

# PSI POWER SOLUTIONS INTERNATIONAL

June 20-21, 2016



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# SHIFT FROM DIESEL PERMEATING MORE MARKETS

Foundation Developed in Industrial Space is Platform for On-Road Markets **MOBILE POWER ON-ROAD INDUSTRIAL GENERATION** 



# **PSI** OVERVIEW

#### **Applications**





Kohler Cummins Taylor Caterpillar Exxon Mobil Briggs & Stratton JP Morgan Chase IBM GE

#### Strengths

- Broad portfolio of engine architectures
- Custom engineering solutions for complex needs
- Emissions platforms to meet local requirements



FORKLIFT
AERIAL LIFT
SWEEPER
GROUND SUPPORT
MATERIAL HANDLING
ARBOR PRODUCT

Hyster/Yale
Hyundai
Clark
HELI
Hangcha
Doosan
Tennant
Mitsubishi Caterpillar
JLG
John Deere
Morbark

- Leader in the adoption of non-diesel products
- Large engine family covers wide range of market
- High-volume manufacturing capable of covering 100% of market demand
- US, China and Korea facilities provide optimal customer support



SCHOOL/TRANSIT BUS
MEDIUM-DUTY
VOCATIONAL TRUCK
RV
CAB-OVER / CHASSIS
TOW/UTILITY

Navistar
Freightliner
Capacity
Yutong
King Long
JAC Motors

**Bandit** 

- Non-diesel apps for clean-energy adopters
- Power/weight advantages for improved efficiency
- Custom application engineering for package efficiency

# **PSI** CAPABILTIES

#### Powering Alternative Fuels for Industrial and On-Road

DESIGN & SPECIALIZED MACHINING MANUFACTURING POWERTRAIN TESTING & APPLICATION INTEGRATION

INTEGRATION

ADVANCED MACHINING SSEMBLY VALIDATION

INTEGRATION

INTEGRATION

INTEGRATION



# Innovative Technologies

PSI Proprietary On-Road Engine Controls Partnered with Delphi

Certified, Low-Emission Solutions (EPA, CARB Certifications)

