



# MEDIA PACK

2024





# CONTENTS

1. Introduction to PHINIA
2. An overview of our brands: Delphi, Delco Remy and Hartridge
3. Our approach to sustainability
4. An overview of our executive and regional leadership
5. Latest highlights from PHINIA

# WELCOME TO PHINIA

**\$3.5B** GLOBAL  
BUSINESS

\*2023 REVENUE



FUEL SYSTEMS +  
**ELECTRICAL SYSTEMS**  
+ AFTERMARKET

GLOBALLY  
RECOGNIZED  
BRANDS

**Delphi**



**44** → **20**  
LOCATIONS COUNTRIES



**13,000** EMPLOYEES  
WORLDWIDE

# ABOUT PHINIA

**PHINIA is an independent, market-leading, premium solutions and components provider, with over 100 years of manufacturing expertise and industry relationships and a strong brand portfolio that includes DELPHI®, DELCO REMY® and HARTRIDGE™.**

With over 13,000 employees across 44 locations in 20 countries, PHINIA is headquartered in Auburn Hills, Michigan, USA.

Across commercial vehicles and industrial applications (heavy-duty and medium-duty trucks, off-highway construction, marine, aviation, and agricultural), and light vehicles (passenger cars, trucks, vans and sport-utility), we develop fuel systems, electrical systems, and aftermarket solutions designed to keep combustion engines operating at peak performance, while at the same time investing in advanced technologies to unlock the potential of alternative fuels.

By providing what the market needs today to become more efficient and sustainable, while also developing innovative products and solutions to contribute to lower carbon mobility, we are the partner of choice for a diverse array of customers - powering our shared journey toward a cleaner tomorrow.





