## N TriMas



First Quarter 2017 Earnings Presentation

## Forward-Looking Statement

## Forward-Looking Statement

Any "forward-looking" statements, within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, contained herein, including those relating to the Company's business, financial condition or future results, involve risks and uncertainties with respect to, including, but not limited to: the Company's leverage; liabilities imposed by the Company's debt instruments; market demand; competitive factors; supply constraints; material and energy costs; intangible assets, including goodwill or other intangible asset impairment charges; technology factors; litigation; government and regulatory actions; the Company's accounting policies; future trends; general economic and currency conditions; the potential impact of Brexit; various conditions specific to the Company's business and industry; the Company's ability to identify attractive acquisition candidates, successfully integrate acquired operations or realize the intended benefits of such acquisitions; potential costs and savings related to facility consolidation activities; future prospects of the Company; and other risks that are detailed in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2016. These risks and uncertainties may cause actual results to differ materially from those indicated by the forward-looking statements. All forward-looking statements made herein are based on information currently available, and the Company assumes no obligation to update any forward-looking statements.

## Non-GAAP Financial Measures

In this presentation, certain non-GAAP financial measures may be used. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measure may be found in the Appendix at the end of this presentation or in the earnings releases available on the Company's website. Additional information is available at www.trimascorp.com under the "Investors" section.

Please see the Appendix for details regarding certain costs, expenses and other amounts or charges, collectively described as "Special Items," that are included in the determination of net income, earnings per share and/or cash flows from operating activities under GAAP, but that management believes should be separately considered when evaluating the quality of the Company's core operating results, given they may not reflect the ongoing activities of the business. Management believes that presenting these non-GAAP financial measures, on an after Special Items basis, provides useful information to investors by helping them identify underlying trends in the Company's businesses and facilitating comparisons of performance with prior and future periods. These non-GAAP financial measures should be considered in addition to, and not as a replacement for or superior to, the comparable GAAP financial measures.

## Agenda

1. Quarter Highlights and Performance
2. Segment Summary
3. Outlook
4. Questions and Answers
5. Appendix

Presenters Include:

- Thomas Amato, President and Chief Executive Officer
- Robert Zalupski, Chief Financial Officer
- Sherry Lauderback, Vice President, Investor Relations


## TriMas

## Quarter Highlights and Performance

## First Quarter Highlights

- First quarter results are showing positive signs from actions taken
" Operating under a redefined TriMas Business Model
- Accelerated business realignment efforts to drive improved performance
» Leveraged existing locations and exited facilities in Wolverhampton, UK (Energy); Reynosa, Mexico (Energy); and Greater Noida, India (Packaging)
" Approaching optimized manufacturing footprint for anticipated demand levels
- Focused on achieving or exceeding 2017 Plan



## First Quarter Performance

|  | Q1 2017 | Q1 2016 | Variance |
| :---: | :---: | :---: | :---: |
| Net Sales | \$199.8 | \$202.9 | (1.5\%) |
| Operating Profit | \$15.7 | \$16.5 | (4.3\%) |
| Excluding Special Items, Operating Profit would have been: <br> Excluding Special Items, Operating Profit margin would have been: | $\begin{aligned} & \$ 23.9 \\ & 11.9 \% \end{aligned}$ | $\begin{aligned} & \$ 21.8 \\ & 10.8 \% \end{aligned}$ | $\begin{gathered} 9.2 \% \\ 110 \text { bps } \end{gathered}$ |
| Net Income | \$7.0 | \$8.3 | (15.8\%) |
| Excluding Special Items, Net Income would have been: | \$14.0 | \$12.4 | 12.9\% |
| Diluted Earnings Per Share | \$0.15 | \$0.18 | (16.7\%) |
| Excluding Special Items, Diluted Earnings Per Share would have been: | \$0.30 | \$0.27 | 11.1\% |

Note: Please see the Appendix for a detailed reconciliation to GAAP results.

- Q1 2017 net sales were lower than Q1 2016 by $1.5 \%$ as a result of currency and de-emphasizing certain regions in the Energy segment
- On a constant currency basis, the Aerospace and Packaging segments increased 12\% and $3 \%$, respectively, driven by improved production throughput and product ramp-ups
- Accelerated realignment and continuous improvement initiatives lifted Q1 2017 operating profit, excluding Special Items, by 9.2\% compared to the prior year
- Increased Q1 2017 EPS, excluding Special Items, by 11.1\% to \$0.30, compared to Q1 2016

Improved performance as a result of accelerated realignment efforts.

