cutaway view, revealing its internal mechanical components, including the engine, transmission, and chassis. The car is positioned on a road that curves into the distance, with a blurred background suggesting motion. The entire image is overlaid with a green-to-blue gradient.

Nemak 2025 Strategy update

Electric Mobility Center (EMC)

- New launches over the next 12-24 months
- Production hub for the growing EV market



State-of-the-art robotic joining and assembly technologies

Seven SC/EV production enabled sites



EUROPE

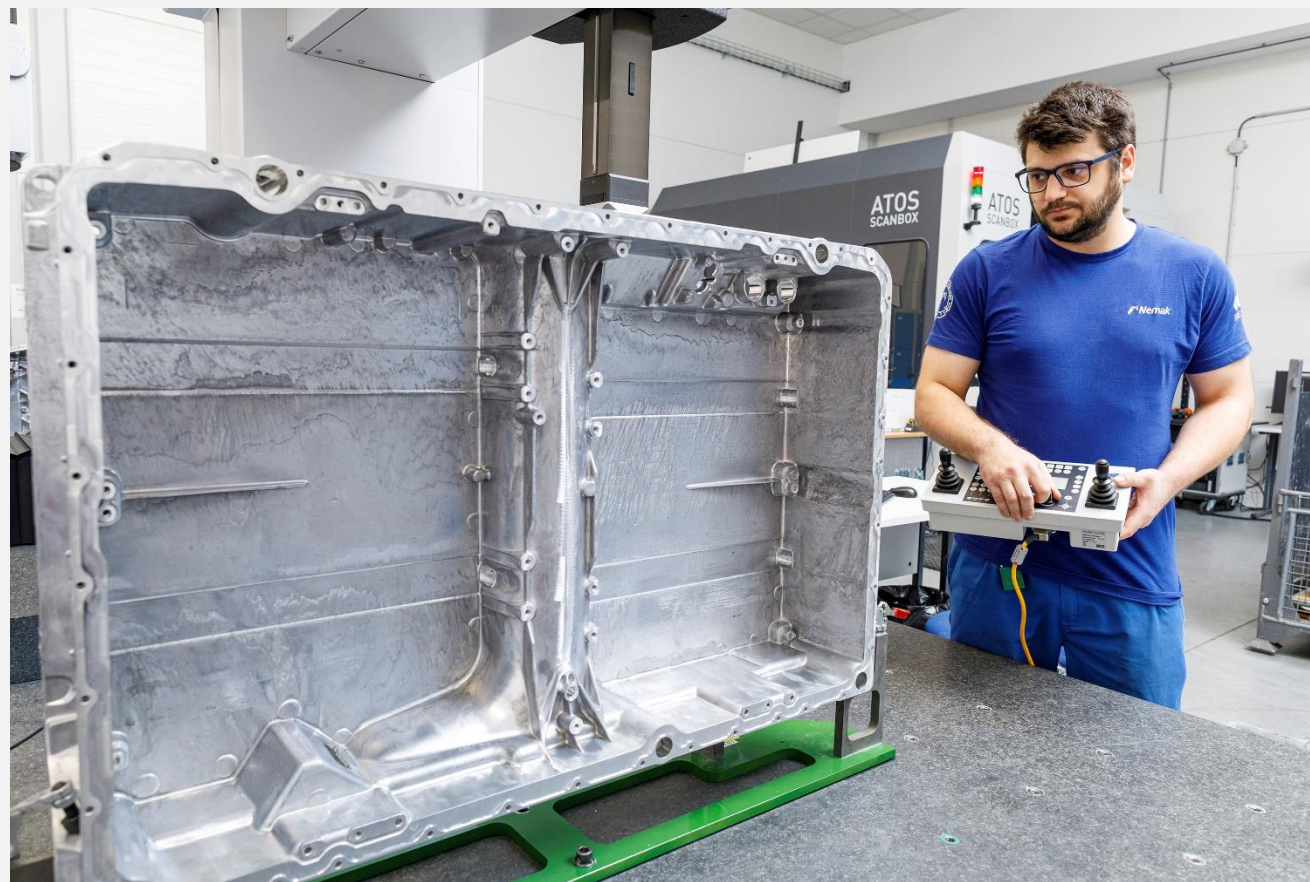
3

NORTH AMERICA

3

ASIA

1



Strong foundation for growth in battery housings

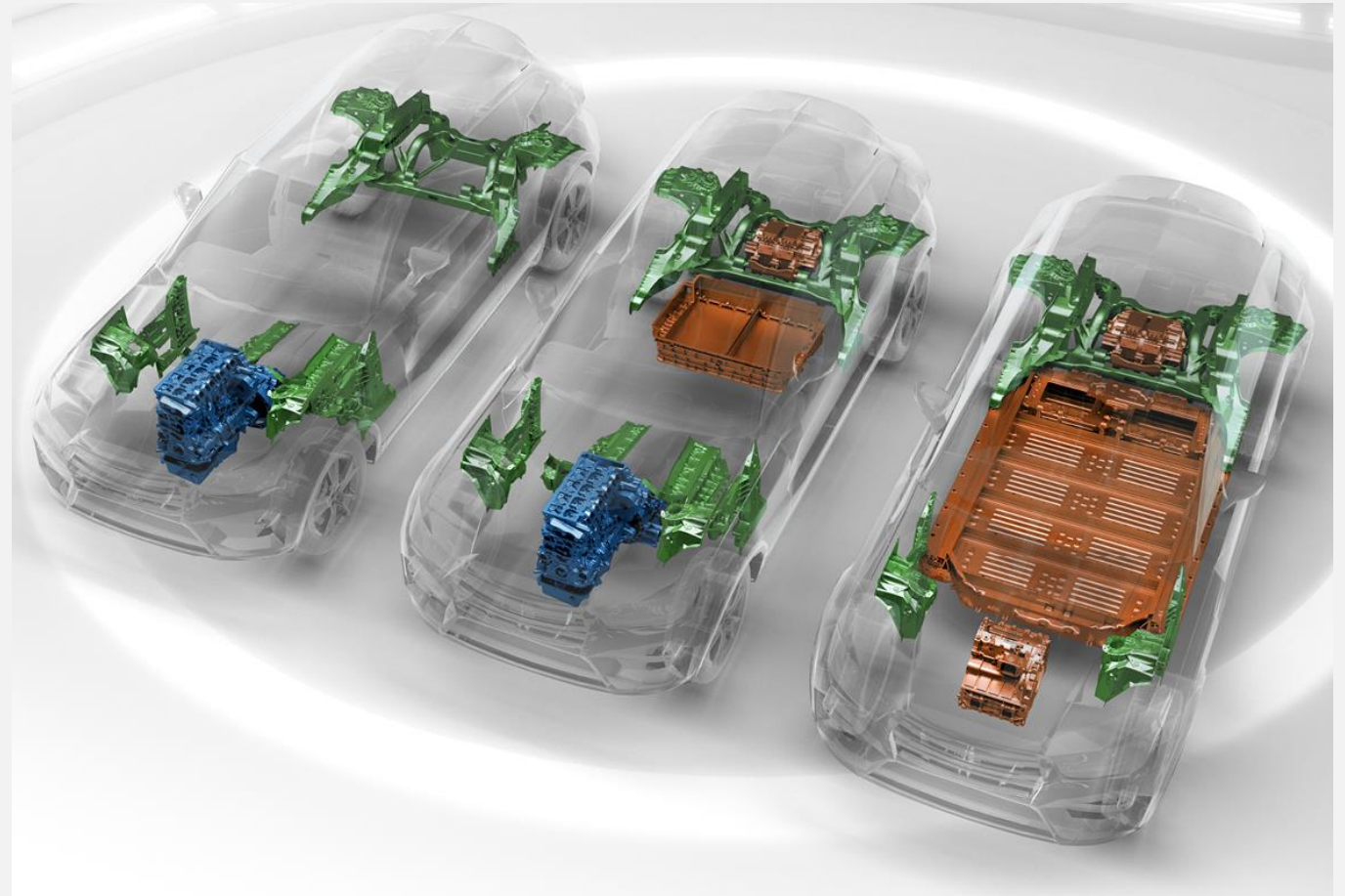
- Growing addressable market
- New contract for heavy-duty commercial vehicles



