

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549



FORM 10-Q

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended September 30, 2022

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____
Commission file number 001-35944

POWER SOLUTIONS INTERNATIONAL, INC.
(Exact Name of Registrant as Specified in its Charter)

Delaware

(State or Other Jurisdiction of Incorporation or Organization)

201 Mittel Drive, Wood Dale, IL

(Address of Principal Executive Offices)

33-0963637

(I.R.S. Employer Identification No.)

60191

(Zip Code)

(630) 350-9400

(Registrant's Telephone Number, Including Area Code)

Securities Registered Pursuant to Section 12(b) of the Act:

Title of Each Class

None

Trading Symbol(s)

—

Name of Each Exchange on Which Registered

—

Securities Registered Pursuant to Section 12(g) of the Act:

Common Stock, par value \$0.001 per share

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act:

Large accelerated filer

Non-accelerated filer

Accelerated filer

Smaller reporting company

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of November 3, 2022, there were 22,951,379 outstanding shares of the Common Stock of the registrant.

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FORWARD-LOOKING STATEMENTS

Certain statements contained in this Quarterly Report on Form 10-Q for the three and nine months ended September 30, 2022 (the “Quarterly Report”) that are not historical facts are intended to constitute “forward-looking statements” entitled to the safe-harbor provisions of Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”). These statements may involve risks and uncertainties. These statements often include words such as “anticipate,” “believe,” “budgeted,” “contemplate,” “estimate,” “expect,” “forecast,” “guidance,” “may,” “outlook,” “plan,” “projection,” “should,” “target,” “will,” “would” or similar expressions, but these words are not the exclusive means for identifying such statements. These forward-looking statements include statements regarding Power Solutions International, Inc.’s, a Delaware corporation (“Power Solutions,” “PSI” or the “Company”), projected sales, potential profitability and liquidity, strategic initiatives, future business strategies, warranty mitigation efforts and market opportunities, improvements in its business, remediation of internal controls, improvement of product margins, and product market conditions and trends. These statements are not guarantees of performance or results, and they involve risks, uncertainties and assumptions. Although the Company believes that these forward-looking statements are based on reasonable assumptions, there are many factors that could affect the Company’s results of operations and liquidity and could cause actual results, performance or achievements to differ materially from those expressed in, or implied by, the Company’s forward-looking statements.

The Company cautions that the risks, uncertainties and other factors that could cause its actual results to differ materially from those expressed in, or implied by, the forward-looking statements include, without limitation, the factors discussed in the Company’s Annual Report on Form 10-K for the year ended December 31, 2021, and from time to time in the Company’s subsequent filings with the United States Securities and Exchange Commission (the “SEC”); the impact of the ongoing COVID-19 pandemic could have on the Company’s business and financial results; the Company’s ability to continue as a going concern; the Company’s ability to raise additional capital when needed and its liquidity; uncertainties around the Company’s ability to meet funding conditions under its financing arrangements and access to capital thereunder; the potential acceleration of the maturity at any time of the loans under the Company’s uncommitted senior secured revolving credit facility through the exercise by Standard Chartered Bank of its demand right; the impact of rising interest rates; changes in economic conditions, including inflationary trends in the price of raw materials; our reliance on information technology and the associated risk involving potential security lapses and/or cyber attacks; the timing of completion of steps to address, and the inability to address and remedy, material weaknesses; the identification of additional material weaknesses or significant deficiencies; risks related to complying with the terms and conditions of the settlements with the SEC and the United States Attorney’s Office for the Northern District of Illinois (the “USAO”); variances in non-recurring expenses; risks relating to the substantial costs and diversion of personnel’s attention and resources deployed to address the internal control matters; the Company’s obligations to indemnify past and present directors and officers and certain current and former employees with respect to the investigations conducted by the SEC which will be funded by the Company with its existing cash resources due to the exhaustion of its historical primary directors’ and officers’ insurance coverage; the ability of the Company to accurately forecast sales, and the extent to which sales result in recorded revenues; changes in customer demand for the Company’s products; volatility in oil and gas prices; the impact of U.S. tariffs on imports from China on the Company’s supply chain; impact on the global economy of the war in Ukraine; the impact of supply chain interruptions and raw material shortages; the potential impact of higher warranty costs and the Company’s ability to mitigate such costs; any delays and challenges in recruiting and retaining key employees consistent with the Company’s plans; any negative impacts from delisting of the Company’s common stock par value \$0.001 (the “Common Stock”) from the NASDAQ Stock Market (“NASDAQ”) and any delays and challenges in obtaining a re-listing on a stock exchange.

The Company’s forward-looking statements are presented as of the date hereof. Except as required by law, the Company expressly disclaims any intention or obligation to revise or update any forward-looking statements, whether as a result of new information, future events or otherwise.

AVAILABLE INFORMATION

The Company is subject to the reporting and information requirements of the Exchange Act, and as a result, it is obligated to file annual, quarterly and current reports, proxy and information statements and other information with the SEC. The Company makes these filings available free of charge on its website (<http://www.psiengines.com>) as soon as reasonably practicable after it electronically files them with, or furnishes them to, the SEC. Information on the Company’s website does not constitute part of this Quarterly Report on Form 10-Q. In addition, the SEC maintains a website (<http://www.sec.gov>) that contains the annual, quarterly and current reports, proxy and information statements, and other information the Company electronically files with, or furnishes to, the SEC.

PART I – FINANCIAL INFORMATION

Item 1. Financial Statements.

**POWER SOLUTIONS INTERNATIONAL, INC.
CONDENSED CONSOLIDATED BALANCE SHEETS**

(in thousands, except par values)

	As of September 30, 2022 (unaudited)	As of December 31, 2021
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 16,477	\$ 6,255
Restricted cash	3,565	3,477
Accounts receivable, net of allowances of \$3,115 and \$3,420 as of September 30, 2022 and December 31, 2021, respectively	82,732	65,110
Income tax receivable	567	4,276
Inventories, net	127,221	142,192
Prepaid expenses and other current assets	17,849	8,918
Total current assets	248,411	230,228
Property, plant and equipment, net	14,389	17,344
Intangible assets, net	6,186	7,784
Goodwill	29,835	29,835
Other noncurrent assets	12,762	15,347
TOTAL ASSETS	\$ 311,583	\$ 300,538
LIABILITIES AND STOCKHOLDERS' DEFICIT		
Current liabilities:		
Accounts payable	\$ 73,120	\$ 93,256
Current maturities of long-term debt	217	254
Revolving line of credit	130,000	130,000
Other short-term financing	81,001	25,000
Other accrued liabilities	42,618	34,801
Total current liabilities	326,956	283,311
Deferred income taxes	1,041	1,016
Long-term debt, net of current maturities	455	25,636
Noncurrent contract liabilities	3,412	3,330
Other noncurrent liabilities	19,479	29,268
TOTAL LIABILITIES	\$ 351,343	\$ 342,561
STOCKHOLDERS' DEFICIT		
Preferred stock – \$0.001 par value. Shares authorized: 5,000. No shares issued and outstanding at all dates.	\$ —	\$ —
Common stock – \$0.001 par value; 50,000 shares authorized; 23,117 shares issued; 22,950 and 22,926 shares outstanding at September 30, 2022 and December 31, 2021, respectively	23	23
Additional paid-in capital	157,603	157,436
Accumulated deficit	(196,415)	(198,366)
Treasury stock, at cost, 167 and 191 shares at September 30, 2022 and December 31, 2021, respectively	(971)	(1,116)
TOTAL STOCKHOLDERS' DEFICIT	(39,760)	(42,023)
TOTAL LIABILITIES AND STOCKHOLDERS' DEFICIT	\$ 311,583	\$ 300,538

See Notes to Consolidated Financial Statements

POWER SOLUTIONS INTERNATIONAL, INC.
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS
(UNAUDITED)

(in thousands, except per share amounts)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Net sales	\$ 124,900	\$ 117,630	\$ 344,326	\$ 329,279
Cost of sales	100,792	106,288	285,181	297,673
Gross profit	<u>24,108</u>	<u>11,342</u>	<u>59,145</u>	<u>31,606</u>
Operating expenses:				
Research, development and engineering expenses	4,819	5,437	13,931	17,772
Selling, general and administrative expenses	11,541	10,958	32,922	47,858
Amortization of intangible assets	526	634	1,598	1,901
Total operating expenses	<u>16,886</u>	<u>17,029</u>	<u>48,451</u>	<u>67,531</u>
Operating income (loss)	<u>7,222</u>	<u>(5,687)</u>	<u>10,694</u>	<u>(35,925)</u>
Other expense, net:				
Interest expense	3,615	1,623	8,729	5,253
Other expense, net	—	—	—	1
Total other expense, net	<u>3,615</u>	<u>1,623</u>	<u>8,729</u>	<u>5,254</u>
Income (Loss) before income taxes	<u>3,607</u>	<u>(7,310)</u>	<u>1,965</u>	<u>(41,179)</u>
Income tax expense (benefit)	415	(133)	14	(281)
Net income (loss)	<u>\$ 3,192</u>	<u>\$ (7,177)</u>	<u>\$ 1,951</u>	<u>\$ (40,898)</u>
Weighted-average common shares outstanding:				
Basic	22,948	22,920	22,934	22,902
Diluted	22,959	22,920	22,944	22,902
Earnings (Loss) per common share:				
Basic	\$ 0.14	\$ (0.31)	\$ 0.09	\$ (1.79)
Diluted	\$ 0.14	\$ (0.31)	\$ 0.09	\$ (1.79)

See Notes to Consolidated Financial Statements

POWER SOLUTIONS INTERNATIONAL, INC.
CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' DEFICIT
(UNAUDITED)

(in thousands)

	For the Three Months Ended				
	Common Stock	Additional Paid-in Capital	Accumulated Deficit	Treasury Stock	Total Stockholders' Deficit
Balance at June 30, 2022	\$ 23	\$ 157,689	\$ (199,607)	\$ (1,118)	\$ (43,013)
Net income	—	—	3,192	—	3,192
Stock-based compensation expense	—	(86)	—	148	62
Common stock issued for stock-based awards, net	—	—	—	(1)	(1)
Balance at September 30, 2022	\$ 23	\$ 157,603	\$ (196,415)	\$ (971)	\$ (39,760)
Balance at June 30, 2021	23	157,394	(183,615)	(1,198)	(27,396)
Net loss	—	—	(7,177)	—	(7,177)
Stock-based compensation expense	—	102	—	—	102
Common stock issued for stock-based awards, net	—	—	—	(36)	(36)
Balance at September 30, 2021	\$ 23	\$ 157,496	\$ (190,792)	\$ (1,234)	\$ (34,507)

(in thousands)

	For the Nine Months Ended				
	Common Stock	Additional Paid-in Capital	Accumulated Deficit	Treasury Stock	Total Stockholders' Deficit
Balance at December 31, 2021	\$ 23	\$ 157,436	\$ (198,366)	\$ (1,116)	\$ (42,023)
Net income	—	—	1,951	—	1,951
Stock-based compensation expense	—	167	—	148	315
Common stock issued for stock-based awards, net	—	—	—	(3)	(3)
Balance at September 30, 2022	\$ 23	\$ 157,603	\$ (196,415)	\$ (971)	\$ (39,760)
Balance at December 31, 2020	\$ 23	\$ 157,262	\$ (149,894)	\$ (1,294)	\$ 6,097
Net loss	—	—	(40,898)	—	(40,898)
Stock-based compensation expense	—	234	—	100	334
Common stock issued for stock-based awards, net	—	—	—	(40)	(40)
Balance at September 30, 2021	\$ 23	\$ 157,496	\$ (190,792)	\$ (1,234)	\$ (34,507)

See Notes to Consolidated Financial Statements

POWER SOLUTIONS INTERNATIONAL, INC.
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(UNAUDITED)

(in thousands)

	For the Nine Months Ended September 30,	
	2022	2021
Cash used in operating activities		
Net income (loss)	\$ 1,951	\$ (40,898)
Adjustments to reconcile net income (loss) to net cash used in operating activities:		
Amortization of intangible assets	1,598	1,901
Depreciation	3,532	3,647
Stock-based compensation expense	315	334
Amortization of financing fees	1,730	2,102
Deferred income taxes	25	179
Other adjustments, net	900	652
Changes in operating assets and liabilities:		
Accounts receivable, net	(17,635)	5,611
Income taxes receivable	3,710	—
Inventory, net	14,548	(37,167)
Prepaid expenses and other assets	(6,289)	(2,497)
Accounts payable	(20,186)	58,798
Other current liabilities	7,802	(26,911)
Other noncurrent liabilities	(9,708)	(4,852)
Net cash used in operating activities	(17,707)	(39,101)
Cash (used in) provided by investing activities		
Capital expenditures	(991)	(2,156)
Return of investment in joint venture	—	2,263
Other investing activities, net	—	88
Net cash (used in) provided by investing activities	(991)	195
Cash provided by financing activities		
Repayments of long-term debt and lease liabilities	(203)	(286)
Proceeds from short-term financings	31,582	26,309
Repayment of short-term financings	(581)	(708)
Payments of deferred financing costs	(1,787)	(2,562)
Other financing activities, net	(3)	(40)
Net cash provided by financing activities	29,008	22,713
Net increase (decrease) in cash, cash equivalents, and restricted cash	10,310	(16,193)
Cash, cash equivalents, and restricted cash at beginning of the period	9,732	24,267
Cash, cash equivalents, and restricted cash at end of the period	\$ 20,042	\$ 8,074

(in thousands)

	As of September 30,	
	2022	2021
Reconciliation of cash, cash equivalents, and restricted cash to the Consolidated Balance Sheets		
Cash and cash equivalents	\$ 16,477	\$ 4,993
Restricted cash	3,565	3,081
Total cash, cash equivalents, and restricted cash	\$ 20,042	\$ 8,074

See Notes to Consolidated Financial Statements

POWER SOLUTIONS INTERNATIONAL, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 1. Summary of Significant Accounting Policies and Other Information

Nature of Business Operations

Power Solutions International, Inc. (“Power Solutions,” “PSI” or the “Company”), a Delaware corporation, is a global producer and distributor of a broad range of high-performance, certified, low-emission power systems, including alternative-fueled power systems for original equipment manufacturers (“OEMs”) of off-highway industrial equipment and certain on-road vehicles and large custom-engineered integrated electrical power generation systems.

