



MEDIA PACK

2024





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WELCOME TO PHINIA

\$3.5B GLOBAL BUSINESS

*2023 REVENUE



FUEL SYSTEMS +
ELECTRICAL SYSTEMS
+ AFTERMARKET

GLOBALLY
RECOGNIZED
BRANDS

Delphi



hartridge

44 → **20**

LOCATIONS

COUNTRIES



13,000 EMPLOYEES
WORLDWIDE

ABOUT PHINIA

PHINIA is an independent, market-leading, premium solutions and components provider, with over 100 years of manufacturing expertise and industry relationships and a strong brand portfolio that includes DELPHI®, DELCO REMY® and HARTRIDGE™.

With over 13,000 employees across 44 locations in 20 countries, PHINIA is headquartered in Auburn Hills, Michigan, USA.

Across commercial vehicles and industrial applications (heavy-duty and medium-duty trucks, off-highway construction, marine, aviation, and agricultural), and light vehicles (passenger cars, trucks, vans and sport-utility), we develop fuel systems, electrical systems, and aftermarket solutions designed to keep combustion engines operating at peak performance, while at the same time investing in advanced technologies to unlock the potential of alternative fuels.

By providing what the market needs today to become more efficient and sustainable, while also developing innovative products and solutions to contribute to lower carbon mobility, we are the partner of choice for a diverse array of customers - powering our shared journey toward a cleaner tomorrow.



