TI AUTOMOTIVE

SETTING THE STANDARD

Sustainability Report 2025

Welcome

We are a market-leading Tier 1 automotive supplier with advanced fluid management and lightweighting expertise.

For over 100 years, we have successfully transformed and adapted to capitalize on a constantly changing industry. We make great car parts, delivered by great people – every plant, every day. We are building a platform for growth with scalable product lines, best-in-class manufacturing and differentiated capabilities.

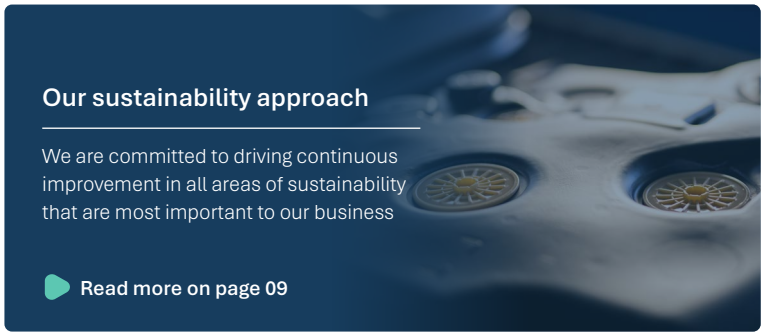
Sustainability touches on every aspect of our business – products that increase efficiency and reduce emissions; driving operational excellence; and, through the TI Way, embedding a culture that puts Safety First and sets our teammates up for success. Being a responsible and sustainable business is integral to commercial success and value creation.

0.42
Lost Time Incident Rate

25%
Electricity consumed from renewable sources

67%
Waste landfill avoidance

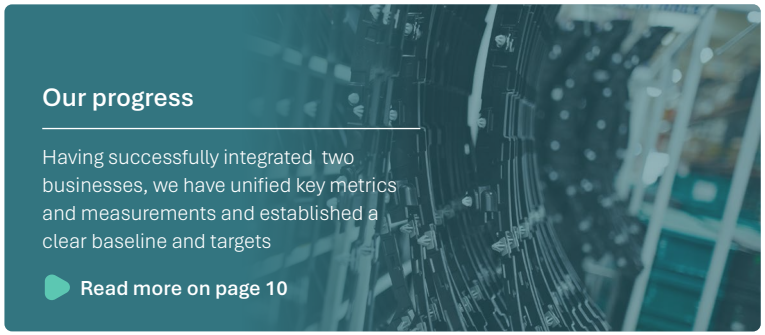
Our Sustainability Report includes:



Our sustainability approach

We are committed to driving continuous improvement in all areas of sustainability that are most important to our business

Read more on page 09



Our progress

Having successfully integrated two businesses, we have unified key metrics and measurements and established a clear baseline and targets

Read more on page 10

The TI Way

People and plants are at the heart of our success. Through the TI Way, we are embedding a winning culture that puts Safety First and drives engagement

Read more on pages 04 and 40

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01 Overview

In this section

Introduction

> “We believe that a sustainable and responsible business is a successful business.”

Terry Campbell
President &
Chief Executive Officer

Sustainability touches on every aspect of TI Automotive – people, products, operational excellence, and customer relations – which also puts it at the heart of value creation.

On April 15, 2025, ABC Technologies completed the acquisition of TI Fluid Systems and rebranded the combined business TI Automotive. This Sustainability Report, for the year ended December 31, 2025, is our first as TI Automotive and marks the beginning of an exciting new chapter.

As a larger Group, our opportunity to drive positive change has increased significantly. Throughout 2025, our priority was to lay the right foundations – integrating teams, aligning systems and metrics, and establishing a unified approach to sustainability that will drive long-term progress.

The TI Way – a winning culture that puts Safety First

TI Automotive is a people-driven business. One of our most important 2025 milestones was the roll-out of the TI Way. This is a set of five behaviors – the principles of SPEED (see page 04) – that reflect who we are and how we work together.

The TI Way starts with Safety First. Our number one responsibility is to ensure that every teammate has a safe working environment.

Products

In an industry where clean mobility is a driving force, every day we innovate, develop, and produce high-quality car parts that help customers reduce vehicle weight and increase efficiency across all powertrains. Many of our products and solutions also play critical roles in emissions reduction. Lightweighting, increasing vehicle efficiency and reducing emissions are the common threads that run across our diverse, highly engineered product portfolio.

We are also committed to driving positive change across our value chain through product innovation, responsible sourcing, and collaborating with suppliers.

Driving sustainability through operational excellence

Our drive for operational excellence underpins both our long-term competitiveness and our sustainability ambitions. Reducing waste, increasing energy and material efficiency, and streamlining processes are all ways in which we are improving the environmental and financial sustainability of our business. We are also advancing our strategy to improve water intensity per unit produced – driving efficiency and circularity in operations. Reducing our use of this critical natural resource will also lower costs and increase our resilience.

Setting TI Automotive up for success

During 2025, we established targets for TI Automotive to drive future performance. These include social and environmental elements.

- Safety targets
- Recycling and landfill avoidance targets
- A commitment to carbon neutrality

We have achieved a great deal in a very short period of time, but we are only just getting started. We entered 2026 in great shape and in a strong position to deliver on our commitments and create long-term value for all our stakeholders.

Terry Campbell
President & Chief Executive Officer

The TI Way

Accelerating our success

Setting the Standard is about best-in-class manufacturing and a winning culture, guided by the TI Way, the foundation our winning culture, and a source of competitive differentiation.

The principles of SPEED are the essence of the TI Way, a set of behaviors that reflect who we are, how we run the business and how we work together every day. They apply to every teammate, from the shop floor to the boardroom.

THE TI WAY

SPEED

- SAFETY FIRST
- PASSIONATE COLLABORATION
- EMPOWERED OWNERSHIP
- EXECUTION EXCELLENCE
- DELIVERED SOLUTIONS

Powered by TOPS

At a glance

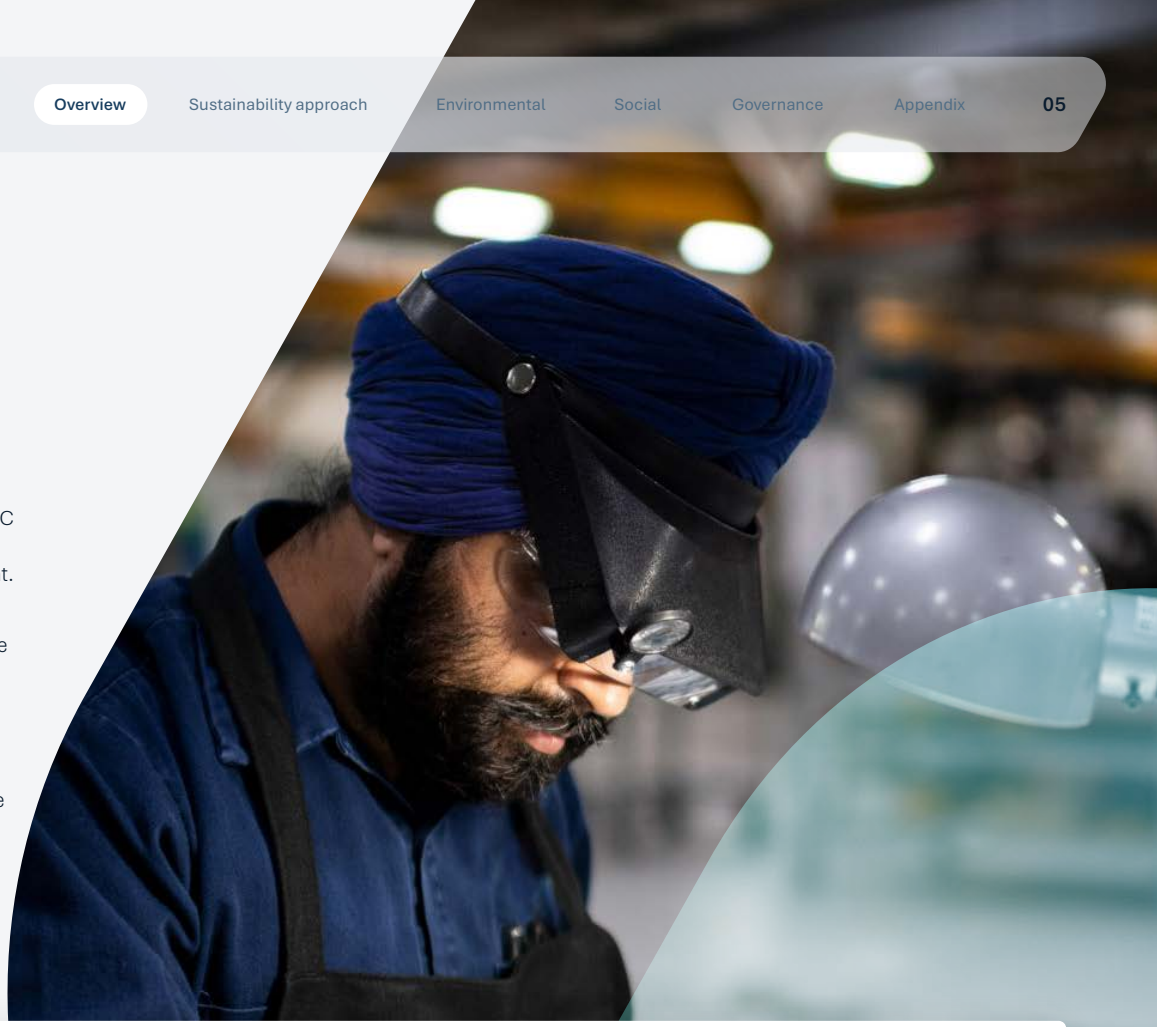
Setting the Standard

TI Automotive is a market-leading Tier 1 supplier of advanced fluid management and lightweight technologies expertise. Created through the combination of ABC Technologies and TI Fluid Systems in 2025, TI Automotive supplies safety and performance critical systems and highly engineered components to all major global OEMs.

Our propulsion agnostic product portfolio drives resilience, and we offer customers solutions across interior & exterior components, washer systems, HVAC ducts, air induction systems, brake & fuel lines, fuel tanks and delivery systems, and thermal management.

With revenue of approximately $5.5 billion and over 150 facilities in 25 countries, we combine global scale with local reach. We are vertically integrated with a flexible footprint.

We are building a platform for growth, driven by scalable product lines, best-in-class manufacturing and differentiated capabilities. Through the TI Way, we are positioning TI Automotive for another century of success and setting the standard for our industry.



Market-leading products

Lightweight Technologies

Highly engineered, specialized plastic components designed to reduce weight, increase functionality and strengthen safety-critical vehicle regions.

Key products: running boards, cargo solutions, bumpers, trim, load floors, frunks, HVAC ducts, air induction systems, washer & sensor cleaning systems.

Lines & Connectors

Fluid carrying lines and systems for braking, powertrain, and cleaning applications designed to optimize underbody space reduce cost and streamline installation.

Key products: brake lines, quick connectors.

Fuel Systems

Fully integrated fuel storage and delivery systems designed to optimize engine efficiency, reduce evaporative emissions, and meet hybrid standards.

Key products: fuel tanks, fuel delivery modules.

Thermal Management

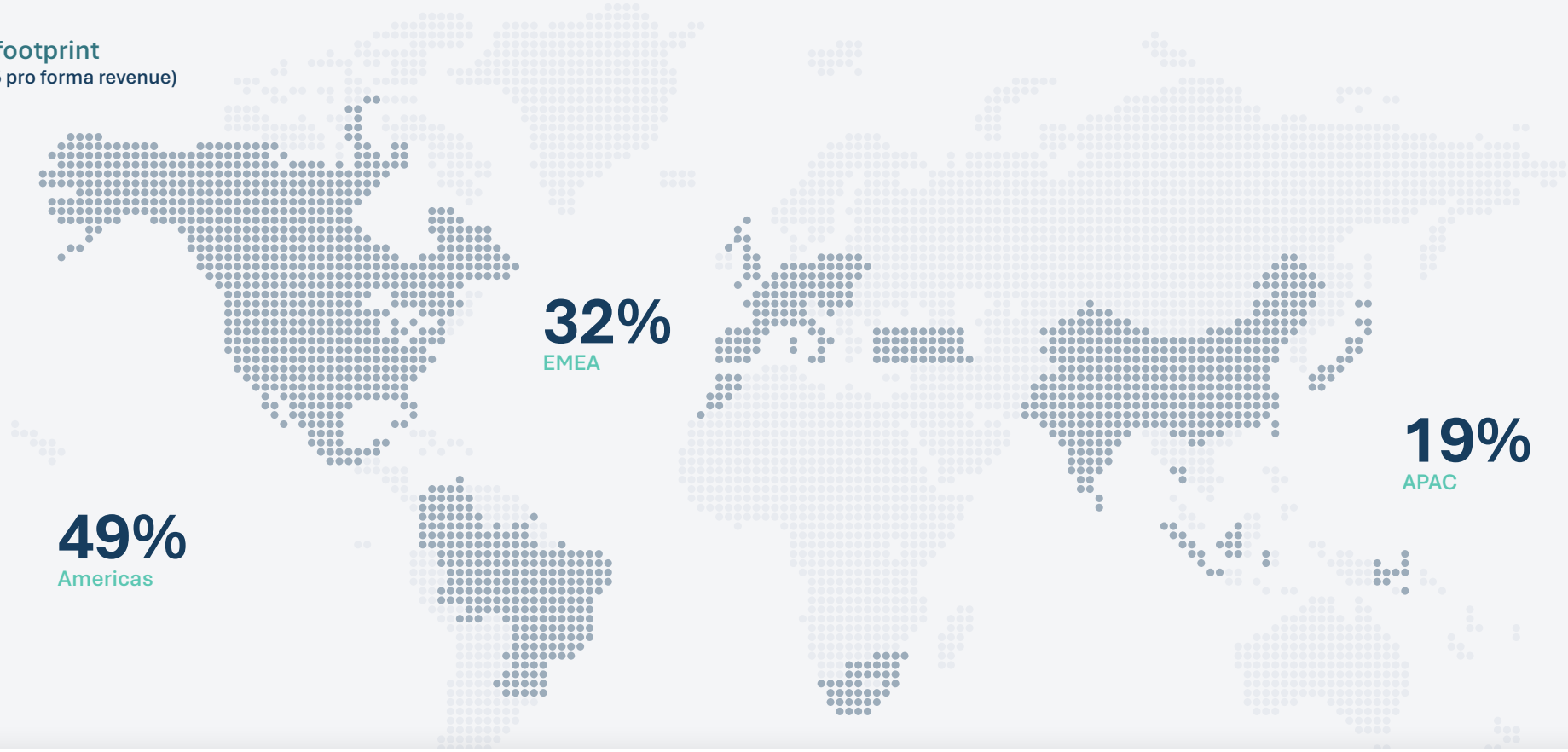
Battery, powertrain, and cabin cooling & heating products, from lines and tubing to manifolds, design to enhance cabin comfort, improve battery performance, and increase vehicle efficiency.

Key products: coolant lines, refrigerant products, thermal manifolds.

At a glance continued

Global scale, local reach

Global footprint
(% of 2025 pro forma revenue)



Differentiators

Vertical integration | **Local-for-local** | **Customer proximity** | **Global presence**

Our markets

Global light vehicle production: uneven recovery & regional divergence

As a Tier 1 automotive supplier, global light vehicle production is the most important underlying driver of market demand. In 2025, the automotive industry experienced a continued cyclical recovery, with total global light vehicle production returning to – and in some regions exceeding – pre-pandemic levels. However, this recovery has been uneven, reflecting a combination of geopolitical uncertainty, affordability constraints, and structural shifts in propulsion technologies.

Global production volumes increased year on year, driven primarily by strong growth in China, where domestic demand, and export momentum supported higher output. In contrast, production volumes in Europe remained broadly flat, constrained by higher interest rates, consumer affordability challenges, and ongoing regulatory uncertainty. In North America, trade measures and tariffs created significant volatility throughout the year, resulting in frequent forecast revisions. Despite these headwinds, production declines were more moderate than initially expected, supported by improved inventory management and better alignment between production schedules and end-market demand.

Looking ahead, industry forecasts point to a modest moderation in global production growth, with slight volume declines expected in mature markets, partially offset by growth in emerging regions. This environment reinforces the importance of regional balance, operational flexibility, and disciplined capacity management to ensure resilience across economic and market cycles.

Propulsion transition: from linear forecast to pragmatic pathways

The global transition toward electrified mobility continued in 2025, but at a pace that diverged from earlier, more linear forecasts. Battery electric vehicle (BEV) production increased year on year and penetration rates continued to rise, particularly in China and parts of Northern Europe. However, BEV adoption in several regions fell short of expectations set earlier in the decade, reflecting infrastructure constraints, affordability challenges, and evolving consumer preferences.

As a result, many OEMs reassessed electrification timelines during 2025, extending internal combustion engine (ICE) programs and prioritizing flexible vehicle architectures capable of supporting multiple propulsion technologies. This pragmatic approach reflects a growing focus on capital discipline, risk management, and market responsiveness rather than single technology pathways.

Hybrid powertrains – including conventional hybrids and plug in hybrids – gained increasing importance as a transitional solution. In several markets, hybrid growth outpaced BEVs, offering meaningful reductions in fuel consumption and emissions while mitigating range anxiety and infrastructure limitations. This diversification of propulsion strategies underscores the importance of adaptability during the transition period.

From a sustainability perspective, the evolving propulsion landscape highlights the need to balance long-term decarbonization objectives with near-term market realities, ensuring that emissions reductions are delivered at scale while maintaining affordability and accessibility for consumers worldwide.

Chinese OEMs: reshaping global competition

Chinese automotive manufacturers continued to expand their global footprint in 2025, transitioning from predominantly domestic players to increasingly influential international competitors. OEMs such as BYD, SAIC, Geely, and Chery leveraged scale advantages, vertically integrated supply chains, and strong cost competitiveness to accelerate exports and establish a growing presence in markets outside China.

This expansion has been particularly visible in Southeast Asia, Latin America, and parts of Europe, where Chinese OEMs have gained share through competitive pricing, rapid development cycles, and a strong focus on electrified vehicle offerings. Their approach reflects a structurally different industrial model, characterized by high levels of integration, fast decision making, and a strong emphasis on cost efficiency.

The rise of Chinese OEMs has reshaped the global competitive landscape, prompting established Western, Japanese, and Korean manufacturers to respond through faster product development, increased software integration, and renewed focus on cost and operational efficiency. For suppliers, this shift reinforces the importance of global presence, localization, and the ability to support diverse customer strategies across regions.

From a sustainability standpoint, increased competition is accelerating innovation and efficiency across the industry, while also reinforcing the need for resilient and adaptable supply chains in an increasingly multipolar automotive market.

Structural efficiency and industrial adaptation

Efficiency has long been a defining characteristic of the automotive industry, and in 2025 it remained central to OEM and supplier strategies amid cost pressure, regulatory demands, and ongoing propulsion transitions. The focus on efficiency today extends beyond traditional cost reduction, encompassing structural adaptation across product design, manufacturing, and supply chains.

OEMs are increasingly streamlining global footprints, consolidating platforms, and investing in flexible production systems capable of supporting multiple propulsion technologies on shared architectures. This approach reduces complexity, improves asset utilization, and enhances resilience in an environment of uncertain demand and evolving regulatory requirements. Suppliers, in turn, are prioritizing localization, material optimization, and selective vertical integration to manage input cost volatility and improve supply chain robustness.

At the vehicle level, efficiency remains a core driver of innovation, with continued emphasis on lightweighting, improved energy management, and optimized thermal and fluid systems. These advancements contribute directly to lower energy consumption and emissions across vehicle lifecycles.

From a sustainability perspective, structural efficiency supports both economic and environmental objectives. By reducing complexity, improving resource utilization, and enhancing operational flexibility, the industry is better positioned to deliver long-term value, while supporting the transition toward more sustainable mobility solutions.

02

Sustainability approach

In this section

Sustainability approach and progress

Setting the standard for sustainability

Sustainability touches on every aspect of TI Automotive: people, products, operational excellence and customer relations. Our approach is straightforward: we believe that being a responsible and sustainable business goes hand in hand with being a successful business. We are focused on driving continuous improvement in those areas that are most material, and where we have most impact.

This starts with people, our most important strategic asset. Through the TI Way, we are building a winning culture, guided by our five SPEED behaviors. These put Safety First; our number one responsibility is to ensure that all of our employees return home each day safe and healthy. Our teammates deliver for our customers, every plant, every shift. This is why we are setting them up for success by investing in providing them with the tools and training they need to do their jobs better every day. Investing in people, from leadership to shop floor, is also a key plank of our human capital strategy, and some of the initiatives planned and underway are outlined on pages 39–40.

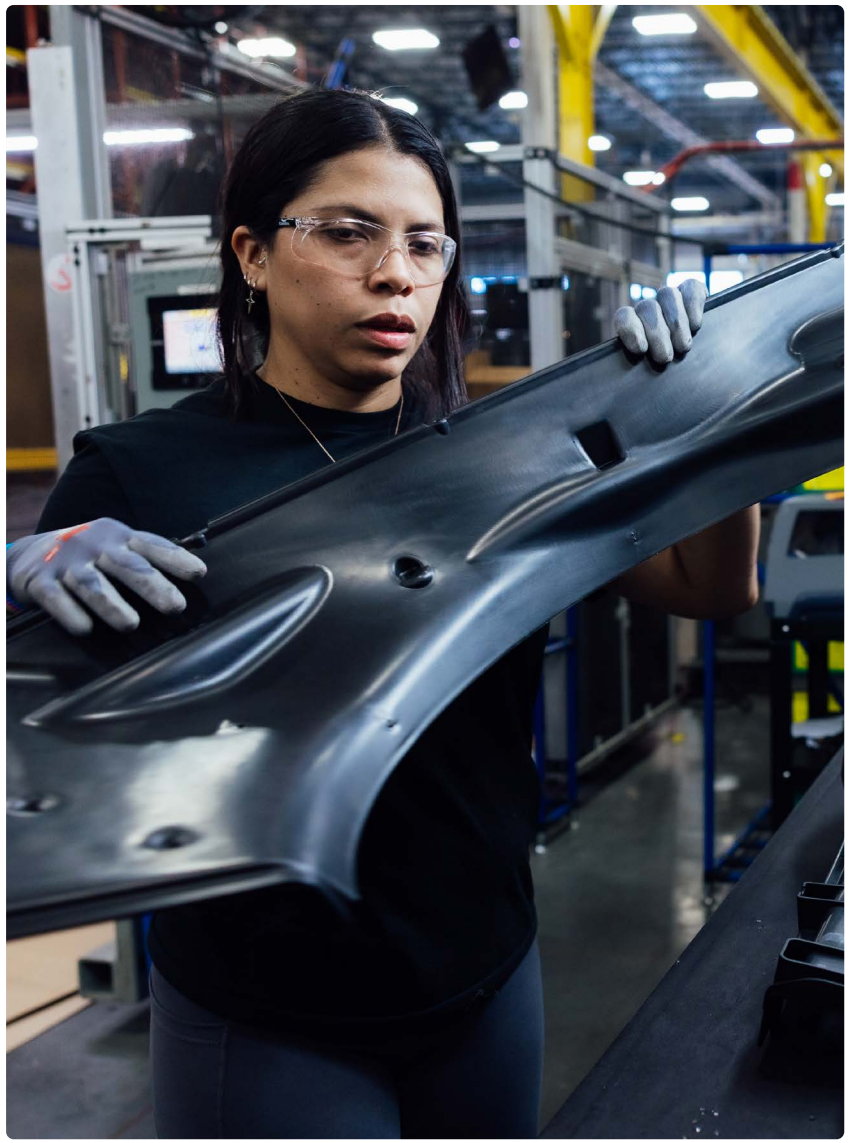
Our legacy organizations have strong track records of supporting the communities in which we operate, driven at a local level, and this has continued at TI Automotive.