## First Quarter Performance

|  | Q12017 | Q1 2016 | Variance | Q4 2016 | Variance |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Free Cash Flow ${ }^{(1)}$ | $\$ 17.7$ | $(\$ 5.9)$ | $\$ 23.6$ | $\$ 33.2$ | $(\$ 15.5)$ |
| Capital Expenditures | $\$ 10.7$ | $\$ 6.0$ | $\$ 4.8$ | $\$ 8.9$ | $\$ 1.8$ |
| Inventories | $\$ 159.0$ | $\$ 167.3$ | $(\$ 8.3)$ | $\$ 160.5$ | $(\$ 1.5)$ |
| Total Debt | $\$ 366.9$ | $\$ 437.9$ | $(\$ 71.0)$ | $\$ 374.7$ | $(\$ 7.8)$ |
| Cash | $\$ 22.6$ | $\$ 25.4$ | $(\$ 2.8)$ | $\$ 20.7$ | $\$ 1.9$ |
| Net Debt | $\$ 344.2$ | $\$ 412.4$ | $(\$ 68.2)$ | $\$ 353.9$ | $(\$ 9.7)$ |

Note: Please see the Appendix for a detailed reconciliation to GAAP results.
${ }^{(1)}$ Free Cash Flow is defined as Net Cash Provided by/Used for Operating Activities, excluding the cash impact of Special Items, less Capital Expenditures.

- Reduced Net Debt by $\$ 68.2$ million to $\$ 344.2$ million compared to March 31,2016
- Improved Free Cash Flow ${ }^{(1)}$ by $\$ 23.6$ million to $\$ 17.7$ million compared to Q1 2016, through enhanced focus on performance and net working capital management
- Ended the quarter with cash and available liquidity of approximately $\$ 169$ million, and a leverage ratio of $2.5 x$

Increased focus on cash flow as a key component of the new TriMas Business Model.

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## Segment Summary

## Packaging Segment

| Financial Summary | Q1 2017 | Q1 2016 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | $\$ 81.0$ | $\$ 80.1$ | $1.1 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 18.5$ | $\$ 18.3$ | $1.1 \%$ |
| Operating Margin, excluding <br> Special Items | $22.9 \%$ | $22.9 \%$ | 0 bps |

Note: Please see the Appendix for a detailed reconciliation to GAAP results.


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## Quarterly Comments

- Sales increased $3 \%$ on a constant currency basis
- Growth in the Industrial, Health Beauty \& Home Care, and Food \& Beverage end markets
- Operating profit increased slightly, while margins remained solid
- Consolidated Greater Noida location into Baddi, India facility to streamline infrastructure
- Completed new facility with expanded capacity in San Miguel, Mexico
- Leveraging innovation resources and support teams in India, the United Kingdom and the United States to drive new product growth

Positioning business for product innovation to drive future growth.

## Aerospace Segment

| Financial Summary | Q1 2017 | Q1 2016 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | $\$ 45.4$ | $\$ 40.5$ | $12.1 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 5.0$ | $\$ 3.5$ | $41.6 \%$ |
| Operating Margin, excluding <br> Special Items | $11.0 \%$ | $8.7 \%$ | 230 bps |

Note: Please see the Appendix for a detailed reconciliation to GAAP results.

## Markets, Products \& Brands



MAC $\mp$ FASTENERS

MARTINIC
ENGINEERING ${ }^{\text {m }}$

## Actions

- Continuing focus on increasing manufacturing output and improved production efficiencies
- Seeking to drive additional synergies across fastener businesses and further integrate platform
- Continuing efforts to better align product mix and focus production capacity to improve financial performance

Focusing on manufacturing and delivery performance.

## Energy Segment

| (Unaudited, dollars in millions) |  |  |  |
| :--- | :---: | :---: | :---: |
| Financial Summary | Q1 2017 | Q1 2016 | Variance |
| Sales | $\$ 40.9$ | $\$ 44.8$ | $-8.5 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 2.5$ | $\$ 1.1$ | $133.0 \%$ |
| Operating Margin, excluding <br> Special Items | $6.2 \%$ | $2.4 \%$ | 380 bps |

Note: Please see the Appendix for a detailed reconciliation to GAAP results.

## Markets, Products \& Brands



Sealing Global - Servicing Local

## Quarterly Comments

- Sales decreased due to de-emphasizing underperforming regions and reduced demand in oil and gas end markets (exited Wolverhampton, UK facility)
- Ceased production in Reynosa, Mexico facility in favor of leveraging existing Houston infrastructure
- Business realignment actions offsetting the profit impact of the lower sales levels
$\square$
- On-going assessment of the global manufacturing and branch footprint to ensure optimal infrastructure for anticipated demand levels
- Driving continued manufacturing and operational improvements across all locations
- Expanding sales and development efforts of specialty products and new applications

Accelerating performance improvement plans.