OUR VISION

ADVANCING SUSTAINABILITY
TODAY, POWERING
A CLEANER TOMORROW

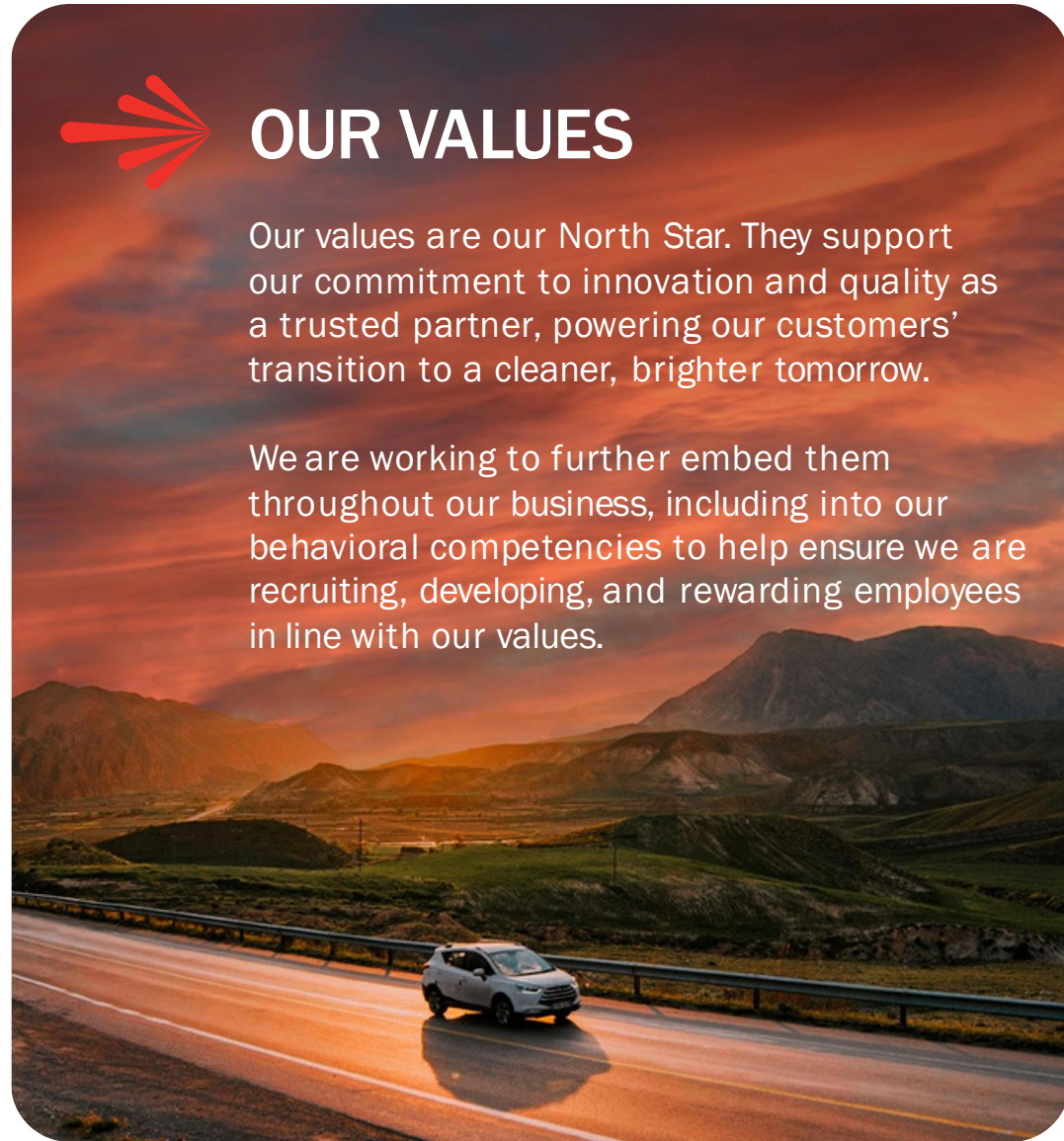




OUR VALUES

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

We are working to further embed them throughout our business, including into our behavioral competencies to help ensure we are recruiting, developing, and rewarding employees in line with our values.



Product Leadership

Innovation that brings value to our customers

Humility

Seeking out diverse perspectives and working collaboratively

Inclusivity

Recognizing our differences makes 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

GLOBAL FOOTPRINT



PRODUCTS AND SOLUTIONS



Commercial Vehicle & Industrial



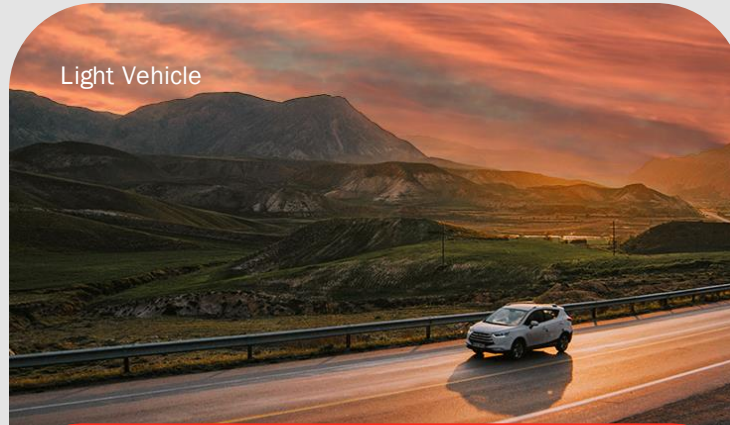
Fuel Rails

Injectors

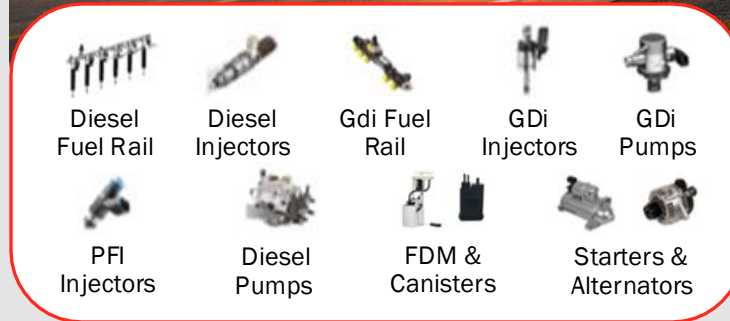
Fuel Pumps

Starters & Alternators

FDM & Canisters



Light Vehicle



Diesel Fuel Rail

Diesel Injectors

Gdi Fuel Rail

GDi Injectors

GDi Pumps

PFI Injectors

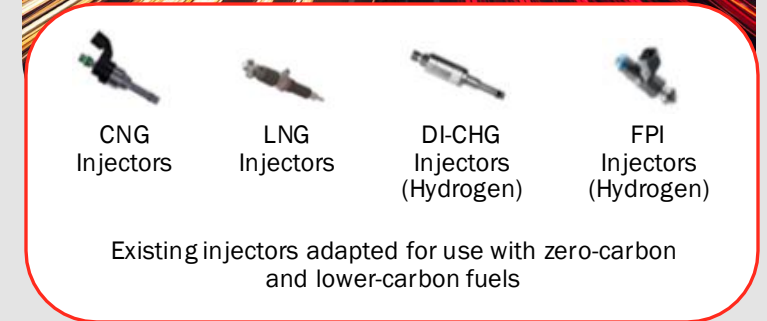
Diesel Pumps

FDM & Canisters

Starters & Alternators



Alternative Fuels



CNG Injectors

LNG Injectors

DI-CHG Injectors (Hydrogen)