The Company’s customers include large, industry-leading and multinational organizations. The Company’s products and services are sold predominantly to customers throughout North America as well as to customers located throughout the Pacific Rim and Europe. The Company’s power systems are highly engineered, comprehensive systems which, through the Company’s technologically sophisticated development and manufacturing processes, including its in-house design, prototyping, testing and engineering capabilities and its analysis and determination of the specific components to be integrated into a given power system (driven in large part by emission standards and cost considerations), allow the Company to provide its customers with power systems customized to meet specific OEM application requirements, other technical customers’ specifications and requirements imposed by environmental regulatory bodies.

The Company’s power system configurations range from a basic engine integrated with appropriate fuel system components to completely packaged power systems that include any combination of cooling systems, electronic systems, air intake systems, fuel systems, housings, power takeoff systems, exhaust systems, hydraulic systems, enclosures, brackets, hoses, tubes and other assembled componentry. The Company also designs and manufactures large, custom-engineered integrated electrical power generation systems for both standby and prime power applications. The Company purchases engines from third-party suppliers and produces internally designed engines, all of which are then integrated into its power systems.

Of the other components that the Company integrates into its power systems, a substantial portion consist of internally designed components and components for which it coordinates significant design efforts with third-party suppliers, with the remainder consisting largely of parts that are sourced off-the-shelf from third-party suppliers. Some of the key components (including purchased engines) embody proprietary intellectual property of the Company’s suppliers. As a result of its design and manufacturing capabilities, the Company is able to provide its customers with a power system that can be incorporated into a customer’s specified application. In addition to the certified products described above, the Company sells diesel, gasoline and non-certified power systems and aftermarket components.

Stock Ownership and Control

In March 2017, the Company executed a share purchase agreement (the “SPA”) with Weichai America Corp., a wholly-owned subsidiary of Weichai Power Co., Ltd. (HK2338, SZ000338) (herein collectively referred to as “Weichai”). Under the terms of the SPA, Weichai invested \$60.0 million in the Company purchasing a combination of newly issued Common and Preferred Stock as well as a stock purchase warrant (the “Weichai Warrant”).

With the exercise of the Weichai Warrant in April 2019, Weichai owns a majority of the outstanding shares of the Company’s common stock par value \$0.001 (“Common Stock”). As a result, Weichai is able to exercise control over matters requiring stockholders’ approval, including the election of the directors, amendment of the Company’s Certificate of Incorporation and approval of significant corporate transactions. This control could have the effect of delaying or preventing a change of control of the Company or changes in management and will make the approval of certain transactions impractical without the support of Weichai.

Weichai also entered into an Investor Rights Agreement (the “Rights Agreement”) with the Company upon execution of the SPA. The Rights Agreement provides Weichai with representation on the Company’s Board of Directors (the “Board”) and management representation rights. Weichai currently has four representatives on the Board, which constitutes the majority of the directors serving on the Board. According to the Rights Agreement, during any period when the Company is a “controlled company” within the meaning of the NASDAQ Stock Market (“NASDAQ”) Listing Rules, it will take such measures as to avail itself of the “controlled company” exemptions available under Rule 5615 of the NASDAQ Listing Rules of Rules 5605(b), (d) and (e).

Going Concern Considerations

Significant uncertainties exist about the Company’s ability to refinance, extend, or repay its outstanding indebtedness, maintain sufficient liquidity to fund its business activities, and maintain compliance with the covenants and other requirements under the Company’s debt arrangements. As of September 30, 2022, the Company’s total outstanding debt obligations under the Second Amended and Restated Credit Agreement, the Amended Second Shareholder’s Loan Agreement, the Third Shareholder’s Loan

Agreement, the Fourth Shareholder's Loan Agreement and for finance leases and other debt were \$211.7 million in the aggregate, and its cash and cash equivalents were \$16.5 million. See Note 6. *Debt*, for further information regarding the terms and conditions of the Company's debt agreements.

Without additional financing, the Company anticipates that it will not have sufficient cash and cash equivalents to repay amounts owing under its existing debt arrangements as they become due. In order to provide the Company with a more permanent source of liquidity, management plans to seek an extension and amendment and/or replacement of its existing debt agreements or seek additional liquidity from its current or other lenders before the maturity dates in 2022 and 2023. There can be no assurance that the Company's management will be able to successfully complete an extension and amendment of its existing debt agreements or obtain new financing on acceptable terms, when required or if at all. These consolidated financial statements do not include any adjustments that might result from the outcome of the Company's efforts to address these issues.

Furthermore, if the Company cannot raise capital on acceptable terms, it may not, among other things, be able to do the following:

- continue to expand the Company's research and product investments and sales and marketing organization;
- continue to fund and expand operations both organically and through acquisitions; and
- respond to competitive pressures or unanticipated working capital requirements.

Additionally, as discussed further below, the global economy continues to be impacted by the outbreak of the COVID-19 pandemic. The potential for continued disruptions, economic uncertainty, and unfavorable oil and gas market dynamics may continue to have a material adverse impact on the results of operations, financial position and liquidity of the Company.

The Company's management has concluded that, due to uncertainties surrounding the Company's future ability to refinance, extend and amend, or repay its outstanding indebtedness under its existing debt arrangements, maintain sufficient liquidity to fund its business activities, and maintain compliance with the covenants and other requirements under the Second Amended and Restated Credit Agreement and other outstanding debt, in the future, substantial doubt exists as to its ability to continue as a going concern within one year after the date that these financial statements are issued. The Company's plans to alleviate the substantial doubt about its ability to continue as a going concern may not be successful, and it may be forced to limit its business activities or be unable to continue as a going concern, which would have a material adverse effect on its results of operations and financial condition.

The consolidated financial statements included herein have been prepared assuming that the Company will continue as a going concern and contemplating the realization of assets and the satisfaction of liabilities and commitments in the normal course of business. The Company's ability to continue as a going concern is dependent on generating profitable operating results, having sufficient liquidity, maintaining compliance with the covenants and other requirements under the Second Amended and Restated Credit Agreement and other outstanding debt, in the future, and extending and amending, refinancing or repaying the indebtedness outstanding under the Company's existing debt arrangements.

COVID-19 and other Recent Business Impacts

During 2020 and 2021, as a result of the COVID-19 pandemic, the global economy experienced substantial turmoil, which led to challenging market conditions across certain areas of the Company's business. In addition, due to unprecedented decreases in demand, an oil price war, and economic uncertainty resulting from the COVID-19 pandemic, average crude oil prices were considerably lower in 2020 as compared to prices at the end of 2019 but showed signs of improvement in 2021, and through the first nine months of 2022. However, although rig counts in the U.S. oil markets increased during 2021 and through the first nine months of 2022, average rig counts remained below pre-pandemic levels. The Company also believes that capital spending within the areas of the oil and gas market that it participates in, remains below pre-pandemic levels. While the Company saw an increase of sales to customers with traditional exposure to the oil and gas markets during the first nine months of 2022, as compared to the prior year, sales remain below pre-pandemic levels. A significant portion of the Company's sales and profitability has historically been derived from the sale of products that are used within the oil and gas industry. In addition, the Company continued to experience delays in its supply chain during the first nine months of 2022 due to temporary shortages of raw materials and container delays of overseas materials as bottlenecks occurred at ports in Asia and North America. This, in turn, caused delivery delays to some of the Company's customers. The Company also experienced inflationary cost pressures for certain materials and shipping-related costs. Additionally, the Company continues to experience ongoing tariff costs for products that did not receive tariff exclusions. The Company is working to mitigate the impact of these matters through price increases and other measures, such as seeking certain tariff exclusions, where possible. The potential for continued supply chain disruptions, economic uncertainty, and unfavorable oil and gas market dynamics may have a material adverse impact on the timing of delivery of customer orders and the levels of future customer orders.

The Company performs its annual goodwill impairment test as of October 1, or more frequently if an event occurs or circumstances change that would more likely than not reduce the fair value of a reporting unit below its carrying value. As further discussed in Item 8., Note 5. *Goodwill and Other Intangibles*, the Company completed its annual goodwill impairment

assessment for the year ended December 31, 2021 and concluded that goodwill was not impaired. It is reasonably possible that potential adverse impacts of the factors noted above could result in the recognition of material impairments of goodwill and other long-lived assets or other related charges in future periods.

During 2021, the Company incurred significantly higher legal costs due to its obligation to indemnify certain former officers and employees as a result of exhaustion of its directors' and officers' insurance during the early part of 2020. In particular, spending activity was elevated during the first nine months of 2021 as a result of the USAO trial involving former officers and employees of the Company. With a verdict reached in the USAO trial matter involving former officers and employees in September 2021, the Company's costs related to the matter ceased. Accordingly, the Company saw a substantial decline in these costs during the first nine months of 2022. Additionally, in June 2022, the SEC matter concerning former officers and employees was settled. As a result, the Company's potential future costs for indemnity obligations related to this matter should cease. Meanwhile, the Company continues to be party to several legal contingencies. See Note 9. *Commitments and Contingencies* for further discussion of the Company's indemnification obligations.

Lastly, in addition to incurring higher total debt levels during 2022, the Company's debt is tied to the London Inter-Bank Offered Rate ("LIBOR") and the Secured Overnight Financing Rate ("SOFR"), both of which have seen significant increases during the year. As a result of these factors, the Company's interest expense has increased and is subject to further increases. Accordingly, the above challenges may continue to have a material adverse impact on the Company's future results of operations, financial position, and liquidity.

Basis of Presentation and Consolidation

The Company is filing this Form 10-Q for the three and nine months ended September 30, 2022, which contains unaudited condensed consolidated financial statements as of September 30, 2022 and for the three and nine months ended September 30, 2022 and 2021.

The condensed consolidated financial statements include the accounts of Power Solutions International, Inc. and its wholly-owned subsidiaries and majority-owned subsidiaries in which the Company exercises control. The foregoing financial information was prepared in accordance with generally accepted accounting principles in the United States ("U.S. GAAP") and rules and regulations of the SEC for interim financial reporting. All intercompany balances and transactions have been eliminated in consolidation.

Certain information and note disclosures normally included in the Company's annual financial statements prepared in accordance with U.S. GAAP have been condensed or omitted. The accompanying unaudited Condensed Consolidated Financial Statements have been prepared in accordance with the instructions to Form 10-Q and Article 10 of Regulation S-X and include all of the information and disclosures required by U.S. GAAP for interim financial reporting. These unaudited Condensed Consolidated Financial Statements should be read in conjunction with the Consolidated Financial Statements of the Company and related footnotes for the year ended December 31, 2021, included in the 2021 Annual Report filed with the SEC on March 31, 2022 ("the 2021 Annual Report"). The Company's significant accounting policies are described in the aforementioned 2021 Annual Report and no changes were made during the nine months ended September 30, 2022. The accompanying interim financial information is unaudited; however, the Company believes the financial information reflects all adjustments (consisting of items of a normal recurring nature) necessary for a fair presentation of financial position, results of operations and cash flows in conformity with U.S. GAAP. Operating results for interim periods are not necessarily indicative of annual operating results.

The Company operates as one business and geographic operating segment. Operating segments are defined as components of a business that can earn revenue and incur expenses for which discrete financial information is available that is evaluated on a regular basis by the chief operating decision maker ("CODM"). The Company's CODM is its principal executive officer, who decides how to allocate resources and assess performance. A single management team reports to the CODM, who manages the entire business. The Company's CODM reviews consolidated statements of operations to make decisions, allocate resources and assess performance, and the CODM does not evaluate the profit or loss from any separate geography or product line.

Concentrations

The following table presents customers individually accounting for more than 10% of the Company's net sales:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Customer A	22 %	17 %	18 %	16 %
Customer B	13 %	**	**	**
Customer C	**	20 %	**	21 %

The following table presents customers individually accounting for more than 10% of the Company's accounts receivable:

	<u>As of September 30, 2022</u>	<u>As of December 31, 2021</u>
Customer A	30 %	24 %

The following table presents suppliers individually accounting for more than 10% of the Company's purchases:

	<u>For the Three Months Ended September 30,</u>		<u>For the Nine Months Ended September 30,</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
Supplier A	**	11 %	**	**
Supplier B	**	10 %	**	13 %
Supplier C	13 %	**	**	**

** Less than 10% of the total

Use of Estimates

The preparation of consolidated financial statements in conformity with U.S. GAAP requires that management make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates and assumptions include the valuation of allowances for uncollectible receivables, inventory reserves, warranty reserves, stock-based compensation, evaluation of goodwill, other intangibles, property, plant and equipment for impairment, and determination of useful lives of long-lived assets. Actual results could materially differ from those estimates.

Research and Development

Research and development ("R&D") expenses are expensed when incurred. R&D expenses consist primarily of wages, materials, testing and consulting related to the development of new engines, parts and applications. These costs were \$4.8 million and \$5.2 million for the three months ended September 30, 2022 and 2021, respectively. These costs were \$13.9 million and \$17.0 million for the nine months ended September 30, 2022 and 2021, respectively.

Restricted Cash

Restricted cash consists of funds that are contractually restricted as to usage or withdrawal due to required minimum levels of cash collateral for letters of credits and contractual agreements with customers. As of September 30, 2022 and December 31, 2021, the Company had restricted cash of \$3.6 million and \$3.5 million, respectively, which includes \$1.1 million restricted cash held in escrow which could be required to be refunded to the customer if conditions occur as defined in the agreement with the customer. The Company has not recognized revenue associated with the restricted cash. The liability is included within *Noncurrent Contract Liabilities* on the Consolidated Balance Sheet.

Inventories

The Company's inventories consist primarily of engines and parts that are valued at the lower of cost or net realizable value. Net realizable value approximates replacement cost. Cost is principally determined using the first-in, first-out method and includes material, labor and manufacturing overhead, and freight-in. It is the Company's policy to review inventories on a continuing basis for obsolete, excess and slow-moving items and to record valuation adjustments for such items in order to eliminate non-recoverable costs from inventory. Valuation adjustments are recorded in an inventory reserve account and reduce the cost basis of the inventory in the period in which the reduced valuation is determined. Inventory reserves are established based on quantities on hand, usage and sales history, customer orders, projected demand and utilization within a current or future power system. Specific analysis of individual items or groups of items is performed based on these same criteria, as well as on changes in market conditions or any other identified conditions.

