



Q3 2024 EARNINGS

October 31, 2024



Forward-Looking Statements

This presentation This press release contains forward-looking statements within the meaning of the 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,” or 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 impacting the vehicle and industrial equipment industries; our ability to deliver new products, services and technologies in response to changing consumer preferences, increased regulation of greenhouse gas emissions, and acceleration of the market for electric vehicles; competitive industry conditions; failure to identify, consummate, effectively integrate or realize the expected benefits from acquisitions or partnerships; pricing pressures from original equipment manufacturers (OEMs); inflation rates and volatility in the costs of commodities used in the production of our products; changes in U.S. and foreign administrative policy, including changes to existing trade agreements and any resulting changes in international trade relations; our ability to protect our intellectual property; failure of or disruption in our information technology infrastructure, including a disruption related to cybersecurity; our ability to identify, attract, retain and develop a qualified global workforce; difficulties launching new vehicle programs; failure to achieve the anticipated savings and benefits from restructuring and product portfolio optimization actions; 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; the impact of economic, political, and market conditions on our business in China; our reliance on a limited number of OEM customers; supply chain disruptions; work stoppages, production shutdowns and similar events or conditions; governmental investigations and related proceedings regarding vehicle emissions standards, including the ongoing investigation into diesel defeat devices; current and future environmental and health and safety laws and regulations; the impact of climate change and regulations related to climate change, including evolving greenhouse gas emission regulations in California, the U.S. and European Union; liabilities related to product warranties, litigation and other claims; compliance with legislation, regulations, and policies, investigations and legal proceedings, and changes in and new interpretations of existing rules and regulations; tax audits and changes in tax laws or tax rates taken by taxing authorities; volatility in the credit market environment; impairment charges on goodwill and indefinite-lived intangible assets; the impact of changes in interest rates and asset returns on our pension funding obligations; the impact of restrictive covenants and requirements in the agreements governing our indebtedness on our financial and operating flexibility; our ability to achieve some or all of the benefits that we expect to achieve from the spin-off; other 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, restrictions and obligations under the Tax Matters Agreement, and our or BorgWarner Inc.’s failure to perform under, and any dispute relating to, various transaction agreements; and other risks and uncertainties described in our reports filed from time to time with the Securities and Exchange Commission.

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.

Vision For Long-term Value Creation



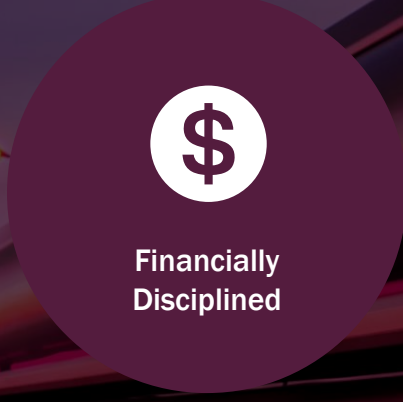
Product
Leadership

Technology expert and
partner of choice for
customers



Stable Growth
Strategy

Pursue attractive
growth opportunities
in right-to-win
categories



Financially
Disciplined

Sustainable, high-quality
margin and cash flow
generation to create
shareholder value



Total Shareholder
Returns

Disciplined investment
for growth and
competitive capital
returns while preserving
balance sheet

Third Quarter 2024 Highlights

\$838M

Adjusted Sales

\$120M

Adjusted EBITDA

14.3%

Adjusted EBITDA
margin

13.2%

Total segment adjusted
operating margin

Quarter Highlights

- Continued strength in Aftermarket offsetting CV softness
- Second bond issuance improved debt position
- Increased share repurchase authorization

Strong Balance Sheet

- \$477M Cash and cash equivalents
- Net leverage of 1.1x; Target ~1.5x
- ~\$1B of Liquidity

\$1.17

Adjusted diluted
Earnings per share

\$60M

Adj. free cash flow

\$85M

Returned to shareholders
via dividends and share
repurchases.

