NFI Leading the ZEvolution™

2023 Q1 Financial Results

May 4, 2023

Today's speakers

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President & Chief Executive Officer

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Cautionary statement

Certain statements in this presentation are "forward looking statements," which reflect the expectations of management regarding the Company's future growth, results of operations, performance and business prospects and opportunities.

These forward-looking statements are made as of the date of this presentation and NFI assumes no obligation to update or revise them to reflect new events or circumstances, except as required by applicable securities laws. See the Appendix to this presentation for more details about the forward-looking statements.

In addition, certain financial measures used in this presentation, including but not limited to, Backlog, Liquidity, Adjusted EBITDA, Adjusted Net Earnings and Free Cash Flow are not recognized earnings measures and do not have standardized meanings prescribed by International Financial Reporting Standards ("IFRS"). Therefore, they may not be comparable to similar measures presented by other issuers. See the Appendix to this presentation and the Company's related Management Discussion & Analysis ("MD&A"), available on SEDAR (www.sedar.com) for more information and detailed reconciliation to the applicable IFRS measures.

All figures in U.S. dollars unless otherwise noted.

Key terms

- Buses manufactured by New Flyer and ADL's single and double deck buses are classified as "**transit buses**". ARBOC manufactures body on-chassis or “**cutaway**” and "**medium-duty**" buses that service transit, paratransit, and shuttle applications. Collectively, transit buses, medium-duty buses and cutaways, are referred to as "**buses**".

- A “**motor coach**” or “**coach**” is a 35-foot to 45-foot over-the-highway bus typically used for intercity transportation and travel over longer distances than heavy-duty transit buses and is typically characterized by (i) high deck floor, (ii) baggage compartment under the floor, (iii) high-backed seats with a coach-style interior (often including a lavatory), and (iv) no room for standing passengers.

- **Zero-emission buses** ("**ZEBs**") consist of trolley-electric, hydrogen fuel cell-electric, and battery-electric buses and coaches.

- One **equivalent unit** (or “**EU**”) represents one production “slot”, being one 30-foot, 35-foot, 40-foot, 45-foot heavy-duty transit bus, one double deck bus, one medium-duty bus, one cutaway bus or one motor coach, whereas one articulated transit bus represents two equivalent units. An articulated transit bus is an extra-long transit bus (approximately 60-feet in length), composed of two passenger compartments connected by a joint mechanism. The joint mechanism allows the vehicle to bend when the bus turns a corner yet have a continuous interior.

- Many public customer contracts include options to purchase transit buses and motor coaches in the future, and a large portion of the Company’s order book is represented by “**options**” as opposed to “**firm orders.**”

Who is NFI?

Market and technology leader in each of our major markets.

NFI is a global independent bus and motor coach solution provider that is leading the evolution to zero-emission mobility.

NFI Leading the *ZE*volution™

A better product.
A better workplace.
A better world.

NFI's mobility solutions

Parts, Publications & Service

NFI Service

AD24

nfi.parts

Workforce Development & Training

VIC Vehicle Innovation Center

AD24 Training Academy

New Flyer Institute

NFI Learning Institute

MCI Academy
Training for Advancing Technology

Buses & Coaches

New Flyer

MCI

Alexander Dennis

ARBOC Specialty Vehicles

Plaxton

NFI

Connected Vehicles & Diagnostics

NFI Connect™

CONNECT360

Infrastructure Solutions

NFI Infrastructure Solutions™

Financing

NFI Financial Solutions™

Our values + stakeholders drive our decisions

Safety

The health and wellbeing of our team members and the safety of our products are our top priorities.

Quality

We strive for excellence in our products, services, and all that we do.

Integrity

We act with honesty, transparency, and integrity, treating each other with respect in a diverse, equitable, and inclusive workplace.

Accountability

We take responsibility for our actions, seeking to build trust and earn a reputation for excellence and reliability.

Teamwork

We work with our team members, our supplier partners, and our customers to pursue mutual benefits.

Sustainability

We seek long-term success for our business, our communities, and the environment through responsible sourcing, lean manufacturing, and sustainable operations.

Leader in zero-emission transportation

115M+
Electric service miles driven

166
ZEB EUs delivered in 2023 Q1

21%
of total 2023 Q1 deliveries were ZEB EUs

52%
of NA Public Bid Universe is ZEBs

2,891
ZEB EUs delivered since 2015

130+
Cities have NFI ZEBs in service or on order

36%
of total backlog is ZEB EUs

3,661
ZEB EUs in the backlog

6
Countries have NFI ZEBs in service or on order

~8,000
EUs annual ZEB production capacity

390+
EV chargers installed via Infrastructure Solutions™ since 2018

77+ MW
Charging capacity installed via Infrastructure Solutions™ since 2018


2023 Q1 results

Leading the ZEvolution™

2023 Q1 financial summary

Quarterly Performance

- Manufacturing segment deliveries up 20%, revenue up 18%, and Adjusted EBITDA increased by 42% from 2022 Q1. Results up sequentially from 2022 Q4.
- Manufacturing segment reflects impacts of supply disruption, lower ZEB deliveries and legacy inflation impacted contracts
- WIP increase from regular Q1 build of private sector vehicles, some vehicles missing components, and delays in delivering certain North American battery-electric buses that required the installation of new drain technology within the energy enclosure system
- Strong contribution from Aftermarket with increases in revenue, gross margin and Adjusted EBITDA, with return on sales of 21%

Strong ZEB Performance

- 21% of 2023 Q1 deliveries were ZEB EUs
- 36% of backlog is ZEB EUs (up from 17% in 2022 Q1)
- Over 115 million electric service miles completed as of end of 2023 Q1
- Over 390 EV chargers installed since 2018
- ZEBs now represent 52% of the total Bid Universe
- New orders for 1,091 EUs of ZEBs, which equates to 58% of all new firm and option orders for the quarter (up from 222 EUs of ZEB orders in 2022 Q1)

Significant Demand Growth

- North American public bid universe up 18% year-over-year
- New orders up 33% year-over-year
- Active bids up 99% year-over-year, reaching 11,066 EUs, the highest number of quarterly active bids on record
- Ended 2023 Q1 with 2,833 bids in process and another 8,233 bids submitted, for the highest number of active EUs on record; should translate to steady orders throughout 2023
- Record backlog of 10,071 EUs ($6.7 billion[1]), as compared to 8,908 EUs ($4.9 billion[1]) as of 2022 Q1

Stage Set for Recovery

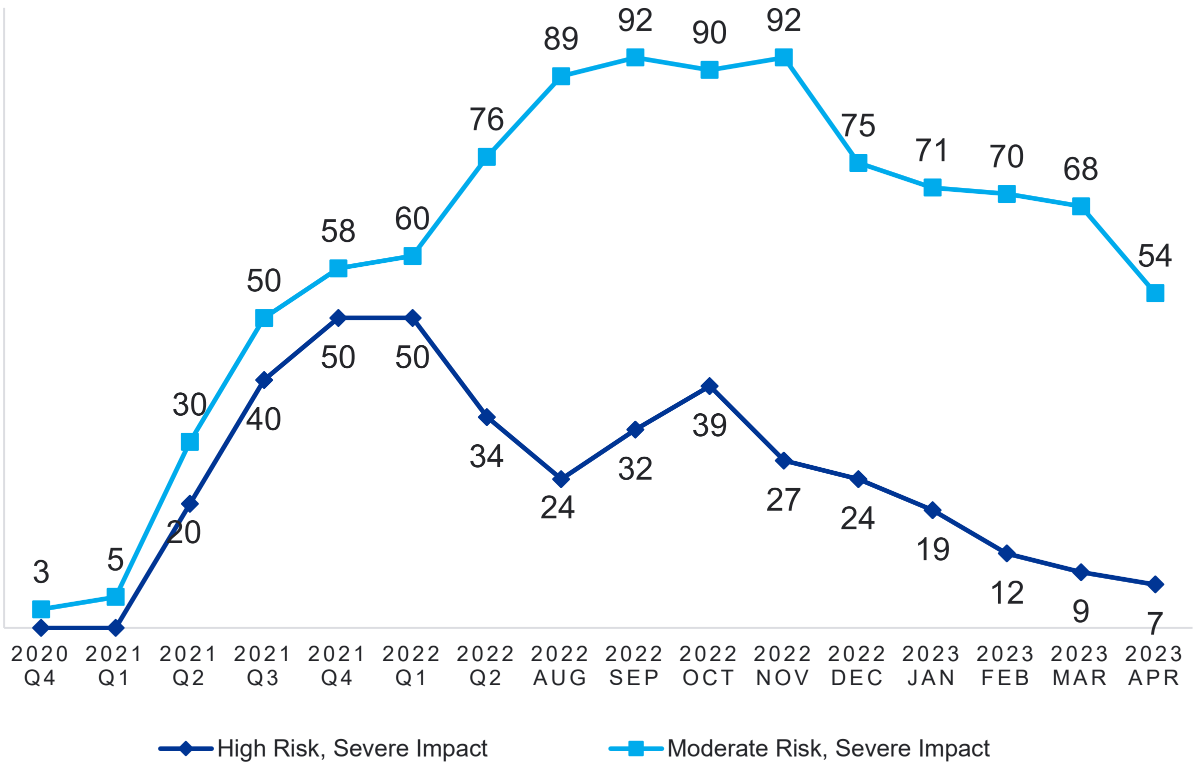
- Heavy-duty production schedule sold out in North America and UK for 2023
- Certain inflation impacted contracts will carry over into 2023, but are fewer in number
- Supply chain improvement in the quarter, including better on-time performance
- Continued pursuit of pre-payments and deposits on customer contracts wherever possible
- Government of Manitoba and EDC facilities in place to support additional liquidity
- Targeting finalization of amended multi-year credit agreement prior to June 30, 2023

1. Backlog and Liquidity represent supplemental financial measures. Adjusted EBITDA represents a non-IFRS measure, meaning it is not a defined term under IFRS and does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies See Cautionary Statement.