OUR VISION

ADVANCING SUSTAINABILITY  
TODAY, POWERING  
A CLEANER TOMORROW

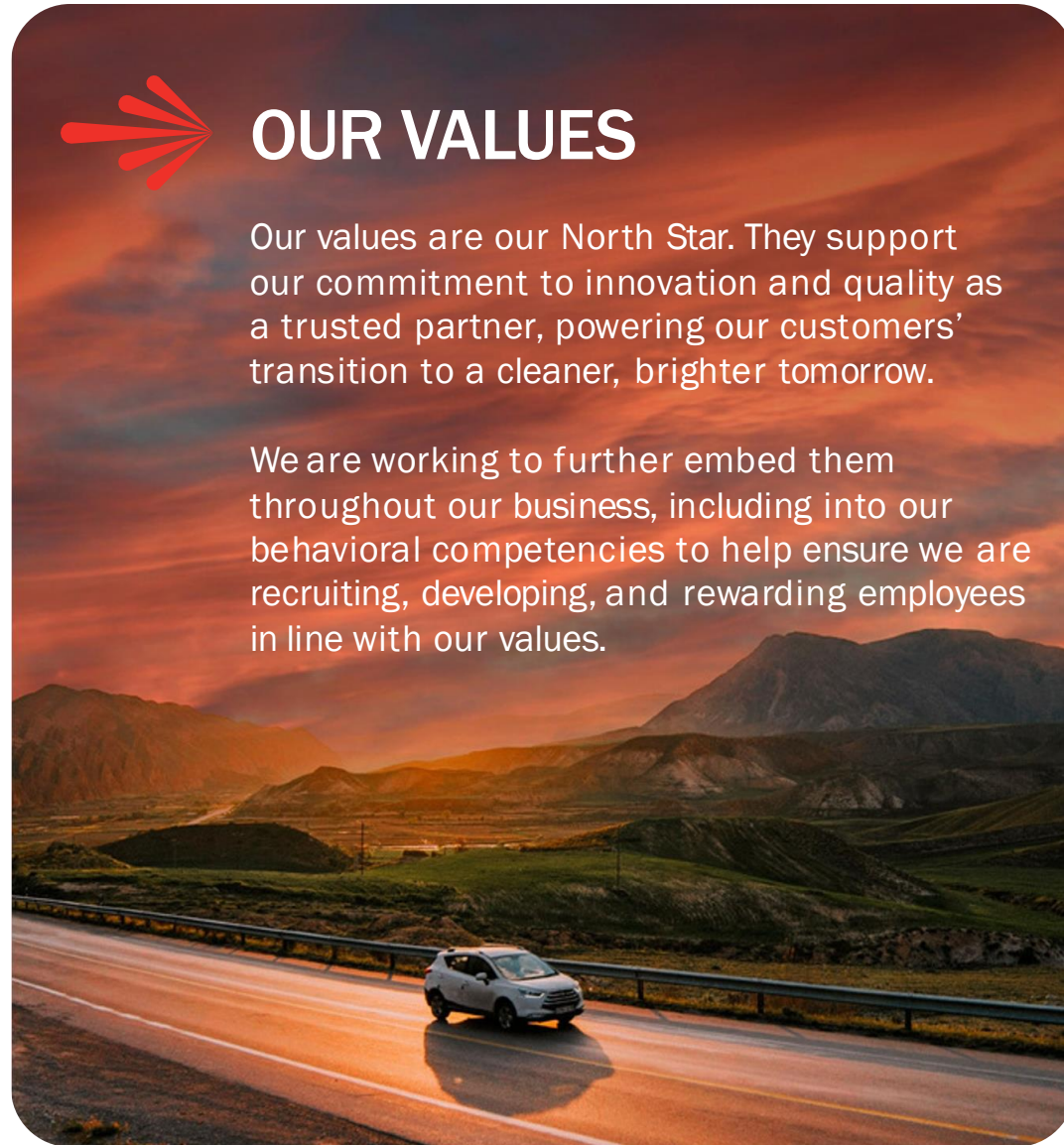




## OUR VALUES

Our values are our North Star. They support our commitment to innovation and quality as a trusted partner, powering our customers' transition to a cleaner, brighter tomorrow.

We are working to further embed them throughout our business, including into our behavioral competencies to help ensure we are recruiting, developing, and rewarding employees in line with our values.



