



# Q1 2026 EARNINGS



Precision. Performance. Practical Solutions.

# Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of U.S. federal securities laws. Forward-looking statements are statements other than historical fact that provide current expectations or forecasts of future events based on certain assumptions and are not guarantees of future performance. Forward-looking statements use words such as “anticipate,” “believe,” “continue,” “could,” “designed,” “effect,” “estimate,” “evaluate,” “expect,” “forecast,” “goal,” “initiative,” “intend,” “likely,” “may,” “outlook,” “plan,” “potential,” “predict,” “project,” “pursue,” “seek,” “should,” “target,” “when,” “will,” “would,” and other words of similar meaning.

Forward-looking statements are subject to risks, uncertainties, and factors relating to our business and operations, all of which are difficult to predict and which could cause our actual results to differ materially from the expectations expressed in or implied by such forward-looking statements. Risks, uncertainties, and factors that could cause actual results to differ materially from those implied by these forward-looking statements include, but are not limited to: adverse changes in general business and economic conditions, including recessions, adverse market conditions or downturns and other factors, including geopolitical tensions and related trade restrictions, impacting the global transportation and industrial equipment industries; our inability to deliver new products, services and technologies in response to changing consumer preferences and evolving exhaust emissions regulations, or acceleration of the market for electric vehicles or deceleration of the market for alternative fuel technologies, including for use in internal combustion engines; competitive industry conditions; failure to identify, consummate, effectively integrate or realize the expected benefits from acquisitions, partnerships or other strategic investments; failure of or disruption in our technology infrastructure, including a disruption related to cybersecurity; pricing pressures from customers; elevated inflation rates and volatility in the costs of commodities used in the production of our products; difficulties launching new machine, engine or vehicle programs; changes in U.S. and foreign administrative policy, including increases in tariffs, changes to existing trade agreements and import or export licensing requirements and exchange controls, and any resulting changes in international trade relations; our inability to identify, attract, retain and develop a qualified global workforce; our inability to protect our intellectual property; failure to achieve the anticipated savings and benefits from restructuring and other actions, including those intended to improve future profitability and competitiveness, optimize our product portfolio and operations and execute our strategy; extraordinary events, including natural disasters or extreme weather events, political disruptions, terrorist attacks, pandemics or other public health crises, and acts of war; risks related to our international operations; economic, geopolitical, social and market conditions impacting our business in China; supply chain disruptions, including due to U.S. and foreign government action; our reliance on a limited number of OEM customers; work stoppages, production shutdowns and similar events or conditions; liabilities related to product warranties, litigation and other claims; current and future environmental, health and safety, human rights and other laws and regulations related to corporate sustainability; tax audits or similar processes, and changes in tax laws or tax rates taken by taxing authorities; governmental investigations and related proceedings; the impacts of climate change, regulations related to climate change, various stakeholders’ emphasis on reducing the impacts of climate change and other related matters; compliance with and changes in other laws and regulations impacting our operations; impairment charges on goodwill, indefinite-lived intangible assets and long-lived assets; changes in interest rates and asset returns that increase our pension funding obligations; restrictive covenants and other requirements impacting our financial and operating flexibility pursuant to the agreements governing our indebtedness;; risks relating to the Spin-Off, including a determination that the Spin-Off does not qualify as tax-free for U.S. federal income tax purposes, our or our Former Parent’s failure to perform under, or additional disputes that may arise between the parties relating to, various transaction agreements executed in connection with the Spin-Off and any amendments and restatements thereto, and the availability of, and our ability to use, various credits and offsets detailed in such agreements or the settlement agreement between the Company and our Former Parent; and other risks and uncertainties described in Item 1A, “Risk Factors” and in our other reports filed from time to time with the Securities and Exchange Commission (the SEC).

We caution readers not to place undue reliance upon any such forward-looking statements, which speak only as of the date they are made. We undertake no obligation to publicly update forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.

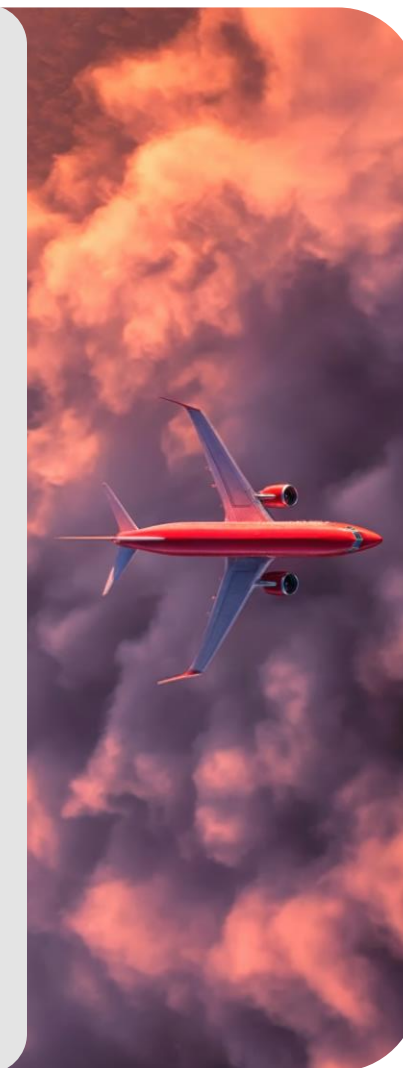
## Non-GAAP Financial Measures

This presentation contains information about PHINIA’s financial results that is not presented in accordance with accounting principles generally accepted in the United States (GAAP). Such non-GAAP financial measures are reconciled to their most directly comparable GAAP financial measures in the Appendix. The reconciliations include all information reasonably available to the Company at the date of this presentation and the adjustments that management can reasonably predict. Management believes that these non-GAAP financial measures are useful to management, investors, and banking institutions in their analysis of the Company’s business and operating performance. Management also uses this information for operational planning and decision-making purposes.