Fuel-Flexible Systems: Natural Gas, Propane, Gasoline

**Ongoing Patent Applications** 



# **Leading Talent**

Advanced Engineering Disciplines

Industry-Leading Application Knowledge

Strategic Partnerships & JV

Highly Skilled Manufacturing

750+ Employees



# Advanced Facilities

Dedicated R & D & Engineering Facility

Automotive Grade High-Volume Production Lines

State-of-the-Art Machining Center

**Advanced Testing Laboratory** 

Expanded Asian & Korean Facilities

Over 800,000 SQFT

### MACRO TREND: SHIFT AWAY FROM DIESEL

#### Drivers of Accelerating Growth of Alternative Fuel Engines



#### **NEW REGULATION**

Tighter flare gas & Tier 4 standards



# COST & COMPLEXITY OF EMISSION COMPLIANCE

Tier 4: up to 100% more costly; up to 35% larger system



#### **PRICE VOLATILITY**

Diesel fuel swings vs. low-cost alternatives



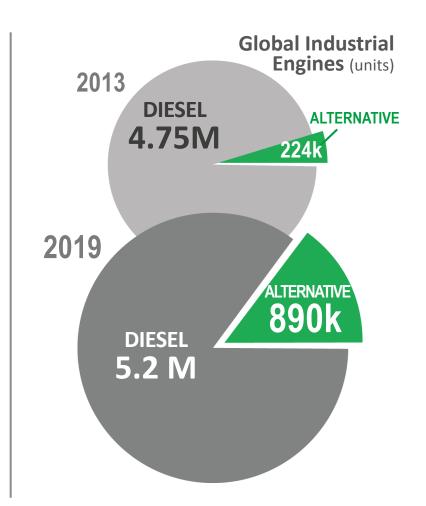
#### **NATIONAL ENERGY GOALS**

Energy independence & security



#### **LEGISLATIVE INCENTIVES**

Green grants & tax credits





# **ON-ROAD MARKET**



**DELIVERY FLEETS** 



**BUSES** 



**CAB-OVERS** 



**RVS** 



**TRANSIT BUSES** 



**TOW TRUCKS** 



**UTILITY TRUCKS** 



**CHASSIS** 

#### **NORTH AMERICA PRODUCTION**

**CLASS 2 – 4** *600,000 UNITS* 

**CLASS 5 – 7** *237,000 UNITS* 

# **PSI CLASS 2-7** ENGINE PORTFOLIO



**Class 2 - 4** 



**Class 3 - 4** 





**Class 4 - 6** 



8.0L





**Class 5 - 6** 



8.8L Low-Speed



**Class 5 - 7** 



8.8L High Speed



**Recreational Vehicles** 

# FOCUSED EFFORT TO SUPPORT ON ROAD/DEVELOPMENT OF OUR OWN ENGINES

- Incurring significant costs without associated revenue in the first half of 2016
  - Testing, validation, certification and training
  - Goal is to ensure durability and quality and to maintain our reputation
- Recently hired 3 key executives to support on-road market and all other PSI engine design programs
  - Head of Engine Manufacturing, VP of Quality, and Director of Engine Engineering APD
  - Average of over 30 years experience, most of which was with General Motors
  - Knowledge of GM 4.3L and 8.1L engines, engine launch programs and quality management



# **2016 ON-ROAD SUMMARY**

#### ON-ROAD TO FUEL YEARS OF LONG-TERM GROWTH

- Business changing revenue opportunity
- On-road in 2016
  - Business anchored by relationship with Freightliner Custom Chassis and Thomas Built Bus
  - Second half ramp anticipated
    - School Bus: Propane engines in production for Navistar IC Bus to support orders for the upcoming Fall school year; Large buying/operating groups considering repowering diesel engines using PSI's engine
    - China On-Road Market: Programs in place with the 4 leading bus manufacturers – meaningful orders anticipated upon receipt of certifications
    - Terminal Tractors: TICO propane terminal tractor powered by PSI 8.8L displayed at ACT Expo in Long Beach, CA

















# **ON-ROAD** NEXT FEW YEARS

# SEVERAL PROGRAMS POISED TO LAUNCH - \$400 MILLION + ANNUAL REVENUE OPPORTUNITY

#### **APPLICATIONS**



**SCHOOL BUS** 

#### **TRENDS**

- Growing demand for nondiesel engine school buses (propane and gasoline)
- Propane continues to gain market share, while gasoline introductions are forthcoming
- Large scale diesel repower opportunities

#### **PSI STRATEGY**

- Sole supplier of 8.8L and 8.0L propane engines to IC Bus and Thomas Built, respectively, who comprise > 70% market share
- Launch 6.0L and 8.8L gasoline engines to OEM's
- Offer a drop-in gasoline engine kit (8.8L) for repower



MEDIUM DUTY TRUCK (CLASS 5-7)

- Cargo ports adoption of alternative fuels to deal with emissions and health concerns
- Within medium duty, diesel regulations are driving demand for alternatives
- Gap in power between diesel engines and alternatives

- Sole supplier to TICO, with forthcoming launches at other OEM's
- Continue serving market through relationship with Freightliner (6.0L and 8.0L)
- Launch 8.8L gasoline and 6.0L LP/gasoline engines to other medium duty OEM's/Expand platforms
- PSI's 8.8L engine fits in where the GM 8.1L was sold (fills power gap)

# **ON-ROAD** NEXT FEW YEARS

#### **APPLICATIONS**

# TRUCK/VAN MARKET (CLASS 2-4)

#### **TRENDS**

- USPS vehicles in need of replacement or repair
- Race to win "last mile delivery"

#### **PSI STRATEGY**

- Partnered with several OEM's on USPS proposals to provide our 2.0L and 3.4L engines
- Continue serving market through relationship with Freightliner (6.0L)
- Expand relationships with other OEM's to provide 3.4L engine