## Product Leadership

Innovation that brings value to our customers

## Humility

Seeking out diverse perspectives and working collaboratively

## Inclusivity

Recognizing our differences makes us stronger; we are bold and intentional

## Net Zero

Committed to energy efficiency, waste reduction, and beneficial reuse

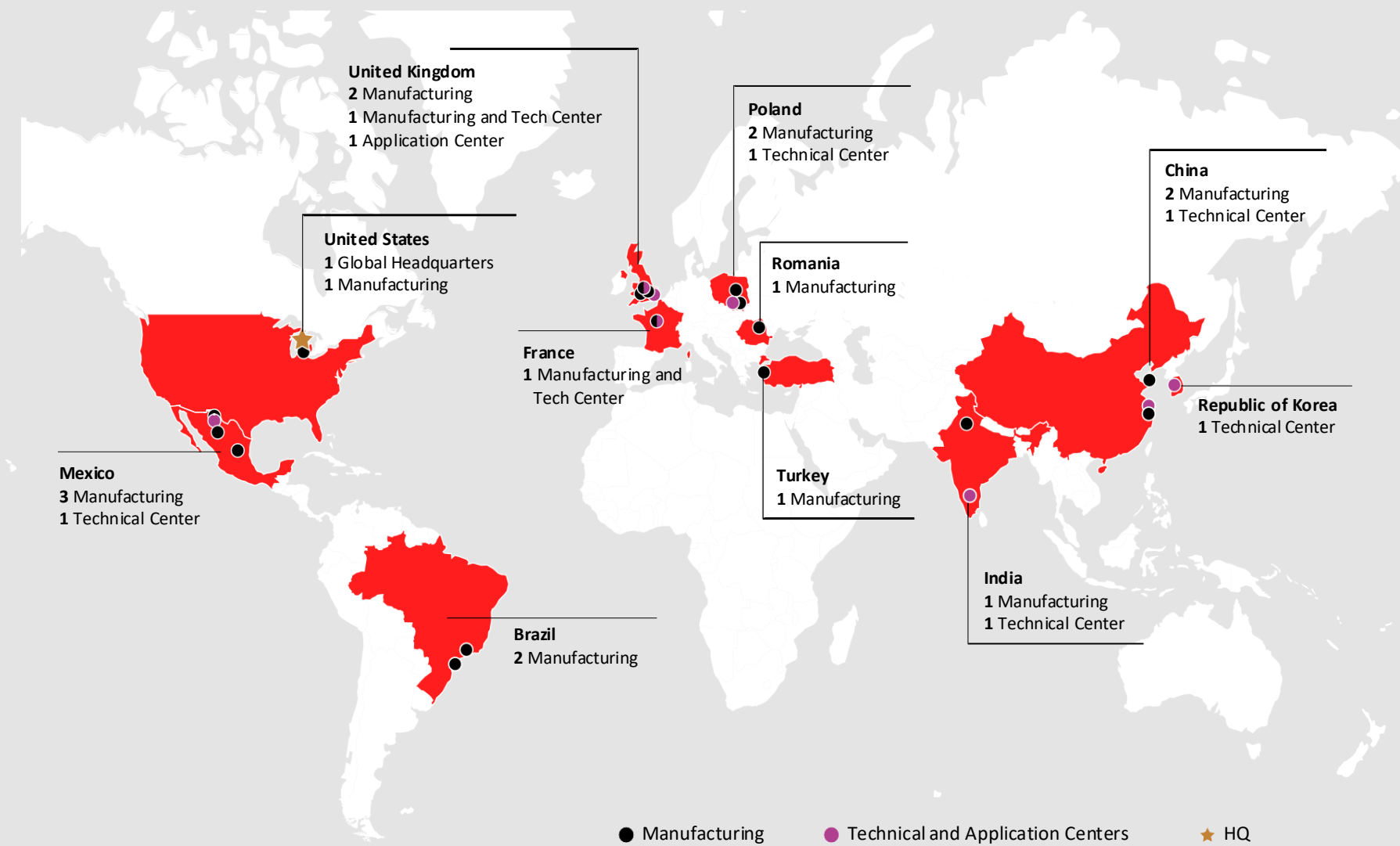
## Integrity

Taking responsibility for our decisions and doing what is right

## Accountability

Taking ownership of our actions and for driving results

# GLOBAL FOOTPRINT



# PRODUCTS AND SOLUTIONS

Commercial Vehicle & Industrial



  
Fuel Rails

  
Injectors

  
Fuel Pumps

  
Starters & Alternators

  
FDM & Canisters

Light Vehicle



  
Diesel Fuel Rail

  
Diesel Injectors

  
Gdi Fuel Rail

  
GDi Injectors

  
GDi Pumps

  
PFI Injectors

  
Diesel Pumps

  
FDM & Canisters

  
Starters & Alternators

Alternative Fuels



  
CNG Injectors

  
LNG Injectors

  
DI-CHG Injectors (Hydrogen)

  
FPI Injectors (Hydrogen)

Existing injectors adapted for use with zero-carbon and lower-carbon fuels

Aftermarket

  
Fuel Systems

  
Maintenance Solutions

  
Test & Diagnostic

  
Vehicle Electronics

  
Starters & Alternators

Systems integration and calibration across product lines

  
Engine Control Units & Component Embedded Controllers

  
Leading Software Development & Fuel Agnostic Applications

  
Calibration & Test Capabilities

# INTRODUCING OUR GLOBAL BRANDS

CLEANER.  
BETTER.  
FURTHER.



**Delphi**



**Delco Remy**



**hartridge**



# Delphi

**Delphi is a global Aftermarket leader championing next-generation talent, first-to-market innovations, market-leading products, and smart service solutions for a better and more connected today and tomorrow.**

With a presence in more than 150 countries, and a global network of over 2750 service centers, Delphi provides OE specification end-to-end solutions from components to sophisticated software solutions. With a wide-ranging portfolio including gasoline fuel systems, diesel fuel systems, maintenance solutions, engine management and vehicle electronics, backed by OE-level diagnostic and test equipment, training and technical information, Delphi enables garages to service and repair vehicles right the first time.

We are committed to developing solutions that prepare technicians all over the world to help vehicles go cleaner, better, further, right through their lives.



For over 125 years, Delco Remy products have been the preferred choice for commercial and off highway vehicles and industrial applications. We are driven to manufacture electrical systems that are specially engineered to provide the highest performance, the greatest fuel savings and the most longevity and durability.

We take great pride in being the flagship leader of starters and alternators, yet we don't take that for granted. We know that we must continually innovate—in our products, distribution and customer support.

The quality and strength of our products speak for themselves. Extensive quality tests and experience on the road—literally—prove that Delco Remy stands for durability, reliability and longevity.



**Delco Remy**





Hartridge is the world's leading provider of fuel injection test equipment, and a byword for performance, accuracy and reliability. In diesel platforms alone, no other company offers the same range or technological depth.

