



COMPANY OVERVIEW



WELCOME TO PHINIA

\$3.4Bn GLOBAL
BUSINESS

*2022 REVENUE



FUELSYSTEMS
+ **AFTERMARKET**

GLOBALLY
RECOGNISED
BRANDS

Delphi



44 → **20**
LOCATIONS COUNTRIES



12,900 EMPLOYEES
WORLDWIDE



OUR VISION

ADVANCING
SUSTAINABILITY
TODAY, POWERING
A CARBON-FREE
TOMORROW.



OUR VALUES

- **Product Leadership** - Innovation that brings value to our customers
- **Humility** - Seeking out diverse perspectives and working collaboratively
- **Inclusivity** - Recognizing our differences make us stronger; we are bold and intentional
- **Net-Zero** - Committed to energy efficiency, waste reduction and beneficial reuse
- **Integrity** - Taking responsibility for our decisions and doing what is right
- **Accountability** - Taking ownership of our actions and for driving results



Our values support our commitment to innovation and quality as a trusted partner, powering our customers' transition to a cleaner, **brighter tomorrow.**

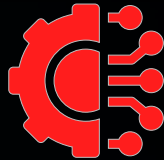
OUR STRATEGY

**PRODUCT
LEADERS**



In systems and components for fuel systems and aftermarket products and services

**TECHNOLOGICAL
INNOVATION**



Providing value and premium solutions

**FINANCIAL
DISCIPLINE**



Combined with flawless execution

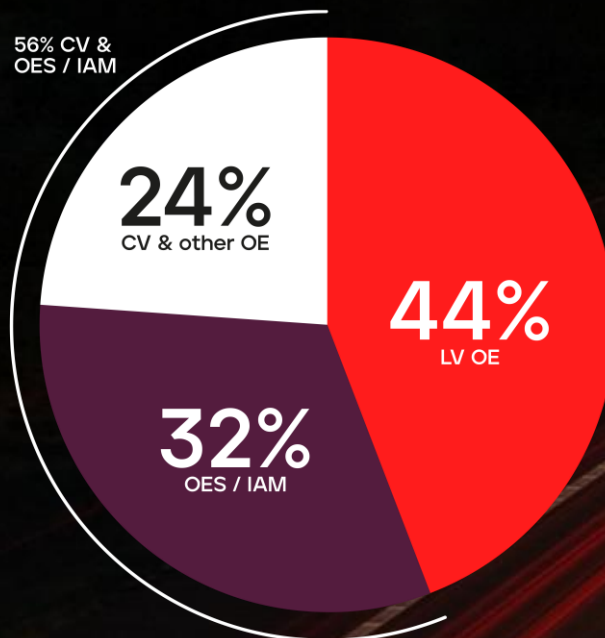
CUSTOMERS



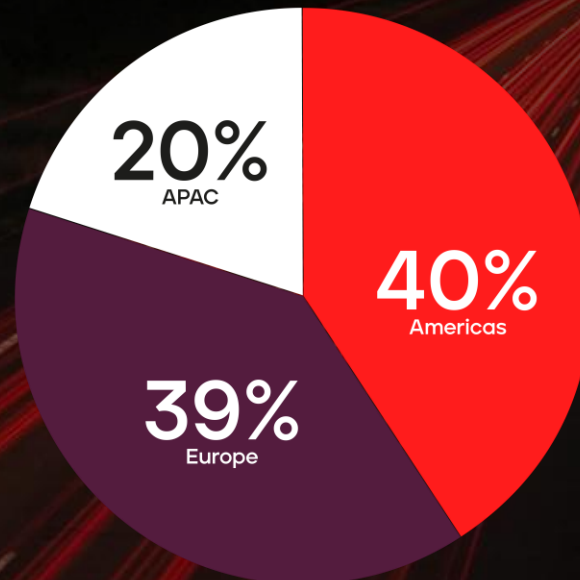
Always putting the customer first

OUR STRENGTHS

DIVERSE END-MARKETS EXPOSURE



DIVERSE GLOBAL FOOTPRINT



STRONG GLOBAL OEM RELATIONSHIPS

VOLVO – PACCAR – DAIMLER TRUCK
CATERPILLAR – HYUNDAI
CNH INDUSTRIAL – GENERAL MOTORS
FORD – STELLANTIS – VOLKSWAGEN
BMW – DONGFENG MOTOR



OUR STRENGTHS

THE ABILITY TO SHAPE
AND DEFINE OUR OWN
FUTURE; TO INNOVATE
AND DELIVER VALUE LIKE
NEVER BEFORE.