Adjusted Sales, adjusted diluted EPS, adjusted EBITDA, adjusted EBITDA margin, adjusted free cash flow and net leverage are Non-GAAP metrics. See Appendix for definitions and reconciliations to the most directly comparable GAAP measures.

Business Wins

PHINIA is winning new business and retaining existing business across LV and CV / Industrial markets and all regions.

Notable wins in Q3 include:

New Business

To Supply

Electronically-controlled, low pressure common rail injection system for compact diesel engines in the off-highway market



Conquest Business

To Supply

Light vehicle GDI pump to a European automaker, a key win in India's emerging combustion sector



Conquest Business

To Supply

GDI system to a US automaker for use in high-volume application for light duty trucks and luxury SUV's



Aftermarket Segment Wins



Contract Extension Win

Renewed our agreement with one of our largest global independent aftermarket customer groups



New Business Win

Signed a first-time agreement with a major customer group in Europe, opening new opportunities for business development



New Business Win

Signed a new agreement with a North American customer to expand cooperation into their business in Mexico

Disciplined Capital Allocation

Expect >\$200M Adjusted Free Cash Flow⁽¹⁾ per Year Average Through End of Decade

Strong Foundation - Balance Sheet

- Strong balance sheet
- Net leverage of 1.1x, Target of ~1.5x
- Robust liquidity levels



Competitive Capital Return ⁽²⁾

- Expect to maintain competitive dividend of ~\$1.00 / year
- Opportunistic share repurchases
 - Increased authorization by \$250M
 - Life-to-date \$212M / 5.3M shares repurchased



Investment for Growth

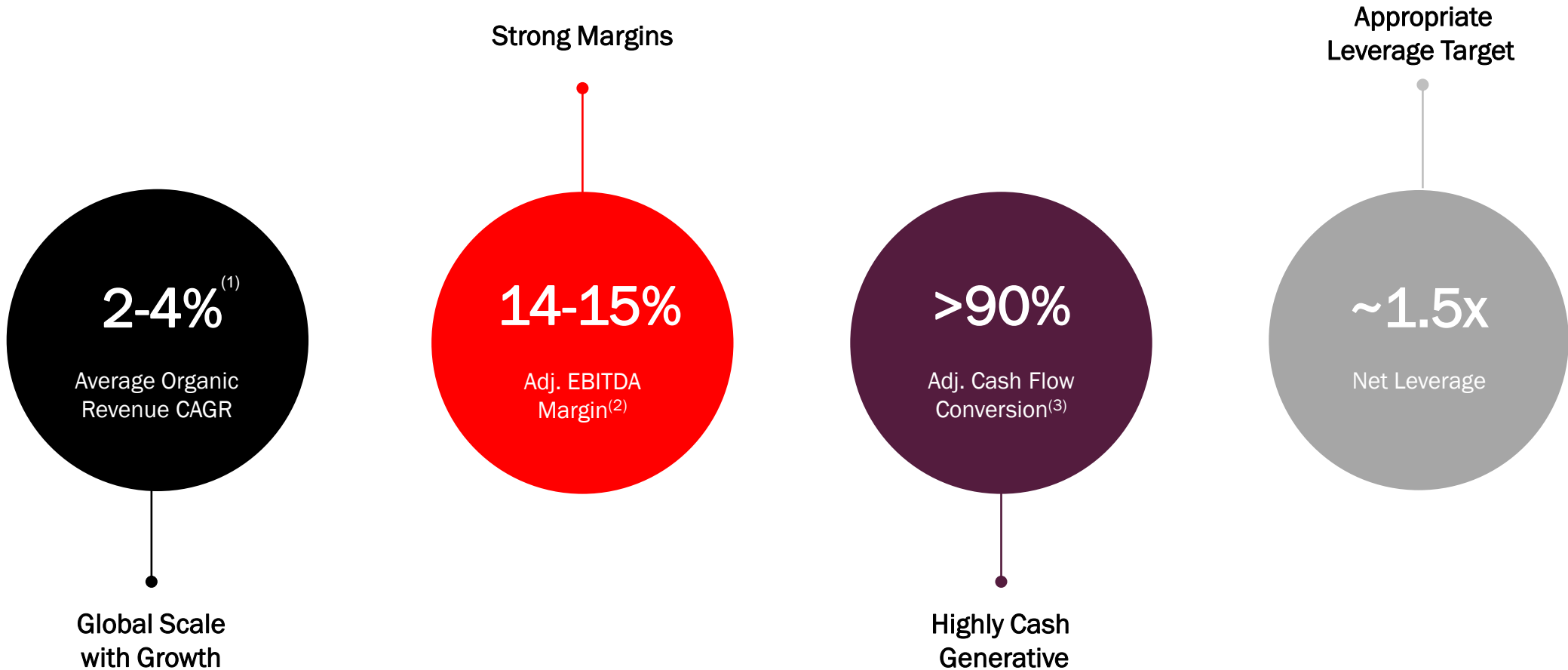
- Disciplined, ROIC-focused reinvestment
- Growth areas:
 - Alternative fuel technologies
 - Electronic systems
 - CV, Off-highway, Industrial, & Aerospace
 - Aftermarket
- Strategic and accretive M&A