Non-GAAP financial measures are not and should not be considered a substitute for any GAAP measure. Additionally, because not all companies use identical calculations, the non-GAAP financial measures as presented by PHINIA may not be comparable to similarly titled measures reported by other companies. A reconciliation of each of projected Adjusted EBITDA, Adjusted EBITDA Margin and Adjusted Free Cash Flow, which are forward-looking non-GAAP financial measures, to the most directly comparable GAAP financial measure, is not provided because the Company is unable to provide such reconciliation without unreasonable effort. The inability to provide each reconciliation is due to the unpredictability of the amounts and timing of events affecting the items we exclude from the non-GAAP measure.

# GLOSSARY

Acronym	Definition
Adj	Adjusted
AOI	Adjusted Operating Income
BEV	Battery Electric Vehicle
CAGR	Compound Annual Growth Rate
CV	Commercial Vehicle
EBITDA	Earnings Before Interest, Tax, Depreciation & Amortization
EPS	Earnings Per Share
FCF	Free Cash Flow
FX	Foreign Exchange
HD	Heavy Duty
Hwy	Highway
Ind	Industrial
LCV	Light Commercial Vehicle
LPV	Light Passenger Vehicle
M&A	Mergers & Acquisitions
MD	Medium Duty
OEM	Original Equipment Manufacturer
OES	Original Equipment Service
SEM	Swedish Electromagnet Invest AB
YoY	Year Over Year



# LONG-TERM VALUE CREATION

EXECUTING STRATEGIES TO DELIVER CONSISTENT SHAREHOLDER RETURNS



## Product Leadership

- Leading Competitive Position



## Stable Growth

- Diverse Industrial Markets



## Financial Discipline

- Consistent and Reliable Performer



## Maximizing Total Shareholder Returns



# FIRST QUARTER 2026 HIGHLIGHTS

COMMITTED TO FINANCIAL SUCCESS



## Key Financial Metrics

- **12.2%** Total Segment Adj. Operating Income Margin
  - **9.3%** Fuel Systems
  - **17.0%** Aftermarket



**\$878M**

Net Sales



**\$115M 13.1%**

Adjusted EBITDA<sup>(1)</sup> & Margin<sup>(1)</sup>



**\$1.29**

Adjusted Diluted EPS<sup>(1)</sup>

First-Quarter Strong Financial Performance Delivered **\$67M** to Shareholders, **\$82M** YoY Net Sales Growth, and **37%** YoY Adjusted Diluted EPS Growth



## Strong Balance Sheet

- **\$328M** Cash & Cash Equivalents
- **\$808M** of Liquidity



**\$56M**

Share Repurchases



**\$11M**

Dividends Paid to Shareholders



**1.4x**

Net Leverage<sup>(1)</sup>

(1) Non-GAAP metric. See Appendix for Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Diluted EPS, and Net Leverage definitions and reconciliations to the most directly comparable GAAP measures, as applicable.

# SEGMENT WINS

## FUEL SYSTEMS

PHINIA is Winning and Retaining Business Across Multiple Markets and Regions. Notable Wins in Q1 Include:

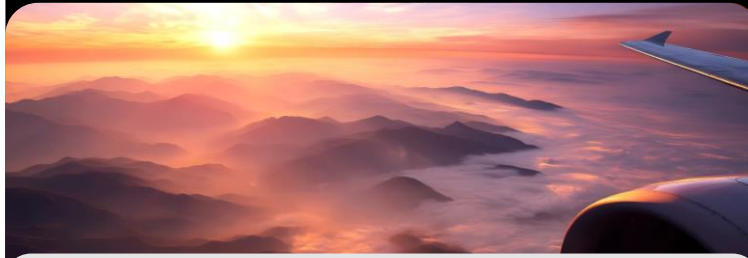
### Conquest



A Compressed Natural Gas Fuel Rail Assembly with a leading global OEM, marking our third consecutive quarter of a major alternative fuel program win in India



### Platform Expansion



Jet fuel direct injectors, leveraging our Gasoline Direct Injector technology for unmanned aerial drone engines with a new customer, highlighting our continued expansion into new markets



### New Business



A direct injection fuel rail assembly with a major Chinese OEM, supporting a luxury SUV platform equipped with a dual-fuel-injection V8 engine



Images for illustrative purposes only.

# SEGMENT WINS

## AFTERMARKET

### Conquest



Expanded our product portfolio with a major warehouse distributor in the Americas by adding steering and suspension and vehicle electronics, broadening our existing customer relationship



### New Business



Expanded our Aftermarket presence by adding two new customers in Europe and expanded a propulsion-agnostic program within the Asia Pacific region



### Contract Renewal



Renewed a starter program with a global commercial vehicle on and off-highway OEM, reinforcing our long-standing presence to supply starters for severe duty and long-haul applications

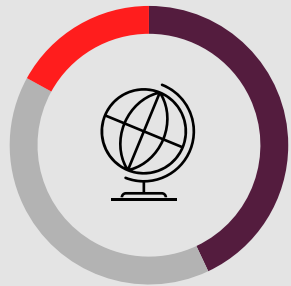


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# STABLE GROWTH THROUGH DIVERSITY OF END MARKETS

DIVERSIFIED INDUSTRIAL

## Net Sales Splits – 2025



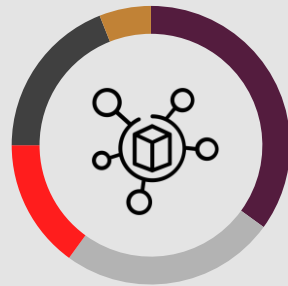
### Sales by Region

- Americas – 43%
- Europe – 40%
- Asia-Pacific – 17%



### Sales by Customer

- Top 5 – 37%
- Other – 63%



### Sales by End Market

- Service – 35%
- LPV – 25%
- MD/HD CV – 15%
- LCV – 19%
- Off-Hwy/Ind./Other – 6%