Inventories consisted of the following:

(in thousands)

Inventories	As of September 30, 2022	As of December 31, 2021
Raw materials	\$ 103,512	\$ 120,130
Work in process	4,697	8,923
Finished goods	22,056	16,509
Total inventories	130,265	145,562
Inventory allowance	(3,044)	(3,370)
Inventories, net	\$ 127,221	\$ 142,192

Activity in the Company's inventory allowance was as follows:

(in thousands)

Inventory Allowance	For the Nine Months Ended September 30,	
	2022	2021
Balance at beginning of period	\$ 3,370	\$ 3,328
Charged to expense	604	607
Write-offs	(930)	(559)
Balance at end of period	\$ 3,044	\$ 3,376

Other Accrued Liabilities

Other accrued liabilities consisted of the following:

(in thousands)

Other Accrued Liabilities	As of September 30, 2022	As of December 31, 2021
Accrued product warranty	\$ 14,390	\$ 15,830
Litigation reserves *	2,711	894
Contract liabilities	1,630	1,819
Accrued compensation and benefits	7,423	4,397
Operating lease liabilities	3,442	3,978
Accrued interest expense	3,596	625
Other	9,426	7,258
Total	\$ 42,618	\$ 34,801

* As of September 30, 2022 and December 31, 2021 litigation reserves related to various ongoing legal matters including associated legal fees. See Note 9. Commitments and Contingencies for additional information.

Warranty Costs

The Company offers a standard limited warranty on the workmanship of its products that in most cases covers defects for a defined period. Warranties for certified emission products are mandated by the U.S. Environmental Protection Agency (the "EPA") and/or the California Air Resources Board (the "CARB") and are longer than the Company's standard warranty on certain emission related products. The Company's products also carry limited warranties from suppliers. The Company's warranties generally apply to engines fully manufactured by the Company and to the modifications the Company makes to supplier base products. Costs related to supplier warranty claims are generally borne by the supplier and passed through to the end customer.

Warranty estimates are based on historical experience and represent the projected cost associated with the product. A liability and related expense are recognized at the time products are sold. The Company adjusts estimates when it is determined that actual costs may differ from initial or previous estimates. The Company's warranty liability is generally affected by failure rates, repair costs, and the timing of failures. Future events and circumstances related to these factors could materially change the estimates and require adjustments to the warranty liability. In addition, new product launches require a greater use of judgment in developing estimates until historical experience becomes available.

The Company has approximately \$2.0 million accrued for a specific warranty-related matter as of September 30, 2022. During the second quarter, the Company concluded it is reasonably possible that future warranty claims for this matter may exceed current estimates that are based upon historical claims experience. The impact could be material to the financial statements.

Accrued product warranty activities are presented below:

(in thousands)

Accrued Product Warranty	For the Nine Months Ended September 30,	
	2022	2021
Balance at December 31, 2021	\$ 32,948	\$ 31,542
Current period provision *	6,484	14,135
Changes in estimates for preexisting warranties **	2,705	3,750
Payments made during the period	(18,080)	(19,244)
Balance at end of period	24,057	30,183
Less: current portion	14,390	15,247
Noncurrent accrued product warranty (included with Other Noncurrent liabilities)	\$ 9,667	\$ 14,936

* Warranty costs, net of supplier recoveries, and other adjustments, were a cost of \$5.4 million and a cost of \$14.8 million for the nine months ended September 30, 2022 and 2021, respectively. Supplier recoveries were \$3.4 million and \$3.3 million for the nine months ended September 30, 2022 and 2021, respectively.

** Changes in estimates for preexisting warranties reflect changes in the Company's estimate of warranty costs for products sold in prior periods. Such adjustments typically occur when claims experience deviates from historical and expected trends. During the nine months ended September 30, 2022, the Company recorded a cost for changes in estimates of preexisting warranties of \$2.7 million, or \$0.12 per diluted share, for the nine months ended September 30, 2022, which includes a favorable experience for preexisting warranties attributable to a contract revision during the quarter ended March 31, 2022, and costs of \$3.8 million, or \$0.16 per diluted share, for the nine months ended September 30, 2021.

Recently Issued Accounting Pronouncements – Adopted

In March 2020, the FASB issued ASU 2020-04, *Reference Rate Reform (Topic 848): Facilitation of Effects of Reference Rate Reform on Financial Reporting*, which provided optional guidance for a limited period of time to ease the potential burden in accounting for (or recognizing the effects of) reference rate reform on financial reporting. The amendment allows entities to elect not to apply certain modification accounting requirements to contracts affected by reference rate reform if certain criteria are met. An entity that makes this election would not have to remeasure the contracts at the modification date or reassess a previous accounting determination. Entities can elect various optional expedients that would allow them to continue applying hedge accounting for hedging relationships affected by reference rate reform, if certain criteria are met. The guidance was effective upon issuance and expires after December 31, 2024. There was no impact on the Company's Consolidated Balance Sheets, Statements of Operations, Statements of Cash Flows or Statement of Stockholders' Deficit as a result of this guidance since the Company's debt that references LIBOR matures in November 2022, before LIBOR expires in June 2023.

Recently Issued Accounting Pronouncements – Not Yet Adopted

In June 2016, the FASB issued ASU 2016-13, *Financial Instruments – Credit Losses: Measurement of Credit Losses on Financial Instruments*, which applies primarily to the Company's accounts receivable impairment loss allowances. The guidance provides a revised model whereby the current expected credit losses are used to compute impairment of financial instruments. The new model requires evaluation of historical experience and various current and expected factors, which may affect the estimated amount of losses and requires determination of whether the affected financial instruments should be grouped in units of account. The guidance, as originally issued, was effective for fiscal years beginning after December 15, 2019. In November 2019, the FASB issued ASU 2019-10, *Financial Instruments – Credit Losses (Topic 326), Derivatives and Hedging (Topic 815), and Leases (Topic 842) Effective Dates*, which deferred the effective dates of these standards for certain entities. Based on the guidance, the effective date of ASU 2016-13 is deferred for the Company until fiscal year 2023. The Company currently plans to adopt the guidance on January 1, 2023 when it becomes effective. The Company is continuing to assess the impact of the standard on its consolidated financial statements.

Note 2. Revenue

Disaggregation of Revenue

The following table summarizes net sales by end market:

(in thousands) End Market	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Power Systems	\$ 42,693	\$ 31,801	\$ 127,904	\$ 81,611
Industrial	59,419	40,576	163,671	111,796
Transportation	22,788	45,253	52,751	135,872
Total	\$ 124,900	\$ 117,630	\$ 344,326	\$ 329,279

The following table summarizes net sales by geographic area:

(in thousands) Geographic Area	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
United States	\$ 89,661	\$ 103,872	\$ 250,026	\$ 293,424
North America (outside of United States)	2,903	1,894	10,623	6,126
Pacific Rim	20,083	7,914	56,599	18,862
Europe	7,028	1,729	13,787	5,297
Other	5,225	2,221	13,291	5,570
Total	\$ 124,900	\$ 117,630	\$ 344,326	\$ 329,279

Contract Balances

Most of the Company's contracts are for a period of less than one year; however, certain long-term manufacturing and extended warranty contracts extend beyond one year. The timing of revenue recognition may differ from the time of invoicing to customers and these timing differences result in contract assets, or contract liabilities, on the Company's Consolidated Balance Sheet. Contract assets include amounts related to the contractual right to consideration for completed performance when the right to consideration is conditional. The Company records contract liabilities when cash payments are received or due in advance of performance. Contract assets and contract liabilities are recognized at the contract level.

(in thousands)	As of September 30, 2022	As of December 31, 2021
Short-term contract assets (included in <i>Prepaid expenses and other current assets</i>)	\$ 3,096	\$ 2,707
Short-term contract liabilities (included in <i>Other accrued liabilities</i>)	(1,630)	(1,819)
Long-term contract liabilities (included in <i>Noncurrent contract liabilities</i>)	(3,412)	(3,330)
Net contract liabilities	\$ (1,946)	\$ (2,442)

During the nine months ended September 30, 2022 and 2021, the Company recognized \$0.5 million and \$32.5 million, respectively, of revenue upon satisfaction of performance obligations related to amounts that were included in the net contract liabilities balance as of December 31, 2021 and 2020, respectively.

Remaining Performance Obligations

For performance obligations that extend beyond one year, the Company had \$4.4 million of remaining performance obligations as of September 30, 2022 primarily related to a long-term manufacturing contract with a customer and extended warranties. The Company expects to recognize revenue related to these remaining performance obligations of approximately \$0.4 million in the remainder of 2022, \$0.9 million in 2023, \$1.0 million in 2024, \$0.5 million in 2025, \$0.2 million in 2026 and less than \$1.5 million in 2027 and beyond.

Note 3. Weichai Transactions

Weichai Shareholder's Loan Agreements

The Company is party to four shareholder's loan agreements with Weichai, including the \$130 million Amended First Shareholder's Loan Agreement, the \$25 million Amended Second Shareholder's Loan Agreement, the \$50 million Third

Shareholder’s Loan Agreement, and the \$30 million Fourth Shareholder’s Loan Agreement. See additional discussion of these debt agreements in Note 6. *Debt*.

Weichai Collaboration Arrangement and Related Party Transactions

The Company and Weichai executed a strategic collaboration agreement (the “Collaboration Agreement”) in March 2017 in order to achieve their respective strategic objectives and enhance the strategic cooperation alliance to share experiences, expertise and resources. Among other things, the Collaboration Agreement established a joint steering committee, permitted Weichai to select a limited number of certain technical, marketing, sales, procurement and finance personnel to work at the Company and established several collaborations related to stationary natural-gas applications and Weichai diesel engines. The Collaboration Agreement provided for the steering committee to create various sub-committees with operating roles and otherwise governs the treatment of intellectual property of parties prior to the collaboration and the intellectual property developed during the collaboration. The Collaboration Agreement is set to expire in March 2023.

The Company evaluates whether an arrangement is a collaborative arrangement at its inception based on the facts and circumstances specific to the arrangement. The Company also reevaluates whether an arrangement qualifies or continues to qualify as a collaborative arrangement whenever there is a change in either the roles of the participants or the participants’ exposure to significant risks and rewards dependent on the ultimate commercial success of the endeavor. For those collaborative arrangements where it is determined that the Company is the principal participant, costs incurred, and revenue generated from third parties are recorded on a gross basis in the financial statements. For the three and nine months ended September 30, 2022 and 2021, the Company’s sales to Weichai were immaterial in all periods. Purchases of inventory from Weichai were \$3.5 million and \$10.6 million for the three and nine months ended September 30, 2022, respectively. Purchases of inventory from Weichai were \$3.2 million and \$9.9 million for the three and nine months ended September 30, 2021, respectively. As of September 30, 2022 and December 31, 2021, the Company had \$0.5 million and immaterial receivables from Weichai, respectively and outstanding accounts payables to Weichai of \$22.4 million and \$12.5 million, respectively.

In January 2022, PSI and Société Internationale des Moteurs Baudouin (“Baudouin”), a subsidiary of Weichai, entered into an international distribution and sales agreement which enables Baudouin to bring PSI’s power systems line of products into the European, Middle Eastern, and African markets. In addition to sales, Baudouin will manage service, support, warranty claims, and technical requests. The Company’s sales to Baudouin were \$1.4 million and \$1.5 million for the three and nine months ended September 30, 2022, respectively. For the three and nine months ended September 30, 2021 there were no Company sales to Baudouin. As of September 30, 2022 and December 31, 2021, the Company had \$1.5 million and no receivables from Baudouin, respectively.

Note 4. Property, Plant and Equipment

Property, plant and equipment by type were as follows:

(in thousands)	<u>As of September 30, 2022</u>	<u>As of December 31, 2021</u>
Property, Plant and Equipment		
Leasehold improvements	\$ 7,107	\$ 7,107
Machinery and equipment	44,915	44,358
Construction in progress	812	1,125
Total property, plant and equipment, at cost	<u>52,834</u>	<u>52,590</u>
Accumulated depreciation	(38,445)	(35,246)
Property, plant and equipment, net	<u>\$ 14,389</u>	<u>\$ 17,344</u>

Note 5. Goodwill and Other Intangibles

Goodwill

The carrying amount of goodwill at both September 30, 2022 and December 31, 2021 was \$29.8 million. Accumulated impairment losses at both September 30, 2022 and December 31, 2021 were \$11.6 million.

Other Intangible Assets

Components of intangible assets are as follows:

(in thousands)

	As of September 30, 2022		
	Gross Carrying Value	Accumulated Amortization	Net Book Value
Customer relationships	\$ 34,940	\$ (29,024)	\$ 5,916
Developed technology	700	(700)	—
Trade names and trademarks	1,700	(1,430)	270
Total	\$ 37,340	\$ (31,154)	\$ 6,186

(in thousands)

	As of December 31, 2021		
	Gross Carrying Value	Accumulated Amortization	Net Book Value
Customer relationships	\$ 34,940	\$ (27,514)	\$ 7,426
Developed technology	700	(680)	20
Trade names and trademarks	1,700	(1,362)	338
Total	\$ 37,340	\$ (29,556)	\$ 7,784

Note 6. Debt

The Company's outstanding debt consisted of the following:

(in thousands)

	As of September 30, 2022	As of December 31, 2021
Short-term financing:		
Revolving credit facility *	\$ 130,000	\$ 130,000
Other short-term financing	81,001	25,000
Total short-term debt	\$ 211,001	\$ 155,000
Long-term debt:		
Unsecured senior notes	\$ —	\$ 25,000
Finance leases and other debt	672	890
Total long-term debt and finance leases	672	25,890
Less: Current maturities of long-term debt and finance leases	217	254
Long-term debt	\$ 455	\$ 25,636

* Unamortized financing costs and deferred fees on the revolving credit facility are not presented in the above table as they are classified in *Prepaid expenses and other current assets* on the Consolidated Balance Sheet. Unamortized debt issuance costs, were \$0.9 million and \$0.8 million as of September 30, 2022 and December 31, 2021, respectively.