FPI Injectors (Hydrogen)

Existing injectors adapted for use with zero-carbon and lower-carbon fuels



Aftermarket



Fuel Systems



Maintenance Solutions



Test & Diagnostic



Vehicle Electronics



Starters & Alternators



Systems integration and calibration across product lines



Engine Control Units & Component Embedded Controllers



Leading Software Development & Fuel Agnostic Applications



Calibration & Test Capabilities

INTRODUCING OUR GLOBAL BRANDS

CLEANER.
BETTER.
FURTHER.



Delphi



Delco Remy



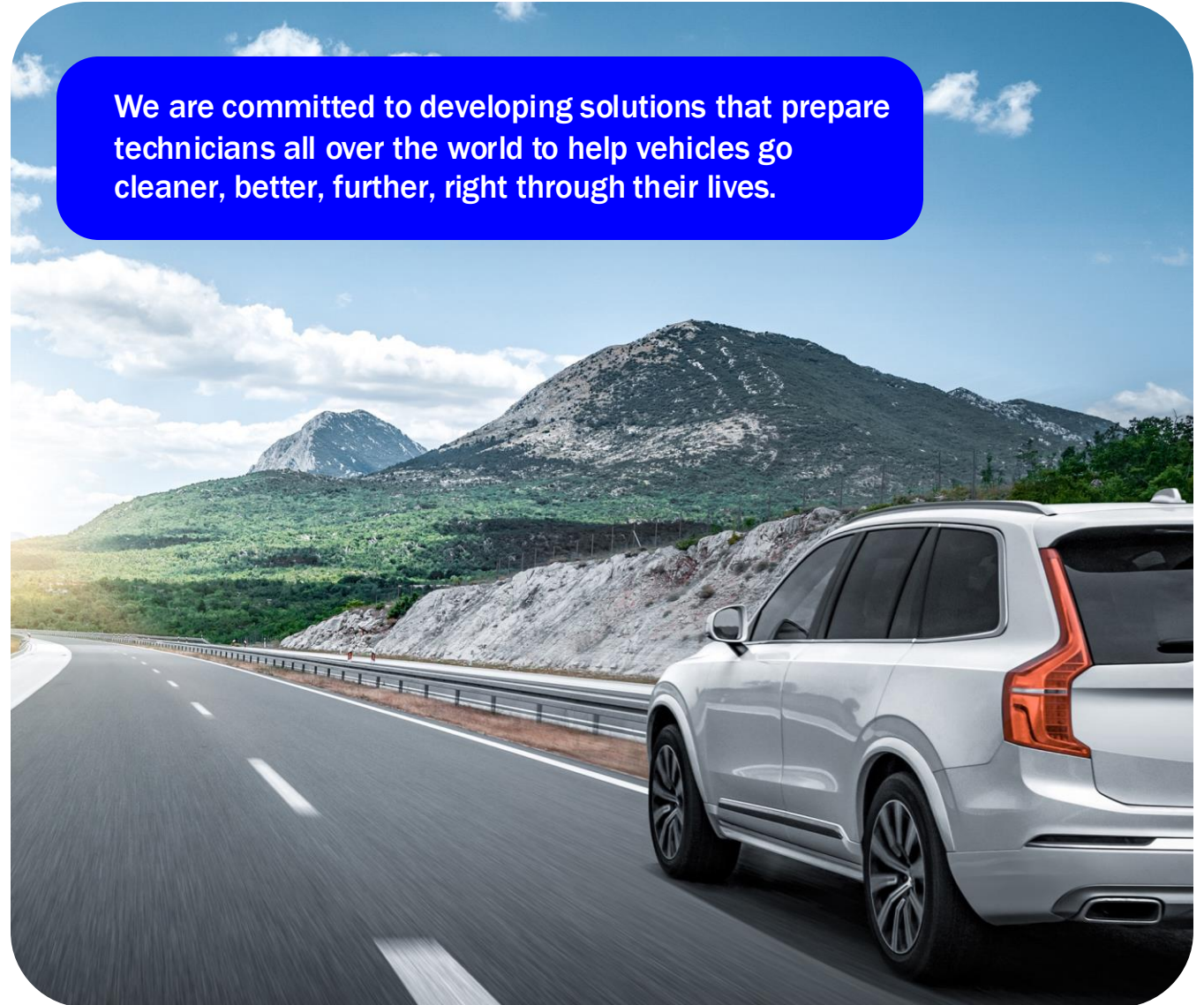
hartridge

Delphi

Delphi is a global Aftermarket leader championing next-generation talent, first-to-market innovations, market-leading products, and smart service solutions for a better and more connected today and tomorrow.

With a presence in more than 150 countries, and a global network of over 2750 service centers, Delphi provides OE specification end-to-end solutions from components to sophisticated software solutions. With a wide-ranging portfolio including gasoline fuel systems, diesel fuel systems, maintenance solutions, engine management and vehicle electronics, backed by OE-level diagnostic and test equipment, training and technical information, Delphi enables garages to service and repair vehicles right the first time.

We are committed to developing solutions that prepare technicians all over the world to help vehicles go cleaner, better, further, right through their lives.



