

2021 Capital Markets Event

TI Fluid Systems plc

13 April 2021





Disclaimer

This presentation contains certain forward-looking statements with respect to the financial condition, results of operations and business of TI Fluid Systems plc (the “Company”). The words “believe”, “expect”, “anticipate”, “intend”, “estimate”, “forecast”, “project”, “will”, “may”, “should” and similar expressions identify forward-looking statements. Others can be identified from the context in which they are made. By their nature, forward-looking statements involve risks and uncertainties, and such forward-looking statements are made only as of the date of this presentation. Accordingly, no assurance can be given that the forward-looking statements will prove to be accurate and you are cautioned not to place undue reliance on forward-looking statements due to the inherent uncertainty therein. Past performance of the Company cannot be relied on as a guide to future performance. Nothing in this presentation should be construed as a profit forecast.

The financial information in this presentation does not contain sufficient detail to allow a full understanding of the results of the Company. For more detailed information, please see the preliminary results announcement for the year ended 31 December 2020.

Agenda

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Finance Summary



Strategy

Key Investment Propositions



Experienced management team with proven track record of strong growth and financial performance and support of the commitment to enhanced diversity and inclusivity



Demonstrated above-market growth with leading technologies, strong market positions, global low-cost footprint (including China strength) and diversification



Significant growth opportunities aligned with electrification of HEVs and BEVs and TI's strength in thermal management systems and pressure resistant HEV fuel tanks



Strong revenue growth, superior margins and free cash flow generation



Awarded the London Stock Exchange Green Economy Mark recognizing the scale of environmental benefit TI Fluid Systems products provide to the global automotive market

**Sustainable business model – ‘doing what we said we would do’
and making the world a cleaner place to live**

TI Fluid Systems Overview



TI Fluid Systems plc has approximately **100 years** of automotive **fluid systems** expertise

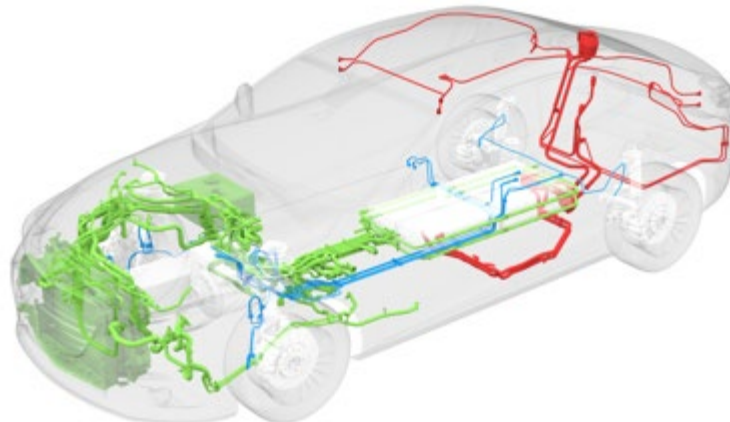
We have award-winning technologies and products aligned with automotive megatrends, including new product offerings designed for **hybrid electric vehicle (“HEV”)** and **battery electric vehicle (“BEV”)** applications

We are a **leading global supplier** of automotive **fluid storage, carrying and delivery** systems for the light vehicle automotive market, with **strong market shares** across all key products

We believe our **market diversity** is unparalleled and leading **competitive flexible cost structure** demonstrates the resilience of our business

**2020
Revenue
€2.8b**

**2020
Adj. EBIT %
6.2%**



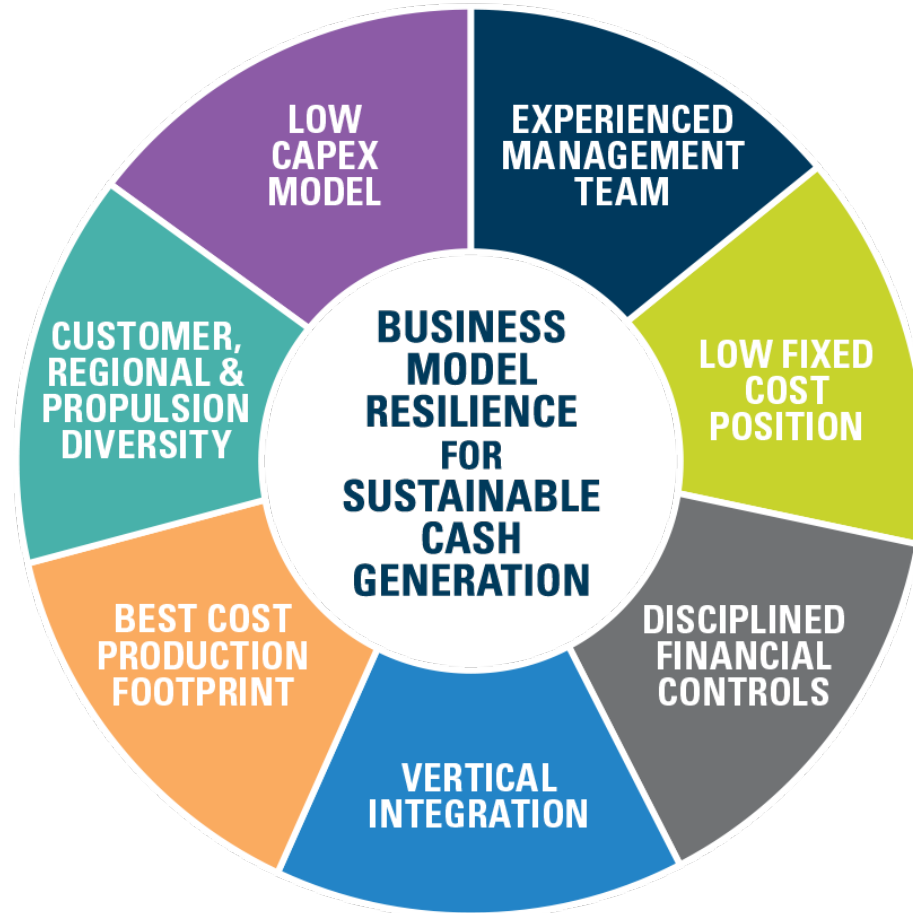
**2020
Adj. FCF
€148m**

**2020
Market Cap
€1.3b**

Business Model Resilience



2020 Illustrated Once Again The Resilience Of Our Business Model



Covid-19 Response



- Quick response in early 2020 to fast-changing business conditions to protect our employees and operations as the COVID-19 pandemic spread globally
 - Amongst first of global suppliers to mandate remote work and global travel restrictions
 - Temporarily closed our plants to protect our workers starting in Asia Pacific and then moving to Europe and North America as the crisis expanded globally
 - Implemented enhanced workplace and manufacturing measures such as temperature checks, protective facial coverings, social distancing, improved hygiene procedures and modified work proximities and altered shift patterns
- Collaborated with Ford Motor Company and 3M to produce air flex tube assemblies for powered air-purifying respiratory systems (PAPR) for front line health workers
- Supported the design, engineering, manufacturing and assembly locally in the USA to allow Ford and 3M to rapidly meet demand for much-needed protection for healthcare professionals
 - Quick connector production and subassembly - TIFS New Haven, Michigan
 - Final tube assembly – TIFS Ashley, Indiana

Early actions supported the limited the impact of COVID-19 infection across our employees and enabled facilities to safely re-open to support OEM customer production

London Stock Exchange Green Economy Mark Award



- TI Fluid Systems is pleased to be awarded the London Stock Exchange's Green Economy Mark, recognizing the scale of environmental benefit TI Fluid Systems products provide to the global automotive market
- The Green Economy Mark:
 - Recognises companies that generate over 50% of revenue from environmentally positive goods, products and services
 - Is developed and managed by FTSE Russell for its global investor clients
- As a leading global manufacturer of highly engineered fluid and thermal management systems, TI Fluid Systems enables vehicle manufacturers to sustainably reduce CO₂ emissions and improve fuel economy across all vehicle types, especially hybrid and battery electric vehicles

Lightweight nylon fluid lines • Thermal fluid products & Systems • Zero emission fuel tanks • Pressure resistant fuel tanks

Helping the world transition to a greener, cleaner and better place to live

Diversity and Inclusion



Focusing on Diversity and Inclusivity

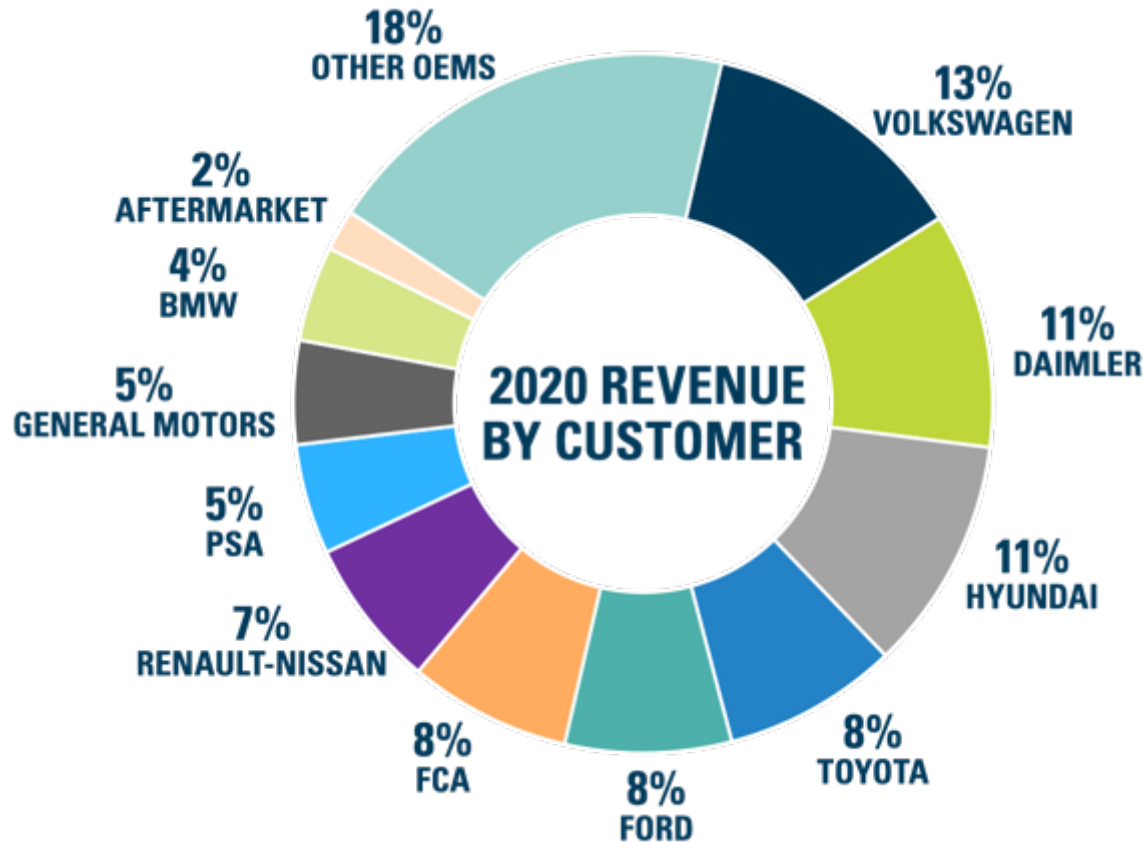


- Notwithstanding the challenges of COVID-19, TI Fluid Systems made significant progress in our commitment to diversity *through* inclusion
- Our simple D&I strategy focuses on evaluating and improving top and middle management inclusivity behaviour to create a fertile work environment for current and prospective employees
 - By partnering with Canadian firm MESH/Diversity and Dr. Leeno Karumanchery, TIFS uses the science behind management behaviour to create change
 - By the close of 2020, we assessed 1/3 of the Company's middle and top management and are focused to assess the balance of the team in 2021
- Other D&I initiatives in 2020 included:
 - Making diversity and inclusion a topic in most all monthly All Employee Meetings
 - Establish a US based diversity committee, which will expand globally in 2021
- Looking ahead, we will:
 - Expand the initiatives starting in the United States to all regions
 - Implement anti-bias training, globally, across our more than 100 locations around the world
 - Continue evaluate and implement ideas and initiative raised by our diversity committee

Customer Diversity



Highly diversified customer base with no single customer making up > 13% of revenue

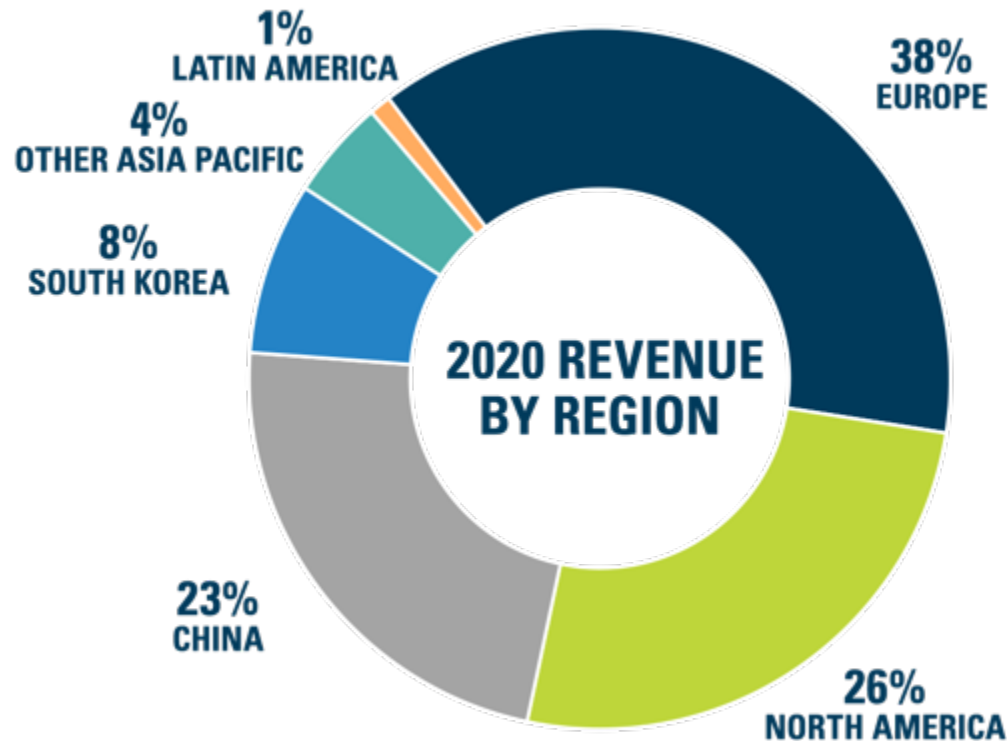


- **Highly diversified** customer base with no single customer making up > 13% of revenue facilitates revenue consistency
- OEM trend towards sourcing **global platform for existing ICE and new BEV programs**
- Multi-decade **trusted relationships**
- **Close engineering collaboration** early-on enables efficient design process and competitive advantages
- **Well established partner** to the OEMs for our products

Regional Diversity

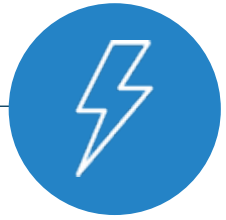


Highly diversified revenue with no dependence on one geography



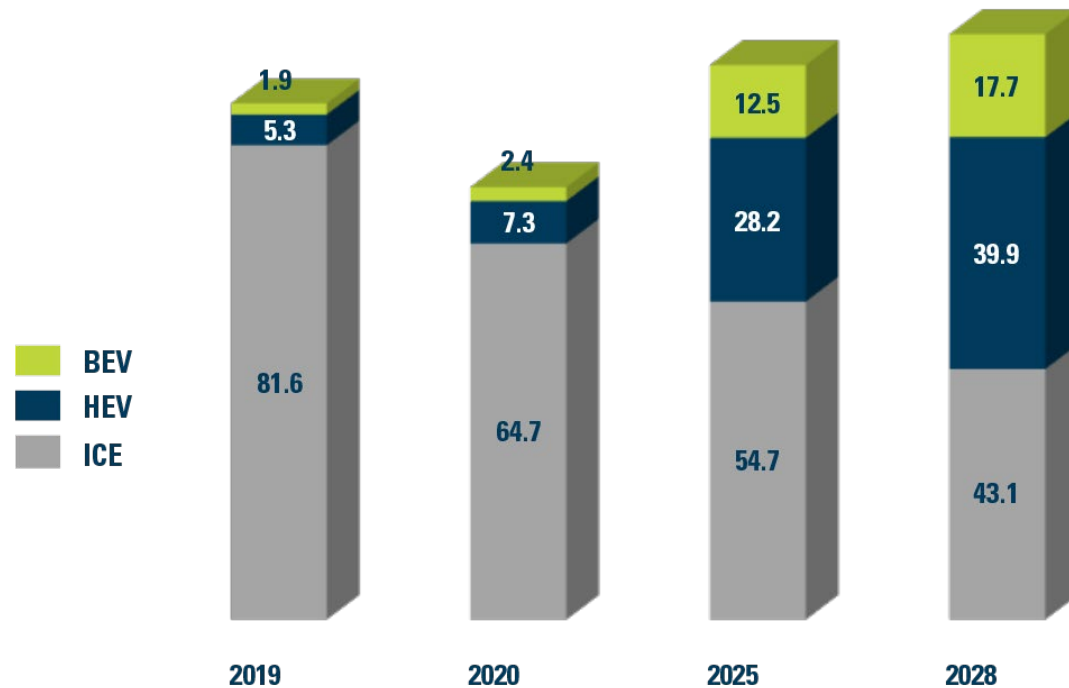
- **Highly diversified revenue** with no dependence on one geography
- 25,700 employees in **28 countries** across 5 continents
 - **Decentralised model** – primarily use local nationals with profit/ cash flow responsibility and strong regional/ global customer relationships
- **107 manufacturing locations** across the globe
- **4 global technology centres**
- **100% wholly-owned China operations**

Electrification Trends



Electrification providing significant tailwinds for outperformance growth

GLOBAL LIGHT VEHICLE PRODUCTION (M UNITS)

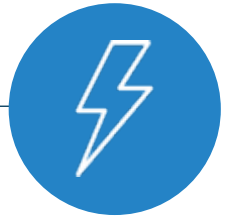


- **Electrified vehicle** growth and share forecasted to be significant from 2019 through 2028 providing **growth opportunity for thermal products and systems**
 - HEV and BEV CAGR of +26% | 57% of total light vehicle production
 - HEV: +25% CAGR | 40% and
 - BEV: +28% CAGR | 17%
- HEV also providing **growth opportunities for pressure resistant fuel tanks**