(1) Forward-looking non-GAAP measure. See Appendix for definition and more information.

(2) Dividends subject to approval by PHINIA Board of Directors

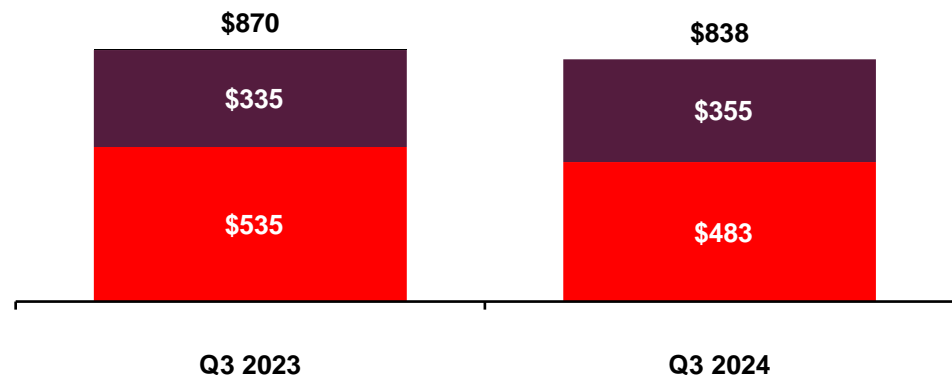
Expected Consistent Performance Through The Decade



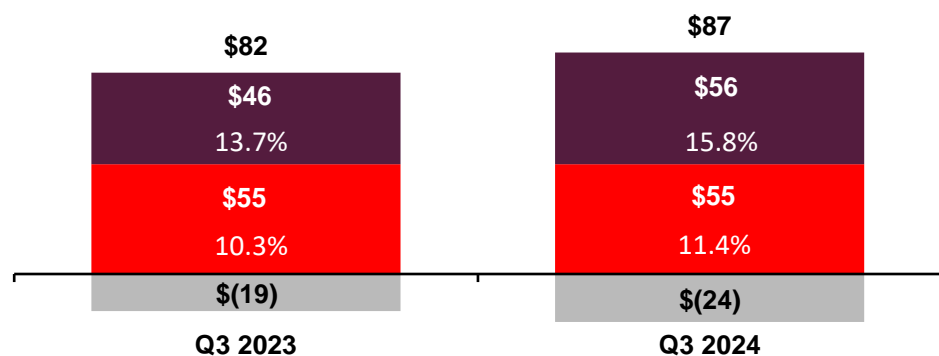
(1) Does not include Contract Manufacturing Revenue to BorgWarner – Which ended in Q3 2024; Organic Growth
(2) Forward-looking non-GAAP metric. See Appendix for Adj. EBITDA and Adj. EBITDA Margin definition and more information.
(3) Forward-looking non-GAAP metric. See Appendix for definition and more information.