OUR STRENGTHS



**Experienced and
expert leadership team**



**Product leadership
strategy**



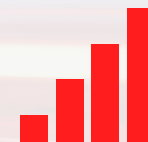
Local drive



**Empowerment
of our people**



Financial discipline



Focus on results

INNOVATIVE SYSTEMS AT THE FOREFRONT OF FUEL EFFICENCY



1

Market-leading integrated fuel systems featuring value-added software and calibration

2

Customer partnership approach for comprehensive and customized solutions

3






Delivering innovative solutions to meet increasing customer and industry demands

4

Applying core technology and competencies to grow



LEADING, INTEGRATED FUEL SYSTEMS AND COMPONENTS

	<div>★ Gasoline / Hydrogen Injection System</div>	<div>★ Diesel Injection System</div>	<div>★ Fuel Delivery Module</div>	<div>★ Canister</div>
Description	<div></div> <div>Inject fuel at precise intervals for optimal efficiency</div>	<div></div> <div>High-efficiency pump system delivers fuel to injectors</div>	<div></div> <div>High-efficiency pump system delivers fuel to injectors</div>	<div></div> <div>Recirculates fuel vapors and regulates pressure</div>
Category Highlights	GD: 350+ bar for high efficiency and low emissions	Highly efficient reaching up to 3,000 bar pressure	Sealed system enables higher reliability with low energy consumption	Robust system capable of being implemented across various engines
	High performance for good value			
	Engine Control Unit hardware design capabilities growing			
	ECU, System Integration and Software Calibration			
	<ul style="list-style-type: none">Proven software in fuel agnostic applicationsSignificant calibration and testing capabilities		<ul style="list-style-type: none">Leading software developmentKnow-how on all EMS components	
<div>★ Global top-3 market position across all categories</div>	<div>PHINIA</div>			

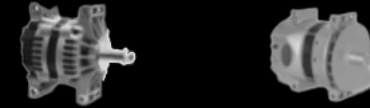
STARTERS & ALTERNATORS FOCUSED ON CV

STARTERS



Conventional and Long-Life

ALTERNATORS



Conventional and High-Efficiency Brushless

- Output 3.3 KW – 10 KW
- 12V and 24V
- New and remanufactured

- Output 50A – 430A
- 12V & 24V
- New and remanufactured

Bringing Customer Value via Tailored Application Support and OE, Fleet, Dealer Training

DELIVERING INNOVATION TO ADDRESS OEM'S NEEDS

CURRENT SYSTEMS

CV



Current technology meeting the world's most stringent emission standards

FUTURE SYSTEMS



Next-gen technology enhances fuel efficiency, reduces particulates to meet stringent Euro 7 emission standards

ALTERNATIVE FUELS



Leveraging base technology, deliver innovative alternative fuel technologies

350 bar Direct Injection

LV



Strong technology products and systems for excellent vehicle performance

500+ bar Direct Injection



Continued GDI technology investment providing even greater performance to customers

ECU



Design and development:

