BORGWARNER

Q2 2025 Highlights
(continuing operations basis)

Net Sales **$3,638**

Adj. Operating Margin*	Operating Margin
10.3%	**7.9%**
Adj. Diluted EPS*	Diluted EPS
$1.21	**$1.03**

2025 Full Year Guidance

Net Sales^
~14,000 to $14,400

Adj. Operating Margin*^	Operating Margin^
~10.1% to 10.3%	**~8.3% to 8.5%**
Adj. Diluted EPS*^	Diluted EPS^
~$4.45 to $4.65	**~$3.80 to $3.97**

($ in millions excl. diluted EPS)

*Adj. operating margin, adj. diluted EPS and Free Cash Flow on this slide are non-US-GAAP measures.
^Denotes a forward-looking statement that is based on current expectations. Actual results may differ materially due to risks and uncertainties that include, among others: supply disruptions impacting us or our customers; the challenges associated with rapidly changing technologies, particularly as they relate to electric vehicles, and our ability to innovate in response; and the difficulty in forecasting demand for electric vehicles and our electric vehicles revenue growth.
A reconciliation to US GAAP and a more fulsome list of risks & uncertainties appear in the latest BorgWarner earnings release:
http://www.borgwarner.com/q2-2025-earnings.pdf

Strong Second Quarter Execution, Focused on Long-Term Value Creation

$ in millions, except EPS

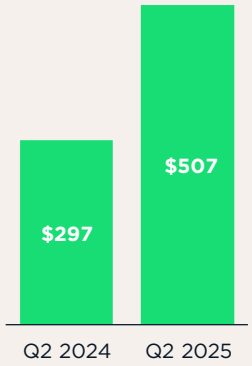
Net Sales
Organic Sales*
Decrease of ~0.9%



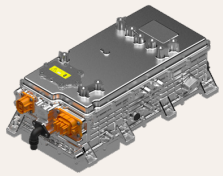
Adj. EPS*
Adj. EPS*
Increase of ~2%



Free Cash Flow*
FCF*
Improvement of ~71%



Awards Across Technology-Focused Portfolio



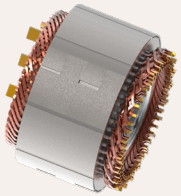
Dual Inverters

- Award with major Chinese OEM for its new energy vehicle (NEV) hybrid lineup, extending the partnership established in 2021
- Production expected to begin the end of 2025



Electric Cross Differentials (eXD)

- Award with a leading Chinese OEM for electric cross differentials for battery electric vehicles (BEV)



eMotors

- Award with a major Chinese OEM for platform-based design compatible across a full range of NEVs, including battery electric and hybrid models
- Production expected to begin in 2026



Wastegate Turbochargers

- Two conquest awards with a major North American OEM, in the European and North American markets
- Award with a major East Asian OEM for hybrid electric vehicle SUV applications
- Award with a major global OEM for a hybrid sports car application