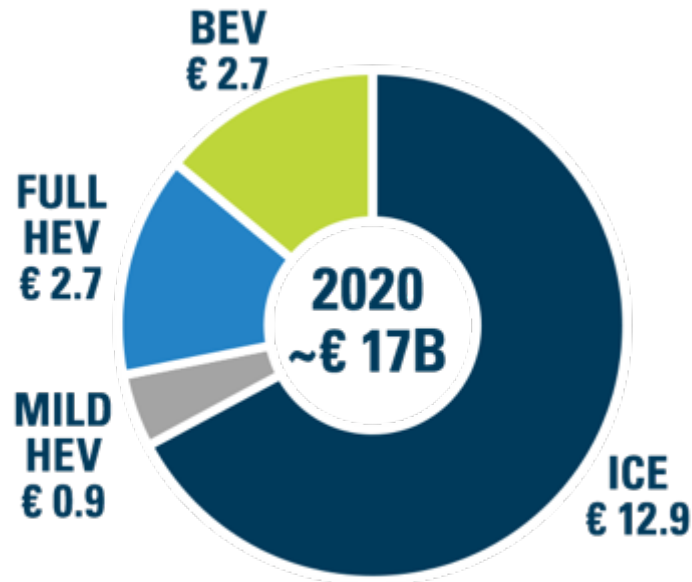


Vehicle Content

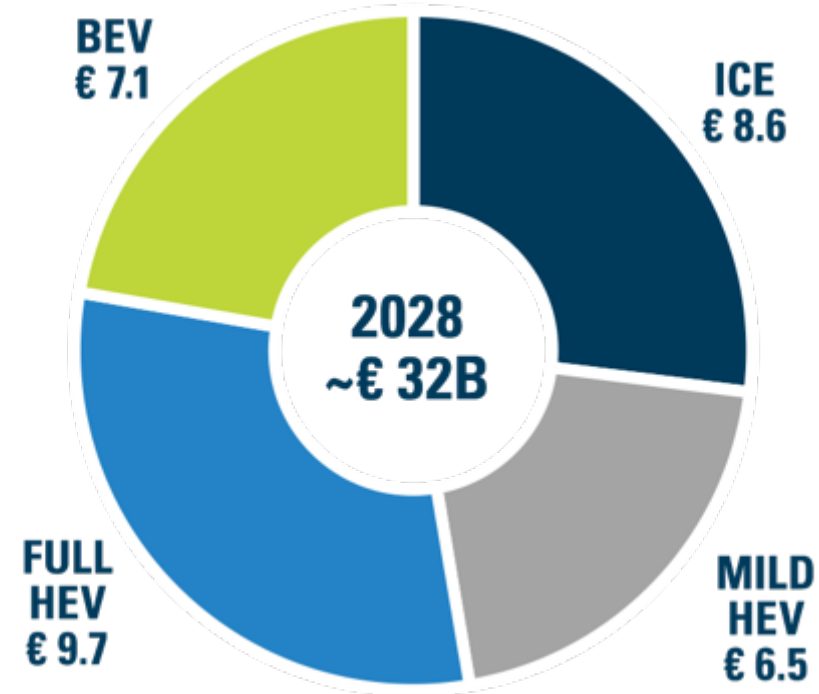
Vehicle Content **EV**olution: Significant Market Opportunity



2020 Addressable Market



2028 Addressable Market

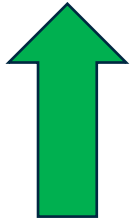


- Significant addressable market growth available for electrified vehicle segments with overall accessible market doubling and by 2028 HEV and BEV markets ~2.5x of ICE

Automotive Market Trends



Global factors driving long term growth



Long Term



Growth in Emerging Economies



Tighter Environmental Regulations



Electrification



Personal Mobility

TIFS product plans focus on fuel regulations and EV

Macro economic factors driving short term headwinds

Short Term



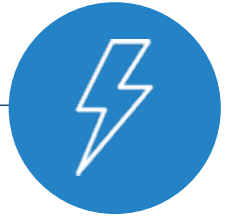
Global Economic Slowdown



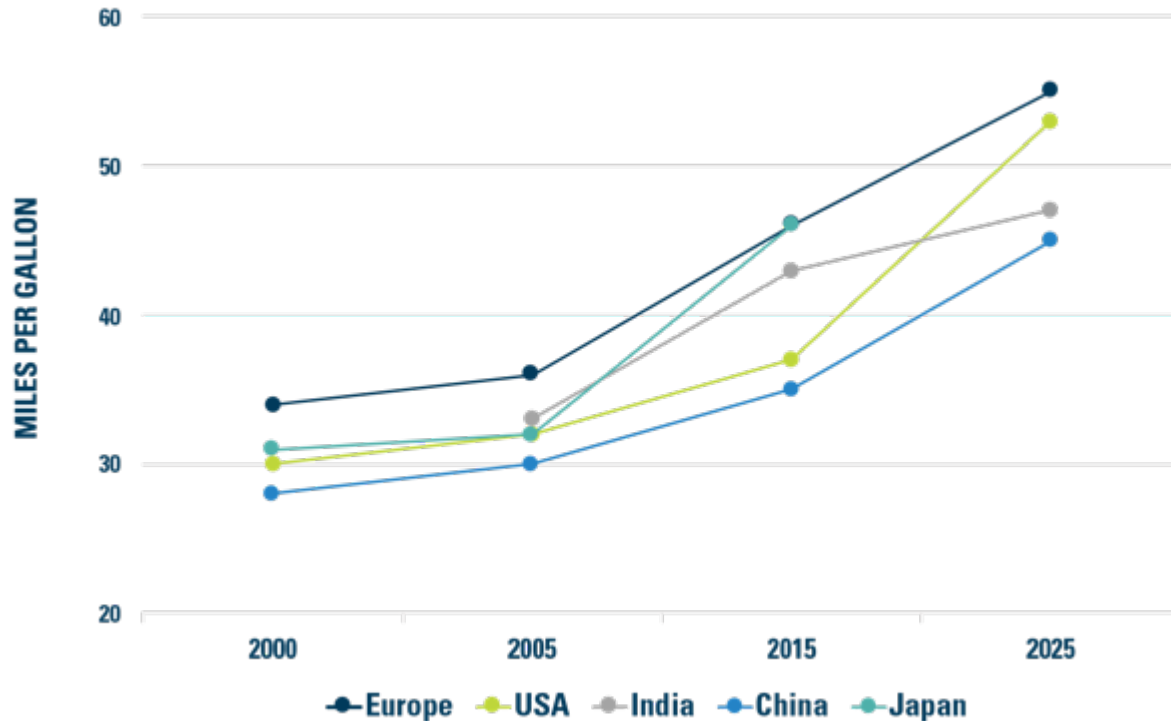
Consumer Demand Uncertainty

TIFS business model focus on auto headwinds

Automotive Megatrends – Fuel Efficiency



Fuel efficiency standards continue to increase



United States

- OEMs Corporate Average Fuel Economy (“CAFE”) standard increasing from 38 mpg today to 56 mpg by 2025

Europe

- OEMs expected to reach a higher CAFE standard of 57 mpg by 2021

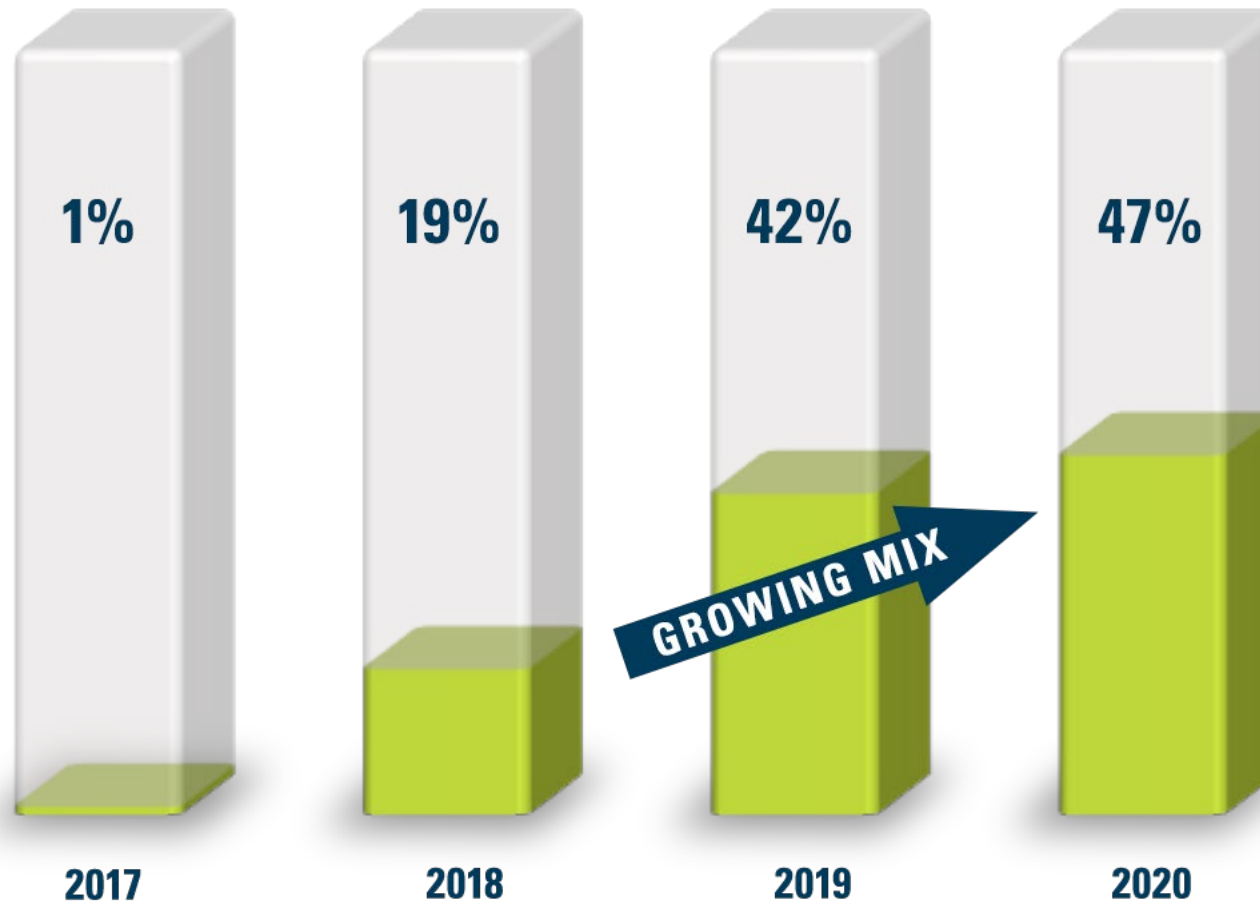
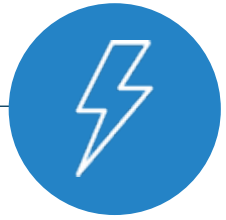
China

- OEMs expected to achieve 48 mpg by 2020



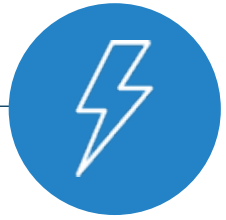
**Higher content per vehicle
for TI Fluid Systems**

Success: EV % Business Wins

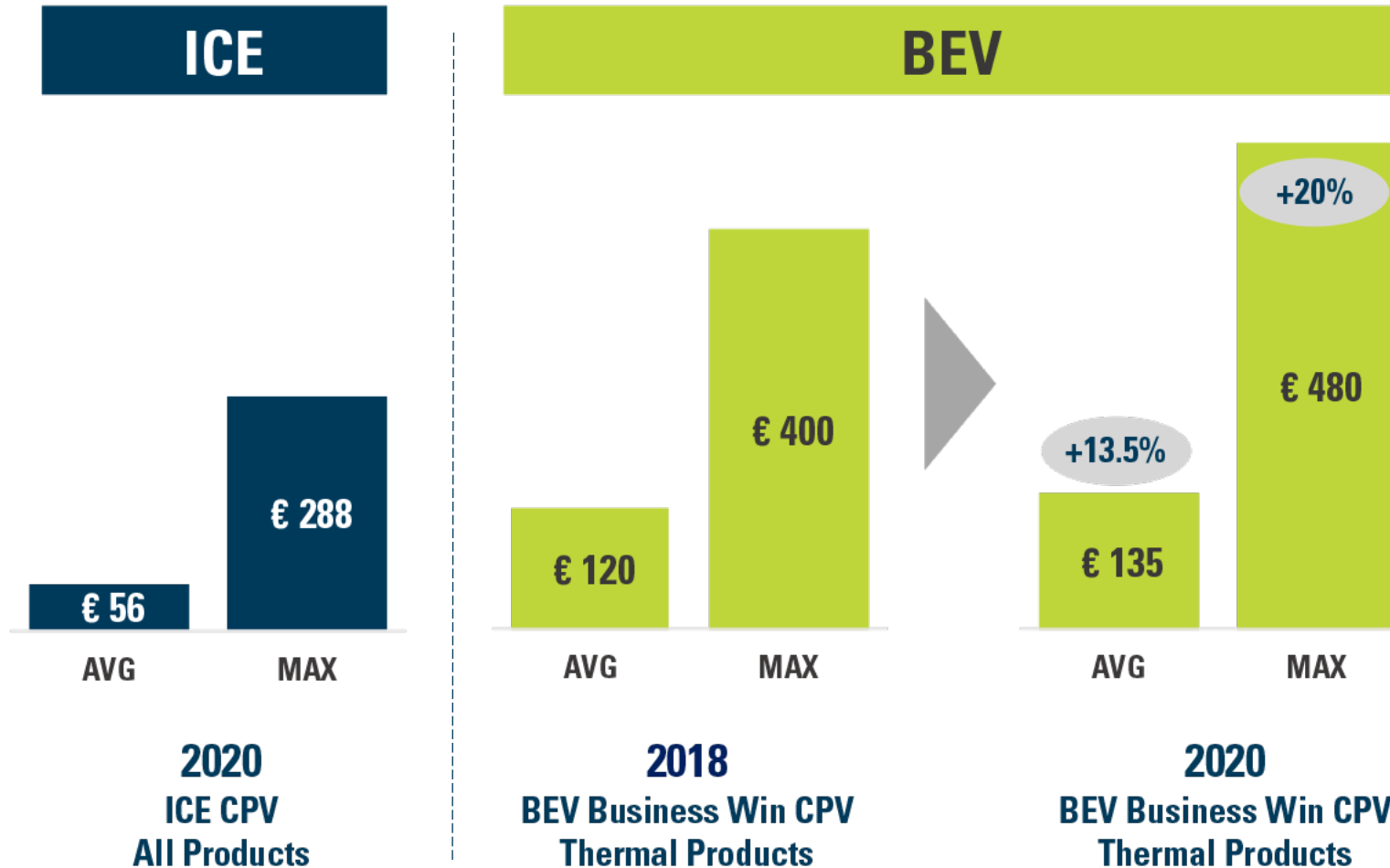


EV Business Wins

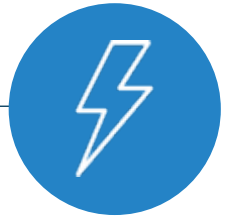
Success: Accretive BEV Award CPVs



Meaningful increase in BEV win CPVs – more than 2x ICE average CPVs

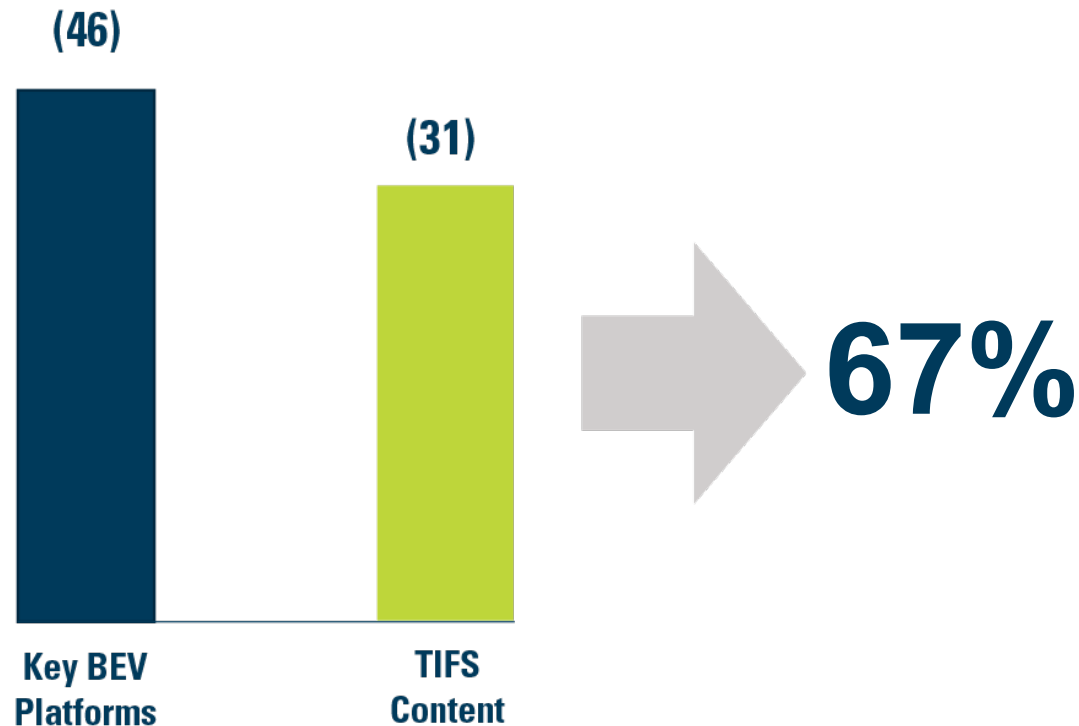


Success: BEV Platform Representation



Developing a significant leading representation on key BEV launches

Key BEV's Entering Market 2020 - 2022

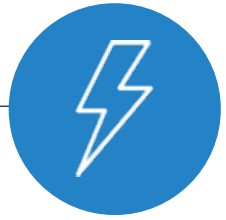


- **46 key BEV platforms** have been identified to come to market in Europe and North America between 2020 and 2022
- TIFS estimated to have product content on more than **two-thirds** of the 46 BEVs including **~50% with thermal** product content -- **leading product representation**

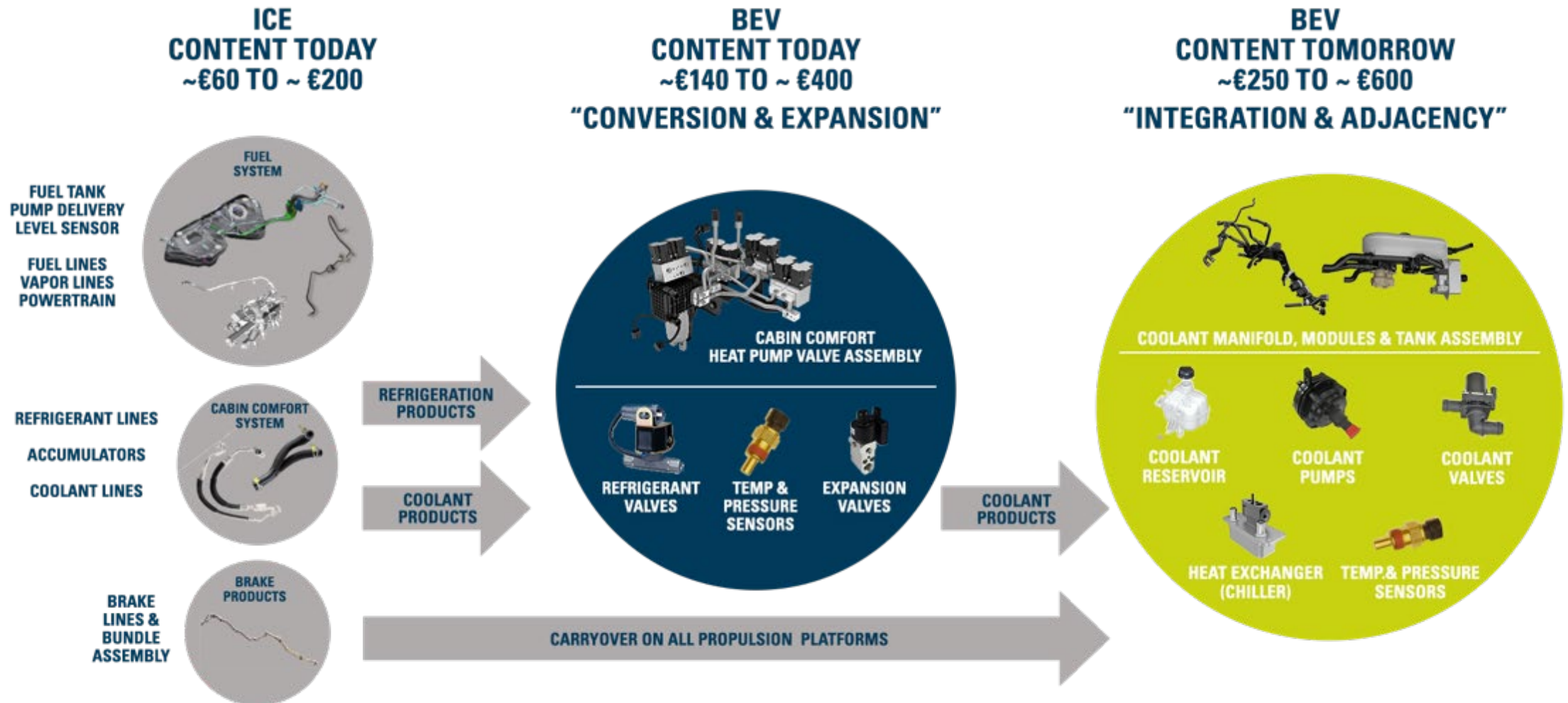
**Product representation
higher than ICE today!**

