

Charging Forward Together

2022 Sustainability Report - Highlights

BorgWarner is accelerating the world's transition to eMobility by empowering everyone to drive sustainably and to live cleaner, healthier, and safer lives.

Our Vision

A clean, energy-efficient world

Our Mission

We deliver innovative and sustainable mobility solutions for the vehicle market

Create a cleaner, more energy-efficient world

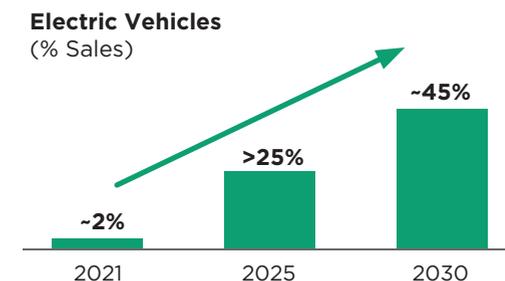
Goals

 Maintain majority of revenue from clean and emissions-reducing products

 Carbon neutral operations by 2035

 **-85%** GHG absolute reduction by 2030¹

Our business strategy is aligned to a net-zero carbon emissions future



- > eProduct exceeding **50%** of total R&D before acquisitions by 2025
- > Executive pay linked to our Charging Forward business goals through an eProducts revenue mix metric

Live the BorgWarner Beliefs

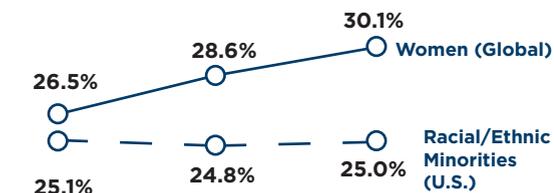
Goals

DIVERSITY
35% of global workforce are women by 2026
30% of US workforce racially/ethnically diverse by 2026

EQUITY
 Achieve and maintain pay parity by 2026

INCLUSION
80% or above on the BorgWarner Beliefs index score by 2026

Promoting employee diversity
 % Total Workforce (2019-2021)²



Talent and development

68% of our leadership positions were filled via internal placements



Focused on safety

0.40 Total recordable incident rate

↓ 60% from 2015

Partner with and report to stakeholders



59.8% Supplier questionnaire completion

↑ from 24.1% in 2020

Goals

80% of high-impact and high-risk suppliers complete sustainability questionnaire

100% Quality management certified³

¹ This greenhouse gas reduction target is for Scope 1 and Scope 2 emissions.

² Women is defined as employees that have self-identified as "female". Racial/ethnic minorities is defined as employees that have self-identified as outside of the majority ("White Not Hispanic or Latino"). Employees that have not specified their gender or race/ethnicity have been excluded from this calculation. To show comparable data, 2019 and 2020 data was regenerated in June 2022 to reflect changes in categorization.

³ This performance indicator is defined as IATF 16949/ISO 9001 quality management certification at our manufacturing locations that supply directly to original equipment manufacturers.



Statements in this report may contain forward-looking statements as contemplated by the 1995 Private Securities Litigation Reform Act that are based on management's current outlook, expectations, estimates and projections. Words such as "anticipates," "believes," "continues," "could," "designed," "effect," "estimates," "evaluates," "expects," "forecasts," "goal," "guidance," "initiative," "intends," "may," "outlook," "plans," "potential," "predicts," "project," "pursue," "seek," "should," "target," "when," "will," "would," and variations of such words and similar expressions are intended to identify such forward-looking statements. Further, all statements, other than statements of historical fact contained or incorporated by reference in this report that we expect or anticipate will or may occur in the future regarding our financial position, business strategy and measures to implement that strategy, including changes to operations, competitive strengths, goals, expansion and growth of our business and operations, plans, references to future success and other such matters, are forward-looking statements. Forward-looking statements are not guarantees of performance, and the Company's actual results may differ materially from those expressed, projected or implied in or by the forward-looking statements.

You should not place undue reliance on these forward-looking statements, which speak only as of the date of this report. Forward-looking statements are subject to risks and uncertainties, many of which are difficult to predict and generally beyond our control, that could cause actual results to differ materially from those expressed, projected or implied in or by the forward-looking statements. These risks and uncertainties, among others, include: supply disruptions impacting us or our customers, such as the current shortage of semiconductor chips that has impacted original equipment manufacturer ("OEM") customers and their suppliers, including us; commodities availability and pricing; competitive challenges from existing and new competitors including OEM customers; the challenges associated with rapidly-changing technologies, particularly as relates to electric vehicles, and our ability to innovate in response; uncertainties regarding the extent and duration of impacts of matters associated with the COVID-19 pandemic, including additional production disruptions; the difficulty in forecasting demand for electric vehicles and our electric vehicles revenue growth; potential disruptions in the global economy caused by Russia's invasion of Ukraine; the ability to identify targets and consummate acquisitions on acceptable terms; failure to realize the expected benefits of acquisitions on a timely basis including our recent acquisitions of AKASOL AG and Santroll's light vehicle eMotor business and our 2020 acquisition of Delphi Technologies PLC; the ability to identify appropriate combustion portfolio businesses for disposition and consummate planned dispositions on acceptable terms; the failure to promptly and effectively integrate acquired businesses; the potential for unknown or inestimable liabilities relating to the acquired businesses; our dependence on automotive and truck production, both of which are highly cyclical and subject to disruptions; our reliance on major OEM customers; fluctuations in interest rates and foreign currency exchange rates; our dependence on information systems; the uncertainty of the global economic environment; the outcome of existing or any future legal proceedings, including litigation with respect to various claims; future changes in laws and regulations, including, by way of example, taxes and tariffs, in the countries in which we operate; impacts from any potential future acquisition or disposition transactions; and the other risks noted in reports that we file with the Securities and Exchange Commission, including Item 1A, "Risk Factors" in our most recently-filed Form 10-K and/or Quarterly Report on Form 10-Q. We do not undertake any obligation to update or announce publicly any updates to or revisions to any of the forward-looking statements in this press release to reflect any change in our expectations or any change in events, conditions, circumstances, or assumptions underlying the statements.