Clean mobility is the driving force of the automotive industry today, creating a commercial imperative to align product strategy with sustainability. Our product portfolio supports customers with reducing vehicle weight, increasing efficiency and reducing emissions. We are constantly innovating to pivot to changing market demand, customer needs and regulations. Our product portfolio is largely propulsion agnostic, underpinning our resilience and enabling us to support customers during a period of significant uncertainty on propulsion transition. As part of the global automotive supply chain, we also work to drive positive change across our value chain. This is achieved through product innovation, responsible sourcing and collaborating with suppliers.

Reducing our environmental footprint is another key priority. It is also highly synergistic with our drive for operational excellence and long-term competitiveness. Reducing waste, increasing energy and material efficiency, and streamlining processes are all ways in which we are improving resilience, cost efficiency and environmental sustainability.

To this end, TI Automotive is committed to carbon neutrality across our global operations by 2035. This target underscores our dedication to reducing greenhouse gas emissions in line with climate science and industry expectations. We are advancing energy efficiency, increasing the use of renewable energy, and integrating low-carbon technologies in our manufacturing processes as key elements of our decarbonization strategy. This commitment supports our broader sustainability goals and aligns with efforts to address climate change throughout our value chain.

At TI Automotive, we have integrated responsibility and accountability for sustainability into our governance structure. The Board provides oversight and ongoing review of execution of sustainability strategy and climate-related matters; the Executive Leadership Team (ELT) drive sustainability initiatives across the business; and cross-functional teams establish and communicate our initiatives, KPIs, goals, strategies, and long-term vision for our sustainability-related programs to the wider Group. In particular, the Board and ELT are highly engaged in reviewing, refining, and developing the Group's strategy to address market shifts in vehicle electrification and ICE propulsion.



Sustainability approach and progress continued

Progress in 2025

The acquisition of TI Fluid System Systems by ABC Technologies completed on April 15, 2025. We then turned our intention to integration, creating a single sustainability function, aligning systems and metrics, and establishing a unified sustainability approach and strategy to drive long-term progress. As a larger Group, our opportunity to bring about positive change is exciting, and we entered 2026 well positioned to deliver on this.

Environmental

In line with our intention to reduce our environmental footprint, we have focused on increasing renewable energy usage and energy efficiency, as well as on reducing waste. This includes considerable focus on Scope 1, 2, & 3 emission calculations across the business.

Other key milestones include:

- Successful environmental data integration to maintain accurate environmental reporting
- Continued UN Global Compact commitment, EcoVadis assessment, and continuous improvement of our CDP climate and water scores
- Independent third-party assurance for our global Scope 1 & 2 emissions
- Expanding our climate-related disclosure to all of TI Automotive, with alignment to California climate reporting bills SB 253 & 261
- Achieved renewable energy consumption of 25% through energy procurement, on-site renewable installation and EAC purchases
- Internal development of Life Cycle Assessment calculation capabilities

Social

As a people-driven business, one of our most important milestones was the roll-out of the TI Way and our five SPEED behaviors, which reflect who we are and shape how we work together every day.

This starts with Safety. Effective and efficient integration between the two legacy businesses has been crucial to maintaining safe operating practices and a safe working environment for all teammates. In addition to our annual Safety Week, we held Regional Environmental, Health & Safety Summits to support the integration, enhance communication of unified practices and metrics, and drive the sharing of best practice. We also continued to implement our Global Health and Safety Management Systems by expanding the Group's ISO 45001 certification across multiple manufacturing sites.

We continue to invest heavily in the development of our global third-party certified safety management system. We are extremely proactive in communicating safety-related issues and reviewing incidents with our entire Group. One of the ways we do this is by communicating any serious injury occurrences across all locations with the aim of preventing similar injuries from occurring in other locations as part of our Health and Safety Policy.

The launch of the TI Automotive Operating System (TOPS) in September was another milestone. TOPS is a standard operating model driving operational excellence deep into our organization. Built on standards, TOPS represents a material investment in people – through the TOPS Academies, we are building capabilities, identifying and recognizing talent, and supporting teammates with developing their career paths.

In a similar vein, we appointed a new Learning & Development lead who will focus on ensuring we are investing at all levels of the organization to set teammates up for success.

Our responsibility to our employees extends to supporting the local communities in which we operate. We support our local communities globally across a variety of projects. In 2025, we came together to sponsor aid for natural disasters occurring in locations near our operations and to support communities through local charitable and outreach activities. Highlights from our social and community programs are included on page 46.

Governance

Governance remains a top priority for the Board and the Executive Leadership Team in order to promote the strategic development and sustainable success of the Group. The Group has long recognized the importance of effective corporate governance in supporting the long-term success and sustainability of our business. The Group continued to improve its governance by utilizing our internal audit team to conduct assessments of our sustainability programs. We have continued to implement data protection measures, improving Executive accountability for sustainability-related matters, communicating, and training employees on important sustainability issues.

UN Global Compact

In 2025, we reaffirmed our support for the UN Global Compact – the world's largest corporate sustainability initiative, requesting companies align their strategies and operations with ten universal principles.

WE SUPPORT
UN GLOBAL COMPACT

TI Automotive commits to:

Human rights

- Support and respect internationally proclaimed human rights.
- Ensure we are not complicit in human rights abuses.

Labor

- Uphold the freedom of association and the right to collective bargaining.
- Eliminate forced and compulsory labor.
- Abolish child labor.
- Eliminate discrimination in employment and occupation.

Environment

- Support a precautionary approach to environmental challenges.
- Undertake initiatives to promote greater environmental responsibility.
- Encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

- Work against corruption in all its forms, including extortion and bribery.

We are embedding these core principles into our own global operations and extending these to our broader value chain stakeholders through policy and engagement

Corporate Sustainability Reporting Directive and materiality

The European Union has delayed the rollout of the Corporate Sustainability Reporting Directive (CSRD) and entered into talks to simplify reporting. This is commonly referred to as the Omnibus I simplification package. In December 2025, an agreement was reached between the European Parliament and Member States on the Omnibus I simplification package, which includes key amendments to the CSRD and the Corporate Sustainability Due Diligence Directive (CSDDD). The package is intended to ease administrative burdens on companies while maintaining the core objectives of sustainability reporting and due diligence frameworks.

TI Automotive is fortunate to have been formed from two companies that were already working on CSRD compliance activities. Now we have begun work to understand our combined reporting requirements in relation to the CSRD.

The European Sustainability Reporting Standards (ESRS) mandates companies to perform a Double Materiality Assessment (DMA) to identify material Impacts, Risks, and Opportunities (IROs) in their own operations and within their upstream and downstream value chain. The IROs determined to be material, define the scope of disclosure requirements as laid out in the ESRS, including disclosures pertaining to policies, actions, metrics, and targets.

A key component of preparatory work for CSRD reporting is to perform a Double Materiality Assessment. This was previously completed for legacy TI Fluid Systems (TIFS), with support from an external advisor. The key objective of this assessment was to identify and assess sustainability matters that were material from either an impact perspective, inside-out, and a financial perspective, outside-in.

The initial assessment was an internal project at the TIFS Group level to create a holistic and consolidated understanding of sustainability materiality, ensuring that important issues are captured comprehensively across the entire organization. The methodology used would also allow transition to an artificial consolidation approach, if required, in the future.

The work included key stakeholder engagement across this business to provide assessment of material topics, with an assessment of the qualitative and quantitative impacts, risk and opportunities for the business. This included consideration of the ESRS general requirements and disclosures, and specific topics within each of the Environmental, Social and Governance themes, considering both direct operations and the Group's value chain.

Preparing for simplified CSRD reporting

The outcomes of previous work completed has enabled us to understand the most material topics relevant to the vast majority of our European business and will be extended to include TI Automotive globally in 2026.

2026 will see renewed efforts for TI Automotive to review and assess the simplified ESRS being finalized under the Omnibus reforms. Reporting remains a requirement, but with streamlined data points and disclosure obligations. We will further develop our double materiality analysis, evaluating both how sustainability issues affect the organization and how the organization impacts people and the environment. We will adapt internal processes for collecting, verifying, and consolidating ESG data tied to the simplified ESRS, ensuring controls, documentation, and accountability support reporting. Under the Omnibus, limited assurance remains mandatory and the deadline for adopting the limited assurance standard is extended. We have already begun working with a partner completing limited assurance of our GHG emissions.

Stakeholder engagement

We engage with all our stakeholders – teammates, customers, suppliers, communities, and shareholders. Understanding our stakeholders' needs and what matters to them enables us to respond to their needs. This, in turn, means we can add value to ensure the long-term sustainability of our business.

Teammates

We are a global employer, with over 33,000 people worldwide. As a people and plant-centric organization, our success depends on our ability to attract and retain qualified and experienced people, and to provide safe working environments.

Why we engage: Executive Leadership Team (ELT) engagement with teammates is a strategic driver of performance, alignment, and resilience. When executives communicate directly and transparently, they build trust, clarify priorities, and strengthen understanding of how individual roles connect to enterprise strategy. This alignment improves execution and reduces resistance to change.

Visible leadership is especially critical during periods of transformation or uncertainty. Clear, consistent messaging from senior leaders reduces confusion, reinforces direction, and increases organizational confidence. Engagement also creates channels for front-line feedback, surfacing operational insights and fostering a culture of innovation and accountability.

Beyond strategy, Executive presence reinforces our values and culture. By acting as role models, our leaders shape norms. Employees who feel seen and heard are more engaged, more productive, and more likely to stay.

How we engage: ELT visits to sites around the world; internal communications including a quarterly newsletter, social channel (Viva Engage), regular CEO updates at global townhalls, ELT-hosted functional and regional townhalls; Employee Assistance Programs; Safety focus through Safety Week and Regional EHS Summits.

Outcomes of that engagement: ELT engagement has served as a practical lever to strengthen execution, improve retention, accelerate change, and enhance long-term enterprise value. ELT engagement has also played a key role in establishing the TI Way, a key driver of a shared TI Automotive culture anchored in behaviors (our principles of SPEED) that guide and reward teammates across the Group.

Customers

We are a trusted partner to all major automotive OEMs. Our customers rely on us to deliver great car parts, every shift, every plant.

Why we engage: to maintain our market-leading positions and drive business success; to identify and secure new business opportunities; to align product and technology development with customer needs; effectively and efficiently address any supply or quality issues.

How we engage: through dedicated customer account teams who have regular contact with customers at all levels, including ELT engagement on significant commercial matters; customer-focused technology shows and trade shows, such as IAA, where we showcase our products directly to customers.

Outcomes of that engagement: regular updates to the Board on customer topics; proactive and constructive engagement on recoveries and other topics; future investment and long-term planning reflect customer views.

Suppliers

We operate in global supply chains, but with a clear focus on local sourcing. Thousands of suppliers provide us with the raw materials, sub-components, and services we need to deliver our products and run our business every day.

Why we engage: building strong relationships supports competitive pricing, quality products, access to and reliability of supply and logistics efficiency; access to supply; responsible and ethical business practices and conduct in our supply. Addressing areas such as carbon emissions, water use, waste, and labor practices requires collaboration with upstream partners. Supplier engagement helps manage risk by improving transparency, strengthening compliance, and reducing the likelihood of operational or reputational disruptions. It also supports meeting growing customer, investor, and regulatory expectations for full value chain accountability, including Scope 3 emissions reporting and supply chain due diligence. In addition, sustainability initiatives with suppliers such as energy efficiency, waste reduction, and responsible sourcing can unlock cost savings and operational improvements.

How we engage: dedicated supply chain and procurement teams build deep relationships through regular, extensive contact with suppliers regarding quoting & sourcing, delivery logistics, and quality control & testing; engineering teams work closely with suppliers on development, validation, and value engineering; Modern Slavery Statement; Supply Chain Policy; dedicated supplier portal; and global supplier requirements manual setting out our business and compliance expectations.

Outcomes of that engagement: working closely with suppliers enables us to build more resilient, compliant, and competitive value chains while making meaningful progress toward our sustainability goals.

Community

As a global business, we understand that we have an impact on society and the local communities in which we operate.

Why we engage: to promote our reputation as a responsible and ethical business; attract, motivate and retain employees. Engagement also enables us to better understand local concerns related to environmental impact, water use, traffic, noise, or employment, allowing them to pro-actively address issues before they escalate. These community partnerships can strengthen our workforce pipeline through local hiring, skills training, and educational collaborations. They also enhance resilience by building goodwill that is critical during times of crisis or expansion. In addition, transparent engagement supports regulatory relationships and reinforces corporate reputation with customers and investors who increasingly expect responsible business practices.

How we engage: we empower and enable our global locations to support local charities and not-for-profit organizations through donations and volunteering; by striving to minimize our impact on the environment, including local communities; through applying our Code of Business Conduct.

Outcomes of that engagement: establishing a TI Automotive approach to philanthropy focused on children – events included a Night of Giving. Support for various charities in our communities; annual scholarships to support women in STEM studies as well as local internship opportunities. Investing in our communities fosters trust, improves operational continuity, and creates shared values, supporting sustainable, long-term enterprise performance.

Shareholders

We are a private business, majority-owned by certain of the affiliated funds of Apollo Global Management, Inc. and its subsidiaries, with funds managed by Oaktree Capital Management, L.P. owning a minority equity interest.

Why we engage: our shareholders own the company. Their significant knowledge and expertise in our sector, of driving transformation and creating value are a significant asset which stands to benefit TI Automotive.

How we engage: in addition to a formal schedule of quarterly Board meetings, monthly reporting, and data provision including sustainability topics, our management team maintains an open and ongoing dialogue with shareholders across a wide range of strategic, operational, and transformation topics.

Outcomes of that engagement: value creation anchored in strong alignment between the management team and shareholders.

Climate-Related Financial disclosures (CFD)

Take urgent action to combat climate change and its impacts

GHG reduction target to be carbon neutral by 2035.

As part of TCFD, we have developed our understanding of potential climate change impacts and a strategy to address them.

Targeting unnecessary energy consumption, including through our global energy efficiency program.

This report details the 2025 TI Automotive annual disclosure with respect to corporate carbon emissions and the Company climate-related financial disclosure. This provides Group's assessment to meet the requirements of the California Air Resource Board (CARB) Climate Corporate Data Accountability Act Senate Bill (SB) 253) and the Climate-Related Financial Risk Reporting Program (SB 261). In addition, this assessment is aligned to the approach detailed in the Task Force for Climate-related Financial Disclosure (TCFD).

The Group has aligned with the TCFD recommended disclosures around governance, strategy, risk management, and metrics and targets. The Group has also reviewed the requirements of the Climate Corporate Data Accountability Act and Climate-Related Financial Risk Reporting Program. Where there is specific guidance for the automotive sector, we have reviewed and considered the transportation group and all sector guidance contained in the document as we developed our disclosures.

This report covers TI Automotive, following the acquisition and merger between TI Fluid Systems and ABC Technologies in April 2025. TI Fluid Systems completed annual TCFD compliant disclosures as part of 2023 sustainability reporting; as such this is an integrated update. The Group's disclosures are consistent with the requirements of CARB SB 253, SB 261 and the TCFD recommendations and recommended disclosures.

	TCFD & CARB SB 261 recommended disclosures
Governance	Describe the Board's oversight of climate-related risks and opportunities
	Describe management's role in assessing and managing climate-related risks and opportunities
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term
	Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario
Risk management	Describe the organization's processes for identifying and assessing climate-related risks
	Describe the organization's processes for managing climate-related risks
	Describe how processes for managing climate-related risks are integrated into the organization's overall risk management
Metrics and targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

Climate-Related Financial Disclosures (CFD) continued

Climate-related risks, opportunities, and financial impacts

Background and framework

Governments, investors, and industry have come to realize that urgent and impactful action to address climate change is needed. Automotive manufacturers in every major market have announced ambitious plans to address climate change through the electrification of the vehicle fleet and significant decarbonization of their own manufacturing operations and supply bases. In addition to public announcements and press coverage, the Group's commercial and engineering teams are in regular contact with our customers. Over the last several years, we have seen, first hand, the growing investment, activity and momentum around both powertrain electrification and supplier sustainability, in the form of advanced development activities and quoting for battery electric vehicle (BEV) and hybrid electric vehicle (HEV) programs as well as business awards that include supplier commitments to reduce greenhouse gas (GHG) emissions. Likewise, investors, regulators and consumers have clearly communicated the expectation that all businesses must take demonstrable actions to improve environmental sustainability as well as climate-related analysis and disclosures.

As a global supplier and leader in the automotive industry, the Group is committed to supporting our customers' needs for vehicle electrification with its advanced products and to reducing CO_2(e) emissions from its operations. The financial impact of climate change on the Group can be viewed as falling into the following broad categories of risks and opportunities:

Vehicle electrification. The Group will have market and technology risks and opportunities as our OEM customers shift to a lower carbon economy by increasing the electrification of vehicles (i.e. HEVs and BEVs replacing internal combustion engines (ICE)).

Changes in operating expenses. The Group will have operational risks and opportunities highlighted by transitional cost changes for plastics and metals, as it strives to manufacture its products in a more environmentally responsible and sustainable manner.

Changes in policy related to carbon price. The Group may experience operational risks as emerging and expanding carbon price legislation comes into effect. This is likely to represent a risk from increases in energy, raw materials, and operations costs (from GHG emissions). Consequently, costs across the supply chain could be affected (e.g., from increased material and service costs, when carbon price is passed on from suppliers).

Direct climate impact. The Group will have physical risks from climate change. As the world continues to warm up, we will be exposed to increases in heat stress and to a lesser extent other perils, such as flooding, sea level rise, and changing water availability and quality, which could affect some of the Group's global locations. The Group's physical modelling was completed using 2025 Company location data.

As part of its overall decarbonization strategy, the Group is committed to disclosing its potential climate-related risks and opportunities in line with the CARB SB 253 SB 261 requirements and alignment to the TCFD recommendations. To enhance this analysis and better understand the physical risks, the Group engaged a global consulting firm that assists companies on their sustainability journeys. The consultant and their supporting partner who specializes in physical risk modelling assisted the Group in developing two fully compliant scenarios for this report.

Climate-related risks and opportunities were also considered in addition to the physical risk modelling. This analysis uses the following public source data sets: World Bank Inflation data; exchange rates; carbon pricing; EV and ICE sales; and fossil fuel prices. The main objectives of the work completed was to understand the risks and opportunities across TI Automotive.

Our primary objective was related to better identifying and quantifying key transition and physical climate risks and opportunities over the combined TI Automotive business, in the short term (until 2025), medium term (2030), and long term (2050), across different climate scenarios. Note that our climate-related risks and opportunity time periods for the short, medium and long term do not directly align to our financial time periods. The Group elected to align our timing to our carbon emission reduction dates and a more commonly aligned climate long-term target date of 2050, consistent with the Paris Agreement. Based on the Group's previous sustainability and climate risk initiatives, peer benchmarking, TCFD guidance, and consultancy expertise, the Group identified a long list of potential climate risks and opportunities, and shortlisted the top six based on the Group's vulnerability and exposure to the different risks and opportunities. We addressed these key risks and opportunities using two climate scenarios. The two scenarios selected were Business As Usual (BAU) and Low Carbon (LC). The Group then collected the data needed to estimate the unmitigated potential financial impact of these key risks and opportunities, across the short, medium and long term in both the BAU and LC scenarios. The six key risks and opportunities fall into the following four groups: vehicle electrification, changes in operating expense related to plastic and metal pricing, changes in policy related to carbon pricing, and direct climate impact.

For the purposes of these disclosures the BAU scenario represents a scenario where minimal additional climate action is taken by governments. It incorporates the policies of governments as currently stated. It aligns with ~2.7°C warming by 2100 and SSP2-4.5. The LC scenario assumes that governments will meet their announced climate commitments in full and on time. It aligns with <2°C warming by 2100 and SSP1-2.6. It should be noted that the quantification of the six key risks across the two scenarios is not a forecast, and is simply an indication of the potential outcome that could occur, based on the available data. These risks and opportunities are modelled as unmitigated elements; once mitigating measures are taken the level of potential risk and/or opportunity would be subject to change. There are many factors that cannot be accurately modelled that could drastically affect these outcomes.

This work is in line with the disclosure framework recommended by the TCFD, the following discussion of climate-related financial impact will be organized around four elements: strategy and financial planning, governance, risk management, and metrics and targets.

Climate-Related Financial Disclosures (CFD) continued

Strategy

The impacts of climate-related risks and opportunities on the Group's strategy, business, and financial planning

Vehicle electrification

The automotive industry is responding to climate change, primarily through the electrification of vehicle powertrains. Over the next decade, hybrid electric vehicle (HEV) and battery electric vehicle (BEV) platforms are forecast to grow dramatically coupled with a decline in internal combustion engine (ICE) platforms. While the majority of the Group's revenue is derived from propulsion agnostic products, this transition in the market nonetheless represents an important risk and a key opportunity.

We recognize the risk of a declining addressable market for our ICE products, primarily related to production of fuel tanks, pumps and lines. This is the outcome of two competing dynamics – a reduction in ICE platforms, partially offset by growth in HEV platforms where our content opportunity is significantly higher, largely related to pressurized fuel tanks. At the same time, there is also the opportunity of an increasing addressable market for our thermal products due to increased content in electric vehicles (EVs).

The Group has modelled the potential financial impact of the expected change in mix between ICE, HEV and BEV platforms over the short, medium, and long term.

In 2025, we further developed our risks and opportunities related to this transitional market shift. The transition to a low-carbon economy, including emerging policies and regulations incentivising low-carbon passenger vehicles and restricting conventional vehicles, will suppress demand for components for ICE vehicles, replaced by demand for components for electric vehicles (EVs). Taken as a whole, this transition will provide an opportunity to increase the Group's revenue.