In addition to our state-of-the-art products, we work hand in hand with many of our customers to deliver systems that are highly specific to their requirements. Having close relationships with most of the major OE providers of fuel injection systems, Hartridge is ideally placed to offer solutions that meet unique needs.



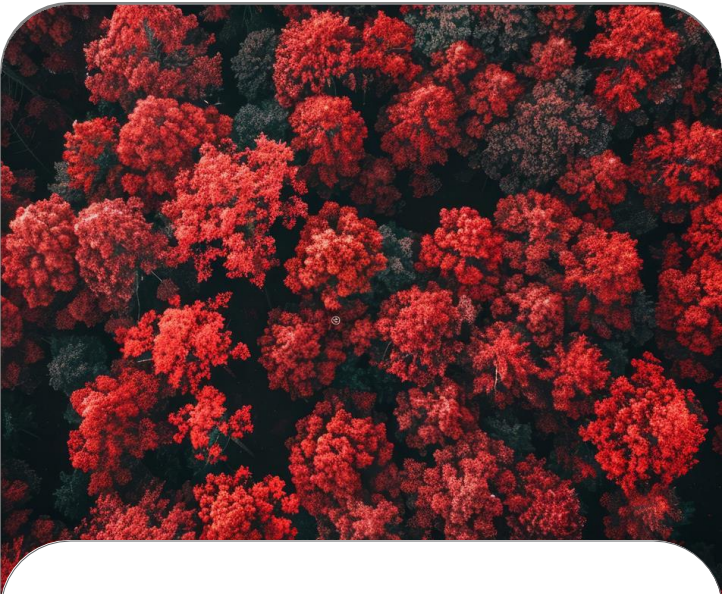
Hartridge is the exclusive diesel aftermarket test equipment provider for Delphi and Siemens VDO, as well as being recommended and even mandated by Denso and Stanadyne.

# OUR APPROACH TO SUSTAINABILITY

Our commitment to corporate responsibility is embedded in our values and how we do business.

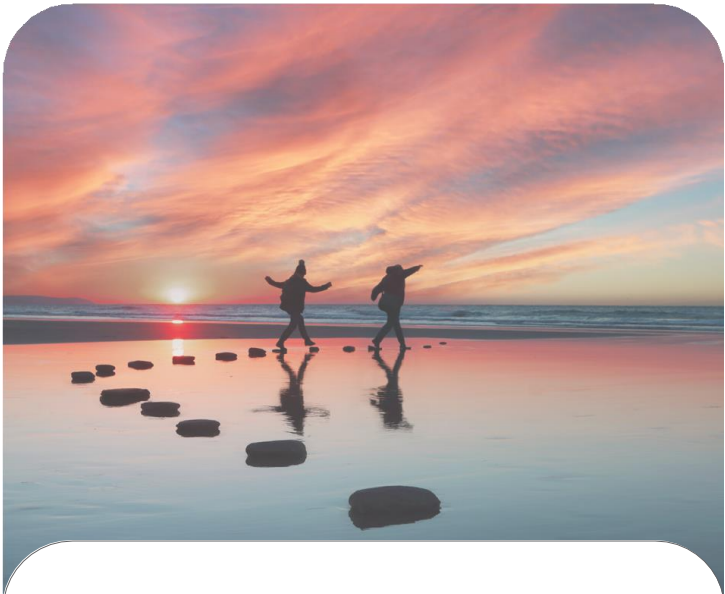


# PRIORITIES AND FRAMEWORK



## Environment

We are delivering on our commitment to powering a cleaner tomorrow through product engineering, innovation, and development, and reducing the environmental footprint of our operations.



## Social

We empower and support our employees through our talent and development programs, health and safety initiatives, and community engagement efforts.



## Governance

We hold ourselves accountable to high standards in our interactions with each other, our customers, regulators, and the communities we serve.

# PRODUCT ENGINEERING

During 2023, we made significant investments across our fuel efficiency and alternative fuel strategies.