Third Quarter Financial Performance

Adjusted Sales ⁽¹⁾ (\$mm)



Adjusted Operating Income ⁽¹⁾ (\$mm)



■ Fuel Systems ■ Aftermarket ■ Corporate Costs

Commentary

YoY Adjusted Sales Growth

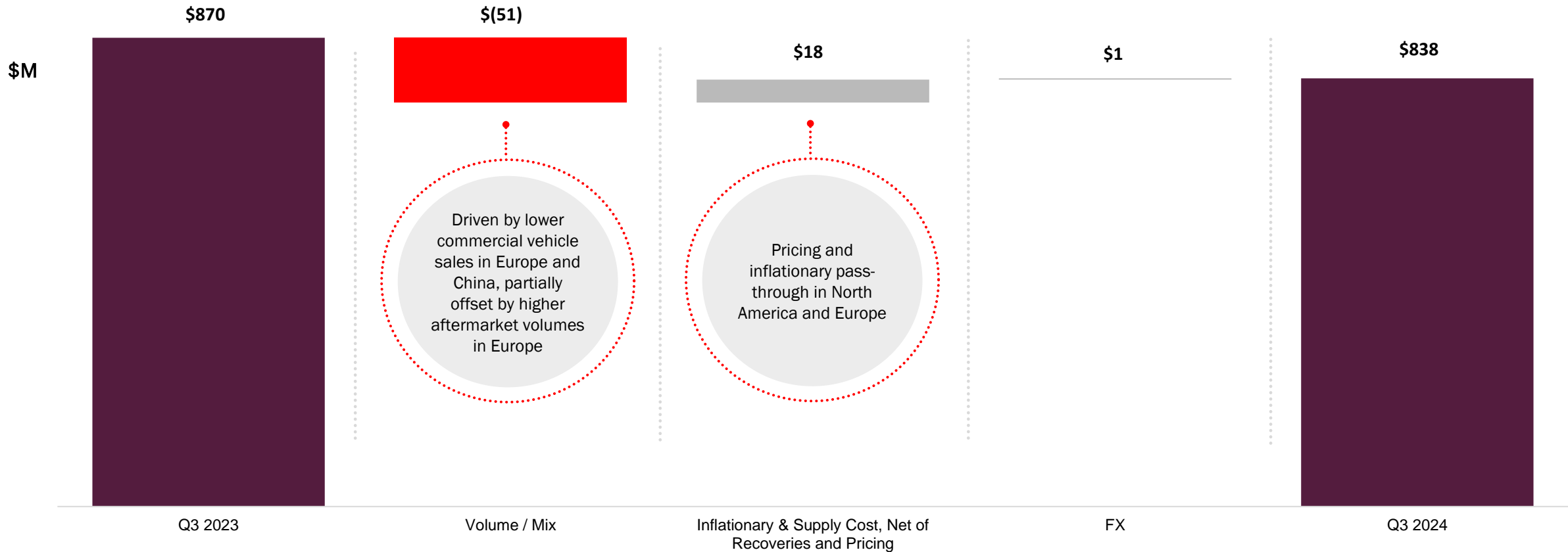
- ➔ Aftermarket growth primarily driven by price and higher aftermarket volumes in Europe
- ➔ Fuel Systems performance driven by lower commercial vehicle sales in Europe and China partially offset by favorable price

YoY Adjusted Operating Income

- ➔ Aftermarket increase driven by favorable pricing
- ➔ Fuel Systems performance primarily due to favorable price, supplier savings and cost recovery offset by lower volumes