Credit Agreement and Shareholders' Loan Agreements

On March 25, 2022, the Company amended and restated its \$130.0 million uncommitted senior secured revolving credit agreement with Standard Chartered by entering into the Second Amended and Restated Credit Agreement. The Second Amended and Restated Credit Agreement extends the maturity date of loans outstanding under its previous credit facility to the earlier of March 24, 2023 or the demand of Standard Chartered. The Second Amended and Restated Credit Agreement is subject to customary events of default and covenants, as well as financial covenants, including minimum consolidated EBITDA and Consolidated Interest Coverage Ratio covenants, as further defined in the Second Amended and Restated Credit Agreement, required only for the second and third quarters of 2022. The Company was in compliance with these financial covenants for the third quarter of 2022. Borrowings under the Second Amended and Restated Credit Agreement will incur interest at either the alternate base rate or the SOFR plus 2.95% per annum. The Second Amended and Restated Credit

Agreement continues to be secured by substantially all of the Company's assets and provides Standard Chartered the right to demand payment of any and all of the outstanding borrowings and other amounts owed under the Second Amended and Restated Credit Agreement at any point in time prior to the maturity date at Standard Chartered's discretion. Furthermore, the Second Amended and Restated Credit Agreement grants Standard Chartered a power of attorney to submit a borrowing request to Weichai under the Amended First Shareholder's Loan Agreement (see discussion below) if the Company did not submit a borrowing request to Weichai within five business days of receiving a request from Standard Chartered to submit said borrowing request. As of September 30, 2022, the Company had \$130.0 million outstanding under the Second Amended and Restated Credit Agreement.

In connection with the Second Amended and Restated Credit Agreement, on March 25, 2022, the Company also amended two of its shareholder's loan agreements with Weichai, to among other things, extend the maturities thereof. The Amended First Shareholder's Loan Agreement continues to provide the Company with a \$130.0 million subordinated loan under which Weichai is obligated to advance funds solely for purposes of repaying outstanding borrowings under the Second Amended and Restated Credit Agreement if the Company is unable to pay such borrowings. The Amended Second Shareholder's Loan Agreement continues to provide the Company with a \$25.0 million subordinated loan at the discretion of Weichai. The maturity of the Amended First Shareholder's Loan Agreement was extended to April 24, 2023 and the maturity of the Amended Second Shareholder's Loan Agreement was extended to May 20, 2023. The Company has covenanted to secure any amounts borrowed under either of the agreements upon payment in full of all amounts outstanding under the Second Amended and Restated Credit Agreement. As of September 30, 2022, there were no borrowings under the Amended First Shareholder's Loan Agreement and \$25.0 million under the Amended Second Shareholder's Loan Agreement.

The Company is also party to the Third Shareholder's Loan Agreement with Weichai, which was entered into on December 10, 2021. The Third Shareholder's Loan Agreement provides the Company with a \$50.0 million uncommitted facility that is subordinated to the Second Amended and Restated Credit Agreement and any borrowing requests made under the Third Shareholder's Loan Agreement are subject to Weichai's discretionary approval. Borrowings under the Third Shareholder's Loan Agreement bear interest at LIBOR plus 4.50% and can be used for general corporate purposes, except for certain legal expenditures which require additional approval from Weichai. The Third Shareholder's Loan Agreement expires on November 30, 2022, with any outstanding principal and accrued interest due upon maturity. As of September 30, 2022, the Company had \$50.0 million outstanding under the Third Shareholder's Loan Agreement.

On April 20, 2022, the Company entered into the Fourth Shareholder's Loan Agreement with Weichai. The Fourth Shareholder's Loan Agreement, which matures on March 31, 2023, provides the Company with access to up to \$30.0 million of credit at the discretion of Weichai to supplement the Company's working capital. The Fourth Shareholder's Loan Agreement is subordinated in all respects to the Second Amended and Restated Credit Agreement. Borrowings under the Amended First Shareholder's Loan Agreement, the Amended Second Shareholder's Loan Agreement and the Fourth Shareholder's Loan Agreement will incur interest at the applicable SOFR, plus 4.65% per annum. Further, if the applicable term SOFR is negative, the interest rate per annum shall be deemed as 4.65% per annum. If the interest rate for any loan is lower than Weichai's borrowing cost, the interest rate for such loan shall be equal to Weichai's borrowing cost plus 1%. As of September 30, 2022, the Company had \$4.8 million outstanding under the Fourth Shareholder's Loan Agreement.

As of September 30, 2022, the Company's total outstanding debt obligations under the Second Amended and Restated Credit Agreement, the Amended Second Shareholder's Loan Agreement, the Third Shareholder's Loan Agreement, the Fourth Shareholder's Loan Agreement and for finance leases and other debt were \$211.7 million in the aggregate, and its cash and cash equivalents were \$16.5 million. The Company's total accrued interest for all shareholder loans was \$3.6 million and \$0.6 million as of September 30, 2022 and December 31, 2021, respectively. Accrued interest is included within *Other Accrued Liabilities* on the Consolidated Balance Sheet.

See Note 1. *Summary of Significant Accounting Policies and Other Information* for further discussion of the Company's going concern considerations.

Note 7. Leases

Leases

The Company has obligations under lease arrangements primarily for facilities, equipment and vehicles. These leases have original lease periods expiring between November 2022 and July 2034. For the three and nine months ended September 30, 2022, the Company recorded lease expense of \$1.6 million and \$4.7 million within *Cost of sales*, \$0.1 million and \$0.2 million within *Research, development, and engineering expenses*, less than \$0.1 million within *Selling, general and administrative expenses* for both periods and less than \$0.1 million within *Interest expense* for both periods in the Consolidated Statements of Operations. For the three and nine months ended September 30, 2021, the Company recorded lease expense of \$1.4 million and \$4.4 million within *Cost of sales*, \$0.1 million and \$0.3 million within *Research, development and engineering expenses*, \$0.1

million and less than \$0.1 million within *Selling, general and administrative expenses* and less than \$0.1 million within *Interest expense* for both periods in the Consolidated Statements of Operations.

The following table summarizes the components of lease expense:

(in thousands)	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Operating lease cost	\$ 1,150	\$ 1,194	\$ 3,489	\$ 3,661
Finance lease cost				
Amortization of right-of-use (“ROU”) asset	31	40	119	144
Interest expense	5	7	17	26
Short-term lease cost	24	38	89	270
Variable lease cost	306	326	1,026	840
Sublease income	(259)	—	(795)	—
Total lease cost	\$ 1,257	\$ 1,605	\$ 3,945	\$ 4,941

The following table presents supplemental cash flow information related to leases:

(in thousands)	For the Nine Months Ended September 30,	
	2022	2021
Cash paid for amounts included in the measurement of lease liabilities		
Operating cash flows paid for operating leases	\$ 3,642	\$ 3,731
Operating cash flows paid for interest portion of finance leases	16	26
Financing cash flows paid for principal portion of finance leases	125	144
Right-of-use assets obtained in exchange for lease obligations		
Operating leases	—	9
Finance leases	—	—

As of September 30, 2022 and December 31, 2021, the weighted-average remaining lease term for both periods was 5.8 years for operating leases and 3.3 years for finance leases. The weighted-average discount rate was 7.0% and 7.1% for operating leases as of September 30, 2022 and December 31, 2021, respectively, and 6.6% and 6.5% for finance leases as of September 30, 2022 and December 31, 2021, respectively.

The following table presents supplemental balance sheet information related to leases:

(in thousands)	September 30, 2022	December 31, 2021
Operating lease ROU assets, net ¹	\$ 10,742	\$ 13,545
Operating lease liabilities, current ²	3,442	3,978
Operating lease liabilities, non-current ³	7,886	10,304
Total operating lease liabilities	\$ 11,328	\$ 14,282
Finance lease ROU assets, net ¹	\$ 246	\$ 364
Finance lease liabilities, current ²	89	147
Finance lease liabilities, non-current ³	193	260
Total finance lease liabilities	\$ 282	\$ 407

1. Included in *Other noncurrent assets* for operating leases and *Property, plant and equipment, net* for finance leases on the Consolidated Balance Sheets.
2. Included in *Other accrued liabilities* for operating leases and *Current maturities of long-term debt* for finance leases on the Consolidated Balance Sheets.
3. Included in *Other noncurrent liabilities* for operating leases and *Long-term debt, net of current maturities* for finance leases on the Consolidated Balance Sheets.

The following table presents maturity analysis of lease liabilities as of September 30, 2022:

(in thousands)	Operating Leases	Finance Leases
Three months ending December 31, 2022	\$ 1,217	\$ 26
Year ending December 31, 2023	3,347	103
Year ending December 31, 2024	1,815	85
Year ending December 31, 2025	1,851	82
Year ending December 31, 2026	1,515	16
Thereafter	4,023	—
Total undiscounted lease payments	13,768	312
Less: imputed interest	2,440	30
Total lease liabilities	\$ 11,328	\$ 282

Note 8. Fair Value of Financial Instruments

For assets and liabilities measured at fair value on a recurring and nonrecurring basis, a three-level hierarchy of measurements based upon observable and unobservable inputs is used to arrive at fair value. Observable inputs are developed based on market data obtained from independent sources, while unobservable inputs reflect the Company's assumptions about valuation based on the best information available in the circumstances. Depending on the inputs, the Company classifies each fair-value measurement as follows:

- Level 1 – based on quoted prices in active markets for identical assets or liabilities;
- Level 2 – based on other significant observable inputs for the assets or liabilities through corroborations with market data at the measurement date; and
- Level 3 – based on significant unobservable inputs that reflect management's best estimate of what market participants would use to price the assets or liabilities at the measurement date.

Financial Instruments Measured at Carrying Value

Current Assets

Cash and cash equivalents are measured at carrying value, which approximates fair value because of the short-term maturities of these instruments.

Debt

The Company measured its revolving credit facility and other short-term financing at original carrying value. Unamortized financing costs and deferred fees of \$0.9 million and \$0.8 million as of September 30, 2022 and December 31, 2021, respectively, on the revolving credit facility are classified in *Prepaid expenses and other current assets* on the Consolidated Balance Sheet. The fair value of the revolving credit facility and other short-term financing approximated carrying value, as it consisted primarily of short-term variable rate loans.

(in thousands)	As of September 30, 2022			
	Carrying Value	Fair Value		
		Level 1	Level 2	Level 3
Revolving credit facility	\$ 130,000	\$ —	\$ 130,000	\$ —
Other financing	81,001	—	81,001	—

(in thousands)	As of December 31, 2021			
	Carrying Value	Fair Value		
		Level 1	Level 2	Level 3
Revolving credit facility	\$ 130,000	\$ —	\$ 130,000	\$ —
Other financing	50,000	—	50,000	—

Note 9. Commitments and Contingencies

Legal Contingencies

The legal matters discussed below and others could result in losses, including damages, fines, civil penalties and criminal charges, which could be substantial. The Company records accruals for these contingencies to the extent the Company

concludes that a loss is both probable and reasonably estimable. Regarding the matters disclosed below, unless otherwise disclosed, the Company has determined that liabilities associated with these legal matters are reasonably possible; however, unless otherwise stated, the possible loss or range of possible loss cannot be reasonably estimated. Given the nature of the litigation and investigations and the complexities involved, the Company is unable to reasonably estimate a possible loss for all such matters until the Company knows, among other factors, the following:

- what claims, if any, will survive dispositive motion practice;
- the extent of the claims, particularly when damages are not specified or are indeterminate;
- how the discovery process will affect the litigation;
- the settlement posture of the other parties to the litigation; and
- any other factors that may have a material effect on the litigation or investigation.

However, the Company could incur judgments, enter into settlements or revise its expectations regarding the outcome of certain matters, and such developments could have a material adverse effect on the Company's results of operations in the period in which the amounts are accrued and/or liquidity in the period in which the amounts are paid.

Securities and Exchange Commission and United States Attorney's Office for the Northern District of Illinois Investigations

In September 2020, the Company entered into agreements with the SEC and the USAO to resolve the investigations into the Company's past revenue recognition practices. Under the settled administrative order with the SEC, the Company committed to remediate the deficiencies in its internal control over financial reporting that constituted material weaknesses identified in its 2017 Form 10-K filed in May 2019 by April 30, 2021 unless an extension was provided by the SEC. On April 12, 2021, the SEC granted the Company's request for an extension of time until March 31, 2022 in which to comply with the requirements of the administrative order to remediate the remaining outstanding material weaknesses. In April 2022, the SEC granted a further extension of time until March 31, 2023 to fully comply with the administrative order. To the extent that the Company's request for an extension from the SEC, or other actions are not successful and completed in accordance with the provisions of the settlement with the SEC and USAO, the Company may be required to incur additional time and expense towards further remediation efforts and incremental substantive procedures, which could have a material adverse effect on its results of operations. In addition, failure to comply with the provisions of the settlement agreements with the SEC and USAO could result in further actions by one or both governmental agencies which could have a material adverse effect on the Company's results of operations.

Jerome Treadwell v. the Company

In October 2018, a punitive class-action complaint was filed against the Company and NOVAtime Technology, Inc. ("NOVAtime") in the Circuit Court of Cook County, Illinois. In December 2018, NOVAtime removed the case to the U.S. District Court for the Northern District of Illinois, Eastern Division under the Class Action Fairness Act. Plaintiff has since voluntarily dismissed NOVAtime from the lawsuit without prejudice and filed an amended complaint in April 2019. The operative, amended complaint asserts violations of the Illinois Biometric Information Privacy Act ("BIPA") in connection with employees' use of the time clock to clock in and clock out using a finger scan and seeks statutory damages, attorneys' fees, and injunctive and equitable relief. An aggrieved party under BIPA may recover (i) \$1,000 per violation if the Company is found to have negligently violated BIPA or (ii) \$5,000 per violation if the Company is found to have intentionally or recklessly violated BIPA plus reasonable attorneys' fees. In May 2019, the Company filed its motion to dismiss the plaintiff's amended complaint. In December 2019, the court denied the Company's motion to dismiss. In January 2020, the Company moved for reconsideration of the court's order denying the motion to dismiss, or in the alternative, to stay the case pending the Illinois Appellate Court's ruling in *McDonald v. Symphony Healthcare* on a legal question that would be potentially dispositive in this matter. In February 2020, the court denied the Company's motion for reconsideration, but required the parties to submit additional briefing on the Company's motion to stay. In April 2020, the court granted the Company's motion to stay and stayed the case pending the Illinois Appellate Court's ruling in *McDonald v. Symphony Healthcare*. In October 2020, after the *McDonald* ruling, the court granted the parties' joint request to continue the stay of the case for 60 days. The court also ordered the parties to schedule a settlement conference with the Magistrate Judge in May 2021 which went forward without a settlement being reached. The stay remains in place pending further guidance from the Court. As of September 30, 2022 and December 31, 2021, the Company had recorded an estimated liability of \$1.0 million and \$0.3 million, respectively, recorded within *Other accrued liabilities* on the Consolidated Balance Sheet related to the potential settlement of this matter.