## Engineered Components Segment

(Unaudited, dollars in millions)

| Financial Summary | Q1 2017 | Q1 2016 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | $\$ 32.5$ | $\$ 37.5$ | $-13.3 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 5.0$ | $\$ 5.7$ | $-13.1 \%$ |
| Operating Margin, excluding <br> Special Items | $15.3 \%$ | $15.3 \%$ | 0 bps |

Note: Please see the Appendix for a detailed reconciliation to GAAP results. Markets, Products \& Brands


## Actions

- Continuing to manage through customer consolidations which impact steel cylinder demand and activity
- Seeking to enter new steel cylinder product-use markets such as hydrogen fuel cell applications
- Focusing on turning quote activity into additional sales of Arrow products

Tight cost management mitigating impact of lower end market volume.

## Segment Performance Summary

Net Sales


Segment Operating Profit Margin
(excluding Special Items)


Note: Please see the detailed reconciliation to GAAP results in the Appendix.

Improvements driven by accelerated realignment actions.

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Outlook



Note: All of the figures on this slide exclude any current and future Special Items.
${ }^{(1)}$ Free Cash Flow is defined as Net Cash Provided by/Used for Operating Activities, excluding the cash impact of Special Items, less Capital Expenditures.

Reaffirming previously provided full year 2017 outlook.

## Closing Comments

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Improve cash generation through performance to drive higher returns.

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Questions and Answers

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Appendix

## Condensed Consolidated Balance Sheet

(Dollars in thousands)

|  | $\begin{gathered} \text { March 31, } \\ 2017 \end{gathered}$ |  | $\begin{gathered} \text { December 31, } \\ 2016 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
|  | (unaudited) |  |  |  |
| Assets |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents. | \$ | 22,640 | \$ | 20,710 |
| Receivables, net. |  | 119,240 |  | 111,570 |
| Inventories. |  | 159,010 |  | 160,460 |
| Prepaid expenses and other current assets. |  | 7,980 |  | 16,060 |
| Total current assets. |  | 308,870 |  | 308,800 |
| Property and equipment, net. |  | 184,000 |  | 179,160 |
| Goodwill. |  | 316,110 |  | 315,080 |
| Other intangibles, net. |  | 209,100 |  | 213,920 |
| Other assets. |  | 34,810 |  | 34,690 |
| Total assets. | \$ | 1,052,890 | \$ | 1,051,650 |
| Liabilities and Shareholders' Equity |  |  |  |  |
| Current liabilities: |  |  |  |  |
| Current maturities, long-term debt. | \$ | 13,770 | \$ | 13,810 |
| Accounts payable. |  | 76,850 |  | 72,270 |
| Accrued liabilities. |  | 40,880 |  | 47,190 |
| Total current liabilities. |  | 131,500 |  | 133,270 |
| Long-term debt, net. |  | 353,110 |  | 360,840 |
| Deferred income taxes. |  | 8,070 |  | 5,910 |
| Other long-term liabilities. |  | 50,130 |  | 51,910 |
| Total liabilities. |  | 542,810 |  | 551,930 |
| Total shareholders' equity....................................... |  | 510,080 |  | 499,720 |
| Total liabilities and shareholders' equity....................... | \$ | 1,052,890 | \$ | 1,051,650 |

## Consolidated Income Statement



## Consolidated Statement of Cash Flow

(Unaudited, dollars in thousands)