Significant supply chain improvements in 2023

NFI Group Consolidated
High and Moderate Risk Suppliers (2020 Q4 to 2023 Q1)

Note: 7 High Risk Suppliers in NFI top 750



2023 Update

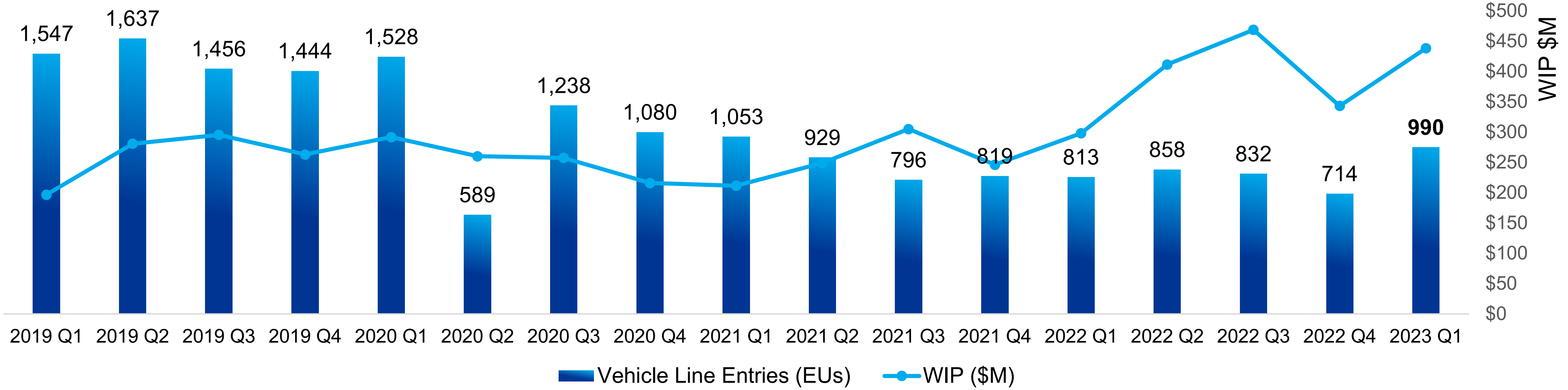
- Supplier performance continues to improve, and critical disruptions experienced in 2022 are being effectively mitigated
- Supplier on-time-delivery performance continues to improve but remains impactful to production execution in several areas
- 'Severe impact, moderate risk' suppliers continue to improve on-time delivery, with majority of remaining issues effectively managed through increased purchases of raw materials. Suppliers removed from moderate risk once on-time-delivery to purchase order dates is sustained

FY 2023 Outlook

- Supply performance continues trending positively and indications for strong recovery in 2023
- Production line disruption risk has dropped significantly from critical risk suppliers. We are now focusing on sustained improvement and performance
- Supply team continues to work through the risks associated with supplier capacity increases to support 2023 production increase. Short list of issues remain which we are optimistic can be effectively mitigated

Supply chain challenges impacting production and WIP

Total NFI Quarterly Vehicle Line Entries and WIP Inventory (2019–2023 Q1)



Idled facilities in response to initial COVID-19 wave

First major supply disruption experienced in Q3 2021.

Improvements in 2022 Q2 offset by further erosion in supply consistency in 2022 Q4

Proactive response to supply chain disruptions

Ongoing proactive actions.

Numerous actions executed and ongoing to combat adverse impacts of unpredictable supply.

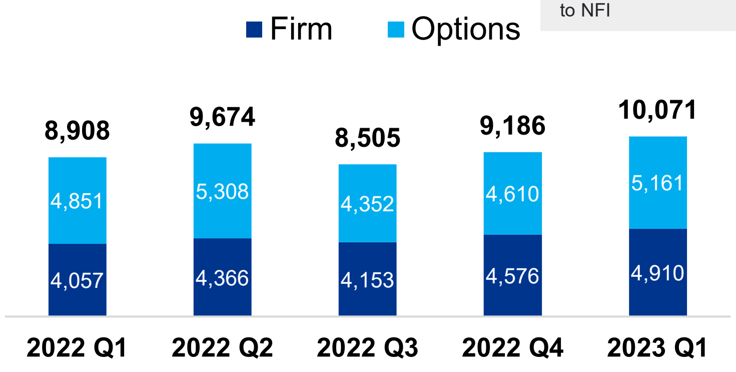
- Secured and continue to pursue price adjustments wherever possible
- Lowered new vehicle production rates to match with supply
- Brought on alternative sources of supply and connected suppliers *(tier 1, 2, 3 and 4 suppliers)*
- Increased inventory levels of components on hand *(moving from 6 days of JIT to 20+ days for certain components)*
- Provided longer lead times to suppliers *(up from 6 weeks to 12 weeks in many instances)*
- Reduced overhead and administrative costs since COVID-19 through NFI Forward initiative *(including closure of 25 facilities/parts distribution locations and reduction of 2,000 positions)*

Backlog and deliveries as of 2023 Q1

Backlog: 2023 Q1 EUs

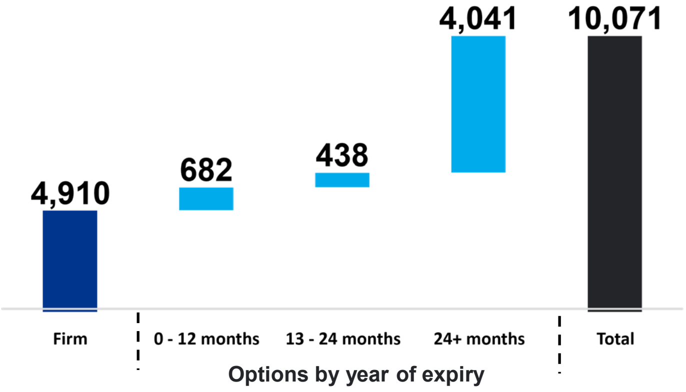
Backlog – Firm and Option

Does not yet include 425 EUs of "awards pending" to NFI

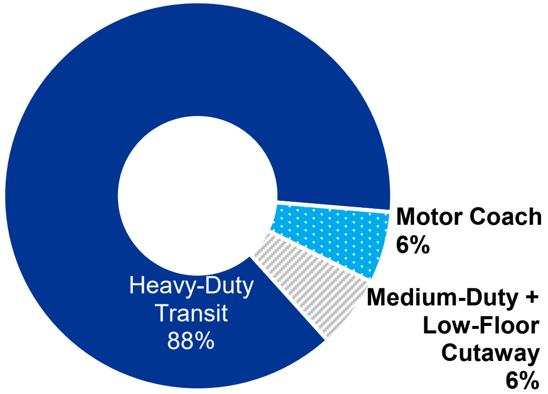


Backlog – Timing

LTM 2023 Q1 Option Conversion Rate = 21%



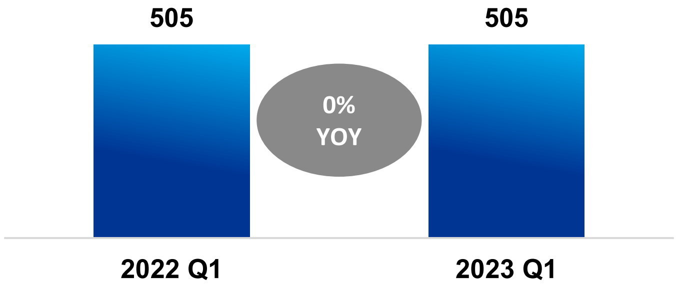
Backlog – By Product



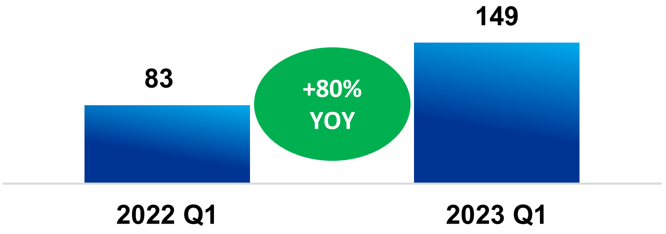
[1] *Options for ARBOC vehicles are held by dealers, rather than the operator, and are not included as an option in the NFI backlog.*