**RV** 

Gap in power between diesel engines and alternatives

- Launch of 8.8L, 500 HP, gasoline engine, which is a direct replacement to the GM 8.1L
  - GM 8.1L had a strong market share when offered



**CHINA** 

- Diesel regulations driving demand for gasoline engines
- Pollution issues

- Continued 6.0L gasoline business with Yutong and 4.8L gasoline business with JAC, King Long and Avic (pending certifications)
- Target China "EuroVan" market with 3.4L and 4.3L
- Target bus and truck market with gasoline and CNG 8.8L

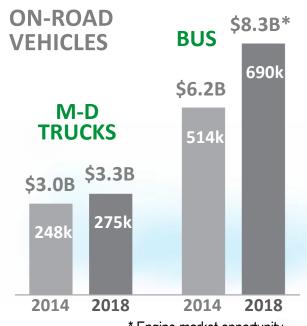
# **ON-ROAD** NORTH AMERICA

Large Market with Projections for Future Growth 600,000 (2015 Units) 237,000 27,816 18,277 6,849 ÛŽ **SCHOOL TERMINAL RV CLASS 5-7** CLASS 2-4

**BUS** 

**TRACTOR** 





# **ON-ROAD** MARKETS CHINA

Gasoline is a New Alternative Representing a Shift Away from Diesel

- Now partnering with 4 top gasoline bus and truck OEMs
- NG bus market also growing: tripled from 2009 to 2015













# SCHOOL BUSES SHIFTING TO ALTERNATIVE FUELS

• **HEALTH.** Diesel particulate matter is carcinogenic, and buses often idle.<sup>1</sup>

• **NOISE.** Propane vehicles are 50% quieter.

• **COST.** Diesel fuel is 45% more per mile than propane. Diesel maintenance is 67+% per mile more costly than propane.<sup>2</sup>

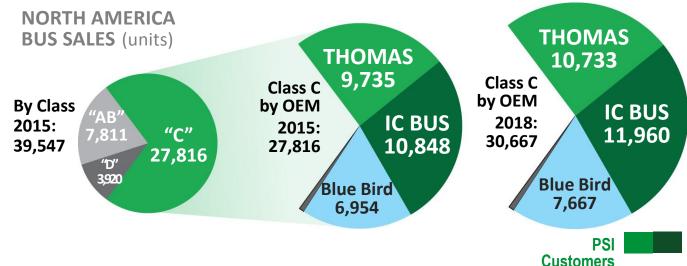
- **ENVIRONMENT.** Propane vehicles can reduce lifecycle GHG emissions by up to 15%.<sup>3</sup>
- INCENTIVES. Current LP fuel cost: \$1.11/gal; 50¢/gal. LP fuel credit makes net LP cost 61¢/gal.<sup>4</sup>



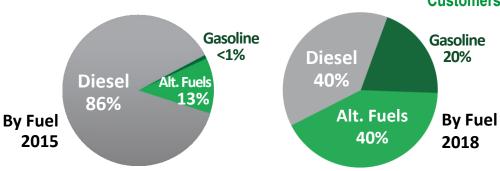
# **SCHOOL BUS MARKET**

Strong Propane & Gasoline Growth, Industry-Leading Customers, **\$700M Engine Market Opportunity** 





PSI is the Sole Supplier of Alternative Fuels to IC Bus and LP to Thomas Built Bus





# PROPRIETARY ON-ROAD ENGINE FOR SMALLER VEHICLES

- Exploding Opportunities in emerging market
- Long term supplier, continuity of engine supply
- Purpose built for Last Mile Delivery Vehicles
- The Only Rugged & Hardened Alt-Fuel Platform
  - Liquid propane
  - Natural gas (CNG or LNG)
  - Gasoline
- Class 2-4 Truck/Van Market = 600,000 Units\*











## **ON-ROAD** LAST MILE DELIVERY

# amazon vs. Walmart

 Walmart to combine retail stores, distribution centers and new facilities into what it calls its "next generation fulfillment network" to battle Amazon

> "Amazon.com (AMZN) is Building Its Distribution Warehouses Closer to Customers to Save Millions of Dollars in Shipping Costs and Increasing Use of Its Own Delivery Trucks."

