



Technologies Limited



Shaping a
Sustainable Future

Investor Presentation

December 2021

Cautionary Statement



This presentation contains forward-looking information and forward-looking statements within the meaning of applicable securities laws. We use words such as "anticipate", "may", "will", "should", "expect", "believe", "estimate", "5-year target" and similar expressions to identify forward-looking information and statements especially with respect to growth, outlook and financial performance of the Company's business units, contribution of our start-up business units, contribution of awarded programs yet to be launched, margin performance, financial performance of acquisitions, liquidity, operating efficiencies, improvements in, expansion of and/or guidance or outlook as to future revenue, sales, production sales, margin, earnings, earnings per share, including the outlook for 2026, are forward-looking statements. These forward-looking statements include known and unknown risks, uncertainties, assumptions and other factors which may cause actual results or achievements to be materially different from those expressed or implied. These forward-looking statements are based on our plans, intentions or expectations which are based on, among other things, the current improving global economic recovery from the COVID-19 pandemic and containment of any future or similar outbreak of epidemic, pandemic, or contagious diseases that may emerge in the human population, which may have a material effect on how we and our customers operate our businesses and the duration and extent to which this will impact our future operating results, assumptions about the number of automobiles produced in North America and Europe, production mix between passenger cars and trucks, the number of extrusion dies required in North America and South America, the rate of economic growth in North America, Europe and emerging market countries, investment by OEMs in drivetrain architecture and other initiatives intended to reduce fuel consumption and/or the weight of automobiles in response to rising climate risks, raw material prices, supply disruptions, economic conditions, inflation, currency fluctuations, trade restrictions, our ability to integrate acquisitions, our ability to continue increasing market share, or launch of new programs and the rate at which our current and future greenfield operations in Mexico and Morocco achieve sustained profitability. Readers are cautioned not to place undue reliance on forward-looking statements throughout this document and are also cautioned that the foregoing list of important factors is not exhaustive. The Company will update its disclosure upon publication of each fiscal quarter's financial results and otherwise disclaims any obligations to update publicly or otherwise revise any such factors or any of the forward-looking information or statements contained herein to reflect subsequent information, events or developments, changes in risk factors or otherwise. For a more extensive discussion of Exco's risks and uncertainties see the 'Risks and Uncertainties' section in our latest Annual Report, Annual Information Form ("AIF") and other reports and securities filings made by the Company. This information is available at www.sedar.com or www.excocorp.com

Company Overview



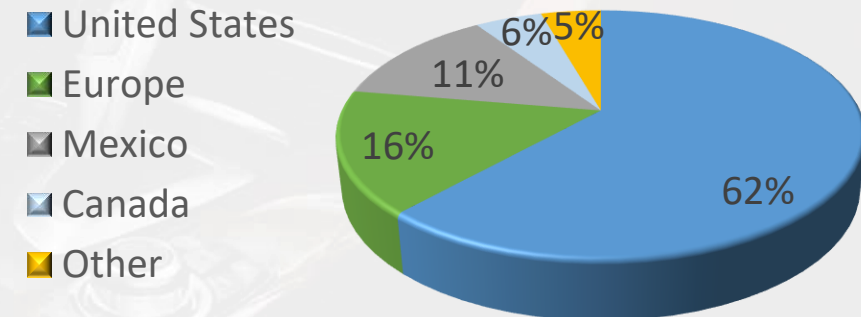
Business Highlights

- Manufacturer of tooling for the light metal industries + interior trim components & solutions for the automotive market
- Very strong growth profile driven by the increasingly rapid adoption of electric vehicles and broader environmental sustainability trends
- Leading market positions in niche industries; over 65 year operating history
- Global footprint with 16 plants in 7 countries and 4,900 employees; concentrated in low cost jurisdictions
- Meaningful diversity of customers and end markets
- Decentralized divisions run as profit centers
- TSX-XTC, OTCQX-EXCOF; single share class; insiders own 48%

Financial Highlights

- F2021 revenue of C\$461 million and EBITDA of C\$70 million (15% margin)
- Consistently strong free cash flow
- Dividend has been increased 13 times in 12 consecutive years
- Net-cash position & very strong liquidity

F2021 Sales by Customer Location



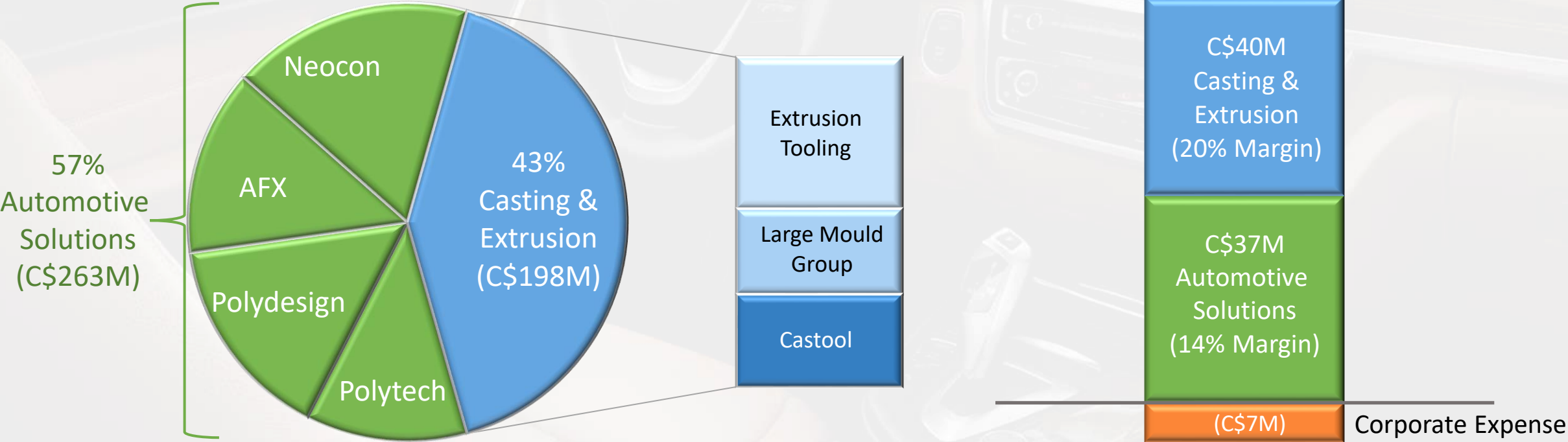
Principal Business Segments



Fiscal 2021 Revenue and EBITDA

C\$461 million Revenue

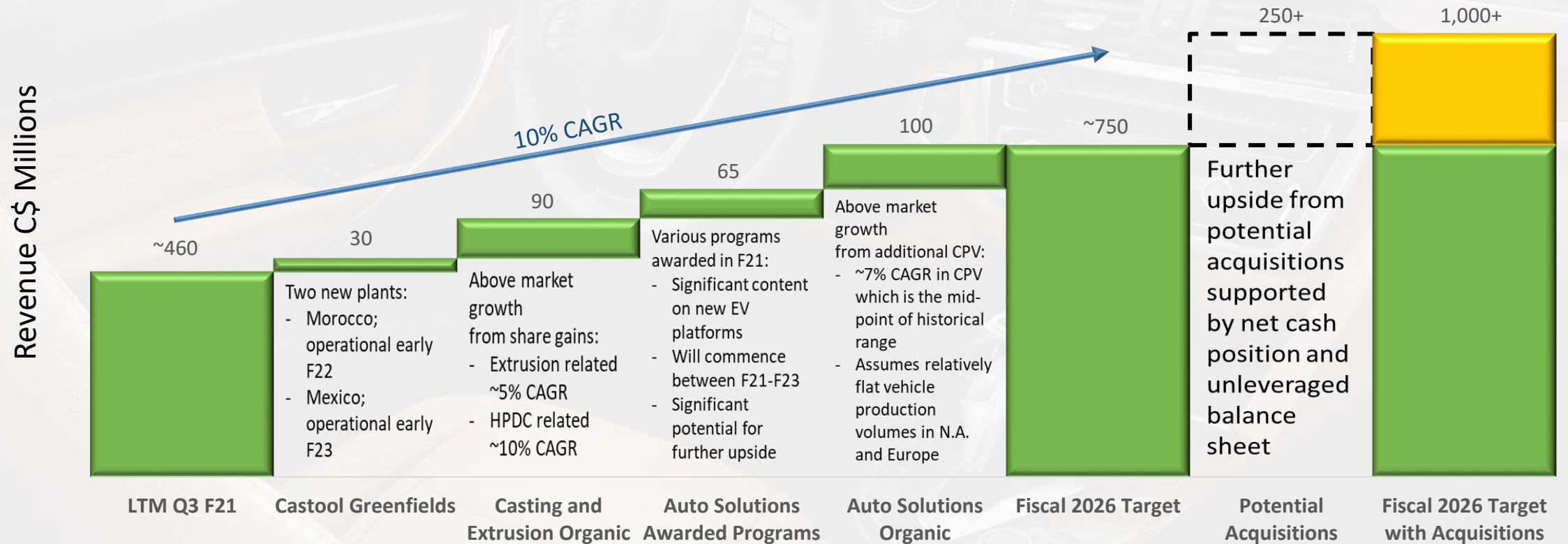
C\$70 million in EBITDA (15% Margin)



Strong Growth Profile



Anticipated pathway to a five-year 10% Revenue CAGR with further sizeable potential upside



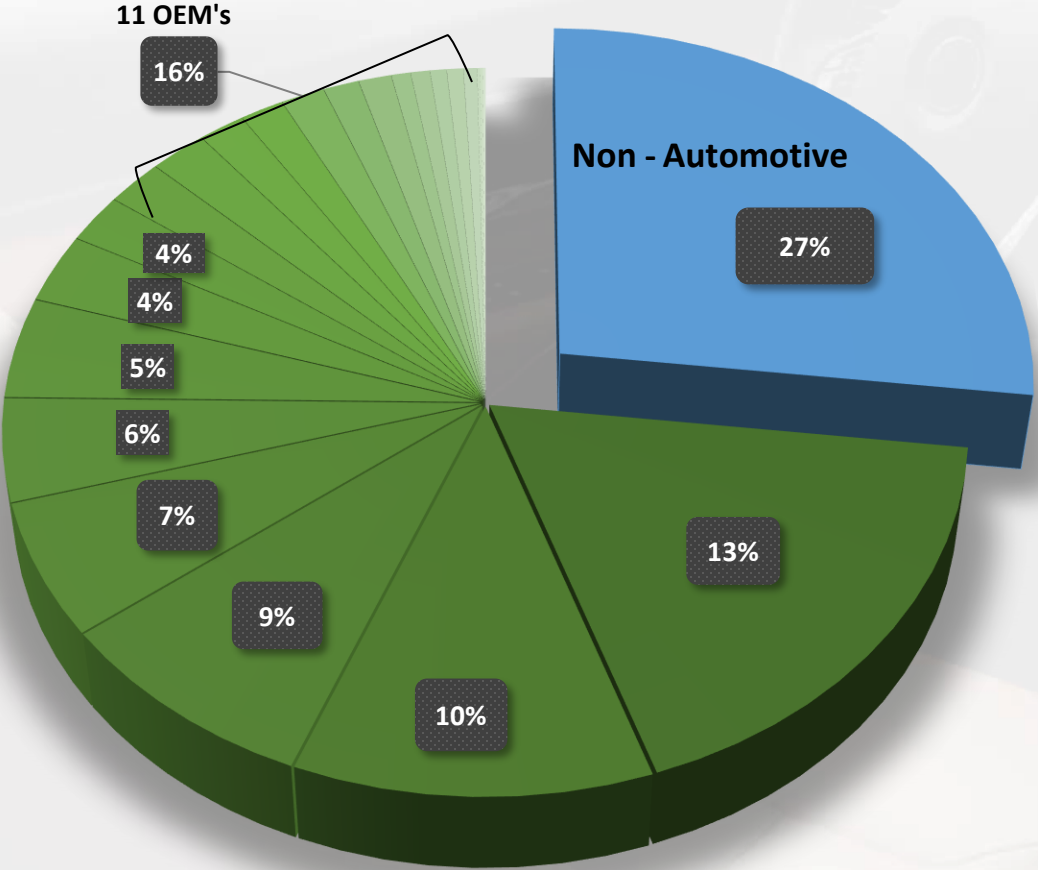
Fiscal year ended September 30

HPDC: High Pressure Die Cast, CPV: Content Per Vehicle

End Customer Sales Diversity



Consolidated Sales by Ultimate OEM customer



Non – Automotive: Extrusion-related tooling sales, which are sold to a highly diverse range of customers/ end markets, including:

- Building and Construction
- Transportation
- Consumer Durables
- Electrical
- Machinery & Equipment

Key Automotive OEMs:



ESG Strategic Priorities



Marketplace

- Leader in innovation for vehicle light-weighting and sustainable production processes



Environment

- Responsible use of resources: energy efficiency, waste management, use of recycled materials and a focus on clean energy



People

- Diversity & inclusion, health & safety, training & development, fair labour practices



Society

- Giving back to local communities



Governance

- Board diversity and balanced oversight



Exco Values



Safety: We strive for all our employees to go home unharmed



Entrepreneurial spirit: Our culture fosters idea generation and risk taking



Excellence: We set the standard for high quality craftsmanship



Integrity: We expect honesty and transparency in all our dealings



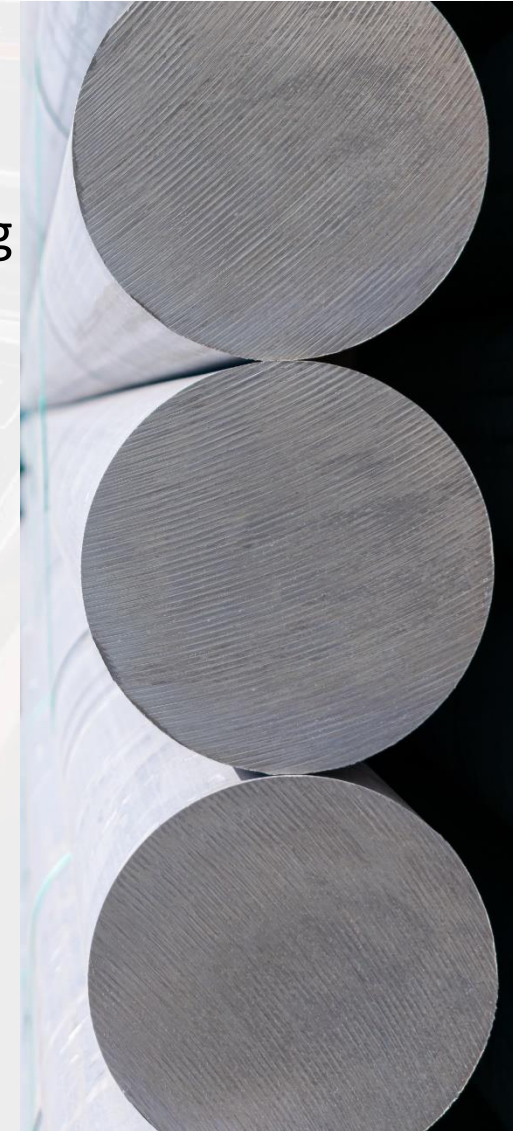
Accountability: We empower our people to make decisions and reward them accordingly



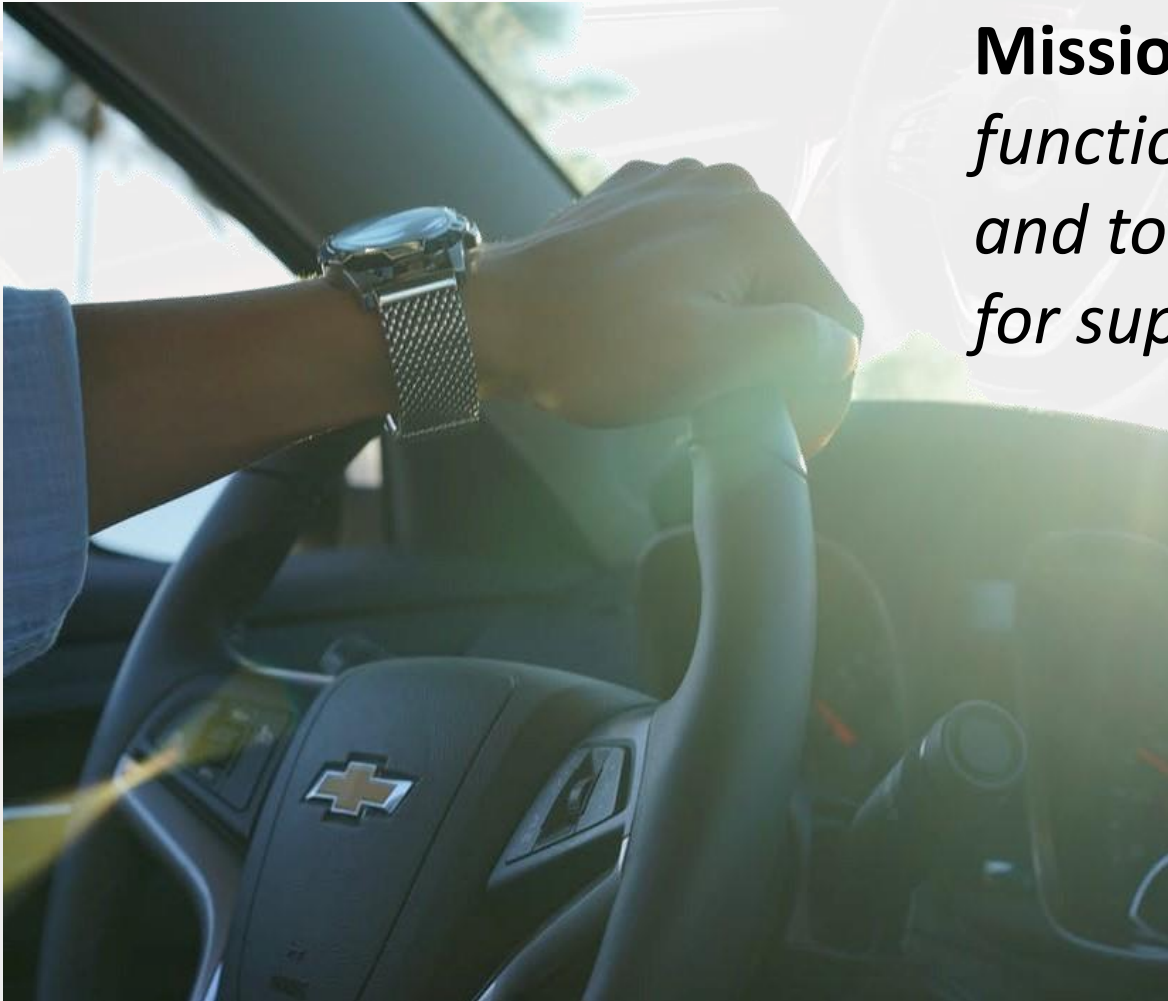
Inclusion: We believe that a diverse workforce delivers the best results



Social responsibility: Focused on a sustainable future through implementation of our ESG strategic priorities



Vision and Mission



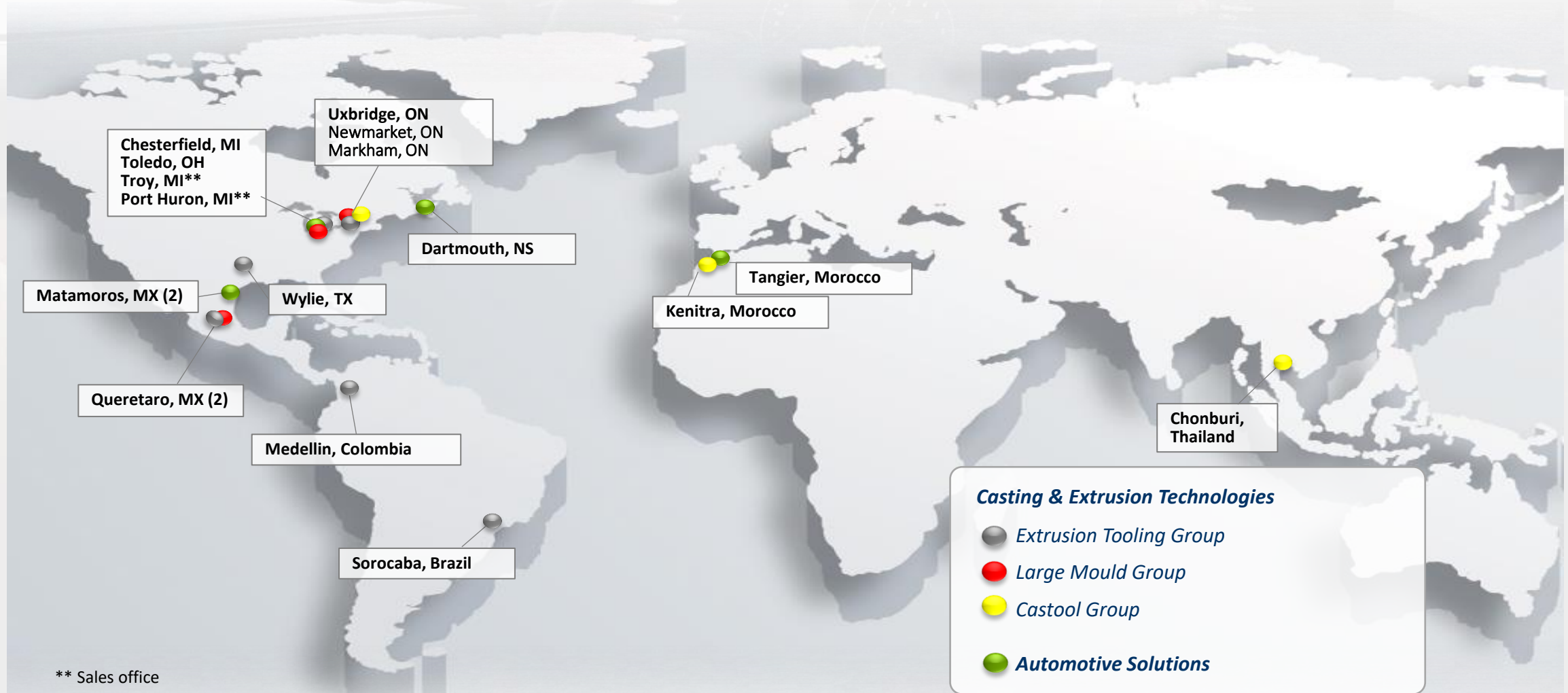
Mission: *We enhance the look and functionality of passenger vehicles and tool up light metal industries for superior performance*