For over 125 years, Delco Remy products have been the preferred choice for commercial and off highway vehicles and industrial applications. We are driven to manufacture electrical systems that are specially engineered to provide the highest performance, the greatest fuel savings and the most longevity and durability.

We take great pride in being the flagship leader of starters and alternators, yet we don't take that for granted. We know that we must continually innovate—in our products, distribution and customer support.

The quality and strength of our products speak for themselves. Extensive quality tests and experience on the road—literally—prove that Delco Remy stands for durability, reliability and longevity.



Delco Remy





Hartridge is the world's leading provider of fuel injection test equipment, and a byword for performance, accuracy and reliability. In diesel platforms alone, no other company offers the same range or technological depth.

In addition to our state-of-the-art products, we work hand in hand with many of our customers to deliver systems that are highly specific to their requirements. Having close relationships with most of the major OE providers of fuel injection systems, Hartridge is ideally placed to offer solutions that meet unique needs.



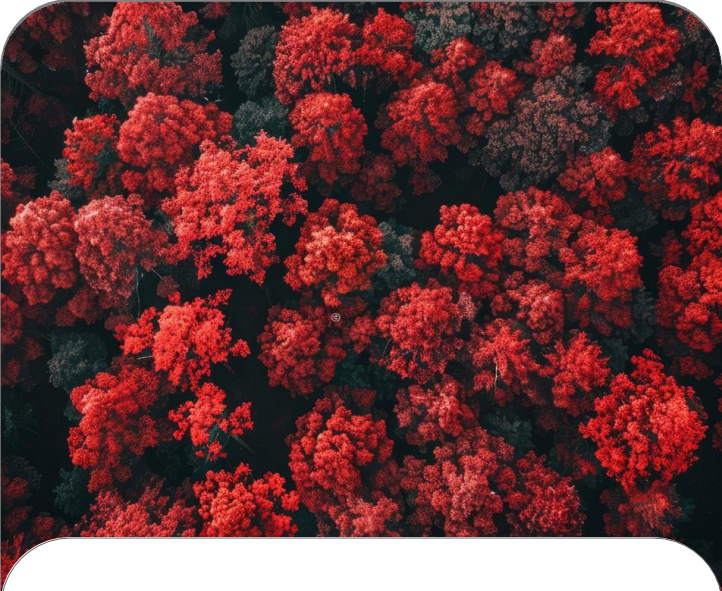
Hartridge is the exclusive diesel aftermarket test equipment provider for Delphi and Siemens VDO, as well as being recommended and even mandated by Denso and Stanadyne.

OUR APPROACH TO SUSTAINABILITY

Our commitment to corporate responsibility is embedded in our values and how we do business.



