Forward-Looking Statements

Statements in this presentation may constitute forward-looking statements as contemplated by the 1995 Private Securities Litigation Reform Act (the “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,” “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 presentation, 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.

Accounting estimates, such as those described under the heading “Critical Accounting Policies and Estimates” in Item 7 of our Annual Report on Form 10-K for the year ended December 31, 2020 (“Form 10-K”), are inherently forward-looking. All forward-looking statements are based on assumptions and analyses made by us in light of our experience and our perception of historical trends, current conditions and expected future developments, as well as other factors we believe are appropriate under the circumstances. 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. Forward-looking statements are subject to risks and uncertainties, many of which are difficult to predict and generally beyond the Company’s 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 include, among others: the difficulty in forecasting demand for electric vehicles and our EV revenue growth to 2030; the ability to identify targets and consummate acquisitions on acceptable terms; failure to realize the expected benefits of acquisitions; the ability to identify appropriate combustion portfolio businesses for disposition and consummate planned dispositions on acceptable terms; 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 COVID-19/coronavirus (“COVID-19”), including additional production disruptions; the failure to realize the expected benefits of the acquisition of Delphi Technologies PLC that the Company completed on October 1, 2020; the failure to realize the expected benefits of the acquisition of AKASOL or a delay in the ability to realize those benefits; the failure to successfully execute on a timely basis our taking private strategy with respect to AKASOL; the failure to promptly and effectively integrate acquired businesses; the potential for unknown or inestimable liabilities relating to acquired businesses; our dependence on automotive and truck production, both of which are highly cyclical and subject to disruptions; our reliance on major original equipment manufacturer (“OEM”) customers; commodities availability and pricing; supply disruptions; the uncertainty of the global economic environment; future changes in laws and regulations, including, by way of example, tariffs, in the countries in which we operate; impacts from any potential future acquisition or divestiture transaction; and the other risks, described in Part I, Item 1A, “Risk Factors,” in the Company’s Annual Report on Form 10-K for the year ended December 31, 2020. The Company does not undertake any obligation to update any forward-looking statements, except as required by law.
Intentional Growth for a Sustainable Future

• This high-impact change is a product of our **vision** and **strategy**

• Our vision of a **clean, energy-efficient world** is as relevant today as ever

• And our **accelerated electrification strategy** to advance that vision is today’s story

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**Revenue from EVs**

<table>
<thead>
<tr>
<th>Year</th>
<th>Electric Vehicles (% Sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021¹</td>
<td>&lt;3%</td>
</tr>
<tr>
<td>2025</td>
<td>&gt;25%</td>
</tr>
<tr>
<td>2030</td>
<td>~45%</td>
</tr>
</tbody>
</table>

¹ Estimate at the midpoint of FY21 guidance  
Source: BorgWarner estimate
BorgWarner Is Evolving Its Mission

Our mission was focused on balance:

Propulsion System Leader for Combustion, Hybrid and Electric Vehicles

Today and Tomorrow

We’re accelerating toward electrification

We deliver innovative and sustainable mobility solutions for the vehicle market
We’re Moving Electrification to the Forefront of Our Strategy

2021-2025: Accelerating Our Shift

- Significantly shifting our organic investments towards electrification
- More aggressively deploying capital toward M&A
- Steadily optimizing our combustion portfolio, targeting dispositions of products with $3B to $4B in annual revenue

These actions alone expected to lead to

~45% revenue from EV by 2030

…and future actions could increase this further as appropriate
External Factors Are Accelerating Demand for Cleaner, More Efficient Vehicles

Rising Temperatures Drive Demand for Clean, Efficient Vehicles

NASA figure adapted from Goddard Institute for Space Studies Surface Temperature Analysis

CO₂ Emissions Regulatory Standards Normalized to NEDC

NEDC figures adapted from The International Council on Clean Transportation analysis
Now is the Optimal Time to Accelerate BorgWarner’s Shift toward Electrification

Estimated industry steady shift from internal combustion vehicles to electric ones

Source: BorgWarner Estimates
This Evolution Is Consistent with Our Commitment to Sustainability

Our sustainability objectives go hand in hand with our strategy to generate financial results:

- Committed to carbon neutrality* by 2035 focusing on renewable and energy efficiency
- Providing Scope 3 emissions commentary
- Disclosures aligned with SASB, TCFD and GRI
- We disclose environmental KPIs

* Includes Scope 1 & 2 emissions
We Know How to Evolve to Meet Tomorrow’s Needs

Decades of leadership through strategic evolution — and our next phase is underway

Late 1990s
BorgWarner pivots to turbos through series of strategic acquisitions, including the merger of 3K and Schwitzer

2010s
BorgWarner significantly accelerates dual clutch module sales in China through wholly-owned and joint ventures
We’ve Grown Our Electrification Portfolio Deliberately Over Time Through Acquisitions…