- Validation evidence of **TIFS electrification strategy progressing well**

Electrification Trends: Battery Electric Vehicles



Fluid system integration and adjacencies offering additional content growth opportunities










FCS Business Status

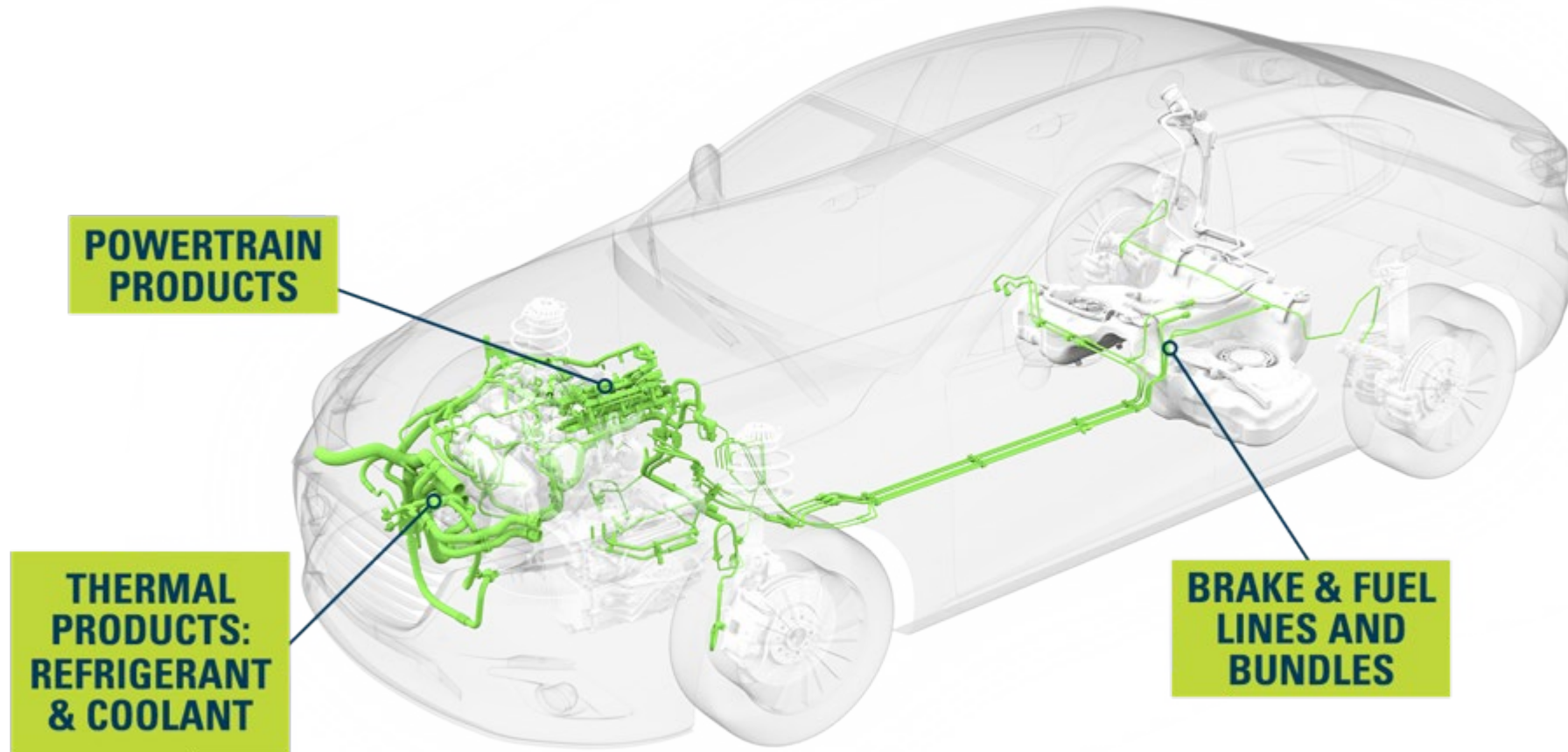
FCS Business Model



Vertical integration, leading market position and integrated low-cost footprint structure

-  **OPTIMAL LEVEL OF VERTICAL INTEGRATION**
-  **LEADING PRODUCT TECHNOLOGY POSITION**
-  **EXPANSION OF FOCUSED FOOTPRINT: ~20K PEOPLE IN 81 SITES IN 25 COUNTRIES WITH 21% DIRECT TEMP LABOR**
-  **LEADING MARKET SHARES: #1 IN BRAKE AND FUEL LINES**
-  **BEST COST GLOBAL STRUCTURE: 75% OF MANUFACTURING EMPLOYEES IN LOWER COST COUNTRIES, CLOSE TO OEM ASSEMBLY PLANTS**

FCS Product Overview



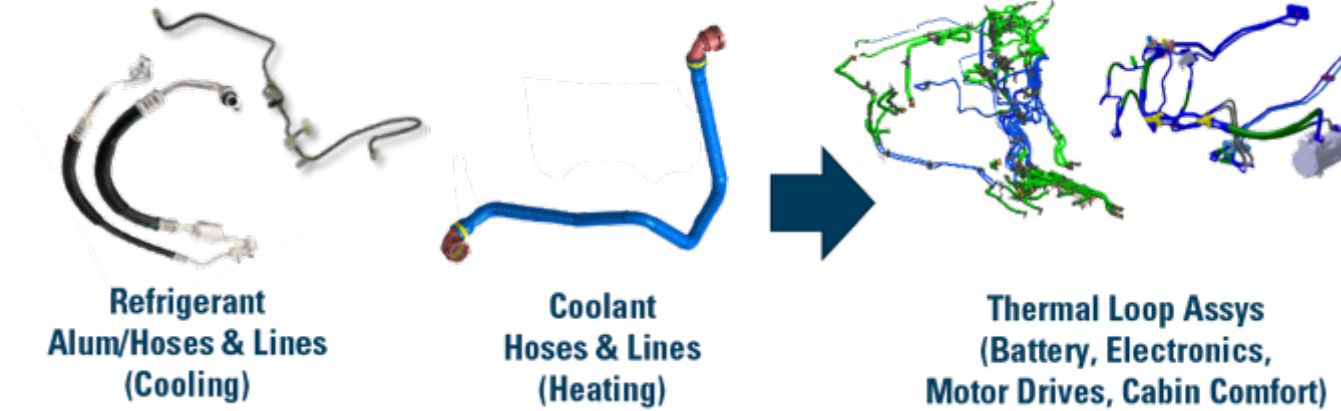
FCS commits its global resources to develop, manufacture and supply automotive fluid carrying systems

FCS Product Portfolio



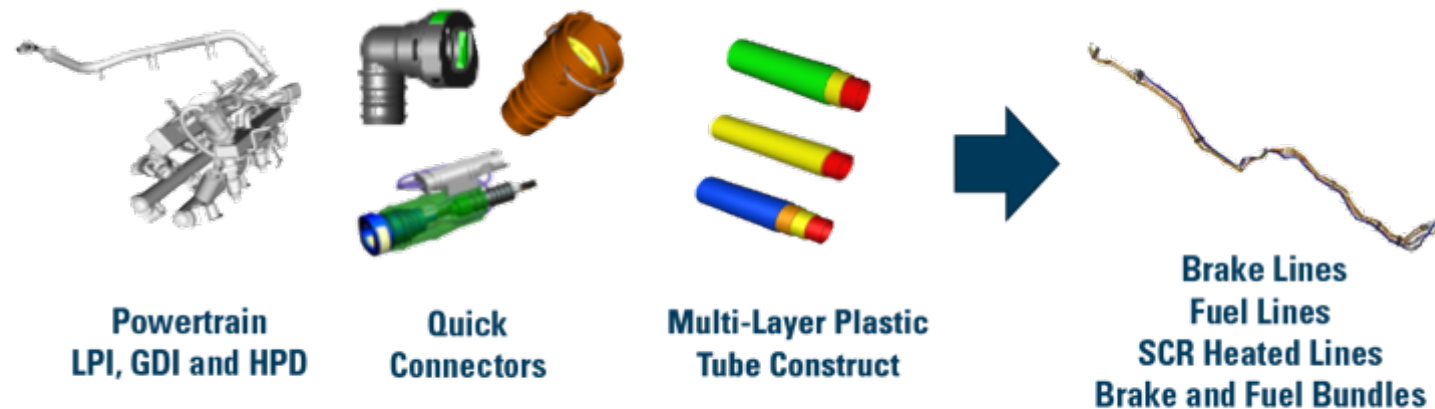
FCS designs, develops and manufactures integrated fluid carrying assemblies

THERMAL PRODUCTS



- Full vertical integration of all plastics and steel solutions
- ~ 600 FCS issued and pending patents worldwide
- Customised and highly engineering safety critical applications
- Close to customers

BRAKE & FUEL LINES AND BUNDLES



FCS Global Footprint



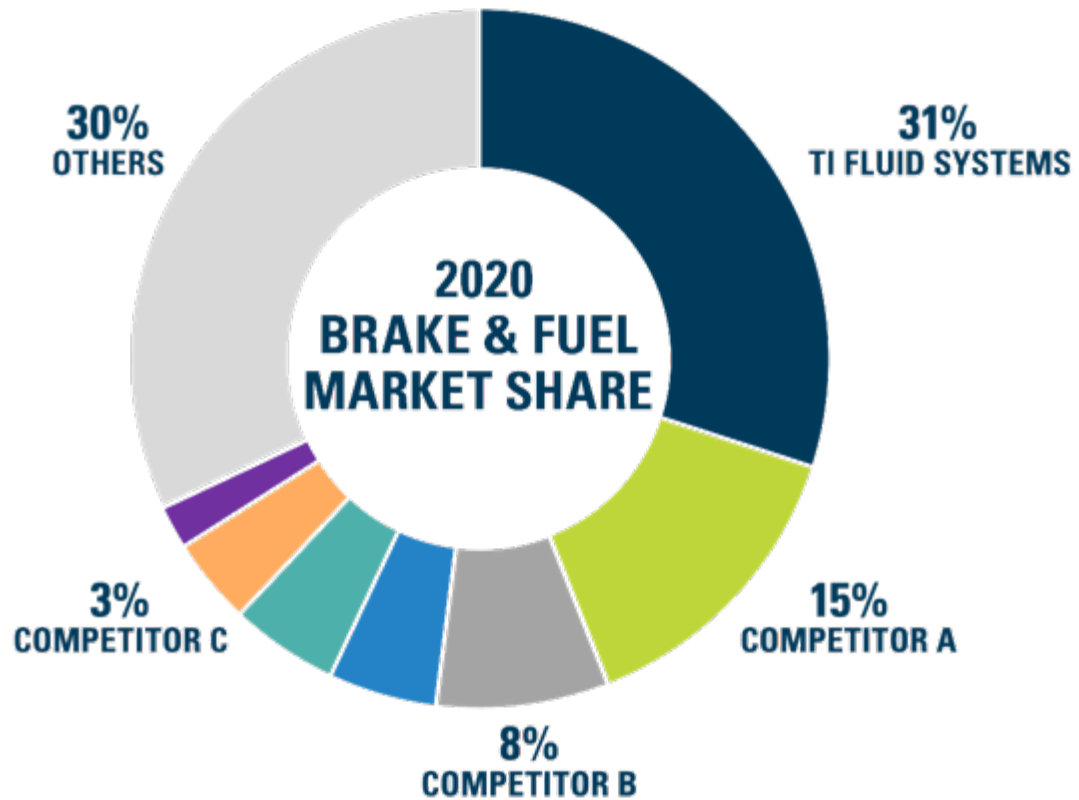
Extensive best cost country footprint

Brake and Fuel Global Market Share



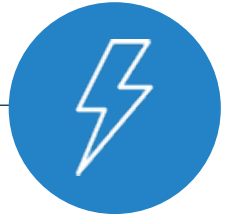
TI Fluid Systems #1 global market position in brake and fuel lines

2020 Market Share – Brake and Fuel Lines

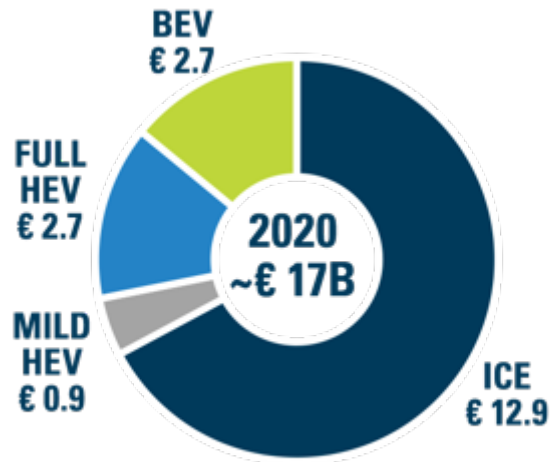


- #1 global market share position
- Maintained for over a decade
- Strong relationships with OEMs on all levels (global, regional and local) built over decades
- Global engineering and footprint

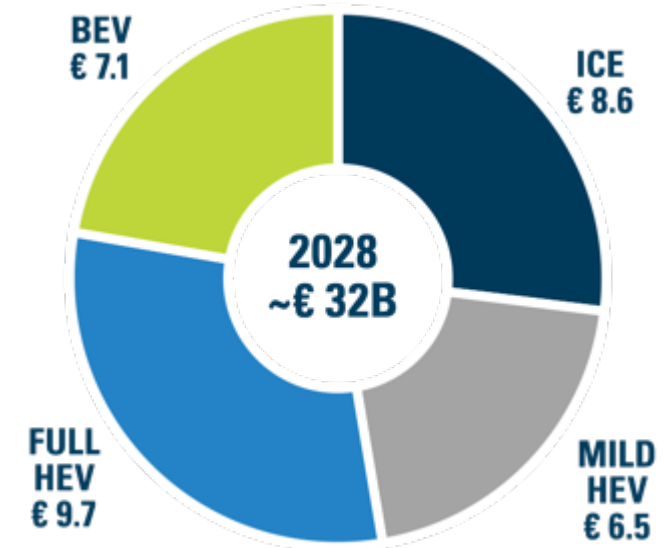
Electrification Products Addressable Market Overview



2020 Addressable Market



2028 Addressable Market



Coolant and Refrigerant Fluid Systems

Today (2020)

- Nascent HEV and BEV Markets
- HEV mainly JOEM with BEV mainly Tesla
- TIFS share single digit, TIFS Rank Top 6

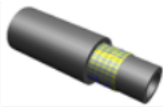

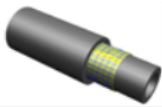

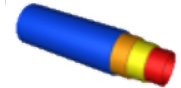




Tomorrow (2028)

- Exciting HEV and BEV Markets
- HEV & BEV more Europe and China OEMs
- TIFS share double digit, TIFS Rank Top 3

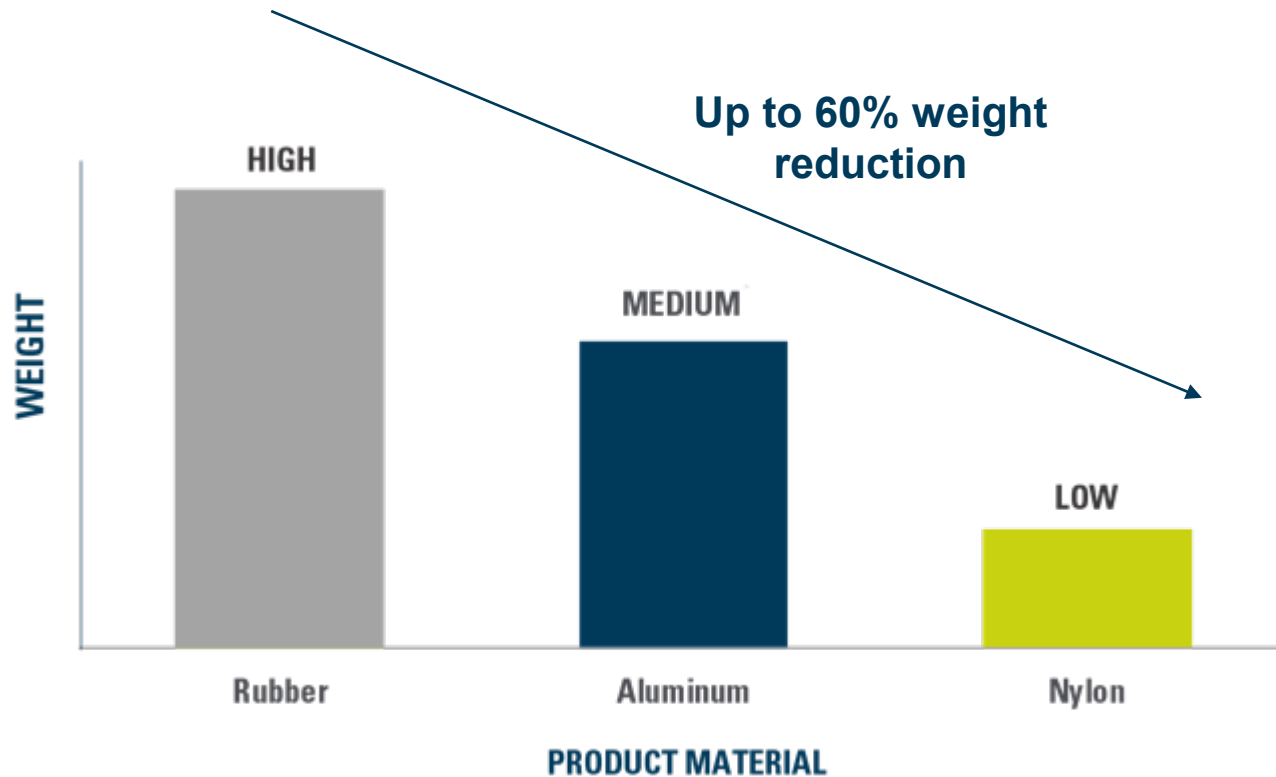
Growth of HEV/ BEV volumes with higher VPV doubling addressable market opportunity

Product Technology: Light Weight Lines and Connectors



| COOLANT HOSES AND LINES | | QUICK CONNECTORS |
|---|--|---|
| ICE | EV | PER OEM STANDARDS |
|  <p>RUBBER HOSES</p>  <p>ALUMINUM TUBES</p> |  <p>RUBBER HOSES</p>  <p>ALUMINUM TUBES</p>  <p>MULTI-LAYER PLASTIC TUBES</p> |  <p>VDA, SAE</p>  <p>WITH VERIFIERS</p> |
| REFRIGERANT HOSES AND LINES | | |
| ICE & EV | | |
| CURRENT |  <p>ALUMINUM AND RUBBER</p> | FUTURE |
| | |  <p>MULTILAYER PLASTIC TUBES</p> |

Light Weight Nylon Line Technology

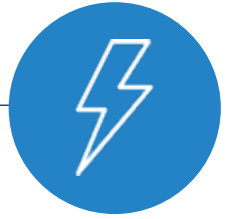


Nylon Technology

- Existing material know-how and capacity
- Substitutes aluminum and rubber
- Provides significant weight reduction
Estimated at 30% - 60%
- **Vertical integration** opportunities over aluminum and rubber constructs
- Tests indicate that the **weight saving** from nylon can equate to ~ 2.5 kg in a small vehicle and ~ 8.0 kg in a large vehicle