PRIORITIES AND FRAMEWORK



Environment

We are delivering on our commitment to powering a cleaner tomorrow through product engineering, innovation, and development, and reducing the environmental footprint of our operations.



Social

We empower and support our employees through our talent and development programs, health and safety initiatives, and community engagement efforts.



Governance

We hold ourselves accountable to high standards in our interactions with each other, our customers, regulators, and the communities we serve.

PRODUCT ENGINEERING

During 2023, we made significant investments across our fuel efficiency and alternative fuel strategies.

48%

Fuel Efficiency

15%

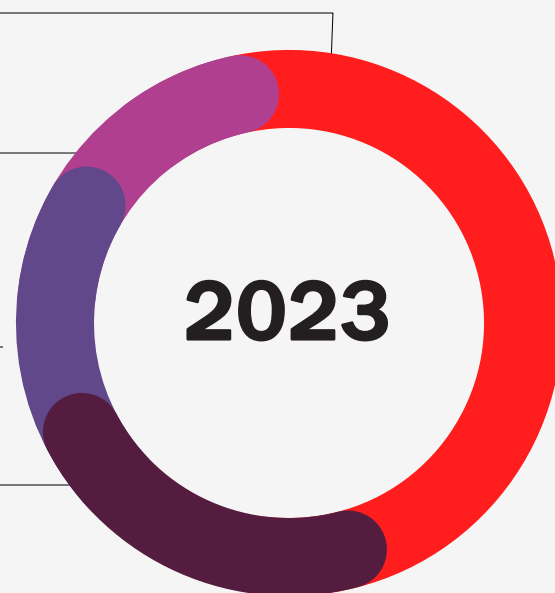
Zero-Carbon Fuels

15%

Lower-Carbon Fuels

22%

Current Production Systems and Components



30%

of 2023 R&D invested in alternative fuel systems

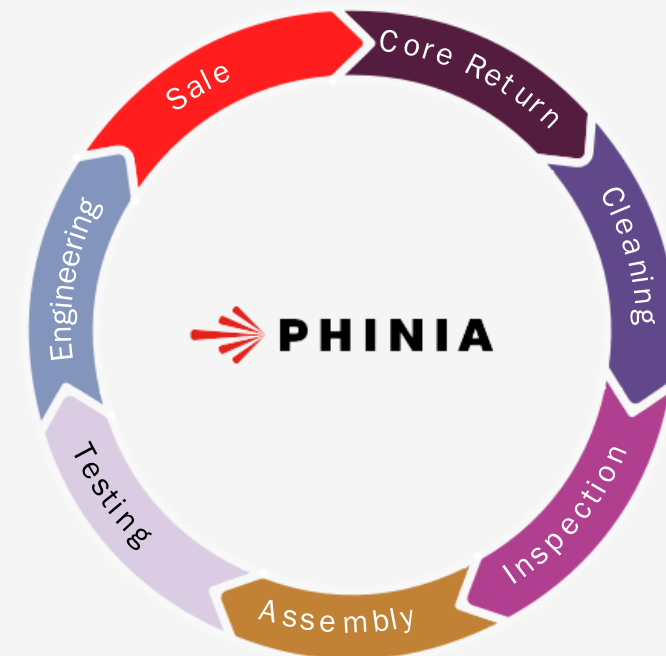
78%

of 2023 R&D investment was dedicated to fuel efficiency and alternative fuel technologies