Mast Powertrain v. the Company

In February 2020, the Company received a demand for arbitration from Mast Powertrain, LLC ("Mast") pursuant to a development agreement entered into in November 2011 (the "Development Agreement"). Mast claimed that it was owed more than \$9.0 million in past royalties and other damages for products sold by the Company pursuant to the Development Agreement. The Company disputed Mast's damages, denied that any royalties are owed to Mast, denied any liability, and counterclaimed for overpayment on invoices paid to Mast. Mast subsequently clarified its claim for past royalties owed to be approximately \$4.5 million. In July 2021, the Company reached a settlement with Mast to resolve past claims for royalties

owed for \$1.0 million which the Company had previously recorded within *Selling, general and administrative expenses* in the Consolidated Statement of Operations for the year-ended December 31, 2020. The Company fully paid the settlement and had no recognized liability as of September 30, 2022 and \$0.5 million was outstanding as of December 31, 2021. Liability related to the settlement of this matter was included in the *Other accrued liabilities* on the Consolidated Balance Sheet. In addition, the Company entered into an agreement with Mast under which Mast will provide various technical services.

Gary Winemaster Litigation v. The Company

In August 2021, the Company's former Chairman of the Board and former Chief Executive Officer and President, Gary Winemaster ("Winemaster") filed suit in the Court of Chancery of the State of Delaware against the Company and Travelers Casualty and Surety Company of America ("Travelers") alleging the Company's breach of its advancement obligations under Winemaster's indemnification agreement and Travelers' breach of the side A policy between Traveler's and the Company of which Winemaster is a beneficiary. In his complaint, Winemaster was seeking reimbursement under his indemnification agreement in excess of \$7.2 million of attorney's fees plus interest incurred by Winemaster in his defense of the Department of Justice ("DOJ") case, *U.S. v. Winemaster et al.* Since the filing of the complaint, the Company estimates that Travelers has paid approximately \$8.8 million to Winemaster's attorneys, Latham and Watkins, under the Company's side A policy to settle existing outstanding attorney's fees. Travelers is seeking reimbursement from the Company for those advances pursuant to the terms of the side A policy. In October 2021, the Company and Winemaster entered into a Stipulation and Advancement Order to handle all future attorney's fees relating to his DOJ and SEC cases, to the extent not reimbursed by Travelers under the side A policy. As of September 30, 2022, the Company has approximately \$8.8 million accrued for the reimbursement to Travelers.

Jeffrey Ehlers and Rick Lulloff Litigation

In September 2021, Jeffrey Ehlers ("Ehlers") and Rick Lulloff ("Lulloff"), former employees of the Company, made demand against the Company for approximately \$2.4 million and \$1.2 million, respectively, for alleged wages due and owing under each employee's employment contract related to "Incentive Bonuses" for revenues generated in the Company's transportation end market. In November 2021, Lulloff and Ehlers separately filed complaints against the Company in the Circuit Court of Cook County, Illinois, alleging breach of contract and violations of the Illinois Wage and Payment Collection Act incorporating their claims in the above referenced demand letter. The Company filed a notice of removal from the Circuit Court of Cook County, Illinois and has also moved to consolidate the cases which has been granted by the Court. As of September 30, 2022, the Company has recorded an estimated liability of \$1.6 million, recorded within the *Other accrued liabilities* on the Consolidated Balance Sheet related to the potential settlement of this matter. No estimated liability was recorded for the year ended December 31, 2021.

Indemnification Agreements

Under the Company's bylaws and certain indemnification agreements, the Company has obligations to indemnify current and former officers and directors and certain current and former employees. As a result of cumulative legal fees and settlements previously paid, the Company fully exhausted its primary directors' and officers' insurance coverage of \$30.0 million during the first quarter of 2020. Additional expenses currently expected to be incurred and that will occur in the future and/or liabilities that may be imposed in connection with actions against certain of the Company's past directors and officers and certain former employees who are entitled to indemnification will be funded by the Company with its existing cash resources. The Company accrues for such costs as incurred within *Selling, general and administrative expenses* in the Company's Consolidated Statements of Operations. For both the three and nine months ended September 30, 2022, the Company incurred less than \$0.1 million of costs related to these indemnification obligations and \$1.6 million and \$15.2 million for the three and nine months ended September 30, 2021. With a verdict reached in the USAO trial matter involving former officers and employees in September 2021, coupled with a settlement reached in the SEC matter involving former officers and employees in June 2022, the Company's potential future costs for indemnity obligations related to these matters should cease.

In June 2020, the Company entered into a new directors' and officers' liability insurance policy, which was renewed in June 2021, and again in June 2022. The insurance policy includes standard exclusions including for any ongoing or pending litigation such as the previously disclosed investigations by the SEC and USAO.

Other Commitments and Contingencies

At September 30, 2022, the Company had five outstanding letters of credit totaling \$2.1 million. The letters of credit primarily serve as collateral for the Company for certain facility leases and insurance policies. As discussed in Note 1, *Summary of Significant Accounting Policies and Other Information*, the Company had restricted cash of \$3.6 million as of September 30, 2022 related to these letters of credit and cash held in escrow due to a customer agreement.

The Company had arrangements with Hyundai Doosan Infracore Co., Ltd. ("Doosan") that required the Company to purchase minimum volumes or be subject to monetary penalties. On July 7, 2022, the Company entered into a revised supply agreement with Doosan, which among other things, removed the Company's exclusivity to purchase and distribute specified engines within the territory of the United States, Canada and Mexico, and removed the minimum product purchase commitments and related performance penalties imposed on the Company except for the 2021 outstanding balance.

Note 10. Income Taxes

On a quarterly basis, the Company computes an estimated annual effective tax rate considering ordinary income and related income tax expense. Ordinary income refers to income (loss) before income tax expense excluding significant, unusual or infrequently occurring items. The tax effect of an unusual or infrequently occurring item is recorded in the interim period in which it occurs.

The Company has assessed the need to maintain a valuation allowance for deferred tax assets based on an assessment of whether it is more likely than not that deferred tax benefits will be realized through the generation of future taxable income. Appropriate consideration is given to all available evidence, both positive and negative, in assessing the need for a valuation allowance. In assessing the realizability of the Company's deferred tax assets, the Company considered whether it is more likely than not that some or all of the deferred tax assets will be realized through the generation of future taxable income. In making this determination, the Company assessed all of the evidence available at the time, including recent earnings, forecasted income projections and historical performance. The Company determined that the negative evidence outweighed the objectively verifiable positive evidence and continues to maintain a full valuation allowance against deferred tax assets.

The effective tax rate for the three and nine months ended September 30, 2022 was 11.5% and 0.7%, respectively, compared to an effective tax rate for the three and nine months ended September 30, 2021 of 1.8% and 0.7%. The effective tax rates for all periods were significantly different than the applicable U.S. statutory tax rate. For the three and nine months ended September 30, 2022, the difference between the effective and statutory tax rates was primarily due to the Company's full valuation allowance. For the three and nine months ended September 30, 2021, the difference between the effective and statutory tax rates was primarily due to the Company's full valuation allowance and the ability to carry back 2013 research & experimentation credits to 2012.

On August 16, 2022, President Biden signed the Inflation Reduction Act of 2022 ("IRA") into law. The IRA contains several revisions to the Internal Revenue Code, including a 15% corporate minimum income tax and a 1% excise tax on corporate stock repurchases in tax years beginning after December 31, 2022. While these tax law changes have no immediate effect and are not expected to have a material adverse effect on our results of operations going forward, we will continue to evaluate its impact as further information becomes available.

Note 11. Stockholders' Equity

Common and Treasury Stock

The changes in shares of Common and Treasury Stock are as follows:

(in thousands)

	Common Shares Issued	Treasury Stock Shares	Common Shares Outstanding
Balance at December 31, 2021	23,117	191	22,926
Net shares issued for Stock awards	—	(24)	24
Balance as of September 30, 2022	<u>23,117</u>	<u>167</u>	<u>22,950</u>

Note 12. Earnings (Loss) Per Share

The Company computes basic earnings (loss) per share by dividing net income (loss) by the weighted-average common shares outstanding during the year. Diluted earnings (loss) per share is calculated to give effect to all potentially dilutive common shares that were outstanding during the year. Weighted-average diluted common shares outstanding primarily reflect the additional shares that would be issued upon the assumed exercise of stock options and the assumed vesting of unvested share awards. The treasury stock method has been used to compute diluted earnings (loss) per share for the three and nine months ended September 30, 2022 and 2021.

The Company issued Stock Appreciation Rights ("SARs") and Restricted Stock Awards ("RSAs"), all of which have been evaluated for their potentially dilutive effect under the treasury stock method. See Note 13. *Stock-Based Compensation* in the Company's 2021 Annual Report for additional information on the SARs and the RSAs.

The computations of basic and diluted earnings (loss) per share are as follows:

(in thousands, except per share basis)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Numerator:				
Net income (loss)	\$ 3,192	\$ (7,177)	\$ 1,951	\$ (40,898)
Denominator:				
Shares used in computing net income (loss) per share:				
Weighted-average common shares outstanding – basic	22,948	22,920	22,934	22,902
Effect of dilutive securities	11	—	10	—
Weighted-average common shares outstanding – diluted	22,959	22,920	22,944	22,902
Earnings (Loss) per common share:				
Earnings (Loss) per share of common stock - basic	\$ 0.14	\$ (0.31)	\$ 0.09	\$ (1.79)
Earnings (Loss) per share of common stock - diluted	\$ 0.14	\$ (0.31)	\$ 0.09	\$ (1.79)

The aggregate number of shares excluded from the diluted earnings (loss) per share calculations, because they would have been anti-dilutive, were 0.1 million for both three months ended September 30, 2022 and 2021, and 0.2 million for both nine months ended September 30, 2022 and 2021. For the three and nine months ended September 30, 2022 and 2021, SARs and RSAs were not included in the diluted earnings (loss) per share calculations as they would have been anti-dilutive (1) due to the losses reported in the Consolidated Statements of Operations or (2) the Company's average stock price was less than the exercise price of the SARs or the grant price of the RSAs.

Note 13. Related Party Transactions

Weichai Transactions

See Note 3. *Weichai Transactions* for information regarding the Amended First Shareholder's Loan Agreement, the Amended Second Shareholder's Loan Agreement, the Third Shareholder's Loan Agreement, the Fourth Shareholder's Loan Agreement and the Collaboration Agreement with Weichai, and an international distribution and sales agreement with Baudouin.

Transactions with Joint Ventures

MAT-PSI Holdings, LLC

In December 2012, the Company and MAT Holdings, Inc. ("MAT") entered into an agreement to create MAT-PSI Holdings, LLC ("MAT-PSI"), which was intended to be a holding company of its 100% Chinese wholly-owned foreign entity, referred to as Green Power. The Company invested \$0.9 million for its 50% share of MAT-PSI, which was formed to manufacture, assemble and supply natural gas, gas and alternative-fueled power systems to Chinese and Asian forklift customers. The venture established a production facility in Dalian and also sourced base engines from a local Chinese factory. As MAT-PSI was not profitable, the venture was closed in 2017; however, the Company had previously been in dispute with Green Power related to the wind down of the joint venture and outstanding receivables. On March 29, 2021, the Company executed a settlement agreement with MAT and Green Power which resolved the dispute. The final settlement agreement did not have a material impact on the Company's consolidated financial statements.

Doosan-PSI, LLC

In 2015, the Company and Doosan Infracore Co., Ltd. ("Doosan Infracore"), a subsidiary of Doosan Group, entered into an agreement to form Doosan-PSI, LLC. The Company invested \$1.0 million to acquire 50% of the venture, which was formed to operate in the field of developing, designing, testing, manufacturing, assembling, branding, marketing, selling, distributing and providing support for industrial gas engines and all components and materials required for assembly of the gas engines to the global power generation market outside of North America and South Korea. In the fourth quarter of 2019, Doosan Infracore and the Company agreed to wind down and dissolve the joint venture. In the second quarter of 2021, the Company received a cash distribution from the joint venture of \$2.2 million as a result of the final wind down and dissolution of the joint venture.

Other Related Party Transactions

See Note 9. *Commitments and Contingencies* for information regarding the Company's indemnification obligations related to certain former directors and officers of the Company.

Item 2. Management’s Discussion and Analysis of Financial Condition and Results of Operations.

The following discussion and analysis includes forward-looking statements about the Company’s business and consolidated results of operations for the three and nine months ended September 30, 2022 and 2021, including discussions about management’s expectations for the Company’s business. These statements represent projections, beliefs and expectations based on current circumstances and conditions and are made in light of recent events and trends. These statements should not be construed either as assurances of performance or as promises of a given course of action. Instead, various known and unknown factors are likely to cause the Company’s actual performance and management’s actions to vary, and the results of these variances may be both material and adverse. See “Forward-Looking Statements.” The following discussion should also be read in conjunction with the Company’s unaudited consolidated financial statements and the related Notes included in this Quarterly Report.

Executive Overview

The Company designs, engineers, manufactures, markets and sells a broad range of advanced, emission-certified engines and power systems that run on a wide variety of clean, alternative fuels, including natural gas, propane, and biofuels, as well as gasoline and diesel options, within the power systems, industrial and transportation end markets with primary manufacturing, assembly, engineering, research and development (“R&D”), sales and distribution facilities located in suburban Chicago, Illinois and Darien, Wisconsin. The Company provides highly engineered, comprehensive solutions designed to meet specific customer application requirements and technical specifications, including those imposed by environmental regulatory bodies, such as the U.S. Environment Protection Agency (“EPA”), the California Air Resource Board (“CARB”) and the People’s Republic of China’s Ministry of Ecology and Environment (“MEE”).

The Company’s products are primarily used by global original equipment manufacturers (“OEM”) and end-user customers across a wide range of applications and equipment that includes standby and prime power generation, demand response, microgrid, combined heat and power, arbor care, material handling (including forklifts), agricultural and turf, construction, pumps and irrigation, compressors, utility vehicles, light- and medium-duty vocational trucks, school and transit buses, and utility power. The Company manages the business as a single reporting segment.

