

Driving Cleaner Performance



Corporate Presentation

March 2023

Westport Fuel Systems Canada Inc., EX 2033, Page 1 of 27
Robert Bosch LLC et al. v. Westport Fuel Systems Canada Inc.
IPR2023-00292

Westport Fuel Systems

Disclaimer and Forward-Looking Statements

This presentation contains forward looking statements, including statements regarding revenue and cash usage expectations, future strategic initiatives and future growth, future of our development programs (including those relating to HPDI and hydrogen), the future pricing of LNG, future shipments to Weichai, future profitability and growth outlook, the timing for H2 HPDI development and commercialization, the demand for our products, the future success of our business and technology strategies, intentions of partners and potential customers, the performance and competitiveness of Westport Fuel Systems' products and expansion of product coverage, future market opportunities, speed of adoption of natural gas or hydrogen for transportation and terms and timing of future agreements as well as Westport Fuel Systems management's response to any of the aforementioned factors.

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Changing the Way the World Moves



Global
7 manufacturing locations
Sales in 70 countries
100+ distributors



Tier 1 OEM Supplier



Low-Carbon,
Affordable Fuels



>1,400 Patents



Strategy

1

Drive sustainable growth in our **existing markets** through a diversified portfolio of technology, products, and services

2

Unlock new and emerging markets through the delivery of cleaner, affordable transportation solutions

3

Drive operational excellence and reputation as a Tier 1 supplier with enhanced quality and reliability

4

Extract efficiencies internally through prudent capital management

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2023 Priorities

- 1 **Improve OEM margins** with HPDI being a primary focus
- 2 **Elevate performance and efficiency** of our core business units
- 3 **Add new HPDI and H₂ HPDI** development and testing programs
- 4 **Efficiently manage** working capital





2022 Successes

- Announced world-leading efficiency results for hydrogen-fueled internal combustion engines
- Successfully marketed H₂ HPDI to a broad global audience of industry participants, OEMs, policymakers and investors; projects underway with three OEMs to evaluate the system on their engine
- STAKO acquisition generated positive top and bottom-line growth
- Awarded two programs to develop and supply LPG systems to a global OEM accommodating several Euro 6 and Euro 7 vehicle platforms
- Revenue growth exceeding 50% in hydrogen component business; developing components used in both IC engine and fuel cell applications
- Expanding global manufacturing footprint in China, supporting ongoing and future growth in hydrogen
- Announced collaboration with Johnson Matthey to develop an after-emissions treatment for H₂ HPDI

Leading Global Supplier

Broad range of products addressing diverse market segments

	CHANNELS TO MARKET		
	Original Equipment Manufacturers (OEMs)		Independent Aftermarket (IAM) Dealers/Distributors
Market Segments	Light- & Medium-Duty	Heavy-Duty	Light, Medium and Heavy-Duty
Westport Products	Fuel Systems & Components	HPDI 2.0™ Systems	Bi-Fuel Conversion Kits
Gaseous Fuels	LPG, CNG, LNG and H ₂		CNG, LPG and H ₂
Primary Geographic Focus	Developed markets and global OEMs		Developing markets including Italy, Russia, Turkey, Poland, Algeria, and Argentina
Revenue (2022)	\$198M		\$108M

Scale of the Challenge

Urgently need solutions for Well-to-Wheel
and Life Cycle CO₂ reductions

What is
needed?