Nylon provides significant weight reduction and vertical integration opportunities

New Model Launch: HEV Coolant Lines



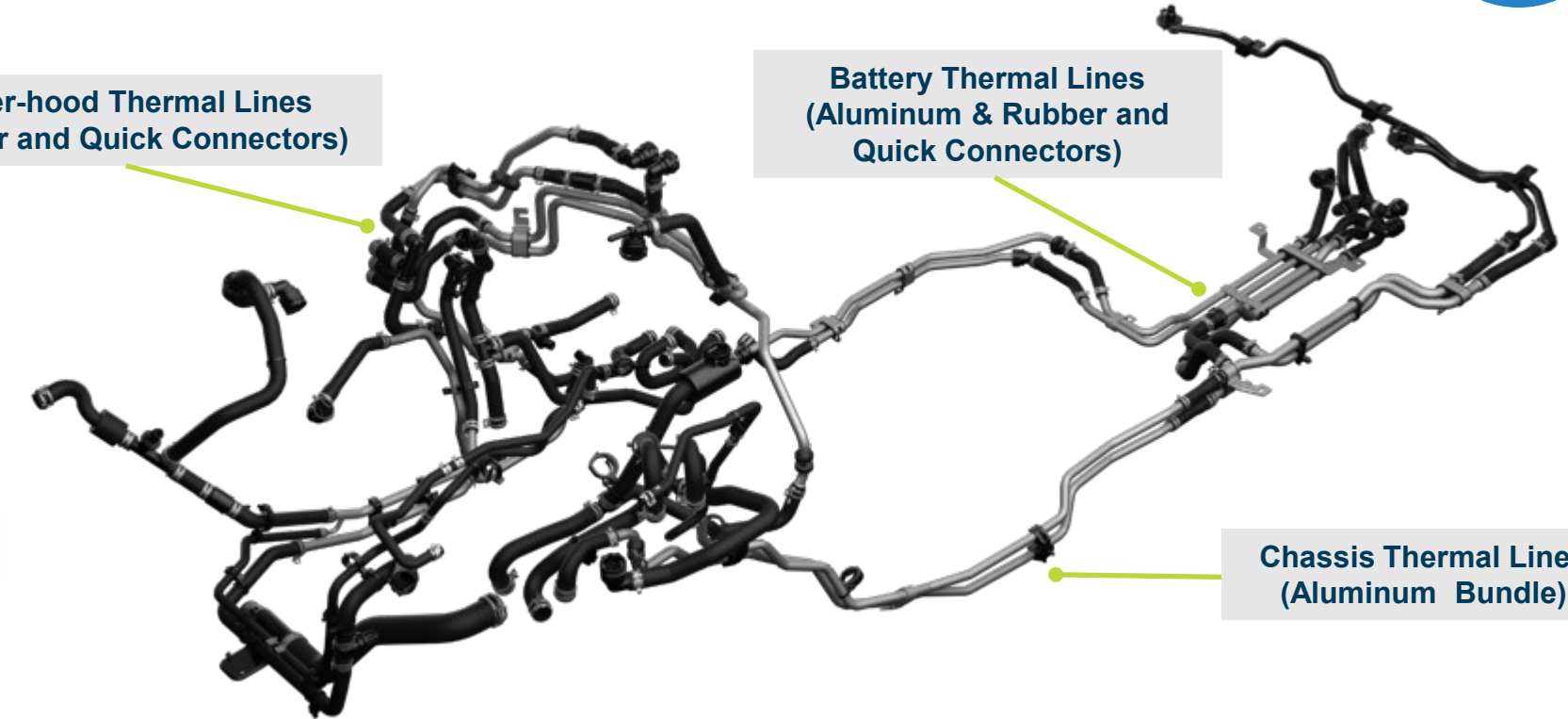
Jeep Wrangler 4xe



Under-hood Thermal Lines
(Rubber and Quick Connectors)

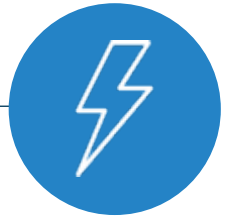
Battery Thermal Lines
(Aluminum & Rubber and
Quick Connectors)

Chassis Thermal Lines
(Aluminum Bundle)



Full chassis thermal loop for hybrid electric vehicle

New Model Launch: HEV Coolant Lines



Hyundai KIA SUV – (4) regional application models



KIA Sorento



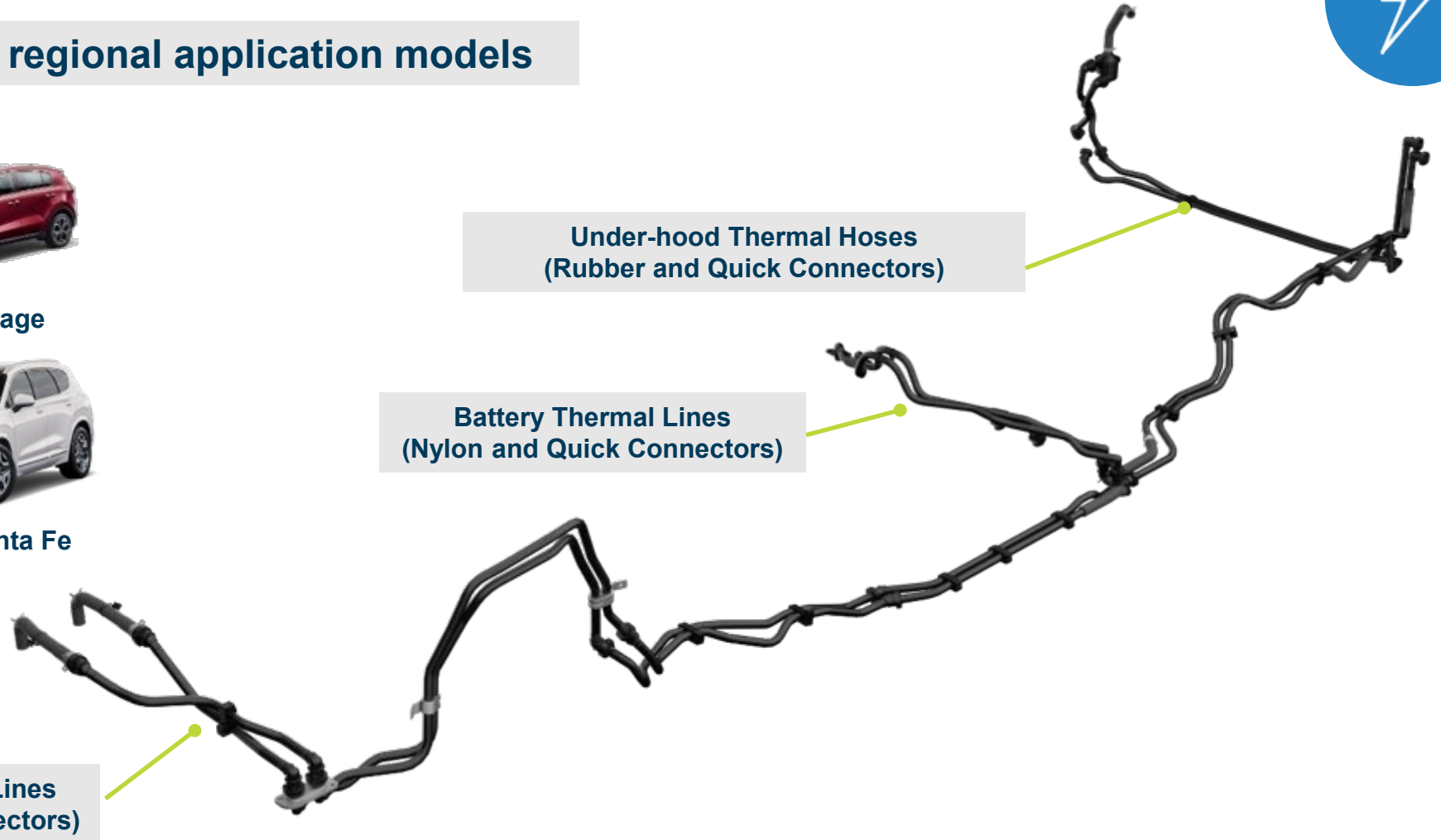
KIA Spotage



Hyundai Tucson

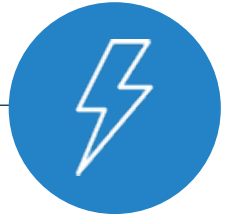


Hyundai Santa Fe



Chassis thermal loop conversion to light weight nylon plastic materials

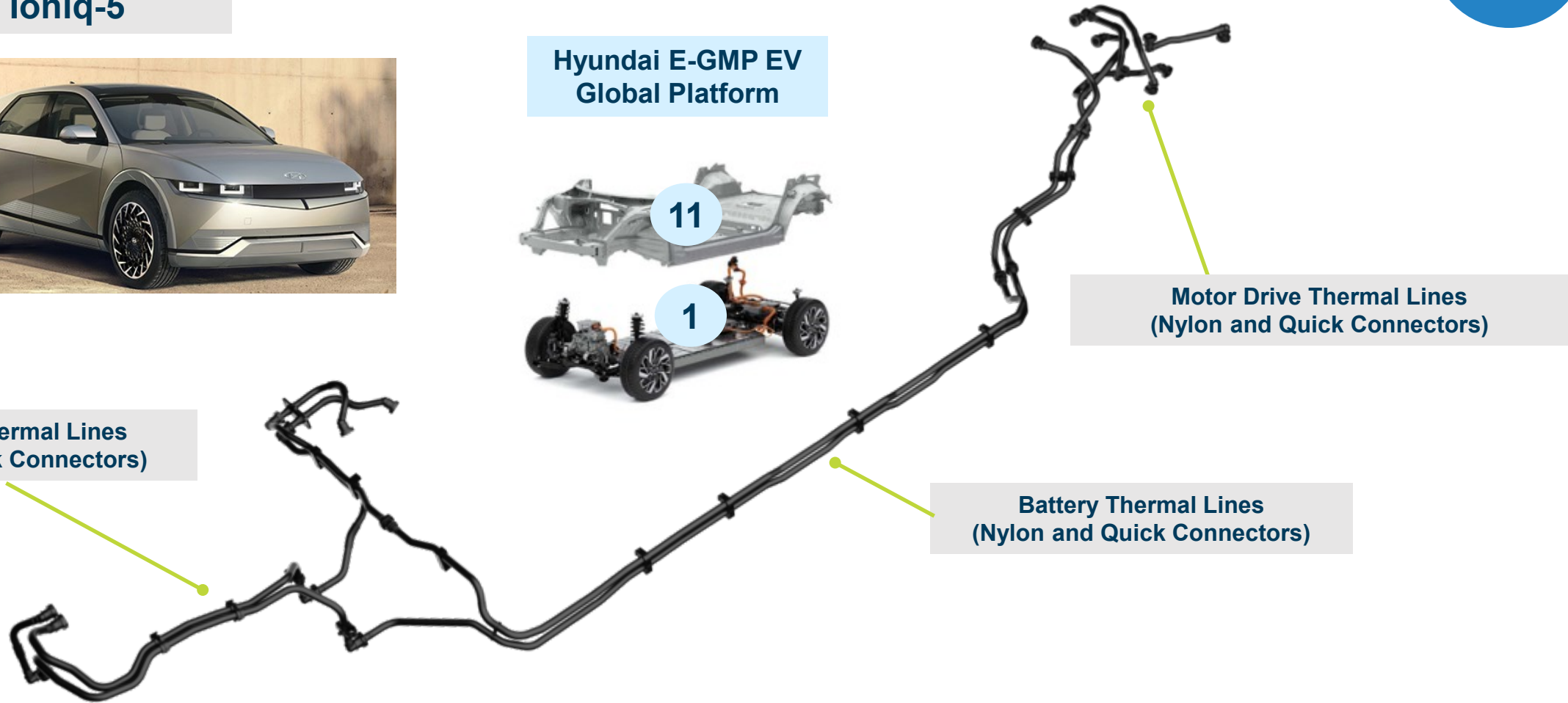
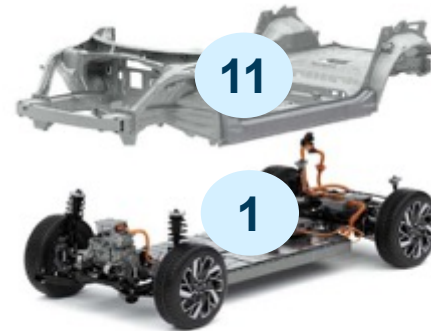
New Model Launch: BEV Coolant Lines



Hyundai Ioniq-5



Hyundai E-GMP EV Global Platform

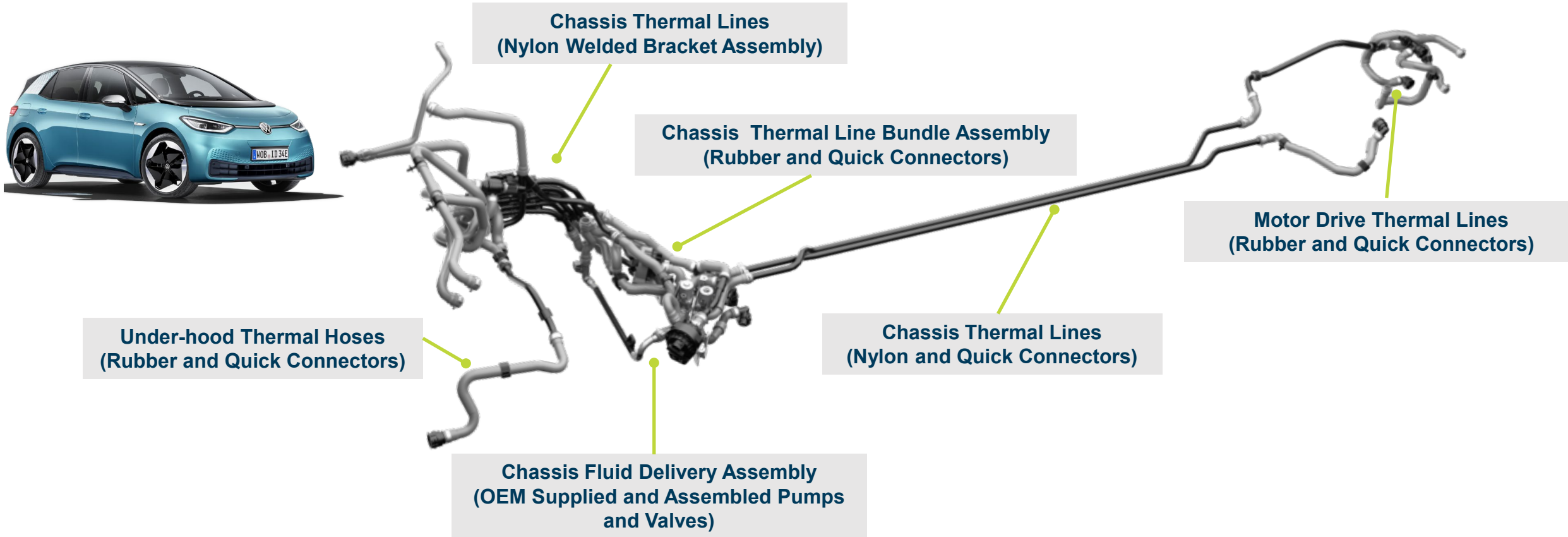


Chassis thermal loop conversion to light weight nylon plastic materials

New Model Launch: BEV Coolant Lines

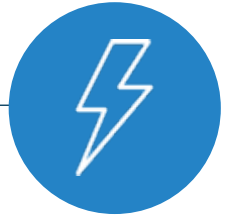


VW ID.3 / ID.4



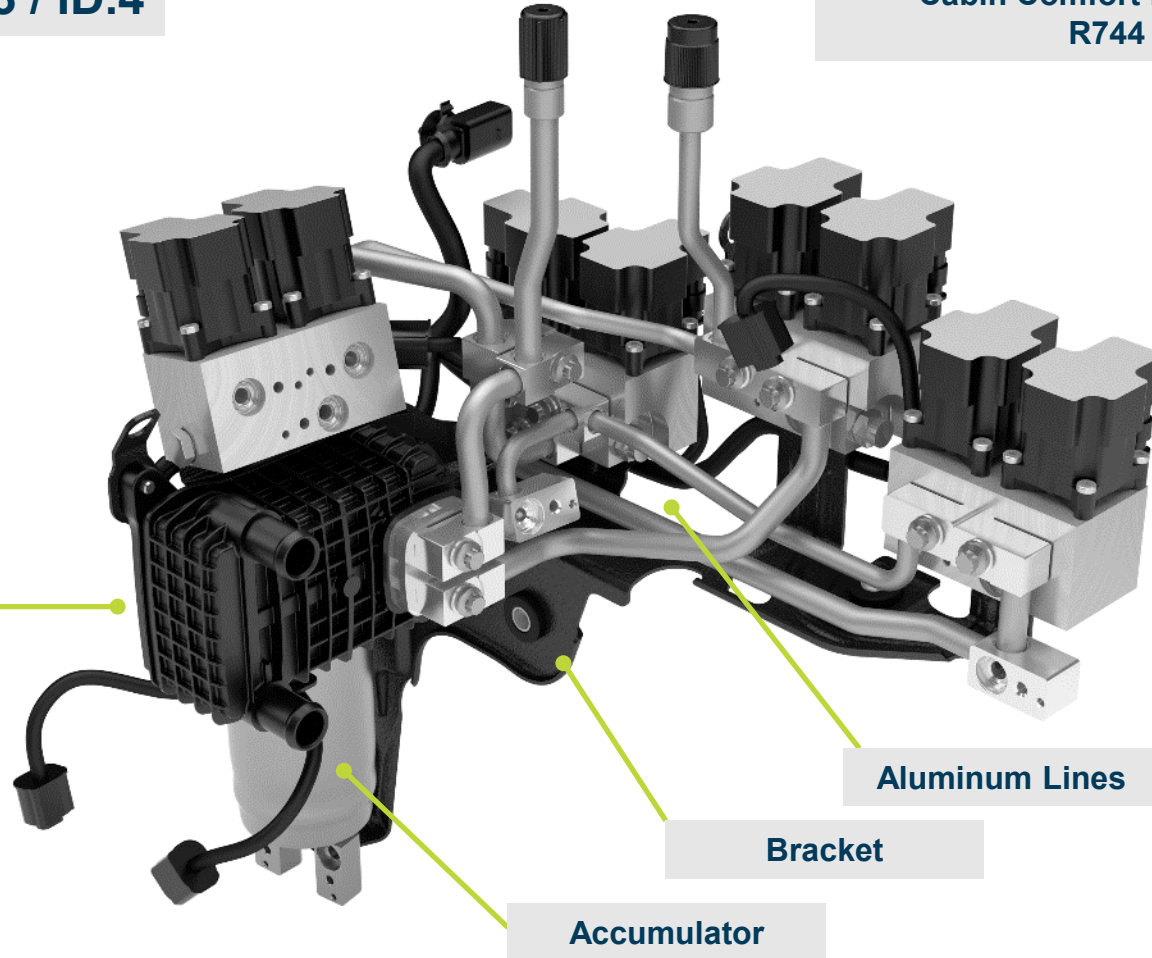
Under-hood bundle assembly and chassis thermal loop conversion to light weight nylon plastic materials

New Model Launch: BEV Cabin Comfort Heat Pump (CO2)



VW ID.3 / ID.4

Cabin Comfort Heat Pump Valve Assembly
R744 (CO₂) Refrigerant



- System that heats and cools the passenger compartment and battery
- 3x - 4x more efficient than electric heater in cold weather performance
- Significant vehicle driving range benefits