Our analysis is based primarily on 2024 business awards, S&P Global Mobility forecast production volumes and mix, and management estimates, supported by third party analysis, for longer-term production volumes and mix, as well as International Energy Agency (IEA) data for global EV sales projections for 2025, 2030 and 2050. The IEA data includes the following vehicles in their EV sales assumptions: BEVs, fuel cell electric vehicles (FCEVs), and plug-in hybrid electric vehicles (PHEVs). For consistency, these vehicle types were combined as "EV" in the S&P analysis.

For the BAU and LC Scenarios, the Group's revenue related to EVs was modelled to grow at the same rate as the IEA's global EV sales market projections. Note that the change in EV sales includes growth in the overall vehicle market and the shift from other vehicle types to EVs. This assumption implies that the Group's market share remains constant. The Group recognizes the transition as an opportunity to grow the business and revenue from the products we currently manufacture, particularly in relation to thermal management for EVs and fuel systems for HEVs.

Electric car sales reached 17 million globally in 2024, a sales share of over 20%. The growth in electric car sales over the past 5 years has significantly changed the composition of the global car fleet. By the end of 2024, there were almost 58 million electric cars on the road, or 4% of the total passenger car fleet, and more than triple the total electric car fleet in 2021, (Global EV Outlook, 2025).

According to the IEA, sales of electric cars in the US, the Group's largest market, were down slightly year on year to 10% of the overall market. China maintained its lead with almost 50% of car sales being electric in 2024; this represents almost two thirds of electric cars sold globally. Approximately 20% of car sales in Europe were electric.

In 2024 we continued to see increases in electrification in the three largest markets – China, Europe, and the United States – taken as a whole. Total electric car sales were 3.5 million higher than in 2023, a 25% increase year-on-year. In the BAU and LC Scenarios, widespread policy support helps sales of EVs worldwide to continue their expansion. More than 50 countries, with ~60% of the world population, have policies in place to incentivize the uptake of EVs, with 30 countries having set target dates to phase out ICE vehicles in the next two decades.

China is the world's largest EV market followed by Europe, and the US. The most common policy measures to support EV deployment are fuel-economy and CO_2 emission standards, as well as financial incentives such as purchase subsidies and tax credits that make EVs more cost competitive compared to conventional ICE vehicles. Governments around the world are taking very different approaches to the EV market. In the United States tax incentives and government infrastructure development no longer exist. However, some countries are supporting the development of EV charging infrastructure, for example by offering financial incentives for public and private chargers, and by stipulating infrastructure requirements in building codes.

At the same time transition to EVs also represents a longer-term risk to the Group's manufacturing of ICE-related components. This is in large part due to the expected decrease in demand for components specific to conventional fuel automobiles and the associated decrease in revenue related to the sale of ICE components.

This risk was modelled using essentially the same methodology used to model the opportunity. As defined by the IEA, conventional fuel vehicles are defined as vehicles which use an internal combustion engine (ICE), i.e., are powered by fossil fuels. They include HEV, which depend on an ICE.

For the BAU and LC scenarios, the Group's revenue related to ICE vehicles was modelled to decline at the same rate as the IEA's global ICE sales market projections. This reflects competing dynamics, with the decline in ICE volumes partially offset by volume growth and a higher content opportunity on HEVs, particularly PHEVs. Note that the change in ICE sales includes growth in the overall vehicle market and the shift from other vehicle types to EVs, assuming that the Group's market share remains constant.

The number of EV models currently available remains much lower than conventional ICE. There was a 15% increase in the number of EV models in the USA and Europe in 2024 compared to 2023. The number of electric models on the Chinese market is greater than the number of ICE and Hybrid models. This could be driven by contracting car markets and a shift towards EVs from carmakers. It is predicted that the number of ICE models could remain stable, whilst the number of new models shrinks, if carmakers focus on electrification and keep selling existing ICE products rather than increasing budgets to develop new models. Projections indicate that as compared to 2024, by 2030 sales of ICE cars will be broadly flat in the BAU scenario at around 67.5 million and decrease to 59.58 million in the Low Carbon scenario.

In all scenarios, revenue expansion driven by new products and M&A have not been factored into our model.

The Company intends to further enhance its Climate-related Financial Disclosures assessment in 2026 to better reflect its evolving risk and opportunity profile.

Climate-Related Financial Disclosures (CFD) continued

This update will incorporate a more comprehensive evaluation of the combined portfolios of the legacy businesses, following their integration. By aligning methodologies, data, and assumptions across the unified organization, the Company aims to provide a clearer and more consistent view of climate-related impacts next year.

In addition, the 2026 update will more fully consider the Company's position within the global market, including geographic exposure, customer mix, product portfolio, and sector-specific transition dynamics. This will enable a more robust identification and prioritization of both physical and transition risks, as well as climate-related opportunities.

Through this enhanced assessment, the Company seeks to strengthen the transparency, comparability, usefulness of its CFD disclosures, supporting stakeholders in understanding how climate-related factors may influence long-term strategy and financial performance.

Changes in operating expenses related to plastic and metal pricing

Plastic and metals are the two largest raw material components that the Group purchases on an annual basis. Both of these materials are expected to see potential significant changes in cost in the future.

Plastic prices will be impacted due to a rise in input costs specifically associated with the change in price of oil due to climate change. The change in plastic cost is likely to be passed from suppliers to the Group. Data from the IEA was used for the crude oil pricing in 2024 as well as forecast prices for 2025, 2030, and 2050.

For this modelling the changes in plastic prices depend primarily on changes in oil prices. This correlation was tested through a regression analysis, which indicated that the strong historical correlation between plastic and crude oil prices will continue through 2050. The modelling assumes that the Group's revenue will change at the same rate as the S&P market projections up to 2030. Based upon S&P data for 2030 to 2035, a conservative estimate was made of annual market growth of 1.0%.

This modelling is significantly limited by a lack of credible, peer-reviewed data on the forecast price of plastic under the different climate scenarios. In both scenarios, the 2024 baseline price for crude oil based on the actual price as published by the IEA (77 USD/barrel) was used. From that, oil prices are projected to decrease across the short, medium, and long terms (based on information sourced from the 2024 IEA World Energy Outlook), which indicated a decreasing trend in the price of plastic. However, this assumes that there are no other variables influencing the price of plastic, which is highly unlikely. Additionally, the analysis does not account for changes to the types of plastic used, or technical enhancements to production and recycling methods (e.g., the possible impact of the prevalence of bioplastics has not been accounted for in this analysis). Therefore, this estimate could shift based on external factors affecting the price and availability of plastic, and of oil.

Cost increases associated with metals represent another transitional risk to the Group. Increasing pressure to decarbonize metals, such as steel and aluminum, will lead to increased production costs for manufacturing low carbon alternatives in the medium to long term, resulting in higher prices. Similarly, for metals such as copper, that are critical to the energy transition, a rapid increase in demand is expected to increase prices.

The Group used data for global purchased goods and services, including raw material procurement spend and quantities purchased together with the following data sets to quantify the transitional risk associated with metal prices: Mission Possible Partnership – 2022, 2025, 2030 and 2050 global average steel and aluminum prices; and, International Monetary Fund (IMF) – 2022, 2025, 2030 and 2050 global average copper prices.

This modelling applies the same assumption for the Group's revenue as that applied for plastic prices (see above). Changes in metal prices consider the impacts of demand and the higher costs to produce low-emission materials, and does not include changes in cost of carbon pricing which is modelled separately. For steel and aluminum, the LC scenario is aligned with the Mission Possible Partnership's 2050 Net Zero pathways. Similarly for copper, a Net Zero 2050 scenario was used as the LC scenario.

Metals such as steel and aluminum are highly energy-intensive, and current-day manufacturing methods reliant on fossil fuels make them very carbon-intensive materials. The energy transition is therefore expected to increase the price of such metals in the LC scenario, due to the adoption of low-carbon technologies and fuels (such as green hydrogen, electrification, carbon capture utilization and storage). Furthermore, prices of energy transition metals such as copper are expected to increase due to high demand in the automotive and renewable electricity sectors. Therefore, it is anticipated that this will lead to higher prices in the medium to long term under the LC scenario.

In the BAU scenario, metal prices are expected to decrease from 2024 levels. This scenario also assumes limited investments in greener technologies, and an emphasis on improving energy efficiency.

Changes in policy related to carbon pricing

The Group is expected to face the transition risks associated with increases in carbon prices and the cost of energy. The increasing cost of carbon will drive up the cost of energy, raw materials, and operations (from GHG emissions). Consequently, costs across the supply chain could be affected (e.g., from increased material and service costs as suppliers pass on their higher carbon costs).

In modelling this transition risk, the Group's total 2024 Scopes 1 & 2 GHG emissions, and the proportion allocated to each country of operation were used along with projections for 2025–2030 GHG emissions. Due to the lack of a single data source providing carbon pricing inputs for all geographies and scenario timeframes, a hybrid approach has been used to compile the carbon pricing inputs, with data from the following sources: World Bank – current carbon price by country in 2024; International Energy Agency (IEA) – projected carbon price by country for the EU, the US, the UK, Canada, and China, for medium and long term; Network for Greening the Financial System (NGFS) – current and projected carbon price by country, for all other geographies, for medium and long term.

This approach estimates the impact of changes in carbon pricing from Scopes 1 & 2 emissions from our own operations only and does not include carbon pricing impact on purchased goods and services. Carbon pricing levels in 2025 (for quantification of short-term impact) assumed a linear change in carbon prices between 2023 and 2030.

For the short and medium term, emissions projections have been developed internally. In the long term, for the BAU scenario, it was assumed that emissions remain constant at 2030 levels between 2030 and 2050. For the LC scenario, it was assumed Net Zero emissions are achieved by 2050 and emissions reduce linearly between 2030 and 2050.

The analysis does not include the potential cost implications of replacing high-carbon materials such as metals and the increased supplier costs from material carbon tax passed to the Group, due to limited information on the evolution of emission intensity of materials and services currently purchased.

Climate-Related Financial Disclosures (CFD) continued

78% of the Group's Scope 1 & 2 emissions are from seven geographies: the United States of America, China, Poland, Germany, Mexico, India, and South Korea. Introduction or expansion of carbon pricing legislation in these geographies could pose significant risk of increasing operating expenditure. Existing and scheduled CO_2 pricing schemes are reflected in the BAU scenario, which covers electricity generation, industry, energy production sectors, and other end-use sectors (e.g., aviation, road transport, and buildings), where applicable. In the LC scenario, higher CO_2 prices are assumed across all regions with Net Zero emissions pledges, which represent more aggressive prices than the BAU scenario. In the EU, for example, in the LC scenario, carbon prices are expected to increase by 130% by 2050 (compared to the baseline year), compared to a 56% increase during that same period under the BAU scenario.

The Group is currently not covered by existing regulated carbon pricing schemes, even in regions like the EU, as the Group is not a heavy emitter. The Group may or may not be affected by these schemes, as the scope of future carbon pricing schemes evolve. The quantification approach reflects a conservative estimate, assuming the Group is subject to carbon pricing in all geographies of operation.

Direct climate impacts

The Group may face potential physical risks from climate change, such as increases in heat stress, drought, flooding, sea level rise, and changing water availability and quality, which could affect the Group's locations and operations and the need to relocate several operations. As part of our effort to better quantify our physical climate risks the Group has improved the robustness of the climate evaluation.

Peril	Unit	Metric
Heat waves	Events/year	Absolute heat wave: Annual count of three-day periods with high temperature above local historical 95th percentile temperature
Cold waves	Events/year	Days per year with temperature lower than threshold – depending on location, this is either 0 or -10 (°C)
Wildfires	% probability	Mean annual probability of a major wildfire either originating or propagating into the 90m cell the asset is located within
Flooding	% probability	Probability of 0.3m flood occurrence
Severe storms	Days/year	Days per year where environmental conditions are conducive to severe thunderstorms
Wind	% probability	Probability of 119 km/h wind occurrence
Precipitation	% probability	Probability of 150mm precipitation occurrence
Rising mean temperatures	Days/year	Days per year with temperature exceeding the local historical 99th percentile temperature
Sea level rise	% fraction flooded	Fraction of land within the 90m grid cell inundated by high tide
Droughts	Fraction	Total water stress: Human water demand over water supply for the local and upstream watersheds

Physical impacts were assessed, based on the analysis of climate risks exposure data from an external advisor, for 177 of the Group's sites. For each location, the external advisor provided climate risk metrics for different climate perils than may be expected to be relevant for different points in time for the BAU and LC climate scenarios. The table below describes the metrics used to assess the physical risks of each climate peril.

The physical risk model builds on the TI Fluid Systems physical risk modelling approach, expanding the assessment for TI Automotive. The Group gathered data from 177 sites including offices, research and development centers, and manufacturing and assembly sites. These data included site coordinates, site description, building value, inventory value, contents value, site profit, indication of the presence of a basement and cooling system, and an estimation of the physical intensity of the work performed.

Heat waves, rising mean temperatures, drought, precipitation, and severe storms are the climate perils that are most likely to impact TI Automotive's assets. Many TI Automotive sites are in regions that will become greatly exposed to heat waves under current conditions. However, if a low emissions scenario is achieved, these sites will experience a limited increase in heat wave exposure.

In this model the estimated average annual losses is reduced considerably across all perils in the updated analysis. This is considered due to the addition of sites with high levels of exposure in countries including South Korea, US, and Mexico. The proportion of site value exposed to drought has increased considerably in the updated analysis due to the addition of numerous sites located in Mexico.

Climate-Related Financial Disclosures (CFD) continued

The most significant direct climate impact relates to increasing heat stress potentially leading to decreasing productivity, loss of working hours, impact to employee health, and increased costs related to cooling. In addition to heat stress, losses related to flooding and damages were also prominent in this analysis.

Cooling costs due to increased heat stress were modelled using a climate risk analysis model of an external advisor which estimates an asset's annual additional electricity consumption for cooling based on its occupancy, size, and the projected annual number of cooling degree days. The average annual electricity consumption cost for an asset is estimated using the provided electricity price.

Exposure to heat stress was also modelled using the external climate risk analysis model, which is most useful for understanding the trend of climate peril metrics over time, and how climate perils differ under three different climate scenarios (i.e., High Carbon, Business as Usual and Low Carbon). A High Carbon scenario is represented by temperatures that are >4°C global mean temperature warming by 2100, and is only used in addressing the physical risk. The high carbon scenario was only completed for physical risks and as such was not used comprehensively in this disclosure. When analyzing site exposure to a specific peril metric and time period, we utilized the 5th and 95th percentile results associated with that metric provided in the output data.

The modelling across each scenario for heat stress (and most of the other climate perils analyzed) shows similar results to 2050. Beyond 2050, the climate impacts on the three scenarios diverge. This trend corresponds to the delay between when policies on climate change are implemented, and when they begin to have an effect on climate.

Exposure to heat stress is measured by the number of heat waves occurring for the particular location, time period, and climate scenario of interest. A heat wave is defined as a three-day consecutive period with the daily high temperature exceeding the local historical 95th percentile temperature.

The Group's exposure to heat stress was significantly higher than other climate perils. In the BAU scenario, 74% of the total number of manufacturing and office locations are expected to be at risk from heat stress in 2050. 'At risk' is defined as at least five heat waves annually. By 2060, this value rises to 94%, and by 2070, 99% are expected to be at risk from heat stress.

Heat stress exposure is high across all of the Group's operating geographies (i.e., at least one site in each country is at high risk). However, sites in Brazil, Colombia, Thailand, Mexico, and Indonesia are especially at risk due to the significant increase in risk from 2020 to 2050.

Losses associated with heat stress are predominately from lost worker productivity. These losses could be mitigated through the installation of cooling systems (where none exist currently) or by increasing the cooling load of existing systems. The operational cost of electricity for cooling sites is expected to be significantly less than the loss associated with worker breaks due to heat stress. The analysis focused on the impact on operating costs, and there could be significant capital expenses associated with installing or retrofitting cooling systems, which has not been modelled in this analysis.

The highest total heat stress losses in this model are noted in the United States, Mexico, China, India and Thailand, driven by losses in worker productivity. The cost of cooling is a relatively small portion of the total heat stress losses. The main sources of cost of cooling are in the United States, Canada, Mexico, Spain, India, China, and Thailand, driven by the higher price of electricity and the number of sites with cooling systems installed.

Where we have identified long-term risks, we expect that our existing business processes will be sufficient to mitigate and manage the risks. For example, we will be able to locate new operations (or relocate existing operations) through our property lease acquisition and renewal procedures, which are being updated to incorporate climate-related issues. As we develop a better understanding of the longer-term impacts of climate change, we will continue to further assess our risks and refine our financial planning, as appropriate.

Climate-Related Financial Disclosures (CFD) continued

Summary of key climate risks and opportunities

The table below summarizes our assessment of key climate risks and opportunities as discussed above.

Key

High impact: >$50m Medium impact: $10–50m Low impact: <$10m

	Vehicle electrification	Change in plastic price	Change in metal price	Change in carbon price and cost of energy	Increase in heat stress and cooling costs
Type	Transition	Transition	Transition	Transition	Physical
TCFD category	Market	Market	Market	Policy & Legal	Acute
Primary potential financial impact	Change in revenue	Change in operating costs	Change in operating costs	Change in operating costs	Change in operating costs
Unmitigated financial impact:					
BAU scenario					
Short term	●	●	●	●	●
Medium term	●	●	●	●	●
Long term	●	●	●	●	●
LC scenario					
Short term	●	●	●	●	●
Medium term	●	●	●	●	●
Long term	●	●	●	●	●
Mitigation	• Close monitoring and proactively responding to changes in customer demand by our commercial and engineering teams • Development of new and enhanced products to support electrification • Defined strategy to address changes in market dynamics • Continued product portfolio that addresses both ICE and EV content	• Close collaboration with supply chain • Diversification and location of supplier base to help manage costs • Purchasing actively monitors commodity costs • The Sustainability team is engaging with engineering teams with respect to looking at LCAs and using this to consider alternative plastic options to lower carbon emissions	• Close collaboration with supply chain • Diversification and location of supplier base to help manage costs • Purchasing actively monitor commodity costs • The EHS team is engaging with engineering teams to review LCAs and consider additional recycled metal content • The engineering team is actively considering alternative materials that can be substituted for traditional metallic applications	• Targets and measures to reduces Scopes 1, 2 & 3 emissions • Active evaluation of options for decarbonization and renewable energy sources • Close monitoring of regulatory development and proactively responding to evolving conditions • The Legal and EHS teams are actively evaluating legislation through various working groups, list servers, and other publicly available sources of information • Assess options and mechanisms for passing cost increases through to customers	• Annual analysis of physical risks covering all sites • Footprint management through lease acquisition and renewal • The Group began developing business continuity and emergency plans over five years ago, which are in place and regularly updated for certain key sites

Lost work days related to heat and cold exposure were tracked in 2025; the Group did not experience any event related specifically to heat or cold exposure that resulted in closure of a physical location.

Climate-Related Financial Disclosures (CFD) continued

Governance

The Group's governance around climate-related risks and opportunities

Board of Directors

The Board together with the ELT provide governance and oversight of sustainability strategy and climate-related matters. The Board and ELT are highly engaged in reviewing, refining, and developing the Group's strategy to address market shifts in vehicle electrification and ICE propulsion.

The Board provides ongoing oversight and receives updates from the ELT on relevant metrics to assess the execution of the strategy, and whether any changes to the strategy are needed. Further considerations include engineering and commercial resources, continual assessment of the product portfolio and technology roadmap, business awards and opportunities.

The ELT provides guidance and oversight on all elements of the Group's sustainability program, including social programs, safety, and the scope of environmental initiatives to address carbon emissions and climate change. The ELT meets regularly throughout the year and reports to the Board on the Group's activities and sustainability progress.

In addition, the ELT and Board review and approve the Group's annual budget and Medium-Term plan to ensure that the financial and human resources needed to implement the Group's sustainability strategy and environmental initiatives are properly considered and included in budgets and business planning.

Management

Within the Group's management, the ELT, together with the VP Sustainability and EHS, and the Vice President Risk & Global Controller, are primarily responsible for identifying and assessing risks and opportunities, as well as climate-related impacts, and for leading the implementation of the Group's sustainability strategy and transition.

Several cross-functional teams, led by the VP Sustainability and EHS, have been established to manage specific aspects of the Group's environmental initiatives. Critical to this are arrangements to increase the Group's use of renewable-sourced electricity, and identify capital expenditure projects and other energy conservation opportunities to reduce the level of the Group's CO_2(e) emissions. The VP Sustainability and EHS, with support from the Group's Risk & Controls function, is responsible for assessing potential direct physical climate-related impacts and reporting this information to the ELT.

Budgeting and action plans relating to the Group's sustainability strategy and environmental initiatives are communicated to the entire organization in a top-down manner and are incorporated into the Group's annual budget and the medium-term plan.

Risk management

The processes used by the organization to identify, assess, and manage climate-related risks

Generally. At this stage, most climate-related risks appear to be included within already-identified and assessed risk categories: production volume, technology change, regulation, competition and customer pricing and pressure, and business continuity. In other words, climate change appears to be increasing the pace and intensity of previously-identified risks rather than presenting fundamentally new or different risks to our business.

The Group will carry out a timely and comprehensive overview of potential disruption and opportunities from climate change to the business. To effectively complete this, it is necessary to regularly (i.e., annually) review the business's vulnerabilities to both physical and transition risks, as well as assess potential opportunities. New information from the latest release of scientific evidence (e.g., climate scenarios, regional projections, and climate modelling of climate perils) could help refine the current risks and opportunities assessment results. Such a regular review should also cover those considered as 'low' risk because some of the impacts of climate change could be non-linear and abrupt.

Vehicle electrification. We identify, assess, and manage the impact of vehicle electrification through our existing commercial, engineering and purchase processes. For the medium term, we work closely with our customers through the commercial and engineering organizations to understand their component requirements, and to identify advanced engineering and quoting opportunities for upcoming vehicle programs. For the long term, we not only utilize planning and development information from our customers, but also refer to production volume forecasts from S&P Global Mobility and other industry sources. All quoting and pricing arrangements go through our screening process to ensure that business awards meet expected financial metrics. Necessary capital investments must, depending on magnitude, be approved by various levels of management and, in certain cases, the Board.

Changes in operating expense. Environmental initiatives to progress our sustainability transition are identified, assessed and managed by cross-functional teams, led by the Global EHS Director, who works with divisional and regional management, including country and plant-level management within our existing operations, manufacturing engineering, and capital expenditure processes. The Group's actions, with respect to its sustainability transition, are being transitioned to a 1.5°C scenario in conjunction with the submission of our CO_2(e) emissions reduction targets.