<table>
<thead>
<tr>
<th>Year</th>
<th>Acquisition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Remy</td>
<td>Rotating electric (i.e., motors)</td>
</tr>
<tr>
<td>2016</td>
<td>Sevcon</td>
<td>Industrial-focused power electronics</td>
</tr>
<tr>
<td>2017</td>
<td>Remy</td>
<td>Electronics for start-up EV customers</td>
</tr>
<tr>
<td>2018</td>
<td>Romeo</td>
<td>Battery packs and modules (60/40 JV)</td>
</tr>
<tr>
<td>2019</td>
<td>Delphi Technologies</td>
<td>Power electronics and software</td>
</tr>
<tr>
<td>2020</td>
<td>Akasol</td>
<td>Battery packs and modules</td>
</tr>
</tbody>
</table>

Est. 2025 Content Opportunity per eLV

- $1,614: Delphi/Sevcon Acquisitions — Power Electronics
- $509: Remy Acquisition — Motors
- $118: Organic Product Development
- $399: 2014 Portfolio

2020 Product Portfolio
...And Our Organic Investment Strategy Will Also Play a Major Role in Advancing eLV…

Organic Investment Strategy

- >$3B over next 5 years on combined R&D and capital spending for eProducts
- eProducts approaching 50% of R&D before acquisitions by 2025
- Organic spending supplemented with up to $5B in M&A

Estimated R&D Spend for eProducts ($M)

Source: BorgWarner March 2021 Investor Day estimate
…Such That We’re Well Positioned to Seize Market Opportunity

Est. 2025 BorgWarner Content Opportunity Per Light Vehicle Summary

Sources: BorgWarner TAM; IHS Markit, KGP. Excludes: Romeo Power Battery JV opportunities, Service & Aftermarket
How Did We Anticipate this Transition?

Our people practices are designed to enable creativity, quick pivots, long-term planning and operational excellence:

- Track hiring success as a leading indicator (which is better than peers)
- Decentralized org structure

Recruitment strongly outperforms peers

<table>
<thead>
<tr>
<th>Year</th>
<th>BorgWarner YOY</th>
<th>Peer Median YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Views</td>
<td>+13.0%</td>
<td>-18.2%</td>
</tr>
<tr>
<td>Job Applications</td>
<td>+28.9%</td>
<td>-6.6%</td>
</tr>
<tr>
<td>View-to-Apply Rate</td>
<td>+14.0%</td>
<td>+2.8%</td>
</tr>
<tr>
<td>Recruiter In-Mail Acceptance Rate</td>
<td>+125.6%</td>
<td>-17.5%</td>
</tr>
</tbody>
</table>

Year-over-Year LinkedIn Results vs. Peers

Our growth supports job creation

Delphi Technologies Acquisition

Local Accountability

Global Strength
We Empower Our Diverse Teams

Employee Diversity

- **NEW HIRES**
  - Women: 33.2%
  - Minorities: 21.1%
  - New hires overall: 25.6%

- **SALARIED**
  - Women: 24.7%
  - Minorities: 17.3%
  - Salaried overall: 21.2%

- **TOTAL U.S. WORKFORCE**
  - Women: 25.6%
  - Minorities: 20.2%
  - Overall: 21.2%

- **NEW HIRES**
  - Women: 24.7%
  - Minorities: 17.3%
  - New hires overall: 21.2%

- **SALARIED**
  - Women: 21.1%
  - Minorities: 14.6%
  - Salaried overall: 17.3%

- **TOTAL U.S. WORKFORCE**
  - Women: 21.1%
  - Minorities: 14.6%
  - Overall: 17.3%

- **NEW HIRES**
  - Women: 18.9%
  - Minorities: 13.9%
  - New hires overall: 16.6%

- **SALARIED**
  - Women: 14.6%
  - Minorities: 10.3%
  - Salaried overall: 13.9%

- **TOTAL U.S. WORKFORCE**
  - Women: 14.6%
  - Minorities: 10.3%
  - Overall: 13.9%

- **NEW HIRES**
  - Women: 10.3%
  - Minorities: 8.1%
  - New hires overall: 9.4%

- **SALARIED**
  - Women: 7.3%
  - Minorities: 5.8%
  - Salaried overall: 6.5%

- **TOTAL U.S. WORKFORCE**
  - Women: 7.3%
  - Minorities: 5.8%
  - Overall: 6.5%

Board Diversity

- **22.2%** of board members are minorities.
- **22.2%** of board members are women.

Diversity data shown is as of December 31st, 2020; Board of Directors demographics reflect current members, as of June 2021.

MIP defined as Management Incentive Plan participants.
• We believe we have both the strategies and execution capabilities to lead the industry

• Sustainability is core with a commitment to carbon neutrality by 2035

• Our actions through 2025 are expected to achieve ~45% of revenue from EV by 2030, with potential for more to come