Leading the ZEvolution™

HSBC Future Transport Week 2023

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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?

Leading the ZEvolution™

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

Market and technology leader in each of our major markets.

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

NFI's mobility ecosystem

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
nfi.parts

Buses & Coaches

New Flyer
MCI
Alexander Dennis
ARBOC Specialty Vehicles
Plaxton

Connected Vehicles & Diagnostics

NFI Connect™
CONNECT360

Infrastructure Solutions

NFI Infrastructure Solutions™

Financing

NFI Financial Solutions™

Our Stakeholders and Values Drive our Decisions

NFI Stakeholder Wheel

NFI Core Values

Safety

Integrity

Quality

Accountability

Teamwork

Sustainability

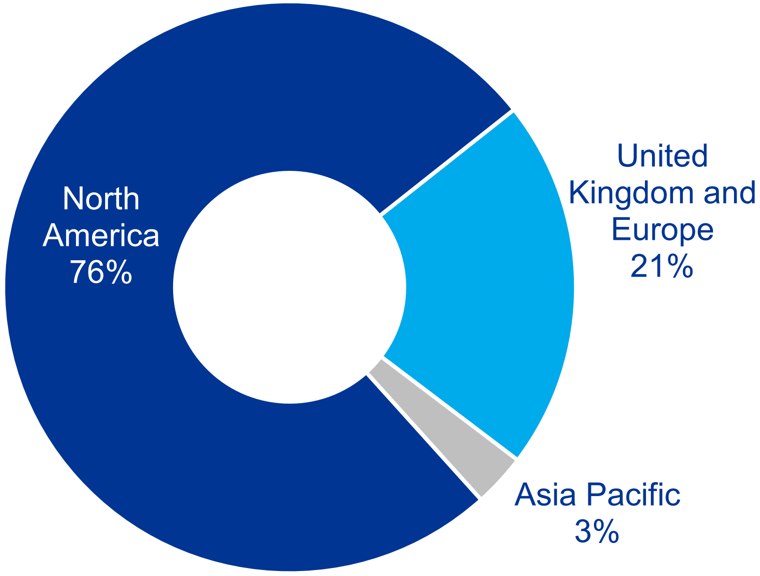
Growth and Diversification

NFI Group Total Revenue ($M)

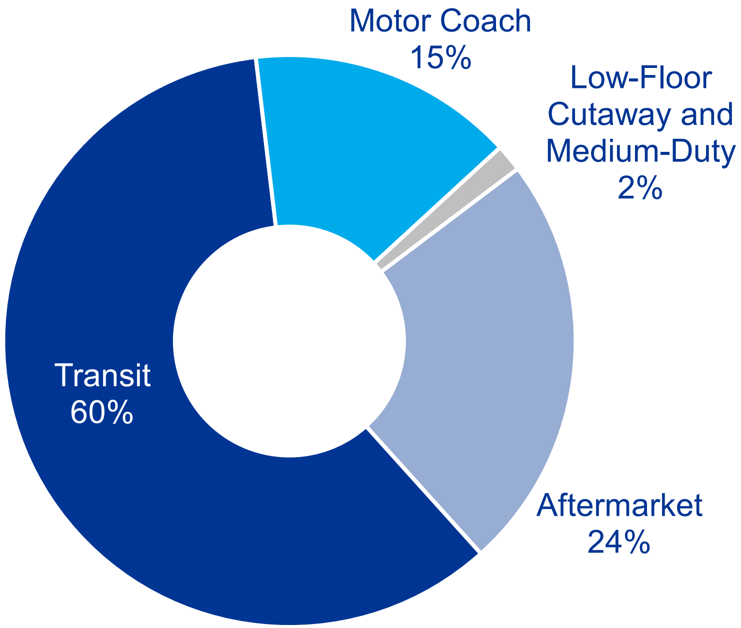
Evolution to become North America’s leader in heavy-duty transit, coach and aftermarket parts, the global leader in double deck buses, and the UK’s leading bus manufacturer

Diverse Business Model

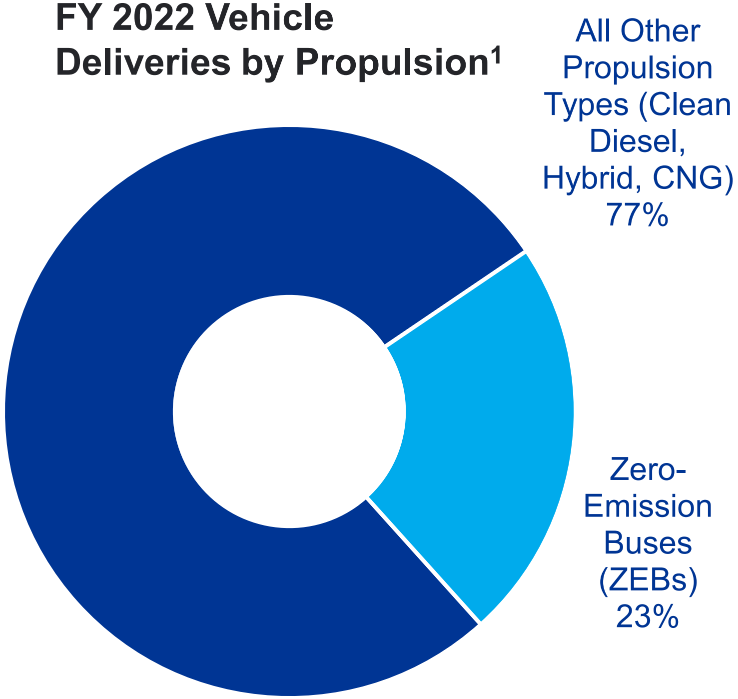
FY 2022 Revenue by Geography[1]



FY 2022 Revenue by Product[1]



FY 2022 Vehicle Deliveries by Propulsion[1]



Diverse revenue streams, primarily driven by public customers, in multiple geographies, with an increasing percentage of sales driven by zero-emission/electric vehicles

[1] Fiscal 2022

Leader in Zero-Emission Transportation

100M+
Electric service miles driven

2,725
ZEB EUs delivered since 2015

328
ZEB EUs delivered in 2022 Q4

32%
of total deliveries in 2022 Q4 were ZEB EUs

51%
of North American Public Bid Universe is ZEBs

~8,000
EUs annual ZEB production capacity

2,628
ZEBs in backlog

29%
of total backlog is ZEBs

120+
Cities have NFI ZEBs in service or on order

6
Countries have NFI ZEBs in service or on order

340+
EV chargers installed via Infrastructure Solutions™ since 2018

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

Investment Rationale

Our track record of innovation and delivery, underpinned by leading positions in markets across the globe, supports our portfolio companies to continue to Lead the ***ZE***volution™ and deliver compelling financial returns

Market leader with growing ZEB demand

Track record of delivery and performance

Full suite of propulsion agnostic mobility solutions

Unprecedented government funding, order book, bid activity and pricing recovery tailwinds

Anticipated financial recovery

Leading the ZEvolution.™

2022 Q4 and FY Results

2022 Q4 and FY Financial Summary

Results Reflect Disruption

- **Manufacturing** revenue and Adjusted EBITDA down year-over-year impacted by inflation and supply chain-related operational inefficiencies.
- Deliveries up from 2022 Q3 with significant WIP inventory decrease of by $125 million from Q3 levels.
- Previously disrupted control module supply, originally announced in 2022 Q2, has recovered according to plan.
- **Aftermarket** revenue up and Adjusted EBITDA down from 2021 Q4, but still strong contribution with 17.9% Adj. EBITDA Margin
- Overall one less week of operations in 2022 when compared to 2021 (52 week fiscal year in 2022)

Strong ZEB Performance

- 32% of 2022 Q4 deliveries were ZEBs and 23% of full year deliveries (up from 18% in 2021)
- 29% of backlog is ZEBs (up from 17% in 2021 Q4)
- Over 100 million electric service miles completed
- Over 340 EV chargers installed
- ZEBs now represent 51% of the total Bid Universe
- New orders for 1,118 EUs of ZEBs, a 780% increase in ZEB orders from 2022 Q3

Significant Demand Growth

- North American public bid universe up 17% year-over-year
- New orders up 60% year-over-year and the second highest new order intake in the past 16 years
- Active bids up 54% year-over-year, reaching 10,507 EUs, the highest number of active bids on record
- Ended 2022 Q4 with 5,169 bids in process and another 5,338 bids submitted, which should translate to steady orders throughout 2023
- Record backlog of 9,168 EUs ($5.6 billion[1]), as compared to 8,448 EUs ($4.5 billion[1]) as of 2021 Q4

Stage Set for Recovery

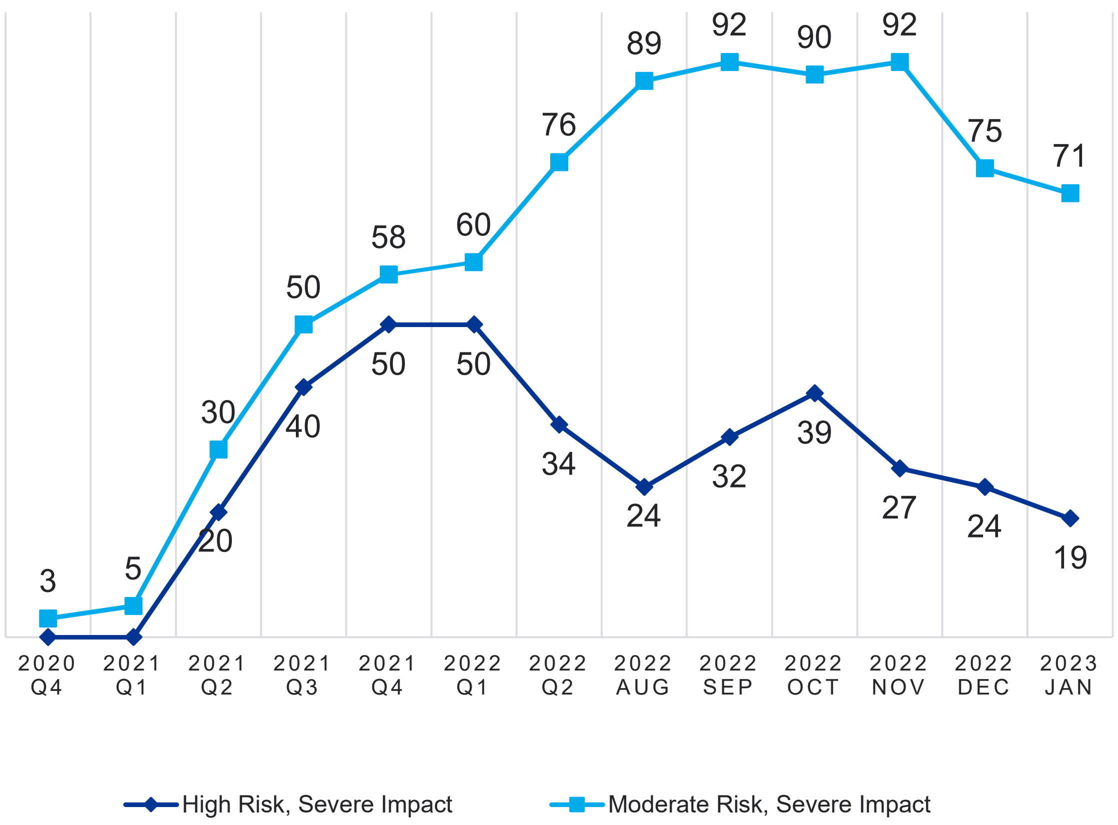
- NFI Forward, the Company's strategic cost reduction and sourcing initiative, achieved its target of $67M annualized run rate Adjusted EBITDA1 savings (from 2019 levels)
- NFI Forward 2.0, a program of smaller initiatives, continues to progress
- Heavy-Duty production schedule sold out in North America and UK for 2023
- Certain inflation impacted contracts will carry over into 2023
- Credit agreement amendments completed in December 2022

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.