REMANUFACTURING

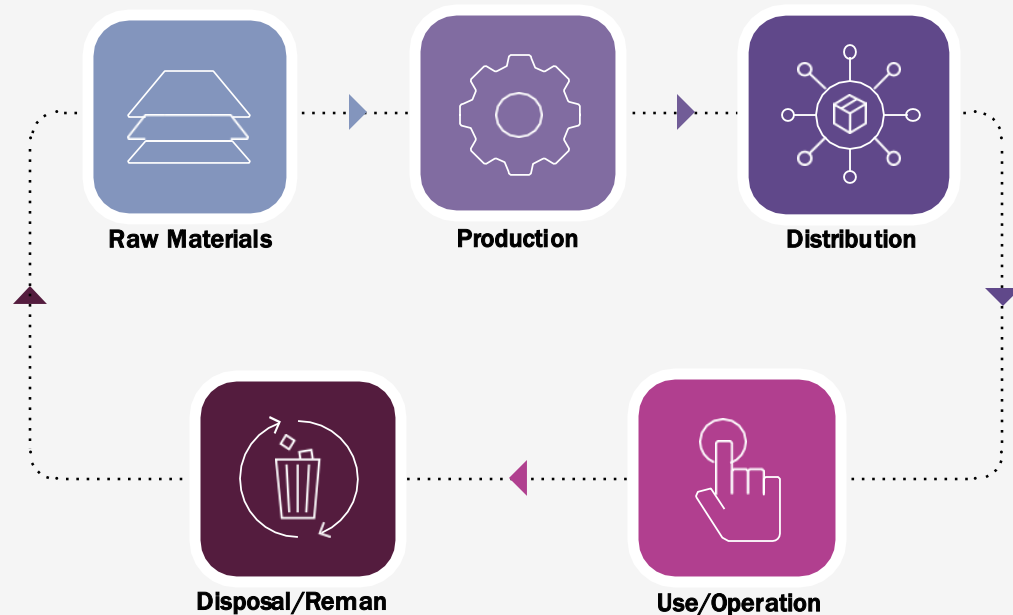
Remanufactured original equipment parts are more environmentally friendly and cost-effective.

- Our largest reman facility processed more than 10,000,000 pounds of material for remanufacturing from 2011 to 2023.



DESIGN FOR ENVIRONMENT

Our Design for Environment process seeks to quantify and reduce emissions of new products across raw material sourcing, production, distribution, use and operation, and disposal or reman.



FACILITIES AND OPERATIONS

PHINIA is committed to reducing resource consumption and carbon emissions, while ensuring adherence to pertinent environmental regulations.

4.8%

annual
reduction
in energy
consumption

9.9%

annual
reduction
in carbon
emissions

9.0%

annual
reduction
in energy
intensity

DEVELOPMENT AND EDUCATION

Our goal is to enable the skills, knowledge, and experiences of our experts to reach their highest potential. Our Reverse mentoring program promotes collaboration, fosters dialogue, and raises awareness and understanding of different perspectives.

950+

in-person training sessions throughout 2023

50+

technical and soft-skill courses through PHINIA University

70/20/10

flexible learning and development model

ENGAGEMENT AND SENTIMENT

We promote an open feedback culture. We have hosted a variety of programs designed to help employees feel connected to each other and our culture.

133+

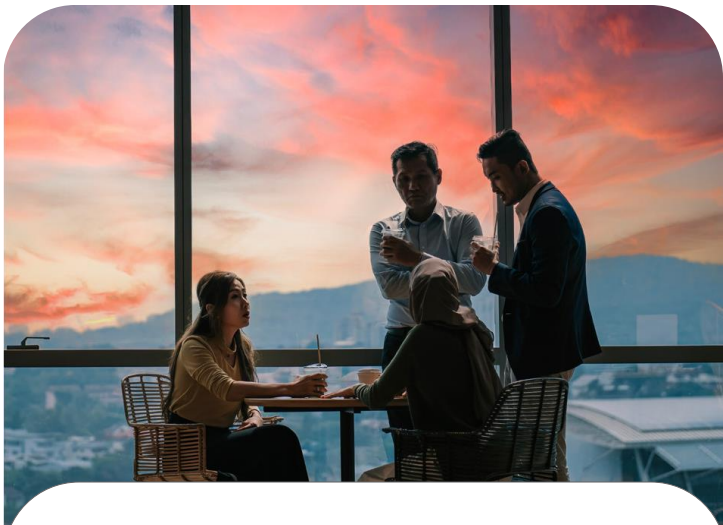
engagement events across our business

118+

fireside chats between teams and leaders

50+

Values discussion sessions and workshops



EQUITY, DIVERSITY & INCLUSION

Our commitment to EDI starts from the top: 50% Board diversity, including 38% women board members and 25% representing racial or ethnic diversity.



HEALTH & SAFETY

- The PHINIA CEO Safety Award recognizes our facilities that achieve key safety milestones.
- Our 2023 safety performance consisted of 0.19 Total Recordable Incident Rate and 0.12 Lost Time Incident Rate



COMMUNITY ENGAGEMENT

- Through our 2023 community engagement, PHINIA supported 121 community initiatives across 11 countries
- We have donated over \$1.25M to various initiatives, including investments in education

OUR GUIDING PRINCIPLES



- **PHINIA's Code of Ethical Conduct addresses key compliance topics**, including anti-corruption, conflicts of interest, and workplace behavior, as well as a prohibition on retaliation.