Quickly
Deployable
Solutions

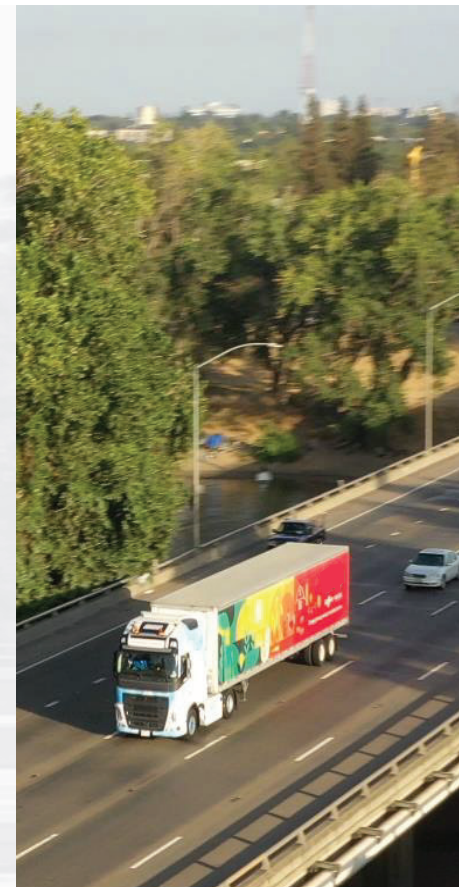
Innovative
Solutions

Ambitious
Solutions

Efficient
Solutions

Cost-
Effective
Solutions

Practical
Solutions



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A Portfolio of Solutions is Required

OEMs are looking at LPG, LNG, biofuels, fuel cells, electric and hydrogen in the push to decarbonize

"The way we see it is there won't be a single winning technology. We actually need a diverse array of technologies to meet all of our customer and application needs."

– Jim Nebergall Head of H₂-ICE Cummins, January 2023

"We recognize that decarbonization needs to be achieved using a multifaceted approach. We're continuously looking at opportunities, which is why LNG engines are something we are excited to pilot."

– Linde Canada, Press Release, 2023

"Our efficient gas-powered trucks have a performance comparable to their diesel equivalents. Fueling up is almost as fast as a diesel truck and the growing network of more than 600 fuel stations for both bio-LNG and LNG in Europe makes them ideal for long-haul transports."

– Daniel Bergstrand, Product Manager Volvo Trucks, January 2023

"..But no one solution fits all. Future mobility is likely to be a mix of solutions, for reducing emissions, including use of alternate fuels and hybrids in the near term, to zero-emission technologies (battery electric vehicles (BEVs) and hydrogen-powered vehicles) in the long term, depending on consumer acceptance, vehicle application and geography."

– Ernst & Young India, 2023

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Macro Enablers Driving Growth

Regulation

Mandating cleaner transportation

- Carbon neutrality objectives, CO2 emissions and fuel efficiency standards for vehicles
- Air pollutant emissions standards for vehicles
- Renewable energy and alternative fuels infrastructure regulations
- Increasing carbon reporting requirements for companies

Affordability

Compelling TCO with gaseous fuels

- Affordability required to achieve scale
- Population and economic growth drive increased transportation needs

Fuel Availability

Rapid expansion of infrastructure, alternative fuel usage

- China: 7,000+ LNG stations; largest existing LNG infrastructure; ~250 H₂ stations and growing
- Europe: 4,166 CNG, 607 LNG, 47,788 LPG stations, 32 H₂ stations and growing
- India: 10,000 CNG stations by 2030, 1,175 LPG stations
- US: 1,680 CNG, 144 LNG stations, 107 H₂ stations and growing

Low Carbon & Renewables

We have the products to capture the growth

- Biomethane is a “ready now” alternative delivering net-zero carbon transport
- Promising green hydrogen plans
- Matching the cleanest gaseous fuels with the most efficient engine technologies