2022 Challenged by Supply Chain; Recovering to Start 2023

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

Note: 19 High Risk Suppliers in NFI top 750



January Update

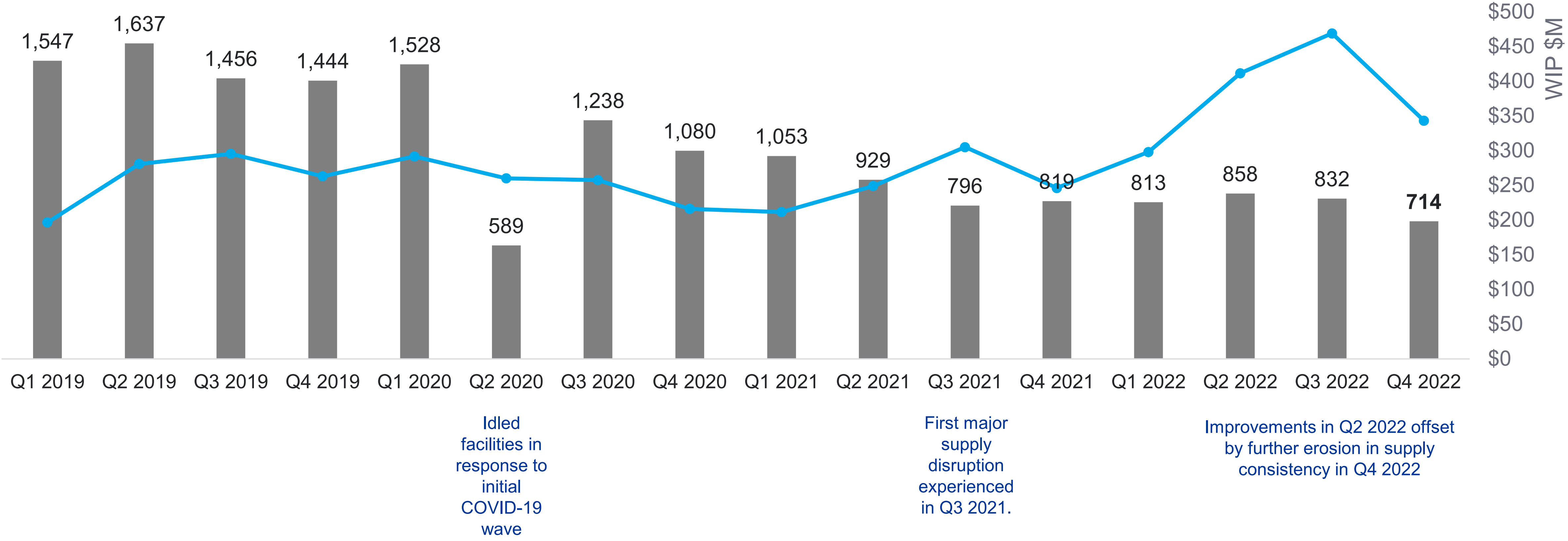
- Supplier on time delivery performance continues to improve, with very few **new** disruptions arising
- Many of the critical disruptions experienced in 2022 have been resolved. Point of supply now mostly available in build stations, but still requiring expediting from certain suppliers and risk remains elevated
- Production line shortages and out of station hours both on-line and off-line remain elevated, but within our expected ranges

2023 Outlook

- Supply performance trending positively, but sustained on-time delivery remains well below pre-COVID performance
- Supply disruption risk remains high given the number of Severe impact suppliers, overall messaging is that 2023 will see improvement, but not yet demonstrating sustained on-time performance
- Electrical sub-component supply has improved to our Tier 1 suppliers, but many key suppliers continue to manage through insufficient allocations with “Broker Buys” at elevated prices
- Regular conversations ongoing and cautiously optimistic that Suppliers will be able to support our production ramp-up in H2 2023 – but risks remain elevated as we start 2023

2022 Challenged by Supply Chain

Total NFI Quarterly Vehicle Line Entries and WIP Inventory (2019 – 2022)



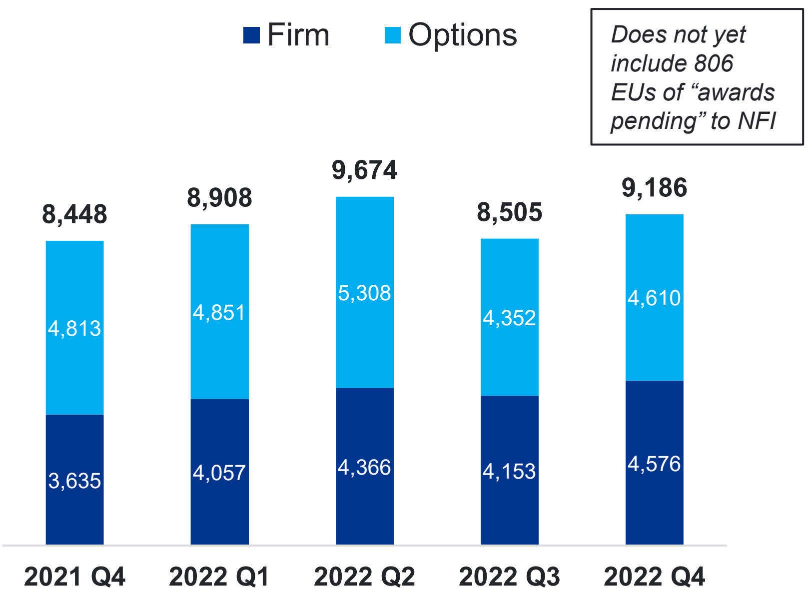
Proactive Response to Supply Chain Disruptions

- Secured and continue to pursue price adjustments wherever possible
- Lower new vehicle production rates to match with supply
- Brought on alternative sources of supply *(tier 1, 2, 3 and 4 suppliers)*
- Increased inventory levels of components on hand *(moving from 6 days of JIT to over 15 for certain components)*
- Provided longer lead times to suppliers *(up from 6 weeks to 12 weeks in many instances)*
- Reduced overhead and administrative costs *(including closure of 25 facilities and reduction of 2,000 positions)*

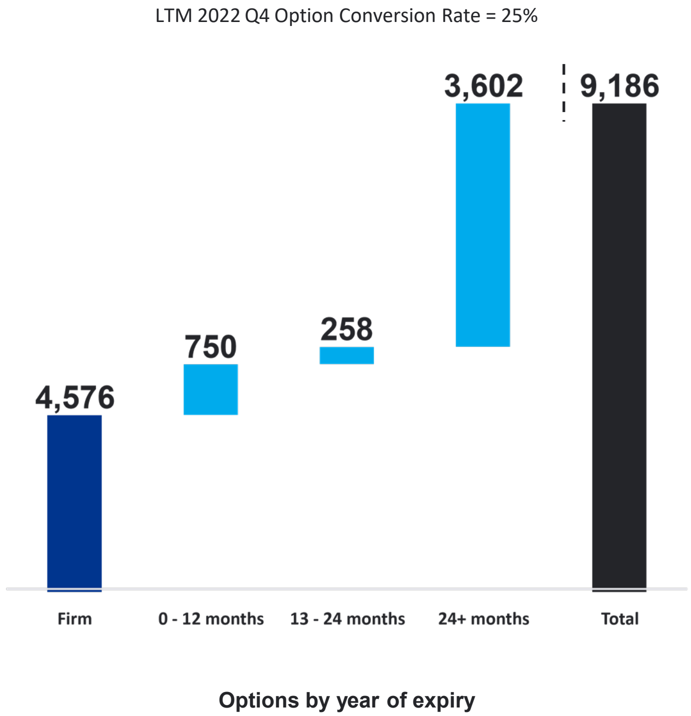
Numerous actions executed and ongoing to combat adverse impacts of unpredictable supply.

Backlog 2022 Update

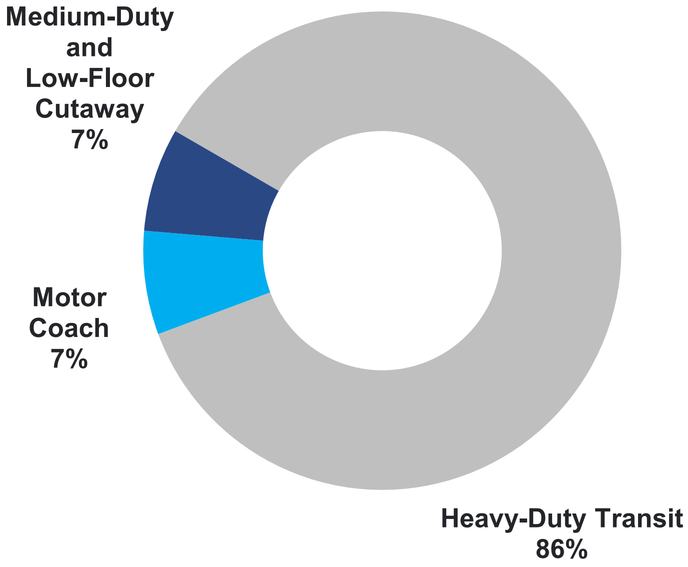
Backlog – Firm and Option



Backlog – Timing



Backlog – By Product



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

2022 Q4: Income Statement, Cash Flow and Liquidity

2022 Q4 Performance

	2022 Q4	2021 Q4
Sales	$682.6M	$694.8M
Adjusted EBITDA ($M)[1]	($5.1) (0.7%) ROS	$26.2 3.8% ROS
EPS (reported)	($1.94)	($0.12)
EPS (Adjusted)[1]	($0.31)	($0.21)

2022 Q4	Revenue	Adjusted EBITDA[1]
Manufacturing	$562.4M	($30.5M)
Aftermarket	$120.2M	$22.9M
Corporate	–	$2.5M

2022 Q4 Free Cash Flow & Liquidity

Free Cash Flow ($M)

	2022 Q4	2021 Q4
Adjusted EBITDA[1]	($5.1)	$26.2
Interest Expense	($24.2)	($20.1)
Current Income Tax	$21.6	($10.5)
Cash Capital Expenditures plus Lease	($10.4)	($15.2)
Acquisition of Intangibles	($3.7)	($1.9)
Proceeds from disposition of property	$0.0	$2.6
Free Cash Flow (USD)[2]	**($21.8)**	**($18.9)**
FX Rate	1.3538	1.2634
Free Cash Flow (CAD)[2]	**($29.5)**	**($23.9)**
Dividends (CAD)	$0.0	$16.4
Payout Ratio	**0.0%**	**(68.6%)**