Structural and EV order book: US\$850 M annually

New contracts across our product lines

- Approximately US\$230 M in annual revenue



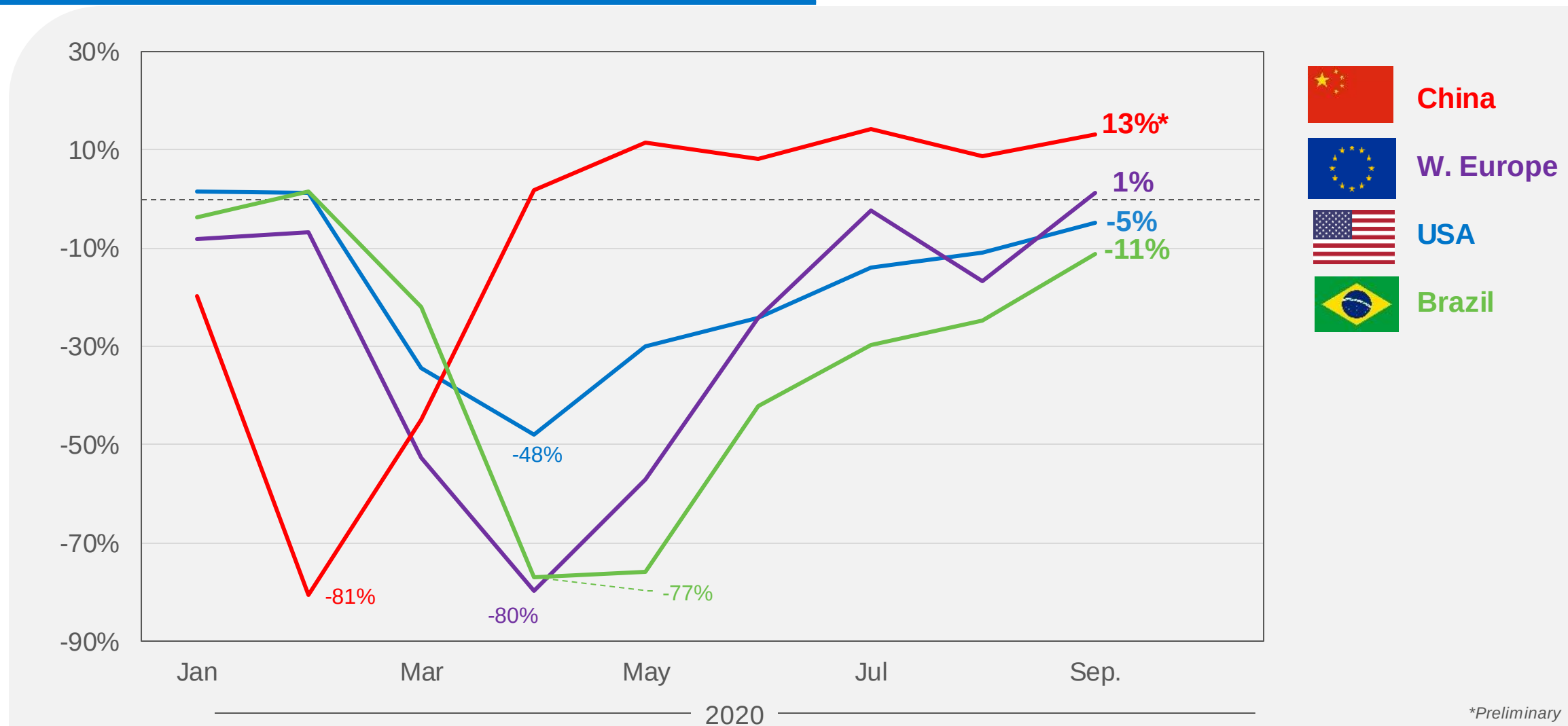


Nemak

Financial Overview

Overall recovery trend in our main markets

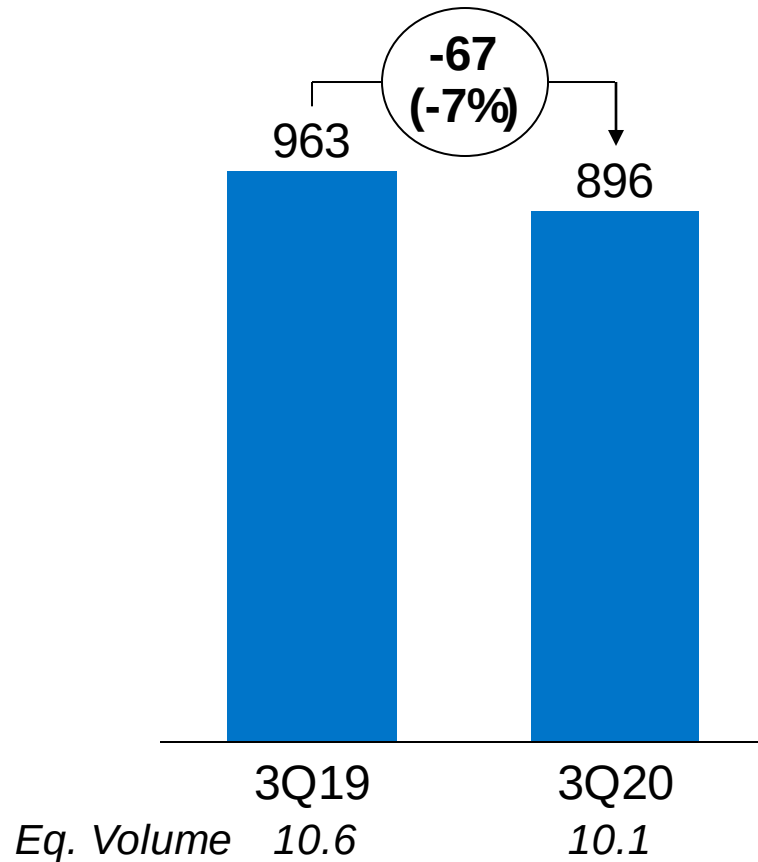
Vehicle SAAR (Y-o-y Change)