Vision: *To be the benchmark for innovation, efficiency and quality in the industries we serve*

Global Presence

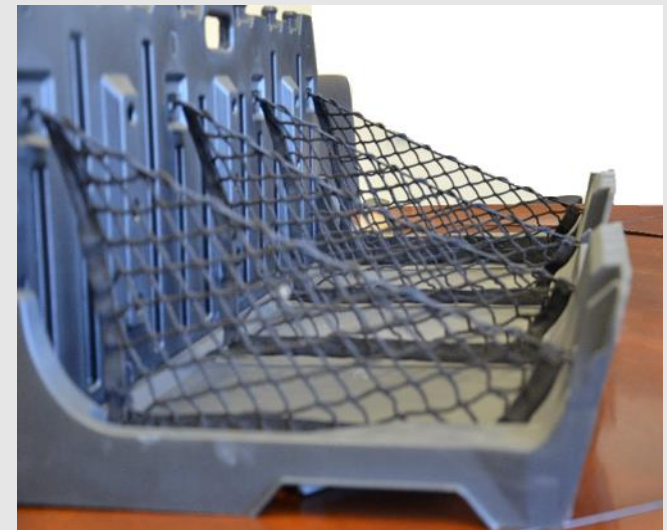


16 Manufacturing Locations in 7 Countries and 4,900 Employees



** Sales office

Automotive Solutions Segment



Automotive Solutions Segment



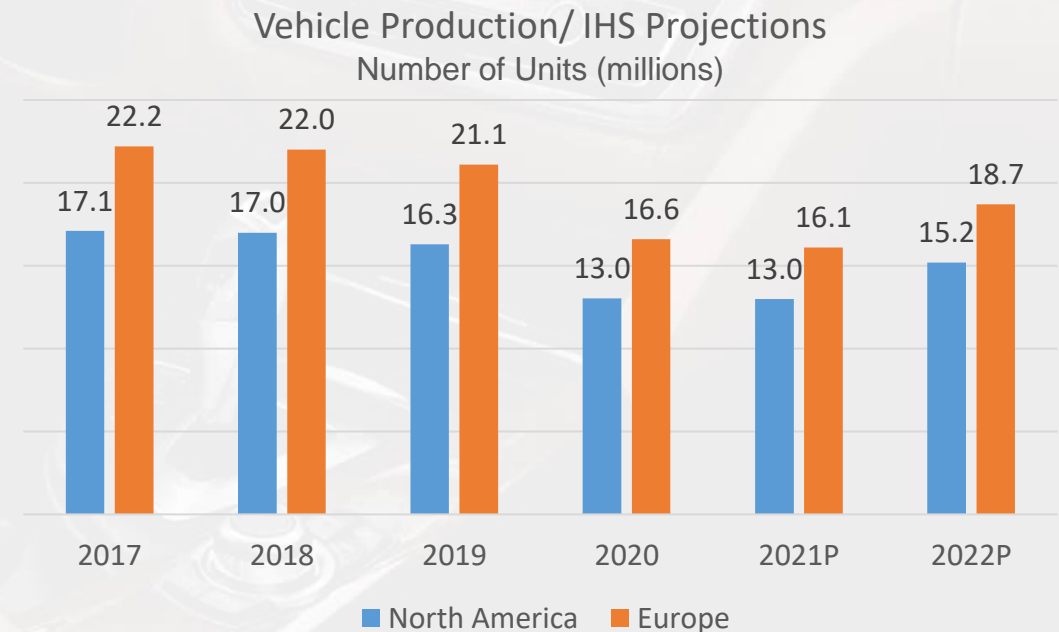
An innovative provider of interior trim and convenience solutions to the global auto market

Competitive Strengths

- Leading supplier of flexible restraint (netting), vehicle protection (cargo trays/ mats) and storage systems
- Specialists in manufacturing/ cutting/ wrapping and assembly of various interior trim components
- Approximately 40% of sales are OEM direct (tier 1) and remainder primarily tier 2; no aftermarket
- Above-market growth potential given trend towards SUV/CUV's and EV's (greater cabin/ cargo space)
- Launching C\$65 million of key new programs F21 – F23
- Mix of highly innovative accessory and core parts gives exposure to both sales and production cycles
- Serve North American and European markets from four strategically located plants in low-cost Free Trade Zones: Mexico, Morocco and Canada

Market Conditions





- Production significantly disrupted by COVID-19 in 2020 and micro chip shortage in 2021
- IHS projects production will rebound towards historical norms in 2022



Automotive Solutions Segment



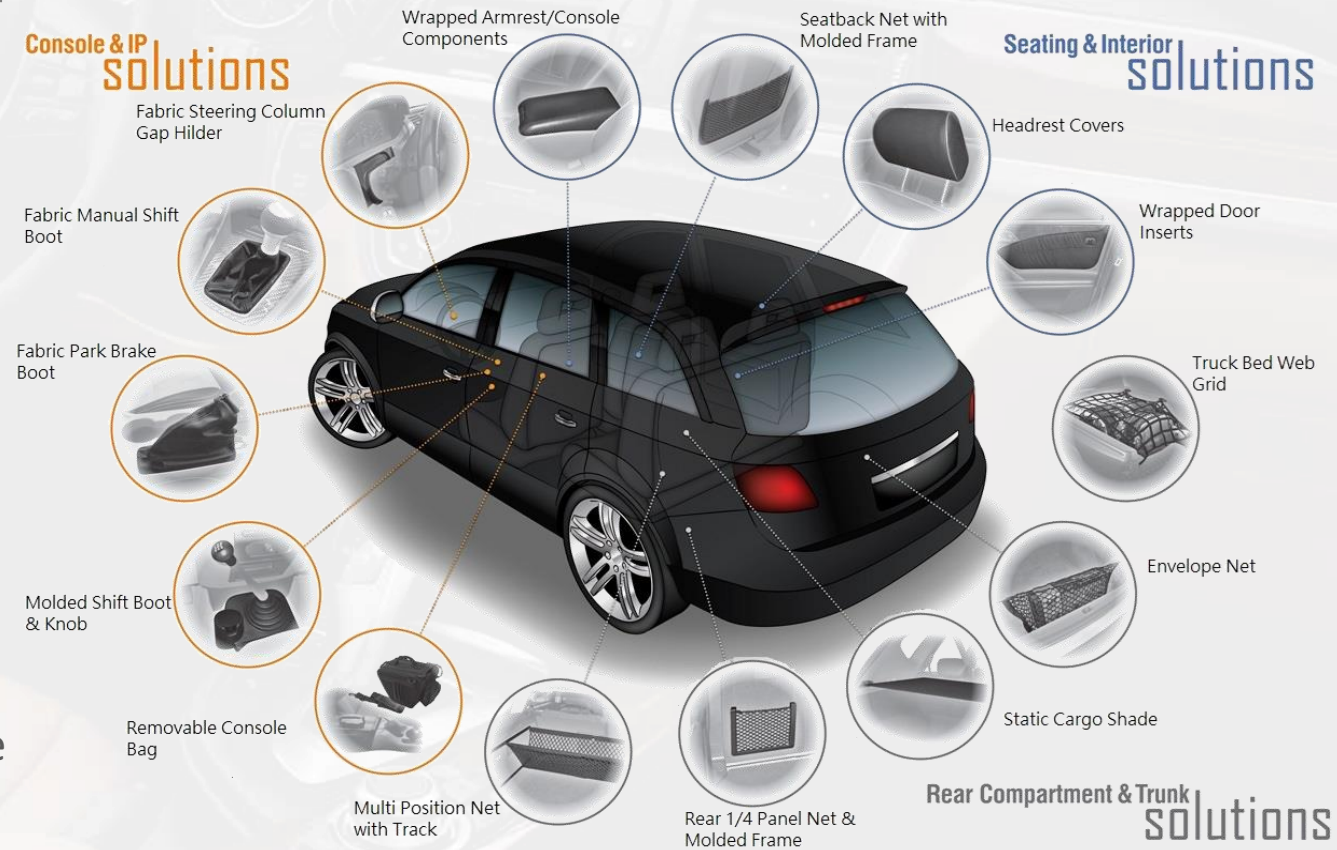
Four businesses provide an expanding array of product offerings

Business	Manufacturing Location(s)	Facility Size	Key Products/ Programs
	Mexico	130,000 sq ft	<ul style="list-style-type: none"> • Tier 1 and 2 supplier to a highly diverse customer list for the N.A. market • Netting-based storage systems for trunks, seat backs and door panels, etc. • Netting-based restraint systems for passenger/ cargo separation • Plastic injected moulded consoles, gearshift boots and componentry
	Morocco	215,000 sq ft	<ul style="list-style-type: none"> • Similar products as Polytech • Cutting and sewing of leather for instrument panels, door panels, consoles, steering wheels, sun visor assembly and wrapping • Go-to company for wrapping of automotive parts in Europe
	Canada	77,000 sq ft	<ul style="list-style-type: none"> • Tier 1 supplier to 20+ OEM's for the N.A. market • Thermoformed products • Cargo organizer systems • Flooring and protective systems including bumper covers
	Mexico	96,000 sq ft	<ul style="list-style-type: none"> • Tier 2 supplier of interior trim components to diversified N.A customers • Die cut leather sets for seating and most other interior trim applications • Leather wrapped, machine and hand sewn automotive interior parts include steering wheels & center caps, shift knobs & boots, brake handles, armrests

Leading manufacturer of automotive netting and storage solutions for North America