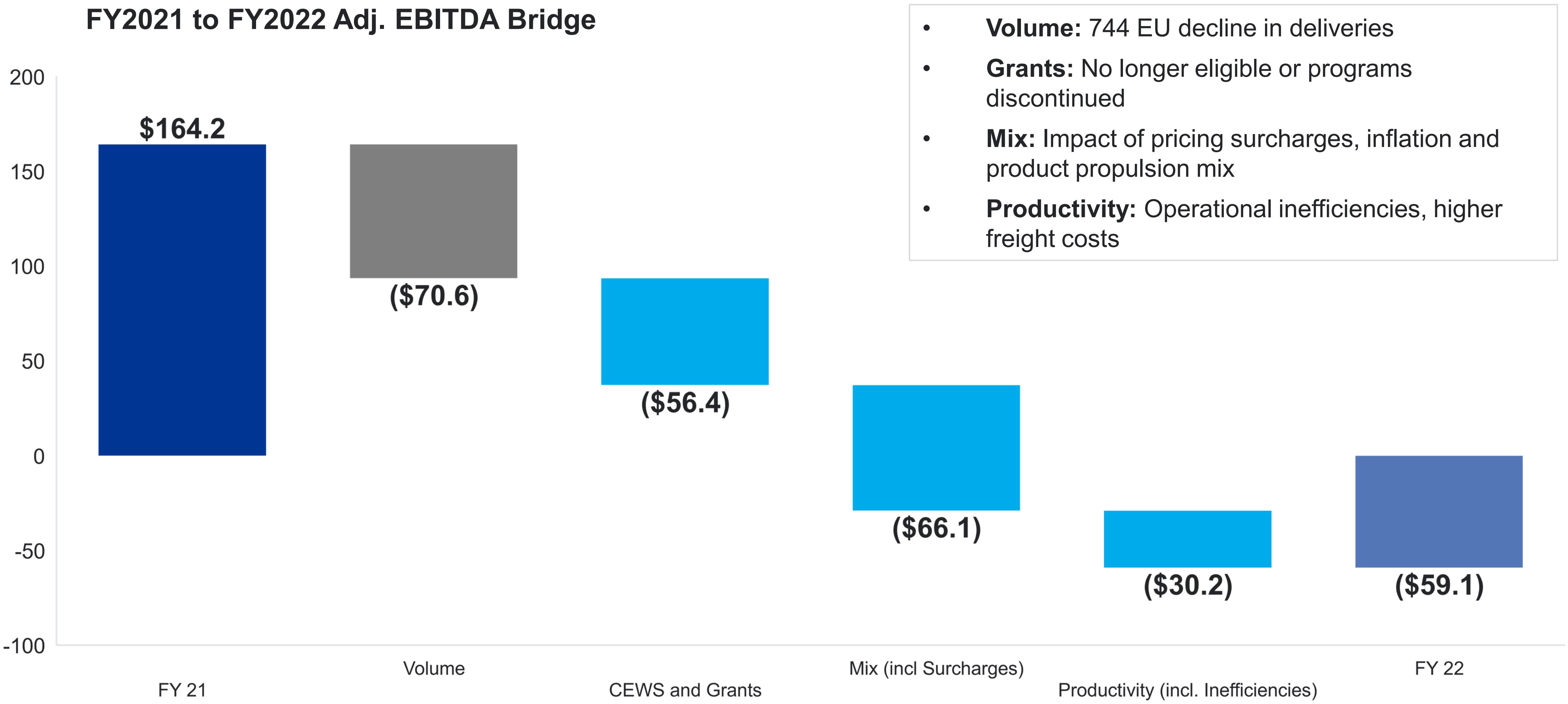
Liquidity[1] & Working Capital

	2022 Q4	2021 Q4
Liquidity[3]	$173.5	$794.3
Working Capital $	$401.8	$303.5
Working Capital Days[3]	68 days	69 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.
2. Represents a non-IFRS ratio, meaning it is derived from a non-IFRS measure, which does not have a standard meaning, so it may not be a reliable way to compare NFI to other companies. The ratio is calculated using adjusted net income, which is a non-IFRS measure.
3. Represents a supplementary financial measure.

See Non-IFRS and Other Financial Measures section of the MD&A available on SEDAR at www.sedar.com.

Results Reflect Inflation and Supply Disruption



- **Volume:** 744 EU decline in deliveries
- **Grants:** No longer eligible or programs discontinued
- **Mix:** Impact of pricing surcharges, inflation and product propulsion mix
- **Productivity:** Operational inefficiencies, higher freight costs

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Capital and Credit Agreement Updates

Credit Facility Timeline (Dec 2022 to June 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**
- **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 new credit agreement

Covenants Timing

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

Focused on completing a new credit agreement with long-term covenants by June 30, 2023

Capital Allocation Focus

Capital Allocation Priorities

Debt Management & Leverage Reduction	Focus on Working Capital	Invest in Highest Return Projects	Cash Flow Generation Opportunities
→ Government of Manitoba and EDC facilities provide additional liquidity → Targeting new multi-year credit agreement prior to June 30, 2023 → Significant leverage reduction anticipated through 2024 and 2025 as financials recover → Lease assets where it makes sense	→ Focus on completing and delivering vehicles from inventory missing components due to supply chain disruption → Continued pursuit of pre-payments and deposits on customer contracts wherever possible → Improving timing of deliveries to better match with supplier payments → Some offset to inventory unwind from impact of deferred revenue through customer deposits and prepayments	→ 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 under $45 million in 2023 and under $50 million in 2024	→ Evaluating sales leaseback of select facilities → Evaluating other capital markets opportunities. Shelf prospectus in place to assist with any of these actions

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

NFI Leading the ZEvolution™

Looking Forward

NFI's Strategic Outlook for 2023-2025

We have a fundamental role to play in meeting the challenge of climate change.

Transportation
is one of the biggest global polluters

Buses
are leading the transition to *ZE* in our markets around the globe

Feb 2023: VPOTUS Visit to New Flyer St. Cloud Facility

"You're not just building better buses; you're building a better America."

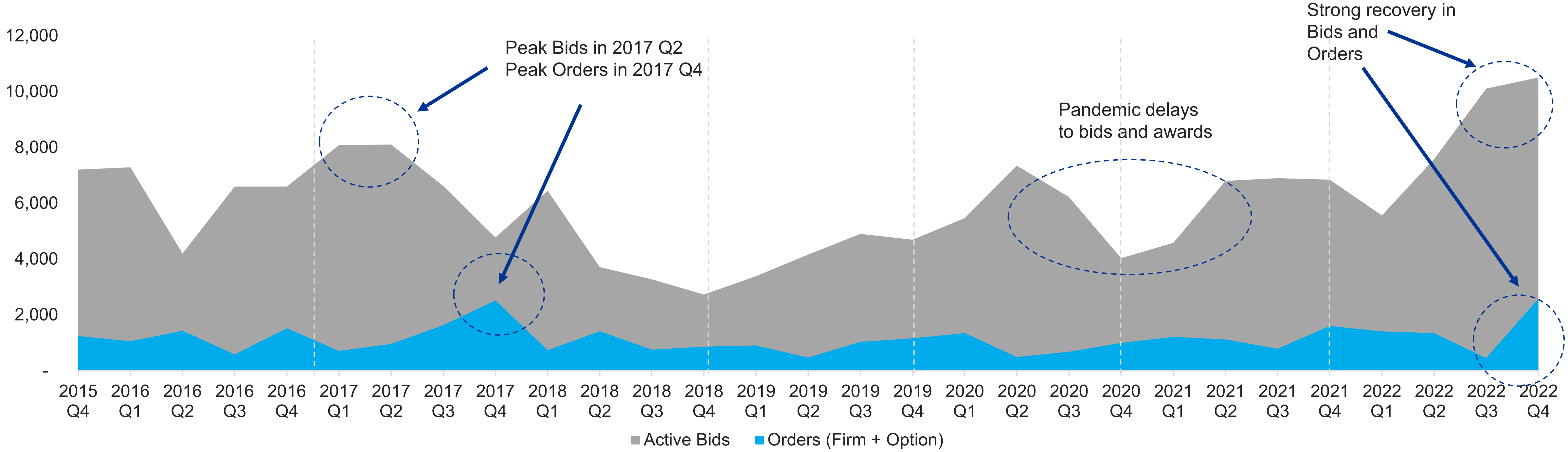
"In 2009, then Vice President Joe Biden stood in this plant, when at the time you were building cutting-edge hybrid electric buses, and said, '<u>NFI is an example of the future</u>.' A lot has changed in the last 14 years, but one thing has not; <u>you are still an example of America's future</u>."

The Road Ahead

Capitalize on Record Bid Activity, Price Recovery and Cost Management → Industry-Leading EV Line-Up → Grow with Government Funding → Achieve Financial Targets

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EVs | Grow with Government Funding | Achieve Financial Targets

North American Public Active Bids[1] and NFI Orders (Firm + Options) (2015 – 2022)



1. See note on page 34 for details on how the Bid Universe and Active Bids are prepared

Active Bids and procurements remain at record levels – drove strong order performance in 2022 and expectations for additional order growth in 2023

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EVs | Grow with Government Funding | Achieve Financial Targets

3,208 EUs
New Awards 2022 Q1-Q3

+

2,578 EUs
New Awards 2022 Q4

=

5,786 EUs
New Awards in Fiscal 2022

Select Customer Wins in 2022

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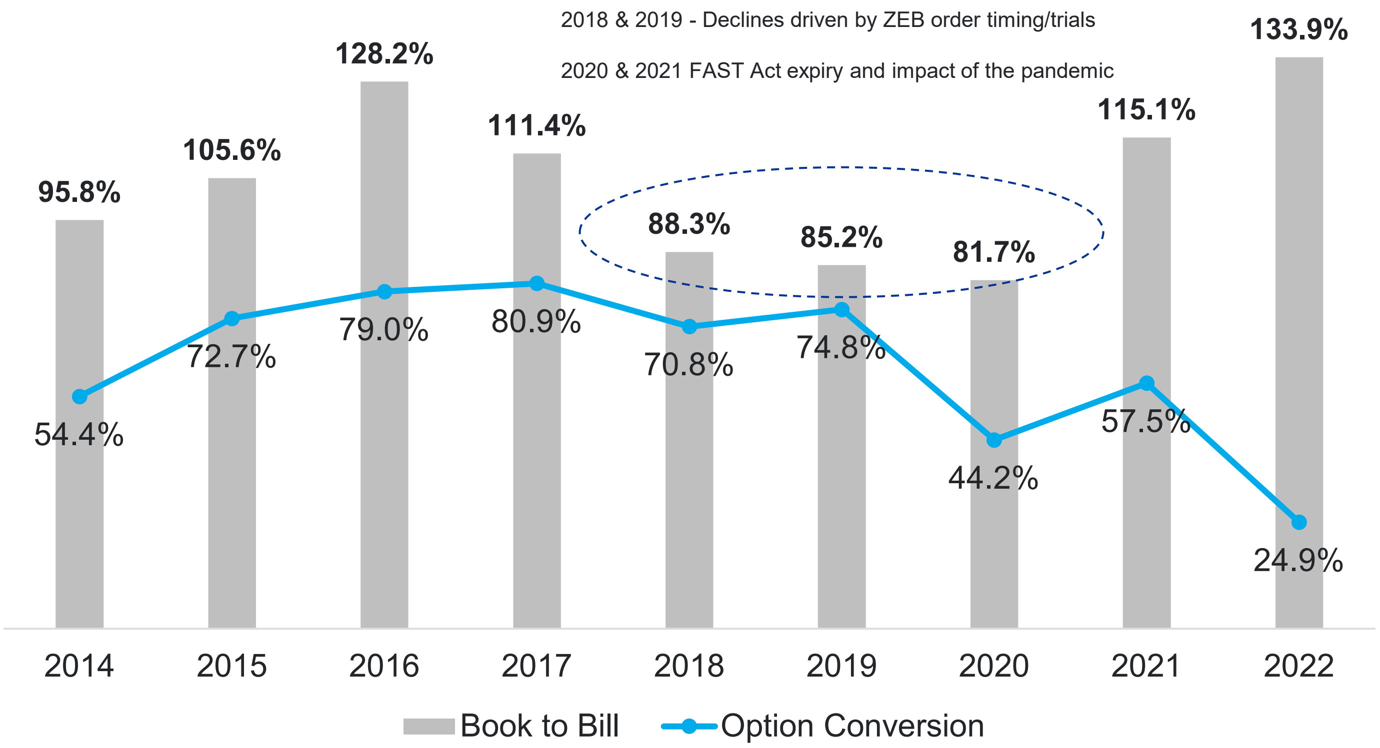
Book-to-Bill and Option Conversion (2014 – 2022)



- Bid volume driving order increase
- Book-to-Bill expected to remain above 100% in 2023
- Lower option conversion in 2022 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% in 2021 driven by increased bid and award activity, pushing even higher in 2022. Anticipated to remain above 100% in 2023.