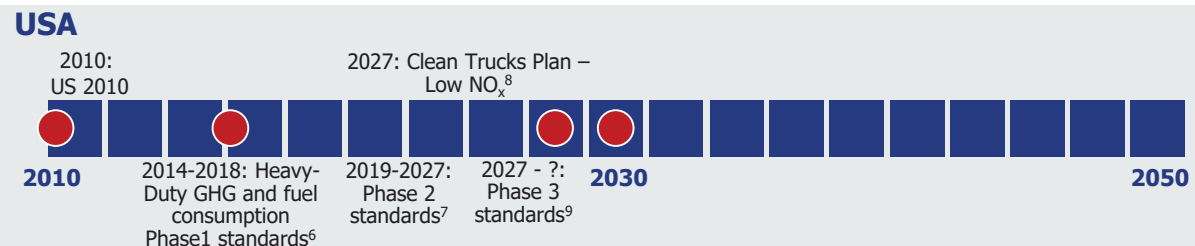
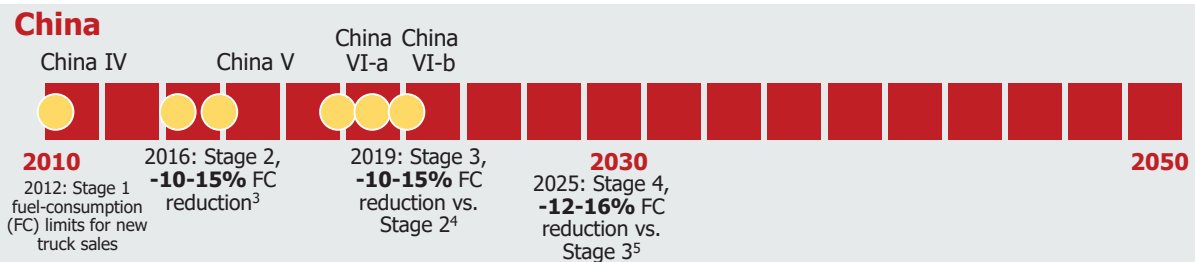
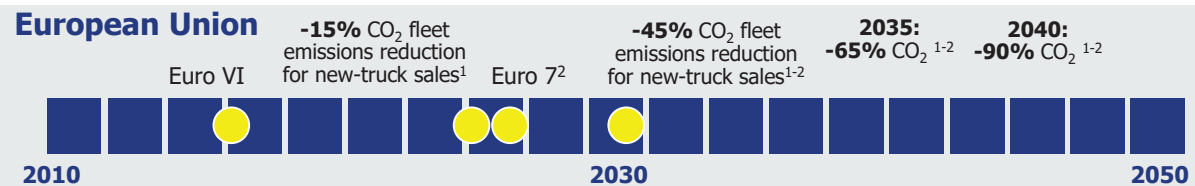
Product Availability

Westport solutions are being deployed TODAY

- Don’t have to wait to address demands for cleaner affordable transportation

Substituting fossil fuels and accelerating a clean energy transition

Regulatory Momentum in Our Core Regions



Source: Westport, RBC

¹Base year 2019. ²Proposed. ³Base year 2012; average reduction target over all weight classes. 48 L/100km for GCW>49T tractor-trailers. ⁴40,5 L/100km for GCW>49T tractor-trailers.

⁵Proposal published in June 2022. ⁶2017: CO₂ 460 g/bhp.hr - Fuel 4.52 gal/100 bhp.hr for heavy-heavy-duty (HHD) engines in tractors. ⁷2021: Further 2-3% CO₂ reduction per year. 2027: CO₂ 432 g/bhp.hr - Fuel 4.2436 gal/100 bhp.hr for HHD tractors. ⁸NO_x 35 mg/bhp.hr, new HC, PM, CO limits and extended life periods. ⁹Proposal expected in March 2023.

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Biomethane with HPDI today sets path for H₂ HPDI tomorrow