#### **PACKAGE DELIVERY FLEETS**







Competing for last mile delivery business from e-commerce retailers

#### **RENTAL FLEETS**





Entering the last mile delivery market space

#### **CUSTOMER TRUCKS**









# **LAST MILE EXAMPLE:** USPS "PRIORITY YOU"

#### "PRIORITY: YOU"

• The Postal Service has introduced services including free package pick-up, improved tracking technology, and Sunday delivery in order to capitalize on the continued growth of ecommerce. The agency said its package volumes have surged about 30 percent during the past five years.

#### **REQUEST FOR NGDV**

 The Postal Service is seeking next generation delivery vehicles to accommodate more package volume as e-commerce package delivery offsets declining letters/mail.



#### **TOTAL VEHICLE FLEET**

Total population - 142,000 LLVs\*



# R&D/MARKET DEVELOPMENT AGGRESSIVE INVESTMENT

#### **ON-ROAD**

#### **Six Aggressive Product Launches with Shared Development Cost**

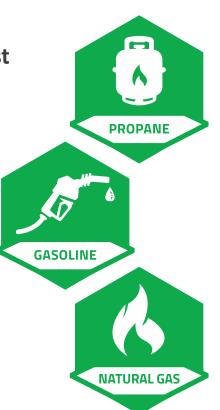
- Propane, Gasoline, and CNG
- Leverage existing engine and chassis engineering

#### **New Way Of Product Development**

- Formation of empowered launch team
  - Customer on-road experience
  - PSI entrepreneurial culture
- High decision velocity with risk management action plan

#### **Conquest Sales**

- Create public market awareness and interest
- Joint pull through campaigns
- Joint marketing campaigns
- Coordinated sales visits





# PSI POWER GENERATION





STATIONARY / MOBILE AND CUSTOM DESIGNED SOLUTIONS







**22 ENGINE DISPLACEMENTS** 





# **POWER GENERATION OVERVIEW**

#### **APPLICATIONS**

- Auxiliary Power Units
- Compressors/Pumps
- Generators:
  - Portable, Standby
  - Prime, Emergency
- Co-generation/CHP
- Demand Response
- Peak Shaving
- Microgrids
- Healthcare
- Data Centers/Telecom
- Oil & Gas
- Specialty Power
- Mobile Power

#### **MARKET TRENDS**

- Cost, complexity & packaging for diesel emissions makes gas engines more attractive
- Emergency Standby growth requires NFPA-rated application
- CHP capacity in NA to grow from 93.5k now to 116k MW by 2020
- Small-scale CHP plants under 10MW (PSI's target market) growing at 200 MW/year rate
- Global microgrid market to grow at 20.7% CAGR (2014-2020)

#### **PSI ADVANTAGES**

- Product range of .97L-29L and 20kw-1MW & expanded solutions for larger packaging requirements
- Doosan PSI JV
- 3PI Equally leveraged engine and packaging opportunities
- True Emergency Standby:
   NFPA 110.1 compliant
- 50z and 60z products
- UL2200 compliant
- Standby, Prime & Continuous