Electric Control Valves

- In house manufactured lines and assembled in clean room environment

Industry first high-volume cabin comfort application of R744 (CO₂) refrigerant

Summary



Pivoting management and engineering know how we have today for tomorrows electrified market



Family of economical nylon lines and connectors meeting growing customer requirements



Continued launch of key EV programs with thermal fluid handling product technology



Leveraging existing material know how, engineering and assets for new EV opportunities



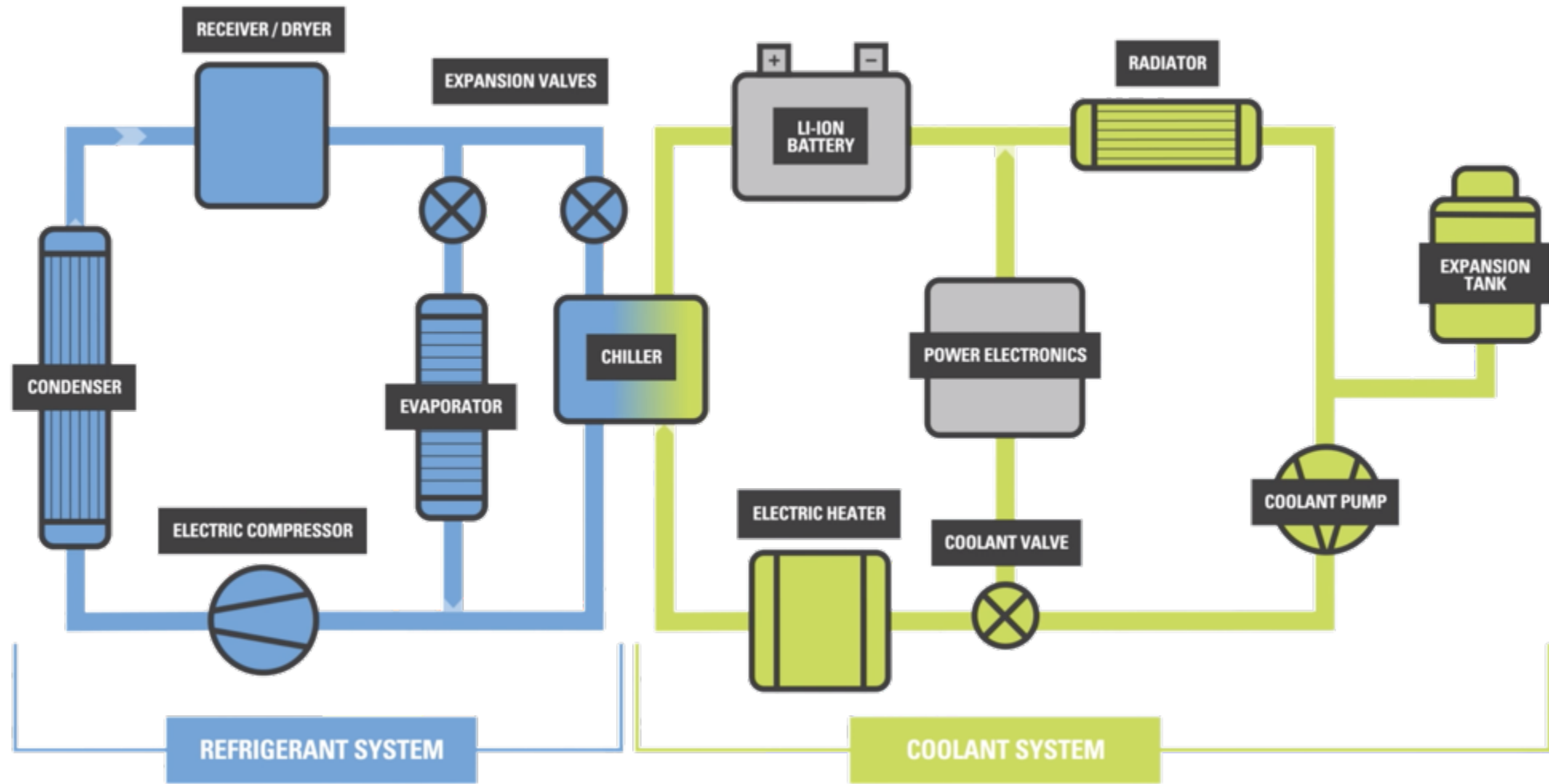
Light weight thermal fluid handling solutions for OEM EV applications

Well positioned for continued growth with HEV and BEV and new refrigerant and coolant fluid handling technologies



Products / Technology

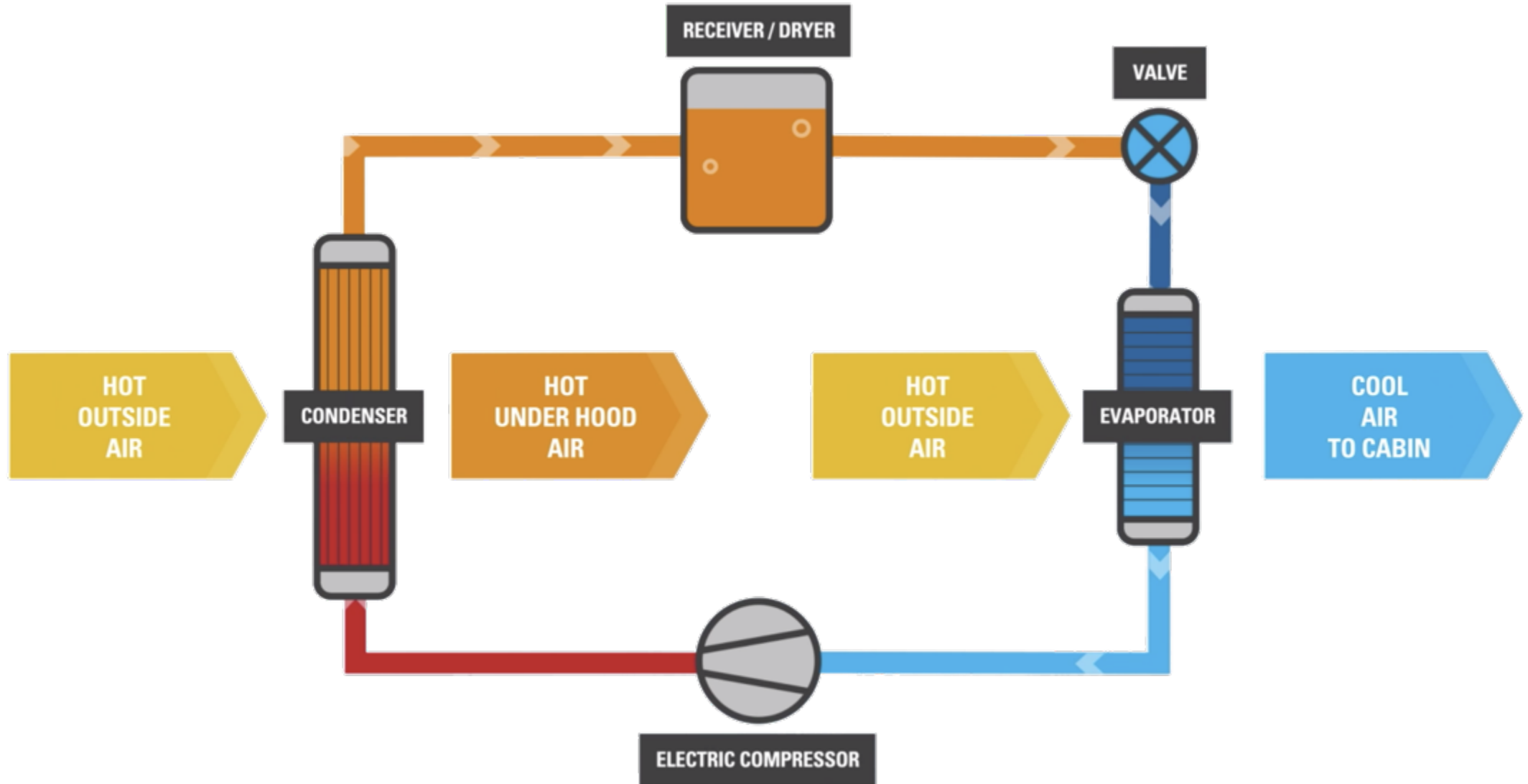
Simplified Electric Vehicle Thermal System – Two Fluids