100%+

Carbon reduction using
biomethane with HPDI
available today

35bcm

Estimated annual EU
biomethane production by
2035

57%

Potential biomethane
market share for EU heavy-
duty vehicles by 2050

HPDI using biomethane is on the road today

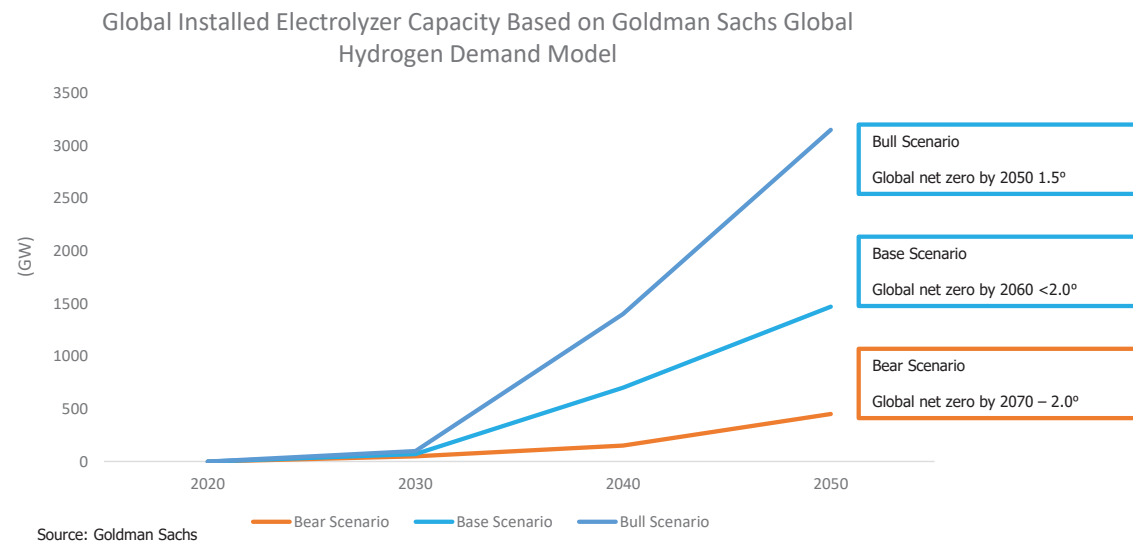
Global Hydrogen Demand Increasing; Driving up Investment

\$240b

Announced global hydrogen investment through 2030

60%

Production cost reduction projected for renewable hydrogen by 2030 vs. 2020 World H₂ council baseline



H₂ HPDI Value Proposition

Lowest cost to develop

Lowest cost to industrialize

Low cost to operate



20% more power than a diesel engine



10% more efficient than diesel engine and equivalent to fuel cell efficiency



Preserves ICE infrastructure and supply chain investments



15% more torque than a diesel engine



Minimal changes to engine architecture



Near zero CO₂ emissions; lower cost CO₂ abatement than fuel cell



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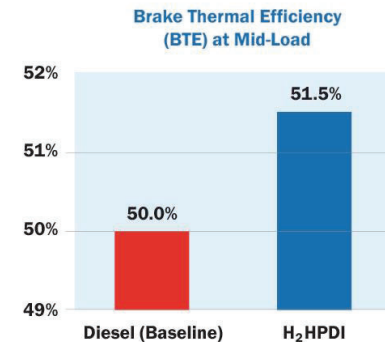
Significant Test Results With Scania

Real-world demonstration of the tremendous value and best-in-class performance that HPDI offers

- Significant brake thermal efficiency improvement, when H₂ HPDI applied to best-in-class engine platforms that have recently achieved the long-targeted 50% BTE threshold
- Affordable pathway to employ a zero-carbon fuel using existing engine architecture and manufacturing infrastructure