**48%**

Fuel Efficiency

**15%**

Zero-Carbon Fuels

**15%**

Lower-Carbon Fuels

**22%**

Current Production Systems and Components

**2023**

**30%**

of 2023 R&D invested in alternative fuel systems

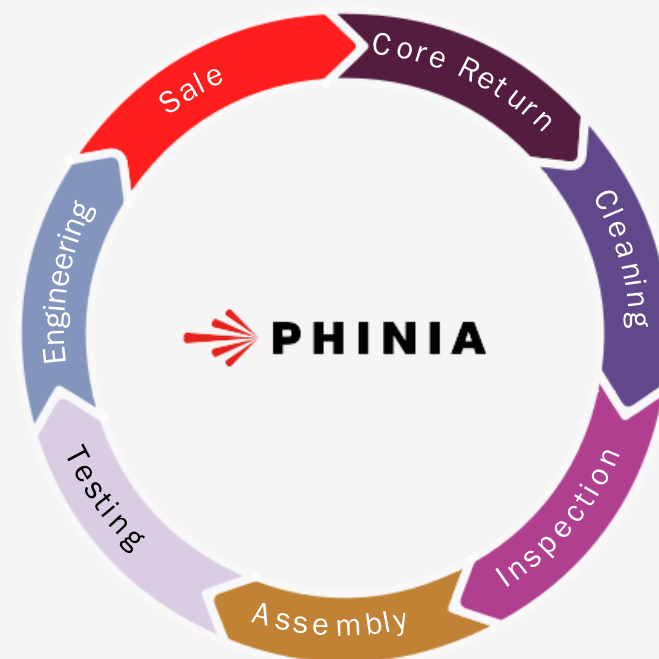
**78%**

of 2023 R&D investment was dedicated to fuel efficiency and alternative fuel technologies

# REMANUFACTURING

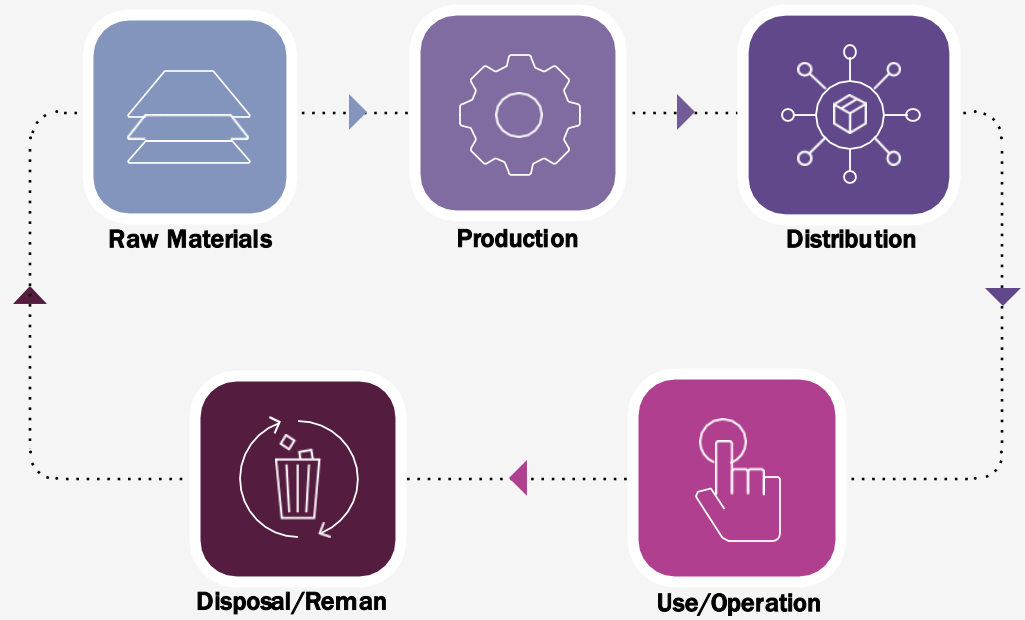
Remanufactured original equipment parts are more environmentally friendly and cost-effective.

- Our largest reman facility processed more than 10,000,000 pounds of material for remanufacturing from 2011 to 2023.



# DESIGN FOR ENVIRONMENT

Our Design for Environment process seeks to quantify and reduce emissions of new products across raw material sourcing, production, distribution, use and operation, and disposal or reman.



# FACILITIES AND OPERATIONS

PHINIA is committed to reducing resource consumption and carbon emissions, while ensuring adherence to pertinent environmental regulations.



## DEVELOPMENT AND EDUCATION

Our goal is to enable the skills, knowledge, and experiences of our experts to reach their highest potential. Our Reverse mentoring program promotes collaboration, fosters dialogue, and raises awareness and understanding of different perspectives.