SUPPLY CHAIN RESPONSIBILITY



- **We're committed to transparency** and promoting responsible practices in our global supply chain.
- We encourage our suppliers to improve their sustainability performance.

DATA PROTECTION AND CYBERSECURITY



- **We periodically adjust our approach to cybersecurity** and data protection based on assessments, third-party audits, independent reviews, and other processes.

PRODUCT QUALITY AND SAFETY



- **Customer focus.** Seeking to consistently meet or exceed customer expectations
- **Quality production commitment.** Every employee is responsible for the quality of their work
- **Continuous improvement.** Identifying opportunities to improve in quality, cost, and reliability.

POWERING PROGRESS: INVESTING IN H2 FUEL TECHNOLOGIES

- PHINIA is committed to continued investment in advancing Hydrogen Fuel Technologies
- Recently completed extensive Hydrogen powered commercial vehicle tests
- 1,000km, fully loaded over 12 hours in cold temperatures



EXECUTIVE MANAGEMENT

EXECUTIVE MANAGEMENT



Brady 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 Chief Strategy Officer



Alisa Di Beasi
VP and Chief Human Resources Officer



John Lipinski
VP and GM, Europe



Sebastian Dori
VP and Chief Procurement Officer



Robert Boyle
VP and General Counsel



Matt Logar
VP and Chief Information Officer



Hank Yang
VP and GM, Asia Pacific

RECENT HIGHLIGHTS

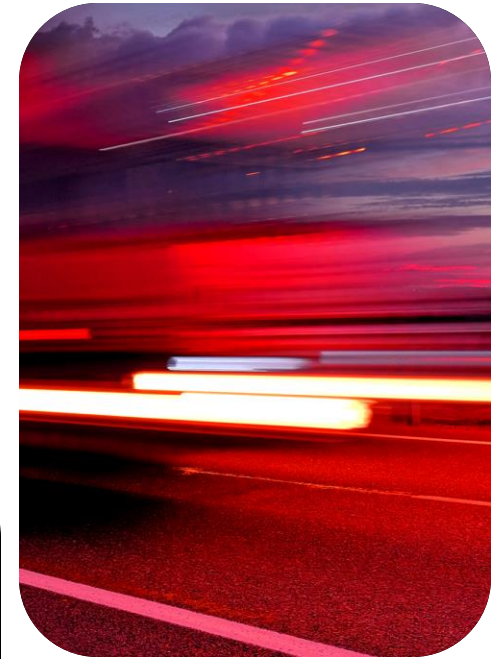
PHINIA partners in groundbreaking V8 Hydrogen Injection retrofit Jeep Cherokee project

PHINIA supported the project by providing hydrogen injection components critical for the retrofit. This project highlights the partners' commitment to the decarbonization of transport by using hydrogen as a viable alternative to conventional fuels.



PHINIA takes a Big Leap Towards Sustainable Transportation with Successful 1,000+ km, 12-Hour Endurance Run

This ground-breaking achievement showcases the potential of H2 as a cleaner and viable alternative to internal combustion engines that use traditional fuels, with particular focus on high-intensity applications in the transportation industry.



PHINIA Releases Inaugural Annual Sustainability Report

The report sets a benchmark for future progress across environmental, social, and governance initiatives, while emphasizing PHINIA's focus on driving long-term value for stakeholders.

Chinese OEM Changan Auto Taps PHINIA's High-Tech Fuel System for Global Hybrid Debut

The high performance 500bar fuel system is designed to significantly reduce exhaust particulate emissions, while fuel economy improvements can also be measured.



PHINIA added to membership of US small-cap Russell 2000® Index

Russell indexes are widely used by investment managers and institutional investors for index funds and as benchmarks for active investment strategies.

PHINIA Recognized for Outstanding Service by Hyundai Motor Group

Hyundai Motor Group granted this title to PHINIA in recognition of the team's willingness to go above and beyond to deliver a consistent supply of vital components.

THANK YOU!





Delphi