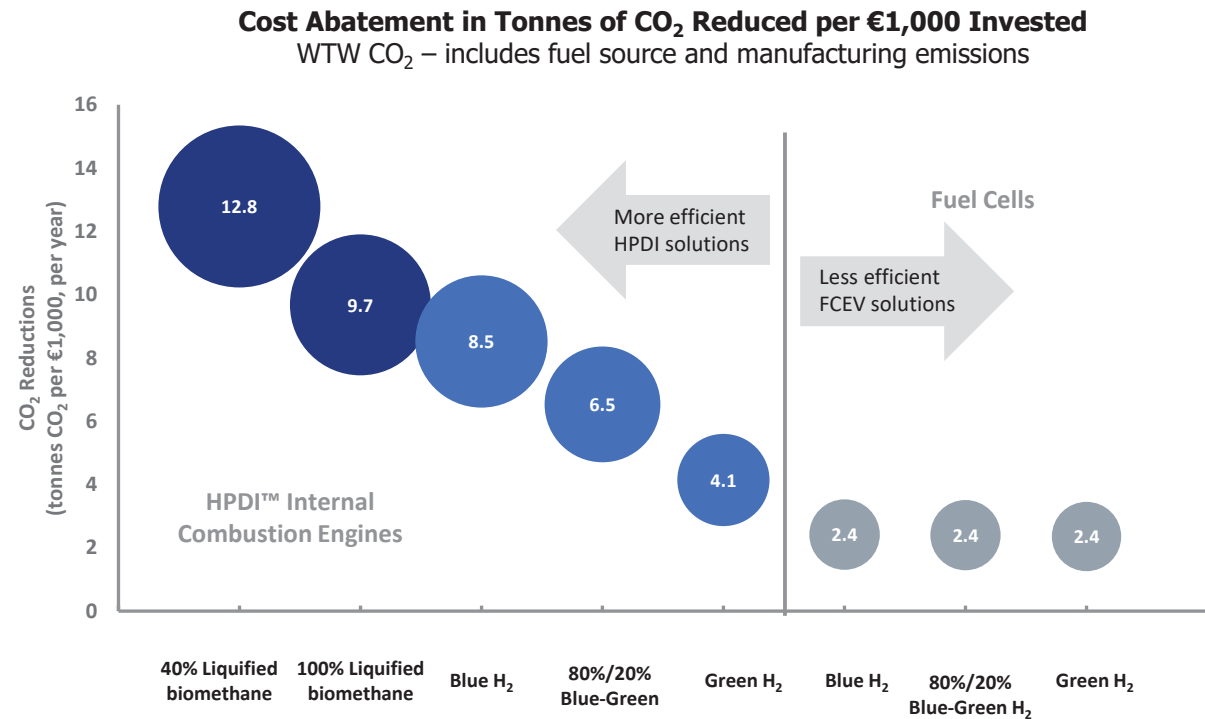
Producing performance and emissions results exceeding the diesel parent engine



The engine test results from the Scania 13-Litre CBE1 platform running with Westport's H₂ HPDI fuel system demonstrates even higher efficiency than the already super-efficient diesel engine.

HPDI offers superior effectiveness for CO₂ abatement

HPDI Offers Greater CO₂ Reductions per Euro Invested



Source: Westport Fuel Systems, AVL TCO Study

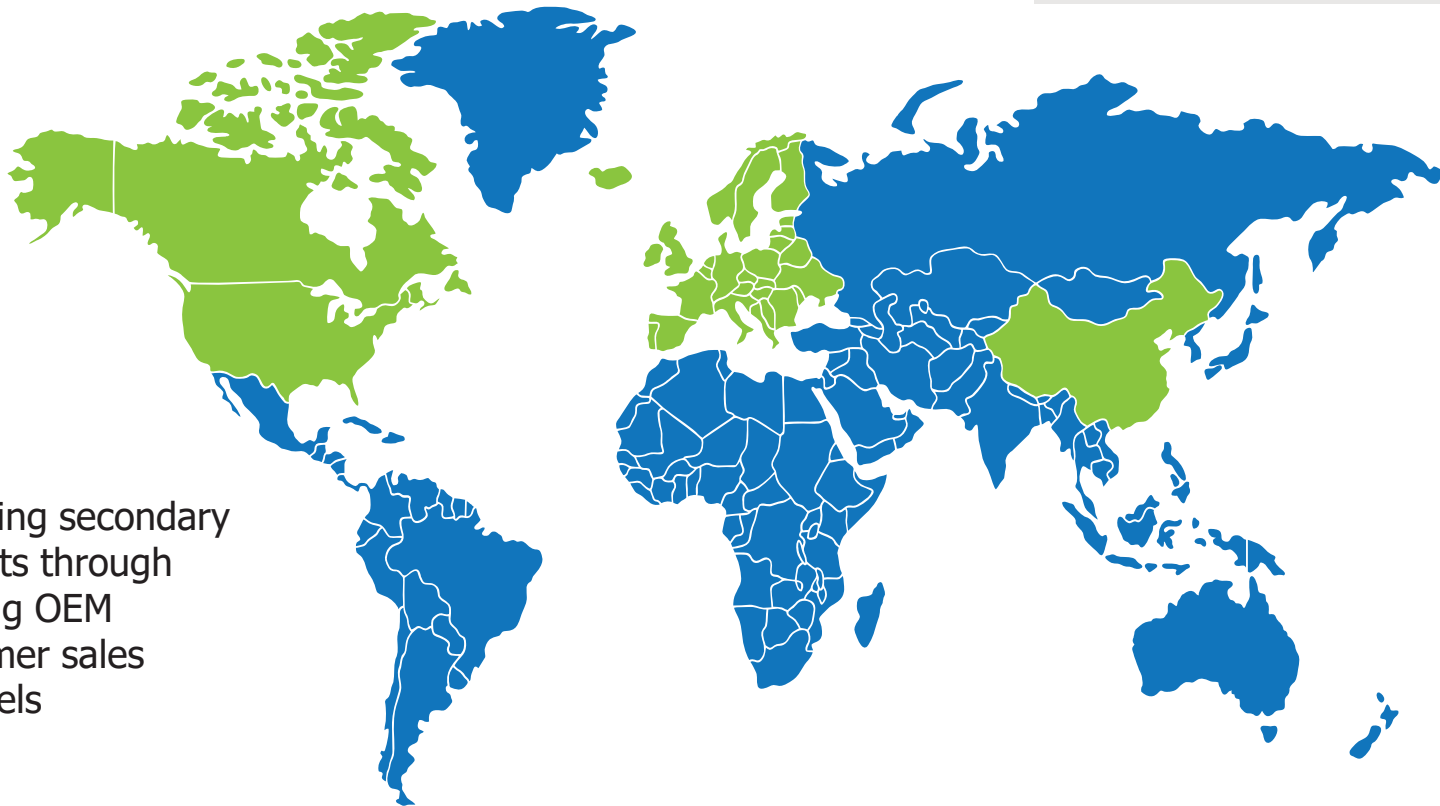
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Market Opportunities