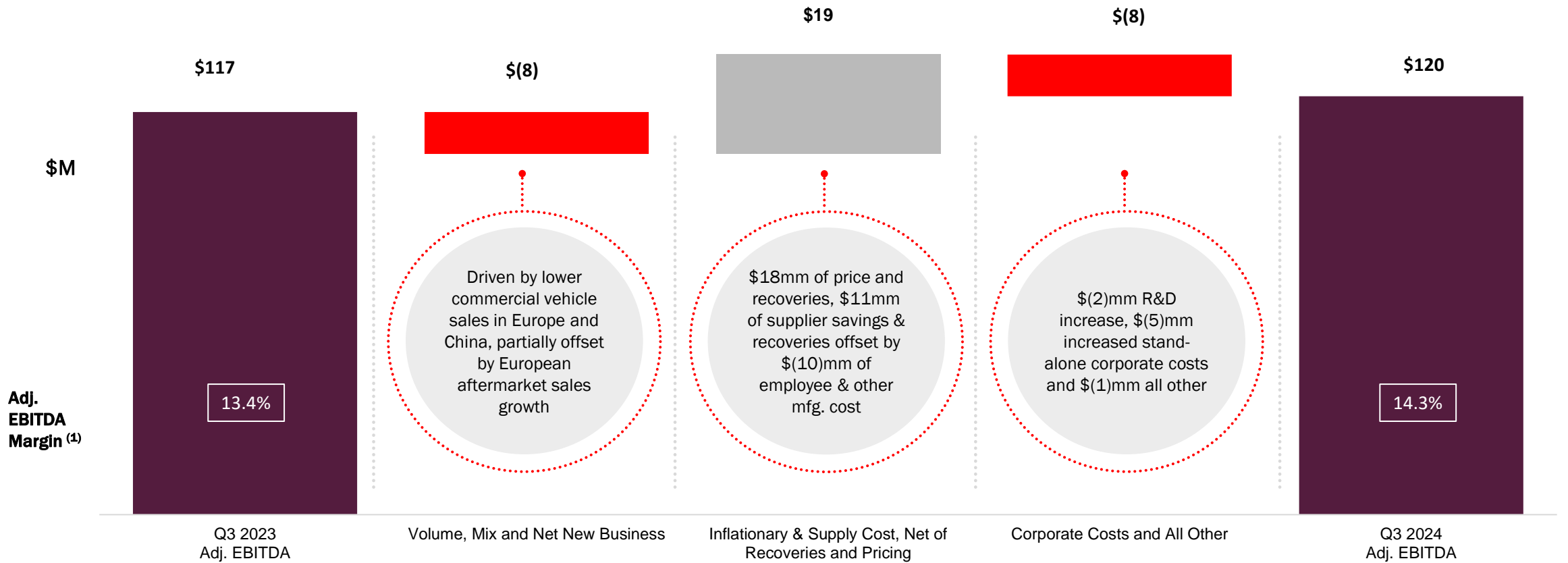
(1) Non-GAAP metric. See Appendix for Adj. Sales, Adj. Operating Income and Adj. Operating Income Margin definitions and reconciliations to the most directly comparable GAAP measures.

Q3 2024 Adjusted Sales ⁽¹⁾



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

Q3 2024 Adjusted EBITDA⁽¹⁾



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

Revised Full Year 2024 Outlook

Metric	FY 2024 Outlook*	Prior Outlook
Adj. Sales ⁽¹⁾	\$3,340 – \$3,390M	\$3,400 – \$3,550M
Adj. EBITDA ⁽¹⁾	\$470 – \$490M	\$470 – \$510M
Adj. EBITDA Margin ⁽¹⁾	14.1% – 14.5%	13.8% – 14.4%
Adj. Free Cash Flow ⁽¹⁾⁽²⁾	\$160 – \$200M	\$160 – \$200M
Adj. Tax Rate ⁽³⁾	33% – 37%	33% – 37%

(1) Non-GAAP metric. See Appendix for definitions and reconciliations to the most directly comparable GAAP measures.

(2) Capex is expected to be approximately 4% of Adj. Sales.