**950+**

in-person training sessions  
throughout 2023

**50+**

technical and soft-skill  
courses through  
PHINIA University

**70/20/10**

flexible learning and development model

## ENGAGEMENT AND SENTIMENT

**We promote an open feedback culture.** We have hosted a variety of programs designed to help employees feel connected to each other and our culture.

**133+**

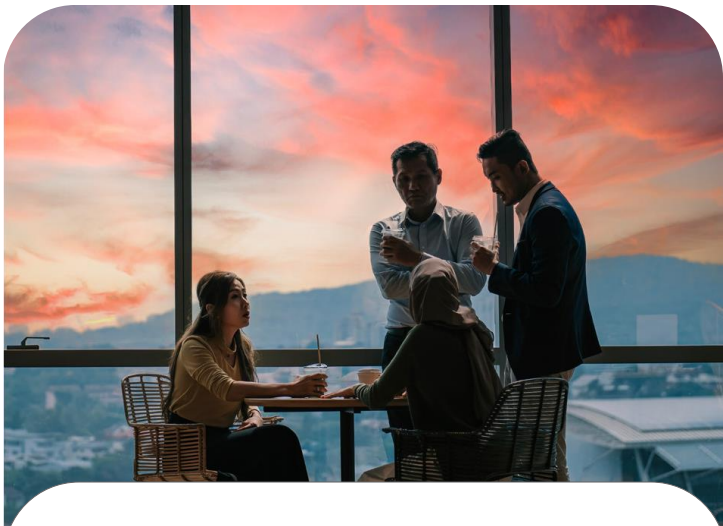
engagement events  
across our business

**118+**

fireside chats between  
teams and leaders

**50+**

Values discussion sessions and workshops



## EQUITY, DIVERSITY & INCLUSION

Our commitment to EDI starts from the top: 50% Board diversity, including 38% women board members and 25% representing racial or ethnic diversity.



## HEALTH & SAFETY

- The PHINIA CEO Safety Award recognizes our facilities that achieve key safety milestones.
- Our 2023 safety performance consisted of 0.19 Total Recordable Incident Rate and 0.12 Lost Time Incident Rate



## COMMUNITY ENGAGEMENT

- Through our 2023 community engagement, PHINIA supported 121 community initiatives across 11 countries
- We have donated over \$1.25M to various initiatives, including investments in education

## OUR GUIDING PRINCIPLES



- **PHINIA's Code of Ethical Conduct addresses key compliance topics**, including anti-corruption, conflicts of interest, and workplace behavior, as well as a prohibition on retaliation.

## SUPPLY CHAIN RESPONSIBILITY



- **We're committed to transparency** and promoting responsible practices in our global supply chain.
- We encourage our suppliers to improve their sustainability performance.

## DATA PROTECTION AND CYBERSECURITY



- **We periodically adjust our approach to cybersecurity** and data protection based on assessments, third-party audits, independent reviews, and other processes.

## PRODUCT QUALITY AND SAFETY



- **Customer focus.** Seeking to consistently meet or exceed customer expectations
- **Quality production commitment.** Every employee is responsible for the quality of their work
- **Continuous improvement.** Identifying opportunities to improve in quality, cost, and reliability.

# POWERING PROGRESS: INVESTING IN H2 FUEL TECHNOLOGIES

- PHINIA is committed to continued investment in advancing Hydrogen Fuel Technologies
- Recently completed extensive Hydrogen powered commercial vehicle tests
- 1,000km, fully loaded over 12 hours in cold temperatures



# EXECUTIVE MANAGEMENT

# EXECUTIVE MANAGEMENT



**Brady D. Ericson**  
Chief Executive Officer

- Joined BWA in 2000
- 30+ years of experience
- Previously President & GM of Morse Systems and Emissions Systems and Chief Strategy Officer



**Chris Gropp**  
Chief Financial Officer

- Joined BWA in 2001
- 30+ years of experience
- Previously VP, Finance of Transmission Systems and Emissions