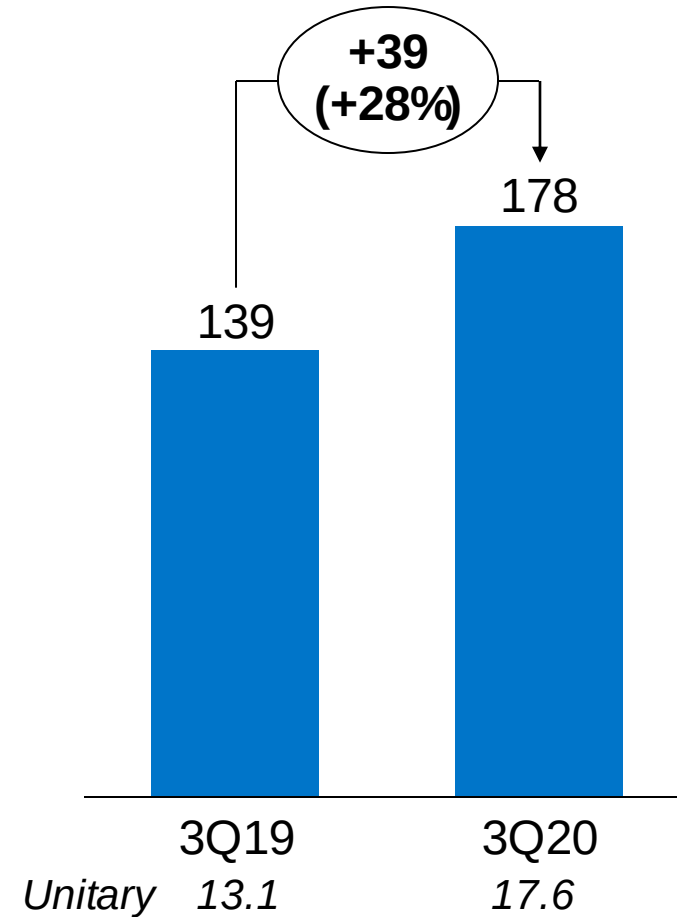
3Q20 Global Results



Revenue (M USD)



EBITDA (M USD)



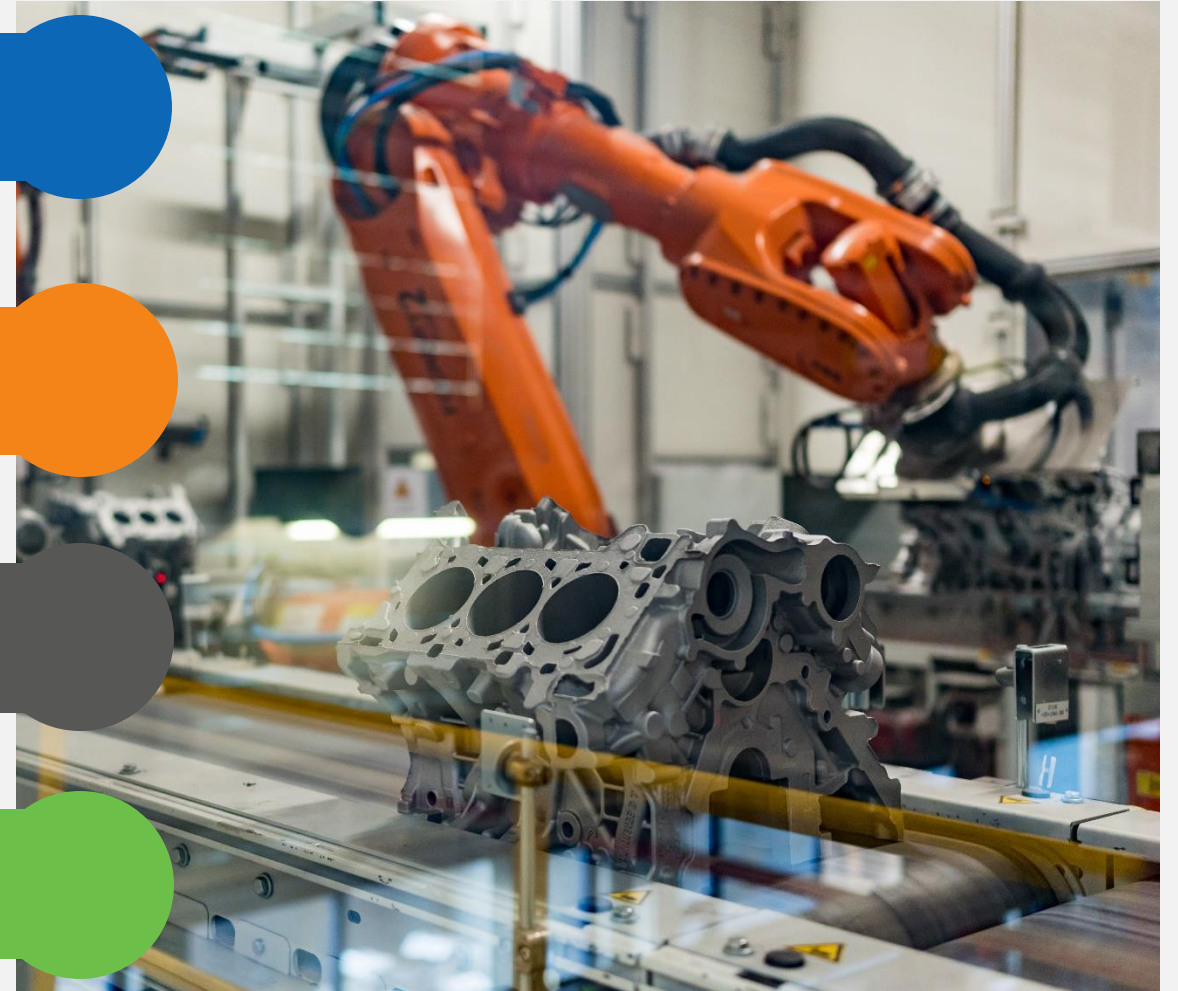
Restructuring efforts helped us get back on track