## Resilience, Growth, & Flexibility

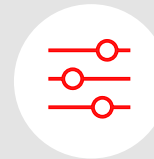


**Resilient** End-Market with Unique Cycles & Dynamics. **Strong** Demand with **Minimal** Anticipated Impact from BEV Penetration



**Emerging Growth Industries:** Off-Highway, Industrial, & Other

**Emerging Growth Technologies:** Alternative Fuels, Higher Pressures, System Optimization

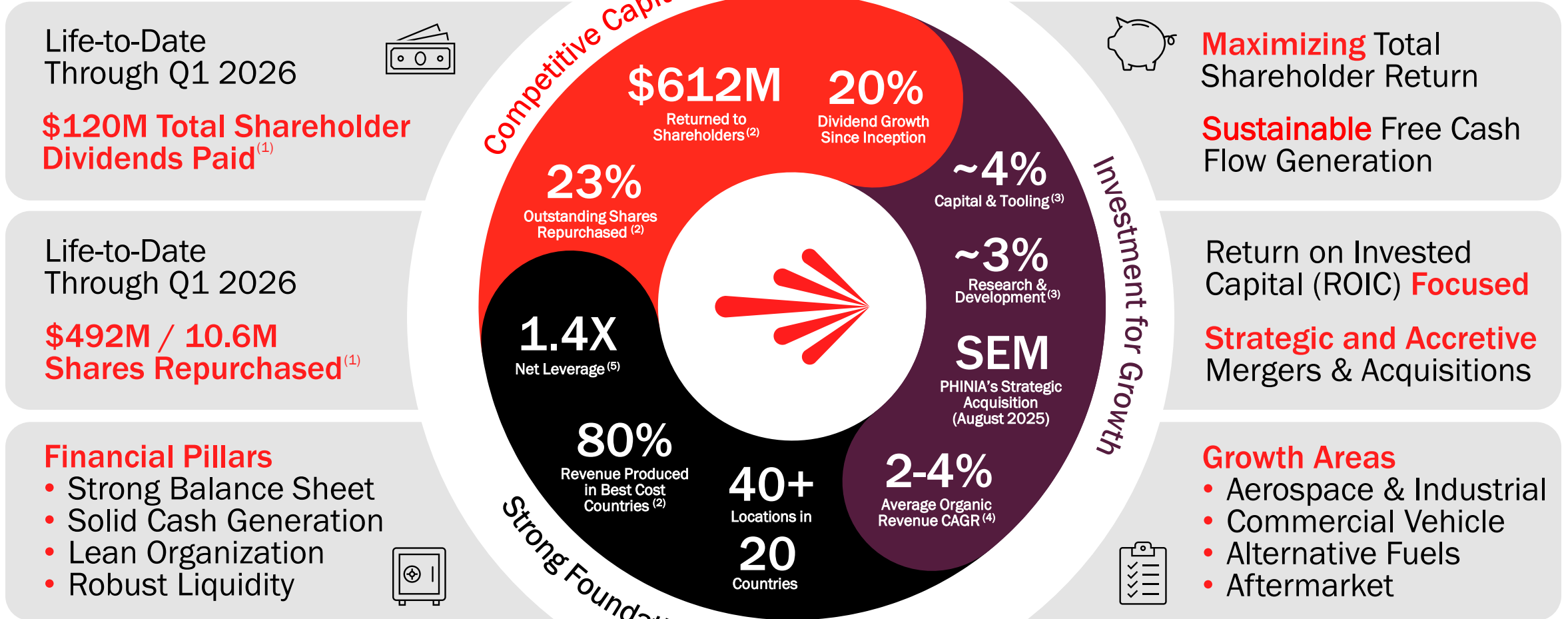


**Flexibility** to Modify and Move **Manufacturing Capital** and **Human Capital** to Growing Regions and Markets

Diversified Business With Expansion Opportunity

# DISCIPLINED CAPITAL ALLOCATION

## PHINIA MODEL



(1) Dividends and Share Repurchases are subject to approval by PHINIA Board of Directors

(2) Life-to-date through Q1 2026

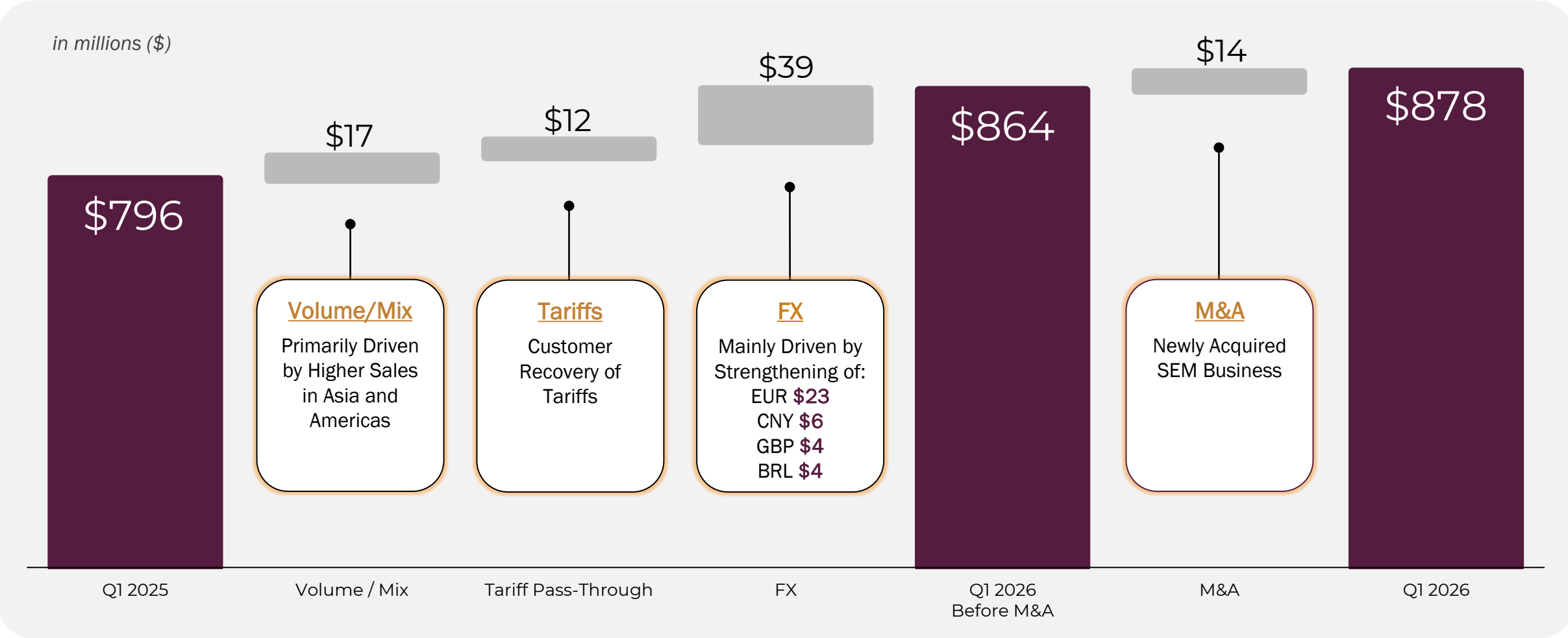
(3) As a percentage of Net Sales, life-to-date through Q1 2026. Target is 4% or less for Capital & Tooling, 3% or less for Research & Development.