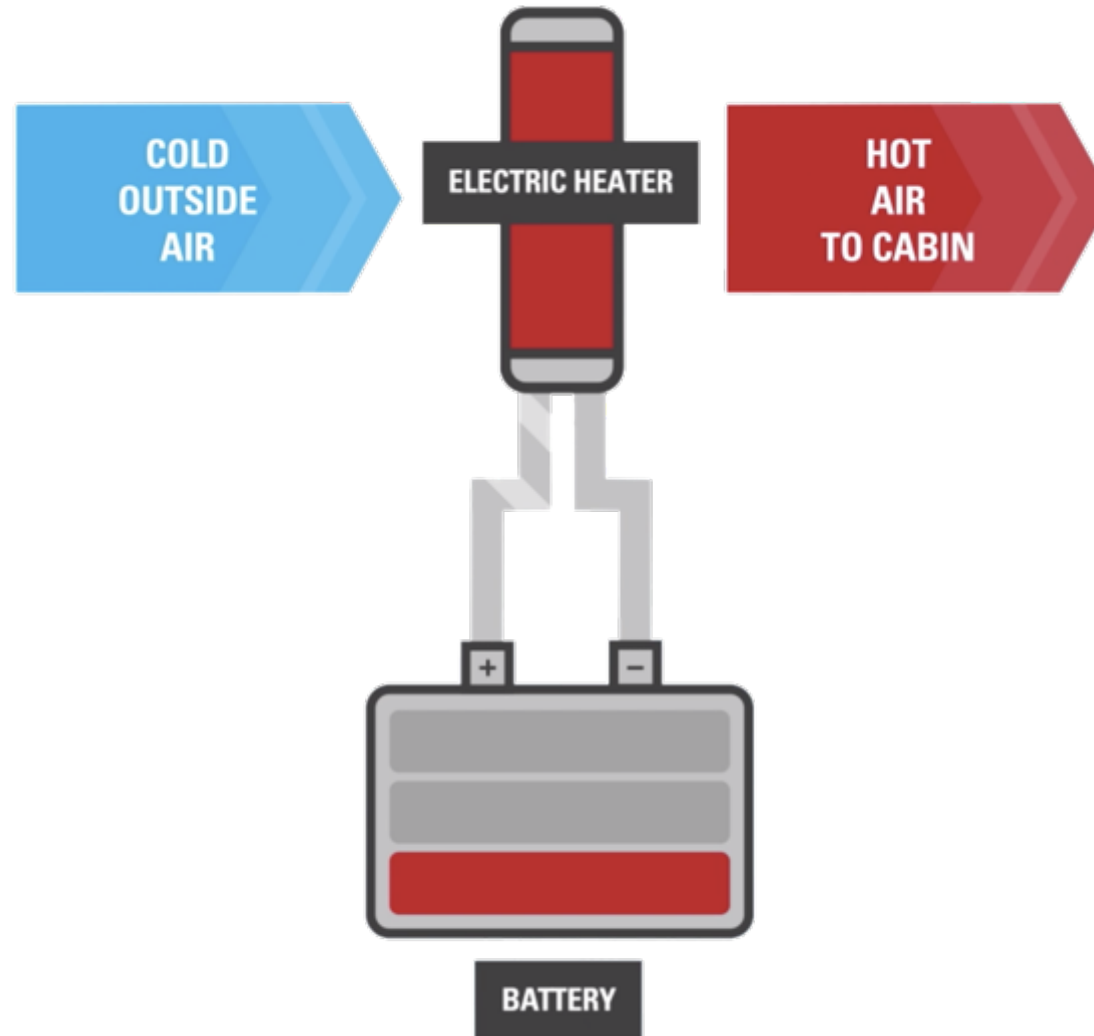


Cabin Comfort Heat Pump

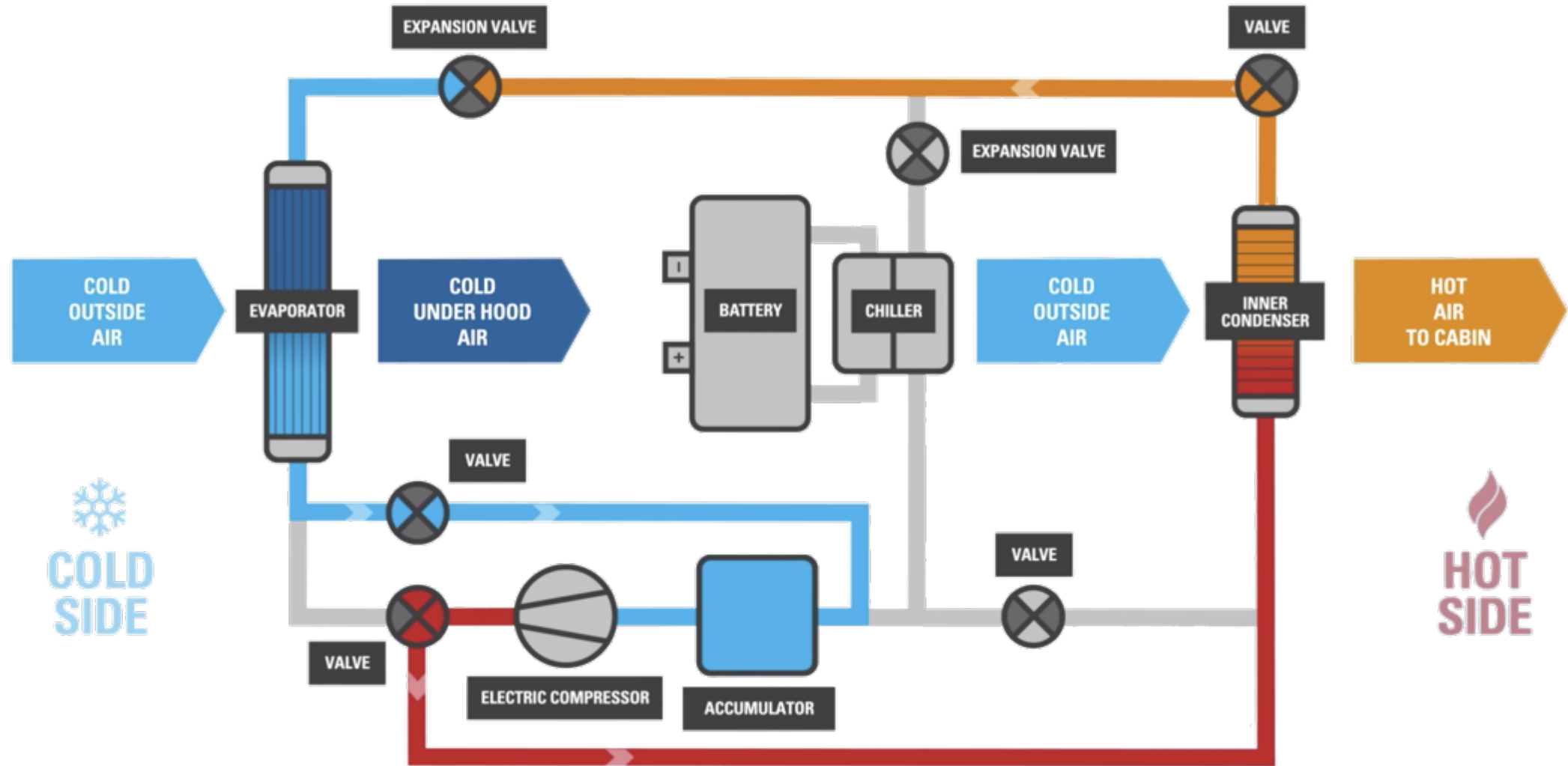
Simplified EV Refrigeration Loop



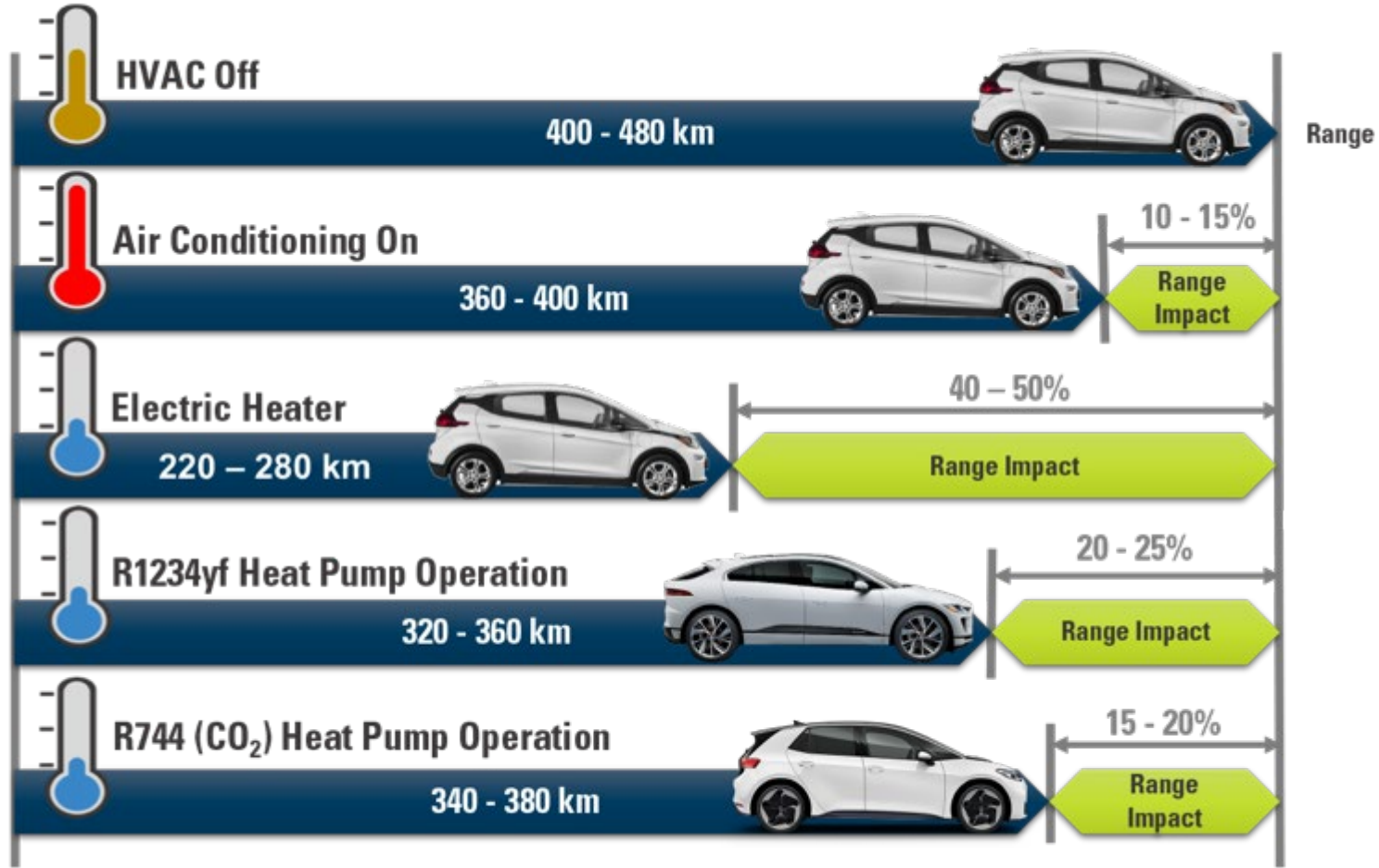
Simplified EV Traditional Cabin Heating



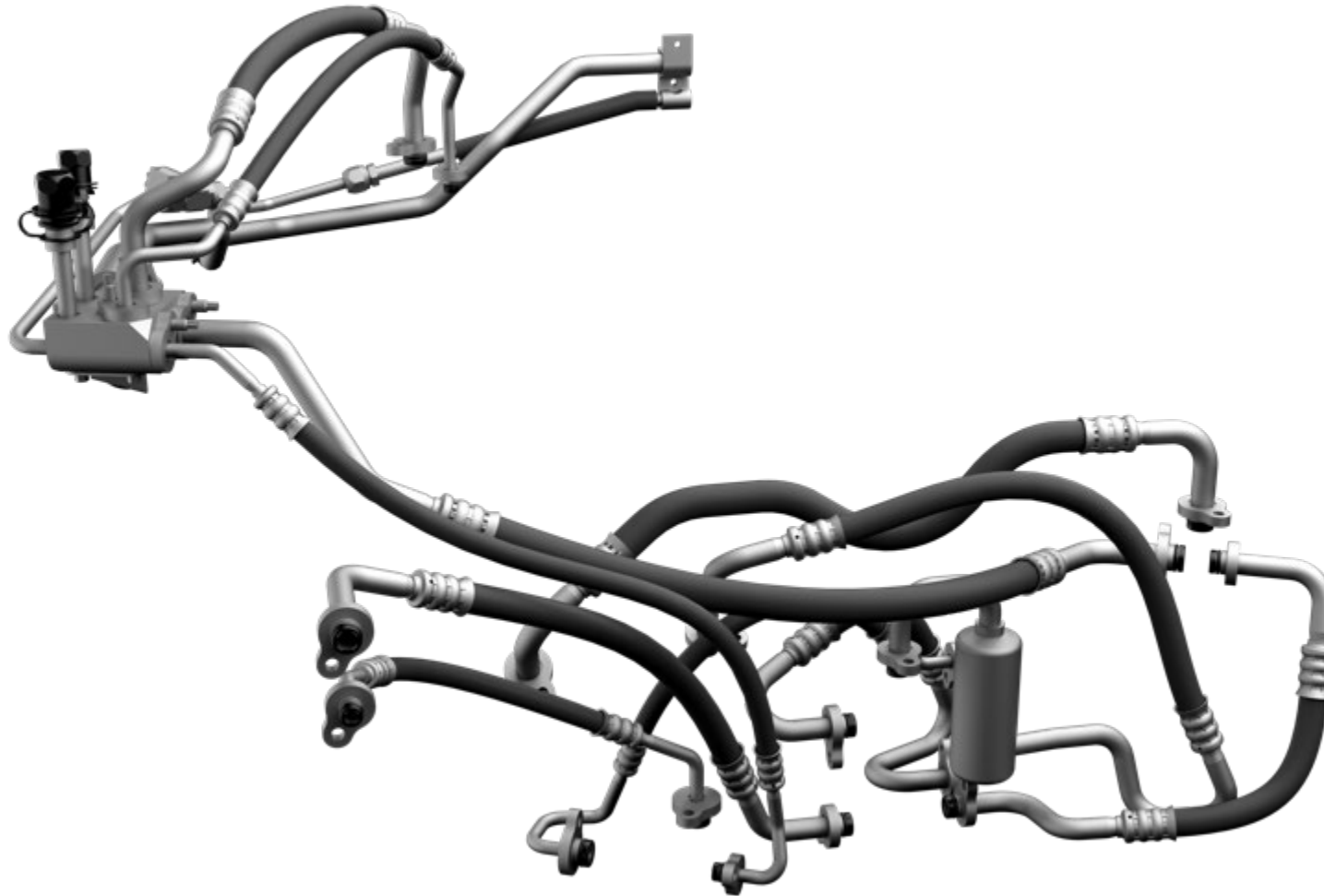
Simplified EV Heat Pump Loop : Heating + Cooling



Cabin Comfort EV Range Efficiency

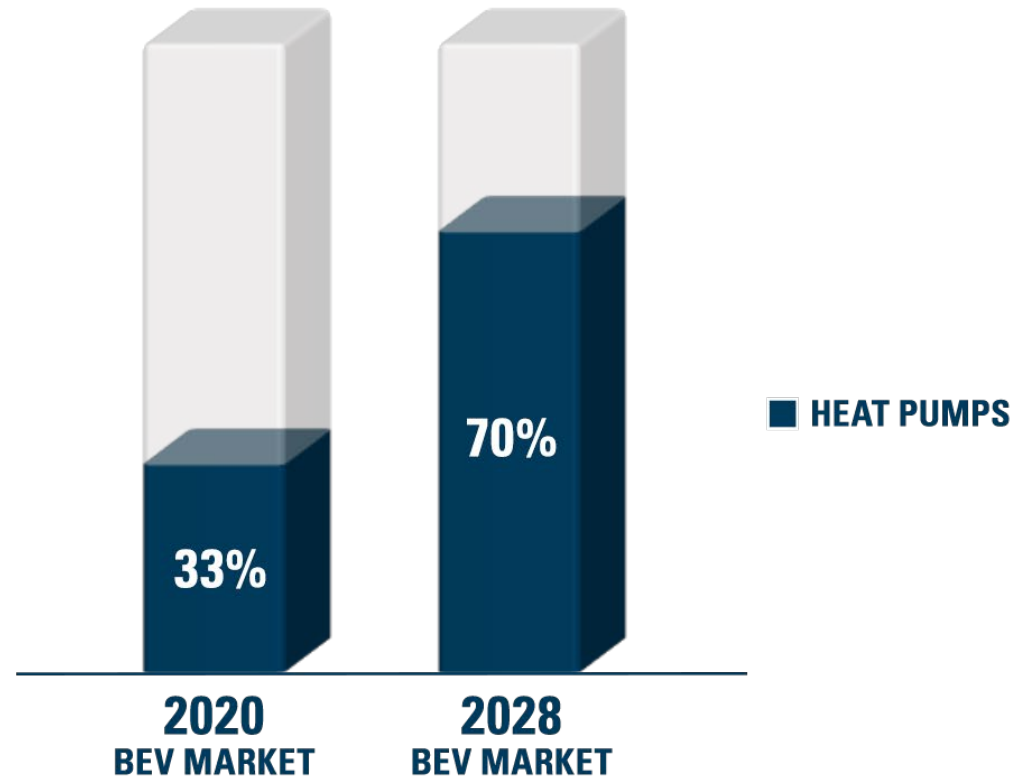



Cabin Comfort EV Heat Pump Application



Heat Pump Market Growth

GLOBAL HEAT PUMP PENETRATION IN BEV (IHS MARKET DATA, TIFS HEAT PUMP PENETRATION PREDICTION)





Integrated Thermal Modular Assemblies

Coolant Chassis Line Assembly



OEM Original Design

Multi-Piece Welded Assembly

Coolant Chassis Line Assembly



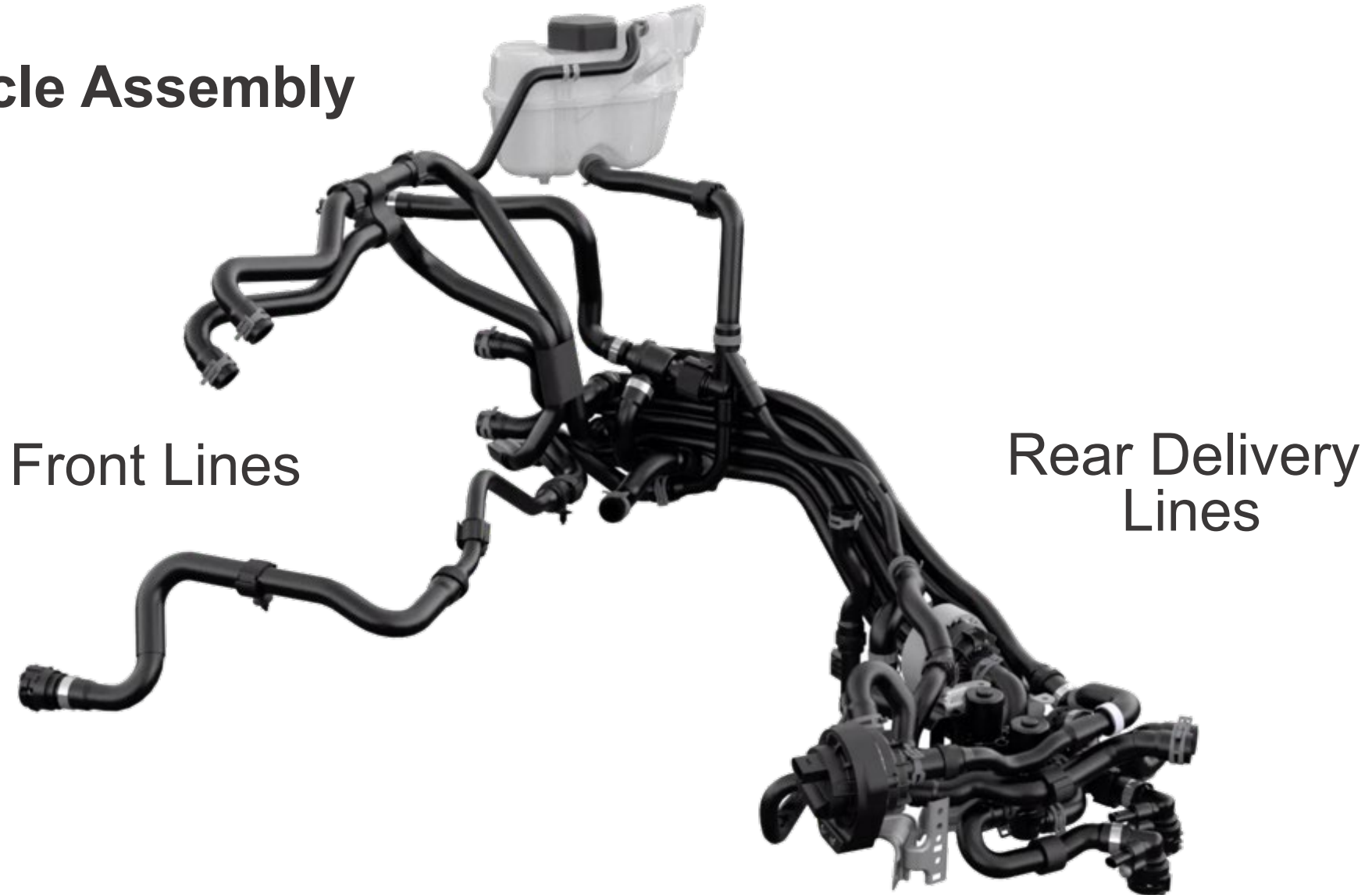
TIFS Optimized Design

Integrated Thermal Manifold - **ITMa**

One Piece Blow Molded

Coolant Chassis Line Assembly

ITMa Vehicle Assembly

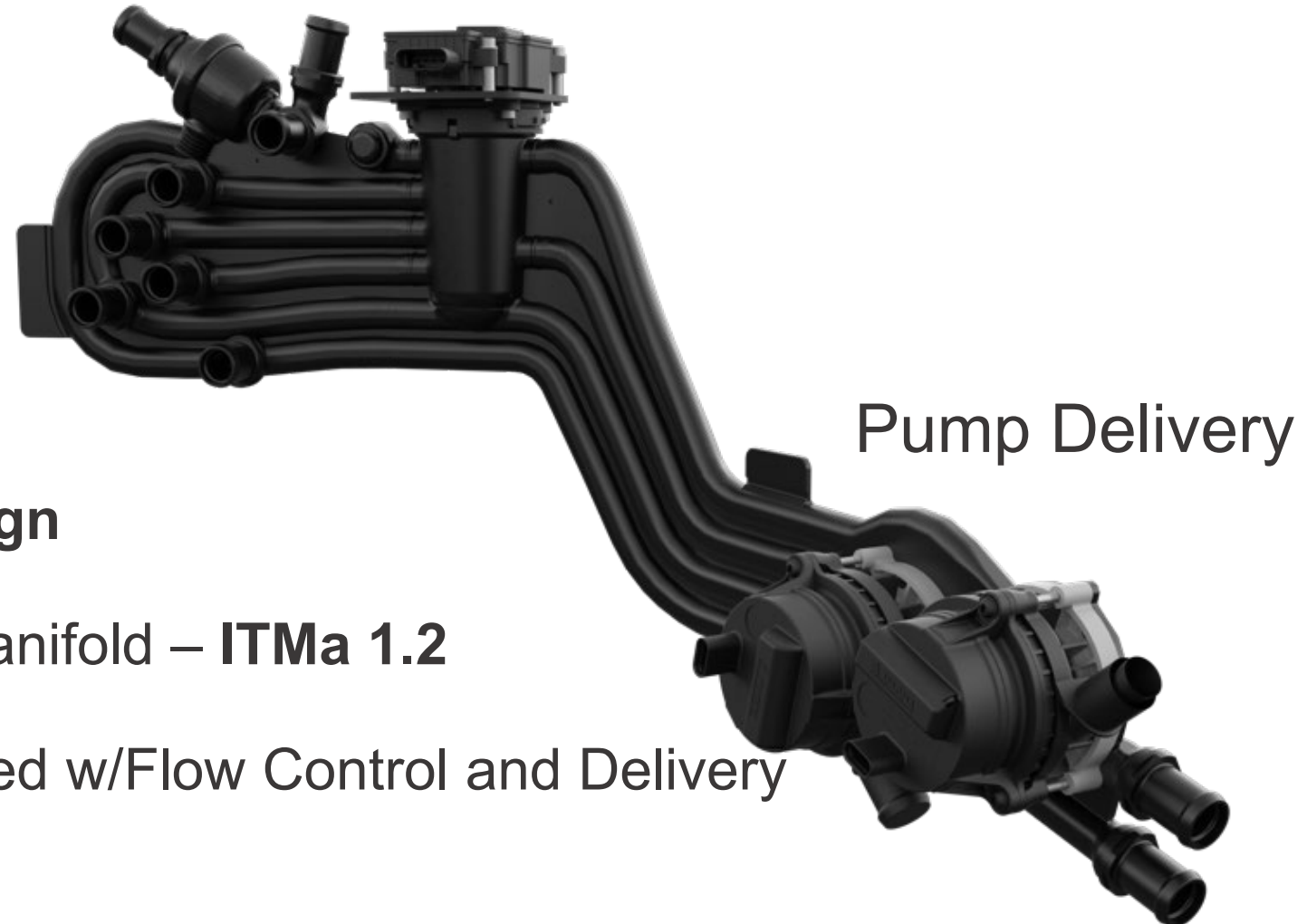


Coolant Chassis Line Assembly

Regulator

Sensor

Flow Control Valve



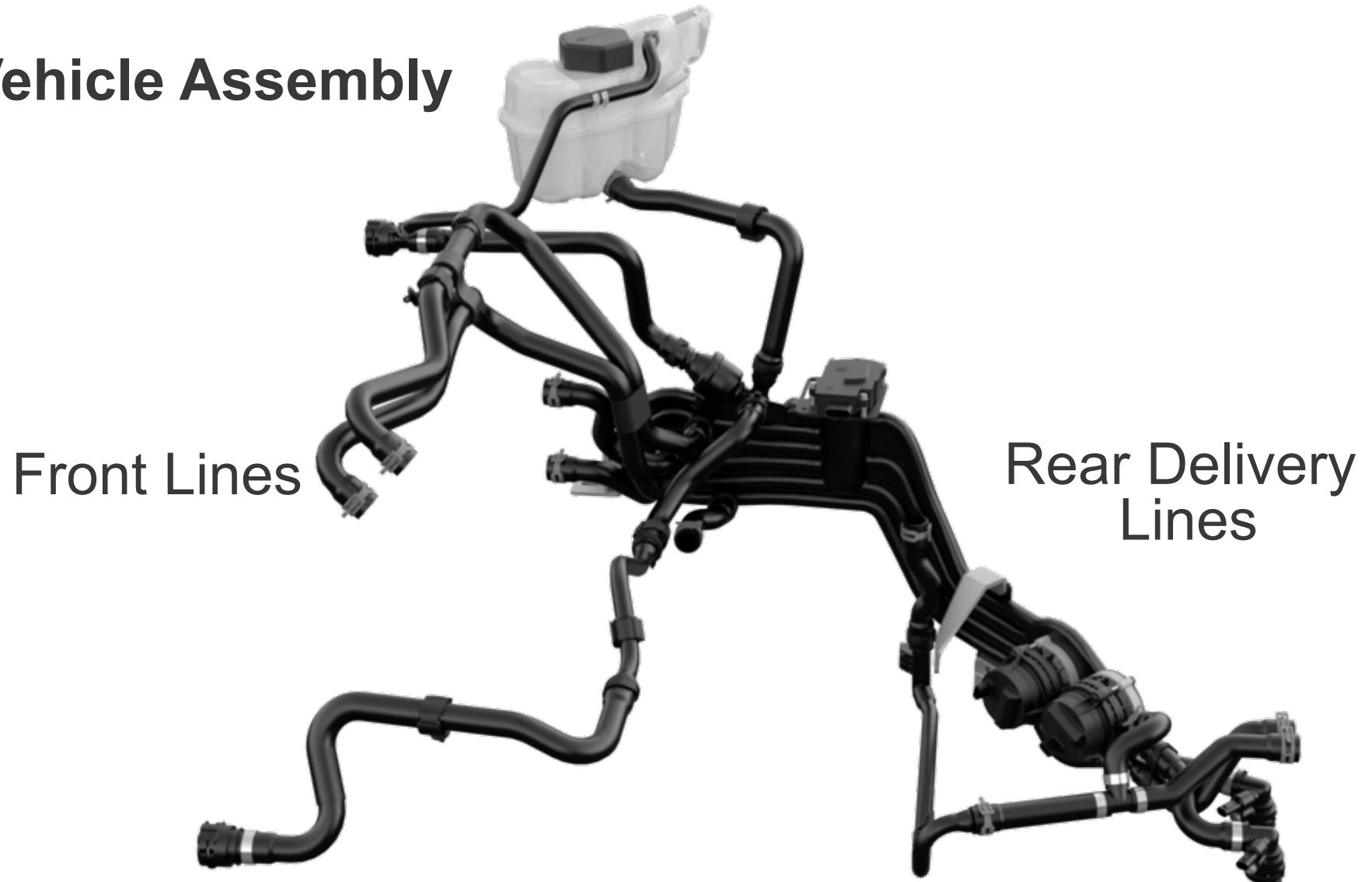
TIFS Integrated Design

Integrated Thermal Manifold – ITMa 1.2

One Piece Blow Molded w/Flow Control and Delivery

Coolant Chassis Line Assembly

ITMa 1.2 Vehicle Assembly



Coolant Under-hood Assembly

TIFS Integrated Design

Integrated Thermal Module – **ITMo**

Injection Molded Reservoir, Temperature and Flow Control, with Delivery



Coolant Under-hood Assembly

ITMa + ITMo



TIFS Integrated Design

Integrated Thermal Modular Reservoir Tank Assembly

Injection Molded Reservoir, Temperature and Flow Control, with Delivery



FTDS Business Status

Business Model



Leading technology, diversified revenue base and vertically integrated low-cost structure



ONLY VERTICALLY INTEGRATED SUPPLIER WITH FUEL TANKS AND PUMP MODULES



LEADING PRODUCT TECHNOLOGY: PACE AWARD FOR TAPT BLOW MOULDING PROCESS TECHNOLOGY; PRESSURE RESISTANT FUEL TANK TECHNOLOGY FOR HEV APPLICATIONS



GLOBAL FOOTPRINT: WORLD CLASS FOOTPRINT WITH ~6,000 EMPLOYEES IN 30 LOCATIONS IN 20 COUNTRIES WITH 17% DIRECT TEMPORARY LABOR