Deliveries: 2023 Q1 EUs

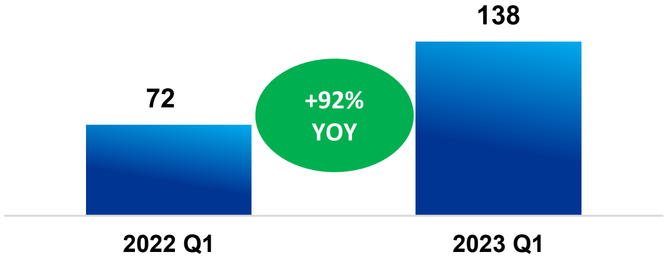
Heavy-Duty Transit



Coach



Low-Floor Cutaway + Medium-Duty

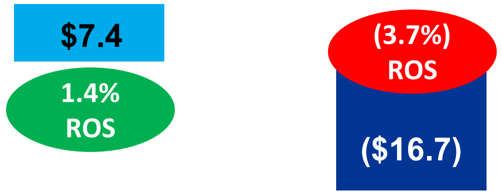


2023 Q1: Income Statement, Cash Flow, Liquidity

2023 Q1 Performance

	2023 Q1	2022 Q1
Sales	**$524.4M**	**$459.3M**

Adjusted EBITDA ($M)[1]



	2023 Q1	2022 Q1
EPS (reported)	($0.60)	($0.36)
EPS (Adjusted)[2]	($0.49)	($0.53)

2023 Q1	Revenue	Adjusted EBITDA[1]
Manufacturing	$385.3M	($23.1M)
Aftermarket	$139.1M	$29.5M
Corporate	–	$1.0M

2023 Q1 Free Cash Flow & Liquidity

Free Cash Flow ($M)

	2023 Q1	2022 Q1
Adjusted EBITDA[1]	$7.4	($16.7)
Interest Expense	($25.9)	($16.3)
Current Income Tax	($0.9)	$3.9
Cash Capital Expenditures plus Lease	($8.1)	($11.1)
Acquisition of Intangibles	($1.5)	($1.3)
Proceeds from disposition of property	$0.1	$1.1
Free Cash Flow (USD)[1]	**($28.9)**	**($40.4)**
FX Rate	1.3515	1.2518
Free Cash Flow (CAD)[1]	**($39.0)**	**($50.6)**
Dividends (CAD)	-	$4.1
Payout Ratio	**0.0%**	**(8.1%)**

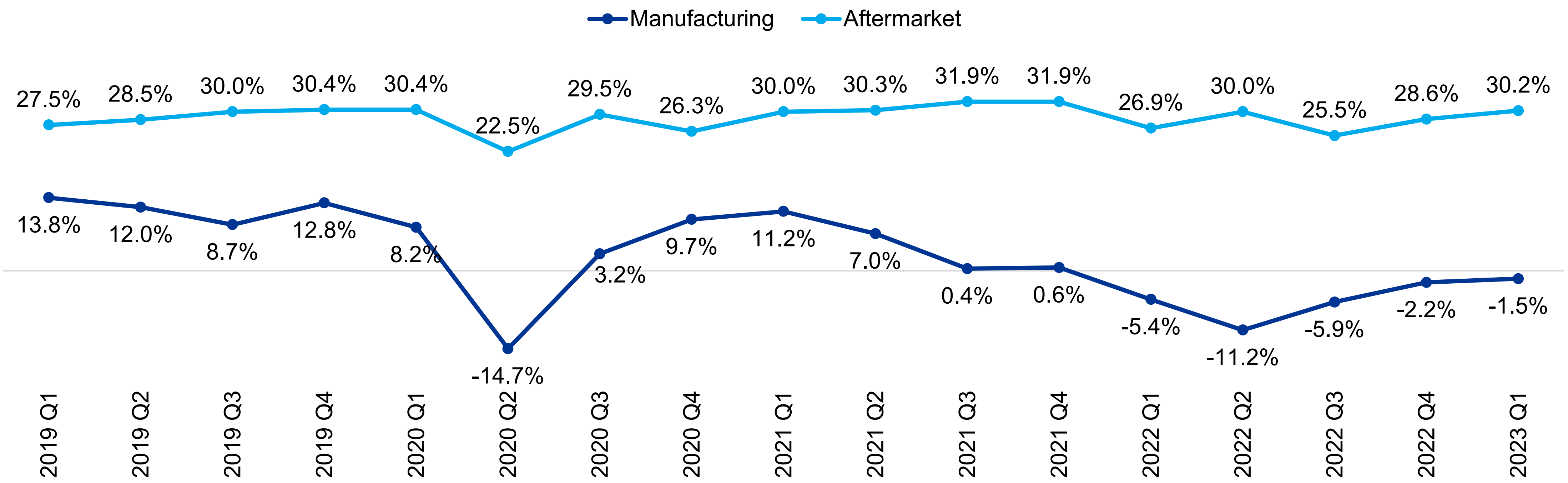
Liquidity[3] & Working Capital

	2023 Q1	2022 Q1
Liquidity[3]	$124.1	$649.0
Working Capital $	$445.5	$395.8
Working Capital Days[3]	69 days	70 days

1. Represents a non-IFRS measure, meaning it is not a defined term under IFRS and does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies. See Non-IFRS and Other Financial Measures section of the MD&A available on SEDAR at www.sedar.com.
2. Represents a non-IFRS ratio, which is derived from a non-IFRS measure, which does not have a standard meaning, so they may not be a reliable way to compare NFI to other companies. See Non-IFRS and Other Financial Measures section of the MD&A available on SEDAR at www.sedar.com. 3. Represents a supplementary financial measure.

Quarterly gross margins: 2019 Q1 to 2023 Q1

NFI Segment Quarterly Gross Margins including Depreciation and Amortization (2019 Q1 – 2023 Q1)

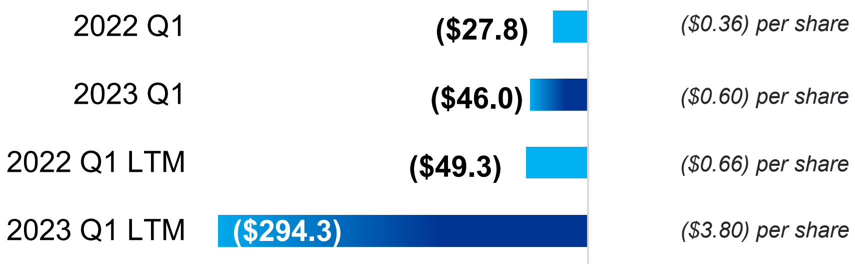


Primarily impacts of COVID-19 and initial supply disruption

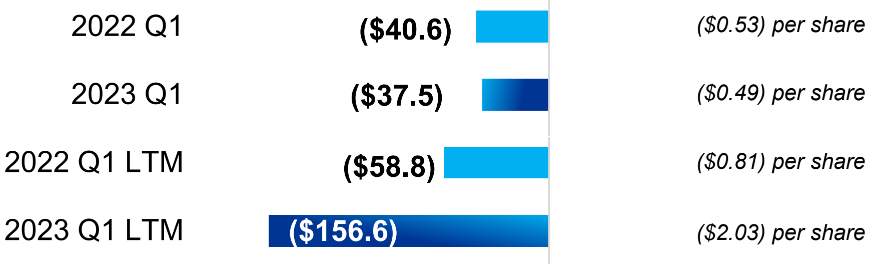
Primarily impacts of global supply disruption and heightened inflation

Net Earnings and Adjusted Net Earnings

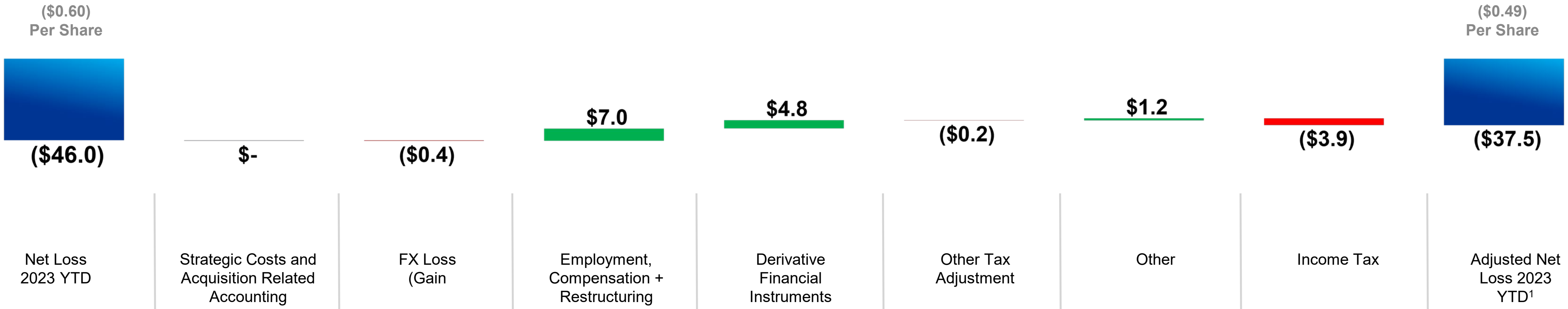
Net Earnings (Loss) ($M)



Adjusted Net Earnings (Loss) ($M)[1]