To better assess plastics prices, we plan to regularly review data and analyses related to the transition away from fossil fuel-based plastics to bio-based plastics. This could have significant impacts on the quantification of the plastic price risk that is presented in this analysis, as the current quantification approach does not consider the shift from fossil fuel-based to bio-based products. Emerging information related to the projected ratio of bio-based plastics to fossil fuel-based plastics in different climate scenarios and the cost premium of bio-based plastics is likely to be further developed in the coming years, which will bring new insight to quantification analyses. The Group will continue to monitor the availability of low-carbon metals and alternatives, as well as our metals procurement data. The Group's Purchasing function is actively working on improvements to our supplier sustainability initiatives and we anticipate additional supplier specific data to be more readily available and fully scrutinized in the coming years.

Changes in policy related to carbon price. The Group will develop a more robust emissions trajectory beyond 2030, by incorporating a long-term decarbonization strategy. This will improve the accuracy of long-term (2050) carbon pricing impacts. As our supplier sustainability program matures, we intend to use that data to include potential impacts of carbon pricing on the price of relevant carbon intensive materials.

Climate-Related Financial Disclosures (CFD) continued

Keeping abreast of regulatory change will be critical to the fundamental understanding of policy changes and the effects those changes may have on associated carbon pricing.

Direct climate impact. Physical impacts were assessed based on the analysis of climate risk exposure data for 177 of the Group's sites based on an external risk model. For each location, the model provided climate risk metrics for different climate perils, expected for different years for the BAU and LC climate scenarios. The following physical risk metrics were evaluated in the model: heat waves, cold waves, wildfires, flooding, severe storms, wind, precipitation, rising mean temperatures, sea level rise, and droughts.

The most significant direct climate impact is related to increasing heat stress potentially leading to decreasing productivity, loss of working hours, impact to employee health, and increased costs related to cooling. We will continue to monitor our operations with respect to dealing with elevated temperatures. Our EHS and operations teams are in regular contact with the operations to ensure that employees have a safe and healthy work environment.

Metrics and targets

The metrics and targets used to assess and manage relevant climate-related risks and opportunities

Metrics

The Group tracks its annual revenue, as well as expected lifetime revenue for new business awards by location, division, country, and region as well as vehicle program/platform type.

Sustainability transition. In 2025, the Group tracked the following metrics to assess risks and opportunities in line with our sustainability transition. We monitor Scope 1 & 2 emissions at the global level with respect to our targets. Additionally, we also monitor Scope 1 & 2 energy consumption, water and waste data, as shown below. As we continue to mature our systems we will likely add energy conservation targets and redefine our water conservation metrics.

- Scope 1 CO_2(e) emissions by location, country, and region
- Scope 2 CO_2(e) emissions by location, country, and region
- Energy consumption including fuel, and purchased or acquired electricity
- Energy generated at our locations
- Water withdrawals, discharges, and consumption
- Waste generated at our sites

Scopes 1 & 2 emissions are calculated using market and location based GHG Protocol methodology. We provide market-based emission reporting that is rolled up for the entire Group. Location-based reporting remains publicly available via our CDP disclosure.

Scope 3 CO_2(e) emissions are relevant to our business. Consistent with the GHG Protocol, we have developed a Scope 3 emissions inventory for 2025. Our Scope 3 emissions are developed according to the GHG Protocol and primarily use the US EPA EEIO data base for spend-based calculations.

Our total 2025 baseline year Scope 3 emissions were 2,024,870 tonnes of CO_2(e). This represents approximately 88% of our total emissions in 2025.

No.	Category of emission	2025 tCO_2e
1	Purchased goods & services	**1,609,242**
2	Capital goods	**123,673**
3	Fuel & energy-related activities	**93,840**
4	Upstream transportation & distribution	**58,572**
5	Waste generated in operations	**8,759**
6	Business travel	**3,983**
7	Employee commuting	**55,257**
8	Upstream leased assets	**537**
9	Downstream transportation & distribution	**42,277**
10	Processing of sold products	**13,068**
11	Use of sold products	**–**
12	End-of-life of sold products[1]	**15,662**
13	Downstream leased assets	**–**
14	Franchises[2]	**–**
15	Investments[2]	**–**
	Totals	**2,024,870**

1 Our products do not directly consume energy and, therefore, no indirect use phase emissions are included in our Scope 3. The Group is working on methodology which may allow us to realistically calculate emissions for this category and may include the Use of sold products future Scope 3 reporting.

2 TI Automotive has no downstream leased assets, franchises or investments.

Direct climate impact. Given the relatively gradual and long-term nature of direct climate impact on our operations (weather, water, and flooding), we do not currently have applicable metrics as these risks would be expected to be handled as part of our normal footprint and facility management processes.

Changes in operating expenses. Future KPIs for plastics and metals are currently under consideration.

Changes in policy related to carbon pricing. The Group continues to work towards targets for the reduction of Scopes 1, 2 & 3 CO_2(e) emissions and also established water conservation objectives. As legislation changes this will be monitored closely. A longer-term decarbonization evaluation of our supply chain will be considered as our supplier sustainability program matures.

Direct climate impact. Given the relatively gradual and long-term nature of direct climate impact on our operations (weather, water and flooding), we do not currently have applicable weather-related targets as these risks would be expected to be handled as part of our normal footprint and facility management processes.

We have clearly identified GHG and waste management targets. The Group has committed to reduce Scope 1 & 2 GHG emissions to become carbon neutral by 2035 versus a 2025 baseline year.

In 2025 the Group reviewed its waste-related targets. A key element of our business's sustainability is built around management of the non-hazardous and hazardous waste that the Group generates. Our focus is based around the following four elements: Reduce, Reuse, Refurbish, Recycle. Our EHS teams established a baseline waste generation volume that incorporates hazardous and non-hazardous waste generation across TI Automotive. We have been working on waste minimization and reduction for years. With this renewed target we have set a waste minimization target and landfill avoidance target. The targets are 90% landfill avoidance and 80% recycling rate for waste materials by 2035. We continue to make progress towards achieving these targets and fully anticipate meeting them ahead of the 2035 deadline.

Climate-Related Financial Disclosures (CFD) continued

Detailed Greenhouse Gas Emissions Reporting aligned to SB 253

Introduction

This report included Greenhouse Gas (GHG) emission calculations completed for the whole TI Automotive Group. Emissions are reported in three Scopes, as defined by the Greenhouse Gas Protocol, the world's most widely used greenhouse gas accounting standard. Scope 1 includes direct emissions from a company's facilities and vehicles. Scope 2 are indirect emissions associated with purchased electricity, steam, heating or cooling.

Inventory boundary

TI Automotive has selected the Operational Control approach when setting the organizational boundary. Operational Control is most likely to make TI Automotive's reporting relevant, complete, consistent, transparent, and accurate over time in accordance with the GHG Protocol. TI Automotive does not engage in activities such as joint ventures or other structures where equity share or financial control would be necessary or preferred. Under the Operational Control approach, a company accounts for 100% of emissions from operations over which it or one of its subsidiaries has operational control.

Inclusions and exclusions

Scope 1 emissions include stationary combustion and mobile combustion, process and fugitive emissions are not included. Scope 2 emissions include location-based purchased electricity, heating, steam and/or cooling and market-based purchased electricity, heating, steam and/or cooling. These calculations exclude: direct biogenic emissions (e.g., stationary and mobile). Indirect biogenic emissions, such as all that are location and market-based (electricity, heating, steam and cooling).

Reporting

Scope 1	TI Automotive 2025
Total direct emissions (metric tonnes – $mtCO_2e$)	**42,151**
Direct emissions from stationary combustion ($mtCO_2e$)	**37,377**
Emissions from mobile combustion ($mtCO_2e$)	**4,501**
Emissions from fugitive sources ($mtCO_2e$)	**274**
Emission intensity per million dollars in revenue ($mtCO_2e$/million dollars)	**7.7**

Scope 2	
Total indirect emissions (location-based) ($mtCO_2e$)	**312,530**
Total indirect emissions (market-based) ($mtCO_2e$)	**236,383**
Indirect emissions from purchased steam ($mtCO_2e$)	**1,343**
Indirect emissions from heating ($mtCO_2e$)	**0**
Indirect emissions from and cooling ($mtCO_2e$)	**0**
Emission intensity per million dollars in revenue (MB) ($mtCO_2e$/million dollars)	**59.9**
Emissions reduction through direct contracts for renewable electricity and gas	**6,592**

Emission Factor sources

Scope 1: Stationary combustion, mobile combustion and refrigerants: Defra greenhouse gas reporting conversion factors 2024.

Scope 2: Location-based: County Grid Average Emission Factors: g/kWh. International Energy Agency (IEA) 2025 V1.1, Grid Electricity Generated Average Load (Annual) for countries excluding United States. eGrid 2023: For the United States, regional eGrid 2023 summary tables are used to provide greater regional detail: ERCOT All, FRCC All.

Market-based: Direct supplier contract emissions factor. Where supplier contract emissions factors are not provided at a site level, Residual-Mix emissions factors are used. Source: Reliable Disclosure (RE-DISS) and AIB European Residual Mixes 2023 v1.1 (GWP Applied), Grid Electricity Generated – Residual Mix (Annual) (Direct). If the above are not available County Grid Average emission factors are used.

03
Environmental

In this section

Overview

Highlights

25%
Renewable Electricity

67%
Landfill avoidance

Overview

Our commitment to environmental sustainability is based on our view that we and all multinational companies have a responsibility to our employees, their families, and our community's future to conserve natural resources and protect global ecosystems to support health and well-being, now and in the future. Because so many of the decisions that we make today will not have an immediate impact on the environment or ecosystems we need to maintain forward-looking goals and targets. We have embedded sustainability into the fabric of the Company as we work towards greater alignment to the UN Brundtland commission definition of suitability 'meeting the needs of the present without compromising the ability of future generations to meet their own needs'.

ISO 14001

At the heart of our environmental management program is our ISO 14001 certification. This represents our commitment to continuous improvement of environmental issues in our operations. We are certified at 136 plants which represents 91% of our total manufacturing sites.

Our goals

We have set clear goals and commitments to targets in order to help protect the environment; these include the following:

- Carbon neutrality by 2035 versus a 2025 baseline
- Landfill avoidance: 90% landfill avoidance (i.e., 90% of our waste must not enter landfills) by 2035
- Recycling: 80% recycling rate by 2035

Our progress

We are continuing to monitor and work towards reducing our operational greenhouse gas emissions for Scope 1 & 2. Renewable energy purchases have been a key component towards our reduction efforts.

Our purchasing team is engaging with our suppliers to establish programs to drastically reduce our Scope 3 emissions. Purchased goods and services represented 80% of our Scope 3 emissions in 2025 and as such is our most critical Scope 3 Category to address.

In 2025, we have built on our previous work for the Task Force on Climate-Related Financial Disclosures (TCFD) and expanded this to cover TI Automotive Group; this has also included alignment to California climate reporting bills SB 253 and 261. This includes the physical effects of potential climate change scenarios on the business which in turn informs the Company's future strategic decision making.

We have continued to review our direct impact on the environment and biodiversity through the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations. The TNFD recommendations provide a way for organizations to disclose their nature-related issues, aligned with the global sustainability reporting baseline, existing and emerging regulatory requirements, and in response to growing demands from investors for more information on these issues.

Carbon – own operations

Ensure access to affordable, reliable, sustainable and modern energy for all

Actively pursuing renewable energy sources, including committing to projects to bring more renewable energy to the grid. Examples: a 10 year commitment to 100% renewable energy purchase in Michigan; an ongoing renewable energy contract for plants in Brazil & California; consideration of renewable energy for contract renewals, including in Deeside, UK.

Purchased over 170,000 MWh of renewable electricity (inclusive of EACs) in 2025, supporting our global Scope 1 & 2 emissions reduction by ~ 25%.

Regional energy efficiency programs.

Carbon – own operations refer to a company's management of risks related to its own operational energy use and GHG emissions (Scope 1 & 2).

Our ambition

We are working to achieve our carbon neutrality targets by 2035 from a 2025 baseline year.

Reduction in energy consumption

One of the critical areas of our GHG emission reduction strategy is the reduction of energy consumption across our manufacturing footprint. In 2025, we have built on the energy efficiency program that was initiated in previous years. We have surveyed our plants with respect to the building envelope and energy consuming processes and completed a selective audit process. We have now developed energy efficiency management teams focused on Europe, the Middle East, & Africa (EMEA), North America, and Asia Pacific regions. We have set operational energy and emissions reduction targets to ensure alignment to our long-term corporate emissions targets.

Energy consumption data

Energy consumption (MWh)	2025
Total fuel (non-renewable)	**203,135**
Total cooling/heating/steam	**3,197**
Total electricity consumption	**839,814**
Electricity purchased (renewable)*	**197,868**
Electricity (renewable generated)	**8,953**
Total renewable energy consumption*	**206,821**
Total energy	**1,046,146**

* Inclusive of EACs

Energy intensity ratio

- Total energy intensity: 190 MWh/M$
- Total renewable energy intensity*: 38 MWh/M$

Methodology and assumptions: The total energy intensity ratio assumes the total global energy use divided by the global annual revenue for 2025. Similarly, the total renewable energy intensity also uses the global revenue for the intensity ratio.

Scope 1, 2 & 3 GHG Emissions

Reporting year	Total Scope 1 emissions (tCO_2e)	Total Scope 2 (MB) emissions (tCO_2e)	Total Scope 3 emissions (tCO_2e)
2025	**42,151**	**236,383**	**2,024,870**

GHG methodology and assumptions: Including direct Scope 1 and 2 (Market-Based -MB) emissions, and indirect total Scope 3 upstream and downstream emissions. TI Automotive uses the consolidation approach of Operational Control as per the Greenhouse Gas Protocol Standard.

Gases included in the calculation: CO_2e emission factors used include the seven main GHG gases recognized by the Kyoto agreement. Zero Biogenic gas are included in this calculation.

Base year: As a result of the recent merger between ABC Technologies and TI Fluid Systems the base year for emission targets will be 2025 onwards. This is due to differences in legacy data collection, calculation methodology and targets. Setting the baseline date to 2025 for TI Automotive as an integrated organization sets a strong foundation to measure future emission reductions against.

GWP rates used: Based on IPCC AR5 over a 100-year period UK Government (DESNZ, 2025).

Location-based data see CDP submission

Global carbon emissions intensity

Reporting year	Operational Scope 1 & 2 (tCO_2e)	Value chain Total Scope 3 (tCO_2e)
2025	**50.6**	**368.2**

Assumption: The carbon intensity ratio assumes the total global carbon emissions divided by the global annual revenue in million dollars for 2025

Carbon – own operations continued

CDP public disclosure

We believe in, and are committed to, conserving natural resources and protecting the environment for the benefit of our employees and communities, as well as for future generations. This commitment to environmental responsibility and sustainability is reflected in our business strategy, objectives and commercial priorities.

Transparency is an essential element of our environmental policy. We publish our environmental data through CDP, a global non-profit organization that is the world's leading repository of environmental data. Disclosing environmental data via CDP has become a best practice, with over 24,800 companies doing so in 2024.

We are continuously improving our ratings receiving an A- and C for climate from CDP for our 2025 disclosures for legacy TIFS & ABC respectively. As part of our disclosures, we completed rigorous questionnaires covering our environmental policies and governance, energy consumption, greenhouse gas emissions, waste generation, and water use.

We have committed to a program of continuous improvement regarding the manner and method in which we collect and verify energy, waste, and water consumption data across all our global locations. We are dedicated to ensuring greater amounts of renewable electricity as part of our operations and have established energy efficiency programs to reduce energy consumption.

Our CDP response is available by visiting the CDP home page (www.cdp.net/en). Please note that you will need to register with CDP to view any company that has made its data publicly available, including ours.

Energy Attribute Certificates

Energy Attribute Certificates (EACs) are one of the most commonly used, and widely accepted, forms of renewable electricity purchasing worldwide. EACs represent a key component of our renewable energy purchasing program around the world. These certificates differ by name depending on the country of origin. In Europe, they are called GOs or GOOs, in the US and Canada they are RECs, and in most of the rest of the world they are known as I-RECs.

In 2025, we purchased 154,300 MWh of renewable power EACs on a global basis and retired these certificates for operations in countries located on four continents. We purchased GOs for Europe through an Association of Issuing Bodies (AIB) accredited source, RECs in the US, and I-RECs in China, Mexico, Poland, and South Africa.

We are actively engaged with our customers for specific projects to provide renewable energy at certain locations. Most of these projects begin in 2025 or 2026 but we have already started to decarbonize these locations.

Region or country customer commitment	Regional or country specific EAC MWh purchase
China	**70,000**
South Africa	**572**
USA	**15,454**
Europe	**34,598**
Poland	**8,573**
Mexico	**21,828**
Morocco	**3,276**

Note that this purchase reduced our global emission of CO_2 by 86,061 tonnes.

Carbon – own operations continued

Case study

Energy efficiency strategy and target reduction

In response to increasing global demand for sustainable manufacturing practices, our EMEA region is implementing a comprehensive strategy aimed at significantly improving energy efficiency and reducing greenhouse gas (GHG) emissions across all production plants.

Energy Efficiency Assessments

In 2025, the EMEA Energy Efficiency Team launched Energy Efficiency Assessments across the region. These assessments provided insight into practices onsite, and the review of items for improvement. This led to the development of tailored action plans for sites to reduce consumption and improve efficiency, fully supported by local plant management.

Assessments were completed across 18 sites identifying a potential of 16,147,723 kWh or 5,667.7 tonnes of CO_2e for reduction. Improvement activities included: insulating chilled and hot systems, pressure reductions, and technology changes – allowing for overall reduction in consumption at the plant and regional scale. Energy consumption results and improvements are then communicated to the regional management team.

Air leak detection

A major regional success has been the roll-out of Air Leak Detection tooling. As part of this, we have purchased 14 acoustic imagers to share between sites. This allows safe, quick, and visual detection and identification of air leaks onsite. A total of 400k USD of air leaks were identified by local teams and repaired during 2025.

Gyor, Hungary

The team has been targeting increased chilled water temperatures to reduce load yet maintain high quality levels. Local energy monitoring has been established and is showing significant benefits from compressed air system and air receivers, leading to a reduction in consumption of over 1,300,000kWh against targets.

Bielsko-Biala, Poland

Bielsko-Biala has made substantial improvements through removing steam district heating and transition to heat pumps. Even with increased load and colder temperatures, the site has decreased consumption by over 500,000kWh against 2024.

Jablonec, Czech Republic

Jablonec have made operational improvements to their brazing process, reducing waste when not in use, by reducing consumption of gas and compressed air. As a result, the site has reduced gas consumption by over 500,000kWh against predicted consumption. This represents 10% of gas consumption, while output increased by 20%.

Rastatt, Germany

Rastatt have focused on improving the compressed air network and usage over 2025, reducing consumption against target by over 1,600,000kWh. This has been achieved through implementation of a ring main, localized air receivers for blow molding machines, air leak identification and repair, and air pressure reduction.

Bursa, Turkey

Bursa have improved the insulation and operation of hot air ovens. This includes improvements to oven insulation on the sides and roof, adjusting the top fan to be modular. This has improved and reduced time to repair, centralizing the lubrication system to reduce the chance of the system seizing up. All of these allow for smooth operation and reducing the compressed air consumption, electricity consumption and water consumption, leading to energy reductions on a per machine basis, compared to those without these interventions.

Continuous improvement in 2026

Our aim for 2026 is to drive continuous improvement and continue to roll out the strategy, building on the foundations established in 2025. Assessments will continue with a view to covering the remaining TI Automotive EMEA sites. Implementation of an Energy Monitoring System will enable visualizing and tracking of consumption. We will also continue to implement the actions identified through the 2025 assessments.

Our work to date is already delivering results by reducing regional operational emissions. The EMEA team is fully focused on making further progress to play their role in achieving the Group's overall emissions reduction targets.

Carbon – supply chain

Our purchasing team has continued the development of a Sustainable Procurement program to engage the supply base.

Sustainable procurement is an area of growing importance for the business, and is no longer optional but mandatory. Sustainability requirements are imparted to us by our customers and represent more than a box-ticking exercise – they are a reflection of our social responsibility and ESG efforts. Our purchasing team is developing and putting a program in place to make sustainability part of the procurement process and drive our own sustainably requirements into the value chain.

We believe that this program will have ongoing benefits for the Company in the near-term by putting supplier evaluation in place.

This program will also reduce legal and ethical risks, as well as help to protect our brand image:

- We will have a better understanding of how the supply base complies with local legislation
- It will help us understand what efforts are being undertaken to minimize carbon emissions
- It will enable us to evaluate what suppliers are doing with respect to protecting human rights, preventing child labor, and ensuring health and safety within their own enterprise

Our leadership have a demonstrated commitment to sustainability and have already embraced the Sustainable Purchases Policy. The purchasing team is continuing work on the following elements of the program:

- **Supplier ESG Evaluation** – procurement professionals will evaluate suppliers' environmental and social performance as part of the supplier selection process. Suppliers who do not meet the sustainability criteria may be asked to make changes in their programs or risk being disqualified
- **Supplier performance monitoring** – purchasing will monitor suppliers' performance regularly to ensure that they continue to meet sustainability requirements
- **Training and awareness programs** – purchasing will create a sustainable procurement training and awareness program to help the supply base better understand the importance of sustainability, and our requirements for partnering moving forward
- **Sustainability reporting and communication** – purchasing will develop reporting maintaining transparency on sustainability goals and assessments of the supply base. This will provide clear communication to all stakeholders as well as prospective customers, suppliers, and partners about the Company's progress and the impact it's making on the environment and society

Carbon – products and services

We partner with all major global automotive OEMs, providing advanced fluid management and lightweight technologies that enable safer, cleaner, and more efficient mobility.

Sustainability is embedded throughout our business from innovative product design and engineering to responsible sourcing and manufacturing excellence as we continue to drive positive changes across our value chain.

Lightweighting remains the unifying principle across our diversified portfolio. Through the design, engineering, and manufacture of advanced lightweight solutions, we help our customers reduce vehicle mass, improve fuel efficiency and extend electric vehicle range, contributing directly to the reduction of carbon emissions.

The automotive industry continues to undergo profound transformation. Internal combustion engines, hybrid technologies, and battery electric vehicles will coexist for many years, requiring adaptable and future-ready solutions. Our broad product portfolio positions us strongly to support customers throughout this transition. We deliver thermal management systems that address the increased cooling demands of electrified powertrains, as well as advanced pressurized fuel systems that help reduce evaporative emissions in hybrid applications. By serving all propulsion types, we enhance our resilience while supporting a pragmatic and effective transition to lower-carbon mobility.

In parallel with supporting our OEM customers in reducing vehicle emissions, we are advancing initiatives within our own operations to lower our environmental footprint. Across product development and manufacturing, we are implementing targeted actions to reduce carbon emissions, improve energy efficiency and strengthen responsible resource management. Selected examples of these initiatives are outlined below.