Key discussions ongoing with OEMs in all key global markets

Three major global OEM engagements underway evaluating H₂ HPDI

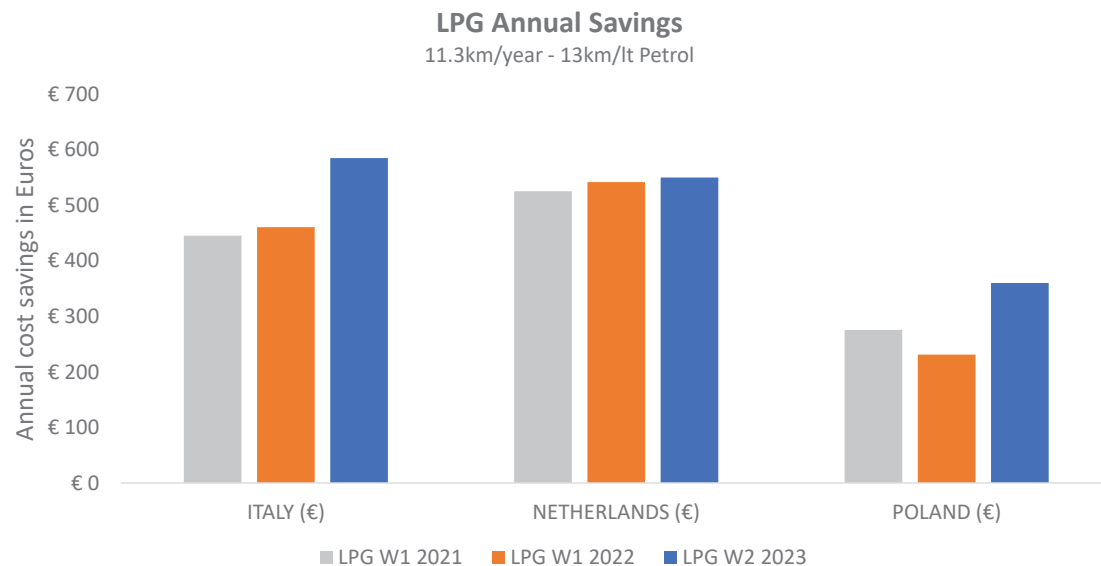
Reaching secondary markets through existing OEM customer sales channels



Demand and usage of clean, low-cost LPG will persist for decades globally

Price advantage drives continued growth in LPG

- Consistent LPG cost savings over the last 2 years in key markets
- OEM customer committed to EU LPG production