For the three months ended September 30, 2022, the Company’s net sales increased \$7.3 million, or 6%, from the three months ended September 30, 2021 to \$124.9 million, a result of sales increases of \$10.9 million and \$18.8 million in the power systems and industrial end markets, respectively, partly offset by a \$22.5 million decline in the transportation end market. Gross margin for the three months ended September 30, 2022 was 19.3%, an increase of 9.7% versus 9.6% in the comparable 2021 period. Gross profit increased by \$12.8 million, or 113%, for the three months ended September 30, 2022, while operating expenses decreased by \$0.1 million, or 1% versus the comparable period in 2021. Interest expense increased by \$2.0 million during the three months ended September 30, 2022 compared to the three months ended September 30, 2021. The Company recorded an income tax expense of \$0.4 million during the three months ended September 30, 2022 compared to an income tax benefit of \$0.1 million in the prior year. Collectively, these factors contributed to a \$10.4 million improvement in net income, which totaled \$3.2 million in the 2022 period compared to a net loss of \$7.2 million in the same period in 2021. Diluted earnings per share was \$0.14 in the 2022 period compared to diluted loss per share of \$0.31 in the comparable 2021 period. Adjusted net income, which excludes certain items described below that the Company believes are not indicative of its ongoing operating performance, was \$4.2 million in the 2022 period, compared to Adjusted net loss of \$4.8 million in 2021. Adjusted earnings per share was \$0.18 in 2022 compared to Adjusted loss per share of \$0.21 in 2021. Adjusted earnings before interest expense, income taxes, depreciation and amortization (“Adjusted EBITDA”) was positive at \$9.9 million in 2022 compared to Adjusted EBITDA of negative \$1.5 million in 2021. Adjusted net income (loss), Adjusted earnings (loss) per share and Adjusted EBITDA are non-GAAP financial measures. For a reconciliation of each of these measures to the nearest applicable GAAP financial measure, as well as additional information about these non-GAAP measures, see the section entitled Non-GAAP Financial Measures in this Item 2.

For the nine months ended September 30, 2022, the Company’s net sales increased \$15.0 million, or 5%, compared to the nine months ended September 30, 2021, as a result of higher sales of \$46.3 million and \$51.9 million in the power systems and industrial end markets, respectively, partly offset by a decrease of \$83.1 million in the transportation end market. Gross margin was 17.2% and 9.6% during the nine months ended September 30, 2022 and 2021, respectively. Gross profit increased during the nine months ended September 30, 2022 by \$27.5 million, or 87%, compared to the nine months ended September 30, 2021, while operating expenses decreased by \$19.1 million, or 28%, as compared to the comparable period in 2021. Interest expense increased by \$3.5 million for the nine months ended September 30, 2022 versus the comparable period in 2021. Also, the Company recorded an income tax expense of less than \$0.1 million for the nine months ended September 30, 2022 versus a benefit of \$0.3 million for the same period last year. Collectively, these factors contributed to a \$42.8 million decrease in the net loss, which totaled income of \$2.0 million in the 2022 period compared to a net loss of \$40.9 million in the same period of 2021. Diluted earnings per share was \$0.09 in the 2022 period compared to diluted loss per share of \$1.79 in the comparable 2021 period. Adjusted net income, which excludes certain items described below that the Company believes are not indicative of its ongoing operating performance, was \$5.6 million in the 2022 period compared to Adjusted net loss of \$21.6 million in 2021. Adjusted earnings per share was \$0.25 in 2022 compared to Adjusted loss per share of \$0.95 in 2021. Adjusted EBITDA

was positive at \$19.5 million in 2022 compared to an Adjusted EBITDA loss of \$10.5 million in 2021. Adjusted net income (loss), Adjusted earnings (loss) per share and Adjusted EBITDA are non-GAAP financial measures. For a reconciliation of each of these measures to the nearest applicable GAAP financial measure, as well as additional information about these non-GAAP measures, see the section entitled Non-GAAP Financial Measures in this Item 2.

Net sales by geographic area and by end market for the three and nine months ended September 30, 2022 and 2021 are presented below:

Geographic Area	For the Three Months Ended September 30,				For the Nine Months Ended September 30,			
	2022		2021		2022		2021	
	% of Total		% of Total		% of Total		% of Total	
United States	\$ 89,661	72 %	\$ 103,872	88 %	\$ 250,026	73 %	\$ 293,424	89 %
North America (outside of United States)	\$ 2,903	2 %	\$ 1,894	2 %	\$ 10,623	3 %	\$ 6,126	2 %
Pacific Rim	20,083	16 %	7,914	7 %	56,599	16 %	18,862	5 %
Europe	7,028	6 %	1,729	1 %	13,787	4 %	5,297	2 %
Others	5,225	4 %	2,221	2 %	13,291	4 %	5,570	2 %
Total	\$ 124,900	100 %	\$ 117,630	100 %	\$ 344,326	100 %	\$ 329,279	100 %

End Market	For the Three Months Ended September 30,				For the Nine Months Ended September 30,			
	2022		2021		2022		2021	
	% of Total		% of Total		% of Total		% of Total	
Power Systems	\$ 42,693	34 %	\$ 31,801	27 %	\$ 127,904	37 %	\$ 81,611	25 %
Industrial	59,419	48 %	40,576	34 %	163,671	48 %	111,796	34 %
Transportation	22,788	18 %	45,253	39 %	52,751	15 %	135,872	41 %
Totals	\$ 124,900	100 %	\$ 117,630	100 %	\$ 344,326	100 %	\$ 329,279	100 %

Recent Trends and Business Outlook

COVID-19 Update and Recent Business Impacts

The COVID-19 pandemic has resulted in the implementation of significant governmental measures to control the spread of the virus, including quarantines, travel restrictions, business shutdowns, and restrictions on the movement of people in the United States and abroad. These factors, in turn, have impacted and may continue to impact the Company's operations, financial condition, and demand for its goods and services, as well as its overall ability to react timely to mitigate any further impact of the COVID-19 pandemic.

As of the date of this Form 10-Q, the Company continues to judiciously manage its expenses through the continuation of certain measures, including the reduction of all non-essential travel and minimized discretionary expenses and consulting services. The Company continues to review operating expenses, including prioritizing certain R&D investments in support of the Company's long-term growth objectives. During 2021, the Company took rightsizing actions to align its staffing with current needs, while also streamlining certain roles. These actions, when coupled with attrition, contributed to the reduction of approximately 100 positions, or approximately 12.5% of the Company's headcount. Also, the Company continues to review its facilities footprint in light of its current and planned business mix and its evolving needs. To date, these efforts have resulted in the exit and sublease of its Hanover Park, IL materials and warehousing facility.

During 2020 and 2021, as a result of the COVID-19 pandemic, the global economy experienced substantial turmoil, which led to challenging market conditions across certain areas of the Company's business. In addition, due to unprecedented decreases in demand, an oil price war, and economic uncertainty resulting from the COVID-19 pandemic, average crude oil prices were considerably lower in 2020 as compared to prices at the end of 2019 but showed signs of improvement in 2021, and through the first nine months of 2022. However, although rig counts in the U.S. oil markets increased during 2021 and through the first nine months of 2022, average rig counts remained below pre-pandemic levels. The Company also believes that capital spending within the areas of the oil and gas market that it participates in, remains below pre-pandemic levels. While the Company saw an increase of sales to customers with traditional exposure to the oil and gas markets during the first nine months of 2022, as compared to the prior year, sales remain below pre-pandemic levels. A significant portion of the Company's sales and profitability has historically been derived from the sale of products that are used within the oil and gas industry. In addition, the Company continued to experience delays in its supply chain during the third quarter of 2022 due to temporary shortages of raw

materials and container delays of overseas materials as bottlenecks occurred at ports in Asia and North America. This, in turn, caused delivery delays to some of the Company's customers. The Company also experienced inflationary cost pressures for certain materials and shipping-related costs. Additionally, the Company continues to experience ongoing tariff costs for products that did not receive exclusions. The Company is working to mitigate the impact of these matters through price increases and other measures, such as seeking certain tariff exclusions, where possible. The potential for continued disruptions, economic uncertainty, and unfavorable oil and gas market dynamics may have a material adverse impact on the timing of delivery of customer orders and the levels of future customer orders.

During 2021, the Company incurred significantly higher legal costs due to its obligation to indemnify certain former officers and employees as a result of exhaustion of its directors' and officers' insurance during the early part of 2020. In particular, spending activity was elevated during the first nine months of 2021 as a result of the USAO trial involving former officers and employees of the Company. With a verdict reached in the USAO trial matter involving former officers and employees in September 2021, the Company's costs related to the matter ceased. Accordingly, the Company saw a substantial decline in these costs during the first nine months of 2022. Additionally, in June 2022, the SEC matter concerning former officers and employees was settled. As a result, the Company's potential future costs for indemnity obligations related to this matter should cease. See Note 9. *Commitments and Contingencies* for further discussion of the Company's indemnification obligations.

Lastly, in addition to incurring higher total debt levels during 2022, the Company's debt is tied to LIBOR and SOFR, both of which have seen significant increases during the year. As a result of these factors, the Company's interest expense has increased and is subject to further increases. Accordingly, the above challenges may continue to have a material adverse impact on the Company's future results of operations, financial position, and liquidity.

Results of Operations

Condensed consolidated results of operations for the three and nine months ended September 30, 2022 compared with the three and nine months ended September 30, 2021:

(in thousands, except per share amounts)

	For the Three Months Ended September 30,				For the Nine Months Ended September 30,			
	2022	2021	Change	% Change	2022	2021	Change	% Change
Net sales	\$ 124,900	\$ 117,630	\$ 7,270	6 %	\$ 344,326	\$ 329,279	\$ 15,047	5 %
Cost of sales	100,792	106,288	(5,496)	(5)%	285,181	297,673	(12,492)	(4)%
Gross profit	24,108	11,342	12,766	113 %	59,145	31,606	27,539	87 %
<i>Gross margin %</i>	19.3 %	9.6 %	9.7 %		17.2 %	9.6 %	7.6 %	
Operating expenses:								
Research, development and engineering expenses	4,819	5,437	(618)	(11)%	13,931	17,772	(3,841)	(22)%
<i>Research, development and engineering expenses as a % of sales</i>	3.9 %	4.6 %	(0.7)%		4.0 %	5.4 %	(1.4)%	
Selling, general and administrative expenses	11,541	10,958	583	5 %	32,922	47,858	(14,936)	(31)%
<i>Selling, general and administrative expenses as a % of sales</i>	9.2 %	9.3 %	(0.1)%		9.6 %	14.5 %	(4.9)%	
Amortization of intangible assets	526	634	(108)	(17)%	1,598	1,901	(303)	(16)%
Total operating expenses	16,886	17,029	(143)	(1)%	48,451	67,531	(19,080)	(28)%
Operating income (loss)	7,222	(5,687)	12,909	227 %	10,694	(35,925)	46,619	130 %
Other expense, net:								
Interest expense	3,615	1,623	1,992	123 %	8,729	5,253	3,476	66 %
Other expense (income), net	—	—	—	NM	—	1	(1)	NM
Total other expense, net	3,615	1,623	1,992	123 %	8,729	5,254	3,475	66 %
Income (Loss) before income taxes	3,607	(7,310)	10,917	149 %	1,965	(41,179)	43,144	105 %
Income tax expense (benefit)	415	(133)	548	NM	14	(281)	295	(105)%
Net income (loss)	<u>\$ 3,192</u>	<u>\$ (7,177)</u>	<u>\$ 10,369</u>	<u>144 %</u>	<u>\$ 1,951</u>	<u>\$ (40,898)</u>	<u>\$ 42,849</u>	<u>105 %</u>
Earnings (Loss) per common share:								
Basic	\$ 0.14	\$ (0.31)	\$ 0.45	145 %	\$ 0.09	\$ (1.79)	\$ 1.88	105 %
Diluted	\$ 0.14	\$ (0.31)	\$ 0.45	145 %	\$ 0.09	\$ (1.79)	\$ 1.88	105 %
Non-GAAP Financial Measures:								
Adjusted net income (loss) *	\$ 4,159	\$ (4,841)	\$ 9,000	186 %	\$ 5,633	\$ (21,571)	\$ 27,204	126 %
Adjusted earnings (loss) per share – diluted *	\$ 0.18	\$ (0.21)	\$ 0.39	186 %	\$ 0.25	\$ (0.95)	\$ 1.20	126 %
EBITDA *	\$ 8,887	\$ (3,851)	\$ 12,738	331 %	\$ 15,824	\$ (30,378)	\$ 46,202	152 %
Adjusted EBITDA *	\$ 9,854	\$ (1,515)	\$ 11,369	NM	\$ 19,506	\$ (10,496)	\$ 30,002	NM

NM Not meaningful

* Non-GAAP measurement, see reconciliation below

Net Sales

Net sales increased \$7.3 million, or 6%, during the three months ended September 30, 2022 compared to the three months ended September 30, 2021 a result of sales increases of \$10.9 million and \$18.8 million in the power systems and industrial end markets, respectively, partly offset by a \$22.5 million decline in the transportation end market, which was expected during the year as the Company focuses on driving improved long-term profitability. Further, overall sales in the third quarter of 2022 continued to reflect supply chain challenges that impacted the Company's ability to timely meet certain orders. Higher power systems end market sales were attributable to increased sales across various categories, including within standby, demand response, and to customers that have traditionally served the oil and gas market. Higher industrial end market sales are primarily due to increased demand for products across various applications, with the largest increase attributable to products used within the material handling/forklift market. The decreased sales within the transportation end market were primarily attributable to lower sales in the medium duty truck market, coupled with lower sales of school bus products.

Net sales increased \$15.0 million, or 5%, during the nine months ended September 30, 2022 compared to the nine months ended September 30, 2021, as a result of higher sales of \$46.3 million and \$51.9 million in the power systems and industrial end markets, respectively, partly offset by a decrease of \$83.1 million in the transportation end market, which was expected during the year as the Company focuses on driving improved long-term profitability. Further, overall sales in the first nine months of 2022 continued to reflect supply chain challenges that impacted the Company's ability to timely meet certain orders. Higher power systems end market sales were attributable to increased sales across various categories, including within demand response, standby, and to customers that have traditionally served the oil and gas market. Higher industrial end market sales are primarily due to increased demand for products across various applications, with the largest increase attributable to products used within the material handling/forklift market. The decreased sales within the transportation end market were primarily attributable to lower sales in the medium duty truck market, coupled with lower sales of school bus products.