	Challenge	Solution	Sustainability impact	Estimated GHG impact (Mexico-specific factors)
SAN JUAN 1-3, MEXICO **Purge recovery & reuse in blow molding**	The blow molding process at San Juan Plant 1 generated significant amounts of plastic waste known as 'purge', particularly during equipment start-ups and cleaning. Previously, this material was discarded, resulting in increased raw material usage, waste disposal costs, and environmental impact.	The plant team identified a way to recover, pelletize, and reintroduce purge material into the production process by incorporating additives. This approach allows for partial replacement of virgin resin without compromising product quality.	By reprocessing and reintegrating circa 126 tonnes of purge plastic annually, this project avoids the use of virgin resin and significantly reduces waste. The initiative delivers both financial and environmental benefits, including an estimated 315 metric tonnes of CO_2 e avoided per year, equivalent to the annual emissions of ~70 passenger vehicles.	For typical polypropylene (PP) or HDPE resin: • Cradle-to-gate emissions for virgin plastic = ~2.5 kg CO_2 e/kg (Source: Plastics Europe, GHG Protocol, adjusted for regional context) • 315 metric tonnes of CO_2 e/year
RAMOS 5, MEXICO **Incorporating recycled resin in UV-sensitive plastic parts**	Exterior plastic components require UV protection to prevent sun damage. However, standard recycled resin lacks UV resistance.	We identified and implemented a UV additive that, when blended with recycled resin, maintains product durability. The new material mix includes 80% virgin resin, 19% recycled resin, and 1% UV additive, enabling the safe use of recycled content without compromising performance.	This solution not only supports circular material use but also generates material annual cost savings for the site.	

Carbon – products and services continued

Our OEM customers are focusing on reduction of their CO_2 footprint. Therefore, the Group has developed material optimization initiatives to support our customers. These initiatives are focused on four key areas:

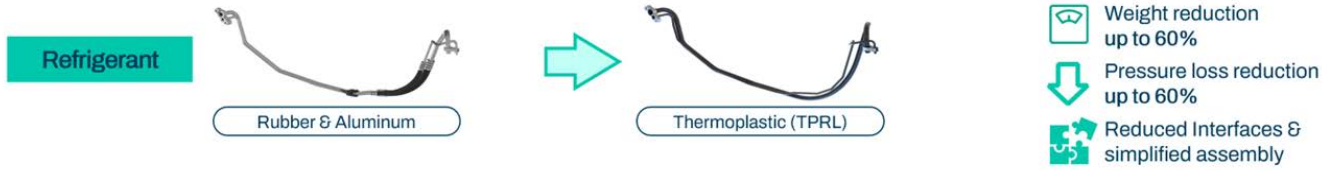
- Thermoplastic refrigerant lines
- Multi-layer tubes
- Bio-based rubber
- Quick-connectors

Replacement of aluminium and rubber with plastics: thermoplastic refrigerant lines (TPRL)

The conversion of air conditioning (AC) lines from aluminium to plastic multilayer tubes leads to a significant weight reduction of 40% to 60%. Due to this material change, less CO_2 is needed during the production process.

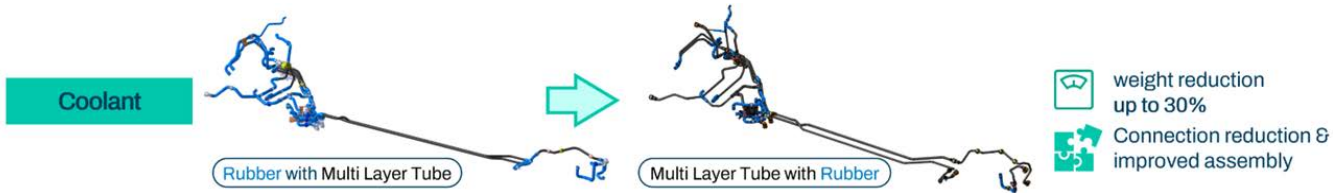
By eliminating the hose couplings, leak paths and the permeation can be reduced, minimizing refrigerant losses into the atmosphere. In addition, product efficiency is significantly increased due to lower pressure drops.

The usage of plastics enables us to integrate sensors and valves into the TPRL.



Material change for reduced rubber content in coolant lines: multi-layer tubes

We have optimized material usage in our multi-layer coolant lines. This leads to a significant reduction in rubber by increasing the usage of plastics. Replacing rubber with plastics reduces our CO_2 footprint by 30% in the production of these products.



Sustainable material development: bio-based ethylene propylene diene monomer (EPDM)

Bio-based materials refer to new materials and chemicals manufactured from renewable biomass such as grains, legumes, stalks and bamboo, and wood powders. It also includes bio-based chemicals such as bioalcohols, organic acids, alkanes and olefins obtained from biosynthesis, bio-processing and bio-refining processes. Can also include bio-based plastics, bio-based fibers, sugar, engineered products, bio-based rubber, and plastic materials obtained from biomass thermoplastic processing.

Using bio-based materials, we can reduce our dependency on fossil resources as well as our carbon footprint.

Material change from Polyamide to Polypropylene (PA to PP). Quick connectors (QCs)

The Group developed and validated QC out of PP material. Previously, QCs were produced with PA. The usage of PP material lowers the CO_2 footprint by 50% compared to PA. Modularization to maximize thermal management efficiency. Integrated Thermal Manifold (ITMA)

The classical coolant architecture is a complex system with long line length, high weight, and a significant number of components requiring a long installation time. The Group has therefore developed a compact and optimized coolant module, the ITMA. This coolant module integrates the reservoir, valves, pumps, chiller and sensors reducing the line length, connections and components, resulting in weight savings.

As the ITMA is a blow-molded part, 75% of the PP regrind is re-used, which reduces the waste.

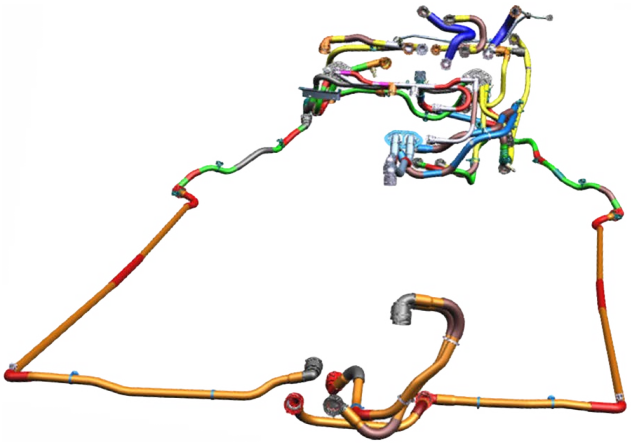
Carbon – products and services continued

Product Life Cycle Assessment

In 2025, we developed our internal capability to complete Product Carbon Footprints (PCFs) using the Life Cycle Assessment (LCA) methodology. This method evaluates the environmental impacts associated with various stages of a product's life cycle: from raw material extraction (cradle), through the manufacturing phase, to when the product leaves the factory boundaries (gate). The focus of these studies is currently on carbon emissions for the calculation of product carbon footprints. We have completed a number of calculations for different OEM customers across a range of products, from coolant lines to fuel pump modules. The process is aligned to the LCA standards ISO 14040/44 and PCF standard ISO 14067, it also incorporates Catena X guidance for the automotive sector. To ensure we are aligned to these standards we sought independent expert guidance during development of these calculations and have received independent verification that our process is aligned to ISO 14067.

PCF: Outer Coolant Line

TI Automotive completed a cradle-to-gate Product Carbon Footprint (PCF) assessment for the Outer Coolant Line, a product in development for assembly at our Wyszków plant in Poland. The study, modelled in Sphera's LCA for Experts (formerly GaBi), quantified greenhouse gas emissions from raw material extraction through final assembly to the factory gate. The product comprises multiple assemblies and components across four vehicle variants, each with different weights and parts. Across the four variants, total cradle-to-gate carbon footprints ranged from approximately 38.19 to 40.35 $kgCO_2e$ per coolant line, with AWD1 showing the highest emissions and RWD2 the lowest.



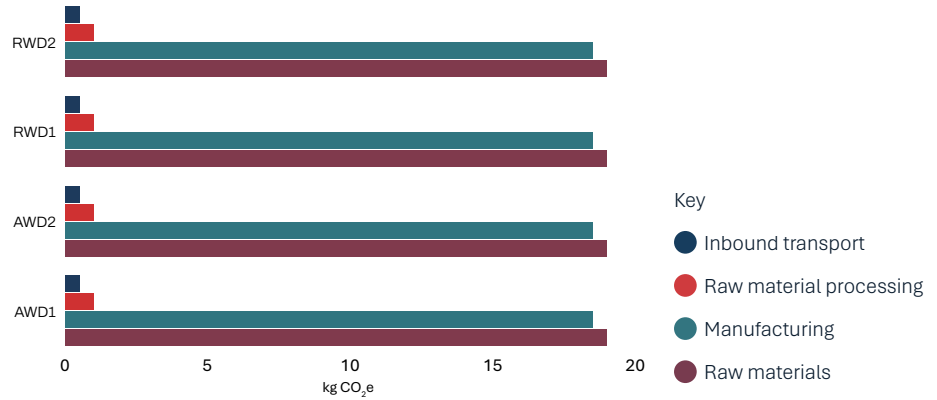
The graph highlights the emissions by lifecycle stages across the four variants. Emissions are primarily in two areas; raw materials (47%) and energy used in final assembly (48%). Within materials, Polyamide 6 (PA6) is the single largest contributor (~20%), with other plastics adding to the footprint due to their higher carbon intensities. Manufacturing in TI Automotive plants provides a large contribution to the overall footprint, this is due to hot air oven forming, the most energy intensive step and that the production takes place in Poland which has an emissions-intensive energy grid, driving higher Scope 2 emissions. Upstream raw material processing, including: injection molding, extrusion, stamping, and thermoforming at supplier sites adds a small overall contribution.

Transport has the smallest influence (1%), though long-distance and some intra-country routes can be relatively intensive. Overall, variants with more components and more complex assembly exhibit higher footprints, in this example, multiple factors drive emissions from material choice, design complexity to energy-use, and location.

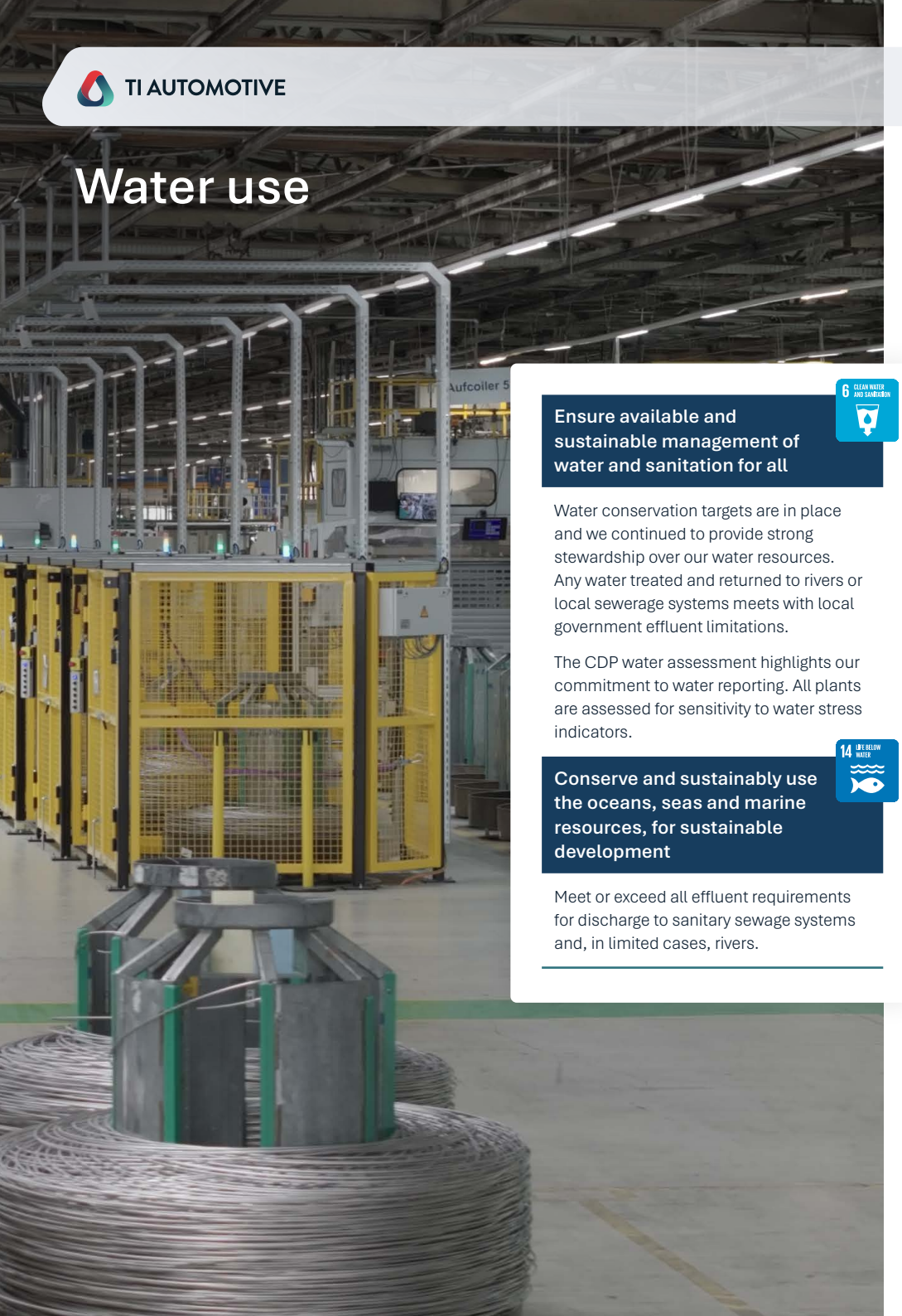
PFCs provide a baseline for product emissions and support TI Automotive's broader sustainability objectives, enabling the review of lower impact materials and increased recycled content. To review and improve plant energy efficiency in high impact processes, transitioning plants to renewable electricity. PCFs also strengthen supplier data quality, and optimizing logistics data to further reduce our overall carbon footprint as a business.

Emissions by Lifecycle Stages of 4 Variants

IPCC AR6 GWP 100, Excluding biogenic CO_2



Water use



Ensure available and sustainable management of water and sanitation for all

Water conservation targets are in place and we continued to provide strong stewardship over our water resources. Any water treated and returned to rivers or local sewerage systems meets with local government effluent limitations.

The CDP water assessment highlights our commitment to water reporting. All plants are assessed for sensitivity to water stress indicators.

Conserve and sustainably use the oceans, seas and marine resources, for sustainable development

Meet or exceed all effluent requirements for discharge to sanitary sewage systems and, in limited cases, rivers.

Water use focuses on water scarcity and how effectively a company uses its water supply.

Our ambition

Reduce water use, especially in areas with high water scarcity risks. Protect the quality of water in the communities where we work and live.

Water recycled and reused

We are implementing a strategy to reduce the use of water and increase our conservation efforts, particularly in water scarcity areas. In 2025, we looked at the targets that we put in place and have re-established our water targets for 2035. These targets consider water consumption for different plant types, as well as plants in high water stress locations.

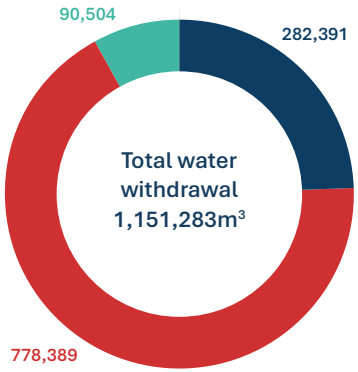
These targets will focus on operations that use water in production and will be a more robust measure for the Group to track withdrawal. The majority of our facilities do not use water in conjunction with production of parts. We are establishing better controls on the data for water consumption and ultimately the fate of the water that we use, for example evaporative loss, and sewerage.

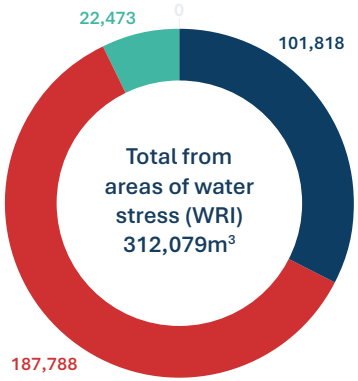
The majority of the water that we use is related to non-contact cooling. As such, much of this water is discharged to local sanitation departments. We have several initiatives to minimize the volume of water that we use in our production environment.

Water sources significantly affected by withdrawal of water

None.

Water withdrawal by source





Key

- Ground water
- Purchased water
- Municipal water supplies or other water utilities
- Rainwater collected

Water stress

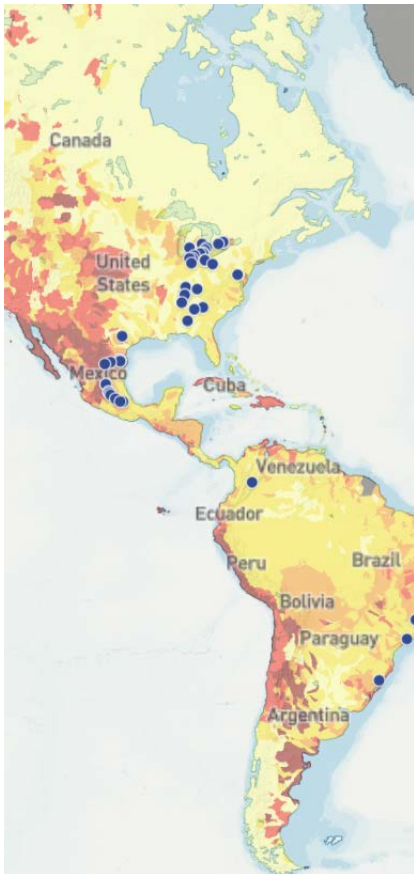
Water stress is a critical global issue, characterized by the imbalance between water demand and supply. It is the ratio of water demand to renewable supply that determines the competition over local water resources. The smaller the gap between supply and demand, the more vulnerable a place is to water shortages. Addressing this challenge is essential for sustainable development and the well-being of communities and ecosystems.

The World Resources Institute (WRI) has created the Aqueduct tools to help organizations, governments, and communities understand and manage water risks. The Aqueduct Water Stress Projections data provides insights into changes in water supply, demand, stress, and seasonal variability. It can also be used to assess water stress for the coming decades, considering climate and economic growth scenarios. We have used the WRI Aqueduct tool to complete an assessment across all of TI Automotive locations. This work highlighted plant locations and regions where it is expected the Company may experience water stress more readily.

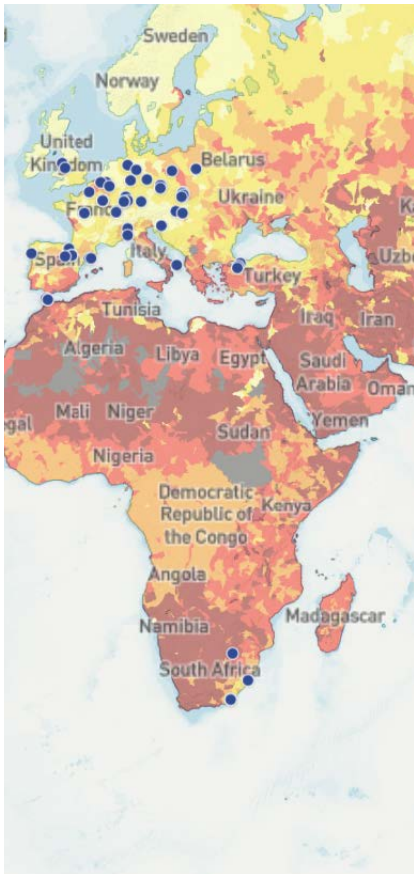
According to these projections, 20 out of 154 locations are at extremely high risk of water stress, as defined by the WRI Aqueduct tool. Water stress is highlighted as a risk by the tool in the following countries: India, China, Morocco, South Africa, Indonesia, Mexico, Italy, and Thailand

As a result of water stress at one our plants located in Mexico City we actively manage the water that is needed by transporting this from a region of lower water stress. In countries and locations where water stress is prevalent, as highlighted by the WRI Aqueduct tool, it will be important for us to ensure greater monitoring of the amount of water being used. It will be critical to ensure water reduction targets are adhered to, reducing the impact this could have on the environment and the broader community.

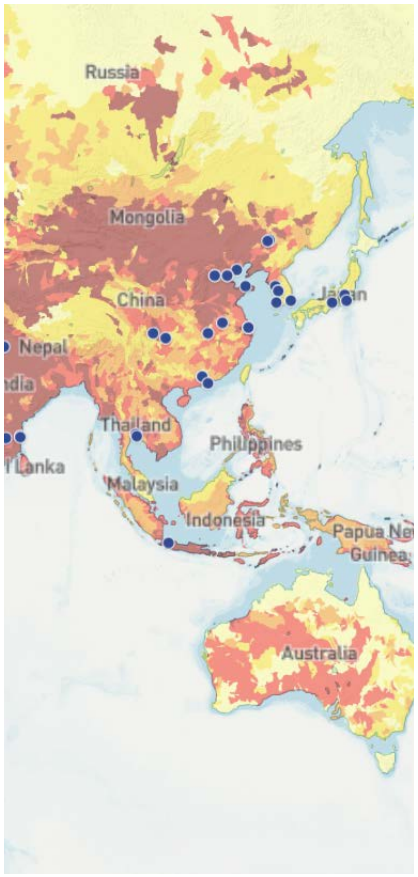
Americas



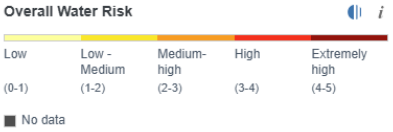
Europe and Africa



Asia Pacific



The Aqueduct Water Risk Atlas is a detailed, high-resolution platform that maps and analyzes current and future water risks worldwide.



Waste management

Ensure sustainable consumption and production patterns

Tracking of waste from all manufacturing plants and annual publication of waste data. 2035 targets to increase landfill avoidance to 90% and increase recycling rates to 80%.

Tracking water use at manufacturing locations and initiation of 2035 water withdrawal reduction targets.

Completion of a number of detailed Product Carbon Footprints (PCFs) using a product Life Cycle Assessment (LCA) approach to drive better understanding of environmental and resource-use hotspots.

Generation of waste

A key element of our business's sustainability is built around management of the non-hazardous and hazardous waste that the Group generates. Our focus is based around the following four elements: Reduce, Reuse, Refurbish, Recycle.

Reduce

Over the past several years we have worked with suppliers and customers on the development of reusable containers. The use of reusable containers reduces the amount of waste generated, particularly for wood and cardboard waste streams. We have a very strong scrap reduction initiative. Our operations, quality, and environmental teams work together to try to reduce scrap production. The reduction of scrap is an important waste and raw material conservation effort.