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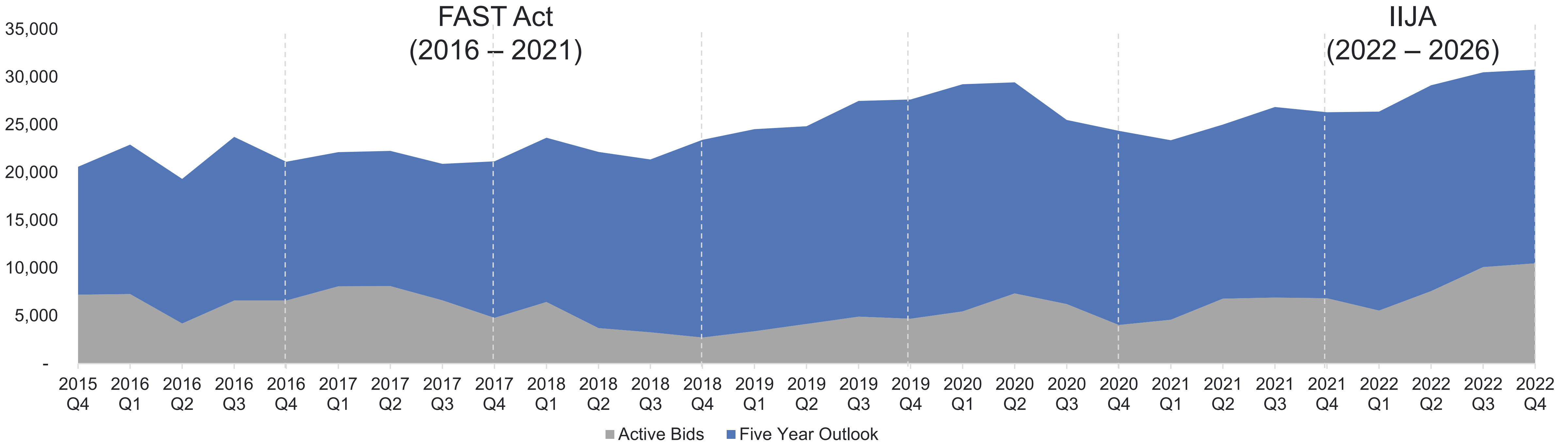
North American Total Public Bid Universe[1] (2015 – 2022)



1. The Company's "Bid Universe" metric tracks known active public competitions in Canada and the United States and attempts to provide an overall indication of anticipated heavy-duty transit bus and motor coach public sector market demand. It is a point-in-time snapshot of: (i) EUs in active competitions, defined as all requests for proposals received by the Company and in process of review plus bids submitted by the Company and awaiting customer action, and (ii) management's forecast, based on data provided by operators for their fleet replacement plans, of expected EUs to be placed out for competition over the next five years.

Active Bids and procurements remain at record levels – drove strong order performance in 2022 and expectations for additional order growth in 2023

Capitalize on Record Bid Activity, Price Recovery and Cost Management

Industry-Leading EVs

Grow with Government Funding

Achieve Financial Targets

North America's Leader in ZEBs

Spokane Transit · Lane Transit District · PVTA · OCTA · VICTOR VALLEY TRANSIT · OmniTrans · Culver CityBus · GET bus · KINGSTON · RTS · STL · COTA CENTRAL OHIO TRANSIT AUTHORITY · SANTA BARBARA MTD · StarTran · marta · stm · CDTA · samTrans · TRI MET · EMBARK · Foothill Transit · metro · MTS · metro · Port Authority · cta · RTD · MTD · ALEXANDRIA TRANSIT COMPANY DASH · max · kat KNOXVILLE AREA TRANSIT · COTA · YORK REGION TRANSIT · Brampton Transit · CITY OF MADISON WISCONSIN · CARTA · OC Transpo · Academy · CT transit · AC TRANSIT · SunLine TRANSIT AGENCY · THE UNIVERSITY OF UTAH · PRT Pittsburgh Regional Transit · King County METRO · TRANSLINK · Metro Transit · SFMTA · RTC rtcsnv.com · WINNIPEG TRANSIT · UTA · BT Blacksburg TRANSIT · METRO · TRINITY METRO · Metro · MTS · Universal Coach Line · NJ TRANSIT The Way To Go. · MTA New York City Transit · RIPTA RHODE ISLAND PUBLIC TRANSIT AUTHORITY · MDOT MARYLAND DEPARTMENT OF TRANSPORTATION · PORTERVILLE TRANSIT

UK & New Zealand ZEB Leader

Hong Kong

KMB

MTR

Capitalize on Record Bid Activity, Price Recovery and Cost Management | **Industry-Leading EVs** | Grow with Government Funding | Achieve Financial Targets

2022

NFI launched new battery and fuel-cell electric vehicles:

Enviro400*FCEV*

2023

- New battery platform for North America
- Alexander Dennis Enviro100EV, Enviro400EV & Enviro500EV
- Ongoing rollout of Alexander Dennis future-proof battery program

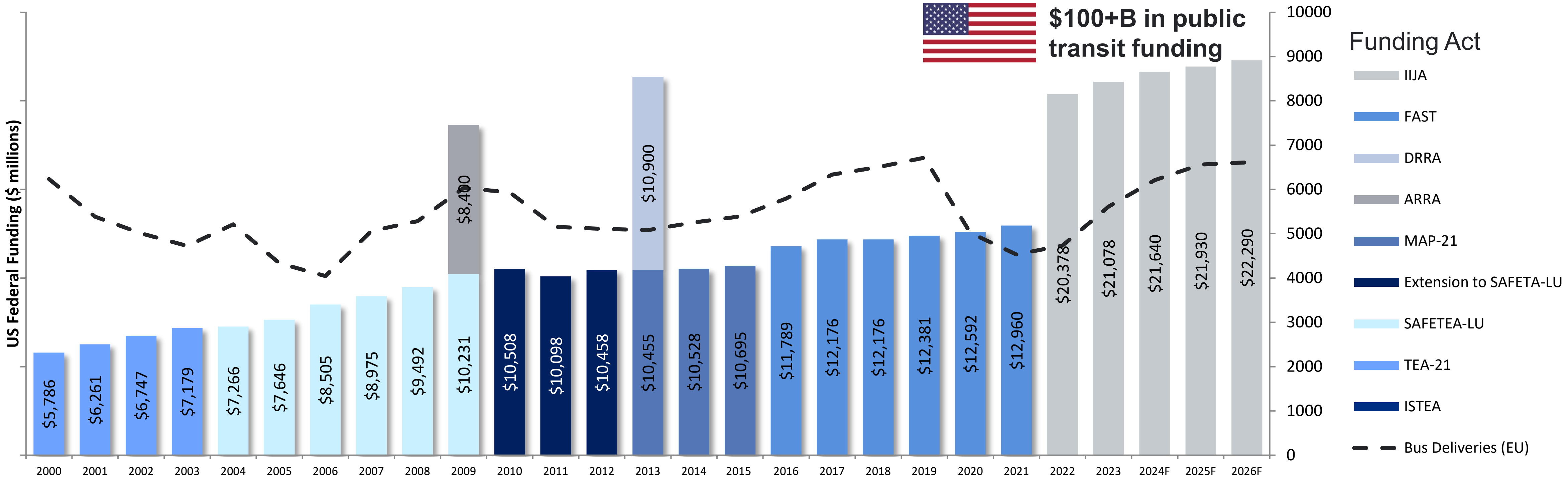
xcelsior ***CHARGE FC***

D45 CRT ***CHARGE***

Enviro100*AEV*

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EV Line-Up | **Grow with Government Funding** | Achieve Financial Targets

US Federal FTA Funding (including bus programs)[1] FY2000 – FY 2026F



1. Sources: Federal Transit Administration, US government filings, Metro Magazine, Management Estimates

U.S. Bipartisan Infrastructure Investment and Jobs Act, includes a 63% increase in public transit funding and a 210% increase in bus capital, funding a shift to zero-emission buses and infrastructure.

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EV Line-Up | **Grow with Government Funding** | Achieve Financial Targets

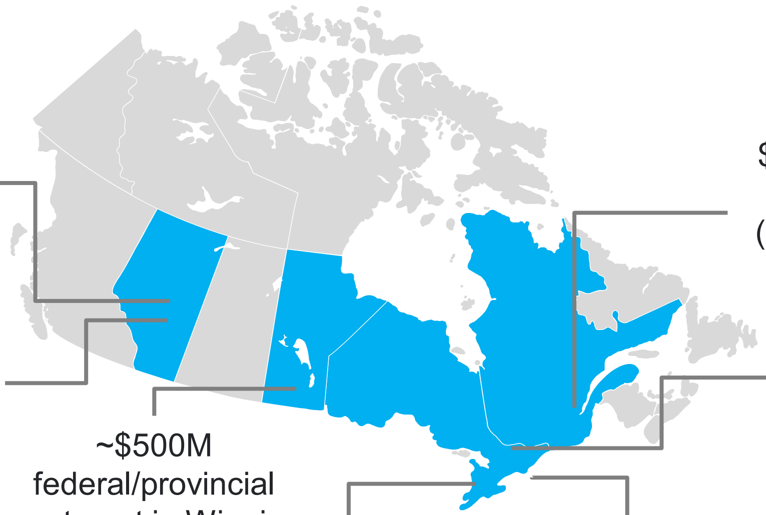
Dedicated Canadian Federal Government Funding[1]

→ $17.6B Green Recovery Funding

→ $14.9B Transit Funding Program

→ $1.5B Canadian Infrastructure Bank

Canadian Programs Launched to Date[1]

