



Charging Forward

BORGWARNER

Charging forward

to an electric future.

We design and manufacture the systems that define the way the world moves forward. With the world's foremost technologists, engineers, and original equipment manufacturers (OEMs), we are accelerating the world's transformation to eMobility.

For over 130 years, we have been a transformative global product leader, supplying technologies to nearly every major automotive OEM in the world. We bring successful electric innovations to market while continuing to advance our emissions-reducing and fuel-efficient combustion technology, empowering everyone to drive sustainably. We proudly provide the components, systems, and partnerships our customers need to create a future where driving well means living well.

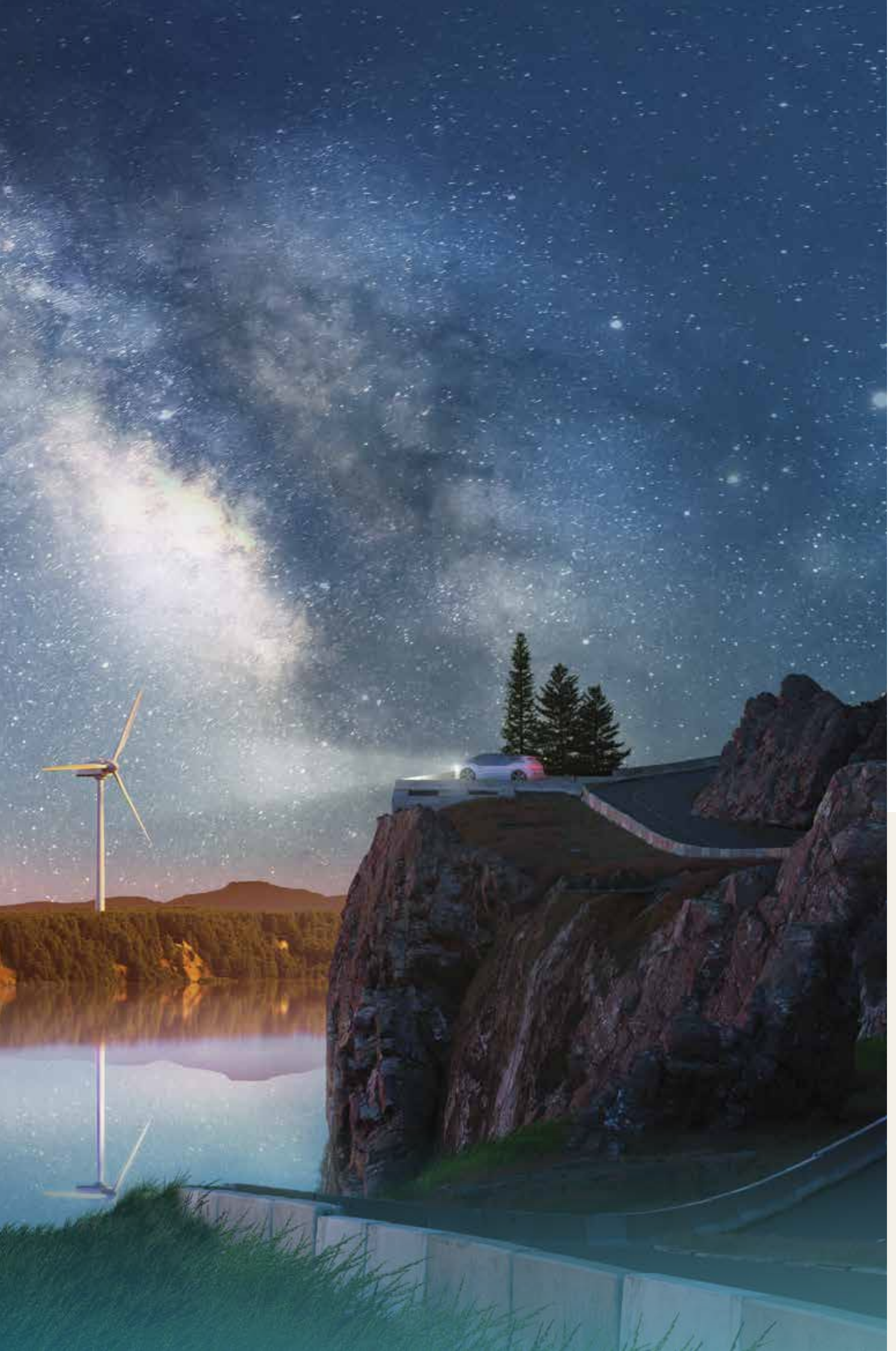





Our Vision

**A clean,
energy-efficient world.**





Finding answers that matter.