Gross Profit

Gross profit increased during the three months ended September 30, 2022 by \$12.8 million, or 113%, compared to the three months ended September 30, 2021. Gross margin was 19.3% and 9.6% during the three months ended September 30, 2022 and 2021, respectively. The increase in gross margin is primarily due to the impact of higher sales, improved mix and pricing actions, and lower warranty expenses, among other items. For the three months ended September 30, 2022, warranty costs were \$3.5 million, a decrease of \$3.8 million compared to warranty costs of \$7.3 million last year, due largely to lower charges for transportation end market engines during the three months ended September 30, 2022. A majority of the warranty activity is attributable to products sold within the transportation end market.

Gross profit increased during the nine months ended September 30, 2022 by \$27.5 million, or 87%, compared to the nine months ended September 30, 2021. Gross margin was 17.2% and 9.6% during the nine months ended September 30, 2022 and 2021, respectively. The increase in gross margin is primarily due to lower warranty expense, improved mix and pricing actions. For the nine months ended September 30, 2022, warranty costs were \$5.4 million, a decrease of \$9.4 million compared to warranty costs of \$14.8 million last year, due largely to lower charges for transportation end market engines during the nine months ended September 30, 2022 in part attributable to a contract revision. A majority of the warranty activity is attributable to products sold within the transportation end market.

Research, Development and Engineering Expenses

Research, development and engineering expenses during the three months ended September 30, 2022 were \$4.8 million, a decrease of \$0.6 million, or 11%, from the three months ended September 30, 2021. The decrease was primarily due to lower wages and benefits driven by reduced headcount and the timing of projects.

Research, development and engineering expenses during the nine months ended September 30, 2022 were \$13.9 million, a decrease of \$3.8 million, or 22%, from the nine months ended September 30, 2021. The decrease was primarily due to lower wages and benefits driven by reduced headcount, and the timing of projects.

Selling, General and Administrative Expenses

Selling, general and administrative expenses increased during the three months ended September 30, 2022 by \$0.6 million, or 5%, compared to the three months ended September 30, 2021. The increase was due to higher incentive compensation expenses offset by lower legal costs related to the Company's indemnification obligations of former officers and employees, due largely to decreased spending activity during the three months ended September 30, 2022 in relation to the USAO's trial involving former officers and employees, which concluded in September 2021 (see additional discussion in Note 9. *Commitments and Contingencies* in Part I, Item 1. *Financial Statements*).

Selling, general and administrative expenses decreased during the nine months ended September 30, 2022 by \$14.9 million, or 31%, compared to the nine months ended September 30, 2021. The decrease was primarily due to lower legal costs related to the Company's indemnification obligations of former officers and employees, due largely to decreased spending activity during the nine months ended September 30, 2022 in relation to the USAO's trial involving former officers and employees, which

concluded in September 2021 (see additional discussion in Note 9. *Commitments and Contingencies* in Part I, Item 1. *Financial Statements*). These decreased costs were partially offset by an increase in incentive compensation expense.

Interest Expense

Interest expense was \$3.6 million for the three months ended September 30, 2022 as compared to \$1.6 million for the three months ended September 30, 2021, largely due to higher average outstanding debt and a higher overall effective interest rate on the Company's debt during the three months ended September 30, 2022, as compared to the prior year.

Interest expense was \$8.7 million for the nine months ended September 30, 2022 as compared to \$5.3 million for the nine months ended September 30, 2021, largely due to higher average outstanding debt and a higher overall effective interest rate on the Company's debt during the nine months ended September 30, 2022, as compared to the prior year.

Income Tax Expense

The Company recorded income tax expense of \$0.4 million for the three months ended September 30, 2022, as compared to income tax benefit of \$0.1 million for the three months ended September 30, 2021. The Company's pretax income was \$3.6 million for the three months ended September 30, 2022, compared to a pretax loss of \$7.3 million for the three months ended September 30, 2021. Income tax expense for the three months ended September 30, 2022 is related primarily to adjustments to taxes payable and the deferred tax liability related to indefinite lived assets. The Company continues to record a full valuation allowance against deferred tax assets which offsets the tax expense and tax benefit associated with the pre-tax income and pre-tax loss for both the three months ended September 30, 2022 and 2021.

The Company recorded an income tax expense of \$0.01 million for the nine months ended September 30, 2022, as compared to an income tax benefit of \$0.3 million for the nine months ended September 30, 2021. The Company's pretax income was \$2.0 million for the nine months ended September 30, 2022, compared to pretax loss of \$41.2 million for the nine months ended September 30, 2021. Income tax expense for the nine months ended September 30, 2022 is related primarily to the impact of amended state returns, adjustments to taxes payable, and deferred tax liability related to indefinite lived assets. The Company continues to record a full valuation allowance against deferred tax assets which offsets the tax expense and tax benefit associated with the pre-tax income and pre-tax loss for both the nine months ended September 30, 2022 and 2021.

See Note 10. *Income Taxes*, included in Part I, Item 1. *Financial Statements*, for additional information related to the Company's income tax provision.

Non-GAAP Financial Measures

In addition to the results provided in accordance with accounting principles generally accepted in the United States (“U.S. GAAP”) above, this report also includes non-GAAP (adjusted) financial measures. Non-GAAP financial measures provide insight into selected financial information and should be evaluated in the context in which they are presented. These non-GAAP financial measures have limitations as analytical tools and should not be considered in isolation from, or as a substitute for, financial information presented in compliance with U.S. GAAP, and non-GAAP financial measures as reported by the Company may not be comparable to similarly titled amounts reported by other companies. The non-GAAP financial measures should be considered in conjunction with the consolidated financial statements, including the related notes, and *Management’s Discussion and Analysis of Financial Condition and Results of Operations* included in this report. Management does not use these non-GAAP financial measures for any purpose other than the reasons stated below.

Non-GAAP Financial Measure	Comparable GAAP Financial Measure
Adjusted net income (loss)	Net income (loss)
Adjusted earnings (loss) per share	Earnings (loss) per common share – diluted
EBITDA	Net income (loss)
Adjusted EBITDA	Net income (loss)

The Company believes that Adjusted net income (loss), Adjusted earnings (loss) per share, EBITDA, and Adjusted EBITDA provide relevant and useful information, which is widely used by analysts, investors and competitors in its industry as well as by the Company’s management in assessing the performance of the Company. Adjusted net income (loss) is defined as net income (loss) as adjusted for certain items that the Company believes are not indicative of its ongoing operating performance. Adjusted earnings (loss) per share is a measure of the Company’s diluted earnings (loss) per common share adjusted for the impact of special items. EBITDA provides the Company with an understanding of earnings before the impact of investing and financing charges and income taxes. Adjusted EBITDA further excludes the effects of other non-cash charges and certain other items that do not reflect the ordinary earnings of the Company’s operations.

Adjusted net income (loss), Adjusted earnings (loss) per share, EBITDA, and Adjusted EBITDA are used by management for various purposes, including as a measure of performance of the Company’s operations and as a basis for strategic planning and forecasting. Adjusted net income (loss), Adjusted earnings (loss) per share, and Adjusted EBITDA may be useful to an investor because these measures are widely used to evaluate companies’ operating performance without regard to items excluded from the calculation of such measures, which can vary substantially from company to company depending on the accounting methods, the book value of assets, the capital structure and the method by which the assets were acquired, among other factors. They are not, however, intended as alternative measures of operating results or cash flow from operations as determined in accordance with U.S. GAAP.

The following table presents a reconciliation from Net income (loss) to Adjusted net income (loss) for the three and nine months ended September 30, 2022 and 2021:

(in thousands)	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Net income (loss)	\$ 3,192	\$ (7,177)	\$ 1,951	\$ (40,898)
Stock-based compensation ¹	62	102	315	334
Severance ²	(2)	(2)	462	690
Internal control remediation ³	(49)	268	448	971
Government investigations and other legal matters ⁴	956	1,968	2,457	17,887
Discrete income tax items ⁵	—	—	—	(555)
Adjusted net income (loss)	\$ 4,159	\$ (4,841)	\$ 5,633	\$ (21,571)

The following table presents a reconciliation from Income (Loss) per common share – diluted to Adjusted income (loss) per share – diluted for the three and nine months ended September 30, 2022 and 2021:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Earnings (Loss) per common share – diluted	\$ 0.14	\$ (0.31)	\$ 0.09	\$ (1.79)
Stock-based compensation ¹	—	—	0.01	0.01
Severance ²	—	—	0.02	0.03
Internal control remediation ³	—	0.01	0.02	0.04
Government investigations and other legal matters ⁴	0.04	0.09	0.11	0.78
Discrete income tax items ⁵	—	—	—	(0.02)
Adjusted earnings (loss) per share	\$ 0.18	\$ (0.21)	\$ 0.25	\$ (0.95)
Diluted shares (in thousands)	22,959	22,920	22,944	22,902

The following table presents a reconciliation from Net income (loss) to EBITDA and Adjusted EBITDA for the three and nine months ended September 30, 2022 and 2021:

(in thousands)	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Net income (loss)	\$ 3,192	\$ (7,177)	\$ 1,951	\$ (40,898)
Interest expense	3,615	1,623	8,729	5,253
Income tax expense (benefit)	415	(133)	14	(281)
Depreciation	1,139	1,202	3,532	3,647
Amortization of intangible assets	526	634	1,598	1,901
EBITDA	8,887	(3,851)	15,824	(30,378)
Stock-based compensation ¹	62	102	315	334
Severance ²	(2)	(2)	462	690
Internal control remediation ³	(49)	268	448	971
Government investigations and other legal matters ⁴	956	1,968	2,457	17,887
Adjusted EBITDA	\$ 9,854	\$ (1,515)	\$ 19,506	\$ (10,496)

1. Amounts reflect non-cash stock-based compensation expense.
2. Amounts represent severance and other post-employment costs for certain former employees of the Company.
3. Amounts represent professional services fees related to the Company's efforts to remediate internal control material weaknesses including certain costs to upgrade IT systems.
4. Amounts include professional services fees for the three and nine months ended September 30, 2022 of a benefit of less than \$(0.1) million, resulting from credit for prior legal fees, and expense of \$0.1 million, respectively, and expense of \$1.6 million and \$15.2 million, respectively, for the three and nine months ended September 30, 2021, related to costs to indemnify certain former officers and employees of the Company. The Company is obligated to pay legal costs of certain former officers and employees in accordance with Company bylaws and certain indemnification agreements. As further discussed in Note 9. *Commitments and Contingencies* of Part I, Item 1. *Financial Statements*, the Company fully exhausted its historical primary directors' and officers' insurance coverage in connection with these matters during the first quarter of 2020. Also included are professional services fees and reserves related to certain other legal matters.
5. Amounts reflect adjustments for impacts of the CARES Act for the three and nine months ended September 30, 2021.

Cash Flows

Cash was impacted as follows:

(in thousands)

	For the Nine Months Ended September 30,		Change	% Change
	2022	2021		
Net cash used in operating activities	\$ (17,707)	\$ (39,101)	\$ 21,394	54 %
Net cash (used in) provided by investing activities	(991)	195	(1,186)	*NM
Net cash provided by financing activities	29,008	22,713	6,295	28 %
Net (decrease) increase in cash, cash equivalents, and restricted cash	\$ 10,310	\$ (16,193)	\$ 26,503	164 %
Capital expenditures	\$ (991)	\$ (2,156)	\$ 1,165	54 %

*NM Not meaningful

Cash Flows for the Nine Months Ended September 30, 2022

Cash Flow from Operating Activities

Net cash used in operating activities was \$17.7 million in the nine months ended September 30, 2022 compared to net cash used in operating activities of \$39.1 million in the nine months ended September 30, 2021, resulting in a decrease of \$21.2 million in cash used in operating activities year-over-year. The decrease in cash used by operating activities primarily resulted from the \$42.8 million increase in earnings while collections of customer accounts receivable were lower than the prior year, and the Company had higher cash paid against accounts payable contributing to a \$20.7 million increase of cash used by working capital accounts. Cash outflows associated with other noncurrent liabilities have increased, and are offset by the decrease in inventory purchases and other current liabilities, decrease in other noncurrent liabilities, and the decrease in non-cash adjustments.

Cash Flow from Investing Activities

Net cash used in investing activities was \$1.0 million for the nine months ended September 30, 2022 compared to cash provided by investing activities of \$0.2 million for the nine months ended September 30, 2021. For the nine months ended September 30, 2022, capital expenditures associated with the Company's facilities were lower by \$1.2 million versus the prior year, while the nine months ended September 30, 2021 included \$2.2 million of proceeds for the return of investment in joint venture.

Cash Flow from Financing Activities

The Company generated \$29.0 million in cash from financing activities in the nine months ended September 30, 2022 compared to \$22.7 million in cash generated by financing activities in the nine months ended September 30, 2021. The cash generated by financing activities for the nine months ended September 30, 2022 and 2021 was primarily attributable to cash received under the shareholder's loan agreements with Weichai. See additional discussion below and in Note 6. *Debt*, included in Part I, Item 1. *Financial Statements*, which further describe the Company's debt arrangements.

Liquidity and Capital Resources

The Company's sources of funds are cash flows from operations, borrowings made pursuant to our credit facilities, shareholder's loan agreements, and cash and cash equivalents on hand. Principal uses of funds consist of payments of principal interest on our debt facilities and shareholder's loan agreements, capital expenditures, and working capital needs.

As of September 30, 2022, the Company's total outstanding debt obligations under the Second Amended and Restated Credit Agreement, the Amended Second Shareholder's Loan Agreement, the Third Shareholder's Loan Agreement, the Fourth Shareholder's Loan Agreement and for finance leases and other debt were \$211.7 million in the aggregate, and its cash and cash equivalents were \$16.5 million. See Item 1. *Financial Statements and Supplementary Data*, Note 6. *Debt*, for additional information.

The Second Amended and Restated Credit Agreement includes financial covenants which are effective for the Company for the three months September 30, 2022, including an interest coverage ratio and a minimum EBITDA threshold, as further defined in the Second Amended and Restated Credit Agreement. For the three months ended September 30, 2022, the Company was in compliance with the financial covenants.

Significant uncertainties exist about the Company's ability to refinance, extend, or repay its outstanding indebtedness under its existing debt arrangements, maintain sufficient liquidity to fund its business activities, and maintain compliance with the covenants and other requirements under the Second Amended and Restated Credit Agreement or shareholder's loan agreements in the future. Without additional financing, the Company anticipates that it will not have sufficient cash and cash equivalents to

repay the outstanding indebtedness under the Company's existing debt arrangements as they become due. Management currently plans to seek an extension and/or replacement of its existing debt arrangements or seek additional liquidity from its current or other lenders before the maturity dates in 2022 and 2023 as discussed above. There can be no assurance that the Company will be able to successfully complete a refinancing on acceptable terms or repay this outstanding indebtedness when required or if at all.