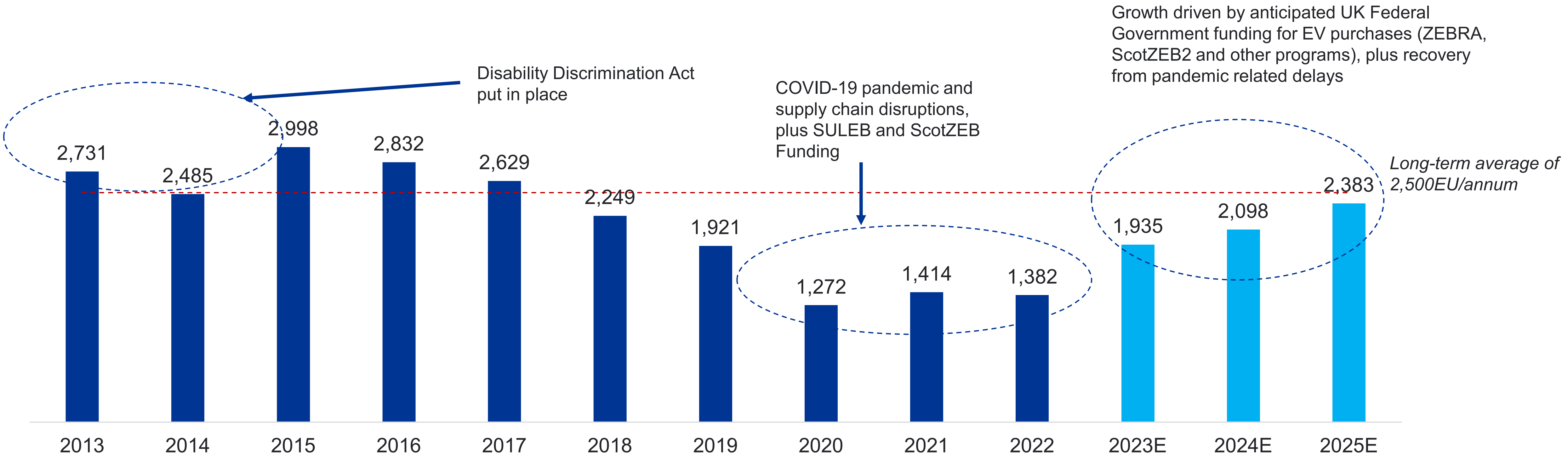


1. Sources: Government of Canada, Canadian Infrastructure Bank, Public Filings

Commitment for the replacement of 5,000 ICE buses to zero-emission with dedicated annual funding will assist in driving Canadian transit market recovery

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EV Line-Up | **Grow with Government Funding** | Achieve Financial Targets

UK & Ireland Bus Annual Deliveries and Funding Schemes (2015 – 2025E)



1. Source: Historic ADL data coming from Bus Lists on the Web. Forward estimates based on the midpoint of managements expectations for the range of market deliveries.

Anticipate market recovery in the UK driven by vehicle age and pandemic-related delays combined with higher zero-emission (battery- and fuel cell-electric) demand stemming from increased government funding

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EV Line-Up | Grow with Government Funding | **Achieve Financial Targets**

Financial Guidance, Targets and Assumptions:

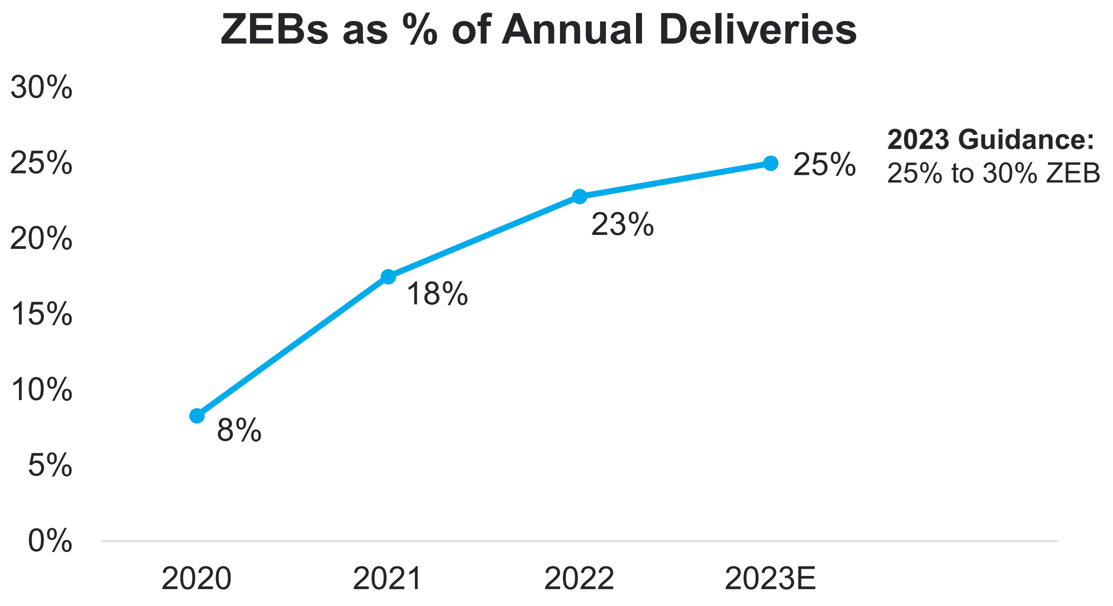
- → Fiscal 2023 viewed as a transition year with growth from 2022; operating at lower production levels in H1 2023, prior to ramp up in H2 2023 that will benefit 2024 and 2025 – increased efficiency drives margin enhancement
- → Some legacy inflation impacted contracts being delivered in 2023, anticipate that contracts in 2024 and 2025 are appropriately priced matching higher input costs
- → Expected growth in ZEB sales based on backlog and expected new orders from increased market demand
- → Higher average sale prices per EU reflects contracts updated for inflation, plus option conversion and increased ZEBs volumes
- → Increased industry deliveries in North America and the UK driven by government funding in 2024 and 2025
- → Benefits of NFI Forward throughout period somewhat offset by inflation
- → Increased capex spending in 2024 and 2025 following lower periods in 2021, 2022 and 2023

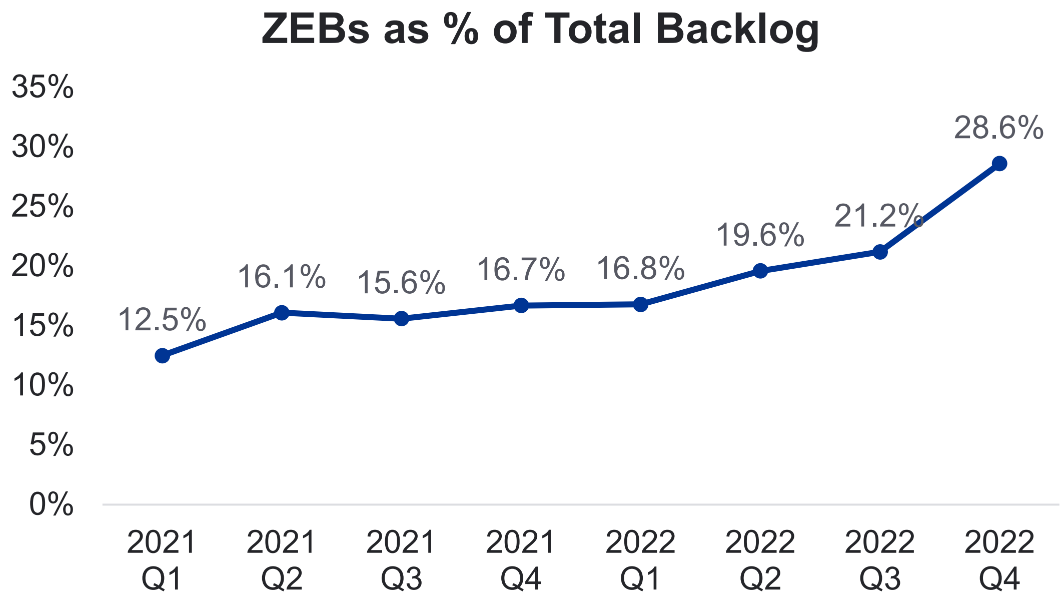
	2019 Pro-Forma Results	2022 Results	2023 Guidance	2024 Guidance	2025 Targets
Revenues	**$3.2B**	**$2.0B**	**$2.5 - $2.8B**	**$3.2 - $3.6B**	**~$4B**
Adj. EBITDA[1]	**$331M**	**($59)M**	**$30 – $60M**	**$250 - $300M**	**~$400M**
ZEBs % of manufacturing revenue	6%	23%	25% - 30%	30% - 35%	~40%
Capex	$38M	$30M	$35 - $40M	$50 - $60M	~$50M
ROIC[1]	9.8%	(4.4%)			>12%

1. Non-IFRS Measure. See Cautionary Statement

Capitalize on Record Bid Activity, Price Recovery and Cost Management | Industry-Leading EV Line-Up | Grow with Government Funding | **Achieve Financial Targets**

Increasing demand for EV in NFI's core markets, driven by government funding and the drive to zero-emission





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

Capitalize on Record Bid Activity, Price Recovery and Cost Management

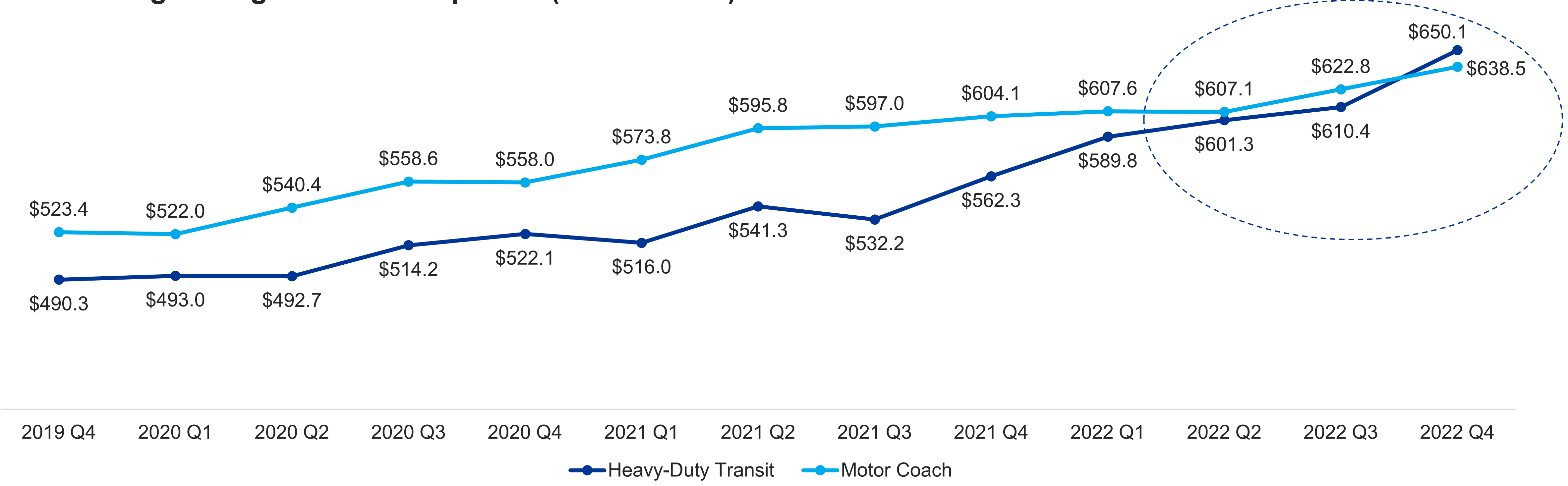
Industry-Leading EV Line-Up

Grow with Government Funding

Achieve Financial Targets

NFI Backlog Average Sales Price per EU (2018 to 2021)