 **BorgWarner**

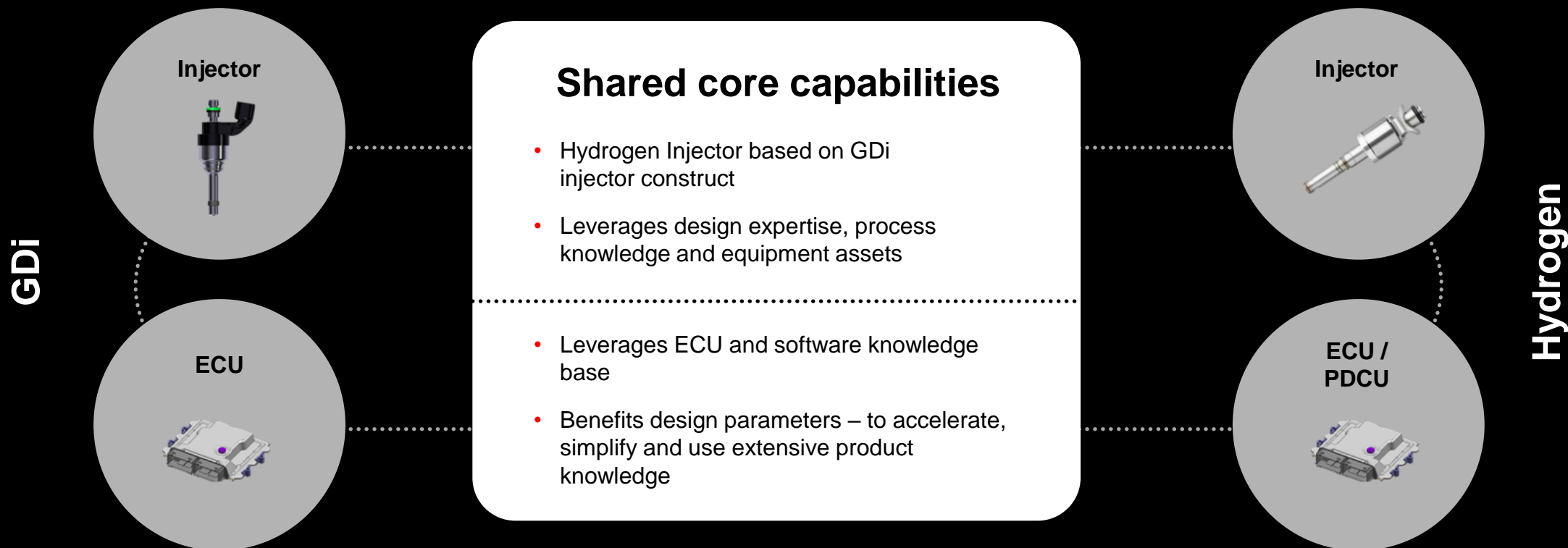


Design and development:

 **PHINIA**



HYDROGEN INJECTION LEVERAGES GDİ TECHNOLOGY



Core Technology Positions PHINIA to be the Leader in Hydrogen

AFTERMARKET SEGMENT IS A PLATFORM FOR GROWTH



1

Our approach combines OE credibility & synergies with aftermarket specialist agility

2

Serves global market with broad product portfolio leveraging powerful brands

3

Significant growth opportunities with strong margins and cash flow

HOLISTIC APPROACH TO WINNING IN THE AFTERMARKET



STRONG AFTERMARKET POSITIONING AND POWERFUL BRANDS

CLEANER.
BETTER.
FURTHER.



Delphi



Delco Remy



hartridge

MANAGEMENT TEAM WITH TRACK RECORD OF SUCCESS



Bradly D. Ericson
Chief Executive Officer

- Joined BWA in 2000
- 30+ years of experience
- Previously President & GM of Morse Systems and Emissions Systems and Chief Strategy Officer



Chris Gropp
Chief Financial Officer

- Joined BWA in 2001
- 30+ years of experience
- Previously VP, Finance of Transmission Systems and Emissions



Todd Anderson
Chief Technology Officer



Neil Fryer
VP and GM, Aftermarket



Chris Gustanski
VP, Operational Excellence



Mike Coetzee
VP and GM, Americas



Pedro Abreu
VP and GM, Asia Pacific



John Lipinski
VP and GM, Europe



Robert Boyle
VP and General Counsel



Sebastian Dori
VP and Chief Procurement Officer



Matt Logar
VP and Chief Information Officer



Alisa Di Beasi
VP and Chief Human Resources Officer

- Highly skilled operators with significant industry experience
- Expertise with respective businesses
- Successful execution of restructuring programs
- Successful maneuvering of business through recent market environment
- Demonstrated success in acquisitions and integrations across CV / Industrial, Aftermarket, etc.



Thank you!