Reuse

Several elements of the business have found ways to reuse material and resources to minimize the generation of waste. Across the business we have programs where we collect scrap plastic that has been either blow molded or injection molded that can be mechanically reground and reused in certain products we produce. This reuse is an important step used to both minimize waste generation and conserve raw materials.

Refurbish

Several of our plants are involved in returning slightly used or damaged wood pallets for refurbishment. This prolongs the life of the pallet and ultimately reduces the need to harvest additional wood for pallet construction.

Recycle

The Group has a strong recycling culture. Our plants have sought out recycling opportunities for cardboard, wood, plastics and metals for years. This culture supports our significant landfill avoidance.

Our ambition

We have been working on waste minimization and reduction for years. In 2025, TI Automotive established a new baseline for waste generation volume that incorporates hazardous and non-hazardous waste generation.

We have established our targets for 2035, which are 90% landfill avoidance and 80% recycling rate for waste materials.

Waste disposal

As our sustainability initiatives develop, we are selecting waste vendors that have strong approaches to sustainability. In some regions we have our food waste and other organic waste completely segregated, supporting landfill avoidance. We have many plants that are able to divert certain waste streams to energy facilities. Finding and using responsible and sustainable waste management partners is a key focus for our senior leadership team, and our employees. We are committed to minimizing our impact in the communities where we operate and live.

Waste generation 2025

(metric ton)	Hazardous	Non-hazardous
Hazardous total	**2,473**	**44,212**
(i) Reuse (hazardous)	**96**	**5,047**
(ii) Recycling (hazardous)	**1,215**	**20,729**
(iii) Composting (hazardous)	**0**	**291**
(iv) Recovery, including energy recovery (hazardous)	**255**	**648**
(v) Incineration (mass burn) (hazardous)	**211**	**1,030**
(vi) Deep well injection (hazardous)	**0**	**12**
(vii) Landfill (hazardous)	**164**	**14,126**
(viii) On-site storage (hazardous)	**0**	**1,053**
(viiii)) Other (hazardous)	**532**	**1,277**

Waste KPIs

Waste KPIs	2025
Total waste volume	**46,685**
Total recycled mass	**28,280**
Total mass landfilled	**15,351**
% recycled	**61%**
% diverted from landfill	**67%**

Biodiversity

In 2025, we have re-assessed our footprint relative to biodiversity.

This expands on previous work to now cover all of TI Automotive, 169 sites. This assessment and the data considered is part of content that is recommended for disclosure by the Taskforce on Nature-related Financial Disclosures (TNFD) also consistent with the Global Reporting Initiative (GRI) Section 304 Biodiversity disclosures.

Methodology

The updated assessment includes publicly available data from the International Union for Conservation of Nature (IUCN) and Keybiodiversityareas.org on Key Biodiversity Areas (KBAs). KBAs are defined by the IUCN as: 'sites contributing significantly to the global persistence of biodiversity', in terrestrial, freshwater and marine ecosystems" as documented through a global standard for the identification of KBAs. This assessment determined that three TI Automotive facilities globally were within or adjacent to a KBA in accordance with the GRI 304 standard on Biodiversity. While no set definition of 'adjacent to' has been defined by GRI 304, we defined adjacent to as any site that is located 1 kilometer or less from a KBA's edge. We mapped our locations in relation to the current KBAs. In addition to this, ENCORE biodiversity modeling and WWF Biodiversity Risk assessment frameworks were also reviewed.

ENCORE biodiversity tool and results

The ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool is an online tool that can be used to help companies understand impacts and dependencies on natural capital. This provided a sector specific assessment for motor vehicle part manufacture without the use of plant or location data. The results of this work highlighted sector-specific considerations for environmental impacts, the potential risks relating to disturbances (e.g. noise, light) and risk of emissions and pollutants to water and soil.

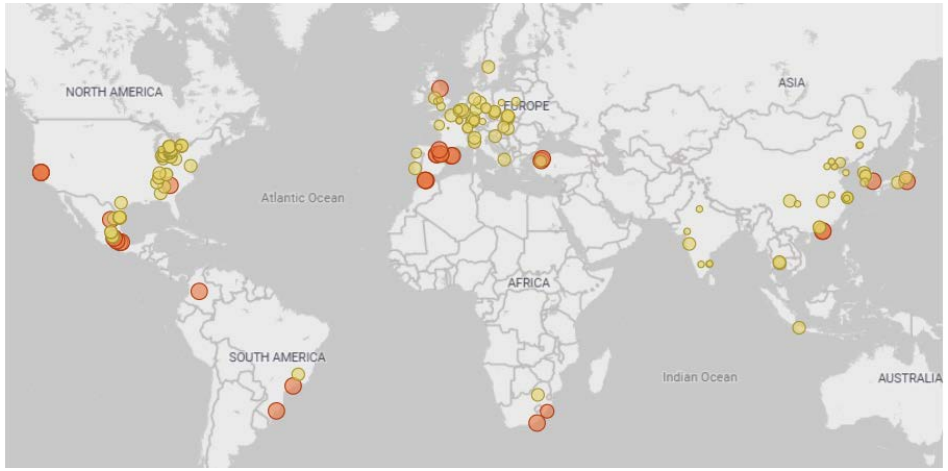
WWF biodiversity tool and results

The WWF Biodiversity Risk Filter Tool allows the assessment of biodiversity-related risks at our various plant locations. The environmental risk factor is comprised of the following indicators:

Protected Areas (PA), legally or formally designated areas (e.g., national parks, reserves). Key Biodiversity Area (KBA), globally important for the survival of species and ecosystems. Delineated Areas, may not be officially protected or classified as KBAs but are still ecologically significant. Ecosystem Condition, the health and integrity of an ecosystem, including habitat quality and fragmentation. Range Rarity, how geographically restricted species or ecosystems are.

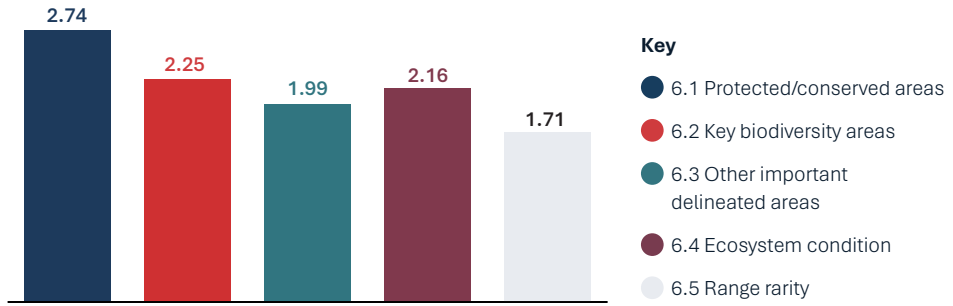
Overall, TI Automotive has an environmental risk score of 2.5 globally. This is primarily driven by sites' proximity to protected areas in comparison to the other indicators. This is considered within the WWF low-risk scoring bracket (1.9-2.6). Out of the subcategories, the highest-risk category was the protected or conserved area risk score, which was 2.74, a medium risk, as such, in locations with a higher risk it will be important to evaluate these in more detail.

TI Automotive sites by environmental factors risk



Environmental factors risk Low risk Medium risk

Average environmental factors score across business



Biodiversity continued

KBA assessment results

Our analysis highlighted three locations within or in close proximity to a KBA as shown in the table below. Given our large global footprint we have a very small impact globally on KBAs with operations located inside or in close proximity to three different KBAs. Our operations occupy a minuscule percentage of the KBAs that we are within or adjacent to.

Operations located in or adjacent to KBAs	KBA area (km^2)	Biodiversity type	KBA relationship	Species listed in the KBA	Percentage of KBA covered by our operations (%)	IUCN red list plant and animal species
East London, South Africa	674.97	Terrestrial, Marine, Freshwater	Within KBA	Bradypterus sylvaticus Sandelia bainsii Pseudobarbus trevelyani Aloeides caffrariae Acmadenia kiwanensis Faucaria subintegra	0.000022	1 – Critically endangered 2 – Endangered 2 – Vulnerable 0 – Near threatened 1 – Least concern
Santafe, Colombia	186.43	Terrestrial, Freshwater	Within KBA	Cedrela montana Synallaxis subpudica Rallus semiplumbeus	0.000016	0 – Critically endangered 0 – Endangered 2 – Vulnerable 0 – Near threatened 1 – Least concern
Amherstburg, Canada	73.87	Freshwater, Terrestrial	Adjacent to KBA	Aythya valisineria Larus delawarensis	0.00012	0 – Critically endangered 0 – Endangered 0 – Vulnerable 0 – Near threatened 2 – Least concern

04 Social

In this section

Overview

Highlights

Lost Time Incident Rate

0.42

Occupational health and safety management system coverage

>70%

Overview

With over 33,000 people worldwide, our success as a Tier 1 automotive supplier depends on our ability to provide safe working environments and to engage, motivate and retain teammates. People are a strategic asset.

At TI Automotive, we set our teammates up for success by putting Safety First and supporting learning and development. Through the TI Way, we are building best-in-class Tier 1 supplier with a winning culture which will accelerate our success.

Our progress

Our 2025 focus was on uniting our two legacy organizations. Standardized policies, procedures and metrics are in place; unified data based on consistent methodologies provide us with a robust baseline against which to measure progress; and, looking ahead, we have set ambitious targets.

Safety is non-negotiable. Our 2025 TRIR was 0.77 and a LTIR of 0.42. We have an ISO 45001 occupational health and safety management system that is third party certified at 109 global locations. We are actively expanding the environmental management system in 2026 across all of TI Automotive as a precursor to ISO 45001 certification for all manufacturing sites in 2027. During the year we conducted global campaigns like Global Safety Week and Cancer Awareness Campaigns for Pink October and Blue November as well as three Regional EHS Summits. During 2026, we will further strengthen our Safety-First culture by focusing on prevention, particularly through rolling out more predictive measurements. In 2026 we are launching a Potential Serious Injury or Fatality (PSIF) program designed to identify and eliminate high risk hazards that could result in life altering injuries. Additionally, locations developed local campaigns to promote safety awareness for defensive driving and traffic safety (Brazil), first aid (India) and safety improvements (Mexico). The company also supported employee well-being by sponsoring runs in countries including the US, Germany, Poland and Brazil.

Learning and development is a key enabler as we strive to build excellence in our manufacturing, commercial and purchasing operations. In 2025, we focused on manufacturing with the launch of the TI Automotive Operating System ('TOPS'). And there is much more to come as we roll out excellence in other functions and invest in learning and development at all levels of the organization.

Community remains a big focus across our business, with local teams participating in a variety of events from fundraising to tree planting – for more, see page 46. Reflecting our decision to put children's causes at the heart of corporate fundraising, we also played a key role in hosting TI Automotive Corewell Health's Night of Giving in Michigan, which raised $325,000 for three charities focused on children's healthcare, mobility, and education.

Finally, but importantly, we launched the TI Way and the principles of SPEED which are set out on page 46. These principles are designed to ensure that we move faster and smarter to win as a team. These are now part of our talent review and reward process, and during 2026, we will further embed these behaviors in how we work together every day.

Looking ahead to 2026 – accelerating our success

2025 was all about standardization and building foundations, putting us in a great position to accelerate progress in 2026. With the right structure, processes and approach in place, we can now move forward at SPEED.

Our people

People are a strategic asset, and our philosophy is simple – setting TI Automotive up for success means doing the same for our teammates. Our people agenda is focused on providing safe working environments, driving engagement, providing teammates with the tools and capabilities they need to deliver for customers, creating empowerment through accountability, and celebrating success. This starts with culture, and the TI Way.

The TI Way – SPEED Accelerating our Success

One of our most important achievements in 2025 was the launch of the TI Way. Through the TI Way, we are building a winning culture that is a source of competitive differentiation. It is grounded in the five principles of SPEED – a set of behaviors that will ensure we move faster and smarter to win as a team.

Having launched the TI Way towards the end of the year, during 2026 we intend to drive it deeper into our organization. It is already part of our talent review and reward process, with all teammates required to include an objective linked to SPEED in their 2026 objectives. As part of a wider campaign of education and engagement, we will also roll out physical and digital internal marketing materials, consistently follow up at all global, regional and functional events and embed the TI Way and SPEED into other key programs including TOPS.

Investing in teammates

We bring a continuous improvement mindset to how we run the business, and to talent and development. Building and growing a best-in-class Tier 1 requires investment learning and development to help our teammates to grow. We are at various stages of launching a range of initiatives at all levels of TI Automotive, from leadership to shop floor, in order to build critical skillsets and capabilities, increase engagement and productivity, and ensure a high-performance culture.

In 2025, we started our journey to excellence in key functions. This included the launch of the TI Automotive Operating System. TOPS is a standard KPI and operating model aimed at delivering manufacturing operational excellence. Our rolling program of TOPS manufacturing academies across all three regions includes leadership and technical modules to build capability and provide our people and plants with the knowledge they need to leverage the best practices and tools we are putting in place. During 2026, we will launch similar commercial and purchasing excellence programs, both of which will include training and development components.

The integration also created an opportunity to assess how we deliver internal training and development. The outcome was the appointment of a new Training & Development lead who will build an integrated program that includes all levels of the Group, from leadership down to shop floor. In 2025 we worked with a prominent university to help us develop bespoke leadership training. The output of this is the TI Automotive Leadership Academy, which will launch in 2026.

Communication and engagement

Throughout the process of integrating ABC Technologies and TI Fluid Systems into TI Automotive, we have communicated regularly with teammates and hosted townhalls and other events to bring people together to share our vision for TI Automotive and build relationships. In September, we held our inaugural Global Leadership Summit at our new headquarters in Auburn Hills, Michigan, USA. Individual teams and functions held similar events – workshops, regional EHS summits, TOPS learning academies and sales conferences brought huge numbers of people together.

Throughout 2025, we also organized a variety of activities to promote health and safety, fairness, and opportunity in the workplace. These included a Women in Leadership campaign including a special event during International Women's Day, initiatives focused on mental health and neurodivergent individuals in the workplace, and celebrations of Pride Week in June and Diversity Week in November. These global and local activities engaged our employees from all around the world, fostering a more supportive work environment.

Fairness and opportunity

We promote fairness by maintaining clear, merit-based hiring and advancement processes, standardized performance evaluations, and equitable access to training and leadership development programs. By aligning expectations with measurable outcomes, we help ensure that career progression is based on skills, contribution, and results.

Opportunity is further supported through workforce development initiatives, mentorship and training programs, and continuous learning pathways that prepare employees for evolving technologies and manufacturing processes. We invest in building capabilities across all levels of the organization, strengthening both individual growth and operational resilience.

Our core values promote an inclusive workplace culture defined by respect, accountability, and collaboration. This enables diverse perspectives to inform decision making and problem solving. This enhances innovation, improves product quality, and supports safer, more efficient operations, and a strong sense of belonging in our work force.

By embedding fairness, access to opportunity, and performance-based advancement into our people strategy, we reinforce our commitment to responsible business practices while building a workforce equipped to drive sustainable mobility solutions for the future.

Occupational health & safety

Ensure healthy lives and promote well-being for all

Employee Safety: commitment to ISO 45001 certification at all manufacturing locations. At the end of 2025, we were ISO 45001 certified at 107 plants which represents 71% of global manufacturing sites.

Promotion of health and safety through health and wellness programs, and global Safety Week.

Product safety: track record on quality and delivery of safety critical automotive components of vehicles.

Environmental monitoring: limitations on the use of hazardous substances; certain required substances are strictly controlled and monitored.

Our ambition

World-class safety for all our locations.

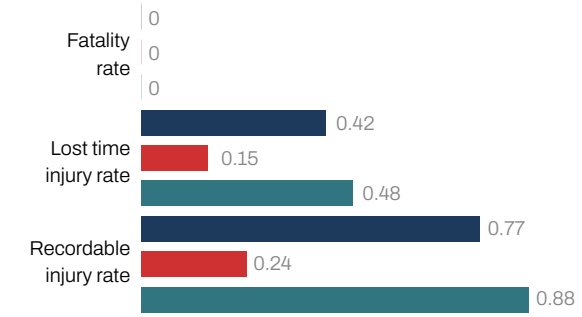
The health and safety of our employees remains an overarching priority and is central to everything we do. We focus on safe working environments and eliminating work-related injuries and illnesses. We are developing a much stronger health and safety culture. This is the result of a multi-year effort to improve reporting, communication, and provide better training programs for our plants to improve health and safety at all our facilities.

In 2025, we continued to grow our safety management system (a third-party verified system) which now covers 107 of our manufacturing locations under the ISO 45001 Occupational Health and Safety Management System. Most locations are certified under a multi-site certificate and our Chinese sites hold a China-specific certificate. We are actively expanding this program to include all manufacturing locations in 2026. This expansion includes additional leading and lagging KPIs.

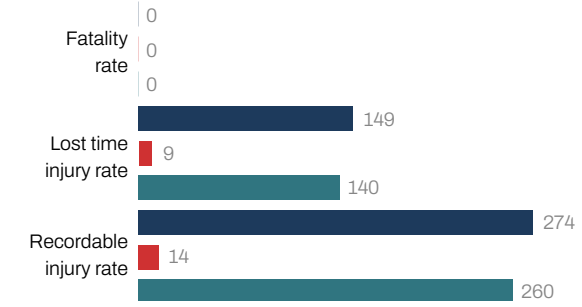
All potentially life-threatening incidents and lost time injury frequency (LTIF) rate for the organization as a whole are reported to the Executive Committee. This information, with a detailed breakdown of injury by plant and open injury reports, is provided to each regional President on a monthly basis. The corporate safety team helps to steer and implement policies and programs approved by the Corporate Safety Steering Committee.

At a local level, each plant is required to have a Safety Committee that comprises the plant manager, at least one other senior manager, and operators and supervisors working on the plant floor. The mandates of local safety committees vary depending on the plant but, generally, include hazard identification and assessments, accident investigations, safety audits, safety training and recommending personnel protective equipment.

2025 injury rates: full-time employees and contractors – 200,000 hour rates



2025 number of injuries: full-time employees and contractors



Key

- All employees
- Visitors, contractors, and temps
- TI Automotive full-time

"All Employees" includes TI Automotive's Full Time employees and all Contractors. Contractors is defined as a person or company that undertakes a contract to provide materials or labor to perform a service or do a job.

Occupational health & safety continued

Occupational health and safety focuses on the management of workplace hazards affecting a company's employees and on-site contractors. We believe that the safety of our employees around the globe is our highest priority. Health and Safety is, and must remain, the top focus and responsibility of each employee and should never be compromised for any financial or other business objective. We are committed to driving and continually improving our occupational health and safety (OH&S) culture by developing and applying effective standards and practices appropriate to the risks and opportunities associated with our business activities.

Our Global Occupational Health and Safety (OHS) Policy, Procedures and ISO 45001 Management System allow us to provide and maintain a healthy and safe working environment by eliminating hazards, reducing health and safety risks, and raising awareness among employees, contractors, visitors, and others who may be impacted by our operations.

TI Automotive key health & safety principles:

- Provide an environment where work-related health and safety risks are controlled to prevent injuries and occupational ill health.
- Comply with all legal and other applicable OH&S requirements and conform with relevant international standards by implementing continuous improvement programs.
- Implement an effective OH&S management program, integrated with ongoing business activities. This includes the identification, assessment and control of OH&S risks and opportunities. Through a process of risk assessment activity completed on a regular and ongoing basis for all manufacturing locations.

Further details of our OHS principles are included as part of our publicly available OH&S Policy.

Occupational health & safety continued

Case study

Global Safety Week – personal protective equipment (PPE) and materials handling

Advancing Safety Together: 2025 Global Safety Week

Global Safety Week emphasized the value of safety, health, and well-being among employees. As part of our Advancing Safety Together campaign, our Corporate Environmental, Health, and Safety (EHS) teams unveiled the themes for 2025's event. This year there were two key focus areas, Personal Protective Equipment (PPE) & Materials Handling.

PPE is used as the last line of defense, using hazard assessments to identify other controls to eliminate or reduce the risk so far as is possible, before PPE a requirement. Safety Week activities included hazard assessments, choosing the right equipment for the task, training, ensuring PPE fits well, using it correctly, and maintaining it to ensure its effectiveness.

Materials handling activities promoted the safe use of vehicles such as forklift trucks, powered and non-powered material handling equipment, the safe loading and unloading of vehicles and general driver safety awareness such as recognizing hazards, and pedestrian awareness. Every plant held localized activities included training, audits, toolbox talks, quizzes, and hands-on demonstrations.

Safety Week activities were hosted globally, adding real value to our teams, raising the profile of safety and well-being in the workplace and celebrating our continued successes in safety. Highlights from Safety Week across the regions include:

North America

Colón Plant, Mexico: All employees participated in the 'My Safety Mindset Is' campaign. Teammates wrote their reasons for keeping a safety mindset on a banner to hang in the facility. Other activities and training included Lockout/Tagout & Abnormal Activity Safety 'RADAR' procedure.

San Luis Potosí Plant, Mexico: The team involved staff and shop floor employees in a wide range of training sessions. Focused on hazard identification and proactive risk elimination, demonstrating a high standard for safety excellence.

Asia Pacific

Chennai Hanil Plant, India: The team designed innovative safety training and interactive games to ensure that every team member was actively involved. This creative approach made safety learning both effective and enjoyable, fostering a strong sense of participation across the plant.

Europe, Middle East & Africa

Tanger B2 Plant, Morocco: The team delivered a dynamic week of hands-on, interactive activities that engaged all shifts, staff, and contract workers. Their inclusive approach ensured that safety was front and center for everyone, every day.

These locations shared four key strengths:

- **Leadership at every level:** Plant management led by example, ensuring safety was a visible and a shared responsibility.
- **Employee engagement:** These winning sites alone contributed 1,817 hours of safety training.
- **Innovation and initiative:** Each team went beyond standard practices, introducing creative and impactful ways to engage their workforce.
- **A unified safety ethos:** Most importantly, every winning site demonstrated a shared commitment to building a strong, collaborative safety culture.

Our Safety Week campaign was built around the core principle of Advancing Safety Together, and it provided us with a platform to highlight the vital role of safety, health, and well-being in the workplace which we look forward to continuing together as one global team.