(4) Expected Organic Sales Growth from 2021 to 2030 is a forward-looking non-GAAP financial metric. Excludes Contract Manufacturing Revenue to BorgWarner, which ended in Q3 2024, and future M&A. Includes SEM.

(5) Non-GAAP metric. See Appendix for Net Leverage definition and reconciliation to the most directly comparable GAAP measures, as applicable.

# Q1 2026 NET SALES

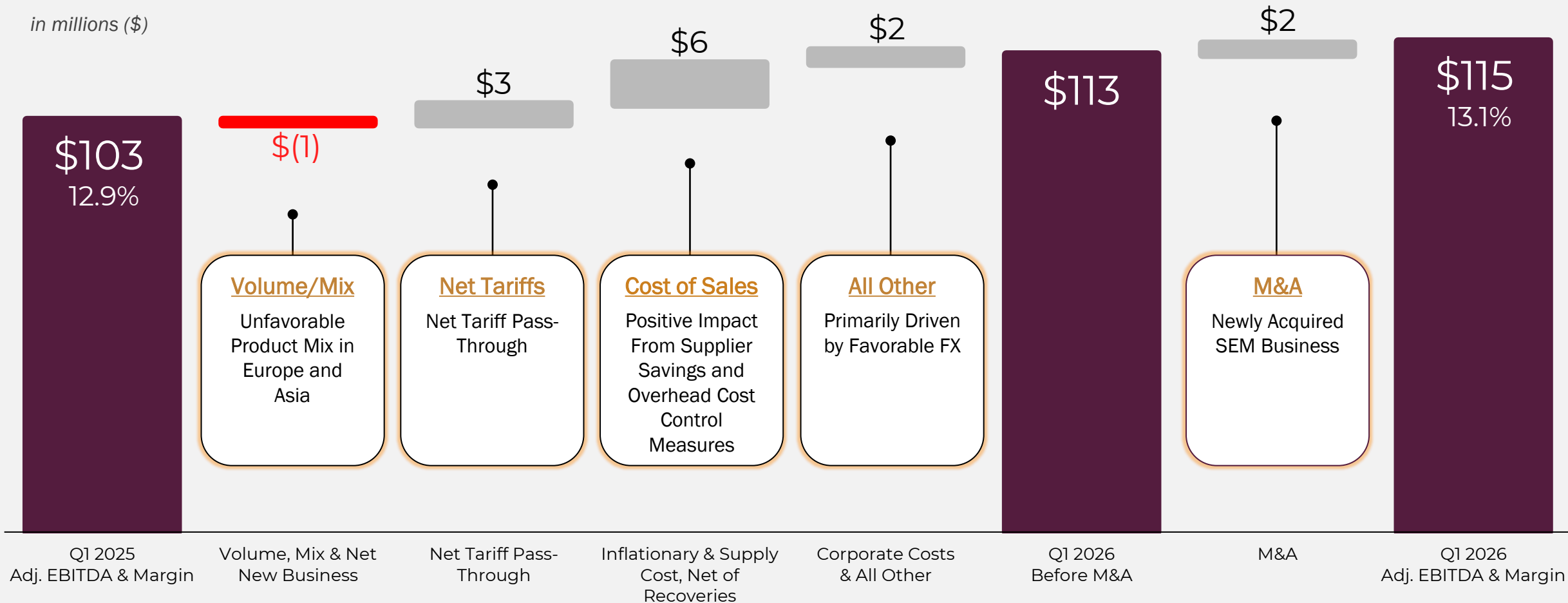
STRONG PERFORMANCE SETS PACE FOR FISCAL YEAR



# Q1 2026 ADJUSTED EBITDA<sup>(1)</sup>

## FUELING THE MOMENTUM

in millions (\$)



(1) Non-GAAP metric. See Appendix for definition and reconciliation to the most directly comparable GAAP measure.