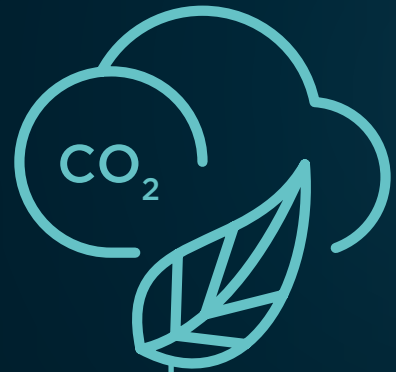


How can vehicles be electrified faster? How can we optimize their efficiency, range and costs? How can we improve bridging technologies to zero-emission mobility – or help alternative solutions achieve a breakthrough? We have the most talented people working on answering

these questions together with our customers. Due to our global footprint, we partner with you to bring the right technology to market at the right value – regardless of where you are in the world or what stage of eMobility transition you're in.

REAL COMMITMENT

As we look to achieve carbon neutrality by 2035, we remain steadfast in our commitment to what matters most to you: quality, time and cost. As you evolve more and more rapidly to EVs, our solutions will give you a competitive edge. That's why we are a trusted partner for leading OEMs around the globe.



BORGWARNER

TECH-DRIVEN INNOVATION FOR ALL

With cutting-edge technology, we're bringing innovative solutions to market faster, and creating greater flexibility for how you deploy them. Which means you'll make eMobility accessible to more customers around the world.

By leveraging our foundational products, our technical capabilities, and our deep customer relationships, we are able to deliver our customers what they want and get solutions to market more quickly than our peers.



PARTNERING FOR PROGRESS

We run development centers and production sites all over the world. Flexibility, customized solutions and local presence continue to define our partnership. Whether we're delivering a full EV system or specialized components, we'll help you accelerate your transition to eMobility.

A powerful partner in electrification.

Electric vehicles can make the vision of a future with emission-free mobility a reality. We are well positioned to lead the way in developing innovative and sustainable electrified solutions for all vehicle types and architectures.

Our growing product portfolio covers virtually all electric mobility areas from charging to propulsion – including batteries, electric motors, power transmission, power electronics, and thermal management. Our system expertise is the key to optimize the efficiency of each component.

As you evolve from mechanical to electric systems, we'll mobilize our expertise in both areas to deliver efficient, powerful propulsion. We can integrate electronics into your mechanical systems, optimizing performance and cost efficiency. As the market continues to shift toward zero emission mobility, we offer you flexibility when electrifying the next generation of vehicles. Whether needing individual components or fully-integrated system solutions, we provide a unique opportunity to pursue electrification across all levels.



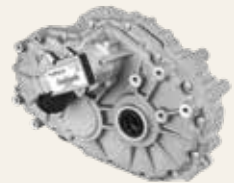
Battery Systems



Chargers



Controllers



EV Transmissions



Electric Drive Motors



Electric Drive Modules



Power Electronics



Thermal Management





Let's make transportation cleaner.

Low fuel consumption and a long service life are priorities for commercial vehicles. We offer highly efficient combustion, hybrid and electric technologies for a wide range of commercial vehicles.

Performance, energy efficiency and reliability all play a key role for vehicle operators. Thus, we are

driving forward our innovation strategy also in our commercial vehicle business. We offer highly advanced electric technologies for a wide range of commercial vehicles and support our customers in making the transition to state-of-the-art, environmentally-friendly propulsion systems.



Battery Systems



Boosting Technologies



Chargers



Controllers



Electric Drive Modules



Electric Drive Motors



Engine Timing Systems



Intake and Exhaust Gas Management



Power Electronics



Thermal Management

Improving foundational technologies.

Vehicles with internal combustion engines continue to play a major role in many markets and segments worldwide on the road to an energy-efficient, clean future.

That is why we are working intensively to improve fuel economy and reduce emissions in our foundational technologies for internal combustion engines as well. This includes the research and development of new, innovative solutions such as hydrogen technology.

As a dedicated partner who understands the evolution of mechanical to electrical systems, we support you in transforming vehicles to more fuel-efficient and cleaner technologies. Our expertise in both areas provides the critical underpinnings of efficient and powerful propulsion. Integrating electronics into the mechanical system is the key to performance, packaging and cost. This is evidenced across a full line of our combustion, hybrid and EV products. Today, we're delivering clean, fast-to-market technology solutions to increase efficiency and performance of modern combustion and hybrid vehicles.

But our foundational products and our strong customer relationships also play a major role in the realization of new eProducts. By combining our acknowledged know-how in the foundational segment with our fast-growing electronics competences, we are able to develop and launch new solutions very quickly and evolve exactly in response to our customers' needs.