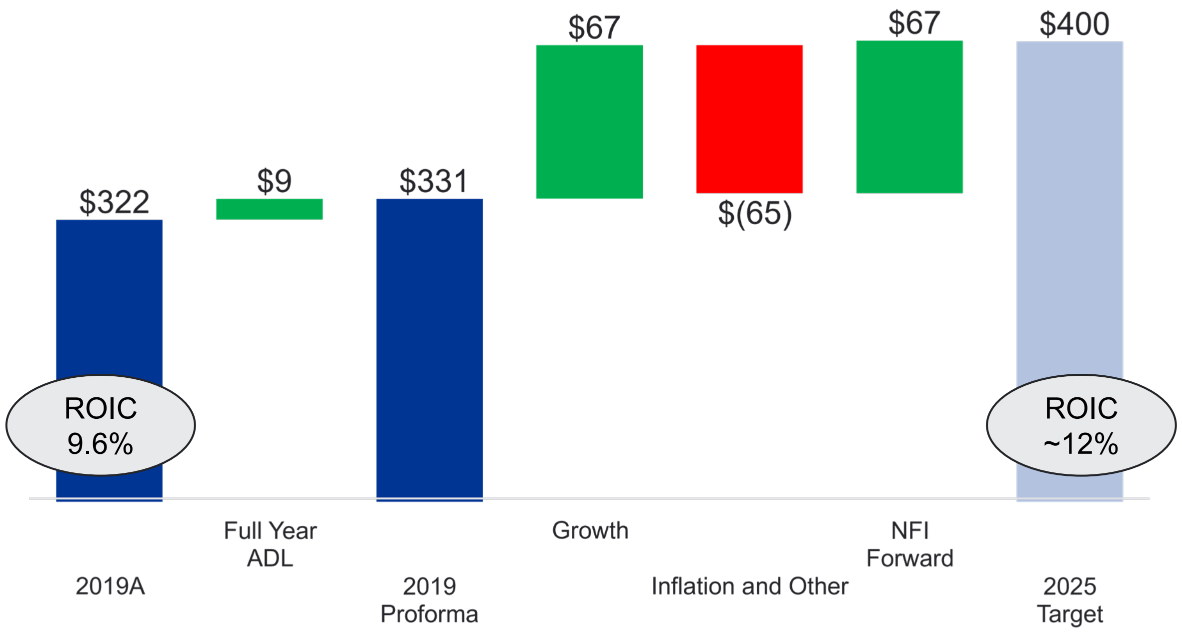
Increasing Transit and Coach sale prices driven by increased number of ZEBs in backlog; will drive higher $$/EU contribution



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.

Capitalize on Record Bid Activity, Price Recovery and Cost Management → Industry-Leading EV Line-Up → Grow with Government Funding → **Achieve Financial Targets**

Bridge from 2019 to 2025 Adj. EBITDA Target Range ($M)



* Growth includes volume, mix and FX

Our history shows targets are achievable:

- → Higher % of zero-emission buses
- → North America, UK and APAC market recovery
- → Improved production efficiencies from 2022 lows
- → Growth of cutaway and medium-duty business
- → Realization and maintaining NFI Forward Benefits (targets achieved in 2022)
- → Aftermarket expansion into new markets (incl. Cutaway)
- → Continuous improvement initiatives

Revenue CAGR of ~6% from 2019PF to 2025 with a target of ~$400M of Adjusted EBITDA[1]

1. Non-IFRS Measure.

Appendix

North America’s best EV lineup

	Equess CHARGE™	Xcelsior CHARGE NG™ (battery-electric)	Xcelsior CHARGE FC™ (fuel cell-electric)	J4500 CHARGE™ (Private) D45 CRT LE CHARGE™ (Public) D45 CRT CHARGE™ (Public)	Enviro500EV CHARGE
Lengths	30’ and 35’	35’, 40’, and 60’	40’ and 60’	45’	45’
ESS (kWH)	30’ – 350 35’ – 437	35’ – 350 to 440 40’ – 350 to 525 60’ - 525	40’ – 135 (734 total onboard energy) 60’ – 135 (1,030 total onboard energy)	J4500 – 544 D45 CRT LE – 520 D45 CRT - 520	648
Range (Miles)	30’ – 210 35’ – 230	35’ – 179 to 220 40’ – 174 to 251 60’ – 153	40’ – 370 60’ – 318	J4500 – 240 D45 CRT LE – 225 D45 CRT - 225	
Motor	Siemens ELFA3	35’ and 40’ – Siemens ELFA3 60’ – Siemens ELFA3 and ZF AVE 130	40’ – Siemens ELFA3 60’ – Siemens ELFA3 and ZF AVE 130	Siemens	
Battery Provider	XALT	XALT	XALT Ballard Power Systems FCmove™-HD+	XALT	Proterra

Industry leading products for the UK and International Markets






	Alexander Dennis Enviro100EV	BYD ADL Enviro200EV	Alexander Dennis Enviro400EV	BYD ADL Enviro400EV	Alexander Dennis Enviro400FCEV (fuel cell-electric)	Enviro500EV CHARGE
Lengths	28’	31’, 33’, 36’ and 38’	36’	34’ and 35’	36’	40’ and 45’
ESS (kWh)	Up to 354	Up to 348	Up to 472	Up to 382		Up to 648
Range (Miles)	Up to 285	Up to 160	Up to 260	Up to 160	Up to 300	Up to 200
Motor	Voith	BYD	Voith	BYD	Voith	Voith
Battery Provider	Impact	BYD	Impact	BYD	Impact, Ballard (fuel cell)	Impact
	UK	UK, APAC	UK	UK	UK	NA, APAC

Financial Highlights (2022 Q4)

$ M (except EU and EPS)	Q4			YTD		
	2022	2021	Change	2022	2021	Change
Deliveries (EUs)	1,034	1,087	(4.9%)	3,039	3,783	(19.7%)
Revenue	$682.6	$694.8	(1.8%)	$2,053.9	$2,343.8	(12.4%)
Gross Profit	$21.9	$40.9	(46.4%)	$49.1	$235.6	(79.2%)
Gross Profit %	3.2%	5.9%	-4543bps	2.4%	10.1%	-7621bps
Adjusted EBITDA	($5.1)	$26.2	(119.5%)	($59.1)	$164.2	(136.0%)
Adjusted EBITDA Margin %	-0.7%	3.8%	-11842bps	-2.9%	7.0%	-14139bps
Earnings from operations	($140.2)	($4.8)	(2820.8%)	($289.6)	$46.0	(729.4%)
Net earnings	($150.4)	($8.7)	(1628.7%)	($277.8)	($14.5)	(1815.9%)
Net earnings per share	($1.94)	($0.12)	(1516.7%)	($3.60)	($0.21)	(1614.3%)
Adjusted Net Earnings	($23.6)	($15.6)	(51.3%)	($161.6)	($12.1)	(1235.5%)
Adjusted Net Earnings per Share	($0.31)	($0.21)	(47.6%)	($2.09)	($0.17)	(1129.4%)
Orders – Firm (EUs)	1371	1157	18.5%	3431	3246	5.7%
Orders – Options (EUs)	1207	450	168.2%	2355	1478	59.3%
Total Backlog	9,186	8,448	8.7%	9,186	8,448	8.7%

Update on Credit Facility Amendments and Financing

- **On December 29, 2022, NFI announced amendments to its existing $1.25 billion senior revolving credit facility (the "Revolver") and its £50 million revolving UK credit facility (the "UK Facility") (collectively, the "Credit Facilities")**
  - Lowered capacity Revolver capacity to $1.0 billion and UK Facility to £40 million
  - Amendments provide relief from previous key financial covenants (TLR, Minimum Adjusted EBITDA and ICR) for the fourth quarter of 2022 and the first two quarters of 2023 – the period ending June 30, 2023 (the "Waiver Period").
- NFI and banking syndicate partners now focused on developing new long-term credit arrangements
  - Anticipated to be completed prior to the end of June 2023

NFI Credit Agreement Amended Covenants

Quarter and Months	Total Net Debt to Capitalization[1]	Minimum Adjusted EBITDA[2] (cumulative calculation)	Minimum Liquidity[3]	Total Leverage Ratio[4]	Interest Coverage Ratio[5]
2022 Q4	Waived	Waived	$25 million	Waived	Waived
January 2023	<0.62:1.00	n/a	$25 million	Waived	Waived
February 2023	<0.62:1.00	n/a	$25 million	Waived	Waived
March 2023	<0.62:1.00	> ($28) million	$25 million	Waived	Waived
April 2023	<0.62:1.00	> ($31) million	$25 million	Waived	Waived
May 2023	<0.62:1.00	> ($35) million	$25 million	Waived	Waived
June 2023	<0.62:1.00	> ($35) million	$25 million	Waived	Waived
2023 Q3	n/a	n/a	$25 million	<4.50x	>2.00x
2023 Q4	n/a	n/a	$25 million	<4.00x	>2.50x
2024 Q1 and Thereafter	n/a	n/a	$25 million	<3.75x	>3.00x

1) TNDC is calculated as borrowings on the Facilities, less unrestricted cash and cash equivalents, divided by Shareholder's Equity, as shown on the Company's balance sheet, plus borrowings on the Facilities. The TNDC covenant excludes the impact of any actual goodwill write-downs up to a maximum of $100 million.
2) The Minimum Adjusted EBITDA covenant is first tested at the end of March 31, 2023, but includes results from the period January 1, 2023 to March 31, 2023. The covenant continues on a cumulative basis for April, May and June 2023 with all periods starting January 1, 2023. The Minimum Adjusted EBITDA tests are based on calendar month-end dates.
3) Liquidity is calculated as unrestricted cash and cash equivalents plus the aggregate amount of credit available under the Facilities.
4) TLR is calculated as aggregate indebtedness of the Company not including the Company's 5.0% convertible debentures and certain non-financial products, less unrestricted cash and cash equivalents up to a maximum of $50 million, divided by Adjusted EBITDA, typically calculated on a trailing twelve-month basis. When the TLR is reintroduced in 2023 Q3, Adjusted EBITDA will be based on a trailing twelve-month basis.
5) ICR is calculated as the same trailing twelve month Adjusted EBITDA as the TLR divided by trailing twelve-month interest expense on the Facilities, the Company's 5.0% convertible debentures and other interest and bank charges.

Adjusted EBITDA and Liquidity are Non-IFRS Measures. See notes on "Non-IFRS Measures".

In addition to the revised covenants, during the Waiver Period NFI is also required to comply with certain other reporting requirements and a borrowing base calculation, is not permitted to pay any dividends or complete any acquisitions, and capital expenditures cannot exceed $50 million per annum.