Reconciliation – Net Loss to Adjusted Net Loss YTD 2023 ($M)[1]



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Capital and credit agreement updates

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Capital allocation priorities

Debt Management & Leverage Reduction

- Targeting completion of amended multi-year credit agreement prior to June 30, 2023
- Government of Manitoba and EDC facilities in place to support additional liquidity
- Significant leverage reduction anticipated through 2024 and 2025 as financials recover
- Lease assets where it makes sense

Focus on Working Capital

- WIP levels are elevated, with expectations for reduction as buses and coaches missing components and ZEBs requiring new drain technology are delivered
- Continued pursuit of pre-payments and deposits on customer contracts wherever possible
- Supplier payments being matched to timing of vehicle deliveries

Invest in Highest Return Projects

- Internal investments in operations, insourcing and people
- Target investments that expand EPS by funding highest ROIC projects
- Diligent focus on capital expenditures with anticipation that spend is $35 million to $40 million in 2023 and under $50 million in 2024

Cash Flow Generation Opportunities

- Evaluating other capital markets opportunities. Shelf prospectus in place to assist with any of these actions

Primary focus on achieving new multi-year credit facility and strengthening financial position for anticipated recovery

Credit facility timeline: Dec 2022 - Jun 2023

Waiver of Total Leverage Ratio and Interest Coverage Ratio covenants. Net Debt to Capitalization and $25M Minimum Liquidity covenants in place

Minimum Adjusted EBITDA covenant in place (March to June). Cumulative calculation based on the period starting January 1, 2023, but first tested as of March 31, 2023

Dec — ✓ Finalized credit amendments and announced financing support from Government of Manitoba and EDC

Jan — ✓ Completion of Government of Manitoba and EDC loan agreements

Feb — ✓ Completion of Government of Manitoba and EDC loan agreements

Mar — ✓ Issuance of 2022 Q4 and FY 2022 financial results

Apr

May — ✓ Issuance of 2023 Q1 financial results; Annual General Meeting of Shareholders

Jun — End of waiver period (June 30, 2023) Target month for completion of amended credit agreement

Focused on finalizing an amended credit agreement with long-term covenants by June 30, 2023

Strong demand environment

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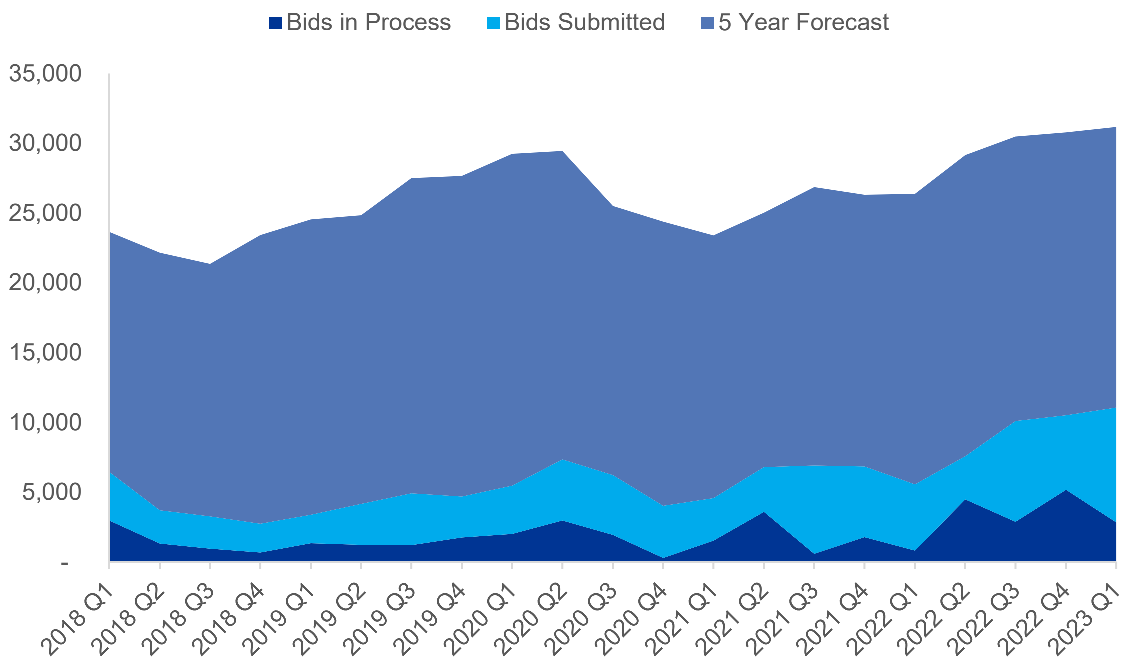
Strong public market Bid Universe continues

Canada and U.S. Public Market Bid Universe

Avg. timeline from bid release to production = 12 to 18 months



2,833 EUs
Bids in Process

8,233 EUs
Bids Submitted

20,103 EUs
Five-Year Procurement Outlook compiled from Customer Fleet replacements plans

+99%
Active Bids increase from 2022 Q1

NFI Benefiting from Purchasing Schedules:

35+
Purchasing Schedules with NFI named

1,070+
Vehicle awards from Purchasing Schedules[1]

Since inception, **Infrastructure Solutions™** has been responsible for the installation of **356** plug-in and **35** on-route charger projects for **58** different customers, with projects under contract with **10** customers for 2023-2025.

1. Since 2018

Strong award activity in 2023 Q1

4,379 EUs
New Awards
2022 Q2-Q4

+

1,873 EUs
New Awards
2023 Q1

=

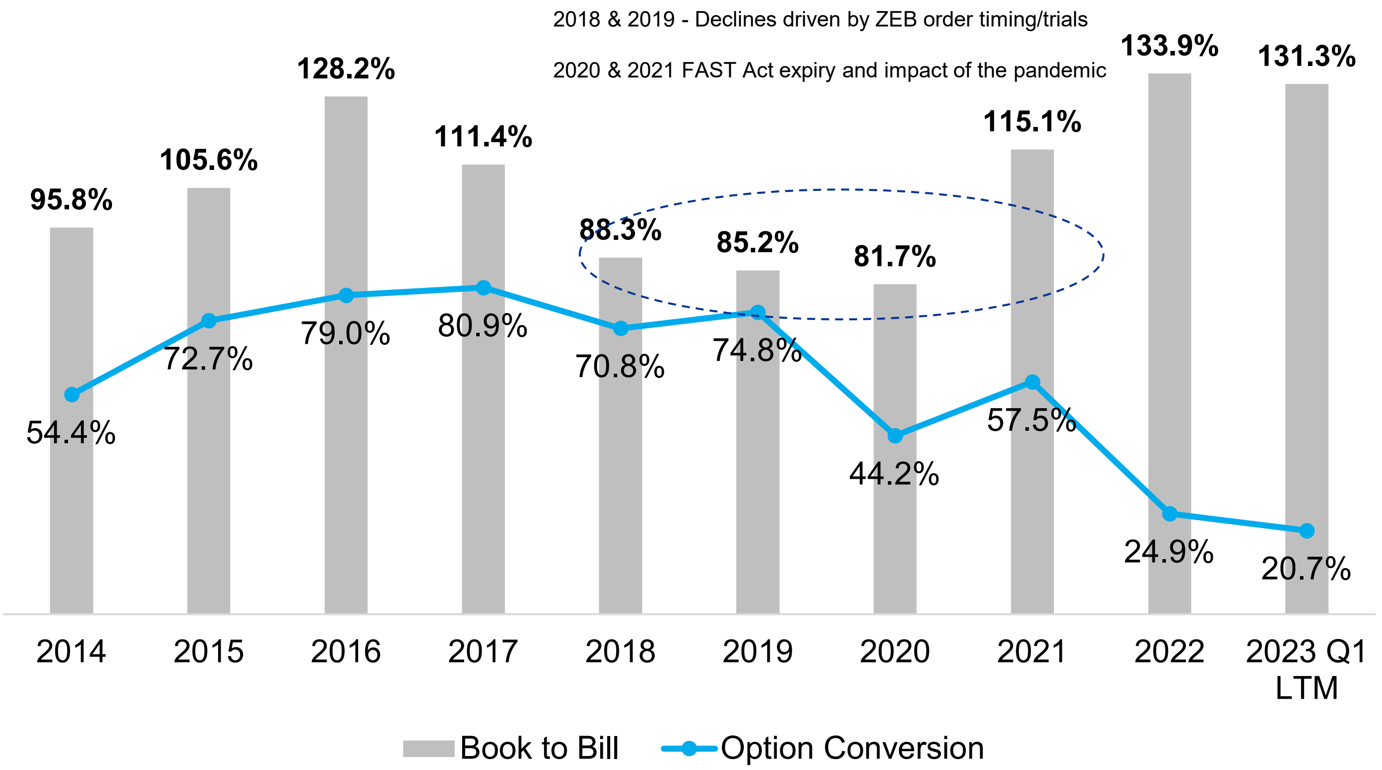
6,252 EUs
New Awards in
LTM 2023 Q1

Select Customer Wins (ZEB Orders) in 2023 Q1

national express
KMB
SARTA
City of Phoenix
MIAMI-DADE COUNTY
SAN JOAQUIN RTD
sb cta San Bernardino County Transportation Authority
Bus Éireann
Hele-On County of Hawai'i Bus
RTS
NORTH COUNTY TRANSIT DISTRICT
MTA MASS TRANSPORTATION AUTHORITY
GET bus GOLDEN EMPIRE TRANSIT DISTRICT