Business Overview

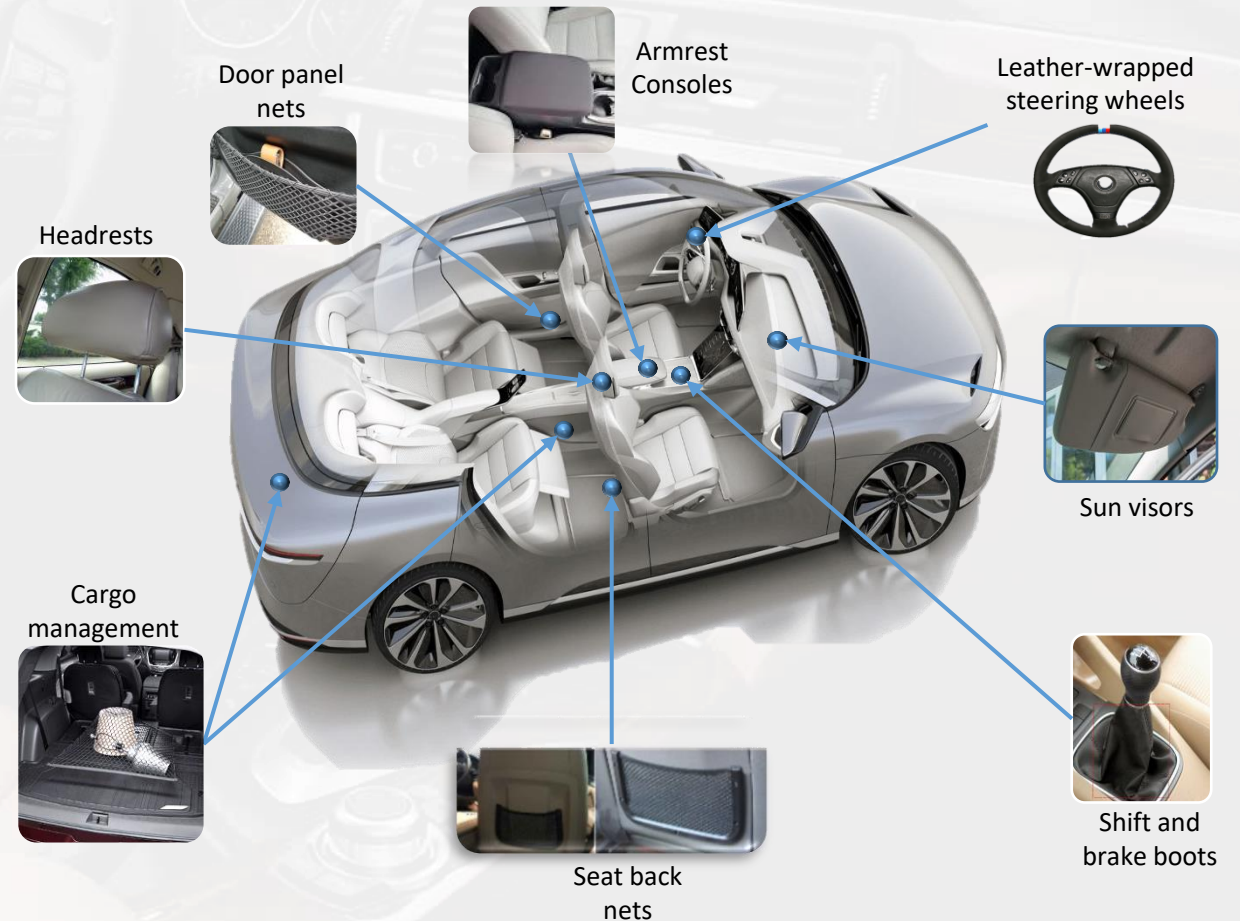
- Clear market leader in design, engineering and manufacturing of flexible restraint and storage systems for OEM customers in North America
- Product portfolio continues to broaden into other automotive interior components such as gap-hiders
- Vertically integrated operations facilitates low cost and high quality production
- Mix of accessory and core products sold to a diversified customer list, including approximately 15 OEM's and dozens of Tier 1 customers globally
- Significant truck/ SUV/ CUV and growing EV exposure
- 130,000 sq ft facility located in Mexico



Leading manufacturer of automotive netting and wrapped products for Europe

Business Overview

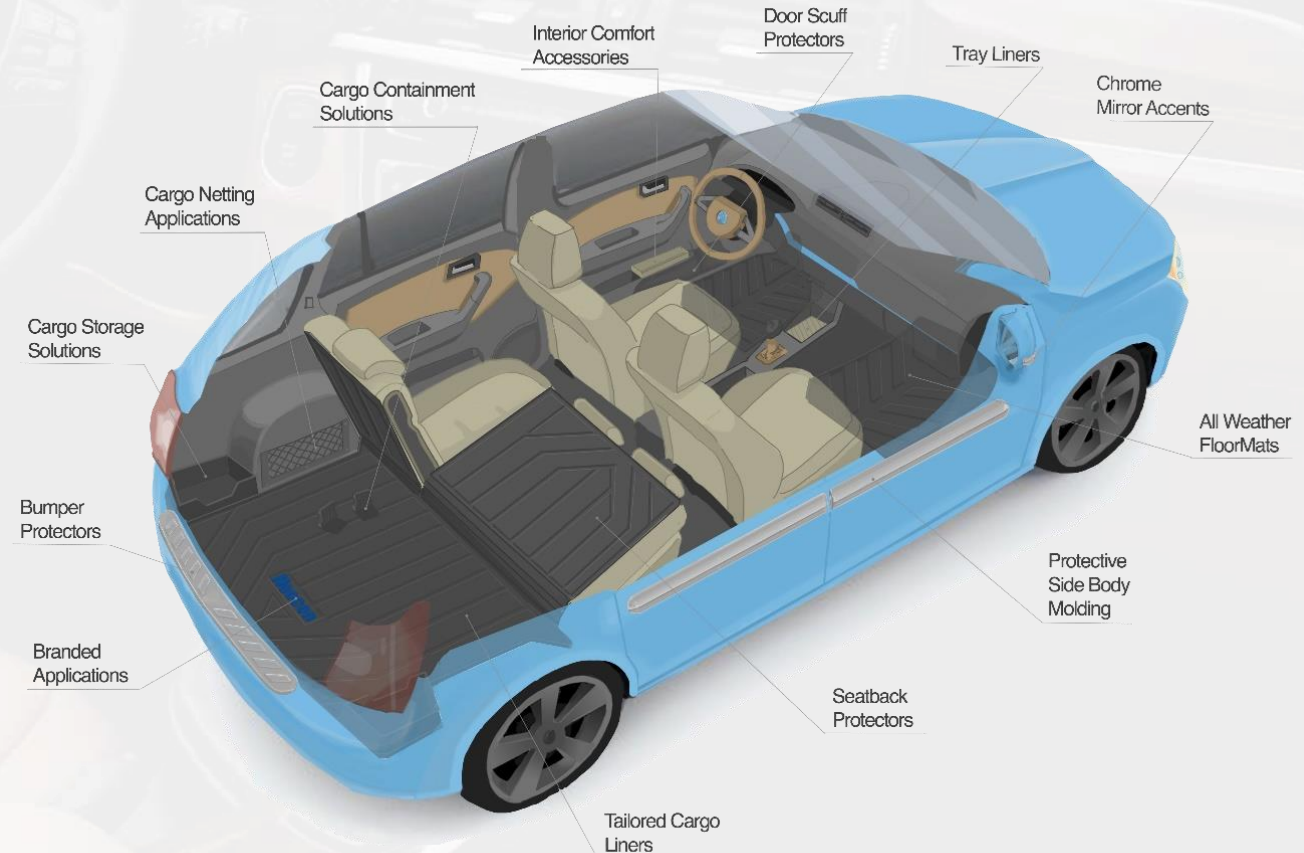
- Diversified product portfolio with an emphasis on integrated assemblies that take advantage of our vertical integration (injection moulding, foaming, cut, sew, knitting, weaving, braiding)
- Key products include wrapped parts, netting solutions, injection moulded components and sun visors
- Primarily a Tier 2 supplier delivering products to approximately 25 unique customers in 29 countries
- Strategically located to supply Europe more economically than many competitors
- 215,000 sq ft facility located in Tangier, Morocco



Award winning designer and manufacturer of innovative accessory products for OEM's

Business Overview

- Diversified and growing portfolio of vehicle protection and storage solutions
- Market leader in thermoformed cargo trays and chrome plated bumper protectors
- Significant SUV/ CUV and growing EV exposure driven by outsized cargo areas in these vehicles
- Highly creative team with full in-house capabilities including design, manufacturing, process research and material development
- Tier 1 supplier to 20+ automotive OEM's in North America; market share gains from aftermarket providers
- 77,000 sq ft facility located in Halifax, Nova Scotia

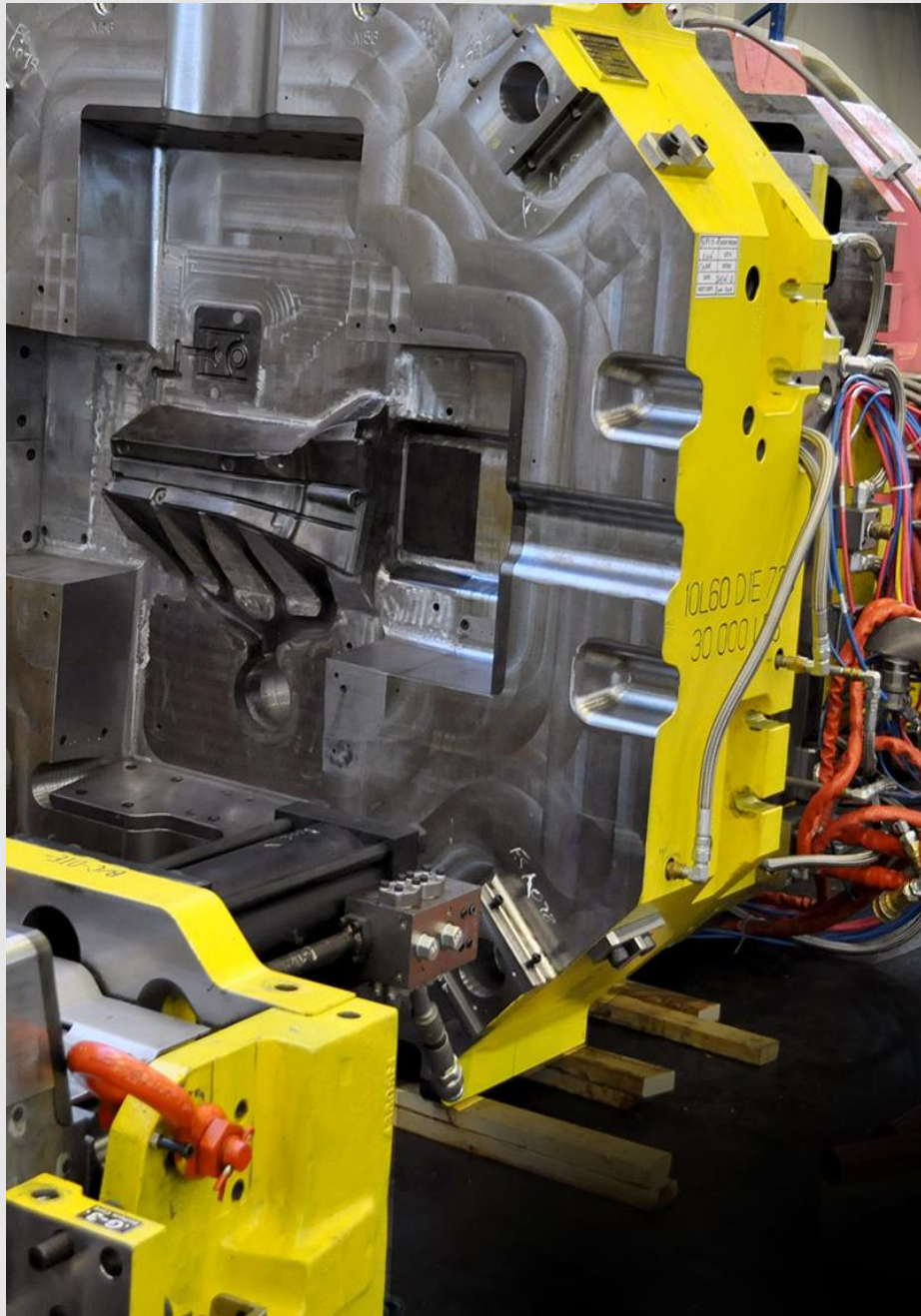


Leading supplier of hand wrapped interior trim components in North America

Business Overview

- Leading independent supplier of hand wrapped interior trim components
- Specialists in cutting leather and other trim materials for seating and various applications
- Tier 2 supplier to a diversified customer base, serving domestic and non-domestic OEM's
- Growth is expected in overall market for leather and leather-like interior components as OEMs continue to look to add content in their vehicles
- Long relationship with premium European tannery
- 96,000 sq foot facility located in Mexico to serve the North American market





Casting & Extrusion Segment

Casting & Extrusion Segment



World's largest independent provider of tooling for the Extrusion and Die Cast markets