Sources: IHS Markit; Team analysis, Global Petrol Prices

Diversified, Global Market Demand in Independent Aftermarket



Significant market share in key markets:

- Europe, Middle East, South America, Asia Pacific, and Africa

Trends:

- Key growth due to high fuel prices, government incentives, and infrastructure improvements
- Historical markets continue to grow

Growth driven by:

- Price advantages of clean gaseous fuels
- Government incentives
- Infrastructure development

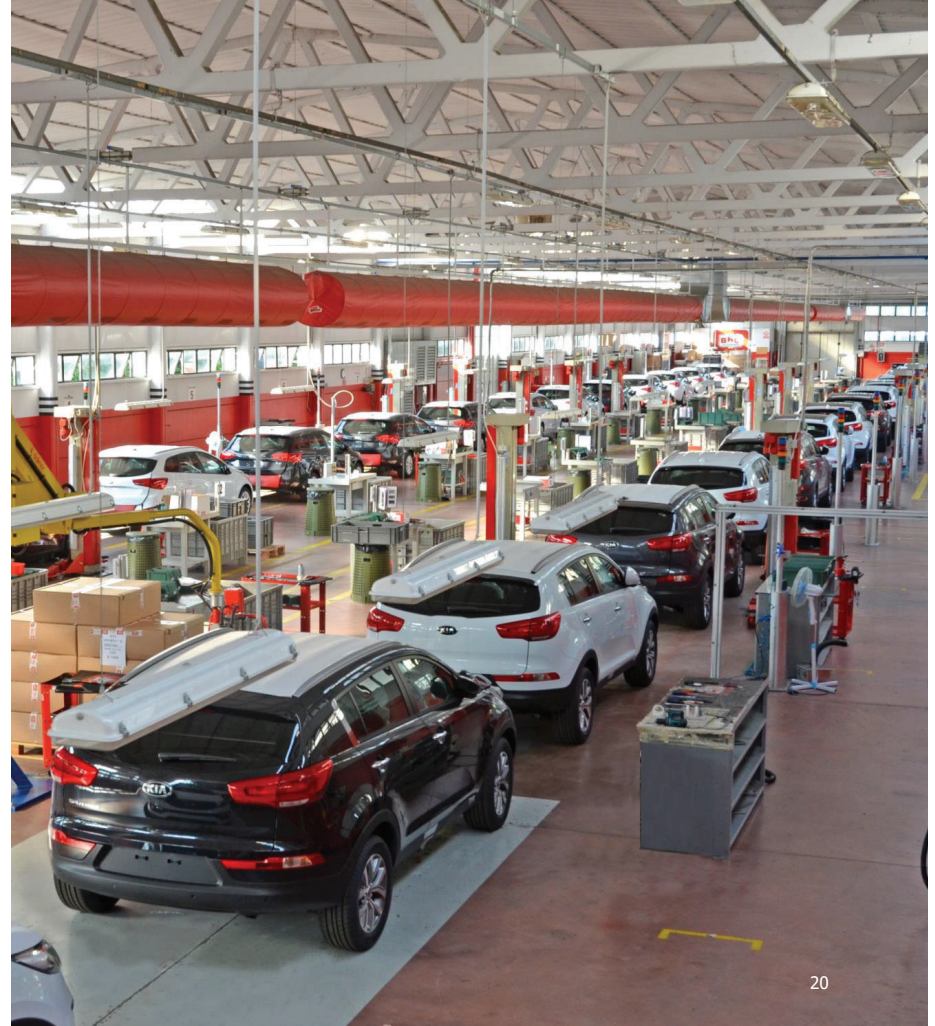


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Delayed-OEM Continues to be a Profit Driver

- Best-in-class bi-fuel systems
- Lower investment for the development and production of alternative fuel vehicles
- Shorter time to market
- Higher flexibility in following market demand
- Extension of the model range to smaller local volumes not justifying typical OEM investments
- Strong relationships with key Delayed-OEM customers: Hyundai and Kia