Manitoba Government Commercial Loan Support

- In December 2022, the Manitoba Government visited NFI's New Product Development ("NPD") facility for an announcement event regarding a commercial loan, which subsequently closed in January 2023

- The financial support package includes two debt facilities:
  - a $37 million facility from the Manitoba Development Corporation (the "Manitoba Facility") and
  - a $50 million facility from EDC (the "EDC Facility")
  - as well as an up to $100 million surety reinsurance support arrangement with EDC for NFI's surety and performance bonding requirements

Manitoba

EDC

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	**$ (28,068)**	**$ (56,740)**	**$ (42,595)**	**$ (150,360)**	**$ (277,763)**
% of net sales	-6.1%	-14.3%	-8.3%	-22.0%	-13.5%
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	$ 7,505	$ (4,244)	$ 1,813	$ (2,068)	$ 3,004
Net Earnings - Adjusted	**$ (40,873)**	**$ (48,993)**	**$ (48,058)**	**$ (23,639)**	**$ (161,565)**
% of sales	-8.9%	-12.3%	-9.3%	-3.5%	-7.9%
Adjustments:					
Income taxes	$ (16,070)	$ (11,652)	$ (10,516)	$ (31,172)	$ (69,408)
Finance costs	$ 16,650	$ 19,018	$ 20,583	$ 27,128	$ 83,379
Amortization	$ 23,351	$ 20,282	$ 22,282	$ 22,580	$ 88,495
Adjusted EBITDA	**$ (16,942)**	**$ (21,345)**	**$ (15,709)**	**$ (5,103)**	**$ (59,099)**
% of net sales	-3.7%	-5.4%	-3.1%	-0.7%	-2.9%

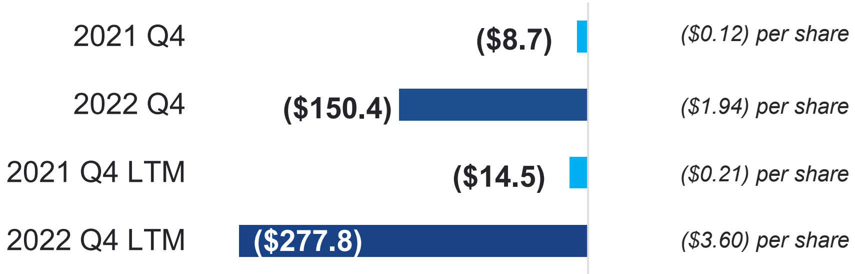
Non-IFRS Reconciliation (2021)

Reconciliation of IFRS to non-IFRS
As of January 2, 2022

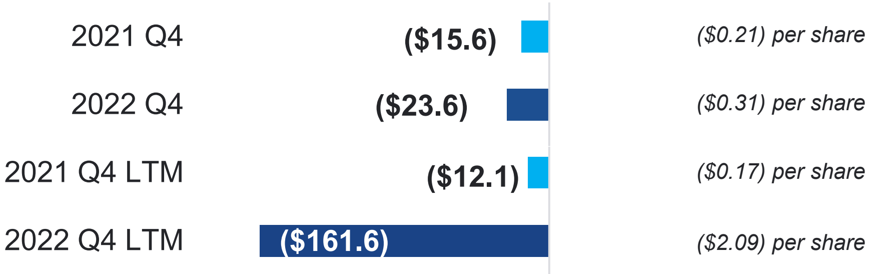
In '000	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Full Year
Net Sales	**$ 574,119**	**$ 582,794**	**$ 492,038**	**$ 694,843**	**$ 2,343,794**
Net Earnings	**$ 7,033**	**$ 2,588**	**$ (15,415)**	**$ (8,691)**	**$ (14,484)**
% of net sales	1.2%	0.4%	-3.1%	-1.3%	-0.6%
Adjustment, Gross					
Restructuring and Other Corporate Initiatives	$ 2,372	$ 166	$ 9,501	$ (677)	$ 11,362
Goodwill Impairment	$ -	$ -	$ -	$ -	$ -
Derivative related	$ (7,663)	$ (3,990)	$ (1,708)	$ (20,142)	$ (33,503)
Foreign exchange loss/gain	$ 2,529	$ 2,107	$ 1,356	$ 5,799	$ 11,791
Equity settled stock-based compensation	$ 650	$ 502	$ 293	$ 293	$ 1,738
Unrecoverable insurance costs	$ -	$ 718	$ -	$ -	$ 718
Asset related	$ (355)	$ 10	$ 643	$ (186)	$ 112
Employment related (past service costs)	$ -	$ -	$ -	$ -	$ -
COVID-19	$ 289	$ 464	$ 280	$ 2,926	$ 3,959
Other tax adjustment	$ -	$ 6,118	$ (616)	$ (2,833)	$ 2,669
Other	$ 40	$ -	$ -	$ 3,231	$ 3,271
Income taxes	$ 1,164	$ 14	$ (5,650)	$ 4,714	$ 244
Net Earnings - Adjusted	**$ 6,059**	**$ 8,697**	**$ (11,316)**	**$ (15,566)**	**$ (12,123)**
% of sales	1.1%	1.5%	-2.3%	-2.2%	-0.5%
Adjustments:					
Income taxes	$ 6,422	$ 1,909	$ 1,261	$ (2,948)	$ 6,644
Finance costs	$ 17,795	$ 17,748	$ 17,415	$ 19,551	$ 72,509
Amortization	$ 24,564	$ 23,502	$ 23,970	$ 25,117	$ 97,151
Adjusted EBITDA	**$ 54,840**	**$ 51,856**	**$ 31,330**	**$ 26,154**	**$ 164,181**
% of net sales	9.6%	8.9%	6.4%	3.8%	7.0%

Net Earnings and Adjusted Net Earnings

Net Earnings (Loss) ($M)



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

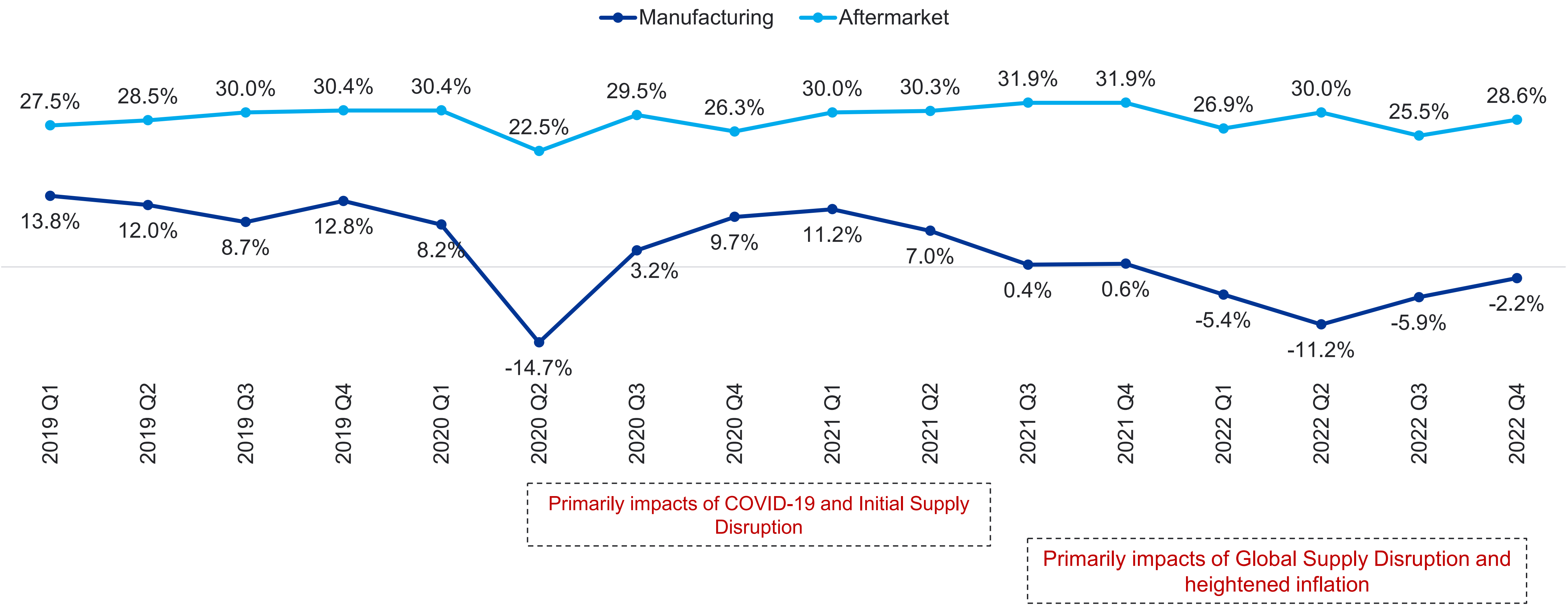


Reconciliation – Net Loss to Adjusted Net Loss YTD 2022 ($M)[1]

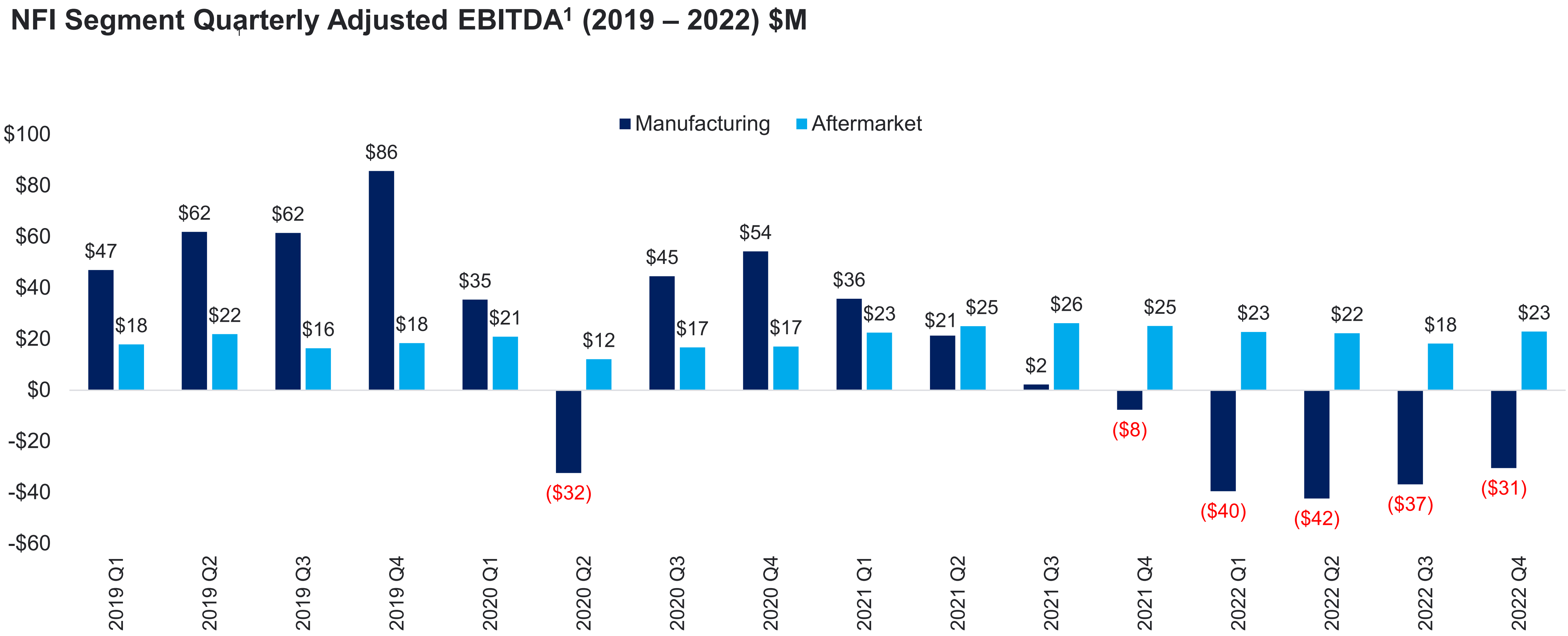
1. Represents a Non-IFRS ratio, which is derived from a non-IFRS measure, which does not have a standard meaning, so they may not be a reliable way to compare NFI to other companies. See Non-IFRS and Other Financial Measures section of the MD&A available on SEDAR at www.sedar.com.