Competitive Strengths

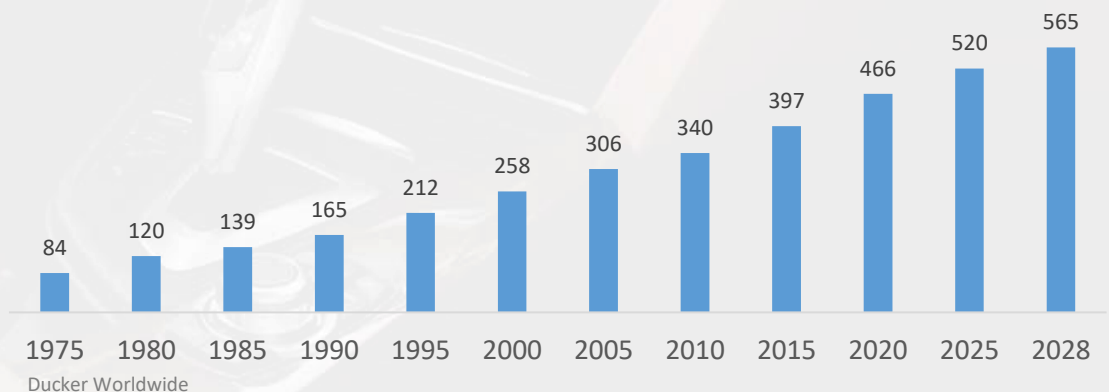
- Large scale, diversified operations with a total of 12 tooling plants in six countries
- Leading market positions in both die-cast and extrusion tooling; global leader in 3D printed tooling solutions for die-casting
- Upgraded equipment and commonality of manufacturing processes
- Fragmented market; competitors lack the financial strength, market reach and capabilities of Exco
- Exposure to long cycle programs & essential services provides stability to revenues in economic downturns
- Approximately 50% of tooling revenues derived from a diverse number of non-automotive end markets

Market Conditions

- Aluminum use is growing across many applications with significant increased demand within the automotive industry driven by environmental sustainability trends, including the adoption of EV's
- Increased aluminum demand favorable for both extrusion and die-cast

North American Light Vehicle Aluminum Content

Net pounds per vehicle

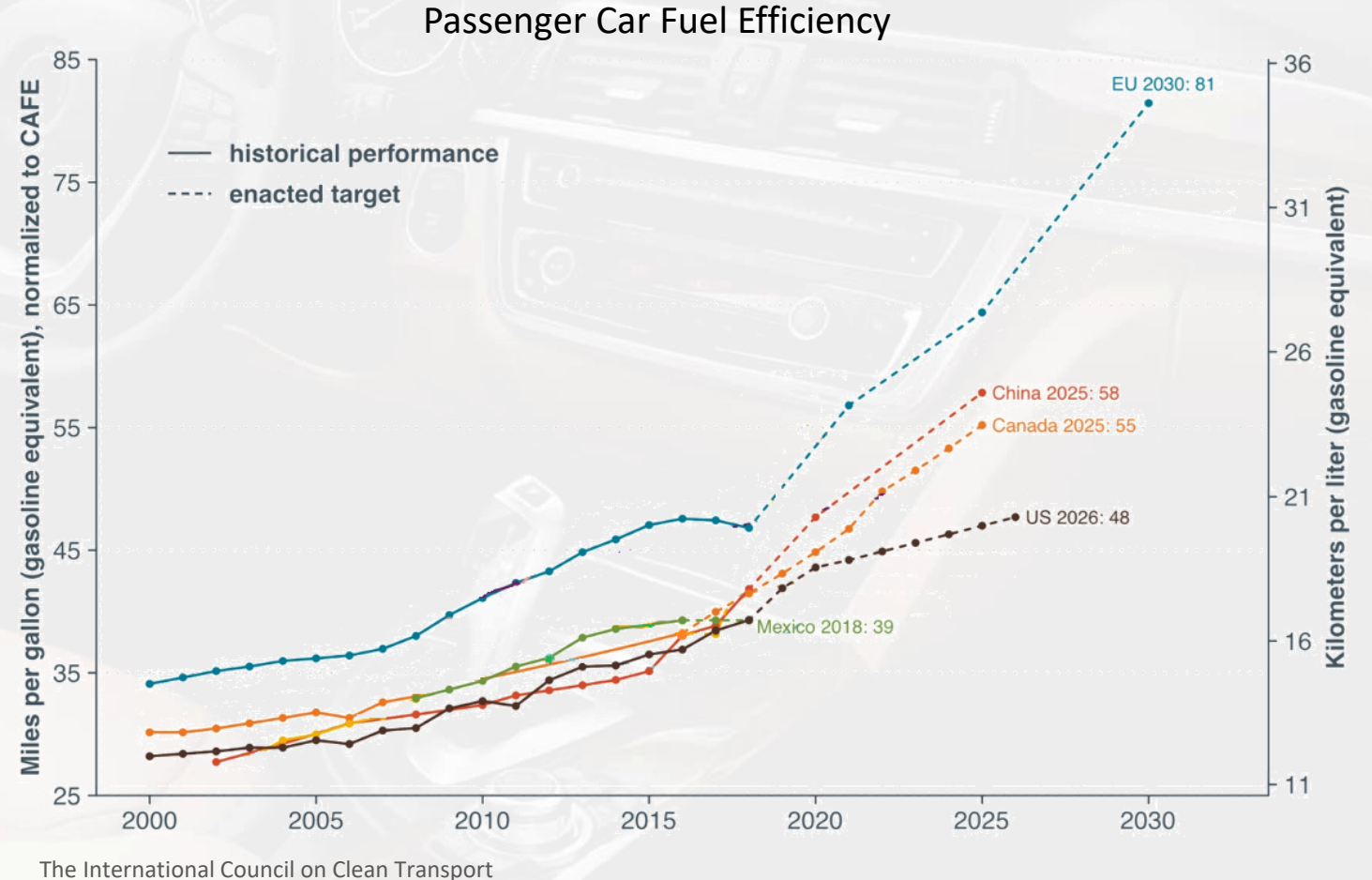


Casting & Extrusion Segment



Vehicle light-weighting provides significant growth opportunity across the entire segment

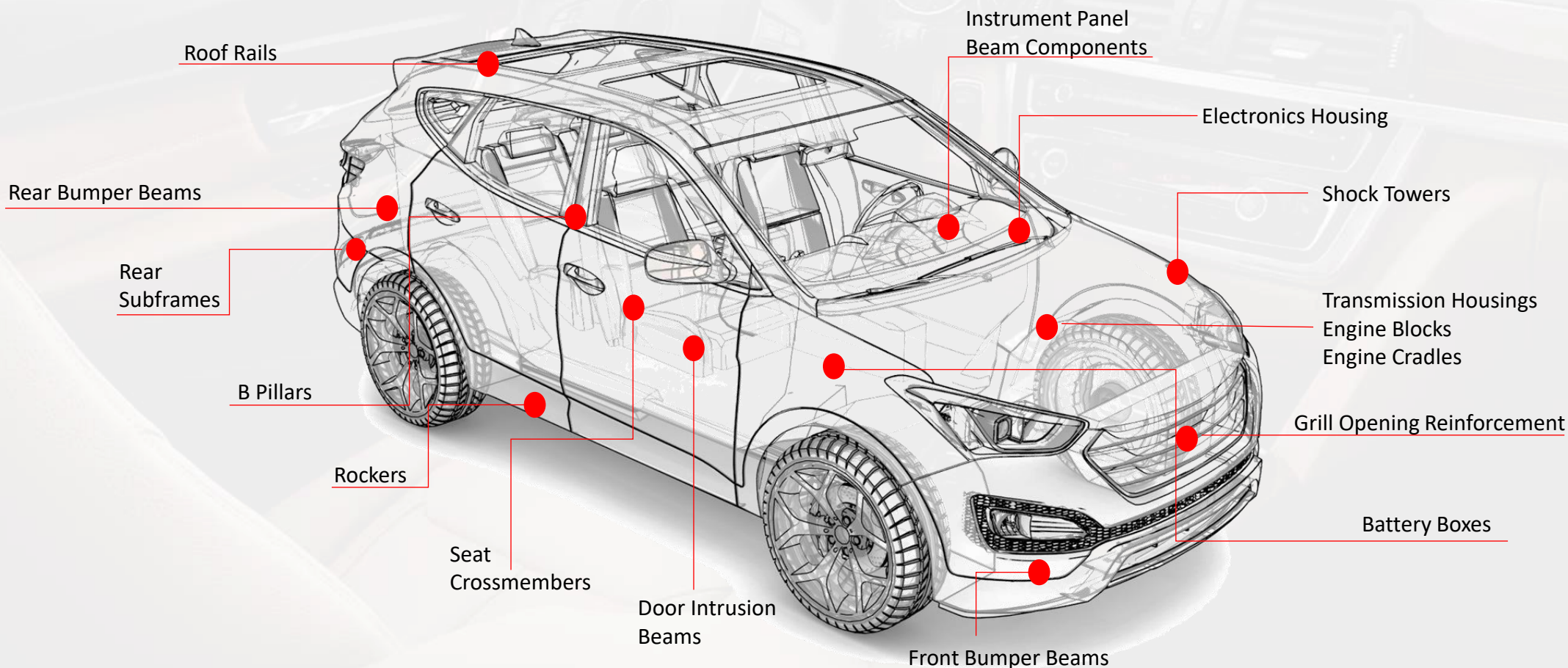
- Ever more stringent fuel efficiency and emission reduction standards are driving the development of increasingly advanced engines and transmissions by OEM and tier 1 suppliers
- Better fuel economy and lower emissions are also driving transition from steel to aluminum alloys in the production of non-powertrain structural components
- Electric vehicles make extensive use of aluminum components to reduce weight and maximize battery performance
- Aluminum components and associated tooling are becoming larger and more complex, playing to Exco's strength



Casting & Extrusion Segment



Both Internal Combustion Engine and Electric Vehicles are using an increasing number of extruded and die-cast aluminum components to reduce weight