Workforce rightsizing

Minimizing expenses

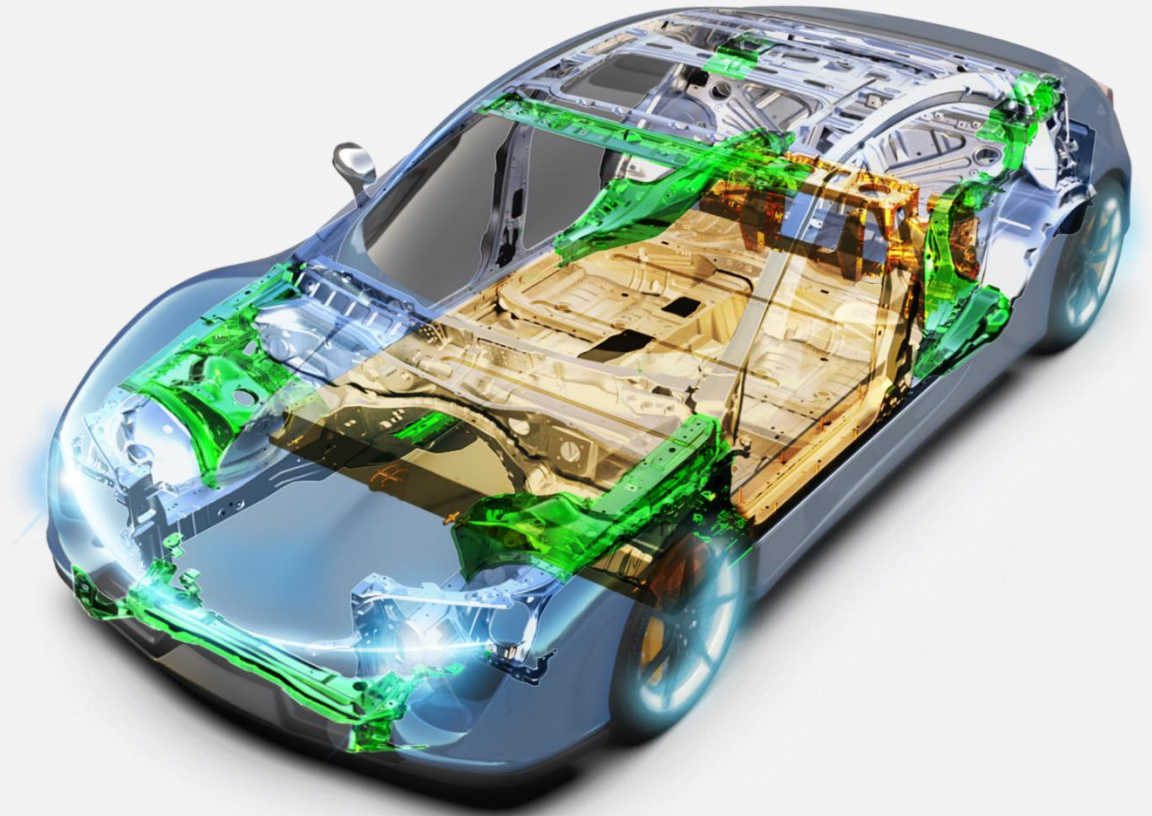
Flexible production schemes

Government support programs



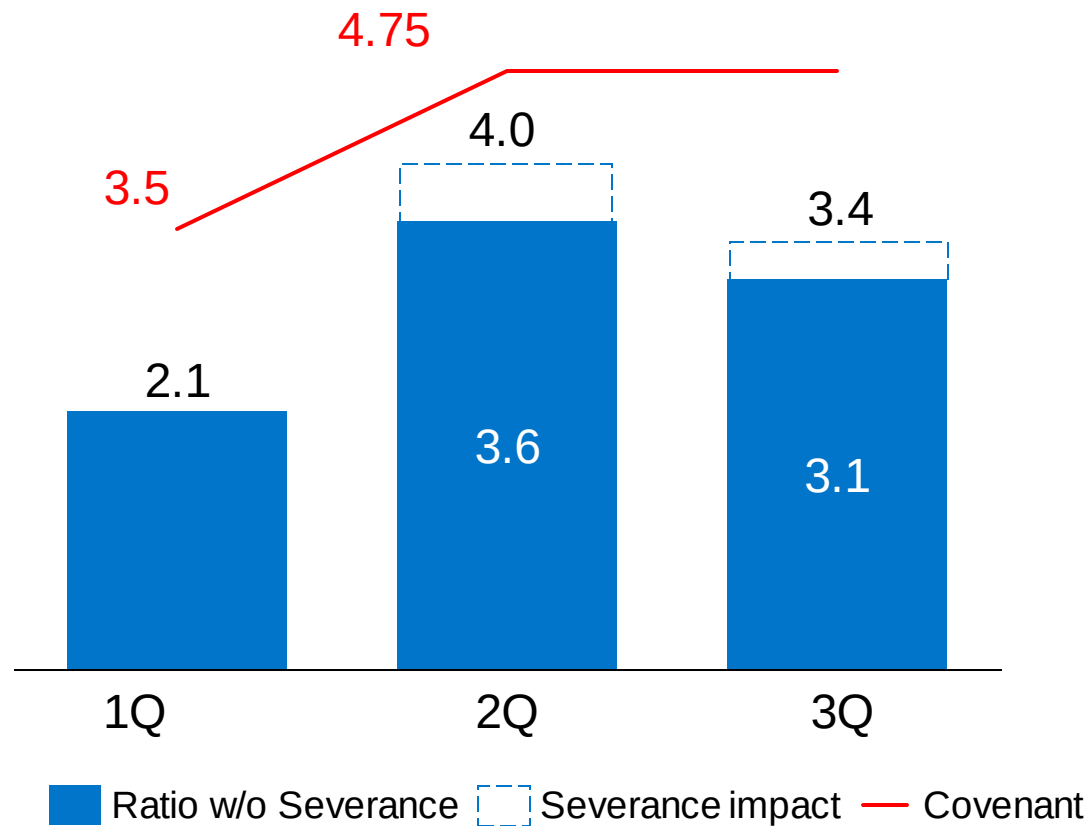
Sustainable cost structure improvements

- SG&A: -28% / COGS: -9%
- Positive operating cash flow of US\$103 M
- Cash on-hand of US\$644 M



Focus on reducing leverage

Net Debt / EBITDA *(LTM base, times)*



- Net Leverage at 3.4x
 - 3.1x excluding severance

EBITDA: 28% higher y-o-y



- Best-ever unitary EBITDA in Nemak's history



Discipline in expenditures for the quarter

- Cash flow optimization
- CAPEX: US\$49 M



Summary of regional results



Revenues	2020	2019	% Var.
North America	491	555	(11.5)
Europe	301	323	(6.8)
Rest of World	103	85	21.2
Total	896	963	(7.0)

EBITDA	2020	2019	% Var.
North America	105	91	15.4
Europe	63	39	61.5
Rest of World	10	9	11.1
Total	178	139	28.1

The background of the slide is a photograph of an industrial robotic welding cell. Two yellow robotic arms are visible, working on a large, light-colored metal component. The cell is enclosed by blue safety curtains and yellow structural frames. A bright blue light emanates from the welding point. A blue banner with white text is overlaid on the bottom right of the image.