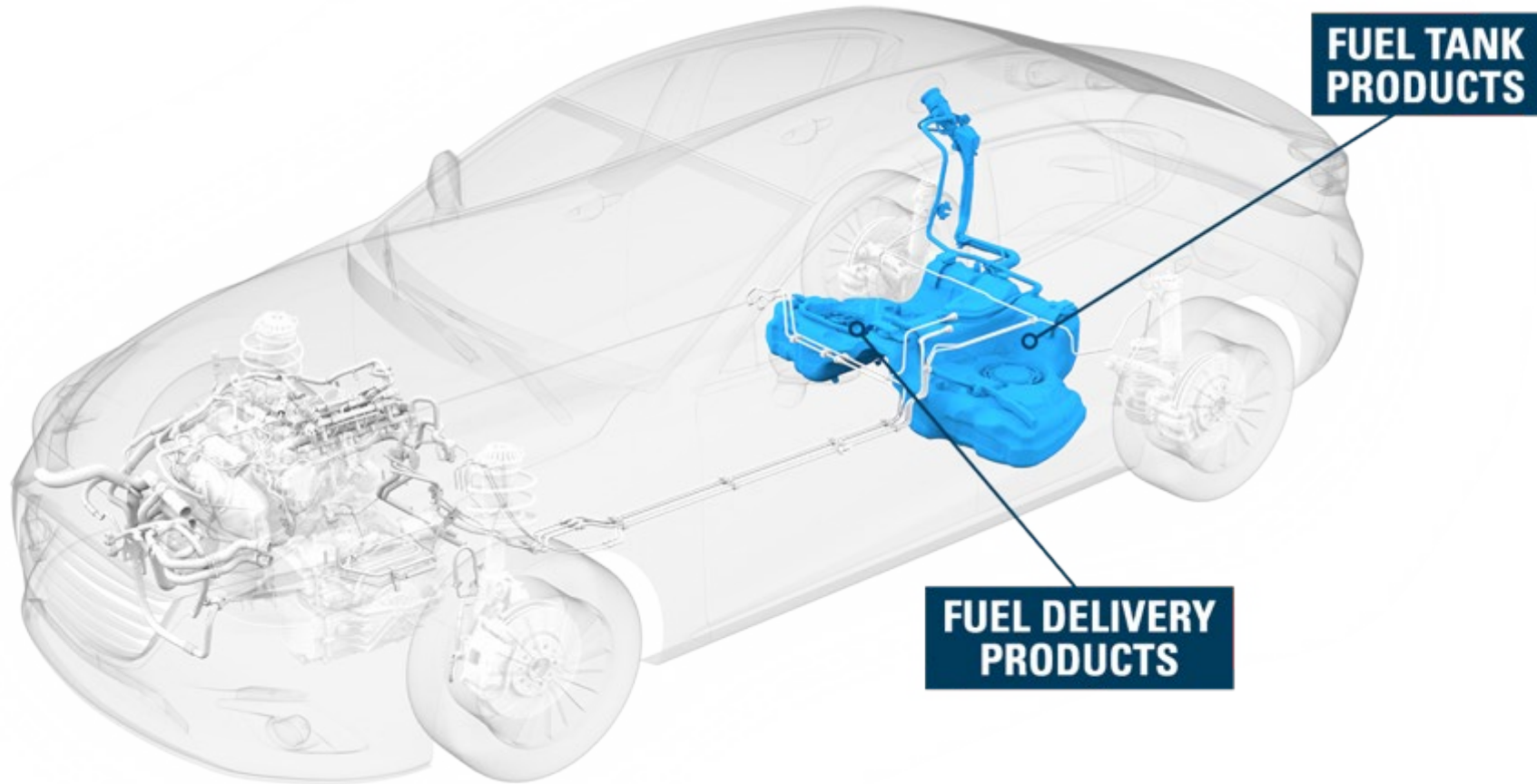


DIVERSIFIED REVENUE BASE



LOW COST STRUCTURE: LOW FIXED COST BASIS THROUGH DISCIPLINED FINANCIAL MANAGEMENT, CAPEX OPTIMIZATION THROUGH RE-LOCATION, IN-HOUSE MANUFACTURING ASSET REFURBISHMENT

Product Overview

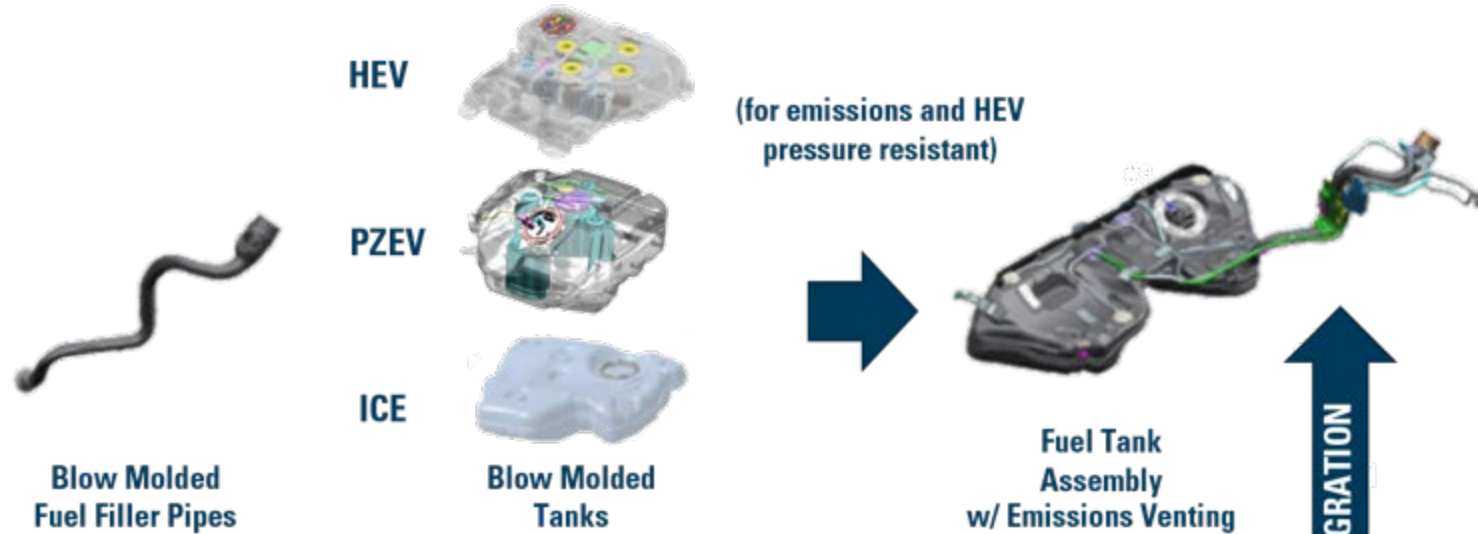


FTDS commits its integrated global resources exclusively to develop advanced fluid storage, carrying and delivery systems

FTDS Product Overview



FUEL TANK SYSTEMS



FUEL DELIVERY SYSTEMS

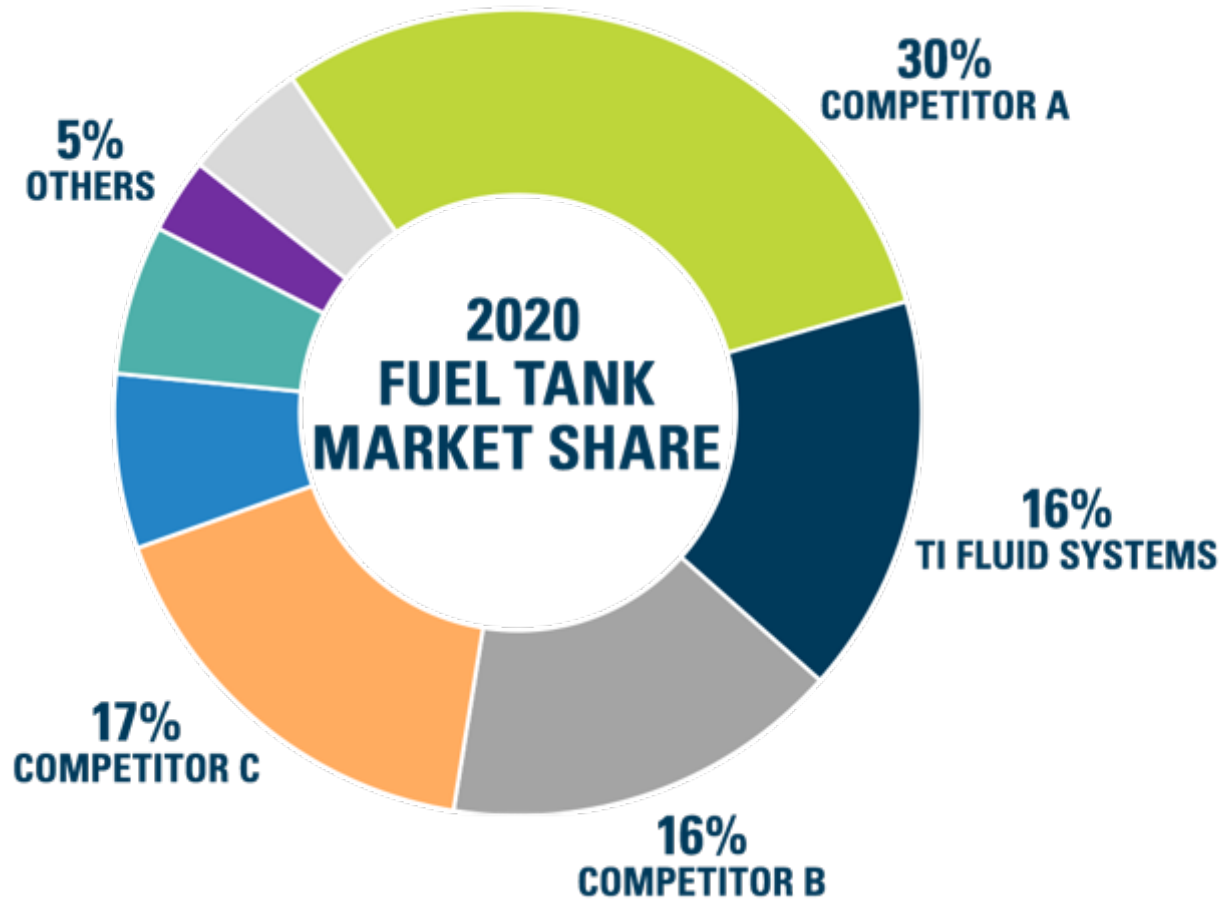


~ 500 FTDS issued and pending patents worldwide

FTDS Global Footprint

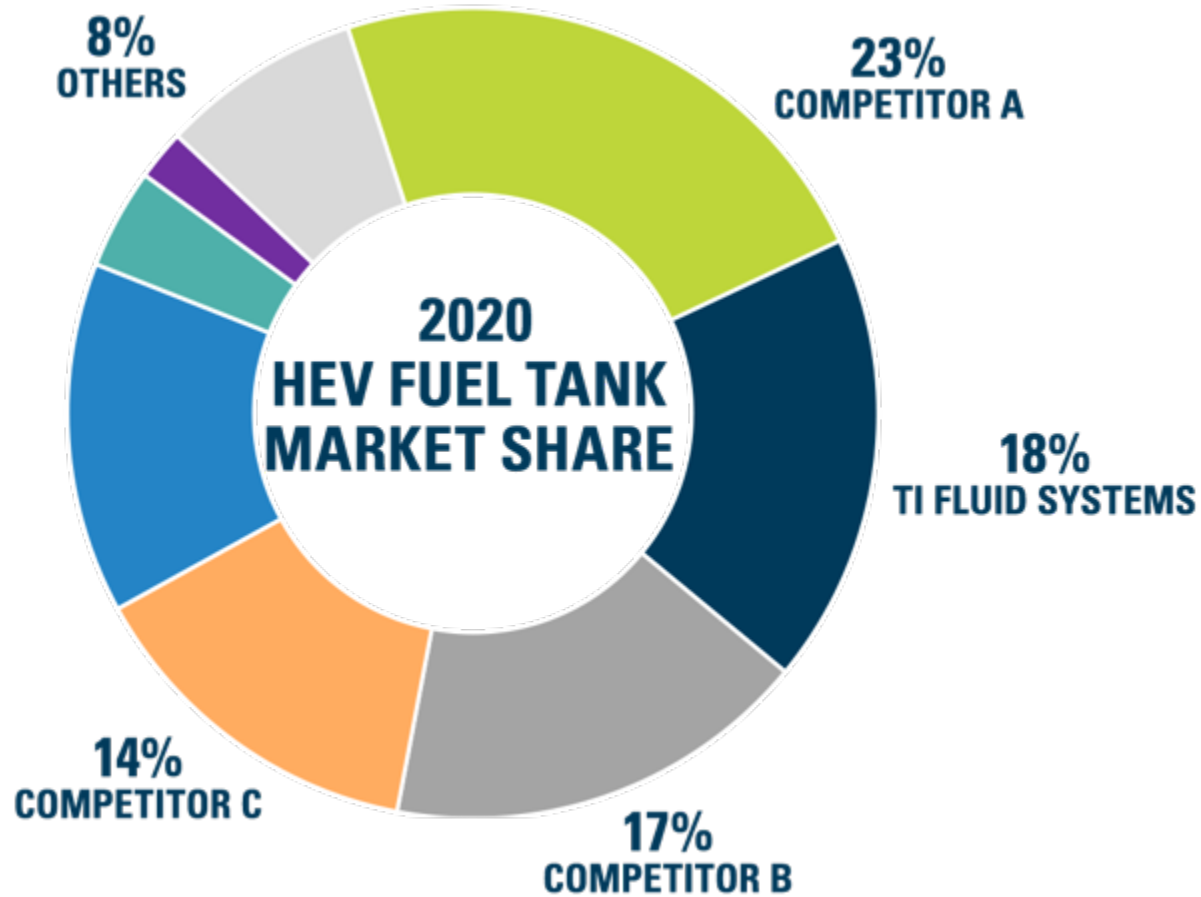


Plastic Fuel Tank Market Share – Global



- #3 global market share position
- **Global players** with smaller regional competitors
- Supports **global platform contract awards**
- Expecting market share increases with technology strength, especially in HEV

HEV Plastic Fuel Tank Market Share – Global



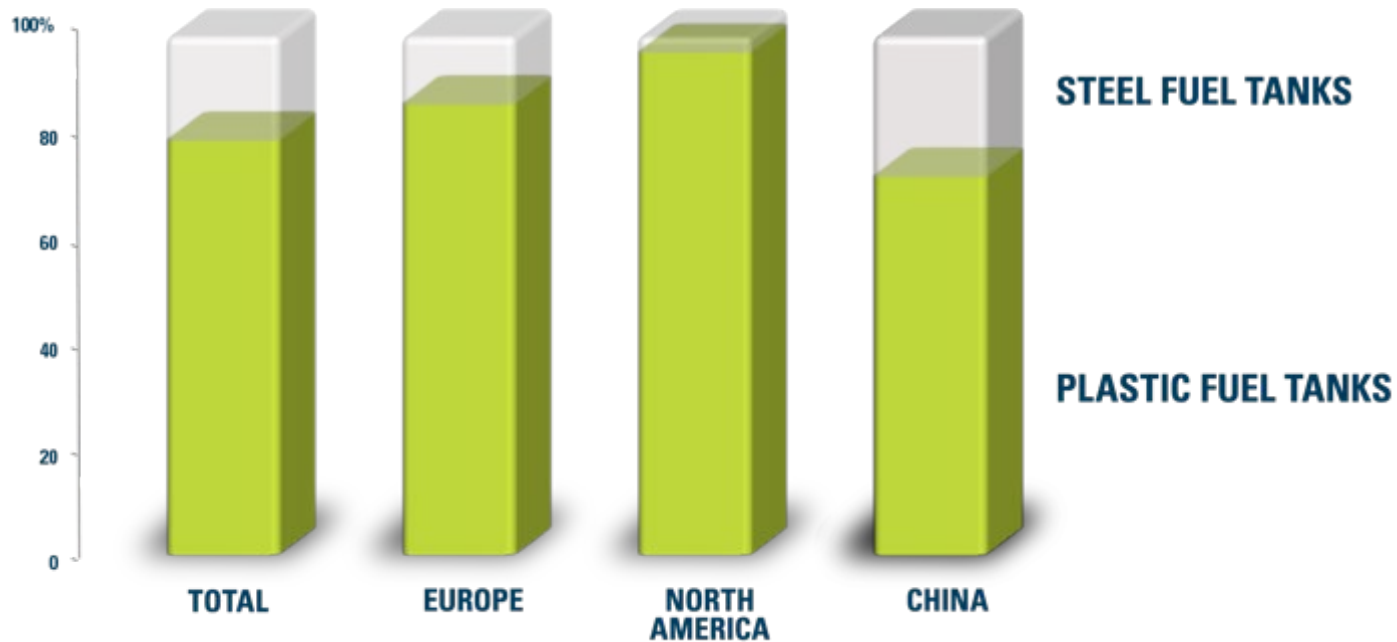
- Strong #2 global HEV plastic fuel tank market share position
- PACE awarded TAPT process used for pressure resistant HEV fuel tanks
- Technology differentiate leading to further market share enhancements

TI Fluid Systems #2 global market position in HEV plastic tank systems

China Growth: Steel to Plastic Fuel Tank Conversion



2020 (IN MILLION UNITS)



- FTDS has a growing presence in China
- Increasing emissions and fuel economy regulations in China facilitating growth for FTDS technology
- Plastic fuel tanks offer a lighter weight and anti-corrosive solution to steel tanks
 - Plastic fuel tank penetration at ~ 75%, providing further organic growth opportunity for FTDS

Plastic Fuel Tank Portfolio

Technology developed to meet evaporative emission standards and hybrid vehicle requirements

Blow molded tank shell design development

CONVENTIONAL
VEHICLES



- Gas
- Diesel

PARTIAL ZERO
EMISSION VEHICLES
("PZEV")



- Emission reduction

PZEV & HEV



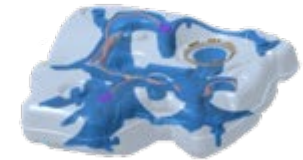
- Slosh & Noise reduction
- Lower internal tank pressures

HEV



- Medium to high internal tank pressures

HEV



- High internal tank pressures

Product Development



Ship in a Bottle ("SIB") and
Tank Advanced Process
Technology ("TAPT")

Stiffened Pressurized
Tank ("SPT")

Light Pressurized Tank
("LPT")

High Pressurized Double
Moulded Tank
("DMT")

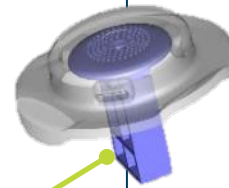
In Production: Stiffened Pressurized Fuel Tank (SPT)



Toyota C-HR
HEV



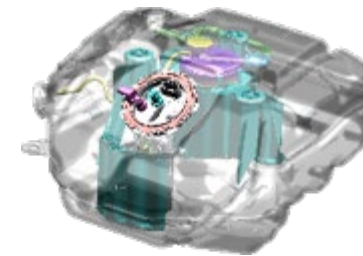
Ship-in-Bottle Technology



Ship in Bottle
Connection
Tab



VW Tiguan
HEV

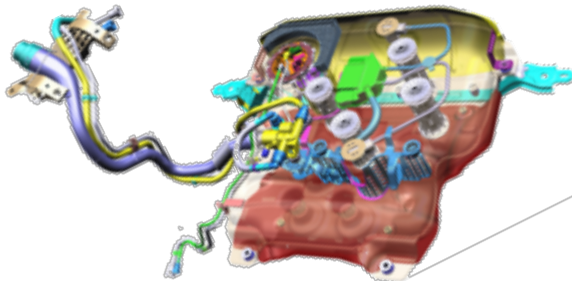


In production HEV tank SPT technology supporting pressure resistance and vehicle noise (slosh)