# 2026 FULL YEAR OUTLOOK

ACCELERATING PERFORMANCE

## Net Sales

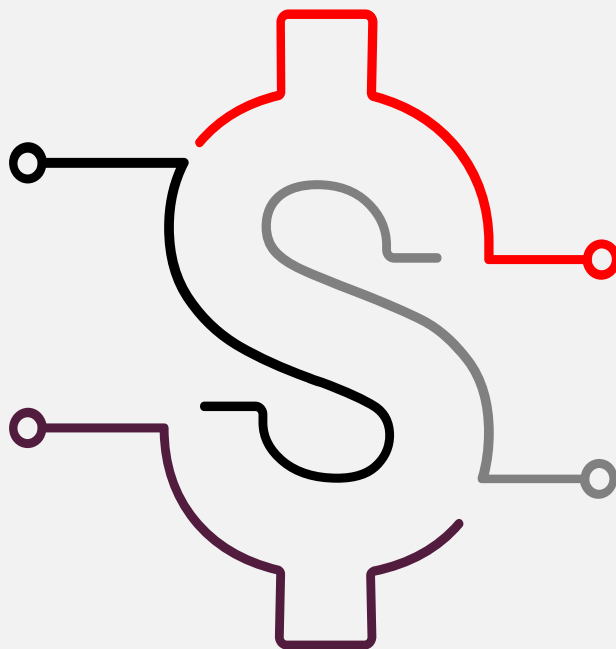
**\$3,515 - \$3,715M**

1% to 7% YoY Growth

## Adj. EBITDA<sup>(1)</sup> & Margin<sup>(1)</sup>

**\$485 - \$525M**

**13.7% - 14.3%**



## Adj. Free Cash Flow<sup>(1)</sup>

**\$200 - \$240M**

## Adj. Effective Tax Rate<sup>(2)</sup>

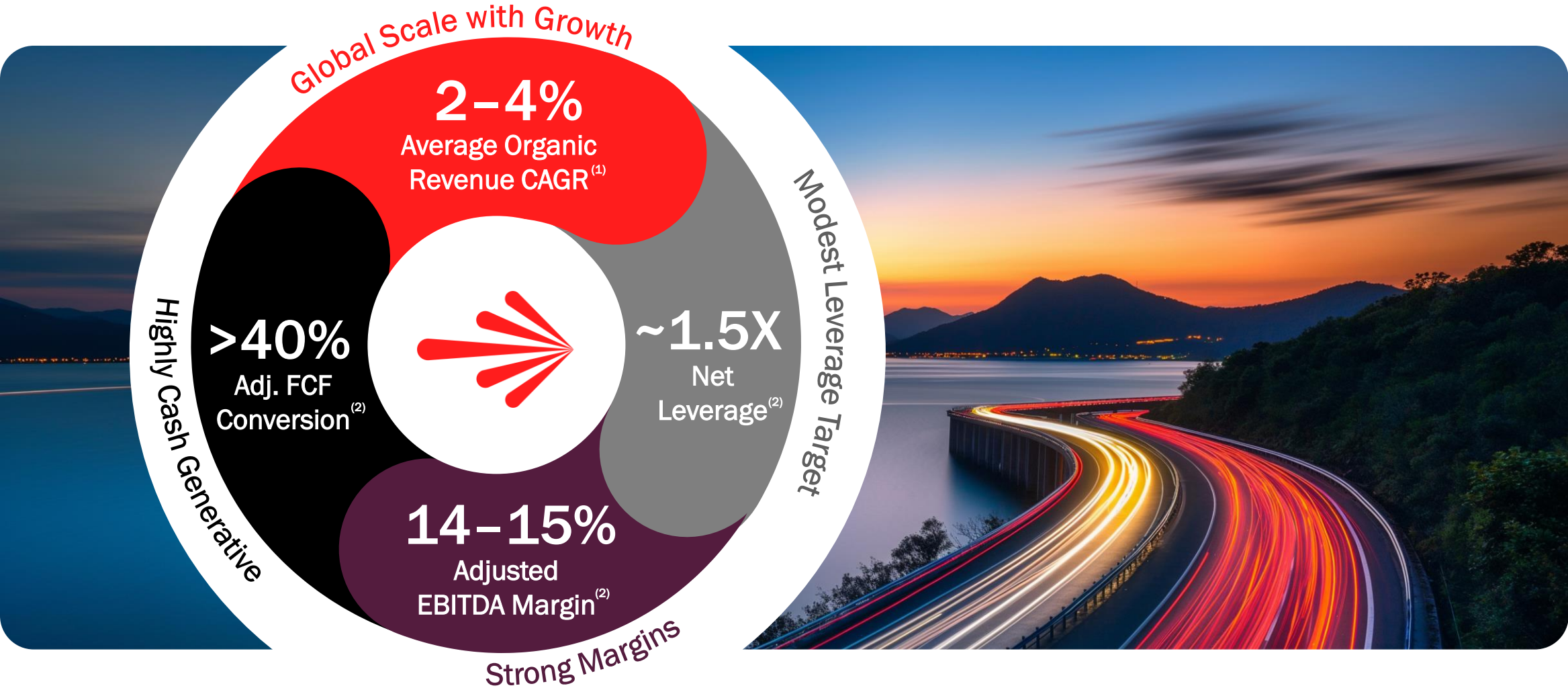
**30% - 34%**

(1) Forward-looking Non-GAAP metric. See Appendix for Adjusted EBITDA, Adjusted EBITDA Margin, and Adjusted FCF definitions.

(2) Adjusted Effective Tax Rate excludes the tax effect of adjusted items and tax amounts not reflective of the Company's ongoing operations.

# EXPECTED CONSISTENT PERFORMANCE THROUGH THE DECADE

READY TO DELIVER



(1) Expected Organic Sales Growth from 2021 to 2030 is a forward-looking non-GAAP financial metric. Excludes Contract Manufacturing Revenue to BorgWarner, which ended in Q3 2024, and future M&A. Includes SEM.





(2) Forward-looking non-GAAP metric. See Appendix for Adj. FCF Conversion, Adj. EBITDA, Adj. EBITDA Margin, and Net Leverage definitions.