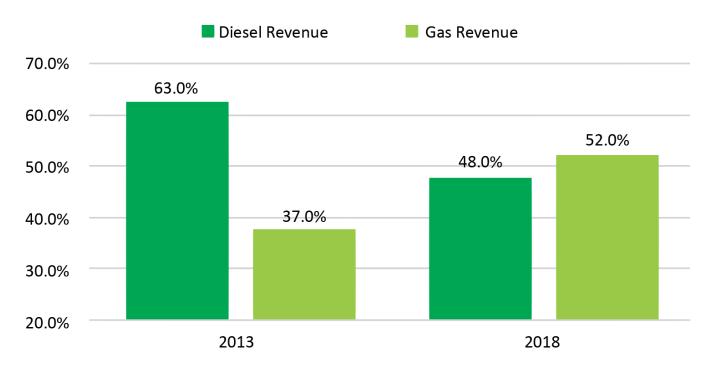


# **POWER GENERATION MARKET**

#### **OEMs Shifting Toward Alternatives to Diesel**

#### NATURAL GAS VS. DIESEL MARKET GROWTH

Generator Market Share by Fuel Type





# **POWER GENERATION / 3PI**

#### **DRIVE PERFORMANCE AT 3PI**

- Near-term goal: generate meaningful revenue and profit in 2016
- Highest revenue was \$40 million new partnership with Sterling & Wilson expected to support material growth
- PSI exclusive provider of Heavy Duty Engines
- Sterling & Wilson Partnership to support CoGen market
  - Supply engines and packaging services for North American cogeneration/combined heat and power (CHP) market
  - BOOM structures

#### **PSI MIDDLE EAST** BUSINESS OPPORTUNITIES

- Replicate success we achieved in North America
- Well operators looking at PSI engines to lower operating costs and improve emissions (eliminate flaring)
- 1MW Waukesha engines could be a good fit for booster applications along the pipeline





# MOBILE INDUSTRIAL MARKET









**FORKLIFTS** 

**ARBOR PRODUCTS** 

**INDUSTRIAL SWEEPERS** 



**AGRICULTURAL** & TURF



**AIRCRAFT GROUND SUPPORT** 



**OTHER INDUSTRIAL** 



**17 ENGINE DISPLACEMENTS** 





# MATERIAL HANDLING OVERVIEW

#### **APPLICATIONS**

- Class 4
  - 1T 8T
  - Forklifts
- Class 5
  - 1T 52T
  - Container Handlers
  - Large Forklifts
  - Reach Stackers

#### **MARKET DRIVERS**

- \$6,700 fuel savings/yr vs. diesel
- Propane systems 50% less costly than Tier 4-compliant diesel systems
- 36% lower acquisition cost than electric
- 50% longer operation time over electric
- 100% consistent load over electric

#### **PSI ADVANTAGES**

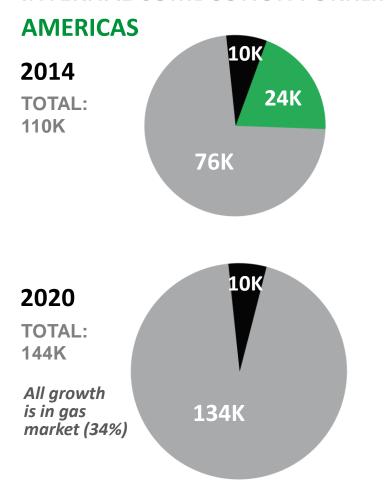
- New 2.0L, 2.4L & 4.3 engines cover 80% of market: 1.5–8-ton
- USA, China & Korea facilities
- High-volume manufacturing capability covers 100% market demand