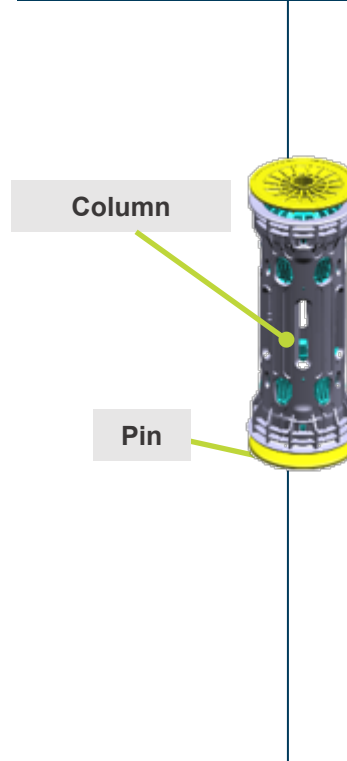
In Production: Light Weight Pressurized Fuel Tank (LPT)



VW Magotan (China)
HEV



TAPT Blow Mold Technology

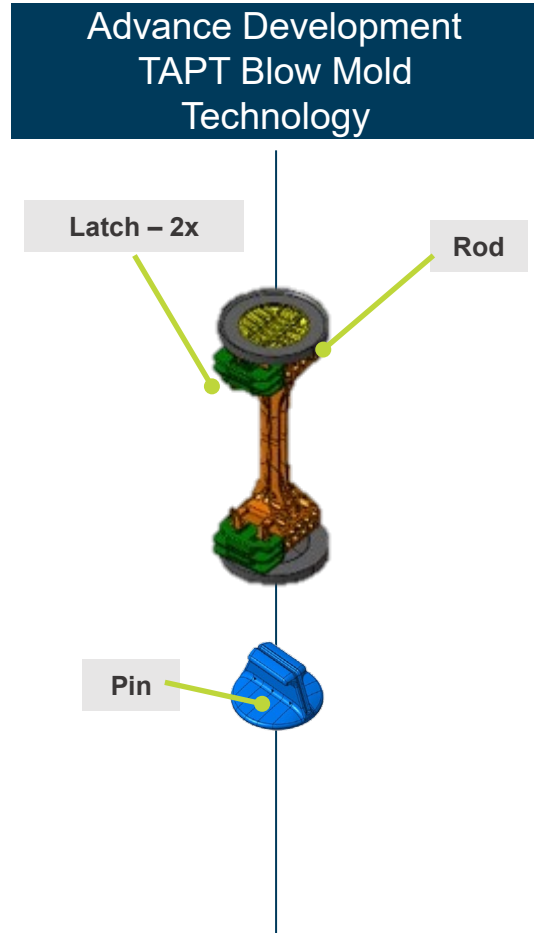


Hyundai Santa Fe (Korea)
HEV



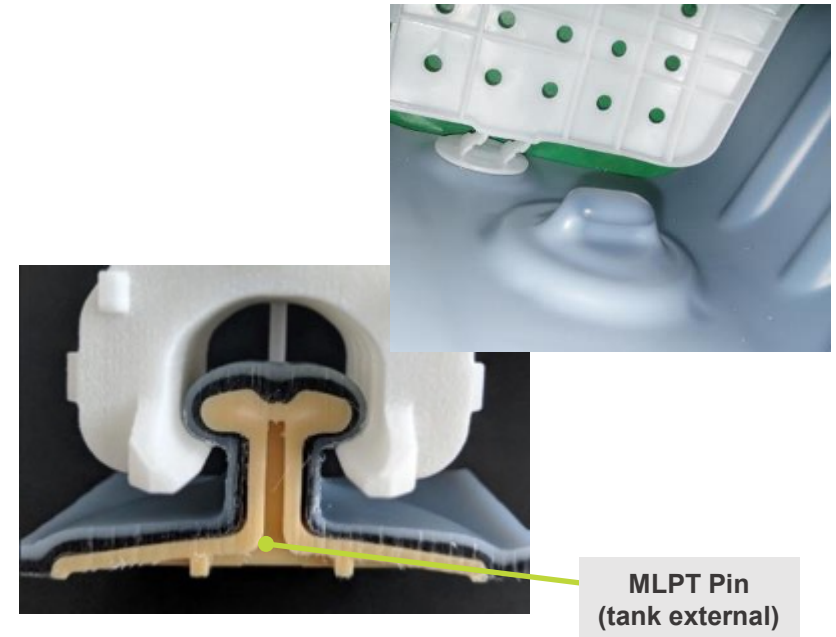
In production HEV tank LTP technology supporting medium to high pressure resistance and vehicle weight

New Technology: Manual Light Weight Pressurized Fuel Tank (MLPT)



Applications:

- Complex vehicle packaging - shaped tanks
- Economical pin & rod mechanical connection



Optional manufacturing process for vehicle model application

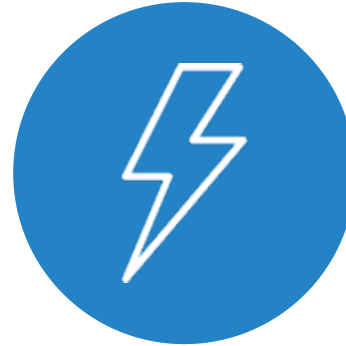
Summary



Management focuses on growth, operational and quality excellence



Continued growth opportunities in steel to plastic and HEV in China



Flexible product technologies for all ICE and HEV applications



Global footprint, flexible cost structure and track record of financial performance



PZEV and HEV technologies supporting greener, cleaner vehicles

Well positioned for continued growth in China and CPV opportunities with HEV technology requirements

An aerial photograph of a field with a tractor in the lower-left corner. A dark blue semi-transparent overlay covers the middle of the image, with the word "Finance" written in white text in the center.

Finance

Continued Business Resilience



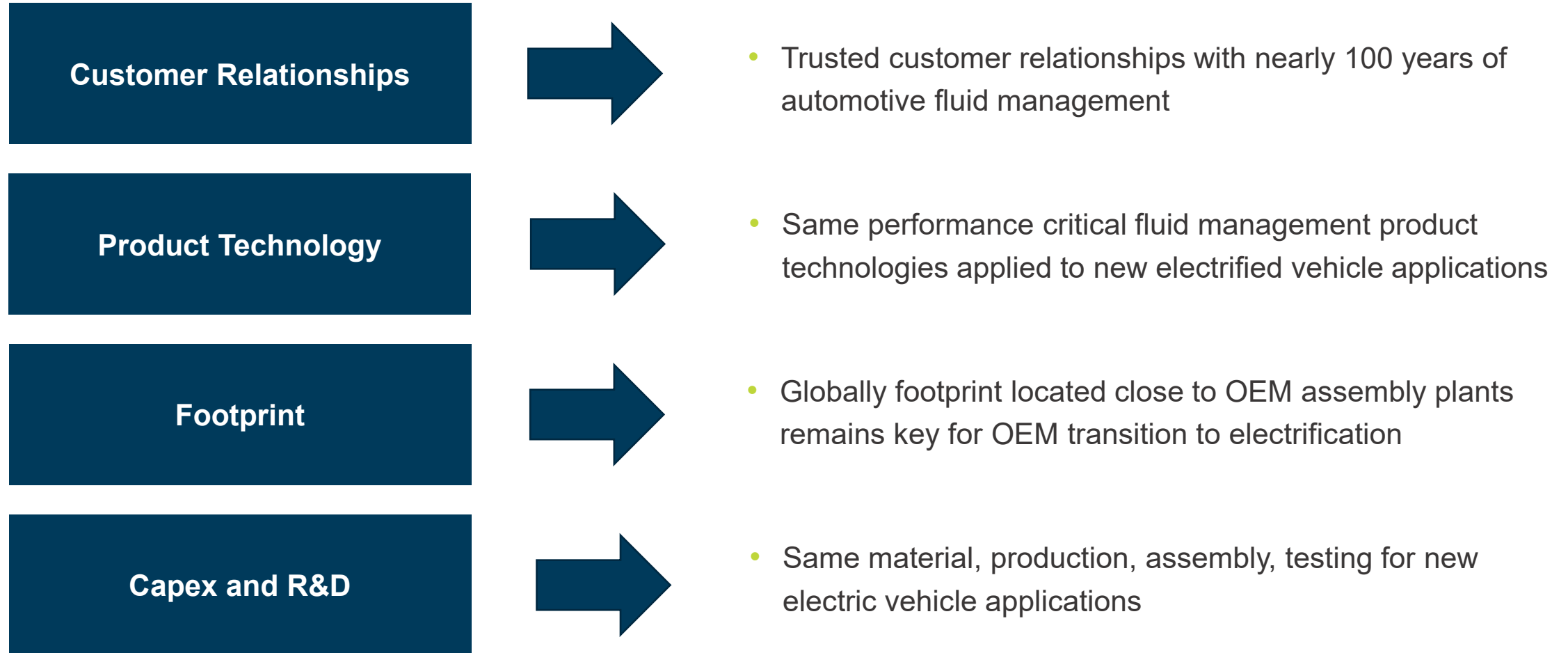
TI Fluid Systems resilience is rooted in a combination of business model, cost structure and experienced management team

| | | |
|-----------------------------|-------------------------------------|---|
| CUSTOMER DIVERSITY | DOUBLE DIGIT PRODUCT MARGINS | STRONG FINANCIAL DISCIPLINE |
| REGIONAL DIVERSITY | LOW FIXED COSTS < 15% | |
| VERTICAL INTEGRATION | LOW CAPEX 3% - 4% | PROACTIVE LOCALIZED MANAGEMENT DECISION MAKING |
| GLOBAL FOOTPRINT | LOW R&D 2% - 3% | |
| BUSINESS MODEL | BEST COST FOOTPRINT 71% LCC | AUTOMOTIVE ECONOMIC CYCLE PLAYBOOK |
| BUSINESS MODEL | COST STRUCTURE | MANAGEMENT TEAM |

Pivot to Electrification



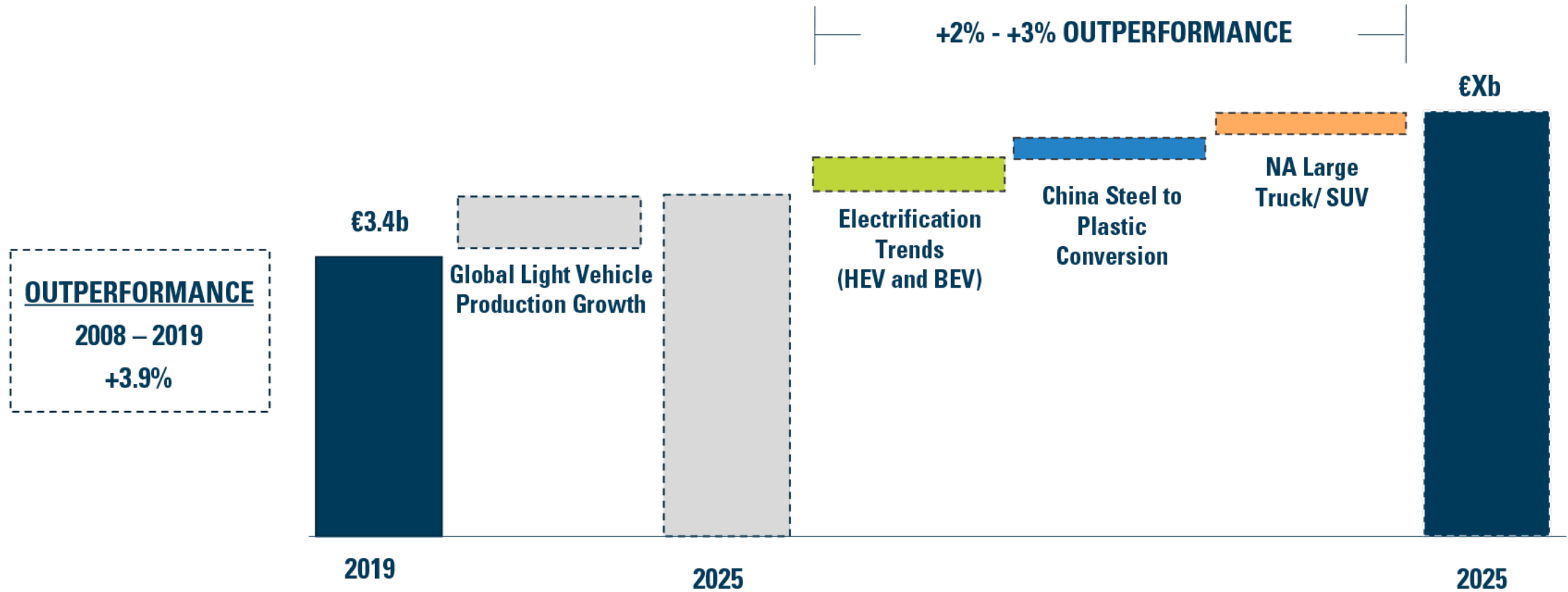
Existing products, processes, and locations pivoted to new electrified applications



Revenue Outperformance



Historic performance and tailwinds supporting 2% - 3% revenue outperformance

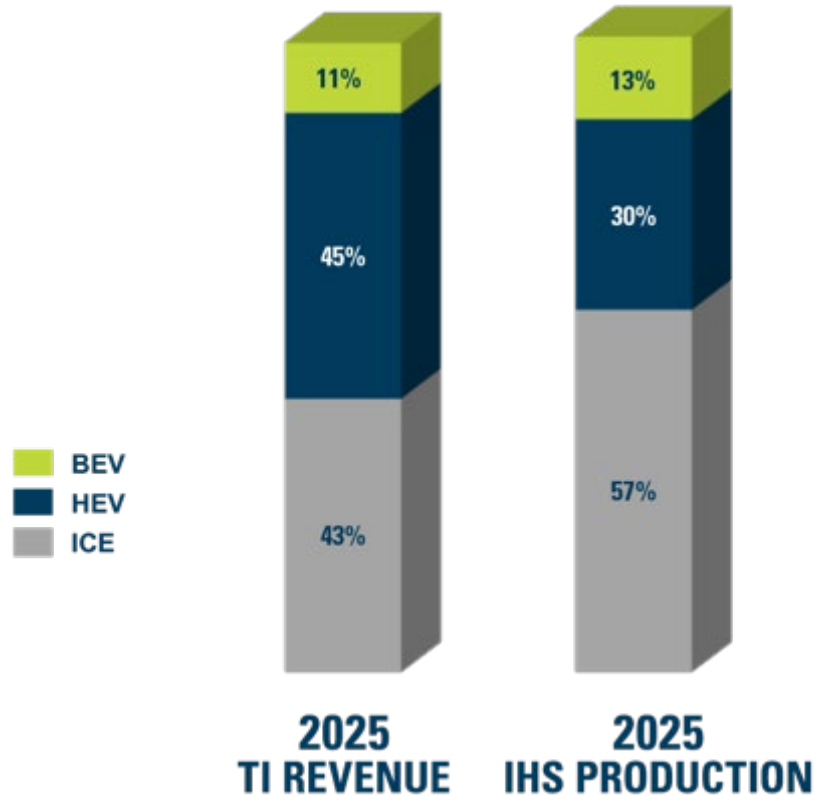


Revenue Mix Shaping



Targeting a representative revenue to propulsion mix over the long term

Revenue and Production Mix



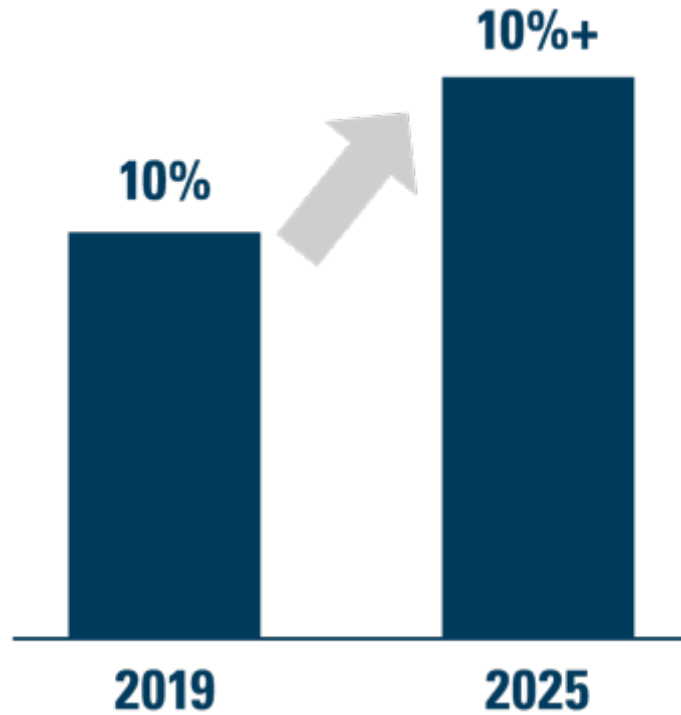
- Continued successful execution of organic strategy for electrification
- New business win progression with new HEV and BEV platforms
- Leveraging 100-year experience in automotive fluid management
- Product technologies supporting weight reduction and energy efficiency

Margin Expansion



Financial discipline and revenue growth results in margin expansion

Adj. EBIT Margin



Adj. EBIT Margin Expansion

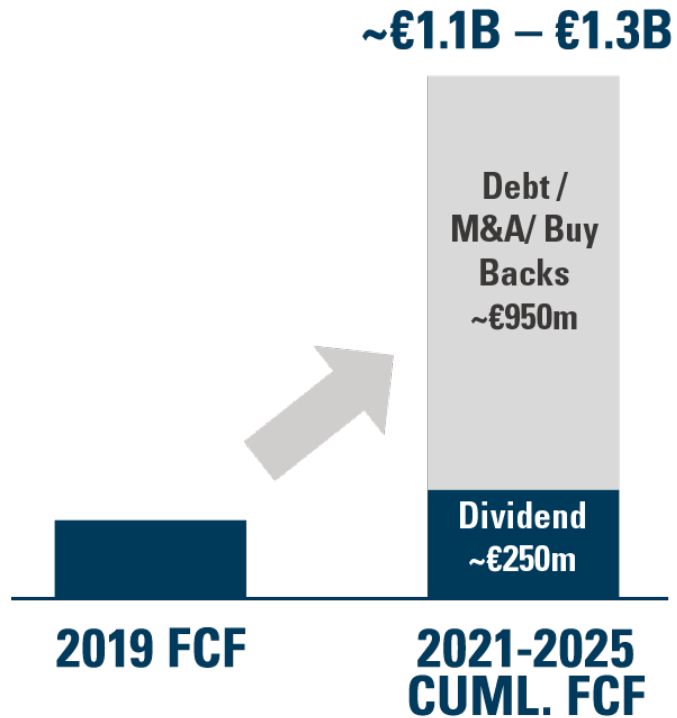
- Disciplined financial management controls
 - All customer quotations must pass certain hurdle rates
 - Net pricing under 1% p.a.
 - Fixed costs under 15% of revenue providing operational leverage
 - Incremental revenue converted at ~25% - 30%
 - Material and direct labor productivity management

Capital Allocation



Several opportunities available for capital allocation

Adj. Free Cash Flow (FCF)



Uses of Cash

- Over a billion Euro of cumulative Adjusted FCF over 5 years
- After dividend policy ~€950 of cash available for
 - Further deleveraging
 - M&A opportunities (non transformative, fluid handling space)
 - Possible share buy backs

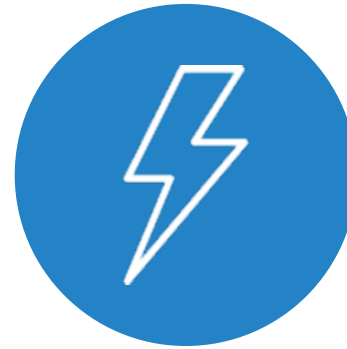
Finance Summary



Time tested and proven resilient business model



Margin expansion through sales recovery, growth conversion and above average incremental margins



Portfolio pivot to EV w/o significant investment



Significant Cash Generation Provides Numerous Capital Allocation Priorities