2020 Guidance

2020 Guidance update

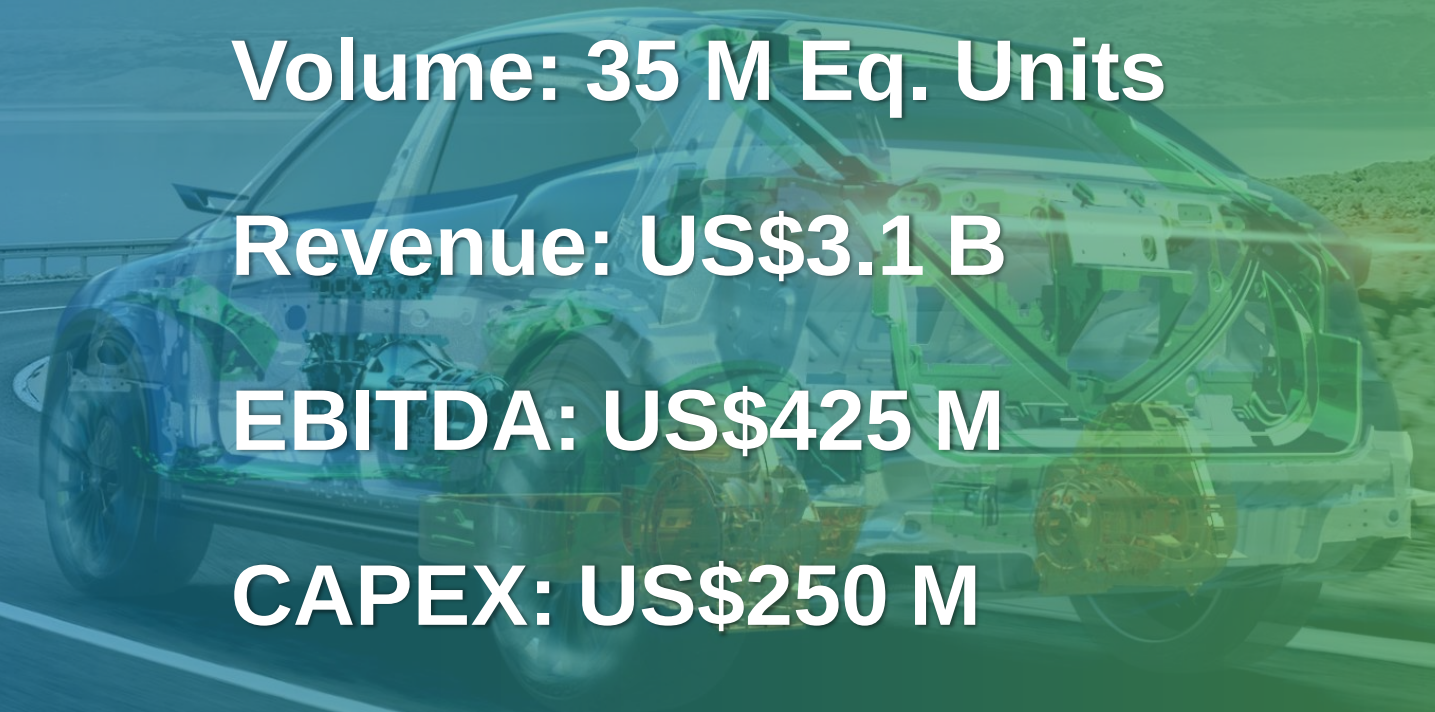


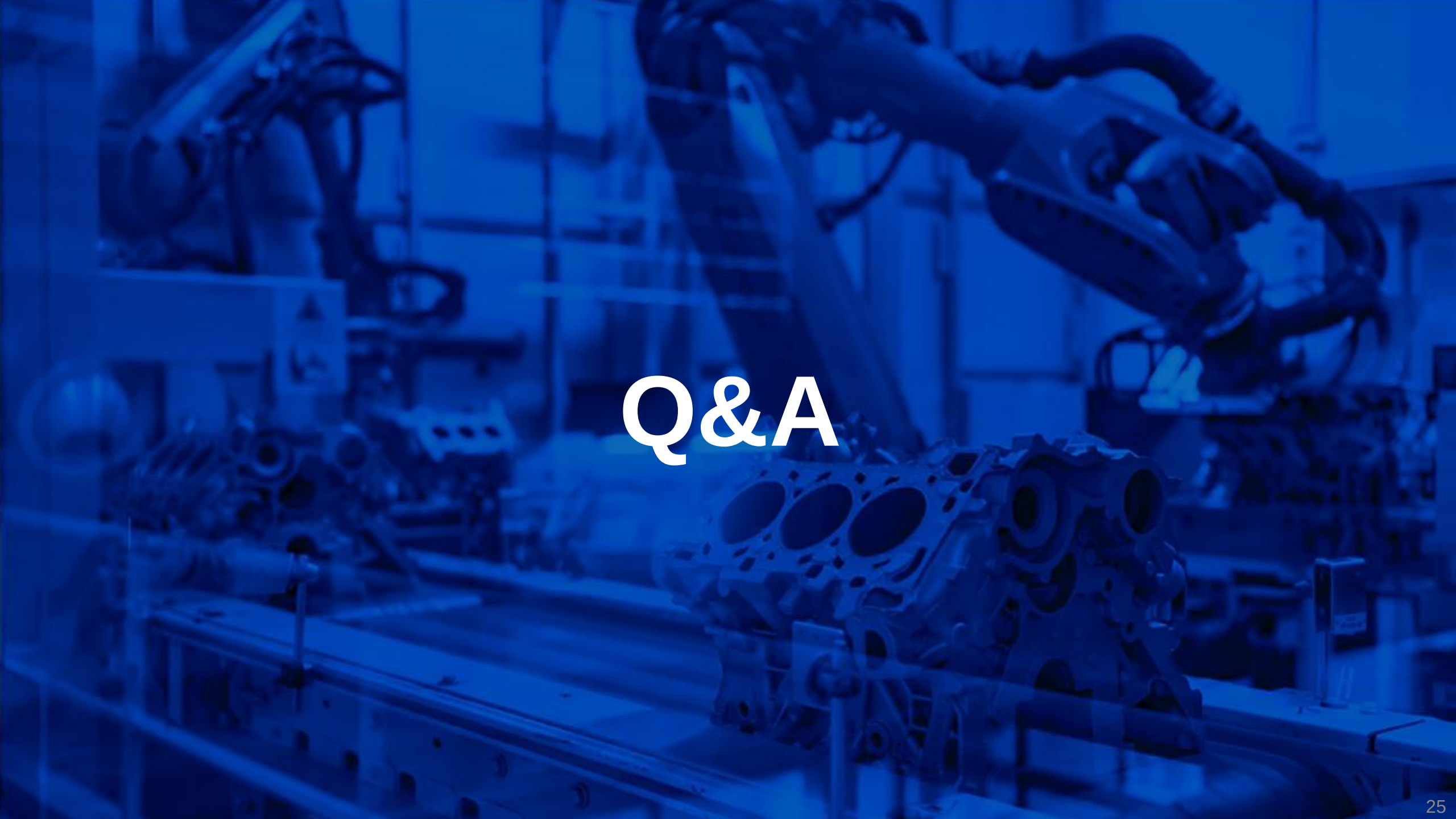
Volume: 35 M Eq. Units

Revenue: US\$3.1 B

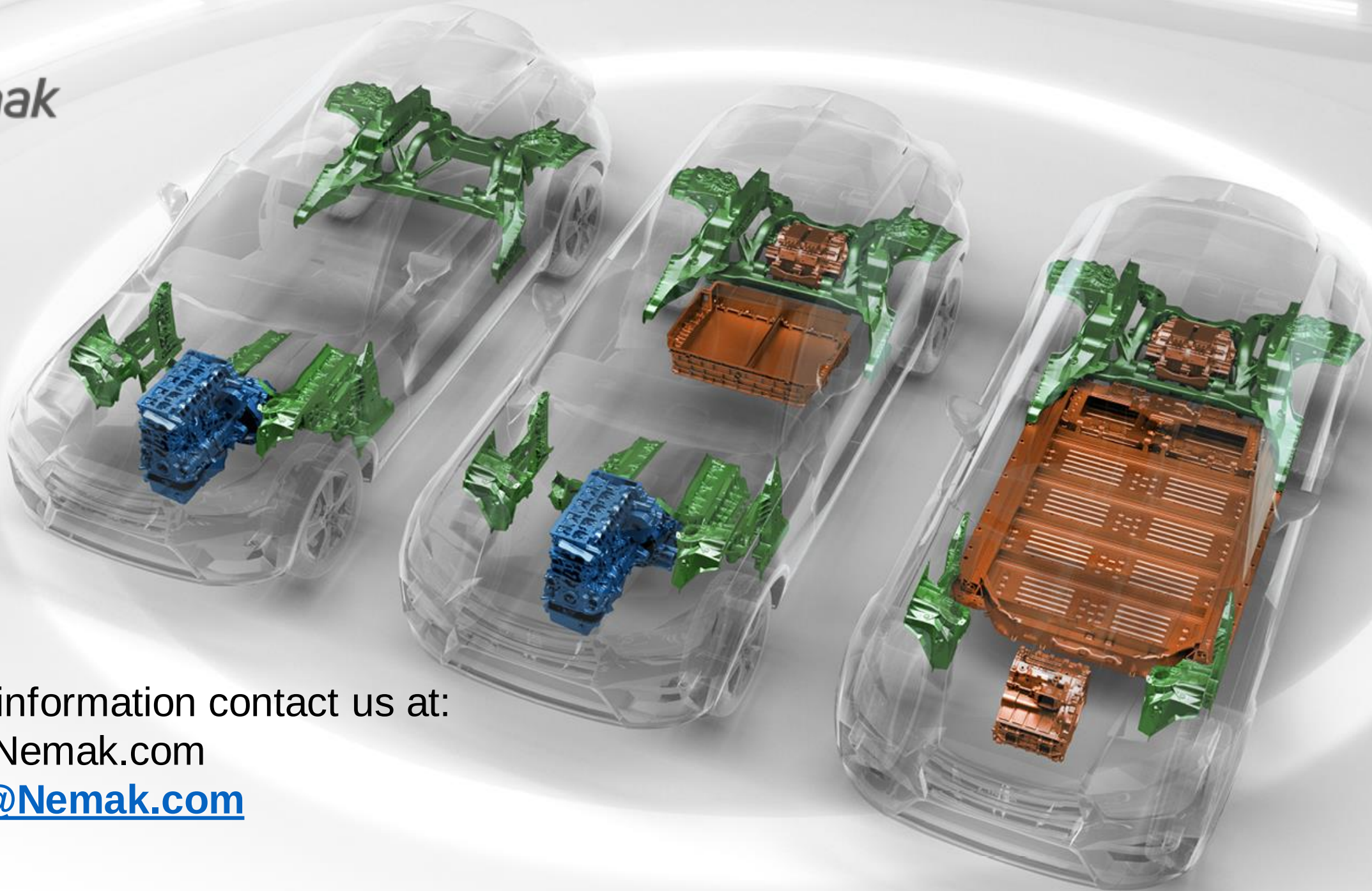
EBITDA: US\$425 M

CAPEX: US\$250 M



A blue-tinted photograph of an industrial setting. In the foreground, a car engine block is mounted on a metal frame. In the background, a robotic arm is visible, working on another engine component. The text "Q&A" is centered in the middle of the image.

Q&A



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