

INVESTOR DAY HIGHLIGHTS

Advancing sustainability today,
powering a carbon-free tomorrow.

TODAY'S PRESENTERS



Brady D. Ericson
Chief Executive Officer



Todd Anderson
Chief Technology Officer



Neil Fryer
Vice President & General Manager, Aftermarket



Chris Gropp
Chief Financial Officer



Mike Heifler
Vice President Investor Relations

COMPANY OVERVIEW & GROWTH STRATEGY

\$3.4Bn GLOBAL BUSINESS
2022 REVENUE



FUELSYSTEMS + AFTERMARKET

GLOBALY RECOGNISED BRANDS

Delphi

Delco Remy



44 LOCATIONS → **20** COUNTRIES



12,900 EMPLOYEES WORLDWIDE

EMPOWERING THE TRANSITION TO CARBON NEUTRALITY

PRODUCT LEADERSHIP



STABLE GROWTH STRATEGY



FINANCIALLY DISCIPLINED



TOTAL SHAREHOLDER RETURNS

EXPECTED STRONG FINANCIALS FOR 2025 AND BEYOND

\$3.7bn Revenue⁽¹⁾

14-15% Adj. EBITDA Margin⁽²⁾

>90% Cash Flow Conversion⁽³⁾

~1x Net Leverage

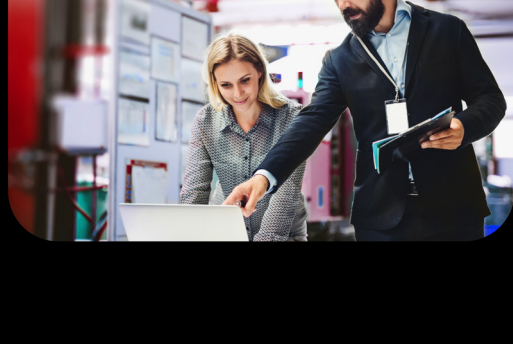
(1) Does not include \$95-100mm of Contract Manufacturing Revenue to BorgWarner - Phased out by end of 2024.
(2) Non-GAAP metric. See Appendix p. 88 for Adj. EBITDA and Adj. EBITDA Margin definition.
(3) Non-GAAP metric defined as (Cash Flow from Operations - Capex) / Adj. Net Earnings. See Appendix p. 69 and 70 for Adj. Net Earnings and FCF definitions.

TECHNOLOGICAL INNOVATION & PREMIUM SOLUTIONS.



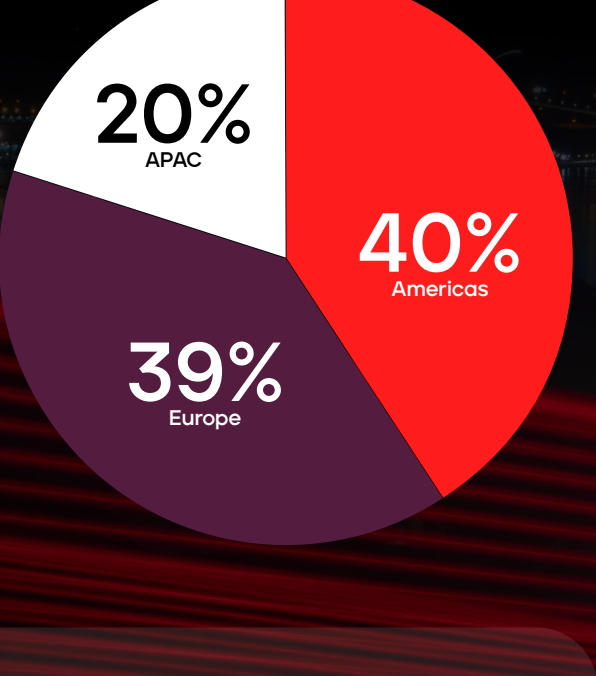
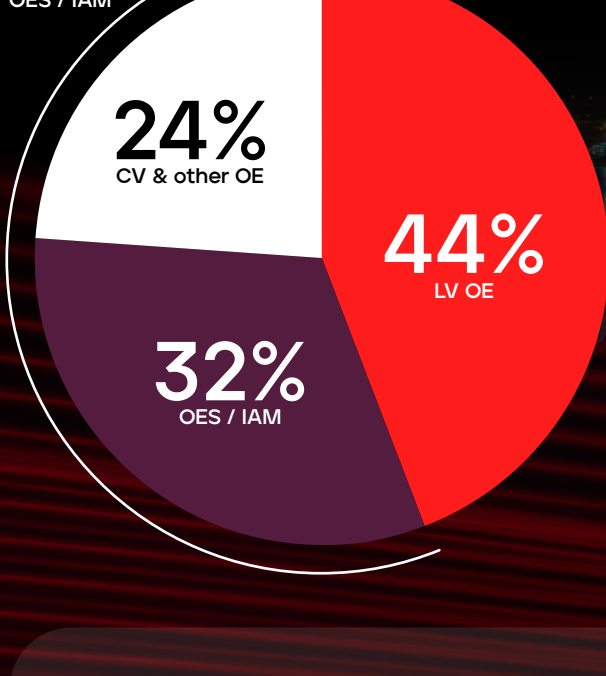
POWERING A CARBON-FREE FUTURE.

PARTNERING WITH CUSTOMERS FOR SUCCESS.



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

This infographic may contain forward-looking statements that are based on management's current outlook, expectations, estimates and projections. For full forward-looking statements disclaimer, please see PHINIA Investor Day presentation.