Quarterly Gross Margins 2019 to 2022

NFI Segment Quarterly Gross Margins including Depreciation and Amortization (2019 – 2022)



Quarterly Adjusted EBITDA 2019 to 2022

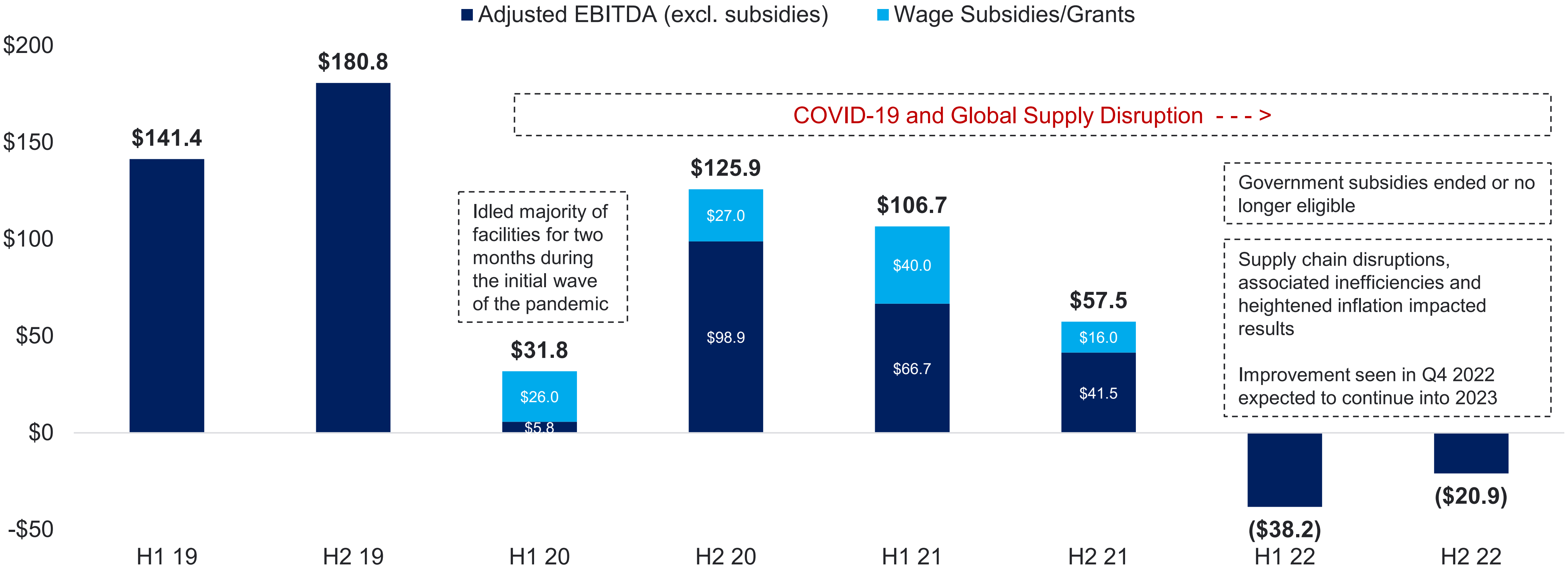


Note that Corporate segment results are not included in the above. Corporate segment would need to be added to Manufacturing and Aftermarket to obtain NFI's Consolidated Adjusted EBITDA results

1. Non-IFRS Measure. See Cautionary Statement

Half Year Adjusted EBITDA 2019 to 2022

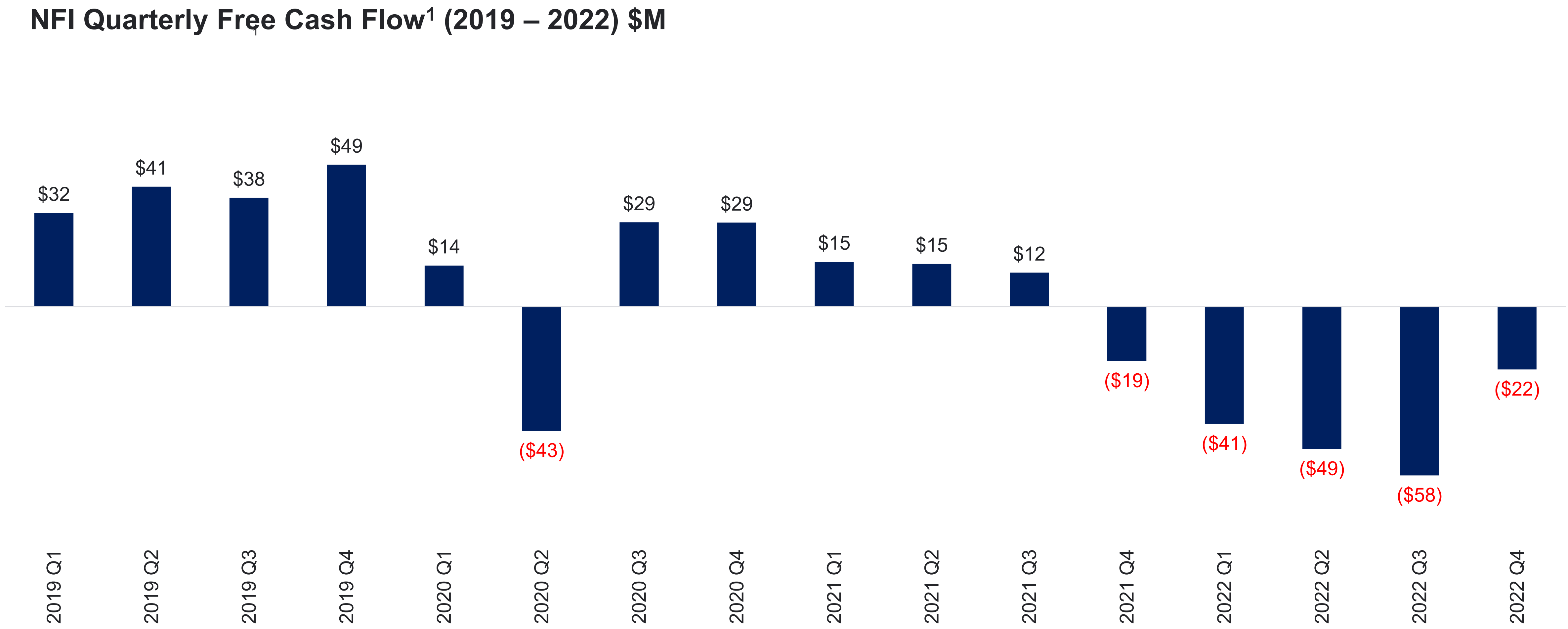
NFI Adj. EBITDA[1] Results by Half Year (2019 – 2022)



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

1. Non-IFRS Measure. See Cautionary Statement

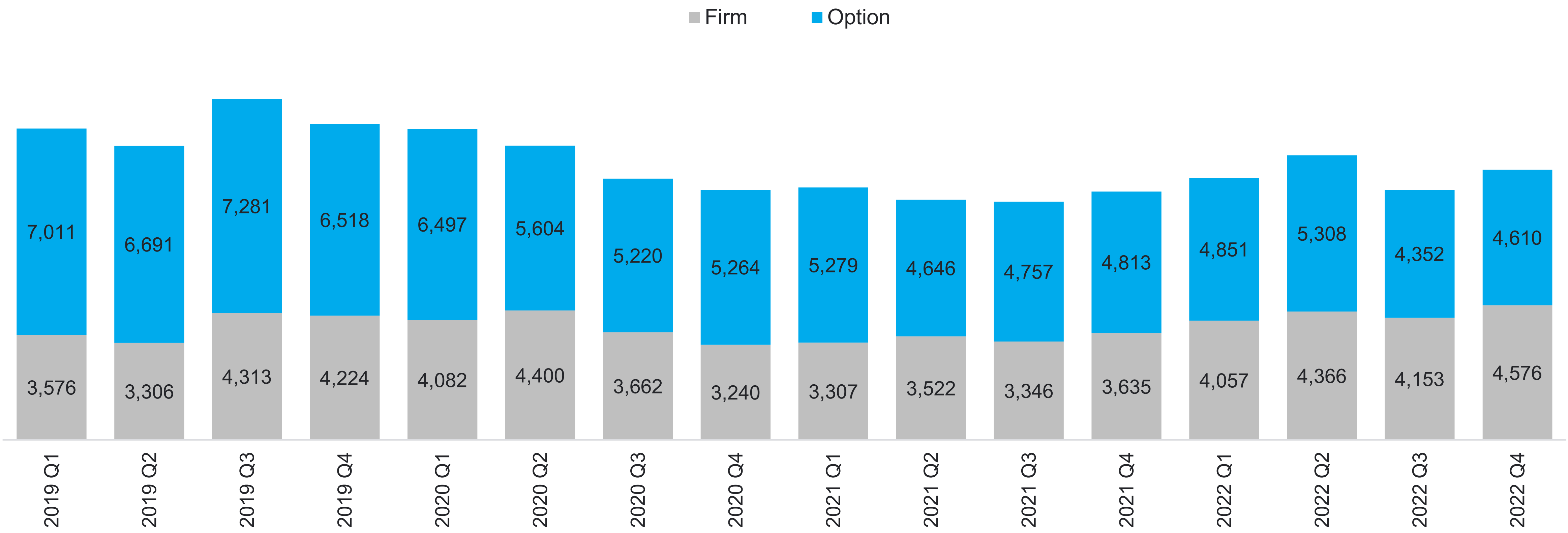
Quarterly Free Cash Flow 2019 to 2022



1. Non-IFRS Measure. See Cautionary Statement

Quarterly Backlog 2019 to 2022

NFI Quarterly Backlog[1] in EUs (2019 – 2022)



1. Non-IFRS Measure. 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 management discussion and analysis (“MD&A”) dated February 28, 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.*

Non-IFRS Measures

References to “Adjusted EBITDA” are to 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 as described in the Company’s disclosure documents available on SEDAR at www.sedar.com. References to "ROIC" are to 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).

Management believes Adjusted EBITDA and ROIC are useful measures in evaluating the performance of the Company. However, Adjusted EBITDA and ROIC are not recognized earnings measures under IFRS and do not have standardized meanings prescribed by IFRS. Readers of this press release are cautioned that Adjusted EBITDA or ROIC should not be construed as an alternative to net earnings or loss or cash flows from operating activities determined in accordance with IFRS as an indicator of NFI’s performance. Historical reconciliations of net earnings to Adjusted EBITDA has been provided in the Company’s disclosure documents available on SEDAR at www.sedar.com. NFI’s method of calculating Adjusted EBITDA and ROIC may differ materially from the methods used by other issuers and, accordingly, may not be comparable to similarly titled measures used by other issuers.

Appendix: Key Financial Definitions

- **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


NFI
Leading the ZEvolution™