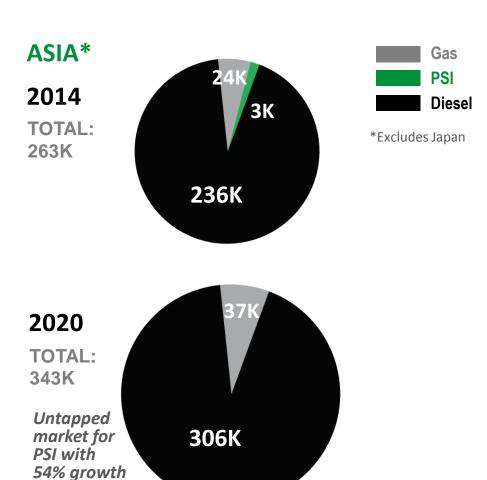


# **MATERIAL HANDLING MARKET**

Opportunities for Intrinsic NA Growth and New Asian Gas Market

#### **INTERNAL COMBUSTION FORKLIFTS**







# **INCOME STATEMENT**

	2016 <u>1Q</u>	2015 <u>4Q</u>	2015 <u>1Q</u>
Net Sales	\$61,814	\$96,670	\$86,139
Gross Profit	4,056	13,695	16,457
Gross Profit %	6.6%	14.2%	19.1%
Operating Expense	\$12,737	\$14,433	\$12,387
Op. Expense %	20.6%	14.9%	14.4%
Operating (Loss) Income	\$(8,681)	\$(738)	\$4,070

#### Q1 SEQUENTIAL COMPARISON

- Reduced sales due to reduction in Power Generation and On-Road end markets
- Gross profit impacted by volume, product mix and underabsorption
- Q1 2016 operating loss includes \$1,429k in amortization and no transaction costs compared to Q4 2015 operating loss which includes amortization costs of \$1,860k and transaction costs of \$393k

#### Q1 YEAR-OVER-YEAR COMPARISON

- Reduced sales due to reduction in Power Generation end markets offset by sales to On-road end markets
- Gross profit impacted by volume, product mix and underabsorption
- Q1 2016 operating loss includes \$1,429k in amortization and no transaction costs compared to Q1 2015 operating loss which includes amortization costs of \$850k and transaction costs of \$200k



# **BALANCE** SHEET

#### **WORKING CAPITAL MANAGEMENT**

	2016 <u>1Q</u>	2015 <u>4Q</u>		
Accounts Receivable, net	\$63,163	\$104,365		
Inventories, net	120,735	130,347		
Total A/R Inventory, net	183,898	234,712		
Accounts Payable	41,491	76,078		
Working Capital*	\$142,407	\$158,634		
Net Debt**	(5155.019)	7m ction \$142,674		

#### WORKING CAPITAL FOCUS (Q1 2016 versus Q4 2015)

- Accounts Receivable, net, reduced by \$41,202k (considering sales reduction of \$34,856k from 2015 Q4 to Q1 2016)
- Inventories, net, reduced by \$9,612K (working through "Last-time buys"; continuing to optimize balances by engine architecture)
- Prudent working capital management contributes to positive operating cash flow of \$9,995k, which funded R&D of \$5,250K in Q1 2016

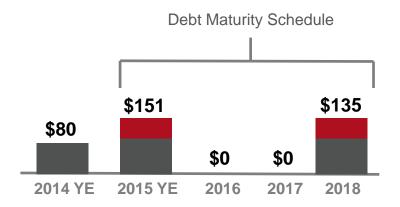


<sup>\*</sup> Working capital defined as Accounts Receivable, net, plus Inventories, net, minus Accounts Payable; \*\* Net debt defined as Revolving line of credit plus Long-term debt, net, minus Cash

# **DEBT** OVERVIEW

#### No Significant Near-Term Debt Maturities

#### **DEBT SUMMARY** (\$M)



#### **COVENANTS**

- No covenants related to \$55MM Notes
- ABL In compliance

#### \$55 MILLION UNSECURED NOTES



- Amended on April 1, 2016
  - 6.5%\* Coupon
  - Increased permitted indebtedness to \$145M\*\*
  - Eliminated special mandatory offer to purchase

#### **REVOLVING LINE OF CREDIT**



- Facility increased to \$125M from \$100M February 2015
- Expires in June 2018
- Fixed Charge to Adjusted EBITDA coverage ratio of 1 to 1



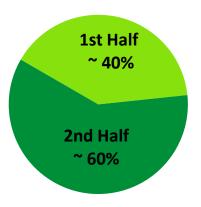
<sup>\*</sup> Amended to 6.5% from 5.5% April 1, 2016; \*\* As defined by the agreement, with such amount reducing to \$135M effective February 1, 2017

# **2016** OUTLOOK

#### **FINANCIAL GUIDANCE**

- Revenue range of \$350 to \$375 million for the year\*
- Continue to anticipate profitability for the year