|  | Three months ended March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2017 |  | 2016 |  |
| Cash Flows from Operating Activities: |  |  |  |  |
| Net income. | \$ | 6,990 | \$ | 8,300 |
| Adjustments to reconcile net income to net cash provided by (used for) operating activities: |  |  |  |  |
| Loss on dispositions of assets. |  | 4,170 |  | 590 |
| Depreciation. |  | 5,800 |  | 5,940 |
| Amortization of intangible assets. |  | 4,990 |  | 5,100 |
| Amortization of debt issue costs. |  | 350 |  | 340 |
| Deferred income taxes. |  | 1,870 |  | (20) |
| Non-cash compensation expense. |  | 1,470 |  | 1,970 |
| Tax effect from stock based compensation. |  | - |  | 620 |
| Increase in receivables. |  | $(7,590)$ |  | $(11,210)$ |
| (Increase) decrease in inventories. |  | (420) |  | 330 |
| Decrease in prepaid expenses and other assets. |  | 8,070 |  | 7,700 |
| Decrease in accounts payable and accrued liabilities. |  | $(3,160)$ |  | $(23,660)$ |
| Other operating activities. |  | (570) |  | 660 |
| Net cash provided by (used for) operating activities. |  | 21,970 |  | $(3,340)$ |
| Cash Flows from Investing Activities: |  |  |  |  |
| Capital expenditures. |  | $(10,740)$ |  | $(5,980)$ |
| Net proceeds from dispositions of property and equipment. |  | 30 |  | 120 |
| Net cash used for investing activities.............................................................. |  | $(10,710)$ |  | $(5,860)$ |
| Cash Flows from Financing Activities: |  |  |  |  |
| Repayments of borrowings on term loan facilities..................................................... |  | $(3,470)$ |  | $(3,470)$ |
| Proceeds from borrowings on revolving credit and accounts receivable facilities.............. |  | 186,640 |  | 117,130 |
| Repayments of borrowings on revolving credit and accounts receivable facilities............. |  | $(191,760)$ |  | $(97,220)$ |
| Shares surrendered upon options and restricted stock vesting to cover taxes.................. |  | (450) |  | (650) |
| Other financing activities. |  | (290) |  | (620) |
| Net cash provided by (used for) financing activities.......................................... |  | $(9,330)$ |  | 15,170 |
| Cash and Cash Equivalents: |  |  |  |  |
| Net increase for the period.. |  | 1,930 |  | 5,970 |
| At beginning of period. |  | 20,710 |  | 19,450 |
| At end of period....................................................................................... | \$ | 22,640 | \$ | 25,420 |
| Supplemental disclosure of cash flow information: |  |  |  |  |
| Cash paid for interest......... | \$ | 3,050 | \$ | 2,980 |
| Cash paid for taxes.. | \$ | 1,230 | \$ | 1,780 |

## Company \& Segment Financial Information

(Unaudited, dollars in thousands)

|  |  | 2017 |  | 2016 |
| :---: | :---: | :---: | :---: | :---: |
| Packaging |  |  |  |  |
| Net sales. | \$ | 80,960 | \$ | 80,110 |
| Operating profit. | \$ | 16,850 | \$ | 17,840 |
| Special Items to consider in evaluating operating profit: |  |  |  |  |
| Business restructuring and severance costs. | \$ | 1,670 | \$ | 470 |
| Excluding Special Items, operating profit would have been. | \$ | 18,520 | \$ | 18,310 |
| Aerospace |  |  |  |  |
| Net sales. | \$ | 45,420 | \$ | 40,500 |
| Operating profit. | \$ | 5,000 | \$ | 3,460 |
| Special Items to consider in evaluating operating profit: |  |  |  |  |
| Business restructuring and severance costs.. | \$ | - | \$ | 70 |
| Excluding Special Items, operating profit would have been. | \$ | 5,000 | \$ | 3,530 |
| Energy |  |  |  |  |
| Net sales. | \$ | 40,930 | \$ | 44,750 |
| Operating loss. | \$ | $(3,900)$ | \$ | $(3,610)$ |
| Special Items to consider in evaluating operating profit: |  |  |  |  |
| Business restructuring and severance costs. | \$ | 6,440 | \$ | 4,700 |
| Excluding Special Items, operating profit would have been................... | \$ | 2,540 | \$ | 1,090 |
| Engineered Components |  |  |  |  |
| Net sales. | \$ | 32,520 | \$ | 37,520 |
| Operating profit. | \$ | 4,980 | \$ | 5,580 |
| Special Items to consider in evaluating operating profit: |  |  |  |  |
| Business restructuring and severance costs........................................ | \$ | - | \$ | 150 |
| Excluding Special Items, operating profit would have been................... | \$ | 4,980 | \$ | 5,730 |
| Corporate expenses |  |  |  |  |
| Operating loss................................................................................. | \$ | $(7,190)$ | \$ | $(6,820)$ |
| Total Company |  |  |  |  |
| Net sales. | \$ | 199,830 | \$ | 202,880 |
| Operating profit............................................................................... | \$ | 15,740 | \$ | 16,450 |
| Total Special Items to consider in evaluating operating profit....................... | \$ | 8,110 | \$ | 5,390 |
| Excluding Special Items, operating profit would have been................... | \$ | 23,850 | \$ | 21,840 |