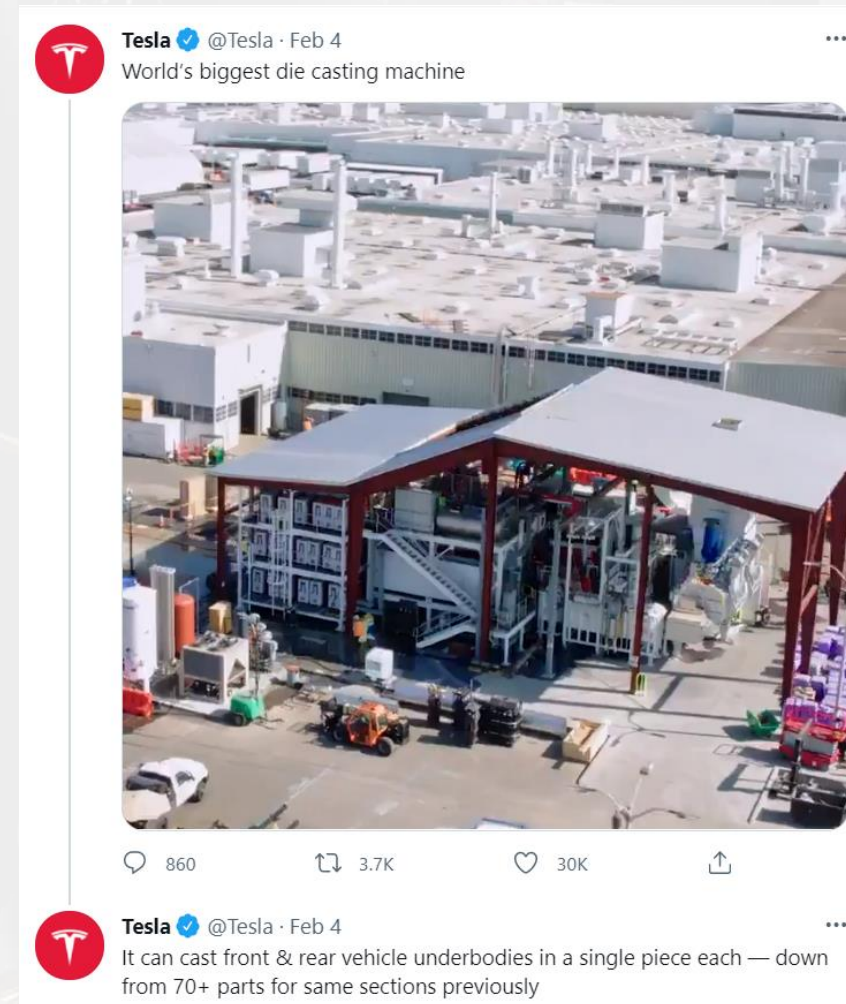


Casting & Extrusion Segment



Giga-sized Castings Provide Significant Growth Opportunities

- Castool is the primary supplier of tooling (shot sleeves, inserts, rings, plunger tips, shot rods, etc) for Tesla's Giga presses globally
 - Provides significant near term growth opportunities as Tesla ramps up factories in Berlin and Texas
- Molds and associated tooling (shot sleeves, rings, tips, rods, etc) are becoming much larger and increasingly complex to produce these larger castings
- We expect traditional OEMs and their tier suppliers to follow Tesla's lead over time
- Exco is making significant additional investments in its people, equipment and processes to remain a leading supplier and capture anticipated growth



Casting & Extrusion Segment



Three related business groups covering die-cast and extrusion tooling

Group	Business	Manufacturing Locations	Total Group Facility Sizes	Key Products/ Programs
Large Mould		<ul style="list-style-type: none"> Ontario, Canada Toledo, Ohio Queretaro, Mexico 	200,000 sq ft	<ul style="list-style-type: none"> Design and manufacture of large high pressure die-cast moulds Rebuild of existing moulds Integrated additive manufacturing
Extrusion Tooling		<ul style="list-style-type: none"> Ontario, Canada Michigan, USA Texas, USA Queretaro, Mexico Medellin, Colombia Sorocaba, Brazil 	210,000 sq ft	<ul style="list-style-type: none"> Design and manufacture of dies for aluminum extrusion
Castool		<ul style="list-style-type: none"> Ontario, Canada Chonburi, Thailand Kanitra, Morocco 	150,000 sq ft	<ul style="list-style-type: none"> Proprietary supporting tooling and systems for the die-cast and extrusion markets

*Kenitra facility currently under construction

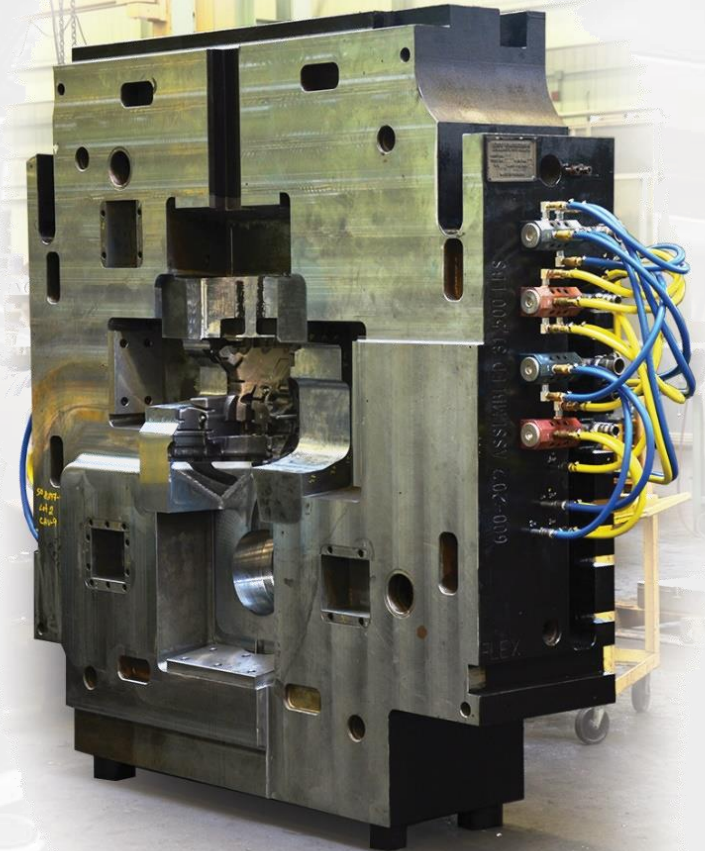
Large Mould Group



Aluminum-focused tooling for automotive powertrain and structural components

Business Overview

- Largest independent manufacturer of high pressure die-cast (HPDC) moulds in N.A.; exclusively focused on large moulds
- Moulds for both powertrain and non-powertrain components
- Mix of revenues from new programs and ongoing rebuild work
- Industry-leading design, engineering, manufacturing equipment and processes; currently upgrading all capabilities to handle “giga-sized” moulds
- Tier 1 partner to North American, European and Asian OEM’s
- 3,500 ton die-casting machine and foundry to test products and replicate customer processes. Furnaces deliver standard aluminum alloy, structural aluminum alloy & magnesium



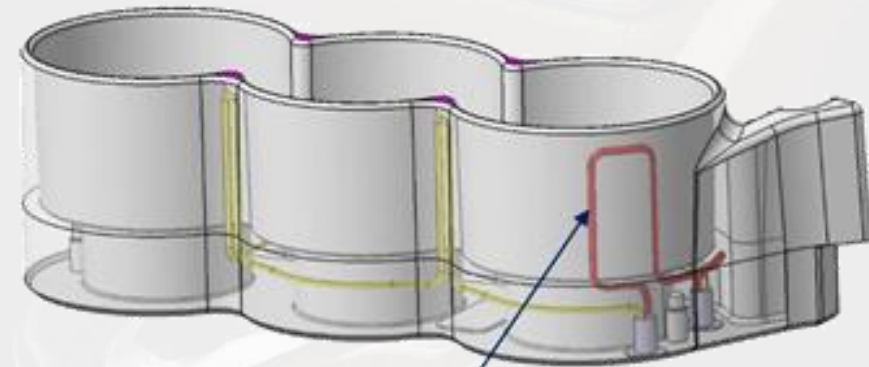
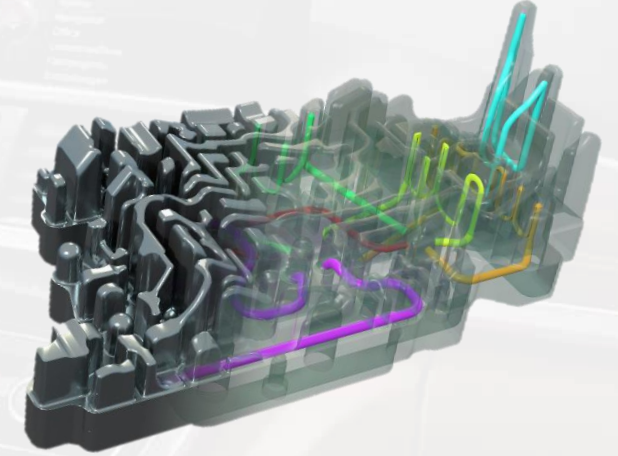
Exco Additive Manufacturing



Global leader in the additive manufacturing of tool steel for die casting applications

Business Overview

- Four, quad-laser, large scale additive machines dedicated for tooling applications
- Fully integrated into large mould design to provide enhanced overall die performance and life over conventionally built tools
- Thermal and stress simulation drives design and optimizes cooling channel placement
- Dedicated 5-axis machining centers and in-house heat treatment ensures speed of execution and quality control
- F2019 Winner of Automotive Industry PACE Award



Conformal cooling channel on a 3D-printed water jacket.

Extrusion Tooling Group

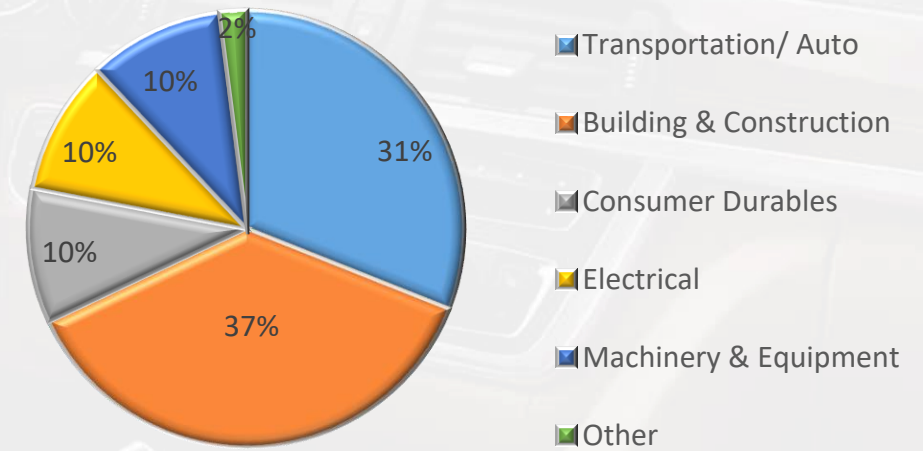


Largest designer and manufacturer of dies for aluminum extrusions in the Americas

Business Overview

- Six manufacturing locations in the Americas (Ontario, Michigan, Texas, Mexico, Brazil, Colombia)
- Estimated market share of 30% in North America
- Commonality of design and manufacturing process across plants provides unmatched flexibility
- Leading edge technology and upgraded machinery
- Very diverse end-market demand; majority non-auto and a number of “essential” industries
- Automotive applications growing double digits through light-weighting & electric vehicle demands
- Customer consolidation and competitor shake-out benefiting well-capitalized players such as Exco

Extruded Products by End Market¹



¹The Aluminum Association, Exco



Equipment, accessories and tooling for aluminum die-cast machines and extrusion presses

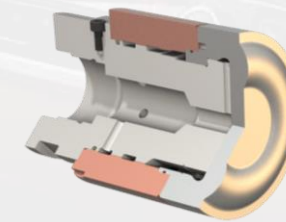
Business Overview

- Proprietary consumable tooling components and modular systems designed to dramatically increase overall efficiency through improved uptime & reduced scrap
- Systems-based design results in significant recurring revenues from related tooling components
- Increasing size and complexity of components (such as Tesla's large structural castings) are driving the need for highly engineered tooling solutions
- Products promote energy conservation and environmental friendliness
- Clear market leader; highly diverse customer base and global reach through 3 manufacturing plants
- Patented products, materials and processes