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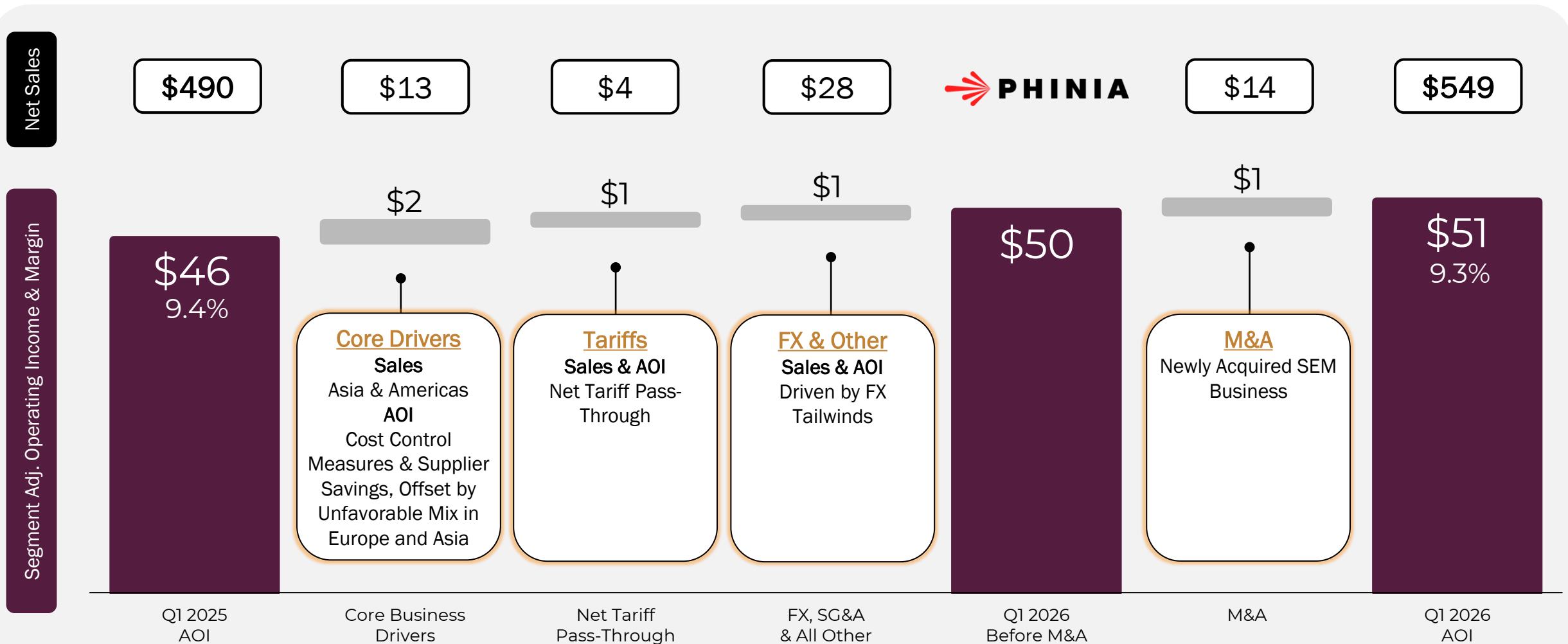
# STABLE GROWTH THROUGH DIVERSITY OF END MARKETS

ADVANCING SUSTAINABILITY TODAY, POWERING A CLEANER TOMORROW

SERVICE	LIGHT PASSENGER VEHICLE (LPV)	LIGHT COMMERCIAL VEHICLE (LCV)	MEDIUM AND HEAVY-DUTY COMMERCIAL VEHICLE (MD/HD CV)	OFF-HIGHWAY, INDUSTRIAL, AND OTHER (OFF-HWY/IND./OTHER)
 <p>Includes Vehicle Repair and Replacement Parts, including both new and remanufactured products sold via the Original Equipment Manufacturer Dealer Network (OES) and the Independent Aftermarket channel</p>	 <p>Includes On-Road Vehicles Used Primarily for Carrying Passengers</p>	 <p>Includes On-Road Vehicles Used for Commercial Transport Classified Class 1-3 (14,000 Pounds or Lighter)</p>	 <p>Includes On-Road Vehicles Used for Commercial Transport Classified Class 4-8 (14,001 Pounds or Heavier)</p>	 <p>Includes Construction and Agricultural Machinery; Vocational Vehicles; Marine; Industrial Applications; Power Generation; Aerospace and Defense; and Other</p>