Book-to-Bill recovery continues above 100%

Book-to-Bill and Option Conversion (2014 – 2023 Q1)



- Bid volume driving order increase
- Book-to-Bill expected to remain above 100% in 2023
- Lower option conversion in 2022 and 2023 Q1 LTM as fleets allow older options to expire in transition to ***ZE***
- Overall conversion rate should improve in 2023 through 2025 with more ZEB orders

Book-to-Bill recovery to 100%+ driven by increased bid and award activity. Anticipated to remain above 100% in 2023. Option conversion expected to recover with new multi-year orders

Record government funding in all major markets

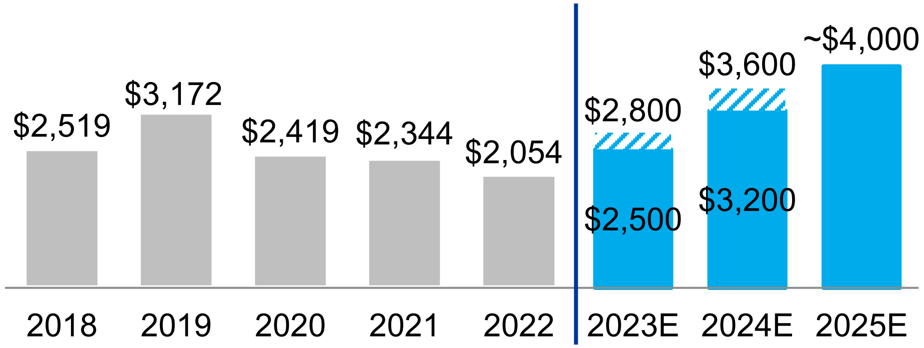
$100B+	Through the five-year Infrastructure Investment and Jobs Act (IIJA).
$34B+	Through the Green Recovery Funding, Transit Funding Program and Canadian Infrastructure Bank.
£7B	To overhaul and level up major local transport outside of London.

Poised for recovery

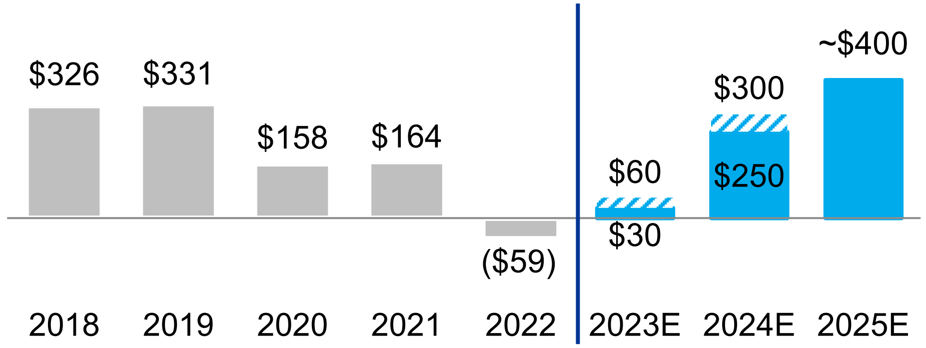
NFI Leading the ZEvolution™

Poised for recovery: forward guidance and targets

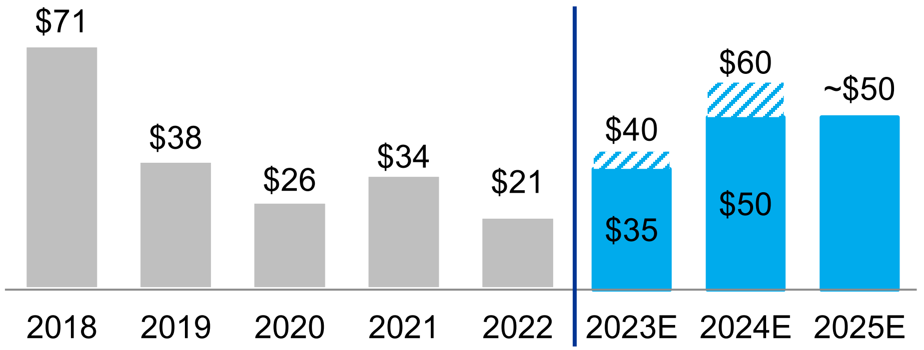
Revenue ($M)



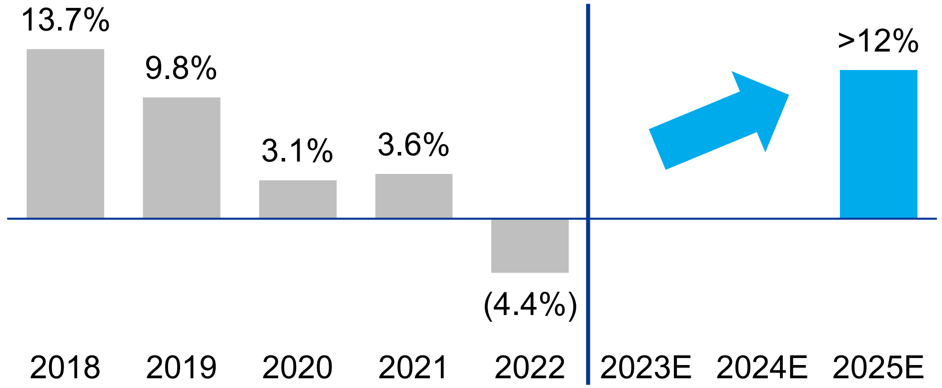
Adjusted EBITDA[1] ($M)



Capex ($M)



Return on Invested Capital[1]



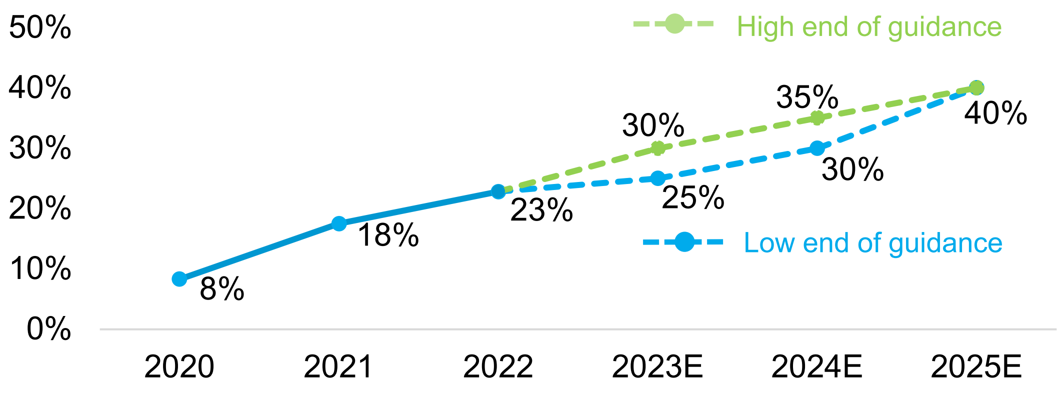
1. Adjusted EBITDA and Return on Invested Capital (ROIC) represents a non-IFRS measure, meaning it is not a defined term under IFRS and does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies See Cautionary Statement.

Transition to *ZE* accelerating

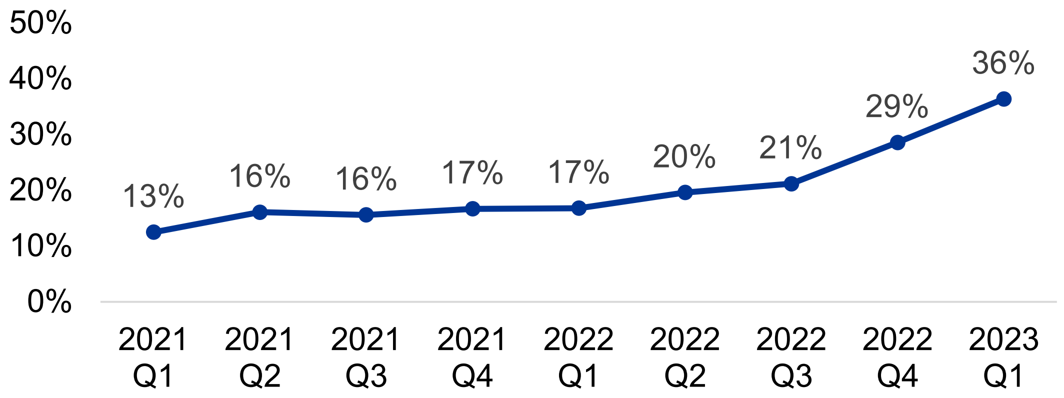
Increasing demand for electric vehicles (battery and fuel-cell) in NFI's core markets, driven by government funding and the drive to zero-emission

