

Evolving For All

2021 Sustainability Report - Highlights



Our Vision: A clean, energy-efficient world

Our Mission: We deliver innovative and sustainable mobility solutions for the vehicle market

Our Beliefs



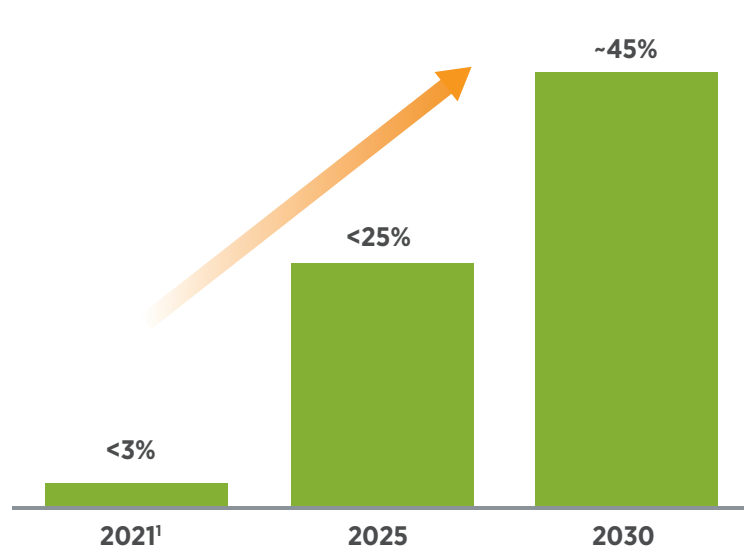
CREATE A CLEANER, MORE ENERGY-EFFICIENT WORLD



The environment is at the forefront of our business strategy

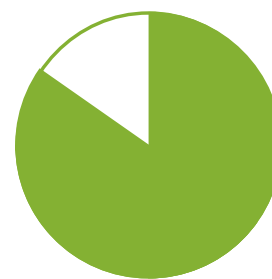
Accelerating toward electrification with ~45% EV product sales by 2030

Electric Vehicles (% Sales)



¹) Estimate at the midpoint of FY 21 guidance

Source: BorgWarner March 2021 Investor Day estimate



85%

revenue from electric and emissions-reducing hybrid and combustion products in 2020

Operations Environmental Goals

Carbon neutral for scope 1 and 2 emissions by

2035

37%

energy intensity reduction by 2030 from a 2015 baseline

50%

GHG intensity reduction by 2030 from a 2015 baseline

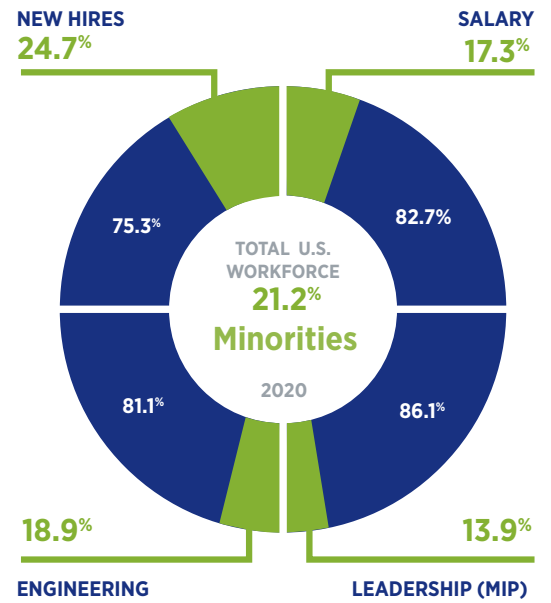
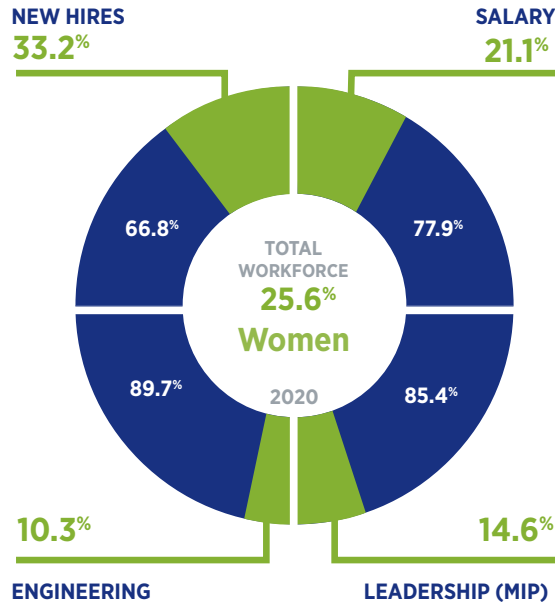


LIVE THE BORGWARNER BELIEFS

Our people make it happen



Fostering Diversity



Results of Pay Equity Analysis

■ Women earn 98.7% of men

■ Minorities (U.S.) earn 99.8%+ of non-minorities



Our global workforce total recordable incident rate for 2020 was **0.44**[^] which is considered as top quartile for our sector

[^]Excludes former Delphi Technologies locations

GIVING BACK TO OUR COMMUNITIES IN 2020

444+ CHARITABLE ACTIVITIES



\$2.8M DONATED BY BW AND EMPLOYEES



PARTNER WITH AND REPORT TO STAKEHOLDERS

Transparency and engagement support our success

Report using SASB, TCFD and GRI standards

Our sustainability commitment extends to our supply chain where we aim to assess at least 80% of our high-risk and high-impact suppliers



Our BorgWarner Quality Award recognizes and rewards our focus on manufacturing excellence

Statements in these highlights and the related 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 (including instances where "E" immediately precedes a year)," "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 these highlights or the related 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. Accounting estimates, such as those described under the heading "Critical Accounting Policies" 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, which speak only as of the date of these highlights or the related 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: 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 pandemic, 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 recent acquisition of AKASOL AG 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 the acquired businesses; our dependence on automotive and truck production, both of which are highly cyclical; our reliance on major 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; 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 Annual Report on 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 these highlights or the related report to reflect any change in our expectations or any change in events, conditions, circumstances, or assumptions underlying the statements.