## Additional Information Regarding Special Items TriMas

(Unaudited, dollars in thousands, except for per share amounts)

|  | Three months ended March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2017 |  | 2016 |  |
| Net income, as reported........................................................................................... | \$ | 6,990 | \$ | 8,300 |
| After-tax impact of Special Items to consider in evaluating quality of net income: <br> Business restructuring and severance costs. $\qquad$ 7,000 <br> 4,090 |  |  |  |  |
| Excluding Special Items, net income would have been................................................ | \$ | 13,990 | \$ | 12,390 |
|  | Three months ended March 31, |  |  |  |
|  | 2017 |  | 2016 |  |
| Diluted earnings per share, as reported...................................................................... | \$ | 0.15 | \$ | 0.18 |
| After-tax impact of Special Items to consider in evaluating quality of EPS: |  |  |  |  |
| Excluding Special Items, EPS would have been.......................................................... | \$ | 0.30 | \$ | 0.27 |
| Weighted-average shares outstanding .................................................................... |  | 08,958 |  | 654,816 |


|  | Three months ended March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2017 |  | 2016 |  |
| Operating profit (excluding Special Items)..................................................................... | \$ | 23,850 | \$ | 21,840 |
| Corporate expenses (excluding Special Items). |  | 7,190 |  | 6,820 |
| Segment operating profit (excluding Special ltems). | \$ | 31,040 | \$ | 28,660 |
| Segment operating profit margin (excluding Special Items)............................................. |  | 15.5\% |  | 14.1\% |

## Additional Information Regarding Special Items $\boldsymbol{\Sigma}$ TriMas

(Unaudited, dollars in thousands)

|  | Three months ended March 31, |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2017 |  |  |  |  |  | 2016 |  |  |  |  |  |
|  | As reported |  | Special Items |  | Excluding Special Items |  | As reported |  | Special Items |  | Excluding Special Items |  |
| Net cash provided by (used for) operating activities.. | \$ | 21,970 | \$ | 6,490 | \$ | 28,460 | \$ | $(3,340)$ | \$ | 3,440 | \$ | 100 |
| Less: Capital expenditures.. |  | $(10,740)$ |  | - |  | $(10,740)$ |  | $(5,980)$ |  | - |  | $(5,980)$ |
| Free Cash Flow. |  | 11,230 |  | 6,490 |  | 17,720 |  | $(9,320)$ |  | 3,440 |  | $(5,880)$ |
| Net income.. |  | 6,990 |  | 7,000 |  | 13,990 |  | 8,300 |  | 4,090 |  | 12,390 |
| Free Cash Flow as a percentage of net income. |  | 161\% |  |  |  | 127\% |  | -112\% |  |  |  | -47\% |


|  | March 31, 2017 |  | $\begin{gathered} \text { December 31, } \\ 2016 \\ \hline \end{gathered}$ |  | March 31, 2016 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Current maturities, long-term debt. | \$ | 13,770 | \$ | 13,810 | \$ | 13,840 |
| Long-term debt, net. |  | 353,110 |  | 360,840 |  | 424,010 |
| Long-term Debt. |  | 366,880 |  | 374,650 |  | 437,850 |
| Less: Cash and cash equivalents.. |  | 22,640 |  | 20,710 |  | 25,420 |
| Net Debt. | \$ | 344,240 | \$ | 353,940 | \$ | 412,430 |

## LTM Bank EBITDA and Ratios

(Unaudited, dollars in thousands)

|  | $\begin{gathered} \text { March 31, } \\ 2017 \end{gathered}$ |  | $\begin{gathered} \text { December 31, } \\ 2016 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Net loss for the twelve months ended........... | \$ | $(41,110)$ | \$ | $(39,800)$ |
| Interest expense. |  | 13,830 |  | 13,720 |
| Depreciation and amortization. |  | 44,610 |  | 44,860 |
| Extraordinary non-cash charges. |  | 98,900 |  | 98,900 |
| Non-cash compensation expense. |  | 6,440 |  | 6,940 |
| Other non-cash expenses or losses. |  | 12,070 |  | 8,180 |
| Non-recurring expenses or costs |  | 13,700 |  | 11,400 |
| Acquisition integration costs........................................................... |  | 690 |  | 1,460 |
| Bank EBITDA - LTM Ended ${ }^{(1)}$. | \$ | 149,130 | \$ | 145,660 |
| ${ }^{(1)}$ As defined in the Credit Agreement dated June 30, 2015. |  |  |  |  |
| Key Ratios: |  | arch 31, 2017 |  | mber 31, 2016 |
| Bank LTM EBITDA. |  | 149,130 | \$ | 145,660 |
| Interest Coverage Ratio. |  | 12.03 x |  | 11.94 x |
| Leverage Ratio........ |  | 2.52 x |  | 2.63 x |