ZEBs as % Annual Deliveries

2023 Q1:
21% of total deliveries were ZEB EUs



ZEB as % of Backlog

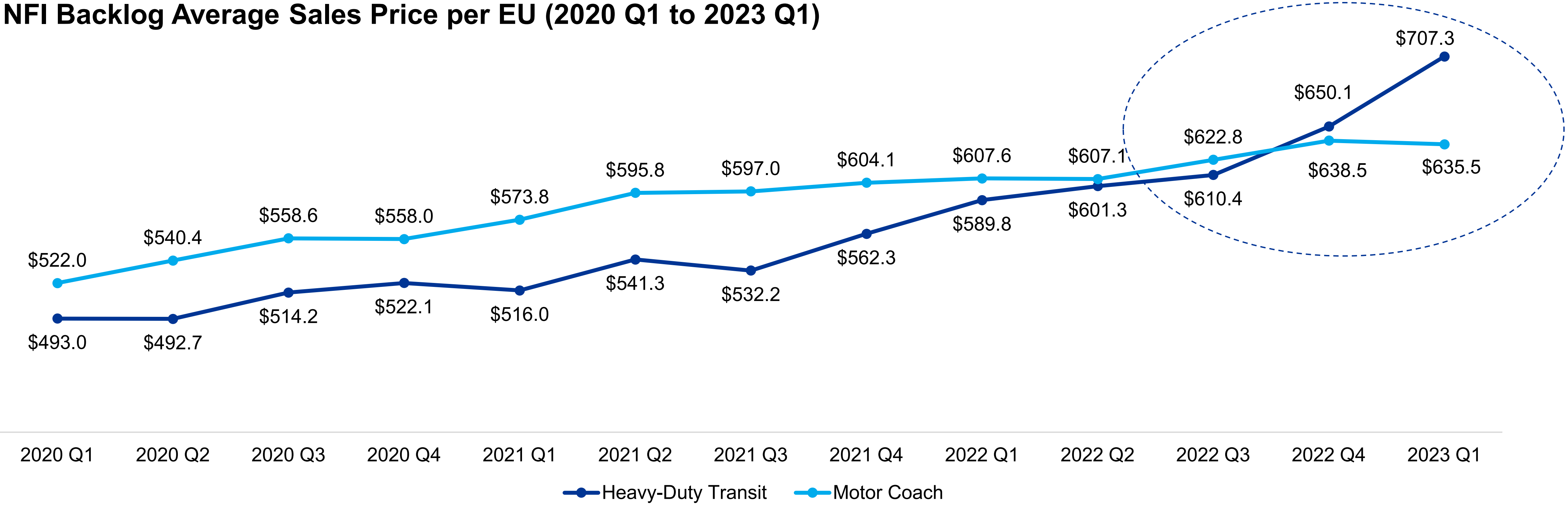


***ZE* transition accelerating; transition is growing NFI's ZEB backlog with higher dollar revenue and margin vehicles.**

Average backlog price continues to increase

Increasing transit and coach sale prices driven by increased number of ZEBs in backlog; will drive higher $$/EU contribution

NFI Backlog Average Sales Price per EU (2020 Q1 to 2023 Q1)



ZEBs, on average, command a price premium to ICE vehicles and a dollar margin uplift. ZEB backlog growth positions NFI on its path to achieve 2025 targets.

Summary: Why invest in NFI

Market leader with unprecedented demand.

- NFI holds market leadership positions in North American heavy-duty transit, motor coach, low-floor cutaway and aftermarket parts
- NFI is the market leader in the UK and the leading seller of double-deck buses in the world
- Historic public funding announcements in all core markets including:
  - $100B+ investment in U.S. public transit through the Infrastructure Investment and Jobs Act
  - $30B+ investment in Canadian public transit through dedicated Transit Funding Program and other initiatives
  - £7B investment in UK public transit and cycling
- Planned replacement of over 35,000 buses from ICE to zero-emission

Key competitive advantages.

- Leader in core markets with full suite of mobility solutions including vehicles, infrastructure, smart connected technology, diagnostics and aftermarket, warranty and service
- Decades of experience, investment, innovation and leadership in ZEB product development
- Largest manufacturing capacity with the ability to manufacture over 8,000 vehicles annually from ICE propulsion to zero emission
- 100,000+ vehicles in service; deep customer relationships forged through decades of performance and reliability
- Unparalleled aftermarket support and the largest service networks
- Implemented LEAN manufacturing capabilities and Hoshin Kanri execution
- Internal fabrication capabilities with significant insourcing

Poised for financial recovery, with previous history of outperformance.

- Poised for recovery with strong backlog and unprecedented bidding activity
- 2025 Growth Targets for approximately $400 million of Adjusted EBITDA with approximately 40% of production from zero-emission buses
- History of double digit ROIC[1] with target of 12% by 2025
- Strong Free Cash Flow generation expected with historic 50%+ conversion rate from Adjusted EBITDA prior to the pandemic
- Diversified debt profile with senior revolving credit facility and subordinated convertible debentures
- Focused on deleveraging and strengthening our balance sheet

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Appendix

NFI Leading the ZEvolution™

Financial highlights: 2023 Q1

$ M (except EU and EPS)	Q1		
	2023	**2022**	**Change**
Deliveries (EUs)	**792**	**660**	*20.0%*
Revenue	**$524.4**	**$459.3**	*14.2%*
Gross Profit	$36.2	**$18.0**	*101.0%*
Gross Profit %	*6.9%*	***3.9%***	*7603bps*
Adjusted EBITDA	$7.4	**($16.7)**	*144.3%*
Adjusted EBITDA Margin %	***1.4%***	***-3.7%***	*13784bps*
Earnings from operations	($21.7)	($41.5)	*47.7%*
Net earnings (loss)	($46.0)	($27.8)	*(65.5%)*
Net earnings (loss) per share	($0.60)	($0.36)	*(66.7%)*
Adjusted Net Earnings	($37.5)	($40.6)	*7.6%*
Adjusted Net Earnings per Share	($0.49)	($0.53)	*7.5%*
Orders – Firm (EUs)	1,136	867	*31.0%*
Orders – Options (EUs)	737	540	*36.5%*
Total Backlog	10,071	8,908	*13.1%*

Non-IFRS reconciliation: 2023

Reconciliation of IFRS to non-IFRS
As of April 2, 2023

In '000		First Quarter
Net Sales	**$**	**524,411**
Net Earnings	**$**	**(45,964)**
% of net sales		-8.8%
Adjustment, Gross		
Restructuring and Other Corporate Initiatives	$	1,838
Derivative related	$	4,787
Foreign exchange loss/gain	$	(424)
Equity settled stock-based compensation	$	409
Asset related	$	(17)
Employment related (past service costs)	$	4,764
Other tax adjustment	$	(246)
Other	$	1,246
Income taxes	$	(3,909)
Net Earnings - Adjusted	**$**	**(37,516)**
% of sales		-7.2%
Adjustments:		
Income taxes	$	(3,407)
Finance costs	$	27,431
Amortization	$	20,901
Adjusted EBITDA	**$**	**7,409**
% of net sales		1.4%