As of September 30, 2022 and December 31, 2021, Accounts Payable were approximately \$73.1 million and \$93.3 million, respectively, reflective of less inventory and costs incurred related to the Company's indemnification obligations.

During 2020 and 2021, as a result of the COVID-19 pandemic, the global economy experienced substantial turmoil, which led to challenging market conditions across certain areas of the Company's business. In addition, due to unprecedented decreases in demand, an oil price war, and economic uncertainty resulting from the COVID-19 pandemic, average crude oil prices were considerably lower in 2020 as compared to prices at the end of 2019 but showed signs of improvement in 2021 and through the first nine months of 2022. However, although rig counts in the U.S. oil markets increased during 2021 and through the first nine months of 2022, average rig counts remained below pre-pandemic levels. The Company also believes that capital spending within the areas of the oil and gas market that it participates remains below pre-pandemic levels. While the Company saw an increase of sales to customers with traditional exposure to the oil and gas markets during the first nine months of 2022, as compared to the prior year, sales remain below pre-pandemic levels. A significant portion of the Company's sales and profitability has historically been derived from the sale of products that are used within the oil and gas industry. In addition, the Company continued to experience delays in its supply chain during the third quarter of 2022 due to temporary shortages of raw materials and container delays of overseas materials as bottlenecks occurred at ports in Asia and North America. This, in turn, caused delivery delays to some of the Company's customers. The Company also experienced inflationary cost pressures for certain materials and shipping-related costs. Additionally, the Company continues to experience ongoing tariff costs for products that did not receive exclusions. The Company is working to mitigate the impact of these matters through price increases and other measures, such as seeking certain tariff exclusions, where possible. The potential for continued supply chain disruptions, economic uncertainty, and unfavorable oil and gas market dynamics may have a material adverse impact on the timing of delivery of customer orders and the levels of future customer orders.

During 2021, the Company incurred significantly higher legal costs due to its obligation to indemnify certain former officers and employees as a result of exhaustion of its directors' and officers' insurance during the early part of 2020. In particular, spending activity was elevated during the first nine months of 2021 as a result of the USAO trial involving former officers and employees of the Company. With a verdict reached in the USAO trial matter involving former officers and employees in September 2021, the Company's costs related to the matter ceased. Accordingly, the Company saw a substantial decline in these costs during the first nine months of 2022. Additionally, in June 2022, the SEC matter concerning former officers and employees was settled. As a result, the Company's potential future costs for indemnity obligations related to this matter should cease. See Item 1. *Financial Statements and Supplementary Data*, Note 9. *Commitments and Contingencies* for further discussion of the Company's indemnification obligations.

Lastly, in addition to incurring higher total debt levels during 2022, the Company's debt is tied to LIBOR and SOFR, both of which have seen significant increases during the year. As a result of these factors, the Company's interest expense has increased and is subject to further increases. Accordingly, the above challenges may continue to have a material adverse impact on the Company's future results of operations, financial position, and liquidity.

Due to uncertainties surrounding the Company's future ability to refinance, extend, or repay its outstanding indebtedness under its existing debt arrangements, maintain sufficient liquidity to fund its business activities, and maintain compliance with the covenants and other requirements under the Second Amended and Restated Credit Agreement or shareholder's loan agreements in the future, substantial doubt exists as to its ability to continue as a going concern within one year after the date that these financial statements are issued. If the Company does not have sufficient liquidity to fund its business activities, it may be forced to limit its business activities or be unable to continue as a going concern, which would have a material adverse effect on its results of operations and financial condition.

At September 30, 2022, the Company had five outstanding letters of credit totaling \$2.1 million. See Item 1. *Financial Statements and Supplementary Data*, Note 9. *Commitments and Contingencies* for additional information related to the Company's off-balance sheet arrangements and the outstanding letters of credit.

Critical Accounting Policies and Estimates

The Company's consolidated financial statements are prepared in accordance with U.S GAAP. Preparation of these financial statements requires the Company to make estimates, assumptions and judgments that affect the reported amounts of assets, liabilities, revenue and expenses, and related disclosure of contingent assets and liabilities. The Company's most critical accounting policies and estimates are those most important to the portrayal of its financial condition and results of operations and which require the Company to make its most difficult and subjective judgments, often as a result of the need to make estimates regarding matters that are inherently uncertain. Although management believes that its estimates and assumptions are

reasonable, they are based on information available when they are made and, therefore, may differ from estimates made under different assumptions or conditions.

The Company's significant accounting policies are consistent with those discussed in Note 1. *Summary of Significant Accounting Policies and Other Information*, to the consolidated financial statements and the MD&A section of the Company's 2021 Annual Report on Form 10-K (the "2021 Annual Report"). During the nine months ended September 30, 2022, there were no significant changes in the application of critical accounting policies.

The Company has identified the following accounting policies as its most critical because they require the Company to make difficult, subjective, and complex judgments:

- Revenue Recognition
- Inventories
- Impairment of Long-Lived Assets
- Warranty
- Deferred Tax Asset Valuation Allowance

Impact of New Accounting Standards

For information about recently issued accounting pronouncements, see Note 1. *Summary of Significant Accounting Policies and Other Information*, included in Part 1, Item 1.

Item 3. Quantitative and Qualitative Disclosures About Market Risk.

The Company is a smaller reporting company as defined by Rule 12b-2 of the Exchange Act and is not required to provide the information under this item.

Item 4. Controls and Procedures.

Evaluation of Disclosure Controls and Procedures

The term “disclosure controls and procedures” is defined in Rule 13a-15(e) of the Exchange Act as “controls and other procedures of an issuer that are designed to ensure that information required to be disclosed by the issuer in the reports that it files or submits under the Exchange Act are recorded, processed, summarized and reported, within the time periods specified in the SEC rules and forms.” The Company’s disclosure controls and procedures are designed to ensure that material information relating to the Company and its consolidated subsidiaries is accumulated and communicated to its management, including its Interim Chief Executive Officer and its Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosures.

The Company’s management, with the participation of its Interim Chief Executive Officer and Chief Financial Officer, conducted an evaluation of the effectiveness of the Company’s disclosure controls and procedures as of September 30, 2022. Based upon that evaluation, the Company’s Interim Chief Executive Officer and Chief Financial Officer have concluded that the Company’s disclosure controls and procedures were not effective as of September 30, 2022, because of the previously reported material weaknesses in internal control over financial reporting, as described below.

Ongoing Remediation of Material Weaknesses in Internal Control over Financial Reporting

As previously disclosed under Item 9A. *Controls and Procedures* in the 2021 Annual Report, the Company’s management concluded that its internal control over financial reporting was not effective based on the material weaknesses identified. Management is committed to the continued implementation of remediation efforts to address the material weaknesses. The remediation efforts summarized below, which have been or will be implemented, are intended both to address the identified material weaknesses and to enhance the Company’s overall internal control environment.

As further discussed in Part II. Item 8. *Financial Statements and Supplementary Data.*, Note 10. *Commitments and Contingencies* of the Company’s 2020 Annual Report, under the settled administrative order with the SEC, the Company committed to remediate the deficiencies in its internal control over financial reporting that constituted material weaknesses identified in its 2017 Form 10-K filed in May 2019 by April 30, 2021 unless an extension was provided by the SEC. On April 12, 2021, the SEC granted the Company’s request for an extension of time until March 31, 2022 in which to comply with the requirements of the administrative order to remediate the remaining outstanding material weaknesses. In April 2022, the SEC granted a further extension of time until March 31, 2023 to fully comply with the administrative order.

IT Skillset and Competency:

The Company continues to assess the level of technical skills in its information technology (“IT”) function to support the design and implementation of IT general controls (“ITGCs”). The IT function has been reorganized under the leadership of a Chief Information Officer who reports to the Interim Chief Executive Officer. The Company also hired an IT Security lead and is actively recruiting for certain technical IT positions. The Company has continued to experience turnover in its IT functions. The IT function will continue to receive control-related training, evaluate resource needs, and will supplement, where necessary, with temporary resources.

Information Technology:

- The Company has reconstructed its ITGC framework to focus on controls that mitigate key financial reporting risks.
- The Company has designed and is implementing controls over access, change management and IT operations to ensure that access rights are restricted to appropriate individuals, and that data integrity is maintained via effective change management controls over system updates and over the transfer of data between systems.
- The Company continues to adjust its Enterprise Resource Planning (“ERP”) System to work towards improvement and automation of ITGC’s as well as other business process application controls. The Company also continues to enhance procedures to validate the information produced by the entity and end user computing to compensate while the ITGC controls are being improved.

Warranty Reserves:

To reduce the risk of untimely warranty claims processing, the Company is implementing improvements to centrally receive and monitor incoming claims including transitioning customers to the use of a warranty claims submission portal. The Company also implemented additional controls during the quarter to provide additional assurance around completeness and accuracy of the warranty data.

When fully implemented and operational, the Company believes the measures described above will remediate the control deficiencies that have led to the material weaknesses it has identified and will strengthen its internal control over financial reporting. The Company is committed to continuing to improve its internal control processes and it will continue to review its

financial reporting controls and procedures. As the Company continues to evaluate and work to improve its internal control over financial reporting, it may determine that a need exists to take additional measures to address control deficiencies or modify certain remediation measures described above.

Changes in Internal Control over Financial Reporting

Other than the ongoing remediation efforts described above, there have been no changes in the Company's internal control over financial reporting during the three months ended September 30, 2022 that have materially affected, or are reasonably likely to materially affect, its internal control over financial reporting.

PART II – OTHER INFORMATION

Item 1. Legal Proceedings.

See Note 9. *Commitments and Contingencies*, included in Part I, Item 1. *Financial Statements*, for a discussion of legal proceedings, which are incorporated herein by reference.

Item 1A. Risk Factors.

The Company is a smaller reporting company as defined by Rule 12b-2 of the Exchange Act and is not required to provide the information under this item.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.

None.

Item 3. Defaults upon Senior Securities.

None.

Item 4. Mine Safety Disclosures.

Not applicable.

Item 5. Other Information.

Not applicable.

Item 6. Exhibits.

EXHIBIT INDEX

The following documents listed below that have been previously filed with the SEC (1934 Act File No. 001-35944) are incorporated herein by reference:

Exhibit No.	Exhibit Description	Incorporated by Reference Herein			
		Form	Exhibit	Filing Date	File No.
10.1	Employment Agreement, effective as of August 29, 2022, by and between Kenneth Li and Power Solutions International, Inc.	8-K	10.1	08/29/2022	001-35944
10.2	Employment Agreement, effective as of September 16, 2022, between PSI and Sidong Shao	8-K	10.1	09/22/2022	001-35944
31.1	* Certification of Interim Chief Executive Officer, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.				
31.2	* Certification of Chief Financial Officer, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.				
32.1	** Certification of Interim Chief Executive Officer, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes Oxley Act of 2002.				
32.2	** Certification of Chief Financial Officer, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes Oxley Act of 2002.				
101.INS	* XBRL Instance Document.				
101.SCH	XBRL Taxonomy Extension Schema Document.				
101.CAL	XBRL Taxonomy Extension Calculation Linkbase Document.				
101.LAB	XBRL Taxonomy Extension Labels Linkbase Document.				
101.PRE	XBRL Taxonomy Extension Presentation Linkbase Document.				
101.DEF	* XBRL Taxonomy Definition Linkbase Document.				
104	* Cover Page Interactive Data File (embedded within the Inline XBRL document)				

* Filed with this Report.

** This exhibit shall not be deemed "filed" for purposes of Section 18 of the Exchange Act, or otherwise subject to the liability of that Section. Such exhibit shall not be deemed incorporated into any filing under the Securities Act of 1933, as amended, or the Exchange Act.

SIGNATURES

Pursuant to the requirements of the Exchange Act, the registrant has duly caused this Report to be signed on its behalf by the undersigned, thereunto duly authorized, on the 14th day of November 2022.

POWER SOLUTIONS INTERNATIONAL, INC.

By: /s/ Xun Li
Name: **Xun Li**
Title: Chief Financial Officer (Principal Financial Officer)

**CERTIFICATION PURSUANT TO 17 CFR 240.13a-14 PROMULGATED UNDER
SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002**

I, Dino Xykis, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Power Solutions International, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 14, 2022

By: /s/ Dino Xykis

Name: **Dino Xykis**

Title: Interim Chief Executive Officer

**CERTIFICATION PURSUANT TO 17 CFR 240.13a-14 PROMULGATED UNDER
SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002**

I, Xun Li, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Power Solutions International, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 14, 2022

By: /s/ Xun Li

Name: **Xun Li**

Title: Chief Financial Officer

**CERTIFICATION OF THE PRINCIPAL EXECUTIVE OFFICER PURSUANT TO
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Quarterly Report of Power Solutions International, Inc. (the "Company") on Form 10-Q for the three months ended September 30, 2022, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Dino Xykis, Interim Chief Executive Officer of the Company, certify, pursuant to 18 U.S.C. 1350, as adopted pursuant to 906 of the Sarbanes-Oxley Act of 2002, that:

1. The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: November 14, 2022

By: /s/ Dino Xykis

Name: **Dino Xykis**

Title: Interim Chief Executive Officer

This certification accompanies each Report pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by the Sarbanes-Oxley Act of 2002, be deemed filed by the Company for purposes of Section 18 of the Securities Exchange Act of 1934, as amended.

A signed original of this written statement required by Section 906 has been provided by the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.

**CERTIFICATION OF THE PRINCIPAL FINANCIAL OFFICER PURSUANT TO
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Quarterly Report of Power Solutions International, Inc. (the “Company”) on Form 10-Q for the three months ended September 30, 2022, as filed with the Securities and Exchange Commission on the date hereof (the “Report”), I, Xun Li, Chief Financial Officer of the Company, certify, pursuant to 18 U.S.C. 1350, as adopted pursuant to 906 of the Sarbanes-Oxley Act of 2002, that:

1. The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: November 14, 2022

By: /s/ Xun Li

Name: **Xun Li**

Title: Chief Financial Officer

This certification accompanies each Report pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by the Sarbanes-Oxley Act of 2002, be deemed filed by the Company for purposes of Section 18 of the Securities Exchange Act of 1934, as amended.

A signed original of this written statement required by Section 906 has been provided by the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.