#### **POWER GENERATION**

- Reduced Oil & Gas demand assumed approximately \$50 million
- More diversified revenue base
- Unique emission technology
- Majority of revenue recognition is in 2H

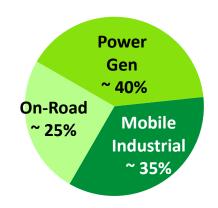
#### **MOBILE INDUSTRIAL**

• First major non-certified win in China

#### **ON-ROAD**

Full volume capacity to be reached in 2H

# **END MARKET REVENUE\*\*** (2016E)





<sup>\*</sup> Includes aftermarket, eliminations and other, rounded to the nearest 5%

<sup>\*\*</sup> Excludes aftermarket, eliminations and other, rounded to the nearest 5%

# **INVESTMENT** SUMMARY

# Leader in Alternative Fuel Solutions, with Robust Technology and Competitive Advantages in Engineering and Manufacturing

• Highly involved in customer design phase and imbedded within their products

#### **Product Offering Continues to Increase**

- Established company in the industrial space with successful expansion to power generation and on-road applications
  - Strong history of broadening product line within key customers
  - Focused on exploiting major trends and filling gaps within various end markets

(e.g., shift from diesel to alternatives, proprietary 8.8L engine that provides diesel-like power, last mile delivery, cogeneration/CHP)

#### **Established Track Record of Financial Performance**

- Revenue growth rate of 26% since going public (2011-2015 CAGR)
- Profitable every year since going public (excluding warrant expense)

#### **Multiple Avenues for Profitable Growth**

- Significant near and long-term revenue growth opportunities with existing customers
- As volume ramps, improvement in margin is a key opportunity



#### NON-GAAP NET INCOME RECONCILIATION

Reconciliation of Net Income (Loss) to Adjusted Net Income (Dollar Amounts in Thousands)	2015	2014	2013	2012	2011
Net Income (Loss)	\$14,278	\$23,726	\$(18,760)	\$6,702	\$4,061
Non-cash (Income) Expense from Warrant Revaluation	\$(9,299)	\$(6,169)	\$28,031	\$448	\$382
Non-cash (Income) Expense from Contingent Consideration Revaluation, Net of Tax	\$29	\$(2,305)	-	-	-
Transaction Costs, Debt Extinguishment Costs and Facility Relocation Costs, Net of Tax	\$662	\$487	\$162	\$305	-
Adjusted Net Income	\$5,670	\$15,739	\$9,433	\$7,455	\$4,443

The Company believes supplementing its consolidated financial statements presented in accordance with GAAP with non-GAAP measures provides investors with useful information regarding the Company's short-term and long-term trends. Adjusted net income (loss) is derived from GAAP results by excluding the non-cash impact related to the change in the estimated fair value of the liability associated with the warrants issued in the Company's April 2011 private placement. The Company excludes this non-operating, non-cash impact, as the Company believes it is not indicative of its core operating results or future performance. The warrant revaluation results from facts and circumstances that fluctuate in impact and is excluded by management in its forecast and evaluation of the Company's operational performance. Adjusted net income (loss) also includes an adjustment to remove transaction related costs and the revaluation of contingent consideration recorded in connection with the Company's acquisition activity in 2015 and 2014, debt extinguishment costs associated with the Company's change to a new credit facility in 2013 and costs incurred in connection with the Company's relocation of production, warehousing and administrative offices into new facilities in 2012. The Company believes that these costs, similar to the warrant related impact on earnings, is not indicative of the Company's core operating results or future performance. These costs are excluded by management in its forecast and evaluation of the Company's operational performance.

Adjusted net income (loss) and other non-GAAP financial measures used and presented by the Company may be calculated differently from, and therefore may not be comparable to, similarly titled measures used by other companies. Investors should consider non-GAAP measures in addition to, and not as a substitute for, or as superior to, financial performance measures prepared in accordance with GAAP.



# THANK YOU