# Q1 2026 – FUEL SYSTEMS

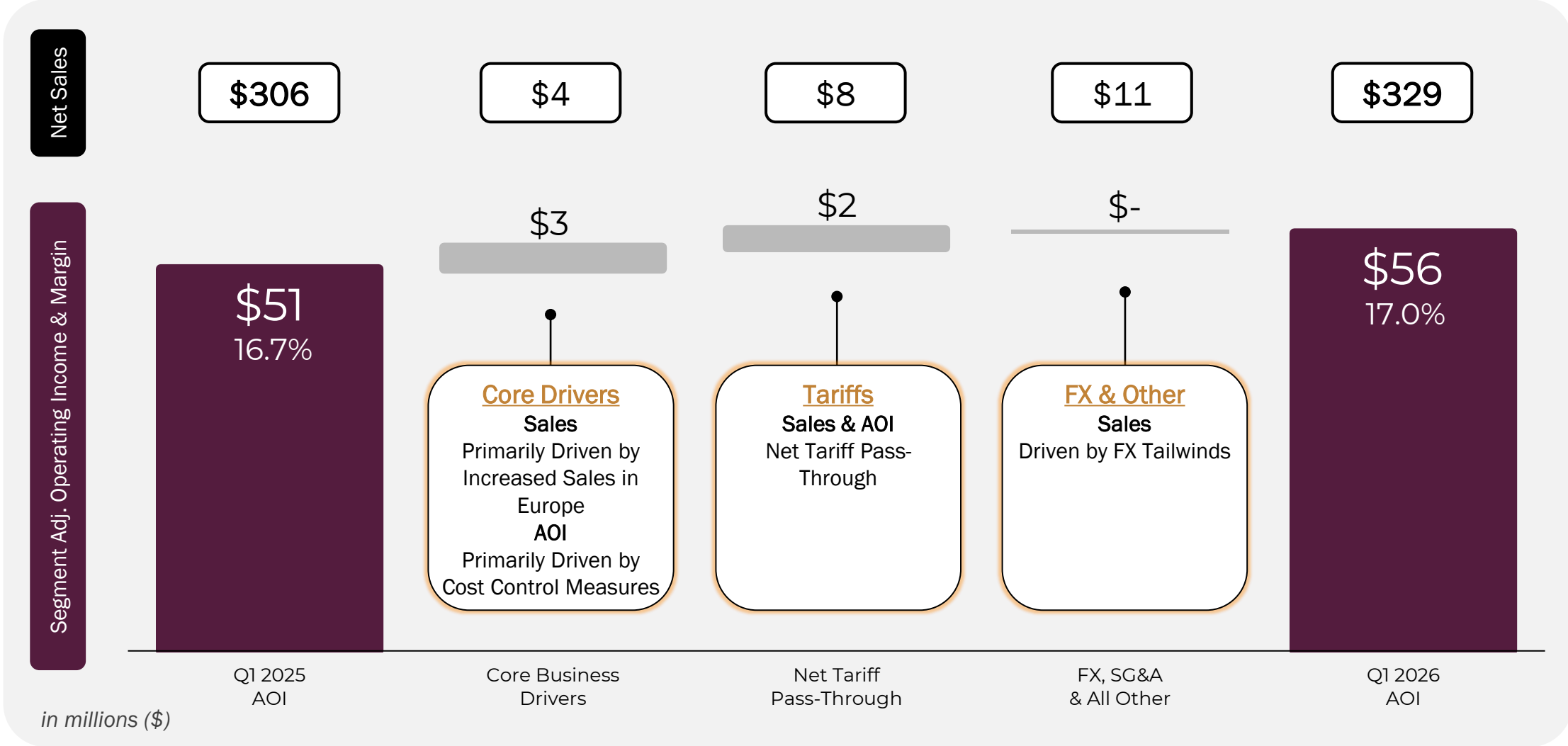
## Net Sales & Segment Adj. Operating Income




in millions (\$)

# Q1 2026 – AFTERMARKET

## Net Sales & Segment Adj. Operating Income




# HISTORICAL QUARTERLY FINANCIAL METRICS<sup>(1)</sup>

	2026		2025				
	Q1		Q1	Q2	Q3	Q4	FY
Fuel Systems	\$ 549		\$ 490	\$ 556	\$ 571	\$ 560	\$ 2,177
Aftermarket	329		306	334	337	329	1,306
<b>Net Sales</b>	<b>\$ 878</b>		<b>\$ 796</b>	<b>\$ 890</b>	<b>\$ 908</b>	<b>\$ 889</b>	<b>\$ 3,483</b>
Fuel Systems	51		46	62	76	60	244
Margin %	9.3%		9.4%	11.2%	13.3%	10.7%	11.2%
Aftermarket	56		51	57	51	52	211
Margin %	17.0%		16.7%	17.1%	15.1%	15.8%	16.2%
<b>Segment Adj. Operating Income</b>	<b>\$ 107</b>		<b>\$ 97</b>	<b>\$ 119</b>	<b>\$ 127</b>	<b>\$ 112</b>	<b>\$ 455</b>
Margin %	12.2%		12.2%	13.4%	14.0%	12.6%	13.1%
Corporate Costs	(24)		(24)	(25)	(26)	(29)	(104)
<b>Adj. Operating Income</b>	<b>\$ 83</b>		<b>\$ 73</b>	<b>\$ 94</b>	<b>\$ 101</b>	<b>\$ 83</b>	<b>\$ 351</b>
Margin %	9.5%		9.2%	10.6%	11.1%	9.3%	10.1%
Depreciation Expense	32		30	32	32	33	127
<b>Adj. EBITDA</b>	<b>\$ 115</b>		<b>\$ 103</b>	<b>\$ 126</b>	<b>\$ 133</b>	<b>\$ 116</b>	<b>\$ 478</b>
Margin %	13.1%		12.9%	14.2%	14.6%	13.0%	13.7%

(1) Includes non-GAAP metrics. See Appendix for definitions and reconciliations to the most directly comparable GAAP measures.


# ADJUSTED EBITDA AND MARGIN RECONCILIATION TO US GAAP

The Company defines adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) as net earnings less interest, taxes, depreciation and amortization, adjusted to exclude the impact of restructuring expense, separation-related costs, merger and acquisition expense, other postretirement income and expense, equity in affiliates' earnings, net of tax, impairment charges, other net expenses, and other gains and losses not reflective of our ongoing operations. Adjusted EBITDA margin is defined as adjusted EBITDA divided by net sales. Management utilizes adjusted EBITDA and adjusted EBITDA margin in its financial decision-making process and to evaluate performance of the Company's consolidated results. Management also believes adjusted EBITDA and adjusted EBITDA margin are useful to investors in assessing the Company's ongoing consolidated financial performance, as they provide improved comparability between periods through the exclusion of certain items that management believes are not indicative of the Company's core operating performance.