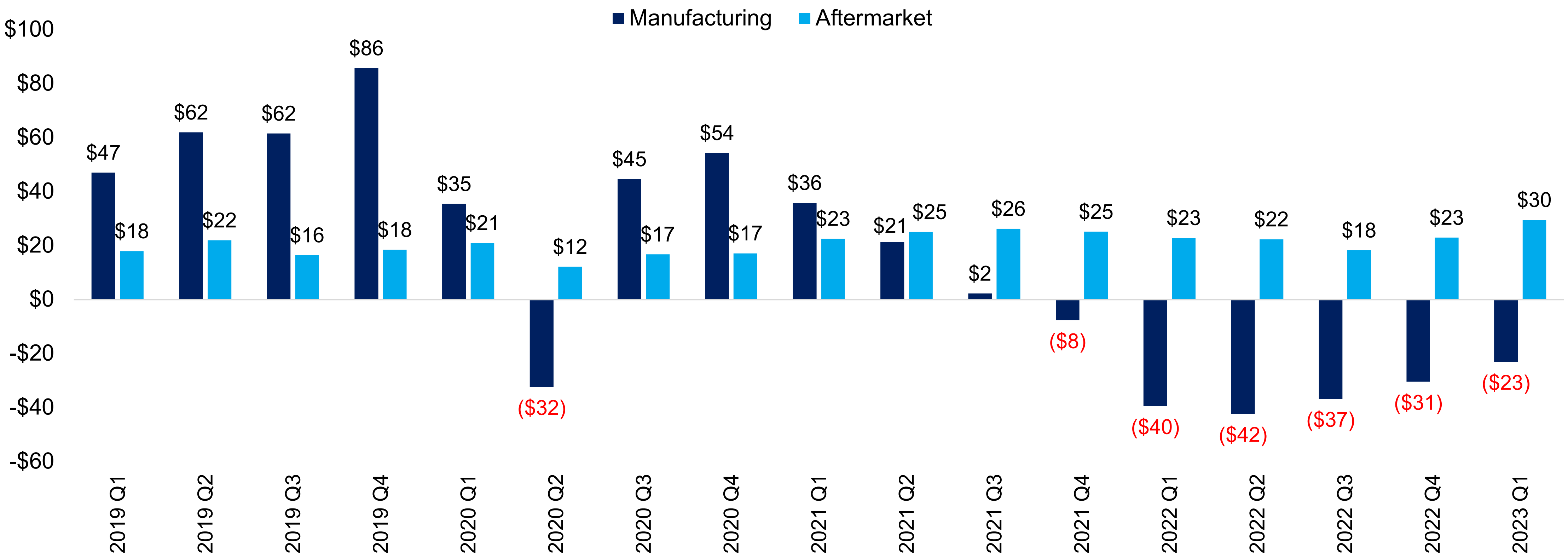
Non-IFRS reconciliation: 2022

Reconciliation of IFRS to non-IFRS
As of January 1, 2023

In '000	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Full Year
Net Sales	**$ 459,330**	**$ 397,952**	**$ 514,047**	**$ 682,604**	**$ 2,053,933**
Net Earnings	**$ (27,795)**	**$ (56,435)**	**$ (42,483)**	**$ (149,444)**	**$ (276,157)**
% of net sales	-6.1%	-14.2%	-8.3%	-21.9%	-13.4%
Adjustment, Gross					
Restructuring and Other Corporate Initiatives	$ 96	$ 7,435	$ 3,672	$ 7,240	$ 18,443
Derivative related	$ (25,317)	$ (9,888)	$ (8,309)	$ (2,455)	$ (45,969)
Foreign exchange loss/gain	$ 4,767	$ 1,046	$ (2,482)	$ (3,929)	$ (598)
Equity settled stock-based compensation	$ 285	$ 243	$ 421	$ 397	$ 1,346
Unrecoverable insurance costs	$ 412	$ 7,913	$ -	$ 164	$ 8,489
Asset related	$ (373)	$ (58)	$ (544)	$ 410	$ (565)
Employment related (past service costs)	$ -	$ 7,000	$ -	$ -	$ 7,000
Impairment loss on goodwill	$ -	$ -	$ -	$ 103,900	$ 103,900
Other tax adjustment	$ (180)	$ (1,700)	$ (1,428)	$ 22,292	$ 18,984
Other	$ -	$ -	$ 1,394	$ 770	$ 2,164
Income taxes	$ 7,504	$ (4,244)	$ 1,813	$ (2,068)	$ 3,004
Net Earnings - Adjusted	**$ (40,601)**	**$ (48,688)**	**$ (47,946)**	**$ (22,723)**	**$ (159,959)**
% of sales	-8.8%	-12.2%	-9.3%	-3.3%	-7.8%
Adjustments:					
Income taxes	$ (16,069)	$ (11,652)	$ (10,516)	$ (31,172)	$ (69,408)
Finance costs	$ 16,659	$ 19,029	$ 20,587	$ 27,159	$ 83,434
Amortization	$ 23,351	$ 20,282	$ 22,282	$ 22,580	$ 88,495
Adjusted EBITDA	**$ (16,660)**	**$ (21,029)**	**$ (15,593)**	**$ (4,156)**	**$ (57,438)**
% of net sales	-3.6%	-5.3%	-3.0%	-0.6%	-2.8%

Quarterly Adjusted EBITDA: 2019 Q1 to 2023 Q1

NFI Segment Quarterly Adjusted EBITDA[1] (2019 Q1 – 2023 Q1) $M

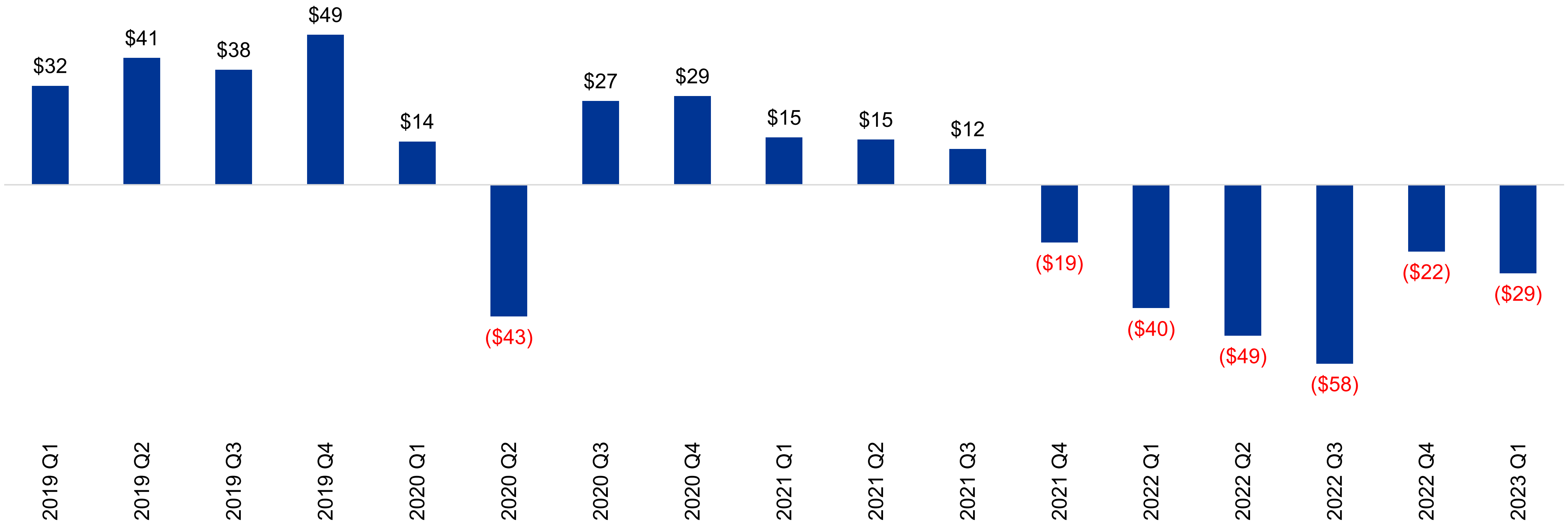


Note that Corporate segment results are not included in the above. Corporate segment would need to be added to Manufacturing and Aftermarket to obtain NFI's Consolidated Adjusted EBITDA results

1. Adjusted EBITDA represents a non-IFRS measure, meaning it is not a defined term under IFRS and does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies See Cautionary Statement.

Quarterly Free Cash Flow: 2019 Q1 to 2023 Q1

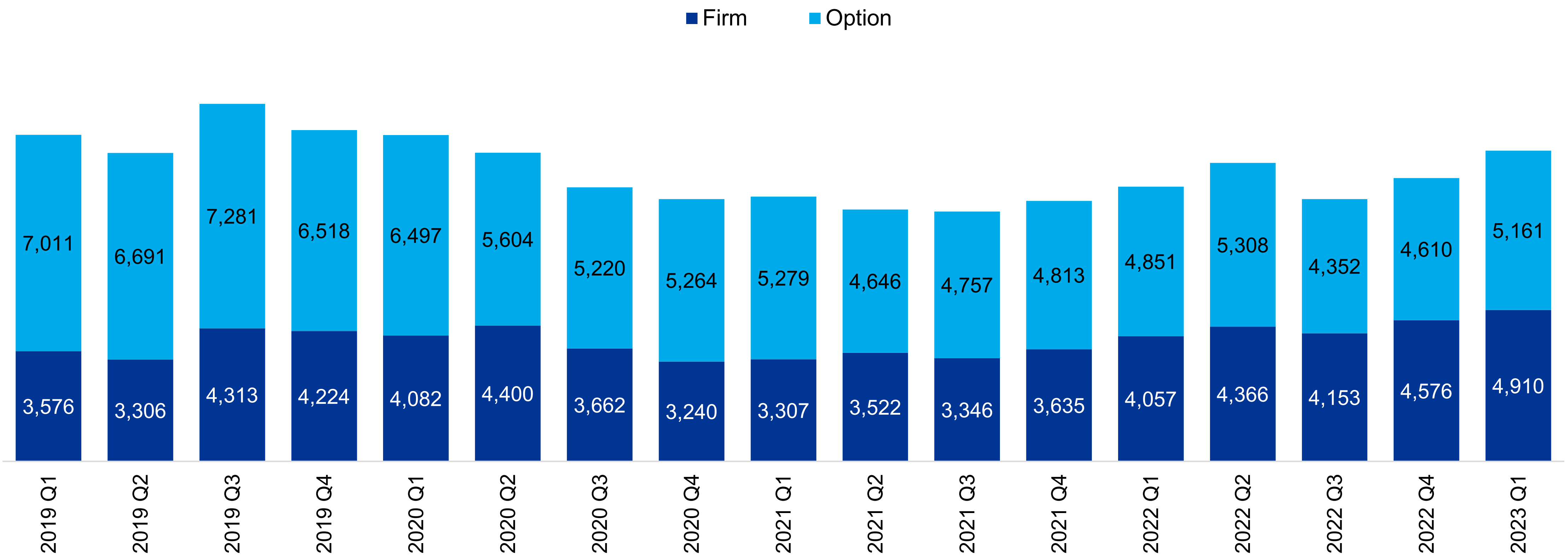
NFI Free Cash Flow Results by Quarter (2019 Q1 – 2023 Q1) $M



1. Adjusted EBITDA represents a non-IFRS measure, meaning it is not a defined term under IFRS and does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies See Cautionary Statement.