**Todd Anderson**  
Chief Technology Officer



**Neil Fryer**  
VP and GM, Aftermarket



**Chris Gustanski**  
VP, Operational Excellence



**Mike Coetzee**  
VP and GM, Americas



**Pedro Abreu**  
VP and Chief Strategy Officer



**Alisa Di Beasi**  
VP and Chief Human Resources Officer



**John Lipinski**  
VP and GM, Europe



**Sebastian Dori**  
VP and Chief Procurement Officer



**Robert Boyle**  
VP and General Counsel



**Matt Logar**  
VP and Chief Information Officer



**Hank Yang**  
VP and GM, Asia Pacific

# PHINIA GLOBAL LEADERSHIP



**Neil Fryer**  
VP and GM, Aftermarket

- As VP and General Manager, Global Aftermarket for PHINIA, Mr. Fryer leads the Aftermarket business.
- Joined BorgWarner in 2020 as part of the Delphi Technologies acquisition where he served as VP Global Product, Marketing & Strategic Planning for the Aftermarket Business Unit.
- Transformed the Aftermarket business to a significant portion of what is now the PHINIA portfolio.
- Extensive experience in the global aftermarket industry with previous posts at ZF Group, TRW, Fiat Group Automobiles, Rhiag-Inter Auto Parts (Non-Executive Director), Bosal and Lucas Aftermarket Operations.
- BA degree in English from University of London and a Master of Business Administration from the University of Warwick, England.



**Juan Thomaz**  
VP and GM Aftermarket, EMEA

In his role as VP and GM of the Aftermarket in EMEA, Mr Thomaz is responsible for driving growth in the market for PHINIA's Delphi, Delco Remy®, and Hartridge brands.

- Brings nearly 20 years of experience in the automotive industry and deep expertise in the Aftermarket sector.
- Most recently Commercial Director for EMEA – a role he took on in 2022.
- Held positions of increasing responsibilities in a number of global markets including Europe, South America and Asia Pacific.
- Holds a mechanical engineering degree from the Federal University of Santa Catarina, Brazil, and a master's degree in economics & Corporate management from the IFP School, Rueil-Malmaison, France.

# RECENT HIGHLIGHTS

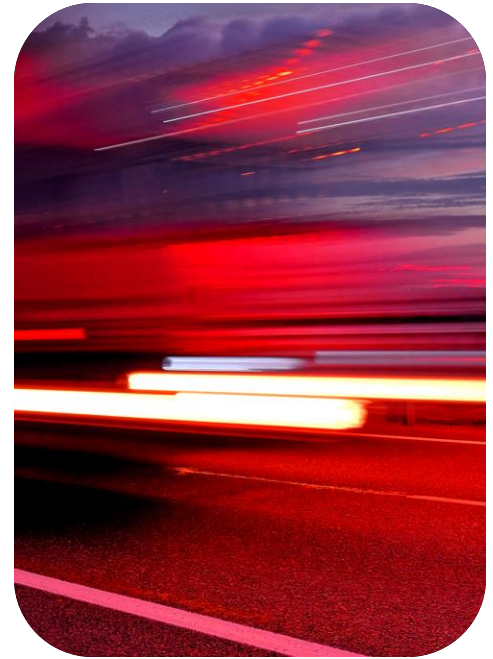
## PHINIA partners in groundbreaking V8 Hydrogen Injection retrofit Jeep Cherokee project

PHINIA supported the project by providing hydrogen injection components critical for the retrofit. This project highlights the partners' commitment to the decarbonization of transport by using hydrogen as a viable alternative to conventional fuels.



## PHINIA takes a Big Leap Towards Sustainable Transportation with Successful 1,000+ km, 12-Hour Endurance Run

This ground-breaking achievement showcases the potential of H2 as a cleaner and viable alternative to internal combustion engines that use traditional fuels, with particular focus on high-intensity applications in the transportation industry.



## PHINIA Releases Inaugural Annual Sustainability Report

The report sets a benchmark for future progress across environmental, social, and governance initiatives, while emphasizing PHINIA's focus on driving long-term value for stakeholders.

## Chinese OEM Changan Auto Taps PHINIA's High-Tech Fuel System for Global Hybrid Debut

The high performance 500bar fuel system is designed to significantly reduce exhaust particulate emissions, while fuel economy improvements can also be measured.



## PHINIA added to membership of US small-cap Russell 2000® Index

Russell indexes are widely used by investment managers and institutional investors for index funds and as benchmarks for active investment strategies.

## PHINIA Recognized for Outstanding Service by Hyundai Motor Group

Hyundai Motor Group granted this title to PHINIA in recognition of the team's willingness to go above and beyond to deliver a consistent supply of vital components.

# THANK YOU!





**Delphi**