**AWD + Cross Axle
Systems**



**Boosting
Technologies**



**P1 Hybrid
Architecture**



**P2 Hybrid
Architecture**



Electric Boosting Technologies



Engine Timing Systems



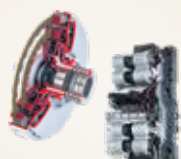
Ignition Technologies



Intake and Exhaust Gas Management



P4 Hybrid Architecture



Transmission Technologies



Valvetrain Systems

Our Mission

We deliver innovative
and sustainable
mobility solutions for
the vehicle market.



BORGWARNER

Charging forward
to accelerate the world's transition to mobility

MT03
M3
M2
M1

NO PARKING

NO STOPPING

NO WAITING

NO LOADING/UNLOADING

NO DELIVERIES

NO PICKUPS

NO TRUCKS

NO BUSES

NO MOTORCYCLES

NO BICYCLES

NO SCOOTERS

NO ROLLER SKATES

NO SKATEBOARDS

NO WHEELCHAIRS

NO STROLLERS

NO CARRIAGES

NO CARS

NO TRUCKS

NO BUSES

NO MOTORCYCLES

NO BICYCLES

NO SCOOTERS

NO ROLLER SKATES

NO SKATEBOARDS

NO WHEELCHAIRS

NO STROLLERS

NO CARRIAGES

NO CARS



Sustainability is at the core of our business.

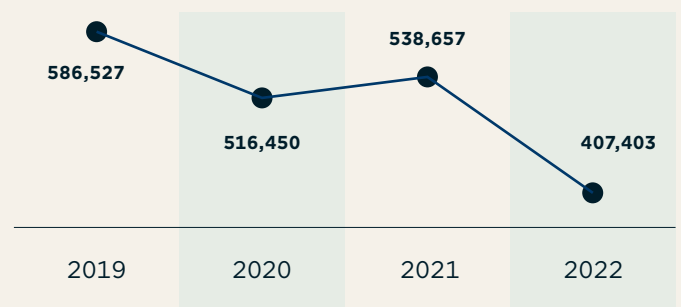
We developed our vision of a clean, energy-efficient world, long before sustainability became popular. Our Charging Forward strategy, and our recently announced Charging Forward 2027 strategy are products of this long-standing vision. Today, we are making greater efforts than ever to make it a reality.

As part of our transformation, we have committed to the goal to be carbon neutral in our operations by 2035. And we are well on our way to achieving it. In addition, we work hard in all areas of our business to save energy and water, recycle materials and reduce waste. While being a sustainable company means caring for our planet, we're equally dedicated to driving environmental, social and governance initiatives to deliver value to all stakeholders, both today and tomorrow.

We first announced Charging Forward back in 2021. Under this strategy, we set targets through 2025 to expand our eProduct portfolio and optimize our combustion portfolio. By accelerating action towards our targets, we believe we will substantially meet the goals – two years ahead of schedule. We have thus evolved our strategy to Charging Forward

2027, which seeks to rapidly and profitably grow our eProducts sales to over \$10 billion by 2027 while maximizing value from our foundational products. We expect to achieve approximately 35% of sales from eProducts in 2025 and 49% in 2027. To stay at the forefront, we are investing a substantial share of net eProducts sales in research and development of new eProducts. We believe our product mix and flexibility enable us to address a future based on evolving regulations, consumer demands, and automaker requirements.

Greenhouse gas emissions from energy use (mt CO₂e)



Reducing our indirect carbon impacts by launching different workstreams through five key reduction levers:



Supplier Emissions



Overall Weight Reduction



Recycling and Reuse



Aluminium Emissions Reduction



Steel Emissions Reduction



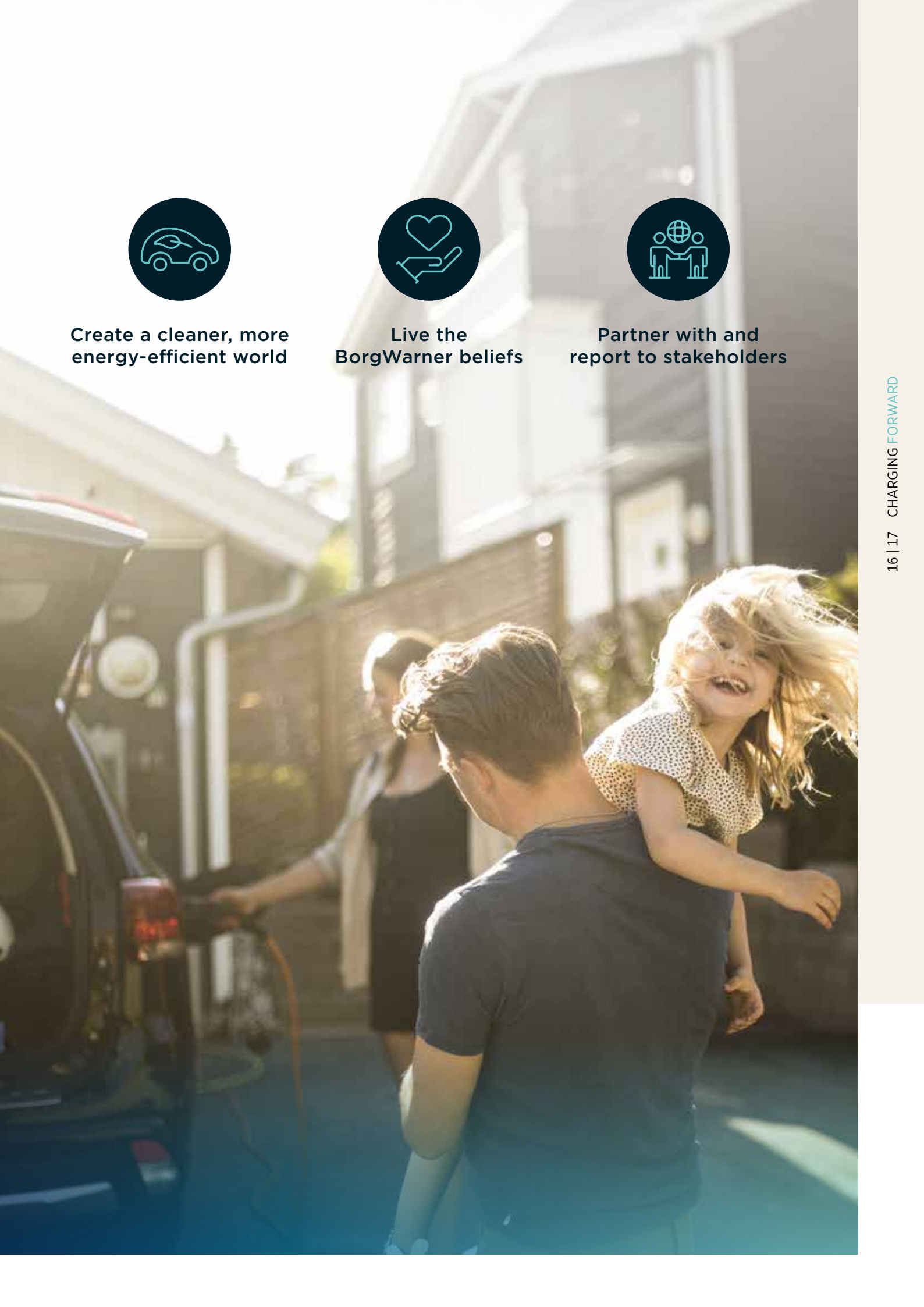
Create a cleaner, more
energy-efficient world

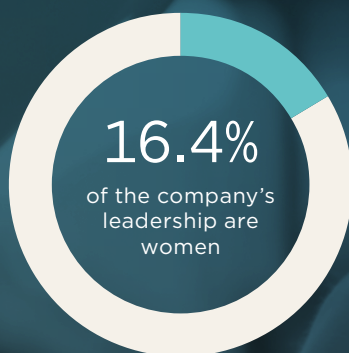


Live the
BorgWarner beliefs



Partner with and
report to stakeholders





Board members
are women
and/or racial/
ethnic minorities



Strategy board
members are
women and/or
racial/ethnic
minorities

In 2022, BorgWarner and
its employees donated



\$ 4.1 million
and more than



240,000
hours of their time.

Committed to diversity, equity and inclusion.

Our Beliefs guide us as individuals, as a team, and as a Company. We are committed to promoting and nurturing a diverse and inclusive environment, honoring integrity, striving for excellence, committing to responsibility for our communities, and building on the power of collaboration.

As we implement our electrification strategy, we are supporting our employees in the evolution of their skills and building the talent pipeline we need to succeed. We believe our strength is in our differences. We strive to nurture an environment where diversity of background, experience, and skill is welcomed and embraced. We realize

an inclusive environment supports a sense of belonging, which enables our team members to be authentic and innovative. So we invite everyone to come as they are, to join our team and maximize their full potential.

What's also important to us is giving back to our communities. As a company with many locations all over the world, we believe in supporting the communities where we live and operate. Our corporate philanthropy program's strategy is based on four pillars: education, economics, environment, and equity. Our employees support our activities in these areas with a great deal of energy and personal commitment.

Our Beliefs shape our culture. They shape who we are as a company, as a group of individuals working together. Our Beliefs, and behaviors, are our identity.



INCLUSION
RESPECTING INDIVIDUALS



INTEGRITY
HONORING TRUTH



EXCELLENCE
FOCUSING ON RESULTS



RESPONSIBILITY
OUR COMMITMENT



COLLABORATION
BUILDING TRUST

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