Dummy Blocks

Die-Cast Shot Sleeves



Plunger Tips



Extrusion Containers



Die Ovens

Financial Results



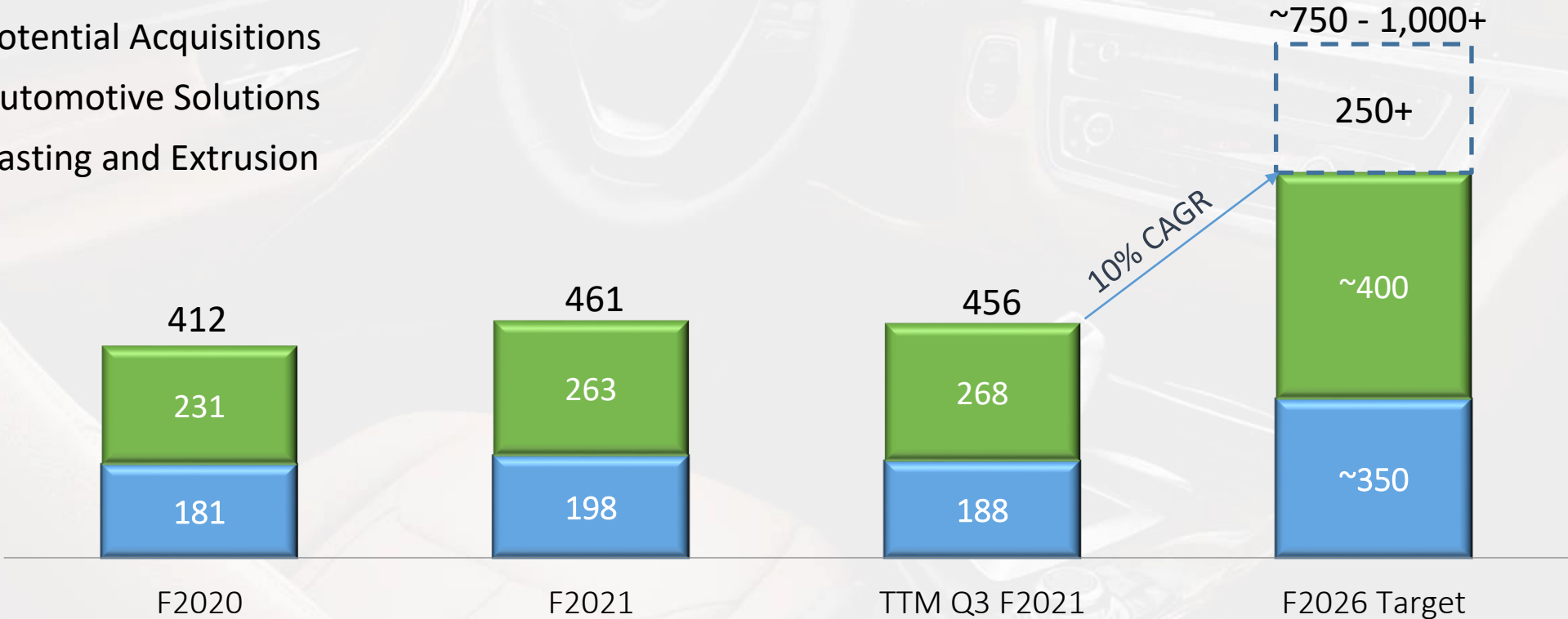
Revenue by Segment



Anticipated pathway to a five-year 10% Revenue CAGR with further sizeable potential upside

C\$ Millions

- Potential Acquisitions
- Automotive Solutions
- Casting and Extrusion



Fiscal year ended September 30

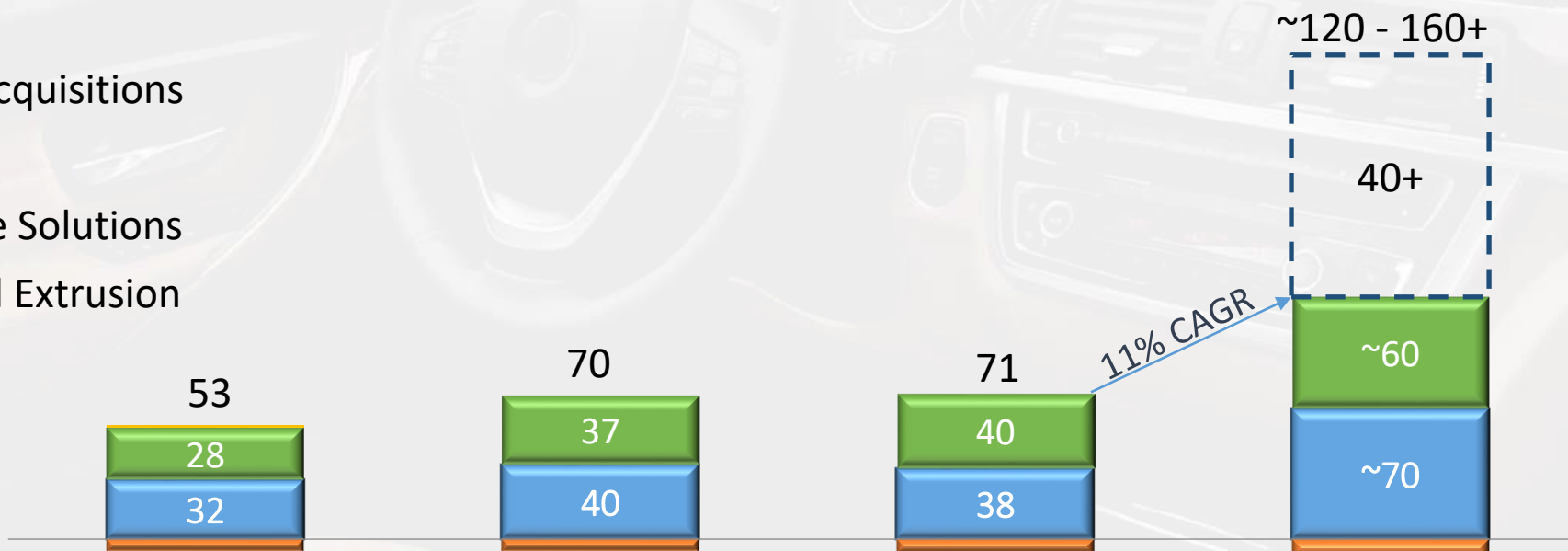
EBITDA by Segment



Expect to maintain industry leading margins in both reporting segments

C\$ Millions

- ▣ Potential Acquisitions
- ▣ Corporate
- ▣ Automotive Solutions
- ▣ Casting and Extrusion



EBITDA Margin	F2020	F2021	TTM Q3 F2021	F2026 Target
Auto Solutions	12%	14%	15%	~15%
Casting & Extrusion	18%	20%	20%	~20%
Consolidated	13%	15%	16%	~16%

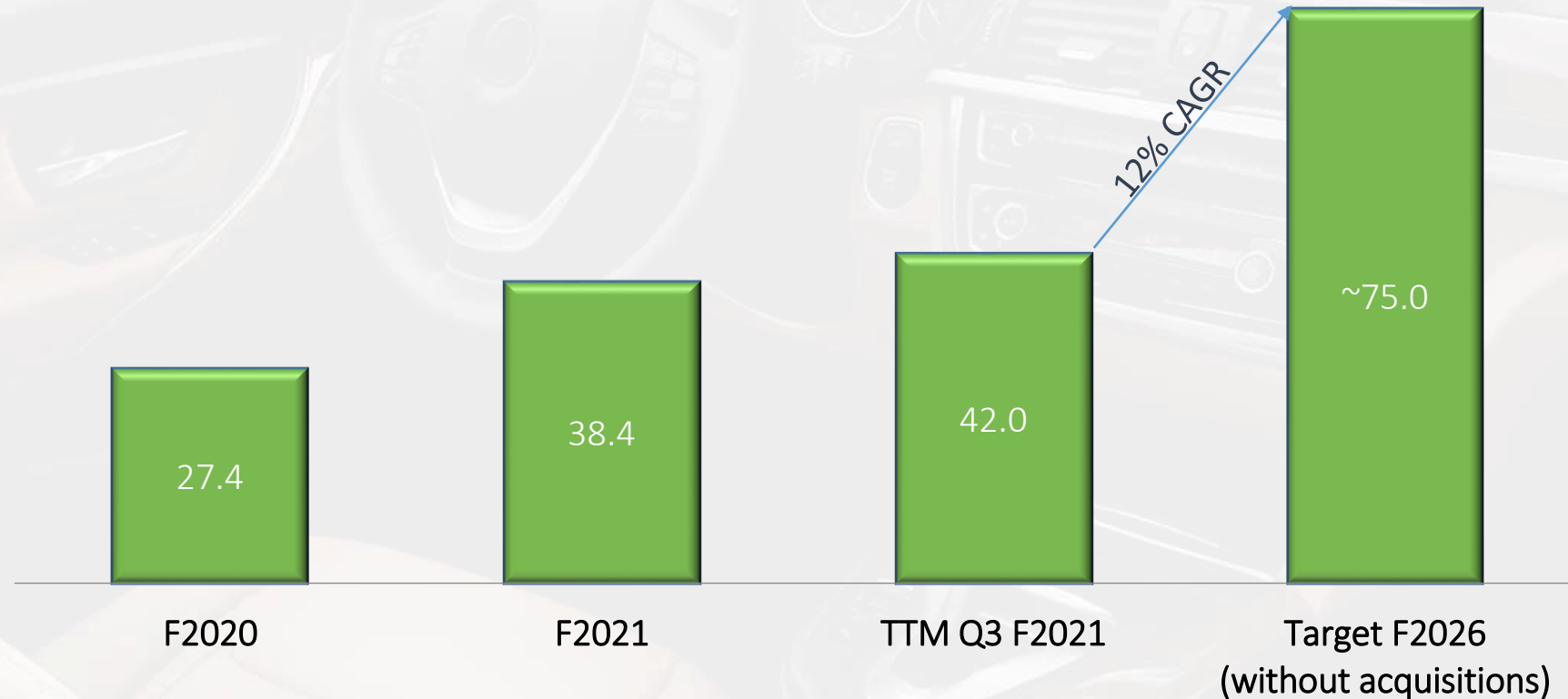
Fiscal year ended September 30

Net Income



Strong revenue growth profile and margin focus drives significant expected profit gains