Quarterly Backlog: 2019 Q1 to 2023 Q1

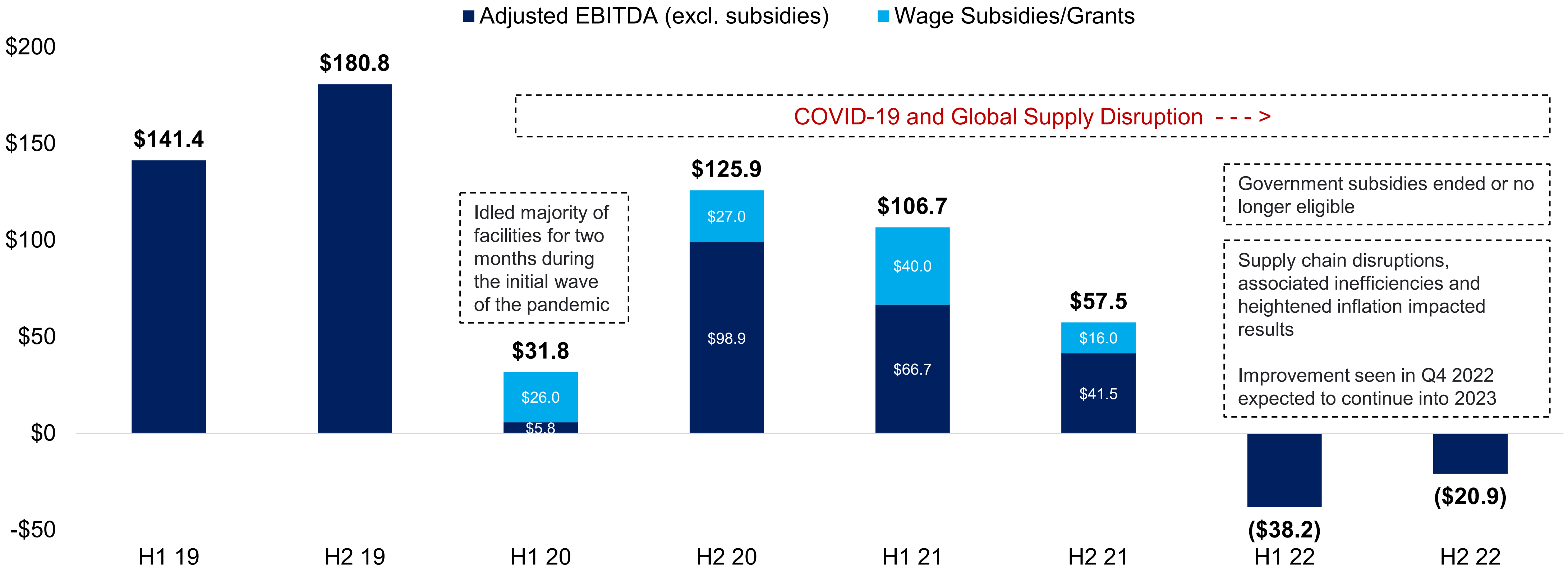
NFI Quarterly Backlog[1] in EUs (2019 Q1 – 2023 Q1)



1. Backlog represents a supplemental financial measure. See Cautionary Statement.

Half Year Adjusted EBITDA: 2019 to 2022

NFI Adjusted EBITDA[1] Results by Half Year (2019 – 2022) $M



EUs Delivered	2,078	3,237	1,824	2,547	1,944	1,839	1,222	1,817

1. Adjusted EBITDA represents a non-IFRS measure, meaning it is not a defined term under IFRS and does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies See Cautionary Statement.

Forward-looking statements

Certain statements in this presentation are “forward-looking statements”, which reflect the expectations of management regarding the Company’s future growth, financial performance, and liquidity and objectives and the Company’s strategic initiatives, plans, business prospects and opportunities, including the duration, impact of and recovery from the COVID-19 pandemic, supply chain disruptions and plans to address them, and the Company's expectation of obtaining long-term credit arrangements and sufficient liquidity. A number of factors and risks may cause actual results to differ materially from the results discussed in the forward-looking statements (including the temporary nature of the supply chain disruptions and operational challenges, production improvement, the recovery of the Company’s markets, the expected benefits to be obtained through its “NFI Forward” initiative, and the Company’s March 1, 2023, financial guidance (the “Guidance”)). For more detail regarding the assumptions, factors and risks relating to these “forward looking statements”, please refer to the Company’s press release dated March 1, 2023 and financial materials dated February 28, 2023 and May 3, 2023, and the factors and risks contained in its Annual Information Form and other materials filed with the Canadian securities regulatory authorities which are available on SEDAR at www.sedar.com. These forward-looking statements are made as of the date of this presentation and the Company assumes no obligation to update or revise them to reflect new events or circumstances, except as required by applicable securities laws. *All figures in U.S. dollars unless otherwise noted.*

Notes to readers

The Company retrospectively adopted IFRS 17 - Insurance Contracts on January 2, 2023. Refer to the section, "new and amended standards adopted by the Company" for details of the impact of the adoption on this MD&A. NFI's Financial Statements were prepared on a going concern basis in accordance with IFRS. Readers are recommended to read the section, "capital allocation policy" regarding the basis of preparation, the impact of upcoming financial covenants and the determination of application of the going concern assumption.

Specific references and definitions are used throughout this MD&A, please see the Non-IFRS and Other Financial Measures section. References to LTM mean last-twelve months ("LTM"). Adjusted earnings before interest, taxes, depreciation and amortization ("Adjusted EBITDA"), Invested Capital, net operating profit after taxes ("NOPAT"), return on invested capital ("ROIC"), Free Cash Flow, Free Cash Flow per Share, Adjusted Net Loss, Adjusted Net Loss per Share, Liquidity, Working Capital Days, Payout Ratio, Book-to-Bill and Backlog are non-IFRS measures and should not be considered substitutes or alternatives for IFRS measures. These are not defined terms under IFRS and do not have standard meanings, so may not be a reliable way to compare NFI to other companies.

Key financial definitions

Non-IFRS Measures – *see NON-IFRS AND OTHER FINANCIAL MEASURES section of the MD&A Dated May 3, 2023*

- **Adjusted EBITDA**: Earnings before interest, income taxes, depreciation and amortization after adjusting for the effects of certain non-recurring and/or non-operations related items that do not reflect the current ongoing cash operations of the Company. These adjustments include gains or losses on disposal of property, plant and equipment, fair value adjustment for total return swap, unrealized foreign exchange losses or gains on non-current monetary items and forward foreign exchange contracts, costs associated with assessing strategic and corporate initiatives, past service costs and other pension costs or recovery, non-recurring costs or recoveries relating to business acquisition, fair value adjustment to acquired subsidiary company's inventory and deferred revenue, proportion of the total return swap realized, proportion of the total return swap realized, equity settled stock-based compensation, unrecoverable insurance costs, prior year sales tax provision, extraordinary COVID-19 costs, impairment loss on goodwill and non-recurring restructuring costs.
- **Free Cash Flow**: Defined as net cash generated by or used in operating activities adjusted for changes in non-cash working capital items, interest paid, interest expense, income taxes paid, current income tax expense, repayment of obligation under lease, cash capital expenditures, acquisition of intangible assets, proceeds from disposition of property, plant and equipment, costs associated with assessing strategic and corporate initiatives, fair value adjustment to acquired subsidiary company's inventory and deferred revenue, defined benefit funding, defined benefit expense, past service costs and other pension costs or recovery, proportion of total return swap, unrecoverable insurance costs, prior year sales tax provision, non-recurring restructuring costs, extraordinary COVID-19 costs, foreign exchange gain or loss on cash held in foreign currency.
- **Return on Invested Capital (“ROIC”):** Defined as net operating profit after taxes (calculated as Adjusted EBITDA less depreciation of plant and equipment, depreciation of right-of-use assets and income taxes at a rate of 31%) divided by average invested capital for the last 12-month period (calculated as to shareholders’ equity plus long-term debt, obligations under leases, other long-term liabilities and derivative financial instrument liabilities less cash).
- **Adjusted Net Earnings (Loss)**: Defined as net earnings (loss) after adjusting for the after tax effects of certain non-recurring and/or non-operational related items that do not reflect the current ongoing cash operations of the Company including: fair value adjustments of total return swap, unrealized foreign exchange loss or gain, unrealized gain or loss on the interest rate swap, impairment loss on goodwill, portion of the total return swap realized, costs associated with assessing strategic and corporate initiatives, fair value adjustment to acquired subsidiary company's inventory and deferred revenue, equity settled stock-based compensation, gain or loss on disposal of property, plant and equipment, past service costs and other pension costs or recovery, unrecoverable insurance costs, recovery on currency transactions, prior year sales tax provision, other tax adjustments, extraordinary COVID-19 costs and non-recurring restructuring costs.
- **Adjusted Earnings (Loss) per Share**: Defined as Adjusted Net Earnings (Loss) divided by the average number of Shares outstanding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