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

*2024 key currency assumptions: USDGBP 1.27; USDEUR 1.08; CNYUSD 7.17; MXNUSD 17.22; BRLUSD 4.95; INRUSD 83.10



APPENDIX



Historical Quarterly Financial Metrics ⁽¹⁾

	2023					2024		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Fuel Systems	\$ 509	\$ 551	\$ 535	\$ 532	\$ 2,127	\$ 510	\$ 513	\$ 483
Aftermarket	326	336	335	326	1,323	336	350	355
Adjusted Sales	\$ 835	\$ 887	\$ 870	\$ 858	\$ 3,450	\$ 846	\$ 863	\$ 838
Fuel Systems	43	62	55	55	215	55	52	55
Margin %	8.4%	11.3%	10.3%	10.3%	10.1%	10.8%	10.1%	11.4%
Aftermarket	48	49	46	53	196	60	53	56
Margin %	14.7%	14.6%	13.7%	16.3%	14.8%	17.9%	15.1%	15.8%
Segment Adj. Operating Income	\$ 91	\$ 111	\$ 101	\$ 108	\$ 411	\$ 115	\$ 105	\$ 111
Margin %	10.9%	12.5%	11.6%	12.6%	11.9%	13.6%	12.2%	13.2%
Corporate Costs	(9)	(17)	(19)	(19)	(64)	(18)	(21)	(24)
Adj. Operating Income	\$ 82	\$ 94	\$ 82	\$ 89	\$ 347	\$ 97	\$ 84	\$ 87
Margin %	9.8%	10.6%	9.4%	10.4%	10.1%	11.5%	9.7%	10.4%
Depreciation Expense	34	36	35	38	143	34	33	33
Adj. EBITDA	\$ 116	\$ 130	\$ 117	\$ 127	\$ 490	\$ 131	\$ 117	\$ 120
Margin %	13.9%	14.7%	13.4%	14.8%	14.2%	15.5%	13.6%	14.3%

(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 and transaction 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 adjusted sales.

\$ in millions	2023					2024		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Net earnings (loss)	\$ 35	\$ 35	\$ (1)	\$ 33	\$ 102	\$ 29	\$ 14	\$ 31
Depreciation and tooling amortization	34	36	35	38	143	34	33	33
Provision for income taxes	23	21	31	29	104	27	23	22
Intangible asset amortization expense	7	7	7	7	28	7	7	7
Interest expense, net	3	4	18	18	43	18	35	16
EBITDA	\$ 102	\$ 103	\$ 90	\$ 125	\$ 420	\$ 115	\$ 112	\$ 109
Separation and transaction expense (income)	18	41	25	(4)	80	17	3	4
Restructuring expense	4	2	4	2	12	2	3	6
Royalty income from Former Parent	(5)	(12)	—	—	(17)	—	—	—
Equity in affiliates' earnings, net of tax	(3)	(3)	(2)	(2)	(10)	(3)	(2)	(3)
Other postretirement (income) expense	—	(1)	—	3	2	—	1	—
Other non-comparable items	—	—	—	3	3	—	—	4
Adjusted EBITDA	\$ 116	\$ 130	\$ 117	\$ 127	\$ 490	\$ 131	\$ 117	\$ 120
Adjusted sales	\$ 835	\$ 887	\$ 870	\$ 858	\$ 3,450	\$ 846	\$ 863	\$ 838
Adjusted EBITDA margin %	13.9%	14.7%	13.4%	14.8%	14.2%	15.5%	13.6%	14.3%

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 and transaction expense, intangible asset amortization expense, impairment charges, other net expenses, and other gains and losses not reflective of the Company's ongoing operations. Adjusted operating margin is defined as adjusted operating income divided by adjusted sales.

\$ in millions	2023					2024		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Operating income	\$ 58	\$ 56	\$ 46	\$ 81	\$ 241	\$ 71	\$ 71	\$ 66
Separation and transaction expense (income)	18	41	25	(4)	80	17	3	4
Intangible asset amortization expense	7	7	7	7	28	7	7	7
Restructuring expense	4	2	4	2	12	2	3	6
Royalty income from Former Parent	(5)	(12)	—	—	(17)	—	—	—
Other non-comparable items	—	—	—	3	3	—	—	4
Adjusted operating income	\$ 82	\$ 94	\$ 82	\$ 89	\$ 347	\$ 97	\$ 84	\$ 87
Net sales	\$ 835	\$ 887	\$ 896	\$ 882	\$ 3,500	\$ 863	\$ 868	\$ 839
Operating margin %	6.9%	6.3%	5.1%	9.2%	6.9%	8.2%	8.2%	7.9%
Adjusted sales	\$ 835	\$ 887	\$ 870	\$ 858	\$ 3,450	\$ 846	\$ 863	\$ 838
Adjusted operating margin %	9.8%	10.6%	9.4%	10.4%	10.1%	11.5%	9.7%	10.4%

Adjusted Sales Reconciliation to US GAAP

The Company defines adjusted sales as net sales adjusted to exclude certain agreements with BorgWarner that were entered into in connection with the spin-off.