Colón Plant

San Luis Potosí Plant


Chennai Hanil

Occupational health & safety continued

Case study

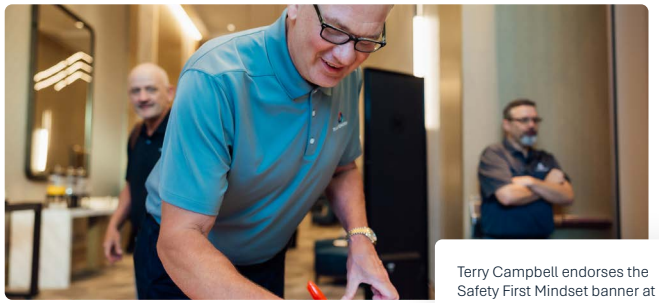
Regional EHS summits

With Safety First as the driving force, leaders and teammates from across the global regions came together for TI Automotive's Environmental, Health & Safety (EHS) Summits which here held in Nashville, Tennessee, USA (Americas Region), Hungary (EMEA Region) and Shanghai and Jiading, China (APAC Region). All events provided a great forum for building awareness, sharing best practices and strengthening internal networks.

Plant tours with safety walks and hazard/risk assessment exercises, Principled Problem Solving (PPS) Trainings, and breakout sessions reinforced our commitment to continuous improvement. Participants were also introduced to new tools and knowledge which enabled active and ongoing support focused on preventing serious injuries or fatalities within our manufacturing locations.

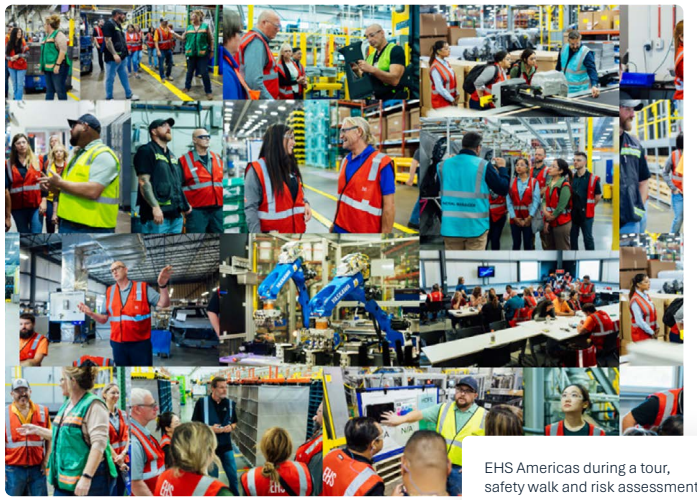
Terry Campbell, President & CEO, attended the Americas and APAC Summits and emphasized that safety is non-negotiable – and accountability through empowerment means it is everyone's responsibility to speak up to drive change. Safety First is our standard, which is why it is at the heart of the TI Way.

EHS Americas Summit – Nashville, Tennessee near the TI Automotive Gallatin Plant



Terry Campbell endorses the Safety First Mindset banner at the EHS Americas Summit

EHS EMEA team explore their community in Budapest



EHS Americas during a tour, safety walk and risk assessment exercises at Gallatin

EHS APAC team met in Shanghai and Jiading

Product safety

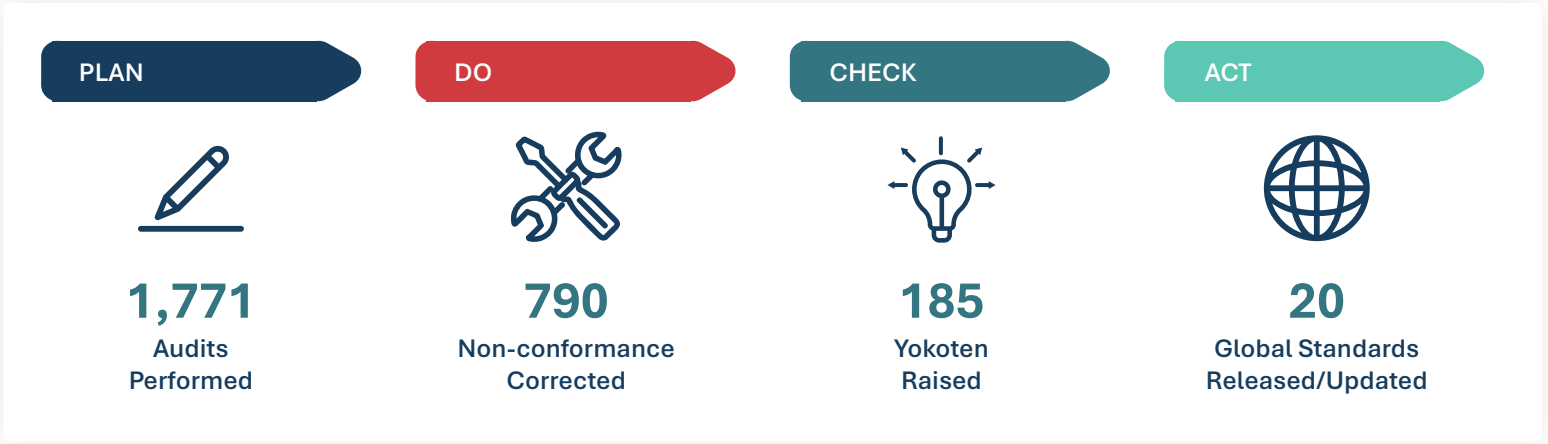
Product safety remains a fundamental priority at TI Automotive and is embedded in all aspects of our operations. In 2025, our focus was on strengthening integration while maintaining robust 'business as usual' quality performance.

We successfully deployed a revised TI Automotive Global Quality Policy, reinforcing our commitment to world-class processes and standards, driven by continuous improvement and delivered by our people – every product, every day.

In parallel, we have made significant progress toward a single, unified Quality Management System (QMS) aligned with IATF 16949, further supported by the rollout of the TI Automotive Operating System (TOPS) and our group-wide focus on operational excellence.

To enable consistency and accessibility, we have expanded Beacon across the entire organization, providing a centralized, global repository for all standards, requirements, policies, and procedures.

Our QMS is designed to systematically identify, mitigate, and control product safety risks, ensuring consistent product reliability and full compliance with customer, regulatory, statutory, and internal requirements.



Product safety is embedded from the earliest stages of design, where we pro-actively identify emerging statutory, regulatory, and customer requirements. Critical characteristics are defined through our Safety, Regulatory, and Functional (SRF) framework, which targets high-severity risks and ensures traceability throughout design, development, manufacturing, and the supply chain. Each SRF designation is supported by defined process controls and robust reaction plans, including structured change condition evaluations.

We ensure that product safety awareness is understood and prioritized at all levels of the organization through global standards and training. Compliance is rigorously verified through our Layered Process Audit (LPA) system across all facilities.

Our Customer Safety and Critical Concern (CSCC) process provides a structured and rapid response to potential product performance or safety issues. Concerns – whether identified internally or externally – are assessed using a standardized P1–P4 classification, with critical issues escalated through the Field Action Concern Team (FACT). These are actively monitored to closure by leadership to ensure timely and effective resolution.

A strong focus on continuous improvement is maintained through mandatory Yokoten (lessons learned). These insights are systematically deployed across similar products and processes, with updates incorporated into our standards and APQP reviews to prevent recurrence.

Finally, we maintain a comprehensive internal and external audit program to verify ongoing compliance with product safety requirements and standards. Audit frequency and focus are adjusted dynamically based on performance and identified risks, ensuring alignment with industry and customer expectations.

2025 Product Quality Metrics – Customer Satisfaction	
Quality performance recognition awards	**22**
Customer quality (PPM)	**Single digit**
IATF certified sites (Re-certified)	**147 (2)**

Community relations

Community support partnerships and charitable giving

At TI Automotive, our philanthropical and community-based and philanthropical involvement are focused on improving our environment and investing in the next generation by supporting children's charities.

We believe in actively engaging where we live and work – not only through financial contributions, but through active participation. We are committed to creating positive and lasting impacts in the communities in which we operate, as well as driving teammate engagement.

Deeside's Week of Action: In June 2025, the Deeside, UK team packed five themed days into a 'Beat Plastic Pollution' challenge, from zero-waste lunches and energy tips to wildlife talks. Building on the previous activities to promote environmental stewardship, 32 recently planted young trees are thriving, expanding plant habitat areas, with new wildlife including bugs and signs of hedgehogs and rabbits. The corporate ESG and Deeside teams took part in a local litter pick, filling over ten bags of litter and waste cleared from the wildflower area and local estuary.

Deeside's 'Green Team'

Earth Day

TI Automotive marked the celebration of Earth Day with a number of events, including a tree planting event at a local children's playground organized by our Budapest plant in coordination with the local government. The Győr plant team also planted a tree and distributed educational information to all employees. The Bielsko-Biala, Wieprz, and Wyszków plants in Poland used the event as an opportunity to present to employees the importance of protecting the environment.

The San Luis Potosi, Mexico team celebrated Earth Day with several events for employees and contractors starting with an 'Adopt-a-Plant' program.

Children at the heart of fundraising

TI Automotive set a new direction by putting children's causes at the heart of our corporate fundraising, and this has been reflected in multiple initiatives round the world – fundraising in Mexico for the Children's Oncology Hospital (HITO); the Michigan, First Annual Night of Giving, founded by TI Automotive CEO Terry Campbell and supported by Corewell Health Michigan raised $325,000 for three charities focused on children's healthcare, mobility, and education; sponsoring the Feldman Auto Children's Miracle Celebrity Invitational benefiting Children's Miracle Network and the Mark Wahlberg Youth Foundation in Michigan.

Toy collection in Deeside, UK

The Night of Giving – (L-R) Bruce McDonald – CEO of Dana Corporation, Liz Cutraro, TI Automotive CEO Terry Campbell, TI Automotive CHRO Mark Decker and Nino Cutraro (host).

Human rights

Ensure inclusive and equitable good quality education and promote lifelong learning opportunities for all

Training and education programs in place globally including process knowledge, skill development, and diversity and inclusion training.

STEM (science, technology, engineering, and mathematics) educational scholarship programs.

Promote sustained, inclusive and sustainable economic growth; full and productive employment and decent work for all

Continued investment and development of our operations in developing economies, including supporting productivity and development of a highly skilled labor force.

Code of Business Conduct and Human Rights – sets out requirements related to labor and the inclusive and productive employment for all people regardless of gender, gender identity, race, and or sexual orientation.

Policies cascaded into our value chain through a sustainable purchasing program, supply chain engagement and required acceptance of contractual terms and conditions.

Respect for human rights guides how we operate across our global footprint. We are committed to managing our business in a way that upholds fundamental human rights within our operations and value chain. This includes protecting civil and political rights, as well as economic, social, and cultural rights.

We are committed to always conducting business in an ethical and professional manner. The foundation of our Human Rights Policy is respect for the fundamental and essential human rights of our employees, customers, suppliers, and other stakeholders.

Our Human Rights Policy reflects internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights and the International Labor Organization Declaration on Fundamental Principles and Rights at Work. These commitments are reinforced through our Code of Business Conduct and formalized annually in our Modern Slavery Statement, which outlines the steps we take to prevent, detect, and respond to modern slavery risks.

We are a signatory to the UN Global Compact. Consistent with our core values is our commitment to fundamental human rights: we seek to maintain the highest standards and values across all locations while fully complying with any specific human rights regulations applicable to the jurisdictions where we operate.

We maintain zero tolerance for child labor, forced labor, and any form of exploitation. Our management teams are accountable for upholding these standards across all global locations, applying them consistently while complying with local regulatory requirements.

To strengthen awareness and accountability, all management and staff formally commit to our Human Rights Policy. We also provide a confidential reporting hotline (Navex), ensuring employees and stakeholders have a secure channel to raise concerns related to human rights, ethical conduct, or potential violations.

Freedom of Association

We appreciate and seek clear and efficient communication which comes from engaging our workforce directly. We also recognize that employees in many jurisdictions may freely choose to organize under a trade union for purposes of collective bargaining, in which case we seek to engage in constructive dialogue with employee representatives. Union association and representation is supported where requested as per our Human Rights Policy.

As of 2025, we have 89 unions globally, representing 13,651 employees across our operations.

Code of Business Conduct

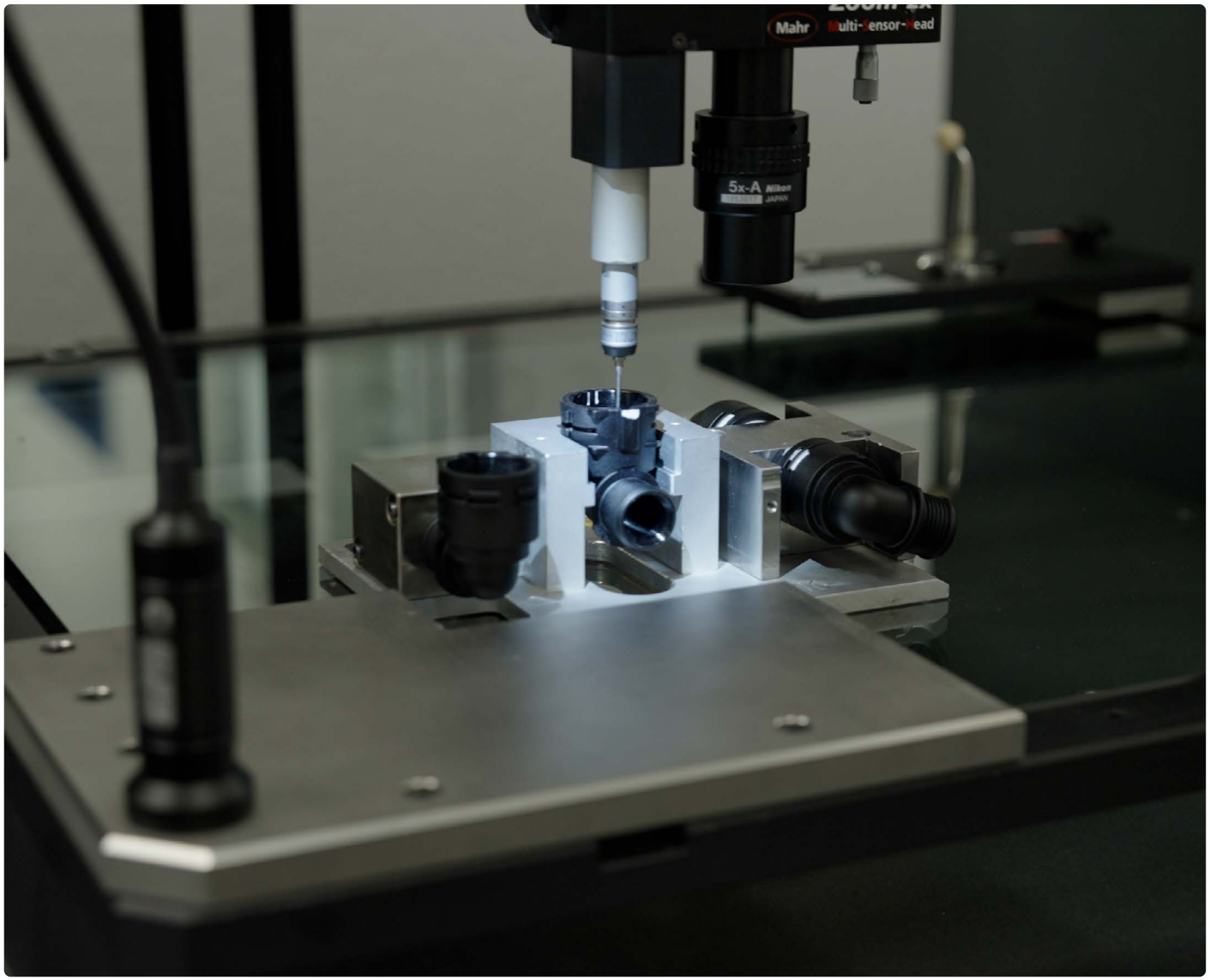
We expect all employees to conduct business in accordance with our Code of Business Conduct (COBC), and all applicable laws, rules, and regulations of the jurisdictions that apply to our business activities.

Compliance with our COBC and all applicable law, both in letter and in spirit, is the foundation on which our ethical standards are built.

The Code of Business Conduct addresses the following:

- Gifts, loans and other benefits to employees
- Conflicts of interest
- Confidential information
- Record keeping
- Business-related expenses
- Facilitation payment to government employees or officials
- Competition and fair dealing
- Positive work environment
- Intellectual property
- Product safety and quality
- Environmental standards
- Workplace health and safety

All salaried employees receive regular training on the COBC and compliance issues relevant to their function. In addition, employees are required to annually certify their understanding and compliance with the COBC.



Cybersecurity, data privacy & digital trust

At TI Automotive, cybersecurity and data protection are fundamental to safeguarding our operations, maintaining stakeholder trust, and enabling secure digital transformation.

As a global manufacturer operating complex production and supply chain environments, we recognize that resilient and secure systems are essential to business continuity, regulatory compliance, and long-term value creation.

Our integrated Cybersecurity and Data Protection Program is designed to protect the confidentiality, integrity, and availability of our systems and data across our global operations, while aligning with evolving regulatory expectations and industry best practices.

Cybersecurity governance & oversight

Cybersecurity governance is embedded within our enterprise risk management framework and supported by strong Executive oversight. An Information Security Steering Committee – comprised of senior leaders from IT, Risk, HR, Legal, and Audit – provides cross-functional direction and ensures cybersecurity priorities align with business strategy and emerging risk landscapes.

Our cybersecurity program is structured around an Information Security Management System (ISMS) aligned with ISO/IEC 27001 standards. A portion of our operations has achieved ISO/IEC 27001 certification, and the governance, controls, and audit discipline established through that certification form the foundation of our enterprise-wide cybersecurity framework. Our controls are further informed by globally recognized standards and frameworks including NIST, COBIT, and TISAX.

The program is supported by:

- A multi-year cybersecurity strategy and roadmap
- Defined policies and control frameworks aligned to global standards
- A formal governance charter outlining roles, responsibilities, and accountability
- Regular internal and external assessments to validate control effectiveness

Operational execution is led by specialized teams covering Governance, Risk & Compliance, Identity & Access Management, Security Architecture, and Incident Response. These teams work closely with IT Shared Services and business functions to embed ‘security by design’ and ‘defense in depth’ principles throughout our global operations.

Risk management, monitoring & operational resilience

Our cybersecurity approach is proactive, risk-based, and continuously evolving. Key elements include:

- Adoption of a Zero Trust architecture, requiring strict identity verification and continuous monitoring before granting system access
- Advanced network and endpoint protection technologies, including next-generation firewalls, intrusion prevention systems, and endpoint detection and response tools
- 24/7/365 threat monitoring through Security Information and Event Management (SIEM) platforms and managed detection and response services
- Regular vulnerability assessments, penetration testing, and technical control validation
- Integration of external threat intelligence to identify and mitigate emerging risks
- Ongoing employee cybersecurity awareness training to reduce human-related risk
- Tested incident response plans with defined escalation protocols and cross-functional coordination

Cybersecurity is closely linked to our operational resilience strategy. We conduct regular testing of incident response playbooks and maintain structured crisis management procedures to support manufacturing continuity and rapid recovery in the event of disruption.

Data privacy & personal data protection

TI Automotive is committed to safeguarding the privacy of employees, customers, suppliers, and business partners. Our Data Protection Program ensures compliance with applicable global data protection regulations and reinforces our commitment to responsible data stewardship.

Our Data Protection Policy defines clear principles, responsibilities, and expectations for the lawful, fair, and transparent processing of personal data. The policy operates alongside our Information Security and Record Retention policies and is accessible to employees globally.

Key components of our privacy framework include:

- Regular data protection training and employee attestations;
- Impact assessments and information audits documenting categories of personal data processed, the lawful basis for doing so and associated safeguards;
- Use of standard contractual clauses and structured data transfer agreements for cross-border data transfers;
- Data processing agreements with relevant third-party service providers;
- A dedicated privacy reporting channel to enable prompt investigation of potential data breaches; and
- An Incident Response Plan ensuring structured and timely management of privacy incidents with appropriate escalation.

We continuously monitor developments in the global privacy landscape and update our program to address new regulatory requirements and evolving expectations.

Third party & supply chain security

Recognizing the importance of supply chain resilience within the automotive sector, we incorporate cybersecurity and data protection considerations into our third-party risk management processes. This includes contractual security requirements, defined security expectations for service providers, and risk-based assessments of critical suppliers.

Continuous improvement & future readiness

Cybersecurity and data protection are dynamic disciplines requiring ongoing investment and adaptation. TI Automotive continues to enhance its security architecture, governance processes, and monitoring capabilities to address emerging threats, evolving regulations, and increasing digitalization across our operations.

Through disciplined governance, standards alignment, employee engagement, and continuous improvement, we maintain a resilient cybersecurity and data protection framework that supports operational excellence and protects the interests of our stakeholders.

Responsible purchasing

The role of purchasing in driving sustainability

Supplier sustainability is a material issue for TI Automotive, as a significant proportion of our environmental, social, and governance (ESG) impacts occur within our supply chain. Integrating sustainability considerations into our vendor selection, evaluation, and performance-rating processes is critical to understanding supplier maturity, identifying risk, and driving continuous improvement across our global network.

Our ambition

We have begun to implement a formal, consistent system to promote, assess, and monitor sustainability performance across our supply base using a third-party vendor to facilitate supplier key sustainability metrics. This includes establishing a systematic methodology to evaluate supplier sustainability practices, manage risk, and support measurable progress over time. We will continue expanding the number of suppliers in 2026.

Setting standards

Our purchasing team elected to use ISO 20400 Sustainable procurement guidance as the keystone for developing our sustainable purchasing program and to guide other sustainability improvements within the purchasing function. This work will promote greater consideration to sustainability in both our purchasing strategies and sourcing process, in turn leading to a more sustainably sourced supply base.

Assessing suppliers and supplier engagement

In 2025, the purchasing team began the process of integrating sustainability data collection methods as part of the broader assessment criteria of the supplier network. This has included environmental factors such as greenhouse gas emissions and social sustainability factors including anti-corruption, human rights and evaluation of sustainability related policies in the upstream supply chain, in addition to those already considered.

Development of a sustainable purchasing program

Our Global Sustainable Purchasing Policy was established in 2023 and has been continually updated. This policy established the formal mechanism for compliance with our Safety, Environmental, and Human Rights policies by our supply base. We have strengthened this policy with formal links to our COBC Policy and terms and conditions, and clarity regarding our supplier grievance mechanism which enables suppliers to report concerns related to ethical conduct or potential human rights issues, supporting transparency and accountability throughout our value chain.

05 Governance

In this section

Introduction

Introduction to our governance strategy

The Group recognizes the importance of effective corporate governance in supporting the long-term success and sustainability of our business. Our governance framework supports the effective operation of our business, enabling us to deliver our strategy.

As a global Tier 1 automotive supplier, we recognize the part the Group plays in the global community. Environmental and social initiatives are part of the wider management team's strategic planning with Executive team members assigned leadership responsibilities for these key critical elements.

We have a top-down approach to sustainability governance. The Board and the Executive Leadership Team, consisting of the CEO and other C-level Executives (ELT), drive sustainability initiatives across the business and engage regularly to ensure awareness among our stakeholders (employees, suppliers, customers, and local communities). Cross-functional teams establish and communicate our initiatives, KPIs, goals, strategies, and long-term vision for our sustainability related programs to the wider Group.