C\$ Millions

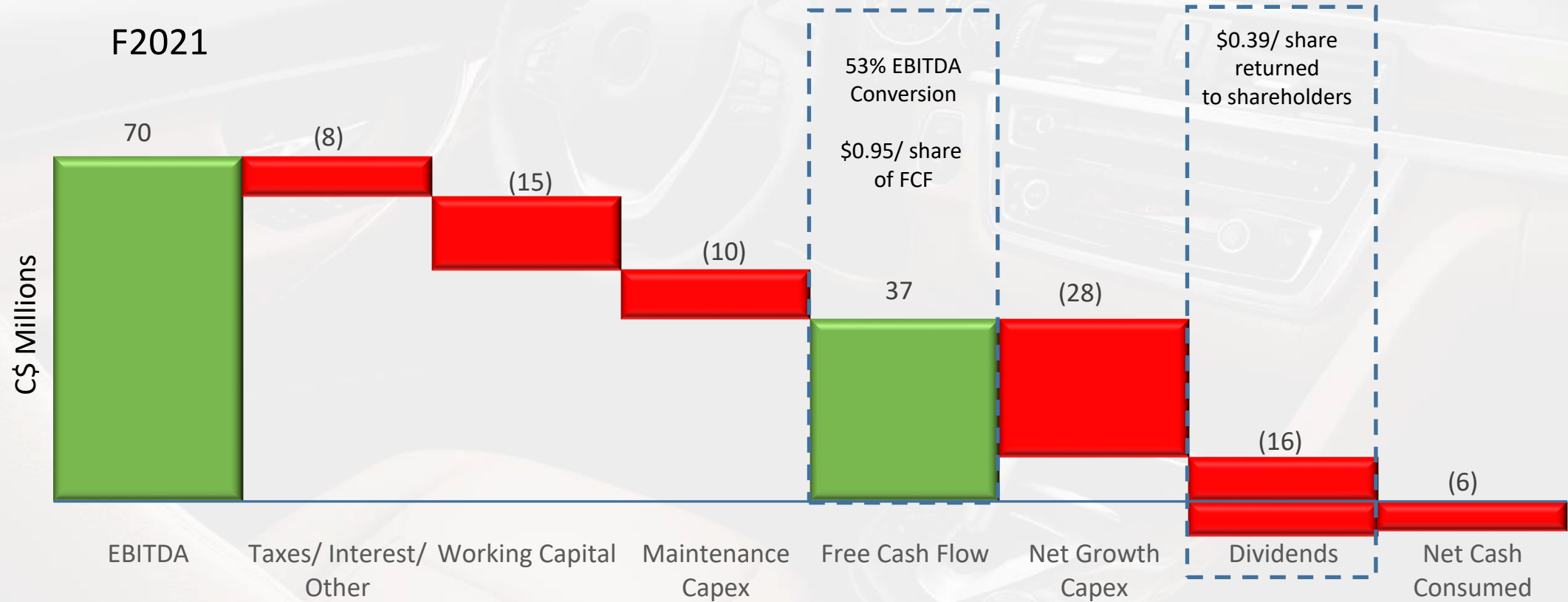


Basic and Diluted EPS	\$0.69	\$0.98	\$1.07	\$1.90
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Cash Flow Generation



Exceptional EBITDA to free cash flow conversion with proceeds prioritized for growth capex and shareholder returns



Fiscal year ended September 30

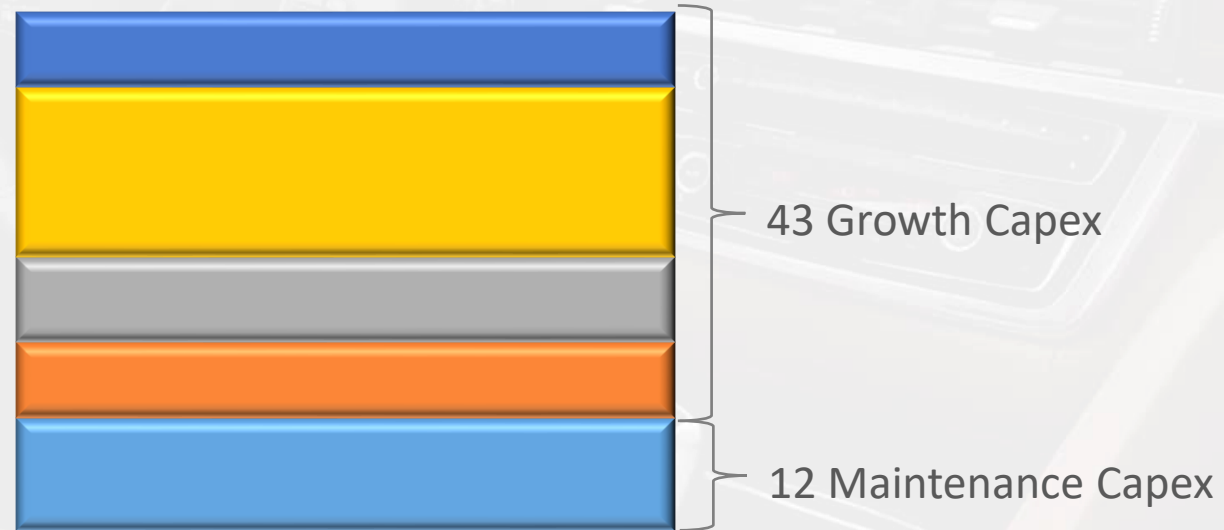
Capital Expenditures



Near Term Capex will Remain Elevated to Support Strong Organic Growth Initiatives

C\$ Millions

55



F2022 Budgeted Capex

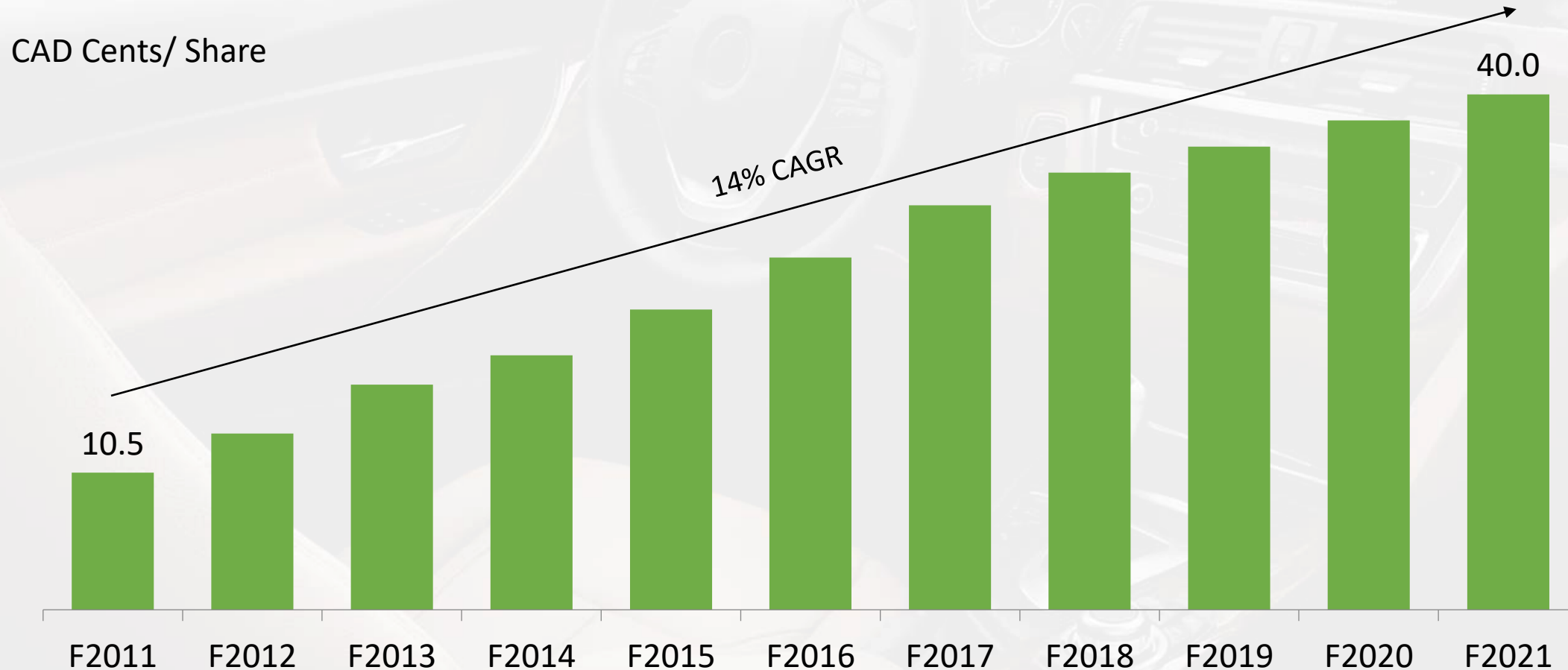
- Maintenance
- Energy Efficient Heat Treatment Equipment
- Auto Solutions Capacity Increases
- Castool Greenfields
- Casting & Extrusion Capacity Increases

Fiscal year ended September 30

Dividend



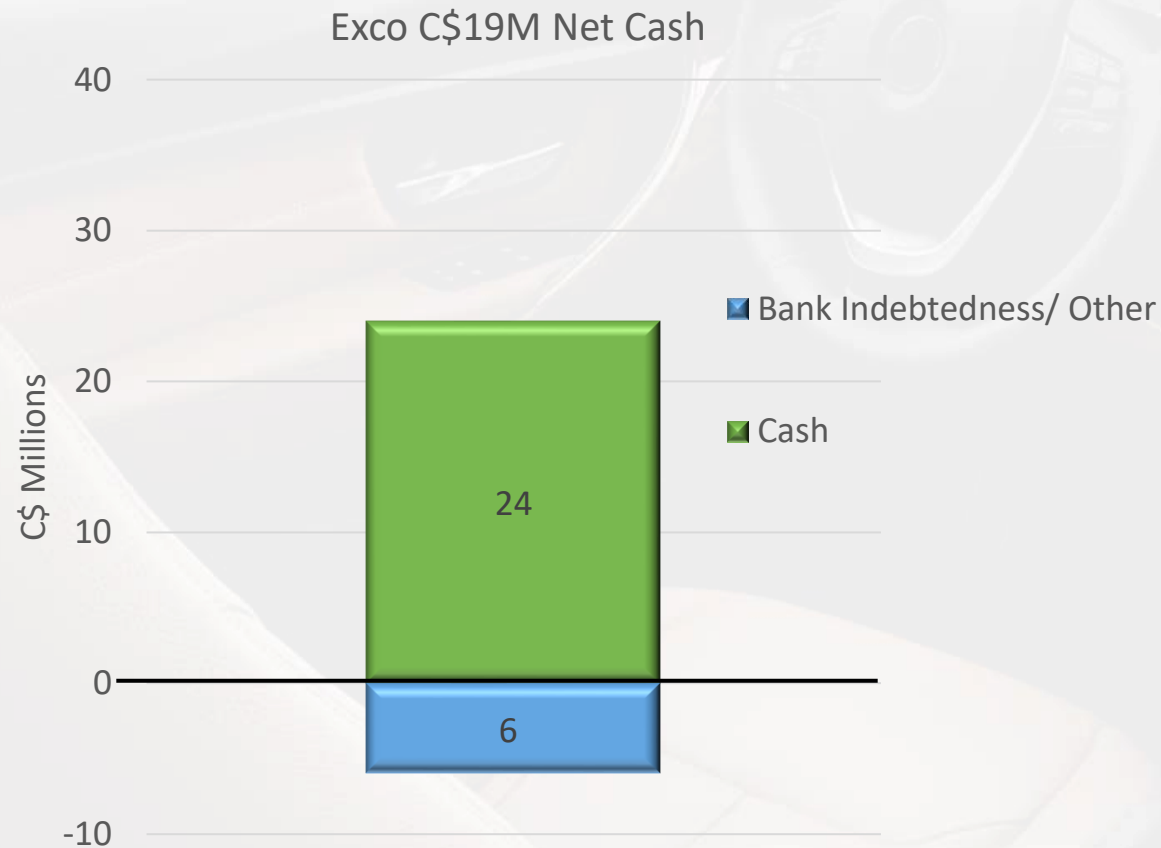
In February 2021 Dividend was increased 5% to an annualized rate of 40 cents per share



Financial Leverage & Liquidity



Balance Sheet in a \$19M Net Cash Position as at September 30, 2021



- Annual EBITDA of C\$70M
- C\$50M committed revolver matures February 2023
- Balance sheet cash of \$24M
- Significant cushion to bank facility covenants

Questions