**Converted ~40,000 vehicles in 2022,
significant growth expected in 2023**



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Clearly defined priorities

Improving financial and operational strength

1

Enhance financial performance

- Revisit all contracts to secure price increases given inflationary conditions
- Increase HPDI sales volumes, driving economic of scale and advance commercialization of H₂ HPDI
- Drive profitable growth in new and existing markets
- Aggressively work to enhance margins

2

Drive working capital efficiencies

- Lower inventory levels; improve turnover rates
- Prudent management of accounts receivable

Key initiatives underway to grow profitability, enhance our efficiency

Efficiently Allocating Capital

Supporting organic growth

Right-sized capital program
(\$12-\$15 million)



Repayment of debt

\$20 million of debt to be repaid in 2023



Inorganic growth

Accretive M&A targets that consolidate
market share and advance growth

Sustainability is a Core Principle

Sustainability is at the core of our technology strategy, our product portfolio, and our operations



Governance

- Formed a 10-member ESG Steering Committee, led by the CEO, to oversee core programs and targets, integrating ESG into the company's goals and processes



Our ESG Strategy

- Focused on taking concrete steps to ensure that the way we do business has positive impacts throughout our value chain



Stakeholder Engagement

- Learning, improving, and ensuring our strategies, activities and reporting are aligned with the needs and interests of those affected by our business



Diversity and Inclusion

- ~50% gender representation on the Board of Directors
- Over 30% female representation across global workforce



Environment

- Helping our customers to be leaders in affordable, sustainable, and efficient transportation solutions



Our Carbon Footprint

- We have committed to developing a Climate Action Plan that outlines our path to near-zero GHG emissions and aligns our climate-related disclosures with TCFD recommendations



Why Westport?

- Leader in transportation fuel systems for clean, low carbon fuels
- Enabling lower costs for our customers: lower cost of operation and low cost of emissions compliance
- Proprietary HPDI fuel system technology, proven and in production now
- Demonstrated superior performance and efficiency with Hydrogen HPDI fuel systems
- Diverse product and customer portfolio
- Significant growth opportunity underpinned by the accelerating energy transition

Questions?



Executive Leadership Team



David M. Johnson

Chief Executive Officer
& Board Director

Industry veteran with more than 30 years of experience leading engine development for automotive and commercial vehicle industries including at Ford Motor Company in Truck Powertrain Planning. Since then, Mr. Johnson has served in a variety of roles with leading automotive companies including senior roles at Navistar and General Motors.



Bill Larkin

Chief Financial Officer

Served as CFO of Akumin, a national leader in comprehensive outpatient radiology and oncology services and solutions. Previously, Mr. Larkin served as the CFO of Westport Innovations Inc. from 2010 through mid-2014 and then Vice President of Corporate Development through the end of 2014.



Lance Follett

Chief Legal Officer &
Executive Vice President

Served as Vice President of Licensing, Vice President of European Partnerships and Senior Vice President of Corporate Development and Intellectual Property for Westport Fuel Systems. Member of the Law Society of British Columbia and a registered Patent Agent. B.Sc. (Hons) degree from the University of British Columbia, and a J.D. from the University of Victoria.



Nicola Cosciani

EVP, Global Operations

Served as Supply Chain Manager, Operation Manager and Business Unit Manager for companies such as ABB and FIAMM. Participated in different regulatory bodies in Italy and the European Community. Holds degree in Economics from Bologna University.



Tim Smith

EVP & Chief of Staff

Served in technical, management, and executive roles at Daimler Trucks North America, Navistar, and Dana Corporation. Bachelor of Science degree in Mechanical Engineering from the University of Toledo.



Bart van Aerle

EVP

Served as Vice President Prins, a subsidiary and key brand of Westport's in the Netherlands. Mr. van Aerle holds a Bachelor of Business Administration and Engineering from Fontys University in Eindhoven

Independent Directors



**Daniel M.
Hancock**
Chair



**Michele J.
Buchignani**



**Brenda J.
Eprile**



Rita Forst



**Anthony
('Tony')
Guglielmin**



**Prof. Dr. Karl Viktor
Schaller**



**Eileen
Wheatman**



**Philip
Hodge**