Board of Directors and Executive Leadership Team

The Board, together with the ELT, provide governance and oversight of sustainability strategy and climate-related matters. The Board and ELT are highly engaged in reviewing, refining and developing the Group's strategy to address market shifts in vehicle electrification and ICE propulsion.

The Board provides ongoing oversight and receives updates from the ELT on relevant metrics to assess the execution of the strategy, and whether any changes to the strategy are needed. Further considerations include engineering and commercial resources, continual assessment of the product portfolio and technology roadmap, business awards, and opportunities.

The ELT provides guidance and oversight on all elements of the Group's sustainability program, including social programs, safety, and the scope of environmental initiatives to address carbon emissions and climate change. The ELT meets regularly throughout the year and reports to the Board on its activities and sustainability progress by the Group.

In addition, the ELT and Board review and approve the Group's annual budget and Medium-Term plan to ensure that the financial and human resources needed to implement the Group's sustainability strategy and environmental initiatives are properly contemplated and included in budgets and business planning.

Management

Within the Group's management, the ELT, together with the VP Sustainability and EHS and the Vice President Risk and Global Controller, are primarily responsible for identifying and assessing risks and opportunities as well as climate-related impacts, and leading the implementation of the Group's sustainability strategy and sustainability transition.

Several cross-functional teams, led by the VP Sustainability and EHS, have been established to manage specific aspects of the Group's environmental initiatives. Critical to this are arrangements to increase the Group's use of renewably-sourced electricity, identifying capital expenditure projects and other energy conservation opportunities to reduce the level of the Group's CO_2(e) emissions. The VP Sustainability and EHS, with support from the Group's Risk and Controls function, is responsible for assessing potential direct physical climate-related impacts and reporting this information to the ELT.

Budgeting and action plans relating to the Group's sustainability strategy and environmental initiatives are communicated to the entire organization in a top-down manner and are incorporated into the Group's annual budget and the Medium-Term plan.

Business ethics

Business ethics focuses on the management of general professional ethics, such as accounting controls, employment practices, legal compliance, anti-competitive practices, bribery, and conflicts of interest.

Our ambition

Our goal is to integrate ethics and compliance into our organizational culture, empowering our employees to make ethical decisions and encouraging them to speak up if they have any concerns.

Communication and awareness

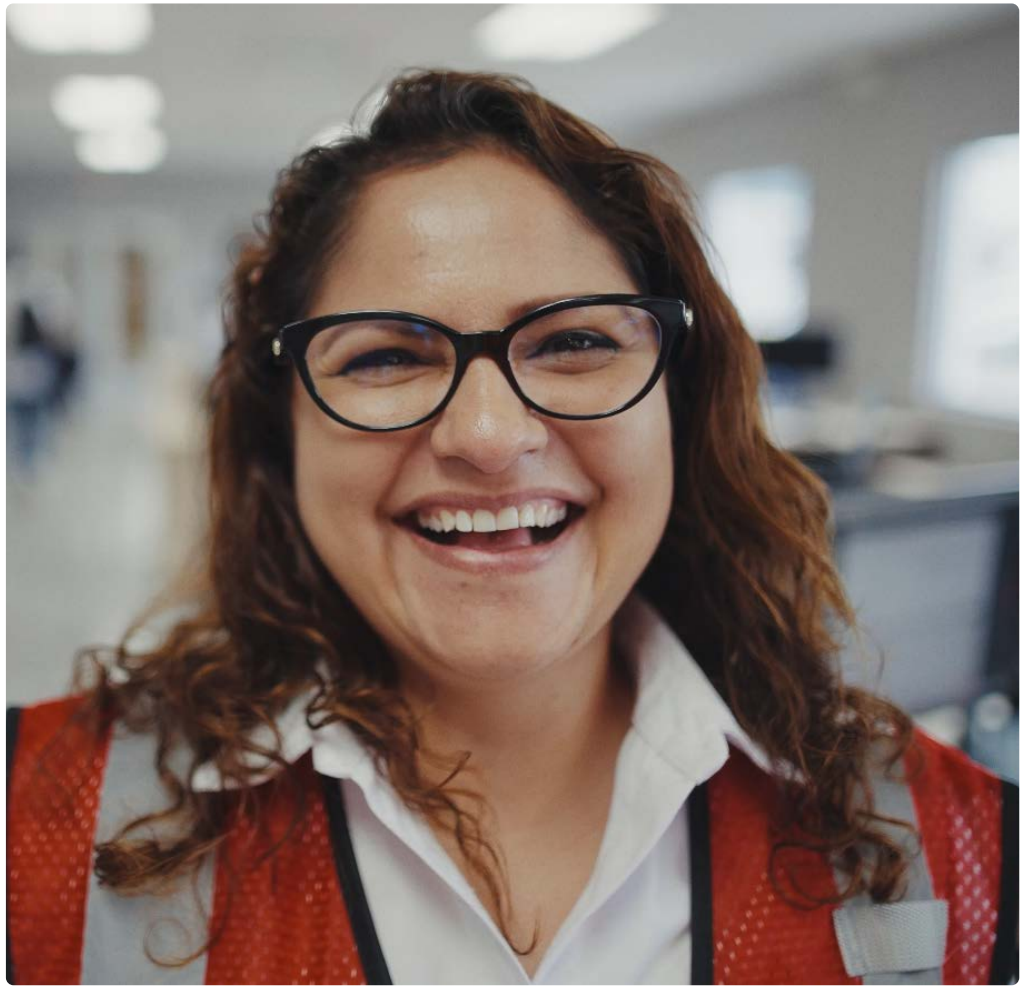
We understand that creating a culture of ethics and compliance within our Company goes beyond one-time training sessions. It requires continuous learning and reinforcement. Over the last few years, we have been gradually implementing various initiatives to improve the communication and awareness of ethics and compliance within the organization. Some of these include: displaying posters promoting our speak-up hotline and rolling out globally our new app-based speak up platform, featuring ethics and compliance messages on our intranet homepage, and using all-employee meetings as an opportunity to educate a wider employee base.

Education and development

Each year, our salaried employees are required to complete certification of our Code of Business Conduct. In addition, targeted training is provided in specific areas of the business. We have also implemented an employee learning and development platform to offer ethics and compliance education to our salaried staff. These efforts aim to increase understanding of our business policies and practices in order to minimize and mitigate ethics and compliance risks for our employees and Company.

Engaging our value chain

We have integrated our COBC into the Sustainable Purchases Program thereby linking our COBC throughout our supply chain. Additional clarity was provided regarding our supplier grievance mechanism in the sustainable purchases policy. Any ethics concerns with a TI Automotive employee or practice can be reported via this internal channel. It can also be used to support suppliers in reporting concerns regarding business-related human rights abuses.



06 Appendix

In this section

Global Reporting Initiative index

This report was prepared in accordance with the Global Reporting Initiative (GRI) standards. The consolidated set of GRI Sustainability Reporting Standards 2022 served as the basis.
The following index gives the page references for required information and provides information on the completeness of the answer.

General disclosures

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
1. The organization and its reporting practices			
2-1	Organizational details	05–06	Partially reported
2-2	Entities included in the organization's sustainability reporting	N/A	Not Reported
2-3	Reporting period, frequency, and contact point	N/A	Not reported
2-4	Restatements of information	N/A	Not reported
2-5	External assurance	N/A	Not reported
2. Activities and workers			
2-6	Activities, value chain, and other business relationships	03, 05, 13	Partially reported
2-7	Employees	39	Partially reported
2-8	Workers who are not employees	N/A	Not reported
3. Governance			
2-9	Governance structure and composition	52	Partially reported
2-10	Nomination and selection of the highest governance body	N/A	Not reported
2-11	Chair of the highest governance body	52	Partially Reported
2-12	Role of the highest governance body in overseeing the management of impacts	52	Partially reported
2-13	Delegation of responsibility for managing impacts	52	Partially reported
2-14	Role of the highest governance body in sustainability reporting	52	Partially reported
2-15	Conflicts of interest	N/A	Not reported
2-16	Communication of critical concerns	52	Partially reported
2-17	Collective knowledge of the highest governance body	N/A	Not reported
2-18	Evaluation of the performance of the highest governance body	N/A	Not reported

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
2-19	Remuneration policies	N/A	Not reported
2-20	Process to determine remuneration	N/A	Not reported
2-21	Annual total compensation ratio	N/A	Not reported
4. Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	03, 63–64	Partially reported
2-23	Policy commitments	13, 47–49, 50, 53	Partially reported
2-24	Embedding policy commitments	13, 47–49, 50, 53	Partially reported
2-25	Processes to remediate negative impacts	N/A	Not reported
2-26	Mechanisms for seeking advice and raising concerns	N/A	Not reported
2-27	Compliance with laws and regulations	N/A	Not reported
2-28	Membership associations	N/A	Not reported
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	13	Fully reported
2-30	Collective bargaining agreements	47	Partially reported
GRI 3 disclosures on material topics			
3-1	Process to determine material topics	12, 14	Partially reported
3-2	List of material topics	12, 20	Partially reported
3-3	Management of material topics	20–23, 33–34, 35, 41–42	Partially reported

Topic-specific disclosure obligations (by materiality)

GRI 200: Economic

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
201	**Economic performance**		
201-1	Direct economic value generated and distributed	N/A	Not reported
201-2	Financial implications and other risks and opportunities due to climate change	14–23	Not reported
201-3	Defined benefit plan obligations and other retirement plans	N/A	Not reported
201-4	Financial assistance received from government	N/A	Not reported
202	**Market presence**		
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	N/A	Not reported
202-2	Proportion of senior management hired from the local community	N/A	Not reported
203	**Indirect economic performance**		
203-1	Infrastructure investments and services supported	N/A	Not reported
203-2	Significant indirect economic impacts	N/A	Not reported
204	**Procurement practices**		
204-1	Proportion of spending on local supplier	N/A	Not reported
205	**Anti-corruption**		
205-1	Operations assessed for risks related to corruption	N/A	Not reported
205-2	Communication and training about anti-corruption policies and procedures	48, 50	Partially reported
205-3	Confirmed incidents of corruption and actions taken	N/A	Not reported

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
206	**Anti-competitive behavior**		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A	Not reported
207	**Tax**		
207-1	Approach to tax	N/A	Not reported
207-2	Tax governance, control, and risk management	N/A	Not reported
207-3	Stakeholder engagement and management of concerns related to tax	N/A	Not reported
207-4	Country-by-country reporting	N/A	Not reported

Topic-specific disclosure obligations (by materiality) continued

GRI 300: Environment

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
301	**Materials**		
301-1	Materials used by weight or volume	N/A	Not reported
301-2	Recycled input materials used	N/A	Not reported
301-3	Reclaimed products and their packaging materials	N/A	Not reported
302	**Energy**		
302-1	Energy consumption within the organization	23, 26	Fully reported
302-2	Energy consumption outside of the organization	N/A	Not reported
302-3	Energy intensity	23, 26	Fully reported
302-4	Reduction of energy consumption	27, 28	Partially reported
302-5	Reductions in energy requirements of products and services	N/A	Not reported
303	**Water**		
303-1	Interactions with water as a shared resource	N/A	Not reported
303-2	Management of water discharge-related impacts	N/A	Not reported
303-3	Water withdrawal	33	Fully reported
303-4	Water discharge	N/A	Not reported
303-5	Water consumption	N/A	Not reported
304	**Biodiversity**		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity outside protected areas	36–37	Fully reported
304-2	Significant impacts of activities, products, and services on biodiversity	N/A	Not reported
304-3	Habitats protected or restored	N/A	Not reported
304-4	IUCN Red List Species and national conservation list species with habitats in areas affected by operations	37	Fully reported

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
305	**Emissions**		
305-1	Direct (Scope 1) GHG emissions	23, 26	Fully Reported
305-2	Indirect (Scope 2) GHG emissions	23, 26	Fully Reported
305-3	Other indirect (Scope 3) GHG emissions	22	Fully Reported
305-4	GHG emissions intensity	23, 26	Fully Reported
305-5	Reduction of GHG emissions	26	Partially reported
305-6	Emissions of ozone-depleting substances (ODS)	N/A	Not reported
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	N/A	Not reported
306	**Effluents and waste 2016**		
306-3	Significant spills	N/A	Not reported
306	**Waste 2020**		
306-1	Waste generation and significant waste-related impacts	35	Partially reported
306-2	Management of significant waste-related impacts	N/A	Not reported
306-3	Waste generated	35	Fully reported
306-4	Waste diverted from disposal	35	Fully reported
306-5	Waste directed to disposal	35	Fully reported
307	**Environmental compliance**		
307-1	Non-compliance with environmental laws and regulations	N/A	Not reported
308	**Supplier environmental assessment**		
308-1	New suppliers that were screened using environmental criteria	N/A	Not reported
308-2	Negative environmental impacts in the supply chain and actions taken	N/A	Not reported

Topic-specific disclosure obligations (by materiality) continued

GRI 400: Social

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
401	**Employment**		
401-1	New employee hires and employee turnover	N/A	Not reported
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	N/A	Not reported
401-3	Parental leave	N/A	Not reported
402	**Labor/management relations**		
402-1	Minimum notice periods regarding operational changes	N/A	Not reported
403	**Occupational health and safety**		
403-1	Occupational health and safety management system	40–44	Partially reported
403-2	Hazard identification, risk assessment, and incident investigation	N/A	Not reported
403-3	Occupational health services	40–44	Partially reported
403-4	Worker participation, consultation, and communication on occupational health and safety	40–44	Partially reported
403-5	Worker training on occupational health and safety	N/A	Not reported
403-6	Promotion of worker health	40–44	Partially reported
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	N/A	Not reported
403-8	Workers covered by an occupational health and safety management system	N/A	Not reported
403-9	Work-related injuries	41	Fully reported
403–10	Work-related ill health	41	Fully reported
404	**Training and education**		
404-1	Average hours of training per year per employee	N/A	Not reported
404-2	Programs for upgrading employee skills and transition assistance	40, 43	Partially reported
404-3	Percentage of employees receiving regular performance and career development reviews	N/A	Not reported

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
405	**Diversity and equal opportunity**		
405-1	Diversity of governance bodies and employees	N/A	Not reported
405-2	Ratio of basic salary and remuneration of women to men	N/A	Not reported
406	**Non-discrimination**		
406-1	Incidents of discrimination and corrective actions taken	N/A	Not reported
407	**Freedom of association and collective bargaining**	**N/A**	**Not reported**
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A	Not reported
408	**Child labor**		
408-1	Operations and suppliers at significant risk for incidents of child labor	N/A	Not reported
409	**Forced or compulsory labor**		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	N/A	Not reported
410	**Security practices**		
410-1	Security personnel trained in human rights policies or procedures	N/A	Not reported
411	**Rights of indigenous peoples**		
411-1	Incidents of violations involving rights of indigenous peoples	N/A	Not reported
412	**Human rights assessment**		
412-1	Operations that have been subject to human rights reviews or impact assessments	N/A	Not reported
412-2	Employee training on human rights policies or procedures	N/A	Not reported

Topic-specific disclosure obligations (by materiality) continued

GRI 400: Social

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	N/A	Not reported
413	**Local communities**		
413-1	Operations with local community engagement, impact assessments and development programs	N/A	Not reported
413-2	Operations with significant actual and potential negative impacts on local communities	N/A	Not reported
414	**Supplier social assessment**		
414-1	New suppliers that were screened using social criteria	N/A	Not reported
414-2	Negative social impacts in the supply chain and actions taken	N/A	Not reported
415	**Public policy**		
415-1	Political contributions	N/A	Not reported
416	**Customer health and safety**		
416-1	Assessment of the health and safety impacts of product and service categories	N/A	Not reported
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	N/A	Not reported
417	**Marketing and labeling**		
417-1	Requirements for product and service information and labeling	N/A	Not reported
417-2	Incidents of non-compliance concerning product and service information labeling	N/A	Not reported
417-3	Incidents of non-compliance concerning marketing communications	N/A	Not reported

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
418	**Customer privacy**		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A	Not reported
419	**Socio-economic compliance**		
419-1	Non-compliance with laws and regulations in the social and economic area	N/A	Not reported

Sustainability Accounting Standards Board index

The following index shows TI Automotive's sustainability activities described in the context of the industry-specific reporting standards of the Sustainability Accounting Standards Board (SASB) for automotive suppliers (Automotive Parts).

Disclosure	Description	Comments/ page reference	Completeness (self assessment)
Energy management			
TR-AP-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	26	Partially reported
Waste management			
TR-AP-150a.1	(1) Total amount of waste from manufacturing, (2) percentage hazardous, (3) percentage recycled	35	Partially reported
Product safety			
TR-AP-250a.1	Number of recalls issued; total units recalled	N/A	Not reported
Design for fuel efficiency			
TR-AP-410a.1	Revenue from products designed to increase fuel efficiency and/or reduce emissions	N/A	Not reported
Materials sourcing			
TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	N/A	Not reported
Materials efficiency			
TR-AP-440b.1	Percentage of products sold that are recyclable	N/A	Not reported
TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content	N/A	Not reported
Competitive behavior			
TR-AP-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	N/A	Not reported
Activity metrics			
TR-AP-000.A	Number of parts produced	N/A	Not reported
TR-AP-000.B	Weight of parts produced	N/A	Not reported
TR-AP-000.C	Area of manufacturing plants	N/A	Not reported

UN Global Compact index

The following index serves as support for the 2024 Communication on Progress for TI Automotive in relation to the implementation of the principles of the UN Global Compact and, in this regard, presents the sustainability activities described in the context of the principles of the UN Global Compact.

Topic area	Principle	Page reference
Human rights	1. Businesses should support and respect the protection of internationally proclaimed human rights.	47–48
	2. Make sure that they are not complicit in human rights abuses.	47–48
Labor	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	47–48
	4. The elimination of all forms of forced and compulsory labor.	47–48
	5. The effective abolition of child labor.	47–48
	6. The elimination of discrimination in respect of employment and occupation.	40, 47–48
Environment	7. Businesses should support a precautionary approach to environmental challenges.	25
	8. Undertake initiatives to promote greater environmental responsibility.	25
	9. Encourage the development and diffusion of environmentally friendly technologies.	31–32
Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.	13, 53

Alignment with UN SDGs

UN SDG	UN SDG indicators	TI Automotive alignment
 **Ensure healthy lives and promote well-being for all at all ages**	**3.6:** By 2020, halve the number of global deaths and injuries from road traffic accidents **3.9:** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution, and contamination	Employee safety: commitment to ISO 45001 certification at all manufacturing locations. At the end of 2025 107 global manufacturing sites (71% of the total) were ISO 45001-certified. Promotion of health and safety through health and wellness program, and global Safety Week. Product safety: track record on quality and delivery of safety critical automotive components of vehicles. Environmental monitoring: limitations on the use of hazardous substances; certain required substances are strictly controlled and monitored.
 **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**	**4.3:** Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university **4.4:** Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Training and education programs in place globally including process knowledge, skill development and diversity and inclusion training.
 **Achieve gender equality and empower all women and girls**	**5.1:** End all forms of discrimination against all women and girls everywhere **5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life	Formal committees to promote diversity and inclusion and active Women's Empowerment Networks in each region. STEM scholarship program aimed at school-age girls.
 **Ensure available and sustainable management of water and sanitation for all**	**6.3:** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally **6.4:** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	Water conservation targets and continued to provide strong stewardship over our water resources. Any water treated and returned to rivers or local sewerage systems meets with local government effluent limitations. The CDP Water assessment highlights our commitment to water reporting. All plants are assessed for sensitivity to water stress indicators.
 **Ensure access to affordable, reliable, sustainable, and modern energy for all**	**7.2:** By 2030, increase substantially the share of renewable energy in the global energy mix **7.3:** By 2030, double the global rate of improvement in energy efficiency	Actively pursuing renewable energy sources, including committing to projects to bring more renewable energy to the grid. Examples: a ten-year commitment to 100% renewable energy purchase in Michigan; an ongoing renewable energy contract for plants in Brazil; consideration of renewable energy for contract renewals, including in Deeside, UK. Purchased over 170,000 MWh of renewable electricity (inclusive of EACs) in 2025, supporting our global Scope 1 & 2 emissions reduction by ~25%. Regional energy efficiency programs.

Alignment with UN SDGs continued

UN SDG	UN SDG indicators	TI Automotive alignment
 **Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all**	**8.2:** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors **8.3:** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value **8.7:** Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms **8.8:** Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Continued investment and development of our operations in developing economies. Including supporting productivity and development of a highly skilled labor force. Code of Business Conduct and Human Rights – sets out requirements related to labor and the inclusive and productive employment for all people regardless of gender, gender identity, race, and or sexual orientation. Policies cascaded into our value chain through a sustainable purchasing program, supply chain engagement, and required acceptance of contractual terms and conditions.
 **Ensure sustainable consumption and production patterns**	**12.2:** Achieve the sustainable management and efficient use of natural resources **12.4:** Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment **12.5:** Substantially reduce waste generation through prevention, reduction, recycling, and reuse	Tracking of waste from all manufacturing plants and annual publication of waste data. Targets to reduce waste to landfill and increase recycling rates by 2035. Tracking water use at manufacturing locations and initiation of 2035 water withdrawal reduction targets. Completion of a number of detailed Product Carbon Footprints (PCFs) using a product Life Cycle Assessment (LCA) approach to drive better understanding of environmental and resource use hotspots.
 **Take urgent action to combat climate change and its impacts**	**13.2:** Integrate climate change measures into national policies, strategies, and planning. **13.3:** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning	Carbon neutrality, GHG reduction targets. As part of TCFD, we have developed our understanding of potential climate change impacts and a strategy to address. Targeting unnecessary energy consumption reduction, including through our global energy efficiency program.
 **Conserve and sustainably use the oceans, seas and marine resources for sustainable development**	**14.1** By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Meet or exceed all effluent requirements for discharge to sanitary sewage systems and, in limited cases, rivers.

Glossary

AEVs	autonomous electric vehicles
AI	artificial intelligence
BEVs	battery electric vehicles
EVs	electric vehicles
GDI	gasoline direct injection
HEVs	hybrid electric vehicles
HPD	high-pressure diesel
ICE	internal combustion engine
LEVs	low emissions vehicle
LTIR	lost time incident rate
OEM	original equipment manufacturer
PHEVs	plug-in hybrid electric vehicles
PZEV	partial zero emissions vehicle
REEV	range-extender electric vehicle
SBTi	Science Based Targets initiative
SCR	selective catalytic reduction
SIB	ship-in-a-bottle
STEM	science, technology, engineering, and maths
TAPT	tank advanced process technology
TRIR	total recordable incident rate
UN SDGs	United Nations Sustainable Development Goals

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TI AUTOMOTIVE

Sustainability Report 2025