\$ in millions	2023					2024		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Fuel Systems net sales	\$ 509	\$ 551	\$ 561	\$ 556	\$ 2,177	\$ 527	\$ 518	\$ 484
Spin-off agreement adjustment	—	—	(26)	(24)	(50)	(17)	(5)	(1)
Fuel system adjusted sales	\$ 509	\$ 551	\$ 535	\$ 532	\$ 2,127	\$ 510	\$ 513	\$ 483
Aftermarket net sales	326	336	335	326	1,323	336	350	355
Adjusted sales	\$ 835	\$ 887	\$ 870	\$ 858	\$ 3,450	\$ 846	\$ 863	\$ 838

Adjusted Free Cash Flow Reconciliation to US 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.

\$ in millions	Three Months Ended September 30,		Nine Months Ended September 30,	
	2024	2023	2024	2023
Net cash provided by operating activities	\$ 95	\$ 155	\$ 235	\$ 188
Capital expenditures, including tooling outlays	(25)	(37)	(85)	(117)
Effects of separation-related transactions	(10)	(25)	31	35
Adjusted free cash flow	\$ 60	\$ 93	\$ 181	\$ 106

Adjusted Net Earnings Reconciliation to US GAAP

The Company defines adjusted net earnings as net earnings adjusted to exclude the tax-effected impact of restructuring expense, separation and transaction expense, intangible asset amortization, impairment charges, other net expenses, and other gains, losses and tax amounts not reflective of the Company's ongoing operations.

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2024	2023	2024	2023
Net earnings (loss)	\$ 31	\$ (1)	\$ 74	\$ 69
Separation and transaction costs	3	22	22	81
Loss on extinguishment of debt	2	-	17	-
Intangible asset amortization	6	6	18	13
Losses for other one-time events	3	-	3	-
Restructuring expense	5	4	9	8
Royalty income from Former Parent	-	-	-	(17)
Tax adjustments	2	1	-	1
Adjusted net earnings	\$ 52	\$ 32	\$ 143	\$ 161

Adjusted Net Earnings per Diluted Share Reconciliation to US GAAP

The Company defines adjusted net earnings per diluted share as net earnings per share adjusted to exclude the tax-effected impact of restructuring expense, separation and transaction expense, intangible asset amortization, impairment charges, other net expenses, and other gains, losses and tax amounts not reflective of the Company's ongoing operations.

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2024	2023	2024	2023
Net earnings (loss) per diluted share	\$ 0.70	\$ (0.02)	\$ 1.63	\$ 1.46
Loss on extinguishment of debt	0.03	-	0.37	-
Intangible asset amortization expense	0.13	0.13	0.40	0.40
Separation and transaction costs	0.08	0.48	0.48	1.72
Losses on other one-time events	0.08	-	0.08	-
Restructuring expense	0.11	0.08	0.19	0.17
Royalty income from Former Parent	-	-	-	(0.36)
Tax adjustments	0.04	0.02	-	0.03
Adjusted net earnings per diluted share	\$ 1.17	\$ 0.69	\$ 3.15	\$ 3.42

Adjusted Sales Reconciliation to US GAAP - Guidance

The Company defines adjusted sales as net sales adjusted to exclude certain contract manufacturing agreements with BorgWarner that were entered into in connection with the spin-off.

\$ in millions	Low	High
Net sales	\$ 3,363	\$ 3,413
Spin-off agreement adjustment	(23)	(23)
Adjusted sales	\$ 3,340	\$ 3,390