 PHINIA	2026		2025			
	Q1	Q1	Q2	Q3	Q4	FY
\$ in millions						
Net earnings	\$ 37	\$ 26	\$ 46	\$ 13	\$ 45	\$ 130
Depreciation and tooling amortization	32	30	32	32	33	127
Provision for income taxes	20	24	29	6	9	68
Intangible asset amortization expense	8	7	7	8	8	30
Interest expense, net	18	15	17	17	18	67
<b>EBITDA</b>	<b>\$ 115</b>	<b>\$ 102</b>	<b>\$ 131</b>	<b>\$ 76</b>	<b>\$ 113</b>	<b>\$ 422</b>
Restructuring expense	3	5	2	4	6	17
Separation-related costs	2	(4)	(6)	53	—	43
Merger and acquisition costs	1	3	2	4	—	9
Other postretirement (income) expense	(1)	1	1	1	1	4
Equity in affiliates' earnings, net of tax	(5)	(4)	(4)	(3)	(4)	(15)
Losses for other one-time events	—	—	—	(2)	—	(2)
<b>Adjusted EBITDA</b>	<b>\$ 115</b>	<b>\$ 103</b>	<b>\$ 126</b>	<b>\$ 133</b>	<b>\$ 116</b>	<b>\$ 478</b>
Net sales	\$ 878	\$ 796	\$ 890	\$ 908	\$ 889	\$ 3,483
<b>Adjusted EBITDA margin %</b>	<b>13.1%</b>	<b>12.9%</b>	<b>14.2%</b>	<b>14.6%</b>	<b>13.0%</b>	<b>13.7%</b>


# ADJUSTED OPERATING INCOME AND MARGIN RECONCILIATION TO US GAAP


The Company defines adjusted operating income as operating income adjusted to exclude the impact of restructuring expense, separation-related costs, merger and acquisition expense, impairment charges, other net expenses, and other gains and losses not reflective of the Company's ongoing operations, and intangibles amortization expense associated with acquisitions that occurred prior to the Spin-off. Adjusted operating margin is defined as adjusted operating income divided by net sales. Management utilizes adjusted operating income and adjusted operating margin as key performance measures of segment income and for planning and forecasting purposes to allocate resources to our segments. Management believes these measures provide useful information to investors, when reconciled to the corresponding U.S. GAAP measure, as they are reflective of the operational profitability or loss of our segments.

 \$ in millions	2026	2025				
	Q1	Q1	Q2	Q3	Q4	FY
Operating income	\$ 69	\$ 62	\$ 89	\$ 34	\$ 69	\$ 254
Intangible asset amortization expense	8	7	7	8	8	30
Restructuring expense	3	5	2	4	6	17
Separation-related costs	2	(4)	(6)	53	—	43
Merger and acquisitions expense	1	3	2	4	—	9
Losses for other one-time events	—	—	—	(2)	—	(2)
<b>Adjusted operating income</b>	<b>\$ 83</b>	<b>\$ 73</b>	<b>\$ 94</b>	<b>\$ 101</b>	<b>\$ 83</b>	<b>\$ 351</b>
Net sales	\$ 878	\$ 796	\$ 890	\$ 908	\$ 889	\$ 3,483
Operating margin %	7.9%	7.8%	10.0%	3.7%	7.8%	7.3%
<b>Adjusted operating margin %</b>	<b>9.5%</b>	<b>9.2%</b>	<b>10.6%</b>	<b>11.1%</b>	<b>9.3%</b>	<b>10.1%</b>

# ADJUSTED NET EARNINGS AND ADJUSTED NET EARNINGS PER DILUTED SHARE RECONCILIATION TO US GAAP


The Company defines adjusted net earnings and adjusted net earnings per diluted share as net earnings and net earnings per share adjusted to exclude: (i) the tax-effected impact of restructuring expense, separation-related costs, merger and acquisition expense, impairment charges and other gains, losses and tax effects and adjustments not reflective of the Company's ongoing operations; and (ii) acquisition-related intangibles amortization expense because it pertains to non-cash expenses that the Company does not use to evaluate core operating performance. Management believes that adjusted net earnings and adjusted net earnings per diluted share are useful to investors in assessing the Company's ongoing financial performance, as they provide improved comparability between periods through the exclusion of certain items that management believes are not indicative of the Company's core operating performance.

	Three Months Ended March 31,	
	2026	2025
 Net earnings	\$ 37	\$ 26
Intangible asset amortization expense	8	7
Restructuring expense	3	5
Separation-related costs	2	(4)
Merger and acquisition costs	1	3
Tax effects and adjustments	(1)	2
<b>Adjusted net earnings</b>	<b>\$ 50</b>	<b>\$ 39</b>

	Three Months Ended March 31,	
	2026	2025
 Net earnings per diluted share	\$ 0.96	\$ 0.63
Intangible asset amortization expense	0.21	0.17
Restructuring expense	0.08	0.12
Separation-related costs	0.05	(0.09)
Merger and acquisition costs	0.02	0.07
Tax effects and adjustments	(0.03)	0.04
<b>Adjusted net earnings per diluted share</b>	<b>\$ 1.29</b>	<b>\$ 0.94</b>

# ADJUSTED FREE CASH FLOW RECONCILIATION TO GAAP

The Company defines adjusted free cash flow as net cash provided by operating activities after adding back adjustments related to the ongoing effects of separation-related transactions, less capital expenditures, including tooling outlays. Management believes that adjusted free cash flow is useful to investors in assessing the Company's ability to service and repay its debt and return capital to shareholders. Further, management uses this non-GAAP measure for planning and forecasting purposes.

 \$ in millions	Three Months Ended March 31,	
	2026	2025
Net cash provided by operating activities	\$ 53	\$ 40
Capital expenditures, including tooling outlays	(32)	(35)
Effects of separation-related transactions	21	(8)
<b>Adjusted free cash flow</b>	<b>\$ 42</b>	<b>\$ (3)</b>

## DEFINITIONS & CALCULATIONS

The Company utilized the following calculations and definitions on the foregoing slides, some of which include Non-GAAP measures as defined below:

- **Adjusted Effective Tax Rate** - Excludes the tax effect of adjusted items and tax amounts not reflective of the Company's ongoing operations
- **Adjusted Free Cash Flow Conversion** – Calculated as Adjusted FCF divided by Adjusted EBITDA
- **Net Leverage** – Calculated as Net Debt divided by the trailing twelve month Adjusted EBITDA



**Delphi**

